

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
November 14, 2019 – 10:30am
Administrative Office

1. Call to Order
2. Chairman's Statement
3. Public Participation
4. Approval – October 10, 2019 Regular Meeting and Closed Session Minutes
5. Approval – November 14, 2019 Full Agenda

Consent Agenda

6. Approval – November 14, 2019 Consent Agenda
 - a. Approval – October Financial Statements
 - b. Approval – October 2019 Appropriation Adjustments **pg. 1**
 - c. Report – Purchases over \$10,000 **pg. 3**

Regular Agenda

7. **Preliminary 2020 Budget** **pg. 4**

8. **Reports**

A. Administrative Department

1. Approval – Food and Beverages Concession Services **pg. 23**
2. Approval – Annual Permit Fee Increase **pg. 24**
3. Approval – Executive Wage Salary Scale **pg. 25**
4. Report – Draft Purchasing Policy **pg. 32**
5. Report – Monthly Marketing Update **pg. 55**
6. Report – Marketing Plan Presentation for 2020 **pg. 72**
7. Report – Diversity, Equity and Inclusion Plan **pg. 73**

B. Finance Department

1. Report – October General Fund Financial Statement Review **pg. 133**
2. Report – Monthly Capital Project Fund Update **pg. 135**
3. Approval – 2020 Fiduciary Insurance Renewal **pg 137**

C. Planning Department

1. Approval – Flat Rock Dam Feasibility Study Match Commitment, Oakwoods **pg. 138**
2. Approval – ADA Transition Plan **pg. 139**
3. Approval – Boat Launch Design, Stony Creek Metropark **pg. 140**
4. Report – Proposed Five-Year Strategy, Storm Water Projects **pg. 150**

D. Engineering Department

1. Approval – Vehicular and Pedestrian Bridge Inspections, All Locations **pg. 192**
2. Bids - Meadowlark Accessibility Improvements, Indian Springs Metropark **pg. 238**
3. Bids – Pool Picnic Shelter Accessibility Improvements, Willow Metropark **pg. 243**

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
November 14, 2019 – 10:30am
Administrative Office
Page 2

- 9. Other Business
- 10. Staff Leadership Update
- 11. Commissioner Comments
- 12. Motion to Adjourn

A Pension Committee and Retiree Health Care Trust Meeting will take place
Thursday, November 14, 2019 – 9:00 a.m.
Administrative Office

The next regular Metroparks Board meeting will take place
Thursday, December 12, 2019 – 10:30 a.m.
Administrative Office



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Rebecca Franchock, Chief of Finance
Subject: Approval – October Appropriation Adjustments
Date: November 8, 2019

Action Requested: Motion to Approve

That the Board of Commissioners approve the October 2019 Appropriation Amendments as recommended by Chief of Finance Rebecca Franchock and staff.

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 impact Fund Balance.

For the month of October, \$94,497 were transferred within and between the departments to cover over budget accounts or to move funds to the correct account. In addition, revenue accounts were increased by \$20,908 and expense accounts were increased by \$20,908 as a result of Foundation support. Finally, there were various adjustments to taxes receivable resulting in a net increase of \$9,892. The net impact on Fund Balance is an increase of \$9,892.

The result of these changes can be seen by Accounting Function and Location in the attached chart.

Attachment: October Appropriation Adjustments

Huron-Clinton Metropolitan Authority
October 2019 Appropriation Transfer Summary

Expense Accounts

	Location	Expense Increase	Expense Decrease	Difference
Operations	Lake St. Clair	\$ 1,600	\$ 1,600	\$ -
	Kensington	18,229	18,229	-
	Lower Huron/Willow/Oakwoods	2,100	2,100	-
	Hudson Mills	8,000	8,000	-
	Stony Creek	12,800	12,800	-
	Lake Erie	9,800	9,800	-
	Wolcott Mill	9,000	9,000	-
	Total	\$ 61,529	\$ 61,529	\$ -

Administration

Total	\$ 22,968	\$ 22,968	\$ -
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Total Expense	\$ 84,497	\$ 84,497	\$ -
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	Expense Increase	Revenue Increase	Net
<u>Foundation/Insurance Support</u>			
Operations	Lake St. Clair	\$ 2,917	\$ -
	Kensington	16,142	-
	Hudson Mills	1,059	-
	Stony Creek	790	-
	Total	\$ 20,908	\$ -
<u>Total Foundation/Donation/Grant Support</u>			
	\$ 20,908	\$ 20,908	\$ -

	Revenue Decrease	Revenue Increase	Net
<u>Tax Adjustment</u>			
Current	\$ -	\$ 3,480	\$ (3,480)
Prior	-	6,412	(6,412)
Total	\$ -	\$ 9,892	\$ (9,892)



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Amy McMillan, Director
 Project Title: Update – Purchases over \$10,000
 Date: November 8, 2019

Action Requested: Motion to Approve

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 Amy McMillan 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 contains purchases exceeding the \$10,000 threshold:

<u>Vendor</u>	<u>Description</u>	<u>Price</u>
1. Faith Lawn & Property Maintenance	Holiday Light Display Heritage Holidays Decorations Wolcott Mill Metropark (Farm Center)	\$10,064.59
2. Michigan Recreational Construct	Three-Bay Single Post Swing Replacement Stony Creek Metropark	\$13,538.00
3. CDW Government	Microsoft Exchange 2019 Standard Client Access License All Locations	\$17,816.53
4. Ahern Contracting, Inc.	Storm Water Improvements Golf Course Parking Lot Hudson Mills Metropark	\$18,210.00
5. Testing Engineers & Consultant	Geotechnical Investigation Foundation and Floor Slab Wolcott Mill Metropark (Historic Center/Mill Bldg)	\$20,360.00



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief of Finance
 Subject: Preliminary 2020 Budget Estimates
 Date: November 8, 2019

Action Requested: Motion to Receive and File

That the Board of Commissioners (1) provide staff direction on the preliminary 2020 Budget; and (2) receive and file the preliminary 2020 Budget report as recommended by Chief of Finance Rebecca Franchock and staff.

Background: The following information is based on the unreviewed preliminary 2020 General Fund annual budget. These numbers have been developed and submitted by District and Administrative staff.

During November, the director and staff will meet with each District and Administrative Office Department focused on planned budget year accomplishments and how the proposed budgets will achieve those outcomes. Based on input from the Board and these meetings, a recommended budget will be developed and brought back to this Board for approval at the December meeting.

Capital Project Funding – \$2.4 Million

Capital Improvement Projects (\$3.4 million) and grant revenue associated with them (\$1.0 million) are no longer budgeted in the General Fund. These projects have been planned, budgeted and tracked in the Capital Project Fund since year-end 2018. The projects, net of associated grants total the \$2.4 million representing the level of funding planned to be contributed from the General Fund. This is a decrease of \$2.0 million from the 2019 estimated funding from the General Fund supporting the Capital Project Fund totaling \$4.4 million. Unspent 2019 Capital Project Fund project budgets will carryover automatically, improving the clarity and understanding of expenditures and fund balance.

The \$2.4 million of new funding is anticipated to provide eighteen new projects throughout the Metroparks system. This level of funding is intended to address priorities related to maintenance and infrastructure as well as stewardship, accessibility and innovation.

Seven of the 18 new capital projects scheduled for 2020 are focused on improving accessibility. Both to meet ADA standards, but also, where possible, to meet universal accessibility standards. Several other projects that are not entirely planned for the purpose of improving accessibility also include accessibility focus and accessible components.

Utilizing partnerships and grant funding is also a major theme for the 2020 capital projects. Nearly 30 percent of the total \$3.4 million capital expenditure is anticipated to be grant-funded. Grant sources are the United States Forestry Service, the Great Lakes Restoration Initiative, the Michigan Natural Resources Trust Fund and the Land and Water Conservation Fund.

The single largest project is the development of a universal accessible playground at Maple Beach at Kensington. This new playground will complement the comfort station and improved accessible walks and paths that are currently under development. Staff hopes to fast track this project so that that it will

be completed in concurrence with the comfort station construction, offering the public a unique experience that will benefit people of all abilities.

Hudson Mills Rapids View area is another significant 2020 capital project. This location is within the Natural Rivers District of the Huron River. As such, there are unique environmental challenges and the project was designed not only to improve human accessibility but also, where possible to include materials and structures that enhance the environment.

Downriver, at Delhi Metropark there are two complementary projects that will improve connectivity within Delhi as well as the broader connectivity of the Border-to-Border and Iron Belle Trail. This includes the Metroparks cost share for the Washtenaw County trail project as well as relocating an existing canoe/kayak livery to facilitate the trail and other improvements. Other projects include Lake St. Clair shoreline softening to improve natural water filtration and improved habitat and the development of the Metroparks first off-leash dog area at Stony Creek.

Preliminary Total Expenditures – \$53.0 Million

The 2020 preliminary General Fund Budget Expenditures are up from the 2019 estimated actual expenditure, by \$314,000 (0.6 percent).

Capital Equipment requests for 2020 as submitted total just over \$2.2 million. This reflects a growth of \$82,000 (3.8 percent). Some of the more significant items included in the capital equipment plan are \$232,000 for a replacement inflatable slide for Stony Creek, \$130,000 for a forklift and \$160,000 for five police vehicles. In total, capital equipment includes three staff vehicles (\$76,600), four tractors (\$206,000), two trucks (\$73,000), 70 electric golf carts (\$413,000) and 12 mowers (\$477,000); 28 other units of equipment total an additional \$0.7 million.

2020 Park Operations expenditure requests (see [Schedule 5](#)) reflect a 2.0 percent increase from the actual projected 2019 expenditures. 2020 budget requests for full-time wages are up 2.3 percent (\$223,000). This primarily reflects contractual wage increases. Part-time wages as submitted are anticipated to grow by 8.0 percent (\$590,000). Part-time wages were also increased by a 3 percent across the board rate increase. Minor equipment planned for 2020 is down by 30 percent (\$272,000) as the golf cart fleet replacements planned for 2020 are now over the capital equipment threshold and will not be reflected in park operations.

The Administrative Office 2020 expenditure (see [Schedule 6](#)) requests reflect a planned increase of \$896,000 over estimated 2019 results. Increases in full and part-time wages and benefits accounts for \$976,000. Significant increases are also anticipated in Outside Services in the Interpretive, Information Technology and Marketing departments.

Preliminary Total Revenue – \$53.8 Million

Property Tax Revenue is expected to increase by just under \$1 million to \$33 million. The Metroparks levy was reduced to .2117 per the Headlee legislation. This marks the third consecutive reduction reversing the flat rate in place since the decline in property tax values began in 2008. Funding for state reimbursement for Personal Property Tax is anticipated to be available to fund the full reimbursement amount of \$400,000. Please see [Schedule 1](#) for more detail on the estimation of tax revenue at \$32.6 million.

Operational Park Revenue is detailed on [Schedule 2](#) at \$19.8 million. Fees and charges for 2020 were approved at the October 2019 Board meeting and are primarily the same as 2019. Tolling fees reflect a \$78,000 increase. Turtle Cove is also projecting an increase in 2020 revenue, up 8.4 percent (\$80,000). Most other facilities are projected either relatively flat or at a decrease.

Grant revenue is currently projected at zero. Most grants are anticipated to be supportive of capital improvement projects and will therefore be reflected in the Capital Project fund.

Please refer to the “**Key Factors**” section to find more detail of revenue and expenditures.

Attachments:

1. **Detail of Preliminary 2020 Budgeted Revenue and Expenditures compared to 2019 Initial Budget, 2019 Estimated Revenue and Expenditures.**

Schedule 1: Tax Levy Revenue Computation

Schedule 2: Park Operating Revenue, 2020 Budgeted to 2019 Projected
A: By Cost Center

Schedule 3: Capital Improvement Projects
A: New Projects

Schedule 4: Major Maintenance Projects Summary and Detail
A: Details

Schedule 5: Park Operating Expenses, 2020 Budgeted to 2019 Projected
A: Park Operating Expenses by Account

Schedule 6: Administrative Comparison by Account

2. **Key Factors:** Brief Overview of Revenue and Expenditures

**Huron-Clinton Metropolitan Authority
2020 Budget**

	2018 Actual	2019 Initial Budget	2019 Estimated	2020 Budget
<u>Revenues</u>				
Taxes (Schedule 1)	\$ 31,675,974	\$ 31,813,000	\$ 32,035,828	\$ 33,018,609
Park Operations (Schedule 2)	19,460,102	19,763,279	19,667,168	19,776,641
Interest Income	707,124	200,000	720,639	500,000
Sale of Capital Assets	473,716	250,000	153,316	100,000
Grants	976,902	54,000	532,977	-
Gifts/Donations	99,288	20,000	86,510	20,000
Miscellaneous	791,122	287,375	742,885	362,000
Total Budgeted Revenues	\$ 54,184,228	\$ 52,387,654	\$53,939,323	\$ 53,777,250
<u>Expenditures</u>				
Capital Improvements (Schedule 3)		399,892		304,942
Equipment	1,836,784	2,010,527	2,137,303	2,219,400
Land Acquisition	-	-	3,400	-
Major Maintenance (Schedule 4)	2,546,143	2,857,595	1,769,419	2,118,642
Administrative Office (Schedule 6)	9,254,286	9,628,051	9,742,899	10,634,840
Park Operations (Schedule 5)	32,843,622	35,609,089	34,654,805	35,362,117
Total Budgeted Expenditures	\$ 46,480,835	\$ 50,505,154	\$48,307,826	\$ 50,639,941
Funding for Capital Project Fund	\$ 9,377,264	\$ 4,400,000	\$4,400,000	\$ 2,378,290
Budget Revenue over (under) Expenditures	(\$1,673,871)	(2,517,500)	\$1,231,497	\$759,019
Fund Balance at Beginning of Year	\$37,878,390	\$36,204,519	\$36,204,519	\$37,436,016
Fund Balance at End of Year	\$36,204,519	\$33,687,019	\$37,436,016	\$38,195,035

HURON CLINTON METROPARK AUTHORITY
2018 TAX LEVY COMPUTATION-REVENUE
2020 - [Schedule 1](#)

COUNTY	TAX VALUES 2019	HCMA 1/4 MILL LEVY (.00025)	HCMA REDUCED TAX REVENUE (0.0002117)	EST. WRITE OFF DUE TO TAX NEGATIVE ADJUSTMENTS	HCMA EST. LEVY TO BE COLLECTED
LIVINGSTON	\$ 9,355,679,253	\$ 2,338,920	\$ 1,980,597	\$ (30,000)	\$ 1,950,597
MACOMB	28,433,981,281	7,108,495	6,019,474	(25,000)	5,994,474
OAKLAND	60,238,662,497	15,059,666	12,752,525	(300,000)	12,452,525
WASHTENAW	17,594,666,876	4,398,667	3,724,791	(70,000)	3,654,791
WAYNE	42,117,250,211	10,529,313	8,916,222	(350,000)	8,566,222
TOTAL	\$ 157,740,240,118	\$ 39,435,061	\$ 33,393,609	\$ (775,000)	\$ 32,618,609

Huron-Clinton Metropolitan Authority
2020 Park Operating Revenue
Schedule 2

	2018	2019	2019	2020
	Actual	Initial Budget	Estimated Revenue	Proposed Budget
Administrative Office	\$ 428,227	\$ 312,689	\$ 383,016	\$ 379,871
Lake St Clair	2,456,505	2,484,012	2,434,935	2,443,167
Kensington	4,545,567	4,634,211	4,702,966	4,629,639
Lower Huron	2,829,760	2,920,960	2,853,062	2,986,850
Hudson Mills	1,117,422	1,117,342	1,134,652	1,136,875
Stony Creek	3,948,072	4,212,664	3,979,466	4,069,316
Lake Erie	1,770,513	1,731,775	1,740,403	1,753,850
Wolcott Mill	271,887	256,661	305,013	278,930
Indian Springs	1,192,197	1,186,425	1,179,987	1,168,768
Huron Meadows	899,953	906,540	953,668	929,375
	<u>\$ 19,460,103</u>	<u>\$ 19,763,279</u>	<u>\$ 19,667,168</u>	<u>\$ 19,776,641</u>

Huron-Clinton Metropolitan Authority
Preliminary 2020 Park Operating Revenue by Cost Center
Schedule 2 A

	2018	2019	2019	2020
	Actual	Initial Budget	Estimated Revenue	Proposed Budget
Outside Lease/Rental	\$ 224,469	\$ 140,771	\$ 163,905	\$ 164,471
Pool	595,072	594,100	576,972	588,150
Waterpark	951,539	1,028,000	946,910	1,026,500
Spray Zone	263,605	258,000	273,812	258,000
Ripslide	133,333	140,000	119,500	130,000
Beach	79,780	94,700	107,829	106,750
Dockage/Boat Storage	332,845	385,950	353,346	374,200
Boat Rental	419,298	455,636	473,379	470,913
Excursion Boat	49,785	51,948	54,500	52,200
Plaza Concession	9,062	9,500	8,627	8,900
Cross-Country Skiing	55,945	52,465	36,116	44,381
Tolling	8,936,788	9,220,679	9,095,094	9,173,424
Family Camping	55,781	58,220	61,047	65,350
Group Camping	23,177	19,780	26,264	24,685
Activity Center Rental	227,522	194,750	175,015	191,100
Mobile Stage	24,625	14,400	16,800	12,600
Shelter Reservations	376,057	368,375	385,345	385,450
Golf Course	5,176,847	5,230,294	5,364,264	5,351,210
Par 3/Foot Golf	44,234	58,612	52,369	52,950
Disc/Adventure Golf	175,706	196,908	183,583	182,445
Adventure Course	17,500	27,000	0	0
Trackless Train	7,682	8,000	6,813	7,000
Special Events	35,001	103,050	124,881	92,650
Interpretive/Mill	209,827	211,168	196,127	196,535
Farm Learning Center	331,506	397,871	385,612	381,400
Mobile Learning Center	68,653	33,400	58,556	45,500
Environmental Discover Center	113,419	103,154	94,212	92,522
General	317,258	105,853	122,975	96,660
Joint Governmental Maintenance	203,787	200,695	203,315	200,695
	<u>\$ 19,460,103</u>	<u>\$ 19,763,279</u>	<u>\$ 19,667,168</u>	<u>\$ 19,776,641</u>

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2020 Budget Estimates
Funding for Capital Project Fund
Schedule 3

	2020	2020	2020
	New projects	Grant	Funding from
	Projects (18)	Funding	General Fund
	<u></u>	<u></u>	<u></u>
Lake St. Clair	\$ 303,000	\$ 160,000	\$ 143,000
Kensington	832,990	154,000	678,990
Lower Huron	1,001,800	268,400	733,400
Hudson Mills	708,800	231,900	476,900
Stony Creek	198,500	50,000	148,500
Lake Erie	290,000	122,500	167,500
Wolcott Mill	30,000	-	30,000
Indian Springs	-	-	-
Huron Meadows	-	-	-
Administration Office	-	-	-
	<u></u>	<u></u>	<u></u>
Totals	<u>\$ 3,365,090</u>	<u>\$ 986,800</u>	<u>\$ 2,378,290</u>

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2020 Budget
Funding for Capital Project Fund
Schedule 3

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>LAKE ST. CLAIR</u>		
1) Black Marsh Wetland Filtration Enhancement	\$ 253,000	This project involves shore line softening and riparian restoration adjacent to the existing Boat Launch area. Shoreline softening enhances wildlife habitat and allows for improved natural filtration for runoff of stormwater into the marsh. Over 1000 linear feet of shoreline will be impacted. Grant funding is being provided by United States Forestry Service and Great Lakes Restoration Initiative.
2) Accessible Kayak Launch and Power	50,000	This project will create an accessible launch that may be used by both the public as well as a concessionaire. The power component will allow the development of POS at this location.
<u>KENSINGTON</u>		
1) Maple Beach - Universal Playground Development	524,990	This design was developed in coordination with the FAIR Play coalition, an advisory committee of community members and organization representatives representing people of various abilities. This will complement the new restroom and access walks under development at Maple Beach.
2) West Boat Launch - Accessible Kayak Launch Development	308,000	Development of an accessible canoe/kayak launch with amenities including improvements for accessible parking, restroom access as well as accessible picnicking options. This project is anticipated to be funded by the Michigan Natural Resources Trust Fund (MNRTF).
<u>LOWER HURON/WILLOW</u>		
1) Lower Huron North Fishing Site - Accessibility Improvements	288,800	This project will provide accessibility improvements to the North Fishing site, including improved accessibility for canoe/kayak launching and the existing vault latrine as well as picnicking. This location is an Iron Belle Trail trailhead. The project is funded in part through the Land and Water Conservation Fund (LWCF).
2) Willow Main Park Road Culvert Replacements near Acorn Knoll	40,000	Replacement of failed culverts to improve stormwater handling.

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2020 Budget
Funding for Capital Project Fund
Schedule 3

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>LOWER HURON/WILLOW (con't)</u>		
3) Willow Golf Course Culvert Replacement on Holes #1, 9, and 10	225,000	This project consists of replacing failed culverts throughout Willow Golf Course
4) Willow New Administrative Office and Existing Maintenance Building Gas Service Line Installation	200,000	The addition of a natural gas line will allow the new administration building to operate on natural gas. This project will also allow conversion of the existing maintenance buildings to natural gas from propane
5) Oakwoods Accessible Nature Trail Development	248,000	Existing nature trails and surrounding areas will be improved to allow the public greater accessibility. MNRTF funding is anticipated to support this project.
<u>HUDSON MILLS</u>		
1) Hudson Mills Rapids View area Development	453,800	This project is intended to provide an accessible canoe/kayak site as well as parking and other site amenity improvements. This area is within the Natural Rivers District and therefore components of the project were designed to reflect sensitivity to its location within the floodplain environment. MNRTF grant funding is planned for.
2) Delhi Development Border to Border Trail	100,000	These funds represent the Metroparks share of Border to Border/Iron Belle trail development within Delhi Metropark. The project is being designed and implemented by the Washtenaw County Parks and Recreation Commission.
3) Delhi Relocating Concessionaire Canoe Livery	75,000	As a result of the development of the Border to Border Trail within Delhi the current concessionaire facility will be moved to East Delhi. This will provide the public with better access and parking options and will allow the trail development to connect all three sections of Delhi.
4) Hudson Mills Toll Booth Removal and Replacement	80,000	Removal and replacement of the existing toll booth with a current/safer facility.

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2020 Budget
Funding for Capital Project Fund
Schedule 3

<u>PROJECT</u>	<u>AMOUNT</u>	<u>REMARKS</u>
<u>STONY CREEK</u>		
1) Development of Off Leash Dog Area	138,500	This project is for development of the Metroparks first off-leash dog area. It will be located in Oak Grove picnic area and will provide accessibility and separate areas for both large and small dogs. It is expected to be partially funded with a grant from MNRTF.
2) Shore Fishing Area Vault Latrine	60,000	Removal and replacement of the existing vault latrine with a prefabricated unit.
<u>LAKE ERIE</u>		
1) Boat Launch Fish Cleaning Station	45,000	This fish cleaning area is a project in high demand from the fishing community. This addition will complement the other developments taking place at the Lake Erie Boat Launch in 2020.
2) Accessible Kayak Launch with Area Development	245,000	This project includes the addition of an accessible canoe/kayak launch as well as development of accessible walks, picnic areas and connectivity to existing facilities. This project is anticipated to be partially funded by an MNRTF grant.
<u>WOLCOTT MILL</u>		
1) Phase Two - Animal Pen Fencing Replacement	30,000	Removal and replacement of worn and inadequate fencing throughout the Farm Center will be provided in this project.
TOTAL 2020 NEW PROJECTS (20)	<u>\$3,365,090</u>	

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2020 Budget Estimates
Major Maintenance Projects
Schedule 4

Location	2019 Budget (41)	2020 Budget (37)
Lake St Clair	\$ 282,000	\$ 369,000
Kensington	411,000	420,000
Lower Huron	988,000	192,000
Hudson Mills	70,000	120,000
Stony Creek	25,000	142,000
Lake Erie	575,000	350,000
Wolcott Mill	160,000	300,000
Indian Springs	70,000	85,000
Huron Meadows	10,000	-
Engineering/General Planning	266,595	-
Total Major Maintenance Projects	\$ 2,857,595	\$ 1,978,000

HURON-CLINTON METROPOLITAN AUTHORITY
Preliminary 2020 Budget Estimates
Significant Major Maintenance Projects
Schedule 4-A

LAKE ST. CLAIR (9)

(1)	Boardwalk Decking Replacement	\$	150,000		
(2)	Park Office Boiler Replacement		65,000		
(3)	Beach Spoil Containment/Removal		40,000		
(4)	Plaza Concrete/Light Poles Replacement		40,000		
(5)	Other projects under \$30,000		74,000	\$	369,000

KENSINGTON (5)

(1)	Flooring and Features Replacement - Splash-n-Blast	\$	210,000		
(2)	Removal of Boat House and Sink Hole Repairs		150,000		
(3)	Other projects under \$30,000		60,000	\$	420,000

LOWER HURON (5)

(1)	Lower Huron Fishing Piers/ Erosion Reinforcement	\$	100,000		
(2)	Turtle Cove Splashpad Resurface		32,000		
(3)	Other projects under \$30,000		60,000	\$	192,000

HUDSON MILLS (1)

(1)	Golf Course Pump House - Upgrade Irrigation	\$	120,000	\$	120,000
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STONY CREEK (8)

(1)	Projects Under \$30,000	\$	142,000	\$	142,000
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LAKE ERIE (6)

(1)	Storm Water Management Improvements	\$	100,000		
(2)	Wave Pool Deck Carpet Replacement		75,000		
(3)	Wave Pool Plaza Concrete Work adjacent to Hike-Bike Trail		60,000		
(4)	Boat Launch Road Culbert Replacement Phase II		60,000		
(5)	Other projects under \$30,000		55,000	\$	350,000

WOLCOTT (2)

(1)	Historic Center Structural Repairs	\$	250,000		
(2)	Goat Barn Upgrades		50,000	\$	300,000

INDIAN SPRINGS (2)

(1)	EDC Pond Dome, Carpet Replacement and Leak Repairs	\$	85,000	\$	85,000
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TOTAL 2019 Major Maintenance Projects (37)

\$ 1,978,000

Huron-Clinton Metropolitan Authority
Comparison of Park Operating Expense
2020 - [Schedule 5](#)

	2018 Actual	2019 Initial Budget	2019 Estimated Expenditures	2020 Proposed Budget
Lake St. Clair	\$ 4,220,224	\$ 4,562,547	\$ 4,387,618	\$ 4,525,038
Kensington	6,986,445	7,418,986	7,324,691	7,518,200
Lower Huron	5,809,366	6,518,919	6,186,168	6,405,552
Hudson Mills/ Dexter/ Delhi Metroparks	2,737,335	267,432	2,645,325	2,709,019
Stony Creek Metroparks	4,701,118	4,956,394	5,140,915	5,248,778
Lake Erie Metropark	3,755,286	5,212,704	3,883,030	4,091,961
Wolcott Metropark	1,530,676	4,022,344	1,445,766	1,471,842
Indian Springs Metropark	2,013,440	1,487,667	2,446,466	2,208,466
Huron Meadows Metropark	1,067,884	2,513,923	1,168,463	1,156,661
Administrative Office Park Operations	21,848	1,183,676	26,363	26,600
	<u>\$ 32,843,622</u>	<u>\$ 38,144,592</u>	<u>\$ 34,654,805</u>	<u>\$ 35,362,117</u>

Huron-Clinton Metropolitan Authority
Park Operations Comparison by Account Type
2020 - Schedule 5-A

	2018 Actual	2019 Initial Budget	2019 Estimated	2020 Proposed Budget
Full-Time Wages	\$ 9,431,235	\$ 10,090,252	\$ 9,901,127	\$ 10,124,540
Full-Time Overtime	227,804	235,197	222,284	237,352
Full-Time Benefits Paid To Employees	681,903	568,282	562,220	862,917
Full-Time Benefits Paid For Employees	6,297,887	6,771,989	6,708,664	6,404,658
Part-Time Wages	6,796,359	7,834,760	7,348,596	7,939,552
Part-Time Overtime	63,347	69,100	77,067	75,036
Part-Time Benefits Paid To Employees	3,891	3,978	3,555	14,808
Part-Time Benefits Paid For Employees	645,174	707,873	684,609	689,577
Total Personnel Services	\$ 24,147,600	\$ 26,281,431	\$ 25,508,122	\$ 26,348,440
Operating Supplies	\$ 1,640,518	\$ 1,511,069	\$ 1,532,414	\$ 1,591,182
Maintenance Materials	5	-	-	-
Tools/Equipment	855,035	891,233	900,191	628,067
Chemicals	444,592	450,580	431,588	437,150
Equipment Fuel/Mileage	524,618	546,559	501,196	518,327
Uniforms	103,492	101,248	95,032	103,296
Resale Merchandise	557,548	601,260	610,152	613,068
Outside Services	2,038,632	2,569,342	2,507,688	2,510,354
Insurances	562,399	575,479	559,079	569,555
Utilities	1,808,950	1,883,463	1,816,962	1,850,031
Rents/Leases	98,118	105,212	105,532	98,680
Postage/Shipping	4,423	6,000	4,749	5,100
Memberships	8,582	11,724	9,164	10,805
Employee Development	43,822	84,488	70,036	77,063
Over/Under	5,261	500	2,184	500
Inventory Gain/Loss on Adjustment	29	500	716	500
	8,696,024	9,338,657	9,146,683	9,013,678
Total Administrative	\$ 32,843,624	\$ 35,620,088	\$ 34,654,805	\$ 35,362,118

Huron-Clinton Metropolitan Authority
Administrative Office Comparison by Account Type
2020 - [Schedule 6](#)

	2018 Actual	2019 Initial Budget	2019 Estimated	2020 Proposed Budget
Full-Time Wages	\$ 4,248,907	\$ 3,976,604	\$ 3,958,025	\$ 4,428,160
Full-Time Overtime	2,507	3,500	2,639	10,000
Full-Time Benefits Paid To Employees	250,008	176,833	176,668	302,042
Full-Time Benefits Paid For Employees	2,310,388	2,107,482	2,095,367	2,244,830
Part-Time Wages	364,355	414,798	308,880	515,804
Part-Time Overtime	-	-	143	-
Part-Time Benefits Paid For Employees	30,194	36,478	23,271	40,208
Total Personnel Services	7,206,359	6,715,695	6,564,993	7,541,044
Operating Supplies	213,779	501,415	207,008	333,415
Tools/Equipment	197,088	220,868	219,039	152,084
Chemicals	3,926	6,000	4,000	6,200
Equipment Fuel/Mileage	21,811	51,080	29,096	50,400
Uniforms	2,729	5,450	3,964	6,350
Professional Services	282,933	293,000	295,000	40,000
Outside Services	906,663	1,387,480	1,653,523	2,067,763
Insurances	134,519	136,988	132,217	134,423
Utilities	140,265	135,550	138,431	139,942
Rents/Leases	30,898	30,930	1,820	7,820
Postage/Shipping	8,434	11,100	13,037	13,600
Miscellaneous	37,658	8,000	355,578	7,500
Memberships	14,173	18,522	17,084	18,730
Employee Development	53,049	110,975	108,109	119,385
	<u>2,047,925</u>	<u>2,917,358</u>	<u>3,177,906</u>	<u>3,097,612</u>
Total Administrative	<u>\$ 9,254,284</u>	<u>\$ 9,633,053</u>	<u>\$ 9,742,899</u>	<u>\$ 10,638,656</u>

2020 PRELIMINARY BUDGET ESTIMATES KEY FACTORS

REVENUES – \$53.8 Million

Tax Revenues – \$33,019,000

- Millage rate reduced to .2117 mills from .2138 in 2019.
- “Net” tax revenues estimated at \$32,618,609, see [Schedule 1](#), this is an increase of \$1,405,609 from the 2018 estimated tax revenue of \$31,213,000.
- Taxable values increased in all five counties.
- State of Michigan reimbursement is expected to total \$400,000.
- 2020 budgeted tax revenue reflects an anticipated increase of less than 3.1 percent in revenue.

Park Operating Revenues – \$19,776,641

- 2020 Park Operating revenues are projected at \$19.8 million – An increase of 0.6 percent over the 2019 Revenue Projections of \$19.7 million. (See [Schedule 2](#)) 2020 Board approved fees remain at the 2019 rates for most activities.

Interest Income – \$500,000

- Interest rates are beginning to decline.
- Investable balances are anticipated to be relatively stable.

Sale of Capital Assets - \$100,000

- 2020 Capital Equipment purchases remain in the \$2 million range.
- In 2019, Finance was able to develop a process to distinguish between gross auction proceeds and the portion related to capital equipment resulting in this lower but more accurate projection.

Grants – \$0

- It is anticipated that all known grant activity will be related to capital improvement projects. Any revenue associated with these projects will be reflected in the new Capital Projects fund.

Donations – \$20,000

- It is anticipated that the fund development program initiated in 2014 will produce in excess of this amount once further review is completed.

EXPENDITURES – \$53.0 Million

Funding for Capital Improvement Project Fund – \$2,378,290

- See [Schedule 3](#) and [Schedule A](#), for detail of the 18 capital improvement projects listed for 2020.

Equipment – \$2,219,400

- Major equipment purchases as requested are in line with the 2019 projected expenditures with the exception of an additional \$413,000 for a fleet of electric golf carts.
- \$231,900 for a replacement inflatable water slide
- 477,000 for ten replacement mowers
- \$160,000 for five replacement police vehicles
- \$76,000 for a total of three staff vehicles
- \$73,000 for two trucks

Land Acquisition – \$0

- There is no funding included in this initial budget request. It is anticipate that any/all land Acquisition will be largely grant funded.

Major Maintenance - \$1,978,000

- These projects are planned at a slight increase in funding from the level anticipated to be accomplished in 2019. Of the 37 projects planned for 2020, some of the more significant projects are:
 - Wolcott Historic Center Structural Repairs (\$250,000)
 - Kensington Splash-n-Blast Flooring and Feature replacement (\$210,000)
 - Lake St. Clair Boardwalk Decking replacement (150,000)
 - Lower Huron – Fishing Piers/Erosion Reinforcement (\$100,000)
 - Lake Erie – Storm Water Management Improvements (\$100,000)
 - All projects are detailed on [Schedule 4](#).

Park Operations – \$35,362,117

- Total 2020 budgeted Park Operations is up over \$0.7 million (2.0 percent) from 2019 estimated expenditures of \$34,654,805. Please see [Schedule 5 and 6](#) for detail.
- Full-time wages are requested to increase by \$223,413 (2.3 percent) from the estimated 2019 total. This reflects the negotiated three percent wage increase agreed to in the employee bargaining agreements, and a full year of positions that were vacant for portions of 2019.
- Part-time wages are projected to increase by over \$590,956 (8.0 percent) to \$7,939,552. This is again the largest increase of any account. This also reflects the fifth straight year of significant increases in this area. 2015 actual part time wages in operations totaled \$5,760,654. Staff was given direction to keep part time hours stable. With part-time rates increasing at only 3 percent there will need to be significant review of the submitted hours.
- Staff was directed to project contractual services based on levels needed in 2018 with exceptions for utilities, equipment fuel and insurance.

- Non-wage accounts totaling \$9.0 million are reflecting and decrease overall of \$133,000 as compared to 2019 estimated expenses of \$9.1 million. The biggest decrease (\$272,000) is in minor equipment as there are no golf cart fleets planned for replacement in the 2020 operations budget.

Administrative Office – \$10,634,840

- Total 2020 requested Administrative Office expenditure budget represents a \$0.9 million increase from 2019 projected expenditures of \$9,742,899. Please see [Schedule 7](#) for detail.
- In 2020, the largest increase is in full time wages and benefits. This area accounts for an overall increase of nearly \$745,000. This is the result of both across the board wage increases as well as a full year of positions which were either new in 2019 or vacant for a portion of the year.
- Part-time wages and benefits are also driving growth in Administrative Office expenditures increasing by 67 percent from \$308,880 to 515,804. In addition to extra hours planned for existing positions the budget includes four new positions for internships.
- Operating Supplies is increasing by over 61 percent (up \$126,000 from \$207,008)
- Professional Services reflects a decrease however this is more than offset by an increase in Outside Services Increases in Outside Services exist in Interpretive, Information Technology, Marketing and Diversity, Equity and Inclusion.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Heidi Dziak, Senior Buyer
 Project No: RFP 2019-052
 Project Title: Approval – Food and Beverage Concessions
 Location: Lake St. Clair, Stony Creek and Kensington Metroparks
 Date: November 8, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' award RFP 2019-052 to Crank's Catering of Shelby Township, Michigan for a contract beginning January 1, 2020 with a term of three years with up to one, two-year renewal option to provide food and beverage concessions as recommended by Senior Buyer Heidi Dziak and staff.

Fiscal Impact: The vendor will operate concessions at the Beachside Grill at Lake St. Clair Metropark, Eastwood Beach Concessions at Stony Creek Metropark and Martindale Beach Concessions at Kensington Metropark.

The Metroparks will receive 8 percent commission on gross receipts and will receive up to \$2,500 per season for utilities at each Beachside Grill and Eastwood Beach; and up to \$1,000 per season for utilities at Martindale Beach.

Concessions at other Metroparks locations will continue to be operated by the park operations.

Background: The RFP was posted to the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 37 vendors, of which 19 vendors downloaded the RFP. Additionally, staff emailed notice of the RFP to eight vendors. Five proposals were received including four from Metroparks park staff.

The RFP was sent out for proposals twice. Receiving just one proposal from an outside source from the original RFP in January 2019, staff revised the scope of work to engage a broader range of concessioners and to encourage offers for alternative concession models in addition to traditional models. The revised RFP (2019-052) was issued in July 2019. The RFP was posted to MITN which sent notice of the solicitation to 37 vendors, of which five vendors downloaded the RFP. Additionally, staff emailed notice of the RFP to 31 vendors. Two proposals were received from outside sources: Kosch Hospitality and Crank's Catering.

Scope of Work: The vendor will provide concession services during dates and hours specified by the Metroparks. Services include providing all labor, food, beverages and supplies for the preparation and sale of food and beverages to the public.

<u>Vendor</u>	<u>Location</u>	<u>Commission on Gross Sales</u>	<u>Annual Amount</u>
Crank's Catering	Shelby Township	8%	Up to \$2500 for utilities at Beachside, Eastwood each and up to \$1000 for utilities at Martindale
Kosch Hospitality	Rochester I	7%	\$1,000 for each location



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Annual Permit Fee Increase
Date: November 8, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' approve the proposed changes to the 2020 annual permits as recommended by Director Amy McMillan and staff.

Background: The proposed changes were introduced at the Sept. 12, 2019 meeting. Updated correspondence will be sent to the Board prior to the Nov. 14 meeting.

Through polling results from the EPIC-MRA survey, staff feels that an increase in the annual pass is justified and sustainable. This would be a \$5 increase for both regular permits and senior permits. The price increase would begin Jan. 1, 2020; annual passes will be available at the 2019 rates until Dec. 31, 2019.

An increased fee for annual passes sold could potentially amount to an \$800,000 increase in tolling revenue in 2020 and staff recommends the proceeds from the \$5 increase be designated to 2020 trail maintenance.

Changes systemwide include:

System Wide

- Increase annual permits from \$35 to \$40
- Increase senior annual permit from \$24 to \$29
- Increase annual/boat permit from \$70 to \$75
- Increase annual senior/boat permit from \$48 to \$53

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Establish Executive Wage Scales
Date: November 14, 2019

Action Requested: Motion to Approve

That the Board of Commissioners accept the proposal to establish executive wage scales for positions not covered by a collective bargaining agreement as recommended by Director Amy McMillan.

Fiscal Impact: \$4,301 is incorporated into the 2020 annual budget.

Background: The Metroparks has established a standard wage scale for all full-time positions covered under collective bargaining agreements. Non-bargaining executive positions do not currently have standard established scales.

Salary surveys and scales for similarly situated positions throughout Michigan and southeast Michigan, wage scales have been created that will ensure competitiveness in the market and equity within the executive non-bargaining positions.

The Metroparks has historically been able to successfully recruit highly qualified and talented individuals. We are also extraordinarily lucky to have been able to retain many of these employees for their entire careers. This has been equally true of individuals from a traditional parks, recreation and natural resources background as it has for those from fields such as finance, human resources, and information technology for which we compete with employers throughout the private sector.

In addition to recruiting a broad pool of candidates that reflect our commitment to creating an organization that mirrors the diversity of southeastern Michigan, I hope to retain employees for a significant segment of their careers.

Individuals who are hired into bargaining unit positions within the Metroparks are able to use the standard wage scale established by collective bargaining agreements; individuals who are hired into executive positions are not as no such scale exists.

It is my belief that the approval and implementation of the proposed wage scales will enhance retention of current employees in these executive positions and provide internal equity between these positions. Additionally, this recommendation will provide a consistent recruitment tool that will assist in attracting highly qualified candidates.

The executive wage scale process is as follows:

- End of calendar year performance evaluations will be conducted (in November/December) with each executive employee. Upon receiving a favorable evaluation, the employee will be moved one step on the scale with the first pay in January. If the employee is at the top of

the scale they will be given a percentage increase as determined by the Director not to exceed the percentage increase for bargaining unit employees and consistent with budgetary limitations.

- If the employee has an unfavorable evaluation a follow-up evaluation will be given six months later (June), if the evaluation is favorable at that time the employee will be moved one step or if they are at the top of the scale given a percentage increase. This increase is non-retroactive. There will be no increase given for a non-favorable performance evaluation.
- The scales were developed by using competitive salary surveys. These scales will help with retention of current executive staff and when filling positions. Also, by combining positions within the same scales, based on their survey and duties, it creates salary equity within the executive staff.

Please note: The position of Director is not part of this program.

Attachment: Executive Staff Proposed Salary Scale

	DEPUTY DIRECTOR SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			Range	114,000	129,000		128,406	5/11/1981		1.64%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
DEPUTY DIRECTOR 9 STEP PLAN												9
Range	--	DEPUTY DIR	RATE	4,384.62	4,456.73	4,528.85	4,600.96	4,673.08	4,745.19	4,817.31	4,889.42	4,961.54
2019	2.0%	DEPUTY DIR	HOURLY	55.90	56.82	57.74	58.66	59.58	60.50	61.42	62.34	63.26
			BI-WKLY	4,472.31	4,545.87	4,619.42	4,692.98	4,766.54	4,840.10	4,913.65	4,987.21	5,060.77
			ANNUAL	116,280	118,193	120,105	122,017	123,930	125,843	127,755	129,667	131,580
2020	3.0%	DEPUTY DIR	HOURLY	57.58	58.53	59.48	60.42	61.37	62.32	63.26	64.21	65.16
			BI-WKLY	4,606.48	4,682.25	4,758.00	4,833.77	4,909.54	4,985.30	5,061.06	5,136.83	5,212.59
			ANNUAL	119,768	121,739	123,708	125,678	127,648	129,618	131,588	133,558	135,527
2021	3.0%	DEPUTY DIR	HOURLY	59.31	60.28	61.26	62.23	63.21	64.19	65.16	66.14	67.11
			BI-WKLY	4,744.67	4,822.72	4,900.74	4,978.78	5,056.83	5,134.86	5,212.89	5,290.93	5,368.97
			ANNUAL	123,361	125,391	127,419	129,448	131,478	133,506	135,535	137,564	139,593
2022	3.0%	DEPUTY DIR	HOURLY	61.09	62.09	63.10	64.10	65.11	66.11	67.12	68.12	69.13
			BI-WKLY	4,887.01	4,967.40	5,047.76	5,128.14	5,208.53	5,288.91	5,369.28	5,449.66	5,530.04
			ANNUAL	127,062	129,152	131,242	133,332	135,422	137,512	139,601	141,691	143,781
2023	2.0%	DEPUTY DIR	HOURLY	62.31	63.33	64.36	65.38	66.41	67.43	68.46	69.48	70.51
			BI-WKLY	4,984.75	5,066.75	5,148.72	5,230.70	5,312.70	5,394.69	5,476.67	5,558.65	5,640.64
			ANNUAL	129,604	131,736	133,867	135,998	138,130	140,262	142,393	144,525	146,657

	COF SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			2018 Range	111,000	126,000		126,284	9/24/1984		1.69%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
CHIEF OF FINANCE 9 STEP PLAN												9
Range	--	COF	RATE	4,269.23	4,341.35	4,413.46	4,485.58	4,557.69	4,629.81	4,701.92	4,774.04	4,846.15
2019	2.0%	COF	HOURLY	54.43	55.35	56.27	57.19	58.11	59.03	59.95	60.87	61.79
			BI-WKLY	4,354.62	4,428.17	4,501.73	4,575.29	4,648.85	4,722.40	4,795.96	4,869.52	4,943.08
			ANNUAL	113,220	115,132	117,045	118,958	120,870	122,782	124,695	126,608	128,520
2020	3.0%	COF	HOURLY	56.07	57.01	57.96	58.91	59.85	60.80	61.75	62.70	63.64
			BI-WKLY	4,485.26	4,561.02	4,636.78	4,712.55	4,788.32	4,864.07	4,939.84	5,015.61	5,091.37
			ANNUAL	116,617	118,587	120,556	122,526	124,496	126,466	128,436	130,406	132,376
2021	3.0%	COF	HOURLY	57.75	58.72	59.70	60.67	61.65	62.62	63.60	64.58	65.55
			BI-WKLY	4,619.82	4,697.85	4,775.88	4,853.93	4,931.97	5,009.99	5,088.04	5,166.08	5,244.11
			ANNUAL	120,115	122,144	124,173	126,202	128,231	130,260	132,289	134,318	136,347
2022	3.0%	COF	HOURLY	59.48	60.48	61.49	62.49	63.50	64.50	65.51	66.51	67.52
			BI-WKLY	4,758.41	4,838.79	4,919.16	4,999.55	5,079.93	5,160.29	5,240.68	5,321.06	5,401.43
			ANNUAL	123,719	125,809	127,898	129,988	132,078	134,168	136,258	138,348	140,437
2023	2.0%	COF	HOURLY	60.67	61.69	62.72	63.74	64.77	65.79	66.82	67.84	68.87
			BI-WKLY	4,853.58	4,935.57	5,017.54	5,099.54	5,181.53	5,263.50	5,345.49	5,427.48	5,509.46
			ANNUAL	126,193	128,325	130,456	132,588	134,720	136,851	138,983	141,114	143,246

	DEPUTY DIRECTOR SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			Range	114,000	129,000		128,406	5/11/1981		1.64%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
DEPUTY DIRECTOR 9 STEP PLAN												9
Range	--	DEPUTY DIR	RATE	4,384.62	4,456.73	4,528.85	4,600.96	4,673.08	4,745.19	4,817.31	4,889.42	4,961.54
2019	2.0%	DEPUTY DIR	HOURLY	55.90	56.82	57.74	58.66	59.58	60.50	61.42	62.34	63.26
			BI-WKLY	4,472.31	4,545.87	4,619.42	4,692.98	4,766.54	4,840.10	4,913.65	4,987.21	5,060.77
			ANNUAL	116,280	118,193	120,105	122,017	123,930	125,843	127,755	129,667	131,580
2020	3.0%	DEPUTY DIR	HOURLY	57.58	58.53	59.48	60.42	61.37	62.32	63.26	64.21	65.16
			BI-WKLY	4,606.48	4,682.25	4,758.00	4,833.77	4,909.54	4,985.30	5,061.06	5,136.83	5,212.59
			ANNUAL	119,768	121,739	123,708	125,678	127,648	129,618	131,588	133,558	135,527
2021	3.0%	DEPUTY DIR	HOURLY	59.31	60.28	61.26	62.23	63.21	64.19	65.16	66.14	67.11
			BI-WKLY	4,744.67	4,822.72	4,900.74	4,978.78	5,056.83	5,134.86	5,212.89	5,290.93	5,368.97
			ANNUAL	123,361	125,391	127,419	129,448	131,478	133,506	135,535	137,564	139,593
2022	3.0%	DEPUTY DIR	HOURLY	61.09	62.09	63.10	64.10	65.11	66.11	67.12	68.12	69.13
			BI-WKLY	4,887.01	4,967.40	5,047.76	5,128.14	5,208.53	5,288.91	5,369.28	5,449.66	5,530.04
			ANNUAL	127,062	129,152	131,242	133,332	135,422	137,512	139,601	141,691	143,781
2023	2.0%	DEPUTY DIR	HOURLY	62.31	63.33	64.36	65.38	66.41	67.43	68.46	69.48	70.51
			BI-WKLY	4,984.75	5,066.75	5,148.72	5,230.70	5,312.70	5,394.69	5,476.67	5,558.65	5,640.64
			ANNUAL	129,604	131,736	133,867	135,998	138,130	140,262	142,393	144,525	146,657

	COF SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			2018 Range	111,000	126,000		126,284	9/24/1984		1.69%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
CHIEF OF FINANCE 9 STEP PLAN												9
Range	--	COF	RATE	4,269.23	4,341.35	4,413.46	4,485.58	4,557.69	4,629.81	4,701.92	4,774.04	4,846.15
2019	2.0%	COF	HOURLY	54.43	55.35	56.27	57.19	58.11	59.03	59.95	60.87	61.79
			BI-WKLY	4,354.62	4,428.17	4,501.73	4,575.29	4,648.85	4,722.40	4,795.96	4,869.52	4,943.08
			ANNUAL	113,220	115,132	117,045	118,958	120,870	122,782	124,695	126,608	128,520
2020	3.0%	COF	HOURLY	56.07	57.01	57.96	58.91	59.85	60.80	61.75	62.70	63.64
			BI-WKLY	4,485.26	4,561.02	4,636.78	4,712.55	4,788.32	4,864.07	4,939.84	5,015.61	5,091.37
			ANNUAL	116,617	118,587	120,556	122,526	124,496	126,466	128,436	130,406	132,376
2021	3.0%	COF	HOURLY	57.75	58.72	59.70	60.67	61.65	62.62	63.60	64.58	65.55
			BI-WKLY	4,619.82	4,697.85	4,775.88	4,853.93	4,931.97	5,009.99	5,088.04	5,166.08	5,244.11
			ANNUAL	120,115	122,144	124,173	126,202	128,231	130,260	132,289	134,318	136,347
2022	3.0%	COF	HOURLY	59.48	60.48	61.49	62.49	63.50	64.50	65.51	66.51	67.52
			BI-WKLY	4,758.41	4,838.79	4,919.16	4,999.55	5,079.93	5,160.29	5,240.68	5,321.06	5,401.43
			ANNUAL	123,719	125,809	127,898	129,988	132,078	134,168	136,258	138,348	140,437
2023	2.0%	COF	HOURLY	60.67	61.69	62.72	63.74	64.77	65.79	66.82	67.84	68.87
			BI-WKLY	4,853.58	4,935.57	5,017.54	5,099.54	5,181.53	5,263.50	5,345.49	5,427.48	5,509.46
			ANNUAL	126,193	128,325	130,456	132,588	134,720	136,851	138,983	141,114	143,246

	COIT SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			2018 Range	111,000	126,000		115,672	11/28/2016		1.69%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
CHIEF OF INFORMATION TECHNOLOGY 9 STEP PLAN												9
Range	--	COIT	RATE	4,269.23	4,341.35	4,413.46	4,485.58	4,557.69	4,629.81	4,701.92	4,774.04	4,846.15
2019	2.0%	COIT	HOURLY	54.43	55.35	56.27	57.19	58.11	59.03	59.95	60.87	61.79
			BI-WKLY	4,354.62	4,428.17	4,501.73	4,575.29	4,648.85	4,722.40	4,795.96	4,869.52	4,943.08
			ANNUAL	113,220	115,132	117,045	118,958	120,870	122,782	124,695	126,608	128,520
2020	3.0%	COIT	HOURLY	56.07	57.01	57.96	58.91	59.85	60.80	61.75	62.70	63.64
			BI-WKLY	4,485.26	4,561.02	4,636.78	4,712.55	4,788.32	4,864.07	4,939.84	5,015.61	5,091.37
			ANNUAL	116,617	118,587	120,556	122,526	124,496	126,466	128,436	130,406	132,376
2021	3.0%	COIT	HOURLY	57.75	58.72	59.70	60.67	61.65	62.62	63.60	64.58	65.55
			BI-WKLY	4,619.82	4,697.85	4,775.88	4,853.93	4,931.97	5,009.99	5,088.04	5,166.08	5,244.11
			ANNUAL	120,115	122,144	124,173	126,202	128,231	130,260	132,289	134,318	136,347
2022	3.0%	COIT	HOURLY	59.48	60.48	61.49	62.49	63.50	64.50	65.51	66.51	67.52
			BI-WKLY	4,758.41	4,838.79	4,919.16	4,999.55	5,079.93	5,160.29	5,240.68	5,321.06	5,401.43
			ANNUAL	123,719	125,809	127,898	129,988	132,078	134,168	136,258	138,348	140,437
2023	2.0%	COIT	HOURLY	60.67	61.69	62.72	63.74	64.77	65.79	66.82	67.84	68.87
			BI-WKLY	4,853.58	4,935.57	5,017.54	5,099.54	5,181.53	5,263.50	5,345.49	5,427.48	5,509.46
			ANNUAL	126,193	128,325	130,456	132,588	134,720	136,851	138,983	141,114	143,246

	COHR SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			2018 Range	108,000	123,000		115,000	1/12/2015		1.74%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
CHIEF OF HUMAN RESOURCES & LABOR RELATIONS 9 STEP PLAN												9
Range	--	COHR	RATE	4,153.85	4,225.96	4,298.08	4,370.19	4,442.31	4,514.42	4,586.54	4,658.65	4,730.77
2019	2.0%	COHR	HOURLY	52.96	53.88	54.80	55.72	56.64	57.56	58.48	59.40	60.32
			BI-WKLY	4,236.92	4,310.48	4,384.04	4,457.60	4,531.15	4,604.71	4,678.27	4,751.83	4,825.38
			ANNUAL	110,160	112,072	113,985	115,898	117,810	119,722	121,635	123,548	125,460
2020	3.0%	COHR	HOURLY	54.55	55.50	56.44	57.39	58.34	59.29	60.23	61.18	62.13
			BI-WKLY	4,364.03	4,439.79	4,515.56	4,591.33	4,667.08	4,742.85	4,818.62	4,894.38	4,970.14
			ANNUAL	113,465	115,435	117,405	119,375	121,344	123,314	125,284	127,254	129,224
2021	3.0%	COHR	HOURLY	56.19	57.16	58.14	59.11	60.09	61.06	62.04	63.02	63.99
			BI-WKLY	4,494.95	4,572.98	4,651.03	4,729.07	4,807.09	4,885.14	4,963.18	5,041.21	5,119.24
			ANNUAL	116,869	118,897	120,927	122,956	124,984	127,014	129,043	131,071	133,100
2022	3.0%	COHR	HOURLY	57.87	58.88	59.88	60.89	61.89	62.90	63.90	64.91	65.91
			BI-WKLY	4,629.80	4,710.17	4,790.56	4,870.94	4,951.30	5,031.69	5,112.08	5,192.45	5,272.82
			ANNUAL	120,375	122,464	124,555	126,644	128,734	130,824	132,914	135,004	137,093
2023	2.0%	COHR	HOURLY	59.03	60.05	61.08	62.10	63.13	64.15	65.18	66.20	67.23
			BI-WKLY	4,722.40	4,804.37	4,886.37	4,968.36	5,050.33	5,132.32	5,214.32	5,296.30	5,378.28
			ANNUAL	122,782	124,914	127,046	129,177	131,309	133,440	135,572	137,704	139,835

	CODEI SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			2018 Range	108,000	123,000		110,000	3/4/2019		1.74%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
CHIEF OF DIVERSITY, EQUITY & INCLUSION 9 STEP PLAN												9
Range	--	CODEI	RATE	4,153.85	4,225.96	4,298.08	4,370.19	4,442.31	4,514.42	4,586.54	4,658.65	4,730.77
2019	2.0%	CODEI	HOURLY	52.96	53.88	54.80	55.72	56.64	57.56	58.48	59.40	60.32
			BI-WKLY	4,236.92	4,310.48	4,384.04	4,457.60	4,531.15	4,604.71	4,678.27	4,751.83	4,825.38
			ANNUAL	110,160	112,072	113,985	115,898	117,810	119,722	121,635	123,548	125,460
2020	3.0%	CODEI	HOURLY	54.55	55.50	56.44	57.39	58.34	59.29	60.23	61.18	62.13
			BI-WKLY	4,364.03	4,439.79	4,515.56	4,591.33	4,667.08	4,742.85	4,818.62	4,894.38	4,970.14
			ANNUAL	113,465	115,435	117,405	119,375	121,344	123,314	125,284	127,254	129,224
2021	3.0%	CODEI	HOURLY	56.19	57.16	58.14	59.11	60.09	61.06	62.04	63.02	63.99
			BI-WKLY	4,494.95	4,572.98	4,651.03	4,729.07	4,807.09	4,885.14	4,963.18	5,041.21	5,119.24
			ANNUAL	116,869	118,897	120,927	122,956	124,984	127,014	129,043	131,071	133,100
2022	3.0%	CODEI	HOURLY	57.87	58.88	59.88	60.89	61.89	62.90	63.90	64.91	65.91
			BI-WKLY	4,629.80	4,710.17	4,790.56	4,870.94	4,951.30	5,031.69	5,112.08	5,192.45	5,272.82
			ANNUAL	120,375	122,464	124,555	126,644	128,734	130,824	132,914	135,004	137,093
2023	2.0%	CODEI	HOURLY	59.03	60.05	61.08	62.10	63.13	64.15	65.18	66.20	67.23
			BI-WKLY	4,722.40	4,804.37	4,886.37	4,968.36	5,050.33	5,132.32	5,214.32	5,296.30	5,378.28
			ANNUAL	122,782	124,914	127,046	129,177	131,309	133,440	135,572	137,704	139,835

	COM SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			2018 Range	108,000	123,000		110,000	2/25/2019		1.74%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
CHIEF OF MARKETING AND COMMUNICATIONS 9 STEP PLAN												9
Range	--	COMC	RATE	4,153.85	4,225.96	4,298.08	4,370.19	4,442.31	4,514.42	4,586.54	4,658.65	4,730.77
2019	2.0%	COMC	HOURLY	52.96	53.88	54.80	55.72	56.64	57.56	58.48	59.40	60.32
			BI-WKLY	4,236.92	4,310.48	4,384.04	4,457.60	4,531.15	4,604.71	4,678.27	4,751.83	4,825.38
			ANNUAL	110,160	112,072	113,985	115,898	117,810	119,722	121,635	123,548	125,460
2020	3.0%	COMC	HOURLY	54.55	55.50	56.44	57.39	58.34	59.29	60.23	61.18	62.13
			BI-WKLY	4,364.03	4,439.79	4,515.56	4,591.33	4,667.08	4,742.85	4,818.62	4,894.38	4,970.14
			ANNUAL	113,465	115,435	117,405	119,375	121,344	123,314	125,284	127,254	129,224
2021	3.0%	COMC	HOURLY	56.19	57.16	58.14	59.11	60.09	61.06	62.04	63.02	63.99
			BI-WKLY	4,494.95	4,572.98	4,651.03	4,729.07	4,807.09	4,885.14	4,963.18	5,041.21	5,119.24
			ANNUAL	116,869	118,897	120,927	122,956	124,984	127,014	129,043	131,071	133,100
2022	3.0%	COMC	HOURLY	57.87	58.88	59.88	60.89	61.89	62.90	63.90	64.91	65.91
			BI-WKLY	4,629.80	4,710.17	4,790.56	4,870.94	4,951.30	5,031.69	5,112.08	5,192.45	5,272.82
			ANNUAL	120,375	122,464	124,555	126,644	128,734	130,824	132,914	135,004	137,093
2023	2.0%	COMC	HOURLY	59.03	60.05	61.08	62.10	63.13	64.15	65.18	66.20	67.23
			BI-WKLY	4,722.40	4,804.37	4,886.37	4,968.36	5,050.33	5,132.32	5,214.32	5,296.30	5,378.28
			ANNUAL	122,782	124,914	127,046	129,177	131,309	133,440	135,572	137,704	139,835

	COFS SALARY RANGE			START	TOP		CURRENT	DOH		Step %		
			2018 Range	100,000	115,000		106,120	11/21/2016		1.87%		
YEAR	% +	PAYGRADE		A	B	C	D	E	F	G	H	I
CHIEF OF FOUNDATIONS SERVICES 9 STEP PLAN												9
Range	--	COFS	RATE	3,846.15	3,918.27	3,990.38	4,062.50	4,134.62	4,206.73	4,278.85	4,350.96	4,423.08
2019	2.0%	COFS	HOURLY	49.04	49.96	50.88	51.80	52.72	53.64	54.56	55.47	56.39
			BI-WKLY	3,923.08	3,996.63	4,070.19	4,143.75	4,217.31	4,290.87	4,364.42	4,437.98	4,511.54
			ANNUAL	102,000	103,912	105,825	107,738	109,650	111,563	113,475	115,387	117,300
2020	3.0%	COFS	HOURLY	50.51	51.46	52.40	53.35	54.30	55.25	56.19	57.14	58.09
			BI-WKLY	4,040.77	4,116.53	4,192.30	4,268.06	4,343.83	4,419.60	4,495.35	4,571.12	4,646.89
			ANNUAL	105,060	107,030	109,000	110,970	112,940	114,910	116,879	118,849	120,819
2021	3.0%	COFS	HOURLY	52.02	53.00	53.98	54.95	55.93	56.90	57.88	58.85	59.83
			BI-WKLY	4,161.99	4,240.03	4,318.07	4,396.10	4,474.14	4,552.19	4,630.21	4,708.25	4,786.30
			ANNUAL	108,212	110,241	112,270	114,299	116,328	118,357	120,385	122,415	124,444
2022	3.0%	COFS	HOURLY	53.59	54.59	55.60	56.60	57.60	58.61	59.61	60.62	61.62
			BI-WKLY	4,286.85	4,367.23	4,447.61	4,527.98	4,608.36	4,688.76	4,769.12	4,849.50	4,929.89
			ANNUAL	111,458	113,548	115,638	117,727	119,817	121,908	123,997	126,087	128,177
2023	2.0%	COFS	HOURLY	54.66	55.68	56.71	57.73	58.76	59.78	60.81	61.83	62.86
			BI-WKLY	4,372.59	4,454.57	4,536.56	4,618.54	4,700.53	4,782.54	4,864.50	4,946.49	5,028.49
			ANNUAL	113,687	115,819	117,951	120,082	122,214	124,346	126,477	128,609	130,741



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Amy McMillan, Director
Subject: Report – Draft Purchasing Policy
Date: November 8, 2019

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the draft Purchasing Policy as recommended by Director Amy McMillan and staff.

