

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
September 12, 2013 – 10:30 a.m.
Stony Creek Metropark – Nature Center

1. Chairman's Statement
2. Public Participation
3. Minutes – Aug. 8, 2013 Regular and Closed Meeting
4. Approval of Sept. 12, 2013 Agenda

Consent Agenda

5. **Approval of Sept. 12, 2013 Consent Agenda**
 - a. Vouchers – August
 - b. Financial Statements – August
 - c. Approval – 2014 Fees and Charges
(pg. 1)
 - d. Purchases **(pg. 23)**
 1. Metroparks Guide Maps, All Locations
 - e. Bids – Trash Compactor Replacement, Lake St. Clair Metropark
(pg. 25)
 - f. Donations
(pg. 27)

Regular Agenda

6. Legislative Report
7. Update – Park Superintendents
8. Golf Update
(pg. 31)
9. Reports
 - A. *Administrative Office*
 1. Approval – Restructuring Information Technology Department
(pg. 39)

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
September 12, 2013 – 10:30 a.m.
Stony Creek Metropark – Nature Center
Page Two

10. Director's Report
11. Other Business
12. Commissioners' Comments
13. Motion to Adjourn

A Pension Committee meeting will take place ***prior*** to the Sept. 12 Board meeting at **9:00 a.m.** at the Stony Creek Nature Center with a Retiree Health Care Trust meeting immediately following the Pension Committee meeting.

A special Board retreat will take place following the Sept. 12 Board meeting at the **Stony Creek Nature Center.**

The next regular Board of Commissioners meeting will be held *Thursday, Oct. 3, 2013* at **10:30 a.m.** at **Hudson Mills** Metropark at the Activity Center with a special Board retreat immediately following.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: 2014 Fees and Charges
Date: September 5, 2013

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2014 Fees and Charges as recommended by Director McCulloch and staff.

Background: Attached are the recommended 2014 fees and charges. Suggested changes for 2014 are highlighted in red. Input was received from district park superintendents, park staff and department heads.

At the June 6, 2013 Board meeting, staff requested raising vehicle entry fees in 2014 to the following pricing: \$30 for annual permits, \$7 for daily permits, \$20 for senior annual permits and \$54 for a joint Oakland County permit (the Metroparks receives \$27 for joint permits). Boat permits will be increased to \$35 for 2014 annual permits, \$7 for daily boat permits and \$20 for annual senior boat permits.

Staff has considered the potential loss of business and is confident the fees recommended will have a minimal impact on usage. Any potential business loss due to pricing will be absorbed by the fee increases.

Attachment: 2014 Fees and Charges

2014 Fees and Charges - Lake St. Clair

5-c-a

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Boat Permit				
Annual	\$35.00	\$30.00	\$30.00	\$30.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Marina (daily, weekends, holiday w/utilities)				
10am - 4pm	\$7.00	\$7.00	\$7.00	\$7.00
4pm - 10pm	\$7.00	\$7.00	\$7.00	\$7.00
Overnight	\$11.00	\$11.00	\$11.00	\$11.00
Sea wall (no utilities, 10am - 10pm)	\$6.00	\$6.00	\$6.00	\$6.00
Overnight	\$6.00	\$6.00	\$6.00	\$6.00
Sanitary pump-out service	\$13.00	\$13.00	\$13.00	\$13.00
Trackless Train (1-1/4 mile ride)				
Round-trip	\$1.00	\$1.00	\$0.50	\$0.50
Children 15 & under	Free	Free	Free	Free
Swimming Pool (includes use of bathhouse)				
All ages	\$4.00	\$4.00	\$3.00	\$3.00
Coin-operated lockers	\$0.50	\$0.50	\$0.50	\$0.50
Golf Course - 18 Holes ("Par 3")				
Monday - Friday	\$6.00	\$6.00	\$5.00	\$5.00
Saturday, Sunday, holidays	\$7.00	\$7.00	\$6.00	\$6.00
Sr. Citizens and Jrs (M-F only)	\$5.00	\$5.00	\$4.00	\$4.00
Golf balls	current market price			
Club rental	\$1.00	\$1.00	\$0.50	\$0.50
Adventure Golf				
Adults	\$4.00	\$4.00	\$3.00	\$3.00
Sr. Citizens and children under 11	\$3.00	\$3.00	\$2.00	\$2.00
Children 3 and under	Free	Free	Free	Free
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Building/Classroom rental				
Day (2 hour minimum)	\$25/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$50/hour	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$35.00	\$35.00	\$35.00	\$35.00
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00

2014 Fees and Charges - Lake St. Clair

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Voyageur Canoe				
All ages	\$4.00	\$4.00	\$4.00	\$4.00
Group rate (maximum 20 persons)	\$60/hour	\$60/hour	\$60/hour	\$60/hour
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour
Picnic Shelter Reservations				
Picnic shelter reservation (24'x36' - 12 tables)	\$200.00	\$200.00	\$150.00	\$150.00
Seawall shelter (30'x54' - 20 tables)	\$225.00	\$225.00	\$175.00	\$175.00
Par 3 shelter (40'x87' - 44 tables)	\$400.00	\$400.00	\$350.00	\$350.00
Pointe Gazebo rental	\$100.00	\$100.00	\$50.00	\$50.00
Large grill (2'x5')	\$25.00	\$25.00	\$25.00	\$25.00
Beverage tub	\$25.00	\$25.00	\$25.00	\$25.00
Boat Storage				
Summer	\$300.00	\$300.00	\$300.00	\$300.00
Winter	\$200.00	\$200.00	\$200.00	\$200.00
Activity Center Rental				
1 day (Mon - Thur)	\$600.00	\$500.00	\$400.00	\$400.00
2 days (Mon -Thur)	\$850.00	\$750.00	\$650.00	\$650.00
1 day (Fri/Sat/Sun/holidays)	\$800.00	\$700.00	\$600.00	\$600.00
2 days (Fri/Sat/Sun/holidays)	\$1,100.00	\$1,000.00	\$900.00	\$900.00
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$350.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Stony Creek

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Joint Permit w/Oakland County Parks	\$54 (\$27)	\$48 (\$21)	\$48 (\$21)	\$48 (\$21)
Boat Permit				
Annual	\$35.00	\$30.00	\$30.00	\$30.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Boat Storage				
Summer	\$300.00	\$300.00	\$300.00	\$300.00
Winter	\$200.00	\$200.00	\$200.00	\$200.00
Boat Rental				
Rowboat 12' and 14'	\$6/hour	\$6/hour	\$6/hour	\$6/hour
Maximum	\$25.00	\$25.00	\$25.00	\$25.00
Deposit and driver's license	\$20.00	\$20.00	\$20.00	\$20.00
Canoes	\$7/hour	\$7/hour	\$7/hour	\$7/hour
Paddleboats - 4 passenger	\$12.00	\$12.00	\$12.00	\$12.00
Kayak - 1 person	\$7.00	\$7.00	\$6.00	\$6.00
Kayak - 2 person	\$8.00	\$8.00	\$8.00	\$8.00
Senior Citizen Rate (M-Th)				
Row boat maximum	\$20.00	\$20.00	\$20.00	\$20.00
Deposit and driver's license	\$20.00	\$20.00	\$20.00	\$20.00
Cushions and life jackets provided w/rental				
Additional cushion/life jacket rental	\$1.00	\$1.00	\$1.00	\$1.00
Additional cushion/life jacket deposit	\$5.00	\$5.00	\$5.00	\$5.00
Bath house				
Coin-operated locker - small	\$0.25	\$0.25	\$0.25	\$0.25
coin-operated locker - large	\$0.50	\$0.50	\$0.50	\$0.50
Disc Golf				
Daily (wristband)	\$2.00	\$2.00	\$2.00	\$2.00
Annual bag tag	\$50.00	\$50.00	\$50.00	\$50.00
Annual senior bag tag (Sr. Citizen and Jr.)	\$30.00	\$30.00	\$30.00	\$30.00
Deposit for disc rental	\$10.00	\$10.00	\$10.00	\$10.00
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Building/classroom rental				
Day (2 hour minimum)	\$25/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$50/hour	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$35.00	\$35.00	\$35.00	\$35.00

2014 Fees and Charges - Stony Creek

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Voyageur Canoe				
All ages	\$5.00	\$5.00	\$4.00	\$4.00
Group rate (maximum 20 persons)	\$75/hour	\$75/hour	\$60/hour	\$60/hour
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour
Picnic Rental				
Standard shelter	\$200.00	\$200.00	\$150.00	\$150.00
Lakeside Gazebo	\$100.00	\$100.00	\$50.00	\$50.00
Banquet Tent Rental				
Fridays, Saturdays and Holidays	\$800.00	\$600.00	\$600.00	\$600.00
Weekdays and Sundays	\$700.00	\$500.00	\$500.00	\$500.00
Stage Rental				
Per day (up to a 25 mile distance)	\$500.00	\$450.00	\$400.00	\$400.00
Additional charges	ATBD			
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$350.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00
Family Camping Events - Two Nights (Fri - Sun)				
Per Campsite	\$40.00	\$40.00	\$40.00	\$40.00
Bicycle Rental (1 hour minimum) 10-6pm daily				
26" Men's/women's single speed	\$5/hour	\$5/hour	\$5/hour	\$5/hour
20" Boys/girls single speed	\$5/hour	\$5/hour	\$5/hour	\$5/hour
Driver's license & deposit	\$10.00	\$10.00	\$10.00	\$10.00
Maximum deposit (Two or more bicycles to same family)	\$20.00	\$20.00	\$20.00	\$20.00
Paddleboards (with \$20 deposit)	\$10/hour	\$10/hour	-	-
Cross Country Ski Rental (tax included)				
Full Set 1/2 day	\$10.00	\$10.00	\$10.00	\$10.00
Full Set 1/2 day Adult	\$13.00			
Full Set 1/2 Day Youth (under 16)	\$9.00			
Group Rate (Monday - Friday only)	\$8.00			
Skis	\$5.00	\$4.00	\$4.00	\$4.00
Boots	\$5.00	\$4.00	\$4.00	\$4.00
Poles	\$3.00	\$2.00	\$2.00	\$2.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Wolcott Mill

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour
Picnic Shelter Reservations				
Standard Shelter	\$200.00	\$200.00	\$150.00	\$150.00
Mill Gazebo	\$100.00	\$100.00	\$50.00	\$50.00
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$350.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00
Camp Rotary				
Activities Building				
Catered food only - accommodates up to 120 people				
Monday - Thursday (9am - midnight)	\$450.00	\$350.00	\$350.00	\$350.00
Friday, Saturday, Sunday (9am - midnight)	\$500.00	\$400.00	\$400.00	\$400.00
Pavilion	\$200.00	\$200.00	\$150.00	\$150.00
Pavilion if rented with Activities bldg	\$100.00	\$100.00	\$100.00	\$100.00
Shorian Lodge				
Weekend rates (single nights available at 1/2 rate)	\$220.00	\$220.00	\$220.00	\$220.00
Tent Camping (Organized Youth Groups only)				
Day Camp rate (per event/troop/group)	\$30.00	\$30.00	\$30.00	\$30.00
Tent Camp rate (per event/troop/group)	\$30.00	\$30.00	\$30.00	\$30.00
Farm Center				
Family/individual programs				
Adults	\$5.00	\$5.00	\$5.00	\$5.00
Children	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$1.00	\$1.00	\$1.00	\$1.00
Per student, all day program	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Outreach				
One program	\$50.00	\$50.00	\$50.00	\$50.00
Additional program, same day/same school	\$35.00	\$35.00	\$35.00	\$35.00

2014 Fees and Charges - Wolcott Mill

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Building/Classroom Rental				
Day (2 hour minimum)	\$25/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$50/hour	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$35/hour	\$35/hour	\$35/hour	\$35/hour
Hayrides				
Children (2 years and under)	Free	Free	Free	Free
Children (3-12 years)	\$3.00	\$3.00	\$3.00	\$3.00
Seniors	\$3.00	\$3.00	\$3.00	\$3.00
Adults	\$5.00	\$5.00	\$5.00	\$5.00
Group	\$150.00	\$150.00	\$150.00	\$150.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Indian Springs

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Joint Permit w/Oakland County Parks	\$54 (\$27)	\$48 (\$21)	\$48 (\$21)	\$48 (\$21)
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour
Picnic Shelter Reservation				
Standard shelter	\$200.00	\$200.00	\$150.00	\$150.00
Shade Structure Spray n' Play	\$50.00			
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$300.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00
Building/Classroom Rental				
Day (2 hour minimum)	\$50/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$75.00	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$60.00	\$35/hour	\$35/hour	\$35/hour
Environmental Discovery Center Events Room Rental				
April - October (per day)				
Friday, Saturday and holidays	\$1,000.00	\$900.00	\$900.00	\$900.00
Sunday - Thursday	\$800.00	\$700.00	\$700.00	\$600.00
November - March				
Friday, Saturday and holidays	\$900.00	\$800.00	\$800.00	\$800.00
Sunday - Thursday	\$700.00	\$600.00	\$600.00	\$600.00
Ceremony site				
Includes transport/set-up of up to 200 chairs, portable sound system and white chairs.	\$300.00	\$300.00	\$300.00	\$300.00
Upgrade Event Room Chairs		\$2.00 per chair		

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Kensington

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Joint Permit with Oakland County Parks	\$54 (\$27)	\$48 (\$21)	\$48 (\$21)	\$48 (\$21)
Boat Permit				
Annual	\$35.00	\$30.00	\$30.00	\$30.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Boat Rental				
Rowboat	\$6/hour	\$6/hour	\$6/hour	\$6/hour
Maximum (Max 6 HP motor allowed on 12-foot boat) (Max 10 HP motor allowed on 14-foot boat)	\$25.00	\$25.00	\$25.00	\$25.00
Senior Citizen (M-F) Rowboat maximum	\$20.00	\$20.00	\$20.00	\$20.00
Paddle Boats				
4-passenger	\$12/hour	\$12/hour	\$12/hour	\$12/hour
Kayaks				
1 person	\$7/hour	\$7/hour	\$7/hour	\$7/hour
2 persons	\$8/hour	\$8/hour	\$8/hour	\$8/hour
Canoes	\$7/hour	\$7/hour	\$7/hour	\$7/hour
Swan Pedal Boats	\$15.00	\$15.00		
Paddle Boards	\$10.00	\$10.00		
Cushions and life jackets provided with rentals				
Additional cushion/life jacket rental	\$1.00	\$1.00	\$1.00	\$1.00
Additional cushion/life jacket deposit	\$5.00	\$5.00	\$5.00	\$5.00
Boat Slip Rental Space - Per Person				
Class A (78-96" width - length up to 24')	\$500.00	\$500.00	\$500.00	\$500.00
Class B (66-77" width - length up to 20')	\$425.00	\$425.00	\$425.00	\$425.00
Class C (54-65" width - length up to 18')	\$350.00	\$350.00	\$350.00	\$350.00
Class D (24-53" width - length up to 16')	\$300.00	\$300.00	\$300.00	\$300.00
Group Campsite - Overnight (Youth Groups Only)				
Permit (per troop)	\$40.00	\$30.00	\$30.00	\$30.00
Camporees/Jamborees - per troop/group	\$40.00	\$30.00	\$30.00	\$30.00
Wood bundles	\$15.00	\$10.00	\$10.00	\$10.00
Canoe Campsite - Overnight				
Per Canoe (up to 5)	\$5.00	\$2.00	\$2.00	\$2.00
Excursion Boat - Island Queen				
Adults - per person	\$6.00	\$6.00	\$5.00	\$5.00
Children ages 3-12, Senior Citizens - per person	\$4.00	\$4.00	\$3.00	\$3.00
Children 2 years and under	Free	Free	Free	Free
Charter - morning or evening	\$90/hour			
Disc Golf Course				
Daily (wristband)	\$2.00	\$2.00	\$2.00	\$2.00
Annual bag tag	\$50.00	\$50.00	\$50.00	\$50.00
Annual Senior (62 & over)/Jr. (17 & under) bag tag	\$30.00	\$30.00	\$30.00	\$30.00
Deposit for disc rental	\$10.00	\$10.00	\$10.00	\$10.00

2014 Fees and Charges - Kensington

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Building/Classroom Rental				
Day (2 hour minimum)	\$50/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$75/hour	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$60.00	\$35.00	\$35.00	\$35.00
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Mobile Learning Center				
Fairs/Weekend Shows				
First Day	\$425.00	\$425.00	\$425.00	\$425.00
Weekends	\$600.00	\$600.00	\$600.00	\$600.00
Cross Country Ski Rental (tax included)				
1/2 day full package rental	\$13.00	\$10.00	\$10.00	\$10.00
1/2 day full package rental (youth under 16)	\$9.00			
Group rate (M-F only in advance, 15 or more)	\$8.00	\$6.00	\$6.00	\$6.00
Skis only	\$5.00	\$4.00	\$4.00	\$4.00
Boots only	\$5.00	\$4.00	\$4.00	\$4.00
Poles only	\$5.00	\$2.00	\$2.00	\$2.00
Hayrides / Sleigh rides (Noon - 4pm Sat & Sun)				
Children 2 years and under	Free	Free	Free	Free
Children 3-12 years	\$3.00	\$3.00	\$3.00	\$3.00
Seniors	\$3.00	\$3.00	\$3.00	\$3.00
Adults (per person)	\$5.00	\$5.00	\$5.00	\$5.00
Reservations (5 - 9pm)				
Rates	\$150/hour	\$150/hour	\$150/hour	\$150/hour
2-Hour Rate	\$250.00	\$250.00	\$250.00	\$250.00
Bonfire	\$50.00	\$50.00	\$50.00	\$50.00
Day Charter Reservations (10am - 4pm)				
Groups (1/2 hour by appointment)	\$50	\$50	\$50	\$50
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour
Picnic Shelter Reservation				
Fee	\$225.00	\$200.00	\$150.00	\$150.00
Stage Rental				
Per day (up to a distance of 25 miles)	\$500.00	n/a	n/a	n/a
Additional	TBD			

2014 Fees and Charges - Kensington

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Splash & Blast (Family Aquatic Center)				
Adult	\$5.00	\$5.00	\$4.00	\$4.00
Children (ages 2-15) and Jr.	\$4.00	\$4.00	\$3.00	\$3.00
Children under age 2	Free	Free	Free	Free
Seniors	\$4.00	\$4.00	\$3.00	\$3.00
Twilight (After 5pm)				
Adult	\$4.00	\$4.00	\$3.00	\$3.00
Senior and children	\$3.00	\$3.00	\$2.00	\$2.00
Before & After Hours (10-11am, 7-8pm)				
Group rates for groups of 75 or less	\$200/hour	\$200/hour	\$200/hour	\$200/hour
Groups over 75 (additional fee per person)	\$4.00	\$4.00	\$3.00	\$3.00
Bath House				
Coin operated lockers	\$0.25	\$0.25	\$0.25	\$0.25
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$350.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Huron Meadows

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Boat Rental				
12-foot rowboat	\$6/hour	\$6/hour	\$6/hour	\$6/hour
Maximum	\$25.00	\$25.00	\$25.00	\$25.00
Senior maximum	\$8.00	\$8.00	\$8.00	\$8.00
14-foot rowboat	\$6/hour	\$6/hour	\$6/hour	\$6/hour
Maximum	\$25.00	\$25.00	\$25.00	\$25.00
Senior maximum	\$10.00	\$10.00	\$10.00	\$10.00
Kayaks				
1 person	\$7/hour			
2 person	\$8/hour			
Paddle Boats	\$12/hour	\$12/hour	\$12/hour	\$12/hour
Deposit	\$20.00	\$20.00	\$20.00	\$20.00
Cushions and life jackets provided with rentals				
Additional cushion/life jacket rental	\$1.00	\$1.00	\$1.00	\$1.00
Additional cushion/life jacket deposit	\$5.00	\$5.00	\$5.00	\$5.00
Cross Country Ski Rental (tax included)				
Full Set 1/2 day	\$10.00	\$10.00	\$10.00	\$10.00
Full Set 1/2 day - Adult	\$13.00			
Full Set 1/2 day - Youth (under 16)	\$9.00			
Group rate (Monday - Friday only)	\$8.00	\$6.00	\$6.00	\$6.00
Skis	\$5.00	\$4.00	\$4.00	\$4.00
Boots	\$5.00	\$4.00	\$4.00	\$4.00
Poles	\$3.00	\$2.00	\$2.00	\$2.00
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour
Picnic Shelter Reservation				
Fee	\$200.00	\$200.00	\$150.00	\$150.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Hudson Mills

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Joint Permit with Oakland County Parks	\$54 (\$27)	\$48 (\$21)	\$48 (\$21)	\$48 (\$21)
Group Campsite - Overnight (Youth Groups Only)				
Permit - per troop	\$40.00	\$30.00	\$30.00	\$30.00
Camporees/Jamborees - per troop/group	\$40.00	\$30.00	\$30.00	\$30.00
Wood bundles	\$15.00	\$10.00	\$10.00	\$10.00
Canoe Campsite - Overnight				
Per Canoe (up to 5)	\$5.00	\$5.00	\$5.00	\$5.00
Disc Golf Course				
Daily (wristband)	\$2.00	\$2.00	\$2.00	\$2.00
Annual bag tag	\$50.00	\$50.00	\$50.00	\$50.00
Annual Senior (62 & over) & Jr. (17 & under) bag tag	\$30.00	\$30.00	\$30.00	\$30.00
Deposit for disc rental	\$10.00	\$10.00	\$10.00	\$10.00
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Building/classroom rental				
Day (2 hour minimum)	\$50/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$75/hour	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$60.00	\$35.00	\$35.00	\$35.00
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour
Picnic Shelter Reservation				
Fee	\$200.00	\$200.00	\$150.00	\$150.00
Cross Country Ski Rental (tax included)				
Full Set 1/2 day	\$10.00	\$10.00	\$10.00	\$10.00
Full Set 1/2 day Adult	\$13.00			
Full Set 1/2 day Youth (under 16)	\$9.00			
Group Rate (Monday - Friday only)	\$8.00	\$6.00	\$6.00	\$6.00
Skis	\$5.00	\$4.00	\$4.00	\$4.00
Boots	\$5.00	\$4.00	\$4.00	\$4.00
Poles	\$3.00	\$2.00	\$2.00	\$2.00
Tennis Racquet and Basketball Rental				
Deposit	\$10.00	\$10.00	\$10.00	\$10.00

2014 Fees and Charges - Hudson Mills

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$350.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Dexter-Huron & Delhi

Dexter-Huron

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Picnic Shelter Reservation				
Fee	\$200.00	\$200.00	\$150.00	\$150.00

Delhi

Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Picnic Shelter Reservation				
Fee	\$200.00	\$200.00	\$150.00	\$150.00
Canoe Rental (Lease Operation)				
Hudson Mills to Delhi (eight miles)	\$40.00	\$37.00	\$37.00	\$37.00
Dexter-Huron to Delhi (three miles)	\$25.00	\$25.00	\$25.00	\$25.00
Deposit	\$20.00	\$20.00	\$20.00	\$20.00
Premium canoe (extra charge)	\$5.00	\$5.00	\$5.00	\$5.00
Two-day overnight from Huron Meadows to Hudson Mills to Delhi	\$40.00	\$40.00	\$40.00	\$40.00
Third adult in canoe	Additional fee 50% of normal rate			
Kayak Rental (Lease Operation)				
Hudson Mills to Delhi (8 miles)	\$32.00	\$32.00	\$32.00	\$32.00
Dexter-Huron to Delhi (three miles)	\$25.00	\$25.00	\$25.00	\$25.00
Deposit	\$20.00	\$20.00	\$20.00	\$20.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

Price determined by vendor.

