

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
November 10, 2016 – Following Budget Hearing
Administrative Office

1. Chairman's Statement
2. Public Participation
3. Approval – October 13, 2016 Regular Meeting Minutes
4. Approval – November 10, 2016 Full Agenda

Consent Agenda

5. **Approval – November 10, 2016 Consent Agenda**
 - a. Approval – October 2016 Financial Statements and Payment Registers
 - b. Approval – October 2016 Appropriation Adjustments **pg. 1**
 - c. Report – Purchases over \$10,000 **pg. 5**
 - d. Approval – 2016 Property and Liability Insurance Renewal **pg. 7**
 - e. Approval – 2016 Fiduciary Liability Insurance Renewal **pg. 9**
 - f. Bids – Wave Pool Controller Replacement, Lake Erie Metropark **pg. 11**
 - g. Report – Environmental Management Plan **pg. 15**

Regular Agenda

6. 2017 Budget Approval and Resolution **pg. 19**
7. **Reports**
 - A. *Administrative Office*
 1. Confirmations
 - a. Chief Financial Officer
 - b. Deputy Director
 2. Report – Salary Survey (The Archer Company) **pg. 37**
 3. Report – Gabriel Roeder Assumption Study **pg. 39**
 4. Update – Gold and Silver Card Policies
 - B. *Human Resources*
 1. Approval – Health Insurance Rate Increases and Policy Changes **pg. 41**
 2. Approval – Medicare Eligible Retiree Insurance Rate Increase **pg. 45**
 - C. *Planning Department*
 1. Approval – Stony Creek Boat Launch Building Design **pg. 47**
 2. Report – Lower Huron Draft Master Plan **pg. 55**
 3. Approval – Five-Year Recreation Plan Survey **pg. 103**
 - D. *Natural Resources Department*
 1. Approval – Eastern Massasauga Rattlesnake Certificate of Inclusion **pg. 181**
 - E. *Engineering Department*
 1. Report – Golf Course Cart Path Reconstruction **pg. 197**

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
November 10, 2016 – Following Budget Hearing
Administrative Office
Page 2

8. Other Business
9. Staff Officer Update
10. Commissioner Comments
11. Motion to Adjourn

A combined Pension Committee and Retiree Health Care Trust meeting
will take place prior to the Board meeting
Thursday, Nov. 10, 2016 – 9:00 a.m.
Administrative Office

The next regular Metroparks Board meeting will take place
Thursday, Dec. 8, 2016 – 10:30 a.m.
Administrative Office



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Rebecca Baaki, Chief Accountant
Subject: Approval – October 2016 Appropriation Amendments
Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve the October 2016 Appropriation Amendments as recommended by Director Phifer and Controller Franchock.

Background: The Metroparks ERP system provides a work-flow process to facilitate departmental budget management. Requested transfers are initiated by department staff and routed to the appropriate Department Head/District Superintendent for review and approval. Finance provides a final review of the approved requests to verify that they do not negatively affect Fund Balance.

For the month of October, these transfers totaled \$703,656.17. These were a result of funds that were transferred within the parks and Administrative Office to cover over budget accounts that have occurred or are projected for the fiscal year. Transfers were also completed to setup budgets for Capital and Major Maintenance projects and to transfer money from Major Maintenance to Operations to help fund unexpected expenses. The result of this change can be seen in the attachment.

During the month, there were no amendments that affected the Fund Balance.

Attachment: Appropriation Adjustments

October 2016 Appropriation Adjustments

	Location	Increase	Decrease	Difference
Capital	Administrative Office	\$ 29,417.50	\$ -	\$ 29,417.50
	Lake St. Clair	48,068.53	-	48,068.53
	Kensington	108,185.36	93,740.00	14,445.36
	Lower Huron	5,122.29	4,475.00	647.29
	Hudson Mills	11,626.43		11,626.43
	Stony Creek	160,021.71	103,902.00	56,119.71
	Lake Erie	11,553.84		11,553.84
	Wolcott	97,371.24	81,432.00	15,939.24
	Indian Springs		15,187.00	(15,187.00)
		Total	\$ 471,366.90	\$ 298,736.00
Major Maintenance	Kensington	\$ 50,000.00	\$ 50,000.00	\$ -
	Stony Creek	56,897.50	56,897.50	-
	Huron Meadows	10,000.00	10,000.00	-
		Total	116,897.50	116,897.50
Operations	Lake St. Clair	\$ 58,100.00	\$ 58,100.00	\$ -
	Kensington	16,882.00	16,797.00	85.00
	Lower Huron	6,755.00	6,800.00	(45.00)
	Stony Creek	19,315.00	19,315.00	-
	Lake Erie	45.00	-	45.00
	Wolcott	211.77	211.77	-
		Total	\$ 101,308.77	\$ 101,223.77
Administration	Administrative Office	\$ 14,083.00	\$ 186,798.90	\$ (172,715.90)
		Total	\$ 14,083.00	\$ 186,798.90
Grand Total		\$ 703,656.17	\$ 703,656.17	\$ -



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: George Phifer, Director
 Subject: Update – Purchases over \$10,000
 Date: November 3, 2016

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the update for purchases over \$10,000, up to, and including \$25,000 as submitted by Director Phifer and staff.

Background: On May 9, 2013, the Board approved the updated financial policy requiring the Director to notify the Board of purchases exceeding \$10,000, up to, and including \$25,000.

The following list is purchases exceeding the \$10,000 threshold:

<u>Vendor</u>	<u>Description</u>	<u>Price</u>
T&M Asphalt	Final Administrative Office Parking Lot Expansion	\$12,212.00
Dave's Contracting, Inc.	Tollbooth at Wolcott Farm Center	\$5,850.00



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Controller
 Subject: Renewal – 2017 Property and Liability Insurance Renewal
 Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve renewing the property and liability insurance with the Michigan Municipal Risk Management Authority (MMRMA) for 2017.

Fiscal Impact: The 2017 renewal premium is within the 2017 budget allocation.

Background: Since Jan. 1, 2013, the Metroparks have participated in a self-insured risk pool for property and liability insurance with the Michigan Municipal Risk Management Authority (MMRMA). The program provides for a \$15,000,000 Liability coverage limit with a \$75,000 per claim self-insured retention level, a \$15,000 per vehicle/\$30,000 per occurrence on Vehicle Physical Damage, Property and Crime deductible of \$1,000 and an annual cap on deductible expenses of \$255,000.

Based on the results of MMRMA's assessment of Metroparks operations and claims exposure, renewal rates for 2017 came in with an annual premium of \$694,596 including \$255,000 stop loss coverage. This is a \$1,260 reduction from the 2016 premium of \$695,856. This reduction is primarily a result of a change in the way that the stop loss is calculated; this change benefitted the Metroparks. The amount paid over time for the Metroparks from Jan. 1, 2016 through Sept. 30, 2016 totals \$60,000. This does not include \$72,400 paid to the Metroparks from our Self Insured Retention Fund for the damaged slide at Stony Creek Metropark.

The Metroparks are also required to deposit an additional \$75,000 into the Member Self Insured Retention (SIR) Fund. These funds, which earn interest, are utilized to pay deductibles and losses that fall within the self-insured retention layer.

It should be noted that as MMRMA members the Metroparks participate in the MMRMA's member net asset distribution program. The Metroparks received a payment from this distribution program in the amount of \$50,015 in 2016.

In addition, the Metroparks participate in the MMRMA Risk Avoidance Program (RAP). RAP provides grants for reimbursement of 50 percent of expenses up to \$50,000 for employee training, projects, equipment, and services that reduce liability exposure. In 2016, the Metroparks received \$4,948 in reimbursements for renovations of the Kensington Winter Activities Area – Bunny Hill and sending employees to the Michigan Public Service Institute Training.

MMRMA staff also provide safety inspections and direction to staff on loss prevention initiatives and policies.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Rebecca Franchock, Controller
Subject: Renewal – 2017 Fiduciary Liability Insurance
Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve renewal of the fiduciary liability insurance for the premium amount of \$11,125 with the Johnston Lewis Associates with Chubb Insurance Company for 2017.

Fiscal Impact: The 2017 renewal premium is within the 2017 budgeted allocation.

Background: Since Jan. 1, 2013, the Metroparks have participated in a self-insured risk pool for property and liability insurance with the Michigan Municipal Risk Management Authority (MMRMA). However, this program does not provide fiduciary liability coverage. In order to obtain the needed coverage, the Metroparks MMRMA agent obtained coverage from Johnston Lewis Associates with Chubb Insurance Company.

The basic purpose of fiduciary liability insurance is to protect plan sponsors, fiduciaries, trustees and other employees from the defense costs and penalties if they are sued as a result of fiduciary decisions they have made in the context of their responsibilities with the Metroparks. Generally, this includes any violation of responsibilities, obligations, or duties imposed on fiduciaries as well as acts, errors, or omissions involved in plan administration. This includes the Board of Commissioners, staff and members of the Pension Committee and Retiree Health Care Trust Board.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Brahm-Henkel, Manager of Engineering
 Project No: 712-16-1111
 Project Title: Bids – Wave Pool Generation Controller Replacement
 Project Type: Major Maintenance
 Location: Lake Erie Metropark, Wayne County
 Date: November 3, 2016

Quote Received: October 16, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' (1) approve staff issuing a purchase order to Hydrotech Systems, LTD in the amount of \$42,124.66; and (2) approve a transfer from the Fund Balance to cover the cost of the wave pool generation controller as recommended by Manager of Engineering Mike Brahm-Henkel and staff.

Fiscal Impact: This project is an unbudgeted repair project in the amount of \$42,124.66.

Scope of Work: The work includes the manufacturing of the control equipment, which includes the control panel, PLC (programmable logic controller), motor starters and operator interface. The work also includes the startup and timing of the equipment by an ADG (Aquatic Development Group) technician. The removal of the existing panel and installation of the new equipment will be under a separate contract with a qualified electrician.

Background: The existing control panel is not functioning correctly. The control panel operates the existing four-varawave valves, emergency stops and the 3-100 horsepower blowers, which generates the different wave patterns for the pool. The control panel operates the existing blower motors and actuating valves to produce variable air pressure that generates the waves for the pool.

At this time only two of the three motors are operating. A technician for ADG was called by the park to address the issue and to evaluate the system. Park personnel were informed that the existing control panel is out of date and some of the components are no longer available. A quote was requested to replace the control panel. Hydrotech Systems, LTD is a subsidiary of the Aquatic Development Group that manufactures the equipment for ADG. The controller is a proprietary item to the Wave Tech Equipment that was installed at the pool.

The wave pool was originally constructed in 1982 and the existing wave generation equipment was last replaced in 1996.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Hydrotech Systems Ltd.	Cohoes, NY	\$42,124.66

Attachment: Wave System Generator





HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Eric Ellis, Manager of Natural Resources
 Subject: Update – Environmental Management Plan
 Date: November 3, 2016

Action Requested: Motion to Receive and File

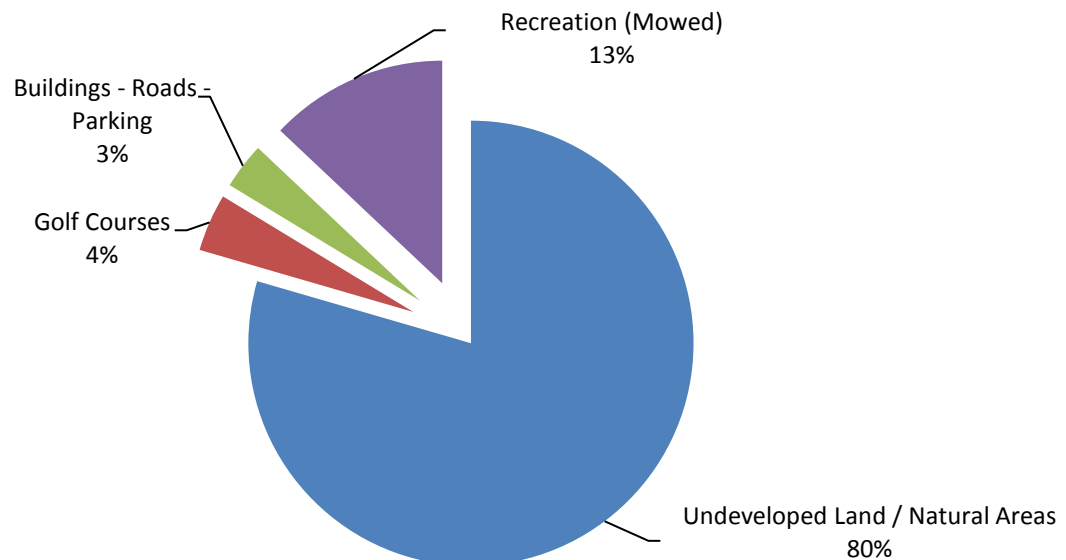
That the Board of Commissioners' receive and file the Environmental Management Plan Update as recommended by Manager of Natural Resources and Regulatory Compliance Eric Ellis and staff.

Fiscal Impact: none.

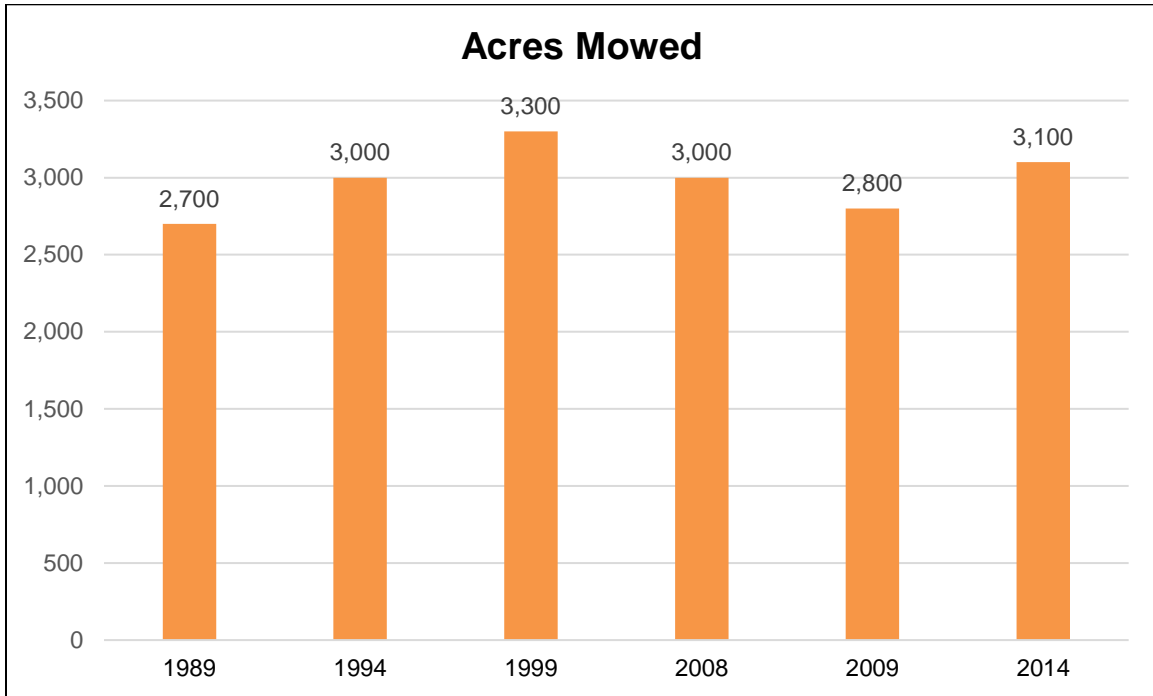
Background: The Metroparks system includes a diverse mix of land types including open water, shoreline, mowed fields, grasslands and others. Currently 80 percent of Metroparks lands are undeveloped and managed primarily as Natural Areas; 13 percent of land is mowed.

The amount of mowed areas has fluctuated from a low of 2,700 acres in 1989 to a high of 3,300 acres in 1999. Currently, the Metroparks mows roughly 3,100 acres annually. The current mowing cycle is guided by the Environmental Management Plan approved by the Board at the Nov. 13, 2014 meeting.

Metroparks Land Use



The Environmental Management Plan was created in response to the need for clarification on mowing policies and to address issues such as invasive species and unsightly overgrown cool-season grasses that grew out of control after significant cuts to mowing during the 2009 economic downturn. This plan was the result of meetings and field visits with interpretive staff, park staff and the public.



As proposed in 2014, this plan will be revisited and revised in the near term with an expected initial draft presentation to the board by spring or early summer of 2017.

The Natural Resources Department will work with the administrative departments, interested partners, park staff and the public to ensure that there is a balance between mowed and natural areas and integrates diverse land uses such as passive and active recreation, facilities operations, public safety, and natural areas management to maintain positive recreational opportunities for all park users.

The process for the revision will be as follows:

1. Select park staff will be contacted to provide input on the impacts and public response to the 2014 mowing plan. This will include local interpretive staff, Park Operations Managers, District Maintenance Managers, Department Managers (Planning, Engineering, Interpretive) and District Supervisors.
2. Natural Resource Department staff will visit the parks to discuss specific sites with park staff, delineate mowing areas and make initial recommendations. Data will be collected using a handheld GPS device, which allows for conversion of data to usable maps.
3. Draft documents will be reviewed with the HCMA staff listed above and the Director.
4. Public input on the plan will be invited, encouraged, and collected from volunteers and partners who have expressed interest in this management and via the Natural Resources page on the Metroparks website.

5. Public input will be reviewed by the Natural Resources staff, interpretive staff, park staff, the Planning and Engineering departments and the Director.
6. A final draft revision of the Environmental Plan will be presented to the Board for approval in 2017.

Topics to be considered during this review will include, but are not limited to, the following:

- Management considerations due to the recent federal listing of the eastern massasauga rattlesnake.
- Presence of new or expanded populations of invasive species.
- Effectiveness of previous invasive species control.
- Timing of mowing taking into consideration use by wildlife and seed dispersal of native plants.
- Public safety concerns regarding views and traffic flow.
- Public thoughts on views and appearance.
- Staffing and budgetary constraints.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Controller
 Subject: 2017 Budget – Approval and Resolution
 Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve the 2017 Budget and Resolution as recommended by Controller Franchock and staff.

Fiscal Impact: The 2017 general fund budget makes use of \$10.8 million of Fund Balance.

Background: There have been some substantial changes to the preliminary budget numbers that were presented to the Board at the Oct. 13, 2106 meeting. Overall revenues have been increased by \$600,000 and expenditures have been decreased by \$3.9 million. The net result of the changes is a decrease to the planned use of fund balance of \$4.5 million.

The numbers presented have been reviewed and are recommended by staff. Additional adjustments to these numbers may be presented and included in the budget presentation made at the budget hearing based on input from members of the Board. Some of the areas being discussed are:

- Addition of a full-time Graphic Arts position at the Administrative Office
- Addition of three F-Real Milk Shake Vending Machines
 - Kensington – Farmhouse Grille
 - Lower Huron – Turtle Cove
 - Lake Erie – Great Wave Food Bar
- Reduction of Media Intern hours
- Restructuring/Reduction of expenditures at Lake St. Clair Par Three Golf Course
- Closure of the Lower Huron Par Three Golf Course
- Closure of the Hudson Mills Golf Course
- Closure of the Wolcott Mill Golf Course

Details and full impact on these potential changes will be presented at the Nov. 10, 2016 meeting based on direction from members of the Board of Commissioners.

Overall Trends: Budgeted 2017 revenues are planned to increase by \$1.2 million (2.4 percent) to \$51.3 million from the estimated 2016 revenue of \$50.1 million. This is primarily the result of three changes; (1) \$800,000 increased property tax revenue (2.7 percent); (2) \$500,000 increase in grant revenue; and (3) \$200,000 decrease in Administrative "Other" revenue as the Blue Cross/Blue Shield premium rebate is not anticipated to repeat in 2017. Operating revenue is budgeted at no change. There are no fee/rate changes and although we cannot count on the exceptional 2016 weather continuing into 201, it is expected that marketing efforts will provide a boost to allow the Metroparks to maintain 2016 attendance levels.

2017 Budget – Approval and Resolution
Page 2

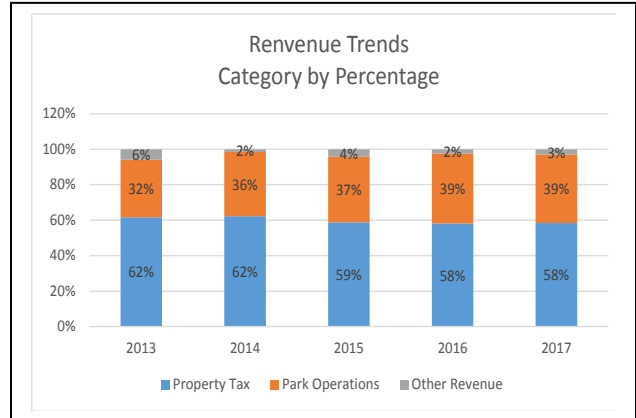
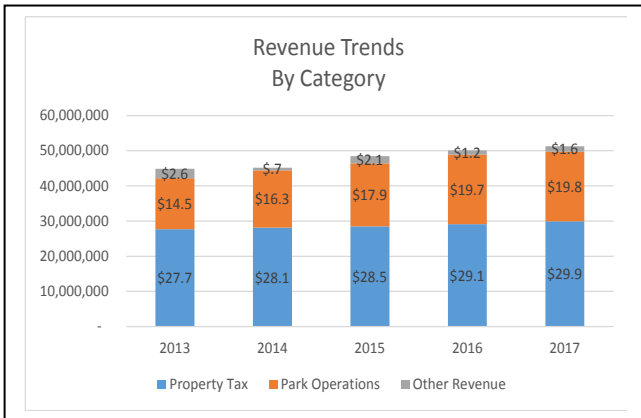
Budgeted 2017 expenditures are scheduled to increase by \$11.5 million (22.7 percent) from the estimated 2016 total of \$50.6 Million to \$62.1 million in the 2017. All categories of expenditure are increasing with the majority of the increase, \$7.5 million (109.2 percent) in capital expenditures. Major maintenance is scheduled for a 46.4 percent increase, from \$2.8 million to \$4.1 million. Park Operations is planned to increase by 5.3 percent from \$32.5 to \$34.4 million. The Administrative Office is budgeted to increase by \$900,000 (an 11.6 percent increase) from \$8.3 million up to \$9.3 million

		2015 Actual	2016 Amended Budget	2016 Estimated Actual	2017 Proposed Budget
Revenues					
	Tax Revenue	\$ 28,503,130	\$ 29,157,710	\$ 29,132,372	\$ 29,932,724
	Operating Revenue	18,071,961	19,086,304	19,813,093	19,809,193
	Grant Revenue	217,896	1,107,990	305,000	802,990
	Donation/Foundation Revenue	158,946	332,500	8,010	200,000
	Interest Revenue	344,745	225,000	250,000	250,000
	Sale of Capital Assets	192,480	318,400	319,145	270,000
	Other	987,949	252,092	252,382	22,375
	Total Revenues	\$ 48,477,108	\$ 50,479,996	\$ 50,080,002	\$ 51,287,282
Expenditures					
	Administrative Office	\$ 7,516,735	\$ 9,066,461	\$ 8,347,815	\$ 9,317,387
	Park Operations	31,518,622	33,000,313	32,541,864	34,265,859
	Major Maintenance	1,786,273	2,579,147	2,788,883	4,082,813
	Capital				
	Equipment	1,370,379	3,226,181	3,230,096	3,414,100
	Improvement Projects	3,126,408	9,017,339	3,507,676	10,334,336
	Engineering Project Oversight	264,038	195,013	160,436	683,583
	Total Expenditures	\$ 45,582,456	\$ 57,084,454	\$ 50,576,770	\$ 62,098,078
	Net Increase (Use) of Fund Balance	\$ 2,894,652	\$ (6,604,458)	\$ (496,768)	\$ (10,810,796)

Revenue Trends: As shown above, revenues scheduled in the 2017 budget total \$51.3 million. 2013 has the distinction of producing the lowest amount of property tax revenue in more than a decade. As the decline in property values impacted tax revenue, the Metroparks worked to generate other sources of funds. This is apparent when you compare the percentage of funding produced by property taxes to the percentage of revenue produced from operating revenue over time. Park operating revenue now produces nearly 40 percent of total revenue. As opposed to less than one-third of total revenue in 2013.

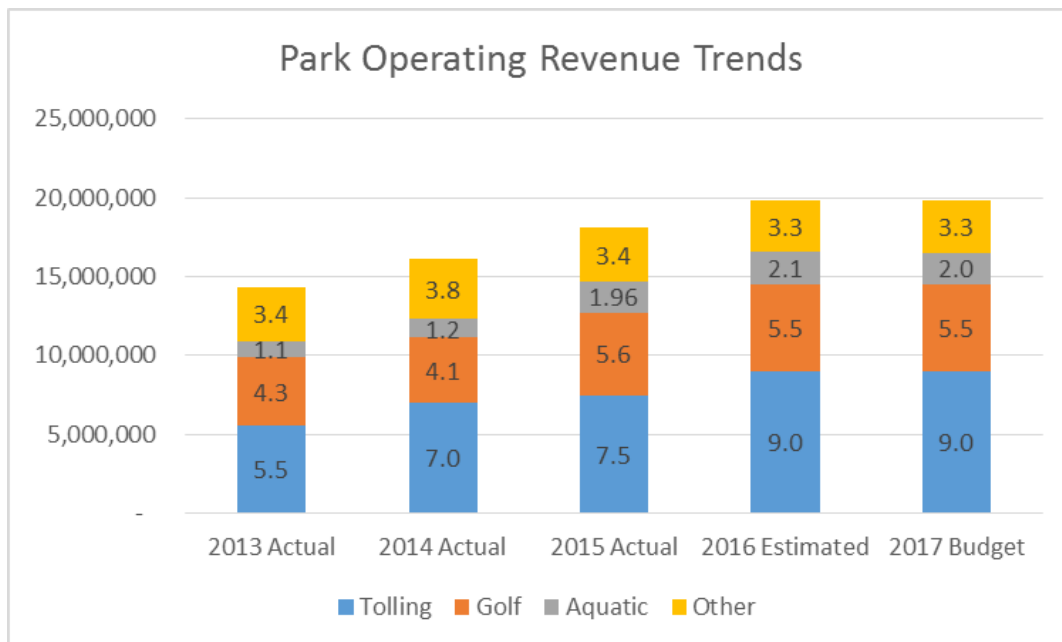
Overall revenue is growing, up by \$6.4 million annually from 2013 when total park operating revenue equaled \$14.3 million. Total revenue growth is trending at 2.9 percent per year. This can primarily be attributed to tolling rate increases in 2015 and 2016.

Property tax revenue over this same period has grown by \$2.3 million annually (1.6 percent average annual growth). Based on current trends, it would be expected that park operating revenue, which has been growing at an average of 8 percent annually over the past five years, would eclipse property tax revenue as the largest revenue source over the next decade. Since these increases were driven by two significant tolling increases, it is unlikely that this will in fact occur without additional toll increases. The Metroparks continues to look for other opportunities to achieve our goal of fiscal sustainability.



Foundation Support is included in the “Other” category along with Grants, Interest and Sale of Capital Assets. Historically, these sources of revenue have provided periodic boosts from large grants or gifts but have not been a significant source of sustained support. Both Grant and Foundation revenue are areas that the Metroparks are committed to enhancing through increased support in order to develop them into an integral piece of the revenue base.

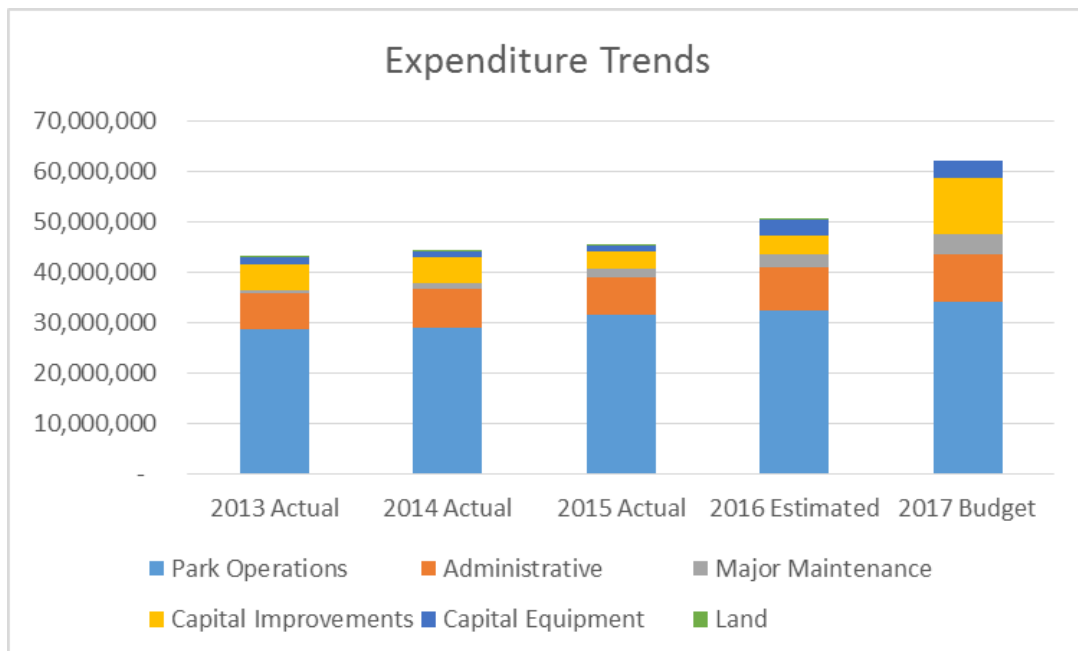
Operating Revenue: Within park operating revenue, the major categories are: (1) Tolling; (2) Golf; and (3) Aquatic facilities. Rate increases occurring in 2015 (Annual only) and 2016 (Daily and Annual) have driven the majority of increased operating revenue. A great deal of effort has been made to bolster the operating results from the Metroparks eight regulation and two park three golf courses. Consultants, increased course management and in 2017 a full time Golf Services Manager is being added. The intent is to grow use of the existing golf facilities that the Metroparks have invested in over the years. The results have been mixed. Weather continues to be a major factor in park usage and therefore park operating revenue generated. Aquatic facilities which already have a limited season in the Southeast Michigan climate are especially sensitive to weather. 2016 was virtually ideal weather and the increased usage of aquatic facilities reflects this.



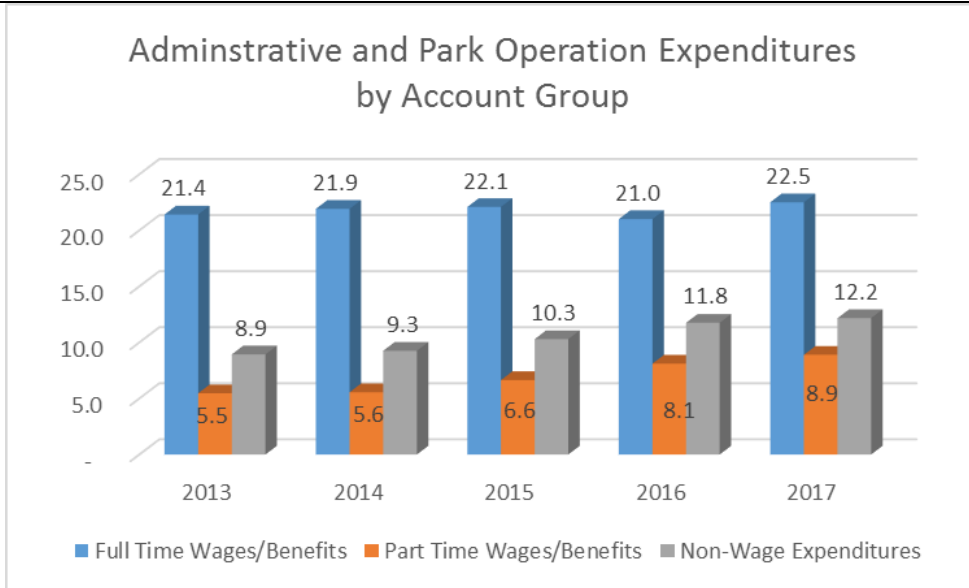
Expenditure Trends: Total Metropark expenditures since 2013 have grown from \$43.1 million to 2017 expenditure budget total of \$62.1 million. This \$19 million of growth has occurred primarily in 2016 and the 2017 budget plan. Expenditure growth in 2013 through 2015 averaged a modest 3 percent. In 2016, park operations remained at the 3 percent growth level however; administrative office costs are estimated to grow at 11 percent, major maintenance at more than 50 percent and capital equipment at more than 200 percent. These changes reflect intentional changes by management to address deferred expenditures as well as augmenting strategic areas in the administration of the park. 2017 continues these trends and adds a significant growth in capital improvement projects, a majority of which have been started in or re-budgeted from 2016. The administrative office 201 expenditures continue to grow at 11 percent and major maintenance projects are planned to grow by more than 46 percent. Capital Equipment in 2017 is planned to remain near the 2016 level at \$3.4 million.

While capital improvement projects are projected to grow by more than \$7 million, it should be noted that there is often a significant difference between the amount budgeted for capital and the final amount that is spent in this category in any particular year. For instance, in 2016 the original budget for capital totaled \$11.5 million, it is now estimated that 2016 capital expenditures will total \$6.7 million.

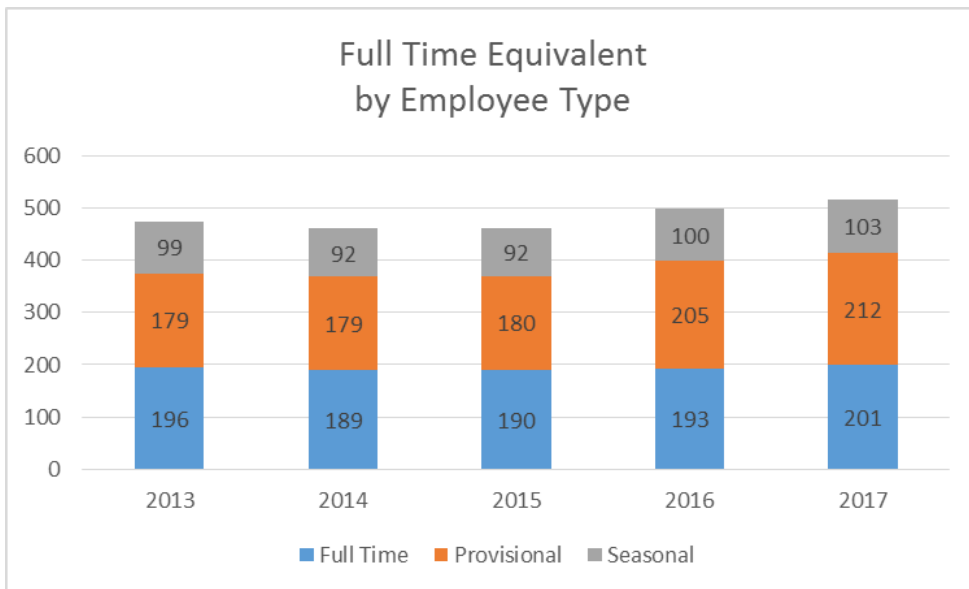
Engineering has been working to develop closer estimates for what will be expended in any one-budget year by budgeting for design as a separate amount in the case of large projects that will require multiple years to construct. This does not completely account for this issue and some carry over is to be expected.



The largest areas of expenditures for the Metroparks are the wages and benefits of staff. Full and part time wages account for more than 70 percent of all operation and administration expenditures. In the chart below the trend showing that full-time costs are relatively flat for the period reviewed, while part-time costs are growing, as are non-wage expenditures. Part-time costs are increasing at an average of 13 percent. Non-wage costs are growing at 8 percent on average over the period from 2013 through 2017. The part-time cost growth is partially a matter of increased hours and partially the result of increased hourly costs. The Metroparks have been impacted by the required increases in minimum wage. In an effort to remain competitive in hiring qualified staff and avoid compression of the wage scale the part-time wage scale has been revised.



Staffing levels have also been changing over time. The early retirement incentives of 2012 and 2013 made a marked reduction in full-time staff. Provisional (Year-round part-time) staff increases mitigated this reduction somewhat. Over time, full-time staff levels have increased. These increases, however, have primarily been in different roles than the earlier staff reductions.



Other costs centers that have shown significant changes over the period under review are minor equipment, which changed from an average under \$500,000 in 2013 and 2014 to the current average of \$1.2 million reflecting a change in the capitalization limit for equipment, which increased from \$1,000 to \$5,000 in 2015. Fuel costs for the Metroparks system have trended downward. In 2013/2014, these costs totaled \$750,000 annually, since that time they have been closer to \$500,000. Phone costs have also trended upwards in the past few years. These issues are currently under review and discussion as a solution has not been identified. Finally, as the Metroparks work to leverage staff to accomplish more, outside contractors have been used to perform both minor operational repairs and updates to keep facilities in the excellent condition that is our goal.

2016 Recommended Budget: The 2016 general fund budget makes an unprecedented use of Fund Balance. This is primarily the result of increased capital and major maintenance costs resulting from deferred capital equipment replacement, capital improvement and major maintenance work. This level of work is possible due to the systematic build-up of fund balance to the current anticipated level of \$39 million.

Revenues: Tax Revenue: On the revenue side, revenue is planned to total \$51.3 million. The majority (61 percent) of these funds will be generated by property taxes on the five counties of Livingston, Macomb, Oakland, Washtenaw and Wayne as well as an anticipated funding from the state of Michigan. The millage rate for 2017 will again remain at .2146 mills. Taxable Value declined in both Wayne and Macomb County. This is attributed to Industrial Personal Property Tax reform legislation. The result of this legislation is a potential reduction of \$700,000 in property tax revenue for the Metroparks in 2017. The legislation includes a mechanism for the state of Michigan to make the local taxing units whole provided that the state has sufficient funds to do so. In 2017, the Metroparks have anticipated 100 percent reimbursement in the budget. This potential exposure for revenue reduction will need to be monitored closely in the upcoming years.

As is our normal practice, an allowance has been made for the amount of adjustments that will be needed throughout the year for tax abatement programs, Michigan Tax Tribunal adjustments and other potential refunds. Although the Board of Commissioners has begun exercising the Metroparks ability to opt out of tax increment financing initiatives where possible, the reality is that we currently do not have any option to address tax increment financing authorities (TIFA) that are currently in place. Furthermore, current legislation only allows the Metroparks to opt out of specific categories of TIFAs even for new initiatives. For 2017, the total allowance is estimated at \$770,000. The result of the addition of State of Michigan reimbursement of \$700,000 and an estimated reduction is a net increase from 2016-estimated revenue of \$29.1 million to \$29.9 million in 2017.

Operating Revenue: Total park operating revenue is planned to provide \$19.8 million in support to the Metroparks. This is essentially flat when compared to the 2016 estimated amount of \$19.7 million. 2017 plan includes no rate changes as the Board has supported holding the line on all fees and charges after the increase to both the annual and the daily tolling rates in 2016.

Further, the Metroparks experienced an increase in attendance of 3 percent in 2016. While some of the increase may be attributed to the stellar weather, it is believed that the increased promotional and marketing efforts of the Metroparks have also contributed. For 2017, the operating revenue budgets are not being decreased in anticipation of a more normal weather pattern as the marketing and promotional work should provide an offsetting boost allowing the Metroparks operating revenue to remain stable in 2017.

One new facility opening is at Stony Creek Metropark. The high ropes adventure course operated by concessionaire, Go Ape, will be operational in 2017. Delays with development in 2016 postponed the opening but the Metropark did receive the \$12,000 guaranteed base revenue. For 2017, the same base amount has been included. Additional revenue should be generated by admission and other revenue generated from traffic associated with the course.

Similarly, updates to two aquatic facilities, Lake St. Clair inflatable obstacle course and Lake Erie Great Wave splash pad development are also hoped to help maintain 2016 revenue levels.

Golf is another significant revenue area for the Metroparks. For 2017 the budget reflects a slight decrease to golf revenue. Conversely golf operating expenditures are increasing. This is resulting in a decrease of the golf surplus from \$370,000 in 2016 to just \$30,000 in 2017. It should be noted that this is strictly the operating surplus and does not include any of the major maintenance or capital improvement or capital equipment costs associated with the facilities.

2017 Budget – Approval and Resolution

Page 7

Other Revenue Sources: With the continued vacancy of the Foundation Director, the budgeted revenue stream for 2017 for gifts and donations has been reduced to \$200,000. It is hoped that this key position will be filled soon and that this target will be exceeded.

Funding from Fund Balance: The initial 2016 budget planned for use of \$4.5 million from fund balance. Due to timing of projects we now anticipate that only \$.5 million of Fund Balance will be used. This results in an expected fund balance of \$39 million at 12/31/2016. The 2017 general fund budget is anticipating using \$10.8 million from these funds resulting in an expected Fund Balance at year-end 2017 of \$28.3 million. This level is 46 percent of total expenditures.

Expenditures: Capital Expenditures: Deferred replacement and reconstruction for capital equipment and capital improvements have caused a large backlog. Beginning with the 2016 budget, the capital equipment replacements have been accelerated. This is continuing with the 2017 budget as we are planning \$3.4 million (up from \$3.2 million in 2016 and \$1.3 million in 2015). Significant items being purchased are five pieces of equipment (backhoe/ grinder/ tractor/ mower) that exceed \$100,000. The remaining 92 items all exceed the current capitalization limit of \$5,000, averaging \$30,200. It is anticipated that the 2018 capital equipment budget will drop back to the \$1.2 million level.

Capital Improvement Projects are budgeted at \$10.3 million, the largest increase of any category. This is \$3 million (42 percent) above the original 2016 budget and more than double the estimated 2016 expenditure amount. The 2017 budget includes \$2.5 million for 22 projects that have begun but are not anticipated to reach completion in 2016. In addition, there is \$4.3 million in funding for nine projects from the 2016 budget that will not begin until 2017. Finally, \$3.4 million for 31 new projects included. New Projects include Baypoint Beach and Maple Beach Building Removal/Redevelopment (\$500,000) each and System-wide IT Infrastructure Connectivity Improvements (\$1 million). Re-budgeted and in-progress projects include grant funding for phase two Marsh Restoration at Lake St. Clair for \$678,000, wetland restoration of the Clinton River North Branch at Wolcott for \$30,000 and replacing boat launch piers at Stony Creek for \$94,990.

Major Maintenance: 2017 budget includes 90 major maintenance projects as compared to the 56 major maintenance projects that were included in the initial 2016 general fund budget. This reflects a 46 percent increase from \$2.8 million estimated to be completed in 2016, to the 2017 budget target of \$3.8 million. The average cost per project is just over \$41,000. The projects include funding in targeted categories at each park such as general repairs, annual caulking/painting and annual vegetation management. History has shown that unanticipated work is occurring in the categories on an annual basis and funding needs to be included for these projects even though the specifics on the project have not been identified at this time.

	2015 Actual	2016 Amended Budget	2016 Estimated Actual	2017 Budget
Personnel Services				
Wages	\$ 16,548,354	\$ 16,541,222	\$ 16,383,528	\$ 17,049,791
Fringes	7,055,469	7,240,184	6,992,467	7,798,093
Total Personnel Services	\$ 23,603,823	\$ 23,781,405	\$ 23,375,995	\$ 24,847,884
Communications/Utilities	\$ 1,693,179	\$ 1,677,012	\$ 1,881,476	\$ 1,912,017
Insurance	599,003	582,609	525,378	609,995
Maintenance	1,127,362	1,008,509	902,895	967,300
Minor Equipment	967,801	1,098,317	1,019,685	1,159,239
Supplies	1,627,819	1,703,610	1,737,294	1,559,238
Outside Services	1,830,944	2,325,919	2,284,057	2,371,442
Other	802,034	822,932	815,084	838,744
Total Materials and Services	\$ 8,648,142	\$ 9,218,908	\$ 9,165,869	\$ 9,417,975
Total Park Operating Expenditures	\$ 32,251,965	\$ 33,000,313	\$ 32,541,864	\$ 34,265,859

Park Operations: In total, park operations are expected to grow at 5.3 percent up from the 2016 estimated amount of \$32.5 million by \$1.7 million to \$34.3 million in 2017. This growth is primarily in personnel costs. Full-time fringes are planned to increase by \$470,000 (8.3 percent). Part-time wages will grow from \$7.2 million to \$7.6 million (up 5.0 percent) primarily as a result of the 2017 approved part-time wage scale. Park staff was tasked with keeping hours for 2017 flat when compared to 2016 actual usage where possible. Full-time wages increased at a more modest 3.3 percent. This is reflective of a 2 percent across the board negotiated wage increase as well as step increases and full staffing.

Looking at park operations by activity, the areas showing the most growth are general park maintenance (up \$500,000 – 5 percent), administrative costs (up \$320,000 – 7 percent) and golf (\$317,000 – 6 percent). General park maintenance costs are being escalated by an increased use of outside contractors to address the condition of facilities throughout the parks. In both golf and park administration centers the increase is primarily in the area of part time wages.

Administrative Office: The total administrative office 2017 budget is scheduled to grow from an estimated \$8.3 million in 2016 to \$9.3 million. This is primarily being driven by \$800,000 in increased personnel costs. The 2017 budget includes a full year of several vacant positions, Deputy Director, Chief Financial Officer, and Fund Development Manager. In addition, there are several positions that have been vacant at various points throughout the year that are scheduled for a full year in 2017. Finally, there are two new full-time positions in the Administrative Office for 2017; a full-time golf services manager will replace the part-time position currently on staff and a new full-time human resources generalist position has been added to assist and support current staffing in the human resources department. Offsetting these increases is a reduction in minor equipment (down by \$142,000) as the office restructuring has been completed in 2016.

Focusing on the Administrative Office by department, the largest increase is in the Natural Resources Department. Beginning in 2017, the Natural Resources Crew (NRC) will no longer charge their time where they work throughout the parks. Rather all costs of the NRC that is not directly related to a work order will be charged to the administrative office. This is contributing to the \$330,000 increase in this department. Offsetting that increase is a reduction for staff that is being charged to the Administrative Office. The Engineering Department total costs are decreasing by more than \$600,000. Other departments that are reflecting increases are Executive (Deputy Director), Accounting (CFO), Human Resources (new HR Generalist, IT (IT Manager), Golf Services (full-time Manager), Administrative (full year for full-time Receptionist).

Attachments: [Schedule A](#) – Capital Improvement Projects Re-budgeted from 2016
[Schedule B](#) – Capital Improvement Projects, 2016 Work In Progress Projects
[Schedule C](#) – 2017 New Projects
[Schedule D](#) – 2017 Significant Major Maintenance Projects

2017 BUDGET RESOLUTION

MOTION BY: Commissioner
SUPPORTED BY: Commissioner
DATE: November 10, 2016

In accordance with the provisions of Public Act 621 of 1978, the Uniform Local Budgeting Act, Public Act 147 of 1939, the incorporation of the Huron-Clinton Metropolitan Authority and the By-Laws of the Huron-Clinton Metropolitan Authority, the Board of Commissioners, after due deliberation with the Director and his staff, does hereby adopt the 2017 General Fund Budget.

BE IT RESOLVED: That the 2017 revenues for the Huron-Clinton Metropolitan Authority are detailed in the Revenue section of the Budget and are summarized as follows:

Property Tax Levy	\$29,932,724
Park Operating Revenues	19,781,593
Interest Income	250,000
Sale of Capital Assets	270,000
Grants	802,900
Donations and Foundation Support	229,475
Miscellaneous	20,500
	<u>\$51,287,282</u>

AND BE IT RESOLVED: That the 2017 expenditures for the Huron-Clinton Metropolitan Authority are hereby appropriated on an overall category basis.

BE IT FURTHER RESOLVED: That all sections of the 2017 Huron-Clinton Metropolitan Authority Budget document be approved as submitted.

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

AYES: Commissioners

NAYS:

ABSENT:

I, George Phifer, the duly appointed and qualified Executive Secretary of the Huron-Clinton Metropolitan Authority, do hereby certify that the foregoing resolution was adopted by the Board of Commissioners at the regular scheduled meeting held in Brighton, Michigan on November 10, 2016.

George Phifer-Director/Executive Secretary

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2017 Budget - Capital Improvement Projects
Projects Rebudgeted from 2016 (9)
Schedule A

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>LAKE ST. CLAIR</u>		
1. Marsh Restoration Phase II	678,000	This project continues the award winning work begun improving riparian functionality of the Marsh at Lake St.Clair. It is grant funded.
2. Internet Connectivity - Nature Center to Warehouse	45,000	Improve the internet connectivity to support efficient use of data
3 Pool Drain & Backwash System Discharge Modifications	104,400	Complete the important improvements to the pool drainage system
4. West beachfront & playground redevelopment - Construction	1,200,000	The existing play structures are aged and do not meet current playground standards. This update incorporates and connects the day sail, food bar and beachfront.
<u>KENSINGTON</u>		
1. East Hike-Bike Trail Wall Replacement	230,000	Removal and replacement of failing retaining wall
<u>STONY CREEK</u>		
1. Internet Connectivity between Baypoint and Eastwood Beaches	50,000	This project works to find a solution for internet connectivity to the western side of Stony Creek Lake.
2. Boat Launch Redevelopment Project - Construction	2,000,000	Develop improved amenities for public
<u>LAKE ERIE</u>		
1. Internet Connectivity between Park Office and Boat Launch Facility	26,000	This project works to find a solution for internet connectivity to the Boat Launch Facility at Lake Erie
<u>WOLCOTT MILL</u>		
1. Gravel Wagon Trail from Farm to Mill	100,000	Develop a gravel wagon trail from Farm Center to Mill Historic Site to facilitate broader use of both facilities by the public
TOTAL PROJECTS REBUDGETED FROM 2016 (9)	<u><u>\$4,433,400</u></u>	

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2017 Budget - Capital Improvement Projects
2016 Work In Progress Projects (22)

6-b

Schedule B

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>LAKE ST. CLAIR</u>		
1 West beachfront & playground redevelopment - Design	\$3,000	The existing play structures are aged and do not meet current playground standards. This update incorporates and connects the day sail, food bar and beachfront.
2 Projection Screen - Welsh Activity Center	35,000	Provide a projection screen for public presentations
3 DTE Power Supply Project	265,000	Improve the access route for utilities reducing power outages and improving DTE response.
<u>KENSINGTON</u>		
1 Shoreline Rip Rap along Route 5	50,000	Completion of Rip Rap replacement
2 Vault Latrine Replacements at 2 double locations	120,000	Installation of pre-fabricated, modern vault latrines to areas without utilities
3 Road Reconstruction East Hike-Bike Trail Wall Replacement	10,000	Reconstruction of additional section of roadway
4 East Boat Launch Ramp/Pier Replacement	260,000	The current facilities launch slope is inadequate to launch watercraft. It is also not ADA compliant. This project will address both issues.
<u>LOWER HURON</u>		
1 Washago Dam Improvements - Design	30,896	Address safety concerns
2 Tennis Court Reconstruction	73,000	Improve public facilities
3 Replacement of Underground Storage Tank with Above Ground Storage Tank	105,900	Continue the planned replacement of all USTs with ASTs
<u>HUDSON MILLS</u>		
1 Tennis & Basketball Court Reconstruction	<u>130,000</u>	Improve public facilities
<u>STONY CREEK</u>		
1 26 Mile Bridge Work - Design	36,000	Continue the design process for review of the 26 Mile Road Bridge
2 Boat Launch Site Redevelopment - Design	25,000	Continue the design process for review of the 26 Mile Road Bridge
3 Vault Latrine Replacements at 2 double locations	120,000	Installation of pre-fabricated, modern vault latrines to areas without utilities
4 Golf Course Cart Path Resurfacing	385,600	Complete the replacement of failing golf cart paths throughout golf course
<u>LAKE ERIE</u>		
1 Pool Drain Modifications - Design	1,320	This is a regulatory item required by the State of Michigan.
2 Pool Drain System Modifications	175,820	This is a regulatory item required by the State of Michigan.