Background: Attached for review is a draft of the updated purchasing policy. Discussion on the draft policy will take place at the Nov. 14 meeting.

Attachment: Draft Purchasing Policy

DRAFT PURCHASING POLICY

1. Policy
2. Authority and Statutory References
3. Funding
4. Procurement Guidelines, Exceptions and Dollar Thresholds
5. Purchasing Cards – Authorization to Purchase Goods Using Purchase Cards
6. Types of Solicitations
7. Contract Clauses
8. Contract Administration
9. Protests and Contract Claims
10. Suspensions
11. Ethics in Public Purchasing
12. Equipment Disposition/Disposal
13. Definitions

DRAFT PURCHASING POLICY

1) POLICY

The Huron-Clinton Metropolitan Authority (Metroparks) will engage in purchasing activities that are fair and equitable, and which provide the maximum purchasing value for public funds. The Metroparks will implement procedures designed to maintain a procurement system of quality and integrity. The provisions of this policy conform to the Metroparks bylaws and applicable code, laws and regulations.

a) Operational Guidelines

- i) It is the intent of this Policy to maximize the purchasing power and value of public funds through procurement policy that maintains a system of quality and integrity and promotes efficiency, effectiveness and equity in public purchasing. It is the goal of this Policy to recognize the obligation to the taxpayers to maximize the purchasing power of public funds to gain the best value for our residents. The Metroparks will comply with all applicable federal and state laws concerning public purchasing.

b) Application

- i) This Policy applies to the procurement of supplies, goods, equipment, services, and construction entered into by the Metroparks after the effective date of this Policy. It shall apply to every expenditure of public funds by the Metroparks irrespective of the source of the funds. When the procurement involves the expenditure of federal or state assistance or contract funds, the procurement shall be conducted in accordance with any applicable federal or state laws and regulations. Nothing in this Policy shall prevent complying with the terms and conditions of any grant, gift, or bequest that is otherwise consistent with law.

c) Administration

- i) This Policy shall be administered by the Purchasing Department under the auspices of the Deputy Director. All formal solicitations shall follow this policy and procedures.

2) AUTHORITY AND STATUTORY REFERENCES

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the Metroparks as the Board considers necessary and proper.

a) Review Period

- i) The Finance Department will review this Policy at least once every five years and will make recommendations for changes to the Board of Commissioners.

3) FUNDING

a) Sales Tax Exemption

- i) The Metroparks shall not be charged or pay sales tax. Metroparks, as a Michigan Municipal Corporation, is exempt from sales tax as provided in Act 167 of Public Acts of 1933. MCL 205.54h, and the Michigan Sales and Use Tax Rule, 1979 MAC Rule 205.79, which provide that sales to the United States government, the State of Michigan, and their political subdivisions, departments and institutions are not taxable when ordered on a Purchase Order and paid for by warrant on government funds. In the alternative, the government may claim exemption at the time of purchase by providing the seller with a signed statement to the effect that the purchaser is a governmental entity.
- ii) The issuance of a Metroparks Purchase Order or a Michigan Sales Tax Exemption Certificate does not, by itself, mandate the seller to exempt the sale. Therefore, all departments shall utilize Metroparks Purchase Order and accounts payable system to the fullest extent possible when purchasing and paying for tangible personal property while still adhering to the other provisions within this Purchasing Policy.

DRAFT PURCHASING POLICY

b) Grant Funded Purchases

- i) Grant funded procurements will follow all grant procurement requirements and guidelines.

4) PROCUREMENT GUIDELINES, EXCEPTIONS AND DOLLAR THRESHOLDS

a) Exceptions to Competitive Procurement Requirements

- i) *Emergency Purchases.* Whenever there is an imminent threat to the public health, safety or welfare of the Metroparks or its citizens, the Chairperson of the Board of Commissioners and the Metroparks Director may authorize the award of a contract up to \$200,000, utilizing competition as may be practical and reasonable under the circumstances, for the emergency purchase of supplies, materials, equipment, services or construction. Such purchase must be reported to the Metroparks Commissioners for affirmation at the next regular meeting of the Board of Commissioners.
- ii) *Cooperative Purchasing.* The Metroparks may join in cooperative purchasing arrangements with other government units and public entities. The Metroparks may accept extended government pricing with appropriate documentation, if it is determined to be cost-effective and in the Metroparks's best interest.
- iii) *Professional Services.* The Metroparks may enter into Professional Services agreements with a firm or individual that is most qualified to meet the Metroparks requirements.

“Professional Services” means services which are essentially intellectual in nature and include analysis, evaluation, prediction, planning, or recommendation. Professional services involve extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training customarily acquired either by a prolonged course of study or equivalent experience in the field. Professional services include, but are not limited to, services performed by accountants, auditors, analysts, consultants, lawyers, physicians, planners, artists, engineers, and architects.

iv) *Sole Source Procurement.*

- a) Sole source purchases are defined as those in which “only one vendor possesses the unique and singularly available capability to meet the requirements set. Such as technical qualifications, ability to deliver at a particular time, services from a public utility or in a situation where a particular supplier or person is identified as the only qualified source available.
- b) Sole source purchases may also result because of compatibility with existing equipment or systems, the product or service is patented, copyrighted or has other proprietary information or trade secrets retained by the owner.
- c) A contract may be awarded, without competition, when the Director determines, in writing, after conducting a good faith review of available sources, that there is only one appropriate source, and/or, when it is in the best interest of the Metroparks to choose the one appropriate source, for the required supply, equipment, service, or construction item. The Purchasing Department, or the soliciting department, where delegated by the Director, shall conduct negotiations, as appropriate, as to price, delivery, and terms.

DRAFT PURCHASING POLICY

- b) Failure to Follow Policy
 - i) The Metroparks shall not be responsible for the costs of supplies, goods, equipment, services, and construction ordered or purchased by any Metroparks public officer or employee that are not obtained in accordance with state law and this policy. Contracts negotiated outside of this policy will be considered invalid and non-binding. No procurement may be entered into unless the Board of Commissioners has appropriated adequate funds therefor in the Metroparks annual budget.
- c) Standards for Procurement
 - i) Procurement Procedures:
 - a) The procurement procedure to be used is determined by the dollar amount of the procurement and the type of supplies, goods, equipment, services, and construction to be purchased. Contracts or purchases shall not be artificially divided to circumvent the purchasing procedures in this policy. An aggregate of regular, reoccurring purchases shall be determined on an annual basis.
 - b) A cost analysis is required for procurement of supplies, goods, equipment, services, and construction that are expected to meet certain business returns on investment. This entails verification of the proposed cost data and evaluation of the specific elements of costs and profits, including comparison with the agency's prior independent cost or price estimate.
- d) Dollar Thresholds: Competitive Procurement Requirements and Approvals
 - i) Petty Cash – Purchases less than \$50:
 - a) Competitive Procurement Requirement: Petty cash funds may be utilized for minor incidental purchases less than \$50. Receipts shall be required to substantiate all petty cash purchases.
 - b) Approval: Any supervisor may authorize purchases using petty cash in amounts less than \$50.
 - ii) Purchases less than \$2,500:
 - a) Competitive Procurement Requirement: Purchases less than \$2,500 may be authorized by a supervisor using reasonable good judgment to secure best pricing available under prevailing circumstances. Vendor's price quotes may be verbal, written, electronic. A procurement card may be utilized if the vendor selected does not have an active account with the Metroparks and the vendor is determined to be the best value. A purchase order is not required. Invoices must be submitted to Metroparks Accounts Payable.
 - b) Approval: Any supervisor may authorize purchases in amounts less than \$2,500.
 - iii) Purchases \$2,500 and above to below \$10,000:
 - a) Competitive Procurement Requirement: Such purchases require the solicitation of two to three price quotations. Price quotes may be verbal, written, electronic, and documentation must be included when creating a purchase order.
 - b) Approval: The Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Manager and the Director.
 - iv) Purchases \$10,000 and above to below \$25,000:
 - a) Competitive Procurement Requirement: Purchases above \$10,000 but less than \$25,000 require the solicitation of a minimum of three (3) price quotations. Vendor's price quotes may be verbal, written, electronic, and documentation must be *included when creating a purchase order*.

DRAFT PURCHASING POLICY

- b) Approval: The Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Manager and the Director. All purchases \$10,000 and over will be reported to the Board of Commissioners at the next regular monthly meeting.
- v) Purchases \$25,000 and above:
- a) Formal competition required. Purchases or contracts estimated to incur costs of \$25,000 or more shall require formal competition as deemed appropriate, including but not limited to competitive sealed bids, requests for proposals, quality-based selection, negotiated purchases, etc. Such competitive procurement shall be in one of the types authorized in Section VI of this Purchasing Policy. Awards shall be made to the offeror determined to be best qualified based on the evaluation factors set forth and negotiation of fair and reasonable compensation
- b) Approval: The Board of Commissioners shall approve all purchases of \$25,000 and above.

PURCHASING SUMMARY

AMOUNT OF PURCHASE	LINE ITEM BUDGETED FUNDS NECESSARY	CONTACT TO INITIATE PURCHASE	TYPE OF QUOTE NEEDED	AWARD AUTHORIZATION REQUIRED BY	PURCHASE ORDER REQUIREMENT
\$50 AND UNDER / PETTY CASH / P-CARD / VENDOR ACCOUNT	YES	SUPERVISOR	N/A	SUPERVISOR	NO
LESS THAN \$2,500 P-CARD / VENDOR ACCOUNT	YES	SUPERVISOR	BEST JUDGEMENT	SUPERVISOR	NO
\$2,500 – LESS THAN \$10,000 VENDOR ACCOUNT	YES	DEPARTMENT HEAD	TWO VERBAL OR WRITTEN QUOTES REQUIRED	PURCHASING DEPARTMENT	YES
\$10,000 – LESS THAN \$25,000 VENDOR ACCOUNT	YES	DEPARTMENT HEAD	THREE VERBAL OR WRITTEN QUOTES REQUIRED	PURCHASING DEPARTMENT	YES
\$25,000 OR GREATER	YES	DEPARTMENT HEAD/ DIRECTOR/ PURCHASING DEPARTMENT	SEALED BIDS, RFP, RFQ FORMAL SOLICITATION	BOARD OF COMMISSIONERS	YES
RECEIVING	RECEIVING EMPLOYEE/DEPARTMENTS ARE RESPONSIBLE FOR DETERMINING THE PROPER QUANTITY AND QUALITY OF GOODS RECEIVED BEFORE FORWARDING THE INVOICE FOR PAYMENT BY ACCOUNTS PAYABLE.				

5) PURCHASING CARDS – AUTHORIZATION TO PURCHASE GOODS USING PURCHASE CARDS

a) Introduction

Metroparks Purchasing Card Program has been established to provide a convenient means with which to make purchases and, at the same time, reduce the costs associated with initiating and paying for those purchases. The Metroparks Purchasing Department is responsible for managing the program and each department is responsible for managing its Cardholder accounts. Three areas of responsibility have been defined within each department to assist in this management effort: the Cardholder, Card Administrator, and Department Contact. It is important to understand that these three areas of responsibility do not necessarily equate to three separate individuals within the department. It is permissible for one individual to be assigned one or more of these responsibilities as defined in these Policies and Procedures. The ultimate decision as to how each of these responsibilities is assigned shall be made within each department. All procurements using a Purchasing Card must also meet the requirements of Section IV of this Purchasing Policy.

b) Definitions

- i. Purchasing Card: A charge card issued to an employee of Metroparks for the purpose of making authorized purchases on the GOVERNMENT's behalf. The Metroparks shall issue payment for charges made with the Purchasing Card.
- ii. Cardholder: Metroparks employee whose name appears on the Purchasing Card and is accountable for all charges made with that card.
- iii. Card Administrator: Metroparks employee(s) responsible for verifying that all charges against the Cardholder's account are backed with support documentation and that the documentation is retained within the department. Card Administrators shall allocate individual charges to the appropriate account numbers. Cardholders may be their own Card Administrators and a Card Administrator may oversee more than one Cardholder account depending on how the department elects to manage its accounts. A department may also have more than one Card Administrator.
- ii. Independent Review Committee: All transactions and card-related activities may be subjected to review by an Independent Review Committee. The Committee shall consist of members from the Finance and Purchasing departments.
- iii. District/Department Contact: Metroparks employee within each department responsible for receiving and disseminating Purchasing Card information within their department and for relaying Purchasing Card information from their department to the Program Administrator.
- iv. Program Administrator: Metroparks Purchasing Department employee responsible for administering the Purchasing Card Program for the Metroparks and acting as the main contact between the Metroparks and the Bank.
- v. Transaction / Charge Limit: A dollar limitation of purchasing authority assigned to the Cardholder for each total charge made with the Purchasing Card.
- vi. Spending Limit: Subject to the limitations contained in Section IV (d) of this Purchasing Policy, a dollar limitation of purchasing authority assigned to the Cardholder on the Cardholder Enrollment form for the total of all charges made during a specified time period. Maximum limits for all cardholders are as follows:
 - 1) Individual charges may not exceed \$1,000
 - 2) Daily charges may not exceed \$2,000
 - 3) Monthly charges may not exceed \$5,000

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The Deputy Director may establish higher or lower limits on a per Cardholder basis.

- vii. Statement of Account: A listing of all transactions charged to the Cardholder's card account up to the end of the weekly billing cycle. An electronic statement will be provided to each department on-line.
 - viii. Default Account: The Metroparks account number assigned to an individual Cardholder's Purchasing Card. Only one Default Account can be assigned to any one Purchasing Card and all charges made with the Purchasing Card shall be posted into that Default Account unless those charges are reallocated.
 - ix. Support Documentation: A merchant produced or non-Metroparks document that records the relevant details for each item purchased including quantities, amounts, a description of what was purchased, the total charge amount and the merchant's name and address (e.g. sales receipt, original invoice, packing slip, credit receipt, etc.).
- c) Cardholder enrollment
- 1) A complete Cardholder Enrollment Form must be submitted for each prospective Cardholder.
 - 2) All prospective Cardholders must read and sign a Cardholder Agreement Form to be eligible to receive a Purchasing Card.
- d) Authorized card use
- 1) Cardholders are authorized to use the Purchasing Card to purchase any merchandise required as a function of their duties at the Metroparks *with the exception* of the following:
 - Items for Personal Use
 - (i) Items for Non-Metroparks Purposes
 - (ii) Cash Advances
 - (iii) Food and Beverages including Alcoholic Beverages
 - (iv) Entertainment
 - (v) Recreation
 - (vi) Contracting
 - (vii) Gasoline (except for travel outside the Metroparks with a Metroparks vehicle when Metroparks fuel cannot be obtained.)
 - (viii) Motorized Vehicles
 - (ix) Capital Equipment
 - (x) Any purchases prohibited by Metroparks policy or not related to Metroparks business.
 - 2) Cardholders issued a Purchasing Card specifically for travel-related expenses may use the card for hotel accommodations, conference reservations, car rental and airfare charges. Metroparks travel regulations shall govern the allowable limits for all travel expenses.
 - 3) All Metroparks Travel Forms must be submitted properly by the cardholder to the Finance Department within a maximum of fifteen (15) working days for any and all travel expenses charged to the card.
 - 4) Travel expenses charged by the Cardholder to the card that upon subsequent review are determined not allowable under the Travel Regulations; shall be paid to Metroparks by the Cardholder upon submission of all required travel forms.

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- 5) Only the Cardholder whose name is embossed on the Purchasing Card is authorized to use the card and is responsible for ensuring that all charges made with the card are in compliance with these Policies and Procedures.
- 6) The total value of any one charge made with the Purchasing Card may not exceed the single transaction limit stipulated on the Cardholder's Enrollment Form.
- e) Unauthorized and/or inappropriate card use
 - 1) The Purchasing Card must never be used to purchase items determined above to be unallowable even if the Cardholder intends to reimburse the Metroparks.
 - 2) The Purchasing Card shall not be used to supersede purchase orders currently in place.
 - 3) *VIOLATION OF THIS POLICY, INCLUDING UNAUTHORIZED PURCHASES BY A CARDHOLDER, SHALL RESULT IN CARD CANCELLATION, DISCIPLINARY ACTION UP TO AND INCLUDING DISMISSAL FROM GOVERNMENT EMPLOYMENT, AND CRIMINAL PROSECUTION.*
- f) Making a purchase with the purchasing card
 - 1) Confirm that the selected merchant accepts this type of card. If not, choose another vendor or submit a requisition to Purchasing so that the purchase can be made via a Purchase Order.
 - 2) When making purchases in person, the Cardholder must sign the charge receipt and retain the customer copy. The Cardholder should verify that either the charge receipt or sales receipt complies with the requirements for support documentation.
 - 3) When making purchases via telephone, computer, mail order, etc., Cardholders should give the merchant the account number embossed on their card and direct the merchant to include the following on the shipping label and/or packing slip:
 - i. Cardholder name and phone number
 - ii. Department name
 - iii. Complete delivery address
 - iv. The words "Procurement Card Purchase"
 - 4) Cardholders are encouraged to receive their own shipments; however, if someone will be receiving a shipment on the Cardholder's behalf, the Cardholder must notify them in advance. Regardless of who receives the shipment, the Cardholder is responsible for obtaining all documentation (packing slips, mail order form copies, etc.) related to the purchase and verifying that the documentation complies with the requirements for support documentation.
- g. Merchandise returns and exchanges
 - 1) The Cardholder is responsible for contacting the merchant when merchandise purchased with the Purchasing Card is not acceptable (incorrect, damaged, defective, etc.) and arranging a return for credit or an exchange.
 - 2) If merchandise is returned for credit, the Cardholder is responsible for obtaining a credit receipt from the merchant and retaining that receipt with the documentation for that purchase. Receiving cash or checks to resolve a credit is prohibited.
 - 3) If merchandise must be exchanged, the Cardholder is responsible for returning the merchandise to the merchant and obtaining a replacement as soon as possible.

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Documentation showing the proper resolution of the exchange is to be retained with the support documentation for that purchase.

- 4) In the event of a return, exchange or other credit transaction, the Cardholder is responsible for notifying the Card Administrator of any dispute within seven (7) days.

h) Record retention

- 1) Cardholder Responsibility: The Cardholder is responsible for obtaining purchase documentation from the merchant (sales receipt, packing slip, etc.) to support all purchases made with the Purchasing Card and verifying that documentation complies with the requirements for support documentation.

Note: In addition to obtaining the documentation, it is required that the Cardholder also record the details of each purchase in the on-line transaction log.

- 2) Card Administrator Responsibility: It is the Card Administrator's responsibility to assure that all support documentation and the corresponding Cardholder Statement of Account is retained within the district/department.

i) Verification of charges:

- 1) Cardholders are accountable for all charges made with their Purchasing Cards. The Cardholder or department designee, if applicable, is responsible for checking all transactions against the corresponding support documentation to verify their accuracy and propriety. This check should be done regularly using the Metroparks on-line transaction review system.
- 2) If a particular charge or credit does not appear on-line or on the Statement of Account, it should be checked against future on-line transaction information and/or the next Statement of Account. If the charge or credit does not appear within 60 days after the original charge was made, the Cardholder must notify the Program Administrator.
- 3) If the Cardholder disputes a charge, the nature of the dispute and the final resolution must be documented. This documentation must be retained with the Statement of Account on which the disputed charge appears.
- 4) After all transactions have been checked, the Cardholder or their supervisor must sign the Statement of Account. The signed statement and all support documentation must be forwarded to the Card Administrator.
- 5) The Cardholder is responsible for notifying merchants that Metroparks purchases are not subject to sales tax. A statement regarding the Metroparks tax liability shall be provided to each Cardholder.
- 6) All purchase documentation must be submitted by the Cardholder to the Card Administrator within 30 days of transaction.

j) Resolving errors, disputes, returns and credits

- 1) Cardholder: There may be occasions where items on the statement do not correlate with receipts. The transaction may not have been made by the Cardholder, the amount may be incorrect or there is a quality issue. In the event of a disputed charge, the Cardholder must try to resolve the dispute directly with the merchant. If the merchant agrees that an error has been made, they shall credit the account. The Cardholder or Card Administrator must verify the credit has occurred the following month. If the Cardholder is unable to resolve the issue, the Program Administrator must be notified.

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- 2) Program Administrator: If the dispute cannot be resolved, the merchant must be notified in writing that the Metroparks is questioning the charge or is dissatisfied with the purchase. The dispute must also be submitted in writing to Comerica within 60 days of the date of the statement listing the disputed charge. The inquiry document submitted to the bank Customer Service Department should ask that the charge be verified or the purchase removed from the account until the dispute is resolved.

k) Card administrator verification of cardholder charges

- 1) The Card Administrator is responsible for reviewing all transactions on a weekly basis to verify that each transaction is supported by adequate documentation and meets all the criteria for authorized card use. In the event of questionable transactions, the Card Administrator must contact the Cardholder to obtain an explanation, supporting documentation and/or reimbursement.
- 2) Discrepancies associated with a charge may result from:
 - i) Insufficient support documentation.
 - ii) Not meeting one or more of the criteria for authorized card use.
 - iii) The Cardholder disputing the charge.

All discrepancies must be investigated and resolved. The disposition of each discrepancy must be documented and retained with the Support Documentation and/or Statement of Account. Cardholders are accountable for all discrepancies.

Note: If a discrepancy cannot be resolved, the Program Administrator must be notified. Discrepancies resulting from unauthorized card usage, must also be reported to the Department Manager.

l) Cardholder transfer or separation from the Metroparks

- 1) Prior to transferring from the department or separating from the Metroparks, Cardholders must surrender their Purchasing Cards and corresponding support documentation to the Card Administrator. If the Cardholder is the Card Administrator, the Purchasing Card and support documentation must be surrendered to the Cardholder's immediate supervisor. In either case, the card must be canceled.

m) Purchasing card cancellation

- 1) The Program Administrator must be notified immediately when a Purchasing Card is to be canceled. The card must be destroyed by cutting it in half. Both card halves must be forwarded to the Program Administrator.

6) TYPES OF SOLICITATIONS

The Metroparks may purchase supplies, goods, equipment, services, and construction using a variety of solicitations (Invitations to Bid, Request for Proposals, Request for Qualifications, etc.) as it determines is most appropriate and advantageous to the Metroparks.

a) Competitive Sealed Bidding / Invitation to Bid

The Metroparks may use this method when the goods or services it intends to purchase are fairly specific and little if no deviation from the specifications is anticipated. This is often the preferred method for purchasing vehicles, standard equipment, office supplies, chemical and similar goods.

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i. Specifications

1) Maximum Practicable Competition

Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition in satisfying the Metroparks needs, while still providing a fair opportunity to all qualified vendors. The policy enunciated in this Section applies to all specifications prepared by Metroparks staff or prepared by others on the Metroparks behalf.

b) "Brand Name or Equal" Specification

"Brand name or equal" specifications may be used when the Purchasing Department determines that use of a "brand name or equal" specifications is in the Metroparks best interest.

The Purchasing Department shall seek to identify sources from which the designated brand name item or items may be obtained and shall solicit such sources to achieve whatever degree of price competition is practicable. If only one source can supply the requirement, the procurement shall be made as a Sole Source Procurement.

2) Public Notice

Public notice of the invitation for bids shall be given a reasonable time prior to the bid submission date set forth therein. Such notice may include publication in a newspaper of general circulation and/or online media for a reasonable time as determined by the Purchasing Department prior to the bid opening. The public notice shall state the place, date and time of bid opening, and shall be in a format approved by the Purchasing Department.

3) Bid Opening

The Metroparks shall hold a public bid opening when required by law, or when in the opinion of the Purchasing Department, a public bid opening is in the interest of the Metroparks. In the event that Bids shall be opened publicly, the time, date and place for the public opening will be posted in the solicitation. The amount of each bid, and such other relevant information as the Purchasing Department deems appropriate, together with the name of each bidder shall be recorded. The record and each bid shall be open to public inspection in accordance with Act 442 of the Public Acts of 1976, MCL 15.231 et seq.

4) Bid Acceptance and Bid Evaluation

Bids shall be evaluated based on the requirements set forth in the invitation for bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, experience, delivery, warranty, and suitability for a particular purpose. Bids which do not comply with all criteria set forth in the invitation to bid may be subject to disqualification.

5) Correction or Withdrawal of Bids; Cancellation of Awards

Correction or withdrawal of inadvertently erroneous bids before or after bid opening, or cancellation of awards or contracts based on such bid mistakes, may be permitted in the sole discretion of the Metroparks. Mistakes discovered before bid opening may be modified or withdrawn by written notice received in the office designated in the invitation for bids, prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence, as determined by the Purchasing Department, that a mistake of a nonjudgmental character was made.

6) Award

The contract shall be awarded by appropriate notice to the responsible and responsive bidder whose bid meets the requirements and response selection criteria set forth in the invitation for bids. Nothing in the award process shall prevent the Purchasing Department from acting in the Metroparks's best interest when making the bid award, including awarding the bid to other than the low bidder, using a best value-based selection process. No contract or purchase order shall knowingly be entered into with any company or business which is in bankruptcy or receivership. In the event the bid for a project exceeds available funds, the Purchasing Department is authorized to negotiate an adjustment of the bid price when time or economic considerations preclude re-solicitation of work of a reduced scope, in order to bring the bid within the amount of available funds.

7) Tie Bids

Bids that are equal in all aspects shall be awarded to the vendor whose headquarters is closest to the Metroparks delivery point. To determine the location of a vendor, the Metroparks will use the address on file with the State of Michigan as the vendor's Registered Office Address as of the day the solicitation request was first issued by the Metroparks. If a vendor does not have a Registered Office Address with the State of Michigan, that vendor will be deemed to be the vendor at the greatest distance from the Metroparks. If multiple vendors are not registered with the State of Michigan, the state or Metroparks of incorporation will be used to determine the vendor's location.

b) Request for Proposal (RFP)

When the Purchasing Department determines that the use of competitive sealed bidding is either not practicable or not advantageous to the Metroparks, a contract may be entered into by use of competitive sealed requests for proposals. This method is often used for purchasing complex goods or services.

1) Public Notice

Adequate public notice of the (RFP) shall be given in the same manner as provided in Section 2.2(3), (Competitive Sealed Bidding, Public Notice).

2) Receipt of Proposals

No proposal shall be handled so as to permit disclosure of the identity of an offeror or the content of any proposal to competing offerors until the time for the public opening of bids or proposals or if a public opening is not to be conducted, until the deadline for submission of bids or proposals has expired. A register of proposals shall be prepared containing the name of each offeror, the number of modifications received, if any, and a description sufficient to identify the item offered.

3) Evaluation Factors

The request for proposal may state the relative importance of price and other evaluation and selection criteria and may include specific criteria detailing a best value-based method of determining and selecting the best bid.

4) Responsible Offerors and Revisions of Proposals

As provided in the request for proposals, discussions may be conducted with responsible offerors to assure understanding of, and conformance to, the solicitation requirements. Responsible offers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals and such

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revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of the identity of competing offerors or of any information derived from proposals submitted by competing offerors.

5) Award

Award shall be made to the responsible offeror whose proposal is determined to be the most advantageous to the Metroparks, as determined by the Purchasing Department, taking into consideration price and the evaluation criteria set forth in the request for proposals.

c) Request for Qualifications (RFQ)

When it is considered impractical to initially prepare a purchase description to support an award based on price, and/or where the capability of the prospective proposers or bidders are uncertain, a request for qualifications (RFQ) may be issued. Once the prospective bidders/offerors have submitted their responses to the RFQ and have been determined to be technically acceptable and qualified to perform, then an invitation to bid or request for proposals may be issued to the qualified bidders/offerors.

d) Procurement of Construction Services

1) Responsibility for Selection of Methods of Construction Contracting Management.

The Deputy Director in consultation with the Engineering Department shall have discretion to select the method of construction contracting management for a particular project. The Metroparks requirements, its resources, the project type and scope, and the potential contractor's capabilities shall be considered.

2) Bid Security

a) Requirement for Bid Security

i) Bid security may be required for competitive sealed bidding, for construction contracts when the price is estimated to exceed \$50,000. Bid security shall be a bond provided by a surety company authorized to do business in the State of Michigan, or the equivalent in cash, or otherwise supplied in a form satisfactory to the Metroparks. Nothing herein shall prevent the requirement of such bonds on construction contracts under \$50,000 when the circumstances warrant.

ii) Amount of Bid Security. Bid security shall be in an amount equal to at least 5 percent of the amount of the bid.

3) Rejection of Bids for Noncompliance with Bid Security Requirements. When the invitation for bids requires security, the bid may be rejected for non-compliance.

4) Withdrawal of Bids. If the bidder is permitted to withdraw the bid before award as provided in Section 2.2(6) (Competitive Sealed Bidding; Correction or Withdrawal of Bids, Cancellation of Awards), no action shall be taken against the bidder or the bid security.

5) Contract Performance and Payment Bonds

a) Bond Amounts: When Required

i) When a construction contract is awarded the following bonds or security may be required and shall become binding on the parties upon the execution of the contract:

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- ii) A performance bond satisfactory to the Metroparks, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the Metroparks, in an amount equal to 100% of the price specified in the contract; and
 - iii) A payment bond satisfactory to the Metroparks, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the Metroparks, for the protection of all persons supplying labor and material to the contractor or its subcontractors for the performance of the work provided for in the contract. The bonds shall be an amount equal to 100% of the price specified in the contract.
- 6) Authority to Require Additional Bonds
 - i) Nothing in this Section shall be construed to limit the authority of the Metroparks to require a performance bond or other security in addition to those bonds, or in circumstances other than specified in Subsection (1) of this Section.
 - ii) Actions on Payment Bonds. Where and When Brought. Unless otherwise required by law, every action instituted upon a payment bond shall be brought in a court of competent jurisdiction within Metroparks.
- e) General Provisions.
 - 1) No Bids or Proposals Received

In the event that no bids or proposals are received in response to a solicitation, the Purchasing Department shall endeavor to determine why no responses were received. If the reasons are within the Metroparks reasonable control, the Purchasing Department may issue a revised solicitation. If the reasons are outside the Metroparks control, the Purchasing Department may purchase off the open market after determining that the price is fair and reasonable.
 - 2) Cancellation of Bids or Requests for Proposals

A bid or a request for proposal, or other solicitation, may be cancelled, or any or all bids or proposals may be rejected in whole or in part, as may be specified in the solicitation, when it is in the best interest of the Metroparks, as determined by the Director. Each solicitation issued by the Metroparks shall state that the solicitation may be cancelled and that any bid or proposal may be rejected in whole or in part when it is in the best interest of the Metroparks.
 - 3) Rejection of all Bids or Offerors; Responsibility of Bidders or Offerors

It shall be within the discretion of the Director not to award a contract to a bidder or offeror for any reason, including a determination that the party is not a responsible bidder or offeror.
 - 4) Bid, Payment and Performance Bonds on Contracts

To protect the Metroparks interests, bid surety, payment bonds, or performance bonds or other security may be required for contracts in conformance with State law, as determined by the Purchasing Department. Any such requirements shall be set forth in the solicitation. Bid or performance bonds shall not be used as a substitute for a determination of a bidder or offeror's responsibility. Financial statements may be required from any company, if deemed appropriate by the Chief of Finance.

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5) Fiscal Responsibility

Every contract modification, change order, or contract price adjustment which exceeds the authorized contract amount, plus contingency of the total contract amount under a construction contract with the Metroparks, shall be subject to the applicable Metroparks policies.

7) CONTRACT CLAUSES

a) **Contract Clauses.** All Metroparks contracts shall include provisions necessary to define the responsibilities and rights of the parties to the contract. The Director and/or Deputy Director, may issue clauses appropriate for particular contracts, addressing among others, the following subjects:

- i) the unilateral right of the Metroparks to order, in writing, changes in the work within the scope of the contract;
- ii) the unilateral right of the Metroparks to order, in writing, the temporary stoppage of the work or delaying performance that does not alter the scope of the contract;
- iii) variations occurring between estimated quantities of work in the contract and actual quantities;
- iv) defective pricing;
- v) liquidated damages;
- vi) specified excuses for delay or nonperformance;
- vii) termination of the contract for default;
- viii) termination of the contract in whole or in part for the convenience of the Metroparks;
- ix) suspension of work on a project;
- x) site conditions differing from those indicated in the contract, or ordinarily encountered, except that differing site conditions need not be included in a contract:
 - A. when the contract is negotiated;
 - B. when the contractor provides the site or design; or
 - C. when the parties have otherwise agreed with respect to the risk of differing site conditions.

b) warranty clauses, including warranty of fitness for a particular purpose;

c) failure to meet contracted-for performance objectives.

d) **Nondiscrimination**

Every contract or purchase order issued by the Metroparks shall be entered into under provisions which require the contractor, subcontractor or vendor not to discriminate against any employee or applicant for employment because of his/her race, religion, sex, color, national origin, height, weight, handicap or marital status.

e) **Standard Clauses and their Modification.** The Director or Deputy Director may establish standard contract clauses for use in Metroparks contracts.

8) CONTRACT ADMINISTRATION

a) **Price Adjustments.** Adjustments in price resulting from the use of contract clauses required by Section VII shall be computed by one or more of the following ways:

- i) by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
- ii) by unit prices specified in the contract or subsequently agreed upon;
- iii) by the cost attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon;
- iv) in such other manner as the contracting parties may mutually agree; or
- v) in the absence of agreement by the parties, by a unilateral determination by the Metroparks of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the Metroparks, as accounted for in accordance with generally accepted accounting principles.

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b) Contract Changes

- i) Changes to contracts must be made in writing and signed by the Director or Deputy Director, and if the contract change is of a magnitude that would have originally required approval by the Board, then such changes shall be approved by the Board. Verbal changes are not authorized.
- ii) The assigned department shall provide assessments and shall oversee contract administration to ensure that a contractor is performing in accordance with the solicitation and proposal under which the contract was awarded, and according to the terms and conditions of the contract.

c) Right to Audit Records

- i) The Metroparks may audit the books and records of any contractor that has submitted cost or pricing data as a part of its bid or proposal, for three (3) years from the date of final payment under the contract.

d) Contract Records to Be Maintained

- i) The Metroparks shall be entitled to audit the books and records of a contractor or a subcontractor at any time under any contract or subcontract, other than a firm fixed-price contract, to the extent that such books, documents, papers, and records are pertinent to the performance of such contract or subcontract. Such books and records shall be maintained by the contractor for a period of three (3) years from the date of final payment under the prime contract and by the subcontractor for a period of three (3) years, or longer if required, from the date of final payment under the subcontract.

e) Metroparks Procurement Records

- i) Bid File
All determinations and other written records pertaining to solicitation and award of a contract done by Purchasing shall be maintained by the Purchasing Department in a bid file.
- ii) Retention of Procurement Records
All procurement records shall be retained and disposed of by the Metroparks in accordance with the appropriate Records Retention Schedules.

9) PROTESTS AND CONTRACT CLAIMS

a) Bid Protests

- i) Any actual or prospective bidder, offeror, or contractor who believes they are aggrieved in connection with the solicitation or award of a contract may submit a written protest to the Purchasing Department requesting a second review of the proposal within seven (7) calendar days of notice of intent to award or an award. Aggrieved persons are urged to seek resolution of their complaints initially with the appropriate Department Head and/or the Purchasing Department. A protest with respect to an invitation for bids or request for proposals shall be submitted in writing within seven (7) calendar days of the date the contract is awarded. The Deputy Director shall make a determination on the merits of the protest, and, if appropriate, determine a remedy, and that determination shall be final and conclusive. This process is the sole recourse for a dissatisfied bidder, and the determination made by the Metroparks hereunder is the final determination made in its sole discretion, and this policy does not create any legal claims or recourse for a dissatisfied bidder.

b) Contract Claims

- i) Claims by a Contractor
All claims by a contractor against the Metroparks relating to a contract, except bid protests, shall be submitted in writing to the Purchasing Department. The contractor

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may request a conference with the Deputy Director on the claim. Claims may include, without limitation, disputes arising under a contract, and those based upon breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission.

- ii) Notice of Decision
The decision of the Deputy Director shall be issued in writing and shall be mailed or otherwise furnished to the contractor.
- c) Contractor's Right to Appeal
 - i) The Deputy Director's decision shall be final and conclusive unless, within seven (7) calendar days from the date of receipt of the decision, a written appeal is received by the Metroparks. The Director shall make a determination on the merits of the appeal, and, if appropriate, determine a remedy, and those determinations shall be final and conclusive.
- d) Failure to Render Timely Decision
 - i) If the Deputy Director does not issue a written decision regarding any contract controversy within seven (7) calendar days after written request for a final decision or within such longer period as may be agreed upon between the parties, then the contractor shall file an appeal with the Director.
- e) Authority of the Deputy Director to Settle Bid Protests and Contract Claims
 - i) The Deputy Director is authorized to settle any protest regarding the solicitation or award of a Metroparks contract, or any claim arising out of the performance of a Metroparks contract, prior to an appeal to the Metroparks Director.
- f) Remedies for Solicitations or Awards in Violation of Law
 - i) Prior to Bid Opening or Closing Date for Receipt of Proposals. If prior to the bid opening or the closing date for receipt of proposals, the Director, after consultation with the Corporation Counsel, determines that an invitation to bid or RFP is in violation of applicable law, it shall be canceled or revised to comply with applicable law.
- g) Prior to Award
 - i) If, after bid opening or the closing date for receipt of proposals, the Director, after consultation with the Corporation Counsel, determines that an invitation to bid or RFP, or a proposed award of a contract is in violation of applicable law, then the invitation to bid, RFP, or proposed award shall be canceled.
- h) After Award
 - i) If, after an award, the Director, after consultation with the Corporation Counsel, determines that an invitation to bid, RFP, or award of a contract was in violation of applicable law, then the contract shall be modified to be consistent with the law, or shall be terminated.
- i) Reservation of Right to Sue for Damages; Equitable Relief
 - i) Nothing herein shall prohibit, impair or bar the Metroparks right, to sue for damages or equitable relief, in addition to the remedies set forth herein.

10) SUSPENSIONS

- a) Authority to Suspend
 - ii) The Deputy Director, upon consultation with Corporation Counsel, is authorized to *suspend vendors whose performance of Metroparks contracts and purchase orders has been materially deficient. Suspension shall include non-consideration of bids or quotes submitted and cancellation of awards, and other procedures to prevent the suspended*

DRAFT PURCHASING POLICY

vendor from receiving Metroparks business. The suspension shall be for a period of not more than three years. The guidelines for making a suspension include, but are not limited to any one or more of the following:

- 1) conviction of a person for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract, or pending, unresolved charges thereof;
 - 2) conviction of a person under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which seriously and directly affects responsibility as a Metroparks contractor, or pending, unresolved charges thereof;
 - 3) conviction of a person under state or federal statutes arising out of the submission of bids or proposals, or pending, unresolved charges thereof;
 - 4) A vendor may be removed from bidding by the Purchasing Department if the vendor has failed to provide supplies, goods, equipment, services, and construction satisfactory in accordance with bid specifications and/or terms of the contract. It shall be the joint responsibility of the Purchasing Department and the user department to document any acts of noncompliance or unsatisfactory performance on the part of the vendor. A vendor may be removed from bidding for a maximum of two (2) years
 - 5) any other cause the Metroparks determines to be so serious and compelling as to affect responsibility as a Metroparks contractor, including suspension or termination by another governmental entity for any cause substantially similar to those listed in this Section; and
 - 6) violation of the standards set forth in Article VII (Ethics in Public Purchasing/Contracting).
- b) Notice to Suspend
- i) The Deputy Director shall issue a written notice to suspend.
- c) Finality of Decision
- i) A notice under Section X.b. (Notice to Suspend) shall be final and conclusive.

11) ETHICS IN PUBLIC PURCHASING

- a) Criminal Penalties
- i) To the extent that violations of the ethical standards of conduct set forth in this Policy constitute violations of federal statutes or Michigan law, they shall be punishable as those statutes provide therein. Such penalties shall be in addition to the civil and administrative sanctions set forth in this Policy.
- b) Public Officers' and Employee's Duty to Abide by Metroparks Policies
- ii) Metroparks public officers and employees shall abide by existing Metroparks policies including, but not limited to, policies regarding conflict of interest, gratuities or "kickbacks" and confidential information.
- c) Splitting Purchases to Override the Provisions of the Policy
- i) Under no circumstance shall Metroparks public officers or employees manipulate the circumstances of a purchase transaction to override the provisions of this Policy. For example, a proposed or actual purchase for \$26,000 may not be split into separate transactions of lesser amounts to avoid soliciting sealed bids.
- d) Conflicts of Interest
- a) Board of Commissioners

DRAFT PURCHASING POLICY

- 1) No member of the Board of Commissioners, individually or through a business in which he or she is an owner, partner or has a financial interest other than as an employee, will be allowed to bid or perform as a contractor or sub-contractor on any Metroparks construction project.
- 2) No contract shall be approved by the Board of Commissioners in which a public officer or employee has an interest except in accordance with the provisions of Public Act 317.
- b) Personal Service Contracts with Former Metroparks Employees
 - 1) To avoid the potential for conflict of interest, or any appearance thereof, the Metroparks requires that all requests for entering into personal service contracts with former Metroparks employees be approved by the Board of Commissioners.
 - 2) Vendor/Metroparks Public Officer and/or Employee Relationships
- c) To avoid any real or perceived conflict of interest, all proposals or contracts for personal services should, to the extent possible, identify any relative of the contractor or his/her employees who are presently a Metroparks public officer or employee.
 - 1) Contracts with Metroparks Employees
- d) Current employees are prohibited from doing business with the Metroparks.
 - 1) Disclosure Requirements
 - a) All Department Heads, Executive Employees, and the Senior Buyer are required to annually disclose all actual or potential conflicts of interest to the Director by completing a Conflict of Interest Disclosure Form.
- e) Disclosure of Confidential Information
 - 1) Under no circumstance shall Metroparks public officers or employees knowingly share or disclose confidential information for actual or anticipated person gain or for actual or anticipate personal gain of any other person.
- f) Gratuities, Personal Benefits, and Kickbacks
 - 1) It shall be a violation of this Policy for any person to offer, give or agree to give any Metroparks public officer, employee or former Metroparks employee, or for any Metroparks public officer, employee or former Metroparks employee to solicit, demand, accept or agree to accept from another person, a gratuity, personal benefit, or kickback in connection with any purchasing or contracting decision.
- g) Vendor Ethics
 - 1) It shall be a violation of this Policy for any person or vendor to offer, give or agree to give any supplier, subcontractor, or competitor any gift, gratuity, personal benefit or kickback in exchange for the supplier's, subcontractor's, or competitor's agreement to not compete in a solicitation or to offer a less favorable bid or proposal.
- h) Reporting of Anti-Competitive Practices
 - 1) When for any reason collusion or other anti-competitive practices are suspected among any bidders or offerors, the Director shall give notice of the relevant facts to the Metroparks Corporation Counsel.

12) EQUIPMENT DISPOSITION/DISPOSAL

- a) Equipment Disposition

Equipment, supplies or other Metroparks property which have been determined by the Department Head or the Deputy Director to be obsolete, worn out or no longer needed, shall be disposed of in the following manner:

 - 1) For Items \$5,000 or greater (Original Cost).

DRAFT PURCHASING POLICY

- i) Disposal shall be by auction, sealed bid, public offering or any other method the Deputy Director deems to be in the Metroparks best interest.
- ii) A file shall be maintained by the Finance Department containing the following information on each item disposed of:
 - a) Item Description
 - b) HCMA unit number (if applicable)
 - c) Original Cost and Date of Purchase if available
 - d) Date of Transfer or Sale
 - e) Dollar Amount Received at Sale
 - f) Method of Transfer - Auction, Sealed Bid, Public Offering, Other.

2) For Items Under \$5,000 (Original Cost) or Lost, Stolen, Unclaimed and Other Property.

- i) the Purchasing Department shall dispose of these items in a manner which encourages competition and/or as appropriate for the situation.
- ii) a file shall be maintained by the Purchasing Department indicating the date, amount of sale, and a description of the item sold, according to an applicable records retention schedule.

13) DEFINITIONS

a) Whenever applicable, this Policy shall utilize the following definitions:

- i) "Brand Name or Equal" Specification
 - 1) A specification limited to one or more items by manufacturers' names or catalogue numbers to describe the standard of quality, performance, and other salient characteristics needed to meet Metroparks requirements and which provides for the submission of equivalent products.
- ii) Brand Name Specification
 - 1) A specification limited to one or more items by manufacturers' names or catalogue numbers.
- iii) Business
 - 1) Any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, or any other private legal entity.
- iv) Competitive Sealed Bids
 - 1) As determined by the Purchasing Department, the process of receiving two or more sealed bids, responses, or proposals submitted by responsive vendors.
- v) Confidential Information

Any information which is available to an employee only because of the employee's status as an employee of the Metroparks and is not a matter of public knowledge or available to the public on request.

 - 1) Construction
 - a. The process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property. It does not include the routine operation, routine repair, or routine maintenance of existing structures, buildings, or real property.
 - 2) Contract
 - a. All types of Metroparks agreements, regardless of what they may be called, for the procurement of supplies, equipment, services, or construction.
 - 3) Contractor
 - a. Any person having a contract with the Metroparks or any agency thereof.

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- 4) Cooperative Purchasing
 - a. The combination of procurement requirements of two or more public agencies in order to obtain the benefits of volume purchases and/or reduction in administration expenses.
- 5) Cost-Reimbursement Contract
 - a. A contract under which a contractor is reimbursed for costs which are allowable and allocable in accordance with the contract terms and the provisions of this Policy, and a fee or profit, if any.
- 6) Employee
 - a. An individual drawing a salary or wages from the Metroparks, whether appointed or not; any non-compensated individual performing personal services for the Metroparks.
- 7) Encumbrances
 - a. Setting aside funds; funds previously committed.
- 8) Gratuity
 - a. A payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.
- 9) Invitation for Bids
 - a. All documents, whether attached or incorporated by reference, utilized for soliciting sealed bids.
- 10) Person
 - a. Any individual, business (including the partners, officers, directors, agents, employees and individual members of the business, or any combination thereof), union, committee, club, other organization, or group of individuals.
- 11) Procurement
 - a. The buying, purchasing, renting, leasing, or otherwise acquiring of any supplies, equipment, services, or construction. It also includes all functions that pertain to the obtaining of any supply, service, or construction including description of requirements, selection, and solicitation of sources, preparation and award of contract, and all phases of contract administration.
- 12) Professional Services
 - a) Services rendered by members of a recognized profession which involve extended analysis, exercise of discretion, and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise or training customarily acquired either by a prolonged course of study or equivalent experience in the field, and thus are unique and not subject to price competition in the usual senses.
- 13) Request for Proposals (RFP)
 - b) A method for acquiring goods, services and construction for public use in which other factors will be considered in the selection of a vendor in addition to the price, or when there is not sufficient information to prepare a specification suitable for competitive sealed bidding, or when it is expected that negotiations with one or more vendors may be required with respect to any aspect of the requirements.
- 14) Request for Qualifications (RFQ)

DRAFT PURCHASING POLICY

- c) As determined by the Purchasing Department, the process of receiving proposals, documents, specifications, recommendations, samples, records, brochures, or personnel information, to establish that an offeror is fully qualified to provide a particular good or service in accordance with anticipated contract standards, requirements, and specifications.

15) Responsible Bidder or Offeror

- d) A person who has the capability in all respects to perform fully the contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capacity, facilities, equipment, and credit which will assure good faith performance.

16) Responsive Bidder

- e) A person who has submitted a bid which conforms in all material respects to the requirements set forth in the invitation for bids.

17) Reverse Auction

- f) A reverse auction (also called procurement auction, e-auction) is a real-time auction where sellers compete to sell goods or services for progressively lower prices.

18) Services

- g) The furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than reports which are merely incidental to the required performance. This term shall not include employment agreements or collective bargaining agreements.

19) Specification

- h) Any description of the physical or functional characteristics or of the nature of supplies, services, or construction items. It may include a description of any requirement for inspecting, testing, or preparing a supplies, equipment, services, or construction items for delivery.

20) Subcontractor

- i) A person providing supplies, services, or construction items to or for the benefit of the Metroparks, pursuant to a contract with a person who has a direct contract with the Metroparks.

21) Equipment

- j) All fungible, non-consumable personal property.

22) Supplies

- k) All consumable goods purchased by Metroparks, materials, printing, insurance, and leases of personal property, excluding land or a permanent interest in land.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Report – Monthly Marketing Update
Date: November 8, 2019

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the October Marketing report as recommended by Chief of Marketing and Communications Danielle Mauter and staff. Report is attached.

MARKETING REPORT – OCTOBER 2019

Highlights From the Past Month

- Ran Fall/Halloween print ads in diverse publications to grow audience and push fall events and programs through October. Fall ads focused on Michigan Chronical, Chaldean News, Spinal column, LePresna, Macomb Daily and Spinal Column. See attachments for examples of ads that were run in multiple languages and photos portraying the publication readership.
- Coordinated with Truscott Rossman on initial stages of setting up Media meet and greets and a larger push for speakers bureau presentations.
- Began set-up of Holiday ads and graphics pieces. Worked with Factory Detroit to develop design treatment of large campaigns starting with Holidays.
- Factory Detroit filmed and produced Fall TV commercials
- Reviewed Summer media buy campaigns with various ad reps
- Began coordinating the Giving Tuesday Campaign for the Maple Beach Accessible Playground project – working with Foundation and Planning Department staff on details.
- Annual passes on sale now campaign pieces developed. Campaign will begin Nov 15 after final pricing decision from board is decided.

Update on 2019 Marketing Goals

1. ***Increase awareness and understanding of the Metroparks brand and identity***

See above highlights

2. ***Increase overall attendance by 30,000 vehicles in 2019***

See board packet numbers, final comparison in December.

3. ***Track events we promote and their respective attendance***

4. ***Track total interpretive attendance overall and per location***

5. ***Increase Family reunions/picnics/events booked in the parks by 3-5 percent***

Working with parks and operations staff on some dynamic pricing related campaigns to increase shelter reservations for 2020 particularly on the slower weekdays and non-peek parts of the season.

6. ***Support the organizational goal of increasing golf revenues systemwide to \$5,230,294***

As of the October board meeting, Year-to-Date golf revenue was at \$5,066,575, up approximately 9% from the three year average. We appear to be on track to meet this goal by the end of the season.

7. ***Increase Instagram followers to 2,000***

Currently at 1,597.

8. ***Increase Facebook followers by 20 percent (Reach 14,000 by end of 2019)***

Currently at 13,575.

9. ***Increase average Facebook engagement by 20 percent***

We have already exceeded this goal. Current engagement for the year is 38,555. 2018 total year engagement was 20,000. This means we are currently at a little more than 92% increase.

10. Increase average Instagram engagement by 20 percent

We're not quite there yet. Current engagement is 4,679 and 2018 was 5,500. Instagram continues to be the biggest engagement challenge due a lot to how the channel is set up and used. However, we are experimenting with different kinds of Instagram stories and strategies to try and increase this number.

11. Grow email subscriber list by 10 percent (80,300 total subscribers by the end of 2019)

Currently list is at 85,940 subscribers

12. Maintain email open rate at industry benchmark. Benchmark = 26 - 27.5 percent

We are currently at an average open rate of 27.79% with the more segmented emails still delivering the higher open rates.

13. Increase earned media

The Metroparks were mentioned and featured in several articles and media rankings over the last month. The Metroparks were mentioned 279 times for a total audience of 15,468,442 according to our media tracking software, Critical Mention. Highlights include stories about Multiple cross-country events in the parks, a live interview about fall color with WWJ, several calendar listings and some articles about Michigan Trails week. Truscott Rossman compiled a monthly report of their efforts over this time period and it is also attached for reference.

14. Build a library of diverse owned images and videos and eliminate use of stock imagery after one full year.

Marketing staff have been out in the parks at programs and general facilities collecting photos and video. Coordinated 4 separate Fall photo shoot utilizing staff, family and friends to stage fall photos for use including while Factory was filming fall commercials. We will be able to decrease our reliance on stock imagery for 2020 but will not be able to completely do away with it until the end of 2020.

15. Make visitor surveys available at all park events, interpretive programs and on our website

Conversations were also started with Planning, DEI, Interpretive, and Rec Programming Departments to work towards have a consistent evaluation that is used at all programs and events as well as available for passive park use and something for youth feedback. The target is to have something developed by January 2020, and that process would include input from all levels of the organization. Also exploring ways of surveying small sample groups on social media and email that are engagement with events/programs but not attending to get some feedback on that as well.

16. Survey response rate of 10 percent

See above.

17. Outreach events and relationship building

Working with Truscott Rossman on several media meet ups and relationship building meetings with various business and organizations including BCBS, Crains, Rotary Clubs, Detroit organizations, Detroit Chamber, Detroit CVB, large media groups, etc.

18. One Speaker presentation through Speakers bureau every week

Working with Truscott Rossman on some more reach outs to various organizations to get more of these presentations scheduled.

Website Analytics

Website traffic based on pageviews is slightly lower than 2018, but by less than 1% lower. We did see a 6.15% increase over YTD 2018 in unique users of the website. That means more individuals are visiting the website, but are visiting less pages per person. Not an issue necessarily. This could mean we are doing a better job of getting them to the page they need with more direct links. The way Google Analytics reports the referral source can be inaccurate and misleading with some of our ads and emails. We will be working with IT in the coming months to try and make those numbers more accurate. We believe the social and email numbers don't align with the reporting and activity we are seeing in other locations.

<i>(each month is measured the 16th of previous month to 15th of month reported starting in July)</i>	June	July	August	September	October
Total pageviews (Monthly)	396,622	643,207	459,654	268,473	143,003
Total pageviews (Monthly 2018)	491,126	627,302	402,810	254,475	147,098
Total pageviews (YTD)	1,100,436	1,598,376	2,030,258	2,278,195	2,411,674
Total pageviews (YTD 2018)	1,228,912	1,691,968	2,064,676	2,291,355	2,434,294
Total Unique visitors (monthly)	101,884	169,618	136,706	83,039	43,599
Total unique visitors (YTD)	281,483	413,453	534,767	600,162	639,405

Device usage <i>(people viewing site on devices)</i>										
	Jun-19		Jul-19		Aug-19		Sep-19		Oct-19	
	Users	Percentage	Users	Percentage	Users	Percentage	Users	Percentage	Users	Percentage
Mobile	177,657	62.00%	276,565	66.50%	99,358	72.06%	56,819	68.16%	29,536	60.75%
Desktop	93,452	32.61%	118,340	28.46%	31,103	22.56%	21,583	25.89%	16,407	33.74%
Tablet	1,549	5.39%	20,954	5.04%	7,413	5.38%	4,959	5.95%	2,679	5.51%

Referral source <i>(how people are getting to the site. Where they are clicking over from.)</i>										
	Jun-19		Jul-19		Aug-19		Sep-19		Oct-19	
	Sessions	Percentage	Sessions	Percentage	Sessions	Percentage	Sessions	Percentage	Sessions	Percentage
Organic Search	122,765	77.94%	141,472	76.27%	146,965	74.45%	85,174	73.90%	43,217	67.97%
Direct (typed in the address)	26,763	16.99%	31,478	16.97%	36,211	18.34%	20,910	18.14%	13,798	21.70%
Social Media	3,557	2.26%	5,960	3.21%	4,934	2.50%	2,951	2.56%	2,482	3.90%
Email	14	0.01%	22	0.01%	4	0.00%	-	0.00%	70	0.11%
Referral from another website	4,311	2.74%	6,480	3.49%	5,990	3.03%	3,232	2.80%	1,955	3.07%
Other	107	0.07%	70	0.04%	3,307	1.68%	2,987	2.59%	2,056	3.23%

LAPRENSA

**THEY'RE YOUR
METROPARKS.
FALL IN FOR SOME
FAMILY FUN.**



 [METROPARKS.COM/FALLFUN](https://www.metroparks.com/fallfun)

MICHIGAN CRONICAL

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LAPRENSA

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FAMILY FUN.**

**SON SUS
METROPARQUES.
VEN EN OTOÑO A
DISFRUTAR EN
FAMILIA.**



 [METROPARKS.COM/FALLFUN](https://www.metroparks.com/fallfun)

SPINAL COLUMN

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OAKLAND/MACOMB COUNTY

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FAMILY FUN.**



 [METROPARKS.COM/FALLFUN](https://www.metroparks.com/fallfun)

CHALDEAN NEWS

 **THEY'RE YOUR
METROPARKS.
FALL IN FOR SOME
FAMILY FUN.**



Campaign Details

Included campaigns:

- 344369_4088163 - Q3-4 2019 (07/01/2019 to 10/13/2019)
- 345932_4093955 - Premium Digital Video (07/11/2019 to 09/15/2019)

Key Metrics

- Your Video Ads were delivered **320,289** times within premium online content.
- Target audiences spent over **2,386.84** hours viewing and interacting with your videos.
- **85.54%** of your video ad impressions were viewed in full.