2014 Fees and Charges - Lower Huron

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Golf Course - 18 Holes "Par 3"				
18 Holes - Monday - Friday	\$6.00	\$6.00	\$5.00	\$5.00
18 Holes - Weekends and Holidays	\$7.00	\$7.00	\$6.00	\$6.00
18 Holes - Sr. Citizen and Jr (M-F only)	\$5.00	\$5.00	\$4.00	\$4.00
Golf Balls	Current Market Price			
Golf Club Rental	\$1.50	\$1.50	\$0.50	\$0.50
Photography Fee				
2 hour minimum		\$150/hour	\$150/hour	\$150/hour
Picnic Shelter Reservations				
Tier 1 (seats up to 100)				
Ellwoods East	\$200.00	\$200.00	\$150.00	\$150.00
Ellwoods West	\$200.00	\$200.00	\$150.00	\$150.00
Sycamore Bend	\$200.00	\$200.00	\$150.00	\$150.00
Tulip Tree	\$200.00	\$200.00	\$150.00	\$150.00
Woods Creek North	\$200.00	\$200.00	\$150.00	\$150.00
Tier 2 (seats up to 200)				
Foxwoods	\$250.00	\$200.00	\$150.00	\$150.00
Hawthorne Glade North	\$250.00	\$200.00	\$150.00	\$150.00
Hawthorne Glade South	\$250.00	\$200.00	\$150.00	\$150.00
Woods Creek South	\$250.00	\$200.00	\$150.00	\$150.00
Turtle Cove Picnic Corrals (per day)	\$25.00	\$25.00	\$25.00	\$25.00
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$350.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00
Rustic Camping - Overnight				
Per Campsite (per night)	\$20.00	\$20.00	\$20.00	\$20.00
Group Campsite - Overnight				
Permit	\$30.00	\$30.00	\$30.00	\$30.00
Camporees/Jamborees - per troop/group	\$30.00	\$30.00	\$30.00	\$30.00
Wood bundles	\$10.00	\$10.00	\$10.00	\$10.00
Canoe Campsite - Overnight				
Per Canoe (up to 5)	\$5.00	\$5.00	\$5.00	\$5.00
Turtle Cove Aquatic Center				
48" and taller	\$10.00	\$8.00	\$8.00	\$8.00
Under 48"	\$8.00	\$6.00	\$6.00	\$6.00
Twilight (after 5pm)	\$6.00	\$5.00	\$5.00	\$5.00
Youth group rate per person (20 minimum, M-F only)	\$6.00	\$5.00	\$5.00	\$5.00
Coin operated lockers	\$0.50	\$0.50	\$0.50	\$0.50

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Willow

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Swimming Pool				
All ages (includes use of bath house)	\$4.00	\$4.00	\$4.00	\$4.00
Twilight (after 5pm)	\$3.00	\$3.00	\$3.00	\$3.00
Children under 30" tall	Free	Free	Free	Free
Youth group rate (per person, 20 min., M-F only)	\$3.00	\$3.00	\$3.00	\$3.00
Coin-operated lockers	\$0.50	\$0.50	\$0.50	\$0.50
Cross Country Ski Rental (weekends only, tax included)				
Full package 1/2 day	\$10.00	\$10.00	\$10.00	\$10.00
Skis	\$4.00	\$4.00	\$4.00	\$4.00
Boots	\$4.00	\$4.00	\$4.00	\$4.00
Poles	\$2.00	\$2.00	\$2.00	\$2.00
Picnic Shelter Reservation				
Tier 1 (seats up to 100)				
Big Bend North	\$200.00	\$200.00		
Big Bend South	\$200.00	\$200.00		
Chestnut North	\$200.00	\$200.00		
Chestnut South	\$200.00	\$200.00		
Fox Meadows North	\$200.00	\$200.00		
Washago Pond	\$200.00	\$200.00		
Tier 2 (seats up to 200)				
Flintwoods	\$250.00	\$200.00		
Bicycle Rental (10am-6pm daily, one-hour minimum)				
20" or 26" single speed	\$5/hour	\$5/hour	\$5/hour	\$5/hour
Tandem	\$6.00	\$6.00	\$6.00	\$6.00
Driver's license and deposit	\$10.00	\$10.00	\$10.00	\$10.00
Maximum deposit (two or more bikes; same family)	\$20.00	\$20.00	\$20.00	\$20.00
Skatepark				
Memorial Day - Labor Day	Free	Free	Free	Free
Court Games				
Basketball, volleyball and horseshoes	Free	Free	Free	Free
Limited equipment deposit (available upon request)	\$10.00	\$10.00	\$10.00	\$10.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Oakwoods

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Building/Classroom Rental				
Day (2 hour minimum)	\$25/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$50/hour	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$35.00	\$35.00	\$35.00	\$35.00
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Voyageur Canoe				
All ages	\$5.00	\$5.00	\$4.00	\$4.00
Group rate (maximum 20 persons)	\$75/hour	\$75/hour	\$60/hour	\$60/hour
Picnic Shelter Reservation				
Fee	\$200.00	\$200.00	\$150.00	\$150.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.

2014 Fees and Charges - Lake Erie

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Vehicle Entry Permit				
Annual	\$30.00	\$25.00	\$25.00	\$25.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Boat Permit				
Annual	\$35.00	\$30.00	\$30.00	\$30.00
Senior Citizen	\$20.00	\$15.00	\$15.00	\$15.00
Daily	\$7.00	\$5.00	\$5.00	\$5.00
Marina Transient Weekly				
25-Foot	\$56.00	\$56.00	\$50.00	\$50.00
30-Foot	\$66.00	\$66.00	\$60.00	\$60.00
35-Foot	\$76.00	\$76.00	\$70.00	\$70.00
40-Foot	\$81.00	\$81.00	\$75.00	\$75.00
Marina Transient Daily (24 hours)				
All boat lengths	\$30.00	\$30.00	\$25.00	\$25.00
Marina Miscellaneous				
Hoist (fee x length of boat)	\$4.00	\$4.00	\$3.00	\$3.00
Hoist out for repair w/blocking (fee x length of boat)	\$6.00	\$6.00	\$5.00	\$5.00
Summer daily yard storage	\$5.00	\$5.00	\$5.00	\$5.00
Daily yard storage during repair (per day)	\$5.00	\$5.00	\$5.00	\$5.00
Blocking (under 30 feet)	\$6/foot	\$6/foot	\$5/foot	\$5/foot
Blocking (over 30 feet)	\$6/foot	\$6/foot	\$5/foot	\$5/foot
Trailer storage (weekly transient)				
Slip holders (weekly rate)	\$10.00	\$10.00	\$10.00	\$10.00
Summer dry storage (May 1 - Oct 31) w/ramp use	\$400.00	\$400.00	\$350.00	\$350.00
Special summer dry storage - 2 months or less (w/ramp)	\$250.00	\$250.00	\$200.00	\$200.00
Pump-out holding tank	\$6.00	\$6.00	\$5.00	\$5.00
Power wash (under 30 feet)	\$30.00	\$30.00	\$25.00	\$25.00
Power wash (over 30 feet)	\$35.00	\$35.00	\$30.00	\$30.00
Winter Boat Storage (Season ~ Oct. 16 - Apr. 15)				
Boat launch (flat rate)	\$300.00	\$300.00	\$250.00	\$250.00
Wave Pool				
Children (15 years and under) and Seniors	\$5.00	\$5.00	\$5.00	\$5.00
Adults	\$7.00	\$7.00	\$7.00	\$7.00
Children (under 30" in height)				
Twilight rate (after 5pm)	\$4.00	\$4.00	\$4.00	\$4.00
Raft rental (included in price)	Free	Free	Free	Free
Coin operated lockers	\$0.50	\$0.50	\$0.50	\$0.50
Organized youth group (20 person minimum)				
Weekdays only	\$4.00	\$4.00	\$4.00	\$4.00
Rock Climbing Wall				
Per Climb	\$2.00	\$2.00	\$2.00	\$2.00
Out of Five County Nature Center Appointments				
Per person (Minimum per group requirement, contact center)	\$3.00	\$3.00	\$3.00	\$3.00
Photography Fee				
2 hour minimum	\$150/hour	\$150/hour	\$150/hour	\$150/hour

2014 Fees and Charges - Lake Erie

Type	2014 Rate	2013 Rate	2012 Rate	2011 Rate
Interpretive Program Fees				
Family/individual programs				
Adults (minimum fee)	\$5.00	\$5.00	\$5.00	\$5.00
Children (minimum fee)	\$3.00	\$3.00	\$3.00	\$3.00
Group Programs Onsite				
Per student, one program	\$2.00	\$2.00	\$2.00	\$2.00
Per student, all day program	\$5.00	\$5.00	\$5.00	\$5.00
Group Programs Outreach				
One program	\$75.00	\$75.00	\$75.00	\$75.00
Additional program, same day/same school	\$50.00	\$50.00	\$50.00	\$50.00
Building/Classroom Rental				
Day (2 hour minimum)	\$25/hour	\$25/hour	\$25/hour	\$25/hour
All day	\$200.00	\$200.00	\$200.00	\$200.00
Evening (2 hour minimum)	\$50/hour	\$50/hour	\$50/hour	\$50/hour
Evening after first 2 hrs (each additional hour)	\$35.00	\$35.00	\$35.00	\$35.00
Picnic Shelter Reservation				
Tier 1 (seats up tp 100)				
American Lotus	\$200.00	\$200.00	\$150.00	\$150.00
Muskrat	\$200.00	\$200.00	\$150.00	\$150.00
Cattail	\$200.00	\$200.00	\$150.00	\$150.00
Tier 3 (seats up to 300)				
Blue Heron	\$300.00	\$250.00	\$175.00	\$175.00
Event Fee (charge no less than \$350; subject to venue agreement)				
1 day	\$350.00	\$250.00	\$200.00	\$200.00
2 days	\$450.00	\$400.00	\$300.00	\$300.00

Rate Changes in RED

Note: Charitable and non-profit organizations may request and receive a 50 percent reduction in the above rates for building use Monday Through Friday (excluding holidays). These organizations should appear on the list of Charitable Trusts published by the state of MI.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Maria van Rooijen, Purchasing Agent
 Project No: ITB-13-027
 Project Title: Metropark Guide Map
 Location: All Parks
 Date: September 5, 2013

Bids Opened: Tuesday, August 6, 2013 at 2:00 p.m.

Action Requested: Motion to Approve

That the Board of Commissioners award ITB No.13-027 to the low responsive, responsible bidder, Dearborn Lithograph, Inc. in the amount of \$31,839.00 for 200,000 Metropark Guide Maps as recommended by Maria van Rooijen, Purchasing Agent and staff.

Fiscal Impact: Budgeted project cost under budget.

Scope of Work: Print, furnish and deliver 200,000 Metropark Guide Maps, 24-inch x 32-inch, in accordance with bid specifications and delivery schedule.

Note 1: Bids were submitted based on an estimated quantity of 300,000 Maps. It is recommended that the quantity of maps printed be revised to 200,000 to save cost. The low three bidders were asked to resubmit prices for the revised quantity, and their revised pricing is included in the tabulation.

Note 2: Dearborn Lithograph, Inc and Compton Press Industries also submitted alternate bids for different paper stock; however, these alternates were not approved equals.

<u>Vendor</u>	<u>Location</u>	<u>Total Price</u> 300,000 Ea.	<u>Total Price</u> 200,000 Ea.
Dearborn Lithograph, Inc.	Livonia	\$45,618.00	\$31,839.00
Printwell	Taylor	\$46,058.93	\$31,946.00
Compton Press Industries	Farmington Hills	\$48,183.00	\$33,000.00
White Pine Printers	Ann Arbor	\$53,947.00	
RR Donnelley	Southfield	\$56,140.00	
American Litho, Inc.	Carol Stream, IL	\$59,874.44	
Accuform Printing & Graphics	Detroit	\$59,999.98	

INVITATION FOR BIDS WAS POSTED ON MICHIGAN INTER GOVERNMENTAL WEBSITE AND WAS SENT TO 98 REGISTERED SUPPLIERS.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Brahm-Henkel, Manager of Assets and Development
 Project No: 702-13B
 Project Title: Trash Compactor Replacement
 Project Type: Major Maintenance
 Location: Lake St. Clair Metropark
 Date: September 5, 2013

Bids Opened: August 13, 2013 at 2:00 p.m.

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 702-13B to the low responsive, responsible bidder, R. L. Sheridan, LLC in the amount of \$69,027.45; and that \$17,100.00 be transferred from the Capital Fund balance to cover the difference between low bid and Budget Amount as recommended by Manager of Assets and Development Mike Brahm-Henkel and staff.

Scope of Work: Work includes the furnishing and installation of a new trash compactor, pavement replacement, pavement removal, removal of existing compactor, concrete footing removal, drainage improvements, concrete placement, installation of concrete footings, and associated electrical work.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
R.L. Sheridan, LLC	Garden City, MI	\$69,027.45
J.T. Maurer Building Company, Inc.	Plymouth, MI	\$77,346.50
Rickman Enterprise Group, LLC	Detroit, MI	\$93,861.10
Budget Amount for Contract Services and Administration		\$ 54,000.00
Work Order Amount-702.80-M263		
Contract Amount – R.L. Sheridan, LLC (Rounded)		\$69,100.00
Contract Administration		<u>\$ 2,000.00</u>
Total Proposed Work Order Amount		\$71,100.00

Note: Original budgeted cost focused on the replacement of the compactor. Once in design other issues including safety, drainage, and relocation of the unit were addressed.

The following contractors obtained bidding documents but did not submit a proposal: A & M Construction Co., Washington, LJ Electric, Swartz Creek

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



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: Donations
Date: September 5, 2013

Action Requested: Motion to Approve

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

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

1. Arlene Rood made a \$2,000 cash donation for signage/display to be used at the Lake St. Clair Metropark Nature Center.
2. Wendy Sherrill made a \$500 cash donation for bench and tree to be placed at Hudson Mills Metropark.
3. Laura Williams made a \$300 cash donation for a bench to be placed at Indian Springs Metropark.
4. George Brown made a \$300 donation for a picnic table in memory of her mother and will be placed near the boat rental area at Kensington Metropark.
5. Frances Martens made a \$300 cash donation for a bench that will be placed on the practice greens at the Kensington Metropark Golf Course.
6. Linda Nehasil made a \$250 cash donation for memorial plaque honoring her husband who was a police officer and died in the line of duty. The plaque will be placed on the hike-bike trail at Kensington Metropark.
7. The Washtenaw Ski Touring Club made a \$250 cash donation for cross country ski equipment to be used at the Huron Meadows Metropark.
8. Renne Holzer donated photographs of Great Blue Herons and Rockery, Ospreys, Chipmunks and Black Capped Chickadee's for use at the Kensington Metropark Nature Center; itemizing a \$300 value.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: Legislative Report
Date: September 5, 2013

Legislative Consultant George Carr will give Commissioners a verbal report update at the September 12 meeting.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Jerry Cyr, Park Operations Manager
Subject: Golf Update
Date: September 5, 2013

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the Golf Report as recommended by Park Operations Manager Jerry Cyr and staff.

Background: With a decline in golf participation in southeast Michigan, the market is extremely competitive. In order to keep pace and develop a strategy for the future golf course operations, the Metroparks participated in two initiatives.

First, the Board approved the employment of ROI Golf to assess each Metropark golf course. The work is near completion and a final report will be available for Board review at the October Board meeting.

Secondly, an on-line reservation service, GolfNow, can be used by Metropark patrons to schedule tee times. The tool has also been helpful to golf course managers to track and adjust rates. Updates on this program have been provided monthly and further explanation of the pricing philosophy is attached.

Attachments: **GolfNow Letter**
Article: University of Michigan Using Dynamic Pricing
Article: Dynamic Pricing – The Future of Greens Fee Pricing – Today!



Huron – Clinton Metroparks
 13000 High Ridge Drive
 Brighton, MI 48114

August 24, 2013

GolfNow has been a big proponent of dynamic pricing in golf since 2001. We feel it is the most successful pricing model for an operator to drive substantial growth to the business's bottom-line revenue. In 2013 with the current golf industry's economics and the world's fast pace technology, dynamic pricing is the best way to keep up!

What is dynamic pricing?

- Commerce offering goods at a price that changes according to the level of demand, the type of customer, or the state of the weather.

What dynamic pricing is NOT...

- Blanket discounting – dynamic pricing is not discounting your entire day/week from open to close.
- Last minute discounting – dynamic pricing is not always last minute discounts. The time at which you practice dynamic pricing should be truly “dynamic” and when you need it based on numerous factors.
 - o We believe there are two types of golfers: time sensitive and price sensitive. We also believe a golf course needs both types to be successful. A time sensitive golfer will pay more to get the tee time he/she wants. So charge more for it! The price sensitive golfer will wait and only make the purchase when the price is right. If you are using dynamic pricing correctly, you are pricing this golfer into areas of low demand on your tee sheet where you need it. Balancing the two golfers is the key to driving the biggest bottom-line revenue.
- Just discounting – dynamic pricing is not always just lowering a price. It also should be used to raise the price in areas of high demand to drive more revenue.

What is needed for dynamic pricing...

- A staff or staff member who is fully engaged in his or her business. To get the most out of dynamic pricing, one must be smart (know what he/her is doing and why they are doing it) and disciplined (keep doing it on a regular basis).
- Technology to get your product (tee times) in front of customers quickly and able to be purchased conveniently.

Best regards,

Charles Klaus
 Director, GolfNow Regional Sales
charles.klaus@golfchannel.com

Michigan using dynamic ticket prices

By **Michael Rothstein** | WolverineNation

Updated: June 28, 2013, 2:14 AM ET

ANN ARBOR, Mich. -- If you're trying to buy tickets to a Michigan football game this fall, it could be worth buying now because of the Wolverines' move to a dynamic ticketing model this season.

Single-game ticket prices will vary based on current market values for the ticket. For example, the price for Michigan games against Central Michigan and Akron might not move much off the season-ticket price of \$65. But for a premium opponent such as Notre Dame, Nebraska or Ohio State, the school could end up charging at least double the initial ticket price, depending on when a person buys the ticket and how much supply is left based on the demand.

While Michigan won't be the first school to move toward a dynamic ticketing model, it might be the most high profile. Cal started using Q-Cue -- the same company Michigan hired -- last season. So has Georgetown basketball. South Florida and Washington have used another dynamic ticketing company, Digonex, to experiment in college sports.

This has become a popular model in professional sports and the music concert and airline industries.

The new ticketing policy will apply only to single-game tickets for Michigan, not season tickets or specialty packs. Michigan set its expected end zone initial dynamic prices to range anywhere from \$65 (Akron) to \$195 (Notre Dame) per seat. Michigan-Ohio State is estimated at \$175 per seat at this point. Michigan single-game tickets go on sale July 30 to donors and Aug. 1 to the general public.