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2017 Budget - Capital Improvement Projects
2016 Work In Progress Projects (22)
Schedule B

WOLCOTT MILL

1 Dairy Facility Replacement - Farm Center	70,000	Replace aging dairy facility to improve farm interpretation for public
2 Wetland Restoration	30,000	This project will restore the native habitat of this vital ecosystem.
	<hr/>	

INDIAN SPRINGS

1 Schmitt Lake Trail Development and Boardwalk	17,400	This project will allow increased public use and access to the Schmitt Lake area.
2 Internet Connectivity between Golf Course and Environmental Discovery Center	20,000	Improve internet connectivity in order to improve efficient use of data
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ADMINISTRATIVE OFFICE

1 Administrative Office building replacement - Design/Site Improvements	500,000	Continue the exploration of relocating the administrative office building to the Grand River site
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TOTAL 2016 WORK IN PROGRESS PROJECTS (22)	<u><u>\$2,463,936</u></u>	
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HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2017 Budget - Capital Improvement Projects
2017 New Projects (31)
Schedule C

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>LAKE ST. CLAIR</u>		
1 Three Picnic Shelters	\$ 250,000	Additional shelters for this popular area.
2 North Marsh/Macomber Fencing	25,000	Fencing to clarify boundaries.
3 Inflatable play structure	30,000	Replace current aquatic play structure with updated product.
4 Trail Resurfacing	60,000	Ongoing trail maintenance.
<u>KENSINGTON</u>		
East Hike-Bike Trail Wall Replacement		
1 Replace Fitness Trail Equipment and Signage	25,000	Replaces several outdated fitness stations originally funded by the Bailey Family.
2 Building Renovations & Site Improvements at Baypoint Beach	500,000	Remove outdated/oversized facility and replace with comfort station and associated three-season shelter for group rental.
<u>LOWER HURON/WILLOW</u>		
1 ADA Accessibility Improvements at Flintwoods and Fox Meadows Picnic areas	30,000	Improve ADA accessibility at two shelters, Flintwoods and Fox Meadows.
2 Construct Salt Storage Building at Lower Huron Service Yard	80,000	Provide proper environmental protection from salt run-off and secure product on site.
3 Habitat Restoration at Oakwoods Metropark	20,000	Continued improvement of habitat in this environmentally sensitive area.
4 Park Office Redevelopment-Design Services	60,000	Begin the design process for replacement of current outdated and inadequate park office structure.
5 Willow Food Bar/Bathhouse Revnovation Design Services	60,000	Begin the design process for updating current Food Bar and Bathhouse at Willow Pool Complex.
<u>HUDSON MILLS</u>		
1 Habitat Restoration - West Side Trail	15,000	This trail which winds through some of the most scenic areas along the Huron River. This trail is also a component of the state-wide Iron Belle Trail.
<u>STONY CREEK</u>		
1 Baypoint Beach Building Removal/ Redevelopment	500,000	This project will remove an obsolete structure with substantial maintenance issues are replace it with a useful rental shelter and associated comfort station.
2 Paddleboard Building	25,000	Provide a structure to improve the efficiency of the current paddleboard rental process.
3 Eastwood Beach Food Service Building Redevelopment - Design Services	80,000	This project begins the design process for redevelopment of the Eastwood Beach Food Service Building
4 Install Fuelmaster System at Service Yard	16,000	This project improves efficiency and security related to management of fuel.
5 Replace Fitness Trail Equipment and Signage	25,000	Replacement of an existing outdated trail fitness system

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2017 Budget - Capital Improvement Projects
2017 New Projects (31)
Schedule C

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
6 Toll Booth and Traffic Counter	65,000	Replacement of an outdated Toll Booth structure
7 Sewer Line at Baypoint Beach Redevelopment - Design Services	60,000	This project begins the design process for redevelopment of the Baypoint Beach Sewer Line
8 Boat Rental Area Redevelopment-Design Services	45,000	Begin the design process for the undersized/inadequate boat rental facility.
<u>LAKE ERIE</u>		
1 Carpenter Shop Redevelopment - Design Service	50,000	This project begins the design process for the redevelopment of the existing carpenter shop.
2 Golf Course Pump House Replacement - Design Service	65,000	This project begins the design process for the replacement of the existing golf course pump house.
3 Habitat Restoration	10,000	This project continues the habitat restoration work at Lake Erie Metropark
4 Install Fuelmaster System at Service Yard	16,000	This project improves efficiency and security related to management of fuel.
5 Construct Splash Pad at Wave Pool	100,000	Add spray and play facilities to update the existing Great Wave pool complex.
<u>WOLCOTT MILL</u>		
1 Farmland Restoration	30,000	This project continues the conversion of farmland to natural areas improving the watershed environment
2 Playground redevelopment at Farm Center	85,000	Replace dated structures improving public usage
<u>INDIAN SPRINGS</u>		
1 Habitat Restoration	20,000	This project continues the habitat restoration work at Indian Springs
2 Perimeter fencing surrounding the Schmitt Lake Property	75,000	Fencing to clarify boundaries.
3 Construct Gravel Parking Lot for Schmitt Lake Trail Access	20,000	Provide improved access to new Schmitt Lake Trail.
<u>ADMINISTRATION OFFICE</u>		
1. System-wide IT Infrastructure Connectivity Improvements	1,000,000	This project is designed to address multiple IT connectivity issues throughout the Metroparks
TOTAL 2017 NEW PROJECTS (31)	<u>\$3,442,000</u>	

HURON-CLINTON METROPOLITAN AUTHORITY
2017 Budget
Significant Major Maintenance Projects
Schedule D

LAKE ST. CLAIR (19)

1	Caulk/Paint for Shelters, Buildings, Tollbooths	\$30,000	
2	Comfort Station Renovations - Bathhouse	80,000	
3	Comfort Station Renovations - North Marina	60,000	
4	Comfort Station Renovations - Point	60,000	
5	Comfort Station Renovations - West Playfield	40,000	
6	General Aquatic Repairs	32,000	
7	General Repairs	30,000	
8	Pool Deck Repairs	250,000	
9	Repair Stonework at Access Points - East Boardwalk	50,000	
10	Repair Oil Shed Roof - Service Yard	35,000	
11	Repair Thomas Welsh Activity Center Roof	45,000	
12	Replace Concrete - Food Bar	40,000	
13	Vegetation Management	25,000	
14	Pool Painting	60,000	
15	Other projects under \$30,000	97,000	\$934,000

KENSINGTON (13)

1	Caulk/Paint for Shelters, Buildings, Tollbooths	\$30,000	
2	Decking Repairs Boardwalk - I-96	60,000	
3	General Repairs	30,000	
4	Vegetation Management	35,000	
5	Vinyl Soffits - Nature Center	30,000	
6	Other projects under \$30,000	131,000	\$316,000

LOWER HURON (19)

1	Comfort Station Renovations - Willow Pool/Bathhouse	\$200,000	
2	Comfort Station Renovations - Turtle Cove	60,000	
3	General Repairs - Lower Huron	77,000	
4	General Repairs - Willow	30,000	
5	Road/Path Striping - Willow	30,000	
6	Vegetation Management - Lower Huron	30,000	
7	Vegetation Management - Oakwoods	25,000	
8	Vegetation Management - Willow	25,000	
9	Other projects under \$30,000	186,000	\$663,000

HUDSON MILLS (9)

1	General Repairs	\$30,000	
2	Sidewalk Repairs - Activity Center	30,000	
3	Replace Roof - Golf Starter Building	35,000	
4	Vegetation Management - Hudson Mills	30,000	
5	Other projects under \$30,000	64,000	\$189,000

HURON-CLINTON METROPOLITAN AUTHORITY
2017 Budget
Significant Major Maintenance Projects
Schedule D

STONY CREEK (13)

1 Beach Sand Replenishment	\$84,000	
2 Bridge Work - 26 Mile Road	500,000	
3 Caulk/Paint for Shelters, Buildings, Tollbooths	30,000	
4 General Repairs	30,000	
5 Road/Path Striping	40,000	
6 Sanitary Sewer Rehabilitation	100,000	
7 Vegetation Management	35,000	
9 Other projects under \$30,000	<u>130,000</u>	\$949,000

LAKE ERIE (11)

1 Caulk/Paint for Shelters, Buildings, Tollbooths	\$30,000	
2 Comfort Station Renovations - Marina	30,000	
3 General Aquatic Repairs	71,000	
4 General Repairs	30,000	
5 Sidewalk Repairs - Parkwide	60,000	
6 Gate Replacement - Golf Course	30,000	
7 Vegetation Management	30,000	
8 Other projects under \$30,000	<u>75,000</u>	\$356,000

WOLCOTT (8)

1 General Repairs	\$30,000	
2 Other projects under \$30,000	<u>83,000</u>	\$113,000

INDIAN SPRINGS (6)

1 General Repairs	\$30,000	
2 Spray pad/squirt zone revisions	100,000	
3 Vegetation Management	30,000	
4 Other projects under \$30,000	<u>32,000</u>	\$192,000

HURON MEADOWS (3)

1 Vegetation Management	\$35,000	
2 Other projects under \$30,000	<u>6,500</u>	\$41,500

TOTAL 2017 Major Maintenance Projects (101)

\$3,753,500



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: George Phifer, Director
Subject: Report – The Archer Company Salary Survey
Date: November 3, 2016

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file The Archer Company report as presented by Mr. Battigaglia and recommended by Director Phifer.

Background: At the July 14, 2016 Board meeting, staff was directed to identify companies that were able to conduct executive level salary surveys.

At the Aug. 11, 2016 Board meeting, staff recommended and the Board approved, hiring the Archer Company to conduct executive level surveys due to their knowledge, experience and prior history of working with various park systems similar to the Metroparks. The positions in this category are Director, Deputy Director, CFO, Controller, Human Resources Manager, Human Resources Benefits Administrator, IT Manager and Executive Office Support Specialists.

Mr. Battigaglia, regional director with The Archer Company, will be at the Nov. 10, 2016 meeting to provide the Board with an update of the completed salary survey for the executive staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca L. Franchock, Controller
 Subject: Report – Defined Benefit Pension Plan Assumption Study
 Date: November 3, 2016

Action Requested: Motion to Approve and Receive and File Updated Actuarial Assumptions

That the Board of Commissioners' approve the Pension Committee recommended assumptions to be used in future actuarial valuations for the Huron-Clinton Metropolitan Authority Employee's Defined Benefit Retirement Plan as recommended by Controller Franchock.

Fiscal Impact: The 2017 recommended budget anticipated funding for a defined Benefit Pension Plan contribution of up to \$2.9 million. Dependent on assumptions approved the contribution for 2017 is estimated to range from \$2.450 to \$2.962 million.

Background: It is anticipated that the Pension Committee will provide a recommendation based on review and discussion of a presentation to be made by staff from Gabriel Roeder and Smith at the Nov. 10, 2016 Pension Committee meeting preceding the Board meeting.

The assumptions used in the actuarial valuation for the defined benefit pension plan are critical to an accurate portrayal of the status and health of the plan. It is therefore prudent that these assumptions are periodically studied and where needed revised. It has been five years since a review of this nature has been completed.

Over the past several months, staff from Gabriel Roeder and Smith reviewed the demographic and economic assumptions comparing expected incidence with historic incidence and changes in Actuarial Standards of Practice. Based on this review the following recommendations are made for demographic assumptions:

Demographic Assumptions:

- Rate of Retirement: Although there was significant variance between the expected incidences of retirement (47) and the actual (60), 20 of the actual incidences were the result of a temporary Special Early Retirement Window – *No change recommended.*
- Rate of Turnover: Expected and actual incidences of termination were similar – *No change recommended.*
- Rate of Disability: Actual incidences of disability (7) were over double expected incidences of disability (3) – Recommend a change to the disability rate that has upward pressure on liabilities
- Mortality: Actuarial Standards of Practice revision – *Recommend a change to the Mortality tables that will increase measured liabilities.*
- Merit and Longevity Portion of Pay Increases: Actual experience was lower than expected – Recommend lowering the base wage inflation rate from 3.75 to 3.5 percent - This change exerts downward pressure on liabilities.

Report – Defined Benefit Pension Plan Assumption Study

Page 2

Economic assumptions have also been reviewed. As opposed to the historical review for demographic assumptions, economic assumptions are influenced more by external forces such as inflation (wage and price), general productivity changes and the economic environment. Sources considered include Plan experience, future expectations of investment consultants, 2015 Social Security Trustees Report and historical observations. Based on this information a range of reasonable alternate economic assumptions has been made and is outlined below:

Economic Assumptions:

- Price Inflation: New assumption. Social Security Trustees uses 2.7 percent.
 - *Recommend 2.75 percent*
- Wage Inflation: Current assumption is 3.75 percent. A range of 3.0 percent to 3.75 percent is reasonable.
 - *Recommend a change to 3.5 percent*
- Investment return: Current assumption is 7.25 percent.
 - *Recommend lowering the assumption to 7.00 percent or 6.75 percent*

The anticipated impact of these changes on the plan is outlined in the following chart:

Assumption Set	A	B	C	D
Demographic Assumptions	Current	Proposed	Proposed	Proposed
Interest Rate	7.25%	7.25%	7.00%	6.75%
Wage Inflation	3.75%	3.50%	3.50%	3.50%
(1) Actuarial Liabilities	\$ 29,633,175	\$ 30,331,026	\$ 31,389,909	\$ 32,496,505
Active Members	1,152,685	1,189,927	1,240,266	1,293,388
Inactive Members	<u>38,264,832</u>	<u>39,353,671</u>	<u>40,165,207</u>	<u>41,008,022</u>
Retired Members and Beneficiaries	69,050,692	70,874,624	72,795,382	74,797,915
Total	54,429,972	54,429,972	54,429,972	54,429,972
(2) Valuation Assets	14,620,720	16,444,652	18,365,410	20,367,943
(3) Unfunded Actuarial Liabilities	529,492	529,492	529,492	529,492
(a) Portion due to 2012 Early Retirement Window	<u>109,719</u>	<u>109,719</u>	<u>109,719</u>	<u>109,719</u>
(b) Portion due to 2013 Early Retirement Window	13,981,509	15,805,441	17,726,199	19,728,732
(c) Remaining Portion				
(4) Annual Normal Cost	962,488	942,611	1,002,302	1,066,195
(5) Amortization Payment	1,487,465	1,640,337	1,767,841	1,895,288
(a) Portion due to 2012 Early Retirement Window	276,030	276,030	274,516	273,003
(b) Portion due to 2013 Early Retirement Window	39,574	39,574	39,357	39,140
(c) Remaining Portion	1,171,861	1,324,733	1,453,968	1,583,145
(6) Employer Contribution \$	2,449,953	2,582,948	2,770,143	2,961,483
(7) Increase in Employer Contributions (compared to Assumption Set A)		132,995	320,190	511,530
(8) Funded Ratio	78.8%	76.8%	74.8%	72.8%
(9) Change in Funded Ratio (compared to Assumption Set A)		(2.0)%	(4.0)%	(6.0)%



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Randy Rossman, Human Resources Manager
 Subject: Approval – Health Insurance Rate Increases and Policy Changes
 Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' accept the recommended changes to the 2017 employee and retiree medical and dental insurances as outlined below and approve a 2017 Rate Stabilization Surplus distribution to employees.

Fiscal Impact: The proposed 2017 Metroparks general fund budget includes sufficient funding for this recommended change.

Background: Due to high claims experience over the last renewal period we were facing an overall premium increase of \$902,824 (23.35 percent) to our health insurance program. The active employee medical insurance premium is projected to increase 30.41 percent and the retiree medical premiums are projected to increase 19.22 percent. In an effort to lower these costs, our broker, Marsh & McLennan, has proposed several alternatives including self-insured plans, options for restructuring our fully insured plans and carrier changes for our dental policy.

The following are our recommended changes.

Dental Carrier Change: Staff recommends a change to the employee and retiree dental insurance carrier, moving from Delta Dental to Blue Cross Blue Shield of Michigan Blue Dental. This move would afford an estimated premium savings of \$63,935 annually and the benefits of the plan would remain the same. A chart comparing the major components of each plan is included at the end of this proposal.

Medical Plan Changes: Staff also recommends a change to our active employee and pre-65 retiree High Deductible Health Plan (HDHP) from a \$2,250/\$4,500 maximum out-of-pocket plan to a \$3,000/\$6,000 maximum out-of-pocket plan. The remainder of the changes to the plan is highlighted in the High Deductible Health Plan chart at the end of this proposal.

In addition to the plan changes, staff recommends the use of retention funds received from the BCBSM rate stabilization surplus refund over the last two years to help offset the deductible increase for the active employees enrolled in the High Deductible Health Plan. Similar to the disbursement of January 2016, staff is proposing a \$700/\$1,400 payment to active employees enrolled in the HDHP plan at Jan. 1, 2017.

The combined rate stabilization surplus from 2015 and 2016 totaled \$727,526. After the employee disbursement for 2016, the balance of the account is \$631,626. The recommendation staff has proposed will reduce the balance by approximately \$200,000, leaving an estimated ending balance of \$431,626.

Health Insurance Rate Increases and Policy Changes

Page 2

Staff further recommends a change to the pre-65 retiree Community Blue PPO plan from a maximum out-of-pocket plan of \$500/\$1,000 to a \$1,500/\$3,000 maximum out-of-pocket plan. This plan is currently in place for employees who retired prior to 02/2013, including those retirees who retired in the negotiated Early Retirement window. The language of the Early Retirement window agreement restricts the movement of these retirees into “the High Deductible Health Plan,” but it does not prevent changes to the PPO plan. As such, staff recommends a change to the PPO plan deductibles and co-insurance levels as detailed in the Community Blue PPO chart at the end of this proposal. The rest of the plan would remain the same, including prescription drug coverage.

Renewal Rates vs. Proposed Rates: Compared to the 2017 projected renewal rates, implementing the recommended changes to the active employee medical insurance plan would equal a savings of \$505,361. Implementing the proposed retiree medical plan changes would equal a savings of \$88,450. The proposed dental plan changes would equal a savings of \$60,555. The overall savings compared to the 2017 projected renewal rates would be \$654,366.

Current Rates vs. Proposed Rates: By implementing the proposed changes to the active employee medical plan the premium increase over the current 2016 premium rate would be a total of 6.92 percent or \$148,915. By implementing all of the recommended changes to our plans, the overall net premium increase would be \$248,458 or 6.43 percent over the 2016 current premium rates. A cost summary is listed below.

Premium Cost Summary	2016 Current Rate	2017 Renewal Rate	2017 Proposed Rate
Medical – Active	\$2,151,237	\$2,805,513	\$2,300,152
Medical – Retiree	\$1,242,840	\$1,481,326	\$1,392,876
Dental	\$306,965	\$303,585	\$243,030
Vision	\$36,068	\$36,068	\$36,068
Life & Disability	\$127,885	\$140,987	\$140,987
ACA Taxes & Fees	\$1,872	\$1,852	\$1,852
Premium Total	\$3,866,507	\$4,769,331	\$4,114,965
Total Premium Increase vs Current Rate		\$902,824	\$248,458

Rate Stabilization Surplus	2016 Actual		2017 Proposed
Employee Distribution	\$100,000	--	\$200,000
Grand Total	\$3,966,507	\$4,769,331	\$4,314,965
		Total Budget Increase	\$348,458

Health Insurance Rate Increases and Policy Changes

Page 3

	CURRENT	PROPOSED
Dental Carrier Change	Delta Dental PPO	BCBSM Blue Dental
	In-Network	In-Network
Annual Deductible	None	None
Type I: Preventative	100%	100%
Type II: Basic	100%	100%
Type III: Major	75%	75%
Type IV: Orthodontia	50%	50%
Annual Maximum	\$1,000	\$1,000
Lifetime Orthodontia Max	\$1,500	\$1,500

High Deductible Health Plan	CURRENT	PROPOSED
<i>Active Employees & Pre-65 Retirees</i>		
	In-Network	In-Network
Annual Deductible		
One Person Contract	\$1,300	\$2,000
Family Contract	\$2,600	\$4,000
Co-Insurance		
BCBSM after deductible	100%	80%
Member after deductible	--	20%
Annual Out of Pocket Limit		
One Person Contract	\$2,250	\$3,000
Family Contract	\$4,500	\$6,000
Emergency Room Co-pay		
BCBSM after deductible	100%	80%
Member after deductible	--	20%
Prescription Drugs after deductible		
Generic	\$10	\$15
Preferred Brand	\$40	\$50
Non-Preferred Brand	\$80	50% (\$70 min / \$100 max)

Health Insurance Rate Increases and Policy Changes

Page 4

Community Blue PPO	CURRENT	PROPOSED
<i>Pre-65 Retirees (pre 02/2013)</i>		
Co-Insurance Maximum	In-Network	In-Network
One Person Contract	\$500	\$1,500
Contract	\$1,000	\$3,000
Co-Insurance		
BCBSM after deductible	90%	80%
Member after deductible	10%	20%
Emergency Room Co-pay	\$100	\$150

Early Retirement window - Letter of Understanding 2012 Cost Containment Initiatives:

2. Retiree Health Insurance: Employees retiring under Option ii above would not be eligible for retiree health insurance. All other employees retiring anytime on or before December 31, 2012 would receive the current retiree pre-65 PPO plan in effect as of 1/1/2012 for themselves and all eligible dependents. At age 65, coverage would convert to the Blue Cross Medicare Advantage Plan or other Medicare complimentary plan as may be in place. HCMA reserves the right to make changes to the plan as provided in the collective bargaining agreements or as may be mandated by the insurer or by Federal or State Law. However, at no time would the pre-65 retiree be transferred to the high deductible health plan. Pre-65 employees retiring after December 31, 2012 shall receive the same benefit level as active employees.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Randy Rossman, Human Resources Manager
 Subject: Approval – Medicare Eligible Retiree Insurance Rate Increase
 Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve and accept the proposal to renew the Metroparks current Medicare Advantage insurance policy for Medicare eligible retiree's.

Fiscal Impact: there is no fiscal impact, covered under Retiree Health Care Trust Fund.

Background: This is a change from the Oct. 13, 2016 Board meeting proposal to change providers to United American with TPA Varipro.

Upon presenting the change of coverage from Blue Cross Blue Shield Medicare Advantage to United American, Blue Cross Blue Shield informed the Metroparks insurance broker, the Marsh & McLennan Agency, that BCBSM would not allow the separation of the Metroparks pre-65 and post-65 retirees. This was a new policy from Blue Cross Blue Shield, which they had filed with the state of Michigan that allows them to stand firm on this requirement.

Due to these circumstances, staff recommends renewal of the current Blue Cross Blue Shield Medicare Advantage policy at the proposed increased renewal rate. Marsh & McLennan Agency will be pursuing alternatives for next year that will help solve this issue and that will provide savings and better service for Metropark retirees.

The renewal cost for post-65 retiree insurance will have a \$51,339 annual increase. This insurance cost is covered by the Metroparks Retiree Health Care Trust Fund and has no fiscal impact on the Metroparks 2017 budget.

Annual Cost Comparison	2016 Current Rate	2017 Renewal Rate
Medicare PLUS Blue Group	\$670,481	\$721,820
Total Increase vs <u>Current</u>		\$51,339



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Manager of Planning Nina Kelly
 Subject: Approval – Stony Creek Boat Launch Site Design
 Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve the revised Stony Creek Boat Launch site design concept presented by Anderson, Eckstein and Westrick, Inc. (AEW) as recommended by Manager of Planning Nina Kelly and staff.

Fiscal Impact: This is a 2016-budgeted project.

Background: At the Jan. 14, 2016 meeting, the Board accepted the design services proposal submitted by AEW for the redevelopment of the Stony Creek Metropark boat launch area. Based on comments received from the Board, AEW has revised the preliminary design presented at the Sept. 8, 2016 meeting.

Summary of revisions since September:

- Relocation of the new building to the former boat storage area
- Increased size of restroom facilities
- Addition of outdoor grill
- Addition of viewing platform
- Relocation of picnic shelter to existing building site
- Expansion of the parking lot
- Removal of previously-proposed second driveway
- Relocated entrance and addition of driveway island

It is anticipated that the usage of this area will continue to evolve and increase in the future. The goal of the redevelopment is to cater to park visitors by offering more amenities than what currently exists on site.

Features of the proposed new building include food service and retail, changing rooms/showers, and seating areas indoors and outdoors. The relocation of the hike-bike trail away from the driveway curb cut north of the parking lot will increase safety by reducing the conflict between trail users and most of the vehicle traffic to the site; according to park staff, less than 5 percent of the vehicles entering this area are towing boats.

Attachment: Revised AEW Boat Launch Site Photos and Renderings



DATE	SUBMITTALS/REVISIONS
	3 WORKING DAYS BEFORE YOU DIG CALL MISS DIG 811 (CALL FIRST)

PROJECT NAME:
**STONY CREEK
BOAT LAUNCH**

SHEET TITLE:
FLOOR PLAN

CLIENT:
HCMA METRO PARKS

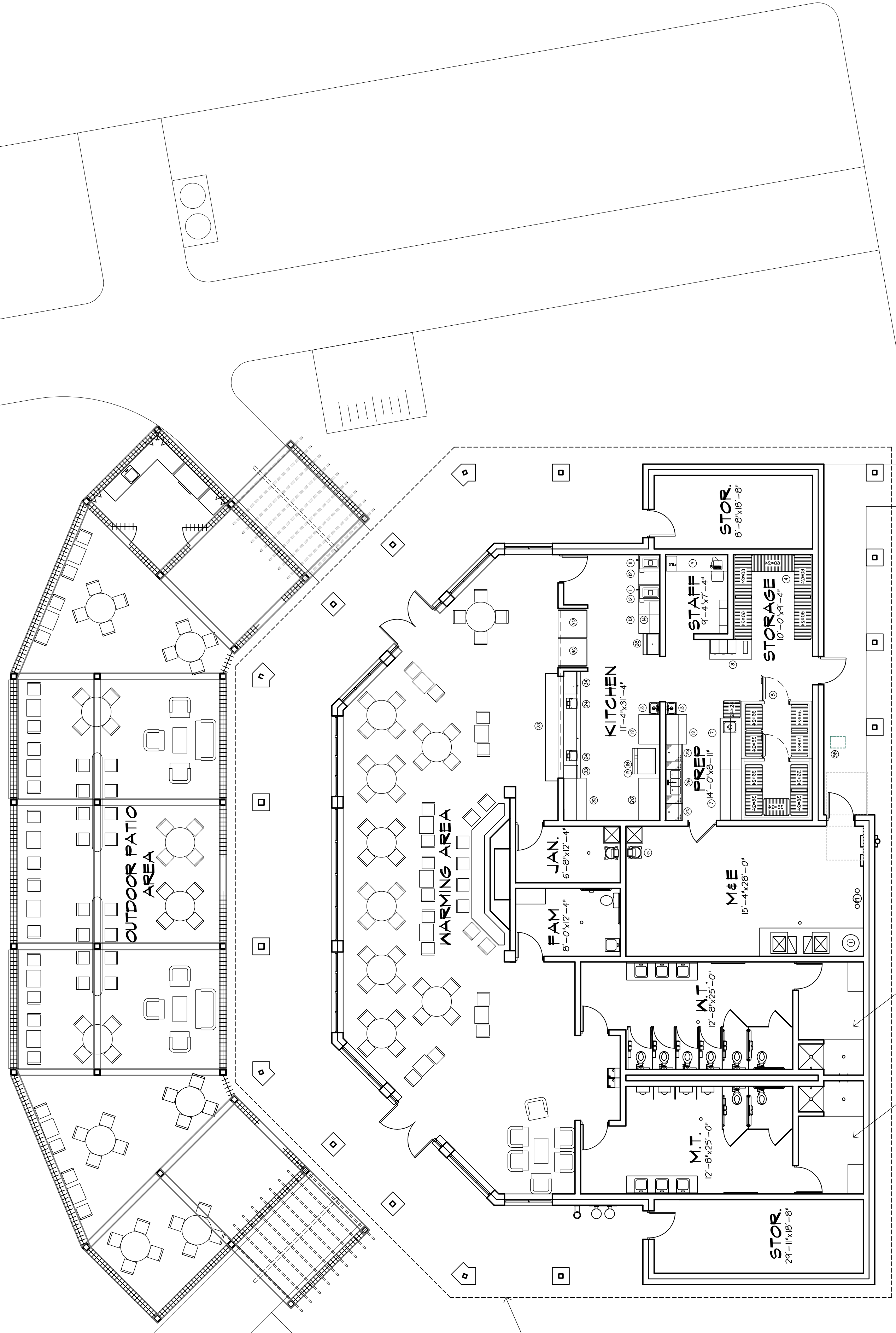
<input type="checkbox"/> PRELIMINARY	<input type="checkbox"/> CONSTRUCTION	<input type="checkbox"/> RECORD
DRAWN BY: JSA	CHECKED BY: KS	DATE: MAY 2016
SCALE: AS NOTED		

UTILITY INFORMATION, AS SHOWN, INDICATES APPROXIMATE LOCATIONS AND DEPTHS OF EXISTING UTILITIES. THE CONTRACTOR SHALL VERIFY ALL UTILITIES IN THE FIELD. DURING THE CONSTRUCTION, THE CONTRACTOR SHALL PROTECT AND SUPPORT ALL UTILITIES. LOCATION VERIFICATION, SUPPORT AND PROTECTION SHALL BE THE RESPONSIBILITY OF THE CONTRACTOR. THE CONTRACTOR SHALL USE EXTREME CAUTION WHEN OPERATING NEAR ANY AND ALL OVERHEAD AND / OR BURIED UTILITIES. CALL MISS DIG.

PROJECT NO. **0215-0038**
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2/4/2016 10:20:20 AM 1:13:01 PM
SHEET NO.

A1

7-C-1-a



LINE OF BUILDING OVERHANG

EQUIPMENT SCHEDULE					
ITEM NO.	QTY.	EQUIPMENT CATEGORY	MANUFACTURER MODEL NUMBER	EQUIPMENT DESCRIPTION	EXISTING VERIFY
1	1	WATER HEATER			BY OTHERS
2	1	MOP SINK AND BACK	ADVANCE TABCO WS-18-36		WALL MTD
3	1	CLEANING SUPPLY STORAGE SHELF	METRO D		
4	1	DRY STORAGE SHELF	SS		
5	1	WALK-IN COOLER	SS		
5A	1	WALK-IN BLOWER COOL	SS		
6	1	WALK-IN CONDENSER	SS		
7	1	WALK-IN FREEZING	ADVANCE TABCO KSS-240		TA-11U
8	1	WORKTABLE	7-RS-60		
9	1	HAND SINK			BY OWNER
10	1	DESK			
11	1	SOFT SERVER			
12	1	WORKTABLE	ADVANCE TABCO KSS-304		
13	1	WORK TOP REFRIGERATOR	TRIE FOOD SERVICE TUC-27-LP		
14	1	WALL SHELF			
15	1	WORK TOP REFRIGERATOR	TRIE FOOD SERVICE TUC-27P-LP		
16	1	WARMER	TRIE FOOD SERVICE TUC-27P-LP		
17	1	FRYER	TRIE FOOD SERVICE TUC-27P-LP		
18	1	GRIDDLE	STAR MANUFACTURING R30TA		
19	1	EXHAUST HOOD/GRIDDLE STAND	CUSTOM		
19A	1	TABLE, ENCLOSED BASE, OPEN FRONT	CUSTOM		
20	1	SANDWICH PRESS	EB-S5-205M		
21	2	PREP REFRIGERATOR	SC014		
22	1	PREP REFRIGERATOR	TRIE FOOD SERVICE TPP-60		
23	1	FRONT COUNTERS			BY OTHERS
24	1	FRONT COUNTERS & POS			BY OTHERS
25	1	DRINK DISPENSER/GLASS RACK	GLASTENDER DBPE-24		
26	1	POT SINK	TSB-60-S		
27	1	SODA GUN HOLDER	SHB-6		
28	1	ICE CHEST	IBH-30-CFT0		
29	1	UNDERBAR HANDSINK	SSR-30		
30	1	GRAB N GO REFRIGERATOR	DHSR-12		
31	1	COFFEE / TEA TABLE	STRUCTURAL CONCEPTS HOU185SR		
32	1	PIZZA TABLE			
33	1	PREP TABLE			
34	1	HOT DOG WARMER			

FLOOR PLAN- OPTION J
SCALE: 1/8"=1'-0"
BUILDING AREA = 4550 SQ. FT. (5400 WITH OVERHANGS)
NORTH PATIO AREA = 2400 SQ. FT.

DATE	SUBMITTALS/REVISIONS



PROJECT NAME:
**STONY CREEK
METROPARK
BOAT LAUNCH
DEVELOPMENT**

SHEET TITLE:
**PROPOSED SITE
PLAN
OPTION**

CLIENT:
**HURON-CLINTON
METROPOLITAN AUTHORITY**

PRELIMINARY CONSTRUCTION RECORD

DRAWN BY: [] CHECKED BY: [] DATE: []

DATE: OCTOBER 2018

SCALE: 1" = 50'

0 25 50 100

UTILITY INFORMATION: AS SHOWN, INDICATES APPROXIMATE LOCATIONS OF UTILITIES. THE CONTRACTOR SHALL VERIFY THE LOCATION AND DEPTH OF ALL UTILITIES PRIOR TO CONSTRUCTION. ALL LOCATIONS AND DEPTHS OF EXISTING OVERHEAD AND UNDERGROUND UTILITIES (ON IMPROVEMENTS) SHALL BE VERIFIED IN THE FIELD. PRIOR TO CONSTRUCTION, THE CONTRACTOR SHALL ENCOUNTERED. (ALL COSTS FOR UTILITY LOCATION AND DEPTH VERIFICATION SHALL BE INCLUDED IN THE PROPOSED PAID TO THE CONTRACTOR WITH THAT UTILITY)

PRIOR TO CONSTRUCTION, ALL LOCATIONS AND DEPTHS OF EXISTING OVERHEAD AND UNDERGROUND UTILITIES (ON IMPROVEMENTS) SHALL BE VERIFIED IN THE FIELD. PRIOR TO CONSTRUCTION, THE CONTRACTOR SHALL ENCOUNTERED. (ALL COSTS FOR UTILITY LOCATION AND DEPTH VERIFICATION SHALL BE INCLUDED IN THE PROPOSED PAID TO THE CONTRACTOR WITH THAT UTILITY)

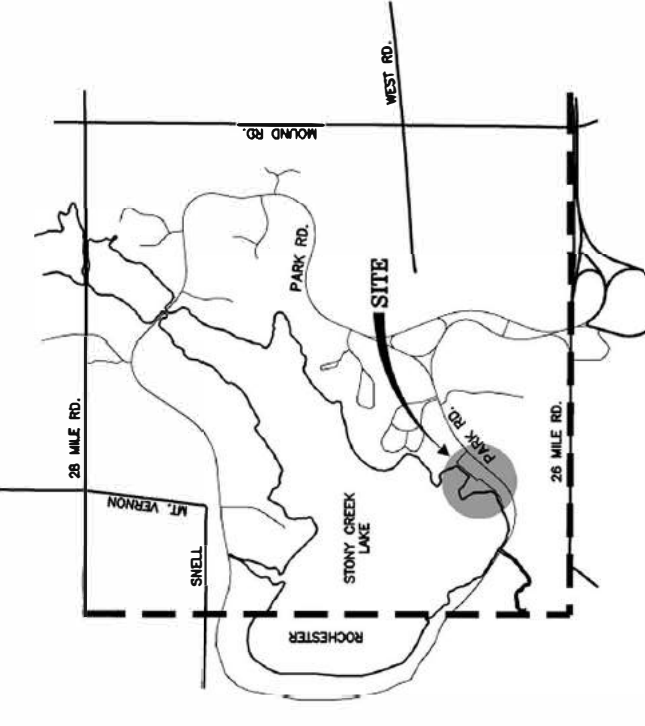
DURING CONSTRUCTION, THE CONTRACTOR SHALL USE EXTREME CAUTION WHEN OPERATING NEAR ANY AND ALL OVERHEAD AND / OR BURIED UTILITIES.

CALL US: 586.726.1234

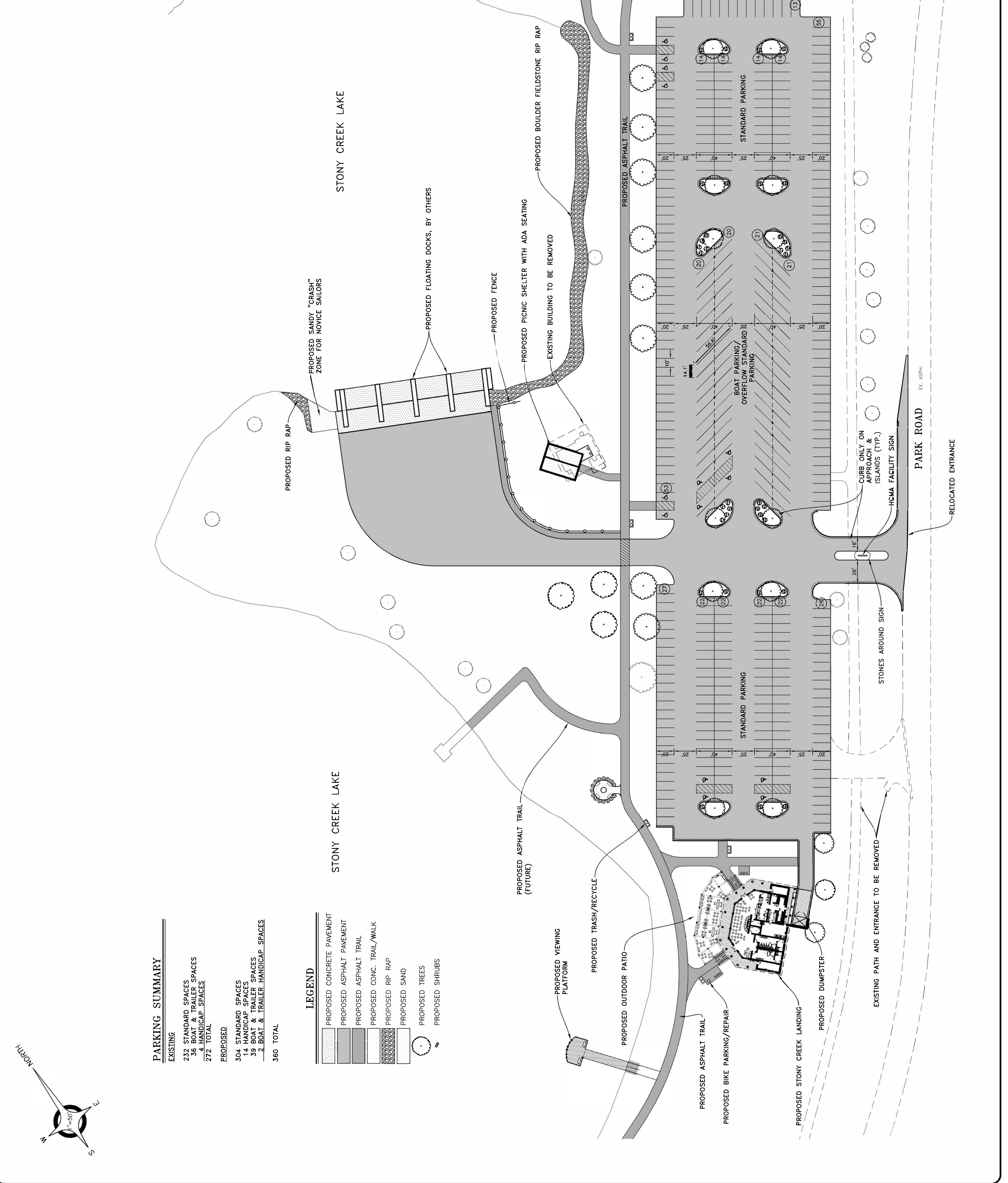
PROJECT NO: **0215-0038**

DATE: 10/25/2018 2:21:18 PM

SHEET NO.



7-C-1-b

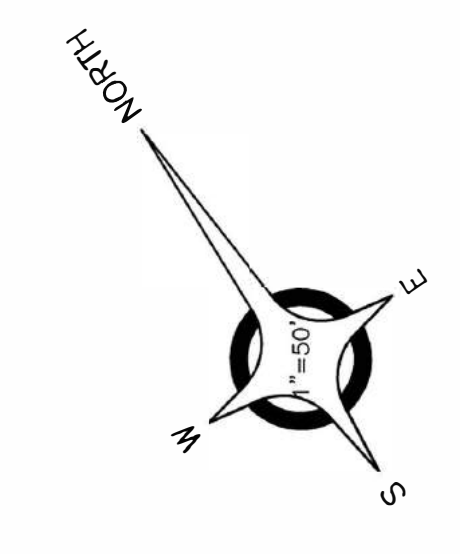


PARKING SUMMARY

EXISTING	PROPOSED
232 STANDARD SPACES	304 STANDARD SPACES
36 BOAT & TRAILER SPACES	14 HANDICAP SPACES
4 HANDICAP SPACES	39 BOAT & TRAILER SPACES
272 TOTAL	2 BOAT & TRAILER HANDICAP SPACES
	360 TOTAL

LEGEND

[Pattern]	PROPOSED CONCRETE PAVEMENT
[Pattern]	PROPOSED ASPHALT PAVEMENT
[Pattern]	PROPOSED ASPHALT TRAIL
[Pattern]	PROPOSED CONC. TRAIL/WALK
[Pattern]	PROPOSED RIP RAP
[Pattern]	PROPOSED SAND
[Symbol]	PROPOSED TREES
[Symbol]	PROPOSED SHRUBS







**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Nina Kelly, Manager of Planning
Subject: Report – Lower Huron Master Plan
Date: November 3, 2016

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the draft Lower Huron Metropark Master Plan as presented by Manager of Planning Nina Kelly and staff.

Following the meeting, the draft will be posted on the Metroparks website for public review and comment. Approval of the final plan will be requested by the Board at the Dec. 8 2016 meeting.

Attachment: Draft Lower Huron Master Plan



LOWER HURON MASTER PLAN

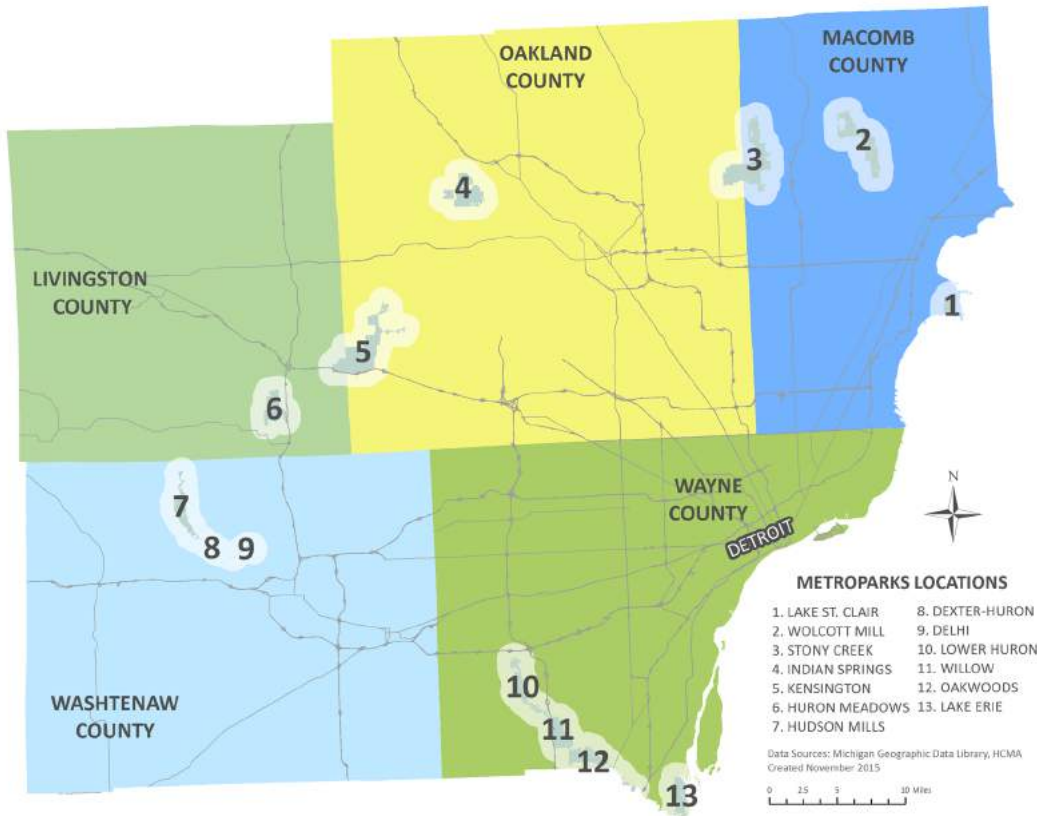


Table of Contents

INTRODUCTION	3
ABOUT THE METROPARKS	3
ADMINISTRATION & OPERATIONS	4
PLANNING PROCESS	5
LOWER HURON TODAY	6
CHARACTER	6
LOCATION	8
BIODIVERSITY AREAS	9
CULTURAL HISTORY	11
INFRASTRUCTURE	13
FACILITIES & CENTERS	15
LAND	17
WAYFINDING	19
TRAILS	20
ACCESSIBILITY	22
REVENUE	24
REVENUE SOURCES	24
VISITORS	25
PROGRAMS & EVENTS	26
COMMUNITY INFLUENCES	27
POPULATION	27
PROJECTS & INITIATIVES	29
PUBLIC INPUT	31
OUTREACH PROCESS	31
RESULTS	32
ACTION PLAN	35
NEEDS & OPPORTUNITIES	35
PROJECT LIST	36
PLANS, STUDIES, & INITIATIVES	39
KEY PROJECTS	41

INTRODUCTION

About the Metroparks

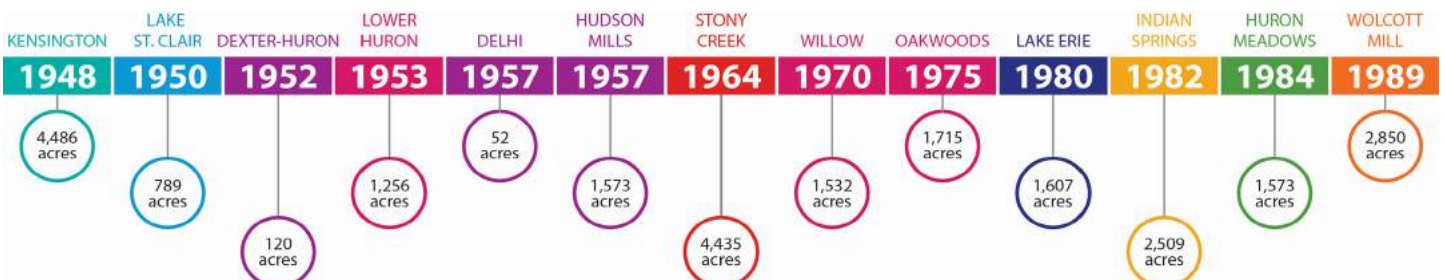


The Huron-Clinton Metropolitan Authority was sanctioned by the Michigan State Legislature in Act No. 147 of the Public Acts of 1939. Named after the two longest rivers within its boundaries, the Huron-Clinton Metropolitan Authority is a regional park agency consisting of 13 Metroparks encompassing approximately 25,000 acres of land within a five county area in southeast Michigan.

Much credit can be given to Henry S. Curtis and Harlow O. Whittemore for making the Metroparks a reality. The 1937 vision for a park system proposed a series of parks connected by a long parkway extending from Lake St. Clair along the Clinton and Huron rivers to Lake Erie below the mouth of the Detroit River.

Funding of the parks began in 1942 with a property tax levy, limited to one-quarter of one mill. The rate today has been adjusted to .2146 mills.

PARK DEVELOPMENT TIMELINE



Administration & Operations

Board of Commissioners

A seven-member Board of Commissioners governs the Huron-Clinton Metropolitan Authority. The Board of Commissioners meets the second Thursday of each month, where they make policy decisions for the Authority, including approving expenditures, acquiring land, planning of new parks and facilities, approving fees and charges, awarding contracts through competitive bidding, and other matters necessary to provide regional recreation. The Board appoints staff officers for the Metroparks.

Two commissioners, appointed by the Governor of Michigan for a term of four years, serve as representatives at large. Five commissioners, one each to represent the counties of Wayne, Macomb, Oakland, Livingston and Washtenaw, are appointed for a term of six years by the board of commissioners of the above-named counties.

Director is the Chief Executive Officer of the Metroparks, provides leadership and executive oversight of all administrative and operational activities.

Administrative Departments provide administrative support to operations, and guide the organization towards its mission.