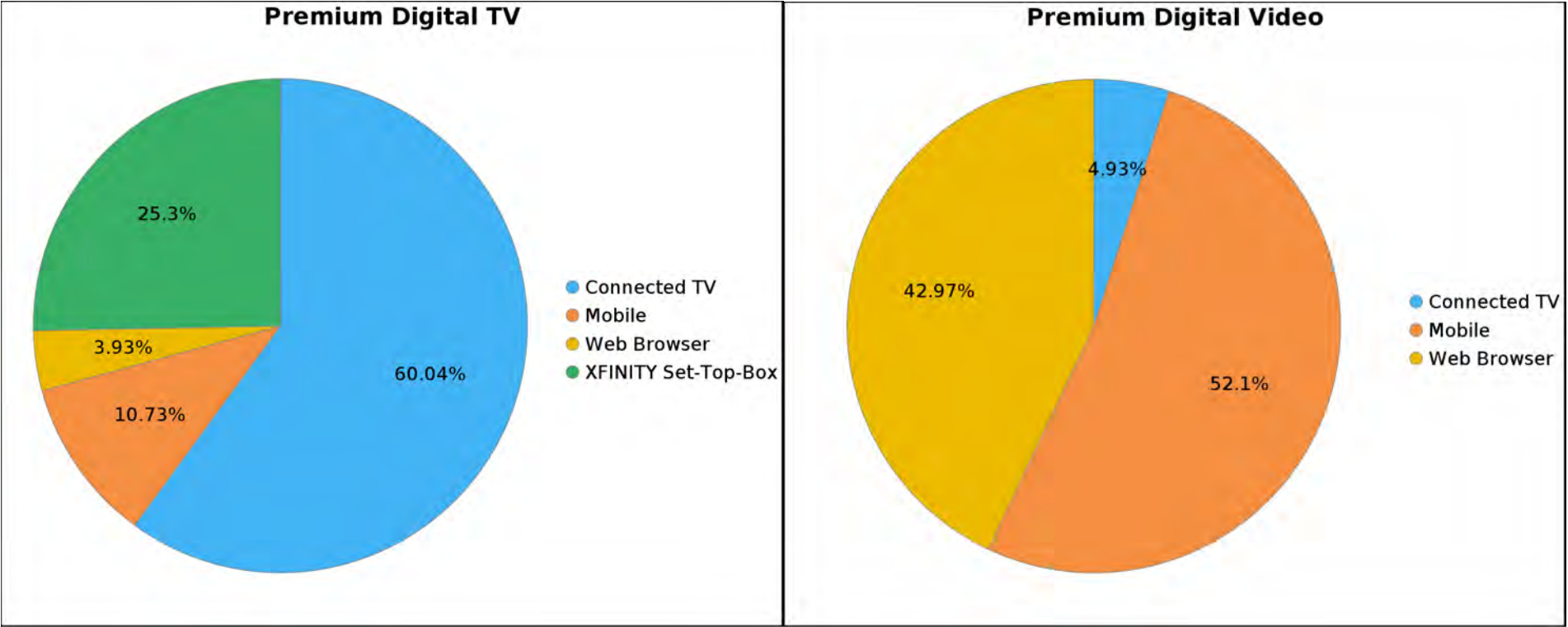
PERFORMANCE METRICS

Overall Results

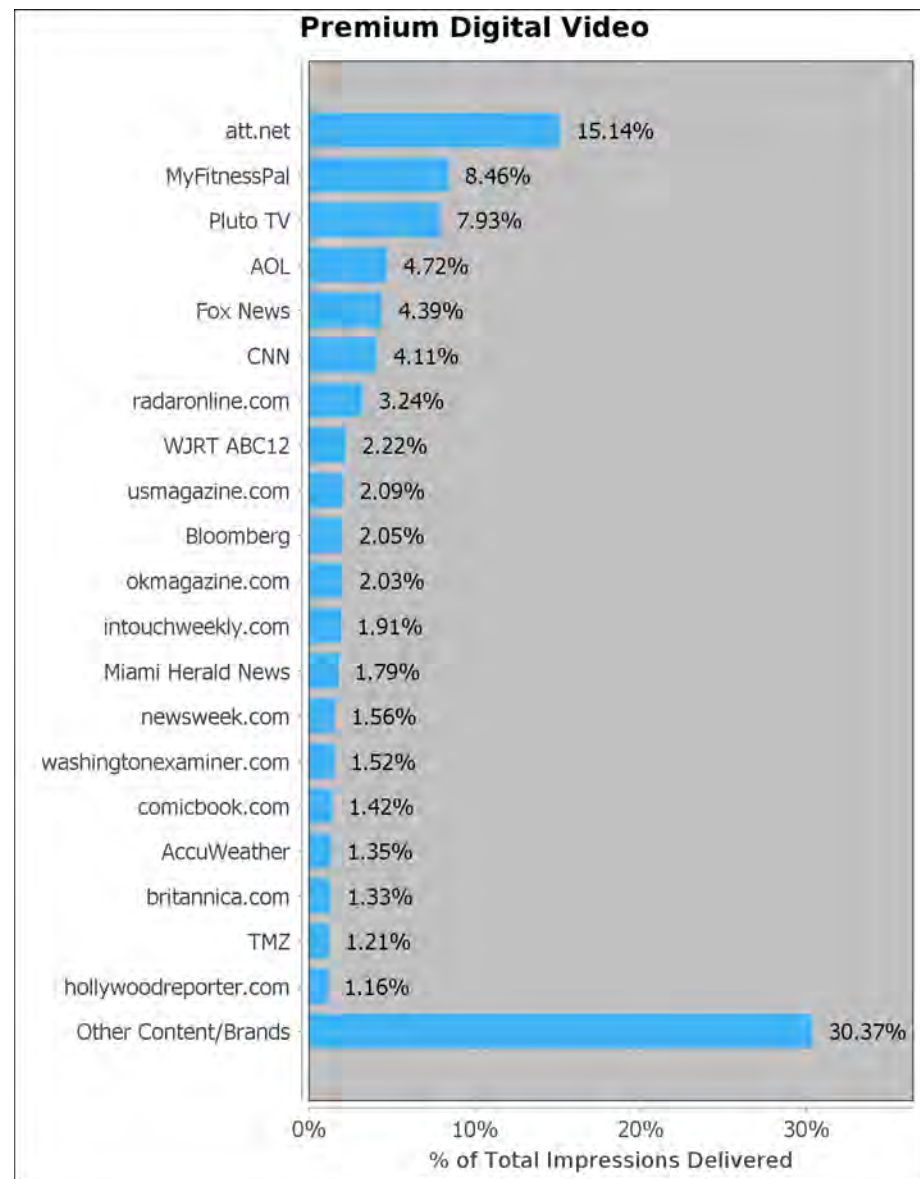
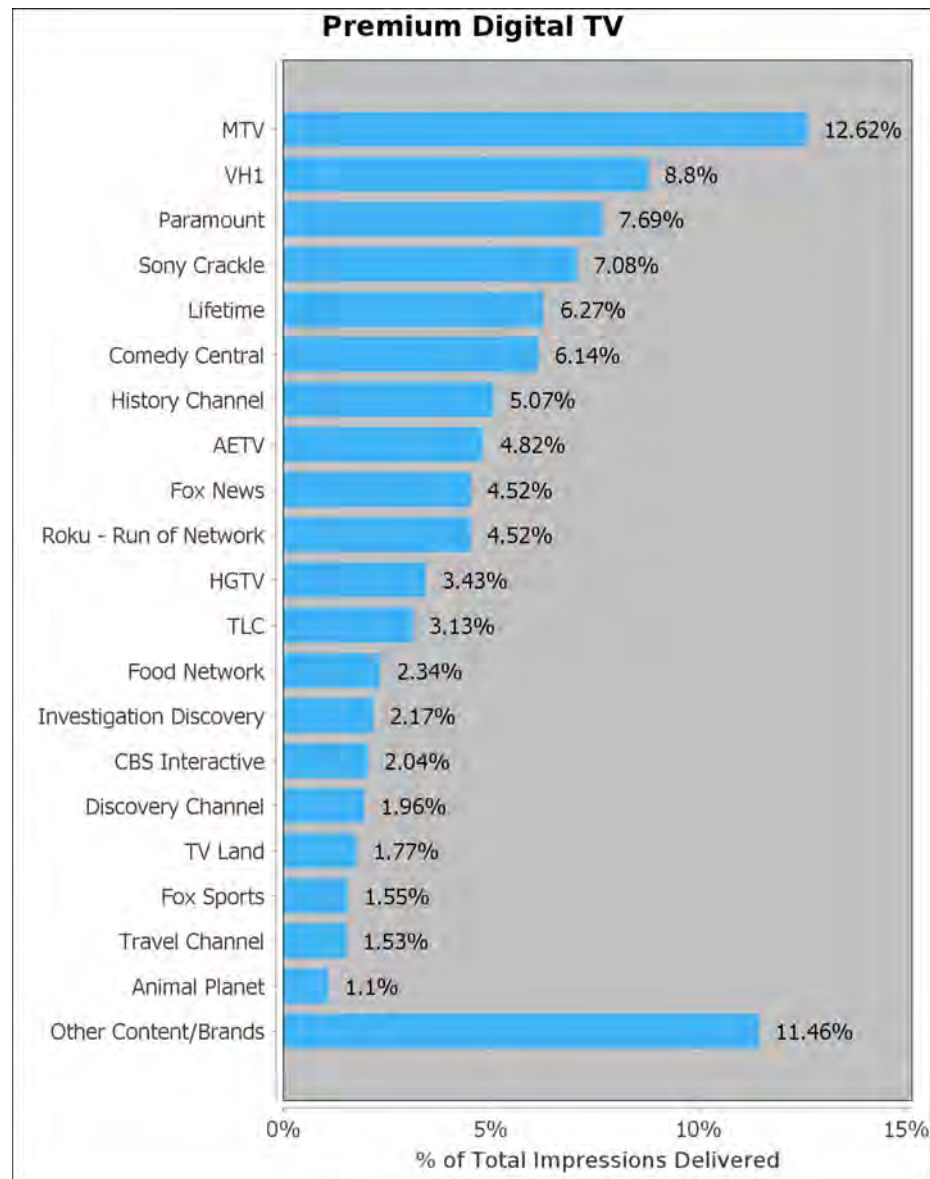
Product	Impression Goal	Impressions Delivered	% of Impression Goal	Completed Views	Completed Views %	Avg. % Viewed	Viewed Mins
Premium Digital TV	159,999	161,555	100.97%	153,634	95.10%	95.71%	77,309.55
Premium Digital Video	156,252	158,734	101.59%	120,608	75.98%	83.03%	65,900.67
	316,251	320,289	101.28%	274,242	85.54%	89.37%	143,210.22

PLATFORMS AND CONTENT/BRANDS

Delivery By Platform



Delivery By Content/Brands



PROGRAMMING HIGHLIGHTS

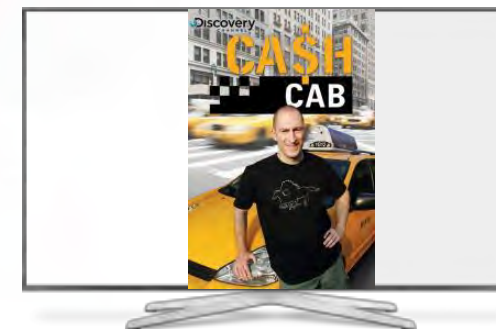
YOUR BRAND SEEN IN THE HOTTEST SHOWS

ADDED VALUE

Tickets Received Various

Autofill Spots 1,346

Bonus Spots 2,864



THANK YOU FOR YOUR SUPPORT OF UNIVERSAL KIDS AND WHERE'S WALDO

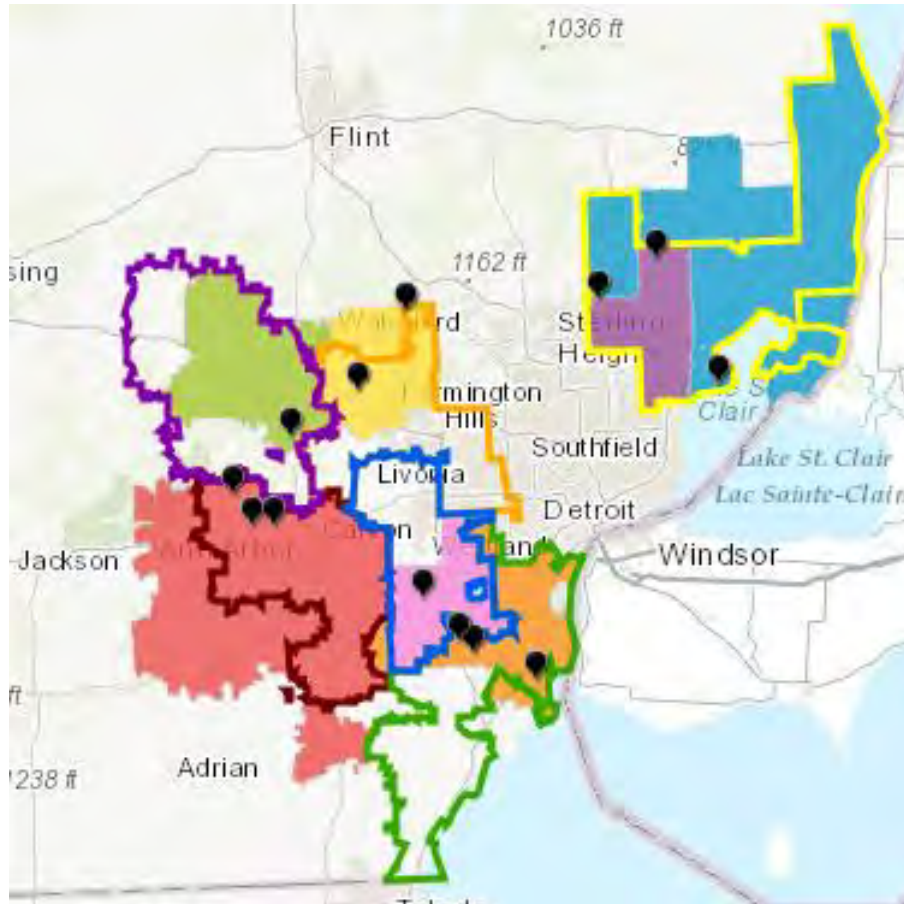
READY, SET, WANDER! This summer, Huron-Clinton Metroparks was READY to enhance their campaign. They SET out to do so with a little help from Universal Kids' new, original series, *Where's Waldo*. With the additional advertising exposure, we hope that Huron-Clinton Metroparks saw more visitors WANDERING around and exploring their parks!

For partnering with Comcast Spotlight and by sponsoring the Universal Kids *Where's Waldo* campaign, you received **192 network sponsorship** spots across the Detroit Interconnect.



Huron-Clinton Metroparks Sponsorship

KNOWING WHERE GEOGRAPHIC ZONE TARGETING



Metroparks Locations



U-verse Zones

- Ann Arbor U-verse
- Canton-Westland U-verse
- Downriver U-verse
- Livingston-Whitlock U-verse
- Livonia-Whitlock U-verse
- Macomb-Chest U-verse

Comcast Zones

- Ann Arbor
- Chesterfield
- Livingston MI
- Macomb
- Taylor
- Walled Lake
- Westland

Source: Esri ArcGIS Map, arcgis.com; Comcast Spotlight Hybrid Exclusive Zones, Comcast Spotlight Non Exclusive Zones, filtered to Detroit DMA

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REVISED TV Strategy

7/1/19-9/15/19,

Week of 9/30/19

Airing 1st two weeks a month (TV)

Streaming all four weeks (Digital)

Zones:

Ann Arbor, Chesterfield, Livingston, Macomb, Taylor, Walled Lake,
Westland, Ann Arbor U-verse, Canton-Westlnd U-verse, Downriver
U-verse, Livingston-WhtLk U-verse, Livonia-Wld Lk U-verse,
Macomb-Chestfld U-verse

TV

5 networks (Comcast)

2 networks (U-verse)

7,238 total Spots

1,034 total Spots per week

Primary Demo, Households

Reach: 85.3%

Frequency: 5.0x

Impressions: 1,892,608

Premium Digital TV (October only runs 1st 2 weeks)

160,000 total commercial impressions

5,714 total monthly commercial impressions

Zone Target: Ann Arbor

5,714 total monthly commercial impressions

Zone Target: Livingston

5,714 total monthly commercial impressions

Zone Target: Walled Lake

5,714 total monthly commercial impressions

Zone Target: Taylor

5,714 total monthly commercial impressions











Zone Target: Chesterfield

5,714 total monthly commercial impressions

Zone Target: Westland

5,714 total monthly commercial impressions

Zone Target: Macomb

Fri-Sun 6a-12m	Sample Programming	Spots per week per zone	Mon-Sun 3p-12a	Sample Programming	Spots per week per zone
	Live, Golf Programs	12		When Calls the Heart, Good Witch	12*
				Family Feud, America Says	12*
				90 Day Fiancé, Counting On	9
				Younger, Hot in Cleveland, Everybody loves Raymond	8
Mon-Sun 5a-12a	Sample Programming	Spots per week per zone	Sat-Sun 5a-12a	Sample Programming	Spots per week per zone
	Morning Joey, Rachel Maddow Show	21		Original Movies	10
				Common Knowledge, Catch21	12*
				Original Movies	12*
Sun 3p-12a	Sample Programming	Spots per week per zone			
	Sister Wives, Little People, Big World	2			
*not inserted on U-verse					
<div> <div>Bonus schedule included</div> <div> Cost per month: \$6,000 October- \$3700 </div> </div>					

ClientName: Huron Clinton Metroparks –

AE: Jenna LaPrise

Authorized Acceptance:

Date:

Zone(s): See above

Investment Total: \$21,700.14

DIGITAL CAMPAIGN RECOMMENDATION

7/15/2019 – 9/15/2019

**September is a shorter flight since the budget is less*

Premium Digital Video
156,250 total commercial impressions



7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Ann Arbor

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Livingston

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Walled Lake

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Taylor

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Chesterfield

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Westland

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Macomb

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

7,812 total monthly commercial impressions (July-Aug)

3,906 total monthly commercial impressions (Sept)

Zone Target: Detroit

Audience Target: Parents w/ Children + Women 25-54

Outdoor enthusiast + Adults 18-49

ClientName: Huron Clinton Metroparks

AE: Jenna LaPrise

Authorized Acceptance:

Date:

Investment Total: \$5,000

Cost per month:
July/Aug: \$2,000
Sept: \$1,000

THE ANALYTICS PROVE OUR IMPACT

CAMPAIGN/MEASUREMENT DETAILS

CLIENT NAME

Huron Clinton Metro Parks

ANALYSIS PERIOD

Prior Period Jul 1, 2018 – Oct 6, 2018

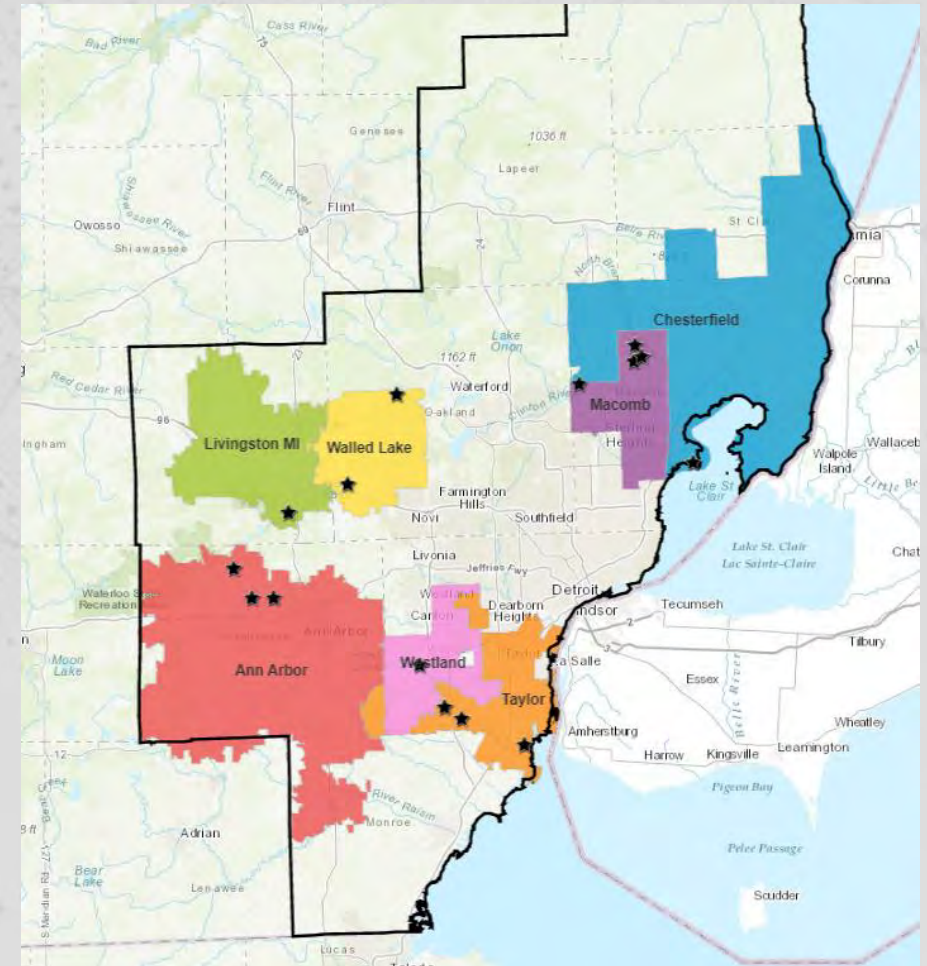
Current Period Jul 1, 2019 - Oct 6, 2019

CAMPAIGN DETAILS

Zones Ann Arbor, Chesterfield, Livingston, Macomb, Taylor,
Walled Lake, & Westland

Strategy New cable TV and digital video advertising campaign with Comcast Spotlight.

CAMPAIGN ZONES



THE RESULTS

CAMPAIGN PERFORMANCE

Campaign Zones Period over Period | Jul 1, 2018 - Oct 6, 2018 vs. Jul 1, 2019 - Oct 6, 2019

AWARENESS

CHANGE IN TOTAL SESSIONS

of website visitors

CHANGE IN NEW USERS

First time a device(user) visits your website

CONSIDERATION

CHANGE IN DIRECT/ORGANIC SESSIONS

of users that Type in URL / search engine

INTENT

CHANGE IN ALL "PARKS" PAGEVIEWS

of views to all individual park & park activities pages

PURCHASE FUNNEL

Change in Campaign Zones

AWARENESS

CONSIDERATION

INTENT

CAMPAIGN ZONE PERFORMANCE

Previous Period vs. Current Period.

+8% Lift

in Total Sessions

Prior Current

(136843 vs.
148364)

+14% Lift

in New Users

Prior Current

(77098 vs. 87858)

+8% Lift

in Direct/Organic Sessions

Prior Current

(126539 vs. 137129)

+2% Lift

in all "Parks" Pageviews

Prior Current

(606,150) vs. (620,566)

Source:Google Analytics account, Accessed 10/08/19 for dates Jul 1, 2019 - Oct 6, 2019 Jul 1, 2018 - Oct 6, 2018 Website metrics.

Traffic metrics from Comcast Spotlight Google Analytics Domain Report. User Metrics from Comcast Spotlight Google Analytics Monthly Report and Channel Report. All Google Analytics towns matched to Comcast Hybrid Exclusive Ad Zones.

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Truscott-Rossman
Huron-Clinton Metroparks Public Relations & Communications Report

September 16 – October 15, 2019

Submitted: October 30, 2019

Executive Summary:

This monthly media report will provide a high-level summary of performance on news media, strategic meetings and overall communications during the past month.

Summary of Findings & Performance Overview

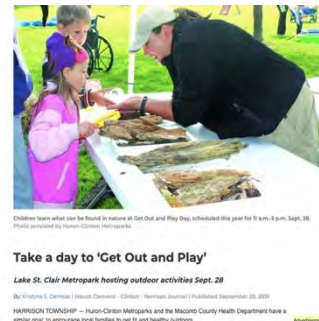
During the time period September 16th through October 15th, Metroparks had two media announcements, including the Michigan Trails Week and the Fall Colors. As of 10/15/19, both press releases garnered **15** placements on broadcast and online media outlets as well as posted on social media, reaching over **1,559,860 people** through print, digital and broadcast. Placements include interviews and information being included on community calendars.

Truscott Rossman has implemented a more targeted and aggressive pitch strategy in order to place stories in major outlets. Placements this month included **The Sun Times, Huron Hub, WHMI and WWJ** news radio. Metroparks director, Amy McMillan was interviewed on WWJ's *The Rob Mason Show*, Sunday, October 13th to discuss why the leaves change, and the best places to enjoy fall colors at a Metropark.

The following are Truscott Rossman media placements from the past month:

Michigan Trails Week – Sept 21, 2019

- The Sun Times - [Metroparks Offer Unique Opportunities to Celebrate Michigan Trails Week](#)
- Huron Hub - [Metroparks offer perfect opportunities to celebrate Michigan Trails Week](#)
- WHMI – [Local Metroparks Celebrating Michigan Trails Week](#)



Take a day to 'Get Out and Play'

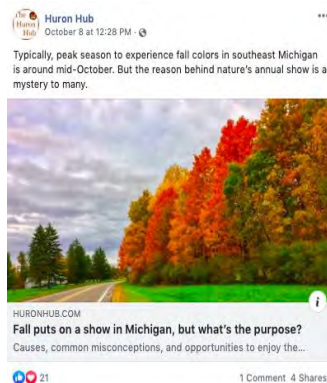
Lake St. Clair Metropark hosting outdoor activities Sept. 28

By Stephanie C. Demaree/Huron Chronicle - October 1 - Huron Chronicle | Published September 30, 2019

HAWKINSVILLE, Tenn. (AP) — Huron-Clinton Metroparks and the Macomb County Health Department have a similar goal: to encourage local families to get fit and healthy outdoors.

Fall Puts on a Show in Michigan, but What's the Purpose? – Oct 7, 2019

- The Sun Times - [Fall Puts on a Show in the Metroparks, but What's the Purpose?](#)
- Huron Hub - [Fall puts on a show in Michigan, but what's the purpose?](#)
- WWJ - <http://my.tvey.es/x3G8M> ; <http://my.tvey.es/j5XNd> (INTRO)



Upcoming Media Opportunities:

- **Get Out and Learn Scholarship:** Ongoing pitching this month.



- **Metroparks Annual Pass Sales:** Going on sale in November Truscott Rossman will assist with annual pass promotion via media pitches and press release after Nov. 15.
- **Giving Tuesday:** TBD

Metroparks Media Meetups:

Media meetups are currently being scheduled. TR is responsible for reaching out and finding dates that work with Amy's schedule – while also be looping in Danielle to join.

Current meetings:

- **Crain's Detroit Business** with Mike Lee, Managing Editor, – Date: Nov. 6th
- **WWJ** – Date: TBD
- **Michigan Chronicle** –Date: TBD

Metroparks Speaker Opportunities:

Amy gave the go ahead to start on this. Truscott Rossman is actively working to schedule speaking opportunities for Amy and other Metroparks experts.

- TR will follow up with Danielle on timing and topics and she will decide which Metroparks expert would be selected to speak.
- Amy's speaking opportunities will focus on Chamber meetings and larger group events.

Relationship Meetings: DTE & BCBSM

Truscott Rossman is setting these up based on Amy's availability for the rest of the year and into 2020.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Report – Marketing Plan Presentation for 2020
Date: November 8, 2019

Background: Marketing results for the summer marketing campaign and 2020 marketing plan will be presented at the Nov. 14 meeting.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Diversity, Equity and Inclusion Plan
Date: November 8, 2019

Background: The proposed DEI plan is attached for review. Chief of Diversity, Equity and Inclusion Artina Sadler will present the plan to the Board at the Nov. 14 meeting.

Attachment: DEI Plan

Organizational Overview

The Huron-Clinton Metroparks is a regional special park authority encompassing Livingston, Macomb, Oakland, Washtenaw and Wayne counties.

It was sanctioned by the Michigan State Legislature in Act No.147 of the Public Acts of 1939 and was approved, in 1940, by the residents of the five counties. The Board of Commissioners held its first meeting in 1941 and funding for the Metroparks became available in 1942.

The governing body of the Metroparks is a seven-member Board of Commissioners. Two of the members are selected by the governor, to represent the district at large, and the other five are selected by the Board of Commissioners from each of the five-member counties.

Currently, 13 Metroparks cover almost 25,000 acres and serve more than 7.3 million visitors on average annually. The Metroparks are located along the Huron and Clinton rivers, providing a greenbelt around the Detroit metropolitan area. The parks are generally, more than 1,000 acres each, with Stony Creek Metropark and Kensington Metropark being more than 4,400 acres each.

The Metroparks provide a natural oasis from urban and suburban life. They provide an ever-growing variety of year-round, outdoor recreational and educational activities in safe, clean environments. More than 55 miles of paved hike/bike trails course through the Metroparks and some of these trails connect with many more miles of trails outside the Metroparks. The system operates seven regulation golf courses and one par-3 course. Picnicking, fishing, swimming, boating, hiking, nature study, biking, golf, disc golf, winter sports and a host of special outdoor programs and events are available within a short drive to southeast Michigan residents.

The Metroparks have made a strong commitment to environmental education and preservation. It operates 10 full-service interpretive centers — nature, farm and historical — that provide a variety of programs, both on site and off site, for almost 1.5 million people annually. In addition, it boasts three mobile learning centers to engage with schools, community centers, fairs and other locations in southeast Michigan to conduct nature, farm and history programs for groups that may not have the means or opportunities to visit a Metropark.

Guiding Mission, Vision & Core Values

Much like any operation of the organization, the DEI plan and associated strategies shall support the mission, vision, core values and work of our organization. Since DEI is a new department within the Metroparks system, stronger alignment will be a goal in future planning efforts.

Mission Statement

The Huron-Clinton Metropolitan Authority, a regional park system created in 1940 by the citizens of southeast Michigan, provides excellent recreational and educational opportunities while serving as stewards of its natural resources. Our efforts are guided by the belief that the use of parks and exposure to natural environments enhance society's health and quality of life.

Vision

The Metroparks offer 365-day access to open space, outdoor experiences, and abundant resources for the communities of southeast Michigan now and into the future.

Core Values

The Metroparks provide unique quality-of-life amenities to southeast Michigan through our commitment to:

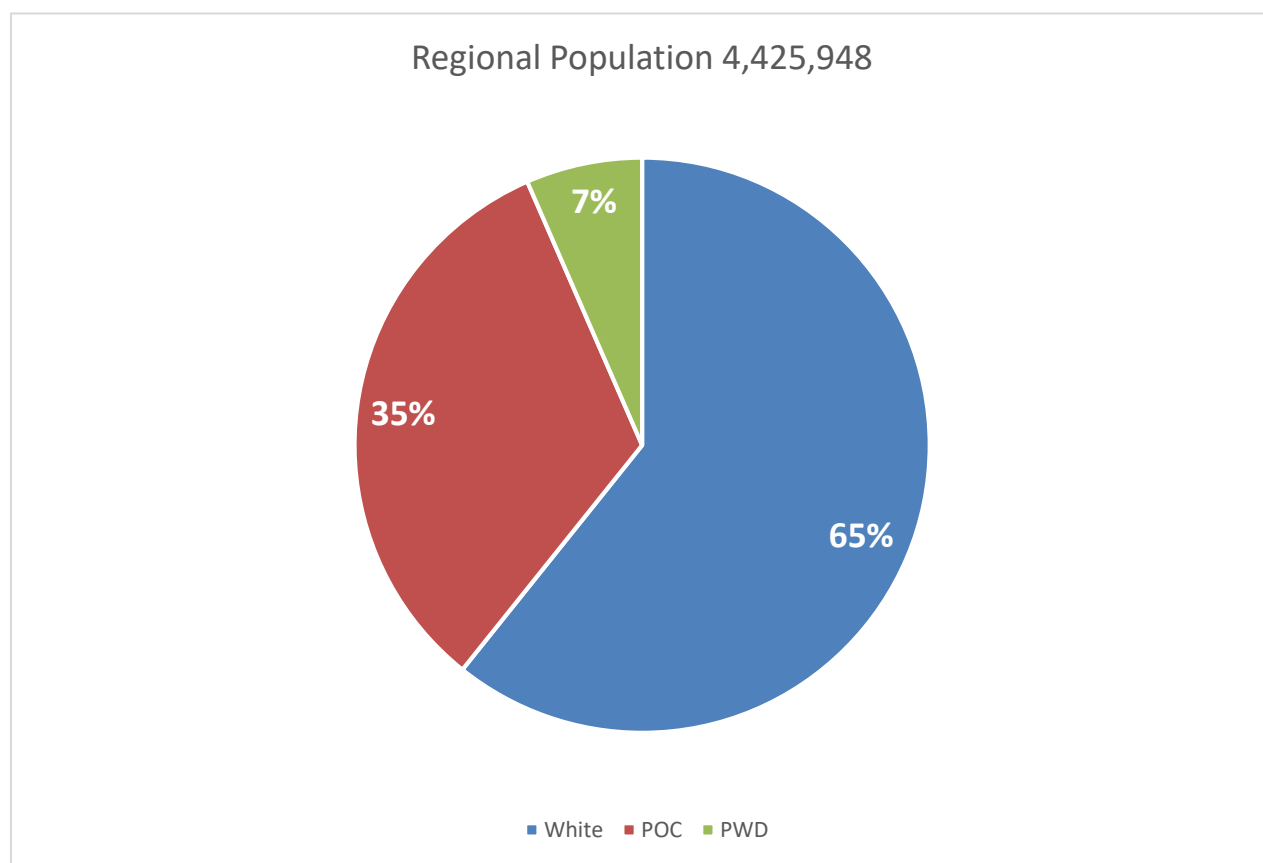
- Excellence in public service, stewardship, and programming
- Sustainability in balancing the environmental, social, and economic impacts of the Metroparks
- Responsibility in planning, development, and maintenance
- and Connectivity to the places and people we serve

Regional Overview

Data Used

U. S. Census Bureau data, specifically Data USA, was used to better understand demographics in the Metropark service region. There were several data points collected and analyzed; however, for the purpose of this plan, only the demographic information related to race and disability were used. These data points were selected as they provide clear-cut examples of the need for the work being proposed in this plan.

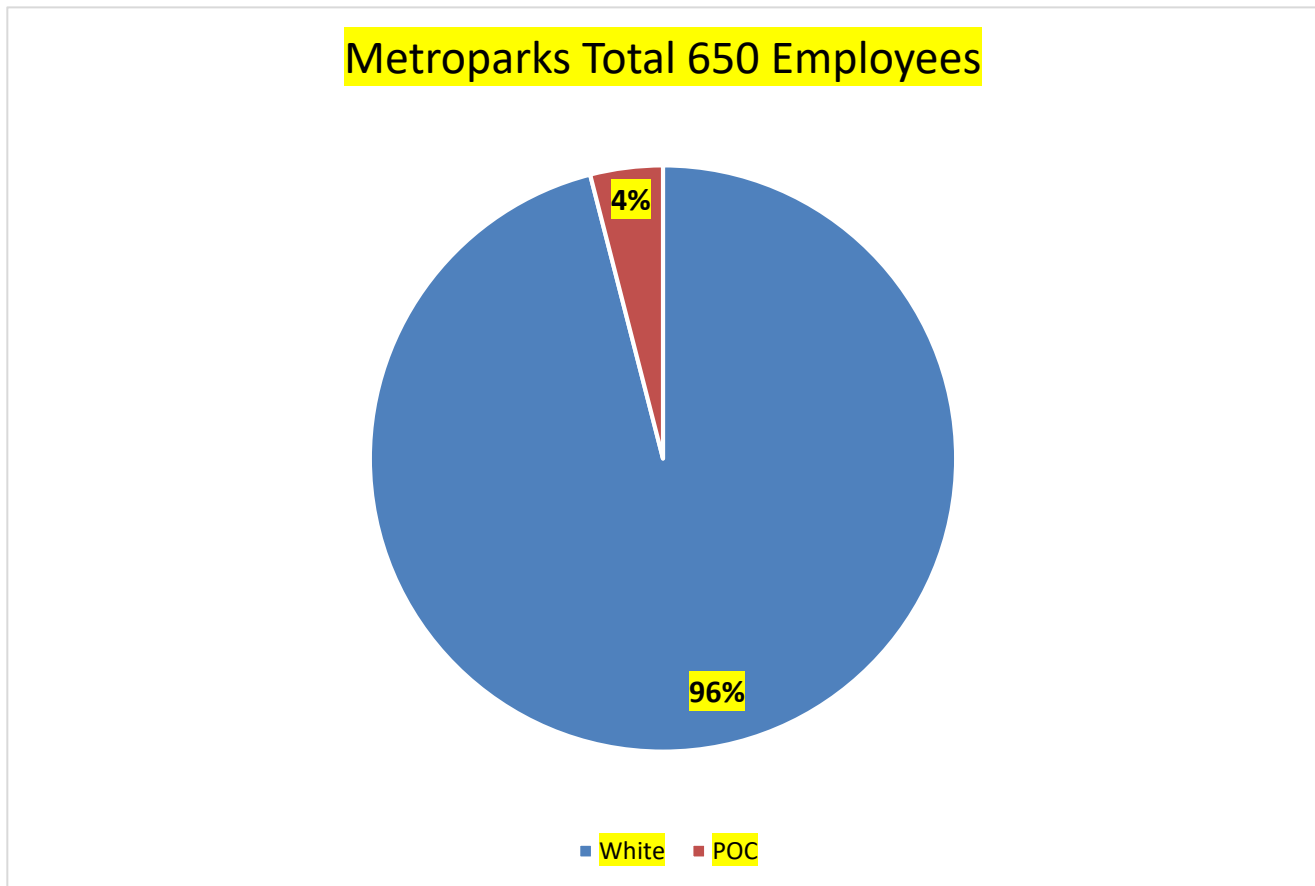
In addition to pure demographics, the data gleaned from the HCMA Climate Survey and the Seasonal Employee Entrance Survey provided information about Metroparks employees that informed training and recruitment strategies. Employee data was provided by Metroparks Human Resources Department.



POC=People of Color (represents all individuals who do not identify as white); PWD=People with Disability (represents all individuals who identify as having a disability); Data for Livingston, Macomb, Oakland, Washtenaw and Wayne counties.

The data in the chart above shows the racial makeup and the percentage of individuals who identify as having a disability in our five-county region.

The chart below shows the current makeup of Metroparks employees.



Current DEI Trends in Parks and Recreation

Park and recreation agencies have the power and the responsibility to create welcoming and inclusive spaces that promote positive health outcomes physically, socially and mentally and connect people to our natural habitats, with an emphasis on reaching our most vulnerable populations and community members. With that in mind, the following is a list of current national trends in DEI that we are beginning to discuss with the goal of incorporating these recognized best practices into the Metroparks' core values, vision and mission:

Increasing Diversity Among Park Staff and Leadership

Park systems nationally are making important strides to acknowledge past marginalization of underrepresented groups in an effort to become genuinely inclusive. Efforts to increase levels of diversity in park leadership, boards and staff is trending nationally and is being actively strategized at the Metroparks.

Creating and Adopting a Formal Inclusion Policy

According to the National Recreation and Parks Association (NRPA, 2019) only two in five park and recreation agencies have a formal policy that ensure their offerings and facilities are inclusive to all members of the community. Creating and implementing a formal inclusion policy allows agencies to maintain a consistent set of guidance and matching action. With a formal policy, this inclusion standard will thrive even through staff turnover, leadership changes, shifts in agency priorities and funding shortages.

Non-binary Gender Identification in Parks and Recreation

With a rising national movement for gender equality, local governments and park and recreation agencies will increase efforts to adopt inclusive policies and engage members of the LGBTQ+ community. Actions will range from making enrollment forms non-gender specific to modifying signage on existing restrooms and planning new bathroom facilities to be gender neutral. The efforts will involve much of park and recreation management and include training for staff to become more LGBTQ+ inclusive and engaging LGBTQ+ individuals and groups to provide advice and assistance, as we work to improve practices and policies.

These trends are not based on benevolence; it is business. As our national population becomes more diverse, members of historically marginalized groups are NOT turning to parks as they consider recreation choices. As these groups continue to grow, we cannot ignore this trend, nor the market share associated with it.

Future Trends in DEI in Parks and Recreation

For the Metroparks, the future is just as important as the present. We must get ahead of our increasing diversity and declining attendance. We must look to new and innovative ways of connecting with our region. We must leave no doubt that the Metroparks is where everyone wants to: work, recreate, learn and play.

Although DEI is relatively new to parks and recreation, there are many trends being proposed nationally to connect park offerings to the needs of the communities they serve. The following is an example of a trend that may find a home in the Metroparks.

Collaboration with Nontraditional Partners

“Health in All Policies” (HiAP) is a concept described by the World Health Organization as assisting “leaders and policymakers to integrate considerations of health, well-being and equity during the development, implementation and evaluation of policies and services.” Health must be considered in everything we develop. When we think of health and helping people make healthy choices, we naturally defer to public health departments and healthcare groups. But, the focus has shifted to parks, housing, transportation, education, air quality, criminal justice, energy and employment agencies as the groups that are best positioned to create policies and practices that promote healthy and inclusive communities and environments.

The Business Case for DEI

There are three key areas in which embracing and implementing key business practices in support of DEI will benefit our organization in tangible ways:

- Accomplishing the organization's core mission
- Establishing the organization's brand
- Improving the "bottom line."

Accomplishing the Mission

This is an area that will be addressed in our strategic planning process and is therefore admittedly out of order. However, it is not hard to imagine how a more inclusive, diverse workforce could benefit the Metroparks. Consider the following:

- Establishing the Metroparks as an **employer of choice** in our region, thus drawing top candidates during recruitment;
- Creating a culture of **safety and wellness** through healthy dialog, openness, tolerance, and improved understanding – all of which are common outcomes of embracing diversity, equity, and inclusion; and
- Building a culture that reflects the diversity of our region helps customers see themselves in our parks; increasing the sense of belonging.

Brand

Potential customers and partners are more likely to "see themselves" in a diverse organization, increasing their confidence in the potential partnership due to improved understanding, communication, and empathy. This opens new potential markets and encourages partnerships that can reduce costs or increase revenue.

Bottom Line

New markets. Increasing diversity opens up new customer markets. Shifting demographics in the U.S. are changing buying habits and patterns increasingly toward communities of color, Latinos, and LGBTQ. In order to reach the expanding, diverse markets, organizations need to be able to reflect the communities served and "speak their language." Customers and partners look for organizations who "look like me," and that often affects their choices.

Performance Improvements. Diversity in the workforce means having a multitude of different cultures, educational backgrounds, and points of view present. These cultural, educational, and conceptual perspectives provide greater depth and breadth in problem-solving and idea generation than in mono-cultural workplaces.

Expanded Recruitment. Removing barriers to upward mobility opens up recruitment to a wider, more competitive market of applicants and increases the likelihood of finding candidates with knowledge,

skills and abilities that align with job demands. This also leads to ***Better Talent Recruitment and Retention.***

Excellence. Inclusivity enables organizations to establish and pursue creative and visionary goals that go well beyond compliance and helps them become “organizations of excellence” and leaders within their respective fields.

Better Decisions. Decisions made by a group with diverse backgrounds and perspectives get better results than those made by homogeneous groups because the resulting differences leads to a wider range of options and more careful processing of information.

Organizational Resilience and Relevance

Monocultural workforces are susceptible to “groupthink,” which can isolate the organization and make it decreasingly relevant and less viable in the long term. Diversity in the workforce provides multiple sources of inspiration and points of view, better reflecting the diversity of perspectives in an increasingly complex and multifaceted world. This makes us better able to understand, anticipate, respond to, and proactively serve the people of our region and beyond. Practicing social equity will help us become increasingly relevant and resilient.

DEI Mission and Goal

Metroparks leadership understand that, as an organization, we can no longer accept the status quo. Our region is quickly diversifying, and we must find ways to connect with, learn from and provide *appropriate* and visionary service to our diverse patrons. We also recognize that although DEI is a separate department, the work touches almost every aspect of the Metropark system. The broad nature of the work makes it difficult to quantify as established benchmarks for the department may not reflect the actual impact of the work.

It is not in the purview of the DEI department to express a separate vision from that currently approved by the Board. Therefore, the focus of this plan will be the DEI Mission, Goals, Objectives and Action Plan.

Mission:

To change the culture of the Metroparks to be genuinely diverse, equitable and inclusive.

Goals:

Internal: To **increase** the overall level of diversity across the Metroparks system by **20 percent** by 2023 and **maintain that diversity level going forward**.

External: To **decrease** non-physical barriers and **increase** opportunities for participations of underrepresented communities and populations by **10 percent** by the end of 2021.

Objectives:

- Collect and Analyze Data to inform the work
- Establish an HCMA Advisory Team
- Facilitate and/or Coordinate Training for Metroparks staff
- Create continuous learning opportunities
- Provide departmental support to identify and decrease barriers to access of Metropark programs
- Create opportunities for participation for underrepresented populations

Framing

The Metroparks is a complex organization. Therefore, the DEI plan is equally complex. Our DEI work will be based on the premise that the Metroparks is a complete system and therefore operates according to W. Edward Deming's fundamental principle of improvement:

"Every system is perfectly designed to get the results it gets."

Adopting this principle acknowledges that DEI in the Metroparks will be **complex** as there are many components in our system (i.e. HR, Marketing, Planning, Parks, etc.) and **complicated** as there is (and will continue to be) a high level of difficulty throughout the process.

Common Language

Creating a process such as is proposed in this plan, first requires the development of a common language. Common language is important to ensure that everyone is clear on what our shared definitions of the terms Diversity, Equity and Inclusion are; and to provide a common context. This postulation was confirmed by the data provided by the HCMA Climate Survey; where there was a wide variance in responses to the questions that asked, "which definition best represents what (either Diversity, Equity or Inclusion) means to you?"

To ensure that we (the Metroparks) are all on the same page; a Metroparks DEI Key Terms and Definitions sheet has been created. These key terms and definitions will be shared throughout the Metroparks system as well as reinforced in future DEI communications to staff. The goal is to introduce the language we want to operationalize in the Metroparks.

Process

Our DEI plan will be a dynamic process; with many moving parts. To describe these dynamics, we will use Bruce Tuckman's, an educational psychologist, four stages of organizational development: Forming, Storming, Norming and Performing.

FORMING

In this stage, we begin with the process of creating the foundational structures that will support the change we want to make. The work of this stage includes (but is not limited to): training staff on DEI basics; review of organizational policies, procedures and practices across the system; revision of the previously mentioned process (where needed); communicating changes and/or adjustments to the Association, Union and staff; along with dates for implementation with expectations for accountability. Additionally, we develop and reconfigure the relationships necessary to move the work forward.

Given the complexity of the Metropark system this stage can last up to three years. However, we have a goal of completed this stage by the end of 2020.

STORMING

Next, is the storming phase. In this stage, people start to push against the boundaries established in the forming stage. **This is the stage where most DEI processes fail.**

Storming starts when newly enacted processes from the Forming stage become operationalized and conflicts with the historic (actual) way we do our work. For example, managers and staff may be upset that a preferred (not necessarily most qualified) candidate may not be selected because of the results of the new interview process. Grievances and lawsuits are most common during this stage, as people fight to maintain fidelity of the historic system.

Storming can also happen in other situations. For example, staff may challenge the authority of the DEI department or challenge the commitment of Metroparks leadership to enact, support and sustain the changes enacted. Some individuals may opt to simply wait it out, until we give in. It is during those times it will be important to recognize what is happening, address each situation appropriately (i.e. training, conflict resolution, etc.), over-communicate, stay the course and continue moving forward.

This stage will test our commitment to DEI. However, it is necessary to prove to Metroparks management and staff that we are committed to creating a genuinely diverse, equitable and inclusive environment. The stronger that commitment is relayed to all; the shorter this stage will be.

This stage is also very stressful. Finding ways to minimize that stress will be key. We will work directly with legal counsel to ensure the Metroparks is on sound legal footing at all stages.

NORMING

Gradually, we will emerge into the Norming stage. In this stage, staff begin to accept the operationalized changes from the previous stages. There is a calming of tensions and we settle in to our new normal. Staff understand expectations and are more at ease with accountability. Our DEI goals are being realized; not only are we more diverse, equitable and inclusive, all of our staff is benefiting from the process.

However, this is no time to rest. The maintenance of the process is critical to its survival. Continuing to provide training, staying ahead of emerging regional trends and providing opportunities for staff to become leaders in the DEI space will support the work of the previous stages.

There is often a protracted overlap between Storming and Norming stages. As new situations arise, we may experience Storming again.

The Norming stage will not be discussed in this plan; as it is too speculative at this time. Norming will be a focus of the next iteration of the DEI plan.

PERFORMING

In the Performing stage, we will have reached the pentacle of our transition. Our work environment will be very different from the Forming stage and it will be self-sustaining. The success of the system will not depend on any one player and people will be able to join or leave without disrupting performance.

The caution in this stage is complacency. DEI is always evolving. For example, the diversity of our region might change in ways we cannot foresee. In that case, we will have to (as an organization this time) determine if and how we adjust as well. New adjustments, will push us send us through the stages again; however, it won't be as difficult.

The Performing stage will not be discussed in this plan; as it is also too speculative at this time. Performing will a focus of the next iteration of the DEI plan.

Our Iceberg

Our iceberg represents the complexities of the proposed work. It reminds us that DEI work happens on multiple fronts simultaneously; some seen but most unseen. It also reminds us that to generate *sustainable* change, we must always be mindful of personal blind spots that keep us from seeing those things that hold the system firmly in place and actively work *against* our efforts for change.

In building our foundation, it will be important to keep the focus on the Metroparks as a system and how each employee contributes to it. We must provide space for employees to tell their stories, express their fears and grieve what they feel they are losing. Additionally, we must uncover and differentiate between the way we **say** we get things done (the visible) and the way we **actually** get things done (invisible). All of this while maintaining a gentle but steady “push” to keep moving in the desired direction and creating the narrative for our new normal.

Above the water line of the iceberg is “The way we **say** we get things done”. It represents those things are easily seen or communicated as representative of the Metroparks culture. Below the waterline are those things that either prevent us from changing and keep us from seeing the need to change. The elements at the bottom of the iceberg represent those considerations that, if not acknowledged and brought above the water level, will act as anchors, holding the system in place.



Anticipated Challenges

It cannot be stated enough, DEI work is difficult, slow, tedious and saturated with pitfalls. There will be fits and starts, broadening and narrowing of scope, constant reassessments and strategies; but in the end, we will continue to move forward together.

Retrenchment

An important (and anticipated) aspect of DEI work is concept of **retrenchment**. **Retrenchment** refers to a phenomenon in which diversity, equity and inclusion gains are often followed by losses; this is a form of organizational, institutional or structural resistance to changing the status quo. For example:

On March 21, 2014, a U.S. District Court ruled the state Michigan's denial of marriage rights to same-sex couples unconstitutional. More than 300 same-sex couples married in Michigan the next day before the (retrenchment) Sixth Circuit Court of Appeals stayed enforcement of the district court decision. On November 6, the Sixth Circuit reversed the lower court's ruling and upheld Michigan's ban on same-sex marriage. The state was ordered to recognize the 323 marriages performed on March 22, and the state announced it would not appeal that order.

Strategies

To address this challenge, we must do the following:

- Keep our eye on the goal
- Recognize what we are seeing
- Ask and answer the questions “Why and How is this happening?” and “How do we address it together?”
- Address issues directly, quickly and as kindly as possible
- Keep moving forward

Complexity

There is NOTHING easy about DEI work. Throughout our process, we will constantly be working on multiple levels simultaneously. Working in this way may make the work look messy and unorganized (it actually is!). Nevertheless, being consistent and constantly moving toward the goal; along with continuous assessment will win the day.

We all want to see change immediately. However, the level of organizational complexity requires a methodical approach to the work. This approach means the work will appear slow at times. However, we must resist the urge to “push” the work forward and trust the process if we want change that is sustainable and long-lasting.

Phase One:

Foundation Building 2019-2021

(Forming)

As we work toward comprehensive systems change, foundation building in year one is the most critical point in the process. This phase will serve as the cornerstone of **all** our DEI work going forward. It is slow and methodical; exciting and frustrating; always reflective. To be successful in this phase, we must avoid the urge to move without strategy; to push forward before we have a foothold; and overwhelm staff with too much information. If we chose to rush this process, we risk attempting to build a stronger organization on a weak foundation; which is problematic and ill advised.

During this phase, we start by taking a hard look at our organization (through data and observation), build awareness across the system (through training, communication and relationship), actively and critically examine what DEI means to and for the Metroparks and better understand how it operates, and reassessing current policies and practices to support the change we want to see in our organization.

2019-2020 DEI Objectives

Collect and Analyze Metroparks Data

DEI is new to the Metroparks. Therefore, there is very little data that exist relative to DEI, besides straight employment numbers. Ongoing data collection and analysis are the only ways to effectively and efficiently generate metrics to measure progress.

The purpose of this objective is to inform the DEI work. These assessments help us to (a) better understand of the internal climate of the organization; (b) introduce the work of DEI across the system; (c) and assess the level of comfort with DEI topics; (d) build trust; and (e) acclimate staff to data collection.

We started data collection with the **Climate Survey**. The Climate Survey provided baseline data that helped inform the DEI plan. For example:

- The percentage of individuals who had not had diversity training was 61 percent; making training a priority
- The need for a common language led to the development of our HCMA Definition sheet ([See Attachment 1](#))
- The level of discomfort related to having DEI conversations at work was the impetus for how we will work

Since then we have launched the **Seasonal Employee Entrance Survey**. Since seasonal employment is the main way of entering the Metroparks system, this survey will help us understand where our seasonal employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy. Current significant findings are:

- 55% of seasonal employees have worked for the Metroparks before.

- 65% heard about the job from a family member or friend.

We will soon launch the **Seasonal Employment Exit survey**. This survey will provide information about seasonal employees' work experiences. This information will be used in trainings for staff, management and seasonal employees.

Finally, the leadership team has completed a DEI self-assessment. This tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go.

- Forming—create assessment/evaluation tools, communicate the purpose of each tool, outline the regular intervals in which the assessment will take place. Establish a norm in data collection.
- Storming—getting people to trust the assessments; communicating what is learned and how the data will be utilized; using the data to support change against challenges; training is provided to help staff better understand how to use and how to create assessments
- Norming—assessments are operationalized in all areas; they are used to create and audit programs, guide park initiatives, etc.; staff can provide leadership to others in the creation and administration of assessments
- Performing—Staff is looking for assessments and applying the data to their daily work

Establish an HCMA Advisory Team—Complete; (See Attachment 2)

As we began to envision the DEI work, it became clear that the Chief of DEI could not do the necessary work alone. Help would be needed to spread the work throughout the Metroparks system. To address this challenge, the Metroparks Advisory Team (MAT) was created.

The goal of the Advisory Team is to support the work of the DEI department, across the system, by becoming trained advocates, facilitators and thought partners.

The Advisory Team had its first training on Tuesday, Oct. 1, 2019 at Indian Springs.

- Forming—pull together volunteers; start training
- Storming—continue training; some people may fall away/others may join; create space for difficult conversations; work to keep the nucleus together as we build the capacity of team members; learn what it means to “stay at the table” (keep engaging, especially when it gets hard); bring others into the process
- Norming—Robust meetings; suggestions on how to train staff and share learning with customers; become advocates for DEI work
- Performing—Advisory Team is a resource to the system; able to provide and/or assist with trainings; MAT recruits new members;

Facilitate or Coordinate Training for Metroparks Staff

Training is a vital element in accomplishing the DEI goal. There are multiple challenges to this task: (a) the number of parks; (b) number of employees; (c) distance between parks and; (d) the multiple levels of training needed. One thing is for certain, the only place to start is at the beginning.

Training 650 employees, across 13 parks, is daunting but doable. We have started the training process with the Metropark Advisory Team. We used that training as a bellwether, to determine where to start with staff. From this original training, we are developing a Metroparks DEI Training process.

Leading DEI (6 hours)—Training for Chiefs, Department Heads, Superintendents and Park Operation Managers; focused on:

- Self-awareness
- Understanding “Why” we are doing DEI
- Creating a DEI culture
- Recognizing Blind Spots
- Leading for Change
- Communication for Change

Managing DEI (6 hours)—Training for Managers and Supervisors; focused on:

- Self-awareness
- Communication
- Recognizing Blind Spots
- Conflict Resolution
- Monitoring a DEI culture

DEI Basics (4 hours)—Staff Training; focuses on

- Self-awareness
- Communication
- Introduction to DEI

These trainings will be facilitated by the Chief of DEI and Traci Kim (consultant) The goal is to complete all initial employee training by May 2020. After the initial training, a rotating training schedule will be developed to ensure regularly scheduled trainings going forward.

Metroparks Police Department

The Police Department will receive training that is coordinated with training from DEI. Police training is scheduled for February/March 2020 and will be facilitated by Darnell Blackburn. The Chief of DEI is working with Mr. Blackburn to ensure a commonality in topics and evaluation measures.

Additionally, Police Command Staff will receive Leading for DEI training comparable to that of organizational leadership.

Seasonal Employees

Seasonal Employees will also receive DEI training as part of their on-boarding. We will work with HR, Park Superintendents and Park Managers to create a video training series, with an evaluation component, to meet this objective.

Additional Training

Training will not be an occasional occurrence. It is our goal to offer training in variety of ways.

- Regularly scheduled training to keep the DEI lessons moving forward and build the capacity of staff
- Training related to incidents
- Training requested by Management
- Training requested by Staff

Review HCMA Policies, Processes and Procedures

To change culture, we must have structures to support the change we want to see. This work starts with reviews of our policies, processes and procedures. This work will be done in partnership with HR and will include (but not be limited to) recruitment, hiring processes, retention.

Another component of this objective is discipline. What happens if/when individuals decide they would rather not change? This objective requires us to work directly with the Employee Association to negotiate this process. Additionally, a conflict resolution program has been developed and will be reviewed with Association Representatives and, at the appropriate time, be presented to the membership.

- Forming—creating the team(s) to work on this process; beginning the work
- Storming—adamant disagreement regarding past practice; resistance to change; over-communication of change to staff; resistance to change; lawsuits and grievances
- Norming—changes initiated and accepted; decreased resistance
- Performing—changes are operationalized; become the new normal

Positioning, Relationship Building and Documentation

The path we walk is not only new for us, but new to many across the country. In alignment with the Marketing Plan, we will work to position ourselves as thought leaders in the DEI space. We will build relationships with DEI professionals across the state and country; looking for, implementing and establishing best practices.

Additionally, we will document our work and progress; including celebrations and disappointments. We will use the information generation to learn, grow and share with peers. The intention is to become a leader in the DEI space in the future.

Phase Two:

Implementation 2021-2022

(Storming)

There is a huge difference between wanting diversity and making diversity happen. The moment a person from an under represented group is hired; questions will begin to swirl: Is that the diversity hire? Are they qualified? Are they receiving special treatment? This is natural but will need to be addressed quickly and definitively and managed effectively.

It will be important in phase two to:

- Over communicate
- Directly connect what is being said to training topics and/or develop training (and other) ways to respond
- Continue to remind staff that although their feelings are normal; they have a professional responsibility and are accountable for what they learned in training
- Provide opportunities for interventions without penalty

Implementation of new policies, processes and procedures

This will be the most difficult part of this early process. In fact, this is the stage where most DEI initiatives fail. They do not fail because the plan is not sound. They fail because of immense pressure applied by employees and the retreat of leadership.

Before we move too far into this process, Leadership must be clear that we **MUST** go through this stage. It will be intense; it may be particularly intense for those individuals who are members of underrepresented groups and have recently joined our organization.

Prepare for Retrenchment

WHEN retrenchment comes, it will be critical to recognize it for what it is; an attempt to maintain the status quo. We must be prepared to stand by the changes and choices made during the Forming stage.

To offset some of the intensity of retrenchment we must:

- Engage staff in the changes **before** implementation; work with the Association and Union
- Openly discuss what the changes mean for staff provide space to allow staff to express and grieve what they feel they are losing.
- Directly address all misinformation
- Connect changes to data collected through surveys (use their words to support changes)
- Always provide the “Why” for the changes
- Stand firm
- OVERCOMMUNICATE EVERYTHING!

Conscious Appreciation (CA)

It cannot be stated enough; DEI work is difficult and will cause some level of retrenchment among staff. To counter this, a conflict resolution process has been created. The *Conscious Appreciation (CA)* program is a process wherein we apply DEI principles to a conflict resolution process. CA provides opportunity for learning and reinforcing DEI principles as we deal with conflicts that arise in real time. Through this program and as we begin to increase the levels of diversity in the system. CA will also be used to identify future training topics.

The impact of the CA program will not show up in Board reports; as it is meant to be a tool to help us avoid situations elevating to that level. However, it is an example of pervasiveness of our DEI work.

Create Continuous Learning Opportunities

In addition to training, it will be important to regularly reinforce learning and to practice the skills taught in training. To accomplish this, we are working with the Advisory Team to create ongoing engagement opportunities (Boosts) for staff. Boosts can be anything that reinforces or expands learning. We will work to find Boosts that are optional AND mandatory. The following are examples of Boosts:

- Staff reads
- Access to a Metroparks lending library
- Internal DEI Blog
- Metropark Newsletter “Advice” column
- Online training

Continue to provide departmental support

This is the work of DEI that supports internal departments as we work together to institutionalize the DEI work. This work will be done in collaboration with various departments and the Metroparks Leadership Team and will consist of policy and practice reviews, community engagement support, outreach, etc.

In times of retrenchment, it will be important to for Department Heads, Managers and Supervisors to keep the pulse of their staff. The DEI department will be available to help through any and all transitions as needed; particularly those associated with new hires.

Assessment and Evaluation

Assessments and Evaluations are critical components of all work; particularly DEI work. Since DEI work is not a linear process, it is important to establish benchmarks at the outset and revisit them regularly to monitor program and determine success. Assessments and evaluations help to keep us on track in the midst of the dynamic happenings associated with DEI processes.

Assessments

For our purpose, **Assessments** are used to:

- Collect data
- Establish benchmarks and trends
- Monitor learning
- Monitor improvement
- Measure accountability

Beginning in May 2019, the process of data collection and establishing benchmarks has been ongoing. The following is the list of assessments to date:

Climate Survey – provided a broad overview of the Metroparks climate and baseline DEI indicators:

- Will repeat in 2021
- NOT included in this plan due to length and previous update

Seasonal Employees Entrance Survey – Since seasonal employment is the main way of entering the Metroparks system, this survey will help us understand where our seasonal employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.

- Will repeat in 2020

Seasonal Employees Exit Survey – This survey will provide information about the work experiences of seasonal employees. This information will be used in trainings for staff, management and seasonal employees.

- Will repeat in 2020

DEI self-assessment – The Leadership team participated in this assessment. This tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go.

- Will repeat in late 2020

Evaluation

For our purpose, **Evaluations** are used to:

- Analyze success
- Make decisions

Data collection is relatively new to the Metroparks. Therefore, we do not currently have enough data to complete an evaluation. Our goal is to collect enough data to be able to produce an evaluation report in 2020.

Attachment #1: Metroparks DEI Key Terms and Definitions

Metroparks DEI Key Terms and Definitions

Ableism: Prejudiced thoughts and discriminatory actions based on differences in physical, mental, and/or emotional ability; usually that of able-bodied/minded persons against people with illness, disabilities, or less developed skills/ talents.

Able-bodied: A person who does not have a disability.

Accessibility: The extent to which a facility or process is readily approachable and usable by individuals with disabilities, particularly such areas as the personnel office, worksite and public areas.

Advocate: **1 noun:** a person who actively works to end intolerance, educate others, and support social equity for a marginalized group. **2 verb:** to actively support or plea in favor of a particular cause, the action of working to end intolerance or educate others.

Bias: a particular tendency, trend, inclination, feeling, or opinion, especially one that is preconceived or unreasoned.

Confirmation Bias: The tendency to interpret new evidence as confirmation of one's existing beliefs or theories. You see what you expect to see, as in the cycle of conditioned behavior. Confirmation bias hinders us from shifting our perspectives, so when we see something that is contrary to what we believe, we see it only as an outlier.

Cultural Appropriation: Theft of cultural elements for one's own use, commodification, or profit – including symbols, art, language, customs, etc. – often without understanding, acknowledgement, or respect for its value in the original culture (i.e. blackface, Native American mascots, sugar skulls, etc.)

Cultural Competence: The capacity to (1) value diversity, (2) conduct self-assessment, (3) manage the dynamics of difference, (4) acquire and institutionalize cultural knowledge, and (5) adapt to diversity and the cultural contexts of the communities one serves.

Discrimination: The unequal treatment of members of various groups based on race, gender, age, social class, sexual orientation, physical ability, religion and other categories.

Diversity: A state or condition that comprises a wide range of abilities, experience, knowledge, and strengths due to its heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, sex and other attributes.

Dominant group: The group that holds the power and authority in society relative to the subordinates and determines how that power and authority may be acceptably used.

Equality: When everyone gets the same thing, receives the same amount, or when everyone is treated the same way.

Equity: The fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of disadvantaged groups. Improving equity involves increasing justice and fairness within the procedures and processes of institutions or systems, as well as in their distribution of resources. Tackling issues of equity requires an understanding of the root causes of outcome disparities within our society.

Fundamental Attribution Error: A common cognitive action in which one attributes his/her own success and positive actions to his/her own innate characteristics (“I’m a good person”) and failure to external influences (“I lost it in the sun”), while attributing others success to external influences (“he had help, was lucky”) and failure to others’ innate characteristics (“they’re bad people”). This operates on the group levels as well, with the ingroup giving itself favorable attributions, while giving the outgroup unfavorable attributions, as way of maintaining a feeling of superiority. A “double standard.”

Gender Identity: A person's internal, personal sense of being a man or a woman (or boy or girl.)