"Dynamic pricing is a practice that has been widely used throughout the travel industry and is quickly becoming the standard across sports and entertainment organizations," Michigan chief marketing officer Hunter Lochmann said in a statement. "Pricing dynamically will allow us to adjust single-game ticket prices upward or downward based on real-time market conditions with the biggest factor being fan demand and ticket scarcity.

"We've seen strong demand for tickets and encourage fans to buy early to access the best deals."

Michigan Dynamic Pricing

Michigan is going to let the market dictate the price of single-game tickets. The single-game price will increase as tickets are sold and the supply dwindles.



Michigan 2013 End Zone Ticket Prices

Opponent	Season-Ticket Price	Single-Game Price*
C. Michigan	\$65	\$70
Notre Dame	\$65	\$195
Akron	\$65	\$65
Minnesota	\$65	\$85
Indiana	\$65	\$85
Nebraska	\$65	\$110
Ohio State	\$65	\$175

*Expected Initial Dynamic Price (end zone)



Book A Tee Time

Annual Passes

Pro Shop

Dynamic Pricing

DYNAMIC PRICING

Dynamic Pricing – The Future of Greens Fee Pricing – Today!

What is dynamic pricing? Airlines, hotels, and even your favorite sports team have been utilizing dynamic pricing for years. Now this powerful pricing strategy has entered the golf arena. At Walters Golf Management properties, rates will be adjusted – both higher and lower – in real-time, based on demand, availability and other changing factors (yes, even Mother Nature plays her role in this new strategy). With rates changing in real-time, dynamic pricing puts you in the driver's seat—giving you the chance to find the best rate and time that works for you.

At Walters Golf Management properties, greens fee pricing is determined by thorough analysis of specific metrics, competition, daily utilization of tee times, day parts (a period of time during the day of high or low demand), weather and other factors. Dynamic pricing is also determined through online traffic analytics, website page views, online booking rates, rounds comparisons and how this all correlates to walk-in, call-in, league, outing and membership play.

What does dynamic pricing mean for the golf consumer? In a nutshell, more affordable and accessible golf. While the most sought after day parts may sometimes see a slight increase in rates, the vast majority of tee times will be available at rates never seen before in the St. Louis market. Dynamic pricing puts you, the golfer, in control, offering the right TIME, to the right PERSON, at the right PRICE!



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: John P. McCulloch, Director
 Subject: Restructuring Information Technology Department
 Date: September 5, 2013

Action Requested: Motion to Approve

That the Board of Commissioners approve the restructuring of the Information Technology Department to include the positions of Infrastructure Administrator and Business Support Specialist and authorize staff to fill the vacant IT positions.

Fiscal Impact: Currently there are four employees budgeted for the IT Department with one position vacant at this time. The proposed restructuring would expand the IT department by one additional position bringing the total number of IT employees to five; there would be no fiscal impact for 2013.

Background: To ensure that the appropriate IT infrastructure and support services are in place to facilitate the upgrade to the new ERP system, as well as existing technology, Plante Moran conducted an IT assessment that included interviews with the IT staff and surveys and interviews of end users.

The assessment identified two areas of concern with a recommendation that the department be restructured to include the positions of Infrastructure Administrator and Business Application Specialist. The Infrastructure Administrator would be responsible for planning, implementing, maintaining and securing the technology infrastructure. The position of Business Application Specialist would be responsible for identifying software solutions for Metropark operations and supporting and training end users in both the ERP system and other software applications.

Based on his skills and expertise, it is recommended that Nolan Clark be appointed to the Infrastructure Administrator position with no change in pay or benefits. The positions of Technology Manager and Business Application Specialist would be posted both internally and externally.

Attachments: **Synopsis of Information Technology Assessment**
Organization Structure Recommendation
Sample Job Descriptions
Plante Moran Information Technology Assessment

ERP-PROJECT FRED

SYNOPSIS – INFORMATION TECHNOLOGY ASSESSMENT

To ensure that resources, both in terms of technology and personnel, are sufficient to support the new ERP system, Plante & Moran conducted an assessment of the Metroparks' current information technology structure. Through interviews with IT staff and key stakeholders, employee surveys, and a review of existing hardware, software, networking and telecommunications equipment, three functional areas were assessed.

1. Organization: Do we have the correct number of staff with the right skills?
2. Administration: Do we properly manage and administer the existing technology?
3. Technology: Do we procure and support the most appropriate equipment and systems.

The assessment identified several challenges that need to be addressed if the new ERP system is to be successful. These challenges include:

- **Organizational Structure and Staffing:** Currently, there are three employees in the IT Department with a fourth position budgeted. While customer service is a high priority for the IT Department, the current staffing structure is not adequate to support end-user needs. In addition, there is a need for IT leadership to establish technology priorities, formalize a strategic information technology plan and communicate the priorities and plan to the end-users.
- **Staff Development:** Many employees have limited experience utilizing computers and technology training needs to be a high priority. The Metroparks should also invest in training resources for the IT Department to ensure that the department can maintain and support existing technologies and be in a position to assess new technologies and their potential application to the Metroparks.
- **Business Operations and Processes:** There is not a coordinated effort to understand the business needs of the Parks and to match available technology to those needs. Applications and processes are not uniform and are not integrated throughout the Metroparks.
- **Infrastructure/Hardware:** Connectivity issues exist especially in more remote areas of the parks. Phone systems are unreliable and computer hardware needs to be upgraded and standardized in order to accommodate user needs.

To address these challenges, Plante & Moran has recommended the expansion from four to five positions and restructuring positions to include the positions of Infrastructure Administrator and Business Application Specialist.

Organizational Chart – IT Department

Technology Manager
(DH 12: \$80,496-\$93,351)

Infrastructure Administrator
(Prof. 10: \$70,366-\$77,709)

Business App Specialist
(Prof 8: \$60,632-\$65,645)

Support Specialist (2)
(Prof 8: \$60,632-\$65,645)

Technology Manager: Reporting to the Director, this position would be responsible for management of the IT department to include daily operations with a focus on customer service. It is imperative that the Manager develop successful relationships with all levels of the organization in order to identify opportunities to improve and refine services which meet the needs of the organization. This position will supervise and direct the work of all professional and technical staff and must have a technical understanding of the software and production systems installed at the Metroparks. The position will establish and communicate IT priorities throughout the Metroparks.

Infrastructure Administrator: This position will provide long-term architectural strategy and operational direction for planning, designing, implementing and maintaining the Metroparks information technology structure. This includes the network systems, telecommunications systems and application servers for a multi-site environment. The position will also operate and maintain the network application servers as well as maintain security of the Metroparks computer and information assets.

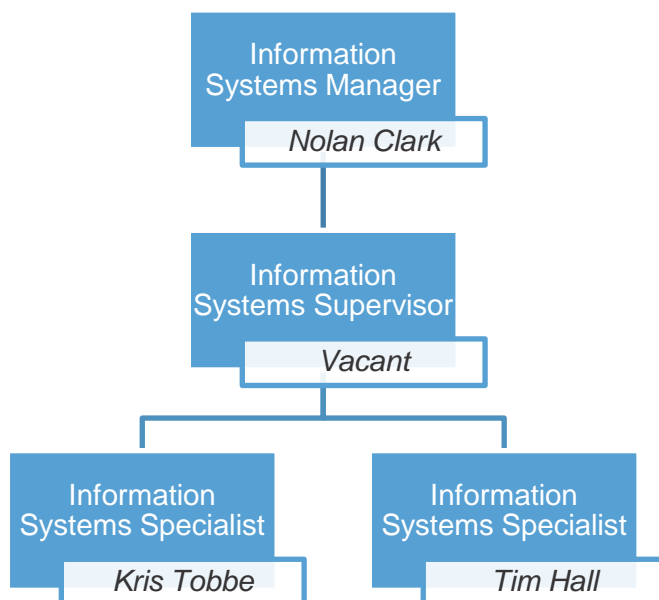
Business Application Specialist: This position will be responsible for the implementation, maintenance and secondary support of the Metroparks ERP system. The position requires extensive interaction with end-users to ensure that the Metroparks is effectively utilizing its application investment through the analysis of business and user needs. The position provides project management throughout all phases of the implementation of the ERP system and provides support for departmental/site specific applications. The position will identify and coordinate training for end-users on all business applications.

Technology Support Specialist – (two positions recommended): These positions will provide primary technology support to all Metropark technology users. The positions will maintain a strong understanding of the complete Metropark technology environment and will install, maintain, troubleshoot, and resolve end-user issues with all Metroparks software and technology devices.

Organization Structure Recommendation

Current Organizational Structure

The current Metroparks Information Systems team is composed of three staff and a vacant position as shown in the organization chart below:

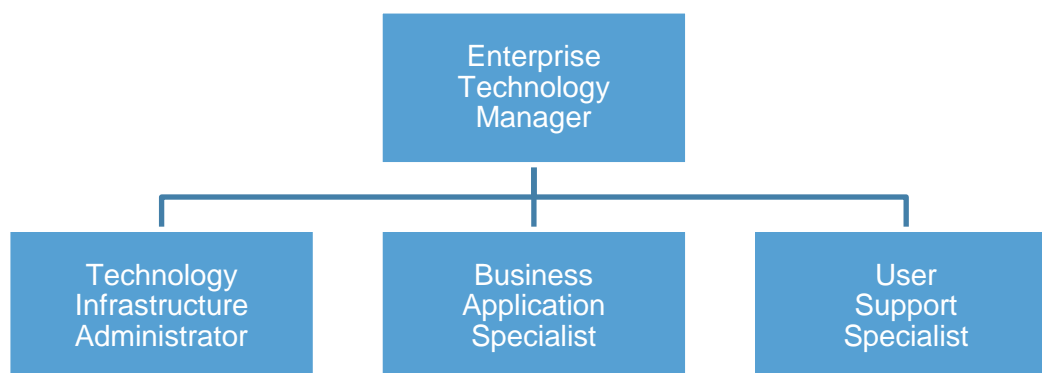


Based on review of the job descriptions for each position above and discussions with both Information Systems staff and Metroparks technology stakeholders, the current Information Systems organization structure demonstrates the following weaknesses:

- Institutes an unnecessary level of management with the Information Systems Supervisor.
- Prevents the Metroparks from defining a specialization or technical role for each position within its job description.
- Limits the Metroparks' ability to match staff to specific positions based on individual competencies and technical skillsets.

Recommended Organizational Structure

The following is a recommended organization structure for the Metroparks' Information Systems team:



This recommended organization structure provides several advantages over the current configuration:

- Minimizes layers of supervision to provide additional line-level technology staff.
- Defines specific technical roles and responsibilities within the Information Systems team.
- Allows the Metroparks to hire and match staff to positions based on individual competencies.

Position Summaries

Enterprise Technology Manager

Under the direction of the Metroparks Director, the Enterprise Technology Manager is responsible for performing highly responsible administrative and technical work including the management of Information Systems staff and daily operations to ensure a positive impact on customer satisfaction through consistent, high quality interaction with support staff. It is imperative the Enterprise Technology Manager develop successful relationships with all Metroparks functional areas to identify opportunities to improve and refine services which meet their needs. This individual will supervise and direct the work of professional and technical staff involved in a variety of information system technology activity and requires maintaining a technical understanding of the software and production systems installed at the Metroparks.

Technology Infrastructure Administrator

Under the direction of Enterprise Technology Manager, the Technology Infrastructure Administrator provides long-term architectural strategy and operational direction for planning, designing, implementing and maintaining the Metroparks' information technology infrastructure. This includes long-range planning and budgeting for the network systems, telecommunications systems, and application servers for a multi-site environment; coordination with the Enterprise Technology Manager regarding all Metroparks hardware, software, and system needs; daily operation and maintenance of the network and application servers, troubleshooting and testing; and the security of the Metroparks' computer and information assets. The Technology Infrastructure Administrator may also perform system management duties including configuration, security, optimization, resource monitoring and reporting, and troubleshooting of the database systems to ensure the highest reliability and performance possible.

Business Application Specialist

Under the direction of the Enterprise Technology Manager, the Business Application Specialist is responsible for the implementation, maintenance, and secondary support of Metroparks enterprise applications. The position requires extensive interaction with end-users to ensure that the Metroparks is effectively utilizing its application investment through the analysis of business and user needs, documentation of requirements, and translation into system solutions or configuration decisions. The Business Application Specialist provides effective Project Management throughout all phases of the implementation of enterprise applications and provides support for departmental / site specific applications.

User Support Specialist

Under the direction of the Enterprise Technology Manager, the User Support Specialist is responsible for providing primary technology support to Metroparks technology users and ensuring customer satisfaction through consistent, high quality interaction. The User Support Specialist must maintain a strong understanding of the complete Metroparks' technology environment to support activities such as installing, maintaining, troubleshooting, and resolving end-user issues with all Metroparks software and technology devices.

Sample Job Descriptions

Enterprise Technology Manager

Summary

Under the direction of the Director, the Enterprise Technology Manager is responsible for performing highly responsible administrative and technical work including the management of Information Systems staff and daily operations to ensure a positive impact on customer satisfaction through consistent, high quality interaction with support staff. It is imperative the Enterprise Technology Manager develop successful relationships with all organization functional areas to identify opportunities to improve and refine services which meet their needs. This individual will supervise and direct the work of professional and technical staff involved in a variety of information system technology activity and requires maintaining a technical understanding of the software and production systems installed at the organization.

Essential Duties and Responsibilities

- Maintain familiarity with current and emerging network hardware, network operating system software, cable plant alternatives and recommendations.
- Plan, organize, assign, direct, review, and evaluate the work of professional, technical and support staff directly and through subordinate supervisors. Selects personnel and provides for their training and professional development. Interprets applicable regulations and organization policies to subordinates.
- Participate in/manages the investigation, selection and operation of information systems.
- Represent the organization in meetings with vendors, other governmental agencies and business and professional organizations.
- Responsible for developing standards and implementing policy and procedures and developing competent budgets.
- Participate in the selection of subordinates; plan and implement employee training; evaluate employee performance; initiate disciplinary action.
- Develop policies, rules and procedures for the effective operation of the department, including establishing goals and objectives and priorities.
- Responsible for coordination and monitoring of staff development of subordinates.
- Manages efforts of staff to support help desk and business liaisons related to technical operations.
- Prepare and administer the technology budget; monitor and approve expenditures with budget limits; provide input regarding staff needs, equipment, materials and supplies.
- Develop and implement policies, procedures, and standards relating to information system and technology activities.
- Manage the design, procurement, development, installation and maintenance of systems to meet the needs of user departments; determine information requirements and further define the nature of projects.
- Develop return on investment (ROI) documents and Total Cost of Ownership (TCO) reports on all new technology investments.
- Assign work to subordinate personnel, providing instructions and answering questions; coordinate the scheduling and completion of work by determining operational priorities and resolving work load problems; review work for accuracy and completeness; evaluate work techniques and methods for conformance to established standards.
- Conduct research and perform analysis; prepare and present reports regarding project feasibility, equipment utilization, project development, and the cost of applications.

- Prepare and administer the divisional budget; monitor and approve expenditures with budget limits; provide input regarding staff needs, equipment, materials and supplies.
- Review return on investment (ROI) documents and Total Cost of Ownership (TCO) reports on all new technology investments.
- Manage the relationships between divisional staff and project management personnel and work to develop project objectives and timelines with the Project Management Office.
- Work with departmental liaisons and department heads to determine what technology meets their needs and how to support them achieve their business goals.
- Attend conferences, meetings or other functions as the department representative; may provide information or participate in discussions regarding information systems activities.
- Participate in the selection of subordinates; plan and implement employee training; evaluate employee performance; initiate disciplinary action.
- Maintain professional currency in information systems technologies.
- Assume additional responsibilities as assigned.
- Develop and establishes department standards and procedures, and assigns work to the operations staff.
- Help staff to become proficient in functionality of supported hardware, software, and computer resources.
- Produce reports that support the departmental measurement of goals on a monthly basis.
- Respond to and solve customer satisfaction issues.
- Assumes additional responsibilities as assigned.

Minimum Qualifications

Professional Qualities

- Continually seeks opportunities to increase staff satisfaction and deepen relationships.
- Exhibits confidence and an extensive knowledge of emerging industry practices when solving business problems.
- Takes input from Director and appropriately and accurately applies comments/feedback.
- Stays abreast of technological changes and innovations and stays current on information technology trends including new equipment, software and related matters.
- Ability to express complex technical concepts effectively, both verbally and in writing.
- Analytical and organizational skills.
- Ability to work independently with limited supervision.
- Ability to work well with people from different disciplines with varying degrees of technical experience.

Education and/or Other Requirements

- Bachelor's degree in computer science, business administration, management or related field.
- years of supervisor, administrative or systems procedures analysis experience, two in application services area are required as well.

Technology Infrastructure Administrator

Summary

Under the direction of Enterprise Technology Manager, the Technology Infrastructure Administrator provides long-term architectural strategy and operational direction for planning, designing, implementing and maintaining the organization's information technology infrastructure. This includes long-range planning and budgeting for the network systems, telecommunications systems, and application servers for a multi-site environment; coordination with the Enterprise Technology Manager regarding all organization hardware, software, and system needs; daily operation and maintenance of the network and application servers, troubleshooting and testing; and the security of the organization's computer and information assets. The Technology Infrastructure Administrator may also perform system management duties including configuration, security, optimization, resource monitoring and reporting, and troubleshooting of the database systems to ensure the highest reliability and performance possible.

Essential Duties and Responsibilities

- Plan and recommend long- and short-term changes to the telecommunications system in line with the organization's strategic and tactical planning, as well as user needs.
- Prepare cost estimates for current and proposed telecommunications activities.
- Develop and execute project plans for the implementation of new telecommunications technology and systems.
- Manage and coordinate day-to-day planning, design, operations, and maintenance of the telecommunications voice networks, including configuration, security, capacity planning, equipment utilization and development of specialized voice applications.
- Manage the technical operation of telecommunications networks and all associated components, including switching, transmission, voice mail, and automatic call distribution systems.
- Conduct performance monitoring and technical analysis of complex software, hardware, and voice transmission systems.
- Monitor trunk/line usage and system traffic. Monitors network facility operations and maintenance reports to ensure network integrity and identify problem areas.
- Respond to site hardware and software problems.
- Test, adjust, and troubleshoot telecommunications equipment as necessary.
- Manage maintenance contracts and collaborate with vendors to resolve problems as necessary.
- Research and recommend network products to meet
- Develop functional data recovery systems and techniques.
- Perform ongoing risk/performance analysis for the organization's LAN, WAN, and servers.
- Schedule and monitor backup of network data. Periodically restore files, applications, and the entire system on other network hardware to test backup facilities.
- Manage anti-virus updates for all of the organization's computer assets (PCs, laptops, servers), and resolve any virus related issues that occur.
- Establish user-ids, user directories, and user file access rights based on the organization's Information Security Policy. Provide ongoing user-id maintenance and support.
- Develop network operating procedures to include security and integrity controls, as well as backup and recovery procedures.
- Establish and enforce policies, procedures, and standards regarding LAN, WAN, security, and use of the organization's computer and information assets.
- Maintain system and support documentation regarding LAN, WAN, Internet connectivity, and security.

- Solicit quotes for LAN, WAN, and internet hardware, software and services. Prepare bid documents, evaluate bids, and recommend contract award.
- Develop a change management system for planning, coordinating, and monitoring changes to network resources to ensure that changes are made with minimum disruption to service levels. Responsible for managing all network change activities.
- Maintain familiarity with current and emerging network hardware, network operating system software, cable plant alternatives and recommendations.
- Recommend and implement policies, procedures, and standards relating to information system and technology activities.
- Assumes additional responsibilities as assigned.

Minimum Qualifications

Professional Qualities

- Thorough knowledge of computer network hardware, software, and operating procedures as would normally be acquired through completion of a bachelor's degree in computer science, information technology, or related field.
- Ability to plan, manage, and implement highly complex hardware and software systems.
- Extensive knowledge of traffic engineering and network design.
- Ability to read and interpret circuit diagrams and electrical schematics.
- Excellent troubleshooting skills, as well as strong analytical/problem solving skills.
- Ability to express ideas effectively, verbally and in writing.
- Excellent interpersonal skills with the ability to communicate with and understand the needs of non-technical users.

Education and/or Other Requirements

- Bachelor of Science in Management Information Systems (MIS), Computer Information Systems (CIS), Computer Science, Information Technology or a related field.
- Five (5) or more years of job-related experience with multi-site network computing systems and a working knowledge of communication protocols and test procedures.
- Minimum of 5-8 years of job-related experience in voice network planning, analysis, operations, and design.
- Experience in network management supporting personal computers (PC's), local area networks (LAN's), and wide area networks (WAN's) with over 200 nodes.
- Experience in Windows 2003 / 2008 Server management.
- Experience in Active Directory.
- Cisco network certification preferred.
- Microsoft certification preferred.

Business Application Specialist

Summary

Under the direction of the Enterprise Technology Manager, the Business Application Specialist is responsible for the implementation, maintenance, and secondary support of organization's enterprise applications. The position requires extensive interaction with end-users to ensure that the organization is effectively utilizing its application investment through the analysis of business and user needs, documentation of requirements, and translation into system solutions or configuration decisions. The Business Application Specialist provides effective Project Management throughout all phases of the implementation of enterprise applications and provides support for departmental / site specific applications.