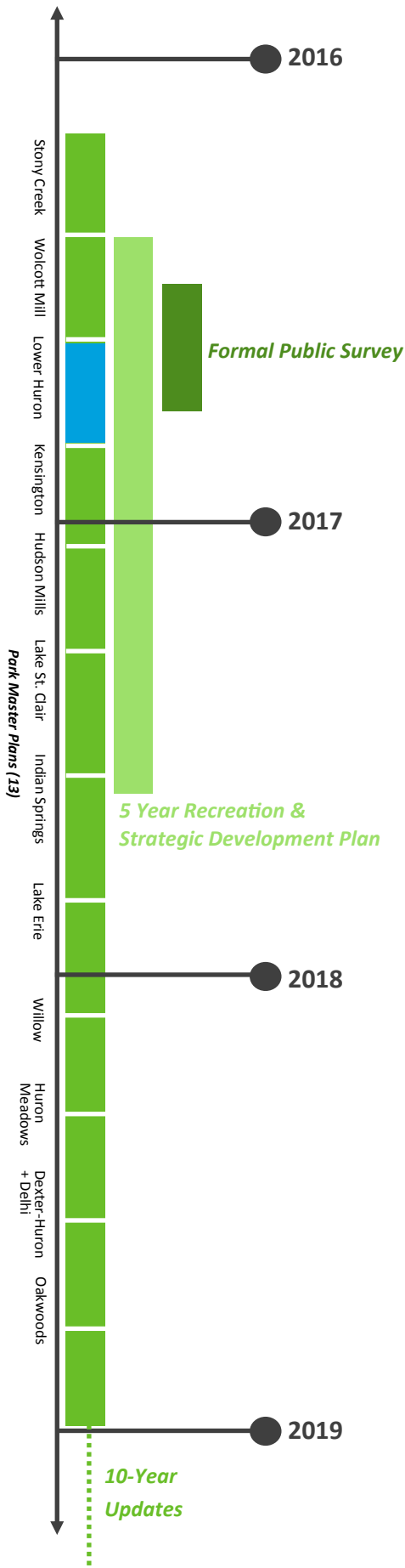
Operational Departments facilitate the day-to-day operations of the parks, making sure patrons have enjoyable and educational visits. They include Maintenance and Interpretive Services.

Metroparks Police ensure that everyone can enjoy the parks in a safe and secure environment.



Introduction

Planning Process

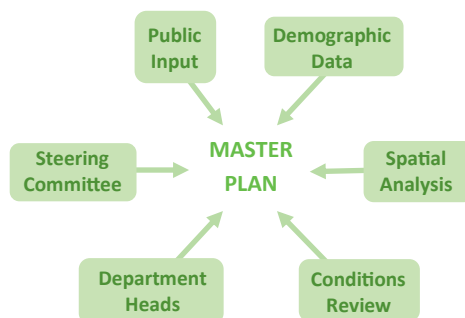


Several factors contribute to the recommendations that will be proposed for Lower Huron in the master plan. One of the most important is the public input collected through meetings, questionnaires, and online comments. This reveals the public's hopes and expectations for the park and significantly influences plan recommendations. A master plan steering committee was formed to include park employees with exceptional knowledge of Lower Huron and surrounding community, who along with the experienced Metroparks department heads provide their professional opinions.

The Metroparks Planning Department has scheduled an aggressive timeline for completing all 13 park master plans in three years. Each park will be given a planning window of six months, with overlap between parks. The order of the parks in the planning process was determined by staff based on current and planned park projects, planning need, geography, and park popularity.

The Planning Department collects demographic and spatial data to inform master plan recommendations. Demographic data looks at the density, age, language, mobility, and other factors of the regional population. Spatial data, usually analyzed through Geographic Information Systems software, looks at the physical location of the parks in relation to other recreation opportunities, transportation facilities, population centers, important natural resources, and more. Finally, the Planning Department conducts a review of park conditions to identify areas needing improvement and areas experiencing success.

The master plans are intended to be living documents, modified as needed to reflect changing conditions in the parks. However, they focus on park developments over the following ten years, and will be updated every decade through a formal planning process similar to the current one.



The Steering Committee for the Lower Huron Master Plan met on 6/22/16

LOWER HURON TODAY

Character



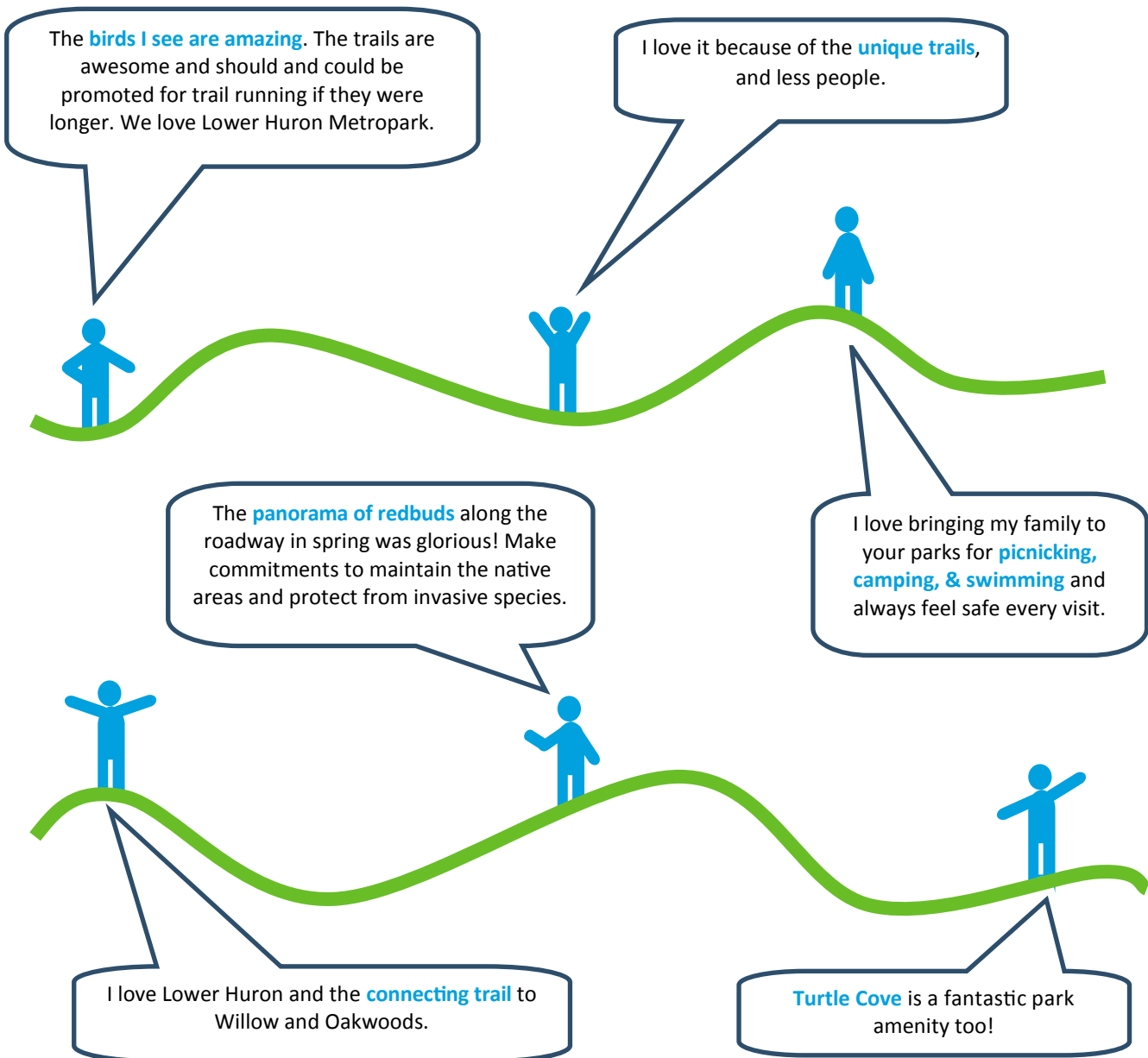
The following responses to our survey questions highlight the many facets of Lower Huron that form a unique experience. It is seen as a relaxing escape for viewing and strolling through nature, as well as active recreation and family activities.

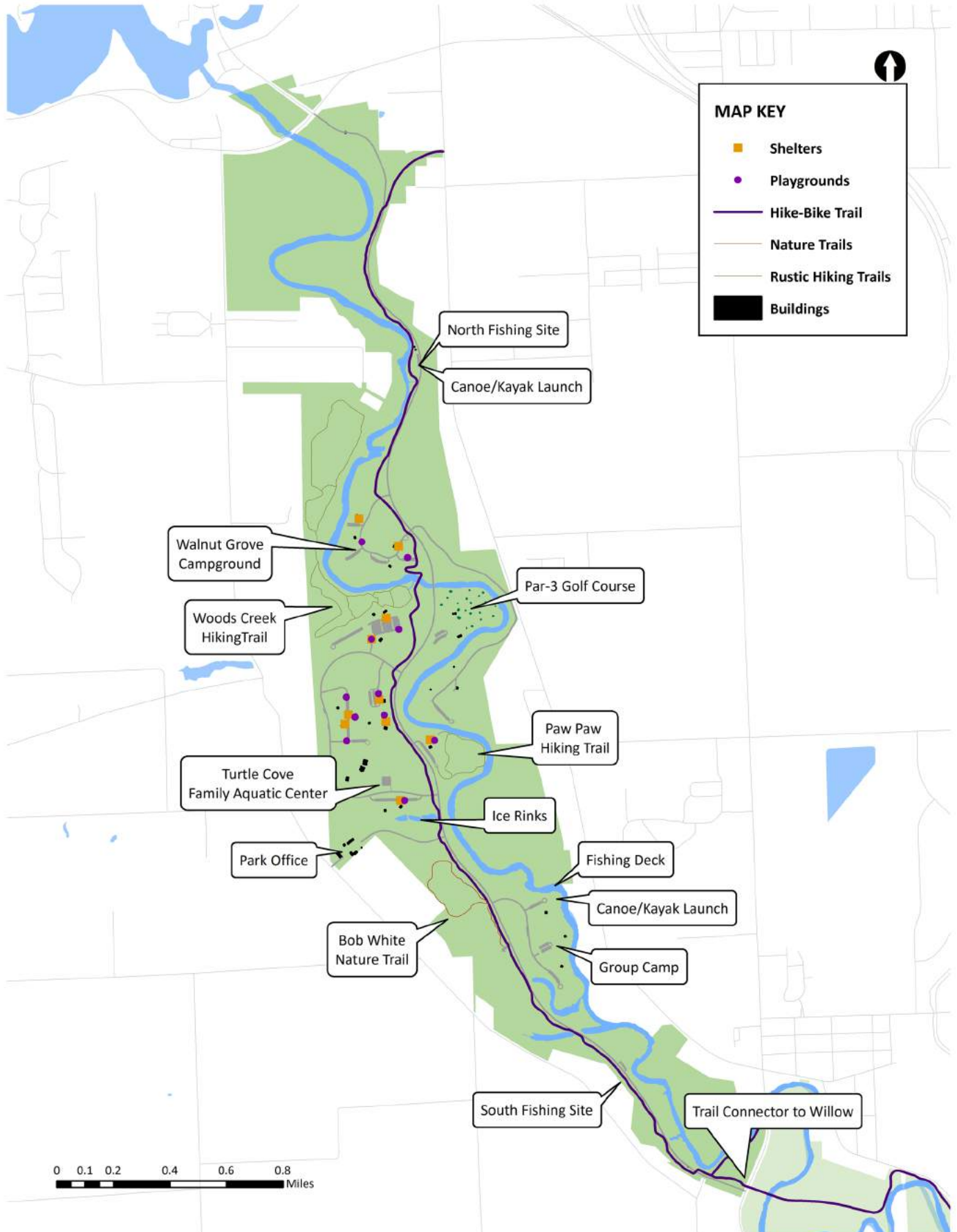
NEEDS

Better highlight and advertise special character of park

Build a strong identity and user base

OPPORTUNITIES

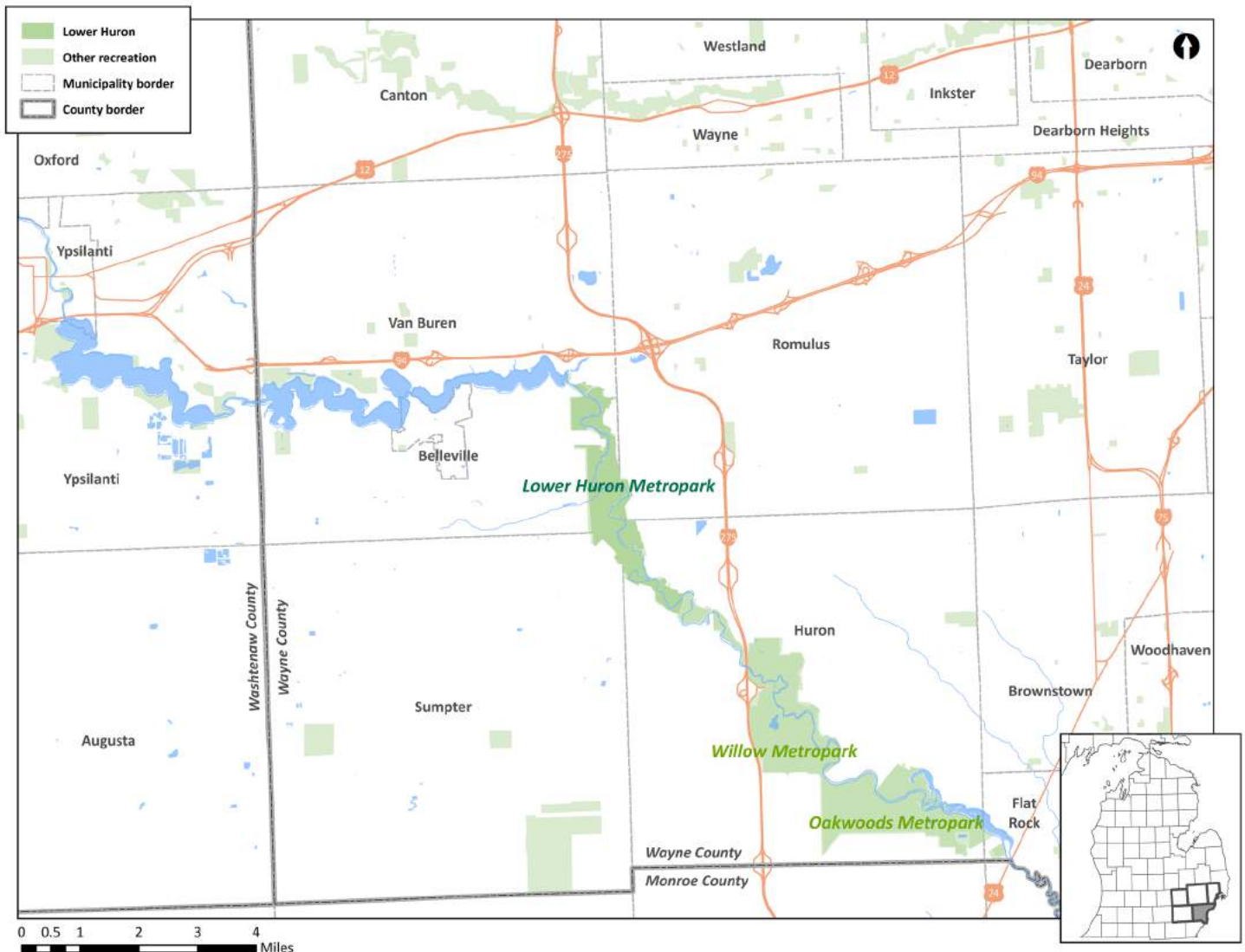




Location

Lower Huron Metropark is located in the southwest section of Wayne County in southeast Michigan. Four municipalities include portions of Lower Huron within their borders: Van Buren Township, Sumpter Township, the City of Romulus, and Huron Township.

At its northernmost extent, Lower Huron reaches I-94. Its eastern boundary is Waltz Road/Huron River Drive, to the west it reaches Haggerty Road, and to the south it extends to Savage Road. The park is situated on the Lower Huron River.



NEEDS

Define and protect areas with important biodiversity features

Create a resilient network of biodiverse areas in the park

OPPORTUNITIES

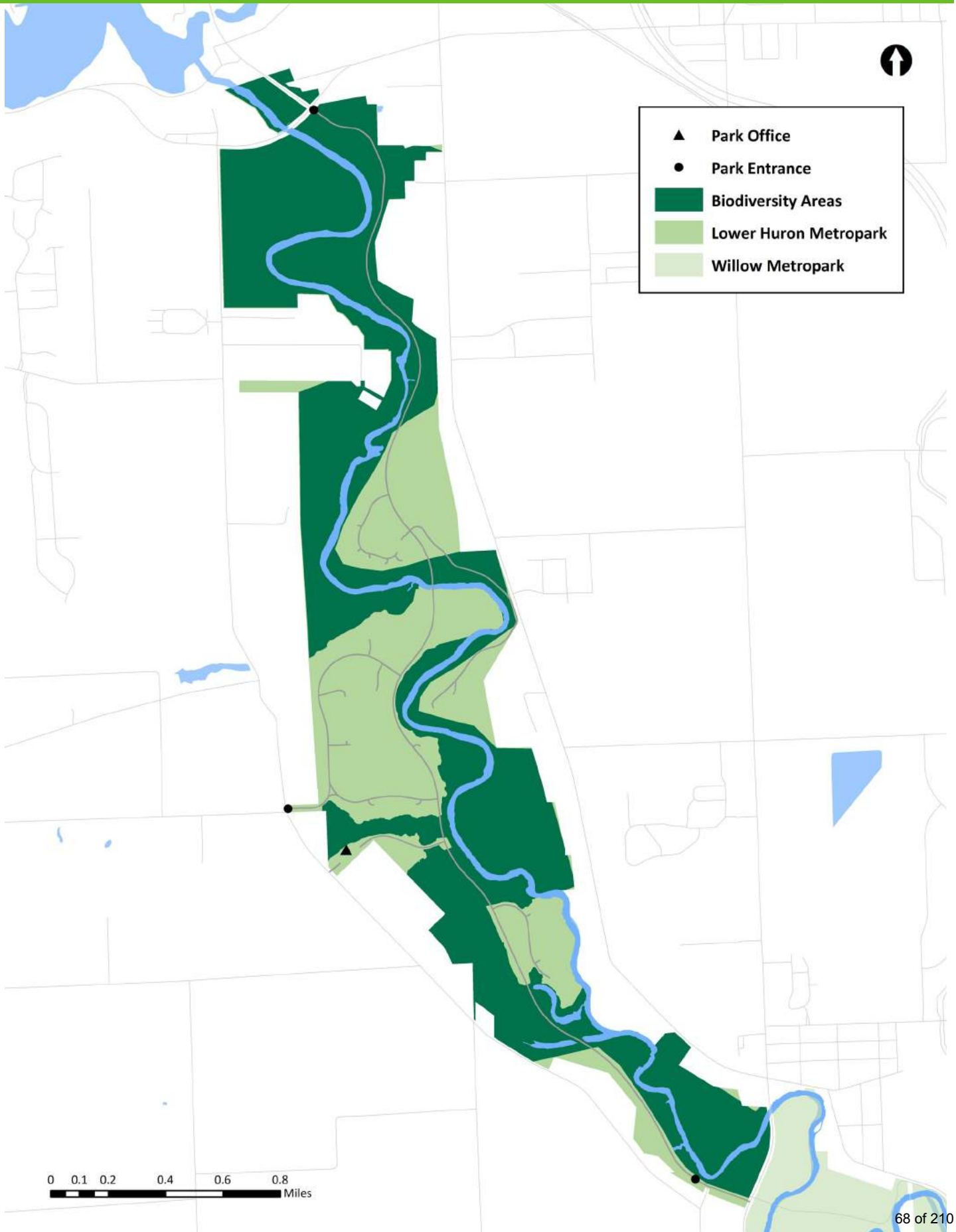
Biodiversity refers to the variety of life present in a given area, often measured by number and distribution of species. It is important to preserve because it provides humans with ecological services such as clean water and oxygen, leads to greater resistance and resilience during natural and human-caused disturbances, and reduces the risk of disease.

Biodiversity Areas

Identifying biodiversity areas can help inform the development of current and future park amenities, allowing the Metroparks to fulfill its mandate and mission statement of protecting the natural resources of the communities it serves. Development within biodiversity areas is carefully reviewed to minimize unnecessary disruption.

The following criteria for determining biodiversity areas were adapted from a matrix that the Natural Resources Department uses to determine work priorities throughout the park system. The following page shows a map of proposed biodiversity areas in Lower Huron.

Metric	What	Why	Metric	What	Why
Elemental Occurrence	the presence of a species under legal protection, or of a complete system recognized as in condition similar to pre-settlement	statutory, occurrences protected by law from intentional take	Percent Invasive Species Cover	percentage of total acreage with invasive plant coverage	areas with few invasive species require less work, have greater return on investment
FQA (Floristic Quality Assessment)	presence of plant species likely to occur in conditions similar to pre-settlement	determines the ecological value of a system based on its floral assemblage	Community Ranking	rank assigned by the state due to natural community rarity or rate of decline	assesses the vulnerability of each natural community within the state
FQI Connectivity	the presence of a quality habitat (greater than 35 FQI) within 100 feet of another	connected habitats provide diverse resources and facilitate migration, increase species fitness	Wetlands	the presence of wetlands	wetlands tend to have greatest diversity, and are also critical to promote healthy water resources
Size	acreage of the habitat in question	large habitats provide more diverse resources and facilitate migration, increase species fitness, resilience	Habitat Connectivity	the presence of a complementary habitat within 100 feet of another	connected wetlands promote genetic diversity conservation and water quality



NEEDS

Better educate about and preserve important cultural features

Draw new visitors with programming/education based on history of park

OPPORTUNITIES

Archaeological Findings

Several archaeological studies have been conducted at Lower Huron in the past decades, resulting in the discovery of artifacts from both Native American and European settlements. Sites identified include burial grounds, campsites, dwellings, kilns, commercial structures, tool manufacture areas, and farmsteads.

Schulz Mill and Dam

The dam is no longer standing, but the pilings can be seen within the park. The mill is still in operation just outside the park and sells feed and other grain products. Other mills that once stood on current park property but no longer exist include Johnson Mill and Otis/Stewart Mill.

Mt. Pleasant Village

Founded during the first half of the 1800s, the village no longer existed by the time of the Civil War. It can still be seen on historical maps, marked at the edge of current Lower Huron boundaries.

Robbe Farm

The Franklin L. Robbe farm consisted of a beautiful late-nineteenth century farmhouse and associated outbuildings. Robbe was involved in Van Buren Township politics in the 1880s, holding several elected positions including township supervisor. The farm and the buildings were donated to the Metroparks in the late 1960s, and the Metroparks began restoration of the property in the early 1970s.

Work stopped due to a reallocation of resources, and the farmhouse and two acres were donated to Van Buren Township after the community expressed an interest in restoring the building. Funding for the restoration was not secured and after several years of Township ownership the farmhouse and property reverted back to Metropark ownership. The Robbe farmhouse was demolished in December, 2003, but the Robbe Farm is included on the list of Michigan State Historic Sites.

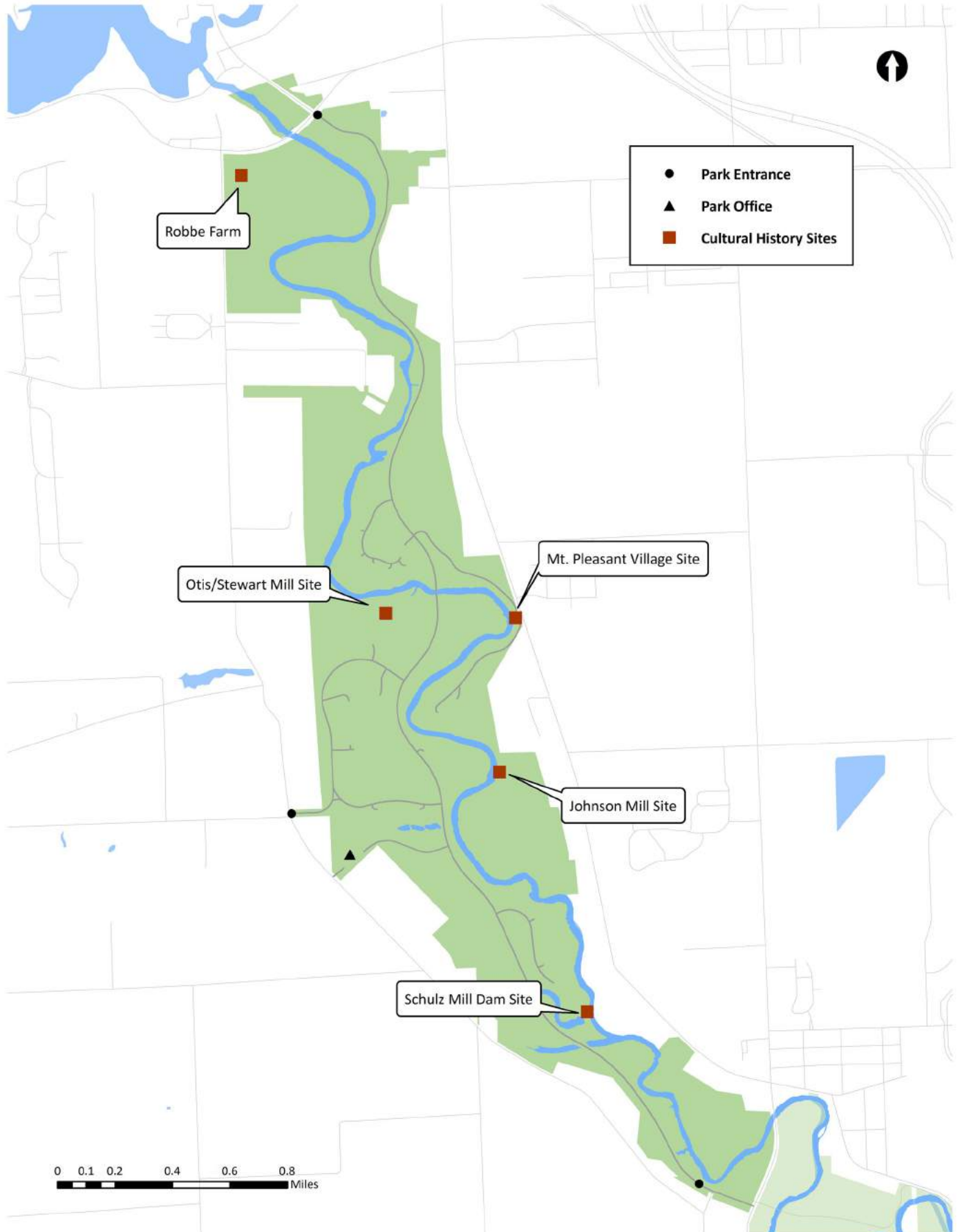
Cultural History



Schulz Mill in 1913



Remains of Schulz Mill Dam pilings



Infrastructure

In order to serve the varied needs of park visitors, Lower Huron contains a number of buildings, surfaces, facilities, and activity areas. Many of these were constructed years or decades ago, meaning that they may need to be repaired or replaced in the near future.

Lower Huron is popular for picnicking and fishing, requiring shelters and piers to be maintained. Along with launches for paddlers on the Huron River Water Trail, a National Park Service-designated National Water Trail, these elements make up the primary recreational infrastructure of the park.

Due to their proximity, Lower Huron and the other Metroparks in Wayne County work together to provide high quality recreation to visitors. A goal in the planning process is to ensure that the facilities and infrastructure in these parks complement and do not duplicate each other.



NEEDS

Address aging and overbuilt infrastructure

Redevelop park areas to better serve visitors and environment

OPPORTUNITIES

Lower Huron Infrastructure	
Buildings	37
Avg bldg age	41
Paths & trail miles	9.14
Road miles	8.66
Playgrounds	10
Percent of park mowed	22.6
Picnic shelters	10
Sand volleyball courts	3
Baseball fields	2
Fishing platforms	2
Parking lot acreage	20.09
Tennis courts	1
Ice skating areas	1
Basketball courts	2
Canoe/kayak launches	3



Facilities & Centers



Lower Huron features a number of facilities that define its character and enhance the recreational experience of visitors. Some of these require an admission fee, are available for rentals, or sell concessions, supplementing park revenue. As with all park infrastructure, it is a priority to keep the facilities well-maintained and replace them when no longer functional.

Walnut Grove Campground

Lower Huron is one of few Metroparks with a public campground. Nestled within a bend of the Huron River and among the scenic Woods Creek trails, it provides easy access to picnicking and grilling, and fishing.

Ice Rinks

The Metroparks are open and provide exceptional recreation all four seasons of the year. On cold winter days, the three ice rinks host hockey matches and figure skating.

Group Camp

On the banks of the river, the Group Camp site allows scouting troupes, youth groups, and other organizations to enjoy a night at the park while learning about nature and rustic living.

Turtle Cove Family Aquatic Center

One of the defining facilities of Lower Huron is the Turtle Cove Family Aquatic Center, constructed in 2007. It has become a popular destination for summer adventures in Wayne County. The center includes a lazy river, two waterslides, a zero-depth entry pool with lap lanes, and a play structure with a 300-gallon dumping bucket. Concessions are available at Turtle Cove.

Par-3 Golf Course

This course has been utilized by beginner golfers and families, and includes both traditional and footgolf. It includes shorter holes than regulation golf.



Lower Huron Today

The Metroparks are moving towards a more data-driven approach to developing facilities. In order to best serve the residents of southeast Michigan and use resources wisely, the Planning Department has identified the location of similar facilities and programs. The goal for future development is to avoid duplication and instead offer unique facilities that fill recreation voids in the geographic area where the park is located.

The map below shows the location of aquatic facilities, golf and disc golf, neighborhood sports facilities, and interpretive programs that compete with those offered at Lower Huron. The park is surrounded by relatively few other facilities, not including other Metroparks. Even court and field games are not well-represented except to the southeast near Willow. This may suggest that Lower Huron and the other Southern District parks play an important role in the recreation offered to residents of the area, acting as more of a local resource than other Metroparks.

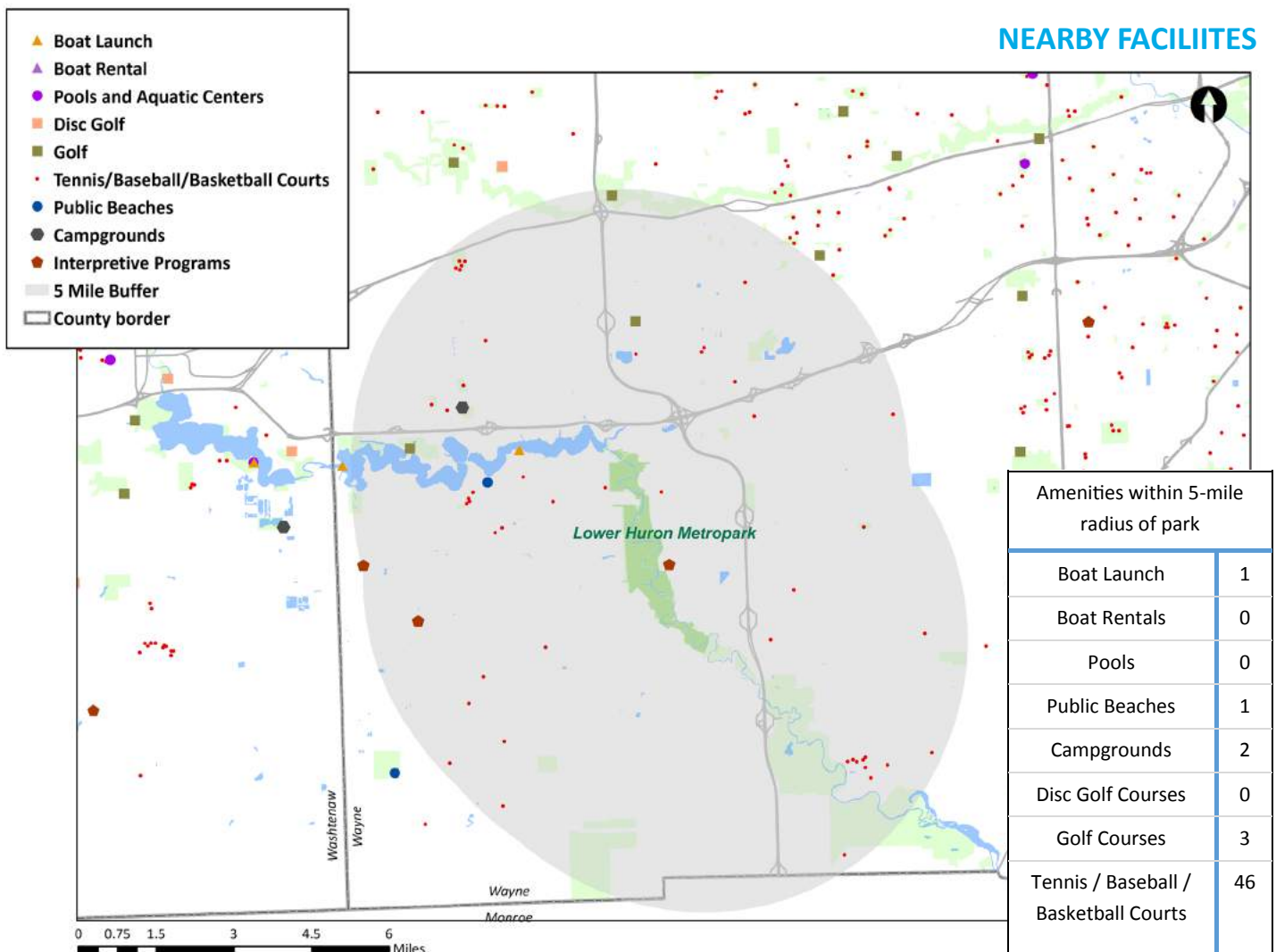
NEEDS

Identify areas of facility duplication

Provide unique recreational facilities to draw visitors from across the region

OPPORTUNITIES

NEARBY FACILITIES



NEEDS

Work with county to address park boundary issues

Create good working relationship with neighbors and partner organizations

OPPORTUNITIES

Grants

Over its history, Lower Huron has received several grants from the DNR for land acquisition, trail development, and more. The land specified as the project area of those grants was encumbered in perpetuity—meaning it may never be converted into a private or non-recreational use. All of Lower Huron is encumbered, as shown on the following page.

The generous grants from the DNR and other sources have allowed the Metroparks to develop Lower Huron into the center of high-quality recreation that it is today.



Encroachments

The Planning Department has worked with Lower Huron park staff to identify external encroachments on park boundaries. These include private development on park property, dumping waste, and breaking through fence lines. Together with a new combined map of county parcels in relation to historic HCMA-created parcels, this will help staff resolve existing property issues.

Since Lower Huron abuts numerous residential backyards, it is important to work with neighbors to discourage informal paths into the park and identify areas where a formal pedestrian entry point may be necessary to serve a neighborhood.

Informal Access Points

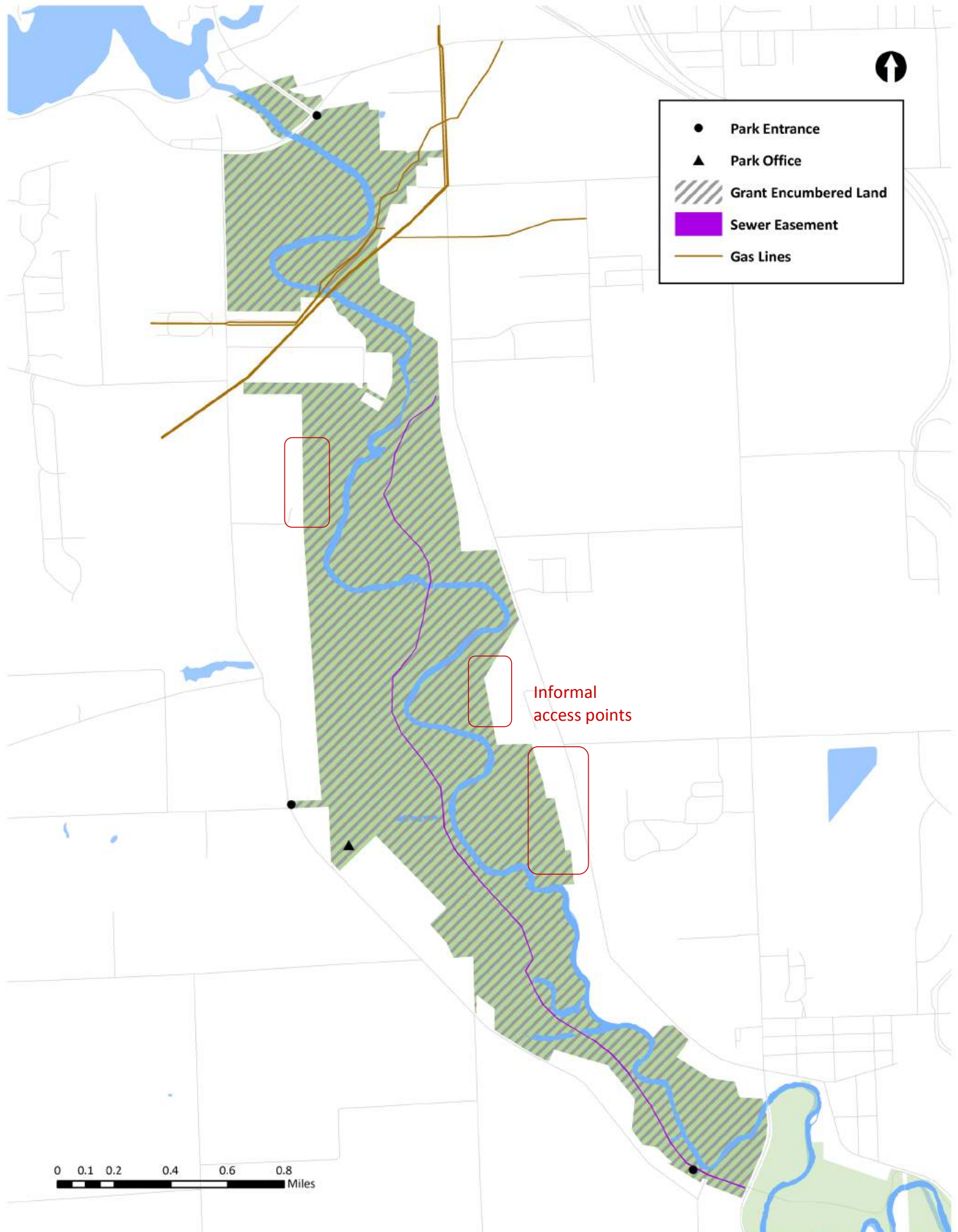
Certain spots on the park border are open to pedestrian access but not formally designated as an entrance. These must be monitored and considered in the planning process. Individuals may park on adjacent streets and enter the park on foot, affecting the tolling revenue of the park and potentially causing negative traffic impacts on the surrounding neighborhood.

Easements

Lower Huron contains various utility easements. These allow providers to use certain sections of land to run power lines or other equipment, in order to provide service to the surrounding area. In the future, the Metroparks will collaborate with surrounding municipalities and agencies to link into existing utilities rather than building park-specific utilities—thus furthering the vision of a lean, efficient park system.

Adjacent Property Uses

Most of the property adjacent to the park is single-family residential, along with a small amount of industrial and commercial uses.



Wayfinding

Vehicular Wayfinding

Standardization

Currently Metroparks include signage installed at various times with various standards and designs. This does not reinforce the parks working together as a system and can be confusing for visitors. As older signs reach the end of their lives, they will be replaced with new, standardized signs.

Simplicity

In many parks, including Lower Huron, an abundance of signage is not necessarily useful for directing visitors. Minimizing duplication of signs and expressing sign information simply will make navigation easier for users of the park.

Symbols

Symbols are useful for expressing information in a small amount of space, and also make park facilities more accessible for visitors who have trouble reading or speaking English. A standard set of symbols has been developed to be used in wayfinding signage.

Trail Wayfinding

Standardization

Trail types present in the Metroparks include shared use, mountain bike, ski, nature and rustic, and equestrian. Despite their different functions, these trails together create a complete recreation system, so signage will be based on a uniform template.

Flexibility

In order to serve the differing needs of users on these various trail types, the signage template will allow for removable panels and be customized to fit the needs of that user group.

Legibility

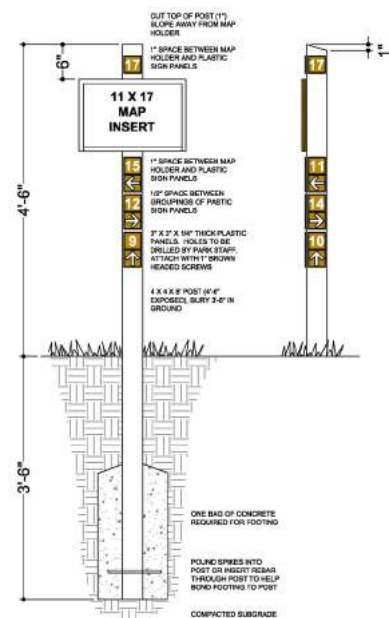
For many people, the easiest way to orient oneself in a new environment is through use of a map. For greater ease of use, all new trail wayfinding signs will include a map marked with a “you are here” symbols and the location of important park features and amenities.

NEEDS

Replace outdated, confusing, inconsistent signs

Create consistent, convenient wayfinding system to give visitors confidence

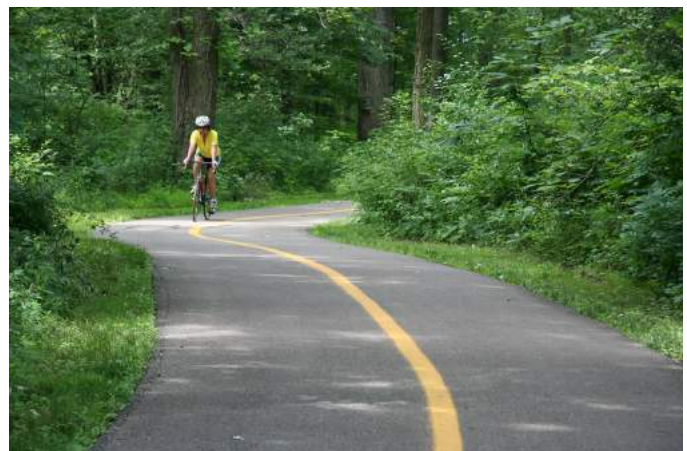
OPPORTUNITIES

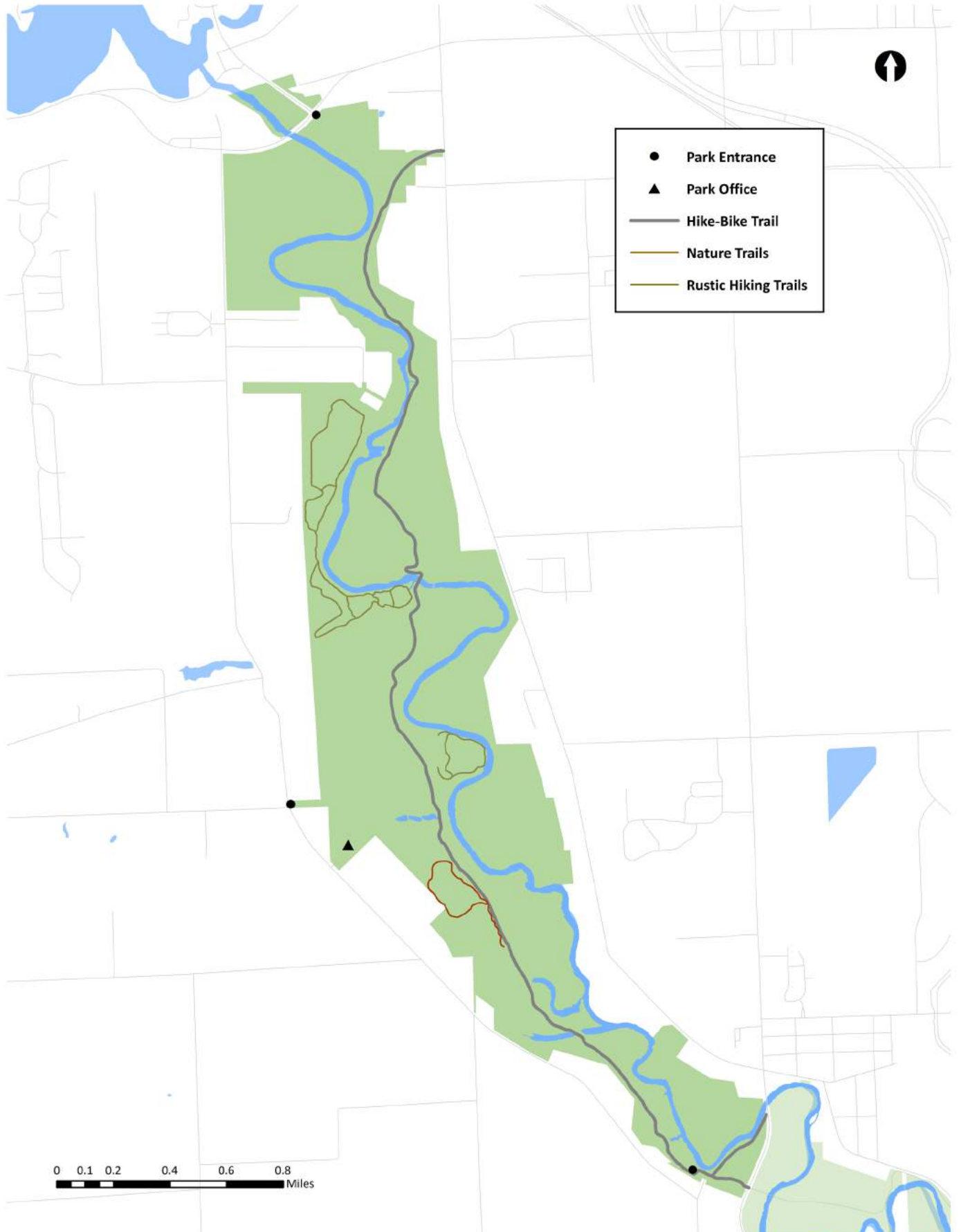


Trails

As part of the master planning process, staff have categorized and defined the various types of trails in the park, inventoried the miles, and specified the uses and design of each. This formal listing allows for assessment of trail availability in comparison to user group demand. It will also lead to more standardized maintenance and rule enforcement processes.

Trail Type	Miles in park	Allowed Uses	Prohibited Uses	Surface
Shared-Use Trail (Hike-Bike Trail)	4.94	Non-motorized traffic and pets.	Horses and motorized vehicles such as golf carts, scooters and hover-boards.	10' wide, typically asphalt, some small sections may be concrete or boardwalk.
Nature Trail	0.82	Pedestrian use only; hiking and walking. Snowshoeing is permitted on all Nature Trails except those designated for cross-country skiing. Cross-country skiing is permitted on designated trails only.	Motorized vehicles, running, jogging, pets, bikes and horses.	Trail surfaces vary and include asphalt, aggregate, mulch and compacted earth. Portions of these trails are accessible, but most are not ADA-compliant.
Rustic Hiking Trail	3.38	Pedestrian use only; running, jogging and pets. Snowshoes and cross-country skiing are permitted on designated trails only.	Motorized vehicles, bikes and horses.	Width and material vary, often dirt trails.





Accessibility

To remain compliant with the Americans with Disabilities Act, the Metroparks are responsible for ensuring that park space is accessible to all members of the public. In the development of this master plan, planning staff has taken an active role in locating the less accessible park amenities, so that all guest can enjoy the park. A survey of several areas has resulted in a list of accessibility issues present at Lower Huron Metropark These areas are highlighted below and shown on the map on the following page.

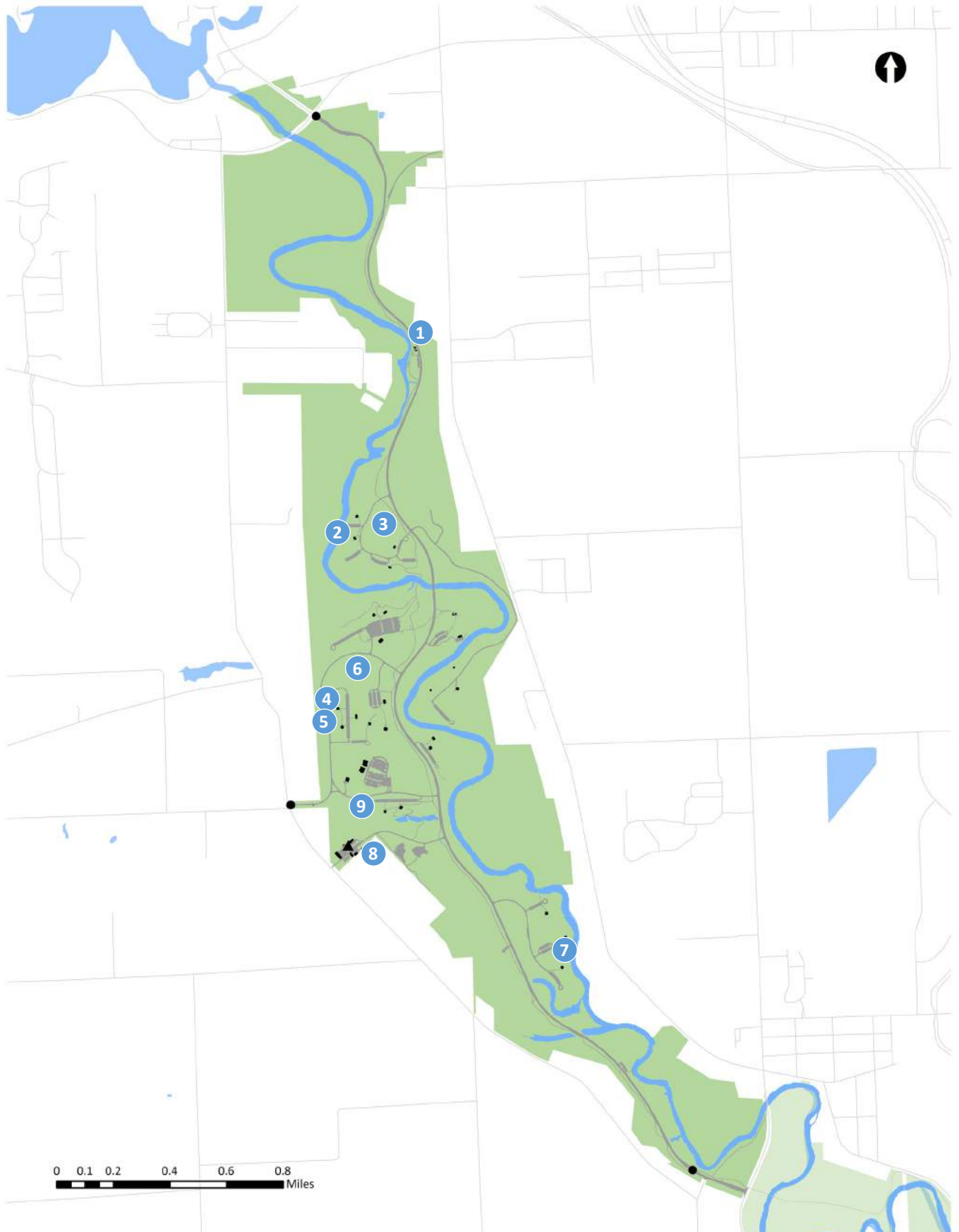
NEEDS

Pursue improvements to park accessibility

Ensure that users of all abilities feel empowered to take full advantage of the park

OPPORTUNITIES

Area	ID #	Description
North Fishing Site	1	Recommendation of North Launch site as accessible fishing site.
Walnut Grove	2	The playground is designed for accessibility but there is no access walkway to the structure.
Tulip Tree	3	An accessible walk is needed between the picnic shelter and restrooms. Currently connection requires travel via car or roadways.
Ellwoods East Playground	4	The playground is designed for accessibility but there is no access walk to the structure .
Ellwoods Restroom Building	5	Accessible walks are needed to the restroom building. There are no paved walks to the building at this time.
Hawthorn Glade South Shelter	6	An accessible walk is needed to the shelter. Recommendation is to move the shelter to a better spot that can be more easily connected with current accessible walks.
Group Camp Picnic Shelter	7	An accessible walk is needed to the picnic shelter. Recommendation is to move the shelter to a better spot that can be more easily connected with current accessible walks.
Park Office	8	Requires ADA assessment to ensure all features meet requirements.
Fox Woods	9	An access walk to the shelter, restrooms and lower skating ponds is provided. Current entrance gates to parking lot interfere with accessible routes, do not offer consistent access walkways. The parks should consider modifying so access is provided all the time.
Parking lots	-	Need additional striping, spaces and signage to make them compliant.
Picnic shelters	-	ADA picnic tables and grills needed at shelters.