Implicit Bias: Also known as unconscious or hidden bias, implicit biases are negative associations that people unknowingly hold. They are expressed automatically, without conscious awareness. Many studies have indicated that implicit biases affect individuals’ attitudes and actions, thus creating real-world implications, even though individuals may not even be aware that those biases exist within themselves. Notably, implicit biases have been shown to eclipse individuals’ stated commitments to equality and fairness, thereby producing behavior that diverges from the explicit attitudes that many people profess. The Implicit Association Test (IAT) is often used to measure implicit biases with regard to race, gender, sexual orientation, age, religion, and other topics.

Inclusion: Involvement and empowerment, where the inherent worth and dignity of all people are recognized. An inclusive organization promotes and sustains a sense of belonging; it values and practices respect for the talents, beliefs, backgrounds, and ways of living of its members.

Institutionalized racism: Differential access to the goods, services, and opportunities of society by race.

ism: How certain groups have the power and the privilege to act on their biases and prejudices, and to define what is right, good, beautiful and true; the ability to use that power to maintain dominance and exclude others who are not in that group.

Microaggressions: Microaggression is a term used for brief and commonplace daily verbal, behavioral, or environmental indignities, whether intentional or unintentional, that communicate hostile, derogatory, or negative prejudicial slights and insults toward any group, particularly culturally marginalized groups.

Prejudice: An unjustified or incorrect attitude (usually negative) towards an individual based solely on the individual's membership of a social group.

Race: A social construct used to define groups of people sharing similar physical characteristics and has no meaningful biological difference.

Racism: A system of advantage based on race.

Retrenchment: A phenomenon in which diversity, equity and inclusion gains are often followed by Sometimes subtle but unmistakable losses. This is a form of organizational, institutional or structural resistance to changing the status quo.

Sexual Orientation: One's natural preference in sexual partners.

Stereotype: The rigid, oversimplified belief or image that is applied to both an entire category of people of a racial or ethnic group and to each individual within it. It is usually negative and greatly distorts the real characteristics of the group.

Subordinate group: The group that lacks power in society and is labeled as defective or substandard in significant ways. The dominant group assigns roles to the subordinate group that reflect the latter's devalued status.

Transgender is a term used to describe people whose gender identity differs from the sex they were assigned at birth.

White Privilege: A term to capture all of the dynamics that go into being defined and/or perceived as white in society. White privilege grants material and psychological advantages that are often invisible and taken for granted by whites but are very visible to people of color.

Attachment #2:

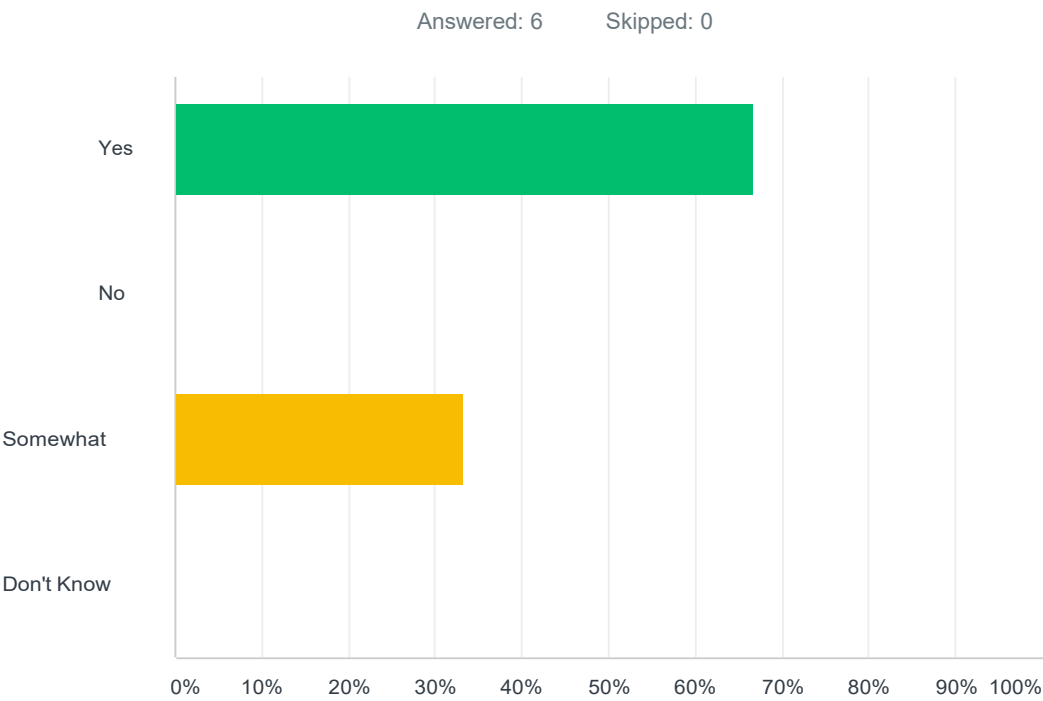
HCMA Advisory Team Members

Marcus Kelly	Kensington	Police
Nina Kelly	AO	Planning and Development
Marco Signorelli	Lower Huron	Maintenance
Tracy Houser	AO	Administration
Garnet Potter	Kensington	Natural Resources
Steve Sebert	Stony Creek	Park Operations Supervisor
Victoria Sluder	Kensington	Interpretive Services Supervisor
Bruna Salerno	Lake St. Clair	Maintenance
Sue Knapp	Lake St. Clair	Park Operations Supervisor
Dale Alexander	Stony Creek	Police
Kristen Battle	AO	Human Resources
Paula Kulchar	Oakwoods	Interpretive Services
Artina Sadler	AO	DEI Chief

Attachment 3: Self-Assessment

Q 1

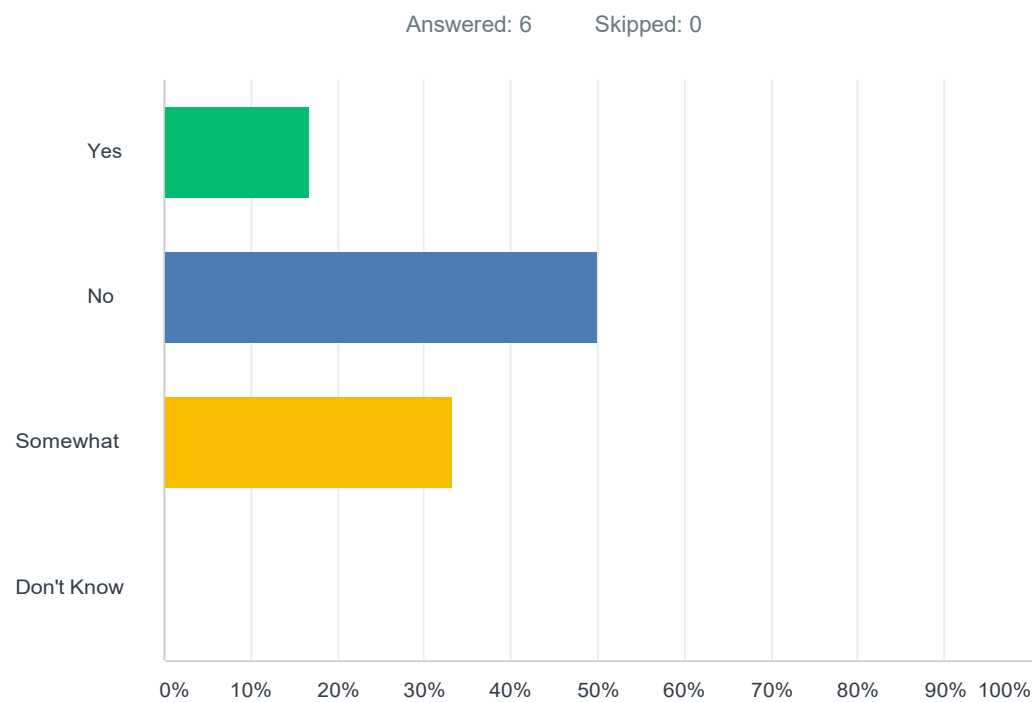
Our organization is actively committed to issues of diversity, equity and inclusion.



ANSWER CHOICES	RESPONSES	
Yes	66.67%	4
No	0.00%	0
Somewhat	33.33%	2
Don't Know	0.00%	0
TOTAL		6

Q 2

Our mission and vision statements include reference to or goalsfor diversity, equity and inclusion.

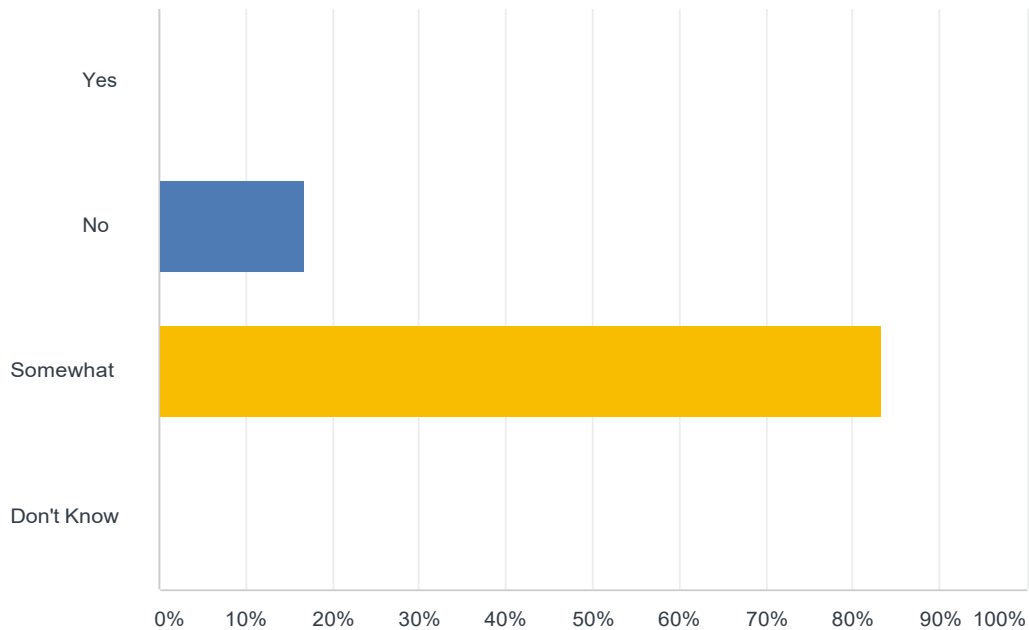


ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	50.00%	3
Somewhat	33.33%	2
Don't Know	0.00%	0
TOTAL		6

Q 3

The principles of diversity, equity and inclusion are embedded in our core values.

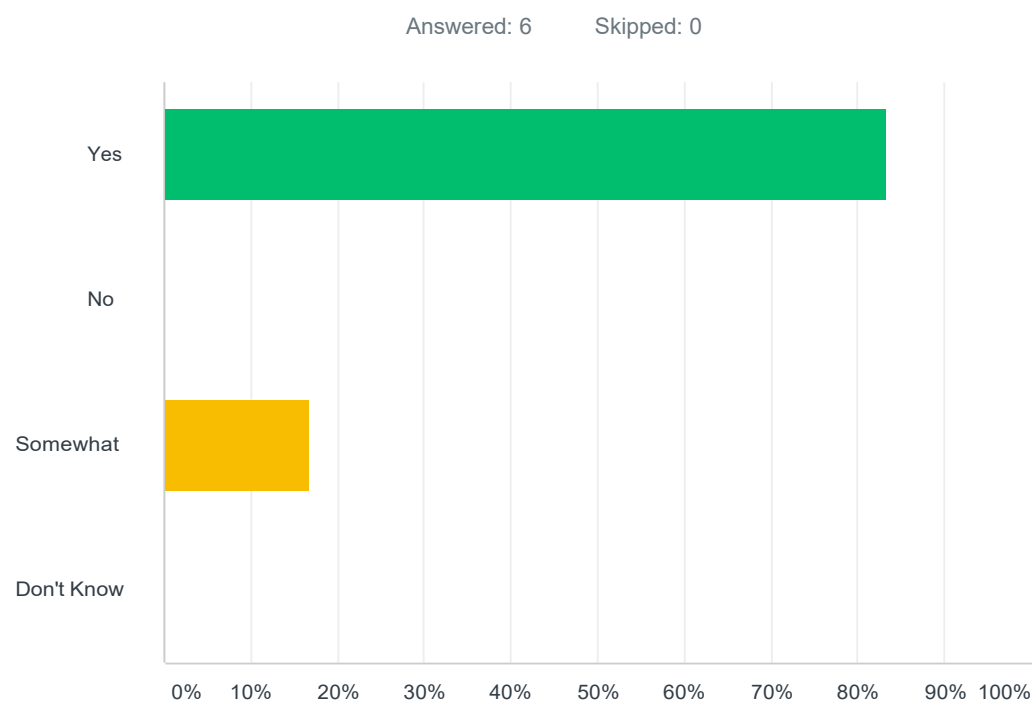
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ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	16.67%	1
Somewhat	83.33%	5
Don't Know	0.00%	0
TOTAL		6

Q 4

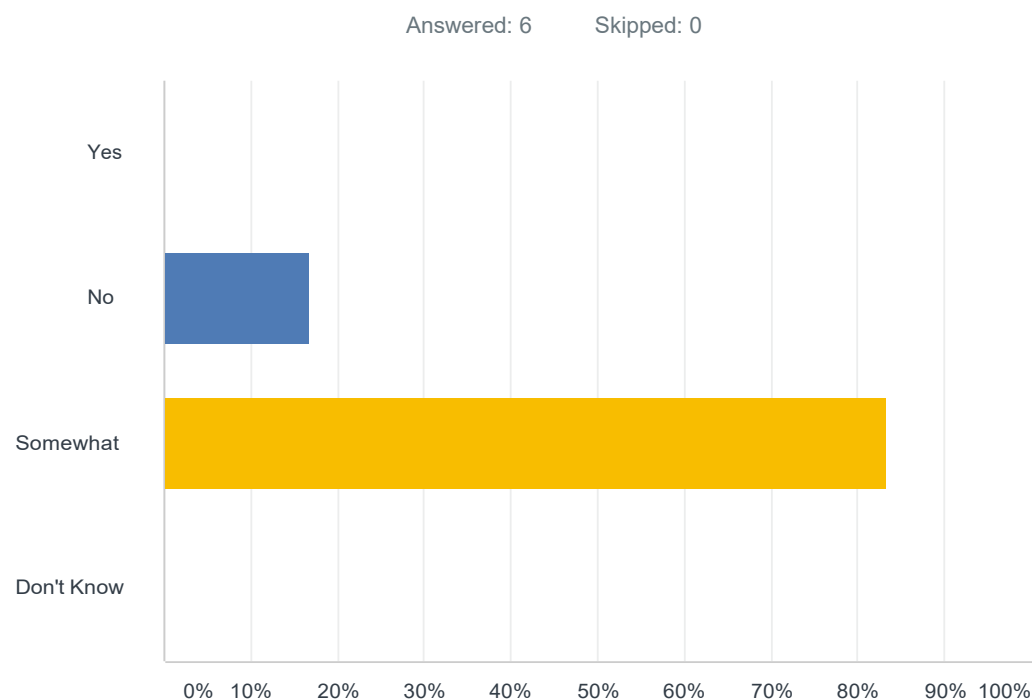
We have resources dedicated to diversity, equity, and inclusion issues, including professional development for managers and staff.



ANSWER CHOICES	RESPONSES	
Yes	83.33%	5
No	0.00%	0
Somewhat	16.67%	1
Don't Know	0.00%	0
TOTAL		6

Q 5

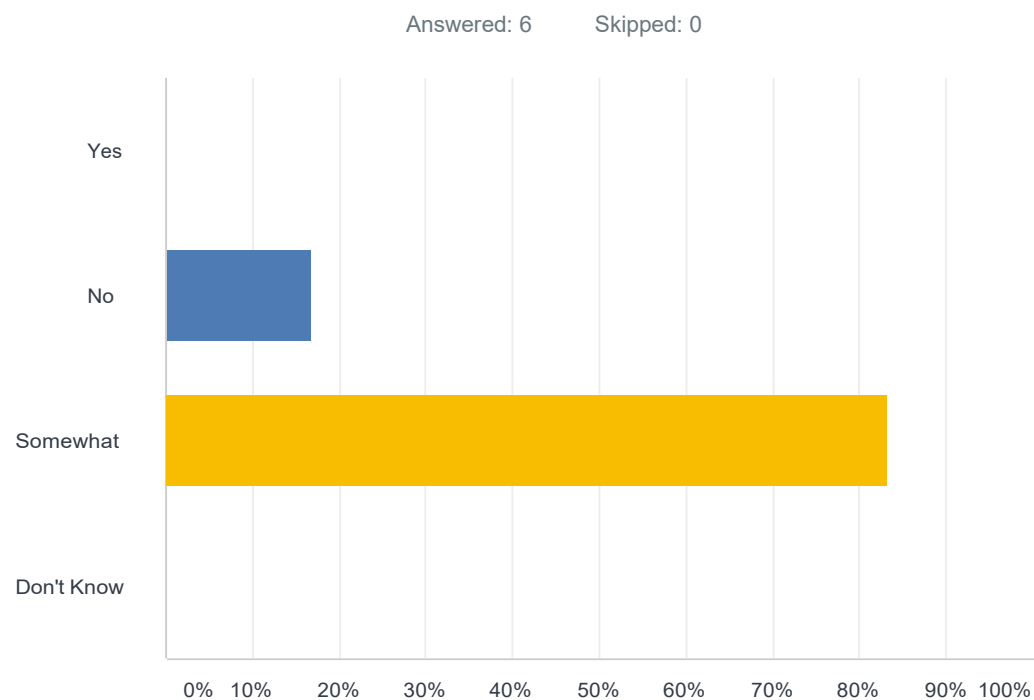
Our diversity, equity and inclusion values are reflected in our internal and external communications, such as program description, outreach materials, website and newsletters.



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	16.67%	1
Somewhat	83.33%	5
Don't Know	0.00%	0
TOTAL		6

Q 6

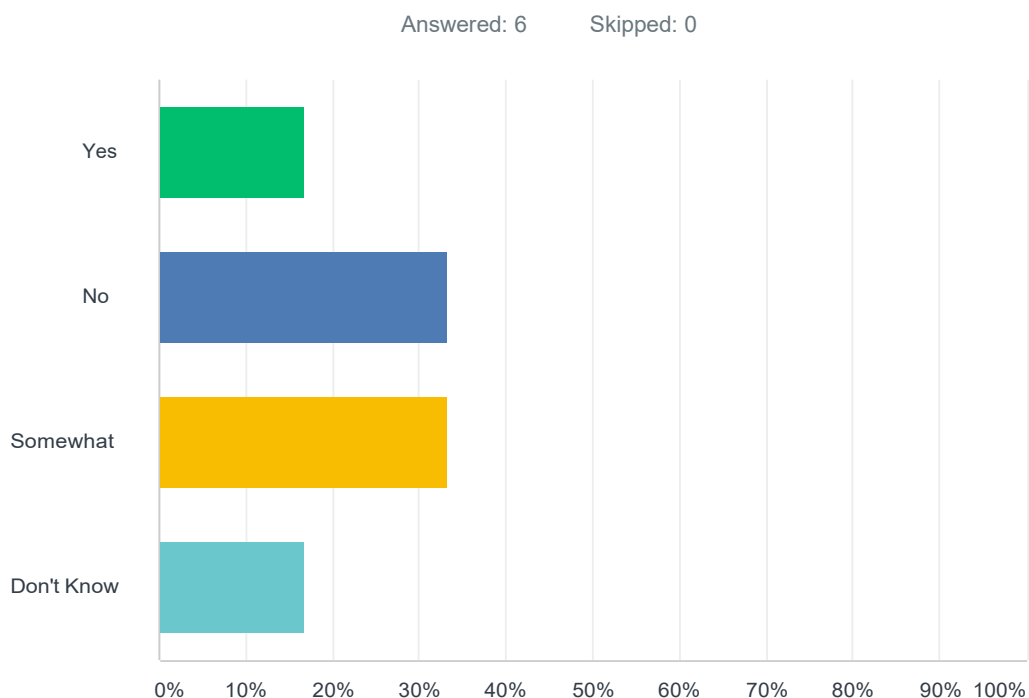
We regularly and systematically collect and analyze data about diversity, equity and inclusion.



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	16.67%	1
Somewhat	83.33%	5
Don't Know	0.00%	0
TOTAL		6

Q 7

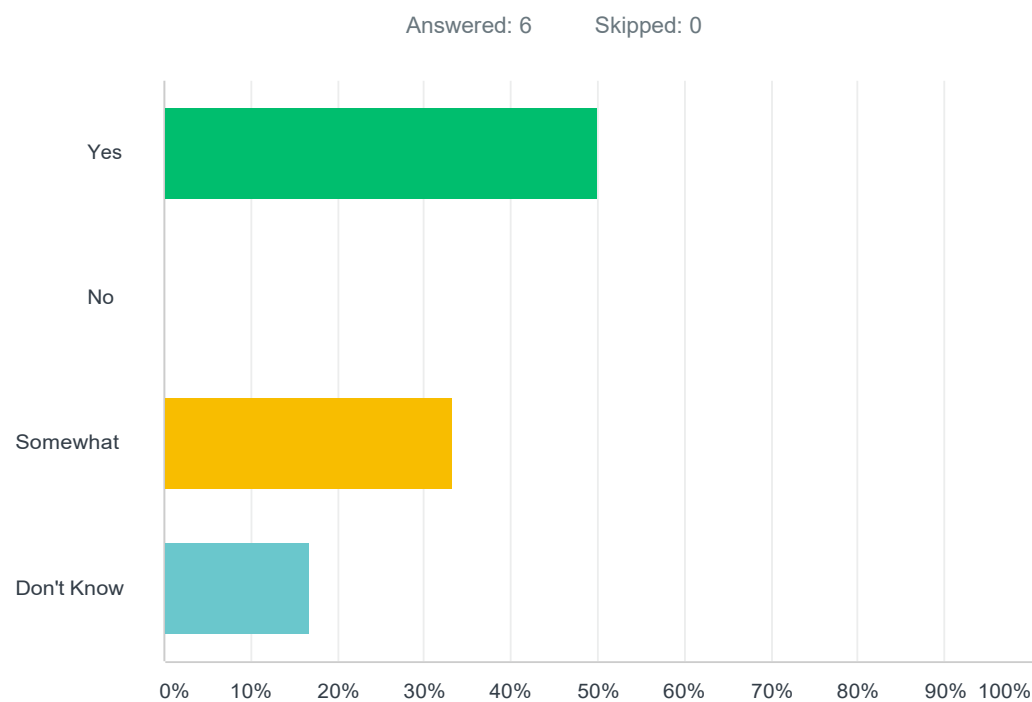
We use program assessments and evaluations that assess our ability to be responsive to the needs of our increasingly diverse region, state, and national context.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	33.33%	2
Somewhat	33.33%	2
Don't Know	16.67%	1
TOTAL		6

Q 8

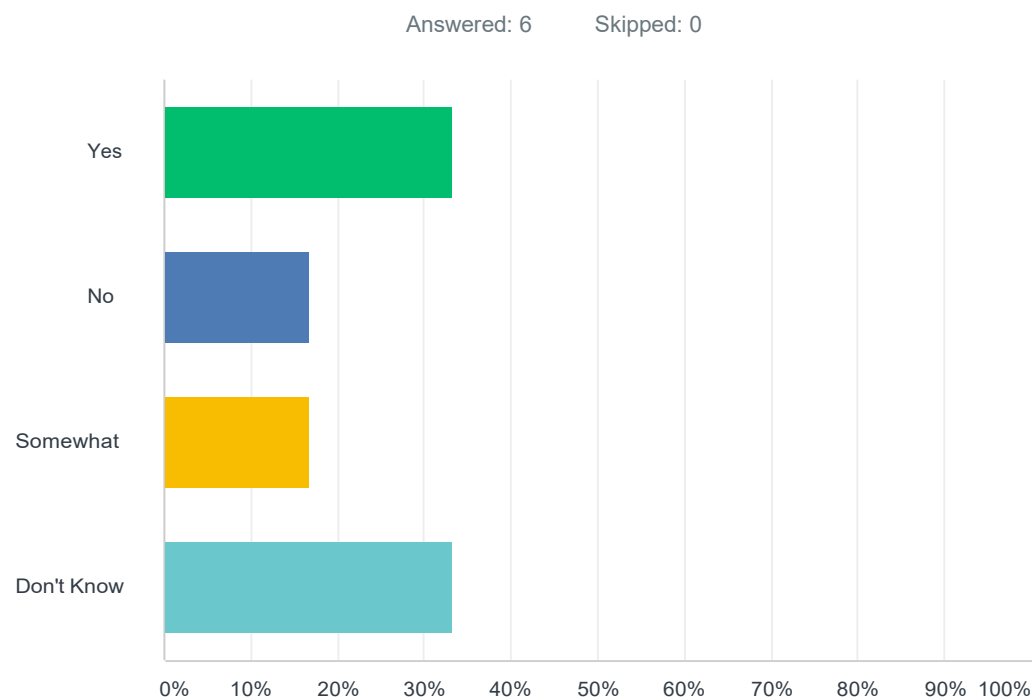
We actively develop resources for supporting our diversity, equity and inclusion needs.



ANSWER CHOICES	RESPONSES	
Yes	50.00%	3
No	0.00%	0
Somewhat	33.33%	2
Don't Know	16.67%	1
TOTAL		6

Q 9

Our managers and staff are familiar with our internal data gathering and analysis resources relevant to diversity, equity, and inclusion.

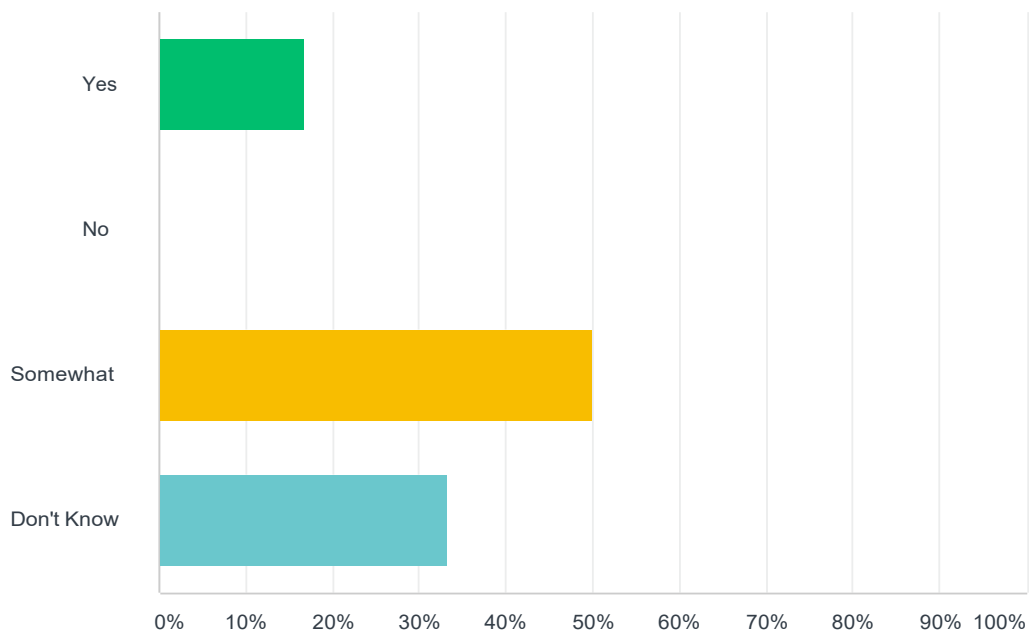


ANSWER CHOICES	RESPONSES	
Yes	33.33%	2
No	16.67%	1
Somewhat	16.67%	1
Don't Know	33.33%	2
TOTAL		6

Q 10

We research new developments in program assessment for diversity, equity, and inclusion and update our practices accordingly.

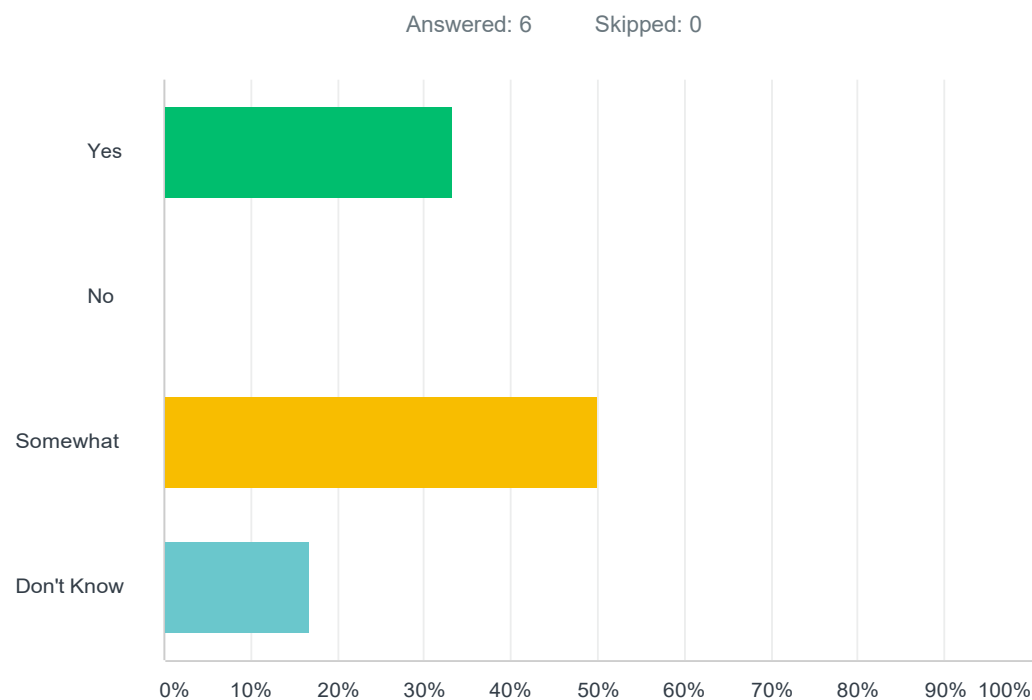
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ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	0.00%	0
Somewhat	50.00%	3
Don't Know	33.33%	2
TOTAL		6

Q 11

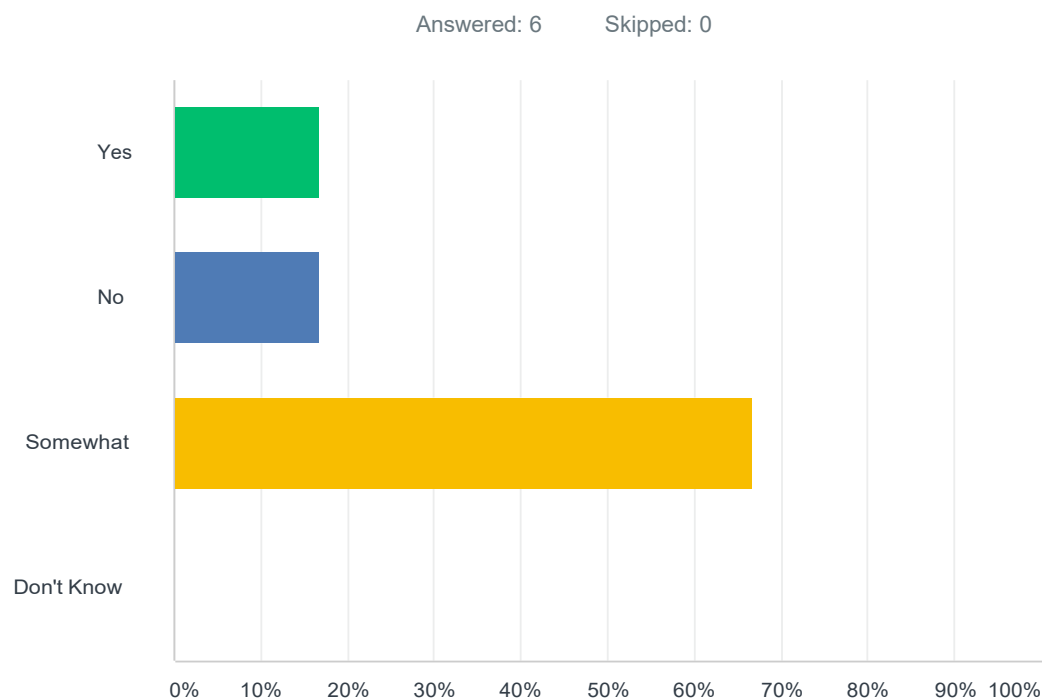
We encourage innovation that address equity and inclusion in our workplace, curriculum development, and engagement activities, where relevant.



ANSWER CHOICES	RESPONSES	
Yes	33.33%	2
No	0.00%	0
Somewhat	50.00%	3
Don't Know	16.67%	1
TOTAL		6

Q 12

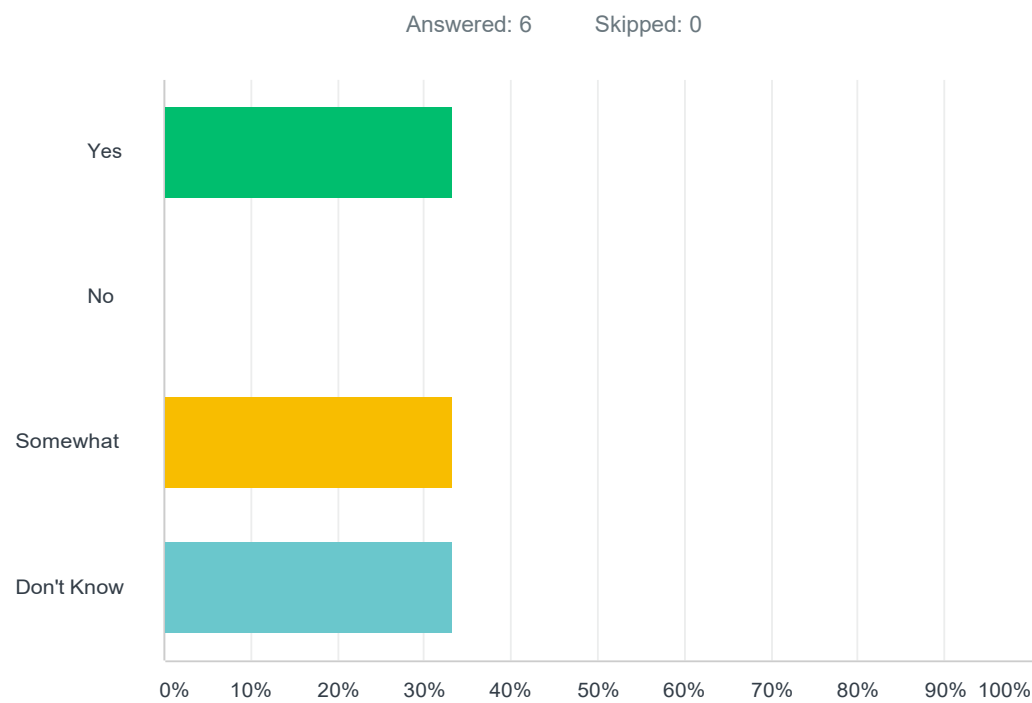
Our meetings, outreach practices and engagement activities offer all groups, including those from underrepresented communities, the opportunity to fully engage.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	16.67%	1
Somewhat	66.67%	4
Don't Know	0.00%	0
TOTAL		6

Q 13

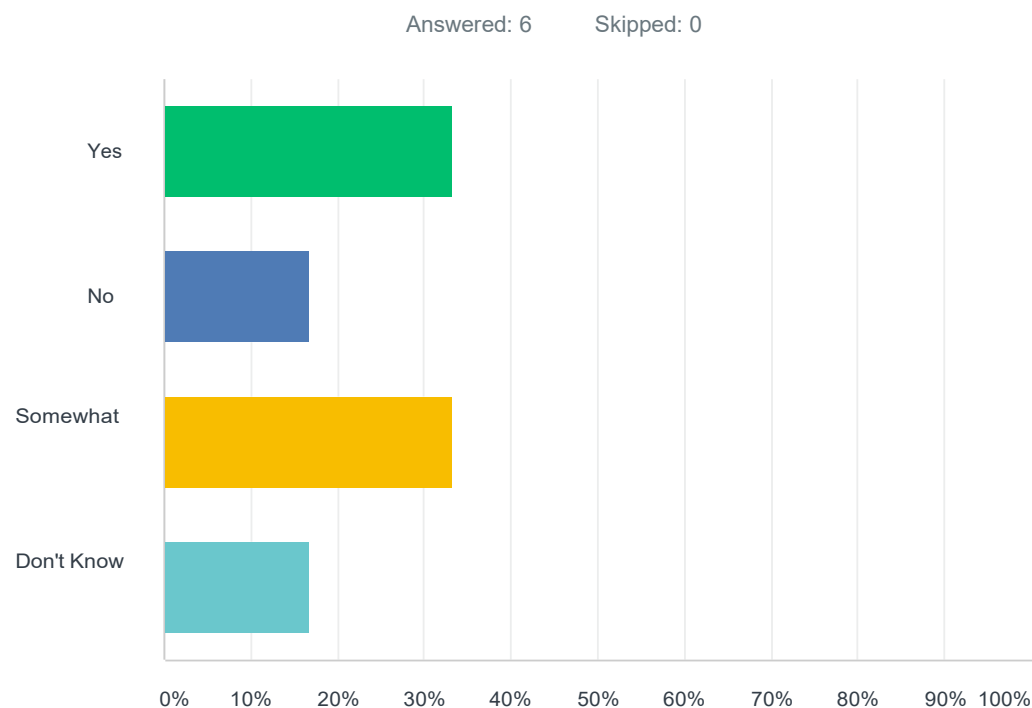
Our organization actively seeks to hire a diverse staff.



ANSWER CHOICES	RESPONSES	
Yes	33.33%	2
No	0.00%	0
Somewhat	33.33%	2
Don't Know	33.33%	2
TOTAL		6

Q 14

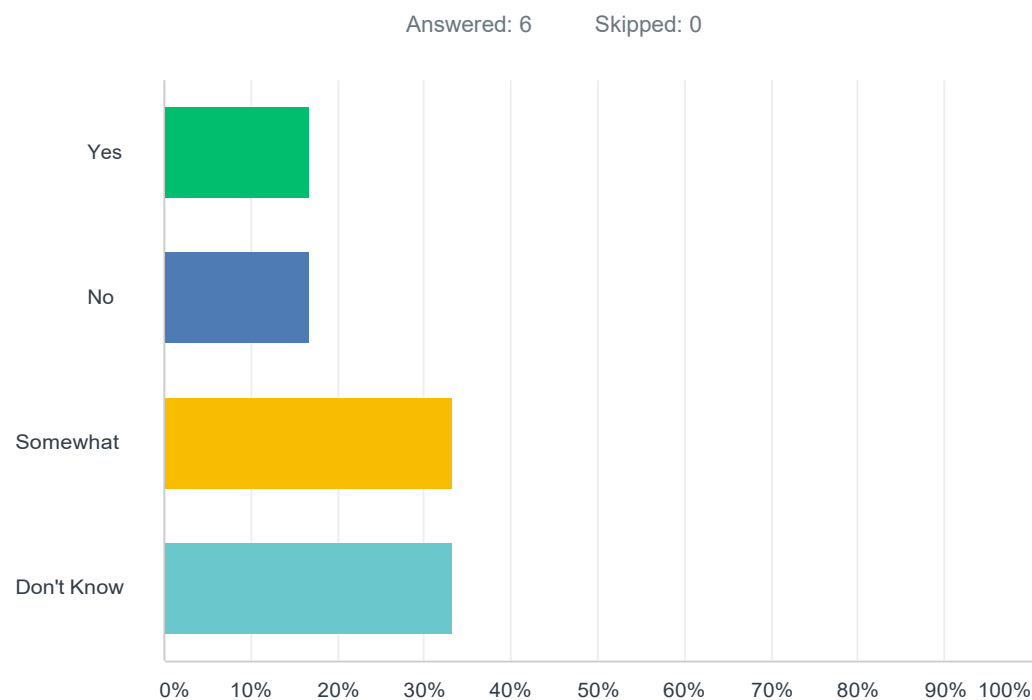
We employ best practices for fair and inclusive hiring and advancement such as: active outreach to underrepresented communities, assessible employment applications, appointing diverse hiring committees, using clear hiring criteria, supporting professional development and career advancement for current staff.



ANSWER CHOICES	RESPONSES	
Yes	33.33%	2
No	16.67%	1
Somewhat	33.33%	2
Don't Know	16.67%	1
TOTAL		6

Q 15

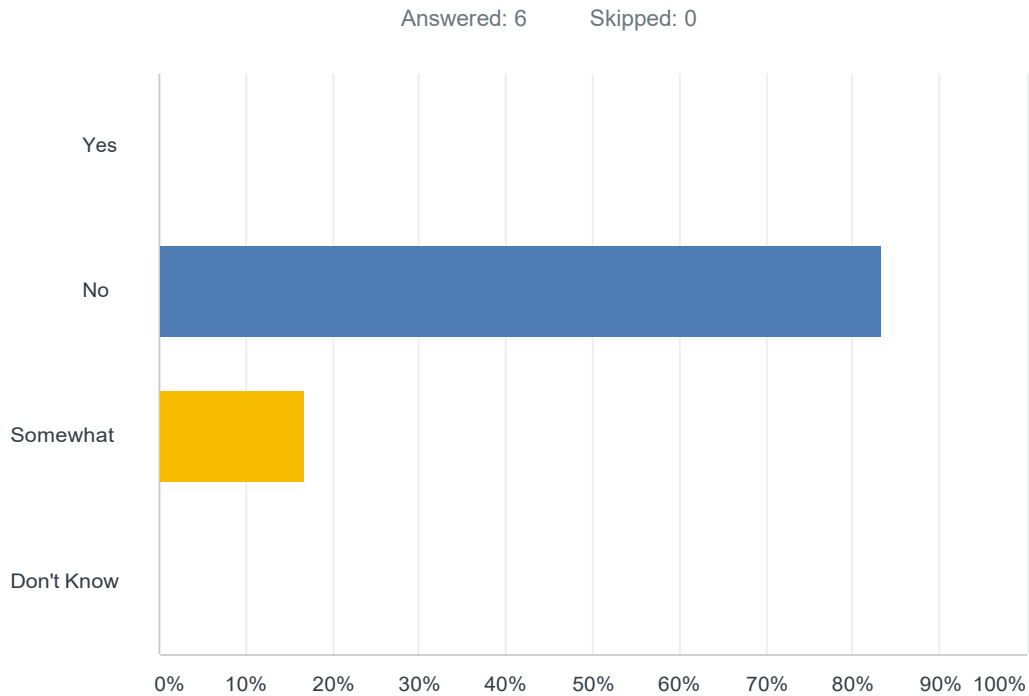
We regularly review our hiring, retention and advancement policies and practices for effectiveness and best practice.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	16.67%	1
Somewhat	33.33%	2
Don't Know	33.33%	2
TOTAL		

Q 16

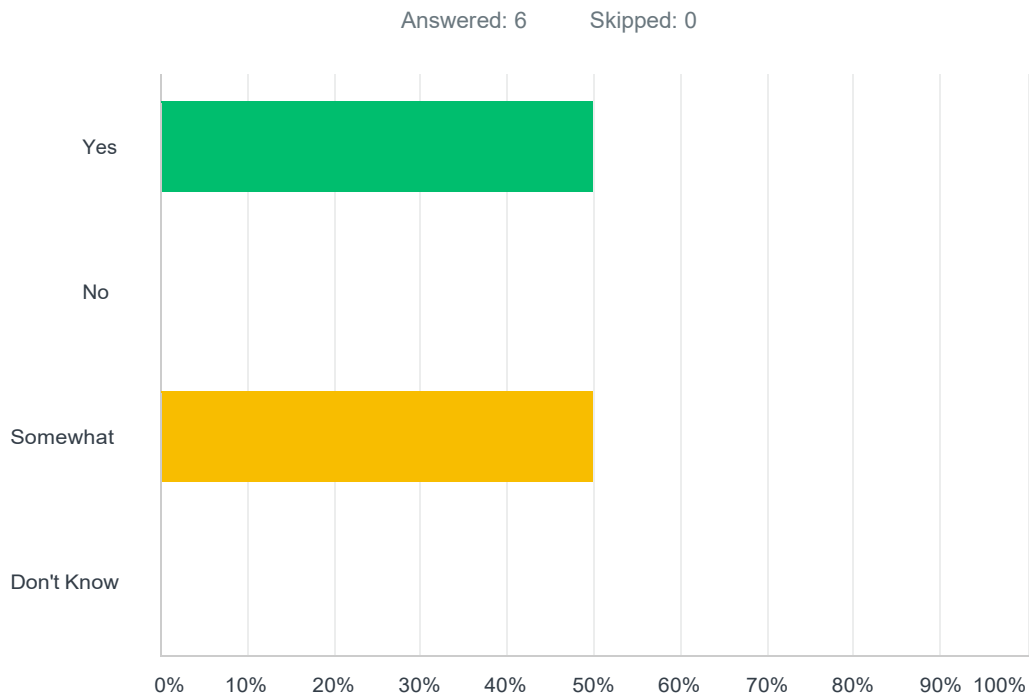
Staff from underrepresented identity groups are proportionally represented in leadership and management positions as compared with their overall numbers in our service region.



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	83.33%	5
Somewhat	16.67%	1
Don't Know	0.00%	0
TOTAL		6

Q 17

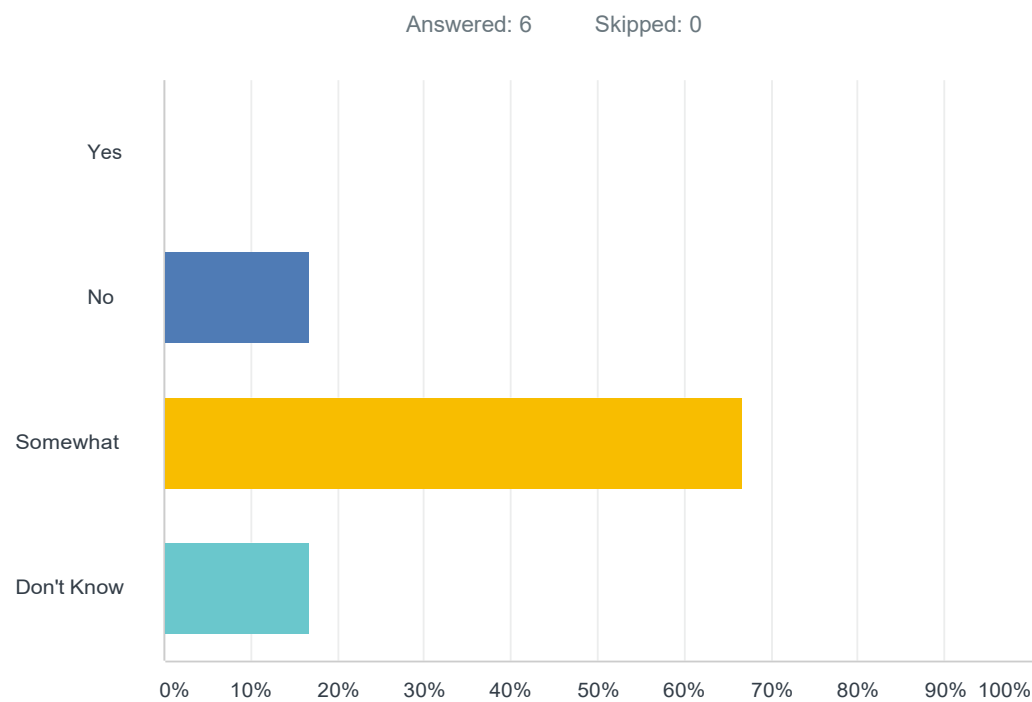
All staff have organization, area, park, department support to continue their professional growth and career advancement.



ANSWER CHOICES	RESPONSES	
Yes	50.00%	3
No	0.00%	0
Somewhat	50.00%	3
Don't Know	0.00%	0
TOTAL		6

Q 18

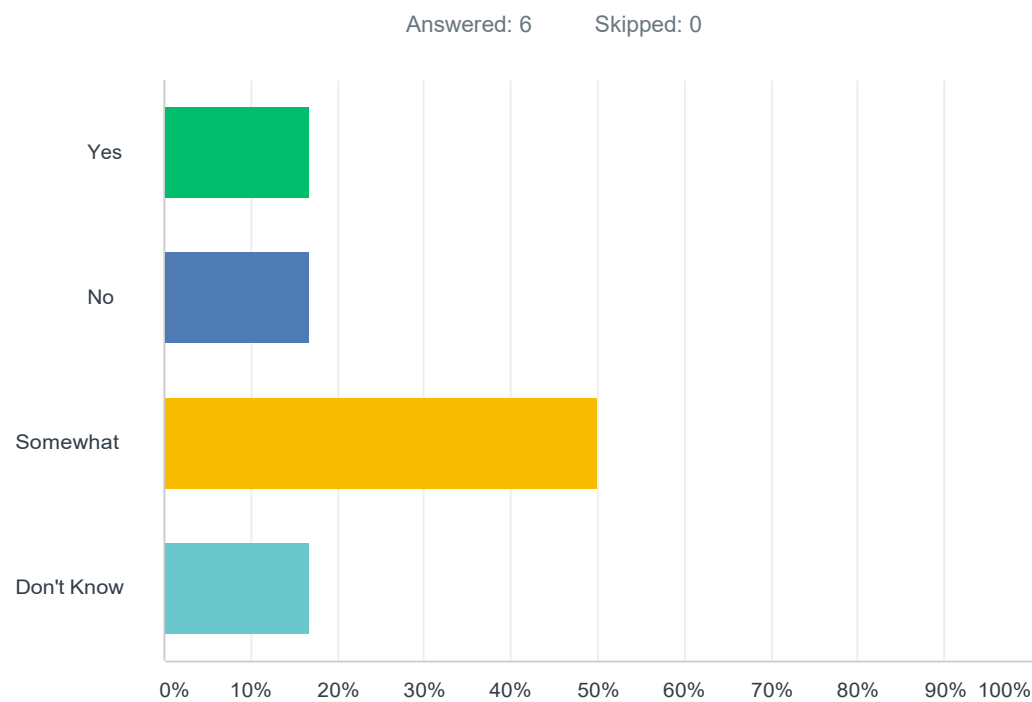
We provide mentoring opportunities for all levels of staffand management, internally and through other campus venues.



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	16.67%	1
Somewhat	66.67%	4
Don't Know	16.67%	1
TOTAL		6

Q 19

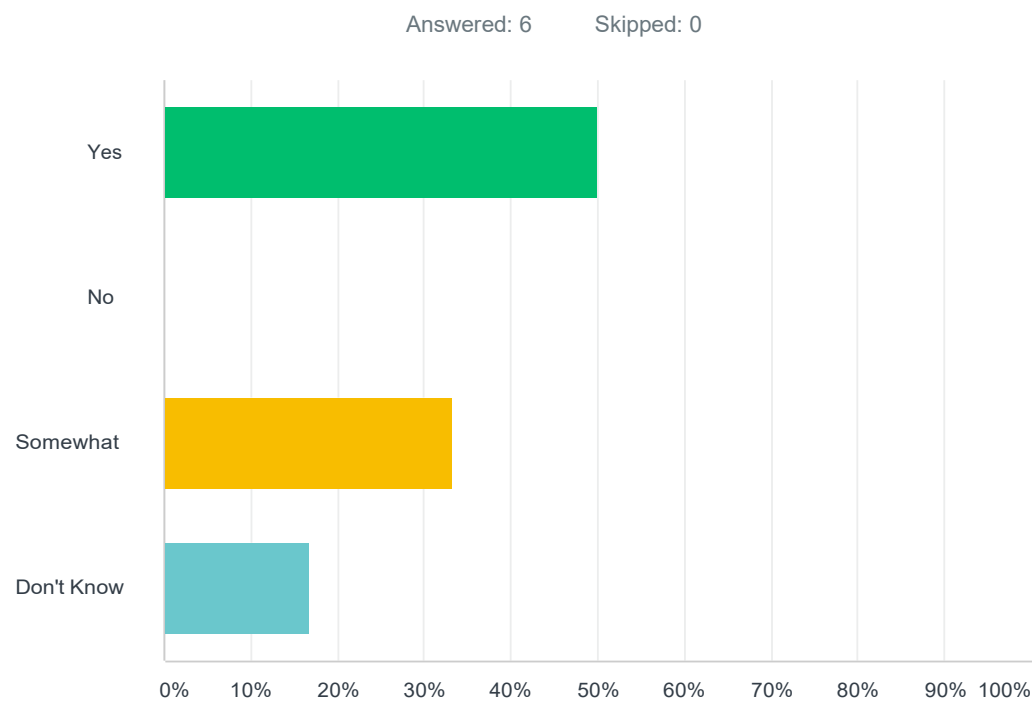
We provide staff with opportunities to engage in community-based learning and public service.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	16.67%	1
Somewhat	50.00%	3
Don't Know	16.67%	1
TOTAL		6

Q 20

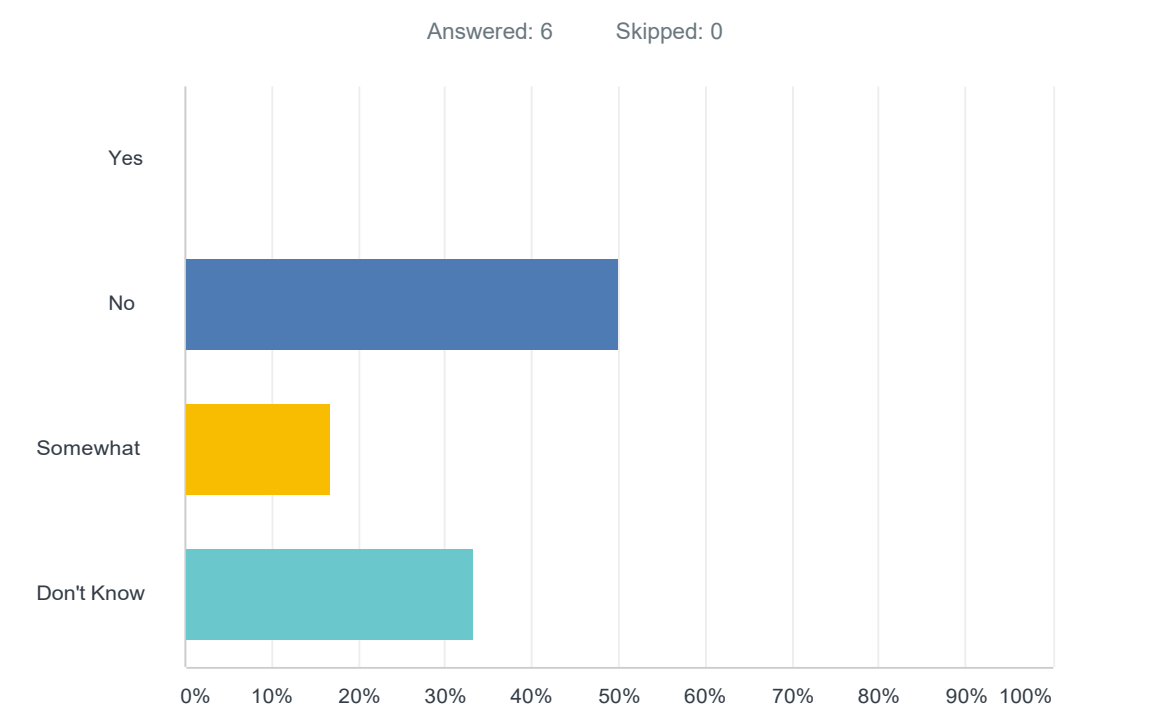
We actively advocate for more accurately reflecting the diversityof our region in all of our hiring.



ANSWER CHOICES	RESPONSES	
Yes	50.00%	3
No	0.00%	0
Somewhat	33.33%	2
Don't Know	16.67%	1
TOTAL		6

Q 21

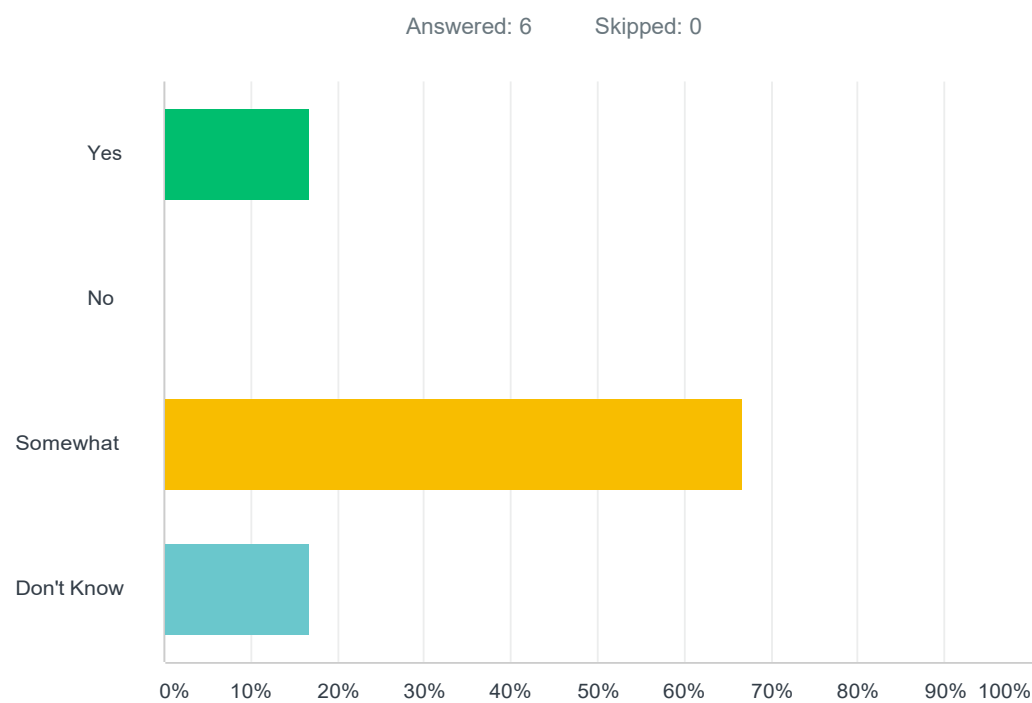
We have a succession plan that ensures diversity in our workforce in the coming years.