Essential Duties and Responsibilities

- Collaborate with users to understand their business needs and match available technology to those needs in order to ensure effective utilization of the organization's application investment.
- Coordinates or conducts training sessions to implement new or improved systems and procedures.
- Develop, edit and maintain operating procedures and standards manuals.
- Recognize and identify potential areas where existing software installations require change, or where new ones need to be procured and adapted, and make recommendations in these areas.
- Perform daily application administration duties such as: updates, control record updates and maintenance, application file maintenance, period updates, and report distribution.
- Troubleshoot and resolve application questions and/or issues. Escalate to vendor resources as appropriate and coordinate resolution efforts/communication between vendor and users.
- Establish expertise in report writing tools. Document report requests and develop as appropriate.
- Research functionality available in existing applications to determine whether its implementation would be beneficial to the organization. Obtain approval and coordinate implementation as appropriate.
- Monitor application release notices for desired functionality. Prepare justification and obtain approval for application upgrades as appropriate.
- Plan, schedule, coordinate, and conduct activities related to an application upgrade in order to ensure minimal disruption of application availability.
- Maintain application documentation and assist user departments with documentation of procedures that involve use of the application. Review documentation for required changes upon each application upgrade.
- Maintain knowledge of the vendor marketplace and technology developments in order that recommendations can be made to management as additional applications/tools become available that satisfy the organization's information needs.
- Provide ongoing system management functions including configuration, security, optimization, data recovery and performance monitoring and tuning.
- Assume additional responsibilities as assigned.

Minimum Qualifications

Professional Qualities

- Extensive knowledge of applications, as well as working knowledge of general business processes.
- Excellent troubleshooting skills, as well as strong analytical/problem solving skills.
- Excellent interpersonal skills with the ability to communicate with and understand the needs of non-technical users.

- Ability to use analytical skills to solve problems and apply abstract reasoning logic.
- Strong organizational skills with ability to manage multiple tasks.
- Ability to establish and maintain effective working relationships with co-worker, public officials and the general public.
- Ability to function in a collaborative environment and generate trust with co-workers.
- Ability to express complex technical concepts effectively, both verbally and in writing.
- Ability to work independently with limited supervision.

Education and/or Other Requirements

- Bachelor's degree in computer science, business administration, operations engineering or related field
- One (1) year of project management experience required.
- Two (2) or more years of business analysis and process redesign required.
- PMP certification preferred.

User Support Specialist

Summary

Under the direction of the Enterprise Technology Manager, the User Support Specialist is responsible for providing primary technology support to organization technology users and ensuring customer satisfaction through consistent, high quality interaction. The User Support Specialist must maintain a strong understanding of the complete Organization technology environment to support activities such as installing, maintaining, troubleshooting, and resolving end-user issues with all organization software and technology devices.

Essential Duties and Responsibilities

- Become proficient in functionality of supported hardware, software, and computer resources. Maintain awareness of upcoming functionality changes and attend training as appropriate.
- Gather data from users about their issue and lead user through diagnostic procedures to determine the nature and source of each issue or request. Work with callers to resolve issues. Follow procedural guidelines to respond to and/or research user questions.
- Receive and/or make telephone calls to respond to and resolve user inquiries and issues.
- Effectively communicates relevant IT-related information to the Enterprise Technology Manager; resolve and/or escalates issues in a timely fashion; understands how to communicate highly technical information to less tech-savvy individuals.
- Maintain clear, concise, consistent record of user issues by entering each in a help desk tracking system. Maintain ownership of user requests including documentation and communication of resolution to the user.
- Document and submit frequently asked questions and resolutions to the help desk Knowledgebase.
- Escalate requests or issues to other resources as appropriate. Collaborate with appropriate resources as required for effective and timely resolution of user requests or issues.
- Escalate customer satisfaction issues to the department management.
- Assist other departmental staff with maintenance and operation of the organization's computer assets.
- Install new software on personal computers.
- Install or replace personal computer hardware and peripherals (i.e., computers, terminals, and printers).
- Conduct routine maintenance on personal computers and peripherals.
- Participates in the planning and implementation of personal computer upgrades, enhancements, and expansions.
- Maintains inventory of personal computer related hardware and software.
- Helps to maintain all telephones, wireless devices, and video communications equipment.
- Assume additional responsibilities as assigned.

Minimum Qualifications

Professional Qualities

- Thorough knowledge of computer operations, Microsoft Office, and Microsoft Outlook.
- Excellent troubleshooting skills, as well as good analytical/problem solving skills.
- Interpersonal and communication skills necessary to answer technical questions in non-technical terms and troubleshoot/solve problems for various levels of end-users.
- Utilizes exceptional organization and prioritization skills.

- Exhibits confidence and an extensive knowledge of emerging industry practices when solving business problems.
- Takes input from supervisor and appropriately and accurately applies comments/feedback.
- Stays abreast of technological changes and innovations and stays current on information technology trends including new equipment, software and related matters.
- Displays willingness to make decisions; exhibits sound and accurate judgment; supports and explains reasoning for decisions; includes appropriate people in decision-making process; makes timely decisions.
- Analytical ability to identify and resolve information technology problems.
- Ability to understand technical documentation and specifications related to computer systems.
- Ability to function in a collaborative environment and generate trust with co-workers.
- Ability to work as a member of a team.

Education and/or Other Requirements

- Associates Degree in Management Information Systems (MIS), Computer Information Systems (CIS), Computer Science, Information Technology or a related field or equivalent work experience,.
- Two (2) or more years of experience in system administration, maintenance, operations and user support.
- Experience in desktop management supporting personal computers (PC's),and peripherals in a sizeable environment (over 100 machines).
- Experience in Windows XP, Windows 7, and PC Hardware troubleshooting.
- A+ Hardware Certification is desirable.

Information Technology Assessment

HURON-CLINTON METROPOLITAN AUTHORITY | JULY 2013

plante
m
moran

audit • tax • consulting

Table of Contents

1 Executive Summary	3
1.1 Metroparks Overview.....	3
1.2 Project Background	3
1.3 High-Level Assessment Area Results	4
1.4 Significant Recommendations	4
2 Assessment Approach.....	6
2.1 Scope of Review.....	6
2.2 Project Work Plan.....	8
2.2.1 Conducted Project Management Activities	8
2.2.2 Conducted IT Staff Interviews.....	8
2.2.3 Reviewed and Assessed Technical Environment	8
2.2.4 Conducted Online End-User Survey.....	8
2.2.5 Conducted Stakeholder Interviews	9
2.2.6 Developed Draft Information Technology Assessment Report	9
2.2.7 Finalized and Delivered Report.....	9
3 Information Technology Assessment	10
3.1 Overview.....	10
3.2 Organization	13
3.2.1 Governance	13
3.2.2 Support	14
3.2.3 User Satisfaction.....	18
3.2.4 IT Leadership.....	20
3.3 Administration	22
3.3.1 Delivery.....	22
3.3.2 IT Strategy	24
3.3.3 Policy	27
3.4 Technology	29
3.4.1 Internet.....	29
3.4.2 Data	30
3.4.3 Network.....	30
3.4.4 Applications	32
3.4.5 End-User Computing	34
4 Appendices	38
4.1 Appendix A: End-User Survey Results.....	38
4.2 Appendix D: Sample Service Level Agreement (SLA)	41

1 Executive Summary

1.1 Metroparks Overview

The Huron-Clinton Metropolitan Authority (“HCMA” or “the Metroparks”) was established in 1941 as a regional special park district encompassing Wayne, Oakland, Macomb, Washtenaw and Livingston counties. It is governed by a seven-member Board of Commissioners with two members selected by the governor to represent the district at large and the others commissioners representing each of the five member counties.



HCMA manages 13 Metroparks, totaling nearly 25,000 acres, which are located along the Huron and Clinton rivers and are generally greater than 1,000 acres each. The Metroparks provide a natural oasis from urban and suburban life and they provide an ever-growing variety of outdoor recreational and educational activities the year round in safe, clean environment. Approximately 9 million visitors are served by the Metroparks on an annual basis.

The Metroparks are operated through total budget of \$50.3 million which is principally funded by a property tax levy and by fees for services such as vehicle entry fee and other user fees. The organization is supported by 184 full-time and up to 800 part-time personnel.

1.2 Project Background

The Metroparks current financial management system is outdated, contributes to less than optimal processes and provides a challenging user interface. Metroparks staff have also expressed that the current system does not provide the level of integration and reporting management is expecting.

The FRED Project (Financial Resource & Enterprise Development) was launched to provide an integrated Enterprise Resource Planning (ERP) solution that will support Metroparks staff in the delivery of services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of Metroparks’ customer service and business processes. During the initial planning stages of the ERP system selection project with Metroparks staff, it was determined that an Information Technology (IT) Assessment should be performed that would focus on key technical aspects as it relates to the future deployment of a new ERP solution.



The overall objectives for this IT Assessment are to ensure the organization’s technology environment is prepared to implement and support a new ERP system as well as better understand the overall organizational IT administration, organizational, and technology needs not limited to the Information Systems department. A detailed description of the scope of review was defined with Metroparks staff during the project initiation activities and is highlighted in section 2.1.

1.3 High-Level Assessment Area Results

Strengths

- Technology environment documentation
- Strong security and standards
- Back-end infrastructure support
- Deep institutional knowledge
- Desire for new technologies

Opportunities

- Support users through increased IS staffing
- Formalize user liaison role
- Establish a customer service culture
- Strengthen technology leadership
- Improve technology collaboration

Weaknesses

- Inconsistent issue resolution timeliness
- Modest communication delivery / frequency
- Lack of strategic technology vision
- Undefined service level expectations
- Lack of project management experience

Threats

- Widely decentralized organization
- Inadequate staff training and IS staff cross-training
- Lack of investment in IT infrastructure
- Limited support staff autonomy
- Limited technology adoption rate / skills

1.4 Significant Recommendations

The following recommendations have been identified as the most significant areas of focus, and are organized based on the timing (short, near, long) and the priority (medium and high).

Immediate Recommendations (Pre-ERP Implementation)	Priority
Staffing & Leadership. Supplement current Information Systems staffing levels with full-time position to provide strategic technology leadership and effective relationship management with stakeholders.	High
Culture. Promote a customer service culture within Information Systems recognizing that technology is a support function for the core business operations.	High
Support Responsiveness. Track and monitor key metrics regarding support responsiveness available through the helpdesk system such as issue resolution time and aged tickets.	Medium
Project Management. Adopt a standard project management approach that embraces includes techniques to reinforce proactive planning, encourage effective communication, and provide a change management foundation.	Medium
Hardware Standardization. Standardize desktop hardware throughout the Metroparks and evaluate the procurement process to support quicker acquisition.	Medium
Phone System. Evaluate facilities where the performance and unreliability of the VOIP phone system has a critical effect on the Metroparks' ability to provide targeted customer service.	High
Network Infrastructure. Survey/inventory available network products available at each facility and increase bandwidth and reliability to all facilities.	High

Near-Term Recommendations (During ERP Implementation)	Priority
User Liaisons. Formalize a user liaison program including identifying specific participations and responsibilities to provide greater decentralized support for minor technology issues.	Medium
Staff Autonomy. Evaluate current Information System formal and informal procedures to allow support staff greater autonomy when supporting customers.	Low
Part-time Helpdesk Support. Offset the seasonal peaks and valleys experienced by Information Systems staff and increase its ability to support widely decentralized users through part-time helpdesk staff.	Medium
Recreation Management System. Select and implement an enterprise-wide recreation management system.	High
End User Training and IS Cross-training. Review and supplement end user training opportunities to improve effective staff use of existing technology and increase cross-training within the Information Systems team to ensure support is consistently available for stakeholders.	Medium
IT Steering Committee. Establish an information technology steering committee to provide guidance for project prioritization and standards.	Medium
Remote Collaboration. Consider further utilization of available remote collaboration tools such as remote meeting services, conference bridges, and Microsoft SharePoint.	Medium

Long-Term Recommendations (Post-ERP Implementation)	Priority
Service Level Agreements. Develop Service Level Agreements (SLAs) between Information Systems and park operations to define target service level expectations and supporting metrics for evaluating performance.	Low
Strategic IT Planning. Formalize a strategic Information Technology Plan to deploy future technology investments based on an organization-wide technology process .	Medium
GIS. Strengthen and formalize the GIS program with consistent staffing and data maintenance standards as part of a strategic IT plan.	Low
PC Replacement. Formalize and adhere to a workstation and server replacement cycle that ensures the Metroparks' end-user devices and back-end infrastructure remain current.	Medium
BCP/DR. Develop a formal Business Continuity Plan (BCP) and Disaster Recovery (DR) to define target priorities and procedures to ensure technical park operations are able to be maintain or restored.	Medium
Fuel System. Consider a fuel system to improve the Metroparks' ability to monitor fuel usage and to interface with the new ERP for automating the scheduling preventative maintenance work orders.	Medium
External Service Providers. Define clear responsibilities for Information Systems' management of relationships with external services providers who provide technology services.	Medium

2 Assessment Approach

2.1 Scope of Review

The Information Technology Assessment for the Metroparks encompasses a review of Organization, Administration, and Technology as depicted below along with key questions that were considered during the assessment:



During project initiation activities, we worked with Metroparks staff to refine the scope of the assessment in connection with these three IT assessment areas. The table on the following page, which is organized by each of these areas, shows each of the topical areas for review. The unchecked areas of review are topics that are often included in a comprehensive IT assessment; however, were not reviewed based on the overall objective of the assessment to focus the functional areas which will directly support the Metroparks to prepare for the implementation and on-going support of a new ERP system. The scope of review for the Information Technology Assessment is broader than the scope of responsibility of the Information Systems department and reflects how Information Technology has effectively been deployed throughout the Metroparks.

Scope of Review

Organization	Administration	Technology
<p>Governance</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Organization structure <input type="checkbox"/> Organization benchmarks <input checked="" type="checkbox"/> Succession planning <input type="checkbox"/> Staff compensation <p>Support</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Staff complement <input checked="" type="checkbox"/> Staff development <input checked="" type="checkbox"/> Job descriptions <input checked="" type="checkbox"/> Staff competencies <input type="checkbox"/> Performance evaluations <input type="checkbox"/> Recruiting <input checked="" type="checkbox"/> External service providers <input checked="" type="checkbox"/> User liaisons <input type="checkbox"/> Steering Committee role <p>User Satisfaction</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Responsiveness <input checked="" type="checkbox"/> Effectiveness <input checked="" type="checkbox"/> Communication <p>IT Leadership</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Technical <input checked="" type="checkbox"/> Business 	<p>Delivery</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Project Mgmt approach <input checked="" type="checkbox"/> Service level agreements <input checked="" type="checkbox"/> Problem reporting <input type="checkbox"/> Helpdesk Administration <input checked="" type="checkbox"/> Network / workstation management <input type="checkbox"/> Software deployment <input type="checkbox"/> Performance reporting <input type="checkbox"/> Vendor management <input checked="" type="checkbox"/> Methods / tools <input type="checkbox"/> Application development <input type="checkbox"/> Patch management <input type="checkbox"/> Outsourcing <input checked="" type="checkbox"/> Operating procedures <p>IT Strategy</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Long range planning <input checked="" type="checkbox"/> Project prioritization <input checked="" type="checkbox"/> Technology procurement <input checked="" type="checkbox"/> Budgeting <input type="checkbox"/> Project portfolio mgmt <input type="checkbox"/> Business case development <input checked="" type="checkbox"/> Standards <p>Policy</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> User policies & procedures <input checked="" type="checkbox"/> IT policies & procedures <input checked="" type="checkbox"/> Business continuity planning 	<p>Internet</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Remote access <input type="checkbox"/> Web site & security <input type="checkbox"/> Content mgmt. <input checked="" type="checkbox"/> Web strategy <p>Data</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Data ownership <input type="checkbox"/> Data integrity <input type="checkbox"/> Data security <input type="checkbox"/> Data warehousing <input checked="" type="checkbox"/> Data backup <p>Network (LAN/WAN)</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Servers <input type="checkbox"/> NOS <input type="checkbox"/> Cabling <input checked="" type="checkbox"/> Network electronics <input checked="" type="checkbox"/> Storage <input checked="" type="checkbox"/> Security <p>Applications</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Enterprise Software applications <input type="checkbox"/> Security <input checked="" type="checkbox"/> Reporting <input type="checkbox"/> Interfaces <input checked="" type="checkbox"/> Databases <input checked="" type="checkbox"/> Platforms and tools <input type="checkbox"/> Department / Site specific applications <p>End-User Computing</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Workstation strategy <input checked="" type="checkbox"/> Office automation <input checked="" type="checkbox"/> Operating system <input checked="" type="checkbox"/> Refresh

2.2 Project Work Plan

Our project work plan was organized into the following set of activities intended to achieve the project objectives. The major activities performed included:

2.2.1 Conducted Project Management Activities

Overall project management activities for the IT assessment phase were performed in conjunction with the ERP system selection phases including:

- Conducted project initiation
- Defined project organization structure
- Developed detailed project plan
- Established project collaboration center
- Reviewed documents
- Scheduled and moderated project status meetings

2.2.2 Conducted IT Staff Interviews

Met with all Metroparks IT staff to review their areas of support and other organizational, administrative and technology support components. The interviews were performed after IT staff shared a completed questionnaire that shared information in the following areas:

- Job duties and responsibilities
- Job requirements and resources
- Organization structure
- Work volume
- Communication / working relationship
- Other comments / suggestions

2.2.3 Reviewed and Assessed Technical Environment

We conducted an extensive review of the existing technical environment at the Metroparks including key aspects of hardware, software, networking, telecommunications and relevant security for all of the various components. The technical environment was further assessed as part of the interviews and assessment surveys were conducted with Metroparks staff as well as through the web-based survey that was distributed to Metroparks staff.

2.2.4 Conducted Online End-User Survey

An online end-user survey was conducted to identify satisfaction with services provided by the IT group and satisfaction with technologies in use within the Metroparks. The survey included the following topic areas:

- Direction and Leadership
- Communication
- Service & Support
- General Metroparks Technology
- Training

From the survey results, we identified gaps between current levels of service and desired levels of service as well as gaps where current technology is not meeting the needs of a particular department, area, or the Metroparks as a whole.

2.2.5 Conducted Stakeholder Interviews

We conducted meetings with Metroparks' staff, including management and end-users, to:

- Solicit feedback regarding project prioritization and governance
- Discuss the departments' perceptions as to how IT can improve
- Clarify any questions as a result of end-user survey
- Assess how information about IT requests are gathered
- Discuss how the scope of IT initiatives are defined, and how the initiatives are justified, approved, funded/budgeted, and prioritized
- Discuss the approach taken to align IT initiatives with operational priorities
- Discuss the typical approach to project management
- Identify current and anticipated information and technology needs over the next five years

2.2.6 Developed Draft Information Technology Assessment Report

A draft Information Technology Assessment Report that summarized all of the findings and recommendations was based on previous work steps.

2.2.7 Finalized and Delivered Report

This final report is submitted to the Metroparks' Project Sponsor and Project Management Team for presentation to the Metroparks staff or Board of Commissioners.

3 Information Technology Assessment

3.1 Overview

The overall goal for implementing technology is not for the technology itself but rather to enhance existing business processes and customer service within the Metroparks. Technology is intended to enhance these business processes by:

- Making them more efficient
- Making them more effective
- Improving decision-making
- Providing enhanced customer service to both internal and external customers
- Improving access to information
- Reducing costs

As such, the goal in conducting this IT Assessment is to provide a coordinated, planned approach toward the deployment of technology with the intention of supporting the business goals of the Metroparks and ensuring it is prepared to implement and support a new Enterprise Resource Planning (ERP) system.

As part of the assessment, each of the assessment areas were reviewed and assessed to include the maturity rating of the item and the risk to the Metroparks relative to not performing the suggested actions. The following scales have been developed to measure the maturity and risk levels for the various IT assessment areas:

Rating	Maturity Description	Risk	Level
●●●●●	Best Practice in the Industry	Low	■
●●●●○	Mature or Fully Implemented	Moderate	▲
●●●○○	Progressing / Fair	High	●
●●○○○	Improvements Identified		
●○○○○	Needs Significant Improvement		

It is very rare that a 5-star rating is given in any area, as it represents an absolute best practice in the industry. Plante Moran recommends organizations identify strategic or high value service areas and strive for 4-stars or better in those areas. In addition, depending on an organization's tolerance for risk, Plante Moran recommends moderate or low level of risk. Any high risk areas should be addressed immediately.