REVENUE

Revenue Sources



2015 Operations Revenue

Revenue Source	2015 Total	% of Revenue
Turtle Cove	918,560	58.48
Tolling	549,115	34.96
Shelter Reservations	42,375	2.70
Par-3/Footgolf	33,739	2.15
Camping	19,016	1.21
Special events (approx.)	6,000	0.38
Miscellaneous (approx.)	2,000	0.13
	1,570,805	100.00

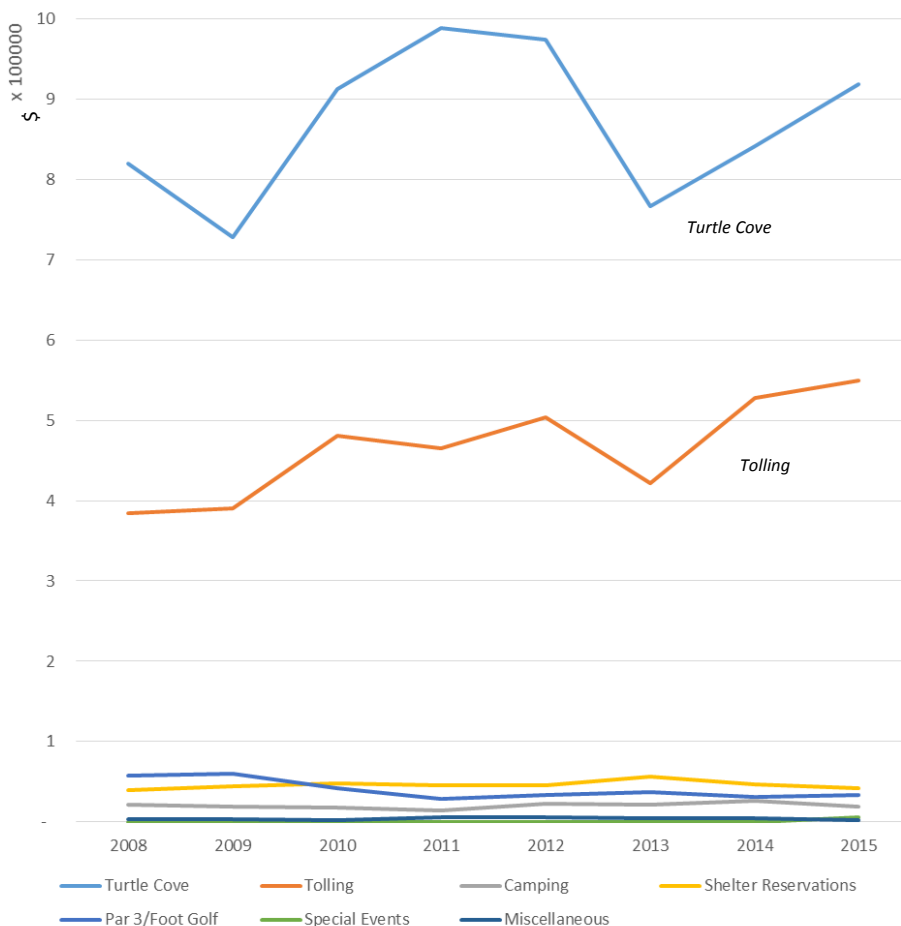
NEEDS

Build up other sources of revenue

Offer new and exciting activities/
programs to visitors of the park to
both boost tolling and gather user
fees

OPPORTUNITIES

REVENUE TRENDS—2008-2015



The Metroparks 2015 General Fund revenue equaled \$48,477,108. Lower Huron's 2015 operations revenue was approximately \$1,570,805, comprising 3.2% of all Metroparks revenue.

Lower Huron's budgeted 2016 operations revenues are \$2,884,254, while estimated 2016 operations expenses are \$6,202,473. Property tax and other revenue will subsidize 53.5% (\$3,318,219) of the Lower Huron operating budget.

As the chart illustrates, nearly all of Lower Huron's operations revenue comes from the Turtle Cove Family Aquatic Center and from park entrance tolling.

Visitors

Lower Huron Metropark is a regional park and can draw from the 3,484,040 people that live within a 30 mile radius (approximately a 45-minute drive) of the park. Certain events and activities may draw visitors from greater distances.

Vehicle entries to Lower Huron Metropark have averaged around 300,000 since 2008. Record entries of over 400,000 were recorded in 2010. Weather often plays a role in attendance to the park; activity areas greatly affected by weather are the trails, fishing piers, Turtle Cove, and the golf course. Entries have dropped since 2010 but in the last couple years have shown signs of improvement.

Consolidation of statistical information is needed to better assess vehicle entries, park users, event attendance, event participants and activity participation within the park. This information will help with marketing of events, activities and future analysis of the park.

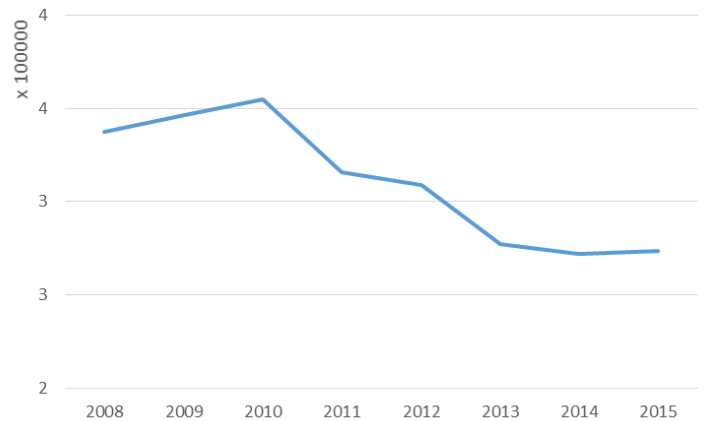
NEEDS

Increase vehicle entry numbers

Draw visitors to the park with additional marketing and attractions

OPPORTUNITIES

VEHICLE ENTRIES 2008-2015



Popular Turtle Cove and Hike-Bike path

Lower Huron Metropark 30-Mile radius



Programs & Events



NEEDS

Increase revenue and visitation

Take advantage of captive audiences, actively take part in programming activities and events

OPPORTUNITIES



Volunteer work day



Cruizin' the Park



Radio Disney D-Tour

Lower Huron is primarily used for picnicking, family outings, and water recreation, and does not hold many programmed events throughout the year. Interpretive programs generally take place in nearby Oakwoods, where an interpretive center is located. Volunteer workdays do occur when special natural resources projects are needed, such as the boardwalk on the Woods Creek trail. Turtle Cove occasionally sees special events, and a number of external groups use park facilities to host gatherings such as 5k runs.

Due to its size and layout, nearby Willow Metropark has traditionally hosted more events. However, public input gathered for the master plan has revealed an interest in more programmed activities at Lower Huron, especially for children.



COMMUNITY INFLUENCES

Population

The population of the communities surrounding Lower Huron is aging rapidly and changing in mobility. The percentage of households without access to an automobile is rising throughout the region, and although the absolute numbers are still low, this trend is especially stark in the communities around Lower Huron. The Metroparks were created at the time of the auto boom, when it was assumed that every family would have a car to take out to the countryside on the weekends. Since habits and lifestyles are changing, the Metroparks must look into innovative ways to provide access to the parks for all.

Although the municipalities immediately surrounding Lower Huron have a lower percentage of individuals over 65 years than the county and the region, that percentage is rising steeply. It seems possible that in the future these communities will overtake Wayne County in percentage of older adults.

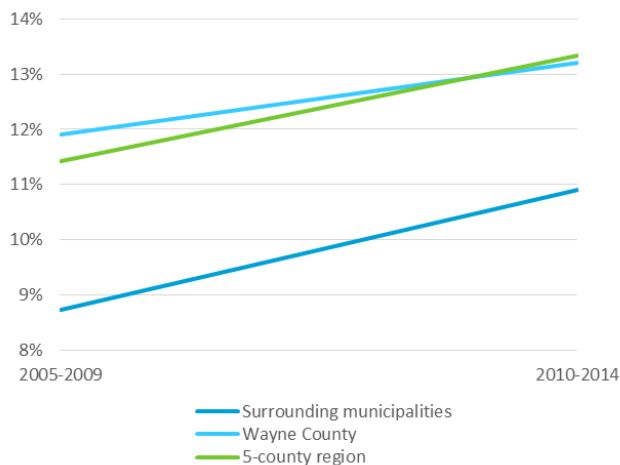
Older adults have distinct needs, often requiring accommodations for mobility and accessibility of park features such as trails and buildings. This is important to keep in mind when planning the future of a park serving an older population.

NEEDS

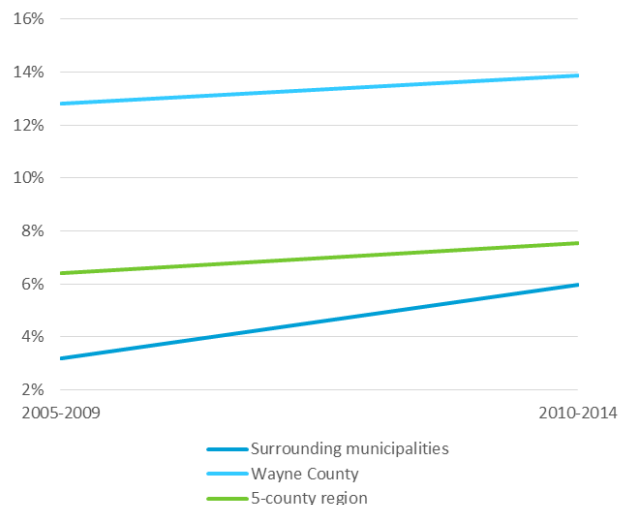
Address changing needs of new population demographics

Draw new users with an accessible, welcoming park environment

OPPORTUNITIES



CHANGE IN PERCENT OF POPULATION OVER 65 YEARS, FROM 2005-09 through 2010-14 (Source: US Census American Community Survey)



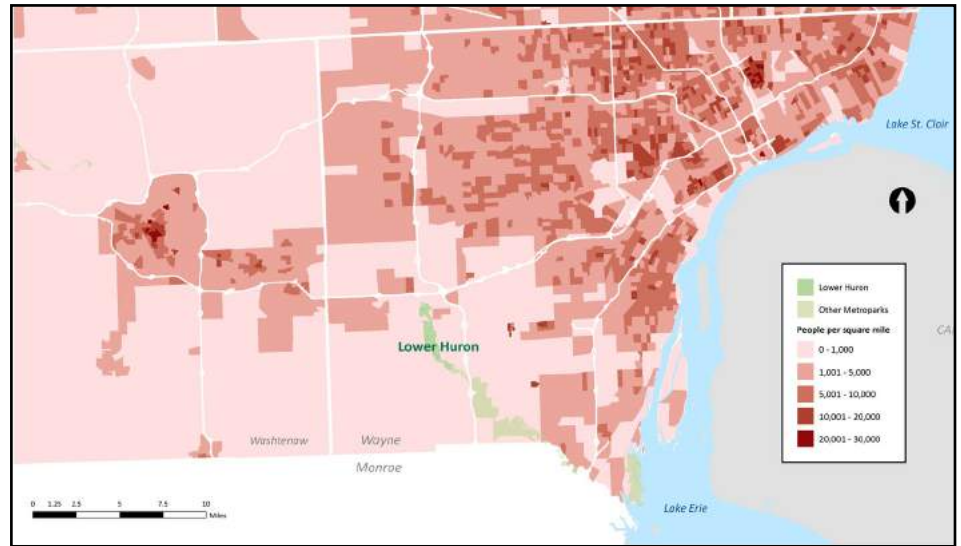
CHANGE IN PERCENT OF HOUSEHOLDS WITH NO CARS AVAILABLE, 2005-09 through 2010-14 (Source: US Census American Community Survey)

Community Influences

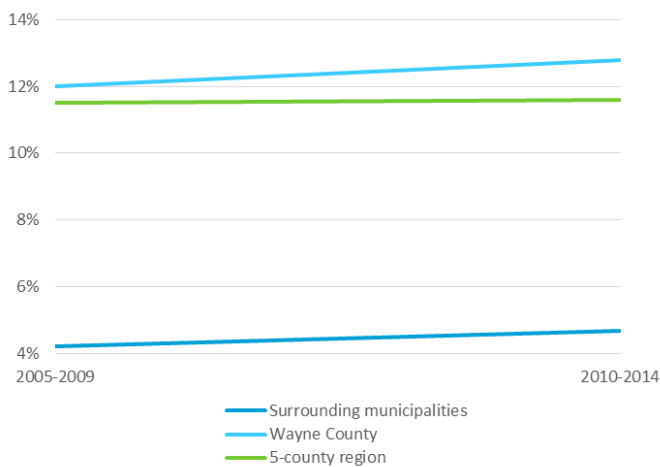
As shown below, Lower Huron is located at the southern edge of the suburban ring around Detroit, largely in the midst of rural low-density areas with less than one thousand residents per square mile. It is also connected to the string of urbanization extending to Ann Arbor. These factors create unique land use and park access challenges.

While Wayne County is falling in population density, the population in the municipalities surrounding Lower Huron has stayed remarkably constant over the past ten years. Remaining aware of development changes in the area will be important to gauge recreation needs.

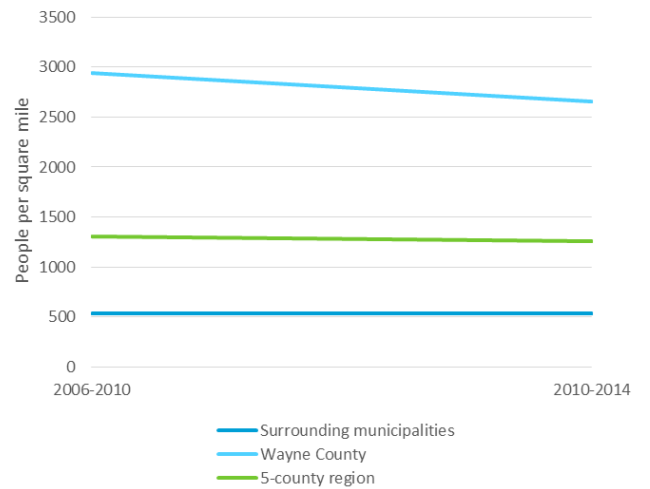
Although most households in the area still speak English as their first language, in both the surrounding communities and Wayne County a growing number of households speak a language other than English at home. Because of this growing linguistic diversity, the Metroparks are working towards more universal signage design, with a focus on easily understandable symbols.



POPULATION DENSITY BY CENSUS TRACT, 2010-14



CHANGE IN PERCENT OF HOUSEHOLDS SPEAKING LANGUAGE BESIDES ENGLISH AT HOME, 2005-09 through 2010-14 (Source: US Census American Community Survey)



CHANGE IN AVERAGE POPULATION DENSITY, 2006-10 through 2010-14 (Source: US Census American Community Survey)

Projects/Initiatives

NEEDS

Improve park connectivity with community

Create good working relationship with surrounding municipalities

OPPORTUNITIES

Van Buren Township

- City of Belleville serves function of “downtown” for southern Van Buren
- Preserve open space and rural feel
- Development of greenway and trails plan

Sumpter Township

- Preserve open and agricultural lands
- Protection of natural resources such as Lakeplain Prairie
- Woodland and Open Space ordinances, use of cluster developments
- Interest in development of greenway system

City of Romulus

- Connectivity and traffic flow challenges due to Detroit Metropolitan Airport
- Streetscape and non-motorized connection improvement
- Interest in acquiring public land

Huron Township

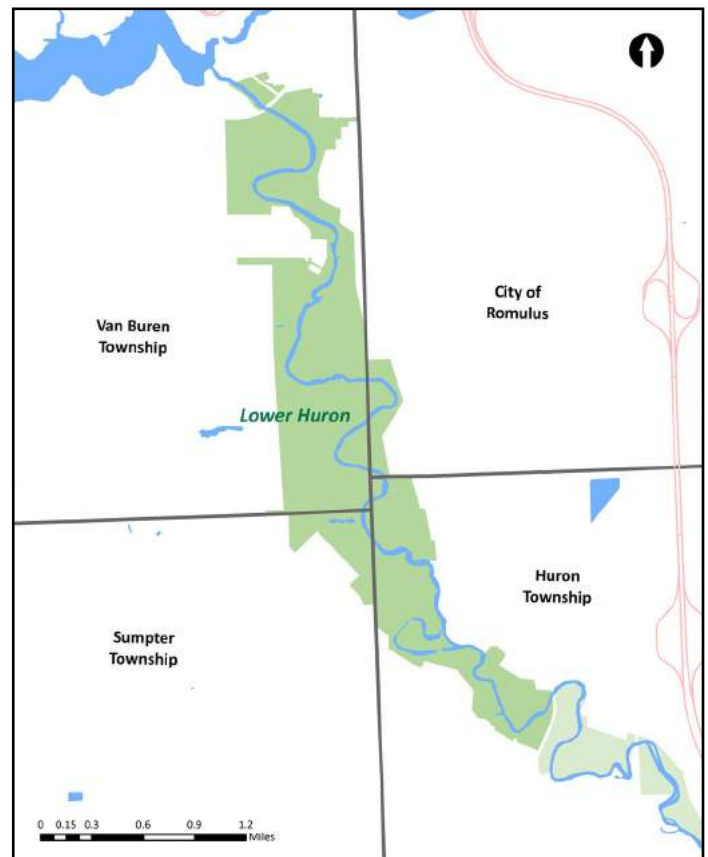
- Metroparks as major attraction to township
- Preserve open space and farmland
- Planned denser development in the villages
- More bicycle and pedestrian connections

Huron River Watershed Council

- Improve climate resiliency of communities on the watershed
- Green infrastructure for local governments program
- Collaboration in stormwater management efforts
- RiverUp! program supporting placemaking in river towns

Understanding the goals and plans of municipalities bordering and/or containing Lower Huron is essential for a collaborative, comprehensive planning process. Planning staff researched the published master plans and recreation plans of each municipality: Van Buren Township, Sumpter Township, Huron Township, and the City of Romulus. These provided a basic idea of the planned direction of each community, especially regarding land use, development, and recreation.

MUNICIPALITY MAP



Community Influences

Relevant Planning Documents

Huron Charter Twp Master Plan, 2004

“Huron Township is blessed with the presence of the Huron River and the Metroparks. The natural features associated with the Huron River are a critical part of the Township’s ecosystem, natural heritage, and quality of life.” pg. 17

Sumpter Twp Master Land Use Plan, 2005

“Woodlands, particularly along unpaved and/or narrow rural roads are an important feature because they contribute to the Township’s rural character and help to convey a ‘country’ atmosphere.” pg. 67

Lower Huron River Watershed Management Plan, 2005

“If current development practices are employed to accommodate the projected increase in population and associated infrastructure, then SEMCOG estimates 40% of the remaining open spaces will be developed within the watershed by 2020. Much of this projected conversion of undeveloped land will occur in the lower Huron River Watershed” pg. 23

Van Buren Twp South Side Master Plan, 2007

“As the South Side continues to grow and development pressures increase, a re-evaluation of land use and development planning and policies is warranted. A combination of open space preservation, zoning changes and innovative land development will likely become more important.” pg. 3.7

City of Romulus Master Plan, 2009

“A multi-modal pathway has been installed along the I-275 that must be maintained in order to protect Romulus’s access to the regional pathway system. In addition, there is a planned regional greenway system that should be considered in non-motorized transportation planning.” pg. 4-7

SEMCOG Green Infrastructure Vision for SE Michigan, 2014

“Public accessibility to the green infrastructure network is paramount, including access to parks, trails, water, and ensuring public spaces are designed for all residents.” pg. 1

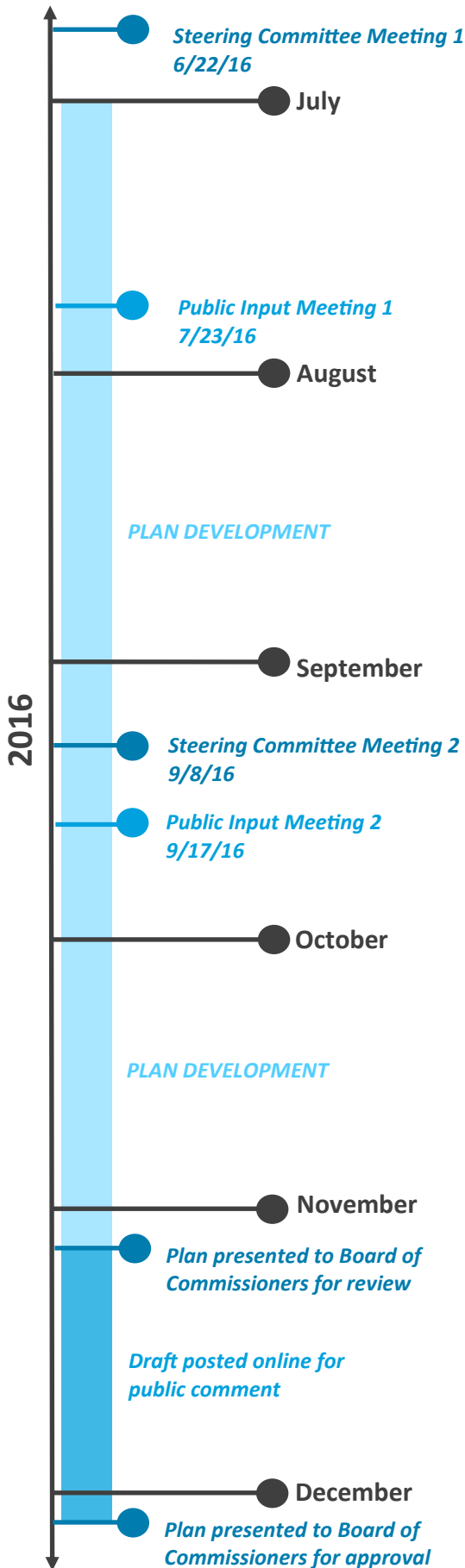
Since the development and land use decisions of bordering communities and other governmental agencies directly impact the park, these neighbor master plans were reviewed and taken into account when creating this document. The opinions and ideas expressed by residents and leaders in these municipalities give Lower Huron a wider context and in many cases underscore the importance of the park’s resources to citizens.

The southern portion of Wayne County contains few other large parks beyond the four Metroparks. Therefore, Lower Huron, Willow, and Oakwoods may provide a disproportionate amount of local recreation opportunities.

Lower Huron is part of a broader system of recreation and green space that includes other Metroparks as well as local, county, and state parks and greenways. Due to this, recreation and green infrastructure plans were also considered in creating the Lower Huron Master Plan. Many communities are currently advancing their non-motorized networks, seeking grant funding to create greenways and paths, and cooperating to provide linked green and recreation spaces to their constituents. The Iron Belle Trail is a state-designated trail with both a hiking and a biking arm reaching from Belle Isle in Detroit to Ironwood at the very western edge of the Upper Peninsula. The hike-bike trail from Lake Erie to Lower Huron Metroparks is part of the 791-mile bicycle route, with is 64% complete according to the Michigan Department of Natural Resources. This kind of multi-jurisdictional partnership enhances the recreational resources of all participants.

PUBLIC INPUT

← Outreach Process



Since this park belongs to the people of southeast Michigan, the Planning Department aimed to include the public in multiple stages of the planning process.

The planning process began with a meeting of the steering committee, which identified organizations and individuals with significant investment in the park for targeted invitations to the public meeting. A strategy for soliciting general participation in the public meeting was also discussed.

The next step was a public meeting with community members to gather initial ideas about the direction of the park. A general park feedback survey was posted online and advertised both by Metroparks social media and by staff distribution of flyers to libraries and community centers in the surrounding areas.

Submitted ideas were taken into account, along with staff feedback and other data, in developing initial recommendations. These were then presented to the public at a second meeting, and feedback was collected, analyzed, and incorporated into a draft Master Plan document.

This document was posted online in November for final public comment, which influenced the final Master Plan sent to the Board of Commissioners for approval in December.

Public Meeting 1 - 4/2/16

- Explanation of and timeline for the planning process
- General park information and map
- Regional map on which participants placed stars to indicate their place of residence in relation to the park
- Exercise in which participants placed pom-poms representing resources in jars representing activities, expressing their opinion on where investments should be made
- Opportunity to fill out survey in person

Public Meeting 2 - 5/21/16

- Short presentation on survey results, community influences, and intended projects
- Opportunity for participants to write down feedback on intended projects

Results

At the first public meeting, the pom-pom activity showed that trails are a top priority for Lower Huron visitors, with Canoeing/Kayaking and Camping also being highly valued. Golf and Winter Activities came in next, then Picnicking and Turtle Cove, then Fishing, and finally Court Games.

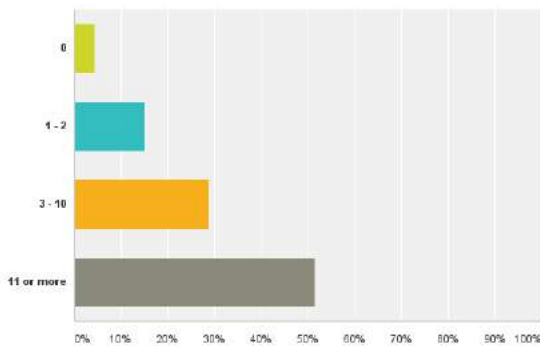
The survey responses, both written and submitted online, offered more insight into the needs of park patrons. A common theme running through the suggestions was the desire for more amenities and activities at the park. A number of respondents proposed canoe/kayak rental, more play areas and activities for children, and trail-related programming. Several comments were made about trails, including need for better maintenance, better signage, and expansion. Individuals also mentioned general park concerns about cost, access, natural resource preservation, and advertisement.

At the second public meeting, participants expressed strong support for improvements at the North Fishing Site, especially regarding kayak access. They also approved of enhancement of the campground, favored a relocation of the park office to the Haggerty Road entrance, and supported closure of the Par-3 course.

This input helped form the project list in the following section of the plan. More analysis of public feedback results can be found on the next page.

Q3 Approximately how many times do you visit Lower HuronMetropark in a year?

Answered: 180 Skipped: 1



Q7 What can be done to improve your favorite area or facilities for your favorite activity?

Answered: 71 Skipped: 110

Campsites Rental Turtle Cove Doing Love Drive
 Willow Bike Paths Water River Park
 Programs Trails Winter Lower Huron
 Golf Course Natural Cheaper Playground Price
 Kayak Launch Toddler Play Areas



Q8 What would make your visit to Lower HuronMetropark more enjoyable overall?

Answered: 51 Skipped: 120

Benches Price Guided Nature Enjoy Walk
 Rentals Big Access Trails Improve Park
 Playground Activities Canoe Road Fishing
 Passes Restroom Camping

Survey Response Topics

User Experience

- Trees and natural landscapes
- Disability/senior access
- Transportation to park
- Annual pass entrance lane
- Restroom quality/quantity
- Frequency of park patrol
- Road repair and user conflict
- Scenic overlooks

Events/Activities

- Advertisement of activities
- Band selection
- Horse and buggy rides
- Increased activity programming
- Choice of caterer

General

- Entrance fee
- Extend hours
- Website improvement
- Land acquisition

Trails

- Increased trail programming
- Better trail maintenance
- Addition of walking trails
- Addition of biking trails
- Winter trail plowing
- Addition of mountain bike trails
- Improved trail signage
- Improved dog signage
- Potable water access
- Increased shade and amenities
- Improved nature trails
- Bike rental
- Segways on trails

Golf/Sports

- Advertisement of golf course
- Addition of sports courts
- Closure of golf course
- Improved ice rink
- Disc golf course
- Rental fishing poles

Children

- Addition of new kinds of play areas
- Increased children's activities
- More shade in play area
- Safety and security for children
- Addition of bounce house

Camp/Picnic

- Improved campground
- East Bend as picnicking
- Reopened group camp
- Vehicle access to picnic shelters
- Barbecue pits

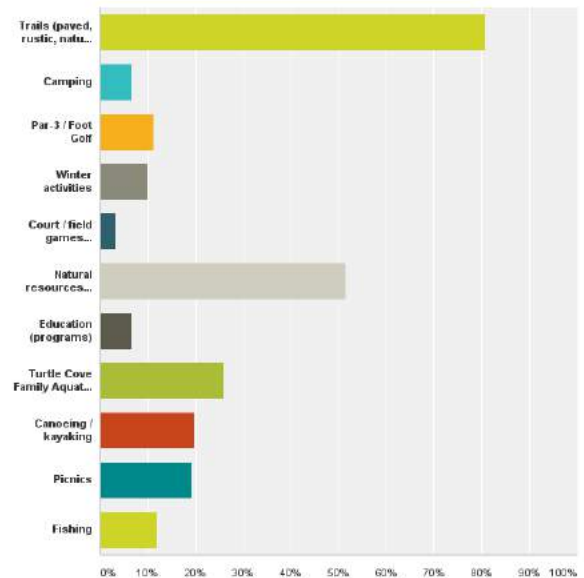
Water

- Canoe/kayak rental
- Addition of Turtle Cove features
- Vehicle paths to launches
- Addition of kayak launches
- Improved launch signage
- Picnic tables near water
- River clean up



Q6 What is your favorite part of the park or activity within Lower HuronMetropark? Examples are given for each category. (Choose up to 3.)

Answered: 161 Skipped: 36



Participation

The Lower Huron Master Plan online and hard copy questionnaire received 181 responses, and a dozen individuals attended the two public meetings. As shown in the map below, responses came in primarily from the area directly surrounding Lower Huron in southwest Wayne County. Zip codes in Washtenaw and Monroe counties also yielded several responses, along with a few in Livingston, Oakland, and Macomb counties. One or two responses came from Kalamazoo County in southwest Michigan and Chippewa County in the Upper Peninsula.

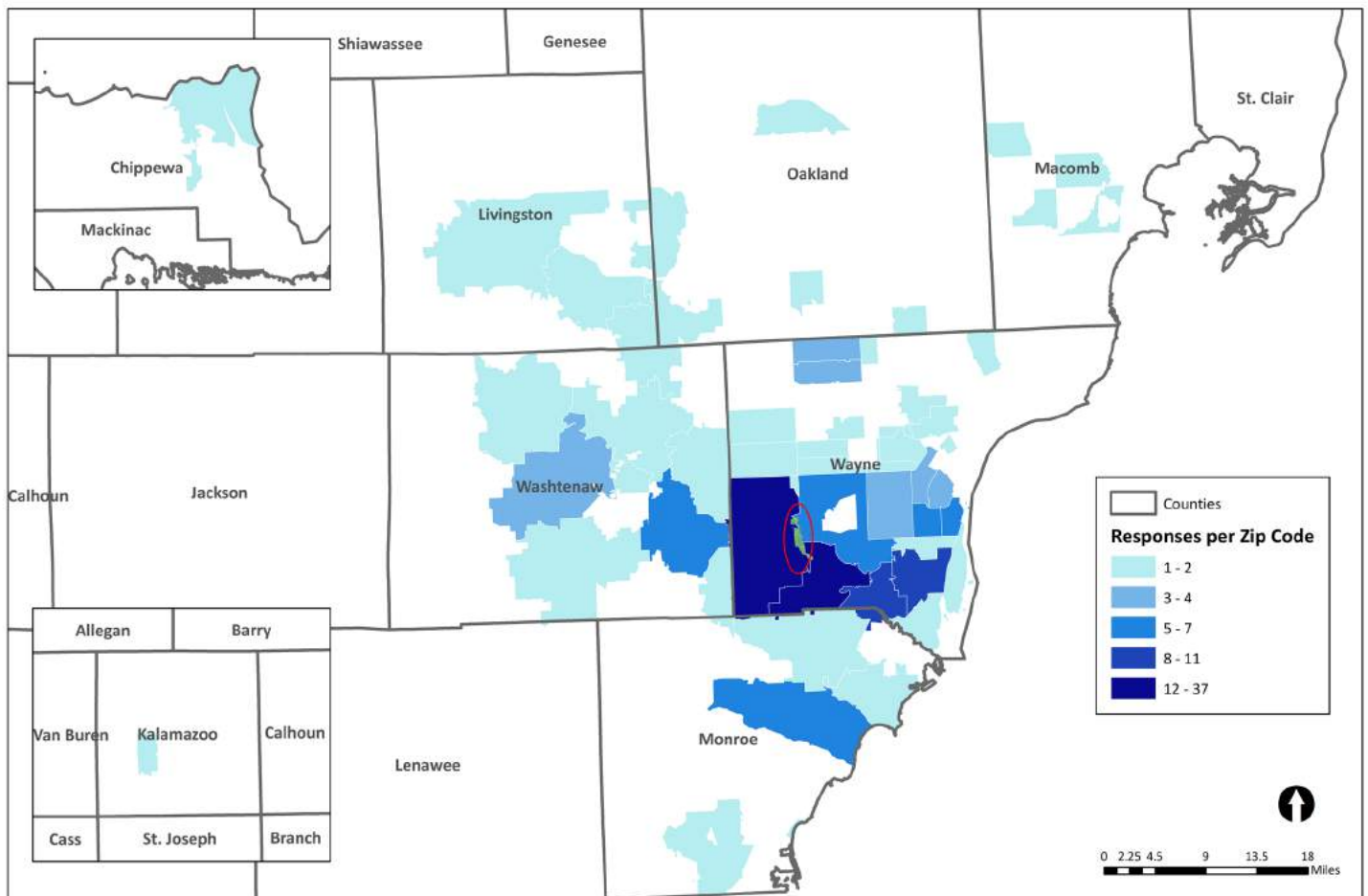
NEEDS

Incorporate variety of opinions and user groups into master plan

Create vibrant park through robust, transparent public outreach

OPPORTUNITIES

Survey Response Zip Code Map



Action Plan

Needs & Opportunities

Based on the assessment of park conditions, demographic research and spatial analysis, public input, and staff input, the needs and opportunities listed throughout this document were developed.

Needs

- Better highlight and advertise special character of park
- Define and protect areas with important biodiversity features
- Better educate about and preserve important cultural features
- Address aging and overbuilt infrastructure
- Identify areas of facility duplication
- Work with county to address park boundary issues
- Replace outdated, confusing, inconsistent signs
- Build up other sources of revenue
- Increase vehicle entry numbers
- Increase revenue and visitation
- Address changing needs of new population demographics
- Improve park connectivity with community
- Incorporate variety of opinions and user groups into master plan



Opportunities

- Build a strong identity and user base
- Create a resilient network of biodiverse areas in the park
- Draw new visitors with programming/education based on history of park
- Redevelop park areas to better serve visitors and environment
- Provide unique recreational facilities to draw visitors from across the region
- Create good working relationship with neighbors and partner organizations
- Create consistent, convenient wayfinding system to give visitors confidence
- Offer new and exciting activities/programs to visitors of the park to both boost tolling and gather user fees
- Draw visitors to the park with additional marketing and attractions
- Take advantage of captive audiences, actively take part in programming activities and events
- Draw new users with an accessible, welcoming park environment
- Create good working relationship with surrounding municipalities
- Create vibrant park through robust, transparent public outreach



With these in mind, the following list of projects, plans, and studies was developed. Major and minor projects have been identified as priorities and assigned a timeline, and the accompanying studies have been listed. These pages should serve as a blueprint for the future of the park over the next ten years.

Large Facilities

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)
Turtle Cove renovations: new aquatic feature, new rental shelters, reinforced turf in overflow parking, increase food service kitchen capacity, new shade structure(s) for extended queuing line	Engineering	Planning, Operations	Contractor	\$1,000,000	x		
North fishing site improvements: increase parking capacity, replace/relocate pit toilets, improve canoe/kayak launch	Engineering	Planning, Operations	Contractor	TBD		x	
Replace Bemis Road tollbooth	Engineering	Planning, Operations	Contractor	\$120,000	x		
Replace and relocate Park Office	Engineering	Planning, Operations	Contractor	\$2,000,000	x		
Walnut Grove campground improvements: provide electricity to selected camp sites, add shower facilities, enhance landscape (more trees, seed former ball fields)	Engineering	Planning, Operations, Maintenance	Contractor	TBD		x	
Close Par 3 Golf Course	Operations	Maintenance, Planning, Engineering		n/a	x		



Infrastructure / Small Facilities

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)
Pavement projects (list developed annually, as needed)	Engineering	Planning, Operations	Contractors	various	x	x	x
Accessibility improvements, including interiors and walkways - parkwide	Engineering	Planning, Operations	Contractors	various	x	x	
Install above-ground fuel storage at Service Yard	Engineering	Maintenance	Contractor	\$170,000	x		

Signage

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)
Roadside wayfinding/directional signage updates - parkwide	Planning	Maintenance, Operations		\$15,000	x		
Trail wayfinding and interpretive signage improvements - Woods Creek, Paw Paw, Bob White	Planning	Maintenance, Operations		\$10,000	x		



Natural Resources

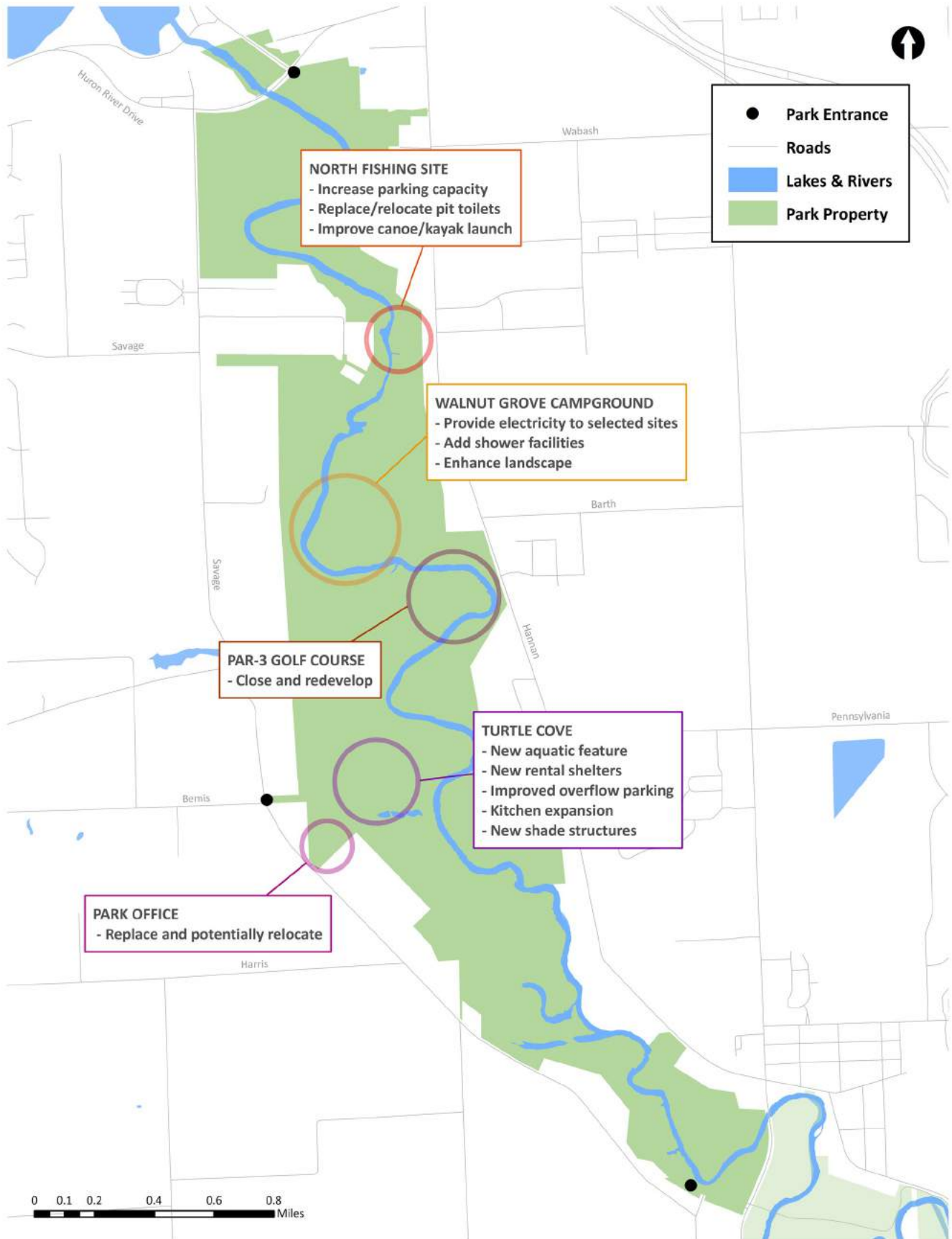
Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)
Vegetation management (annual)	NR	Planning, Operations		\$30,000	x	x	x
Landscape tree diversity plantings (annual)	NR	Planning, Operations		\$3,500	x	x	x
Energy conservation initiatives	NR	Planning, Engineering, Interpretive		\$9,000	x		
Hazardous waste removal (annual)	NR			\$1,000	x	x	x
Early detection, rapid response. Invasive species surveys and control in high quality natural areas (annual)	NR	Interpretive	NGOs	\$10,000	x	x	x
Conduct prescribed fire in adapted native communities (Bobwhite wetland, Fox Woods ravine, etc.)	NR			\$15,000	x	x	x
Oak wilt monitoring and prevention (annual)	NR	Operations	MDNR	staff time	x	x	x
Deer cull to maintain deer at roughly 15/square mile.	NR	Police		staff time	x	x	x



Area Plans/Studies/Initiatives

After identifying the need for changes or improvements based on user feedback and staff research, in-depth evaluation and planning must be carried out to gain a detailed understanding of problems and opportunities and determine the best strategies based on existing conditions and resources. Sometimes a process to formally monitor facility usage and gauge popularity is necessary. These studies often result in a scope of work, a work plan, and in some cases a site plan that give staff a roadmap for planned changes. Recommended studies are listed below:

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)
Update trail maps to show opportunities for walking/hiking/trail running	Graphics	Planning		staff time	x		
Turtle Cove renovation site plan	Planning	Engineering, Operations		staff time	x		
Park Office redevelopment and relocation plan	Planning	Engineering, Operations	Consultant	\$80,000	x		
North fishing site improvements plan	Planning	Engineering, Operations		staff time	x		
Walnut Grove campground monitoring and site improvements plan	Planning	Engineering, Operations		staff time	x		
Future plan for Par 3 Golf Course	Planning	Engineering, Operations		staff time	x		
Fisheries assessment and creel survey	NR		MDNR	\$25,000	X		
Herpetological assessment of the park	NR			\$9,000	X		X
Shoreline erosion survey	NR			\$10,000	X		
Establish invasive species control tracking website	NR	IT	MNFI, MISIN	\$15,000	X		
Comprehensive wildlife surveys and mapping (Birds, insects, freshwater mussels)	NR	Interpretive	MNFI, Consultant	\$35,000	X		X



Key Projects

Turtle Cove

2017-2021

Built in 2007, Turtle Cove Family Aquatic Center is a popular destination for family outings in Wayne County. Since then, changes have been proposed to make the user experience more enjoyable and comfortable for all. These investments into the facility will ensure that Turtle Cove can continue providing high quality recreational experiences for years to come.

Needs:

- More varied play experience
- Amenities on high-volume days
- More picnicking opportunities

Solutions:

- Add new water element to the facility
- Expand kitchen and add shade structures
- Add picnic shelters nearby



North Fishing Site

2022-2026

Built in 2001, the North Fishing Site draws many anglers, paddlers, and other nature lovers due to its beautiful and convenient location near the north park entrance. This popularity means that the facility needs upgrading to accommodate larger volumes and more intensive recreational use.

Needs:

- More user amenities
- Improved paddling facilities and access to the river

Solutions:

- Expand parking area
- Add restrooms
- Enhance canoe/kayak launch



Action Plan

Park Office

2017-2021

Built in 1958, this park office has seen decades of park operations at Lower Huron, and staff are in need of a more modern facility to keep the park running smoothly. Since the office serves a fundamental role in providing information and assistance to visitors to Lower Huron, Willow, and Oakwoods, the new building will likely be constructed in a more prominent and accessible location.

Needs:

- Structural improvements
- More central location

Solution:

- Build new park office in new location



Walnut Grove Campground

2022-2026

Built in 2012 at the Tulip Tree picnic area, this is one of the only public campgrounds in both Wayne County and the Metroparks system. After several seasons of families and individuals taking advantage of this site for outdoor adventure, a few amenities have been identified as important to drawing campers in the future.

Needs:

- Improved campsite amenities
- Improved aesthetics

Solutions:

- Addition of showers
- Addition of electricity to select sites
- New landscaping features



Action Plan

Par-3 Golf Course

2017-2021

Built in 1980, the Par-3 golf course allows players to take on shorter holes and has often been used by beginners and younger golfers. It has consistently generated more expenses than revenue, however, and upcoming infrastructure costs make it no longer financially viable. The course will be closed and a site plan will be created to repurpose the land for other recreational activity.

Needs:

- Less maintenance-intensive land use
- No further investment in course

Solutions:

- Close golf course
- Create site plan for alternate recreational use



Other Projects

• Walkway and interior accessibility improvements

Due to growing awareness that park facilities do not meet the needs of individuals with disabilities, increasing accessibility will be an ongoing focus. Structures will be built and retrofitted to improve ease of access, and paved paths will be constructed to better connect parking with recreational activities.

• Above-ground fuel storage

All parks are transitioning to above-ground fuel tanks, which are less costly and easier to install, maintain, and monitor.

• Wayfinding/interpretive signage

Current wayfinding can be inconsistent and confusing. New signs will provide succinct information at important decision points and provide more concise, engaging interpretation of the natural world. Symbols will also be incorporated into the design to promote universal comprehension.

• Update of trail maps

Current maps do not accurately reflect trail availability within the park. Trails will be properly classified and mapped in conjunction with the signage updates.

• Annual projects: paving, vegetation management

Both natural resources and built infrastructure are regularly maintained by staff. Invasive species are consistently removed and treated, and when cracks and other wear appear on paved trails they are patched or repaved.



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George Phifer
Director



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Nina Kelly, Manager of Planning
 Subject: Approval – Five-Year Recreation Plan Public Survey
 Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve the proposal submitted by ETC Institute in the amount of \$69,620 to conduct a public survey of the Metroparks five-county service area as recommended by Manager of Planning Nina Kelly and staff.

Fiscal Impact: This item has been included in the Planning Department professional services budget request for 2017. The proposed contract would be payable as one lump sum upon receipt of the final survey report and associated data.

Scope of Work: The selected consultant will conduct a formal public satisfaction and preference survey of the five-county Metroparks service area.

Background: The Michigan Department of Natural Resources (MDNR) defines the Recreation Plan as "a document prepared to assist communities in developing recreation and resource conservation goals and objectives and to establish recreation grant eligibility." These plans are must include the following sections:

- Community Description
- Administrative Structure
- Inventory of Parks, Natural Areas, and Recreation Facilities
- Description of the Planning and Public Input Process
- Goals and Objectives
- Action Program

Results from the public survey would be included in the Public Input section of an updated HCMA Recreation Plan for the years 2018-2022; responses received would contribute to the identification of goals and objectives and the subsequent development of the Action Program.

The deadline for HCMA to update its Recreation Plan is Dec. 31, 2017. In order to provide guidance to staff and the Board for the 2018 budget cycle, the Planning Department is proposing to complete the Five-Year Recreation Plan update by June 2017. To meet this goal, the proposed scope of work lists March 31, 2017 as the final survey report deadline.

Public Sector Consultants conducted the last formal public survey in 2012 at a cost of \$65,627 in advance of the 2013-2017 Recreation Plan.

Responding Consultant	City	Proposal Amount
ETC Institute	Olathe, KS	\$69,620
EMC Research	Columbus, OH	\$81,920
Public Sector Consultants	Lansing, MI	\$89,485

Attachment: ETC Institute Proposal

Proposal to Conduct the *Huron-Clinton Metropolitan Authority Metroparks Recreation Plan Public Survey*

...helping organizations make better decisions since 1982

September 23, 2016

**Submitted to the Huron-Clinton Metropolitan
Authority**

by:

ETC Institute

725 W. Frontier Lane,
Olathe, Kansas
66061





Table of Contents

Cover Letter.....	i
Firm Overview	Section 1
Related Project Experience.....	Section 2
Resumes of Key Personnel Assigned to the Project.....	Section 3
Scope of Work and Project Schedule.....	Section 4
Pricing Proposal.....	Section 5
Required Forms	Section 6



ETC INSTITUTE

MARKETING RESEARCH, DEMOGRAPHY, STATISTICAL APPLICATIONS

725 W. FRONTIER CIRCLE, OLATHE, KANSAS 66061
(913) 829-1215 FAX: (913) 829-1591

September 23, 2016

Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, Michigan 48114
(810) 227-2757

Subject: A Proposal to Conduct a Recreation Plan Public Survey for the Huron-Clinton Metropolitan Authority (HCMA)

Dear Members of the Selection Committee:

ETC Institute is pleased to submit a proposal to conduct a Metroparks Recreation Plan Public Survey for the Huron-Clinton Metropolitan Authority (HCMA). In response to your RFP, you will find one electronic copy of a proposal from ETC Institute.

The proposal is intended to be completely responsive to the RFP and has been organized as follows:

- Cover Letter
- Section 1: Firm Overview
- Section 2: Related Project Experience
- Section 3: Resumes of Key Personnel Assigned to the Project
- Section 4: Scope of Work and Project Schedule
- Section 5: Pricing Proposal
- Section 6: Required Forms

Firm Overview

ETC Institute is recognized as a national leader in the design and administration of market research for local governments. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more large U.S. communities than any other firm.

ETC Institute Has the Ability to Compare HCMA's Performance with Other Communities. Our firm maintains national and regional benchmarking data for resident surveys that provide comparative norms for over 80 local governmental services. Unlike some comparative databases that use comparative data from secondary sources, ETC Institute's data is from surveys that were all

administered by ETC Institute. This ensures that the results for HCMA are directly comparable to other large agencies. ETC Institute's database only includes data from surveys that have been administered during the past two years. This ensures that our comparative norms are truly representative of existing attitudes and expectations regarding the delivery of local governmental services.