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	50.00%	3
Somewhat	16.67%	1
Don't Know	33.33%	2
TOTAL		6

Q 22

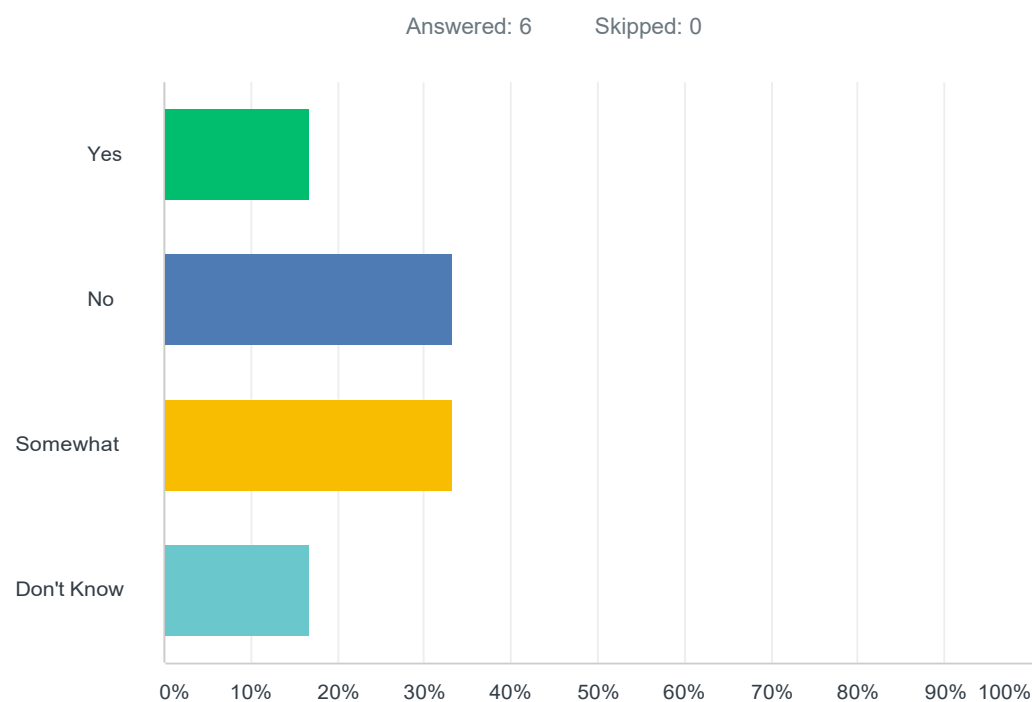
Our managers and staff engage in professional development and/or dialogue about topics related to diversity, equity and inclusion and use performance management tool to track and build our capacity in this area.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	0.00%	0
Somewhat	66.67%	4
Don't Know	16.67%	1
TOTAL		6

Q 23

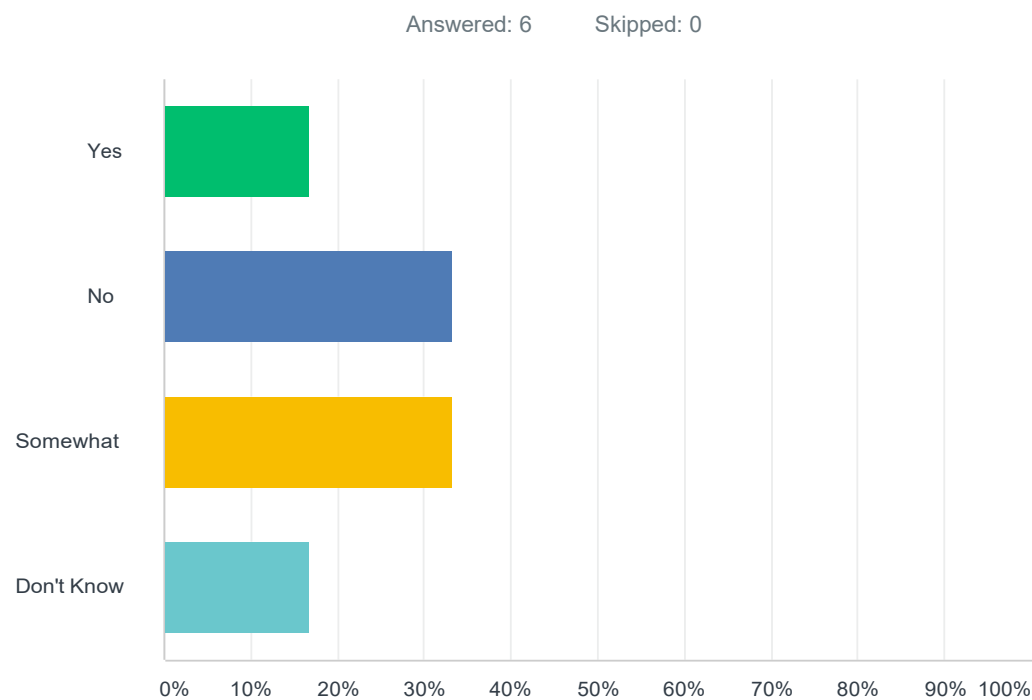
We provide fair and transparent recognition processes for achieving excellence across all staff positions.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	33.33%	2
Somewhat	33.33%	2
Don't Know	16.67%	1
TOTAL		6

Q 24

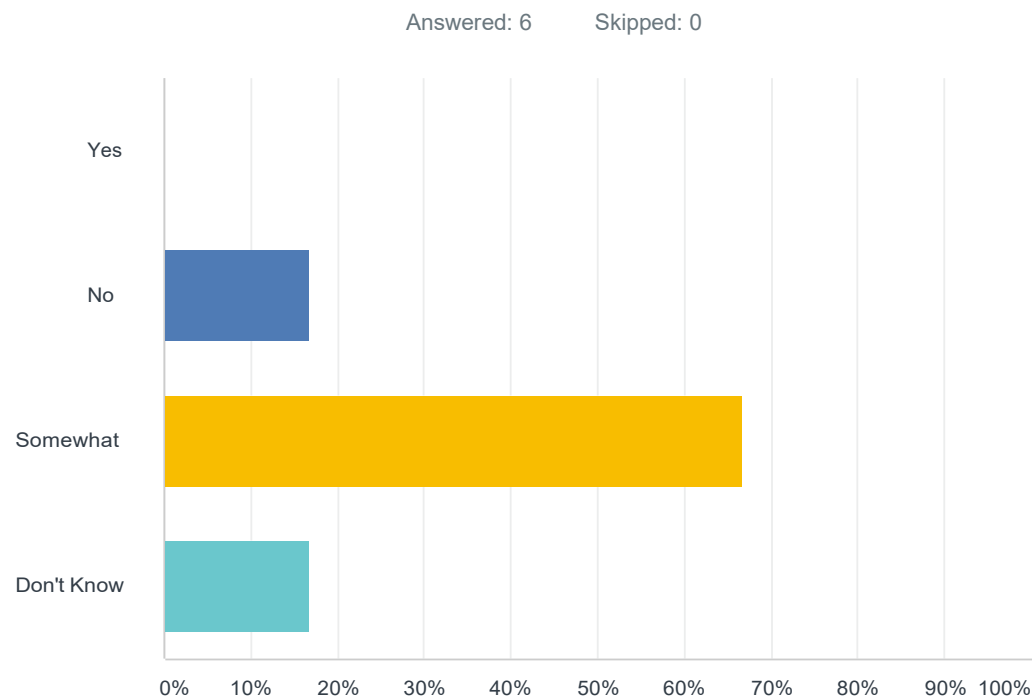
We regularly assess and provide resources to address workplace climate related to: race, ethnicity, gender, gender identity, religion, sexual orientation, socioeconomic status, disability/ability, nationality and other areas of diversity for all of our staff members and our patrons.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	33.33%	2
Somewhat	33.33%	2
Don't Know	16.67%	1
TOTAL		6

Q 25

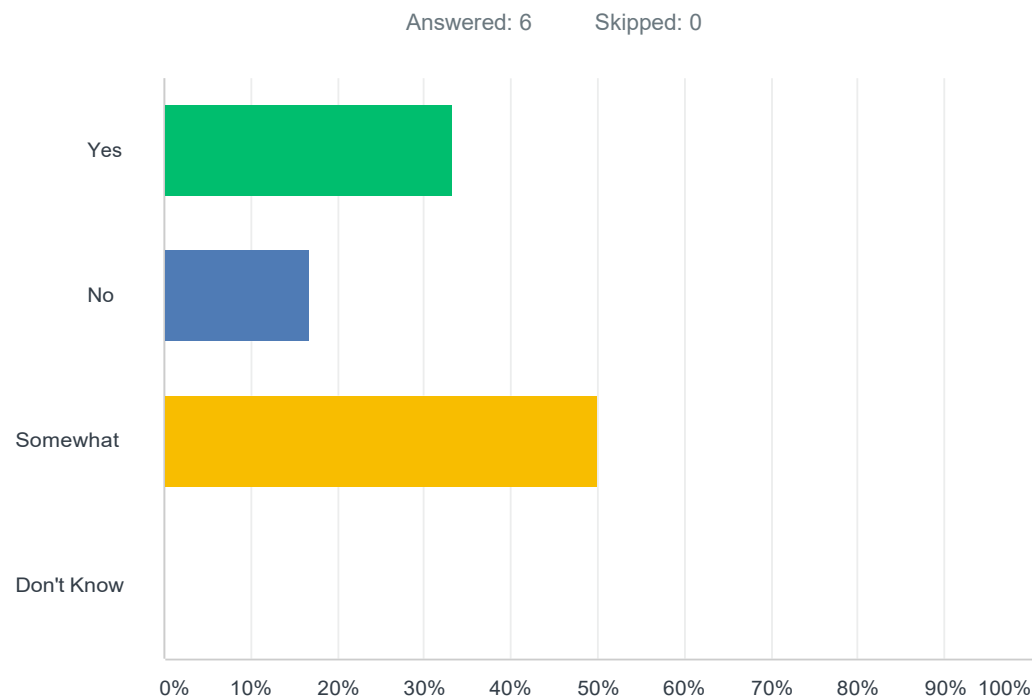
We regularly assess the degree to which our staff feels respected, valued, fully included and welcomed and provide resources and training to address challenges and support an inclusive climate.



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	16.67%	1
Somewhat	66.67%	4
Don't Know	16.67%	1
TOTAL		6

Q 26

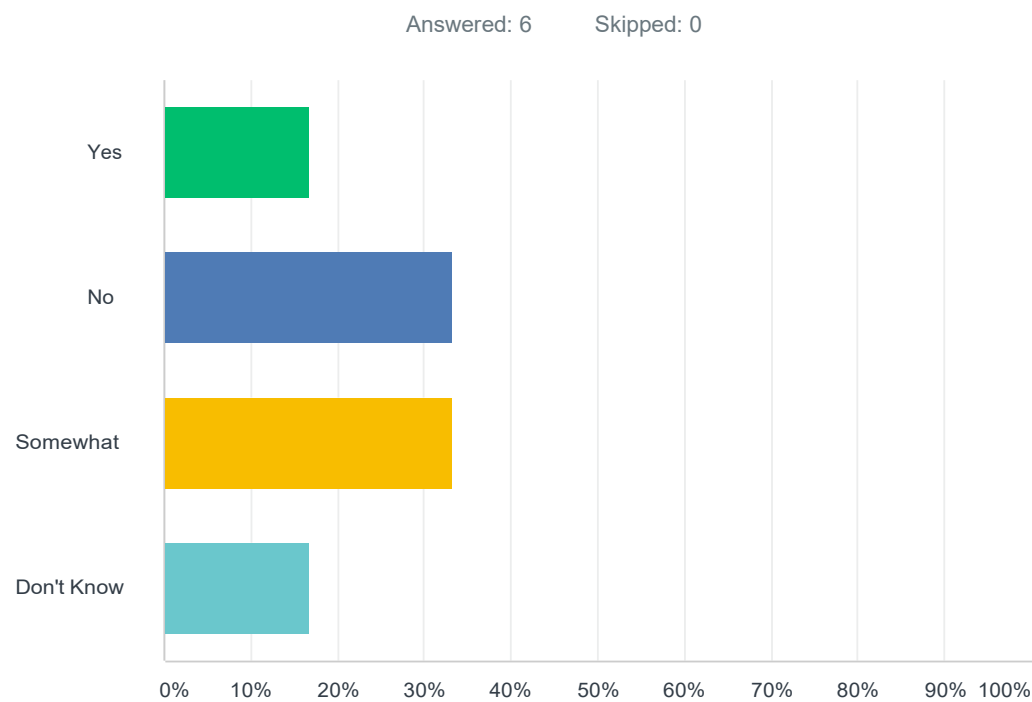
There is a clear culture of respect, collegiality, intergroupdialogue and collaboration across differences in all levels and positions of our organization.



ANSWER CHOICES	RESPONSES	
Yes	33.33%	2
No	16.67%	1
Somewhat	50.00%	3
Don't Know	0.00%	0
TOTAL		6

Q 27

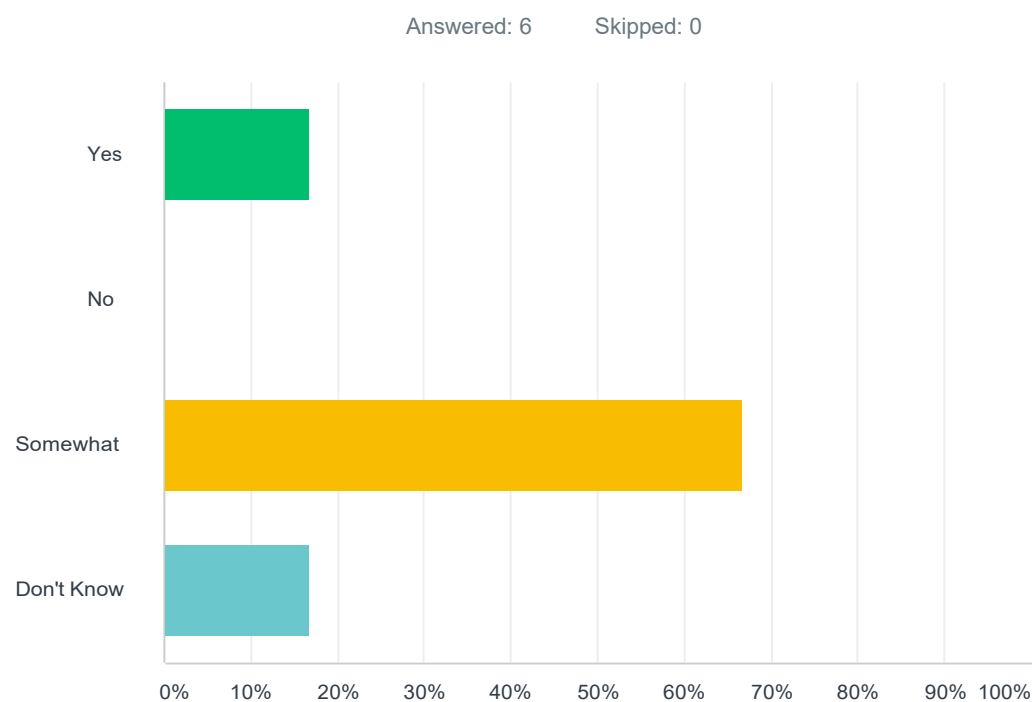
All organization, park, area and department events and activities are physically accessible to participants with disabilities.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	33.33%	2
Somewhat	33.33%	2
Don't Know	16.67%	1
TOTAL		6

Q 28

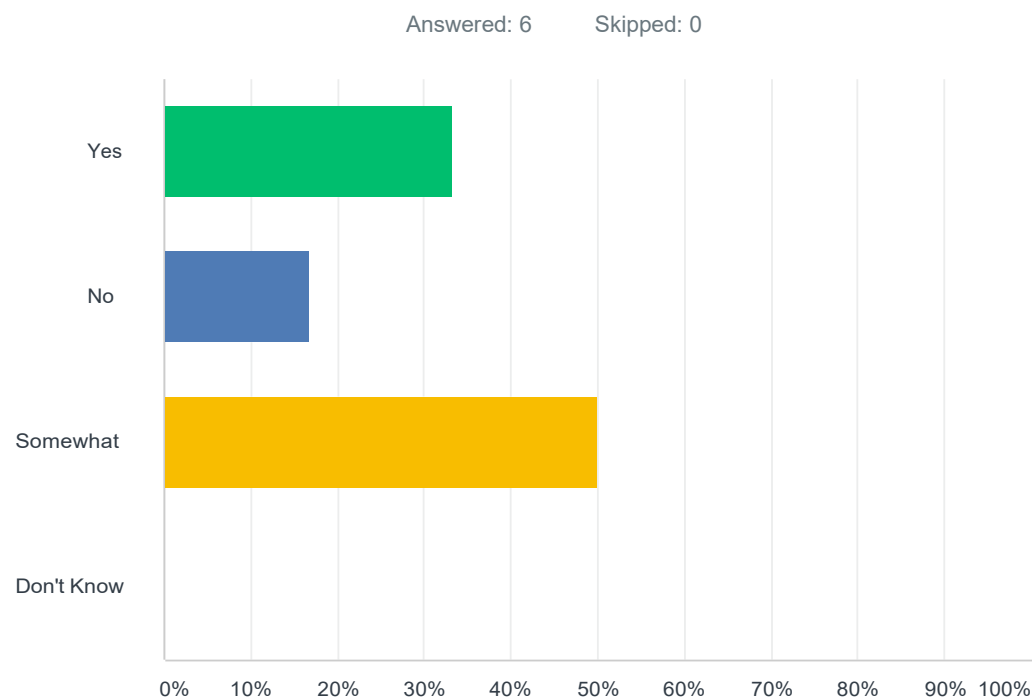
If issues of insensitivity, exclusion, disrespect or harassment arise in our workplace or other spaces we support, they are addressed directly and in a timely manner.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	0.00%	0
Somewhat	66.67%	4
Don't Know	16.67%	1
TOTAL		6

Q 29

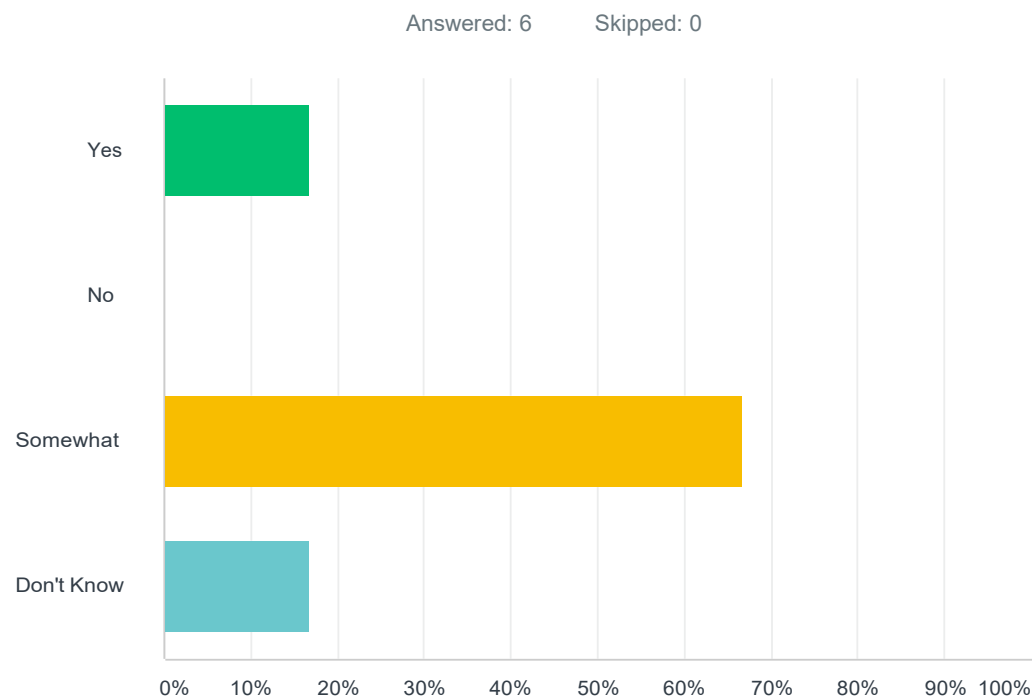
Visible images and materials throughout our organization are welcoming and inclusive to diverse groups. For example, they include positive multicultural images, reflect the experiences of multiple communities, offer messages of equity and inclusion and showcase our own diversity.



ANSWER CHOICES	RESPONSES	
Yes	33.33%	2
No	16.67%	1
Somewhat	50.00%	3
Don't Know	0.00%	0
TOTAL		6

Q 30

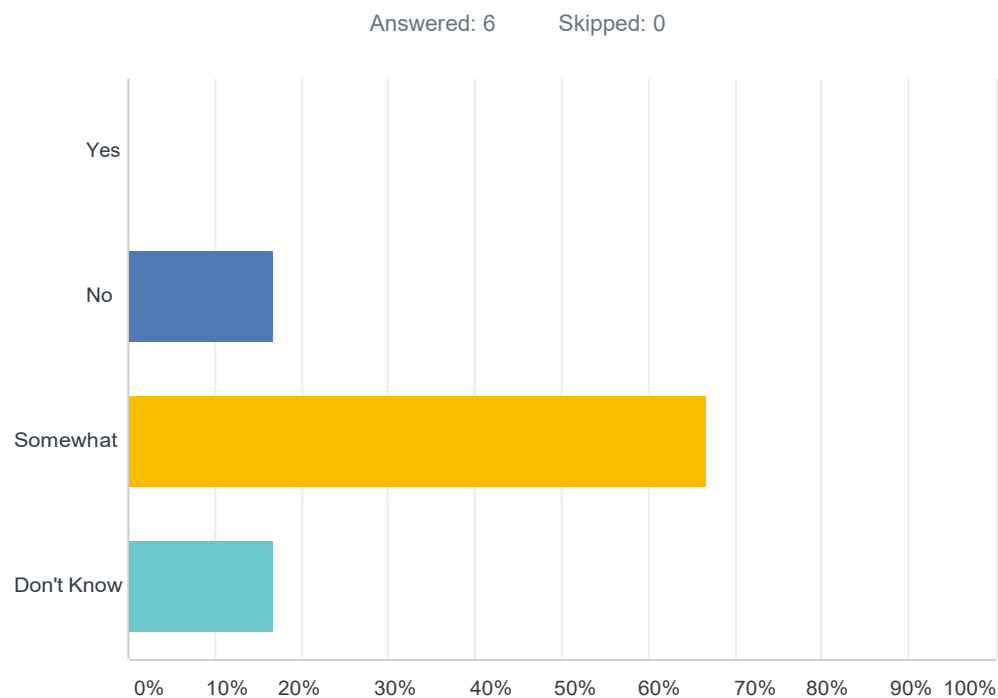
We use data from organization surveys and other reports to help understand our climate needs, as well as how we can become leaders in the region and state in creating a fully welcoming and inclusive environment for all.



ANSWER CHOICES	RESPONSES	
Yes	16.67%	1
No	0.00%	0
Somewhat	66.67%	4
Don't Know	16.67%	1
TOTAL		6

Q 31

Our staff, as well as our physical spaces, provide a comfortable environment for discussion of personal and professional topics related to race, ethnicity, gender, gender identity, religion, sexual orientation, socioeconomic status, disability/ability, and other areas of diversity.



ANSWER CHOICES	RESPONSES	
Yes	0.00%	0
No	16.67%	1
Somewhat	66.67%	4
Don't Know	16.67%	1
TOTAL		6

Attachment 3:

Action Plans

Tool	2019							
	May	June	July	Aug	Sep	Oct	Nov	Dec
Climate Survey --provided a broad overview of the Metroparks climate and baseline DEI indicators. Repeat in 2021								
Seasonal Employees Entrance Survey —Since seasonal employment is the main way of entering the Metroparks system, this survey will help us understand where our seasonal employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.								
Seasonal Employees Exit Survey —This survey will provide information about the work experiences of seasonal employees. This information will be used in trainings for staff, management and seasonal employees. Repeat in 2020								
DEI self-assessment —The Leadership team participated in this assessment. This tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go. Repeat in late 2020 and 2021								

Tool	2020											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Climate Survey --provided a broad overview of the Metroparks climate and baseline DEI indicators. Repeat in 2021												
Seasonal Employees Entrance Survey —Since seasonal employment is the main way of entering the Metroparks system, this survey will help us understand where our seasonal employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.												
Seasonal Employees Exit Survey --This survey will provide information about the work experiences of seasonal employees. This information will be used in trainings for staff, management and seasonal employees. Repeat in 2020												
DEI self-assessment —The Leadership team participated in this assessment. This tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go. Repeat in late 2020 and 2021												

Tool	2021											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Climate Survey --provided a broad overview of the Metroparks climate and baseline DEI indicators. Repeat in 2021												
Seasonal Employees Entrance Survey —Since seasonal employment is the main way of entering the Metroparks system, this survey will help us understand where our seasonal employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.												
Seasonal Employees Exit Survey --This survey will provide information about the work experiences of seasonal employees. This information will be used in trainings for staff, management and seasonal employees. Repeat in 2020												
DEI self-assessment —The Leadership team participated in this assessment. This tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go. Repeat in late 2020 and 2021												

Tool	2022											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Climate Survey --provided a broad overview of the Metroparks climate and baseline DEI indicators. Repeat in 2021												
Seasonal Employees Entrance Survey —Since seasonal employment is the main way of entering the Metroparks system, this survey will help us understand where our seasonal employees live (by zip code) and how they find out about jobs in the Metroparks. This information will be used as part of our ongoing recruitment strategy.												
Seasonal Employees Exit Survey --This survey will provide information about the work experiences of seasonal employees. This information will be used in trainings for staff, management and seasonal employees. Repeat in 2020												
DEI self-assessment —The Leadership team participated in this assessment. This tool provides both a way to take stock of current efforts and a set of benchmarks that can be used to determine where we are and where we need to go. Repeat in late 2020 and 2021												

Training Plan

Training	2019							
	May	June	July	Aug	Sep	Oct	Nov	Dec
Leading DEI (6 hours) Training for Chiefs, Department Heads, Superintendents and Park Operation Managers.								

Managing DEI (6 hours) Training for Managers and Supervisors								
--	--	--	--	--	--	--	--	--

DEI Basics (4 hours) Staff Training								
---	--	--	--	--	--	--	--	--

Training	2020											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Leading DEI (6 hours) Training for Chiefs, Department Heads, Superintendents and Park Operation Managers.												

Managing DEI (6 hours) Training for Managers and Supervisors												
--	--	--	--	--	--	--	--	--	--	--	--	--

DEI Basics (4 hours) Staff Training												
---	--	--	--	--	--	--	--	--	--	--	--	--

Training	2021											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Leading DEI (6 hours) Training for Chiefs, Department Heads, Superintendents and Park Operation Managers.												

Managing DEI (6 hours) Training for Managers and Supervisors												
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DEI Basics (4 hours) Staff Training												
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Training	2022											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Leading DEI (6 hours) Training for Chiefs, Department Heads, Superintendents and Park Operation Managers.												

Managing DEI (6 hours) Training for Managers and Supervisors												
--	--	--	--	--	--	--	--	--	--	--	--	--

DEI Basics (4 hours) Staff Training												
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HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca Franchock, Chief of Finance
 Subject: Report – October General Fund Financial Statement Review
 Date: November 8, 2019

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the October 2019 General Fund Financial Statement Review as recommended by Chief of Finance Rebecca Franchock and staff.

Balance Sheet: The Oct. 31 balance sheet reflects cash assets on hand of \$2.2 million. Investments, consisting primarily of CD's, U.S. Treasury/Agency funds and municipal pooled funds totals \$43 million. The average rate of return on investments continues to decline. This month the average rate of return is just over 2.0 percent as staff finds it more challenging to renew at rates over 1.5 percent.

Taxes Receivable from the five counties totals \$227,000, offsetting this is \$171,000 that has been collected and received in advance of recording next year's levy by a community in Macomb County. The Net Taxes Receivable is \$56,000. Other assets total \$1.1 million.

Anticipated grant funding related primarily to the SAW grants is reflected here as are the MMRMA self-insured retention funds. Funds are transferred from the Capital Project Fund at the beginning of each month for the payments that have been processed from the General Fund. At the end of September, the amount due to the General Fund from the Capital Project Fund is \$86,000. Liabilities and Fund Equity Categories reflect the balances approved at year end of 2018.

Park Operating Revenue: 2019 October operating revenue totaled just short of \$1 million for the month. This was up about 20 percent over the prior year October park operating revenue total of \$813,000. This was enough to produce a year-over-year increase of more than \$500,000 on a year-to-date basis. If the Metroparks maintain operating revenue with a similar strength through the end of the year, staff still anticipates meeting the operating revenue budget. Again, this is partly from improved results and partly from more realistic budget projections.

Tolling and golf continue to support these improved results with aquatics facilities in total producing a drag. Overall year-to-date toll and golf revenue are each producing an increase in the \$250,000 range. This is a 3 percent increase for tolling but nearly a 6 percent increase for golf.

the Administrative Office online sales are up \$83,000 (185 percent). Wolcott also continues to show marked increases, up \$39,000 (189 percent). Of the larger established parks, Kensington and Stony Creek produced the greatest increases by location, up \$66,000 and \$87,000 respectively. Lake St. Clair, Lower Huron/Willow/Oakwoods and Hudson Mills parks continue to reflect year-to-date decreases compared to 2018.

Focusing on golf revenue, overall, year-to-date, revenue is up 5.9 percent. As with tolling, the results by location are mixed. While Kensington has produced the most revenue year-to-date (\$1,031,000), Willow has produced slightly more growth year-over-year (\$101,000 – up 17.8 percent) Unfortunately, Stony Creek and Lake Erie are both producing less revenue than at this point in 2018.

As reviewed last month, looking at aquatic facilities only the Kensington Splash-n-Blast and Lake Erie's Great Wave were able to meet their revenue budget. Kensington was the only aquatic facility to increase revenue produced on a year-over-year comparison. The inflatable slide at Stony Creek will be replaced next season and staff hopes this update will reverse the decline in revenue generated at that location. Over all, aquatic facilities reflect a \$26,000 decrease in revenue on a year-over-year basis falling short of budgeted revenue by \$107,000.

Most revenue facilities showed growth compared to 2018. With the exception of the aquatic facilities just mentioned drags on revenue were caused by cross country skiing, activity center rental, mobile stage, trackless train and interpretive.

Other Revenue: Tax revenue is up \$250,000 over the prior year. Grant revenue reflects a significant decrease, down \$817,000, which is offset by an increase of \$229,000 in interest revenue. Sale of Capital Assets reflects a decrease due to correcting the treatment of the sale of non-capital items in the auction. These items are now appropriately reflected in the correct account.

Administrative Expenditures: Administrative Office expenditures total \$7.6 million at the end of October 2019. This is virtually an increase of \$380,000 from the year-to-date total as of one year ago. There have been significant changes in the Administrative Office structure as compared to 2018. For example, nearly \$400,000 of Natural Resources work has been shifted to park operations where the work is performed. Several smaller departments were absorbed into their parent department as well as accompanying staff changes. Also, as noted in previous months, Professional and Outside Services account for the largest increase (up \$507,000 year-to-date).

Park Operating Expenditures: Total year-to-date Park operating expenditures are \$28 million compared to \$27.4 million spent at this point in 2018; a \$617,000 increase. The shift charging Natural Resources work to park operations totals \$701,000. Golf, Police, Interpretive facilities and general cost centers are also up. Offsetting these increases are decreases in administrative, aquatic facilities and disc/adventure golf.

In reviewing accounts across the parks, operating supplies, minor equipment and fuel are all down over the expense total as of Oct. 31 of last year. Full and part-time wages increased; a large portion of the wage increase is related to the Natural Resource cost shift.

As noted in previous reviews, one of the budgeting changes implemented in 2019 removed contingency funding in major maintenance that was used to cover various unexpected repairs that historically occur throughout the year. In analyzing historical trends, staff felt that there were already sufficient funds within park operations to accommodate these occurrences. For example, 2018 park operations results were \$1.8 million or 5 percent under budget at year end. It continues to appear that this change in budgeting is effective.

Major Maintenance Expenditures: The nature of Major Maintenance expenditures makes it difficult to make year-to-year comparisons. More than 40 separate projects are included in the 2019 budget ranging from \$10,000 to \$500,000 and total \$3.3 million.

Currently, projects have been written totaling \$1.3 million. The post Labor Day parks are a busy time for this type of work. Project payments made as of Oct. 31, 2019 total \$809,000. Nearly \$200,000 or one-quarter of this work was paid in October. This is double the amount of major maintenance completed in October of 2018. It is expected that several additional projects for accessibility, boardwalk and aquatic repairs will be started and be substantially completed by year end.



HURON-CLINTON METROPOLITAN AUTHORITY

8 - B - 2
Meeting of November 14, 2019

To: Board of Commissioners
From: Rebecca Franchock, Chief of Finance
Subject: Report – Monthly Capital Project Fund
Date: November 8, 2019

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the Capital Project Fund report as submitted by Chief of Finance Rebecca Franchock and staff.

Background: In 2018, the Board of Commissioners approved the creation of a capital project fund. In order to improve the information provided on specific capital improvement projects Finance is working on developing a monthly performance report.

The following columns of data are provided by project:

- Life-To-Date Total Project Budget
- Year-To-Date Total Project Expenditures
- Life-To-Date Total Project Expenditures
- Current Project Encumbrances (Funds committed through the purchase order process)
- Balance (Life-To-Date Budget less Life-To-Date Expenditures and Current Encumbrances)

Project updates include:

- The Huron Meadows Quonset Hut demolition had significant work completed this past month.
- Work continues to proceed on the Nature Center Exhibits at Oakwoods Metropark.
- The most significant project update is that the Stony Landing project has concluded leaving nearly \$4.3 million in the capital project fund. These funds are now available to be reallocated pending staff recommendation and Board of Commissioners approval. It is anticipated that some of the funds will be needed for a parking lot and a building project at this location.

Staff anticipates that the format of the report may change but that this information will continue to be provided to the Board on a monthly basis.

Attachment: October Capital Project Fund Update

**Capital Project Fund Report
Period Ending 10/31/2019**

Project Code	Project Description	Location	Category	Life to Date Budget	Year to Date Expenditures	Life to Date Expenditures	Life to Date Encumbrance	Balance	Project Status
50217.677	Black Creek Shore Fishing Access	Lake St Clair	Other Improvements	139,046.56	133,185.05	138,942.90	0.00	103.66	
50217.679	Nature Center Improvements-DNR Passport Grant Funded	Lake St Clair	Building	60,000.00	0.00	0.00	15,191.42	44,808.58	
50217.683	Pump Station No. 1 Replacement-SAW Grant	Lake St Clair	Other Improvements	384,336.62	311,733.72	340,055.17	45,087.90	(806.45)	
50217.684	Park Maintenance Area Stormwater Improvements-SAW Grant	Lake St Clair	Infrastructure	188,753.59	103,174.46	116,849.62	71,903.97	0.00	
50218.687	Truck Hoist	Lake St Clair	Building	42,410.00	0.00	0.00	0.00	42,410.00	
50416.1098	Shoreline Protection	Kensington	Land Improvements	18,721.35	0.00	17,684.05	0.00	1,037.30	
50417.1107	Maple Beach Site Improvements	Kensington	Other Improvements	904,626.71	32,032.73	103,333.13	0.00	801,293.58	
50417.1111	Sanitary Sewer Connections, Park Area & Farm - SAW Grant	Kensington	Infrastructure	1,531.71	0.00	0.00	0.00	1,531.71	
50418.1113	Nature Center Exhibits	Kensington	Other Improvements	16,116.68	27,069.20	30,897.88	0.00	(14,781.20)	
50419.1116	Secondary Containment of Fuel Storage	Kensington	Other Improvements	50,000.00	0.00	0.00	0.00	50,000.00	
50419.1117	Installation of Fiber at Tollbooth near Golf Course	Kensington	Infrastructure	31,227.69	27,020.45	27,090.52	0.00	4,137.17	Completed
50618.489	Turtle Cove Screen Wall	Lower Huron	Building	12,580.00	12,580.00	12,580.00	0.00	0.00	
50519.126	Iron Belle Trailhead	Dexter-Delhi	Land Improvements	48,471.82	4,346.82	4,346.82	0.00	44,125.00	
50817.213	Golf Course Maintenance Area Stormwater Improvements-SAW Grant	Hudson Mills	Infrastructure	214,578.59	6,266.75	14,492.59	18,210.00	181,876.00	
50818.215	Island Bridge Replacement	Hudson Mills	Other Improvements	214,986.30	47,744.97	51,224.58	163,715.00	46.72	
50916.532	Boat Launch Site Revelopment	Stony Creek	Other Improvements	5,354,346.53	(41,838.88)	1,067,037.51	0.00	4,287,309.02	Completed
50917.542	Baypoint Beach Site Improvements	Stony Creek	Other Improvements	897,157.88	27,233.03	96,494.11	0.00	800,663.77	
50917.547	Sanitary Force Main Replacement-SAW Grant	Stony Creek	Infrastructure	435,438.83	389,335.32	431,430.65	20.00	3,988.18	Completed
50918.548	Shelden Trails Redevelopment	Stony Creek	Infrastructure	211,769.00	24,660.00	48,870.00	0.00	162,899.00	
50918.549	Baypoint Sanitary Pump Replacement	Stony Creek	Infrastructure	43,521.77	684.18	43,926.77	0.00	(405.00)	
50918.550	26 Mile Road Bridge & Desk Rehabilitation-Design/Study	Stony Creek	Infrastructure	913,917.78	697,688.16	775,528.77	163,952.89	(25,563.88)	
50919.552	Sanitary Sewer Rehabilitation	Stony Creek	Infrastructure	332,231.00	0.00	0.00	0.00	332,231.00	
51017.311	Park Office Replacement	Willow	Building	2,138,434.04	35,204.12	66,634.04	45,050.00	2,026,750.00	
51017.313	Service Yard Stormwater Improvements-SAW Grant	Willow	Infrastructure	14,433.97	5,157.37	14,868.97	0.00	(435.00)	
51019.314	Golf Course Culvert Replacement	Willow	Infrastructure	373.99	4,973.99	4,973.99	0.00	(4,600.00)	
51118.110	Oakwoods Nature Center Exhibit Design	Oakwoods	Other Improvements	600,000.00	92,486.69	69,945.75	530,054.25	0.00	
51119.111	Flat Rock Dam Boom Installation	Oakwoods	Other Improvements	27,025.62	2,025.62	3,188.69	0.00	23,836.93	
51215.228	Pool Backwash Connection	Lake Erie	Other Improvements	178,861.59	176,796.71	186,629.91	0.00	(7,768.32)	Completed
51218.238	Course Storm Siren	Lake Erie	Building	27,346.00	27,381.00	27,381.00	0.00	(35.00)	Completed
51218.239	Shoreline and Fish Habitat Restoration	Lake Erie	Other Improvements	1,606,480.68	17,795.67	18,017.96	167,999.56	1,420,463.16	
51319.139	Mill Building Stabilization and Repairs	Wolcott	Building	100,000.00	2,580.00	0.00	20,360.00	79,640.00	
51319.140	Generator Hookup at Farm	Wolcott	Infrastructure	30,000.00	0.00	0.00	0.00	30,000.00	
51319.141	Farm Fence Installation along 28 Mile Rd	Wolcott	Other Improvements	27,645.95	8,116.02	8,116.02	0.00	19,529.93	
51618.091	Demolition of 4 Quonset Huts in Service Yard Area	Huron Meadows	Building	214,237.56	147,833.70	158,271.47	48,919.27	7,046.82	
51619.092	Lightning Detection System Installation	Huron Meadows	Building	27,246.00	27,281.00	27,281.00	0.00	(35.00)	Completed
Grants	50217.679 - Nature Center Building Improvement	Lake St Clair		(45,000.00)	0.00	0.00	0.00	(45,000.00)	
Grants	50217.683 - Pump Station No. 1 SAW Grant	Lake St Clair		(150,000.00)	0.00	0.00	0.00	(150,000.00)	
Grants	50918.548 - Shelden Trail	Stony Creek		(60,000.00)	0.00	0.00	0.00	(60,000.00)	
Grants	51118.110 - Nature Center New Exhibits	Oakwoods		(150,000.00)	0.00	0.00	0.00	(150,000.00)	
Grants	51218.239 - Coastal Marsh Habitat & Trail Development	Lake Erie		(1,500,000.00)	0.00	0.00	0.00	(1,500,000.00)	

\$ 13,602,855.81 \$ 2,350,547.85 \$ 3,906,093.87 \$ 1,290,464.26 \$ 8,406,297.68

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Rebecca Franchock, Chief of Finance
Subject: Approval – 2020 Fiduciary Liability Insurance
Date: November 8, 2019

Action Requested: Motion to Approve

That the Board of Commissioners approve renewing fiduciary liability insurance for the premium amount of \$11,125 with the Johnston Lewis Associates with Chubb Insurance Company for 2020 as recommended by Chief of Finance Rebecca Franchock and staff.

Fiscal Impact: The 2020 premium will be included in development of the 2020 General Fund budget.

Background: Since January 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.

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 because of fiduciary decisions they have made in the context of their responsibilities with the Metroparks. Generally, this included 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.

The Metroparks agent, Craig Manser of Ibex Insurance, sought proposals for coverage in the fall of 2017 and Chubb was selected. The proposal included an automatic renewal at the same price for coverage in 2019; this pricing has been extended for 2020.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Nina Kelly, Chief of Planning and Development
 Subject: Approval – Flat Rock Dam Feasibility Study Match Commitment
 Location: Oakwoods Metropark
 Date: November 8, 2019

Action Requested: Motion to Approve

That the Board of Commissioners authorize staff to execute a funding commitment letter in the amount of \$12,000 (\$10,000 cash and \$2,000 in-kind) to the Huron River Watershed Council in support of their proposal to the Michigan Department of Natural Resources (DNR) Fisheries Habitat Program to study the feasibility of removing the Flat Rock and Huron dams as recommended by Chief of Development Nina Kelly and staff.

Fiscal Impact: The Huron River Watershed Council (HRWC) is the grant applicant. The total project cost is \$237,000, and the grant request is for \$215,000 with \$22,000 in matching funds. The Metroparks is proposing to contribute \$10,000 in cash and \$2,000 in in-kind services, for a total match of \$12,000. HRWC and the City of Flat Rock will be providing the additional \$10,000 in match funding.

Background: The Metroparks is partnering with HRWC and the city of Flat Rock to submit a full proposal to the DNR Fisheries Habitat Grant Program. The proposal is entitled “Dam Removal Feasibility Study to Restore Connectivity and Fish Passage at Flat Rock Dam and Huron Dam.”

The Flat Rock Dam is located immediately upstream from a bridge that carries a road, (West Huron River Drive) a railroad and several utilities including an oil/gas pipeline. The structure was originally built by Henry Ford and provided power for a plant located on the west side of the dam; Flat Rock Metals now occupies that building. Ford sold the dam and nearly 350 acres of nearby land to the Metroparks in 1951. This sale did not, however, include the land underneath the dam, which is owned by the Grand Trunk Western Railroad Company (successor to Detroit, Toledo, and Ironton Railway Company, the original owner).

Huron Park is located immediately downstream from the Flat Rock dam, which is owned and operated by the city of Flat Rock. The park boundary contains a second concrete dam/weir on the Huron River, which will also be evaluated during the feasibility study process.

The following issues will be investigated when assessing the feasibility of removing the Flat Rock Dam: (1) fish passage; (2) condition of the dam and downstream bridge and associated infrastructure; (3) impacts to riparian land uses (including Oakwoods Metropark) and site history; and (4) funding.

The proposed feasibility study would be conducted by May 1, 2020, with completion no later than Oct. 1, 2021.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Approval – ADA Transition Plan
Date: November 8, 2019

Action Requested: Motion to Approve

That the Board of Commissioners approve the updated Americans with Disabilities Act (ADA) Transition Plan as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: Projects identified in the ADA Transition Plan will affect the budget over the 10-year planning horizon; however, there is no immediate fiscal impact.

Background: Following the staff and public review period, Planning and Development Department staff presented the draft ADA Transition Plan to the Board for review and comment at the Oct. 10, 2019 meeting. Staff compiled comments and made the necessary revisions to complete the final version of document.

Once approved, the full ADA Transition Plan and associated appendices will be made available on the Planning and Development Department page of the Metroparks website.

Attachment: Link to ADA Transition Plan

<https://documentcloud.adobe.com/link/track?uri=urn%3Aaaid%3Aasc%3AUS%3Ab35f0ff2-a479-427e-834e-9856ea18313d>



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Nina Kelly, Chief of Planning and Development
 Subject: Approval – Boat Launch Facility Conceptual Site Plan
 Location: Stony Creek Metropark
 Date: November 8, 2019

Action Requested: Motion to Approve

That the Board of Commissioners approve the conceptual site plan and development strategy for the Stony Creek Boat Launch facility as recommended by Chief of Planning and Development, Nina Kelly and staff.

Background: Recent projects completed at the boat launch facility include the replacement of finger piers (including one specifically designed for enhanced accessibility), pavement replacement in the launch area, and relocation of the hike-bike trail away from the main park road and lot entrance for safety reasons.

The expansion and redevelopment of the parking lot has been partially completed. Administrative and operations staff propose to retain the bulk of the previously-approved design of the boat launch parking lot with some modifications to remove curbing and strategically incorporate additional plantings to improve storm water management on site.

The existing restroom building/warming shelter does not meet accessibility standards, and several pillars are cracking. Administrative and operations staff propose to demolish the existing 1,100 square foot building following the construction of a new restroom building on the opposite side of the boat launch driveway.

The new building is proposed to be approximately 2,000 square feet and would include four universal access restrooms and a warming area facing Stony Creek Lake. The footprint and layout were selected for cost-estimating purposes based on previous building projects elsewhere in the Metroparks system; an architect would be hired to complete the final design.

Staff proposes to implement this initial development strategy in two phases, estimated for completion by 2021. Phase I would include the completion of the parking lot, demolition of the old hike-bike trail alignment, and development of naturalized swales between the lot and park road. One of the projects identified during the recently-completed storm water management planning process, a culvert in poor condition under the old hike-bike trail, will be addressed with the completion of this first phase.

Phase II would include the design and construction of the new restroom building and associated site amenities. Phase III will include the demolition of the existing restroom building and construction of a new shade feature on site. Staff proposes a future phase within the next five years that would include the redevelopment and/or removal of the seawall.

The following tentative project schedule has been identified:

November-December 2019	<ul style="list-style-type: none">• Phase I design modifications• Phase II RFP for architectural services
January 2020	<ul style="list-style-type: none">• Phase I bidding• Phase II contract approval for architectural services (BOC)
February 2020	Phase I construction contract approval (BOC)
May – July 2020	Phase I construction
July 2020	Phase II conceptual building and shade structure design approval (BOC)
Fall 2020 – Summer 2021	Phase II & III bidding and construction

The total cost for this project will not exceed \$2.75 million. This is inclusive of the remaining site construction components (estimate: \$1,218,168), the new building (preliminary estimate: \$611,000), a 5 percent contingency (estimate: \$91,458.40), and \$100,000 for architectural design services (16.7 percent of the estimated building cost). The cost of the shade feature and surrounding amenities will ultimately depend on the design selected but will be capped to stay within the aforementioned total budget.

Attachment: Proposed Boat Launch Design

PHASE 1

- PARKING LOT CONSTRUCTION
- HIKE-BIKE TRAIL REMOVAL
- NATURALIZED SWALE CONSTRUCTION
- SHADE TREE & ISLAND PLANTINGS



BOAT LAUNCH REDEVELOPMENT

STONY CREEK METROPARK

NOVEMBER 7, 2019

EXISTING BOAT LAUNCH LOADING AND UNLOADING AREA

PROPOSED GATHERING AREA / SHADE PAVILION

PROPOSED RESTROOM BUILDING

PROPOSED PATIO / VIEWING AREA

EXISTING FISHING DOCK

EXISTING RIP RAP / SHORELINE PROTECTION

EXISTING ASPHALT PATH

EXISTING HIKE-BIKE TRAIL, REALIGNED IN 2019

NORTH



0 50 100 150

EXISTING SHEET PILE WALL AND WALKWAY

EXISTING FINGER PIERS AND EZ DOCK KAYAK LAUNCH

319 PARKING SPACES TOTAL

PATH TO TROLLEY TRAILS
PROPOSED NATURALIZED SWALES

PROPOSED DECELERATION LANE

PROPOSED PARKING LOT ENTRANCE

EXISTING DRY BOAT STORAGE, RELOCATED IN 2015

8-C-3-a

142/251



"Bio-infiltration swale.", Planting For Clean Water, Sustainable green stormwater features, Central Permit Facilities BMPs, Stormwater Management Commission, Lake County, IL, <https://www.lakecountyil.gov/2203/Central-Permit-Facilities-BMPs>.



"Naturalized swale at Polk Valley Park." Stormwater BMPs, David Brandes, <https://sites.lafayette.edu/brandesd/courses/ce-421/stormwater-bmps/>.

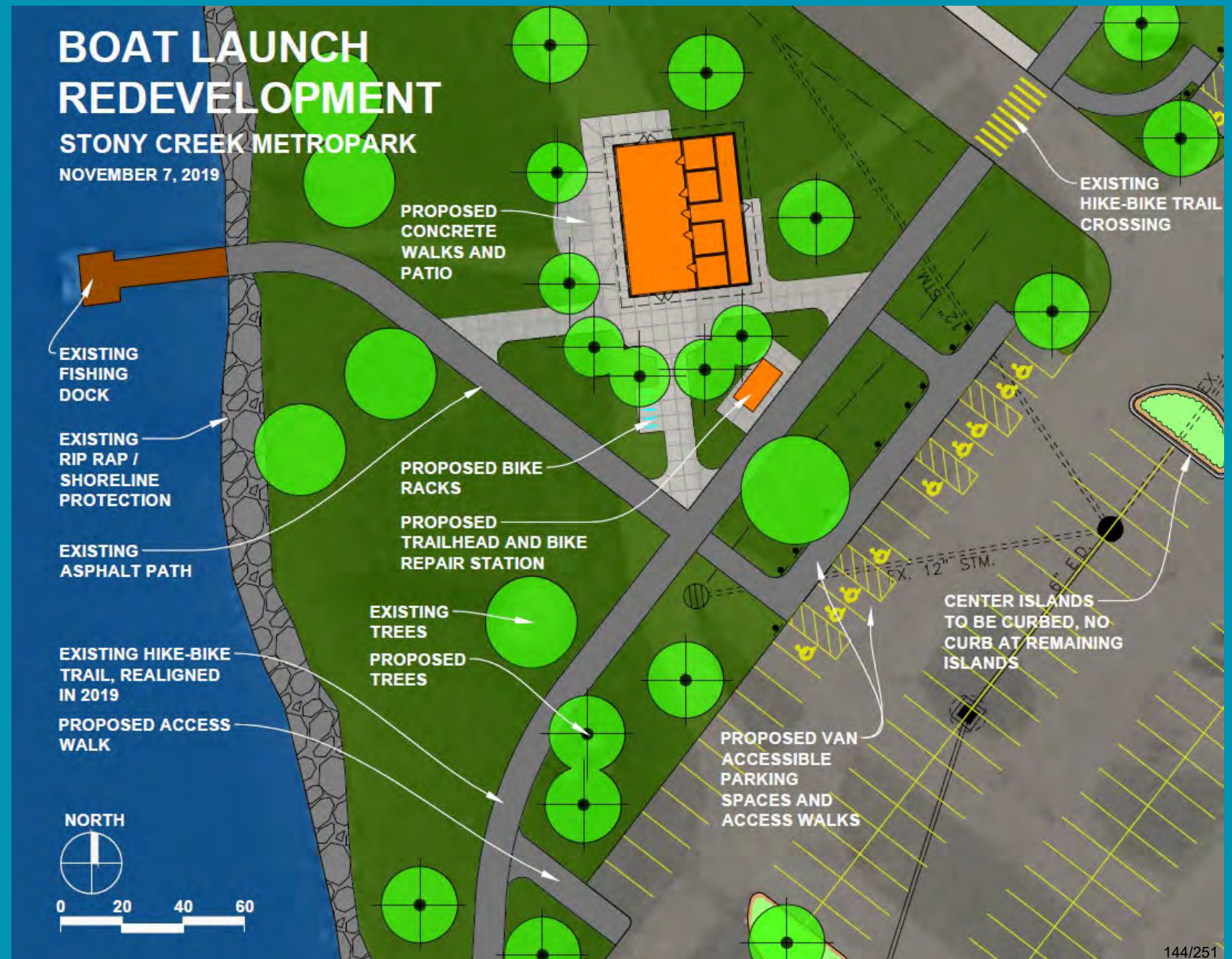


"Native Plant Swales.", Planting For Clean Water, Sustainable green stormwater features, Central Permit Facilities BMPs, Stormwater Management Commission, Lake County, IL, <https://www.lakecountyil.gov/2203/Central-Permit-Facilities-BMPs>.

A **Naturalized Swale** is a stormwater drainage swale or "ditch" that incorporates native landscaping instead of mowed turf grass. The swale can be vegetated with a combination of grasses, shrubs, and/or trees designed to slow, filter, and possibly store or infiltrate stormwater runoff.

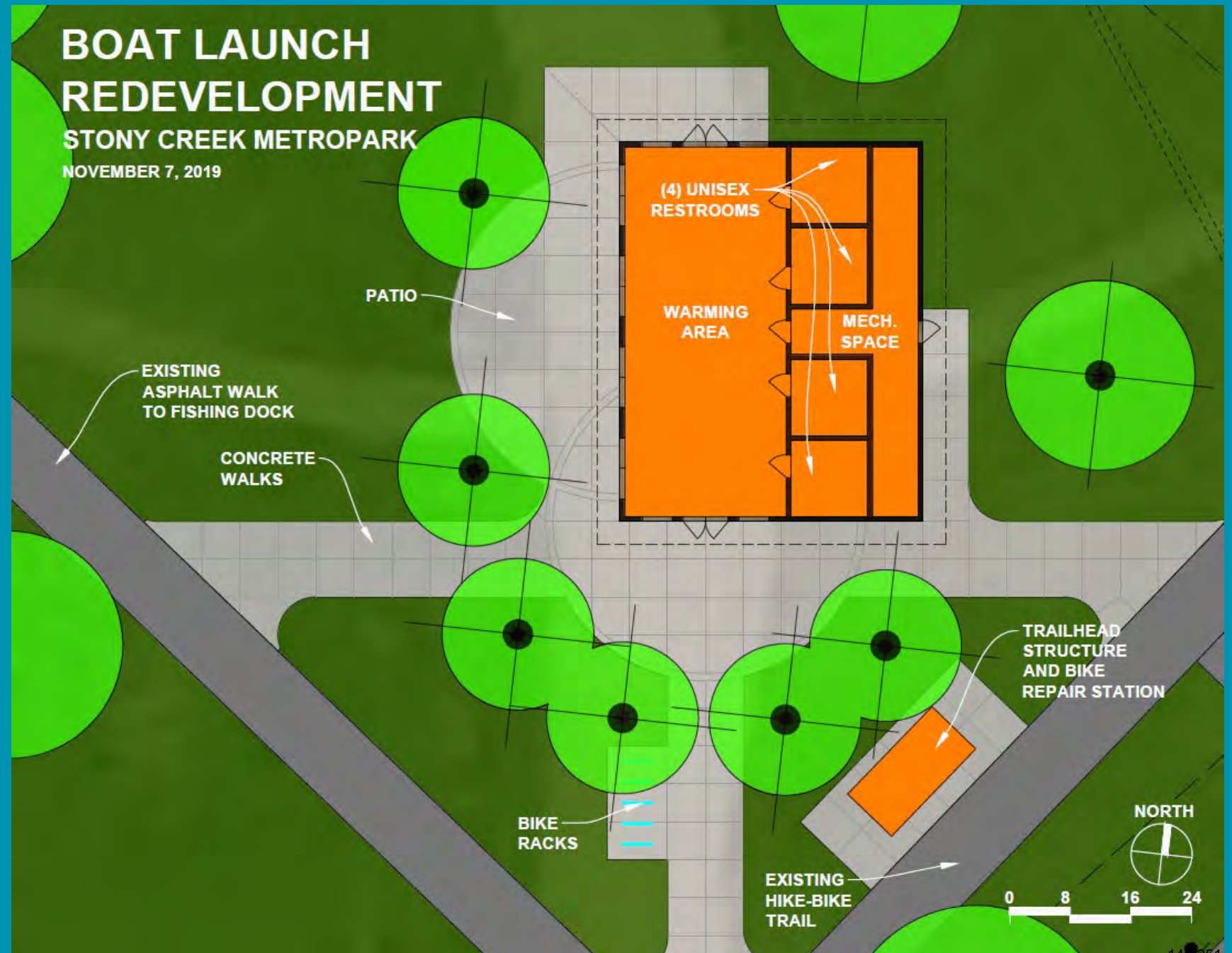
PHASE 2

- RESTROOM BUILDING WITH WARMING AREA
- PATIO AREA & CONCRETE WALKS
- TRAILHEAD & BIKE REPAIR STATION



PHASE 2

- ARCHITECT TO BE SELECTED SHORTLY FOR DESIGN OF THE BUILDING
- FOUR UNISEX RESTROOMS
- WARMING AREA
- PATIO SPACE







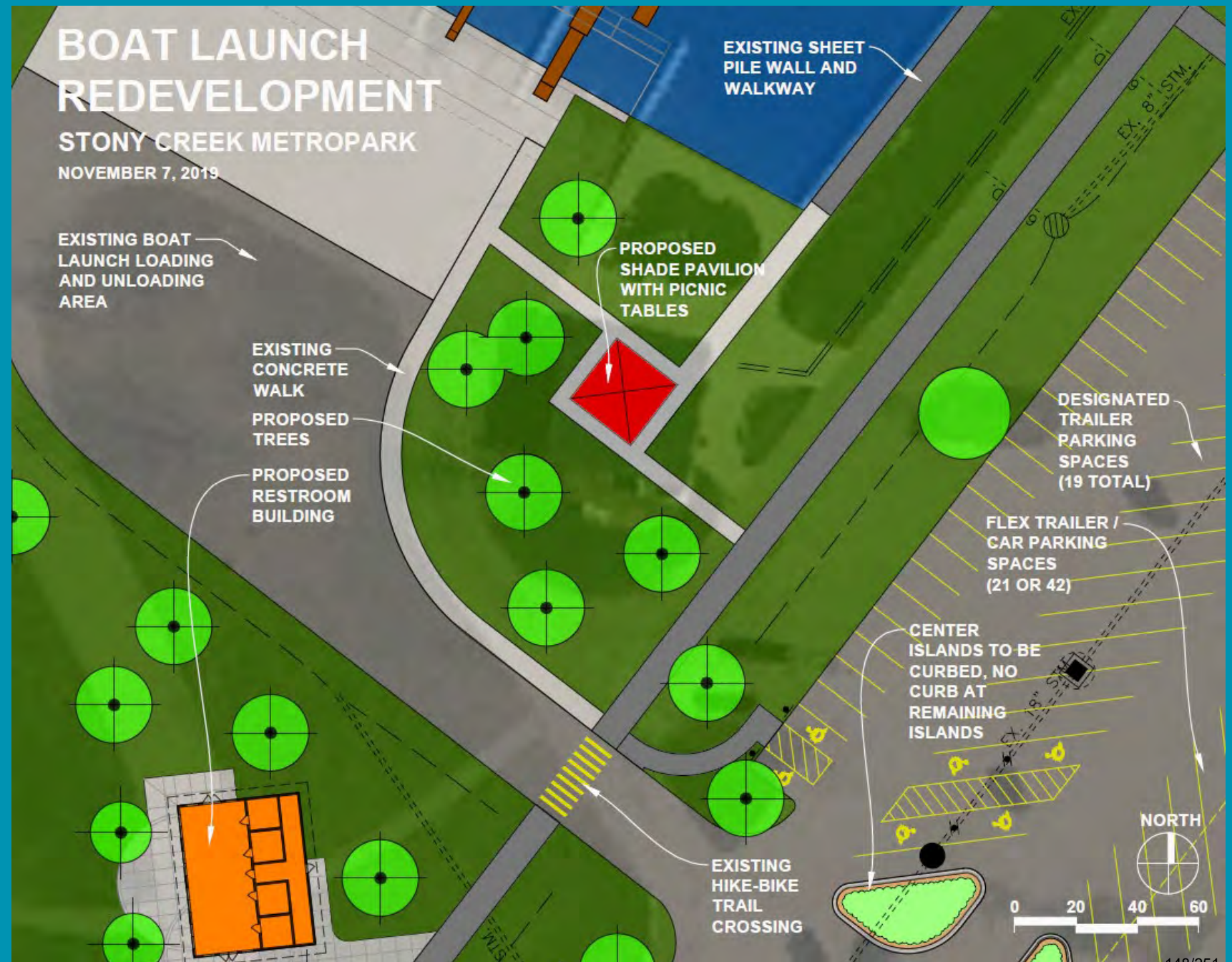
VIEW NORTH



VIEW EAST OF THE EXISTING
RESTROOM BUILDING

PHASE 3

- DEMOLITION OF THE EXISTING RESTROOM BUILDING & SURROUNDING WALKS
- SHADE PAVILION CONSTRUCTION (SIZE & STYLE TBD)



SHADE STRUCTURE EXAMPLES



**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Approval – Proposed Five-Year Strategy, Storm Water Projects
Date: November 8, 2019

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file a prioritized list of projects from the Storm Water Management Plan as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: There is no immediate fiscal impact. Funding for the projects identified in the Storm Water Management Plan would be allocated in future budgets and/or sought through grant support.

Background: The Board approved the system-wide Storm Water Management Plan at its Oct. 10, 2019 meeting. Staff has compiled a list of easily-referenced projects by parks at the request of the Board.

**Attachments: Storm Water Management Prioritization List
Potential Storm Water Management Funding Sources**



Stormwater Management Plan Project Recommendations Prioritization

Overall Culvert Recommendation Prioritization

In order to assign prioritization to culvert maintenance recommendations, individual structures were initially separated into two distinct categories:

- Projects with potential to be completed by HCMA staff (Site IDs in **green**)
- Projects likely to be externally contracted

Inside each of these categories above, culvert recommendations were further ordered into three Priority Groups, with Priority Group 1 recommendations being highest and Priority Group 3 recommendations being lowest priority. Priority Groups were derived based on type of maintenance recommended and culvert condition rating. Priority Groups are described in the table below.

Priority Group	Priority Description
1	Highest; should be considered for completion within 0-24 months
2	Mid-level; Should be considered for completion within 0-48 months
3	Lowest; should be considered for completion within 0-60 months

Once individual culvert recommendations were sorted into Priority Groups, they were finally ordered by risk, which is represented by potential volume of stormwater conveyed by the culverts inside each Group. Culverts with the highest volume potential are given priority over lowest.

These results- culverts ordered by category, level of maintenance and condition, and potential to convey stormwater, are shown in the series of tables on the following pages.

Projects with potential to be completed by HCMA staff

Culvert repair and maintenance projects that can be completed by HCMA staff (Site IDs in **green**) are considered to be cleanout activities of culverts 50 feet in length or less. All recommendations within this potential HCMA staff category are listed as Priority Group 2 or 3 in the series of tables below.