The table below provides a summary of maturity and risks associated with the assessment areas identified for the IT review:

Assessment	Maturity	Risk
Organization		
Governance		
Organizational Structure	●●○○○	●
Succession Planning	●●○○○	■
Support		
Staff Complement	●●○○○	●
Staff Development	●○○○○	●
Job Descriptions	●●●●○	■
Staff Competencies	●●○○○	●
External Service Providers	●●○○○	▲
User liaisons	●○○○○	●
User Satisfaction		
Responsiveness	●○○○○	●
Effectiveness	●●○○○	▲
Communication	●○○○○	●
IT Leadership		
Technical	●●●○○	▲
Business	●○○○○	▲
Administration		
Delivery		
Project Management Approach	●○○○○	●
Service Level Agreements	●○○○○	▲
Problem Reporting	●●●●○	■
Network / Workstation Management	●●●○○	▲
IT Strategy		
Long Range Planning	●○○○○	▲
Project Prioritization	●○○○○	●
Technology Procurement	●○○○○	●
Budgeting	●●○○○	▲
Standards	●●○○○	▲

Assessment	Maturity	Risk
Policy		
User Policies & Procedures	●●○○○	▲
Business Continuity Planning	●●○○○	●
Technology		
Internet		
Remote Access	●●○○○	▲
Web Strategy	●●○○○	■
Data		
Data Ownership	●●●○○	▲
Network		
Servers	●●●○○	▲
Network Electronics	●●○○○	●
Storage	●●○○○	■
Applications		
Enterprise Software Applications	●●○○○	▲
Reporting	●●○○○	▲
Platforms and Tools	●●●○○	▲
End-User Computing		
Workstation Strategy	●●○○○	●
Office Automation	●●○○○	▲
Operating System	●●●○○	▲
Refresh	●●○○○	▲

3.2 Organization



3.2.1 Governance

3.2.1.1 Organizational Structure	Maturity	Risk
<p>Observations</p> <ul style="list-style-type: none"> The organization currently has three full-time Information Systems staff composed of a Manager of Information Systems and two Information Systems Specialists. Information Systems staff and their stakeholders expressed a shared concern that the department is not adequately staffed to meet the needs of the Metroparks. There are seasonal peaks and valleys in the level and type of technology support required. Specifically, there is a greater need for rapid issue resolution during summer months and during the offseason more back-office effort is required to support facility opening and closing activities and hardware/software updates. The department's two Information Systems Specialists currently have limited autonomy to resolve issues or complete tasks not specifically noted on help desk tickets. While this approach ensures adherence to specific standards and that consistent services are provided, there are areas where staff could provide an improved level of service with a greater liberty to immediately implement the most appropriate solution while onsite supporting Metroparks end-users. Information Systems appears to be keenly focused on satisfying pressing stakeholder needs and resolving technical issues; however, the organizational structure does not have a strong leadership position to provide a clear, strategic technology vision for the Metroparks future. Information Systems is based from the Metroparks' Administrative Office and relies on a very centralized approach toward staffing and supporting its technology environment. This approach has inherent benefits, but also limits the Metroparks' ability to support its diverse and geographically decentralized customers. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should evaluate its current staffing level within Information Systems in comparison to the current technology service portfolio and service level goals to consider additional staffing needs. A peer benchmarking study of other special park districts would provide a greater understanding of the typical technology staffing levels relative to the overall organization size. Seasonal or part-time technology support staff should be explored by the organization as an opportunity to mitigate cyclical peaks in customer needs and allow less complicated issues to be resolved by less experienced, lower wage staff. This will be particularly important throughout the ERP implementation when a greater need for technical staff resources to support the project will be required. The Metroparks should consider granting greater decision-making authority to technology support staff when working with stakeholders to allow additional technology issues to be resolved more efficiently and effectively. A technology leadership position should be considered within the department to facilitate collaboration with park management and operations staff in forming and executing a long-term strategic information technology plan. Alternative organizational staffing approaches should be explored such as a formal user liaison program or dedicated regional park support staff. A more decentralized approach would improve response time and allow stronger working relationships between park operations and technology staff to be developed. 		

	Maturity	Risk
3.2.1.2 Succession Planning	●●○○○	■
<p>Observations</p> <ul style="list-style-type: none"> The organization currently lacks a formal succession plan for positions within Information Systems. 		
<p>Opportunities</p> <ul style="list-style-type: none"> While a formal succession plan is generally a less critical need for smaller technology groups, the Metroparks should consider developing a basic plan for its technology staff that accounts for succession opportunities within the current team and considers potential role changes for current operations staff with a technical background. 		

3.2.2 Support

	Maturity	Risk
3.2.2.1 Staff Complement	●●○○○	●
<p>Observations</p> <ul style="list-style-type: none"> While there is a fair amount of specialization between each of the three IT staff, there is limited cross-training to ensure effective back-up support. Park operations staff expressed concern that there are critical applications where only one Information Systems staff member has the ability to perform key configuration and support activities. Information Systems staff aim to coordinate vacation schedules, but also indicated that it is not uncommon for them to be required to perform work while on vacation or out of the office. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should evaluate its current technology service portfolio to develop appropriate cross-training plans and support back-up procedures that are communicated with park operations staff. One specific area identified as a critical need is supporting the Metroparks' WAN network. As the organization begins the implementation and support of a new ERP, it will be critical to consider cross-training for technical support and system administration responsibilities. Additional Information Systems team cross-training will allow the technology support team to achieve an overall greater work-life balance. 		

3.2.2.2 Staff Development	Maturity	Risk
<p>Observations</p> <ul style="list-style-type: none"> • Both end-users and Information Systems staff indicated there are limited opportunities for technology-related training due to decreased budgets and increased responsibilities. The current staffing levels and workload in Information Systems were noted as a barrier to providing necessary training to staff. • Stakeholders acknowledged they do not have the expertise to evaluate the technical skills of IT staff, but there is a perception there are opportunities for training to address apparent technical deficiencies founded on a frequent and time-consuming “trial and error” approach to resolving issues. • There is a significant need to provide end-users additional training opportunities to effectively leverage office automation applications such as Microsoft Office. • Information Systems staff have been provided limited professional development opportunities regarding customer service and soft skills. • Staff expressed concern that if historic practices continued whereby the Metroparks did not appropriately invest in technology training during the implementation of the new ERP system, it would lead to an under-utilized system that would not take advantage of available functionality. • The implementation of the new ERP will result in a greater number of Metroparks staff utilizing technology, including those who may have little or no basic computer skills. Additionally, current technology training approaches within the organization are not consistently designed for the target participants. • Staff indicated the Lunch and Learn program recently initiated was not well-coordinated with seasonal peaks of the operational staff they were intended. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • The Metroparks should evaluate increases in its technology training budget to prepare for the greater reliance on technology through the implementation of a new ERP. Additionally, leadership should emphasize the importance of balancing staff workloads to allow for additional training opportunities. • Additional technical training should be considered for Information Systems staff to support more efficient and effective issue resolution. • Information Systems staff should be provided opportunities to participate in specific training for customer service, communication, helpdesk support and other areas of professional development. This will be of specific benefit prior to the implementation of a new ERP to support effective communication between technical and operations teams on the project. • End-users should be provided greater training to leverage functionality in office automation applications such as Microsoft Office. • The Metroparks should closely evaluate each vendor’s training and implementation approach during the ERP selection process and ensure an appropriate training investment is incorporated into the Statement of Work (SOW). • An inventory of all current and future technology users should be performed to ensure that basic computer training opportunities are provided new computer users prior to the ERP implementation. • Training opportunities should be strategically coordinated with seasonal peaks experienced by park operations staff. This will be an important consideration when planning the timing of end-user training during the ERP implementation. 		

	Maturity	Risk
3.2.2.3 Job Descriptions	●●●●○	■
<p>Observations</p> <ul style="list-style-type: none"> The Information Support Specialist job description adequately describes the primary responsibilities performed by staff in this position and is supported by appropriate minimum qualifications. While currently unfilled, the IT Supervisor job description adequately describes the expected responsibilities and qualifications for this role. A job description for the Information Systems Manager was not available for review. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should continually review the job descriptions for Information Systems staff to ensure they accurately describe changing responsibilities and organizational needs. 		

	Maturity	Risk
3.2.2.4 Staff Competencies	●●○○○	●
<p>Observations</p> <ul style="list-style-type: none"> Information Systems staff have not demonstrated significant strategic leadership or capacity to develop, communicate, and execute a long-term technology vision for the Metroparks. Information Systems staff demonstrated an ability to support the Metroparks back-office technology environment; however, based on the results of the end user survey and feedback obtained through site interviews, the department does not appear to be an effective customer service provider to stakeholder groups. Proactive communication to end-users regarding the status of issue resolution, technology purchases, and available technology is not frequent or consistent. The current Information Systems staff have a significant technical background; however, there are areas where stakeholders indicated issues were left unresolved or only partially resolved after multiple attempts. The Information Systems group does not currently perform a significant amount of business analysis or formal project management. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should look for opportunities to improve strategic leadership within Information Systems through formal training, realignment of responsibilities, or additional staff. Customer service should be recognized as a top priority to Information Systems and considered to be integral as an internal-service-providing department. Accordingly, effectively managing relationships and expectations with stakeholders should be promoted as a core competency for Information Systems staff and continually reinforced by Metroparks management. Information Systems should emphasize communication skills and proactively communicating status updates to customers as a focus area. 		

	Maturity	Risk
3.2.2.4 Staff Competencies	●●○○○	●
<ul style="list-style-type: none"> The Metroparks should review unresolved help desk tickets and issues that required multiple resolution attempts to identify areas for further technical training. As Information Systems staff are currently primarily focused on issue resolution, providing opportunities to improve business analysis and formal project management abilities should be considered to support the ERP implementation. 		

	Maturity	Risk
3.2.2.5 External Service Providers	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> Stakeholders have an unclear understanding of the delineation of responsibilities between services provided by Information Systems versus external providers. The Metroparks currently utilizes an external service provider to support and host its website; however, Information Systems does not act as a clear technical liaison between Metroparks staff and the vendor to resolve technical issues. Several groups within the Metroparks contract with external service providers to perform software installs and upgrades for specific applications such as AutoCAD, FASTER, and the Active Network Marina Reservation system; however, stakeholders indicated that they currently act as a liaison between the vendor and IT to coordinate activities which can require a significant effort. <p>Opportunities</p> <ul style="list-style-type: none"> Information Systems should consider proactively communicating responsibilities to end-users for services that are provided by external providers. The Metroparks should look for Information Systems to have a more active role in managing the technical aspects of the relationship with the website provider. Information Systems should continue to evaluate which software installs and updates it should perform in-house compared to leveraging an external service provider (which may be required for specific applications). Further, the Metroparks should consider opportunities for Information Systems to take a more central role coordinating all technology-related external service providers. Overall relationship management responsibilities with the selected ERP vendor for both business and technical functions should be clearly defined and agreed to by all stakeholders prior to the ERP implementation project. 		

	Maturity	Risk
3.2.2.6 User Liaisons	●○○○○	●
<p>Observations</p> <ul style="list-style-type: none"> The Metroparks currently does not have formal user liaisons or other “power users” with greater administrative privileges. Combined with the very decentralized nature of the organization, the lack of this role has limited the organization’s ability to quickly resolve minor issues and change requests. In addition to limiting issue resolution response time, the lack of formal user liaisons limits the ability to foster working relationships and a create collaborative foundation between Information Systems and park operations staff. 		

	Maturity	Risk
3.2.2.6 User Liaisons	● ○ ○ ○ ○	●
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should strongly consider defining a formal user liaison role to act as a bridge between Information Systems and park operations as well as provide on-site support for minor issues and change requests such as installing software updates and printers. User liaisons should have clearly defined responsibilities and should be supported by greater administrative/security privileges and training. Formalizing a user liaison program will also provide a collaborative foundation between park operations and Information Systems staff to identify opportunities for process improvement and technology enhancements. This will lead to an improved technology environment and user satisfaction. 		

3.2.3 User Satisfaction

	Maturity	Risk
3.2.3.1 Responsiveness	● ○ ○ ○ ○	●
<p>Observations</p> <ul style="list-style-type: none"> Stakeholders indicated through both interview sessions and the end-user survey that the current level of responsiveness for Information Systems has significant opportunities for overall improvement and that the general user satisfaction is poor. Supporting response time data was not available for analysis. It was noted that there are occurrences when Information Systems staff are unable to resolve an issue on the first attempt and do not perform follow-up attempts or provide status updates before ultimately closing a ticket without final resolution. This has resulted in several stakeholders who no longer submit help desk tickets due to a lack of confidence in the response and resolution. There is a perception among stakeholders that technology support levels for various groups are dependent on the facility location and park operations staff relationships with technology staff. Stakeholders indicated there are many situations when Information Systems staff are onsite to resolve a reported issue, but are resistant to perform resolve other issues or tasks requested after-the-fact such as printer connections and software updates without gaining approval. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should track initial response times and final issue resolution times for helpdesk tickets to be able to monitor service goals based on defined metrics. Information Systems should consider tracking all activity for each helpdesk ticket to better understand the cause and resolution technique. Support levels should be reported and monitored by park to identify specific parks that are receiving significantly imbalanced services compared to other customers. The Metroparks should develop procedures to balance the need for submitting advance helpdesk tickets to resolve issues with the need for resolving other identified issues when on onsite. This is particularly important for the organization due to the very decentralized nature of Information Systems' customers. 		

	Maturity	Risk
3.2.3.2 Effectiveness	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> Based on the reported need for a frequent “trial and error” approach to issue resolution, stakeholders have a perception that there are opportunities for Information Systems staff to be more effective. Information Systems has developed a significant amount of documentation regarding Metroparks’ technology standards and its current environment, but the overall support for the technology environment is not adequate. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should identify specific issue types that have required multiple resolution attempts and develop additional documentation and offer additional training to Information Systems staff in these areas. Information Systems should consider balancing the overall need for documentation with providing effective resolution response for areas that affect park operations. 		

	Maturity	Risk
3.2.3.3 Communication	●○○○○	●
<p>Observations</p> <ul style="list-style-type: none"> Based on end-user feedback provided through both an online survey and interviews, there is a perception that that Information Systems is not embracing an organizational culture of being a valued service-provider to its customers. Stakeholders expressed an overall concern that their technical issues seemed to be a “bother” to support staff. This has resulted in stakeholders preferring to accept on-going issues or develop workarounds rather than ask for assistance. Stakeholders indicated there is minimal feedback regarding an estimated resolution timeframe for helpdesk tickets. Further, Information Systems staff currently do not consistently provide adequate advance notice, if any, when they will be onsite to troubleshoot and resolve the issue with park operations staff. Stakeholders indicated that overall communication with Information Systems staff can be difficult due to park operations limited understanding of technical terminology and a general tendency for Information Systems staff to “speak over their head” rather than explaining in a simple manner. Information Systems currently has responsibilities as a liaison between park operations and other functional areas within the Metroparks including Marketing and Procurement; however, communication is not effectively managed between these groups. Specifically, marketing initiatives are not consistently coordinated with POS configuration and deadlines for front-end technology are not always met. Advance notice for network and application downtime is not consistently provided to stakeholders. Further, notifications for unplanned system outages are not shared with all stakeholders when discovered resulting in uncertainty of the scale of the outage or an expected resolution time. Stakeholders are not consistently aware of the Metroparks’ complete technology service portfolio. Specifically, it was identified through end-user interviews that staff were interested in remote access ability, which is currently available. 		

	Maturity	Risk
3.2.3.3 Communication	● ○ ○ ○ ○	●
<p>Opportunities</p> <ul style="list-style-type: none"> Information Systems should consider improving its overall culture to promote customer service. While the ultimate delivery of technology services is affected by many variables including staff workloads, services should be conducted in a fashion where stakeholders understand their needs are appropriately prioritized. Functionality or reporting tools within the helpdesk system should be evaluated to support proactively tracking and providing more frequent communication to customers regarding the status of tickets. Further, additional effort should be made to schedule onsite visits with park operations staff to ensure availability for troubleshooting and resolving issues. Information Systems staff should recognize the technical level of their customers and work toward communicating at their level both to ensure the cause and resolution for issues are properly identified and to foster improved relationships between technical and non-technical staff. The Metroparks should identify all areas where Information Systems acts as a liaison between park operations and other functional areas and consider recurring meetings to promote cross-functional discussions. Information Systems should define specific communication channels and goals for providing advance notice of system outages to stakeholders. Additionally, alternative communication channels for providing notification and expected resolution timeframes during unplanned outages should be considered such as broadcast text messages. 		

3.2.4 IT Leadership

	Maturity	Risk
3.2.4.1 Technical	● ● ● ○ ○	▲
<p>Observations</p> <ul style="list-style-type: none"> There is a lack of follow through around implementing a technical vision with current management. In the past, improvements or changes such as a new network design or online registrations for tee times have been abandoned because of apparent opposition on behalf of management or customers. The Metroparks has not consistently been able to effectively coordinate technology purchases. Some of the department’s technical infrastructure is not what Information Systems specified for a solution because Purchasing staff made the decision to substitute vendors because of a lower cost or because they didn’t agree with what was being purchased. 		
<p>Opportunities</p> <ul style="list-style-type: none"> Information Systems management should provide thorough recommendations on how solutions could be implemented and the benefits that changes could provide the organization. A solid planning effort will alleviate some of the opposition to change and enable Information Systems to be stronger and better trusted. Information Systems should be allowed to technically specify the equipment that is needed without interference from Purchasing staff in the procurement process. Questions about decisions should be discussed in an open dialogue. 		

	Maturity	Risk
3.2.4.2 Business	●○○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> Information Systems currently offers minimal leadership in the area of business operations and processes. The team is largely focused on providing technical support for existing applications. Many stakeholders indicated that they desired for Information Systems provide stronger technology leadership through working with staff to propose the utilization of new technologies; however, it was also noted that there has been a general resistance to changing historical business processes to accommodate the adoption of new technology. There is a lack of synergy and cooperation between Information Systems and other departments including park operations. Metroparks end-users generally do not recognize the interdependency between business processes and supporting technology. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should consider encouraging Information Systems to assume a stronger leadership role ensuring technology is most effectively leveraged to support the organization's business processes in addition to support the backend technology environment. Information Systems should be positioned as a bridge between operations staff and technology. As noted previously, this opportunity would be subject to competencies and staffing levels within Information Systems. Information Systems should carefully balance its customers' desire for stronger leadership to identify and suggest new technologies to be leveraged with the natural resistance to change current processes. Performing recurring visioning sessions and steering committee meetings is one approach to help manage these competing expectations. Further, developing stronger relationships with park operations staff through improved communication and increased responsiveness will provide a greater ability to garner end-user support for technology-based process changes. The Metroparks should offer opportunities for Information Systems to strengthen relationships with departments creating the foundation for greater leadership. During the ERP implementation, the Metroparks will need to carefully consider how business process changes are communicated to ensure end-users are open to accepting both the new business process and supporting technology. 		

3.3 Administration

3.3.1 Delivery

	Maturity	Risk
3.3.1.1 Project Management Approach	●○○○○	●
<p>Observations</p> <ul style="list-style-type: none"> The Metroparks does not currently employ a standardized formal project management approach. This has limited Information Systems' ability to effectively coordinate project activities in relation to other tasks. For example, stakeholders specifically indicated that the seasonal deployment of POS workstations and software updates have been performed late minimizing opportunities for park operations staff testing and training. Additionally, stakeholders indicated that adequate training was not directly embedded into the roll-out of the new phone system. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should consider adopting a more formal project management approach. The Project Management Body of Knowledge (PMBOK) developed by the Project Management Institute (PMI) is a widely-recognized methodology that could be considered by the Metroparks. Embracing a standardized approach will increase the ability for the park system to successfully complete projects on-time and on-budget, mitigate overall risks, as well as increase the end-user acceptance rate of delivered systems. The lack of formal project management experience and a standardized methodology will be a significant risk for the Metroparks during the ERP implementation. 		

	Maturity	Risk
3.3.1.2 Service Level Agreements	●○○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> The organization has not established Service Level Agreements between Information Systems and its customers which has resulted in a general misunderstanding of the scope of services provided by Information Systems as well as unclear expectations for the service levels to be provided. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should consider developing Service Level Agreements (SLAs) between Information Systems and park operations to clearly define the scope and level of services provided. The SLA should define measureable targets such as specific priorities and target resolution times for system outages based on criticality of the system. 		

	Maturity	Risk
3.3.1.3 Problem Reporting	●●●●○	■
<p>Observations</p> <ul style="list-style-type: none"> Information Systems implemented Spiceworks software to manage helpdesk tickets; however, it is currently being used at a basic level and is not fully-leveraged to provide proactive communication status updates to end-users or escalate outstanding issues. It was noted that not all issues are reported and tracked in Spiceworks because some end-user staff have elected to accept or develop workarounds to certain IT issues due to their perception of lack of responsiveness by Information Systems staff. 		
<p>Opportunities</p> <ul style="list-style-type: none"> Information Systems should continue the use of Spiceworks for problem reporting, but consider using the system to proactively provide status updates to end-users and identify significantly aged outstanding tickets to be resolved. Consider implementing a web based satisfaction survey to end users and include the link in the “closed ticket” email. The importance for reporting technical problems should be continually reinforced with stakeholders to ensure all issues are documented and resolved. 		