ETC Institute Has the Most Updated and Innovative Analytical Tools to Help HCMA Understand and Utilize Survey Data. Today, government officials have limited resources which need to be targeted to activities that are of the most benefit to their citizens. The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on facilities/programs and the unmet needs for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

ETC Institute also has the capabilities to generate maps of the survey results. GIS Mapping is used to show how respondents in different areas of a community rate services.

ETC Institute is a Full-Service Market Research Company. ETC Institute has a research center equipped with five dozen call stations, state-of-the-art focus group facilities, and a mail processing center capable of processing more than 30,000 pieces of mail per day. ETC Institute also has the most up-to-date technology and professional staff needed to administer surveys online. ETC Institute has extensive capabilities for the administration of surveys in Spanish; we employ 20 employees that are fluent in Spanish. If the HCMA selects ETC Institute for this project, all of the work will be done in-house by ETC Institute staff. This will ensure that the highest levels of quality are maintained.

A Few Good Reasons to Select Our Team

- ✓ **ETC Institute is familiar with the area.** ETC Institute has conducted surveys with numerous communities throughout the state of Michigan, including parks and recreation needs assessment surveys for Oakland County in 2006, 2008, and 2010. Over the past 10 years ETC Institute has also conducted several surveys for the Southeast Michigan Council of Governments (SEMCOG). Some of the other Michigan communities where ETC Institute has conducted surveys include: Battle Creek, Berkley, Canton Township, Genesee County, Grand Rapids, Freeland, Kalamazoo, Macomb Township, Marquette, Mount Pleasant, Northville, Novi, Oakland Township, Orion Township, the Salvation Army of Detroit, Waterford, Wayne County, Westland, West Bloomfield, and others.
- ✓ **ETC Institute guarantees that we will be very responsive to your needs.** ETC Institute administered a survey to organization that had used our services. Among the 151 clients who responded to the survey, 100% were satisfied with the service they received and 100% indicated they would recommend our firm to other organizations. The reason ETC Institute's customer satisfaction levels are so high is due to our commitment to the needs of our clients.

We encourage you to contact employees at the City of HCMA who have worked with our firm in the past.

- ✓ **ETC Institute's most senior professionals will be managing this project on a daily basis.** By having experienced, senior personnel lead the day-to-day management of each task, ETC Institute will ensure that your organization receives the highest level of service possible and that high standard of quality control are maintained. The City will receive priority for resources from our firm and we will ensure that the project is accomplished according to your schedule. To ensure your success, we have assembled a team of the very best market researchers and experts to assist with the design of surveys, the development of the sampling plans, the administration of the surveys, and the analysis of the data collected. Our team has unparalleled expertise in project management, survey design, sampling methodology and survey administration.

Closing

If ETC Institute is selected for this project, I (Chris Tatham) will serve as the project manager for the survey. We will do everything possible to ensure the survey meets the high expectations you have set for this project. We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call me at (913) 829-1215.

Best regards,



Chris Tatham
Chief Executive Officer, ETC Institute
725 W Frontier Lane, Olathe KS 66061
913-829-1215
ctatham@etcinstitute.com
www.etcinstitute.com

Section 1:
Firm Overview



Firm Overview

ETC Institute is a 94-person market research firm that specializes in the design and administration of market research for governmental organizations. Our major areas of emphasis include citizen satisfaction surveys, parks and recreation surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 3,500 statistically valid surveys and our team of professional researchers has moderated more than 1,000 focus groups and 2,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States. **ETC Institute has conducted research for more major U.S. cities than any other firm.** Some of the large communities where ETC Institute has conducted surveys include:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Charlotte, North Carolina
- Cincinnati, Ohio
- Colorado Springs, Colorado
- Columbus, Ohio
- Dallas, Texas
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Durham, North Carolina
- Dupage County, Illinois
- Fairfax County, Virginia
- Fort Worth, Texas
- Fort Lauderdale, Florida
- Fulton County, Georgia
- Houston, Texas
- Indianapolis, Indiana
- Kansas City, Missouri
- King County, Washington
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Mesa, Arizona
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Portland, Oregon
- Providence, Rhode Island
- Raleigh, North Carolina
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Paul, Minnesota
- St. Louis, Missouri
- Tucson, Arizona
- Tulsa, Oklahoma
- Virginia Beach, Virginia
- Washington, D.C.
- Westchester County, New York
- Wayne County, Michigan

Our Research is Implementation Oriented: ETC Institute’s clients do not usually hire ETC Institute just to gather data. They use our services because they know we are focused on helping them achieve their short and long range objectives. A good measurement of our ability to help our clients implement their goals and objectives involves the values of new projects that have been funded as a result of our work. During the past five years, the results of our market research have led to more than \$3 billion in new funding for state, municipal and county governments as well as numerous nonprofit organizations. Projects that have been funded include a wide range of transportation improvements, community redevelopment projects, improvements to schools and health care institutions, water and electrical utility improvements, tourism attractions, neighborhood improvements, downtown revitalization projects, open space acquisition and park improvements, and the development of numerous specialized leisure facilities such as community centers, aquatic centers, and sports facilities. Our ability to help our clients integrate survey research with community planning decisions helps our clients maximize the value of their investment in our services.

Our Research Helps Community Leaders Balance the Needs of the General Public with Special Interest Groups. Special interest groups often dominate local-decision making processes because they actively participate in community meetings and share their ideas with local officials. While input from special interest groups is important, the needs of the general public can be overlooked if community leaders only have input from well organized groups and community activists. ETC Institute’s surveys are designed to ensure the needs of the entire community are represented.

Accomplishments/Awards

Small Business of the Year. ETC Institute was awarded the Greater Kansas City Chamber of Commerce's "**Top 10 Small Business of the Year Award**". ETC Institute was selected from more than 1,700 nominees for the award. Commitment to quality and superior customer service were two of the reasons the firm was selected.

Best Place to Work. ETC Institute was also selected as one of the “Best Places to Work in Greater Kansas City” by the Kansas City Business Journal. ETC Institute received special recognition for our commitment to having a diverse work environment with regard to race/ethnicity, gender, faith, physical ability, and age.

Kansas City’s Top 100 Fastest Growing Companies. For three consecutive years, ETC Institute was selected as one of the “Top 100 Fastest Growing Companies in the Kansas City Area” by Ingram’s Kansas City Business Journal.

America’s Fastest-Growing Private Companies. ETC Institute recently ranked 3459 among the “Top 5000” fastest growing private companies.

Market Research Services Provided

ETC Institute provides a host of market research services including the following:

Focus Groups and Stakeholder Interviews

ETC Institute has facilitated focus groups and stakeholder interviews for organizations across the United States. Focus groups have been conducted for a wide range of assessments, public policy initiatives, strategic and long range planning efforts, visioning plans, comprehensive planning efforts, parks and recreation master plans, transportation plans, health care strategic plans, bi-state planning efforts, customer satisfaction initiatives, and numerous state, regional, and national associations.

Survey Research

ETC Institute is nationally recognized for our expertise in survey research. We have been helping non-profit and local governmental organizations use surveys as a guiding force for setting measurable community level goals and priorities for more than two decades. During the past two years alone, ETC Institute has designed and administered market research assessments on behalf of clients in more than 40 states

On-Line (Web-based) Market Research

ETC Institute can help organizations gather input via the Internet with our on-line market research division. Internet-based surveys are suitable for a wide range of purposes including: customer satisfaction surveys, employee surveys, business surveys, and other purposes.

Consensus Building Workshops

At the end of a project, ETC Institute can facilitate workshops with senior managers and/or elected officials. The workshop is designed to build consensus around “top priorities” for the City, based on the results of the survey. The workshop helps set the stage for acceptance of the recommendations as well as action that will lead to the implementation of initiatives that will support the recommendations.

Surveys of Underserved/Environmental Justice Groups

ETC Institute understands the importance of gathering data from traditionally underserved populations. During the past two years, ETC Institute has administered more than 75,000 surveys to traditionally underserved populations. Our extensive experience in the recruitment of traditionally underserved populations to participate in surveys ensures that our clients get accurate data for a wide range of difficult to reach populations **including non-English speaking persons**, persons with mental and physical disabilities, inner city and rural poor, and the elderly. ETC Institute has the capability of administering surveys in more than 20 languages, including: English, Spanish, Russian, Mandarin, and Cantonese.

Secondary Data Analysis

ETC Institute has had extensive experience conducting primary and secondary research efforts for a wide range of governmental organizations in major metropolitan areas for over 30 years. ETC Institute has the expertise to perform needs assessment research that adheres to rigorous standards for impartiality and addresses the issues most valuable to decision-makers.

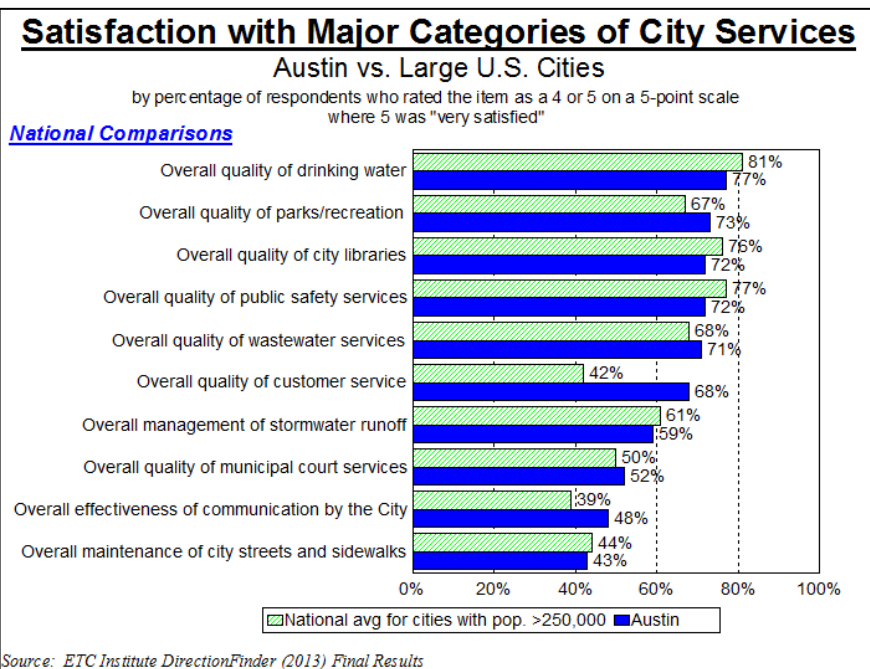
Benchmarking Analysis (Normative Comparisons)

Benchmarking analysis is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 64% of residents are satisfied with the condition of city streets, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains **national** and **regional benchmarking data** for more than 80 types of local governmental services, including the following:

- Public safety (police, fire, ambulance)
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Parks and recreation
- Utilities (water, sewer, etc.)
- Public health services
- Library services

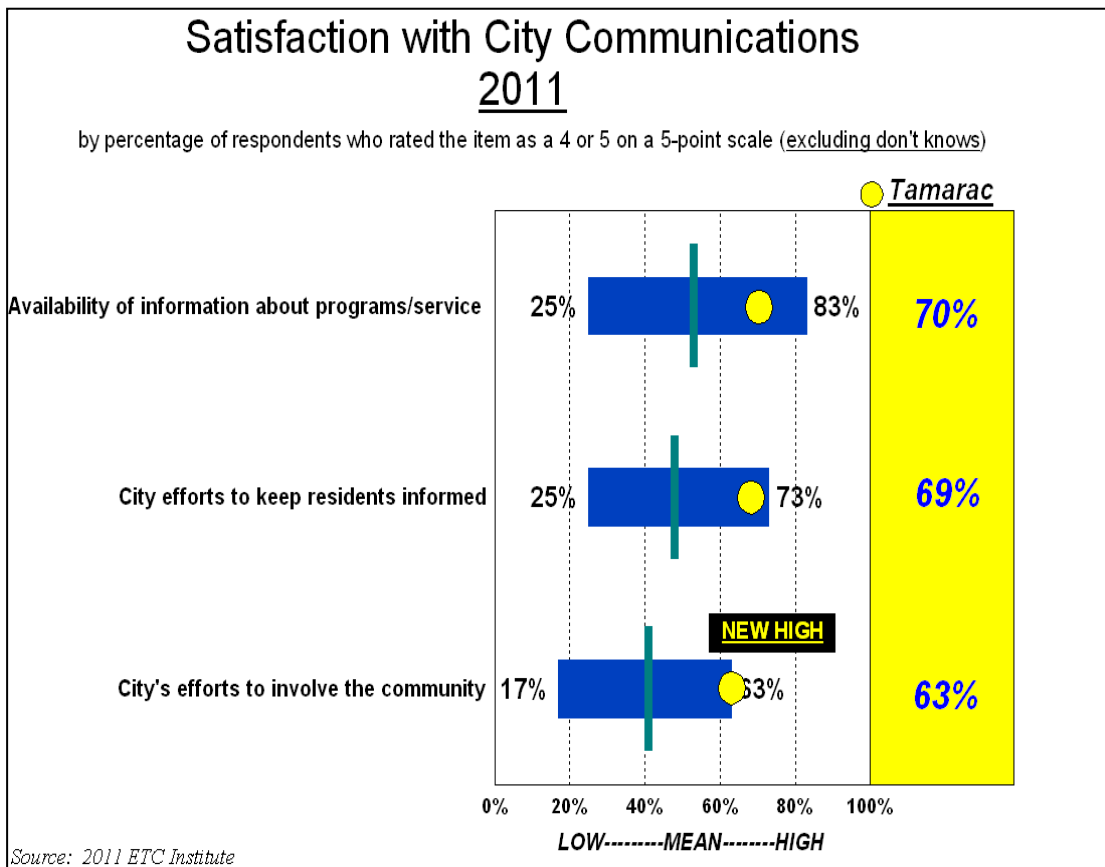
Benchmarking data can help local governments understand how their results compare to similar communities. For example, 48% of the residents in the City of Austin were “very satisfied” or “satisfied” with the overall effectiveness of communication by the City. Without comparative data, city leaders might have wondered whether 48% was an acceptable rating. As the chart below shows, 48% is actually a relatively high rating for this issue among large cities in the U.S. Based on the results of national research conducted by ETC Institute for large U.S. cities with populations of 250,000 or more, the average satisfaction rating with the overall effectiveness of communication provided by large U.S. cities is 39%.

Since November 1999, more than 250 cities and counties in more than 38 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating city and counties conduct the survey on an annual or biennial basis.



ETC Institute's experience with customer satisfaction research for city and county governments provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. A good example of the value of benchmarking was evident in Tamarac's 2011 Citizen Survey. Without benchmarking data, officials in the City of Tamarac might think the County is scoring poorly in ratings of how well the City is involving the community (see chart below). Compared to other communities of a similar size in the United States, ETC Institute's benchmarking data showed that Tamarac was actually performing very well.

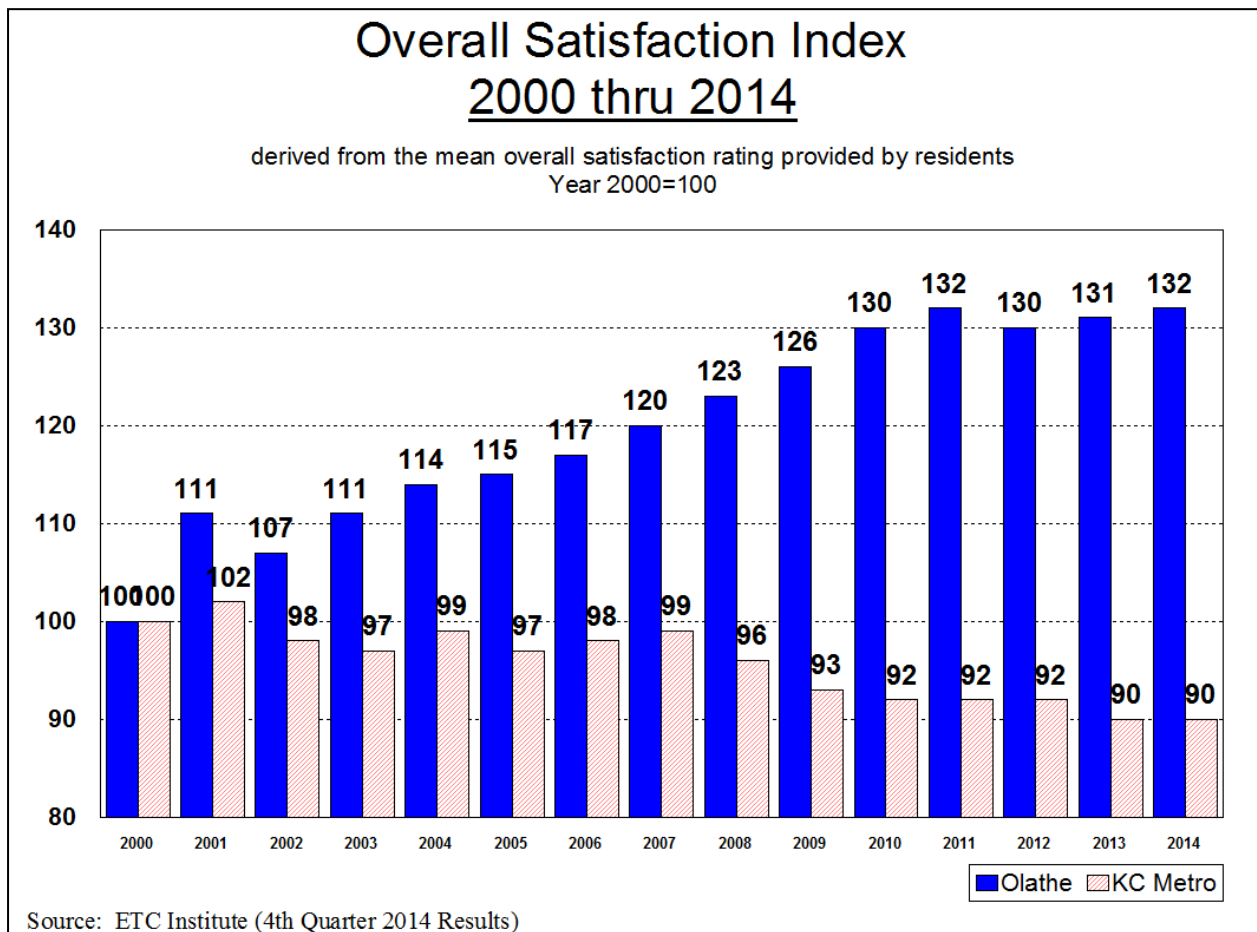
The national average for satisfaction with City efforts to involve the community in medium-sized communities (population of 20,000 to 199,999) was 41%, which meant that Tamarac rated 22% above the national average. The dots on the chart below show the ratings for the City of Tamarac. The percentage to the left of the horizontal bar shows the lowest rating among the cities that are included in ETC Institute's database; the percentage to the right of the horizontal bar shows the highest rating among this group of cities; the vertical bar in the center marks the national average based on the results of a national survey that is administered annually by ETC Institute. As the chart shows, Tamarac set a new high among other medium-sized communities where ETC Institute's DirectionFinder Survey has been administered.



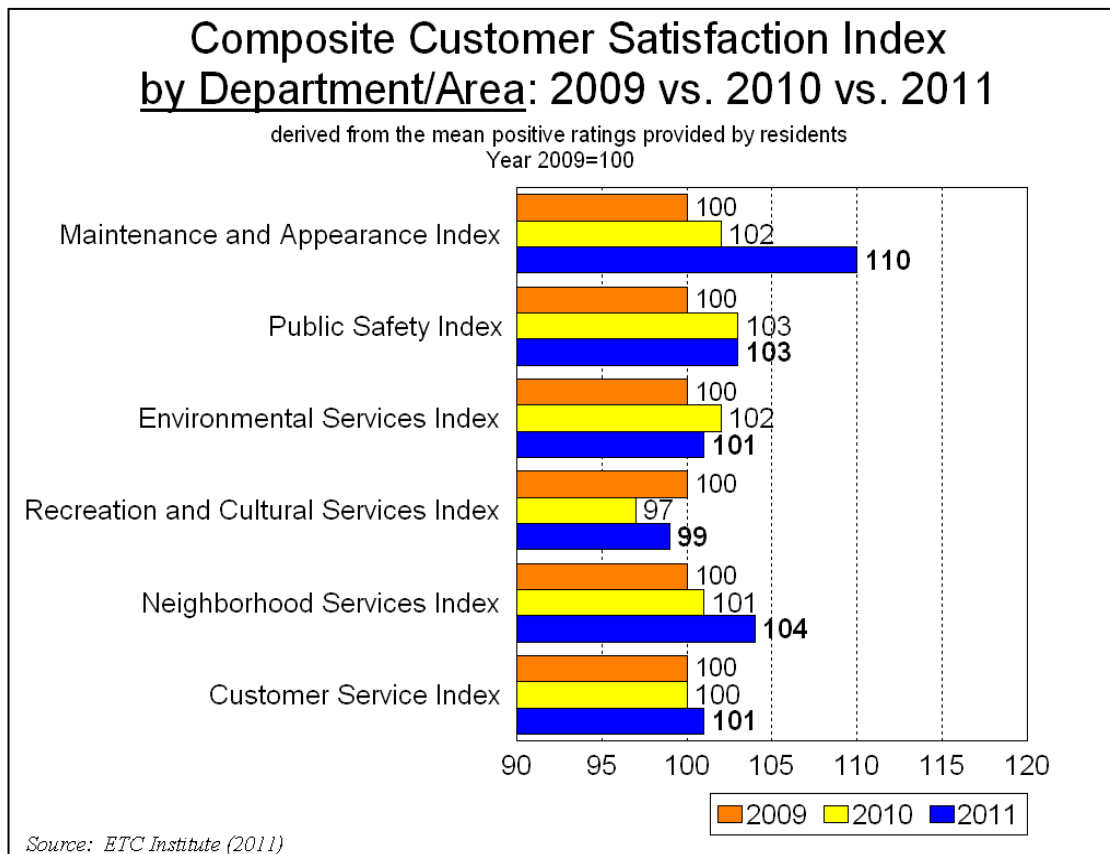
Our research has shown that cultural norms often influence customer satisfaction survey results on city services regardless of how well the service is delivered. Another example of this is that residents almost always rate the maintenance of city streets lower than the quality of fire services even in communities that have good streets and major problems with fire services. Without benchmarking data, it is difficult to isolate the influences that cultural norms have on public perceptions about local governmental services, which can lead to faulty conclusions and recommendations.

Benchmarking Performance Over Time

The chart below shows an example of a composite customer satisfaction index that is used by the City of Olathe to track its overall performance in more than 50 categories of service delivery. The index works like the Consumer Price Index (CPI). The index is a function of the City’s composite performance in 53 areas relative to the Base Year of 2000. Changes in the index from one year to the next shows how overall satisfaction with city services has changed relative to the base year. The data is compared to regional trends which are shown as a composite index for the Kansas City region. This allows the City of Olathe to see how its performance changes compared to other cities in the area. Outside of a small decline in 2002 and 2012, the City has continually seen improvement in satisfaction levels.



Another example of composite satisfaction indices that ETC Institute has developed to help city and county governments track performance over time is shown in the chart on the following page. These indices were developed for the City of Austin, TX to track their performance in 6 major service areas. The chart shows that the City improved in 5 of the 6 service areas accessed on the survey from 2009.



Importance-Satisfaction Analysis

Importance-Satisfaction (I-S) Analysis is a tool that allows public officials to use survey data as a decision-making resource. The Importance-Satisfaction analysis is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Importance-Satisfaction Rating is a tool that is used by ETC Institute to help public officials use survey data to establish organizational priorities. More than 175 governmental agencies currently use ETC Institute's I-S Rating. The Importance-Satisfaction Rating is based on the concept that organizations will maximize overall customer satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

The next table below offers an example of the I-S Rating from the 2014 City of Dallas Community

Survey. The table shows that the City of Dallas could maximize resident satisfaction with parks and recreation services by investing in City parks, walking and biking trails and the appearance/maintenance of parks. Investments in the City's golf courses would have the least impact on overall satisfaction with the City's parks and recreation system.

2014 Importance-Satisfaction Rating City of Dallas Park and Recreation Services

Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-20)						
Walking and biking trails in the City	35%	2	60%	7	0.1400	1
City parks	36%	1	71%	2	0.1044	2
Appearance/maintenance of parks	29%	3	65%	3	0.1015	3
Medium Priority (IS <10)						
Outdoor swimming facilities	15%	8	35%	14	0.0975	4
Recreation programs or classes	17%	4	58%	10	0.0714	5
Range/variety of recreation programs/classes	15%	7	54%	12	0.0690	6
Recreation centers/facilities	16%	5	59%	8	0.0656	7
Outdoor athletic facilities	15%	6	59%	9	0.0615	8
Ease of registering for recreation programs/events	9%	11	55%	11	0.0405	9
Accessibility of parks	12%	9	70%	2	0.0360	10
Accessibility of recreation centers/facilities	10%	10	64%	4	0.0360	11
Indoor swimming facilities	5%	14	36%	13	0.0320	12
Appearance of recreation centers/facilities	8%	12	62%	6	0.0304	13
City golf courses	7%	13	62%	5	0.0266	14

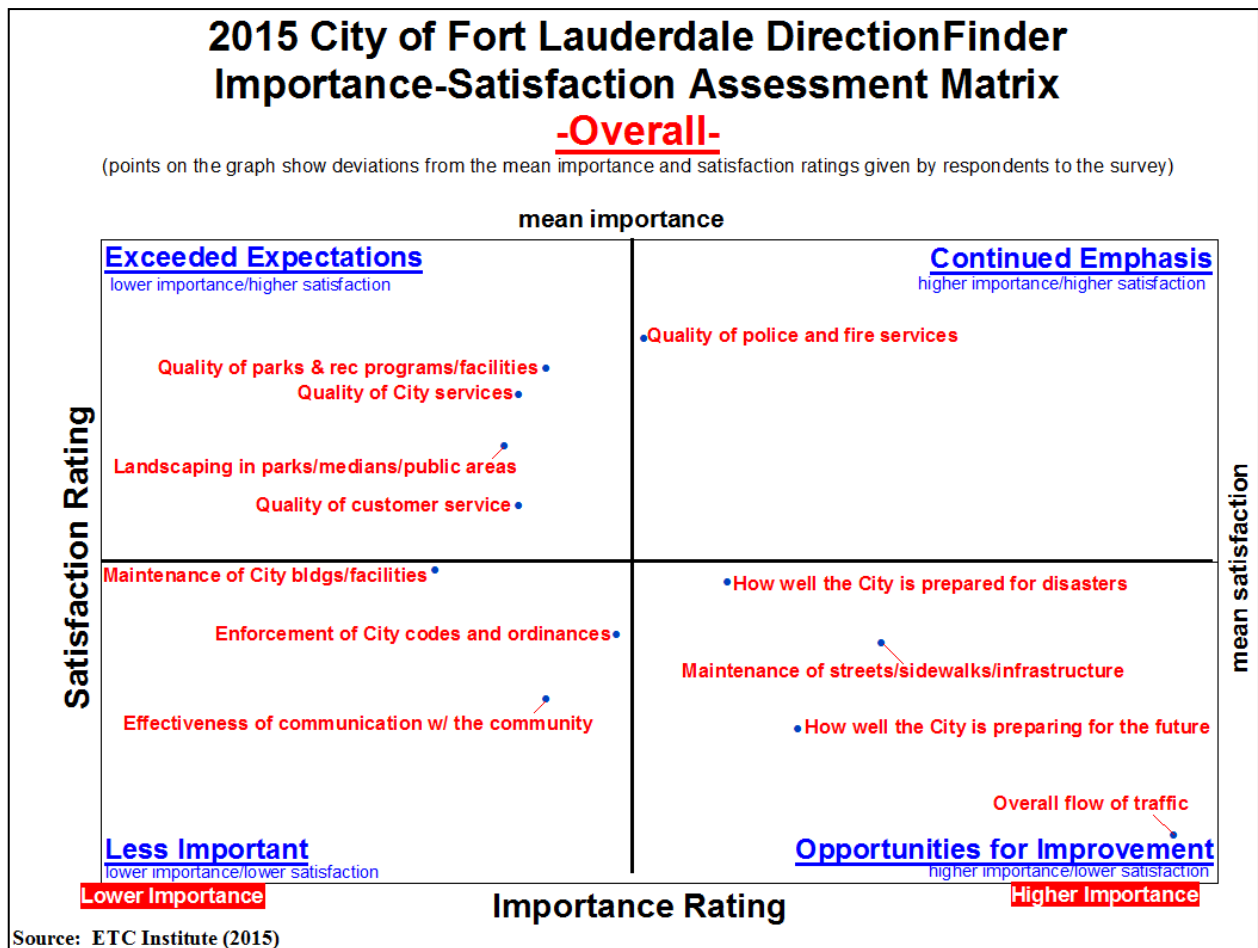
ETC Institute began using Importance-Satisfaction analysis in the 1980's to allow governmental organizations the ability to assess the quality of service delivery. During the past 30 years, ETC Institute has continually refined the analysis to maximize its usefulness as a decision-making tool. The methodology for calculating the Importance-Satisfaction Matrix and the Importance-Satisfaction Rating will be provided if ETC Institute is selected for this study. ETC Institute will develop

Importance-Satisfaction matrices to display the perceived importance of core services against the perceived quality of service delivery. The two axes on the matrices will represent Satisfaction and Importance. The I-S (Importance-Satisfaction) matrix allows public officials to analyze the survey data as described and shown below and on the following page.

- **Continued Emphasis (above average importance and above average satisfaction).** This area shows where the City is meeting customer expectations. Items in this area have a significant impact on the customer's overall level of satisfaction. The City should maintain (or slightly increase) emphasis on items in this area.
- **Exceeding Expectations (below average importance and above average satisfaction).** This area shows where the City is performing significantly better than customers expect the

organization to perform. Items in this area do not significantly impact the customer’s overall level of satisfaction. The City should maintain (or slightly decrease) emphasis on items in this area.

- **Opportunities for Improvement (above average importance and below average satisfaction).** This area shows where the City is not performing as well as residents expect the City to perform. This area has a significant impact on customer satisfaction. The agency should DEFINITELY increase emphasis on items in this area.
- **Less Important (below average importance and below average satisfaction).** This area shows where the City is not performing well relative to the agency’s performance in other areas; however, this area is generally considered to be less important to residents. This area does not significantly impact the customer’s overall level of satisfaction because the items rated are less important to residents. The City should maintain current levels of emphasis on items in this area.



Internal Capacity and Resources

Unlike many firms who outsource data collection activities, ETC Institute has in-house capabilities for performing all data collection tasks. This provides our clients with two advantages. First, we are able to directly control the scheduling of all research activities to ensure that all surveys are completed on time.

Second, our senior research professionals are able to directly monitor the administration of the survey, which allows our team to understand anomalies in the data collection process which could later compromise the analysis and interpretation of the data.

ETC Institute's in-house resources will allow the project team to monitor all phases of the survey administration process, which will ensure that the highest standards of quality are maintained. In-house services include:

Mail Center. Our Pitney Bowes mail processing and postage metering system is capable of processing up to 30,000 pieces of mail per day, including surveys, postcard reminders, thank you letters, and other information sent to survey participants. We maintain a return-reply permit with the U.S. Post Office, which allows us to provide survey respondents with postage-paid return envelopes.

Call Center. Research efforts to date range in size from several hundred surveys to more than 15,000 surveys. Since 1998, ETC Institute has surveyed more than 1.5 million residents on behalf of 700 cities and counties in 49 states. ETC Institute's market research accuracy and attention to client needs is unparalleled. The new call center is equipped with 40 interviewing stations that can easily be expanded to accommodate 100 interviewers. Daily survey administration capabilities include:

- 1,960 completed 5-minute surveys per day
- 1,430 completed 10-minute surveys per day
- 1,020 completed 15-minute surveys per day
- 780 completed 20-minute surveys per day

Foreign Languages. In-house foreign language translation and telephone recruitment services for more than 20 languages, including Spanish, Mandarin, Cantonese, and Russian.

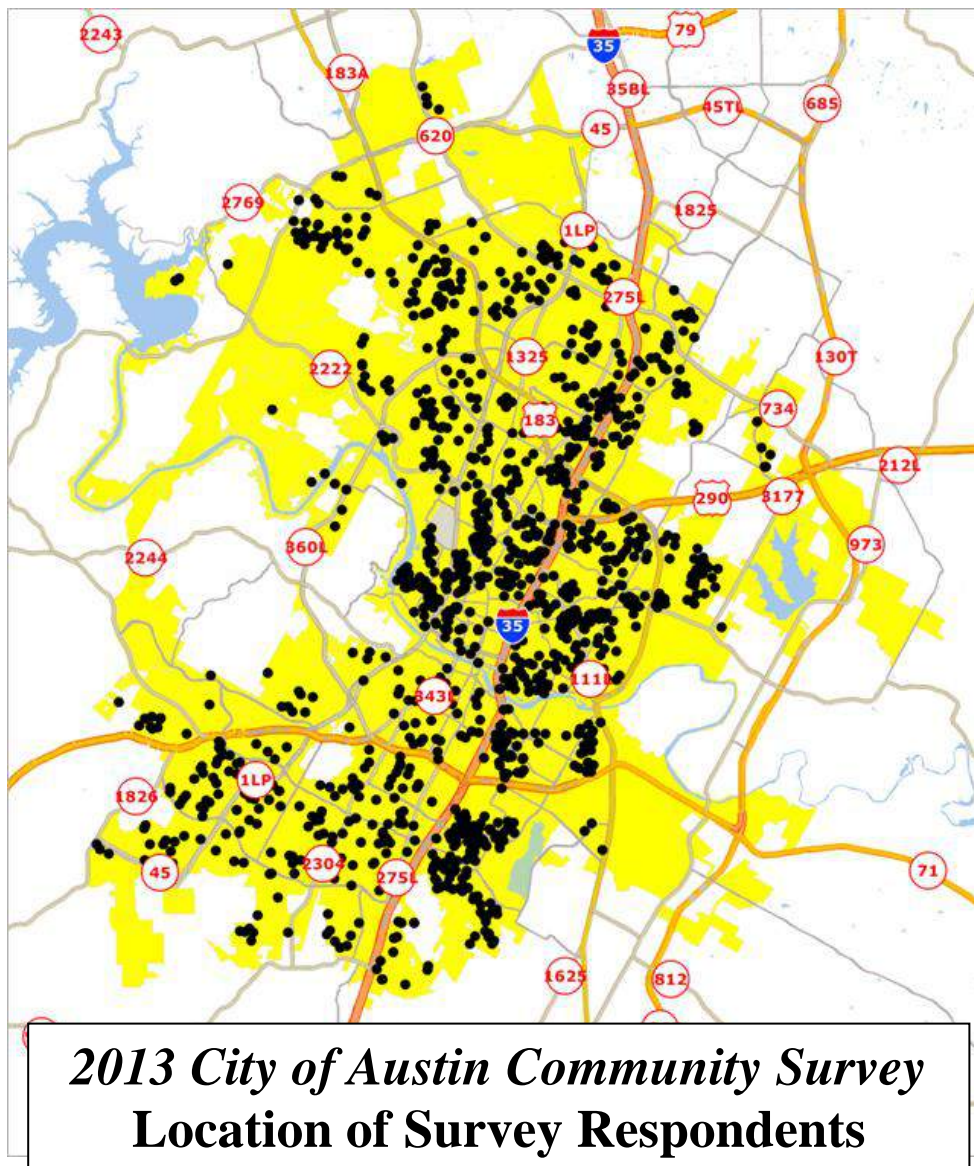
Quality Control. ETC Institute's quality control procedures for the administration of market research were recently reviewed and accepted by the U.S. Office of Management and Budget for our work with the National Park Service.

Geocoding Experience and Capabilities

ETC Institute staff has successfully geocoded survey results for dozens of market research projects in the past three years.

Our GIS team will bring highly developed and current skills in automated information collection, data cleanup and manipulation, state-of-the-art geocoding, and database development to this assignment. Our planners and technicians routinely support transportation planning, customer satisfaction analysis, parks and recreation planning and other planning and modeling efforts around the country.

The map below shows the physical distribution of respondents from a survey conducted for Austin, Texas in 2013. The dots show the location of respondents based upon geocoded latitude and longitude coordinates of their home address.



Over the

past ten

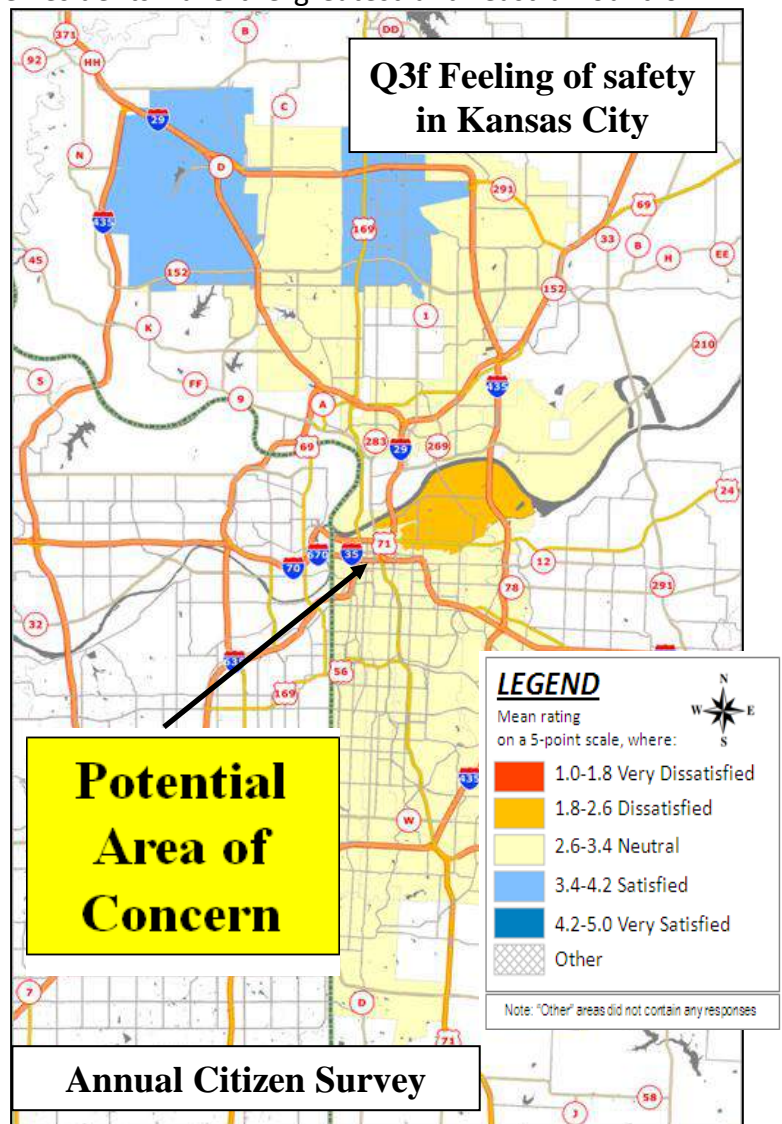
years, our GIS team has geocoded a wide range of address information including:

- Areas of satisfaction and dissatisfaction with the delivery of city and county services
- Origins and destinations for household travel and roadside intercept surveys
- Visitor destinations for tourism-related projects
- Locations of residents who are satisfied or dissatisfied with the quality of city services
- Locations of residents who have needs for various types of parks and recreation programs and facilities
- Locations of persons who are likely to support various election issues
- Locations of persons who have experienced flooding in their homes
- Locations of businesses and non-profit organizations who would support stormwater fees and many other types of data
- Locations of support and opposition to voter initiatives

GIS maps not only provide our clients with a visual representation of the areas of the City that are surveyed, but they also show areas where residents have the greatest and least amount of satisfaction with various services. The map below shows levels of satisfaction with the feeling of safety in Kansas City, Missouri. Areas in blue identify areas with high levels of satisfaction. Areas in orange identify areas with lower levels of satisfaction. The map shows that residents living in the central area of Kansas City feel less safe than residents in other areas of the City.

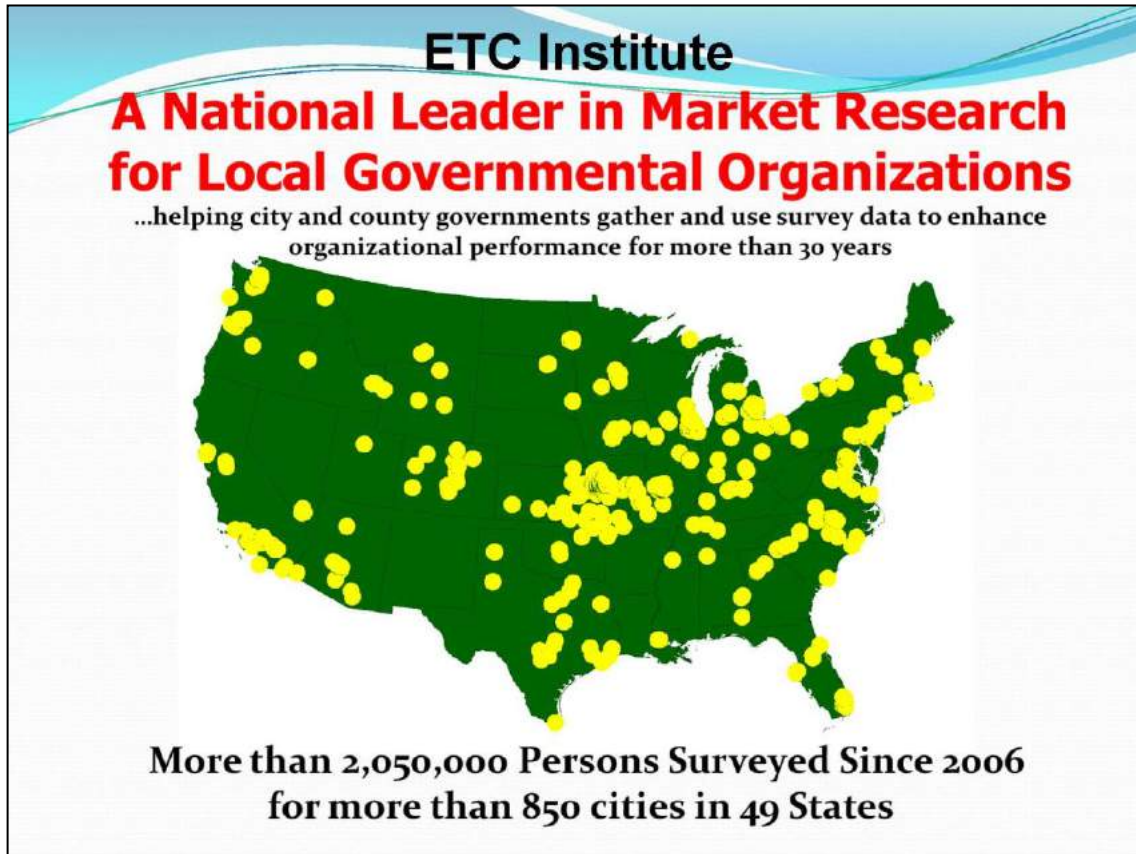
Our GIS technicians have developed an exceptional working relationship that benefits our clients. This technology has helped to improve data reliability and gives our team the ability to deliver a top quality product on time and on budget.

At ETC Institute, we accurately geocode (provide longitude and latitude) lists of addresses, intersections, place names, tourist attractions, transit stops, and almost any other location records anywhere in the U.S. with very high match rates. Our record “hit” rates are well above the industry average thanks to our well-thought-out, systematic, and rigorous record quality assurance process (REQAP), which begins at the survey design stage and continues until the last record has been geocoded and verified.



National Experience

ETC Institute is the nation's leading firm in the field of customer-oriented market research for local governmental organizations. In addition to the locations that have been described on the previous pages, ETC Institute has conducted surveys in more than 850 communities across the United States. The map below shows some of the locations where ETC Institute has conducted surveys since 2006. Since it would take hundreds of pages to provide descriptions of all of our community survey experience, we have simply listed many of the locations where we have conducted surveys below and on the following pages.