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-LOW-001	30	47	Moderate	231	Immediate Cleanout	\$279
CUL-DEL-001	24	42	Moderate	132	Immediate Cleanout	\$211
CUL-LOW-062	20	42	Moderate	92	Immediate Cleanout	\$167
CUL-STO-063	20	41	Moderate	89	Immediate Cleanout	\$136
CUL-STO-027	18	48	Moderate	85	Immediate Cleanout	\$194
CUL-IND-002	40	9	Moderate	79	Immediate Cleanout	\$84
CUL-KEN-074	18	42	Moderate	74	Immediate Cleanout	\$170
CUL-KEN-069	12	48	Moderate	38	Immediate Cleanout	\$168
CUL-STO-042	18	19	Moderate	34	Immediate Cleanout	\$76
CUL-DEL-004	12	39	Moderate	31	Immediate Cleanout	\$136
CUL-LE-012	12	30	Moderate	24	Immediate Cleanout	\$107
CUL-WIL-049	8	48	Moderate	17	Immediate Cleanout	\$168
CUL-STO-014	12	19	Moderate	15	Immediate Cleanout	\$68
CUL-STO-057	6	36	Moderate	7	Immediate Cleanout	\$124
CUL-STO-010	6	12	Moderate	2	Immediate Cleanout	\$43
CUL-WIL-006	30	32	Fair	157	Immediate Cleanout	\$190
CUL-LOW-015	18	38	Fair	67	Immediate Cleanout	\$151
CUL-LOW-048	12	50	Fair	39	Immediate Cleanout	\$176

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-KEN-068	12	49	Fair	38	Immediate Cleanout	\$173
CUL-LOW-045	12	40	Fair	31	Immediate Cleanout	\$141
CUL-LOW-044	12	30	Fair	24	Immediate Cleanout	\$107
CUL-IND-005	66	12	Moderate	285	Future Cleanout	\$396
CUL-WOL-015	36	35	Moderate	247	Future Cleanout	\$259
CUL-WOL-014	36	34	Moderate	240	Future Cleanout	\$253
CUL-LE-058	36	33	Moderate	233	Future Cleanout	\$246
CUL-STO-044	24	50	Moderate	157	Future Cleanout	\$248
CUL-WOL-001	24	42	Moderate	132	Future Cleanout	\$212
CUL-STO-058	20	49	Moderate	107	Future Cleanout	\$196
CUL-STO-080	20	47	Moderate	103	Future Cleanout	\$188
CUL-WIL-017	18	50	Moderate	88	Future Cleanout	\$199
CUL-LSC-011	18	48	Moderate	85	Future Cleanout	\$193
CUL-KEN-040	18	40	Moderate	71	Future Cleanout	\$160
CUL-STO-039	18	38	Moderate	67	Future Cleanout	\$152
CUL-DEX-003	18	37	Moderate	65	Future Cleanout	\$148
CUL-KEN-051	16	40	Moderate	56	Future Cleanout	\$160
CUL-WIL-043	24	17	Moderate	53	Future Cleanout	\$85
CUL-HUR-024	24	14	Moderate	44	Future Cleanout	\$68
CUL-KEN-018	14	40	Moderate	43	Future Cleanout	\$139
CUL-DEX-001	12	48	Moderate	38	Future Cleanout	\$170

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-WIL-055	12	45	Moderate	35	Future Cleanout	\$158
CUL-LSC-004	18	19	Moderate	34	Future Cleanout	\$75
CUL-HUR-013	12	41	Moderate	32	Future Cleanout	\$142
CUL-STO-110	12	39	Moderate	31	Future Cleanout	\$137
CUL-LSC-001	12	37	Moderate	29	Future Cleanout	\$129
CUL-LSC-039	12	37	Moderate	29	Future Cleanout	\$128
CUL-STO-034	12	36	Moderate	28	Future Cleanout	\$127
CUL-OAK-009	16	20	Moderate	28	Future Cleanout	\$79
CUL-WIL-040	12	35	Moderate	27	Future Cleanout	\$122
CUL-WIL-021	10	48	Moderate	26	Future Cleanout	\$169
CUL-KEN-066	12	31	Moderate	24	Future Cleanout	\$107
CUL-WIL-008	12	31	Moderate	24	Future Cleanout	\$107
CUL-WIL-007	12	30	Moderate	24	Future Cleanout	\$105
CUL-STO-107	12	25	Moderate	20	Future Cleanout	\$87
CUL-STO-062	12	22	Moderate	17	Future Cleanout	\$78
CUL-KEN-043	12	20	Moderate	16	Future Cleanout	\$68
CUL-WIL-069	12	20	Moderate	16	Future Cleanout	\$68
CUL-STO-061	8	40	Moderate	14	Future Cleanout	\$139
CUL-STO-024	14	13	Moderate	14	Future Cleanout	\$44
CUL-KEN-010	12	17	Moderate	13	Future Cleanout	\$59
CUL-WIL-068	12	16	Moderate	13	Future Cleanout	\$55

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-STO-073	12	16	Moderate	13	Future Cleanout	\$56
CUL-KEN-016	8	26	Moderate	9	Future Cleanout	\$92
CUL-LE-028	8	16	Moderate	6	Future Cleanout	\$57
CUL-WIL-023	6	21	Moderate	4	Future Cleanout	\$74
CUL-KEN-050	6	20	Moderate	4	Future Cleanout	\$69
CUL-WIL-005	36	28	Fair	198	Future Cleanout	\$209
CUL-HUD-017	36	25	Fair	177	Future Cleanout	\$191
CUL-HUD-011	36	22	Fair	156	Future Cleanout	\$167
CUL-STO-001	30	30	Fair	147	Future Cleanout	\$179
CUL-STO-053	18	50	Fair	88	Future Cleanout	\$202
CUL-LSC-044	18	45	Fair	80	Future Cleanout	\$182
CUL-LSC-007	24	24	Fair	75	Future Cleanout	\$118
CUL-LOW-018	18	42	Fair	74	Future Cleanout	\$167
CUL-KEN-076	18	41	Fair	72	Future Cleanout	\$164
CUL-LOW-014	18	36	Fair	64	Future Cleanout	\$146
CUL-STO-115	16	43	Fair	60	Future Cleanout	\$173
CUL-LOW-061	16	40	Fair	56	Future Cleanout	\$159
CUL-STO-065	12	44	Fair	35	Future Cleanout	\$153
CUL-IND-020	15	20	Fair	25	Future Cleanout	\$69
CUL-DEL-008	12	24	Fair	19	Future Cleanout	\$83
CUL-KEN-044	12	20	Fair	16	Future Cleanout	\$68

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-LOW-020	12	20	Fair	16	Future Cleanout	\$70
CUL-LOW-017	12	19	Fair	15	Future Cleanout	\$66
CUL-LOW-019	12	19	Fair	15	Future Cleanout	\$67
CUL-HUR-019	10	25	Fair	14	Future Cleanout	\$89
CUL-KEN-003	12	16	Fair	13	Future Cleanout	\$57
CUL-DEL-009	10	21	Fair	11	Future Cleanout	\$74
CUL-OAK-005	10	19	Fair	10	Future Cleanout	\$66
CUL-KEN-064	12	12	Fair	9	Future Cleanout	\$43
CUL-LOW-016	10	15	Fair	8	Future Cleanout	\$53
CUL-LOW-052	8	16	Fair	6	Future Cleanout	\$55
CUL-WIL-001	10	9	Fair	5	Future Cleanout	\$32
CUL-LE-049	10	8	Fair	4	Future Cleanout	\$29

Externally Contracted Repair and Maintenance Culvert Recommendations

Culvert repair and maintenance projects that likely cannot be completed by HCMA staff have been separated into Priority Groups by type of maintenance needed and culvert condition rating. These culverts are further organized by potential volume of stormwater conveyed by the culvert inside each Priority Group. Priority Groups are described in the table below.

Priority Group	Priority Description
1	Highest; should be considered for completion within 0-24 months
2	Mid-level; Should be considered for completion within 0-48 months
3	Lowest; should be considered for completion within 0-60 months

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-WIL-048	96	58	Failing	2915	Replacement	\$45,075
CUL-STO-049	36	54	Failing	382	Replacement	\$16,117
CUL-LOW-031	20	97	Failing	212	Replacement	\$14,549
CUL-KEN-015	24	67	Failing	210	Replacement	\$13,344
CUL-KEN-014	24	65	Failing	204	Replacement	\$13,078
CUL-DEX-006	24	49	Failing	154	Replacement	\$9,827
CUL-LSC-029	20	70	Failing	153	Replacement	\$10,506
CUL-LE-015	48	12	Failing	151	Replacement	\$4,627
CUL-WIL-075	14	134	Failing	143	Replacement	\$16,725
CUL-OAK-006	24	44	Failing	138	Replacement	\$8,789
CUL-STO-105	36	19	Failing	134	Replacement	\$5,656
CUL-LSC-038	24	34	Failing	107	Replacement	\$6,843
CUL-LSC-009	18	55	Failing	97	Replacement	\$8,260
CUL-WIL-041	24	29	Failing	91	Replacement	\$5,786
CUL-LSC-002	18	50	Failing	88	Replacement	\$7,425
CUL-LE-011	18	46	Failing	81	Replacement	\$6,854
CUL-LSC-013	16	55	Failing	77	Replacement	\$6,926

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-LOW-072	12	97	Failing	76	Replacement	\$12,090
CUL-STO-090	14	63	Failing	67	Replacement	\$7,909
CUL-LSC-037	24	18	Failing	57	Replacement	\$3,564
CUL-DEX-005	15	38	Failing	47	Replacement	\$4,739
CUL-STO-037	12	57	Failing	45	Replacement	\$7,067
CUL-LOW-037	12	54	Failing	42	Replacement	\$6,775
CUL-STO-093	12	45	Failing	35	Replacement	\$6,615
CUL-KEN-053	14	29	Failing	31	Replacement	\$3,644
CUL-LE-036	12	33	Failing	26	Replacement	\$4,145
CUL-LE-005	12	32	Failing	25	Replacement	\$3,989
CUL-KEN-055	14	23	Failing	25	Replacement	\$2,931
CUL-KEN-078	18	13	Failing	23	Replacement	\$1,903
CUL-WOL-008	18	12	Failing	21	Replacement	\$1,858
CUL-WIL-072	12	26	Failing	20	Replacement	\$3,192
CUL-STO-007	15	16	Failing	20	Replacement	\$2,026
CUL-KEN-054	14	18	Failing	19	Replacement	\$2,249
CUL-STO-086	12	24	Failing	19	Replacement	\$3,037
CUL-STO-036	12	24	Failing	19	Replacement	\$3,016
CUL-KEN-052	14	17	Failing	18	Replacement	\$2,141
CUL-KEN-036	12	19	Failing	15	Replacement	\$2,378
CUL-LOW-064	10	25	Failing	14	Replacement	\$2,477
CUL-HUR-009	12	16	Failing	13	Replacement	\$1,963
CUL-LSC-015	10	22	Failing	12	Replacement	\$2,212
CUL-HUR-002	12	15	Failing	12	Replacement	\$1,963
CUL-LE-006	12	15	Failing	12	Replacement	\$1,816
CUL-KEN-079	10	19	Failing	10	Replacement	\$1,864
CUL-STO-004	12	13	Failing	10	Replacement	\$1,590
CUL-KEN-024	10	17	Failing	9	Replacement	\$1,715
CUL-LOW-063	10	15	Failing	8	Replacement	\$1,450
CUL-IND-019	6	35	Failing	7	Replacement	\$3,519
CUL-LSC-014	10	12	Failing	7	Replacement	\$1,244
CUL-KEN-085	12	8	Failing	6	Replacement	\$938
CUL-LE-057	10	11	Failing	6	Replacement	\$1,148
CUL-KEN-063	10	10	Failing	5	Replacement	\$1,049
CUL-IND-016	6	25	Failing	5	Replacement	\$2,467
CUL-IND-015	6	16	Failing	3	Replacement	\$1,602
CUL-IND-018	6	15	Failing	3	Replacement	\$1,474
CUL-LE-054	8	6	Failing	2	Replacement	\$629
CUL-DEL-010	72	45	Poor	1272	Replacement	\$34,855

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-WIL-060	36	150	Poor	1060	Replacement	\$45,146
CUL-STO-106	36	43	Poor	304	Replacement	\$13,026
CUL-LOW-038	36	41	Poor	290	Replacement	\$12,406
CUL-OAK-003	42	23	Poor	221	Replacement	\$7,636
CUL-KEN-098	18	123	Poor	217	Replacement	\$18,450
CUL-IND-036	60	9	Poor	177	Replacement	\$5,120
CUL-OAK-022	24	56	Poor	176	Replacement	\$11,200
CUL-KEN-005	20	73	Poor	159	Replacement	\$10,913
CUL-WOL-004	30	30	Poor	147	Replacement	\$7,458
CUL-DEL-002	24	45	Poor	141	Replacement	\$8,986
CUL-KEN-026	24	45	Poor	141	Replacement	\$9,027
CUL-DEL-003	24	41	Poor	129	Replacement	\$8,255
CUL-HUR-008	30	26	Poor	128	Replacement	\$6,443
CUL-WOL-012	36	17	Poor	120	Replacement	\$10,200
CUL-WIL-012	20	55	Poor	120	Replacement	\$8,277
CUL-HUR-004	18	60	Poor	106	Full Liner	\$5,501
CUL-LOW-071	18	60	Poor	106	Replacement	\$9,032
CUL-HUR-018	18	55	Poor	97	Replacement	\$8,242
CUL-HUR-022	18	54	Poor	95	Replacement	\$8,100
CUL-OAK-028	18	54	Poor	95	Replacement	\$8,100
CUL-OAK-037	18	54	Poor	95	Replacement	\$8,100
CUL-KEN-089	18	51	Poor	90	Replacement	\$7,595
CUL-OAK-011	15	71	Poor	87	Replacement	\$8,872
CUL-LSC-032	18	49	Poor	87	Replacement	\$7,414
CUL-LSC-033	18	49	Poor	87	Replacement	\$7,345
CUL-LSC-010	18	49	Poor	87	Replacement	\$7,295
CUL-STO-017	16	59	Poor	82	Replacement	\$7,324
CUL-LOW-032	20	34	Poor	74	Replacement	\$5,069
CUL-KEN-075	18	41	Poor	72	Replacement	\$6,153
CUL-DEX-002	18	40	Poor	71	Replacement	\$6,007
CUL-STO-022	16	50	Poor	70	Replacement	\$6,304
CUL-KEN-065	18	37	Poor	65	Replacement	\$5,558
CUL-KEN-033	18	36	Poor	64	Replacement	\$5,452
CUL-KEN-034	18	36	Poor	64	Replacement	\$5,338
CUL-IND-034	12	74	Poor	58	Replacement	\$9,306
CUL-OAK-035	14	54	Poor	58	Replacement	\$6,750
CUL-KEN-041	12	73	Poor	57	Replacement	\$9,139
CUL-OAK-013	15	45	Poor	55	Replacement	\$5,609
CUL-WIL-037	18	31	Poor	55	Replacement	\$4,706

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-LE-047	14	51	Poor	55	Replacement	\$6,435
CUL-KEN-039	24	17	Poor	53	Replacement	\$3,495
CUL-OAK-039	12	67	Poor	53	Replacement	\$8,375
CUL-LE-010	12	59	Poor	46	Replacement	\$7,323
CUL-LE-037	12	58	Poor	46	Replacement	\$7,264
CUL-STO-038	12	56	Poor	44	Replacement	\$7,050
CUL-LE-023	12	52	Poor	41	Replacement	\$6,477
CUL-HUR-001	12	51	Poor	40	Replacement	\$6,329
CUL-KEN-048	12	50	Poor	39	Replacement	\$6,285
CUL-LSC-028	12	50	Poor	39	Replacement	\$6,203
CUL-LE-051	12	49	Poor	38	Replacement	\$6,102
CUL-STO-079	14	34	Poor	36	Replacement	\$4,263
CUL-STO-091	12	45	Poor	35	Replacement	\$5,651
CUL-WOL-007	18	18	Poor	32	Replacement	\$2,745
CUL-KEN-013	12	39	Poor	31	Replacement	\$4,826
CUL-LOW-059	18	17	Poor	30	Replacement	\$2,508
CUL-STO-066	12	38	Poor	30	Replacement	\$4,805
CUL-LSC-027	12	37	Poor	29	Replacement	\$4,675
CUL-WIL-050	12	37	Poor	29	Replacement	\$4,582
CUL-WIL-073	8	81	Poor	28	Replacement	\$8,102
CUL-STO-035	12	36	Poor	28	Replacement	\$4,558
CUL-KEN-032	14	26	Poor	28	Replacement	\$3,303
CUL-HUR-010	12	34	Poor	27	Replacement	\$4,210
CUL-LOW-006	16	19	Poor	27	Replacement	\$2,387
CUL-IND-022	12	31	Poor	24	Replacement	\$3,817
CUL-LE-009	12	28	Poor	22	Replacement	\$3,492
CUL-STO-046	12	27	Poor	21	Replacement	\$3,328
CUL-STO-085	16	15	Poor	21	Replacement	\$1,844
CUL-LOW-050	12	23	Poor	18	Replacement	\$2,925
CUL-STO-048	12	23	Poor	18	Replacement	\$2,857
CUL-WIL-038	10	33	Poor	18	Replacement	\$3,255
CUL-IND-029	12	21	Poor	16	Replacement	\$2,592
CUL-KEN-027	12	21	Poor	16	Replacement	\$2,572
CUL-WIL-014	12	21	Poor	16	Replacement	\$2,601
CUL-WIL-024	12	21	Poor	16	Replacement	\$2,577
CUL-WIL-042	12	21	Poor	16	Replacement	\$2,588
CUL-WIL-061	12	21	Poor	16	Replacement	\$2,637
CUL-WIL-026	12	20	Poor	16	Replacement	\$2,517
CUL-STO-028	12	19	Poor	15	Replacement	\$2,407

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-KEN-042	12	18	Poor	14	Replacement	\$2,215
CUL-WIL-022	12	18	Poor	14	Replacement	\$2,303
CUL-LOW-054	10	25	Poor	14	Replacement	\$2,489
CUL-KEN-035	12	17	Poor	13	Replacement	\$2,082
CUL-WIL-070	12	17	Poor	13	Replacement	\$2,130
CUL-LE-021	12	16	Poor	13	Replacement	\$1,969
CUL-STO-111	12	16	Poor	13	Replacement	\$1,955
CUL-LOW-042	10	21	Poor	11	Replacement	\$2,097
CUL-KEN-060	10	16	Poor	9	Replacement	\$1,568
CUL-OAK-021	12	9	Poor	7	Complete Replacement	\$1,559
CUL-STO-029	6	15	Poor	3	Replacement	\$1,500
CUL-STO-008	6	11	Poor	2	Replacement	\$1,140
CUL-DEL-007	36	70	Moderate	495	Immediate Cleanout	\$522
CUL-LOW-069	24	53	Moderate	167	Immediate Cleanout	\$266
CUL-KEN-080	18	53	Moderate	94	Immediate Cleanout	\$210
CUL-KEN-007	12	55	Moderate	43	Immediate Cleanout	\$192
CUL-OAK-017	48	58	Moderate	729	Future Cleanout	\$699
CUL-LE-031	27	77	Moderate	306	Future Cleanout	\$459
CUL-STO-026	24	91	Moderate	286	Future Cleanout	\$454
CUL-STO-059	30	55	Moderate	270	Future Cleanout	\$329
CUL-LSC-008	24	64	Moderate	201	Future Cleanout	\$322
CUL-STO-005	18	112	Moderate	198	Future Cleanout	\$448
CUL-STO-025	16	82	Moderate	114	Future Cleanout	\$330
CUL-STO-047	18	64	Moderate	113	Future Cleanout	\$257
CUL-KEN-009	14	100	Moderate	107	Future Cleanout	\$349
CUL-STO-006	18	51	Moderate	90	Future Cleanout	\$203

Culvert ID	Diameter (in)	Length (ft)	Condition	Volume (ft ³)	Maintenance Need	Cost Opinion
CUL-LE-046	8	58	Moderate	20	Future Cleanout	\$203
CUL-IND-033	60	97	Fair	1905	Future Cleanout	\$2,428
CUL-WIL-016	60	64	Fair	1257	Future Cleanout	\$1,594
CUL-OAK-007	27	60	Fair	239	Future Cleanout	\$357
CUL-LOW-046	24	58	Fair	182	Future Cleanout	\$290
CUL-KEN-023	18	68	Fair	120	Future Cleanout	\$274
CUL-KEN-020	18	60	Fair	106	Future Cleanout	\$242

Overall Outfall Prioritization

Outfall repair and maintenance projects have been outlined into two distinct categories:

- Projects with potential to be completed by HCMA staff
- Projects likely to be externally contracted

Outfalls were then further separated into three Priority Groups, derived from type of maintenance needed, outfall condition rating, and diameter of the outfall. Priority Group 1 recommendations are considered highest and Priority Group 3 recommendations are considered lowest priority. Outfalls with **green** Site IDs have maintenance recommendations that potentially can be completed by HCMA staff. Priority Groups are described in the table below.

Priority Group	Priority Description
1	Highest; should be considered for completion within 0-24 months
2	Mid-level; Should be considered for completion within 0-48 months
3	Lowest; should be considered for completion within 0-60 months

Outfall Prioritization

The following table lists outfall recommendations by priority based on potential to be completed by HCMA staff (**green** Site IDs) and Priority Group ranking followed by projects likely to be externally contracted and Priority Group ranking.

Outfall ID	Diameter (in)	Condition	Maintenance Need	Cost Opinion
SDC-KEN-030	12	Moderate	Immediate Cleanout	\$175
SDC-DEX-001	36	Moderate	Future Cleanout	\$375
SDC-KEN-021	21	Moderate	Future Cleanout	\$200
SDC-KEN-033	21	Moderate	Future Cleanout	\$200
SDC-KEN-041	21	Moderate	Future Cleanout	\$200
SDC-KEN-029	12	Moderate	Future Cleanout	\$175
SDC-LOW-018	12	Moderate	Future Cleanout	\$175
SDC-WIL-035	12	Moderate	Future Cleanout	\$175
SDC-WIL-034	12	Moderate	Future Cleanout	\$175

Outfall ID	Diameter (in)	Condition	Maintenance Need	Cost Opinion
SDC-WIL-008	12	Moderate	Future Cleanout	\$175
SDC-STO-016	12	Moderate	Future Cleanout	\$175
SDC-STO-014	12	Moderate	Future Cleanout	\$175
SDC-WIL-014	6	Moderate	Future Cleanout	\$175
SDC-LOW-006	36	Fair	Future Cleanout	\$375
SDC-HUD-001	24	Fair	Future Cleanout	\$250
SDC-WIL-001	24	Fair	Future Cleanout	\$250
SDC-DEX-006	16	Fair	Future Cleanout	\$200
SDC-WIL-004	15	Fair	Future Cleanout	\$175
SDC-DEX-008	10	Fair	Future Cleanout	\$175
SDC-WIL-006	8	Fair	Future Cleanout	\$175
SDC-DEX-018	30	Failing	Replacement	\$12,500
SDC-HUD-016	20	Failing	Replacement	\$7,500
SDC-DEX-012	18	Failing	Replacement	\$7,500
SDC-KEN-010	18	Failing	Replacement	\$7,500
SDC-LOW-004	18	Failing	Replacement	\$7,500
SDC-LOW-008	15	Failing	Replacement	\$6,250
SDC-LOW-007	14	Failing	Replacement	\$6,250
SDC-HUR-005	12	Failing	Replacement	\$6,250
SDC-KEN-003	12	Failing	Replacement	\$6,250
SDC-WIL-003	12	Failing	Replacement	\$6,250
SDC-KEN-037	6	Failing	Replacement	\$5,000
SDC-OAK-010	6	Failing	Replacement	\$5,000
SDC-DEX-016	30	Poor	Replacement	\$12,500
SDC-WIL-005	24	Poor	Replacement	\$10,000
SDC-DEX-017	20	Poor	Replacement	\$7,500
SDC-KEN-022	20	Poor	Replacement	\$7,500
SDC-KEN-032	20	Poor	Replacement	\$7,500
SDC-LOW-023	20	Poor	Replacement	\$7,500
SDC-DEL-001	18	Poor	Replacement	\$7,500
SDC-DEX-004	18	Poor	Replacement	\$7,500
SDC-OAK-004	18	Poor	Replacement	\$7,500
SDC-HUD-009	12	Poor	Replacement	\$6,250
SDC-KEN-001	12	Poor	Replacement	\$6,250
SDC-KEN-004	12	Poor	Replacement	\$6,250
SDC-KEN-044	12	Poor	Replacement	\$6,250
SDC-LE-002	12	Poor	Replacement	\$6,250
SDC-LSC-004	12	Poor	Replacement	\$6,250
SDC-LSC-008	12	Poor	Replacement	\$6,250
SDC-WIL-010	12	Poor	Replacement	\$6,250

Outfall ID	Diameter (in)	Condition	Maintenance Need	Cost Opinion
SDC-STO-019	12	Poor	Replacement	\$6,250
SDC-STO-009	12	Poor	Replacement	\$6,250
SDC-KEN-015	10	Poor	Replacement	\$5,000
SDC-LSC-003	10	Poor	Replacement	\$5,000
SDC-IND-009	8	Poor	Replacement	\$5,000
SDC-KEN-009	6	Poor	Replacement	\$5,000
SDC-LOW-012	6	Poor	Replacement	\$5,000
SDC-STO-002	6	Poor	Replacement	\$5,000
SDC-WOL-002	6	Poor	Replacement	\$5,000

Overall Gravity Main Prioritization

Gravity main repair and maintenance projects have been prioritized by type of maintenance needed and potential volume of stormwater held by the culvert. Priority Group 1 recommendations are considered highest and Priority Group 3 recommendations are considered lowest priority.

Priority Group	Priority Description
1	Highest; should be considered for completion within 0-24 months
2	Mid-level; Should be considered for completion within 0-48 months
3	Lowest; should be considered for completion within 0-60 months

Pipe segments with **red** Site IDs are gravity main sections in need of immediate repair based on video inspections, while pipes with **green** Site IDs need maintenance that can potentially be completed by HCMA staff.

Stormwater Gravity Main ID	Diameter (in)	Length (ft)	Volume (ft ³)	Maintenance Need	Cost Opinion
STG-LSC-0007	18	249	440	Full Liner	\$23,608
STG-LSC-0022	18	184	325	Full Liner	\$17,480
STG-KEN-0109	24	98	308	Complete Replacement	\$27,300

Stormwater Gravity Main ID	Diameter (in)	Length (ft)	Volume (ft ³)	Maintenance Need	Cost Opinion
STG-WIL-0072	18	119	210	Complete Replacement	\$23,244
STG-LSC-0067	18	56	99	Full Liner	\$5,325
STG-LE-0019	18	48	85	Complete Replacement	\$9,954
STG-LSC-0076	12	94	74	Partial Replacement	\$5,600
STG-STO-0067	12	70	55	Complete Replacement	\$12,304
STG-KEN-0135	12	44	35	Complete Replacement	\$7,649
STG-LSC-0172	18	18	32	Spot Liner(s)	\$6,000
STG-WIL-0015	12	37	29	Complete Replacement	\$6,405
STG-STO-0069	12	23	18	Complete Replacement	\$4,025
STG-LSC-0005	12	22	17	Complete Replacement	\$3,764
STG-LSC-0001	12	18	14	Cutting and Grouting	\$482
STG-STO-0073	12	41	32	Cleaning	\$144
STG-WIL-0069	18	84	148	Monitor Closely	\$0
STG-LOW-0015	12	183	144	Monitor Closely	\$0
STG-STO-0065	12	162	127	Monitor Closely	\$0
STG-LSC-0031	12	160	126	Monitor Closely	\$0
STG-LSC-0156	12	156	123	Monitor Closely	\$0
STG-STO-0045	12	132	104	Monitor Closely	\$0
STG-WIL-0003	15	59	72	Monitor Closely	\$0
STG-WIL-0051	12	88	69	Monitor Closely	\$0
STG-LSC-0169	18	25	44	Monitor Closely	\$0
STG-LSC-0046	12	37	29	Monitor Closely	\$0
STG-LSC-0186	12	14	11	Monitor Closely	\$0
STG-WIL-0012	30	261	1281	Full Liner	\$52,280
STG-LSC-0016	30	234	1149	Full Liner	\$46,880
STG-LSC-0044	30	178	874	Full Liner	\$35,600
STG-LSC-0011	24	174	547	Full Liner	\$26,145
STG-LSC-0083	18	276	488	Full Liner	\$26,201
STG-LSC-0184	18	239	422	Full Liner	\$22,724
STG-LSC-0015	18	237	419	Full Liner	\$22,506
STG-LSC-0006	18	234	414	Full Liner	\$22,249
STG-LSC-0066	18	233	412	Full Liner	\$22,145
STG-LSC-0010	18	230	406	Full Liner	\$21,879
STG-WIL-0011	24	121	380	Full Liner	\$18,210
STG-STO-0008	18	195	345	Full Liner	\$18,247
STG-LSC-0008	24	109	342	Full Liner	\$16,305
STG-LOW-0011	18	193	341	Full Liner	\$18,364
STG-LSC-0068	18	174	307	Full Liner	\$16,530
STG-LSC-0024	15	232	285	Full Liner	\$17,415

Stormwater Gravity Main ID	Diameter (in)	Length (ft)	Volume (ft ³)	Maintenance Need	Cost Opinion
STG-STO-0004	21	113	272	Full Liner	\$14,150
STG-LSC-0023	18	148	262	Full Liner	\$14,079
STG-KEN-0140	18	131	231	Full Liner	\$12,464
STG-LSC-0013	12	244	192	Full Liner	\$12,205
STG-LSC-0002	12	237	186	Full Liner	\$11,845
STG-STO-0112	15	145	178	Full Liner	\$10,838
STG-LSC-0064	15	140	172	Full Liner	\$10,493
STG-STO-0056	12	213	167	Full Liner	\$10,640
STG-LE-0051	15	127	156	Complete Replacement	\$21,348
STG-LSC-0071	12	198	156	Full Liner	\$9,910
STG-LSC-0003	12	180	141	Full Liner	\$8,980
STG-STO-0055	12	172	135	Full Liner	\$8,600
STG-WIL-0033	12	166	130	Full Liner, Lateral Connection Repair	\$12,780
STG-STO-0118	12	160	126	Full Liner	\$8,000
STG-WIL-0071	12	157	123	Complete Replacement	\$25,325
STG-LSC-0058	8	334	117	Full Liner	\$13,376
STG-LSC-0180	12	147	115	Full Liner	\$7,370
STG-WIL-0004	12	143	112	Full Liner	\$7,165
STG-STO-0032	15	83	102	Full Liner	\$6,225
STG-KEN-0071	12	128	101	Full Liner	\$6,400
STG-KEN-0009	15	78	96	Full Liner	\$5,850
STG-STO-0049	12	120	94	Full Liner	\$5,980
STG-STO-0114	12	118	93	Full Liner	\$5,900
STG-WIL-0027	15	74	91	Full Liner	\$5,550
STG-LSC-0009	12	115	90	Full Liner	\$5,740
STG-LSC-0070	12	104	82	Full Liner	\$5,180
STG-STO-0040	12	104	82	Full Liner	\$5,200
STG-STO-0031	15	63	77	Full Liner	\$4,725
STG-WIL-0073	12	90	71	Complete Replacement	\$14,884
STG-LSC-0158	18	37	65	Full Liner	\$3,553
STG-WIL-0002	15	53	65	Complete Replacement	\$8,630
STG-LSC-0171	15	53	65	Full Liner	\$3,945
STG-WIL-0001	15	49	60	Full Liner	\$3,638
STG-WIL-0085	15	48	59	Full Liner	\$3,570
STG-KEN-0145	8	159	56	Full Liner	\$6,368
STG-STO-0009	18	29	51	Full Liner	\$2,755
STG-KEN-0100	12	58	46	Complete Replacement	\$10,115
STG-STO-0113	12	58	46	Full Liner	\$2,900

Stormwater Gravity Main ID	Diameter (in)	Length (ft)	Volume (ft ³)	Maintenance Need	Cost Opinion
STG-STO-0117	12	57	45	Full Liner	\$2,850
STG-KEN-0103	12	44	35	Complete Replacement	\$7,649
STG-STO-0001	8	86	30	Full Liner	\$3,456
STG-STO-0062	12	29	23	Complete Replacement	\$4,778
STG-STO-0048	12	29	23	Full Liner	\$1,440
STG-STO-0050	12	28	22	Full Liner	\$1,400
STG-LSC-0110	8	50	17	Full Liner	\$2,008
STG-LSC-0069	12	21	16	Full Liner	\$1,030
STG-WIL-0020	30	244	1198	Spot Liner(s)	\$20,000
STG-WIL-0018	30	146	717	Spot Liner(s)	\$10,000
STG-LE-0003	18	351	620	Partial Replacement, Monitor Closely	\$11,475
STG-LOW-0001	24	188	591	Partial Replacement, Grouting	\$18,363
STG-LSC-0185	18	233	412	Spot Liner(s)	\$6,000
STG-WIL-0006	15	160	196	Spot Liner(s)	\$5,000
STG-WIL-0009	15	147	180	Spot Liner(s), Cutting and Grouting	\$10,263
STG-LSC-0021	18	89	157	Spot Liner(s)	\$6,000
STG-KEN-0082	12	182	143	Spot Liner(s)	\$8,000
STG-KEN-0058	12	175	137	Partial Replacement, Grouting	\$15,180
STG-STO-0041	12	174	137	Spot Liner(s)	\$4,000
STG-STO-0047	12	164	129	Partial Replacement, Full Liner	\$13,790
STG-STO-0006	10	208	113	Partial Replacement	\$5,063
STG-STO-0053	12	144	113	Spot Liner(s)	\$4,000
STG-STO-0013	15	89	109	Partial Replacement, Monitor Closely	\$26,000
STG-WIL-0075	12	121	95	Spot Liner(s), Cutting and Grouting, Monitor Closely	\$7,322
STG-LSC-0108	12	118	93	Spot Liner(s), Cutting and Grouting	\$7,254
STG-KEN-0052	12	106	83	Partial Replacement	\$11,200
STG-STO-0042	12	97	76	Spot Liner(s), Monitor Closely	\$4,000
STG-WIL-0086	24	23	72	Spot Liner(s)	\$8,000
STG-WIL-0007	10	123	67	Spot Liner(s), Cutting and Grouting	\$5,713

Stormwater Gravity Main ID	Diameter (in)	Length (ft)	Volume (ft ³)	Maintenance Need	Cost Opinion
STG-WIL-0066	10	111	61	Spot Liner(s), Cutting and Grouting	\$5,442
STG-LSC-0170	8	113	39	Spot Liner(s)	\$2,500
STG-STO-0044	12	48	38	Spot Liner(s)	\$8,000
STG-STO-0071	12	46	36	Spot Liner(s)	\$4,000
STG-LSC-0019	8	100	35	Partial Replacement	\$4,875
STG-LSC-0035	8	50	17	Spot Liner(s)	\$2,500
STG-IND-0018	6	88	17	Partial Replacement, Re-inspection	\$29,339
STG-KEN-0005	12	15	12	Partial Replacement, Re-inspection	\$22,419
STG-LSC-0017	30	236	1158	Cutting and Grouting	\$22,029
STG-LOW-0002	24	326	1024	Cutting and Grouting	\$23,281
STG-WIL-0019	30	193	947	Cutting and Grouting	\$18,018
STG-LOW-0003	24	255	801	Cutting and Grouting	\$18,219
STG-KEN-0110	24	250	785	Cutting and Grouting	\$17,883
STG-LOW-0004	24	199	625	Cutting and Grouting	\$14,200
STG-LE-0009	18	270	477	Cutting and Grouting	\$12,618
STG-LOW-0041	24	146	459	Cutting and Grouting	\$10,418
STG-WIL-0016	18	235	415	Cutting and Grouting	\$10,973
STG-LSC-0014	18	234	414	Grouting	\$9,924
STG-STO-0035	18	216	382	Cutting and Grouting	\$10,084
STG-WIL-0008	18	200	353	Cutting and Grouting	\$9,336
STG-LSC-0049	18	162	286	Cutting and Grouting	\$7,565
STG-LSC-0174	18	136	240	Cutting and Grouting	\$6,373
STG-LOW-0010	15	173	212	Cutting and Grouting	\$6,200
STG-WIL-0026	15	152	187	Cutting and Grouting	\$5,434
STG-OAK-0003	12	227	178	Cutting and Grouting	\$6,232
STG-LOW-0012	12	208	163	Cutting and Grouting	\$5,731
STG-LSC-0106	10	298	163	Cutting and Grouting	\$6,554
STG-LOW-0013	12	201	158	Cutting and Grouting	\$5,525
STG-WIL-0010	12	196	154	Cutting and Grouting	\$5,401
STG-LOW-0007	12	189	148	Cutting and Grouting	\$5,195
STG-WIL-0022	12	169	133	Cutting and Grouting	\$4,656
STG-STO-0070	12	154	121	Cutting and Grouting	\$4,235
STG-LSC-0043	10	205	112	Cutting and Grouting	\$4,499
STG-LSC-0032	12	123	97	Cutting and Grouting	\$3,372
STG-STO-0025	19	49	96	Cutting and Grouting	\$2,965
STG-STO-0029	15	76	93	Cutting and Grouting	\$2,717

Stormwater Gravity Main ID	Diameter (in)	Length (ft)	Volume (ft ³)	Maintenance Need	Cost Opinion
STG-LSC-0034	12	93	73	Cutting and Grouting	\$2,558
STG-LSC-0091	12	93	73	Cutting and Grouting	\$2,547
STG-STO-0030	15	58	71	Cutting and Grouting	\$2,056
STG-KEN-0027	12	76	60	Cutting and Grouting	\$2,079
STG-KEN-0029	12	75	59	Grouting	\$1,878
STG-WIL-0028	10	107	58	Cutting and Grouting	\$2,434
STG-OAK-0002	12	72	57	Cutting and Grouting	\$1,967
STG-LSC-0181	12	67	53	Cutting and Grouting	\$1,854
STG-LSC-0101	8	126	44	Cutting and Grouting	\$2,426
STG-LSC-0052	12	42	33	Cutting and Grouting	\$1,166
STG-LSC-0051	12	40	31	Cutting and Grouting	\$1,111
STG-LSC-0099	8	81	28	Lateral Cutting	\$500
STG-STO-0072	12	25	20	Cutting and Grouting	\$2,595
STG-STO-0018	18	10	18	Cutting and Grouting	\$8,411
STG-LSC-0004	12	155	122	Re-Inspect	\$194
STG-LSC-0065	10	80	44	Re-Inspect	\$100
STG-IND-0020	15	5	6	Re-inspection	\$8

Overall Green Infrastructure Prioritization

Prioritization of green infrastructure projects is based on opportunity for public engagement (underlined), general cost versus treatment area and quality comparison, and the potential for the project to be completed by HCMA staff (Site ID in **green**). Because there are a wide variety of grants available for green infrastructure, all recommended projects are considered eligible with the exception of no mow and pavement removal recommendations. The prioritized shoreline rehabilitation recommendations are presented from highest priority to lowest in the table below, considering first those projects with potential to be completed by HCMA staff and public engagement opportunity, followed those most likely to be externally contracted.

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
<u>GI-LE-13</u>	<u>Marina Point</u>	<u>Naturalized Swale</u>	<u>1,710</u>	<u>\$2,907</u>	<u>\$1.70</u>
<u>GI-LE-07</u>	<u>Shore Fishing</u>	<u>Naturalized Swale</u>	<u>1,605</u>	<u>\$2,729</u>	<u>\$1.70</u>
<u>GI-KEN-34</u>	<u>Maple Beach</u>	<u>Naturalized Swale</u>	<u>1,520</u>	<u>\$2,584</u>	<u>\$1.70</u>
<u>GI-LOW-18</u>	<u>Walnut Grove Camp</u>	<u>Naturalized Swale</u>	<u>1,489</u>	<u>\$2,532</u>	<u>\$1.70</u>
<u>GI-WIL-29</u>	<u>Shelter H</u>	<u>Naturalized Swale</u>	<u>1,489</u>	<u>\$ 2,531</u>	<u>\$1.70</u>
<u>GI-STO-03</u>	<u>Southdale Dr Parking</u>	<u>Naturalized Swale</u>	<u>1,480</u>	<u>\$2,516</u>	<u>\$1.70</u>
<u>GI-LOW-06</u>	<u>Aquatic</u>	<u>Naturalized Swale</u>	<u>1,246</u>	<u>\$2,118</u>	<u>\$1.70</u>
<u>GI-WIL-28</u>	<u>Shelter H</u>	<u>Naturalized Swale</u>	<u>1,164</u>	<u>\$1,979</u>	<u>\$1.70</u>
<u>GI-STO-15</u>	<u>Park Rd S of 28 Mile Rd</u>	<u>Naturalized Swale</u>	<u>1,118</u>	<u>\$1,901</u>	<u>\$1.70</u>
<u>GI-WIL-06</u>	<u>Sledding Hill</u>	<u>Naturalized Swale</u>	<u>1,091</u>	<u>\$1,855</u>	<u>\$1.70</u>
<u>GI-WIL-01</u>	<u>Shelter H</u>	<u>Naturalized Swale</u>	<u>1,022</u>	<u>\$1,737</u>	<u>\$1.70</u>
<u>GI-LOW-03</u>	<u>Shelter J</u>	<u>Naturalized Swale</u>	<u>714</u>	<u>\$1,214</u>	<u>\$1.70</u>

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
<u>GI-HUD-01</u>	<u>Shelter A</u>	<u>Naturalized Swale</u>	<u>150</u>	<u>\$255</u>	<u>\$1.70</u>
<u>GI-DEL-07</u>	<u>East Delhi</u>	<u>Bioswale</u>	<u>2,080</u>	<u>\$16,524</u>	<u>\$7.94</u>
<u>GI-KEN-29</u>	<u>Turtle Head</u>	<u>Bioswale</u>	<u>2,010</u>	<u>\$15,968</u>	<u>\$7.94</u>
<u>GI-KEN-28</u>	<u>Turtle Head</u>	<u>Bioswale</u>	<u>1,980</u>	<u>\$15,730</u>	<u>\$7.94</u>
<u>GI-KEN-22</u>	<u>Shelter J</u>	<u>Bioswale</u>	<u>1,850</u>	<u>\$14,697</u>	<u>\$7.94</u>
<u>GI-HUR-05</u>	<u>Golf Course Ski Center</u>	<u>Bioswale</u>	<u>1,550</u>	<u>\$12,314</u>	<u>\$7.94</u>
<u>GI-HUR-03</u>	<u>Shelter A</u>	<u>Bioswale</u>	<u>1,418</u>	<u>\$11,265</u>	<u>\$7.94</u>
<u>GI-STO-04</u>	<u>Northdale Dr Parking</u>	<u>Bioswale</u>	<u>1,280</u>	<u>\$10,169</u>	<u>\$7.94</u>
<u>GI-HUR-07</u>	<u>Golf Course Ski Center</u>	<u>Bioswale</u>	<u>1,005</u>	<u>\$7,984</u>	<u>\$7.94</u>
<u>GI-HUD-08</u>	<u>Park Office</u>	<u>Rain Garden</u>	<u>1,840</u>	<u>\$14,618</u>	<u>\$7.94</u>
<u>GI-OAK-07</u>	<u>Nature Center</u>	<u>Rain Garden</u>	<u>760</u>	<u>\$6,038</u>	<u>\$7.94</u>
<u>GI-LSC-04</u>	<u>Shelter J</u>	<u>No Mow</u>	<u>161,460</u>	<u>\$0.00</u>	<u>\$0.00</u>
<u>GI-LOW-15</u>	<u>Shelter C</u>	<u>No Mow</u>	<u>94,825</u>	<u>\$0.00</u>	<u>\$0.00</u>
<u>GI-LOW-17</u>	<u>Walnut Grove Camp</u>	<u>No Mow</u>	<u>29,329</u>	<u>\$0.00</u>	<u>\$0.00</u>
<u>GI-KEN-01</u>	<u>Shelter A</u>	<u>No Mow</u>	<u>23,535</u>	<u>\$0.00</u>	<u>\$0.00</u>
<u>GI-LE-16</u>	<u>Marina Point</u>	<u>No Mow</u>	<u>17,621</u>	<u>\$0.00</u>	<u>\$0.00</u>
<u>GI-STO-22</u>	<u>West Branch Dr Parking</u>	<u>No Mow</u>	<u>10,655</u>	<u>\$0.00</u>	<u>\$0.00</u>
<u>GI-LOW-02</u>	<u>Shelter J</u>	<u>No Mow</u>	<u>7,029</u>	<u>\$0.00</u>	<u>\$0.00</u>
<u>GI-HUD-03</u>	<u>Shelter A</u>	<u>No-Mow</u>	<u>38,016</u>	<u>\$0</u>	<u>\$0</u>

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-HUD-16	Golf Course	Other- Berm Removal		\$0	\$0
GI-LOW-08	Shelter G	Native Prairie	134,760	\$157,221	\$1.17
GI-DEX-03	East	Native Prairie	68,833	\$68,833	\$1.17
GI-LSC-03	Service Area	Native Prairie	65,093	\$75,942	\$1.17
GI-WIL-07	Indian Ridge	Native Prairie	51,862	\$60,506	\$1.17
GI-LOW-19	Shelter J	Native Prairie	29,970	\$34,965	\$1.17
GI-WIL-31	Service Area	Native Prairie	29,070	\$33,915	\$1.17
GI-DEL-04	East Delhi	Native Prairie	27,118	\$31,638	\$1.17
GI-HUD-09	Shelter B	Native Prairie	17,931	\$20,920	\$1.17
GI-HUD-14	Shelter B	Native Prairie	12,471	\$14,550	\$1.17
GI-HUR-02	Shelter B	Native Prairie	10,646	\$12,420	\$1.17
GI-HUR-09	Shelter C	Native Prairie	7,246	\$8,454	\$1.17
GI-LSC-01	Boat Launch	Native Landscaping	22,625	\$95,024	\$4.20
GI-LSC-05	Beach	Native Landscaping	15,245	\$64,029	\$4.20
GI-OAK-05	Nature Center	Native Landscaping	14,500	\$60,900	\$4.20
GI-STO-16	Eastwood Beach Shore	Native Landscaping	14,447	\$60,677	\$4.20
GI-OAK-04	Nature Center	Native Landscaping	14,000	\$58,800	\$4.20
GI-LE-18	Entrance	Naturalized Swale	51,360	\$87,312	\$1.70
GI-LE-04	Entrance	Naturalized Swale	38,498	\$65,447	\$1.70

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-LE-17	Entrance	Naturalized Swale	36,904	\$62,737	\$1.70
GI-LOW-05	Shelter I	Naturalized Swale	19,624	\$33,362	\$1.70
GI-LE-03	Entrance	Naturalized Swale	19,191	\$32,625	\$1.70
GI-OAK-02	Nature Center	Naturalized Swale	17,606	\$29,930	\$1.70
GI-OAK-03	Nature Center	Naturalized Swale	15,740	\$26,758	\$1.70
GI-WIL-19	Shelter A	Naturalized Swale	15,730	\$26,741	\$1.70
GI-WIL-18	Shelter A	Naturalized Swale	14,979	\$25,464	\$1.70
GI-LOW-07	Shelter G	Naturalized Swale	13,815	\$23,486	\$1.70
GI-HUD-05	Park Office	Naturalized Swale	13,171	\$22,391	\$1.70
GI-STO-14	Ridgewood Dr	Naturalized Swale	12,589	\$21,401	\$1.70
GI-KEN-05	Martindale Beach/Splash	Naturalized Swale	11,911	\$20,249	\$1.70
GI-IND-03	Indian Trail	Naturalized Swale	11,650	\$19,805	\$1.70
GI-LOW-09	Shelter G	Naturalized Swale	11,448	\$19,461	\$1.70
GI-LOW-16	Walnut Grove Camp	Naturalized Swale	10,046	\$17,078	\$1.70
GI-WIL-13	Shelter G	Naturalized Swale	9,844	\$16,735	\$1.70
GI-IND-02	Indian Trail	Naturalized Swale	9,826	\$16,704	\$1.70
GI-KEN-10	Mitten Bay Docking	Naturalized Swale	9,649	\$16,403	\$1.70
GI-OAK-01	Nature Center	Naturalized Swale	8,850	\$15,045	\$1.70
GI-WIL-17	Washago Pond SW	Naturalized Swale	8,211	\$13,959	\$1.70

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-KEN-03	Shelter B	Naturalized Swale	7,547	\$12,830	\$1.70
GI-WIL-10	Toll	Naturalized Swale	7,350	\$12,495	\$1.70
GI-WIL-22	Bike and Boat Rental	Naturalized Swale	7,309	\$12,425	\$1.70
GI-WIL-14	Activity Center	Naturalized Swale	6,955	\$11,824	\$1.70
GI-LE-10	Shelter D	Naturalized Swale	6,934	\$11,788	\$1.70
GI-LE-01	Entrance	Naturalized Swale	6,839	\$11,626	\$1.70
GI-KEN-17	Park Office	Naturalized Swale	6,534	\$11,108	\$1.70
GI-HUD-06	Park Office	Naturalized Swale	6,216	\$10,567	\$1.70
GI-KEN-09	Mitten Bay Docking	Naturalized Swale	5,996	\$10,193	\$1.70
GI-LE-09	Shelter D	Naturalized Swale	5,867	\$9,974	\$1.70
GI-KEN-08	Martindale Beach/Splash	Naturalized Swale	5,637	\$9,583	\$1.70
GI-LE-12	Marina Point	Naturalized Swale	5,633	\$9,576	\$1.70
GI-DEL-01	East Delhi	Naturalized Swale	5,444	\$9,255	\$1.70
GI-WIL-11	Toll	Naturalized Swale	5,356	\$9,105	\$1.70
GI-DEL-02	East Delhi	Naturalized Swale	5,343	\$9,083	\$1.70
GI-LE-14	Great Wave Area	Naturalized Swale	4,687	\$7,968	\$1.70
GI-STO-06	Oakgrove Dr	Naturalized Swale	4,686	\$7,966	\$1.70
GI-LE-15	Great Wave Area	Naturalized Swale	4,512	\$7,670	\$1.70
GI-STO-08	Oakgrove Dr Parking North	Naturalized Swale	4,473	\$7,604	\$1.70

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-STO-05	Park Rd and Northdale Dr	Naturalized Swale	4,212	\$7,160	\$1.70
GI-LE-08	Shelter D	Naturalized Swale	4,173	\$7,094	\$1.70
GI-LE-06	Shelter A	Naturalized Swale	4,135	\$7,030	\$1.70
GI-KEN-14	Farm Center	Naturalized Swale	4,134	\$7,028	\$1.70
GI-KEN-15	Farm Center	Naturalized Swale	4,058	\$6,899	\$1.70
GI-STO-07	Oakgrove Dr Parking South	Naturalized Swale	3,992	\$6,786	\$1.70
GI-LOW-04	Shelter I	Naturalized Swale	3,980	\$6,765	\$1.70
GI-STO-01	Main Park Rd Traffic Circle	Naturalized Swale	3,772	\$6,412	\$1.70
GI-WIL-27	Shelter H	Naturalized Swale	3,617	\$6,149	\$1.70
GI-WIL-21	Bike and Boat Rental	Naturalized Swale	3,598	\$6,117	\$1.70
GI-STO-09	Oakgrove Dr Parking North	Naturalized Swale	3,447	\$5,860	\$1.70
GI-LE-02	Entrance	Naturalized Swale	3,258	\$5,539	\$1.70
GI-STO-24	Winter Cove	Naturalized Swale	3,216	\$5,467	\$1.70
GI-OAK-06	Nature Center	Naturalized Swale	3,140	\$5,338	\$1.70
GI-LOW-13	Shelter C	Naturalized Swale	3,037	\$5,163	\$1.70
GI-WIL-24	Driving Range	Naturalized Swale	3,023	\$5,139	\$1.70
GI-KEN-16	Shelter D	Naturalized Swale	3,015	\$5,126	\$1.70
GI-WIL-20	Bike and Boat Rental	Naturalized Swale	2,753	\$4,680	\$1.70
GI-DEL-06	East Delhi	Naturalized Swale	2,682	\$4,559	\$1.70

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-KEN-02	Shelter B	Naturalized Swale	2,592	\$4,406	\$1.70
GI-LE-11	Shelter E	Naturalized Swale	2,586	\$4,396	\$1.70
GI-LOW-12	Shelter C	Naturalized Swale	2,513	\$4,272	\$1.70
GI-WOL-01	Ditch near Farm Parking	Naturalized Swale	2,495	\$4,242	\$1.70
GI-KEN-18	Maple Beach Drive	Naturalized Swale	2,465	\$4,191	\$1.70
GI-LSC-02	Shelter B	Naturalized Swale	2,424	\$4,121	\$1.70
GI-HUR-01	Shelter C	Naturalized Swale	2,415	\$4,106	\$1.70
GI-WIL-09	Elder Creek	Naturalized Swale	2,220	\$3,774	\$1.70
GI-DEL-05	East Delhi	Naturalized Swale	2,205	\$3,749	\$1.70
GI-KEN-12	Shelter D	Naturalized Swale	2,199	\$3,738	\$1.70
GI-WIL-16	Washago Pond SW	Naturalized Swale	2,194	\$3,730	\$1.70
GI-WIL-05	Shelter E	Naturalized Swale	2,152	\$3,658	\$1.70
GI-STO-21	West Branch Dr Parking	Naturalized Swale	2,093	\$3,558	\$1.70
GI-WIL-08	Elder Creek	Naturalized Swale	2,086	\$3,546	\$1.70
GI-WIL-03	Shelter D	Naturalized Swale	1,997	\$3,395	\$1.70
GI-STO-33	Baypoint Beach Parking	Bioswale	13,867	\$126,936	\$9.15
GI-KEN-24	Maple Beach	Bioswale	11,333	\$90,034	\$7.94
GI-STO-18	Baypoint Beach Parking	Bioswale	10,942	\$102,528	\$9.37
GI-STO-02	Eastwood Beach Parking	Bioswale	10,800	\$85,800	\$7.94

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-STO-11	Eastwood Beach Parking	Bioswale	9,100	\$72,294	\$7.94
GI-KEN-11	Mitten Bay Docking	Bioswale	7,350	\$58,392	\$7.94
GI-KEN-06	Martindale Beach/Splash	Bioswale	6,780	\$53,863	\$7.94
GI-STO-29	Eastwood Beach Parking	Bioswale	6,746	\$59,443	\$8.81
GI-KEN-04	Martindale Beach/Splash	Bioswale	6,300	\$50,050	\$7.94
GI-KEN-31	Golf Course	Bioswale	6,100	\$48,461	\$7.94
GI-KEN-20	Shelter I	Bioswale	6,050	\$48,064	\$7.94
GI-KEN-30	Nature Center	Bioswale	6,030	\$47,905	\$7.94
GI-KEN-19	Shelter F	Bioswale	5,900	\$46,872	\$7.94
GI-STO-30	Eastwood Beach Parking	Bioswale	5,550	\$49,942	\$9.00
GI-DEL-03	East Delhi	Bioswale	5,400	\$42,900	\$7.94
GI-STO-31	Winter Cove Parking	Bioswale	5,250	\$41,708	\$7.94
GI-HUD-12	Golf Course	Bioswale	5,020	\$39,881	\$7.94
GI-STO-19	Mt Vernon Dr Parking	Bioswale	5,000	\$39,722	\$7.94
GI-STO-28	Eastwood Beach Parking	Bioswale	4,950	\$45,175	\$9.13
GI-IND-05	Shelter B	Bioswale	4,820	\$38,292	\$7.94
GI-STO-23	Winter Cove Parking	Bioswale	4,750	\$37,736	\$7.94
GI-LOW-10	Shelter G	Bioswale	4,691	\$37,267	\$7.94
GI-KEN-07	Martindale Beach/Splash	Bioswale	4,612	\$36,640	\$7.94

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-LOW-11	Shelter G	Bioswale	4,589	\$36,454	\$7.94
GI-STO-26	Gladeview Dr Parking South	Bioswale	4,400	\$34,956	\$7.94
GI-STO-32	Winter Cove Parking	Bioswale	4,150	\$32,969	\$7.94
GI-STO-10	Gladeview Dr Parking South	Bioswale	4,150	\$32,969	\$7.94
GI-WIL-04	Shelter D	Bioswale	4,114	\$49,063	\$11.93
GI-HUD-11	Shelter C	Bioswale	3,560	\$28,282	\$7.94
GI-STO-17	Eastwood Beach Parking	Bioswale	3,450	\$31,308	\$9.07
GI-HUD-02	Shelter A	Bioswale	3,340	\$26,534	\$7.94
GI-WIL-26	Driving Range	Bioswale	2,920	\$27,618	\$9.46
GI-HUD-10	Shelter C	Bioswale	2,760	\$21,927	\$7.94
GI-IND-04	Meadowlark	Bioswale	2,760	\$21,927	\$7.94
GI-DEX-01	East	Bioswale	2,730	\$26,368	\$9.66
GI-HUR-04	Golf Course Ski Center	Bioswale	2,550	\$20,258	\$7.94
GI-STO-12	Gladeview Dr Parking North	Bioswale	2,500	\$19,861	\$7.94
GI-STO-13	Gladeview Dr Parking North	Bioswale	2,500	\$19,861	\$7.94
GI-HUR-08	Golf Course Ski Center	Bioswale	2,480	\$19,702	\$7.94
GI-WIL-25	Driving Range	Bioswale	2,400	\$23,487	\$9.79
GI-STO-27	Gladeview Dr Parking South	Bioswale	2,300	\$18,272	\$7.94
GI-DEX-02	West	Bioswale	2,279	\$22,785	\$10.00
GI-KEN-21	Shelter J	Bioswale	2,270	\$18,034	\$7.94

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-KEN-32	Golf Course	Rain Garden	3,526	\$35,015	\$9.93
GI-LE-05	Marshland Museum	Rain Garden	2,980	\$31,474	\$10.56
GI-HUD-07	Park Office	Rain Garden	2,960	\$23,516	\$7.94
GI-LOW-14	Shelter C	Pavement Removal	134,189	\$696,174	\$5.19
GI-KEN-25	Maple Beach	Pavement Removal	93,450	\$656,227	\$7.02
GI-KEN-27	Shelter L	Pavement Removal	61,599	\$432,562	\$7.02
GI-WOL-02	Golf Course Parking Lot	Pavement Removal	57,450	\$265,547	\$4.62
GI-HUD-15	Shelter C	Pavement Removal	46,575	\$278,519	\$5.98
GI-OAK-08	Lot NW of Nature Center	Pavement Removal	39,166	\$214,107	\$5.47
GI-LOW-20	Shelter J	Pavement Removal	37,769	\$225,859	\$5.98
GI-KEN-13	Shelter D	Pavement Removal	26,280	\$121,472	\$4.62
GI-KEN-35	Shelter K	Pavement Removal	23,937	\$168,091	\$7.02
GI-OAK-09	Nature Center	Pavement Removal	23,566	\$128,827	\$5.47
GI-LOW-21	Shelter J	Pavement Removal	23,204	\$162,946	\$7.02
GI-LOW-27	Walnut Grove Camp	Pavement Removal	21,063	\$147,907	\$7.02
GI-LOW-23	Shelter J	Pavement Removal	17,471	\$122,687	\$7.02
GI-IND-06	Park Office	Pavement Removal	15,842	\$82,188	\$5.19
GI-KEN-33	Shelter J	Pavement Removal	10,444	\$73,340	\$7.02
GI-LOW-25	Shelter J	Pavement Removal	9,727	\$68,303	\$7.02

Site ID	Site	Practice Type	Treatment Surface Area (ft ²)	Estimated Cost	Cost per sq ft of Treatment Area (\$/ft ²)
GI-LOW-22	Shelter J	Pavement Removal	8,495	\$59,656	\$7.02
GI-LOW-26	Walnut Grove Camp	Pavement Removal	6,581	\$35,974	\$5.47
GI-HUD-04	Service Area	Pavement Removal	6,508	\$33,764	\$5.19
GI-LOW-24	Shelter J	Pavement Removal	4,907	\$34,457	\$7.02
GI-LOW-01	South Entrance	Stormwater Treatment Wetland	58,018	\$638,205	\$11.00
GI-STO-25	Winter Cove	Stormwater Treatment Wetland	25,286	\$277,582	\$10.98
GI-IND-01	Golf Course	Stormwater Treatment Wetland	14,600	\$161,576	\$11.07
GI-STO-20	Winter Cove	Stormwater Treatment Wetland	7,949	\$87,267	\$10.98
GI-KEN-23	Maple Beach	Stormwater Treatment Wetland	4,200	\$47,407	\$11.29
GI-KEN-26	Boat Rental	Porous Pavement	16,827	\$419,678	\$24.94
GI-HUR-06	Golf Course Ski Center	Porous Pavement	6,364	\$158,723	\$25.00
GI-HUD-13	Golf Course	Porous Pavement	6,000	\$149,644	\$24.94

Overall Stream Stabilization Prioritization

Stream stabilization project recommendations with potential opportunity for public engagement have been given greatest priority (underlined), followed by those projects HCMA staff could likely complete (Site ID in **green**). In order to have the greatest potential impact on water quality, the remaining stream stabilization sites have been prioritized by the potential reduction in sediment loads due to streambank erosion and is derived from length and erosion hazard severity comparison. Because there are a wide variety of grants available for stream habitat restoration and projects involving sediment load reduction, all recommended projects are considered eligible. The prioritized shoreline rehabilitation recommendations are presented from highest priority to lowest in the table below, considering first those projects with potential to be completed by HCMA staff followed those most likely to be externally contracted.