	Maturity	Risk
3.3.1.4 Network / Workstation Management	●●●○○	▲
<p>Observations</p> <ul style="list-style-type: none"> There are currently no systems in place to proactively monitor or manage the workstations or the network. Users complain about receiving notices for updates of products such as Adobe Reader, but that they are unable to update their systems without assistance from Information Systems. 		
<p>Opportunities</p> <ul style="list-style-type: none"> Investigate installing tools and monitoring systems that can proactively monitor network links and other systems so that management and staff can be remotely notified of issues as they occur instead of waiting for an end user to notice the outage. A wide variety of tools are available in open source for little or no cost for the Metroparks’ to investigate. Employ packaged applications when deploying free, generally available software so that Information Systems controls the installation profile, including the installation path and whether or not it prompts the users for updates. 		

3.3.2 IT Strategy

	Maturity	Risk
3.3.2.1 Long-Range Planning	● ○ ○ ○ ○	▲
<p>Observations</p> <ul style="list-style-type: none"> • The Metroparks has not formalized a long-term strategic information technology plan to guide technology decisions or act as a foundation for technology investments during the budget process. • There are limited opportunities for stakeholders to express technology needs or formally contribute when identifying future technology projects. • Stakeholders expressed that the Information Systems team has shown a limited openness to new technologies and approaches. • The Metroparks has shown a historic lack of investment in technology which has, in turn, contributed to a slow adoption rate of new technologies. • To varying degrees, the Metroparks has historically not formally evaluated the total cost of ownership for new technologies or fully understood the organizational and technical requirements for supporting them. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • Developing an on-going strategic planning process should be a high priority for the Metroparks to act as a long-term foundation for future technology purchases and staffing decisions. • The Metroparks should consider establishing a recurring forum for Information Systems to collaborate with stakeholders to proactively identify and plan for future technology needs. • Information Systems should demonstrate greater openness to new technologies and ideas presented from park operations staff, and help improve the organization’s understanding of the total cost of ownership of the investment. • Understanding the expected slow adoption rate of technology, it will be even more critical for the Metroparks to proactively plan incremental technology projects that work toward an ultimate technology vision. • The long-range planning process should not only account for the Metroparks’ anticipated future technology needs, but should also account for the total cost of ownership for each project including one-time capital and resource commitments as well as on-going software maintenance, support staff costs, and recurring hardware replacement. 		

	Maturity	Risk
3.3.2.2 Project Prioritization	● ○ ○ ○ ○	●
<p>Observations</p> <ul style="list-style-type: none"> • The Metroparks lacks a clear process for segregating routine user support requests from more significant technology projects, as well as prioritizing and competing these technology projects. Further, stakeholders expressed concern that the Information Systems team has a tendency to continually re-shift focus to the most pressing issue at the moment which has led to a “squeaky wheel gets the oil” method for requesting assistance. • Stakeholders described needs that could not be prioritized within the required timeframe leading to workarounds and shadow systems being developed. 		

	Maturity	Risk
3.3.2.2 Project Prioritization	● ○ ○ ○ ○	●
<ul style="list-style-type: none"> Staff expressed a general concern that because there is not a committee-based process for projects to be prioritized, there is a tendency for some projects to be continually delayed based on the relationship with Information Systems staff. 		
<p>Opportunities</p> <ul style="list-style-type: none"> To support the development of a long-range technology plan, the Metroparks should consider establishing a Technology Steering Committee representing multiple parks and functional areas that would provide guidance in prioritizing projects and balancing the organizations limited financial and staff resources for competing end-user technology needs. Providing a more formalized approach to proactively document future technology needs will allow target milestones and deadlines for specific projects to be considered during the prioritization process. Reviewing and prioritizing IT projects through a Steering Committee will ensure projects are prioritized equitably based on the overall needs of the Metroparks and will minimize the perception that staff relationships influence which needs are prioritized. 		

	Maturity	Risk
3.3.2.3 Technology Procurement	● ○ ○ ○ ○	●
<p>Observations</p> <ul style="list-style-type: none"> Technology purchases within the Metroparks are often not standardized and frequently do not consider the long-term costs and difficulties of supporting multiple hardware platforms. A fairly strict “low bid” philosophy for procuring technology has resulted in technology purchases that do not meet specified requirements or hardware that is not ideal to support. The Metroparks currently does not maintain blanket contracts with preferred technology vendors to efficiently procure hardware. The technology selection and procurement process has historically not embraced a broad scale participatory process to solicit input from end-users to clearly document needs. Several park operations indicated that they performed the procurement of technology hardware and software outside of the formal process facilitated by Information Systems. A stressed relationship between Information Systems and Purchasing teams has prevented the Metroparks technology procurement process from being most effective and efficient for the organization’s stakeholders. Stakeholder technology procurement requests are not collaboratively evaluated to understand the need. For example, stakeholders specifically noted occurrences where a supervisor requested a laptop for an end-user based on the operational need for that staff member; however, a desktop PC was purchased without input from the operations staff. 		

	Maturity	Risk
3.3.2.3 Technology Procurement	● ○ ○ ○ ○	●
<p>Opportunities</p> <ul style="list-style-type: none"> • The Metroparks should consider a more standardized approach when acquiring desktop computers and other technology based on the related long-term the long-term benefits. • The fairly strict “low bid” philosophy when procuring technology should be evaluated to ensure that the defined minimum specifications are not sacrificed in lieu of an initial cost savings. Further, requirements for technology purchases should be more clearly defined to precisely document requirements that cannot be waived and those that are more flexible. • The Metroparks should consider establishing contracts with select pre-qualified/preferred technology vendors to increase the turnaround for end-user requests and promote greater consistency and standardization than possible when each purchase is bid separately by multiple vendors. • A more collaborative approach for major technology purchases and projects should be considered to ensure end-user needs are fully understand and considered. • The Metroparks should consider a developing a policy to ensure that all technology procurements are centrally coordinated to promote greater standardization and plan for long-term supportability. The tendency for end-users to purchase technology independently will diminish as the overall process is improved. • Metroparks management should deem the current stressed relationship between Information System and Purchasing to be a significant risk which could significantly impact the organization’s ability to see progress in its technology environment and should immediately identify appropriate actions to promote cooperation. • The Information Systems team should consider providing more consistent and frequent status updates to end users who have submitted requests for additional technology. Self-service functionality provided by current helpdesk system should be evaluated to provide a greater ability for stakeholders to check the status of a request. • The Information Systems team should collaboratively work with end-users to properly validate and justify technology requests before making procuring alternate technologies. 		

	Maturity	Risk
3.3.2.4 Budgeting	● ● ○ ○ ○	▲
<p>Observations</p> <ul style="list-style-type: none"> • The Metroparks currently relies on a decentralized and reactive budgeting approach for technology. For example, park supervisors are expected to specifically budget for additional or replacement computers when the current need increases or the existing device becomes dated. • Due to the budgeting process and Information Systems capacity, the turnaround time for a new computer to be deployed from the time requested by staff can be as long as 18 months. • Technology budgeting is not based on a long-term strategic technology plan 		

	Maturity	Risk
3.3.2.4 Budgeting	●●○○○	▲
<p>developed with input from Information Systems and operational staff. Stakeholder concerns were noted that the current technology budget does not consistently reflect the operational needs for the Metroparks.</p>		
<p>Opportunities</p> <ul style="list-style-type: none"> • A more proactive and centralized approach to developing technology budgets should be considered by the Metroparks. While large-scale technology projects should be identified through the development of a strategic technology plan, budgets for recurring costs such as computer replacement could be performed more centrally based on a defined computer replacement lifecycle. • Developing and maintaining a long-range technology vision will help budget managers identify and plan for technology costs further in advance which will help mitigate the delay for new technologies to be deployed due to staffing capacity. • A strategic technology plan should be developed with input from all Metroparks stakeholders to guide technology budget decisions and ensure they reflect operational needs. 		

	Maturity	Risk
3.3.2.5 Standards	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> • There are some standards in place for major items such as workstations and servers, but for the rest of the technology purchases, Information Systems is usually compelled to procure what Purchasing deems to be the best choice for Metroparks, based on price and non-technical factors. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • The Information Systems team should be considered the internal expert resource in technology and should be given the autonomy to specifically specify what hardware and software that is needed. Purchasing staff should not be allowed to modify specifications without reviewing and confirming any suggested modifications to the specifications with Information Systems staff. 		

3.3.3 Policy

	Maturity	Risk
3.3.3.1 User Policies & Procedures	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> • The Metroparks has consistently limited personal computer administrative privileges to Information Systems staff and several select end-users. While this centralized approach ensures adherence to standards and policies, it has caused difficulties for staff to perform software updates for standard applications and has limited their effectiveness to fully utilize technology. Other staff indicated that they currently did not have the ability manage desktop shortcuts and documents. 		

	Maturity	Risk
3.3.3.1 User Policies & Procedures	●●○○○	▲
<ul style="list-style-type: none"> • Staff currently do not have appropriate privileges to add printer connections. • Organizational computer policies are not consistently or clearly communicated to all staff. Specifically, staff indicated they were unaware of an organizational policy restricting end users from storing documents on local hard drives or to an inappropriate file server. • System administration responsibilities for the point-of-sale utilized by all of the Metroparks' golf courses are not clearly defined and operational staff who are responsible for the effective use of the system currently have a limited ability to perform basic configuration tasks within the system. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • The Metroparks should evaluate its current end user PC security policies to ensure an appropriate balance of administrator-centric security and end user functionality is reached. If the Metroparks finds that the policies currently in place are appropriate, Information Systems should identify alternative approaches to support end user needs in a timely manner. • The Metroparks should evaluate options for end-users to add appropriate printers to their PCs. • All technology-related policies and procedures should be centrally stored and shared with end users to ensure an overall understanding of the policy and the organizational benefits realized. • The Metroparks' should evaluate roles and responsibilities for administering the golf course point-of-sale system to ensure there is an appropriate balance between centrally enforcing standards and meeting user needs through increasing decentralized responsibilities. 		

	Maturity	Risk
3.3.3.2 Business Continuity Planning	●●○○○	●
<p>Observations</p> <ul style="list-style-type: none"> • While Information Systems has a Business Continuity Plan for core technology infrastructure in the Administration building, stakeholders indicated that the Metroparks currently does not have a comprehensive plan to support all operations in the event of a hardware failure, network failure, or power outage. Further, there is currently not a clear inventory of each device in the organization documenting target service restoration timeframes based on the business need. • All backup systems and procedures that are in place do not incorporate the best practice of taking data offsite from the Administration building, which leaves the Metroparks susceptible to significant data loss in the event of the loss or damage to the Administration building (e.g. financial system back-up is currently stored in fire safe in the Administration building). • Staff indicated that the Metroparks currently does not have an enterprise approach for backing up digital photo and video media, but that this content is currently backed-up at a staff member's home.. 		

	Maturity	Risk
3.3.3.2 Business Continuity Planning	●●○○○	●
<p>Opportunities</p> <ul style="list-style-type: none"> • A comprehensive Business Continuity Plan should be developed that addresses all park operations. Additionally, the Metroparks should perform an inventory of all devices and identify target service restoration timeframes for each device to determine an appropriate number of backup devices to maintain. • Incorporate removing all backup tapes from the premises and to a secure location on a rotating basis to minimize loss of data in the case of a major disaster. • An enterprise approach for storing, archiving, and backing-up all Metroparks' digital assets should be implemented. 		

3.4 Technology

3.4.1 Internet

	Maturity	Risk
3.4.1.1 Remote Access	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> • Some Metroparks staff shared that they currently have remote access abilities; however, many stakeholders indicated they were unaware the functionality was available. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • The Metroparks should consider developing a formal remote access policy that identifies staff roles who may need remote access abilities. Specific areas that indicated remote access functionality would be desired ranged from park supervisors to perform budget development from home in the evenings to golf course staff to administer irrigation systems. Additional methods for communicating all available technology services with stakeholders should be explored to ensure effective utilization of offered functionality. 		

	Maturity	Risk
3.4.1.2 Web Strategy	●●○○○	■
<p>Observations</p> <ul style="list-style-type: none"> • The organization website currently has experienced issues with stale content. • The website currently acts as a marketing and communication tool with limited e-commerce and other functionality to support park operations. • The website currently provides limited support for mobile browsers. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • The Metroparks should consider developing a plan or system to manage website content and ensure that time-sensitive content is proactively updated or removed as appropriate. • Stakeholders identified a critical need for a web-enabled recreation management 		



	Maturity	Risk
3.4.1.2 Web Strategy	●●○○○	■
<p>system that allows facility reservations, tee times, and program registrations to be accepted online.</p> <ul style="list-style-type: none"> The Metroparks should consider developing a mobile-supported version of the website or a mobile application for customers. 		

3.4.2 Data

	Maturity	Risk
3.4.2.1 Data Ownership	●●●○○	▲
<p>Observations</p> <ul style="list-style-type: none"> Data on the servers has not been reviewed for sensitivity or sensitive data, such as social security numbers of employees or credit card information and may not be appropriately controlled. 		
<p>Opportunities</p> <ul style="list-style-type: none"> Establish policies and procedures that cover storage of personal data and implement regular audits of the network drives and storage for violations. 		

3.4.3 Network

	Maturity	Risk
3.4.3.1 Servers	●●●○○	▲
<p>Observations</p> <ul style="list-style-type: none"> Many servers are housed in the Administration building, though because of the poor network conditions, there are de-centralized servers at parks to support business functions at that location. Most servers are under three years old and there is a server replacement plan in place. There is no Virtual Machine (VM) environment in place at this time. Reportedly, Information Systems is considering VM, but is more actively considering the competing Microsoft product because of price and is not considering using the more fully featured, almost ubiquitously used VMWare. 		
<p>Opportunities</p> <ul style="list-style-type: none"> Improve network speed and reliability to combine field servers into the administration building, namely the servers hosting the golf course management application. Consider fully researching the capabilities of each Virtual Server product and making a decision based on features and benefits, rather than solely on price. 		

3.4.3.2 Network Electronics	Maturity	Risk
<p>Observations</p> <ul style="list-style-type: none"> • The primary network is comprised of highly unreliable, slow DS-1 lines running at 1.5MB. These network connections are further reduced by the allocation of half of the available bandwidth to voice traffic, leaving little room for meaningful use of the network. • Quality of Service is not employed on the line, possibly affecting the quality and reliability of voice calls. • Phone calls cannot be transferred to/from all Metroparks facilities. • Not all Metroparks facilities currently provide staff with access to intranet files even though internet access is available. • Staff currently do not have access to Wi-Fi. • Voicemail is unreliable a certain facilities including one facility that did not have voicemail for an entire season and experienced recurring issues for a year. • Public Wi-Fi is not offered at any park location including areas with a high demand for these services such as the marina. • Certain locations do not currently have any phone service since the migration to the VOIP system requiring staff to rely on the use of personal mobile phones. • Data centers a park facilities do not currently provide an adequate environment for network electronics including being very dusty. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • Conduct a survey/inventory of available network products that are available at park locations. Consider using a variety of higher speed products that are on the market today, including point to point wireless (privately owned or a service), DSL, cable, private fiber, or creating a collaboration for increasing the bandwidth and reliability to sites. • Review the current VOIP system and network to and consider investments to allow all facilities to transfer calls. • Review the current WAN and consider investment to allow currently non-connected facilities to gain intranet access. • As mobile devices and laptops are further deployed, consider providing Wi-Fi access for staff. • Review the current voicemail reliability issues to identify the underlying cause and take appropriate steps to resolve. • After resolving the network infrastructure, the Metroparks should strategically consider providing Wi-Fi for customers at key facilities such as the marina. • The Information Systems team should inventory all facilities that currently do not have any phone service and work with park operations staff to prioritize the need to provide service to each. • The Information Systems team should evaluate the data center at each facility ensuring it meets best practices. 		

	Maturity	Risk
3.4.3.3 Storage	●●○○○	■
<p>Observations</p> <ul style="list-style-type: none"> The Metroparks does not fully utilize its current enterprise environment for storing digital media, but currently utilizes external hard drives due to the high performance needs when transferring extremely large files on the network. Stakeholders expressed concern that this limits the organization’s ability to effectively share content. 		
<p>Opportunities</p> <ul style="list-style-type: none"> Multiple enterprise-wide storage approaches should be considered by the Metroparks to ensure staff have the ability to access and share digital media to serve the various needs of its end-users. A broad-scale media management system will meet the needs of most stakeholders; however, an alternate approach may be required for users transferring extremely large files. 		

3.4.4 Applications

	Maturity	Risk
3.4.4.1 Enterprise Software Applications	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> The Metroparks does not have an integrated enterprise recreation management system to support facility reservations, marina rentals, program registrations, golf tee times, or point-of-sale. Parks are currently utilizing multiple different disparate applications and shadow systems (both digital and hard-copy) to support these functions. This is currently limiting the Metroparks’ ability to effectively and consistently serve its customers, efficiently administer core business processes, and provide an ability to track and report on data to support decision-making. The current facility reservation system does not provide web integration requiring double-entry to update the web-based facility availability calendar. It also does not allow reservation dates/times to be edited requiring cancellation and rebooked. Finally, while being administered through an Access database, the system is not currently configured to support multiple simultaneous users or access from multiple PCs. The Metroparks is currently minimally leveraging its Geographic Information System (GIS) to support park planning; however, has not invested to develop an enterprise GIS program that includes long-term plans to guide development and maintenance of the organization’s spatial data. The organization currently manages a significant number of digital images, but does not have an enterprise application to catalogue and manage the images. While the Metroparks is a very decentralized organization, there are currently limited tools to support remote meetings and facilitate collaboration. The Metroparks is currently logging vehicle mileage / equipment hours and fuel usage through a hardcopy clipboard at each of the organization’s fuel pumps. This data is manually keyed into the current fleet management system. The Metroparks currently lacks an Enterprise Content Management (ECM) system to allow users to centrally store and search for all of the organization’s documents. 		

	Maturity	Risk
3.4.4.1 Enterprise Software Applications	●●○○○	▲
<p>Opportunities</p> <ul style="list-style-type: none"> • The Metroparks should strongly consider implementing an enterprise Recreation Management System to replace the multiple applications and shadow systems currently utilized. Recreation Management Systems currently available in the marketplace will provide the ability for the Metroparks to have a central file of record for all operational metrics and will provide improved service to its customers. • A strategy for further developing and supporting the Metroparks' GIS should be considered including the establishing consistent datamodel standards and on-going data maintenance procedures. • The Metroparks should consider implementing a system to manage digital images. • Tools to support greater remote meetings and collaboration should be explored by the Metroparks to minimize unnecessary travel time for staff and encourage collaboration and communication between staff at separate facilities. • The Metroparks should consider implementing a fuel management system to automate the collection of vehicle / equipment usage data which can be interfaced to a fleet and equipment management system to track fuel mileage and generate preventative maintenance work orders. • An Enterprise Content Management (ECM) system should be considered by the Metroparks to provide a central repository for all of the organization's documents. Current ERP systems provide the ability to integrate to many ECM systems allowing documents such as invoices to be included in approval workflows or attached to other transactions. 		

	Maturity	Risk
3.4.4.2 Reporting	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> • The Metroparks' current financial system provides a cumbersome user interface to process reports and a limited ability to develop custom reports. This has resulted in staff spending significant time to develop workarounds and shadow systems for generating necessary reports to support decision making. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • As part of the ERP selection and implementation process, all end user and management reporting needs should be documented to identify resolve any functional reporting gaps. Further, the Metroparks should ensure that the new ERP provides a user-friendly reporting interface and robust business intelligence functionality to develop custom reports. 		

	Maturity	Risk
3.4.4.3 Platforms and Tools	●●●○○	▲
<p>Observations</p> <ul style="list-style-type: none"> • There are few tools in place to help manage the desktop environment, so all software updates are done by hand. • All PCs use Windows update to update their security patches, so no control over what patches get implemented exists. • Aleratec Hard Drive duplicator is used for PC imaging. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • Consider purchasing and deploying a Desktop management solution to help deploy software and to manage the PC fleet. Examples of products are Microsoft System Center Configuration Manager, LanDesk, or Dell's Kace. • Implement a SID generation tool when using the hard drive duplicator. It will lessen the chance of a problem due to duplicate SIDs on the network which can cause specific issues with certain ERP systems which may be considered. 		

3.4.5 End-User Computing



	Maturity	Risk
3.4.5.1 Workstation Strategy	●●○○○	●
<p>Observations</p> <ul style="list-style-type: none"> • There are currently limited resources for stakeholders to “check out” technology devices such as laptops and projectors for special events and training at parks. • Certain staff indicated that they currently rely on their personal desktop PCs at home to perform work because the Metroparks-issued device does not meet performance requirements. Additionally, stakeholders indicated that there is limited dialogue to identify specific requirements for PCs before being purchased and deployed. • There is limited standardization for desktop computer specifications. • There are several facilities where the number of deployed PCs does not meet the needs of the staffing levels requiring staff to share PCs and work alternate schedules to coordinate access. • While PCs are on a replacement plan, nearly 27% of the PCs are over 5 years old. This is largely due to stakeholders requesting the replaced PCs maintain in service to serve non-critical functions that previously were not supported with access to a PC. 		
<p>Opportunities</p> <ul style="list-style-type: none"> • The Metroparks should consider establishing a technology device resource pool for stakeholders to loan devices as needed. • Information Systems should work with its stakeholders to identify any users who are currently issues devices that do not meet the technical requirements to support their job function. Further, Information Systems staff should prioritize identifying specific requirements before deploying PCs. • The Metroparks should define specific standards for workstations based on the end-user role to ensure that each consistently meets performance expectations. 		