Communities Where ETC Institute Has Conducted Surveys

- Alexandria, Virginia
- Ames, Iowa
- Anniston, Alabama
- Arapaho County, Colorado
- Arlington County, Virginia
- Aspen, Colorado
- Atchison, Kansas
- Athens-Clark County, Georgia
- Atlanta, Georgia
- Auburn, Alabama
- Auburn, California
- Augusta, Georgia
- Aurora, Colorado
- Austin, Texas
- Ballwin, Missouri
- Bartlesville, Oklahoma
- Baton Rouge, Louisiana
- Battle Creek, Michigan
- Beaumont, Texas
- Bellevue, Washington
- Bend, Oregon
- Bensenville, Illinois
- Berkley, Michigan
- Billings, Montana

- Bloomington, Indiana
- Blue Springs, Missouri
- Boerne, Texas
- Bonner Springs, Kansas
- Booneville, Missouri
- Branson, Missouri
- Brentwood, Missouri
- Bridgeport, Connecticut
- Broward County, Florida
- Brownsville, Texas
- Brunswick, Maine
- Buffalo, New York
- Burien, Washington
- Butler, Missouri
- Burbank, California
- Cabarrus County, North Carolina
- Calgary, Canada
- Canon City, Colorado
- Canton Township, Michigan
- Carmel, Indiana
- Carol Stream, Illinois
- Casa Grande, Arizona
- Casper, Wyoming
- Castle Rock, Colorado
- Cedar Rapids, Iowa
- Champaign, Illinois
- Chandler, Arizona
- Chanute, Kansas
- Charlotte, North Carolina
- Chapel Hill, North Carolina
- Charleston, South Carolina
- Charlottesville, Virginia
- Cherry Hills Village, Colorado
- Chesterfield, Missouri
- Chickasha, Oklahoma
- Claremont, New Hampshire
- Clay County, Missouri
- Clayton, Missouri
- Clear Creek County, Colorado
- Clearwater, Florida
- Clive, Iowa
- Coconut Creek, Florida
- Coeur d' Alene, Idaho
- Coffeyville, Kansas
- Colorado Springs, Colorado
- Columbia, Missouri
- Columbus, Ohio
- Columbus, Georgia
- Coral Springs, Florida
- Crested Butte, Colorado
- Creve Coeur, Missouri
- Culpeper County, Virginia
- Daniel Boone Regional Library
- Davenport, Iowa
- Deerfield, Illinois
- Dekalb, Georgia
- Denver, Colorado
- Dent County, Missouri
- Derby, Kansas
- Des Peres, Missouri
- Des Moines, Iowa
- Des Plaines, Illinois
- Detroit, Michigan
- Dilworth, Minnesota
- Downers Grove, Illinois
- DuPage County, Illinois
- Durango, Colorado
- Durham, North Carolina
- Durham County, North Carolina
- East Baton Rouge, Louisiana
- East Providence, Rhode Island
- Eastern Rio Blanco, Colorado
- Eau Claire, Wisconsin
- Edina, Minnesota
- Edmonds, Washington
- Elk Grove Village, Illinois
- Emporia, Kansas
- Erie, Colorado
- Everett, Washington
- Eureka, Missouri
- Excelsior Springs, Missouri
- Fairfax County, Virginia
- Fargo, North Dakota
- Farmington, Minnesota
- Fauquier County, Virginia
- Fayetteville, North Carolina
- Ferguson, Missouri
- Fergus Falls, Minnesota
- Flagstaff, Arizona
- Florence, Alabama
- Fort Benning, Georgia
- Fort Bragg, North Carolina
- Fort Buchanan, Puerto Rico
- Fort Campbell, Kentucky
- Fort Lauderdale, Florida
- Fort Leavenworth, Kansas
- Fort Morgan, Colorado
- Fort Rucker, Alabama
- Fort Stewart, Georgia
- Fort Wayne, Indiana
- Fort Worth, Texas
- Fredericksburg, Virginia
- Freeland, Michigan
- Freeport, Illinois
- Ft. Wayne, Indiana
- Fulton County, Georgia

- Galveston, Texas
- Garden City, Kansas
- Gardner, Kansas
- Genesee County, Michigan
- Gladstone, Missouri
- Glencoe, Illinois
- Glendale, Arizona
- Glendale, California
- Glenview, Illinois
- Godfrey, Illinois
- Grand Rapids, Michigan
- Grandview, Missouri
- Greenville, North Carolina
- Greenville County, South Carolina
- Guilford County, North Carolina
- Hallandale Beach, Florida
- Harrisonville, Missouri
- Hazelwood, Missouri
- Henderson, Nevada
- Hernando, Mississippi
- High Point, North Carolina
- Hood County, Texas
- Hopewell, Virginia
- Houston, Texas
- Huron, Ohio
- Hyattsville, Maryland
- Idaho Falls, Indiana
- Indianapolis, Indiana
- Indio, California
- Imperial County, California
- Independence, Missouri
- Issaquah, Washington
- Jackson, Wyoming
- Jackson County, Missouri
- Jacksonville, North Carolina
- Jefferson City, Missouri
- Johnson County, Kansas
- Johnston, Iowa
- Joplin, Missouri
- Jordan, Minnesota
- Kalamazoo, Michigan
- Kansas City, Kansas
- Kansas City, Missouri
- Kennesaw, Georgia
- Kent, Washington
- Key Biscayne, Florida
- King County, Washington
- Kingman, Kansas
- Kirkwood, Missouri
- Knoxville, Iowa
- Lake Havasu, Arizona
- Lake Oswego, Oregon
- Lake St. Louis, Missouri
- Lansing, Kansas
- Las Vegas, Nevada
- Lawrence, Kansas
- Lawrenceburg, Indiana
- Leavenworth, Kansas
- Leawood, Kansas
- Lee's Summit, Missouri
- Lemont, Illinois
- Lenexa, Kansas
- Liberty, Missouri
- Lincoln County, North Carolina
- Lindenhurst, Illinois
- Lisle Park District, Illinois
- Long Beach, California
- Longview, Texas
- Los Angeles County, California
- Louisville, Kentucky
- Loveland, Ohio
- Lubbock, Texas
- Lucas County, Ohio
- Lyndhurst, Ohio
- Macomb Township, Michigan
- Manassas, Virginia
- Manhattan, Kansas
- Manheim Township, Pennsylvania
- Marquette, Michigan
- Marshall, Missouri
- Marshalltown, Iowa
- Martha's Vineyard, Massachusetts
- Martinsville, Virginia
- Marysville, Missouri
- McAllen, Texas
- Mecklenburg County, North Carolina
- Meeker, Colorado
- Meridian, Idaho
- Merriam, Kansas
- Mesa, Arizona
- Mesa County, Colorado
- Miami, Florida
- Miami Beach, Florida
- Miami County, Kansas
- Miami Dade County, Florida
- Midwest City, Oklahoma
- Mission, Kansas
- Modesto, California
- Montgomery County, Maryland
- Montrose, Colorado
- Moon Township, Pennsylvania
- Mooresville, NC
- Moorhead, Minnesota
- Morgantown, West Virginia
- Morris County, New Jersey
- Morris Township, New Jersey

- Mount Dora, Florida
- Mount Pleasant, Michigan
- Mundelein Park District, Mundelein, Illinois
- Munster, Indiana
- Murray, Kentucky
- Naperville, Illinois
- Nashville, Tennessee
- Natick, Massachusetts
- New Braunfels, Texas
- New Haven, Connecticut
- New Ulm, Minnesota
- Newport, Rhode Island
- Newton, Kansas
- Norfolk, Virginia
- Norman, Oklahoma
- North Long Beach, California
- Northville, Michigan
- Novi, Michigan
- Oak Grove, Missouri
- Oak Park Village, Illinois
- Oakland County, Michigan
- Oakland Township Michigan
- O'Fallon, Missouri
- Oklahoma City, Oklahoma
- Okonee County, South Carolina
- Oldham, Kentucky
- Olathe, Kansas
- Olivette, Missouri
- Ontario, Oregon
- Orange County, California
- Orion Township, Michigan
- Ormond Beach, Florida
- Ottawa, Kansas
- Overland Park, Kansas
- Owensboro, Kentucky
- Pasadena, California
- Palm Desert, California
- Palm Springs, California
- Paola, Kansas
- Perryville, Missouri
- Peoria, Arizona
- Phelps County, Missouri
- Pinellas County, Florida
- Pine Bluff, Arkansas
- Pinecrest, Florida
- Pinehurst, North Carolina
- Pitkin County, Colorado
- Pittsburg, Kansas
- Platte City, Missouri
- Platte County, Missouri
- Pleasant Hill, Missouri
- Plano, Texas
- Polk County, Iowa
- Port Arthur, Texas
- Portland, Oregon
- Prairie Village, Kansas
- Pratt, Kansas
- Princeton, New Jersey
- Providence, Rhode Island
- Provo, Utah
- Pueblo, Colorado
- Queen Creek, Arizona
- Radnor, Pennsylvania
- Raleigh, North Carolina
- Ramsey, Minnesota
- Raymore, Missouri
- Raytown, Missouri
- Richmond, California
- Richmond, Virginia
- Richmond Heights, Ohio
- Riverside, Missouri
- Riverside County, California
- Riverton, Wyoming
- Rock Hill, Missouri
- Rock Island, Illinois
- Rocky Mount, North Carolina
- Rockville, Maryland
- Roeland Park, Kansas
- Rogers, Arkansas
- Rolla, Missouri
- Roseville, Minnesota
- Round Rock, Texas
- Rutland, Vermont
- Saharita, Arizona
- Salem, Oregon
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- Schaumburg, Illinois
- Scott County, Kentucky
- Shawnee, Kansas
- Shawnee, Oklahoma
- Sheridan, Wyoming
- Sherman, Texas
- Sherwood, Oregon
- Shoreline, Washington
- Si View Metro Park District, Washington
- Sioux Falls, South Dakota
- South Burlington, Vermont
- South Euclid, Ohio
- Spartanburg, South Carolina
- Spring Hill, Kansas
- Springdale, Arkansas
- Springfield, Missouri
- St Charles, Missouri

- St. Francis County, Missouri
- St Joseph, Missouri
- St Louis, Missouri
- St. Louis County, Missouri
- St Peters, Missouri
- St. Paul, Minnesota
- Sugar Land, Texas
- Sunrise, Florida
- Superior, Colorado
- Surprise, Arizona
- Syracuse, New York
- Tamarac, Florida
- Tempe, Arizona
- The Colony, Texas
- The University of Columbia Missouri
- The Woodlands, Texas
- Topeka, Kansas
- Town of Normal, Illinois
- Upper Providence, Pennsylvania
- Tucson, Arizona
- Tulsa, Oklahoma
- Turlock, California
- Tuskegee, Alabama
- University Place, Washington
- Upper Dublin, Pennsylvania
- Urbana, Illinois
- Vancouver, Washington
- Ventura County, California
- Victor, New York
- Vinita, Oklahoma
- Virginia Beach, Virginia
- Waco, Texas
- Warrensburg, Missouri
- Washington, D.C.
- Waterford, Michigan
- Waukee, Iowa
- Waukesha, Wisconsin
- Wayne County, Michigan
- Weatherby Lake, Missouri
- Wentzville, Missouri
- West Des Moines, Iowa
- West Fargo, North Dakota
- Westchester, Ohio
- Westchester County, New York
- Westlake, Texas
- Westland, Michigan
- Wheeling, Illinois
- Wichita, Kansas
- Wilmington, North Carolina
- Windsor, Colorado
- Winfield, Kansas
- Winnetka, Illinois
- Woodinville, Washington
- Wyandotte County, Kansas
- Yuma County, Arizona

Section 2:
Related Project Experience

RELATED PROJECT EXPERIENCE

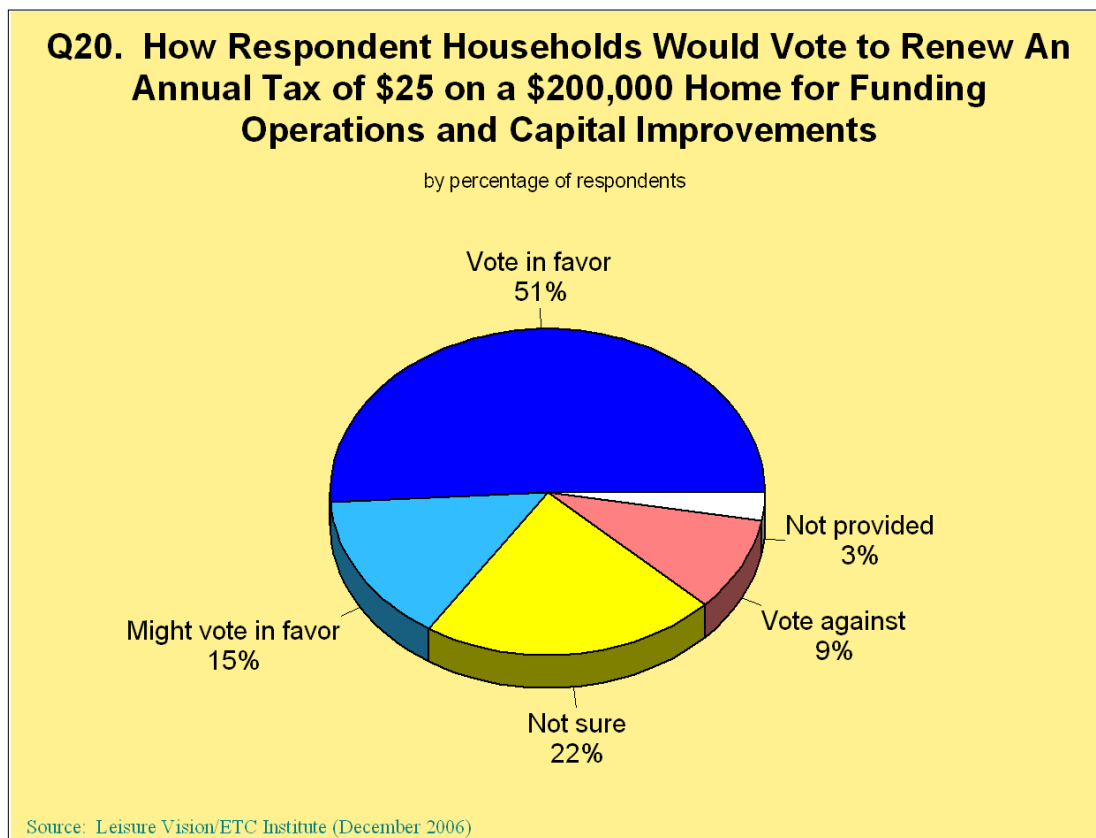
OAKLAND COUNTY, MICHIGAN

Parks and Recreation Needs Assessment Survey (2006, 2008, 2010)

ETC Institute has conducted three (3) parks and recreation surveys for the Oakland County Parks and Recreation Commission, a County of 1.2 million people. The initial survey in 2006 was conducted to help establish priorities for the future of parks greenways, trails, wildlife habitats, recreation facilities, programs and services within the County. The survey was conducted as a component of a strategic plan for the Parks and Recreation Commission. The survey was designed to obtain statistically valid results from households throughout Oakland County. The survey was administered by a combination of mail and phone.

ETC Institute conducted follow-up surveys in 2008 and 2010. The 2008 and 2010 surveys were conducted to position the County for a successful voter campaign.

In 2011, Oakland County passed a successful voter election for a 10-year property tax issue with over 70% of voters saying “yes”.



MIAMI-DADE COUNTY, FLORIDA

Parks and Recreation Needs Assessment Survey (2014, 2015)

ETC Institute worked with Miami-Dade County, Florida on a County-wide parks and recreation needs assessment survey conducted as a component of a long range plan. Miami-Dade County has a population of 2.5 million residents.

Purposes of the survey included: identifying leisure activity usage, usage of parks and recreation facilities, unmet needs and priorities and potential revenue generating facilities for the agency to consider partnering with private providers in developing. The key overriding purpose of the survey was to build consensus and actionable directions by identifying critical issues of importance to the county as a whole, and sub-areas of the county, including Regional areas, Council Districts, Communities and neighborhood.

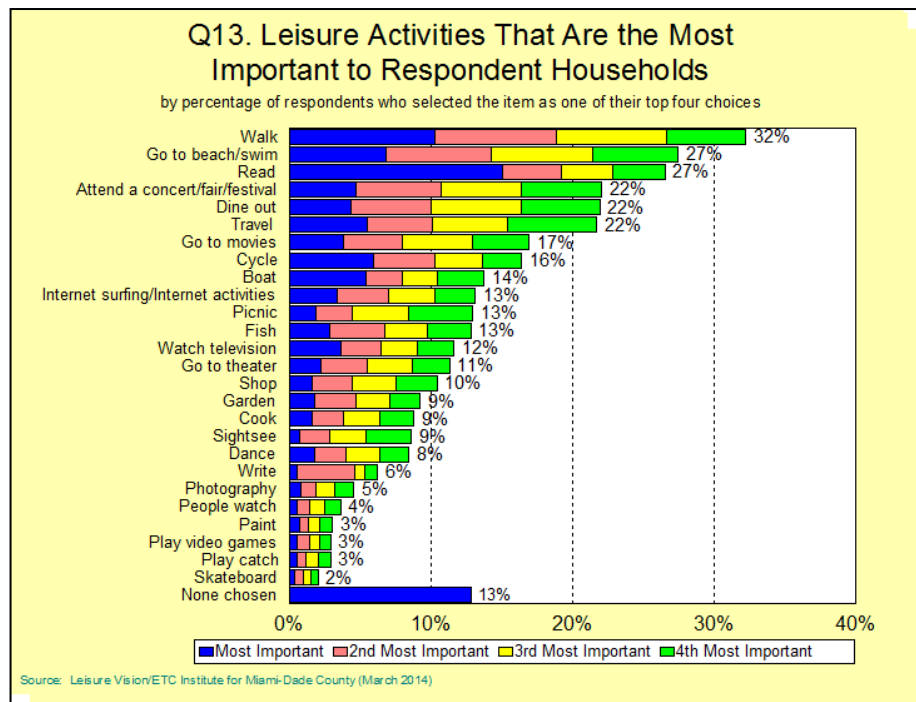
The survey was amongst the largest local parks and recreation surveys ever conducted in the United States. The survey was administered by mail, phone and online. A total of 7,888 surveys were completed. The overall level of confidence was 95% with a margin of error of +/-1.1%.

As part of the needs assessment process, ETC Institute geocoded each survey so that the specific location of each returned survey could be mapped, allowing ETC to create important/unmet needs matrices for analysis purposes, as well as key demographic cross-tabular analysis. The surveys were geocoded at the neighborhood level, which provided the County with useable data from 75 different areas. Development of strategies also focused on

serving specific demographic groups as well as geographic locations throughout the County.

The survey was conducted in English, Spanish and Creole.

ETC Institute also conducted a follow-up survey to gather further insight on the needs assessment findings.

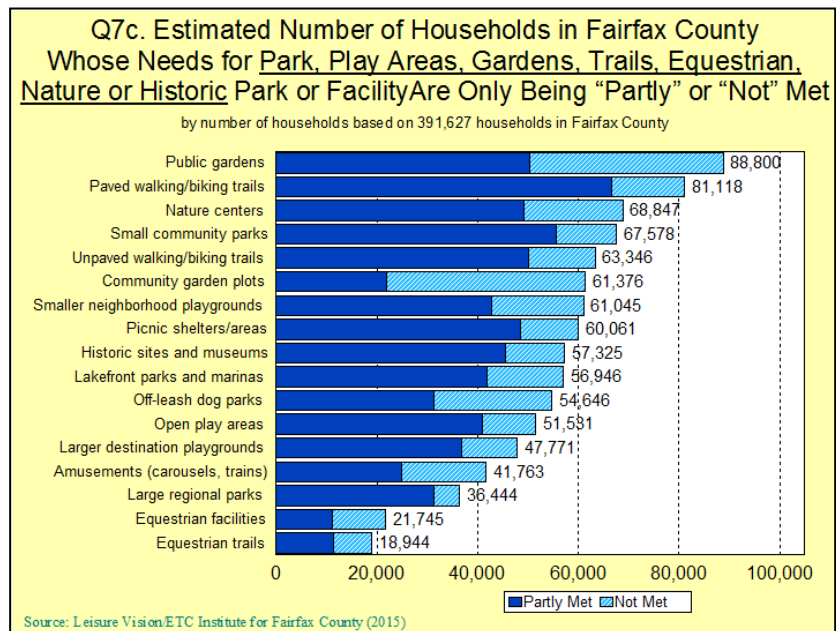


FAIRFAX COUNTY, VIRGINIA
Countywide Needs Assessment Survey (2002, 2015)

ETC Institute first conducted a Countywide Needs Assessment Survey in 2002 for the Fairfax County Park Authority to help determine citizen usage, satisfaction, needs, and priorities for the parks and recreation system. Questions on the survey were based on feedback received from a series of stakeholder interviews, focus groups, and public forums held in Fairfax County. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The goal was to obtain at least 1600 completed surveys. This goal was exceeded, with 1694 surveys being completed. The results of the random sample of 1694 households throughout the County have a 95% level of confidence with a precision of at least +/-2.4%. The results of the survey showed high community usage and support for the system, including a strong likelihood for a successful voter election, if a bond package was developed that was based on the types of land acquisition, renovations, and new parks and recreation facility projects most important to resident households. *In 2004, the voters of the Fairfax County Park Authority passed a \$65 million bond referendum.*

In 2015 ETC Institute conducted another Needs Assessment Survey for the Fairfax County Park Authority. The purpose of the survey was to help determine parks and recreation priorities for the community. Questions on the survey included a full range of current usage and travel questions, the need and unmet needs for a wide range of passive and active parks and facilities, individual participation in a comprehensive range of recreation, cultural, and sports activities, the priority importance of programs and facilities, support for funding improvements to the system etc.



The goal was to complete a total of 4,000 surveys, including a representative sample within each of the Park Authority's fourteen (14) Planning Districts. A total of 4,665 households completed the survey. The results for the sample of 4,665 households have a 95% level of confidence with a precision rate of at least +/- 1.4%.

MARYLAND-NATIONAL CAPITAL PARK AND PLANNING COMMISSION/PRINCE GEORGE COUNTY

Parks and Recreation Needs Assessment Survey for Master Plan (2012, 2016)

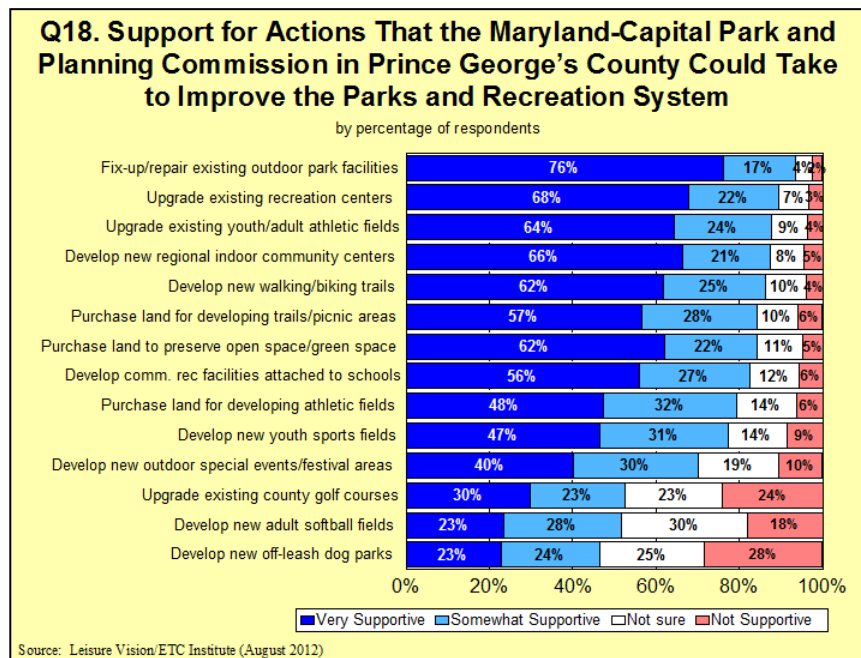
ETC Institute first conducted a needs assessments survey for the Maryland-National Capital Park and Planning Commission (MNCPPC) in 2012. The purpose of the survey was to help establish priorities for the future development of parks and recreation facilities, programs and services within Prince George’s County. ETC Institute is currently in the processing of administering another needs assessment survey for MNCPPC.

In 2012 the goal was to obtain a total of at least 1,200 completed surveys. This goal was far exceeded with nearly 1,500 surveys having been completed. The survey was administered via mail and phone.

The Planning Commission was interested to see the results of how respondents would allocate an additional \$100 among certain categories of funding. The Maryland-National Capital Parks and Planning Commission discovered residents would allocate funding primarily towards the improvement or maintenance of existing parks (\$37). Other ways households would allocate funding included: development of new indoor facilities (\$26), the acquisition and development of walking and biking trails (\$15), acquisition of new park land and open space (\$12), construction of new sports fields (\$8), and “other” (\$2).

Among other findings the survey found that sixty-three percent (63%) of households indicated they would use a new indoor walking and jogging track if it were to be developed in Prince George’s County. Additionally, other

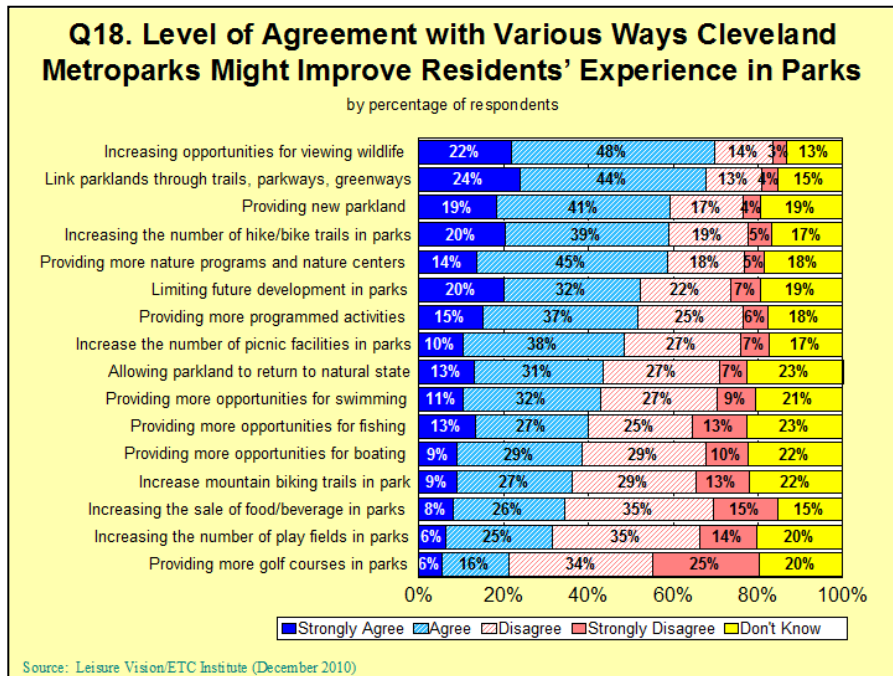
programming spaces that households would use include: aerobics/fitness/dance class space (57%), weight room/cardiovascular equipment area (51%), exercise facility for adults 50 years and older (47%), space for meetings, parties, banquets (43%), and leisure pool (water slides, sprays, etc.) (42%).



CLEVELAND METROPARKS, OHIO
Parks and Recreation Needs Assessment Survey (2011)

ETC Institute conducted a Community Survey for Cleveland Metroparks during November and December of 2010. The purpose of the survey was to gather input to help establish priorities for the improvement of park facilities, programs and services for Cleveland Metroparks. The survey was designed to obtain statistically valid results from households throughout Cuyahoga County and Hinckley Township. The survey was administered by a combination of mail and phone.

ETC Institute mailed a seven-page survey to a random sample of 6,000 households in Cuyahoga County and Hinckley Township. Approximately three days after the surveys were mailed, each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, ETC Institute began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

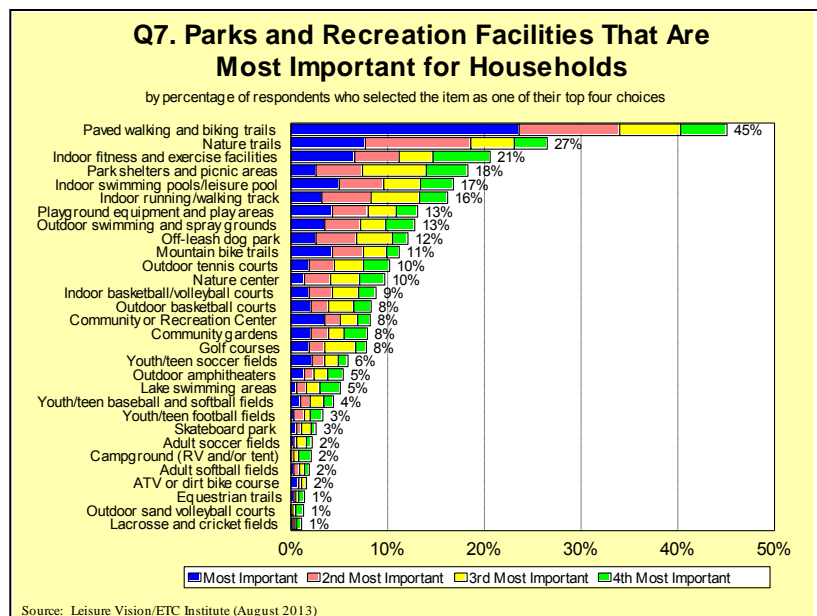


The goal was to obtain a total of at least 1,200 completed surveys, with at least 100 coming from Hinckley Township households, and the rest from Cuyahoga County. These goals were accomplished, with a total of 1,246 surveys having been completed, including 211 from Hinckley Township households, and 1,035 from Cuyahoga County households. The results of the random sample of 1,246 households have a 95% level of confidence with a precision of at least +/-2.8%.

**MECKLENBURG COUNTY, NORTH CAROLINA
Parks and Recreation Needs Assessment Survey (2008, 2013, 2016)**

ETC Institute conducted a Parks and Recreation Needs Assessment Survey on behalf of Mecklenburg County in the summer of 2013. The purpose of the survey was to gather citizen feedback to assist Mecklenburg County in updating the parks and recreation community master plan. The survey was designed to obtain statistically valid results from households throughout Mecklenburg County. The survey was administered by a combination of mail, phone, and online.

A seven-page survey was mailed to a random sample of 3,000 households throughout the Mecklenburg County. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed ETC Institute began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.



The goal was to obtain a total of at least 600 completed surveys. This goal was accomplished, with a total of 624 surveys having been completed. The level of confidence is 95% with a margin of error of +/-3.9%.

ETC Institute also conducted a parks and recreation citizen survey during the winter of 2007-08 as part of a comprehensive long range strategic plan for the County. The survey was administered by a combination of mail and phone. The random sample of 1,033 households had a 95% level of confidence with a precision of at least +/-3.0%.

Results from the 2008 survey were used as a cornerstone for successful voter election held in November of 2008, resulting in the passage of a \$250 million bond issue to fund parks and recreation facilities improvements and new projects.

ETC Institute is currently administered another parks and recreation needs assessment survey.

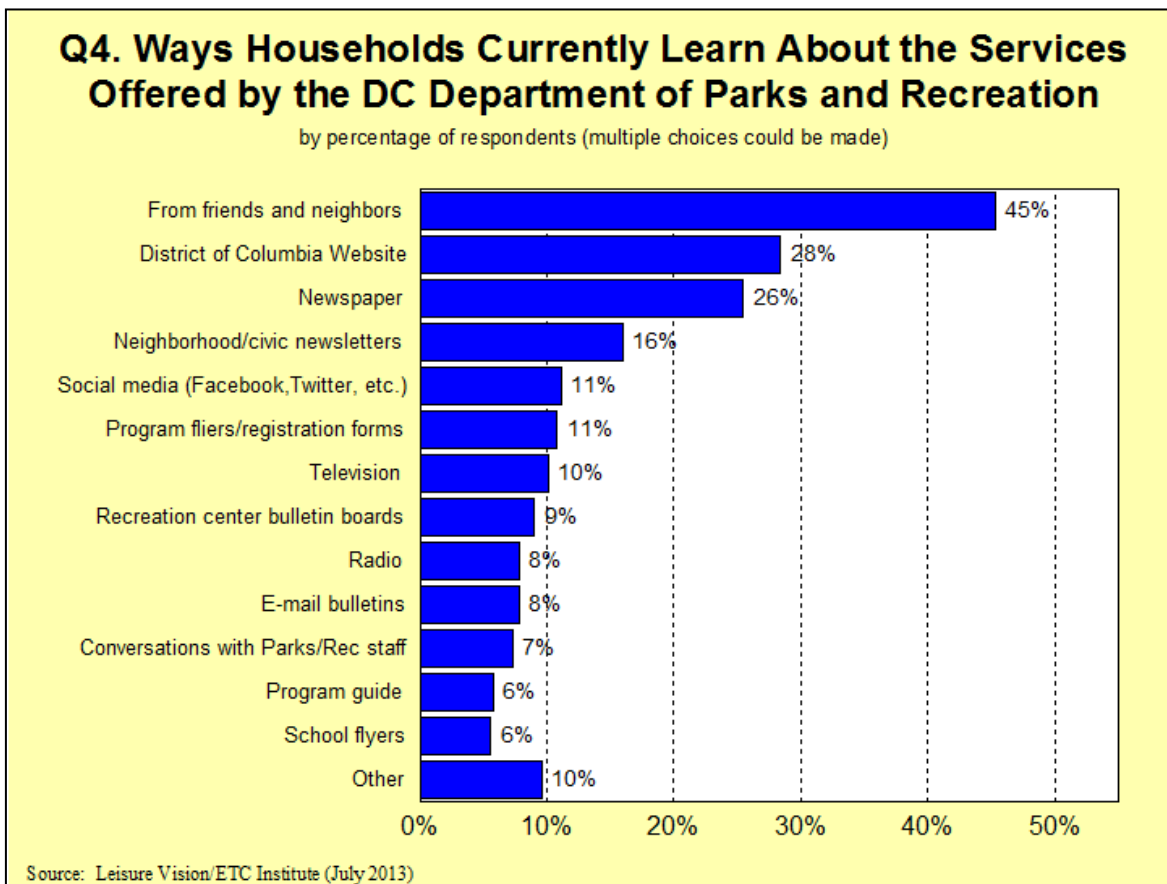
WASHINGTON D.C.

Parks and Recreation Needs Assessment Survey (2013)

ETC Institute conducted a Parks and Recreation Needs Assessment Survey on behalf of District of Columbia Department of Parks and Recreation in the summer of 2013. The purpose of the survey was to help establish priorities for the future development of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the District of Columbia. The survey was administered by a combination of mail, phone, and online.

A seven-page survey was mailed to a random sample of 6,000 households throughout the District of Columbia. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed ETC Institute began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 1,200 completed surveys. This goal was far exceeded, with a total of 1,301 surveys having been completed. The level of confidence is 95% with a margin of error of +/-2.7%.



CITY OF ATLANTA, GEORGIA

Parks and Recreation Needs Assessment Survey for Master Plan (2007, 2013)

The City of Atlanta conducted a Community Attitude and Interest Survey to determine the need for future parks, green space, trails, recreation facilities, programs, and services within the City.

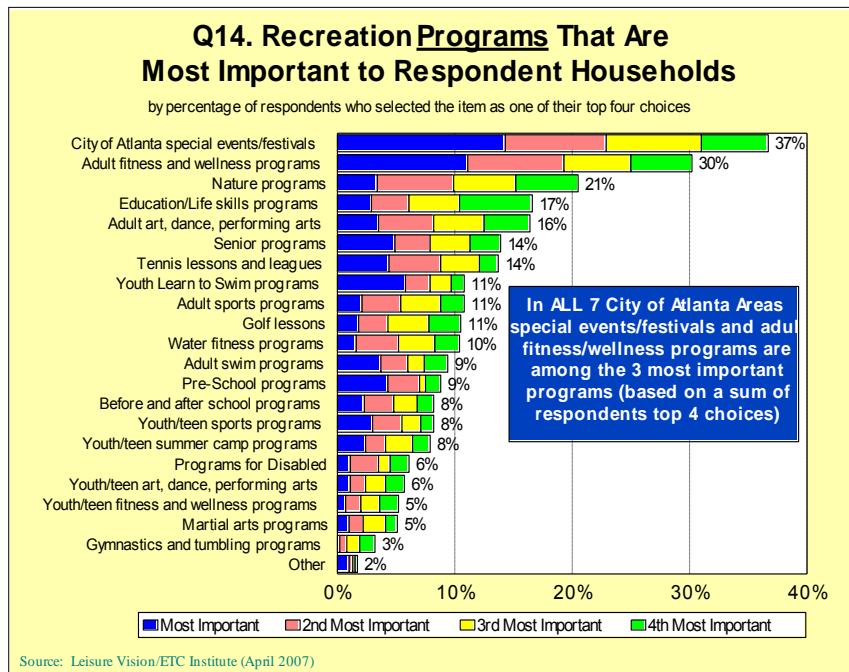
The survey was conducted as part of a parks and recreation master plan. The survey was designed to obtain statistically valid results from households throughout the City of Atlanta. The survey was administered by a combination of mail and phone.

ETC Institute worked extensively with City of Atlanta officials in the development of the survey questionnaire. This work included conducting a series of stakeholder interviews and focus groups in the City of Atlanta. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

Over 1,400 surveys were completed for the survey, including a representative sampling within each of 7 geographic areas.

All survey results were broken down by gender, age of respondent, length of residency, as well as geographic location.

The results from the survey showed that less than 20% of households participated in programs of the Park system, significantly lower than the national benchmarking average. The chart above indicates the types of programs that were most important to resident households.



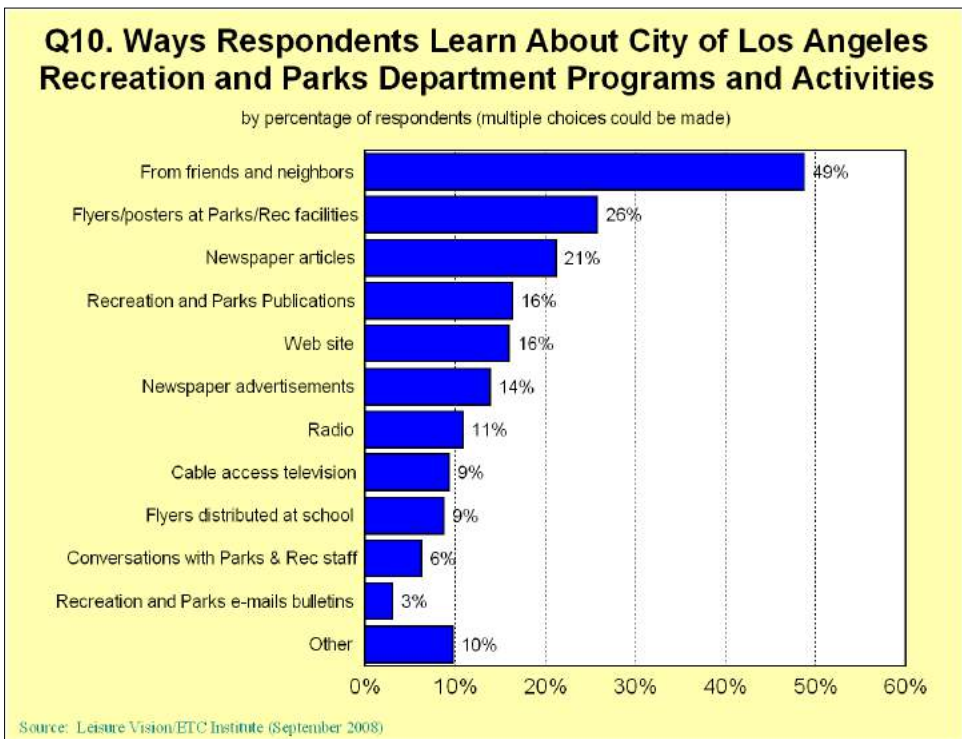
CITY OF LOS ANGELES, CALIFORNIA
Parks and Recreation Needs Assessment Survey (2008)

ETC Institute conducted a Community Survey for the City of Los Angeles to establish priorities for the future improvement of parks and recreation facilities, programs and services within the community. The survey was designed to obtain statistically valid results from households throughout the City of Los Angeles.

ETC Institute worked extensively with City of Los Angeles officials, as well as members of the PROS Consulting project team, in the development of the survey questionnaire. This work allowed the survey to be tailored to issues of strategic importance to effectively plan the future system.

The survey was administered by a combination of mail and phone. ETC Institute mailed surveys to a random sample of 14,000 households in the City of Los Angeles. Approximately three days after the surveys were mailed, each household that received a survey also received an

automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed, ETC Institute began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.



The goal was to obtain a total of at least 2,800 completed surveys. This goal was far exceeded, with a total of 2,925 surveys having been completed. The results of the random sample of 2,925 households have a 95% level of confidence with a precision of at least +/-1.8%.

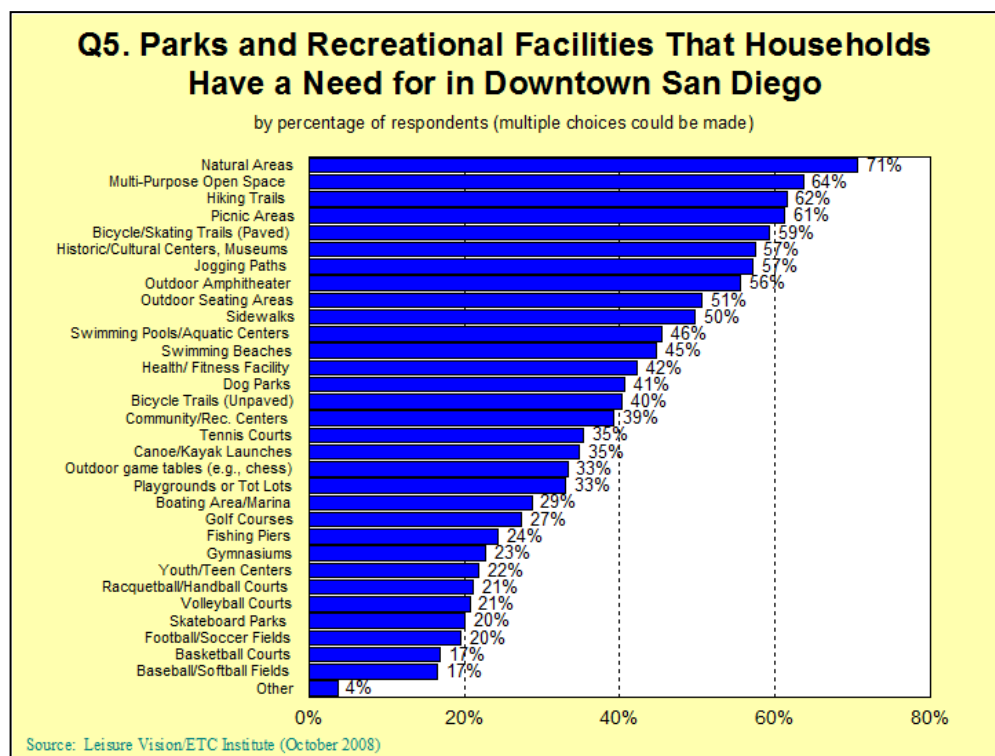
CITY OF SAN DIEGO, CALIFORNIA
Parks and Recreation Needs Assessment Survey (2008)

ETC Institute conducted a parks and recreation needs assessment survey for the Centre City Development Corporation (CCDC), on behalf of the City of San Diego and the Redevelopment Agency. The purpose of the survey was to establish priorities for improving parks and recreation facilities, programs and services within downtown San Diego in the future. The survey was designed to obtain statistically valid results from households throughout the Centre City Development Corporation. The survey was administered by a combination of mail and phone.

ETC Institute mailed surveys to a random sample of 4,000 households throughout the CCDC. Approximately three days after the surveys were mailed each household that received a survey also received an automated voice message encouraging them to complete the survey. In addition, about two weeks after the surveys were mailed ETC Institute began contacting households by phone. Those who indicated they had not returned the survey were given the option of completing it by phone.

The goal was to obtain a total of at least 800 completed surveys from households within the CCDC. This goal was far

exceeded, with a total of 960 surveys having been completed. The results of the random sample of 960 households have a 95% level of confidence with a precision of at least +/-3.2%.



RALEIGH, NORTH CAROLINA

Parks and Recreation Needs Assessment Survey (2013)

ETC Institute conducted a Parks and Recreation Needs Assessment Survey on behalf of the City of Raleigh in January and February of 2013. The purpose of the survey was to help establish priorities for the future development and delivery of parks, trails, recreation facilities, programs and services with the community. The survey was designed to obtain statistically valid results from households throughout the City of Raleigh. The survey was administered as a component of a long-range parks and recreation master plan

The survey was administered by a combination of mail, phone, and online in English

ETC Institute worked extensively with City of Raleigh officials, including conducting a ½ day workshop with key management staff for the City of Raleigh park system, as well members of the AECOM project team, in the development of the survey questionnaire. The goal was to obtain a total of at least 800 completed surveys. This goal was accomplished, with a total of 802 surveys having been completed. The level of confidence is 95% with a margin of error of +/-3.4%.

Major Survey Findings Included:

- Of the 83% of households that visited City of Raleigh parks and trails in the past 12 months, significantly higher than the national benchmarking norm of 72%. Greenway trails were the most visited parks and trails.
- The major reasons for participating in programs were affordable fees and locations of program facility.
- Opportunities exist to increase participation in program areas important to respondent households. For example, 35% of household respondents indicated fitness and wellness programs were one of the top 4 most important programs to their household, but only 20% participated in these programs at parks and recreation facilities.

SOUTHEAST MICHIGAN COUNCIL OF GOVERNMENTS (SEMCOG) Regional Water Quality Survey

ETC Institute conducted a survey for the Southeast Michigan Council of Governments and the Southeast Michigan Partners for Clean Water. The purposes of the survey were to provide a benchmark to gauge effectiveness of regional and local public outreach campaigns, leverage resources, and provide the opportunity to compare results from different areas of the SEMCOG region.

A four-page survey and cover letter were mailed to a stratified random sample of 10,800 households in the SEMCOG planning area, which includes the City of Detroit along with Livingston, Macomb, Monroe, Oakland, St. Clair, Washtenaw, and Wayne counties. Another 1,200 households outside the SEMCOG area were selected for a total sample of 12,000 households. Approximately 10 days after the surveys were mailed, residents were contacted by phone. Those who indicated they had not returned the surveys were given the option of completing it by phone.

Of the 10,800 households in the SEMCOG planning area that received a survey, 1,824 households returned the surveys by mail and 1,896 completed the survey by mail for a total of 3,720 completed surveys. An additional 411 surveys were completed outside the SEMCOG area with residents of the City of Flint and Jackson County.

The sample was stratified to obtain at least 200 completed surveys from the 7-county SEMCOG area and each of the nineteen watersheds in the region. This was done to ensure that the results from each subarea would be statistically representative of all households within each watershed. The results for each watershed have a precision of at least +/-6.9% at the 95% level of confidence. The overall results for the SEMCOG region have a precision of at least +/-2% at the 95% level of confidence.

Section 3:
**Resumes of Key Personnel
Assigned to the Project**

Resumes of Key Personnel Assigned to the Project

The ETC Institute Team was assembled based on a thorough review of the requested scope of services. The staff members selected to fill key roles had to have extensive experience that exceeded the technical requirements for the project. The core skills that were identified by our team are listed below:

- Strong project management skills and extensive experience with the management of research studies for local government organizations
- Statistical sampling expertise
- Knowledge of local government organizations

All services will be performed in-house by ETC Institute. ETC Institute has its own call center with state of the art phone survey administration equipment. The key members of the project team who will be assigned to the project are listed below:

- **Chris Tatham** will assume the role as the Project Manager. Mr. Tatham has managed more than 1,500 community surveys for local governmental organizations across the United States, including hundreds of parks and recreation surveys. He has conducted community surveys in 12 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties. Mr. Tatham has more experience with the design and interpretation of community survey research for local governments than anyone in the nation. He excels in using survey data to facilitate consensus about organizational priorities. His understanding of local government issues combined with his local experience make him ideally suited to help HCMA achieve the goals and objectives for this project.
- **Dr. Elaine Tatham** will assume the role of Data Manager. She is a national expert in survey design and sampling methodology. Dr. Tatham is president and owner of ETC Institute, a management consulting firm that does consulting with a focus on evaluation, research design, market research, information management, statistical applications, and analysis. She has more than 35 years of research experience. Dr. Tatham has designed the research methodology for hundreds of research studies across the United States. **Dr.**
- **Jason Morado** will assume the role of Assistant Project Manager and Senior Research Analyst. Mr. Morado has more than 15 years of experience in the design, administration and analysis of community market research. He has served as the project manager and senior researcher on community research projects for over 300 local governmental organizations throughout the U.S.

Resumes for each of the key individuals assigned to this project are provided on the following pages.

CHRISTOPHER E. TATHAM, CEO, ETC INSTITUTE



Education

M.B.A., Management, Kansas State University, 1996, first in class

B.A., Princeton University, Political Science/Economics, 1990, magna cum laude

Certificate of Proficiency in Latin American Studies, Princeton University, 1990

Professional Affiliations

Chair of the Citizen for Parks Sales Tax Initiative that resulted in the passage of a multimillion voter referendum for parks and recreation improvements

Strategic Planning Committee, City of Olathe, Kansas

Board of Directors, Olathe Chamber of Commerce

Parks and Recreation Board, City of Olathe, Kansas

Convention and Visitors Bureau of Olathe, Kansas

Market Research Association

Experience

Mr. Tatham is one of the nation's leading authorities on the development of qualitative and quantitative customer satisfaction research for state and local governments. During the past ten years, he has designed and implemented customer satisfaction assessments for more than 500 governmental agencies in 41 states.

He has superior skills for planning and coordinating complex tasks that are required for the successful administration of comprehensive customer satisfaction research programs. During the past year, he managed more than \$5 million dollars worth of research projects with budgets ranging from \$2,000 to more than \$2 million.

Mr. Tatham is a highly skilled interviewer and focus group facilitator. His experience includes interviews with foreign cabinet members, Heads-of-State, ambassadors, and numerous leaders at all levels of government and business in the United States, Mexico, and Canada. His communication skills (both English and Spanish) are excellent and he is extremely successful at getting quality feedback. During the past year, he facilitated more than 100 focus groups and nearly 200 stakeholder interviews.

Presentations and talks given by Mr. Tatham to regional and national audiences include: "How to Increase Customer Satisfaction with Effective Communication," (American Waterworks Association Research Foundation - Washington, D.C.); "How Municipal Departments Can Implement Effective Customer Satisfaction Programs on a Limited Budget," (Government Training Institute of Kansas and Missouri); "Benchmarking Citizen Satisfaction with the Delivery of Governmental Services" (Mid America Regional Council - Kansas City, MO); "Best Practices in Community Survey Research," (National Association of Counties - New Orleans).

His representative project experience is briefly summarized below:

Mr. Tatham has managed Community Survey Research for hundreds of governmental and private sector clients, including the following large governmental organizations:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Colorado Springs, Colorado
- Columbus, Ohio
- Coral Springs, Florida
- Dallas, Texas
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- Detroit, Michigan
- Dupage County, Illinois
- Durham, North Carolina
- Fairfax County, Virginia
- Fort Lauderdale, Florida
- Fort Worth, Texas
- Fulton County, Georgia
- Houston, Texas
- Kansas City, Missouri
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Maryland National Capital Park and Planning Commission
- Mesa, Arizona
- Miami-Dade County, Florida
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Providence, Rhode Island
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Louis, Missouri
- St. Paul, Minnesota
- Tucson, Arizona
- U.S. Army Installation Management Agency
- U.S. National Parks Service
- Washington, D.C.
- Wayne County, Michigan
- Westchester County, New York

Other Experience:

Developed and implemented ETC Institute's ***DirectionFinder® Survey*** which allows more than 200 communities across the United States to objectively assess community priorities and customer satisfaction against regional and national benchmarks for a wide range of governmental services.

Developed and implemented an ongoing internal and external organizational surveys which are used by dozens of organizations to *generate performance measures to assess the progress towards achieving the strategic goals and objectives and to help set priorities for operating and capital budgets.*

Managed a large international customer satisfaction research project for the ***American Waterworks Association Research Foundation (AWWARF)*** that involved the design and administration of more than 5,000 surveys and 70 focus groups in five metropolitan areas in North America, including Seattle, Phoenix, Kansas City, Calgary, and Bridgeport.

Transportation Research Experience.

Mr. Tatham has a very comprehensive understanding or a wide range of transportation issues. Some of the organizations for whom Chris has managed transportation related market research include:

- Arizona Department of Transportation
- Atlanta Regional Commission (the mpo for the Atlanta area)
- CalTrans (California Department of Transportation)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Greater Buffalo-Niagara Regional Transportation Council (the mpo for the Buffalo area)
- HART | Honolulu Transit Authority
- Indiana Department of Transportation
- Iowa Department of Transportation
- Kansas City Area Transportation Authority
- Kansas Department of Transportation
- Kentuckiana Planning and Development Agency (the mpo for the Louisville area)
- Mid America Regional Council (the mpo for the Kansas City area)
- Missouri Department of Transportation
- Nashville MTA
- North Central Texas Council of Governments
- North Carolina Department of Transportation
- Ohio Department of Transportation
- Oklahoma Department of Transportation
- South Carolina Department of Transportation
- South Dakota Department of Transportation
- Southeast Michigan Council of Governments (the mpo for the Detroit area)
- Southern California Association of Governments
- Stanislaus Council of Governments
- Tennessee Department of Transportation
- Texas Department of Transportation
- Valley Metro Regional Public Transportation Authority

Mr. Tatham has managed Internal Organizational Surveys/Assessments for the following organizations:

- City of Olathe, Kansas
- City of Fort Lauderdale, Florida
- Broward County, Florida
- City of Kansas City, Missouri
- City of Coconut Creek, Florida
- Sprint Corporation
- Greater Kansas City Chamber of Commerce
- City of Lawrence, Kansas
- Kansas Department of Transportation
- University of Health Sciences
- City of Blue Springs
- City of Kansas City, Missouri
- City of Lee's Summit, Missouri
- San Antonio, Texas

Publications on Customer Satisfaction Related Issues

- 'Ten Steps To Increase Customer Loyalty.' *Services*, Vol. 25, No. 5 (May), 2005.
- 'Expand Your Roto Customer Base by Inspecting What You Expect.' *RotoWorld*, 2005, Vol 1, No. 2 (March-April).
- 'Increase Customer Loyalty in 10 Easy Steps.' *HVACR Distribution Today*, Winter 2004/2005
- 'Steps to Customer Loyalty.' *NAHAD News*, February, 2005.
- 'Inspecting What You Expect Keeps Customers Coming Back.' *e-Mhove*,
- 'Market Research: The Key to Creating Loyal Customers.' *Chemical Distributor*, 2005, Vol. 27, No. 1 (Jan.).
- "Customer Satisfaction and the Impact of Communications," Project 2613, American Water Works Association Research Foundation, 2004.
- 'Using Market Research to Assess Customer Satisfaction.' *IEC Insights*, November/December, 2004, Vol. 6.

Mr. Tatham has served as political advisor and conducted survey research that led to voter approval of projects valued at more than \$2 billion during the past six years, including:

- Kansas City Area Transportation Authority Sales Tax
- City of Bonner Springs Sales Tax
- City of Olathe Parks and Recreation Sales Tax
- City of Independence Stormwater Sales Tax
- City of Joplin Parks Sales Tax
- City of Kirkwood Aquatic Center and Ice Skating Facility Sales Tax
- Jefferson City School District Bond Issue
- Johnson County Education Sales Tax
- Kansas City School District Bond Issue
- Rolla School District Bond Issue
- City of Olathe Charter Amendments
- City of Casper Indoor Aquatics Center
- City of Columbia Community Recreation Center
- Platte County Trails Tax
- City of Lenexa Stormwater Sales Tax
- City of Independence Streets Improvements Sales Tax
- City of Grandview Transportation Sales Tax
- City of Liberty Transportation Sales Tax

- City of Liberty, Missouri, Public Safety Sales Tax
- City of Liberty, Missouri, Parks and Recreation Sales Tax

Current Position

Mr. Tatham is currently serving as the ***Chief Executive Officer*** for ETC Institute, a market research firm that specializes in the design and administration of customer satisfaction research for governmental, nonprofit, and private organizations. Areas of emphasis include: transportation, planning and zoning, parks and recreation, public safety, and utilities. Under his leadership as Director of Operations, the company's sales have increased by more than 1500% since 1996. The company was selected as one "One of the Best Places to Work in Kansas City" by the Kansas City Business Journal. ETC Institute also received the prestigious "Top 10 Small Businesses in Greater Kansas City" award from the Greater Kansas City Chamber of Commerce; the firm was selected from more than 1700 nominees.

DR. ELAINE TATHAM, PRESIDENT, ETC INSTITUTE

Education

Ed.D, Educational and Psychological Research, University of Kansas, 1971

M.A., Mathematics, University of Kansas, 1960

B.A., Mathematics, Carleton College, 1958



Professional Affiliations

Olathe Medical Center Board of Trustees, member.