Stream Stabilization Site ID	Length (ft)	Erosion Hazard Severity	Recommended Treatment	Unit Cost (\$/ft)	Cost Opinion
<u>S3-HUD-005</u>	<u>320.39</u>	<u>High</u>	<u>Coir Block with Live Stakes</u>	<u>172</u>	<u>\$56,000</u>
<u>S3-DEX-002</u>	<u>295.85</u>	<u>High</u>	<u>Coir Block with Live Stakes</u>	<u>172</u>	<u>\$51,000</u>
<u>S3-WOL-002</u>	<u>295.85</u>	<u>High</u>	<u>Coir Block with Live Stakes</u>	<u>\$172</u>	<u>\$51,000</u>
<u>S3-WIL-002</u>	<u>167.08</u>	<u>High</u>	<u>Coir Block with Live Stakes</u>	<u>\$172</u>	<u>\$29,000</u>
<u>S3-LOW-003</u>	<u>165.13</u>	<u>High</u>	<u>Coir Block with Live Stakes</u>	<u>\$172</u>	<u>\$28,000</u>
<u>S3-HUD-002</u>	<u>131.53</u>	<u>High</u>	<u>Coir Block with Live Stakes</u>	<u>172</u>	<u>\$23,000</u>
<u>S3-WIL-001.2</u>	<u>146.07</u>	<u>Moderate</u>	<u>Coir Block with Live Stakes</u>	<u>\$172</u>	<u>\$26,000</u>
S3-STO-004	710.65	Very High	Soil Lifts with Live Stakes	\$678	\$482,000
S3-LOW-006	625.26	Very High	Soil Lifts with Live Stakes	\$678	\$424,000
S3-LOW-008	623.15	Very High	Soil Lifts with Live Stakes	\$678	\$422,000
S3-WIL-004	336.76	Very High	Soil Lifts with Live Stakes	\$678	\$229,000
S3-WOL-005	6,138.01	High/Very High	Soil Lift with Live Stakes	\$678	\$4,162,000
S3-WOL-009	5,869.28	High/Very High	Soil Lift with Live Stakes	\$678	\$3,980,00

Stream Stabilization Site ID	Length (ft)	Erosion Hazard Severity	Recommended Treatment	Unit Cost (\$/ft)	Cost Opinion
S3-WOL-008	3,324.53	High/Very High	Soil Lift with Live Stakes	\$678	\$2,255,000
S3-OAK-003	11,105.11	High	Soil Lifts with Live Stakes	\$678	\$7,530,000
S3-LOW-001	8,612.30	High	Soil Lifts with Live Stakes	\$678	\$5,839,000
S3-WIL-003	5,104.15	High	Soil Lifts with Live Stakes	\$678	\$3,461,000
S3-LOW-010	3,228.77	High	Soil Lifts with Live Stakes	\$678	\$2,189,000
S3-LOW-011	2,937.77	High	Soil Lifts with Live Stakes	\$678	\$1,992,000
S3-IND-001	2,058.73	High	Coir Block with Live Stakes	172	\$355,000
S3-HUD-004	2,025.57	High	Soil Lifts with Live Stakes	678	\$1,374,000
S3-WOL-004	1,967.76	High	Soil Lift with Live Stakes	\$678	\$1,335,000
S3-OAK-002	1,799.19	High	Soil Lifts with Live Stakes	\$678	\$1,220,000
S3-HUR-001	1,579.56	High	Soil Lifts with Live Stakes	678	\$1,071,000
S3-HUD-003	1,554.08	High	Soil Lifts with Live Stakes	678	\$1,054,000
S3-STO-003	1,485.78	High	Coir Block with Live Stakes	\$172	\$256,000
S3-WOL-010	1,464.31	High	Soil Lift with Live Stakes	\$678	\$993,000
S3-LOW-012	1,382.02	High	Soil Lifts with Live Stakes	\$678	\$937,000
S3-KEN-003	1,097.36	High	Coir Block with Live Stakes	172	\$189,000
S3-KEN-001	987.51	High	Coir Block with Live Stakes	172	\$170,000
S3-HUR-003	932.69	High	Soil Lifts with Live Stakes	678	\$633,000
S3-LOW-005	884.85	High	Soil Lifts with Live Stakes	\$678	\$600,000
S3-LOW-004	867.60	High	Soil Lifts with Live Stakes	\$678	\$588,000

Stream Stabilization Site ID	Length (ft)	Erosion Hazard Severity	Recommended Treatment	Unit Cost (\$/ft)	Cost Opinion
S3-LOW-014	729.34	High	Soil Lifts with Live Stakes	\$678	\$494,000
S3-WOL-006	529.89	High	Soil Lift with Live Stakes	\$678	\$360,000
S3-LOW-002	497.59	High	Soil Lifts with Live Stakes	\$678	\$337,000
S3-WOL-007	425.23	High	Soil Lift with Live Stakes	\$678	\$289,000
S3-STO-001	419.14	High	Soil Lifts with Live Stakes	\$678	\$285,000
S3-STO-002	359.24	High	Soil Lifts with Live Stakes	\$678	\$244,000
S3-KEN-002	351.27	High	Soil Lifts with Live Stakes	678	\$239,000
S3-LOW-013	337.11	High	Soil Lifts with Live Stakes	\$678	\$229,000
S3-DEX-001	309.94	High	Soil Lifts with Live Stakes	678	\$211,000
S3-WOL-001	309.94	High	Soil Lift with Live Stakes	\$678	\$211,000
S3-HUR-002	309.47	High	Soil Lifts with Live Stakes	678	\$210,000
S3-LOW-007	302.30	High	Soil Lifts with Live Stakes	\$678	\$205,000
S3-HUD-006	274.13	High	Soil Lifts with Live Stakes	678	\$186,000
S3-HUD-001	266.34	High	Soil Lifts with Live Stakes	678	\$181,000
S3-WIL-001.1	263.31	High	Soil Lifts with Live Stakes	\$678	\$179,000
S3-WOL-003	243.17	High	Soil Lift with Live Stakes	\$678	\$165,000
S3-LOW-009	180.21	High	Soil Lifts with Live Stakes	\$678	\$122,000
S3-STO-005	98.16	High	Soil Lifts with Live Stakes	\$678	\$67,000
S3-WIL-005	92.10	High	Soil Lifts with Live Stakes	\$678	\$63,000
S3-HUR-005	76.20	High	Soil Lifts with Live Stakes	678	\$506,000

Stream Stabilization Site ID	Length (ft)	Erosion Hazard Severity	Recommended Treatment	Unit Cost (\$/ft)	Cost Opinion
S3-OAK-001	3,983.23	High/Moderate	Soil Lifts with Live Stakes	\$678	\$2,701,000
S3-OAK-004	2,280.26	High/Moderate	Soil Lifts with Live Stakes	\$678	\$1,547,000
S3-IND-003	3,082.55	Moderate	Coir Block with Live Stakes	172	\$531,000
S3-HUR-004	2,328.54	Moderate	Coir Block with Live Stakes	172	\$401,000
S3-IND-002	444.61	Moderate	Coir Block with Live Stakes	172	\$77,000

Overall Shoreline Rehabilitation Prioritization

Shoreline rehabilitation projects have been prioritized by greatest potential to reduce sediment loading into waterbodies and those HCMA staff could likely complete (Site ID in **green**). Because there is a wide variety of grants available for stream habitat restoration, projects involving sediment load reduction, and invasive species management, all recommended projects are considered eligible. Invasive species cost opinions have not been provided as part of this project as quantifying extents and densities is beyond the scope of this effort. The prioritized shoreline rehabilitation recommendations are presented from highest priority to lowest in the table below, considering first those projects with potential to be completed by HCMA staff followed those most likely to be externally contracted.

Shoreline Restoration Site ID	Length (ft)	Recommended Treatment	Unit Cost (\$/ft)	Cost Opinion
SLR-STO-009	3,500	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-STO-005	3,000	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-013	2,409	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LSC-006	1,726	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-007	1,506	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-STO-007	1,500	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-009	1,254	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-003	1,242	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LSC-007	1,116	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LSC-008	1,000	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-001	903	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LSC-005	900	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-002	878	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-011	800	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-015	774	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-005	765	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-014	661	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-004	615	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LSC-004	521	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-006	500	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-STO-006	500	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-010	446	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LE-012	37	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LSC-009	325	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-STO-008	300	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-HUR-001	200	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-LSC-002	112	Detail E (Invasive Species Removal)	\$3,000/acre	NA

Shoreline Restoration Site ID	Length (ft)	Recommended Treatment	Unit Cost (\$/ft)	Cost Opinion
SLR-LSC-001	70	Detail E (Invasive Species Removal)	\$3,000/acre	NA
SLR-IND-001	50	Detail E (Invasive Species Removal)	\$3,000	NA
SLR-IND-002	50	Detail E (Invasive Species Removal)	\$3,000	NA
SLR-IND-003	50	Detail E (Invasive Species Removal)	\$3,000	NA
SLR-KEN-009	922	Detail A (Tree Removal, Excavation, and Plant Restoration)	\$19	\$17,527
SLR-KEN-001	673	Detail A (Tree Removal, Excavation, and Plant Restoration)	\$19	\$12,800
SLR-LSC-003	600	Detail A (Tree Removal, Excavation, and Plant Restoration)	\$19	\$11,400
SLR-STO-001	555	Detail A (Tree Removal, Excavation, and Plant Restoration)	\$17	\$9,438
SLR-KEN-008	354	Detail A (Tree Removal, Excavation, and Plant Restoration)	\$19	\$6,730
SLR-STO-003	300	Detail A (Tree Removal, Excavation, and Plant Restoration)	\$17	\$5,100
SLR-KEN-005	94	Detail A (Tree Removal, Excavation, and Plant Restoration)	\$19	\$1,793
SLR-STO-002	1,513	Detail A (Tree Removal, Excavation, Plant Restoration, and Invasive Species Removal)	\$19	\$28,756
SLR-KEN-006	653	Detail A+E (Tree Removal, Excavation, Plant Restoration, and Invasive Species Removal)	\$21	\$13,718
SLR-LE-008	650	Detail A+E (Tree Removal, Excavation, Plant Restoration, and Invasive Species Removal)	\$21	\$13,650
SLR-KEN-003	1,053	Detail B (Excavation and Plant Restoration)	\$52	\$54,769
SLR-KEN-002	314	Detail B (Excavation and Plant Restoration)	\$52	\$16,347
SLR-KEN-010	269	Detail B (Excavation and Plant Restoration)	\$52	\$13,987
SLR-KEN-007	178	Detail B (Excavation and Plant Restoration)	\$52	\$9,261
SLR-STO-004	406	Detail C+E (Riprap and Invasive Species Removal)	\$29	\$11,774
SLR-KEN-004	167	Detail C+E (Riprap and Invasive Species Removal)	\$29	\$4,845
SLR-WIL-001	308	Detail D (Excavation, Soil Replacement, and Plant Restoration)	\$8	\$2,463

HCMA SWMP Project Recommendations Funding Opportunities

Grant Name	Source	Project Type Supported	Description	Applicable Projects
State Revolving Fund (SRF), also known as Michigan's Water Pollution Control Revolving Fund	EGLE	Streambank, Shoreline, Green Infrastructure	Low interest loan (2% for 20-year loans and 2.25% for 30-year loans in CY2019) financing program that assists qualified local municipalities with the construction of needed water pollution control facilities. Funds capital costs only, not O&M costs	Municipal Sewage Treatment Facilities, Interceptor Sewers, Collection Systems, Inflow/Infiltration Correction, Combined Sewer Separation, Septage Treatment Facilities, Nonpoint Source Pollution Control , Stormwater Treatment Facilities https://www.michigan.gov/egle/0,9429,7-135-3307_3515-314509--,00.html
Strategic Water Quality Initiatives Fund (SWQIF) Loans	EGLE	Streambank, Shoreline, Green Infrastructure	The Strategic Water Quality Initiatives Fund (SWQIF) is a low interest revolving loan program that allows qualified municipalities to access financing for the construction of needed water pollution control facilities that cannot qualify for SRF assistance.	Municipal Sewage Treatment Facilities, Interceptor Sewers, Collection Systems, Inflow/Infiltration Correction, Combined Sewer Separation, Septage Treatment Facilities, Nonpoint Source Pollution Control , Stormwater Treatment Facilities https://www.michigan.gov/egle/0,9429,7-135-3307_3515-314509--,00.html
Nonpoint Source Pollution Control Grants - Clean Michigan Initiative (CMI)	EGLE	Streambank, Shoreline, Green Infrastructure	Provides funding to implement the physical improvements in approved watershed management plans intended to restore impaired waters and protect high quality waters. Projects require a minimum of 25 percent match, which may include cash and in-kind services from non-federal sources. The minimum request is \$25,000 in grant funds.	Stormwater and Wellhead Protection https://www.michigan.gov/egle/0,9429,7-135-3307_3515-314499--,00.html
Waterways Program Grants	MDNR	Shoreline, Streambank	Provides up to 50% match of eligible costs grants for engineering studies and infrastructure improvement projects at 63 Grant-in-Aid harbors and boating access sites to eligible applicants, which include local units of government (city, village, township and county) and state colleges and universities.	Example Projects and funding activities are: Chassell Township - Ramp & Canoe/Kayak Launch; Breen Township - Sunrise Boat Launch Renovation; Gull Lake- Prairieville Township - Ramp & Skid Pier Replacement; Harbor Beach - Shower Rooms, Restrooms, & Office Upgrade, Concrete Replacement, Fuel Dispenser & pump, Asphalt Replacement, Dock Replacement; New Buffalo - Preliminary Engineering https://www.michigan.gov/dnr/0,4570,7-350-79134_81684_79209_80306---,00.html

Grant Name	Source	Project Type Supported	Description	Applicable Projects
Land and Water Conservation Fund	MDNR	Green Infrastructure, Streambank, Shoreline	Provides matching grants to states and local governments for the development of public outdoor recreation areas and facilities. Priorities projects (2018-2022) include trails, community recreation, green technology, coordination and communication and universal access. Acquisition of land is not eligible for LWCF funding. The minimum grant request amount is \$30,000, and the maximum grant request amount is \$300,000	Example Projects and funding activities are: County - Development to renovate the pedestrian connection at Camp Petosega by replacing two pedestrian bridges over Cedar Creek and the addition of access routes, benches and interpretive signage https://www.michigan.gov/dnr/0,4570,7-350-79134_81684_79209_81655---,00.html
Michigan Aquatic Invasive Plant Control Grant Program (MISGP)	EGLE	Invasive Species, Shoreline	Provides grants to assist with the prevention, detection, eradication, and control by chemical, physical, or biological methods of aquatic invasive plant species within Michigan inland lakes	Required: Public access to the inland lake is available for all activities associated with the project; The waterbody has vegetation management goals created by a licensed commercial applicator or lake manager; All control or eradication activities use best management practices https://www.michigan.gov/invasives/0,5664,7-324-71276_92000---,00.html
Great Lakes Restoration Initiative (GLRI)	GLRI	Shoreline, Streambank, Green Infrastructure, Invasive Species	Funds agencies to build numerous grant opportunities that will fund efforts to protect and restore the Great Lakes. Grants are numerous, but constantly changing. Look at link for most up to date grant opportunities.	All projects must support one of the GLRI focus areas: toxic substances and areas of concern, invasive species, nonpoint source pollution impacts on nearshore health, habitat and species, and foundations for future restoration actions https://www.glri.us/funding#grant-opps
Sustain Our Great Lakes	NFWF	Culverts, Streambank, Shoreline, Green Infrastructure, Invasive Species	Sustain Our Great Lakes is a public-private partnership designed to address these threats and improve the ecological health of the Great Lakes basin. Its mission is to sustain, restore, and protect fish, wildlife, and habitat in the basin by leveraging funding, building conservation capacity, and focusing partners and resources toward key ecological issues. The program achieves this mission, in part, by awarding grants for on-the-ground habitat restoration and enhancement.	Aquatic connectivity (e.g., dam removal, bridge and culvert replacement, installation of fish passage structures); Riparian and stream habitat (e.g., streambank stabilization, invasive species control, restoration of native vegetation, placement of in-stream structures); Wetlands (e.g., invasive species control, restoration of native vegetation, hydrological restoration); and Green stormwater infrastructure (e.g., construction/improvement of urban wetlands, installation of bioswales, pervious surfaces, and rain gardens, and native tree planting). https://www.nfwf.org/greatlakes/Pages/home.aspx



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Henkel, Chief of Engineering Services
 Subject: Proposal Vehicular and Pedestrian Bridge Inspections
 Location: All Locations
 Date: November 8, 2019

Bids Received: October 31, 2019

Action Requested: Motion to Approve

That the Board of Commissioners approve proposal P-900-19-023 dated October 24, 2019, from Wade Trim Associates, in the amount of \$49,671.37 for a one-time inspection of vehicular and pedestrian bridge as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: Funding is available in the Engineering professional services account in the amount of \$50,000 for bridge inspection services.

Background: In response to staff's request, Wade Trim Associates Inc., of Taylor, Michigan submitted a proposal for engineering bridge inspection services for 10 vehicular and 20 pedestrian bridges located at Kensington, Hudson Mills, Dexter Huron, Willow, Lower Huron, Wolcott Mill, Lake St. Clair and Stony Creek Metroparks. Wade Trims total estimated fee is 49,671.39. Wade trims inspection services will be billed at their hourly rate. Inspection service fees are estimated and will be billed based on actual services rendered.

Scope of Work: The services include field inspections, vehicular bridge load rating and analysis, final report and recommendations, streambed cross sections and scour evaluations. They will provide field inspections based on current National Bridge Inspection Standards (NBIS), American Association of State Highway and Transportation Officials (AASHTO), safety manual, and the Michigan Department of Transportation's (MDOT) Bridge Analysis Guide.

Each bridge inspection will generate an associated report, which includes a detailed condition assessment and any associated deficiencies. Proposals were requested as part of a due diligence effort to ascertain and provide current condition assessments for parks bridges. Results will be used to formulate and prioritize future infrastructure work.

After reviewing proposals, staff is recommending Wade Trim based upon their understanding of the project and scope of work. Wade Trim also addressed the need for scour evaluations.

Proposal Received

Anderson, Eckstein, & Westrick, Inc.	\$ 19,500.00
Great Lakes Engineering Group LLC	\$ 19,980.00
Rowe Professional Services Company	\$ 20,635.00
Wade Trim Associates, Inc.*	\$ 49,671.39
IBI Group	\$ 82,025.00
NTH consultants	\$251,300.00

() Indicates recommended award.*



/// **2019 VEHICULAR AND PEDESTRIAN BRIDGE INSPECTIONS**
HURON-CLINTON METROPOLITAN AUTHORITY
RFP NO. P-900-19-023

OCTOBER 24, 2019



Wade Trim Associates, Inc.
25251 Northline Road • Taylor, MI 48180
734.947.9700 • www.wadetrim.com

October 24, 2019

Huron-Clinton Metropolitan Authority
Engineering Department
13000 High Ridge Drive
Brighton, MI 48114

Attention: Jason Kulongowski, PE, Project Representative

Re: RFP No.: P-900-19-023 2019 Vehicular and Pedestrian Bridge Inspections

Dear Mr. Kulongowski:

The Huron-Clinton Metropolitan Authority (HCMA) seeks a qualified professional consulting firm to provide bridge inspections for 10 vehicular and 20 pedestrian bridges located in 10 of the 13 Metroparks in Southeast Michigan. The project is intended to have updated inspections at these bridges, as well as inventory their conditions for possible inclusion in the National Bridge Inventory and MDOT-maintained online listing of bridges.

It is imperative that access to the parks and within the parks is maintained for the safety and functionality of the vast number of people using the park system. Bridges are a vital part of the park infrastructure, by crossing other roadways and watercourses. Structurally deficient or functionally obsolete bridges can pose a significant problem to the public and the bridge owner. By performing regularly scheduled bridge inspections, potential problems can be proactively determined and dealt with as needed. Routine bridge inspections will allow for this.

On a project management basis, our Project Manager, Robert Breen, PE, has significant experience in working with the HCMA on Metropark projects, including four within Kensington Metropark. In addition, he was the lead structural engineer on the five timber boardwalks that were part of the Kensington-Milford Pathway project for Milford Township and Kensington Metropark.

He is familiar with the design and construction assistance process employed by the HCMA personnel and is available by phone, cell phone and email at all times to answer questions or provide solutions to problems that may arise.

Wade Trim strives to maintain long-term relationships with our clients and the communities where we work and live. We welcome the opportunity to continue providing services to HCMA. If you have any questions, please contact Robert Breen, PE at 734.947.9700 or rbreen@wadetrim.com.

Very truly yours,

Wade Trim Associates, Inc.

Robert Breen, PE
Project Manager

**HURON-CLINTON METROPOLITAN AUTHORITY
NOTICE OF REQUEST FOR PROPOSALS (RFP)**

Design Project Title: 2019 Vehicular and Pedestrian Bridge Inspections

Park Name: Kensington, Indian Springs, Hudson Mills, Dexter Huron, Willow, Lower Huron, Lake Erie, Wolcott Mill, Lake St. Clair & Stony Creek Metroparks

Park Address: Various, See attachment

RFP No.: P-900-19-023

Issue Date: October 4, 2019

Response Date: October 24, 2019

PROPOSAL DUE TIME: By 2:00 PM (local time)

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

DESCRIPTION: The Huron-Clinton Metropolitan Authority is issuing a Request for Proposal (RFP) to qualified professional consulting firms to perform services as detailed in Attachment A, Statement of Work.

INDEX: Included in this RFP are the following:

- RFP Form (this form)
- Attachment A – Statement of Work (and attachments, if any)
- Attachment B – Standard Authority Professional Services Agreement form (for information only)
- Attachment C – Proposal Cost Worksheet

☒ A copy of the complete RFP is available from the Michigan Inter-Governmental Trade Network (MITN) website: www.mitn.info

☐ A copy of the complete RFP is available from the Authority's Engineering Department, 13000 High Ridge Drive, Brighton, Michigan 48114.

☐ A copy of the complete RFP has been provided to qualified professional consulting firms

Proponents responding to this RFP are strongly encouraged to carefully read the entire RFP

Direct inquiries regarding this RFP to Jason Kulongowski, Project Representative,

of the Engineering Department, at (810)494-6018 Email: jason.kulongowski@metroparks.com

This Proposal is Offered By: Name: Wade Trim Associates, Inc.

Address: 25251 Northline Road

City, State: Taylor, MI Zip: 48180

Phone: 313.947.9700 Email: rbreen@wadetrim.com



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/// PART I TECHNICAL

/// SECTION A

GENERAL INFORMATION & PROJECT TEAM

/// GENERAL INFORMATION & PROJECT TEAM

NAME AND ADDRESS OF CONSULTING FIRM

Wade Trim Associates, Inc. has Federal Employer Identification Number 38-1802386 and was incorporated in Michigan.

Wade Trim is headquartered in Detroit. The Huron-Clinton Metropolitan Authority will be served from Wade Trim's Taylor office:

Robert Breen, PE
Bridge Discipline Lead
Wade Trim Associates, Inc.
25251 Northline Road
Taylor, MI 48180
734.947.9700 phone
734.947.9726 fax
rbreen@wadetrim.com

Corporate Office
500 Griswold Avenue, Suite 2500
Detroit, MI 48226
313.961.3650 phone/313.961.0898 fax
www.wadetrim.com

WADE TRIM QUALIFICATIONS

Wade Trim brings extensive experience in inspections, load rating, and design on various bridge projects from single span culverts to multi-span and multi-girder structures.

A firm of national stature, Wade Trim is a multidisciplinary engineering, planning, landscape architecture, and surveying consultant serving the infrastructure and related needs of counties and municipalities as well as private corporations. Our professionals and support staff serve clients in several market segments including Transportation, Municipal Services, Land Development, Construction Engineering, Water Resources, and Operations Services.

Our Transportation Services Group can support every phase of a project ranging from studies and evaluations to design and construction management. Specialized disciplines include structural, roadway,



Robert Breen, PE, was Project Manager for the Huron Clinton Metropolitan Authority's Cove Point Bridge Replacement project at the Lake Erie Metropark. Mike Nicolls, PE, served as the Project Engineer.

traffic, hydraulic, and construction engineering, as well as inspection and surveying. Wade Trim's bridge engineers have more than 85 years of combined experience in inspection and design.

Our bridge services are focused in several areas including: inspection, scoping and load rating; rehabilitation and replacement designs; new bridge structures; and stream stability and scour evaluations.

Wade Trim's bridge engineers balance construction quality with the human and economic requirements of a project. The project may be a new bridge or rehabilitation of an existing bridge. Both can benefit from the broad organizational discipline of our engineers whose practice coordinates design, planning

Exhibit 1 Related Bridge Inspection Services

Biennial Bridge Inspections

- » Clients - Various cities and local road agencies
- » Evaluated per FHWA NBIS
- » More than 250 bridges inspected in Michigan including:
 - 60 bridges in Gladwin County
 - 38 bridges in Flint
 - 25 bridges in Dearborn Heights
 - 45 bridges in Detroit

Structure Load Rating

- » Clients - State, local agencies, contractors and trucking companies
- » First consultant in Michigan to load rate with results in database
- » Use the most current bridge load rating software including AASHTOWare BrR and LEAP
- » Analyze all conventional superstructure and load types

Scour Evaluations

- » Clients - More than 20 local agencies
- » Performed more than 50 Level 1 and more than 25 Level 2 scour evaluations in 2009
- » Provided Plans of Action in 2010 to various local agencies for FHWA compliance by December 31, 2010

Bridge Scoping

- » Client - Michigan Department of Transportation
- » 200 in southeast Michigan
- » Used GPR (ground penetrating radar) on 1.6-mile bridge on I-75 over the Rouge River
- » Complete life cycle cost analysis with reports
- » Performed investigations for 3 of MDOT's 11 "Big Bridges" and one three-level urban interchange

Wade Trim engineers perform routine and in-depth bridge inspections, structure load ratings, scour evaluations and bridge scoping for numerous bridges throughout the state.

and engineering to create an aesthetically pleasing, financially sound and environmentally sensitive project. Wade Trim bridge engineers provide our clients with quality projects produced on time and within budget.

Wade Trim assists clients to shape ideas into built environments for people to work, play and enjoy leisure activities. Our staff offers one-stop, practical and sustainable solutions for a wide range of complex design and planning issues. Wade Trim brings the perspectives of civil engineers, landscape architects, planners and environmental specialists, allowing us to consider projects from community use and development, environmental and implementation perspectives.

With this multi-disciplined perspective and the insight of our construction engineers, we develop designs that are implementation-oriented and reflect the desires and needs of the community. We follow a comprehensive approach to site analysis, park design and construction, non-motorized transportation planning and design, sustainable design and environmental restoration, master planning, capital improvement programs, community engagement and grant writing.

/// SECTION B

UNDERSTANDING OF PROJECT & TASKS

/// UNDERSTANDING OF PROJECT & TASKS

The Huron Clinton Metropolitan Authority (HCMA) has a number of vehicular bridges as well as pedestrian bridges located throughout a vast majority of the 13 Metroparks located in southeast Michigan. It is our understanding that currently the vehicular bridges are not under the requirements of the National Bridge Inspection Standards (NBIS). As stated in 23 CFR, Part 650 "National Bridge Inspection Standards" vehicular bridges over 20 feet in length serving public roads are to be routinely inspected. Because the HCMA park roads may not be classified as public roads,

they may be exempt for these regulations at this time. However, the engineering staff of HCMA is looking to the requirements of the NHI and MDOT to have their bridges inspected following the requirements of both organizations. They are being responsible in having all the bridges within their system be inspected utilizing the routine bridge inspection outlined in the Michigan Bridge Inspectors Reference Manual (BIRM).

The bridges under HCMA jurisdiction requiring inspection under this project are listed in Exhibit 2.

Exhibit 2 Bridges Under HCMA Jurisdiction		
	Park/Course	Bridges
Vehicular Bridges (10 Total)	Kensington Metropark	» Group Camp Road over Huron River
	Indian Springs Metropark	» Main Park Road over Pedestrian Pathway
	Stony Creek Metropark	» North Dam over Stony Creek Lake » South Dam over Stony Creek Lake » Main Park Drive over 26 Mile Road » Park Road over 28 Mile Road » Nature Center Road Stony Creek Waterway
	Lake Erie Metropark	» Cove Point over Lake Erie Tributary » Old Huron River Drive over Lake Erie Tributary
	Lower Huron Metropark	» South Metropolitan Parkway over Huron River
Pedestrian Bridges (20 Total)	Kensington Metropark	» Nature Center Pedestrian Bridge over Wetland » Hike/Bike Trail over Huron River
	Hudson Mills Metropark	» Hike/Bike Trail Island Bridge "A" over Huron River » Hike/Bike Trail Island Bridge "B" over Huron River » West Trail Bridge #1 over Unnamed Stream » West Trail Bridge #2 over Unnamed Stream » West Trail Bridge #3 over Irrigation Canal » Golf Course Bridge over Drainage Ditch
	Dexter-Huron Metropark	» Hike Trail Bridge over Huron River
	Lake St. Clair Metropark	» Golf Course Bridge "A" (East) over Drainage Ditch » Golf Course Bridge "B" (West) over Drainage Ditch
	Willow Metropark	» South Connector Hike/Bike Trail over Huron River » Activity Area Bridge over Drainage Ditch
	Lower Huron Metropark	» Hike/Bike Trail Bridge over Huron River » North Connector Hike/Bike Bridge over Huron River
	Wolcott Golf Course	» Golf Course Bridge "A" over Clinton River » Golf Course Bridge "B" over Clinton River » Golf Course Bridge "C" over Clinton River
	Wolcott Mill Metropark	» Pedestrian Walkway "A" over Clinton River » Pedestrian Walkway "B" over Clinton River

The project work involves routine bridge inspections of the 30 bridges. Per the BIRM, a routine inspection is defined as “regularly scheduled inspections consisting of observations and/or measurements needed to determine the physical and functional condition of the bridge, to identify any changes from initial or previously recorded conditions, and to ensure that the structure continues to satisfy present service conditions.” The inspections will be used to develop written reports that detail the findings from the field inspections. Having performed hundreds of these types of routine inspections on bridges of all types throughout southeastern Michigan, Wade Trim is very familiar with the procedure. Included in these inspections are five pedestrian bridges over the Ecorse Creek in Dearborn Heights. Resumes located in Section 4 of this proposal highlight many other bridge inspection projects performed by the key personnel from Wade Trim assigned to this project.

As noted previously, HCMA is investigating the need/ requirements to include the vehicular bridges into the NBIS system. It is our understanding that currently they are not in the system. The intent of this inspection program is to develop inspections and inspection reports that follow the NBIS process. This will allow for any easier report entry into the MDOT “MiBridge” online reporting system for public access bridges in the State. The database of MiBridge is shared with FHWA in determining the conditions of all bridges on a state and national level.

In addition to the above discussed bridge safety inspections, it our understanding that the ten vehicular bridges are to be load rated. It will be the intent of this task to determine an up to date load rating for the bridges. This information, including copies of the signed and sealed calculations will be included in the inspection reports provided to HCMA.

Exhibit 3 Wade Trim Bridge Services and Equipment

Bridge Services

- » Inspection and Load Rating
- » Stream Stability and Scour Evaluations
- » Scoping
- » Rehabilitation and Replacement Designs
- » New Bridge Structures
- » Hydraulic Analysis
- » Bridge Location and Development Reports
- » Pedestrian Bridges and Boardwalks
- » Railroad Bridges

Marine Engineering

- » Dock and Seawall Design
- » Boat Ramp Launching Facilities

Bridge Inspection Equipment

- » One-Person Kayak
- » 100-Foot Tape Measure Reel
- » 16-Foot Boat with 15 HP Motor
- » Insulated Waders (2)
- » Measuring Wheel
- » Type III PFD (2)
- » Calipers
- » Type IV PFD (Ring Buoy)
- » Dye Penetrant Kit
- » Chipping Hammers and Wire Brush
- » Ultrasonic Thickness Measuring Equipment
- » Underclearance Rod/Stream Gage Rod
- » 4-foot Electronic Level
- » Leica Electronic Distance Measuring Device
- » Battery Operated Grinding Wheel for Rust Removal

/// SECTION C

MANAGEMENT SUMMARY, WORK PLAN, & SCHEDULE

/// MANAGEMENT SUMMARY, WORK PLAN, & SCHEDULE

The following details the scope of services we will provide to the HCMA based on our understanding of the RFP as well as applicable sections of the FHWA Bridge Inspectors Reference Manual (revised December 2012).

Project Kick-Off

After Wade Trim receives a notice to proceed from the HCMA, an initial project kick-off meeting will be scheduled with the HCMA Project Manager, Jason Kulonowski, PE. At this meeting, we will verify the scope and clarify issues regarding schedule, access, etc., for the 30 bridges to be inspected. Wade Trim has an established method of evaluation and reporting. However, we are aware that each client may have a unique set of concerns that need to be integrated into the inspection process. We will use the kick-off meeting to develop a specific understanding of these needs with the HCMA. We will review the schedule and adjust accordingly. Minutes from this meeting will be developed and distributed to all parties

Also, at the time of the kick-off meetings, Wade Trim will request copies of the 2015 inspection reports of the bridges. This will include existing plans if available, plans of action, and traffic data. If, during the course of this inspection project, HCMA determines the vehicular bridges are to be included in the NBI system, we will work with the HCMA in providing information for the MDOT database. We will request the HCMA designate the Wade Trim Project Manager, who is also a Qualified Team Leader, as the authorized consultant representative to enter and update the applicable forms on the MDOT MiBridge website.

Site Reviews

Each bridge will be inspected per the MDOT inspection manual for a routine bridge inspection and findings reported on a Bridge Safety Inspection Report (BSIR) form, similar to the one used by MDOT. The BSIR forms will also be included in the final bridge reports. Each bridge report will include among other things visual identification of potential fatigue areas, structural steel section loss, concrete delamination, and other unsound concrete areas.

Notes, sketches and photos will be gathered in the field to catalog all structure deficiencies and locations of potential superstructure and substructure repairs. Due to the type of work and the relatively low volume of traffic, we do not anticipate lane closures at the bridges. Advance warning signs will be placed ahead of the bridges and the Wade Trim field vehicles will have regulatory warning lights active during the inspection process.

If emergency repairs are required for any structure based on our inspection, the HCMA Project Representative will be informed immediately by phone to take necessary action. MDOT Form 1887; "Bridge Inspection – Request for Action" (RFA), detailing the emergency, the action requested, and other pertinent information will be filled out and forwarded to the HCMA Project Representative. Pertinent photographs will also be included as part of the RFA submittal. This should become a part of the permanent bridge file as well as a notice of immediate corrective action for HCMA.



Biennial Bridge Inspections
Wade Trim performs biennial bridge inspections for the Michigan Department of Transportation (MDOT), and various cities and local road agencies. We also do bridge scoping for MDOT and structure load rating for our clients.

Wade Trim's Bridge MDOT Prequalifications

- » Short and Medium Span Bridges
- » Specialty Walls and Slopes
- » Bridge Project Scoping
- » Bridge Safety Inspection
- » Bridge Construction Engineering
- » Structure Surveys
- » Bridge Load Rating Analysis
- » Hydraulics
- » Hydraulic Surveys

Engineering Recommendations

Conditions of elements at the bridges will be evaluated. Information gathered from the site inspection will be used to formulate repair recommendations. The recommendations will be highlighted in the Maintenance Recommendations Section of the report. The MDOT Bridge Deck Preservation Repair Matrix will be used as a basis for our decision-making process for recommended options pertaining to the decks. We understand that this is to be used as a guide, and not as a standard. We have used this matrix on past inspection projects with great success. Recommendations will be based on sound engineering judgment, cost, compliance with standards, and anticipated life expectancy.

Load Ratings

Metric #13 in the FHWA/NBIS document, "Metrics for the Oversight of the National Bridge Inspection Program," discusses the criteria, compliance and assessment for load ratings at bridges open to traffic. All bridges are required to be load rated through their life span. This is defined in the Code of Federal Regulations (CFR), Title 23, Part 650, Subpart C, 650.303 (c), which states in part, "Each structure... shall be rated as to its safe load carrying capacity." For the HCMA, the 10 vehicular bridges fall into this category of requiring load ratings. Wade Trim, with our vast experience, both past and present, is capable of providing the necessary load ratings for these bridges. For those bridges that HCMA has plans for, we will utilize the plans as well as the results of our bridge inspection to load rate the bridge. We will develop a "model" of the bridge based on dimensions obtained from both the plans as well as the field visit.

Deterioration factors will be applied to the analysis based on the results of our field inspection. This should give us a fairly accurate assessment of the bridges load carrying capacity.

For the one structure, No. LE2 – Old Huron River Drive over Tributary, existing plans do not exist. In recent months, Wade Trim has recently experienced this situation with six, local agency bridges, where plans did not exist. A more detailed inspection was required where specific information on beam sizes, spacing, depths as well as deterioration was gathered. For steel stringer structures, beam sizes were obtained from historical steel beam tables based on steel dimensions. For prestressed concrete beams (box and I-beams), a beam design based on design methodology at the time of the bridge construction was employed to determine a possible beam cross section and strand layout. These were then utilized in the load rating analysis to determine fairly accurate load ratings for the bridges. These same methodologies will be employed by Wade Trim on bridge LE2.

Inspection Documentation

Although not currently inventoried in the MDOT MiBridge reporting system, Wade Trim bridge inspectors will utilize a template Bridge Safety Inspection Reports (BSIR) for each vehicular bridge.

This form provides a location for reporting the current inspections ratings and comments. Wade Trim has a template developed for pedestrian bridge inspections that we have used on past local agency ped bridge inspection projects. Both of these templates will be carried by the bridge inspector in the field.

Report Preparation

Draft reports will be prepared that have the BSIR templates filled in with ratings and comments, a report outlining the details of the bridge condition and recommendations of maintenance or repair. After all reports are generated to a 90% level, they will be submitted to the HCMA Project Manager in the prescribed format, detailing the condition of the structures along with our recommendations. Field photos of any noted deficiencies will be submitted with these reports.

A 90% Review Meeting will be scheduled with HCMA to discuss the recommendations and the reports. Comments regarding content or format will be addressed before the Final Submittal. In addition to the two final hard copy, bound documents, a flash drive of all reports, analyses, and photographs will be provided to the Authority for their file.

Communications Plan

Wade Trim believes in providing a clear point of contact between the project team and HCMA. Our Project Manager, Bob Breen, will be the point of contact for the HCMA Project Representative, Jason Kulongowski, PE.

We believe meetings are an important communication tool with the client. In our proposal we have included time for two meetings. The following meetings represent our belief on the best use of two meetings.

- Kick-off Meetings for Inspections
- 90% Report Review Meeting

Minutes will be prepared for all meetings, distributed to all attendees within one week of the meeting, and included in the project file.

During a bridge inspection project, the two most important parts of the communication plan include asking appropriate questions and promptly answering questions pertaining to reports. At times, unusual or important repair conditions are encountered during an inspection and need to be discussed during draft report development. Overall report quality is improved when, early in the report development, repair types are consistent with the HCMA's practices and current AASHTO policies. It is also important to provide detailed, well thought out responses to draft report comments. Outstanding concerns should not remain when final reports are submitted. Another important practice of our communication plan is being timely with responses for all types of communication.

ADDITIONAL REQUIRED SERVICES: SCOUR EVALUATIONS AND STREAMBED CROSS SECTIONS

While not addressed in the Request for Proposal, Wade Trim is cognizant of the fact that FHWA and MDOT have made scour at bridges a critical aspect of the inspection process for bridges. Metric #18 in the FHWA/NBIS document, "Metrics for the Oversight of

the National Bridge Inspection Program", discusses the criteria, compliance and assessment for scour at vehicular bridges over water. With 7 of the 10 vehicular bridges over water, we feel this is a required inspection procedure that needs to be addressed as part of these inspection services. Streambed cross sections, which, done biennially concurrent with the routine bridge inspections, is an indicator of possible scour or streambed movement over time. During the routine inspection, streambed cross sections along each bridge fascia will be obtained and plotted into graphical form. Along with this work, a Level 1 Scour Evaluation will also be completed. This evaluation is a qualitative geomorphic analysis of stream characteristics, land use, lateral and vertical stability of stream channels and stream response. Depending upon the results of the Level 1 analysis of stable or unstable, determines if the bridge is scour critical and requires a Level 2 scour evaluation. While a Level 2 evaluation is not a part of this scope, Wade Trim is able to perform Level 2 scour analyses under separate or additional authorization. We have performed numerous scour analyses for many local agencies in southeast Michigan. If an updated Level 2 scour analyses needs to be completed, this will be discussed with the HCMA Project Representative during the kick off meeting discussed below. At this time, we believe the two bridges in Lake Erie Metropark will not need a scour evaluation since, as tributaries or backwater areas to Lake Erie, there is no noticeable flow through the bridge openings. As a minimum, streambed cross sections will be done at each location."

QA/QC PROGRAM

The QA/QC Procedure for our bridge safety inspection projects is intended to establish guidelines and procedures by which quality control and assurance will be conducted on bridge safety inspection projects. The procedures meet that of the National Bridge Inspection Standards (NBIS) as developed by the FHWA. These procedures will:

1. Evaluate completeness, coordination, and accuracy of the inspections and documentation.
2. Provide a process that meet firm, industry, and client standards.
3. Provide documents that meet industry and contractual requirements.

A tiered QC system is employed in bridge safety

Quality Reviews & Responsibilities



Level 3: The Project Manager, with greater experience than the original engineer, reviews the work products for conformance with applicable best practices and standards. They will also evaluate the deliverables for compliance with Wade Trim's and the client's quality requirements.

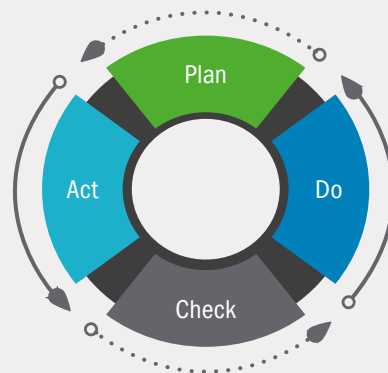
Level 2: The Independent QC reviews work products to confirm completion of the discipline reviews. Work products shall be consistent with the specific project and client requirements. The Independent QC ensures deliverables are reviewed prior to their release to the client.

Level 1: Key engineers and inspectors conduct discipline and peer reviews to ensure technical accuracy and completeness of deliverables. Calculations are checked by peer level engineers and inspectors not involved in inspection. Work products are reviewed to ensure they present the intended concepts.

Wade Trim Commitment to Quality

Quality is not a process or checklist but a culture and mindset at Wade Trim. Quality is reviewed at each team meeting and key decisions are reviewed just like key calculations. Our commitment to quality is demonstrated through our people and contributes to the successful delivery of services to our clients. Our program is continuously improved by the Plan-Do-Check-Act cycle.

Measuring performance and using feedback drive the quality cycle and improve performance.



inspections at Wade Trim. The first level is within the inspection team between the qualified team leader and inspectors. This includes review of safety procedures as well as the inspection procedures and documentation during field operations. The second level is with the independent QC review. This level reviews a percentage of the overall bridge inspections and includes an independent field review to make sure there is agreement with the documentation. The final responsibility for the quality assurance project of the overall project lies with the project manager. The QTL will be responsible for the checking at the field level. The independent QC and QA review lie with the Project Manager.

At Wade Trim we have developed a Quality Control Procedure that is tied to the number of bridges being inspected for a client in the particular cycle. These

procedures are; a) five (5) bridges or less; b) six (6) to 25 bridges, and; c) more than 25 bridges. Each procedure is developed in more detail below.

Procedure 'A' QC: Five (5) Bridges or Less:

Checking - A template bridge inspection checklist is used as a basis for checking all bridge inspection documentation. Previous cycle reports are reviewed and compared to the current information. Photographs are reviewed to make sure all applicable details are documented in photographic form. If load rating calculations are done, these are checked for completeness and accuracy. The checking shall be completed by the Qualified Team Leader. Load rating calculations shall be checked by a licensed bridge engineer whether it be the aforementioned team leader, or a PE identified by the Project Manager.

Review - An 'In Office review' of at least one (1) bridge is completed as part of the internal QC process, with the intent that all client bridges within the particular cycle are reviewed over a three-cycle period. If any bridge is weight posted, than that bridge(s) shall be reviewed each cycle. The review shall be completed by the Project Manager who will not be assigned to the field inspection process. A separate field review of the conditions indicated in the reports is performed on one bridge of the client's total network of bridges by the Project Manager.

Procedure 'B' QC: Six (6) to 25 Bridges:

Checking - The process as describe above in Procedure 'A' is utilized here as well.

Review - A review of 10% of total number are completed as part of the internal QC process.

Procedure 'C' QC: More than 25 Bridges:

Checking - The process as describe above in Procedure 'A' is utilized here as well.

Review - A review of 10% of total number are completed as part of the internal QC process.

Final decisions/opinions for any report item rests with the QTL unless overridden by the Project Manager.

SCHEDULE

Bridge inspections can be performed any time of the year. It is desirable to do them when water levels are lower, water velocity is reduced, no or little ice and of course, no inclement weather.

We would be able to start the project within seven (7) days of a Notice to Proceed. A general schedule for all the bridges is included in Exhibit 5 (based on a November 14, 2019 Authorization):

PROFESSIONAL SERVICES FEE ESTIMATE

Wade Trim's professional services fee estimate, and additional cost information is included in the sealed envelope as part of the Appendix. Included in the fee is the cost for the field inspections, reports and load rating of two bridges.

While we have discussed in this proposal the need for streambed cross sections, and a Level 1 scour evaluation and included costs for this work, we have not included the Level 2 scour analysis task and associated costs in the cost proposal. If HCMA is interested in this work, Wade Trim can provide the costs for this work either as an addendum to this project or as separate costs.

All effort and cost will be invoiced monthly for our effort to date. Payment of invoices is expected within 30 days. Any disputes in the invoice amount shall immediately be brought to the attention of Wade Trim.

Exhibit 5 Schedule	
PROJECT DELIVERY MILESTONE	DATES
Kick-off Meeting	Week of November 18, 2019
Field Inspections	November 20, 2019 - January 10, 2020
Report Preparation (90%)	December 02, 2019 - April 08, 2020
Load Ratings	December 16, 2019 - April 01, 2020 (Concurrent With Reports)
HCMA Review	April 08, 2020 - April 15, 2020 (Includes Review Meeting)
Final Report Deliverable	May 08, 2020

/// SECTION D
PERSONNEL

/// PERSONNEL

Our Transportation Services Group includes over 100 staff members who work with communities, agencies, and Departments of Transportation of all sizes. Wade Trim has available staff with a variety of bridge inspection expertise to complete the Vehicular Pedestrian Bridge Inspections Project. The Organizational Chart in Exhibit 6 include key personnel who will provide services for the various tasks needed. Short bios and resumes for key personnel are also introduced in this section. These key members will be supported by a strong team bringing comprehensive experience in a wide range of projects and disciplines.



ROBERT BREEN, PE
Project Manager
QC Reviewer



43 Years of Bridge Experience

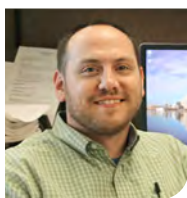
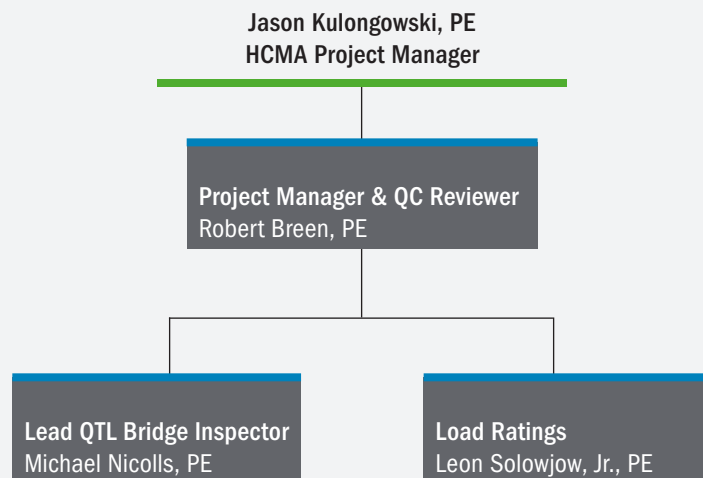
-
- ✓ Familiar with HCMA bridges and personnel having worked on 6 projects for the Authority along with multiple project intersections on local agency projects
-

Robert Breen, PE, is a Senior Structural Engineer with 43 years of bridge rehabilitation and inspection experience with numerous municipal, county and MDOT bridges. Among his numerous prior projects for the Huron-Clinton Metropolitan Authority are the Lower Huron Metropark Huron River Drive Bridge rehabilitation and Lake Erie Metropark Cove Point Bridge Replacement. He was the project manager for 45 bridge inspections and seven bridge design projects for the City of Detroit. His representative experience includes bridge design, inspections, scoping, and construction assistance. He has provided overall project management and review, design, and checking of many MDOT interstate and local agency bridges and culverts.

Bob has also inspected many local agency bridges, conducting field investigations, follow-up reports and analysis. He has provided construction assistance for many bridge projects, providing shop drawing review and field assistance to construction engineers and inspectors. His project experience includes wastewater and storm water structures, low head dams, industrial and commercial buildings, pedestrian bridges and boardwalks, and vehicle/pedestrian bridges. His past work experience on HCMA projects include two marina reconstruction projects at Kensington, a floating dock at Kensington as well as three pedestrian boardwalks in Kensington for the Kensington-Milford pathway system and load ratings. Bob also assists municipalities with structural evaluations and investigations with buildings within the communities.

Bob's bridge experience includes maintenance and safety inspection, construction inspection and load rating. Highly qualified to provide sound engineering judgment on bridge inspection projects of varying complexity, he has completed the FHWA/NHI course on Safety Inspection of In-Service Bridges and is certified as a Qualified Team Leader. His certification is included with his resume.

Bob will attend all meetings, manage the project and provide QC review of the inspection reports.



MICHAEL NICOLLS, PE
Lead QTL Bridge Inspector



14 Years of Bridge Experience

- ✓ Performed in-depth bridge inspections for more than 120 bridges for MDOT and local municipalities in southeast Michigan

Michael Nicolls, PE, has 14 years of experience in structural design, inspection, and scoping of bridges and culverts for local agencies throughout Michigan and New York as well as for MDOT and New York State DOT (NYSDOT). Mike worked with Project Manager Bob Breen on the Cove Point Bridge Replacement in the Lake Erie Metropark for the Huron Clinton Metropolitan Authority. Mike has also been instrumental in the inspection of hundreds of MDOT and local agency bridges. He has served as the team leader for the City of Flint, Dearborn Heights and Wayne County bridge inspections in the last 3 years. Additionally, he was the assistant team leader for the MDOT Metro Region bridge inspections and also was the assistant scoping engineer for the MDOT I-75 “Big Bridge” Substructure Scoping project, assessing the condition of the piers. Mike is certified as a bridge inspector and has taken the FHWA/NHI Safety Inspection of In-Service Bridges.



LEON SOLOWJOW, JR., PE
Load Ratings



28 Years of Bridge Experience

- ✓ Extensive experience with bridge load rating, scoping, and inspection projects

Leon Solowjow, JR., PE has 28 years of bridge design and inspection experience. He was Project Manager and QTL for the City of Flint safety inspections for several years. During a two-year period, Leon inspected approximately 200 bridges for communities and regional and state agencies including Flint and Dearborn Heights, Wayne County Department of Public Services, and MDOT. He oversaw Wade Trim’s responsibilities for the scoping of more than 40 substructure units at the MDOT I-75 over Rouge River “Big Bridge” project and managed 13 bridge scopings (along I-94, M-10, I-75, M-8) for MDOT. Leon has been certified as a bridge safety inspector since 1999 and has taken both the initial FHWA/NHI course Safety Inspection of In-Service Bridges and the Bridge Inspection Refresher Training. He also took the FHWA-NHI-130078 Fracture Critical Inspection Techniques for Steel Structures.

ROBERT BREEN, PE

PROJECT MANAGER/QC REVIEWER



EDUCATION

- » BCE Structures & Foundations, University of Detroit

REGISTRATION AND CERTIFICATION

- » Professional Engineer, MI, OH, PA, TX, FL
- » FHWA/NHI 130055 Safety Inspection of In-Service Bridges
- » FHWA/NHI 130053 Bridge Inspection Refresher Training
- » FHWA/NHI 130099A Bridge Inspection Nondestructive Evaluation Seminar (BINS)
- » LRFD for Steel, Reinforced Concrete, Foundations, and Prestressed Concrete, ASCE and IBC Seminar
- » LRFD for Highway Bridges, FHWA and MDOT Training

QUALIFICATIONS

- » Provides project management and review, design, and checking of MDOT interstate and local agency bridges and culverts including field inspection of local agency bridges, analysis and required reporting
- » 43 years of structural engineering experience with pedestrian bridges, boardwalks, vehicle/pedestrian bridges, wastewater and storm water structures, low-head dams, industrial and commercial buildings
- » Assists municipalities with structural evaluations and investigations of buildings located within the communities

REPRESENTATIVE PROJECT EXPERIENCE

- Metropolitan Parkway over Huron River, Huron Clinton Metropolitan Authority Van Buren Township, MI - HCMA Project Manager and Lead Bridge Engineer on the rehabilitation of the superstructure of this three-span variable depth reinforced concrete T-beam bridge. Coordinated the bridge scoping in which recommendations were made for hydrodemolishing the deck surface, and eliminating walks and substandard railings. Involved in the checking and review processes.
- Cove Point Bridge Replacement, Brownstown Township, Huron Clinton Metropolitan Authority - Project Manager on the replacement of a three-

span steel beam bridge with a two-span, double arched precast concrete structure. Coordinated aesthetics of the precast elements with cast-in-place elements to provide for an aesthetically pleasing structure. Involved in the design, checking and construction assistance process.

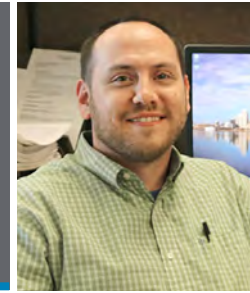
- Buno Road over Huron River, Road Commission for Oakland County, Milford Township, MI. Project Manager on the rehabilitation of the superstructure of this three-span reinforced concrete T-beam bridge. Coordinated the bridge scoping in which recommendations were made for various alternatives. After reviewing the cost alternatives, rehabilitation was chosen as the preferred alternative. Hydrodemolishing the deck surface, providing a deep overlay, upgrading the walks and substandard railings on the bridge were all part of the design phase. Provided construction assistance in shop drawing reviews and as-needed field assistance to HCMA.
- 2011-2014 Bridge Safety Inspections, City of Detroit, MI - Project Manager and Lead Inspection Engineer for the safety inspection of 45 in-service bridges, including online reporting to the MDOT MiBridge system and providing reports to the City outlining the condition of the bridges. Fracture critical inspection is performed on portions of two of the bridges at regular intervals. Also included over the past few years have been updating load ratings for select bridges due to ongoing deterioration or changes required in the coding.
- Henry Ruff over Lower Rouge River Bridge Inspection, City of Inkster, MI - Project Manager and Lead Inspection Engineer for the 2008 thru 2018 safety inspections of the Henry Ruff over Lower Rouge River bridge. Completed the online reporting to the MDOT MiBridge system and provided reports to the City outlining the condition of the bridge.
- Bridge Inspection, City of Allen Park - Project Manager and Lead Inspection Engineer for the safety inspection of two bridges in Allen Park. Included on-line reporting to the MDOT MiBridge

system and providing reports to the City outlining the condition of the bridges.

- County Bridge Inspections, Various County Road Commissions, MI - QA/QC Engineer for the safety inspection and load ratings of numerous in-service bridges. Counties included Genesee, Bay, Oceaola, Grand Traverse, Cheboygan and Otsego. Followed procedures outlined in the Wade Trim QA/QC document for Bridge Inspections.
- Bridge Inspections, City of Taylor, MI - Project Manager for biennial inspections and load ratings of four bridges over various drains and creeks.
- Bridge Inspections, City of Dearborn Heights, MI. Project Manager for biennial inspection of 14 reportable bridges, 6 culverts, and 5 pedestrian bridges over the Lower Rouge River and Ecorse Creek.
- Biennial Nine Bridge Inspections, City of Lincoln Park, MI - Project Manager and Lead Inspector for biennial inspections of nine bridges over the Ecorse Creek. This was a recurring project over a 14-year period.
- Vehicular and Pedestrian Bridge Inspections, City of Livonia, MI. Project Manager and Lead Inspector for two vehicular bridges and four pedestrian bridges. The vehicular bridges were part of the required biennial bridge inspection program, and the pedestrian bridge inspections were part of a proposed golf course improvement project.
- County Bridge Inspections, Road Commission for Oakland County, MI. Project Manager for the inspection of 56 bridges and 55 culverts throughout Oakland County. This was a project to verify previous inspections performed by County personnel.
- Flint Bridge Inspections, City of Flint, MI. Project Manager and QTL since 2003 providing on-site bridge safety inspections, load ratings, streambed cross-sections, and project management. Includes online reporting on the MiBRIDGE website and developing a bridge maintenance report for the City's bridges.
- Flint Dam Inspections, City of Flint, MI. Lead Inspection Engineer on some of the dams along the Flint River. Provided on-site inspection and a follow-up report that met MEGLE standards for the Dam Safety Inspections. Recently provided as-needed construction inspection on the rehabilitation of slide gates at both Thread Creek Dam and Kearsley Dam.
- Goodrich Bridge Safety Inspections, Village of Goodrich, MI. Project Manager and QTL on bridge safety inspections for the Village's two bridges, a single-span, glue-laminated timber structure and a single-span, pre-stressed concrete box beam deck that is integral to a dam spillway and its foundation system. Provided on-site bridge safety inspections, updates to the MDOT online reporting system and a letter report to the Village outlining maintenance and rehabilitation work.
- Waltz Road over Huron River Bridge Replacement, Wayne County DPS, MI. Project Manager and QA/QC Engineer for the replacement of this two-span pony truss built in 1924. The replacement structure was lengthened 220 feet and widened 47 feet 2 inches out-to-out to meet current design standards. The superstructure consists of 48-inch x 49-inch bulb-tee Beams with cast-in-place concrete abutments and pier with pile foundations. Additional work included bridge approaches, coordination with HCMA for MSE wall on HCMA property, HMA roadway, guardrail replacement, bridge lighting, and bike path reconstruction.
- Bridge Scopings, MDOT Metro Region, MI. QA/QC Engineer for a 15 bridge scoping project along I-275 and US-12 in Wayne County including 2 railroad bridges and 13 vehicular bridges. Provided technical assistance as requested during the report phase of the project. QA/QC involved reviewing the reports and performing independent field assessment for each bridge based on the report.
- Milford-Kensington Trail Connector, Milford Township, MI. Lead Structural Engineer for 5 ADA-compliant, timber boardwalks that are part of a 3-mile-long non-motorized trail project connecting Kensington Metropark with a Village of Milford trail system. Boardwalks vary in length from 90 to 345 feet, can carry an H-10 vehicle, and replicate handrails used in Metropark.

MICHAEL NICOLLS, PE

LEAD QTL BRIDGE INSPECTOR



EDUCATION

- » BS Civil Engineering, Wayne State University

REGISTRATION AND CERTIFICATION

- » Professional Engineer, MI, OH, TX
- » FHWA/NHI 130055 Safety Inspection of In-Service Bridges
- » Bridge Load Rating Theory and Policy, MDOT Center for Technology and Training
- » Bridge Load Rating, MDOT Center for Technology and Training
- » Bridge Load Rating Basics, MDOT Center for Technology and Training

QUALIFICATIONS

- » 14 years of transportation experience including bridge inspections and structural design for municipalities and Department of Transportation projects in Michigan, New York, Ohio, and Florida
- » Experience in analysis, design and development of plans, specifications, and estimates on structural projects ranging from simple span structures and retaining walls to multi-span interstate structures
- » Performed in-depth bridge inspections for more than 120 bridges for MDOT and local municipalities in southeast Michigan as well as culvert inspection for more than 200 culverts in NYSDOT Region 9

box and I-beams, and concrete arch earth-filled structures. Tasks included inspections, assisting with element condition ratings, updates to the B/CSIR, SI&A, and Work Recommendation Reports. Prepared an Inspection Report with inspection findings, updated MBIS reports, and repair, rehabilitation and/or replacement recommendations with associated costs for the associated structures.

- Bridge Inspections and Detailed Reports, City of Flint, MI. Lead Inspector/QTL for inspections and scoping to locate, identify and quantify deterioration of structural elements and condition ratings for over 30 structures. Structure types inspected consisted of steel girders/beams, prestressed concrete box and I-beams, and precast arch, earth-filled structures. Tasks included inspections, element condition ratings, updates to the Bridge/Culvert Safety Inspection Reports (BSIR/CSIR), Structure Inventory and Appraisal (SI&A, Q1717A) and Work Recommendation Reports. Performed streambed cross-sections and Level 1 scour analyses. Developed an inspection report that encompassed inspection findings, updated MiBRIDGE reports, and recommendations for repair, rehabilitation and/or replacement with associated costs for the structures.

REPRESENTATIVE PROJECT EXPERIENCE

- Cove Point Bridge Replacement, Lake Erie Metropark, Huron Clinton Metropolitan Authority - Bridge Engineer for the replacement of a three-span steel beam bridge with a two-span, double arched precast concrete structure. Precast elements with cast-in-place elements were used to provide for an aesthetically pleasing structure. Tasks included geometric design, plan production and cost estimation.
- Bridge Safety Inspections, City of Detroit, MI. Project Engineer/Assistant Inspector. Performed routine inspections to locate, identify and quantify deterioration of structural elements and condition ratings for 15 structures. Structure types consisted of steel girders/beams, prestressed concrete
- Bridge Routine Inspections & Detailed Reports, City of Dearborn Heights, MI. Lead Inspector/QTL. Performed inspections/scoping to locate, identify and quantify deterioration of structural elements and condition ratings for over 25 structures. Structure types consisted of steel girders/beams, prestressed concrete Box and I Beams, and precast arch earth-filled structures. Tasks included inspections, element condition ratings, updates to the updates to the B/CSIR, SI&A, and Work Recommendation Reports. Developed Inspection Report with findings, updated MBIS reports, and repair, rehabilitation and/or replacement recommendations with associated costs for the associated structures.

- Emergency Bridge Inspections, Wayne County Department of Public Services, MI. Lead Inspector/ QTL. Provided two inspection crews to assist in the inspections of 28 structures in a 2-week period. Followed the requirements of the National Bridge Inspection Program and MDOT. Inspection information was immediately uploaded to the MDOT MiBRIDGE website, so the bridges would again become compliant. Of 28 bridges inspected, 4 required RFA submittals to the County that identified significant structural or functional issues requiring follow-up.
- Duffield Road over Jones Creek, Structure Replacement, Genesee County Road Commission (GCRC), MI. Project Engineer for analysis, design and plan preparation of the replacement design of an existing bridge in poor condition that no longer met current design standards. The replacement met current AASHTO LRFD design specifications and LRFR load rating requirements. The new single-span bridge, skewed 30 degrees, was lengthened and widened to meet current structure and hydraulic design standards. The replacement structure consists of adjacent box beams with concrete deck, curtain wall abutments and wingwalls on pile foundations and approach reconstruction.
- Waltz Road over Huron River Bridge Replacement, Wayne County DPS, Michigan. Lead Structural Engineer for the replacement of this two-span pony truss built in 1924. The replacement structure was lengthened (220 feet) and widened (47'-2" out-to-out) to meet current design standards. The superstructure consists of 48-inch x 49-inch Bulb-Tee Beams with cast-in-place concrete abutments and pier with pile foundations. Additional work consisted of bridge approaches, HMA roadway, guardrail replacement, bridge lighting, and bike path reconstruction.
- Beecher Road over Misteguay Creek Superstructure Replacement, GCRC, MI. Project Engineer for the superstructure replacement of an existing bridge built in 1928 that was in poor condition and no longer met current design standards. The superstructure replacement met current AASHTO LRFD design specifications and LRFR load rating requirements. Abutment stems were partially removed and reconstructed to appropriate heights and sloped for the new adjacent box beam and concrete deck superstructure. Existing abutments and wingwalls were repaired with patching concrete and riprap added to the creek embankments. The bridge approaches were reconstructed with concrete and HMA.
- I-75 Modernization Project Design-Build-Finance-Maintain (DBFM) Phase, MDOT Metro Region, MI. Project Engineer as part of the Owner's Representative Consultant (ORC) Services related to project development and assistance for the reconstruction section of I-75 from the I-696 Interchange to the 12 Mile Road interchange. Responsibilities include the Structure Study development, site design, plan preparation and cost estimation for the DBFM bridge replacement three pedestrian structures including I-75 under the 12 Mile Road Walkover Bridge, Browning Avenue Walkover Bridge and Orchard Street Walkover Bridge. Included replacement of the Shevlin Double U-Turn Bridge over I-75, Woodward Heights Blvd Bridge over I-75 and the 11 Mile Road Bridge over I-75. The replacement structures will meet current AASHTO LRFD design specifications for highway loading and pedestrian loading.
- I-75 over Square Lake Road Bridge Replacement (I-75 Modernization Project), MDOT Metro Region, MI. Project Engineer as part of the ORC Services related to project development and assistance for the Design-Build reconstruction section of I-75 from Adams Road through the Square Lake Road interchange. Responsibilities include preliminary design, plan preparation, cost estimation and quality control of the final design for the design-build replacement of the I-75 NB and SB bridges over Square Lake Road. The widened replacement structures meet current AASHTO LRFD design specifications with a higher vertical profile as part of the extensive I-75 reconstruction project.
- "Big Bridge" Substructure Scoping, NB and SB I-75 over Rouge River, Conrail, and Dearborn Street Bridges, and associated entrance and exit ramps, MDOT Metro Region, MI. Project Engineer/ Assistant Team Leader for in-depth evaluation of the substructure units, crash walls, return walls, slope protection and downspouts. Provided a cursory evaluation of the associated beam-ends and bearings and fencing for the 1.6 mile-long structure. Deliverables included field sketches of deficiencies, photographs and a report with repair recommendations.