	Maturity	Risk
3.4.5.1 Workstation Strategy	●●○○○	●
<ul style="list-style-type: none"> The Metroparks should identify the number of users at each facility that will need a dedicated PC during and after the ERP implementation. Consider increasing funding to the PC replacement plan to reduce the number of PCs over 5 years. Also, implement a policy that once a PC is taken out of service due to it being replaced, that it is not eligible for re-installation, increasing the average age of the PC's in the fleet, giving employees old equipment to work on, and increasing the size of the PC fleet with no committed funding to replace the machine when it does finally become end of life. When replaced PCs are allowed to remain in service in a non-critical function, the Metroparks should clearly define service level expectations with the stakeholders who make the request. 		

	Maturity	Risk
3.4.5.2 Office Automation	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> Metroparks staff have been offered little to no training for utilizing the Microsoft Office suite with Microsoft Outlook being of a particular concern. Metroparks multi-function devices are not consistently fully installed to allow staff to utilize scanning functionality. The Metroparks is currently support multiple versions of the Microsoft Office suite throughout the organization. In conjunction with the conversion to the IP phone system, several facilities are unable to utilize credit machines as intended based on a decision to terminate their supporting analog phone services. This decision was largely due to the stability of the aging phone system wiring as well as a budgetary measure. At one facility in particular, 12 different machines must be physically moved and connected to a single legacy phone line to batch process each day's transactions. This has proven to be a very time-consuming process and prevents the facility from authorizing each transaction when processed which can lead to lost revenue. <p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should consider internal and external resources available to provide additional Microsoft Outlook training throughout the organization including establishing procedures for managing calendars and email. A comprehensive inventory of multi-function devices should be performed that includes document which are currently configured to support scanning. All multi-function devices should be configured to support scanning and facilities with scanning functionality should be evaluated to justify the need. The Metroparks should consider updating all Microsoft Office installations to the current version and consider establishing a procedure to ensure version consistency is maintained throughout the organization in the future. The Metroparks should identify a solution for facilities to accept and authorize transactions at the point of sale to increase processing efficiency and prevent uncollectable transactions. This may include processing transactions on the network through an payment processing gateway or selectively reactivating analog phone lines. 		

	Maturity	Risk
3.4.5.3 Operating System	●●●○○	▲
<p>Observations</p> <ul style="list-style-type: none"> A fair amount of PCs exist in the environment that are running Windows XP. This is largely due to specific applications which are currently incompatible with more current versions of Microsoft Windows. Microsoft is ending general support for Windows XP on April 8, 2014. After April 8, 2014, there will be no new security updates, non-security hotfixes, free or paid assisted support options or online technical content updates. For more information, go to http://www.microsoft.com/en-us/windows/endsupport.aspx Windows 2008 is the predominant server operating system. 		
<p>Opportunities</p> <ul style="list-style-type: none"> Determine if it is feasible to have PCs that are still running Windows XP after April 8, 2014. If there are significant risks to the organization, develop a plan to have those machines upgraded at that point. Identify specific PCs that must continue to run Windows XP and develop a plan to upgrade immediately when the incompatible applications are updated. 		

	Maturity	Risk
3.4.5.4 Refresh	●●○○○	▲
<p>Observations</p> <ul style="list-style-type: none"> Staff currently budget for technology device replacements and new deployments through a decentralized approach during the annual budget process for the following fiscal year based on their anticipated needs. Several stakeholders described activities (e.g. graphics, GIS, etc.) with more intensive hardware requirements than standard users which generally tend to change on a more frequent basis as new versions of applications are released. Staff indicated that after budgeting for technology devices to be replaced in the following fiscal year, there is not proactive dialogue or a planning process to determine the most effective timing for deployment. This has resulted in budgeted new computers not being deployed in advance of seasonal park openings or being delayed until the following season. There are replacement plans for equipment in place, but there appears to be significant difficulty reported in being able to specify and procure equipment that is specified by the IT department. 		
<p>Opportunities</p> <ul style="list-style-type: none"> The Metroparks should consider adopting a formal organization-wide computer refresh policy that defines a specific replacement cycles for each type of technology device (e.g. desktop computers, notebook computers, phones, etc.). This approach will allow stakeholders to proactively budget for future replacements and ensure the organization's technology environment is current. When developing a formal technology refresh policy, the Metroparks should evaluate defining multiple standard refresh cycles based on the requirements of the stakeholders utilizing each device. 		

3.4.5.4 Refresh	Maturity	Risk
<ul style="list-style-type: none"> Information Systems should work with department to develop a comprehensive organization-wide deployment schedule for each year that reflects the replacements targeted per the refresh policy and any new devices request by departments through the budget process. The IT department should be recognized as the “experts” in technology and substitutions of products should not be allowed without consultation of the IT department. RFPs and contracts for PC equipment, peripherals, servers, printers, and other IT items should be executed on a yearly or bi-yearly basis so that IT can purchase equipment quickly as needed instead of a lengthy procurement process for most items. This is similar to what was put in place for PC purchases. 		

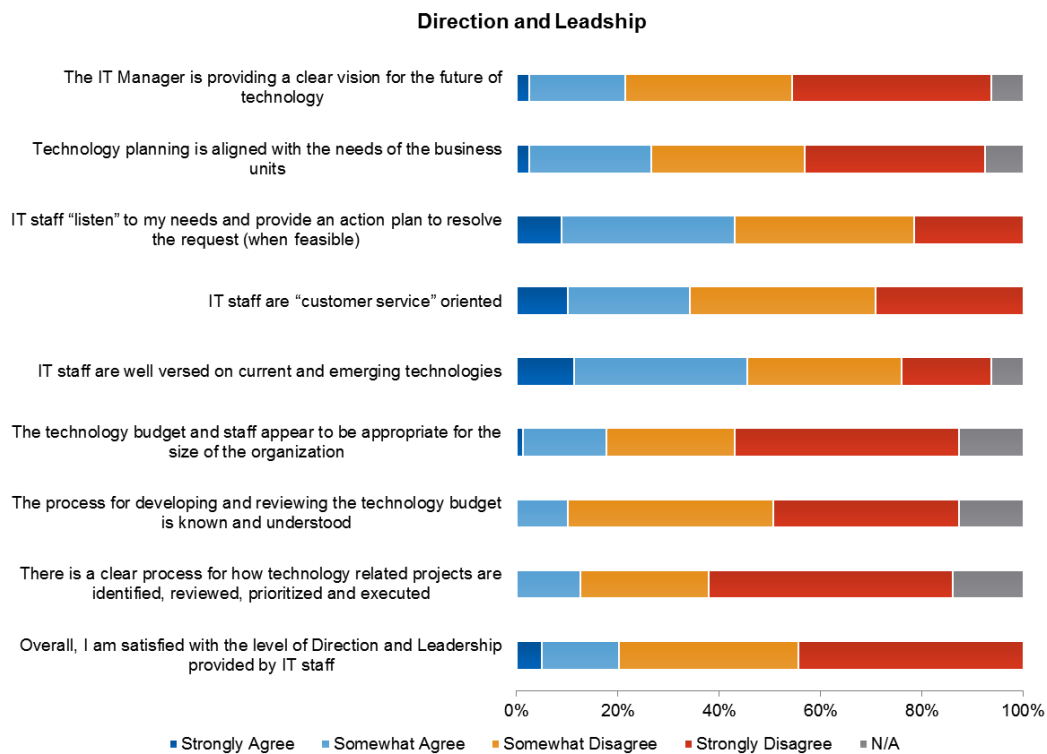
4 Appendices

4.1 Appendix A: End-User Survey Results

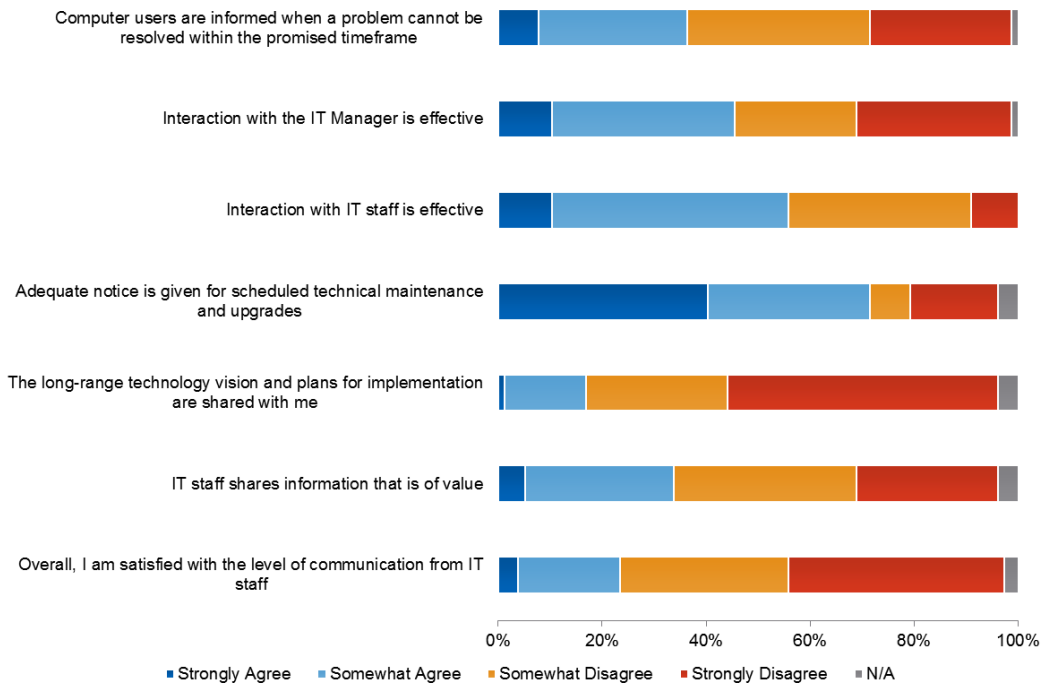
As part of the IT Assessment process, an end-user technology and services survey was conducted. The goals of the survey included assessing the satisfaction of technology users and identifying technology needs. The survey and survey data collected was managed externally by Plante Moran. To encourage participation, a survey invitation was distributed by the Metroparks' Controller to all full-time and provisional staff with Metroparks-issued email addresses. Metroparks staff were directed to a web-based survey and informed that their suggestions and individual response to the survey would remain confidential and only summarized results would be provided to Metroparks management. The survey remained available for over two weeks and multiple messages were sent during that timeframe encouraging them to complete the survey by the deadline if they had not done so already. A total of 89 staff participated and 73 fully completed the survey which on average took 18 minutes to respond. Based on end-user surveys conducted with similar organizations, the response rate can be considered high for such a survey and adequate to place reasonable assurance in the accuracy of the results.

Summarized survey results for each category have been provided to the Metroparks under separate cover and are not included inside this report.

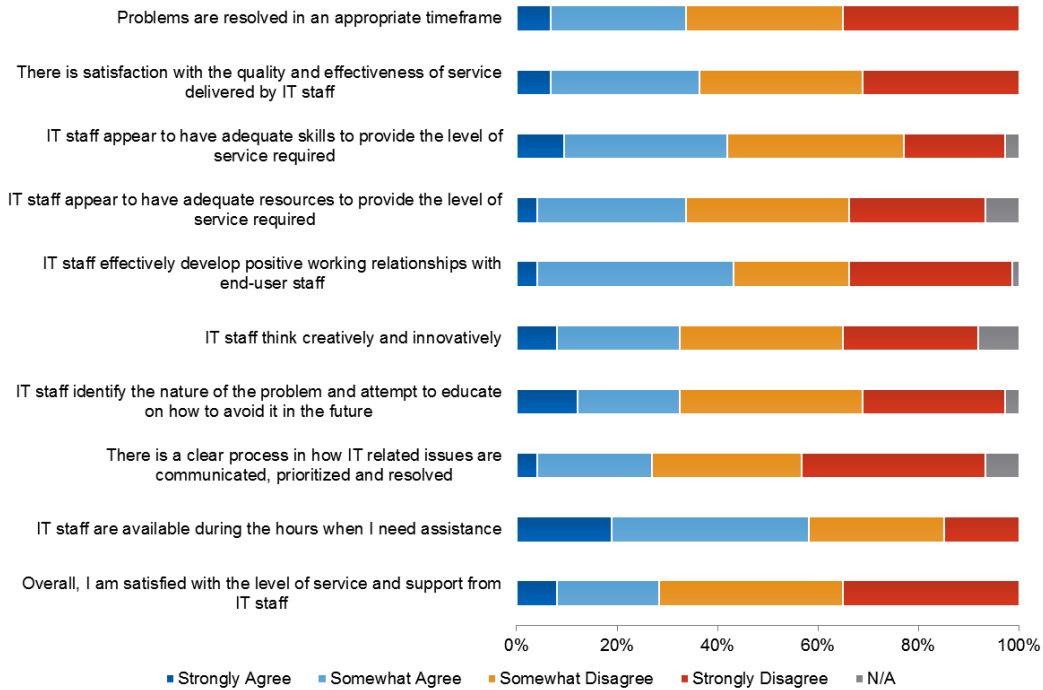
A highlight of key results is provided on the following pages:



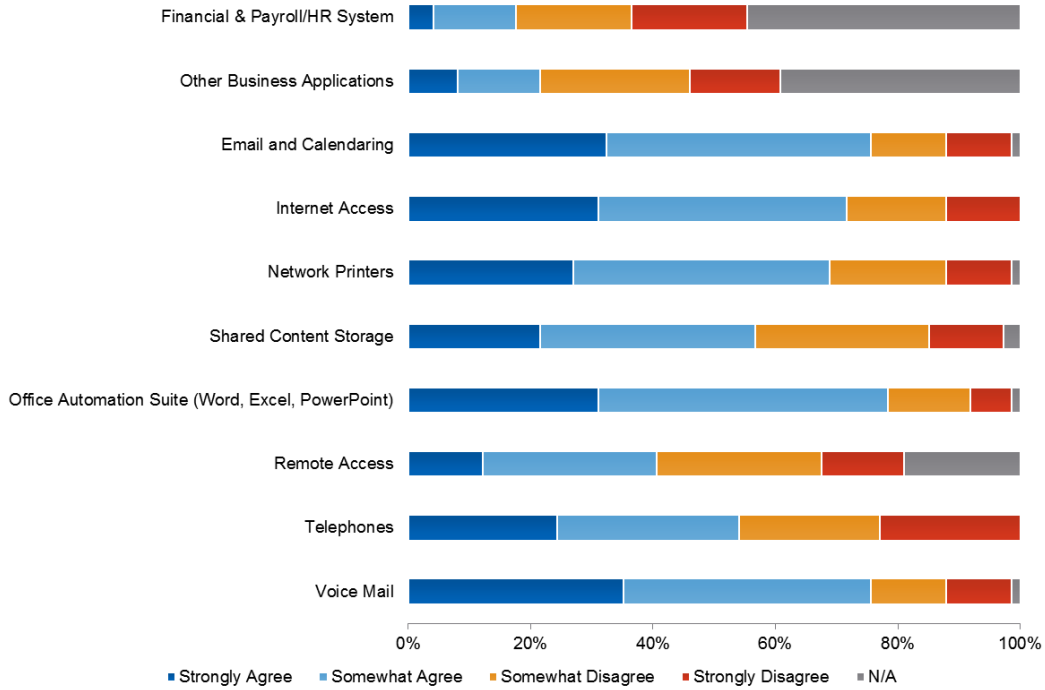
Communication



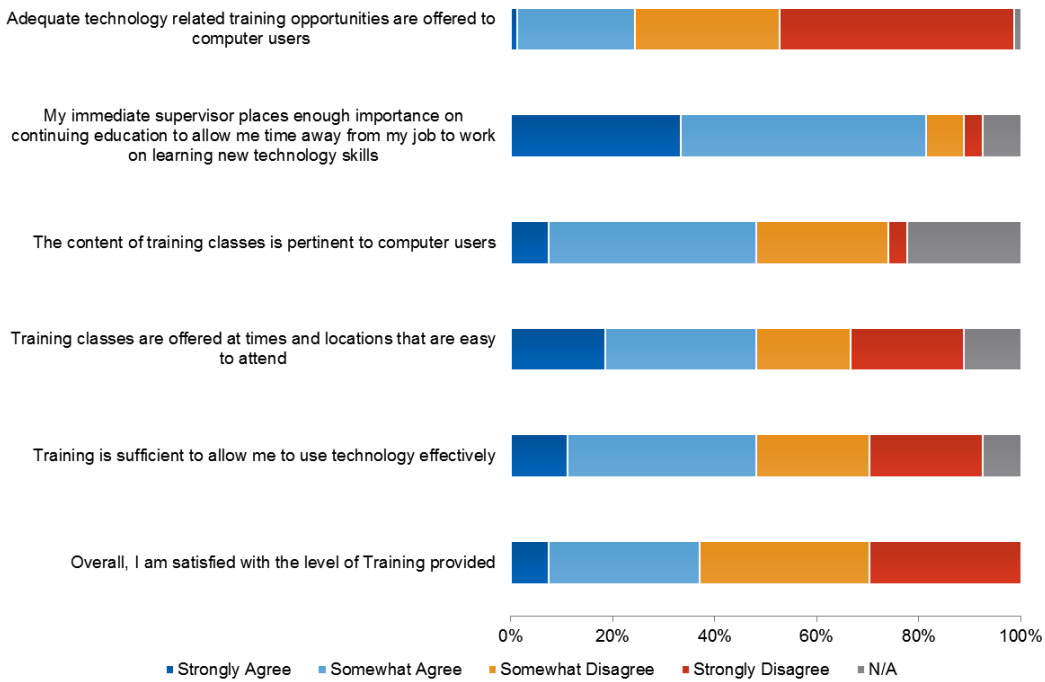
Service and Support



Technology



Training



4.2 Appendix D: Sample Service Level Agreement (SLA)

**A Partnership Agreement
Information Systems
And
XXXX Department**

PURPOSE AND OBJECTIVE

This Partnership Agreement ensures that the Metroparks Information Systems (IS) and XXXXXX Department jointly deliver the level of service and support required for the smooth operation of computer and telephone systems.

The IS Department and XXXXXXXXXXXXXXXX Department have jointly created this Partnership Agreement to help both parties understand each other's needs, priorities, and concerns. This document, presents the service conditions and expectations of the Agreement, IS performance measurements, IS reporting requirements, roles and responsibilities and other important service information.

Modifications to this agreement will be made at the direction and agreement of both parties. Following the implementation of this agreement, periodic joint reviews will drive future enhancements.

It is understood that the agreement remains in force until it is explicitly replaced or terminated by either party.

XXXXXXXX, Supervisor
XXXXXXXX Department

XXXXXXXXXXXX, Manager
Information Systems

Date

Date

1. Technology Support Plan: Core Business Technologies

List core business technologies here, such as Office Suite, Email, etc.

	Support Responsibilities		
	Department/Liaison	IS	Vendor or Other Outside Entity
	<ol style="list-style-type: none"> 1. Identify Systems, Telecomm and Web Liaisons 2. Develop work plans for liaisons that include the liaison role 3. Provide release time for training of liaisons to perform duties 4. Provide release time for training of department staff on core technology applications they use 5. Adhere to HCMA policies and IT standards around the use of technology 6. Communicate future technology needs IT steering committee and bi-annual Planning Process 7. Use the Infrastructure Resource Allocation Process 8. Use Core Technologies whenever possible 9. Participate in process reviews related to technology projects 10. Consult with IT on all new technology plans and projects 11. Work with IT to develop a Total Cost of Ownership for all new projects 12. Develop Business Continuity Plan for departmental business if technology is unavailable 13. Initial diagnosis of problems and reporting to IT or vendor if additional help needed. 14. Communicate with IT about any new staff moves, adds or changes at least two weeks before the change is needed (more 	<ol style="list-style-type: none"> 1. Consulting on: <ol style="list-style-type: none"> a. New technologies b. New Projects c. Peripheral Products 2. Initial diagnosis of problems after liaison review 3. Technology liaison coordination, development and coordination, backups of data on central system 4. Installation, configuration and maintenance of central disk storage system 5. Installation, configuration and maintenance of servers 6. Installation, configuration and maintenance of desktop and laptop computers and standard peripheral equipment 7. Develop, maintain and monitor desktop standards – hardware, software and peripheral equipment 8. Database Maintenance to ensure integrity of data and efficient operation of applications 9. Installation, maintenance and recurring cost of data circuits for wide area network and phone systems 10. Develop downloads of data for outside entities so these can be routinely done by departmental staff or perform downloads if they are routine 11. Entry and maintenance of network users – logons and security access 12. Installation and configuration of printers on the network 13. Install, set up and maintain County web servers for web-enabled applications 14. Collaborate with outside entities to set up required connectivity to outside systems 	<ol style="list-style-type: none"> 1. Develop Application Upgrades 2. Complex Problem Resolution 3. Database Upgrade Maintenance

	<p>if the change is large).</p> <p>15. Communicate with IT regarding new staff via the Day One process</p>	<p>15. Develop, maintain and test a Disaster Recovery Plan to protect County computer and telecommunications resources</p> <p>16. Security of network, telephones and data</p> <p>17. Support of federal and state regulations (i.e. HIPAA, HUD) as related to technology</p> <p>18. Technology Plan development, budget and implementation</p> <p>19. Hardware replacement plan development, budget and implementation</p> <p>20. Telecommunications system installation and support</p> <p>21. Meet or exceed Response and Availability Standards of XXXXXXX</p> <p>22. Licensing, maintenance and support costs for core applications</p> <p>23. Maintain a test environment for ERP</p>	
--	--	--	--

2. Technology Support Plan: Widely-Used Applications

Examples: Adobe Acrobat, Adobe Distiller, Crystal Reports, Instant Messenger, Omni Page, Photoshop, Project, Visio, etc.