National Association of Women Business Owners

Institute of Management Consultants (New York City)

Mathematical Association of America; served as president of the Kansas Section from 1979-80

City of Olathe, KS, Planning Commission, 1982 to 1992; served as chair 1987-88

Mid-America Regional Council: Urban Core Growth Strategies Committee (1991-92)

Citizens' Advisory Committee to the Kansas City Power & Light Company (1982-1990)

Experience

Dr. Tatham is president and 100% owner of ETC Institute, a management consulting firm that does consulting with a focus on evaluation, research design, market research, information management, statistical applications, and analysis. She has both the experience and academic credentials to design of customer satisfaction research, monitor the research, and make a final assessment of the results.

She was a member of the Olathe Planning Commission for almost ten years and served as chair of the commission. She is a member of the Board of Directors for Olathe Medical Center and currently serves a chair of the patient satisfaction committee. She has been instrumental in the design and successful administration of patient satisfaction surveys for several health related organizations.

She is a certified management consultant through the Institute of Management Consultants (New York City). She is an adjunct lecturer in the University of Kansas graduate Engineering Management program. Her specialties include operations research, forecasting, and system simulation for management decision-making.

Dr. Tatham was a Profile feature on the front page of the July 17, 1992 Kansas City Business Journal. She has been the Olathe "Woman of the Year" and received the John T. Barton award for service to the Olathe Community (including almost 10 years as a planning commissioner.)

She gave a talk "Know Your Market" at the first Transportation Management Summit sponsored by the TMA Council of the Association of Commuter Transportation with the support of the Federal Highway Administration, Federal Transit Administration, and U. S. Department of Energy. Williamsburg, Virginia, November 1992. She returned to the second meeting held in Palm Springs.

Dr. Tatham's expertise includes:

- She has extensive experience in designing research tools in formats that encourage respondent participation
- She has managed more than 500 research projects across the United States
- She has unsurpassed experience in the field of developing and applying performance measurements. She developed the data collection methodology that is used for the "report card" that is published annually by Partnership for Children, one of the Midwest's leading children's advocacy groups.

Dr. Tatham's current responsibility is:

1982 – present; ETC Institute, Olathe, Kansas, President and Owner

Senior executive of a company that provides management consulting services including marketing research, demography, information management, statistical applications, strategic planning, forecasting, simulation, and operations research for management decision-making. Focus is on the acquisition and display of information for management decision-making. Clients include businesses, public school systems, colleges, vocational technical schools, governmental units, and not-for-profit agencies.

JASON MORADO, SENIOR PROJECT MANAGER, ETC INSTITUTE



Education

M.B.A., Webster University, 2009

B.S. in Business Administration – Marketing, Avila University 2000

Professional Experience

Mr. Morado has over 15 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 300 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics.

Parks and Recreation Survey Research Experience

Mr. Morado has served as a project manager and senior researcher for Parks and Recreation Needs Assessment Surveys for dozens of local governmental organizations. Some of these organizations include:

- Alexandria, VA
- Arlington County, VA
- Austin, TX
- Bloomington, IN
- Blue Springs, MO
- Casa Grande, AZ
- Champaign, IL
- Cincinnati, OH
- Clayton, MO
- Cleveland Metroparks
- Columbia, MO
- Columbus, OH
- Denver, CO
- Des Moines, IA
- Fairfax County, VA
- Fort Lauderdale, FL
- Jefferson City, MO
- Kansas City, MO
- Kent, WA
- Lake St. Louis, MO
- Las Vegas, NV
- Lenexa, KS
- Los Angeles, CA
- Lubbock, TX
- Maryland National Capital Park and Planning Commission
- Mecklenburg County, NC
- Miami, FL
- Milwaukee County, WI
- Oakland County, MI
- Oklahoma City, OK
- Olathe, KS
- Orlando, FL
- Overland Park, KS
- Peoria, AZ
- Raleigh, NC
- Salvation Army
- San Diego, CA
- San Francisco, CA
- Shoreline, WA
- Southlake, TX
- St. Paul, MN
- U.S. Army
- U.S. Marine Corps
- U.S. National Parks Survey
- University of Missouri
- Virginia Beach, VA
- Washington D.C.

Citizen Survey Research Experience

Mr. Morado has served as a senior researcher and project manager for Citizen Satisfaction Survey Research for dozens of local governmental organizations. Some of these organizations include:

- Auburn, CA
- Austin, TX
- Bensenville, IL
- Blue Springs, MO
- Cabarrus County, NC
- Casper, WY
- Chapel Hill, NC
- Clayton, MO
- Columbia, MO
- Coral Springs, FL
- Creve Coeur, MO
- Dallas, TX
- Davenport, IA
- Des Moines, IA
- Fort Lauderdale, FL
- Fort Worth, TX
- Greenville, NC
- Hallandale Beach, FL
- High Point, NC
- Independence, MO
- Indio, CA
- Johnson County, KS
- Jonesboro, AR
- Kansas City, MO
- King County, WA
- Kirkwood, MO
- Las Vegas, NV
- Midwest City, OK
- Mountain Brook, AL
- Naperville, IL
- Oklahoma City, OK
- Olathe, KS
- Pinehurst, NC
- Plano, TX
- Pueblo, CO
- Raymore, MO
- Round Rock, TX
- San Antonio, TX
- Shoreline, WA
- Springfield, MO
- Tyler, TX
- Vancouver, WA

Transportation Research Experience

Mr. Morado has assisted in the design and administration of research for a wide range of Transportation Issues. Some of the organizations for whom he has assisted in transportation related research include:

- Atlanta Regional Commission (the MPO for the Atlanta area)
- Colorado Department of Transportation
- Des Moines Metropolitan Transportation Authority
- Fayetteville Area Metropolitan Planning Organization
- Kansas City Area Transportation Authority
- Kansas Department of Transportation
- Mid America Regional Council (the MPO for the Kansas City area)
- Missouri Department of Transportation
- Nashville Metropolitan Transit Authority
- North Carolina Department of Transportation
- North Central Texas Council of Governments
- South Carolina Department of Transportation
- Southeast Michigan Council of Governments (the MPO for the Detroit area)
- Tennessee Department of Transportation
- Texas Department of Transportation

Section 4:
**Scope of Work and
Project Schedule**

Overview

ETC Institute has been helping local governments use community surveys as a guiding force for setting community priorities and improving organizational effectiveness for more than three decades. Since 2006, ETC Institute has conducted survey research for more than 850 cities and counties across the United States. During the past five years, ETC Institute has administered surveys in 12 of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties. ETC Institute has extensive experience administering parks and recreation needs assessment surveys in communities all across the U.S.

Our ability to help organizations succeed is based on an approach that adheres to the following:

- **Continuity.** ETC Institute understands the importance of monitoring residents' perceptions and how they change over time in any planning process. We intend to implement a research process that will allow data from previous surveys to be used as benchmarks for assessing current and future performance. This will involve using many of the same questions and response choices from previous surveys to ensure that the data is comparable. It will also involve a review of the goals and objectives of the survey research to ensure that the research process is designed to meet these objectives.
- **Strategic Value.** In order for survey research to serve as a powerful tool for decision-making, community leaders must see value in the results. Our approach is designed to ensure that the information gathered meets the informational needs of decision-makers in order to encourage community leaders to use the survey data as part of their decision-making process. If the survey results have strategic value, they will inherently become part of the process for setting short- and long-term priorities. For example, a review of the City of Fort Worth's strategic plan by ETC Institute led to the creation of a series of questions that now link the City's annual citizen survey with the City's strategic plan. In addition to using the results of their annual citizen survey, the City of Fort Worth also used the data to help set budgetary priorities.
- **Performance Measurement.** Since the results of the survey will be used to help guide decisions, the survey instrument and data analysis methodology will be designed in a manner that generates objective performance measurements. The survey will be designed to provide objective feedback so that managers can understand the needs of citizens and improve infrastructure. ETC Institute will work with you to refine existing performance indices and develop new performance indices that allow leaders to objectively assess the change in their performance from previous surveys.

Our ability to combine our skills in customer satisfaction research with our understanding of local government issues makes our team ideally qualified for this project. While many organizations are good at doing survey research, most corporate and university researchers are not particularly good at helping leaders use the data they collect. For example, in 2001, the City of Oklahoma City conducted a customer satisfaction survey for the first time. Although the survey data was rich with findings, the firm that was hired by the City did not present the

results in a manner that was meaningful to city staff and members of the City Council. As a result, the value of the survey research was limited, and the City did not repeat the survey for a few years. In 2005, the City of Oklahoma City heard about the usefulness of ETC Institute's community surveys from other cities that were using our services, so they hired ETC Institute to conduct a community survey. Since 2005, the City of Oklahoma City has used ETC Institute's services to conduct six additional surveys. Our survey data is now actively used by the City's staff and elected officials to set city priorities.

Our Philosophy Regarding Customer Expectations and Customer Satisfaction

Our internal philosophy about customer expectations and customer satisfaction is fairly simple. ***We believe that we must set the example for customer service ourselves if we are going to give advice about customer satisfaction to others.*** The best way to see if ETC Institute actually sets a good example for customer service is to call the references we have provided.

With regard to our external philosophy about customer expectations and customer satisfaction, we believe that customer satisfaction is a function of both (1) expectations and (2) quality. A person with very low expectations may be very satisfied with a mediocre product. On the other hand, a person with very high expectations may be disappointed in a product that most people would like.

For example, suppose that someone from the year 1950 arrived to see an Interstate highway for the first time. With its wide shoulders, medians, good signage, long sight distances, and passing lanes, a person from 1950 would probably be overwhelmed with the quality and safety provided by this new "super" highway.

On the other hand, a person who has lived with Interstates all their life might not immediately value the safety benefits of an Interstate highway. A person who does not know a world without Interstate highways would have a very different set of expectations for the Interstate system than a person who has never seen one.

Today's consumer of governmental services does not get on Interstate 35 and say, "wow – look at the sight distance on this highway" or "I really like that extra passing lane" like a person from 1950 would. Today's consumer is looking at things like smoothness, striping, signage, and other factors in addition to safety.

There are two ways to increase customer satisfaction: (1) increase the quality of service or (2) lower expectations. Historically, cities have only pursued the first strategy. In order to know which strategy is really the best course of action to pursue, the Huron-Clinton Metropolitan Authority (HCMA) will need to know what its residents expect. The results of this study will provide data that our team will use to help HCMA determine the best way to manage customer expectations and increase overall satisfaction with city services.

The following pages highlight ETC Institute's methodology to conduct The Huron-Clinton Metropolitan Authority's Metroparks Recreation Plan Survey.

PHASE I: DEVELOP THE SURVEY AND SAMPLING PLAN

Task 1.1: Design Survey Questionnaire. Once selected for the project, ETC Institute will meet with HCMA Staff and Board of Commissioners via phone to discuss the goals and objectives for the project. To facilitate the survey design process, ETC Institute will review the 2001-2002 survey, 2007 focus group discussions, and the most recent 2012 survey, as well as provide HCMA with sample surveys created by ETC Institute for similar projects. At this time, ETC Institute's analysis tools will also be discussed and our firm will suggest which tools would be best to use. Based on input from HCMA, ETC Institute will develop a first draft of the survey.

ETC Institute will work closely with HCMA Staff and the Board of Commissioners to ensure that HCMA input is utilized to create a survey that best fits the needs of HCMA. This will include all of the survey objectives found within the bid for professional services. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved. ETC Institute will use experience in this area to ensure the diversity of the region, in terms of socioeconomic characteristics and geographic distribution will be represented. ETC Institute is well versed in determining resident use of programs and facilities, identifying what levels of spending are acceptable via fees and charges for recreation programs, park and facility improvements, identifying future and current interests regarding the addition of future parks facilities, and the implementation of new programs and services, and helping organizations respond to trends in the leisure services industry. Furthermore, ETC Institute can help an organization determine their effectiveness in communicating their products and services, and the dissemination of relevant information to its citizenry. Assessing the public's awareness and perception of an organization is key to understanding how to plan outreach and initiatives, and ETC Institute can help gauge how well an organization is performing in this field. ETC Institute always welcomes the opportunity for survey respondents to offer suggestions, comments, and concerns on surveys, as we can organize and deliver these responses per your request.

Task 1.2: Design Sampling Plan. As part of this task, the sampling plan for the survey will be finalized and the project manager will discuss which methodology is best to conduct the surveys. ETC Institute will administer the survey to a random sample of 2400 households within the study area, which will include the counties of Livingston, Macomb, Oakland, Washtenaw, and Wayne. A random sample of 2400 completed surveys would have a precision of at least +/- 2% at the 95% level of confidence. The 2400 completed surveys will be representative of the five counties that HCMA serves. The survey results will also be analyzed by each HCMA management district. As deemed necessary by HCMA, ETC Institute can administer additional completed surveys in batches of 100. ETC Institute will ensure that the sample is representative of all five counties, all HCMA management districts, and will capture the diver socioeconomic characters of the region.

As the total number of completed surveys increases, the precision of the survey improves. Cost is a function of two major variables: (1) the length of the survey and (2) the number of completed surveys. ETC Institute will work with City staff to find the right combination of these two variables to maximize your investment in our services. ETC Institute will remain cognizant of holding costs and time requirements ensuring they are kept to a minimum while meeting the standards required of the Recreation Plan set forth by the Michigan Department of Natural Resources.

Also as part of Task 1.2, ETC will deliver a work plan for the project that contains a project schedule that shows when all phases of the project will be completed. In addition, the work plan will identify ETC Institute's strategy for ensuring that the sample is representative of HCMA's five county population, including but not limited to geography, age, race/ethnicity, and gender.

Deliverable Task 1.1-1.2: The approved community survey instrument, and a description of the sampling plan.

Task 1.3: Conduct Pilot Test. Once the survey is approved, ETC Institute will test the survey with at least 20 residents before the survey is administered. Any problems or issues that are identified will be reported to HCMA and corrective action will be recommended and taken as appropriate.

Deliverable Task 1.3: A summary of the findings from the pilot test.

PHASE 2: ADMINISTER THE SURVEY

Task 2.1: Administer the Survey. Once the final survey instrument is approved, ETC Institute will administer the survey methodology finalized by HCMA. ETC Institute has the capabilities of administering the survey by mail, phone, or Internet alone. However, we recommend using a combination of mail, phone, and Internet. Given the negative impact that Caller ID has had on phone survey response rates in recent years and the need to ensure that diverse populations are well represented, we offer the combination mail/phone/Internet to maximize the overall level of response. Even if people do not respond by mail or online, people who receive the mailed version of the survey are significantly more likely to respond to the survey by phone because they know the survey is legitimate. The mailed survey will include a cover letter (on HCMA letterhead) that will explain the importance of the survey, encourage participation, and include a link to complete the survey online for citizens who prefer that option. Because survey administration methods cannot be reliant on landline telephone responses alone ETC Institute has invested in infrastructure which contributes to a large number of surveys being completed online. This continued emphasis on internet survey administration ensures ETC Institute is able to gather responses from the diverse citizenry of HCMA's five counties.

The following are the procedures that will take place for the mail/phone/Internet combination methodology. All of the procedures described below would be delivered in-house at our main office:

- ETC Institute will test the citizen survey with at least 20 residents before the surveys are administered. Any problems or issues that are identified will be reported to HCMA and corrective action will be recommended and taken as appropriate.
- ETC will work with HCMA to develop a communication plan for the survey. As part of this task, ETC Institute will provide HCMA with sample press releases that can be used to notify the public about the survey. Advance publicity can significantly enhance the response rate.
- Phone interviewers working in ETC Institute's call center will rehearse the phone version

of the survey. In addition, all ETC Institute interviewers will complete **our in-house training program** (described in more detail later in this scope of work) and will review the protocol for the administration of the survey with a supervisor. Special attention will also be paid to the treatment of non-English speaking respondents, particularly those who speak Spanish. ETC Institute has over 20 Spanish speaking interviewers that will be assigned to work on this project.

- ETC Institute will mail a copy of the survey instrument and a postage-paid return envelope to each of the households that were selected for the survey. The survey will include a letter on HCMA letterhead that explains the purpose of the survey and that indicates all survey responses will remain anonymous. Even if residents do not respond to the mailed version of the survey, sending the survey prior to contacting residents by phone increases the response rate because residents know the survey is legitimate. Portions of the cover letter and survey can be translated into Spanish to provide Spanish speaking residents with assurances about the legitimacy of the survey.
- The cover letter will list a toll-free number that residents can call if they have questions about the survey. The cover letter will also contain a link to an online version of the survey, for those who prefer to complete the survey online.
- Approximately 10-14 days after the surveys are mailed, ETC Institute will e-mail a link to the online version of the survey to households that received a survey in the mail. These e-mail follow-ups will significantly increase the response rate. This will **greatly reduce the probability that the results are affected by non-response bias**. Non-response bias can be a major drawback to surveys that are administered by mail alone or phone alone. When completing the online survey, residents are required to enter their home address at the end of the survey to validate their response. This is how ETC Institute can track and only include responses from residents who were randomly selected for the survey. This will also ensure that one survey is completed per household.
- Phone follow-ups will be concentrated on demographic and geographic areas where the response to the mail and online survey is low. This will ensure the survey is representative of the five county area both demographically and geographically.

Open Internet Option: *In addition to offering the survey to randomly sampled residents, HCMA may consider **the incremental cost of also offering the same web survey to the general public.** This would provide a comparable survey to offer as part of the public outreach process. Through the use of specific design features, ETC can distinguish between the random sample responses and the general public responses.*

Ensuring Representation for Non-English Speaking Populations. ETC Institute has designed and administered surveys in some of the nation's most diverse communities including: San Bernardino County (CA), Arlington County (VA), Miami-Dade County (FL), Cameron County (TX), Yuma County (AZ), Long Beach (CA). More than one-third of the residents in several of these communities were foreign-born. We will guarantee that the results of the survey are statistically representative of the City.

In order to ensure that the non-English speaking residents of a community are well represented, ETC Institute is able to do the following:

- The cover letter that is sent with the mailed version of the survey can contain information that is translated into other languages.
- ETC Institute will establish a toll-free phone number that non-English (and English) speaking residents can call. Non-English speaking interviewers from our firm will be available to administer the survey over the phone. Other languages can be made available if needed.
- A demographic question will be included in the survey that asks which languages other than English are spoken in the home. This will allow us to ensure that non-English speaking populations are well represented in the sample.

Getting Participation from Residents Who Do Not Speak English

During the past decade ETC Institute has been very successful at getting participation from residents who do not speak English. ETC Institute has the ability to translate surveys into more than 20 languages, including Russian, Cantonese, Mandarin, and Spanish. Our firm routinely conducts surveys in communities that have a high percentage of non-English speaking residents, such as Arlington County (VA) where 36% of the population is foreign-born, or Miami-Dade County, where more than 60% of the population is Hispanic and 10% is Creole, and Long Beach (CA), where approximately one-fifth of the population speaks Khmer (Cambodian). If the City hires ETC Institute for this project, City leaders can be assured that our translation services will be first rate.

Data Management and Quality Control. ETC Institute has an ongoing quality control and quality assurance program in place. This program has been developed and refined through our experience with hundreds of studies that involved the design and administration of surveys, focus groups, and other data collection services such as those requested in this RFP.

Our quality assurance program is directly monitored by the company President, Dr. Elaine Tatham, and the company's vice-president, Christopher Tatham. The program is designed to give clients "error free" results, and all employees at ETC Institute are directly involved in the program. Dr. Elaine Tatham and Chris Tatham are active members of the Market Research Association. The quality control methods used by ETC Institute have been reviewed by external organizations including the American Water Works Association Research Foundation and the United States Office of Management and Budget.

Core Elements of ETC Institute's Quality Assurance Process:

- **Training of phone interviewers.** All phone interviewers are required to complete ETC Institute's in-house training program. The program teaches new employees the appropriate methods for conducting interviews, how to respond to different situations that may occur, and how to properly record responses. All interviewers work directly under the supervision of an experienced supervisor.

- **Comprehensive survey design and review process.** All survey instruments will be reviewed by all senior members of ETC Institute’s team to ensure that all issues are adequately addressed.
- **Pre-test.** A pre-test will be conducted prior to the administration of all surveys. This will ensure that the survey instruments are understood as designed.
- **Data entry fields will be limited to specific ranges to minimize the probability of error.** The data processing system that will be used by our firm for the study alerts data entry personnel with an audible alarm if entries do not conform to these specifications.
- **ETC Institute will select at least 10% of the records at random for verification.** A supervisor will match records in the databases against the corresponding survey to ensure that the data entry is accurate and complete.
- **Double data entry will be completed for all surveys.** The data from all surveys will be entered into two independent databases by different people. The two databases will then be merged. The process will identify all records that do not match. All discrepancies will be corrected. The double data entry method ensures that survey data is 99.99% accurate.
- **Sampling Methodology.** Demographic questions will be included on each of the survey instruments. The demographic data will be used to monitor the distribution of the respondents to ensure that the responding population for each survey is representative of the universe for each sample.
- **Coordination.** Since many senior professionals will be assigned to this project, the project team will conduct a coordination meeting via a telephonic conference call every one-two weeks to ensure that adequate progress is being made in all areas. Face-to-face meetings with the Project Management Team will be made an average of at least once per month during the development of the survey.

Deliverable Task 2: ETC Institute will provide a copy of the overall results to each question on the community survey.

PHASE 3: SURVEY ANALYSIS AND REPORT

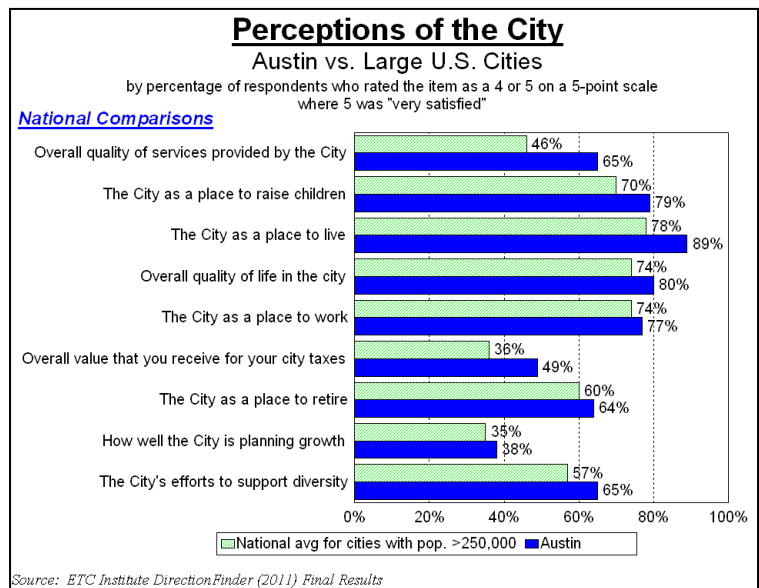
Task 3.1: Analyze the Survey Results. Following the completion of the survey, ETC Institute will perform data entry, editing, and verification of all survey responses. ETC Institute will ensure the data is coded, analyzed, and presented in a manner that is readily understandable, and especially useful for planning purposes. ETC Institute will analyze the survey data by the three HCMA management districts encompassing the five southeast Michigan counties of Wayne, Macomb, Oakland, Livingston, and Washtenaw. The analysis tools that will be included in this project are provided on the following pages:

Task 3.1A: Benchmarking Analysis/Trend Analysis

Benchmarking analysis is a highly effective tool that helps decision-makers interpret the meaning of community survey data. If 64% of residents are satisfied with the condition of City

streets, is that good or bad? Without comparative data, it is difficult to know. ETC Institute maintains **national** and **regional benchmarking data** for more than 80 types of local governmental services, including the following:

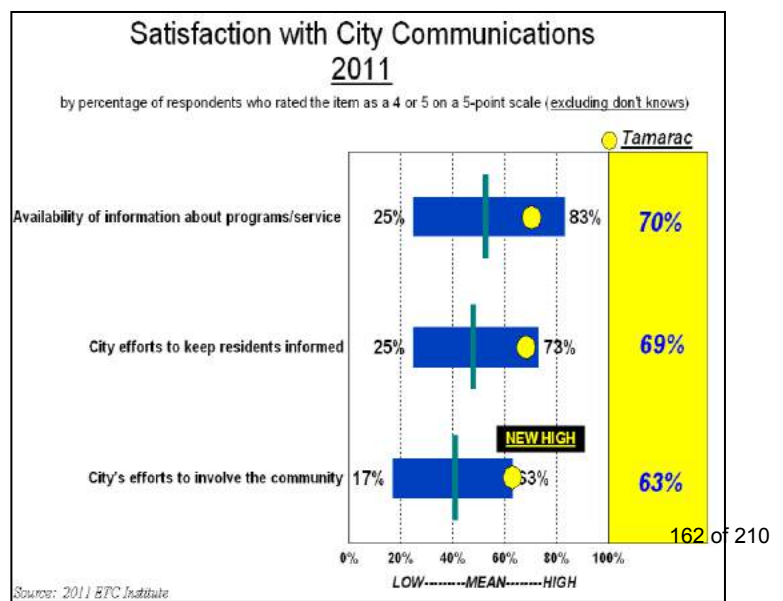
- Parks and recreation
- Public safety (police, fire, ambulance)
- Maintenance/public works
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Utilities (water, sewer, etc.)
- Public health services
- Library services



Benchmarking data can help local governments understand how their results compare to similar communities. For example, 65% of the residents in the City of Austin were “very satisfied” or “satisfied” with the overall quality of City services. Without comparative data, City leaders might have wondered whether 65% was an acceptable rating. As the chart above shows, 65% is actually a relatively high rating for this issue among large cities in the U.S. Based on the results of national research conducted by ETC Institute for large U.S. cities with populations of 250,000 or more, the average satisfaction rating with the overall quality of services provided by the City was 46%.

Since November 1999, more than 350 cities and counties in more than 38 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating City and counties conduct the survey on an annual or biennial basis. Some of the larger projects which are included in our Benchmarking database include: Fairfax County, Virginia, Milwaukee County, WI, Cleveland MetroParks, and Mecklenburg County, NC just to name a few.

ETC Institute's experience with customer satisfaction research for City and county governments provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. A good example of the value of benchmarking was evident in Tamarac’s 2011 Customer Satisfaction Survey. Without benchmarking data, officials in the City of Tamarac might think

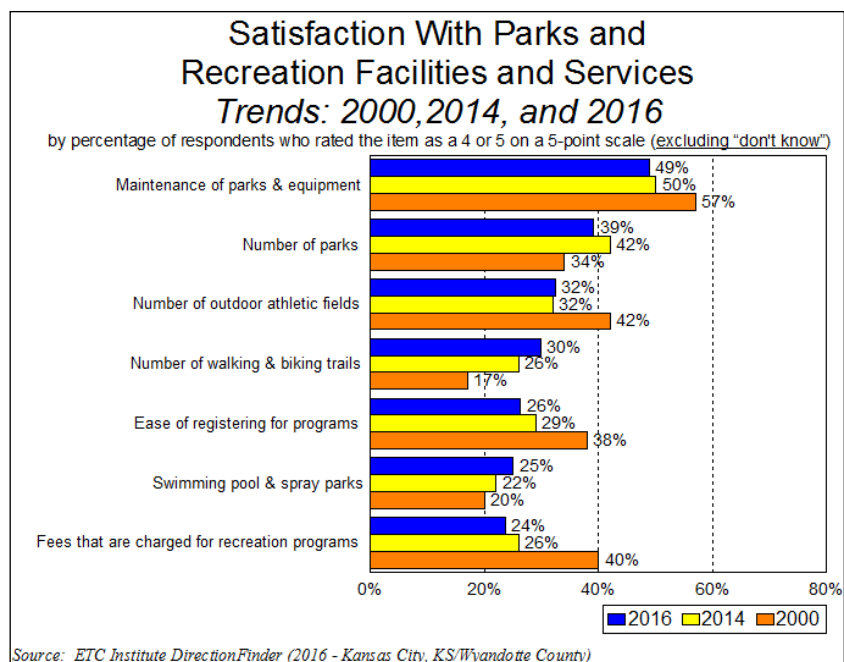


the City not scoring very well in their efforts to involve the community (see chart below).

Compared to other communities of a similar size in the United States, ETC Institute’s benchmarking data showed that Tamarac was actually performing very well. The national average for satisfaction with the City’s efforts to involve the community for residents living in communities with a population of 20,000 to 199,999 was 41%, which meant that Tamarac rated 22% above the national average for medium sized communities and set a new high in our database. The dots on the chart below show the ratings for the City of Tamarac. The percentage to the left of the horizontal bar shows the lowest rating among the cities that are included in ETC Institute’s database; the percentage to the right of the horizontal bar shows the highest rating among this group of cities; the vertical bar in the center marks the national average based on the results of a national survey that is administered annually by ETC Institute.

Our research has shown that cultural norms often influence customer satisfaction survey results on City services regardless of how well the service is delivered. Another example of this is that residents almost always rate the maintenance of City streets lower than the quality of fire services even in communities that have good streets and major problems with fire services. Without benchmarking data, it is difficult to isolate the influences that cultural norms have on public perceptions about local governmental services, which can lead to faulty conclusions and recommendations.

Trend data can give decision-makers a unique insight into how their work is influencing community perceptions over time. Looking back at past survey results and comparing them to current results allows an organization to track their progress and assess how needs within a community are changing. ETC Institute is dedicated to building relationships with organizations in order to ensure accurate and complete trend data is collected to help decision-makers take a resident-driven approach in their initiatives.



ETC Institute with work with HCMA to ensure their survey instrument contains questions which compare well with past questions so a trend analysis can be completed. ETC Institute also recommends that surveys are replicated every two to four years in order to give decision-makers insight into their communities and how they are changing. Trend data can also be used to show how past initiatives have been successful, decision-makers can use past strategies

Task 3.1B: Priority Investment Rating

The **Priority Investment Rating (PIR)** was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly met or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

$$\text{PIR} = \text{UNR} + \text{IR}$$

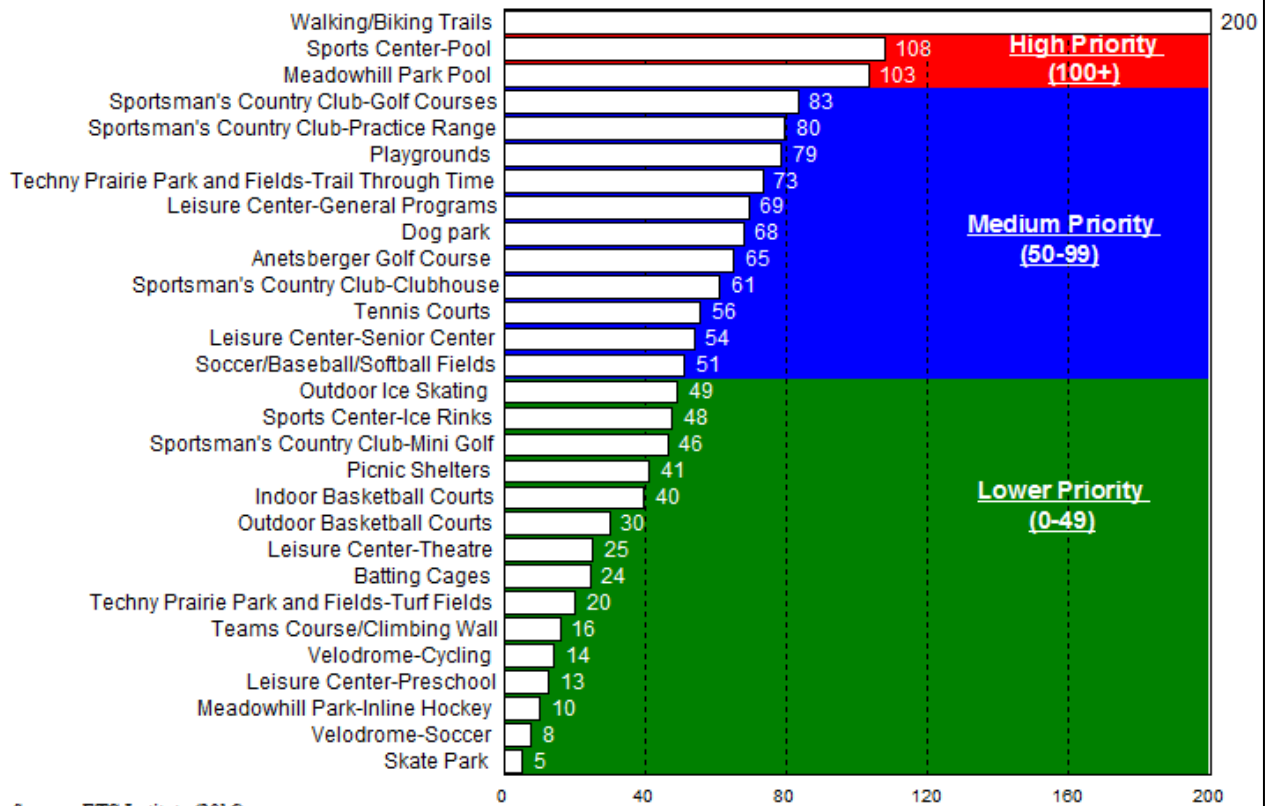
For example, suppose the Unmet Needs Rating for playgrounds is 26.5 (out of 100) and the Importance Rating for playgrounds is 52 (out of 100), the Priority Investment Rating for playgrounds would be 78.5 (out of 200).

How to Analyze the Charts:

- **High Priority Areas** are those with a PIR of at least 100. A rating of 100 or above generally indicates there is a relatively high level of unmet need and residents generally think it is important to fund improvements in these areas. Improvements in this area are likely to have a positive impact on the greatest number of households.
- **Medium Priority Areas** are those with a PIR of 50-99. A rating in this range generally indicates there is a medium to high level of unmet need or a significant percentage of residents generally think it is important to fund improvements in these areas.
- **Low Priority Areas** are those with a PIR below 50. A rating in this range generally indicates there is a relatively low level of unmet need and residents do not think it is important to fund improvements in these areas. Improvements may be warranted if the needs of very specialized populations are being targeted.

The following page shows the Priority Investment Rating for facilities for the Northbrook Park District.

Top Priorities for Investment for Facilities and Amenities Based on the Priority Investment Rating



Task 3.1C: Conduct Importance-Satisfaction Priorities Analysis

Importance-Satisfaction (I-S) Analysis is a tool that allows public officials to use survey data as a decision-making resource. The Importance-Satisfaction analysis is based on the concept that public agencies will maximize overall satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

Importance-Satisfaction Rating is a tool that is used by ETC Institute to help public officials use survey data to establish organizational priorities. More than 175 governmental agencies currently use ETC Institute's I-S Rating. The Importance-Satisfaction Rating is based on the concept that organizations will maximize overall customer satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

ETC Institute began using Importance-Satisfaction analysis in the 1980's to allow governmental organizations the ability to assess the quality of service delivery. During the past 30 years, ETC

Institute has continually refined the analysis to maximize its usefulness as a decision-making tool. The methodology for calculating the Importance-Satisfaction Matrix and the Importance-Satisfaction Rating will be provided if ETC Institute is selected for this study.

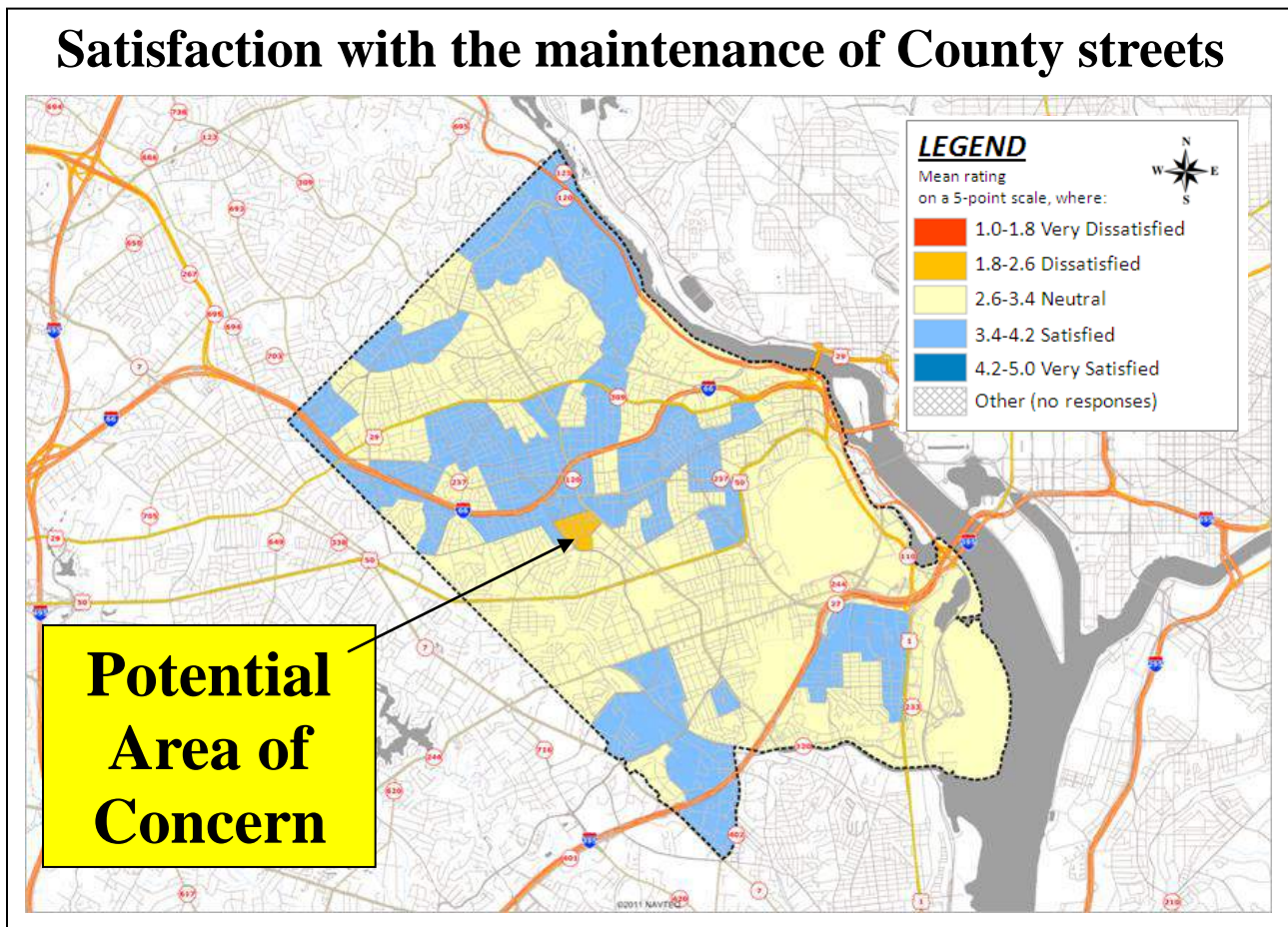
The table below offers an example of the I-S Rating from the 2014 City of Dallas Community Survey. The table shows that the City of Dallas could maximize resident satisfaction with parks and recreation services by investing in walking and biking trails, City parks, and the appearance/maintenance of parks. Investments in the City’s golf courses would have the least impact on overall satisfaction with the City’s parks and recreation system.

2014 Importance-Satisfaction Rating						
City of Dallas						
Park and Recreation Services						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS .10-.20)						
Walking and biking trails in the City	35%	2	60%	7	0.1400	1
City parks	36%	1	71%	2	0.1044	2
Appearance/maintenance of parks	29%	3	65%	3	0.1015	3
Medium Priority (IS <.10)						
Outdoor swimming facilities	15%	8	35%	14	0.0975	4
Recreation programs or classes	17%	4	58%	10	0.0714	5
Range/variety of recreation programs/classes	15%	7	54%	12	0.0690	6
Recreation centers/facilities	16%	5	59%	8	0.0656	7
Outdoor athletic facilities	15%	6	59%	9	0.0615	8
Ease of registering for recreation programs/events	9%	11	55%	11	0.0405	9
Accessibility of parks	12%	9	70%	2	0.0360	10
Accessibility of recreation centers/facilities	10%	10	64%	4	0.0360	11
Indoor swimming facilities	5%	14	36%	13	0.0320	12
Appearance of recreation centers/facilities	8%	12	62%	6	0.0304	13
City golf courses	7%	13	62%	5	0.0266	14

Task 3.1C: GIS Mapping (Optional)

ETC Institute will prepare maps that show the results of specific questions on the survey. ETC Institute will geocode the home address of resident survey respondents to latitude and longitude coordinates. This allows our team to generate maps that visually show how satisfied residents are with the delivery of City services in different parts of the City. ETC Institute can create maps that show which parts of the City have the lowest and highest concentrations of satisfaction.

GIS mapping is an effective tool for communicating the results of the survey to elected officials and the general public. For example, the following map identifies areas in Arlington County, Virginia where residents were dissatisfied with the maintenance of County streets. The shaded colors on the map correspond to the level of satisfaction. Areas of blue indicate higher levels of satisfaction, yellow areas indicate neutrality and orange or red areas indicate dissatisfaction.



Task 3.2: Prepare Final Report. At a minimum, Task 3.2 will include the completion of the following items:

- The development of a final written report that includes, at a minimum, the following:
 - an executive summary that includes a background of the survey, a description of the survey methodology and major findings
 - charts and graphs for all questions on the survey, including trend comparisons to previous survey results
 - benchmarking analysis that shows how HCMA compares to other communities on a regional and national basis
 - priority investment rating which will show the top priorities for HCMA based on the unmet needs and importance ratings
 - cross-tabular analysis showing how respondents of specific demographic features responded to questions on the survey
 - tables showing the results for all questions on the survey, including all demographic questions and any open-ended questions
 - copy of the survey instrument
- Depending on the survey options selected, the final report may also contain other forms of analysis, such as GIS Maps.
- ETC Institute can make two on-site visits: one to meet with Department staff to develop the final survey questions before beginning the survey administration, and again for a formal on-site presentation of the survey results to HCMA Staff and the Board of Commissioners.
- ETC Institute will also prepare a 1-2 page press briefing document that can be used to discuss the findings with the press and other interested groups.

Deliverable Task 3: ETC Institute will prepare and submit copies of the draft report for the City to review. Once the City provides feedback on the draft report, ETC Institute will prepare 30 bound copies of the final report, and one non-editable version in PDF format. The reports will include a table of contents, will be tabbed and the pages will be numbered. ETC Institute will also provide the City with the raw survey data in an Excel spreadsheet, or other format requested by the City, this includes transcripts from the survey, a code book, and data files with coded data.

Project Schedule

ETC Institute's research plan listed below is based on the project schedule provided in the RFP. Since the surveys will be administered in-house, the completion date for the project is completely within our control. If desired, we can meet a more ambitious timeline and are available to start at a date most convenient for HCMA.

October 13, 2016

- Agreement approved and signed

November 2016

- Initial discussion with the City to discuss survey goals & objectives
- ETC Institute provides a draft survey and cover letter
- HCMA staff review the content of the draft survey and provide feedback to ETC Institute
- ETC Institute revises the survey based on input from HCMA

December 2016

- ETC Institute provides the final sampling plan specifications
- ETC Institute conducts a pretest of the survey
- ETC Institute revises the survey as necessary
- City approves the survey instrument and cover letter

January-February 2017

- Data collection begins
- Data collection is completed
- Data is processed and analyzed
- Draft report submitted

March 2017

- Final report delivered
- Presentation of survey results

Section 5:
Pricing Proposal

ETC Institute Pricing Proposal

Questions: Call Chris Tatham at 913-829-1215

Total number of completed surveys	2400
precision w/95% level of confidence at City level	+/-2.2%
Survey Design & Sample Selection	\$6,000
Administer Survey 15-20 minute survey (6-7 pages in length)	\$54,120
Formal Report with summary and charts	included
Benchmarking Analysis	included
Priority Investment Rating Analysis (PIR)	\$2,500
Cross-Tabular Analysis	\$2,500
GIS Mapping	\$2,500
On-Site Visits plus direct travel costs (per day)	\$2,000
TOTAL FEE	\$69,620
<i>Total Fee per Additional 100 Completed Surveys</i>	<i>\$2,500</i>

Section 6:
Required Forms

OFFER AND AGREEMENT FORM

TO THE HURON-CLINTON METROPOLITAN AUTHORITY:

The undersigned hereby offers and agrees to furnish the material or service in compliance with all terms, scope of work, conditions, specifications, and amendments in the Contract.

The undersigned hereby states, under penalty of perjury, that all information provided is true, accurate, and complete and states that he/she has HCMA to submit this proposal, which will result in a binding Contract if accepted by the Huron-Clinton Metropolitan HCMA.

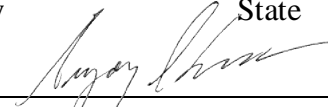
We acknowledge receipt of the following addendum(s): _____, _____, _____, _____.

I certify, under penalty of perjury, that I have the legal authorization to bind the firm hereunder:

ETC Institute
Company Name

725 W. Frontier Lane
Address

Olathe Kansas 66061
City State Zip



Signature of Person Authorized to Sign

Greg Emas
Printed Name

CFO
Title

BIDDER DISCLOSURE STATEMENT

Disclosure of Familial Relationship

The Bidder hereby represents and warrants, except as provided below, that no familial relationship exists between the owner(s) or any employees of the Bidder and any HCMA official or HCMA employee.

List and describe any familial relationships:

None

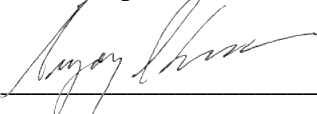
Disclosure of Substantial Interest in Business

The Bidder hereby represents and warrants, except as provided below, that no HCMA official or HCMA employee or their immediate family has any substantial interest in the Bidder's business.

List and describe any substantial interest held by a HCMA official, City employee, or their immediate family in Bidder's business:

None

I certify and swear that to the best of my knowledge, information and belief the above information is true, accurate, and complete.

Signed: 
Title: CFO
Bidder: ETC Institute
Dated: September 20, 2016

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
FILING ENDORSEMENT

This is to Certify that the APPLICATION FOR CERTIFICATE OF AUTHORITY

for
ETC INSTITUTE

ID NUMBER: 60738C

received by facsimile transmission on April 22, 2014 is hereby endorsed.

Filed on April 23, 2014 by the Administrator.

This document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.



In testimony whereof, I have hereunto set my hand and affixed the Seal of the Department, in the City of Lansing, this 23rd day of April, 2014.

A handwritten signature in black ink, appearing to read "A. Schefke".

Alan J. Schefke, Director
Corporations, Securities & Commercial Licensing Bureau

Sent by Facsimile Transmission

CSCLACD-550 (Rev. 01/14)

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS CORPORATIONS, SECURITIES & COMMERCIAL LICENSING BUREAU										
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Address 725 W Frontier										
City Olathe KS 66061	State	ZIP Code								
EFFECTIVE DATE:										

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For use by Foreign Corporations
(Please read information and instructions on the last page)

Pursuant to the provisions of Act 284, Public Acts of 1972 (profit corporations), or Act 162, Public Acts of 1982 (nonprofit corporations), the undersigned execute the following Application:

1. The name of the corporation is:
ETC Institute

2. (Complete this item only if the corporate name in item 1 is not available for use in Michigan.)
The assumed name of the corporation to be used in all its dealings with the Bureau and in the transaction of its business or conducting of its affairs in Michigan is:

3. It is incorporated under the laws of Kansas. The date of its incorporation is Dec 30 1982, and the term of existence if other than perpetual is _____.

4. a. The address of the main business or headquarters office of the corporation is:
725 W Frontier Lane, Olathe KS 66061
(Street Address) (City) (State) (ZIP Code)

b. The mailing address if different than above:

(Street Address) (City) (State) (ZIP Code)

M1829 - 02/19/2014 Wallfax Khawr Online

04/22/2014 10:34AM (GMT-04:00)

5. The street address of its registered office in Michigan is:

30600 Telegraph Road, Suite 2345 Bingham Farms, Michigan 48025-3720
(Street Address) (City) (ZIP Code)

The mailing address of the registered office in Michigan if different than above:

_____, Michigan _____
(Street Address or P.O. Box) (City) (ZIP Code)

The name of the resident agent at the registered office is: The Corporation Company

The resident agent is an agent of the corporation upon whom process against the corporation may be served.

6. The specific business or affairs which the corporation is to transact or conduct in Michigan is as follows:

public opinion polling and market research, data collection and analysis, management consulting

The corporation is authorized to transact such business in the jurisdiction of its incorporation.

7. (To be completed by profit corporations only)

The total authorized shares of the corporation are: 500 voting Class A; 10,000 non-voting Class B

8. If the applicant is a trust please specify any powers or privileges possessed by the trust that are not possessed by an individual or a partnership.

Signed this 21st day of April 2014

By *Elaine L. Tatham*
(Signature of Authorized Officer or Agent)

Elaine L. Tatham President
(Type of Print Name)

CSCL/CD-560 (Rev. 01/14)

Preparer's name and business telephone number:

Elaine L Tatham

(913) 829-1215

INFORMATION AND INSTRUCTIONS

1. This Application for Certificate of Authority to Transact Business or Conduct Affairs must be used to procure a Certificate of Authority to Transact Business or Conduct Affairs in Michigan. A document required or permitted to be filed under the act cannot be filed unless it contains the minimum information required by the act. This is a legal document and agency staff cannot provide legal advice.
2. Submit one original of this document. Upon filing, the document will be added to the records of the Corporations, Securities & Commercial Licensing Bureau. The original will be returned to your registered office address unless you enter a different address in the box on the front of this document.

Since this document will be maintained on an electronic format, it is important that the filing be legible. Documents with poor black and white contrast, or otherwise illegible, will be rejected.
3. This Application is to be used pursuant to the provisions of Chapter 40 of Act 264, P.A. of 1972 or Act 162, P.A. of 1982, by a foreign corporation for the purpose of obtaining a Certificate of Authority to Transact Business or Conduct Affairs in this state. If the foreign profit corporation subsequently changes any of the information set forth in the Application for Certificate of Authority, it must file an Amended Application for Certificate of Authority to Transact Business in Michigan (form CSCL/CD 562) with the Bureau not later than 30 days after the time a change becomes effective. If a foreign nonprofit corporation amends its Articles or is a party to a merger, a certified copy of the amendment or Certificate of Merger must be submitted within 60 days after the effective date.
4. Profit and nonprofit corporations - Attach to this Application a certificate executed by the official of the jurisdiction having custody of corporate records stating that the corporation is in good standing under the laws of the jurisdiction of its incorporation. The certificate cannot be dated earlier than 30 days prior to the date of receipt in this office.
5. Nonprofit corporations only - Attach to this Application a copy of the Articles of Incorporation and all amendments thereto certified by the proper officer of the jurisdiction of incorporation.
6. Item 2 - A foreign corporation whose true name is not available for use in Michigan is permitted to apply for a Certificate of Authority under an assumed name which is available for use and which becomes the corporation's name in Michigan to be used in all transactions and in its dealings with the administrator. Item 2 of the Application for Certificate of Authority to Transact Business or Conduct Affairs in Michigan is to be completed for this purpose only. Corporations may also transact business or conduct affairs under one assumed names by filing separate Certificates of Assumed Names.
7. Item 6 - This item should state only the specific activities or affairs to be conducted in Michigan. An all purpose activities statement is not permitted. Foreign corporations cannot transact business that a domestic corporation cannot lawfully transact.
8. Item 7 - Indicate the total authorized shares (not amount issued) from the Articles of Incorporation or most recent amendment.