Support Responsibilities			
	Department/Liaison	IS	Vendor or Other Outside Entity
	<ol style="list-style-type: none"> 1. Provide opportunities for training of liaisons to support applications 2. Provide opportunities for training of department staff on applications they use 3. Initial diagnosis of problems and reporting to entity which supports the application if additional help needed. 4. Simple Report Generation 5. Consult with IT if needs for applications change 6. User and application security, if exists 	<ol style="list-style-type: none"> 1. Consulting on applications to meet County needs 2. Installation and configuration of application on departmental desktops and laptops 3. Purchase and maintenance costs of licenses for applications 4. Contracts for and cost of maintenance/problem resolution services 5. Contracts for and cost of training necessary outside the Professional Development and mini-grant process 	<ol style="list-style-type: none"> 1. Problem Resolution 2. Training – should be done through Professional Development Program or mini-grant process whenever possible 3. Complex Report Generation

3. Technology Support Plan: XXXXX Department

Significant Departmental Applications

	Support Responsibilities		
	Department	IS	Vendor or Other
			Outside Entity
New System-Future	<ol style="list-style-type: none"> 1. Training of Daily Users 2. Day-to-day operations 3. Understanding of System and Business Rules 4. Data Ownership 5. Report Creation/Generation 6. Application Security <ol style="list-style-type: none"> a. who has access to what in the applications b. add/delete users 7. Initial Problem Diagnosis 8. Problem Resolution 9. Vendor Relationship 10. Printer Configuration 	<ol style="list-style-type: none"> 1. Backups 2. Troubleshooting Assistance 3. Server Administration 4. Package and Install application on PC 5. Network/Server Security 6. Database Administration 7. Coordinate connectivity issues with vendor 8. Software maintenance and licensing costs 9. Server maintenance and replacement costs 	<ol style="list-style-type: none"> 1. Develop Application Upgrades 2. Apply App Upgrades to Development 3. Problem Resolution 4. Develop database upgrades and changes 5. Coordination connectivity issues with County IT

4. Technology Support Plan: Other Applications

List Applications Here

Support Responsibilities			
Department/Liaison	IS		Vendor or Other Outside Entity
	<ol style="list-style-type: none"> 1. Provide opportunities for training of liaisons to support application 2. Provide opportunities for training of department staff on application 3. Initial diagnosis of problems and reporting to entity which supports the application if additional help needed. 4. Consult with ITS if needs for applications change 5. User and application security, if exists 	<ol style="list-style-type: none"> 1. Consulting on applications to meet County needs 2. Packaging, installation, upgrade and configuration of applications on departmental desktops, laptops and servers as applicable 3. Server maintenance, where applicable 4. Internet connectivity and browser 5. Data backup for data stored on central disk storage 6. Coordination with outside entities to provide needed connectivity 7. Installation and problem resolution of telephone lines and data circuits, where applicable 8. Purchase and maintenance costs for licenses 9. Contracts for and cost of maintenance, support and problem resolution services 10. Contracts for and cost of training services outside the Professional Development or mini-grant process. 	<ol style="list-style-type: none"> 1. Problem Resolution 2. Training – should be handled through the Professional Development program or mini-grant process whenever possible.

{Thank You!}

For more information contact:

Adam Rujan, Partner

(248) 223-3328

adam.rujan@plantemoran.com

Mark Warner, Senior Manager

(248) 223-3799

mark.warner@plantemoran.com

Chris Moshier, Manager

(248) 223-3421

chris.moshier@plantemoran.com

plantemoran.com

plante
m
moran

audit • tax • consulting

HURON-CLINTON METROPARKS MONTHLY STATISTICS

August 2013

PARK	MONTHLY VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Lake St Clair	63,859	58,759	8.7%
Wolcott Mill	5,696	3,131	81.9%
Stony Creek	87,547	67,410	29.9%
Indian Springs	14,111	13,431	5.1%
Kensington	100,828	97,104	3.8%
Huron Meadows	11,519	11,185	3.0%
Hudson Mills	28,763	29,298	-1.8%
Lower Huron	46,828	44,912	4.3%
Willow	22,964	19,603	17.1%
Oakwoods	3,527	3,440	2.5%
Lake Erie	25,690	22,368	14.9%
Monthly TOTALS	411,332	370,641	11.0%

MONTHLY TOLL REVENUE		
Current Year	Previous Year	Change
\$ 127,807	\$ 112,783	13.3%
\$ -	\$ -	0.0%
\$ 164,107	\$ 129,583	26.6%
\$ 22,256	\$ 17,569	26.7%
\$ 162,995	\$ 137,840	18.2%
\$ 5,075	\$ 4,328	17.3%
\$ 31,852	\$ 28,744	10.8%
\$ 97,673	\$ 86,971	12.3%
\$ 23,345	\$ 22,034	5.9%
\$ 2,600	\$ 2,065	25.9%
\$ 42,277	\$ 30,437	38.9%
\$ 679,987	\$ 572,354	18.8%

MONTHLY TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 248,532	\$ 201,550	23.3%
\$ 95,280	\$ 70,956	34.3%
\$ 408,741	\$ 321,042	27.3%
\$ 152,101	\$ 114,236	33.1%
\$ 461,891	\$ 377,224	22.4%
\$ 117,437	\$ 102,301	14.8%
\$ 119,562	\$ 98,828	21.0%
\$ 368,865	\$ 329,505	11.9%
\$ 144,443	\$ 145,049	-0.4%
\$ 6,623	\$ 5,509	20.2%
\$ 234,951	\$ 194,414	20.9%
\$ 2,358,426	\$ 1,960,613	20.3%

PARK	Y-T-D VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Lake St Clair	311,907	331,661	-6.0%
Wolcott Mill	31,227	22,135	41.1%
Stony Creek	420,690	404,510	4.0%
Indian Springs	67,211	72,127	-6.8%
Kensington	533,122	594,778	-10.4%
Huron Meadows	56,819	59,807	-5.0%
Hudson Mills	160,528	175,015	-8.3%
Lower Huron	207,594	236,141	-12.1%
Willow	134,450	133,081	1.0%
Oakwoods	23,750	25,454	-6.7%
Lake Erie	133,911	150,387	-11.0%
Y-T-D TOTALS	2,081,209	2,205,096	-5.6%

Y-T-D TOLL REVENUE		
Current Year	Previous Year	Change
\$ 835,197	\$ 926,192	-9.8%
\$ -	\$ -	0.0%
\$ 1,259,916	\$ 1,263,543	-0.3%
\$ 175,746	\$ 169,067	4.0%
\$ 1,188,313	\$ 1,213,535	-2.1%
\$ 31,650	\$ 27,114	16.7%
\$ 279,290	\$ 310,506	-10.1%
\$ 379,514	\$ 450,442	-15.7%
\$ 174,009	\$ 185,916	-6.4%
\$ 28,670	\$ 29,351	-2.3%
\$ 325,557	\$ 365,770	-11.0%
\$ 4,677,862	\$ 4,941,436	-5.3%

Y-T-D TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 1,270,952	\$ 1,379,463	-7.9%
\$ 366,418	\$ 393,965	-7.0%
\$ 2,453,774	\$ 2,354,893	4.2%
\$ 719,137	\$ 718,142	0.1%
\$ 2,445,687	\$ 2,427,418	0.8%
\$ 515,891	\$ 549,332	-6.1%
\$ 697,391	\$ 663,791	5.1%
\$ 1,206,033	\$ 1,480,500	-18.5%
\$ 690,880	\$ 808,869	-14.6%
\$ 44,668	\$ 44,257	0.9%
\$ 1,188,112	\$ 1,360,178	-12.7%
\$ 11,598,942	\$ 12,180,808	-4.8%

District	Y-T-D Vehicle Entries by Management Unit		
Eastern	763,824	758,306	0.7%
Western	817,680	901,727	-9.3%
Southern	499,705	545,063	-8.3%

Y-T-D Toll Revenue by Management Unit		
\$ 2,095,113	\$ 2,189,735	-4.3%
\$ 1,675,000	\$ 1,720,222	-2.6%
\$ 907,750	\$ 1,031,479	-12.0%

Y-T-D Total Revenue by Management Unit		
\$ 4,091,144	\$ 4,128,321	-0.9%
\$ 4,378,105	\$ 4,358,682	0.4%
\$ 3,129,693	\$ 3,693,804	-15.3%

ACTIVITY REPORT - GOLF

GOLF COURSE	MONTHLY ROUNDS		
	Current Year	Previous Year	Change
Wolcott Mill	3,368	3,080	9.4%
Stony Creek	6,731	6,232	8.0%
Indian Springs	4,849	4,060	19.4%
Kensington	5,832	5,356	8.9%
Huron Meadows	4,524	4,213	7.4%
Hudson Mills	3,351	2,421	38.4%
Willow	3,642	3,634	0.2%
Lake Erie	3,834	3,438	11.5%
Total Regulation	36,131	32,434	11.4%
LSC Par 3	2,513	2,569	-
L. Huron Par 3	1,394	1,504	-7.3%
Total Golf	40,038	36,507	9.7%

ROUNDS Y-T-D		
Current Year	Previous Year	Change
12,092	13,686	-11.6%
26,612	27,793	-4.2%
18,376	19,425	-5.4%
23,357	26,530	-12.0%
17,947	20,250	-11.4%
13,146	9,754	34.8%
13,610	16,284	-16.4%
15,836	17,946	-11.8%
140,976	151,668	-7.0%
9,541	10,987	-
4,933	5,744	-14.1%
155,450	168,399	-7.7%

GOLF REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 226,441	\$ 279,696	-19.0%
\$ 679,110	\$ 689,843	-1.6%
\$ 440,718	\$ 459,408	-4.1%
\$ 562,419	\$ 620,975	-9.4%
\$ 455,692	\$ 494,767	-7.9%
\$ 261,606	\$ 204,182	28.1%
\$ 336,683	\$ 400,293	-15.9%
\$ 367,525	\$ 412,600	-10.9%
\$ 3,330,194	\$ 3,561,764	-6.5%
\$ 56,944	\$ 55,731	-
\$ 30,464	\$ 28,554	6.7%
\$ 3,417,602	\$ 3,646,049	-6.3%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

August 2013

ACTIVITY REPORT - SUMMER ACTIVITIES

SWIMMING	PATRONS		
	Current Year	Previous Year	Change
Lake St. Clair	10,044	11,751	-14.5%
KMP Splash	14,023	14,455	-3.0%
Lower Huron	31,041	27,795	11.7%
Willow	3,389	3,675	-7.8%
Lake Erie	12,441	6,825	82.3%
TOTALS	70,938	64,501	10.0%

PATRONS Y-T-D		
Current Year	Previous Year	Change
37,533	53,724	-30.1%
43,997	53,435	-17.7%
91,855	116,487	-21.1%
15,531	21,125	-26.5%
38,054	41,182	-7.6%
226,970	285,953	-20.6%

REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 148,178	\$ 157,788	-6.1%
\$ 191,109	\$ 177,754	7.5%
\$ 608,751	\$ 784,372	-22.4%
\$ 52,487	\$ 73,156	-28.3%
\$ 171,350	\$ 227,516	-24.7%
\$ 1,171,875	\$ 1,420,586	-17.5%

PARK	Seasonal Activities this Month		
	Current Year	Previous Year	Change
Lake St. Clair			
Welsh Center	5	10	-50.0%
Shelters	139	139	0.0%
Boat Launches	2,112	1,273	65.9%
Marina	865	831	4.1%
Mini-Golf	3,450	3,022	14.2%
Stony Creek			
Disc Golf Daily	3,533	3,034	16.4%
Disc Golf Annual	1	0	#DIV/0!
Total Disc Golf	3,534	3,034	16.5%
Shelters	59	32	84.4%
Boat Rental	4,837	3,823	26.5%
Boat Launches	412	451	-8.6%
Indian Springs			
Shelters	2	3	-33.3%
Event Room	10	2	400.0%
Kensington			
Disc Golf Daily	4,715	4,277	10.2%
Disc Golf Annual	0	0	-
Total Disc Golf	4,715	4,277	0
Shelters	31	34	-8.8%
Boat Rental	5,258	3,508	49.9%
Huron Meadows			
Shelters	0	3	-100.0%
Boat Rental	64	57	12.3%
Hudson Mills			
Disc Golf Daily	2,064	2,109	-2.1%
Disc Golf Annual	0	1	-100.0%
Total Disc Golf	2,064	2,110	-2.2%
Shelters	10	13	-23.1%
Canoe Rental	1,858	1,413	31.5%
Lower Huron / Willow / Oakwoods			
LH Shelters	15	14	7.1%
Willow Shelters	7	8	-12.5%
Lake Erie			
Shelters	1	6	-83.3%
Boat Launches	2,483	2,208	12.5%
Marina	N/A	N/A	N/A

Seasonal Activities Y-T-D		
Current Year	Previous Year	Change
40	57	-29.8%
393	453	-13.2%
5,830	6,468	-9.9%
2,323	2,718	-14.5%
9,316	10,237	-9.0%
20,663	20,935	-1.3%
88	67	31.3%
20,751	21,002	-1.2%
411	396	3.8%
15,253	16,082	-5.2%
1,687	2,054	-17.9%
42	43	-2.3%
42	38	10.5%
26,241	24,499	7.1%
120	103	16.5%
26,361	24,602	7.1%
423	435	-2.8%
14,440	12,370	16.7%
22	34	-35.3%
281	335	-16.1%
11,209	14,301	-21.6%
123	125	-1.6%
11,332	14,426	-21.4%
126	144	-12.5%
4,929	5,244	-6.0%
181	218	-17.0%
100	142	-29.6%
82	99	-17.2%
12,371	13,795	-10.3%
N/A	N/A	N/A

Seasonal Revenue Y-T-D		
Current Year	Previous Year	Change
\$ 10,800	\$ 21,450	-49.7%
\$ 68,280	\$ 57,339	19.1%
NA	NA	NA
\$ 21,267	\$ 24,529	-13.3%
\$ 33,298	\$ 25,407	31.1%
\$ 37,473	\$ 40,881	-8.3%
\$ 3,530	\$ 3,110	13.5%
\$ 41,003	\$ 43,991	-6.8%
\$ 76,830	\$ 60,345	27.3%
\$ 129,464	\$ 131,521	-1.6%
N/A	N/A	N/A
\$ 8,400	\$ 6,450	30.2%
\$ 54,674	\$ 45,180	21.0%
\$ 52,479	\$ 48,809	7.5%
\$ 5,410	\$ 4,828	12.1%
\$ 57,889	\$ 53,637	7.9%
\$ 85,650	\$ 65,400	31.0%
\$ 172,062	\$ 144,597	19.0%
\$ 4,400	\$ 5,100	-13.7%
\$ 5,104	\$ 5,295	-3.6%
\$ 22,418	\$ 28,602	-21.6%
\$ 5,790	\$ 6,010	-3.7%
\$ 28,208	\$ 34,612	-18.5%
\$ 25,050	\$ 21,600	16.0%
\$ 21,518	\$ 23,824	-9.7%
\$ 36,200	\$ 31,800	13.8%
\$ 20,000	\$ 21,290	-6.1%
\$ 14,450	\$ 15,175	-4.8%
N/A	N/A	N/A
\$ 153,640	\$ 151,383	1.5%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

August 2013

PARK	Winter Sports this Month			Winter Sports Y-T-D		
	Current Year	Previous Year	Change	Current Year	Previous Year	Change
Lake St. Clair						
XC Skiers	0	0	-	17	7	142.9%
Ice Skaters	0	0	-	265	12	2108.3%
Ice Fishermen	0	0	-	6,954	791	779.1%
Stony Creek						
XC Skiers	0	0	-	1,994	570	249.8%
Ice Skaters	0	0	-	1,066	0	#DIV/0!
Sledders	0	0	-	6,929	1,130	513.2%
Ice Fishermen	0	0	-	835	117	613.7%
Indian Springs						
XC Skiers	0	0	-	258	33	681.8%
Sledders	0	0	-	594	230	158.3%
Kensington						
XC Skiers	0	0	-	1,517	202	651.0%
Ice Skaters	0	0	-	564	0	#DIV/0!
Sledders	0	0	-	3,363	2,556	31.6%
Ice Fishermen	0	0	-	372	35	962.9%
Huron Meadows						
XC Skiers	0	0	-	3,866	1,013	281.6%
Ice Fishermen	0	0	-	142	0	#DIV/0!
Hudson Mills						
XC Skiers	0	0	-	614	160	283.8%
Lower Huron						
Ice Skaters	0	0	-	319	0	#DIV/0!
Willow						
XC Skiers	0	0	-	146	59	147.5%
Ice Fishing	0	0	-	57	0	#DIV/0!
Sledders	0	0	-	1,592	919	73.2%
Lake Erie						
XC Skiers	0	0	-	13	14	-7.1%
Sledders	0	0	-	48	80	-40.0%
Fishing	658	867	-24.1%	2,052	2,445	-16.1%

INTERPRETIVE FACILITIES

August 2013

TOTAL ATTENDANCE AND REVENUE	Monthly Attendance		YTD Attendance			Monthly Revenue		YTD Revenue		
	Current	Previous	Current	Previous	Change	Current	Previous	Current	Previous	Change
Lake St Clair	-	19,266	80,898	140,165	-42.3%	\$ 378	\$ 862	\$ 15,243	\$ 13,456	13.3%
Wolcott Mill	5,452	3,350	28,325	25,752	10.0%	\$ 634	\$ 249	\$ 5,460	\$ 5,312	2.8%
Wolcott Farm	15,533	33,627	101,765	109,253	-6.9%	\$ 2,463	\$ 3,553	\$ 44,095	\$ 38,272	15.2%
Horse/Tractor Rides						\$ 71	\$ -	\$ 877	\$ 2,804	100.0%
Livestock/Produce						\$ 12,988	\$ 2,875	\$ 29,762	\$ 42,996	-30.8%
Stony Creek	17,420	21,990	104,853	165,125	-36.5%	\$ 1,028	\$ 828	\$ 19,233	\$ 19,567	-1.7%
Indian Springs	10,063	10,774	75,411	73,166	3.1%	\$ 4,953	\$ 3,517	\$ 31,829	\$ 32,034	-0.6%
Kensington NC	35,037	31,236	226,436	233,590	-3.1%	\$ 1,174	\$ 306	\$ 16,494	\$ 14,161	16.5%
Kensington Farm	32,543	36,742	227,123	271,172	-16.2%	\$ 2,665	\$ 1,371	\$ 39,976	\$ 31,008	28.9%
Horse/Tractor Rides						\$ 3,936	\$ 2,856	\$ 18,176	\$ 16,009	13.5%
Livestock/Produce						\$ 554	\$ 20	\$ 9,969	\$ 7,722	29.1%
Mobile Center	872	837	16,107	21,453	-24.9%	\$ 2,029	\$ 488	\$ 13,901	\$ 10,699	29.9%
Hudson Mills	3,633	3,961	29,347	31,751	-7.6%	\$ 172	\$ 732	\$ 11,383	\$ 11,679	-2.5%
Oakwoods	12,171	12,919	94,958	99,358	-4.4%	\$ 3,067	\$ 2,856	\$ 12,350	\$ 13,519	-8.6%
Lake Erie	13,238	16,589	94,283	113,365	-16.8%	\$ 659	\$ 525	\$ 8,074	\$ 8,304	-2.8%
Totals	145,962	191,291	1,079,506	1,284,150	-15.9%	\$ 36,771	\$ 21,038	\$ 276,822	\$ 267,542	3.5%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance				OFF-SITE Programs and Attendance				Other Visitors	
	Programs		Attendance		Programs		Attendance			
	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous
Lake St Clair	-	51	-	3,301	-	13	-	738	-	15,227
Wolcott Mill	7	8	654	815	3	-	1,600	-	3,198	2,535
Wolcott Farm	64	65	2,964	4,513	9	9	5,600	24,521	6,969	4,593
Stony Creek	25	18	669	574	1	2	200	110	16,551	21,306
Indian Springs	47	74	1,231	1,765	-	5	-	9	8,832	9,000
Kensington NC	59	66	2,526	3,127	-	3	-	47	32,511	28,062
Kensington Farm	228	220	3,676	3,738	-	-	-	-	28,867	33,004
Mobile Center	11	4	227	87	2	5	645	750		
Hudson Mills	8	20	78	444	3	1	55	17	3,500	3,500
Oakwoods	81	89	1,091	1,465	-	17	-	537	11,080	10,917
Lake Erie	30	27	712	465	2	3	155	220	12,371	15,904
Totals	560	642	13,828	20,294	20	58	8,255	26,949	123,879	144,048