60,000 shares will be considered initially attributable to Michigan. If shares attributable to Michigan increase to over 60,000, or are subsequently changed, the corporation shall file an amended application in accordance with Section 1021. To determine the total authorized shares attributable to Michigan, multiply the total authorized shares by the most recent appointment percentage from the Michigan Single Business Tax return.
9. This document is effective on the date endorsed "filed" by the Bureau. A later effective date, no more than 90 days after the date of delivery, may be stated.
10. The Application must be signed by an authorized officer or agent of the corporation.
11. FEES: Make remittance payable to the State of Michigan. Include corporation name on check or money order.

Profit Corporations	
NONREFUNDABLE.....	\$10.00
INITIAL FRANCHISE FEE.....	\$50.00
TOTAL INITIAL ADMISSION FEES.....	\$60.00

Nonprofit Corporations	
NONREFUNDABLE.....	\$10.00
FRANCHISE FEE.....	\$10.00
TOTAL INITIAL ADMISSION FEES.....	\$20.00

Submit with check or money order by mail:

Michigan Department of Licensing and Regulatory Affairs
Corporations, Securities & Commercial Licensing Bureau
Corporations Division
P.O. Box 30054
Lansing, MI 48909

To submit in person:

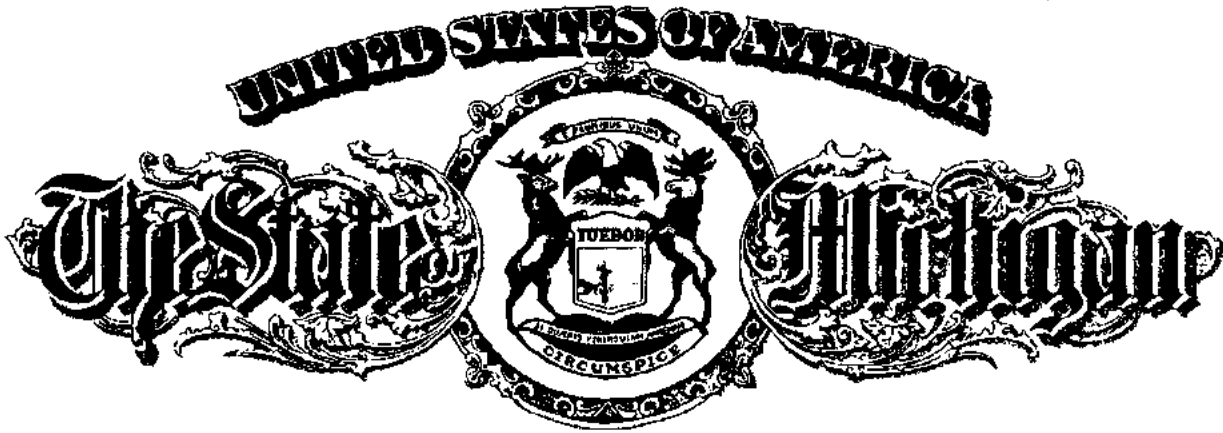
2501 Woodlake Circle
Okemos, MI
Telephone: (517) 241-6470

Fees may be paid by check, money order, VISA or Mastercard when delivered in person to our office.

MICH-ELF (Michigan Electronic Filing System):

First Time Users: Call (517) 241-6470, or visit our website at <http://www.michigan.gov/corporations>
Customer with MICH-ELF Filer Account: Send document to (517) 636-6437

LARA is an equal opportunity employer/program. Auxiliary aids, services and other reasonable accommodations are available upon request to individuals with disabilities.



Department of Licensing and Regulatory Affairs

Lansing, Michigan

This is to Certify That

ETC INSTITUTE

a corporation existing under the laws of the State of KANSAS was validly authorized to transact business in Michigan on the 23rd day of April, 2014, in conformity with 1972 PA 284, as amended.

Said corporation is authorized to transact in this state any business of the character set forth in its application which a domestic corporation formed under this act may lawfully conduct. The authority shall continue as long as said corporation retains its authority to transact such business in the jurisdiction of its incorporation and its authority to transact business in this state has not been surrendered, suspended or revoked.

This certificate is in due form, made by me as the proper officer, and is entitled to have full faith and credit given it in every court and office within the United States.



Sent by Facsimile Transmission
60738C

In testimony whereof, I have hereunto set my hand, in the City of Lansing, this 23rd day of April, 2014.

Alan J. Schefke, Director
Corporations, Securities & Commercial Licensing Bureau



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Eric Ellis, Manager of Natural Resources and Environmental Compliance
 Subject: Approval – Eastern Massasauga Federal Listing, Certificate of Inclusion
 Date: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve the Certificate of Inclusion for the Eastern Massasauga Rattlesnake (EMR) Candidate Conservation Agreement with Assurances (CCAA) as recommended by Manager of Natural Resources and Regulatory Compliance Eric Ellis and staff.

Fiscal Impact:

Minimal staff time will need to be spent on an annual report that outlines the following:

1. Acres of habitat managed by year and by management technique
2. Brief description of habitat management implemented each year
3. Summary of any studies pertaining to EMR
4. Number of observed EMR mortalities associated with management activities
5. Number of other observed EMR mortalities (i.e., road mortalities)
6. Results of population monitoring for EMR (if conducted)
7. Other information the CI Participant deems pertinent to the EMR conservation program.

Additional staff time will also be required to conduct annual staff training. This training will include how to identify massasaugas, their habitat, managed land and the management strategies outlined in Sections 7.1 and 7.2 of the Michigan Department of Natural Resources (MDNR) CCAA.

Inclusion in this agreement will allow for streamlined participation with partners on massasauga habitat grants where funds can be used to make improvements on park property and potentially fund staff time.

Background: The Eastern Massasauga Rattlesnake (EMR) was listed as Federally Threatened under the Endangered Species Act on Sept. 29, 2016. EMR populations have substantially decreased due to many issues including habitat loss, fragmentation of habitat, persecution by people and disease.

EMR are known to occur at four Metroparks. Stony Creek, Kensington, Indian Springs and Hudson Mills and have been the focus of past research and study at all of these locations. Metroparks land are some of the final strongholds of this species on southeast Michigan and are easily some of the best permanently protected EMR habitat in the region. When habitats are suitable for EMR they are also suitable for hundreds of other species of wildlife and indicative of excellent water quality and natural resources stewardship.

The Metroparks have an opportunity to obtain protection for management activities that may cause incidental harm to individual snakes or their habitat by signing the Certificate of Inclusion to the MDNR's CCAA. Previous Manager of Natural Resources and Regulatory Compliance Paul Muelle took part in the CCAA planning process since 2003 and last updated the board on this process in September 2008. The purpose of the CCAA is to conserve and enhance habitat that will maintain viable EMR populations while reducing uncertainty that landowners face in managing lands with federally listed species.

Coverage for management activities is through an Incidental Take Permit sometimes referred to as a Section 10 permit. This permit is associated with MDNR's CCAA for the Eastern Massasauga Rattlesnake and outlines a process for "participants" to join in the CCAA and also receive coverage. The MDNR's Incidental Take Permit for the CCAA, which was issued by the U.S. Fish and Wildlife Service (FWS), is now in effect.

From the MDNR:

For non-federal managers of conservation lands that support EMR in Michigan this is an opportunity for you to also obtain incidental take coverage for your land management activities by formerly enrolling under the DNR's CCAA. To be included under the CCAA, a prospective partner must provide an Eastern Massasauga Rattlesnake Implementation Plan (EMRIP). The Plan will be reviewed by the DNR and the FWS to ensure that the EMRIP is consistent with the CCAA. After the EMRIP is approved and signed, the partner will sign a Certificate of Inclusion (CI), in which the partner agrees to abide by the EMRIP, ITP [Incidental Take Permit], and the CCAA.

Management activities covered by the CCAA include: wetland protection, cultivation, mowing and hydro-axing, chemical controls, trail/pathway management, prescribed burns, forest management including brush removal and invasive species control, and water level manipulations. Previous habitat management by HCMA has led to the persistence of EMR populations on our property. The CCAA does not require significant changes to our current management activities.

To be considered for the CCAA the Natural Resources Department submitted a draft EMR Implementation Plan (EMRIP) to the MDNR in October. We received minimal comments on our first draft of this plan and are awaiting a response and final approval of our second draft. This plan highlights which areas we consider Managed Lands (covered by section 7.1 of the CCAA) and Unmanaged Lands (covered by Section 7.2 of the CCAA).

Unmanaged Land

These are lands that are enrolled in the CCAA but are not considered important to the long-term sustainability of EMR and may be incompatible with EMR management, such as campgrounds or golf courses. Managers do not need to implement conservation strategies on these lands and may actively discourage massasauga use. Landowners are still covered for incidental take. The Metroparks has proposed enrolling roughly 21,000 acres as Unmanaged Land.

Managed Land

This is land considered the most important to the long-term sustainability of EMR and has been identified as holding EMR. The Metroparks proposes to enroll 3,554 acres as managed lands.

Obligations of the Cooperators are outlined on page 26 of the CCAA. If the Metroparks agree to participate with the MDNR's CCAA we would agree to:

1. Abide by all terms of this Agreement, including 1) the specific management strategies (Section 7.1) to minimize risk of harm to EMR on enrolled lands designates as Managed Land and 2) the management strategies (Section 7.2) to minimize risk of harm to EMR on enrolled lands designated as Unmanaged Land.
2. {Pertains to Oil, Gas and Mineral Development companies}.
3. Work with the DNR and Service to develop a mutually agreeable site-specific plan or with applicable lease or Land Use permit for oil, gas and mineral development companies.
4. Allow the Service and DNR staff reasonable access to their enrolled property to survey and monitor EMR and their habitat.
5. Notify the DNR Wildlife Division and the Service at least 30 days in advance for activities that deviate from this Agreement;
6. Report on activities as described in Monitoring (Section 9) and any applicable activities identified in the Certificate of Inclusion.

If the Metroparks do not participate with the MDNR's CCAA we may apply for our own Section 10 (Incidental Take) permit. The MDNR and USFWS have indicated to staff that the process for doing this would likely take one – three years. During that process, we would have no incidental take protections for our management activities and would likely be subject to penalties associated with Endangered Species Act violations.

Attachments: **MDNR Certificate of Inclusion**
 Metroparks Massasauga Poster
 Natural Resources Presentation



Michigan Department of Natural Resources – Wildlife Division

CERTIFICATE OF INCLUSION

By the authority of part 365, 1994 PA 451.

EASTERN MASSASAUGA RATTLESNAKE CANDIDATE CONSERVATION AGREEMENT WITH ASSURANCES PERMIT NUMBER TE 03982C-0

This certifies that lands enrolled by Huron Clinton Metropolitan Authority, the Participating Landowner, and described in the attached Eastern Massasauga Rattlesnake Implementation Plan (EMRIP) are included within the scope of Permit Number TE 03982C-0, held by the Michigan Department of Natural Resources (MDNR) and issued on August 12, 2016, under the authority of Section 10(a)(1)(A) of the Endangered Species Act of 1973, as amended, 16 U.S.C. 1539 (a)(1)(B). The MDNR's permit authorizes incidental take of eastern massasauga rattlesnakes by Participating Landowner, as part of the MDNR's Candidate Conservation Agreement with Assurances (CCAA), when implementing specific land management activities, identified in Section 7 of the CCAA, on enrolled lands to benefit eastern massasauga rattlesnakes. Pursuant to the MDNR's permit, this Certificate authorizes the Participating Landowner for incidental take of eastern massasauga rattlesnakes that may result from otherwise lawful land management activities, subject to the terms and conditions of the MDNR's permit, the MDNR's CCAA and the Participating Landowner's EMRIP. By signing this Certificate of Inclusion, the Participating Landowner agrees to carry out the conservation measures described in the attached EMRIP. Due to the voluntary nature of this agreement, the Participating Landowner may withdraw from this agreement at any time without penalty, with 30 days' written notice of its intent to terminate this agreement. Upon withdrawal from this agreement, the Participating Landowner must give the U.S Fish and Wildlife Service an opportunity to relocate affected species, including reasonable access to the property subject to this agreement, within 60 days of the notice (Section 14.4 of the CCAA). This Certificate is considered approved on the date of the final signature and continues through the end of the terms identified in the attached EMRIP. If this CCAA is modified at any time in the future, those modifications will not be required of landowners who possess a Certificate of Inclusion at the time of the modification, unless mutually agreed upon by the MDNR and the Participating Landowner.

 Participating Landowner

 Date

 Field Supervisor
Michigan Ecological Services Field Office

 Date

 Endangered Species Coordinator, Wildlife Division
Michigan Department of Natural Resources

 Date

YOU'RE IN Massasauga Territory



Massasaugas are shy snakes, but they may bite if they feel threatened.

The eastern massasauga rattlesnake is a rare and unique snake that plays an important role in the ecology of the Metroparks. It is the only venomous snake in Michigan and is registered as a species of special concern in the state. Massasauga populations

are severely threatened by habitat loss and persecution by humans. The Metroparks are actively involved in the protection of this species by maintaining and restoring its habitat.

AVOID SNAKE BITES BY FOLLOWING THESE GUIDELINES:

- If you encounter a massasauga, leave it alone.
- NEVER try to pick up or otherwise handle a massasauga.
- If you hear a rattle, turn around in a circle to locate the snake before moving forward or backward.
- Stay on the trail.
- Wear protective footwear, such as hiking boots.
- Keep pets leashed.

**FOR MORE INFORMATION
on massasauga rattlesnakes,
go to www.metroparks.com**

IF YOU ARE BITTEN:

- Call 911.
- Remain calm.
- Move away from the snake.
- Sit or lie down and wait for help to arrive.
- Stay still. Moving spreads the venom faster.
- Remove rings, watches and bracelets.
- DO NOT cut or puncture the wound or apply suction to the bitten area.
- DO NOT apply a tourniquet or ice to the extremity.

IF YOUR PET IS BITTEN:

- Keep your pet calm and restrict its movement.
- Do not let your pet walk.
- If possible, splint the bitten extremity and keep the limb below heart level.
- Immediately take your pet to the veterinarian.

**IF YOU ARE BITTEN BY A SNAKE
CALL 911**



**HURON-CLINTON
metroparks**

Eastern Massasauga Rattlesnake Information



HURON-CLINTON metroparks

DELHI • DEXTER-HURON • HUDSON MILLS • HURON MEADOWS
INDIAN SPRINGS • KENSINGTON • LAKE ERIE • LAKE ST. CLAIR
LOWER HURON • OAKWOODS • STONY CREEK
WILLOW • WOLCOTT

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FOR MORE INFORMATION
on massasauga rattlesnakes,
go to www.metroparks.com

IF YOU ARE BITTEN:

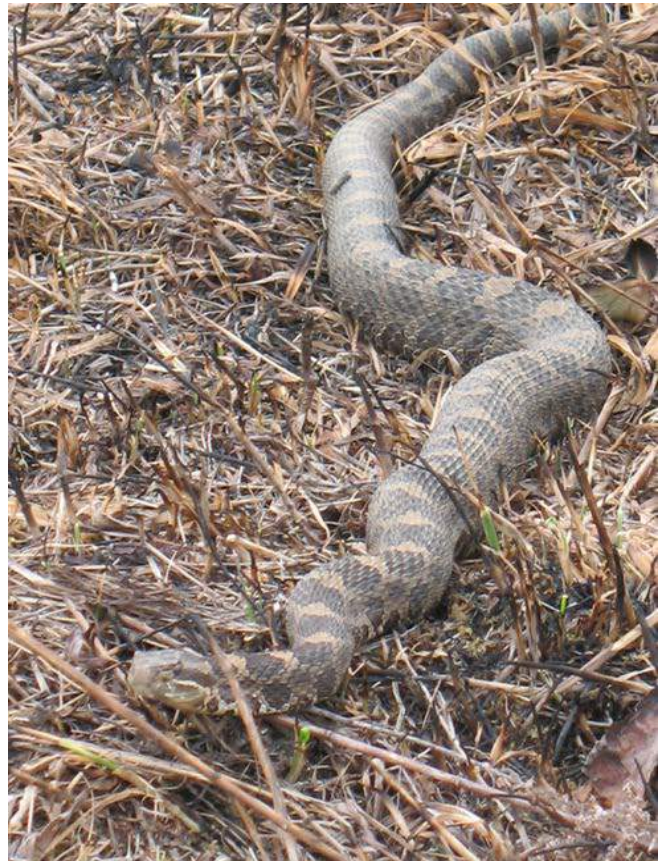
- Call 911.
- Remain calm.
- Move away from the snake.
- Sit or lie down and wait for help to arrive.
- Stay still. Moving spreads the venom faster.
- Remove rings, watches and bracelets.
- DO NOT cut or puncture the wound or apply suction to the bitten area.
- DO NOT apply a tourniquet or ice to the extremity.

IF YOUR PET IS BITTEN:

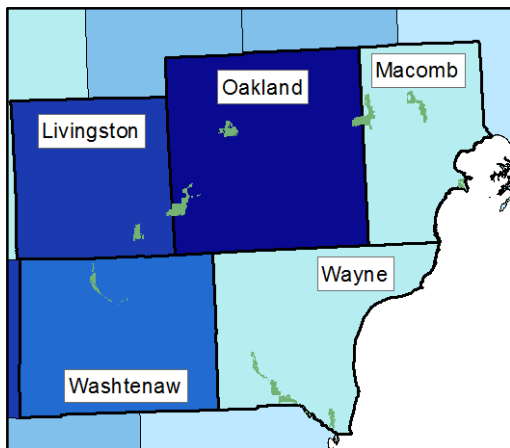
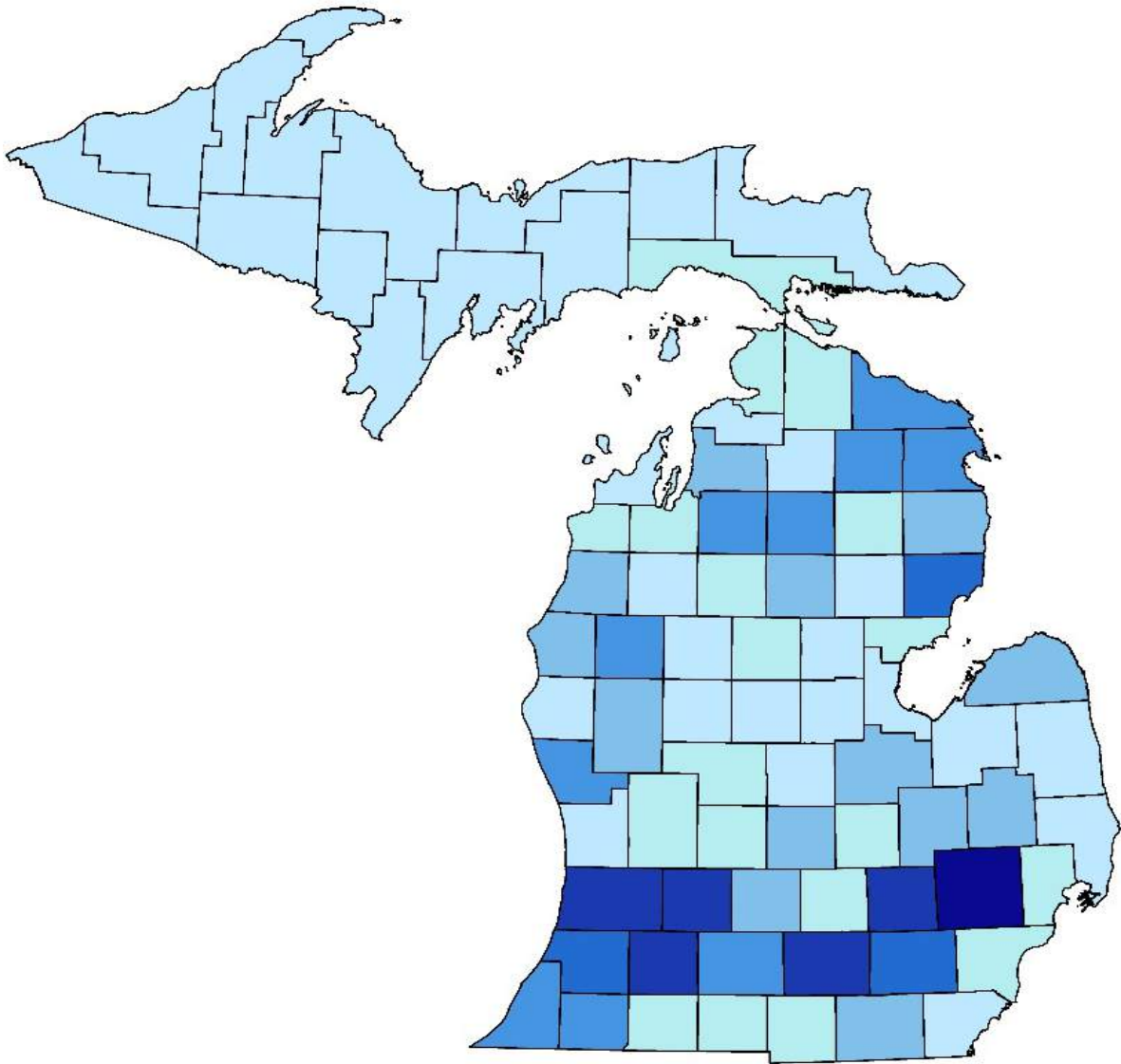
- Keep your pet calm and restrict its movement.
- Do not let your pet walk.
- If possible, splint the bitten extremity and keep the limb below heart level.
- Immediately take your pet to the veterinarian.

- Populations have declined for many reasons including habitat loss and human persecution.
- In order to preserve this species the Metroparks manage for healthy wetlands and adjacent uplands.
- Massasaugas can be found at Kensington, Hudson Mills, Stony Creek and Indian Springs Metroparks.

- The Eastern Massasauga Rattlesnake is Michigan's only venomous snake.
- Federally listed as Threatened on Sept. 29, 2016.
- They often hibernate in crayfish holes in open, grassy wetlands and can be found in adjacent uplands in the summer.



Eastern Massasauga Distribution



- Darker colors = higher concentrations of massasaugas.
- Metroparks land is a stronghold for this species in Michigan.



- The Metroparks have an opportunity to be included in the Candidate Conservation Agreement with Assurances (CCA), DNR's Section 10 permit.
- Purpose of CCA is to conserve massasaugas while reducing uncertainty for land managers.
- CCA provides protection for activities that may cause incidental harm to snakes or their habitat (AKA "take").



CCAA Land Categories

Managed Land

- Most important for massasauga conservation, (3,554 acres identified).
- Identified using known locations and staff expertise.
- Must use conservation strategies in these areas, outlined in section 7.1 of the CCAA.



CCAA Land Categories



Unmanaged Land

- All other land owned and administered by the Metroparks (est. 21,000 acres)
- Do not need to implement conservation strategies and may actively discourage massasauga use.
- Still covered for incidental “take.”



Activities Covered in Section 7.1 of the CCAA



- Wetland protection
- Cultivation
- Mowing and hydro-axing
- Chemical controls
- Prescribed burns
- Trail/pathway management
- Forest management/brush removal
- Invasive species control
- Water level manipulations



Certificate of Inclusion for CCAA

- Must sign to join the CCAA and receive incidental take coverage under Section 10 permit issued to the MDNR by the U.S. Fish and Wildlife Service.
- If not covered under this permit, the Metroparks will need to acquire one to avoid penalties for take. Process will take 1-3 years.
- Required to abide by all terms of the CCAA.
- Must develop massasauga management plan. The Metroparks plan approved by MDNR and USFWS on Oct. 25, 2016.
- Notify DNR and USFWS 30 days in advance for actions that deviate from the CCAA.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Brahm-Henkel, Manager of Engineering
 Project No: 509-16-534
 Project Title: Approval – Golf Course Cart Path Reconstruction
 Project Type: Capital Improvement
 Location: November 3, 2016

Action Requested: Motion to Approve

That the Board of Commissioners' approve the transfer of funds from Fund Balance to complete the project in the amount of \$84,754 as recommended by Manager of Engineering Mike Brahm-Henkel and staff.

Fiscal Impact: Additional funding from the Fund Balance is necessary for completion of the project based upon the engineer's estimate, which is projected to be over budget by \$84,754.

Background: At the Aug. 11, 2016 Board meeting, a contract was awarded to replace the failing cart paths at the Stony Creek golf course in the amount of \$1,278,601.50.

During construction, additional quantities of stone, drain tile, asphalt, topsoil, and seed were necessary for the cart path construction. The added quantity was the result of having to build up certain areas of the paths to a higher elevation, add additional subsurface drain tile, as well as additional material to blend in the side slopes of the cart paths into the existing contours of the course. The blending of the side slopes was necessary to provide a gentler transition from the cart path edge to the existing ground surface.

This additional work represents an overage of 6.63 percent of the total contract amount. The overage is based on the engineer's projection of the quantity of labor and materials necessary to complete the remaining work. The project has been proceeding quickly but has been a challenge to pave the 4.3 miles of cart path. At the date of this report, the only work left to complete is restoration, paving around the golf starter building and the repair to the golf maintenance service drive, which was used as a main access point for the construction equipment.

The project is 90 percent complete and should to be completed before year-end. Since paving the cart path, the golf course has been able to rent carts after rainy weather. During a recent rainy weather pattern, the course received an inch of rain and carts were still allowed on the course.

Attachments: Stony Creek Golf Course Cart Path Photos



Hole #4 Before



Hole #4 After

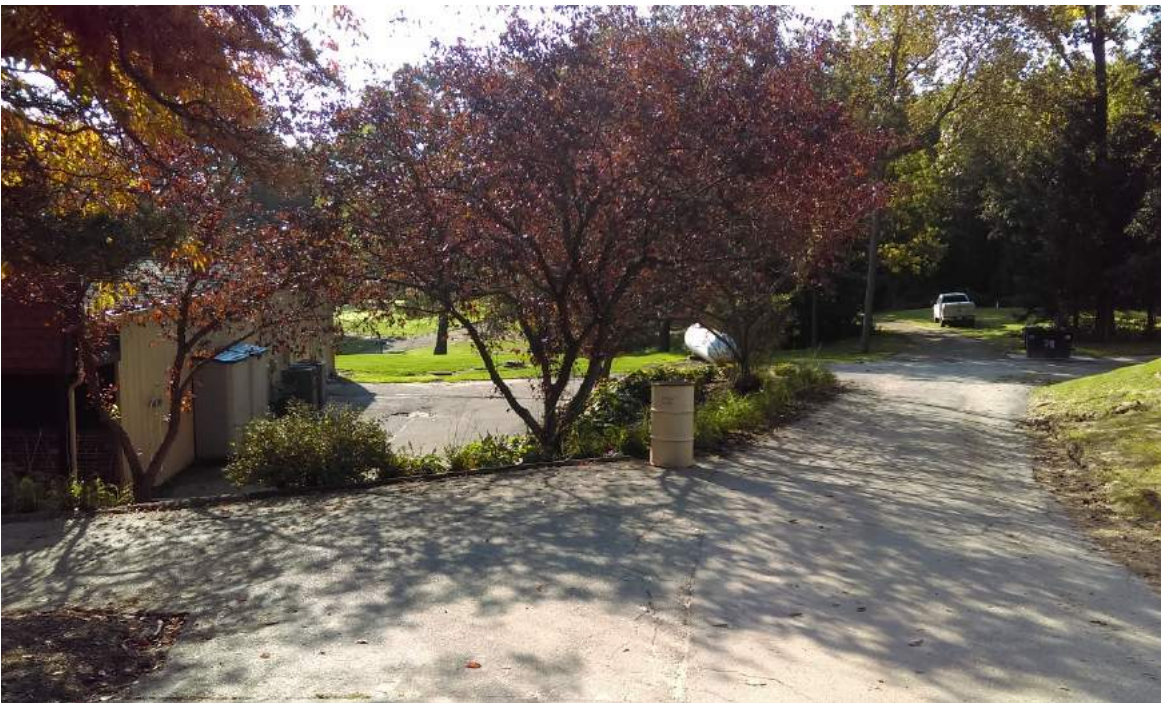
Completed Project Area - Slope blending Hole # 18



Areas to be completed



Areas to be completed



Areas to be completed



Areas to be completed



PARK	MONTHLY VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	24,355	22,236	22,774	7%
Wolcott Mill	8,497	10,249	7,756	10%
Stony Creek	33,276	38,156	34,525	-4%
Indian Springs	7,605	7,551	7,408	3%
Kensington	64,053	63,779	60,529	6%
Huron Meadows	12,893	13,869	11,573	11%
Hudson Mills	23,548	22,057	20,567	14%
Lower Huron/Willow/Oakwoods	44,609	42,556	41,632	7%
Lake Erie	17,078	11,853	12,747	34%
Monthly TOTALS	235,914	232,306	219,512	7%

MONTHLY TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 37,564	\$ 69,447	\$ 56,083	-33%
\$ 110	\$ 322		
\$ 59,716	\$ 72,478	\$ 59,941	0%
\$ 8,367	\$ 8,829	\$ 8,706	-4%
\$ 99,712	\$ 100,989	\$ 72,125	38%
\$ 19,514	\$ 23,240	\$ 14,678	33%
\$ 40,116	\$ 40,768	\$ 31,421	28%
\$ 29,149	\$ 34,797	\$ 27,143	7%
\$ 30,351	\$ 34,699	\$ 27,064	12%
\$ 324,489	\$ 385,247	\$ 297,160	9%

PARK	Y-T-D VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	365,063	364,920	362,195	1%
Wolcott Mill	60,380	56,171	48,074	26%
Stony Creek	507,031	489,947	491,665	3%
Indian Springs	86,267	76,929	80,769	7%
Kensington	699,172	720,066	686,517	2%
Huron Meadows	89,828	85,408	82,589	9%
Hudson Mills	190,425	188,974	196,379	-3%
Lower Huron / Willow & Oakwoods	486,628	463,580	459,586	6%
Lake Erie	183,062	162,601	152,413	20%
Monthly TOTALS	2,667,856	2,608,596	2,560,187	4%

Y-T-D TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 1,494,217	\$ 1,245,004	\$ 1,121,247	33%
\$ 6,134	\$ 1,688		
\$ 2,259,101	\$ 1,779,021	\$ 1,634,307	38%
\$ 289,077	\$ 235,474	\$ 219,145	32%
\$ 2,345,841	\$ 1,859,492	\$ 1,625,395	44%
\$ 75,743	\$ 77,596	\$ 68,496	11%
\$ 499,047	\$ 427,905	\$ 398,576	25%
\$ 1,064,404	\$ 839,650	\$ 772,093	38%
\$ 572,165	\$ 475,712	\$ 466,293	23%
\$ 8,599,595	\$ 6,939,854	\$ 6,305,553	36%

PARK	MONTHLY PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 73,984	\$ 84,405	\$ 74,861	-1%
Wolcott Mill	\$ 49,958	\$ 62,321	\$ 56,126	-11%
Stony Creek	\$ 129,881	\$ 137,943	\$ 133,931	-3%
Indian Springs	\$ 66,041	\$ 55,682	\$ 52,276	26%
Kensington	\$ 229,610	\$ 205,514	\$ 165,450	39%
Huron Meadows	\$ 77,362	\$ 72,292	\$ 57,319	35%
Hudson Mills	\$ 72,918	\$ 78,416	\$ 60,328	21%
Lower Huron / Willow & Oakwoods	\$ 104,852	\$ 97,160	\$ 86,616	21%
Lake Erie	\$ 82,888	\$ 78,053	\$ 65,163	27%
Y-T-D TOTALS	\$ 887,494	\$ 871,785	\$ 752,070	18%

Y-T-D PARK REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,241,749	\$ 1,966,505	\$ 1,685,201	33%
\$ 541,967	\$ 475,527	\$ 482,792	12%
\$ 3,931,704	\$ 3,354,338	\$ 3,119,801	26%
\$ 1,108,811	\$ 1,021,027	\$ 955,721	16%
\$ 4,250,686	\$ 3,728,711	\$ 3,277,274	30%
\$ 867,682	\$ 824,254	\$ 748,477	16%
\$ 1,029,757	\$ 964,161	\$ 903,472	14%
\$ 2,976,287	\$ 2,578,856	\$ 2,397,903	24%
\$ 1,707,768	\$ 1,567,391	\$ 1,503,474	14%
\$ 18,656,411	\$ 16,480,769	\$ 15,074,116	24%

District	Y-T-D Vehicle Entries by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	932,474	911,038	901,933	3%
Western	1,065,692	1,071,377	1,046,254	2%
Southern	669,690	626,181	612,000	9%

Y-T-D Total Revenue by Management Unit			
Current	Previous	Prev 3 Yr Avg	Change from Average
6,715,420	5,796,370	5,287,794	27%
7,256,936	6,538,153	5,884,945	23%
4,684,055	4,146,247	3,901,377	20%

GOLF THIS MONTH	MONTHLY ROUNDS			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Wolcott Mill	838	864	761	10%
Stony Creek	1,740	2,043	2,305	-25%
Indian Springs	1,545	1,533	1,574	-2%
Kensington	2,167	2,127	2,061	5%
Huron Meadows	2,113	2,050	1,884	12%
Hudson Mills	948	1,347	1,040	-9%
Willow	1,914	2,122	1,674	14%
Lake Erie	1,853	1,532	1,337	39%
Total Regulation	13,118	13,618	12,636	4%
LSC Par 3	449	143	246	82%
LSC Foot Golf	30	13	4	592%
L. Huron Par 3	224	182	209	7%
L. Huron Foot Golf	30	31	10	190%
Total Golf	13,851	13,987	13,106	6%

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 20,750	\$ 18,194	\$ 14,551	43%
\$ 45,707	\$ 49,146	\$ 45,081	1%
\$ 34,359	\$ 30,474	\$ 30,547	12%
\$ 49,565	\$ 41,984	\$ 40,301	23%
\$ 50,295	\$ 42,343	\$ 38,334	31%
\$ 18,127	\$ 22,884	\$ 17,682	3%
\$ 44,878	\$ 44,465	\$ 37,010	21%
\$ 39,226	\$ 24,626	\$ 20,911	88%
\$ 302,907	\$ 274,115	\$ 244,418	24%
\$ 2,284	\$ 792	\$ 1,369	67%
\$ 229	\$ 57	\$ 19	1105%
\$ 1,430	\$ 1,096	\$ 1,236	16%
\$ 200	\$ 188	\$ 63	219%
\$ 307,050	\$ 276,248	\$ 247,105	24%

GOLF Y-T-D	GOLF ROUNDS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Wolcott Mill	14,283	14,133	14,063	2%
Stony Creek	29,278	29,096	30,821	-5%
Indian Springs	22,506	23,696	23,339	-4%
Kensington	28,743	29,591	28,573	1%
Huron Meadows	24,539	25,067	23,171	6%
Hudson Mills	15,433	17,030	15,986	-3%
Willow	24,565	23,057	20,562	19%
Lake Erie	24,444	24,240	22,181	10%
Total Regulation	183,791	185,910	178,695	3%
LSC Par 3	7,975	7,541	8,857	-10%
LSC Foot Golf	1,063	1,373	458	132%
L. Huron Par 3	4,181	4,607	5,251	-20%
L. Huron Foot Golf	806	610	203	296%
Total Golf	197,816	200,041	193,464	2%

GOLF REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 368,420	\$ 336,517	\$ 294,028	25%
\$ 942,249	\$ 886,744	\$ 821,804	15%
\$ 554,545	\$ 560,567	\$ 548,952	1%
\$ 713,928	\$ 697,297	\$ 679,328	5%
\$ 668,280	\$ 625,565	\$ 589,822	13%
\$ 316,644	\$ 331,147	\$ 312,791	1%
\$ 681,294	\$ 606,085	\$ 575,959	18%
\$ 639,716	\$ 478,971	\$ 462,355	38%
\$ 4,885,076	\$ 4,522,893	\$ 4,285,039	14%
\$ 46,592	\$ 46,745	\$ 53,900	-14%
\$ 9,094	\$ 8,899	\$ 2,966	207%
\$ 28,486	\$ 30,469	\$ 33,742	-16%
\$ 4,911	\$ 3,862	\$ 1,287	281%
\$ 4,974,159	\$ 4,612,868	\$ 4,376,935	14%

AQUATICS THIS MONTH	PATRONS THIS MONTH			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	0	0	0	-
Stony Creek Rip Slide	0	0	0	-
KMP Splash	0	0	0	-
Hudson Mills Rip Slide	0	0	0	-
Lower Huron	0	0	0	-
Willow	0	0	0	-
Lake Erie	0	0	0	-
TOTALS	0	0	0	-

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ -	\$ -	\$ 196	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 1,252	\$ 400	\$ 268	367%
\$ 266	\$ -	\$ -	-
\$ 1,497	\$ 57	\$ 19	7779%
\$ 3,015	\$ 457	\$ 483	524%

AQUATICS Y-T-D	PATRONS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	50,880	56,318	45,020	13%
Stony Creek Rip Slide	34,828	26,374	37,369	-7%
KMP Splash	46,678	46,207	45,414	3%
Hudson Mills Rip Slide	2,857	4,762	1,587	80%
Lower Huron	97,033	96,069	92,228	5%
Willow	21,003	20,473	17,933	17%
Lake Erie	35,603	38,374	38,909	-8%
TOTALS	288,882	288,577	278,459	4%

REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 255,576	\$ 224,495	\$ 179,294	43%
\$ 182,464	\$ 139,497	\$ 113,671	61%
\$ 274,210	\$ 250,150	\$ 214,472	28%
\$ 20,392	\$ 33,736	\$ 11,245	81%
\$ 958,957	\$ 918,579	\$ 838,676	14%
\$ 106,762	\$ 98,888	\$ 87,454	22%
\$ 284,151	\$ 216,900	\$ 194,269	46%
\$ 2,082,512	\$ 1,882,245	\$ 1,639,081	27%

PARK	Seasonal Activities this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	1	3	5	-79%
Shelters	22	2	2	843%
Boat Launches	210	415	215	-2%
Marina	151	99	134	12%
Mini-Golf	0	0	0	-
Wolcott				
Activity Center	12	11	9	29%
Stony Creek				
Disc Golf Daily	478	749	484	-1%
Disc Golf Annual	0	0	0	-
Total Disc Golf	478	749	484	-1%
Shelters	28	29	39	-28%
Boat Rental	0	0	0	-
Boat Launches	30	82	46	-34%
Indian Springs				
Shelters	2	0	1	200%
Event Room	7	4	3	110%
Kensington				
Disc Golf Daily	1,682	1,146	1,595	5%
Disc Golf Annual	1	3	1	0%
Total Disc Golf	1,683	1,149	1,596	5%
Shelters	40	43	40	1%
Boat Rental	0	0	0	-
Huron Meadows				
Shelters	3	3	1	125%
Hudson Mills				
Disc Golf Daily	482	601	566	-15%
Disc Golf Annual	0	0	0	-
Total Disc Golf	482	601	566	-15%
Shelters	5	2	6	-17%
Canoe Rental	73	70	80	-9%
Lower Huron / Willow / Oakwoods				
Shelters	65	57	73	-11%
Lake Erie				
Shelters	3	3	4	-31%
Boat Launches	1,054	814	890	18%
Marina	17	30	28	-38%

Monthly Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 1,600	\$ 1,600	\$ 1,533	4%
\$ 8,000	\$ 6,500	\$ 7,888	1%
\$ -	\$ -	\$ -	-
\$ 1,199	\$ 694	\$ 1,421	-16%
\$ -	\$ -	\$ -	-
\$ 2,000	\$ 4,000	\$ 3,393	-41%
\$ 1,434	\$ 2,460	\$ 1,291	11%
\$ -	\$ -	\$ -	-
\$ 1,434	\$ 2,460	\$ 1,291	11%
\$ 6,300	\$ 6,750	\$ 8,117	-22%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 400	\$ -	\$ 133	200%
\$ 12,850	\$ 5,190	\$ 4,742	171%
\$ 5,046	\$ 3,438	\$ 3,572	41%
\$ 55	\$ 160	\$ 53	3%
\$ 5,101	\$ 3,598	\$ 3,625	41%
\$ 10,125	\$ 9,825	\$ 9,150	11%
\$ -	\$ -	\$ 11	-
\$ 600	\$ 600	\$ 267	125%
\$ 1,446	\$ 1,803	\$ 1,332	9%
\$ -	\$ -	\$ 17	-
\$ 1,446	\$ 1,803	\$ 1,349	7%
\$ 1,000	\$ 400	\$ 1,200	-17%
\$ 321	\$ 310	\$ 350	-8%
\$ 14,550	\$ 12,200	\$ 16,300	-11%
\$ 700	\$ 900	\$ 1,083	-35%
\$ -	\$ -	\$ -	-
\$ 10,104	\$ 8,838	\$ 8,240	23%

PARK	Seasonal Activities Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	25	59	52	-52%
Shelters	262	493	433	-39%
Boat Launches	5,259	5,580	6,036	-13%
Marina	3,081	3,285	3,123	-1%
Mini-Golf	7,990	10,058	9,868	-19%
Wolcott				
Activity Center	101	98	92	10%
Stony Creek				
Disc Golf Daily	15,120	18,115	20,590	-27%
Disc Annual	133	105	82	62%
Total Disc Golf	15,253	18,220	20,672	-26%
Shelters	394	373	403	-2%
Boat Rental	17,189	16,752	16,181	6%
Boat Launches	789	1,899	1,851	-57%
Indian Springs				
Shelters	55	62	57	-4%
Event Room	52	47	45	16%
Kensington				
Disc Golf Daily	22,115	23,203	27,779	-20%
Disc Annual	145	204	140	4%
Total Disc Golf	22,260	23,407	27,919	-20%
Shelters	381	472	455	-16%
Boat Rental	18,792	23,055	18,975	-1%
Huron Meadows				
Shelters	25	25	21	17%
Hudson Mills				
Disc Golf Daily	8,782	9,894	11,546	-24%
Disc Annual	118	161	132	-10%
Total Disc Golf	8,900	10,055	11,678	-24%
Shelters	102	101	117	-13%
Canoe Rental	6,421	5,687	5,767	11%
Lower Huron / Willow / Oakwoods				
Shelters	315	288	324	-3%
Lake Erie				
Shelters	72	70	71	2%
Boat Launches	14,245	12,844	12,336	15%
Marina	58	68	78	-26%

Seasonal Revenue Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair			
\$ 21,275	\$ 33,750	\$ 21,350	0%
\$ 68,045	\$ 69,289	\$ 71,078	-4%
\$ -	\$ -	\$ -	-
\$ 22,028	\$ 21,874	\$ 24,083	-9%
\$ 28,954	\$ 35,727	\$ 35,077	-17%
Wolcott			
\$ 14,850	\$ 18,100	\$ 16,803	-12%
Stony Creek			
\$ 45,441	\$ 59,353	\$ 47,065	-3%
\$ 6,955	\$ 4,710	\$ 3,597	93%
\$ 52,396	\$ 64,063	\$ 50,662	3%
\$ 82,860	\$ 75,350	\$ 78,997	5%
\$ 183,197	\$ 176,389	\$ 149,058	23%
\$ -	\$ -	\$ -	-
Indian Springs			
\$ 7,050	\$ 7,100	\$ 8,300	-15%
\$ 104,266	\$ 64,058	\$ 64,220	62%
Kensington			
\$ 66,345	\$ 69,056	\$ 64,640	3%
\$ 7,655	\$ 6,841	\$ 5,576	37%
\$ 74,000	\$ 75,897	\$ 70,215	5%
\$ 99,110	\$ 106,300	\$ 99,265	0%
\$ 237,767	\$ 243,462	\$ 213,816	11%
Huron Meadows			
\$ 5,000	\$ 5,000	\$ 4,267	17%
Hudson Mills			
\$ 26,346	\$ 29,682	\$ 26,391	0%
\$ 6,290	\$ 7,835	\$ 6,258	1%
\$ 32,636	\$ 37,517	\$ 32,649	0%
\$ 20,400	\$ 20,200	\$ 23,283	-12%
\$ 27,722	\$ 25,016	\$ 25,748	8%
Lower Huron / Willow / Oakwoods			
\$ 68,625	\$ 62,800	\$ 69,775	-2%
Lake Erie			
\$ 16,200	\$ 15,100	\$ 15,750	3%
\$ -	\$ -	\$ -	-
\$ 177,789	\$ 158,388	\$ 162,111	10%

INTERPRETIVE FACILITIES

PARK	Monthly Patrons Served			
	(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	9,781	7,901	8,464	16%
Wolcott Mill	7,359	8,897	8,901	-17%
Wolcott Farm	7,863	7,787	10,067	-22%
Stony Creek	23,677	21,537	21,108	12%
Eastern Mobile Center	977	0	977	0%
Indian Springs	8,267	9,096	9,681	-15%
Kens NC	25,890	28,243	26,878	-4%
Kens Farm	29,011	28,330	30,138	-4%
Western Mobile Center	739	1,971	1,526	-52%
Hudson Mills	3,726	4,622	4,762	-22%
Oakwoods	16,273	16,019	17,077	-5%
Lake Erie	9,368	9,495	11,516	-19%
Southern Mobile Center	733	0	733	0%
Totals	143,664	143,898	151,829	-5%

YTD Patrons Served			
(total program participants and non-program visitors)			
Current	Previous	Prev 3 Yr Avg	Change from Average
135,508	118,156	123,168	10%
44,500	40,620	44,907	-1%
76,112	95,454	90,379	-16%
175,720	151,554	153,929	14%
8,998	0	8,998	0%
77,468	81,209	83,546	-7%
247,267	237,992	239,126	3%
262,599	285,070	274,034	-4%
12,873	34,424	22,946	-44%
34,178	42,056	39,491	-13%
137,224	121,082	129,371	6%
91,497	60,728	93,922	-3%
7,804	0	7,804	0%
1,311,748	1,268,345	1,311,621	0%

PARK	Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 1,739	\$ 3,714	\$ 2,288	-24%
Wolcott Mill	\$ 3,814	\$ 5,443	\$ 4,298	-11%
Wolcott Farm	\$ 5,812	\$ 9,985	\$ 8,567	-32%
Wagon Rides	\$ 3,282	\$ 2,399	\$ 6,749	-51%
Livestock/Produce	\$ 5,660	\$ 22,300	\$ 14,511	-61%
FARM TOTAL	\$ 14,754	\$ 34,684	\$ 29,827	-51%
Stony Creek	\$ 3,386	\$ 3,238	\$ 4,330	-22%
Indian Springs	\$ 2,462	\$ 3,113	\$ 3,518	-30%
Kens NC	\$ 6,220	\$ 2,467	\$ 3,792	64%
Kens Farm	\$ 12,926	\$ 775	\$ 1,603	706%
Wagon Rides	\$ 8,787	\$ 6,986	\$ 8,112	8%
Livestock/Produce	\$ 252	\$ 5,724	\$ 6,021	-96%
FARM TOTAL	\$ 21,964	\$ 13,485	\$ 15,737	40%
Mobile Center	\$ 3,713	\$ 4,184	\$ 3,147	18%
Hudson Mills	\$ 1,030	\$ 1,265	\$ 1,562	-34%
Oakwoods	\$ 3,442	\$ 4,014	\$ 4,596	-25%
Lake Erie	\$ 357	\$ 243	\$ 578	-38%
Totals	\$ 62,880	\$ 75,849	\$ 73,672	-15%

YTD Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 26,832	\$ 25,455	\$ 20,245	33%
\$ 13,867	\$ 14,685	\$ 11,942	16%
\$ 58,931	\$ 53,773	\$ 51,759	14%
\$ 11,771	\$ 6,311	\$ 10,176	16%
\$ 25,993	\$ 46,141	\$ 47,697	-46%
\$ 96,695	\$ 106,225	\$ 109,632	-12%
\$ 25,901	\$ 24,274	\$ 24,324	6%
\$ 31,813	\$ 33,637	\$ 35,945	-11%
\$ 26,326	\$ 21,833	\$ 23,019	14%
\$ 83,098	\$ 48,949	\$ 44,326	87%
\$ 33,298	\$ 26,950	\$ 30,305	10%
\$ 14,440	\$ 21,432	\$ 19,084	-24%
\$ 130,836	\$ 97,331	\$ 93,715	40%
\$ 20,715	\$ 18,562	\$ 18,115	14%
\$ 13,101	\$ 12,910	\$ 13,296	-1%
\$ 15,859	\$ 18,523	\$ 18,917	-16%
\$ 9,390	\$ 10,921	\$ 8,968	5%
\$ 411,336	\$ 384,355	\$ 378,118	9%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance
Lake St Clair	56	1,437	77	1,906
Wolcott Mill	11	1,038	16	1,787
Wolcott Farm	48	3,567	27	2,774
Stony Creek	93	4,375	139	4,581
Eastern Mobile Center				
Indian Springs	55	2,489	61	2,783
Kens NC	32	821	45	1,379
Kens Farm	171	4,726	211	7,283
Western Mobile Center				
Hudson Mills	7	226	13	287
Oakwoods	84	1,336	163	1,700
Lake Erie	28	603	41	628
Southern Mobile Center				
Totals	585	20,618	793	25,108

OFF-SITE Programs and Attendance			
CURRENT YEAR		PREVIOUS YEAR	
Programs	Attendance	Programs	Attendance
2	98	2	74
-	-	-	-
-	-	-	-
-	-	-	-
6	977	-	-
2	54	4	172
19	562	20	740
-	-	-	-
32	739	48	1,971
-	-	10	335
5	55	-	-
2	75	-	-
5	733	-	-
73	3,293	84	3,292

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	8,246	5,921
Wolcott Mill	6,321	7,110
Wolcott Farm	4,296	5,013
Stony Creek	19,302	16,956
Indian Springs	5,724	6,141
Kens NC	24,507	26,124
Kens Farm	24,285	21,047
Hudson Mills	3,500	4,000
Oakwoods	14,882	14,319
Lake Erie	8,690	8,867
Totals	119,753	115,498

"ON-SITE" - Statistics includes both programs offered to the public and programs offered to school and scout groups.

"OFF-SITE" - Statistics includes outreach programs at schools, special events such as local fairs, or outdoor related trade shows.

"OTHER VISITORS" - Represents patrons to interpretive centers who visit to view exhibits, walk trails, and generally just enjoy the outdoors.