LEON SOLOWJOW, JR., PE

LOAD RATINGS



EDUCATION

- » MS Civil Engineering, Wayne State University
- » BS Civil Engineering, Michigan State University
- » PhD coursework in Civil Engineering

REGISTRATION AND CERTIFICATION

- » Professional Engineer, MI
- » FHWA/NHI 130055 Safety Inspection of In-Service Bridges
- » FHWA/NHI 130053 Bridge Inspection Refresher Training
- » FHWA/NHI Fracture Critical Inspection Techniques for Steel Bridges
- » FHWA Bridge Load Rating Training
- » AASHTO LRFD Geotechnical, Foundation, Earth Retaining Structures Training

QUALIFICATIONS

- » 28 years of structural and transportation engineering experience including bridge design, inspection, and scoping of structures ranging from single-span to multiple span flyover and railroad structures
- » Comprehensive knowledge of AASHTO and AREMA bridge design specifications

REPRESENTATIVE PROJECT EXPERIENCE

- In-Depth Bridge Inspections in Oakland, Macomb, St. Clair and Wayne Counties, MDOT Metro Region, MI. Project Manager/Lead Inspector/QTL for in-depth bridge inspections for 13 structures. Performed detailed inspections on steel, PCI beam ends and deck soffits. Services included detailed element inspections, comparison with BSIR findings and report preparation with inspection findings, repair options, repair recommendations and cost estimates. A false decking template was created to assist in identifying, locating and assessing false decking on structures. Performed additional services consisting of a false decking inventory (location and condition) of over 365 structures throughout the Region.
- Flint Bridge Inspections and Detailed Reports, City of Flint, MI. Project Manager/Lead Inspector/QTL for inspections and scoping to locate, identify and quantify deterioration of structural elements and condition ratings for over 30 structures. Types consisted of steel girders/beams, prestressed concrete box and I-beams, and precast arch, earth-filled structures. Tasks included inspections, element condition ratings, updates to the Bridge/Culvert Safety Inspection Reports (BSIR/CSIR), Structure Inventory and Appraisal (SI&A, Q1717A) and Work Recommendation Reports. Developed an Inspection Report that encompassed inspection findings, updated MBIS reports, and repair, rehabilitation and/or replacement recommendations for structures with associated costs. Performed inspections for the years of 2012 through 2017.
- Wayne County Department of Public Services (WCDPS), As Needed Bridge Inventory Services, Project Manager/Lead Inspector/QTL responsible for assisting the County with their bridge inventory. Responsibilities included performing NBIS bridge inspections to FHWA and MDOT requirements, submitting information to MDOT, identifying bridges for load ratings, identifying and reporting critical findings, management of their current RFA's, and assisted in planning and scheduling of bridge inspections. Additional responsibilities included assisting in detailed/in-depth inspections and performing and verifying load ratings; as well as performed bridge plan reviews on several projects.
- Waltz Road over Huron River (SN# 12139) Structure Replacement, Wayne County, MI. Lead Structural Engineer for replacement of a 2-span pony truss built in 1924. Replacement structure was lengthened 220 feet and widened 47 feet 2 inches out-to-out to meet current design standards. The superstructure consists of 48-inch x 49-inch bulb tee-beams with cast-in-place concrete abutments and pier with pile foundations. Additional work consisted of bridge approaches and lighting, HMA roadway, guardrail replacement, and bike path reconstruction.
- Flint 2012 and 2013 Bridge Load Ratings and Reports, City of Flint, MI. QA/QC Engineer responsible for reviewing calculations and methodology of load rating for various types of structures. Methods included hand calculations

and various software programs. Structure types included precast arch, prestressed concrete box and I beams, and steel girders/beams.

- 2013 and 2015 Bridge Inspections and Detailed Reports, City of Dearborn Heights, MI. Project Manager/Lead Inspector/QTL responsible for inspections and scoping to locate, identify and quantify deterioration of structural elements and condition ratings for over 25 structures. Types consisted of steel girders/beams, prestressed concrete box and I-beams, and precast arch, earth-filled structures. Tasks included inspections, element condition ratings, updates to the B/CSIR, SI&A, and Work Recommendation Reports, and a Report that included inspection findings, the updated MBIS reports, and repair, rehabilitation and/or replacement recommendations with associated costs.
- Duffield Road over Jones Creek (#2733) Structure Replacement, Genesee County Road Commission (GCRC), MI. Project Manager/Lead Structural Engineer for replacement of a 1925 bridge in poor condition that no longer met current design standards. Replacement consists of adjacent box beams with concrete deck, curtain wall abutments and wingwalls on pile foundations and approach reconstruction. Meets current AASHTO LRFD design specifications and LRFR load rating requirements. The new single-span bridge skewed 30 degrees, was lengthened and widened to meet current structure and hydraulic design standards.
- As Needed Bridge Inventory Services, Wayne County Department of Public Services, MI. Project Manager/Lead Inspector/QTL assisting with the Wayne County bridge inventory. Performed NBIS bridge inspections to FHWA and MDOT requirements, submitted information to MDOT, identified bridges for load ratings, identified and reported critical findings, managed their current Requests for Action (RFAs), and assisted in planning and scheduling bridge inspections. Assisted in detailed in-depth inspections, performing and verifying load ratings, and performing bridge plan reviews on several projects.
- Beecher Road over Misteguay Creek (#2721) Superstructure Replacement, GCRC, MI. Project Manager and Lead Structural Engineer for superstructure replacement of 1928 bridge that was in poor condition and no longer met current design standards. The replacement meets current AASHTO LRFD design specifications and LRFR load rating requirements. Abutment stems were partially removed and reconstructed to appropriate heights and sloped for the new adjacent box beam and concrete deck superstructure. Repaired existing abutments and wingwalls with patching concrete and riprap added to creek embankments. Bridge approaches were reconstructed with concrete and HMA roadway.
- Lippincott Boulevard over Kearsley Creek (#2776) Structure Replacement, GCRC, MI. Lead Structural Engineer for analysis, design and preparation of plans, specifications and estimates for a new single-span bridge lengthened and widened to meet current AASHTO LRFD and LRFR requirements and hydrologic/hydraulic standards. The replacement structure consisted of adjacent box beams with a concrete deck, curtain wall abutments and wingwalls on pile foundations and approach reconstruction.
- Wilson Road over Brent Run Creek (#2815) Superstructure Replacement, GCRC, MI. Project Manager and Lead Structural Engineer for superstructure replacement of existing bridge built in 1938 that was in poor condition and no longer met current design standards. Replacement meets current AASHTO LRFD design specifications and LRFR load rating requirements. Abutment stems were partially removed and reconstructed to appropriate heights and sloped for the new adjacent box beam and concrete deck superstructure. Repaired existing abutments and wingwalls with patching concrete and riprap added to creek embankments. Bridge approaches were reconstructed with concrete and HMA.
- Big Bridge Substructure Scoping of I-75 over Rouge River and Ramp Bridges, MDOT, MI. Lead Inspector and QTL for an in-depth evaluation of all substructure units, crash walls, return walls, slope protection and downspouts, and a cursory evaluation of the associated beam-ends and bearings and fencing. B01-82194 is the 1.6-mile long I-75 over Rouge River Bridge consisting of 97 NB piers, 96 SB piers, and 2 abutments. B01-5-82194 is the I-75 NB Off-Ramp over Conrail Railroad consisting of 11 piers and 1 abutment. B01-6-82194 is the I-75 On-Ramp over Dearborn Street and Conrail Railroad consisting of 9 piers and 1 abutment.

/// SECTION F

REFERENCES

COVE POINT BRIDGE REPLACEMENT

HURON-CLINTON METROPOLITAN AUTHORITY

Cove Point Bridge is in Lake Erie Metropark, one of 13 parks operated by the Huron-Clinton Metropolitan Authority (HCMA). The Cove Point Bridge Replacement project replaced a structurally-deficient and functionally-obsolete three-span, steel beam bridge with a two-span precast concrete arch structure.

The existing waterway opening was about 50 feet long and the proposed opening is a combined length of 64 feet. The two-span concrete arch culvert section is founded on spread footings with precast wingwalls. Because of the park setting adjacent to the proposed bridge and the high usage the bridge gets by park attendees, aesthetics were a major factor in this project. A form liner of brick/stone and mortar with colored concrete were used for the headwalls and wingwalls. The fascia railings consist of precast concrete pilasters with a similar form liner finish. Wrought iron type railings placed between the pilasters give the bridge a rustic finish while functioning as prescribed by AASHTO for pedestrian railings. Crash tested vehicular rails separate the vehicular traffic from the pedestrian/bicycle traffic on each side.



PROPOSED TEAM MEMBERS

- » Robert Breen, PE
- » Michael Nicolls, PE

CLIENT REFERENCE

Jason Kulongowski, PE
Project Manager
Brighton, MI 48114
810.227.2727

YEAR COMPLETED

- » 2006

RELEVANCE

- » Bridge Design

CITY OF DEARBORN HEIGHTS BRIDGE PREVENTIVE MAINTENANCE PROGRAM

MICHIGAN

Since 1989 Wade Trim has provided an ongoing bridge preventive maintenance program for the City of Dearborn Heights. Wade Trim has also provided ongoing Consulting Engineering Services for the City since 1968. The community's bridges were built mostly in the 1930s and 1940s as public works projects. The majority of these structures cross Ecorse Creek, with a few over the Rouge River branches. The City's 25 bridges include 12 that are mandated by the State to be inspected biennially. The remaining 13 bridges are either culverts or pedestrian bridges, which are not regulated by the National Bridge Inspection Program. After each inspection period, the previous preventive maintenance document is revised and updated deleting items that have been addressed and adding new rehabilitation items.

The engineer's opinion of probable construction costs is also updated for each report so that the City has a current cost of construction for their budget. During the past 15 years, the City has replaced three aging structures and rehabilitated a number of other structures with either minor repairs to the bridge or adjacent stream. In recent years, scour protection and updated load ratings have been a major focus as MDOT and the FHWA have mandated these updates for all state bridges.



PROPOSED TEAM MEMBERS

- » Robert Breen, PE
- » Michael Nicolls, PE
- » Leon Solowjow, Jr., PE

CLIENT REFERENCE

John Selmi
Public Service Administrator
City of Dearborn Heights
313.791.6000

YEAR COMPLETED

- » Ongoing since 1989

RELEVANCE

- » Bridge inspection
- » Preventive maintenance document
- » Engineer's opinion of probable construction cost



CITY OF DETROIT BRIDGE INSPECTIONS

MICHIGAN

Since 2011, Wade Trim has been selected by the City of Detroit for 18 various bridge related projects. These tasks ranged from bridge safety inspections and load ratings of 29 City bridges to a scour protection project of the Belle Isle Bridge, MDOT Local Bridge Program Applications and various bridge rehabilitation, and replacement projects. Recently, the City extended our contract for another 3 years for as-needed bridge designs and safety inspections.

The City of Detroit has 45 bridges requiring an updated inspection. To remain in compliance with the National Bridge Inspection (NBI) Program's requirements, and therefore remain eligible for federal funding, these structures must be inspected on a minimum 24-month cycle in accordance with the NBI established standards.

Upon a Notice to Proceed, the Wade Trim team consisting of qualified team leaders and field engineers performed visual inspections of the bridges over a two-year cycle. Of immediate concern were the two bridges with current due dates. These were the first to be inspected. On-line reporting occurred following the field inspection to minimize the impact of these two structures being overdue in their inspection reporting. The reports for the remaining bridges followed along with the inspections.

The City has several bridges with fracture critical elements, but only one bridge requiring a fracture critical inspection: the Mt. Elliot Street/Mound Road bridge, a 16 span structure. Steel cracks in one steel beam required that this beam be inspected visually (within arm's reach). The beam ends were inspected using an aerial lift and appropriate safety gear and a dye penetrant test to gauge the extent of the crack.

A field investigation was performed for each structure and each component as listed on the current NBI form. Upon completion of each field investigation, we update the NBI and SI&A reports accordingly via the MiBridge for the structures. For all structures, we provide a written report outlining the condition of each bridge, and highlight maintenance issues that should be addressed. The hard copy reports include photographs that are submitted in electronic format (.jpg) on a CD or DVD.

We access bridges over water with the use of waders; however, a small boat may be needed for access if the waters are deep at the time of inspection. One of the bridges is Plymouth Road over the Rouge River, which Wade Trim was involved with for scour evaluation and inspection of the piers and abutments. Any applicable information resulting from our scour inspection and evaluation are incorporated as necessary into the biennial bridge inspections and reports.



PROPOSED TEAM MEMBERS

» Robert Breen, PE

CLIENT REFERENCE

Richard Doherty, PE
City Engineer
City of Detroit Department of Public
Works City Engineering Division
313.224.3955

YEAR COMPLETED

» 2016

RELEVANCE

- » Bridge inspections and report
- » Scour evaluation
- » Inspection of the piers and abutments

CITY OF FLINT BRIDGE INSPECTIONS AND LOAD RATINGS

MICHIGAN

Wade Trim provides site inspections by a registered professional engineer and Qualified Team Leader (QTL) for Flint's 38 bridges. The inspection findings are documented on MDOT's Structural Inventory and Appraisal (SI&A) sheets and Bridge Inspection Report forms using the MiBRIDGE website. Reports are prepared for the City which include a summary of recommended repairs and photographs of each bridge.

Additional inspection or design services are provided as needed, including bridge load ratings, Level I scour analyses, detailed bridge inspections with scoping reports, and applications for Local Agency Bridge Funding.

The City's bridges range in size from small to large and multi-span, and vary in condition from new to poor. Bridge superstructure types include earth-filled spandrel arch; cast-in-place slab, arch and tee beam; steel truss; rolled steel beam; steel plate girder with and without pin and hanger; precast concrete box beams and precast concrete I-beams.

Flint bridge inspections are conducted annually and contracts follow their July to July fiscal year. Contracts vary in size, depending on the number of bridges that need to be inspected. Typically, 15-25 bridges need inspection during a calendar year.



PROPOSED TEAM MEMBERS

- » Robert Breen, PE
- » Leon Solowjow, Jr., PE
- » Michael Nicolls, PE

CLIENT REFERENCE

Mark Adas, PE, City Engineer
City of Flint
810.765.7165

YEAR COMPLETED

- » Ongoing since 1998

RELEVANCE

- » Bridge inspections
- » MiBRIDGE reporting
- » QA/QC
- » Load rating
- » Scour analysis

TECUMSEH BRIDGE INSPECTIONS AND LOAD RATINGS

MICHIGAN

A Wade Trim Qualified Team Leader (QTL) has performed biennial inspections of the five bridges in the City of Tecumseh since 2010. The bridges are steel multi-stringers or concrete box beams. One of the steel beam bridges has pin-and-hanger joints that had been previously retrofitted at two expansion locations, but are inspected each cycle for any new deterioration.

Water levels vary at the locations. In some cases, waders are used for the underbridge portion of the inspections. Other locations require the use of a kayak for the underbridge and scour inspection. Scour is checked and noted at all five bridges. Photographs are taken of the bridges, and any noticeable feature or detriment is included in the final report to the City.

The Structure Inventory & Appraisal (SI&A) 1717A and Bridge Safety Inspection Report (BSIR) P2502 forms are updated on the MDOT MiBRIDGE website for the 24-month inspection cycle as part of the inspection process. Copies of these reports are included in the report provided to the City, and are also maintained on file at Wade Trim.

During 2018, MDOT informed the City that load ratings needed to be updated to meet FHWA requirements. Load ratings had previously been based on loads in tons, whereas current load ratings are based on load factors. To meet the current FHWA requirements, new load rating analyses needed to be conducted for Tecumseh's five bridges. Bridge plans did not exist, requiring Wade Trim field measure all beams and beam spacing. For the steel stringers, beam sizes were determined based on field measurements of the beam height, width and flange thickness. Design criteria from the 1970s when the structures were built, was used to develop a design for the prestressed box beams. A computerized beam design was done to determine approximate number of strands. Following this process, load ratings were conducted based on the field data and beam design.



PROPOSED TEAM MEMBERS

» Robert Breen, PE

CLIENT REFERENCE

Troy Rohrbach, Superintendent
Department of Public Works
City of Tecumseh
517.423.1443

YEAR COMPLETED

» Ongoing since 2010

RELEVANCE

- » Biennial bridge inspections
- » Scour evaluations
- » MiBRIDGE reporting
- » Load rating



/// PART II COST PROPOSAL

/// SECTIONS A-F
COST PROPOSAL



HURON-CLINTON metroparks

Administrative Office | 13000 High Ridge Drive | Brighton, MI 48114-9058
1-800-477-2757 • www.metroparks.com

HURON CLINTON METROPOLITAN AUTHORITY REQUEST FOR PROPOSAL STANDARD COST FORM

(TO BE SUBMITTED WITH PROPOSAL PART II)

PROJECT TITLE: 2019 Vehicular and Pedestrian Bridge Inspections

PARK NAME: Authority Wide

RFP No.: P-900-19-023

DUE DATE: October 24, 2019

PROJECT PHASE	ESTIMATED HOURS	ESTIMATED COST
Field Inspection	62	\$9,001.34
Vehicular Bridge Load Rating and Analysis	100	\$19,565.75
Final Report and Recommendations	96	\$12,978.91
Miscellaneous	16	\$2,841.24
- Meetings	2 Meetings	
Additional Phases/Task As Proposed		
- Streambed Cross-Sections	22	\$3,073.11
- Level 1 Scour Evaluations	15	\$2,211.04
-		
-		
-		

Include estimated hours for all work performed
except provided by subconsultant as lump sum.

Proposal Cost (Not to Exceed)

\$49,671.37



HURON CLINTON METROPOLITAN AUTHORITY

REQUEST FOR PROPOSAL STANDARD COST FORM (SUBCONSULTANT INFORMATION)

Subconsultant:
Discipline:
Contact Information:
Subconsultant:
Discipline:
Contact Information:
Subconsultant:
Discipline:
Contact Information:
Subconsultant:
Discipline:
Contact Information:

NOT APPLICABLE

DERIVATION OF COST PROPOSAL**Task 1 - Field Inspections - 30 Bridges**

CLIENT

Huron-Clinton Metroparks

PROJECT DESCRIPTION

Vehicular & Pedestrian Bridge Inspections RFP No.: P-900-19-023**Wade Trim Associates, Inc. - Fed. ID # 38-1802386****DIRECT LABOR**

<u>Classification</u>	<u>Person Hours</u>	x	<u>Hourly Rate</u>	=	<u>Labor Costs</u>
Engineering					
Robert Breen, PE - PM & QA/QC	8		\$61.50		\$492.00
LeonSolowjow, Jr., PE - Load Rating Engineer	0		\$58.00		\$0.00
Mike Nicolls, PE - Lead QTL Inspector	40		\$39.50		\$1,580.00
Assistant Inspector	12		\$32.60		\$391.20
Clerical (Tech V)	2		\$24.50		\$49.00
Total Hours =	<u>62</u>		Total Labor =		<u>\$2,512.20</u>

OVERHEAD

\$2,512.20 x 196.64% = **Total Overhead =** \$4,939.99

SUBCONSULTANT FEES

Total Subconsultant Fee = \$0.00

DIRECT EXPENSES

(Listed by Item at Actual Cost to you - NO MARKUP)

Engineering

Vehicle Charge	4 days	\$76.33 /day	\$305.32
Mileage	200 miles	\$0.63 /mile	\$126.00
Printitng	0 copies	\$0.10 /copy	\$0.00
Total Direct =			<u>\$431.32</u>

FIXED FEE

(Total Labor + Total Overhead) x Profit

\$7,452.19 x 15.00% = **Total Fixed Fee =** \$1,117.83

TOTAL COSTS = **\$9,001.34**

DERIVATION OF COST PROPOSAL
Task 2 -Vehicle Load Rating & Analysis - 10 Bridges

CLIENT Huron-Clinton Metroparks	PROJECT DESCRIPTION Vehicular & Pedestrian Bridge Inspections RFP No.: P-900-19-023
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Wade Trim Associates, Inc. - Fed. ID # 38-1802386

DIRECT LABOR

<u>Classification</u>	<u>Person</u> <u>Hours</u>	x	<u>Hourly</u> <u>Rate</u>	=	<u>Labor</u> <u>Costs</u>
Robert Breen, PE - PM & QA/QC	6		\$61.50		\$369.00
LeonSolowjow, Jr., PE - Load Rating Engineer	90		\$58.00		\$5,220.00
Mike Nicolls, PE - Lead QTL Inspector	2		\$39.50		\$79.00
Assistant Inspector	0		\$32.60		\$0.00
Clerical (Tech V)	2		\$24.50		\$49.00
Total Hours =	100		Total Labor =		\$5,717.00

OVERHEAD

\$5,717.00	x	196.64%	=		Total Overhead =	\$11,241.91
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SUBCONSULTANT FEES

Total Subconsultant Fee =	\$0.00
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DIRECT EXPENSES

(Listed by Item at Actual Cost to you - NO MARKUP)

Engineering

Vehicle Charge	0 days	\$76.33 /day	\$0.00
Mileage	100 miles	\$0.63 /mile	\$63.00
Printitng	0 copies	\$0.10 /copy	\$0.00
Total Direct =			\$63.00

FIXED FEE

(Total Labor + Total Overhead) x Profit

\$16,958.91	x	15.00%	=	Total Fixed Fee =	\$2,543.84
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TOTAL COSTS =	\$19,565.75
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DERIVATION OF COST PROPOSAL

Task 3 - Final Report & Recommendations - 30 Bridges

CLIENT		PROJECT DESCRIPTION			
Huron-Clinton Metroparks		Vehicular & Pedestrian Bridge Inspections RFP No.: P-900-19-023			
Wade Trim Associates, Inc. - Fed. ID # 38-1802386					
DIRECT LABOR					
	Person	x	Hourly	=	
<u>Classification</u>	<u>Hours</u>		<u>Rate</u>		Labor <u>Costs</u>
Engineering					
Robert Breen, PE - PM & QA/QC	4		\$61.50		\$246.00
LeonSolowjow, Jr., PE - Load Rating Engineer	8		\$58.00		\$464.00
Mike Nicolls, PE - Lead QTL Inspector	70		\$39.50		\$2,765.00
Assistant Inspector	10		\$32.60		\$326.00
Clerical (Tech V)	4		\$24.50		\$98.00
	<u>96</u>				
Total Hours =			Total Labor =		<u>\$3,899.00</u>
OVERHEAD					
\$3,899.00	x	196.64%	=	Total Overhead =	<u>\$7,666.99</u>
SUBCONSULTANT FEES					
					<u>Total Subconsultant Fee =</u>
					\$0.00
DIRECT EXPENSES					
(Listed by Item at Actual Cost to you - NO MARKUP)					
Engineering					
Vehicle Charge	0 days		\$76.33 /day		\$0.00
Mileage	0 miles		\$0.63 /mile		\$0.00
Prinitng	250 copies		\$0.10 /copy		\$25.00
Total Direct =					<u>\$25.00</u>
FIXED FEE					
(Total Labor + Total Overhead) x Profit					
\$11,565.99	x	12.00%	=	Total Fixed Fee =	<u>\$1,387.92</u>
TOTAL COSTS =					<u>\$12,978.91</u>

DERIVATION OF COST PROPOSAL

Task 4 - Meetings

CLIENT		PROJECT DESCRIPTION			
Huron-Clinton Metroparks		Vehicular & Pedestrian Bridge Inspections RFP No.: P-900-19-023			
Wade Trim Associates, Inc. - Fed. ID # 38-1802386					
DIRECT LABOR					
	Person	x	Hourly	=	
<u>Classification</u>	<u>Hours</u>		<u>Rate</u>		Labor <u>Costs</u>
Engineering					
Robert Breen, PE - PM & QA/QC	10		\$61.50		\$615.00
LeonSolowjow, Jr., PE - Load Rating Engineer	0		\$58.00		\$0.00
Mike Nicolls, PE - Lead QTL Inspector	4		\$39.50		\$158.00
Assistant Inspector	0		\$32.60		\$0.00
Clerical (Tech V)	2		\$24.50		\$49.00
	<u>16</u>				
Total Hours =			Total Labor =		<u>\$822.00</u>
OVERHEAD					
\$822.00	x	196.64%	=	Total Overhead =	<u>\$1,616.38</u>
SUBCONSULTANT FEES					
					<u>Total Subconsultant Fee =</u>
					\$0.00
DIRECT EXPENSES					
(Listed by Item at Actual Cost to you - NO MARKUP)					
Engineering					
Vehicle Charge	0 days		\$76.33 /day		\$0.00
Mileage	175 miles		\$0.63 /mile		\$110.25
Prinitng	0 copies		\$0.10 /copy		\$0.00
Total Direct =					<u>\$110.25</u>
FIXED FEE					
(Total Labor + Total Overhead) x Profit					
\$2,438.38	x	12.00%	=	Total Fixed Fee =	<u>\$292.61</u>
TOTAL COSTS =					<u>\$2,841.24</u>

DERIVATION OF COST PROPOSAL**Task 5 -Streambed Cross-Sections - 7 Bridges**

CLIENT		PROJECT DESCRIPTION			
Huron-Clinton Metroparks		Vehicular & Pedestrian Bridge Inspections RFP No.: P-900-19-023			
Wade Trim Associates, Inc. - Fed. ID # 38-1802386					
DIRECT LABOR					
Classification	Person Hours	x	Hourly Rate	=	Labor Costs
Robert Breen, PE - PM & QA/QC	6		\$61.50		\$369.00
LeonSolowjow, Jr., PE - Load Rating Engineer	0		\$58.00		\$0.00
Mike Nicolls, PE - Lead QTL Inspector	4		\$39.50		\$158.00
Assistant Inspector	10		\$32.60		\$326.00
Clerical (Tech V)	2		\$24.50		\$49.00
Total Hours =	22		Total Labor =		\$902.00
OVERHEAD					
\$902.00	x	196.64%	=	Total Overhead =	\$1,773.69
SUBCONSULTANT FEES					
				Total Subconsultant Fee =	\$0.00
DIRECT EXPENSES					
(Listed by Item at Actual Cost to you - NO MARKUP)					
Engineering					
Vehicle Charge	1 days		\$76.33 /day		\$76.33
Mileage	0 miles		\$0.63 /mile		\$0.00
Prinitng	0 copies		\$0.10 /copy		\$0.00
				Total Direct =	\$76.33
FIXED FEE					
(Total Labor + Total Overhead) x Profit					
\$2,675.69	x	12.00%	=	Total Fixed Fee =	\$321.08
				TOTAL COSTS =	\$3,073.11

DERIVATION OF COST PROPOSAL**Task 6 -Level 1 Scour Evaluations - 7 Bridges**

CLIENT

Huron-Clinton Metroparks

PROJECT DESCRIPTION

Vehicular & Pedestrian Bridge Inspections RFP No.: P-900-19-023**Wade Trim Associates, Inc. - Fed. ID # 38-1802386****DIRECT LABOR**

<u>Classification</u>	<u>Person Hours</u>	x	<u>Hourly Rate</u>	=	<u>Labor</u>	<u>Costs</u>
Robert Breen, PE - PM & QA/QC	4		\$61.50			\$246.00
LeonSolowjow, Jr., PE - Load Rating Engineer	0		\$58.00			\$0.00
Mike Nicolls, PE - Lead QTL Inspector	10		\$39.50			\$395.00
Assistant Inspector	0		\$32.60			\$0.00
Clerical (Tech V)	1		\$24.50			\$24.50
Total Hours =	<u>15</u>			Total Labor =		<u>\$665.50</u>

OVERHEAD

\$665.50 x 196.64% = Total Overhead = \$1,308.64

SUBCONSULTANT FEES

Total Subconsultant Fee = \$0.00

DIRECT EXPENSES

(Listed by Item at Actual Cost to you - NO MARKUP)

Engineering

Vehicle Charge	0 days	\$76.33 /day	\$0.00
Mileage	0 miles	\$0.63 /mile	\$0.00
Printitng	0 copies	\$0.10 /copy	\$0.00
Total Direct =			<u>\$0.00</u>

FIXED FEE

(Total Labor + Total Overhead) x Profit

\$1,974.14 x 12.00% = **Total Fixed Fee =** \$236.90

TOTAL COSTS = **\$2,211.04**

DERIVATION OF COST PROPOSAL

CLIENT

Huron-Clinton Metroparks

PROJECT DESCRIPTION

Vehicular & Pedestrian Bridge Inspections RFP No.: P-900-19-023

Wade Trim Associates, Inc. - Fed. ID # 38-1802386

SUMMARY OF COSTS

TOTAL TASK 1 COSTS =	\$9,001.34
TOTAL TASK 2 COSTS =	\$19,565.75
TOTAL TASK 3 COSTS =	\$12,978.91
TOTAL TASK 4 COSTS =	\$2,841.24
TOTAL TASK 5 COSTS =	\$3,073.11
TOTAL TASK 6 COSTS =	\$2,211.04
TOTAL COST (ALL TASKS) =	\$49,671.37



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HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Henkel, Chief of Engineering Services
 Project No: 715-19-028
 Project Title: Bids – Meadowlark Accessibility Improvements
 Project Type: Major Maintenance
 Location: Indian Springs Metropark
 Date: November 8, 2019

Bids Received: October 28, 2019

Action Requested: Motion to Approve

That the Board of Commissioners (1) award contract 715-19-028 to D&J Contracting, Inc. in the amount of \$75,324.15; and (2) authorize the transfer from the Unallocated Major Maintenance accounts of Lake St. Clair, Kensington and Stony Creek to the Indian Springs Unallocated Major Maintenance Account as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: Funding for the project is within the budgeted amounts. Funding for accessibility improvements were included as general line item in the budget for individual parks.

Scope of Work: The work includes the removal of 175 feet of asphalt path, 600 feet of construction of an asphalt path, pavement markings, accessible grilling areas, culvert installation, signage, trees and restoration.

Background: Improvements for accessibility were identified in the Indian Springs Master Plan and is a part of an ongoing system wide effort to improve accessibility. The project will provide multiple connecting paths to shade structures, picnic shelters and the existing restroom. A path will be constructed from the north Meadowlark parking lot to the restroom facility and the north picnic shelter.

An additional path will connect the south Meadowlark parking lot to the south picnic shelter. Accessible concrete pads and grills are included as part of the construction work at each shelter location. Also, small paths will be installed to connect the playground walking path to the existing shade structures.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
D&J Contracting, Inc	Clinton Twp.	\$ 75,324.15
Usztan LLC	Auburn Hills	\$107,507.00
Dave's Contracting	Dearborn	\$117,000.00

Budget Amount for Contract Services

• Lake St. Clair Accessibility Improvements	\$ 25,000.00
• Kensington Accessibility Improvements	\$ 25,000.00
• Stony Creek Accessibility Improvements	\$ 16,000.00
• Indian Springs Accessibility Improvements	<u>\$ 10,000.00</u>
o Total	\$ 76,000.00

Work Order Amount

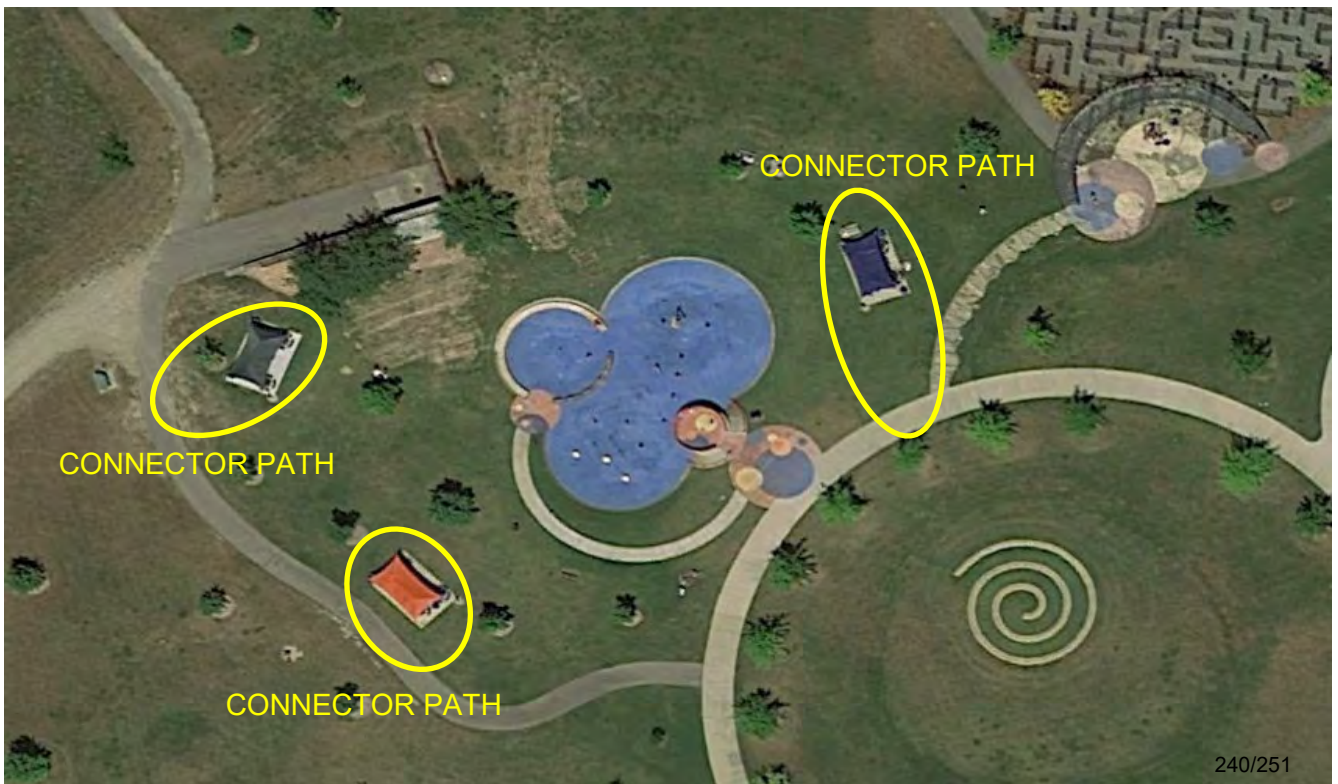
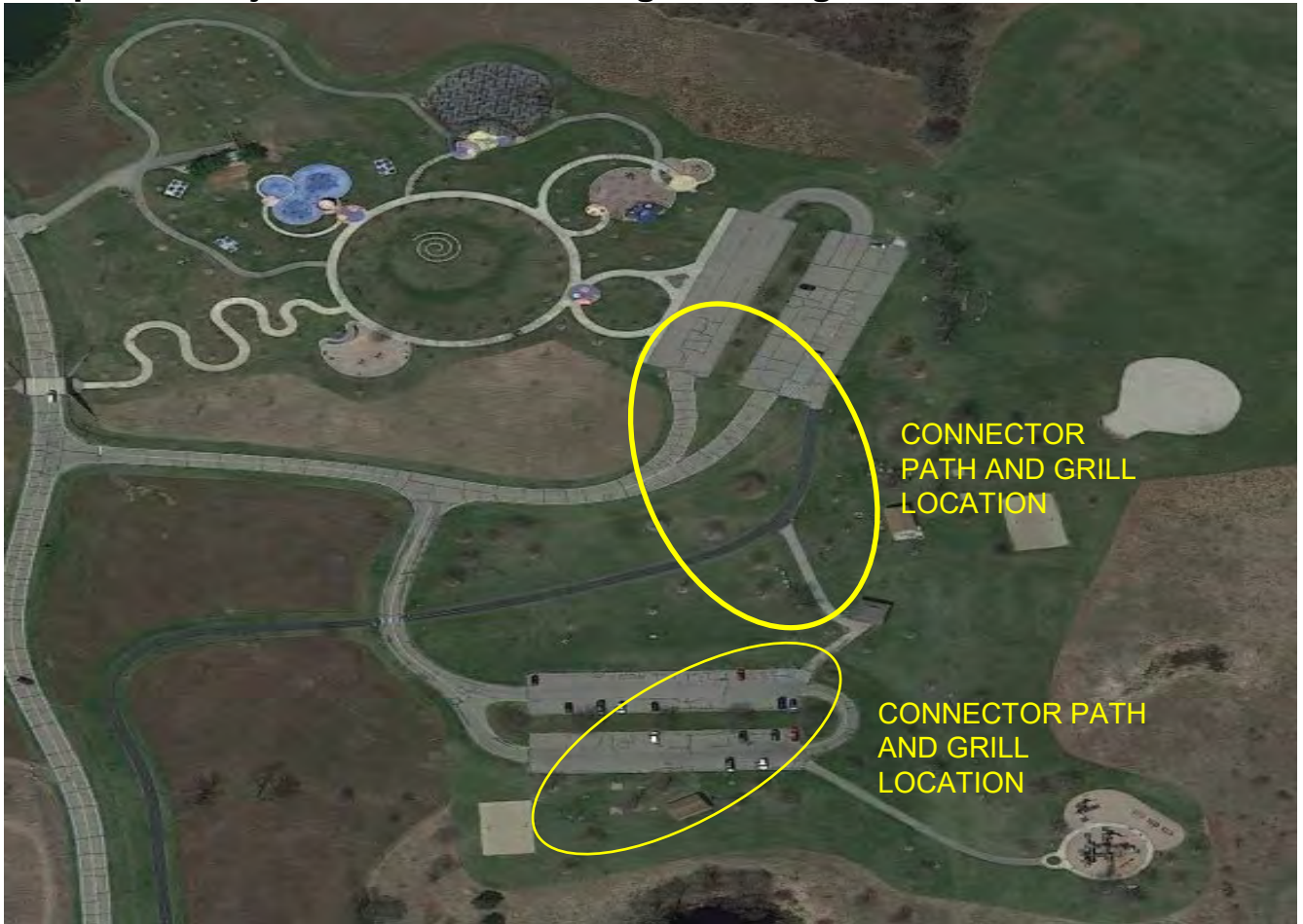
• Contract Amount D&J Contracting, Inc.	\$75,324.15
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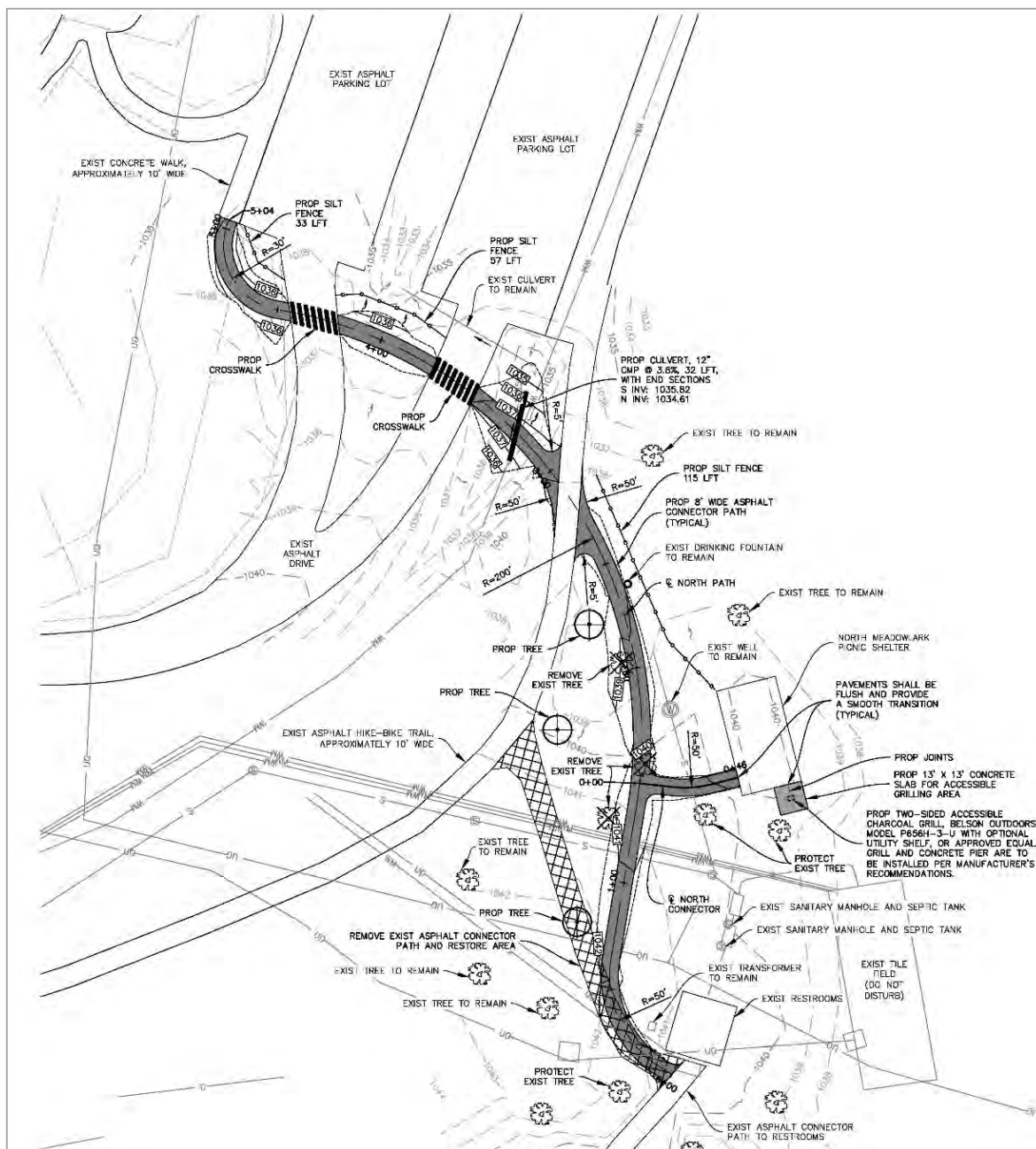
- Contract Administration \$ 4,000.00
 - Total Proposed Work Order Amount (Rounded) \$79,324.00

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

Attachments: Proposed Project Location and Design Drawings

Proposed Project Location and Design Drawings





CONNECTOR PATH AND GRILL LOCATION



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Henkel, Chief of Engineering Services
 Project No: 710-19-192
 Project Title: Bids – Accessibility Improvements Pool Picnic Shelter
 Project Type: Major Maintenance
 Location: Willow Metropark
 Date: November 8, 2019

Bids Received: October 31, 2019

Action Requested: Motion to Approve

That the Board of Commissioners (1) award contract 710-19-192 Genoa Contracting LLC in the amount of \$ 36,932.50; and (2) authorize the transfer from the Unallocated Major Maintenance accounts of Huron Meadows, Lake Erie and Stony Creek to the Indian Springs Unallocated Major Maintenance Account as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: Funding for the project is within the budgeted amounts. Funding for accessibility improvements were included as general line item in the budget for individual parks.

Scope of Work: The work includes the construction of 150 feet of concrete walk, curb ramps, accessible grilling area, signs and pavement markings.

Background: The project will provide a concrete accessible walkway connection from the parking lot to the activities rental shelter and provide a path to the pool and activities area. A concrete pad and accessible grill will also be installed adjacent to the existing shelter.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Genoa Contracting LLC	Saint Clair Shores	\$36,932.50
D&J Contracting, Inc.	Clinton Twp.	\$46,623.75
Dave's Contracting Inc.	Dearborn	\$49,860.00
McCarthy Construction Company Inc.	Commerce Twp.	\$63,150.00

Budget Amount for Contract Services

• Lake Erie Accessibility Improvements	\$25,000.00
• Huron Meadows Accessibility Improvements	\$10,000.00
• Stony Creek Accessibility Improvements	<u>\$ 9,000.00</u>
○ Total	\$44,000.00

Work Order Amount

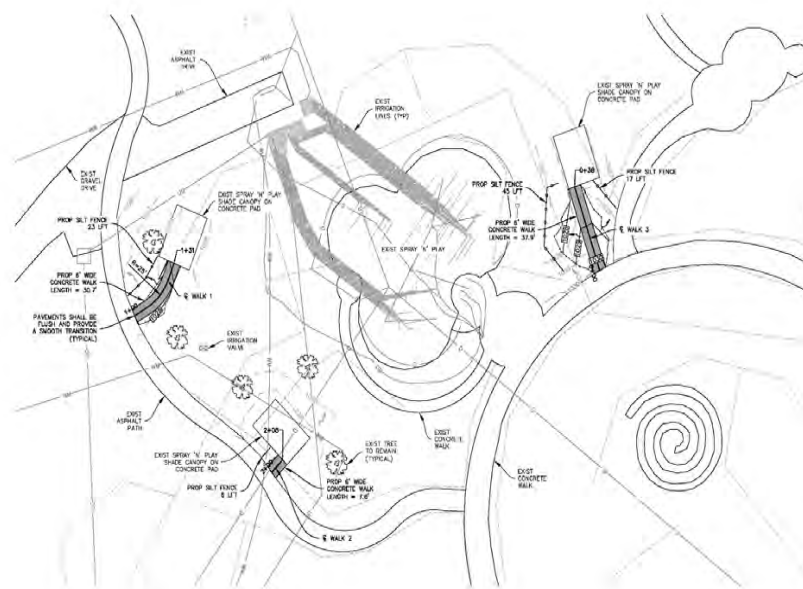
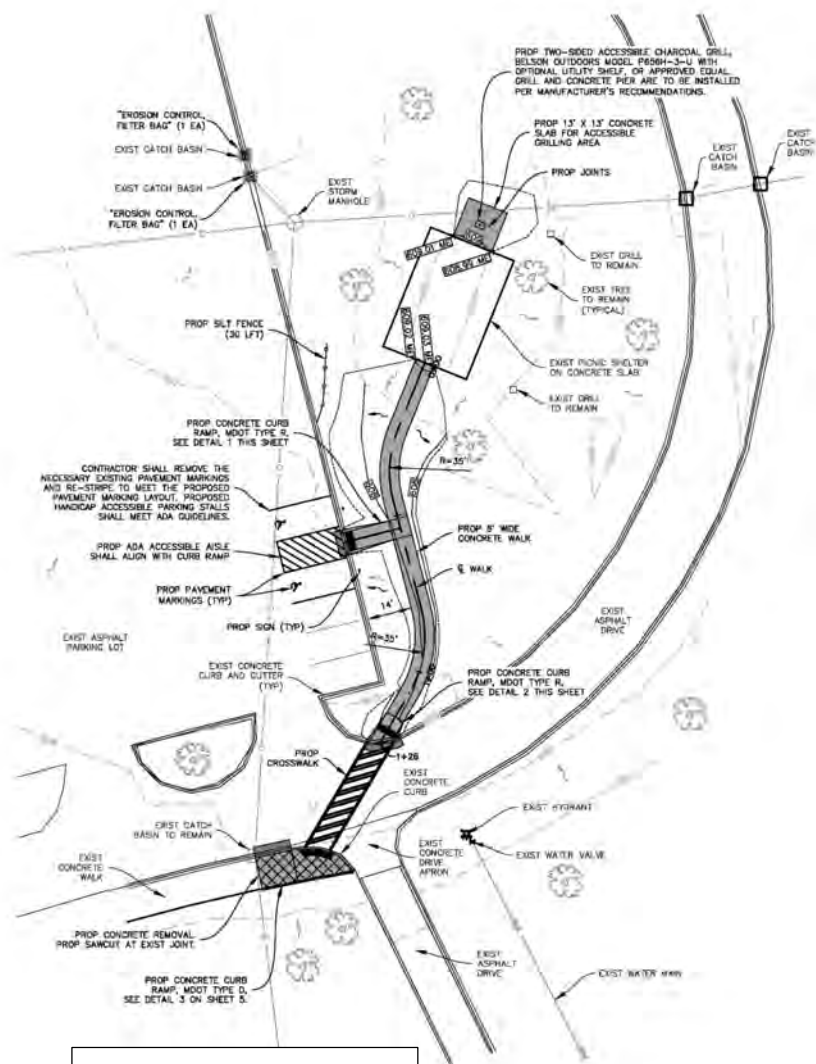
• Contract Amount Genoa Contracting LLC.	\$36,932.50
• Contract Administration	<u>\$ 4,000.00</u>
○ Total Proposed Work Order Amount (Rounded)	\$40,933.00

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

Attachments: Project Location and Design Drawings

Project Location and Design Drawings





HURON-CLINTON METROPARKS MONTHLY STATISTICS
October, 2019

PARK	MONTHLY VEHICLE ENTRIES				MONTHLY TOLL REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	23,464	23,204	24,978	-6%	\$ 23,186	\$ 31,739	\$ 35,727	-35%
Wolcott Mill	3,921	4,225	6,608	-41%	\$ 3,245	\$ 2,443	\$ 2,049	58%
Stony Creek	36,293	32,874	34,228	6%	\$ 50,753	\$ 46,777	\$ 55,159	-8%
Indian Springs	6,813	6,155	7,110	-4%	\$ 9,151	\$ 7,225	\$ 8,175	12%
Kensington	62,439	58,934	61,006	2%	\$ 97,300	\$ 65,905	\$ 83,220	17%
Huron Meadows	10,287	10,203	11,430	-10%	\$ 15,218	\$ 12,868	\$ 15,415	-1%
Hudson Mills	20,749	19,011	21,486	-3%	\$ 22,069	\$ 26,812	\$ 33,116	-33%
Lower Huron/Willow/Oakwoods	44,652	45,544	45,846	-3%	\$ 25,977	\$ 26,632	\$ 27,887	-7%
Lake Erie	14,189	13,495	14,940	-5%	\$ 21,211	\$ 18,917	\$ 22,353	-5%
Monthly TOTALS	222,807	213,645	227,632	-2%	\$ 268,110	\$ 239,318	\$ 283,103	-5%

PARK	Y-T-D VEHICLE ENTRIES				Y-T-D TOLL REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	382,551	373,773	370,355	3%	\$ 1,480,728	\$ 1,496,016	\$ 1,462,925	1%
Wolcott Mill	29,919	46,915	55,932	-47%	\$ 82,895	\$ 43,404	\$ 34,199	142%
Stony Creek	498,430	531,107	513,876	-3%	\$ 2,183,389	\$ 2,116,238	\$ 2,227,948	-2%
Indian Springs	80,172	80,837	83,329	-4%	\$ 272,608	\$ 267,695	\$ 273,350	0%
Kensington	689,160	697,123	695,464	-1%	\$ 2,428,067	\$ 2,373,641	\$ 2,426,919	0%
Huron Meadows	84,860	87,681	88,361	-4%	\$ 85,757	\$ 79,894	\$ 75,988	13%
Hudson Mills	181,298	178,365	186,834	-3%	\$ 444,518	\$ 457,771	\$ 493,793	-10%
Lower Huron/Willow/Oakwoods	468,540	490,209	496,399	-6%	\$ 942,087	\$ 976,222	\$ 1,020,313	-8%
Lake Erie	175,453	171,542	176,732	-1%	\$ 568,259	\$ 547,959	\$ 559,503	2%
Monthly TOTALS	2,590,383	2,657,552	2,667,282	-3%	\$ 8,488,308	\$ 8,358,840	\$ 8,574,939	-1%

PARK	MONTHLY PARK REVENUE				Y-T-D PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 76,816	\$ 101,849	\$ 93,187	-18%	\$ 2,251,807	\$ 2,232,081	\$ 2,194,823	3%
Wolcott Mill	\$ 25,583	\$ 25,253	\$ 36,302	-30%	\$ 263,592	\$ 213,802	\$ 331,272	-20%
Stony Creek	\$ 123,412	\$ 110,224	\$ 124,545	-1%	\$ 3,808,330	\$ 3,713,761	\$ 3,850,514	-1%
Indian Springs	\$ 62,290	\$ 46,995	\$ 61,201	2%	\$ 1,072,733	\$ 1,067,127	\$ 1,082,938	-1%
Kensington	\$ 230,903	\$ 168,709	\$ 190,986	21%	\$ 4,546,044	\$ 4,341,947	\$ 4,257,004	7%
Huron Meadows	\$ 72,367	\$ 58,261	\$ 69,984	3%	\$ 945,893	\$ 884,759	\$ 873,085	8%
Hudson Mills	\$ 62,148	\$ 53,485	\$ 68,203	-9%	\$ 1,081,430	\$ 1,042,816	\$ 1,045,895	3%
Lower Huron/Willow/Oakwoods	\$ 86,072	\$ 66,280	\$ 86,965	-1%	\$ 2,806,128	\$ 2,745,698	\$ 2,812,618	0%
Lake Erie	\$ 81,188	\$ 71,531	\$ 74,799	9%	\$ 1,712,294	\$ 1,703,182	\$ 1,676,409	2%
Y-T-D TOTALS	\$ 820,779	\$ 702,587	\$ 806,172	2%	\$ 18,488,250	\$ 17,945,174	\$ 18,124,556	2%

District	Y-T-D Vehicle Entries by Management Unit				Y-T-D Total Revenue by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	910,900	951,795	940,163	-3%	6,323,728	6,159,645	6,376,608	-1%
Western	1,035,490	1,044,006	1,053,988	-2%	7,646,100	7,336,649	7,258,922	5%
Southern	643,993	661,751	673,131	-4%	4,518,422	4,448,880	4,489,027	1%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

October, 2019

GOLF THIS MONTH	MONTHLY ROUNDS				MONTHLY REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	1,599	1,242	1,676	-5%	\$ 39,657	\$ 31,636	\$ 44,052	-10%
Indian Springs	1,803	1,305	1,615	12%	\$ 39,259	\$ 29,269	\$ 36,630	7%
Kensington	2,895	2,166	2,073	40%	\$ 71,075	\$ 53,721	\$ 53,926	32%
Huron Meadows	2,385	1,901	2,136	12%	\$ 56,950	\$ 44,793	\$ 54,036	5%
Hudson Mills	1,199	846	1,024	17%	\$ 22,754	\$ 15,446	\$ 20,674	10%
Willow	2,085	1,114	1,662	25%	\$ 47,361	\$ 23,129	\$ 37,941	25%
Lake Erie	1,740	1,484	1,652	5%	\$ 44,799	\$ 38,722	\$ 39,397	14%
Total Regulation	13,706	10,058	11,838	16%	\$ 321,855	\$ 236,716	\$ 286,656	12%
LSC Par 3	148	252	364	-59%	\$ 1,054	\$ 981	\$ 1,919	-45%
LSC Foot Golf	51	6	13	283%	\$ 340	\$ 32	\$ 96	253%
Total Golf	13,905	10,316	12,371	12%	\$ 323,249	\$ 237,729	\$ 289,643	12%

GOLF Y-T-D	GOLF ROUNDS Y-T-D				GOLF REVENUE Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	29,802	28,794	29,146	2%	\$ 905,708	\$ 919,159	\$ 934,350	-3%
Indian Springs	24,378	24,316	23,665	3%	\$ 708,896	\$ 690,731	\$ 643,429	10%
Kensington	34,032	30,710	29,538	15%	\$ 1,027,264	\$ 933,824	\$ 843,630	22%
Huron Meadows	27,771	25,950	25,402	9%	\$ 836,096	\$ 773,723	\$ 772,821	8%
Hudson Mills	21,496	19,685	17,252	25%	\$ 504,274	\$ 462,149	\$ 411,832	22%
Willow	23,586	20,146	22,202	6%	\$ 671,961	\$ 569,844	\$ 624,087	8%
Lake Erie	25,458	23,923	23,622	8%	\$ 687,751	\$ 685,595	\$ 652,769	5%
Total Regulation	186,523	173,524	170,826	9%	\$ 5,341,950	\$ 5,035,025	\$ 4,882,917	9%
LSC Par 3	5,433	6,784	7,298	-26%	\$ 42,502	\$ 37,640	\$ 42,526	0%
LSC Foot Golf	823	324	725	14%	\$ 5,372	\$ 1,957	\$ 5,493	-2%
Total Golf	192,779	180,632	182,250	6%	\$ 5,389,824	\$ 5,074,622	\$ 4,953,512	9%

AQUATICS THIS MONTH	PATRONS THIS MONTH				MONTHLY REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	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	-	\$ -	\$ -	\$ 133	-
Lower Huron	0	0	0	-	\$ 210	\$ -	\$ 417	-50%
Willow	0	0	0	-	\$ -	\$ -	\$ 89	-
Lake Erie	0	0	0	-	\$ -	\$ 778	\$ 1,006	-
TOTALS	0	0	0	-	\$ 210	\$ 778	\$ 1,645	-87%

AQUATICS Y-T-D	PATRONS Y-T-D				REVENUE Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	44,386	46,746	46,371	-4%	\$ 221,464	\$ 233,797	\$ 231,419	-4%
Stony Creek Rip Slide	22,771	26,031	29,601	-23%	\$ 119,246	\$ 133,308	\$ 151,369	-21%
KMP Splash	39,035	44,648	43,208	-10%	\$ 276,482	\$ 264,525	\$ 255,829	8%
Lower Huron	82,566	93,625	90,585	-9%	\$ 946,911	\$ 951,568	\$ 909,095	4%
Willow	19,475	19,116	19,482	0%	\$ 90,681	\$ 90,592	\$ 96,543	-6%
Lake Erie	31,672	33,731	32,618	-3%	\$ 259,693	\$ 265,843	\$ 259,901	0%
TOTALS	239,905	263,897	262,817	-9%	\$ 1,914,476	\$ 1,939,633	\$ 1,910,953	0%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

October, 2019

PARK	Seasonal Activities this Month				Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair								
Welsh Center	1	4	2	-57%	\$ 800	\$ 3,200	\$ 1,867	-57%
Shelters	4	24	21	-81%	\$ 900	\$ 7,750	\$ 7,567	-88%
Boat Launches	266	84	156	71%	\$ -	\$ -	\$ -	-
Marina	224	53	136	64%	\$ 1,031	\$ 636	\$ 1,005	3%
Mini-Golf	0	0	0	-	\$ -	\$ -	\$ -	-
Wolcott								
Activity Center	10	10	10	3%	\$ 3,500	\$ 2,500	\$ 2,600	35%
Stony Creek								
Disc Golf Daily	179	239	417	-57%	\$ 574	\$ 717	\$ 1,250	-54%
Disc Golf Annual	0	0	0	-	\$ -	\$ -	\$ -	-
Total Disc Golf	179	239	417	-57%	\$ 574	\$ 717	\$ 1,250	-54%
Shelters	10	34	29	-66%	\$ 2,250	\$ 7,575	\$ 6,500	-65%
Boat Rental	0	28	9	-	\$ -	\$ 278	\$ 93	-
Boat Launches	9	71	34	-73%	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	1	0	1	50%	\$ 200	\$ -	\$ 133	50%
Event Room	6	5	7	-10%	\$ 10,400	\$ 6,700	\$ 10,617	-2%
Kensington								
Disc Golf Daily	899	679	1,137	-21%	\$ 2,697	\$ 2,037	\$ 3,411	-21%
Disc Golf Annual	0	0	0	-	\$ -	\$ -	\$ 18	-
Total Disc Golf	899	679	1,137	-21%	\$ 2,697	\$ 2,037	\$ 3,429	-21%
Shelters	19	38	37	-48%	\$ 4,275	\$ 9,000	\$ 8,775	-51%
Boat Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Huron Meadows								
Shelters	1	3	2	-57%	\$ 200	\$ 600	\$ 467	-57%
Hudson Mills								
Disc Golf Daily	268	185	383	-30%	\$ 804	\$ 555	\$ 1,148	-30%
Disc Golf Annual	0	0	0	-	\$ -	\$ -	\$ -	-
Total Disc Golf	268	185	383	-30%	\$ 804	\$ 555	\$ 1,148	-30%
Shelters	2	4	4	-50%	\$ 400	\$ 800	\$ 800	-50%
Canoe Rental	30	23	32	-6%	\$ 10,452	\$ 4,176	\$ 5,782	81%
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	91	77	95	-5%	\$ 273	\$ 231	\$ 286	-5%
Disc Golf Annual	0	0	0	-	\$ -	\$ -	\$ -	-
Total Disc Golf	91	77	95	-5%	\$ 273	\$ 231	\$ 286	-5%
Shelters	27	43	52	-48%	\$ 6,200	\$ 9,500	\$ 11,500	-46%
Lake Erie								
Shelters	4	5	4	0%	\$ 1,000	\$ 1,000	\$ 833	20%
Boat Launches	731	691	894	-18%	\$ -	\$ -	\$ -	-
Marina	0	172	68	-	\$ 11,597	\$ 10,271	\$ 9,859	18%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

October, 2019

PARK	Seasonal Activities Y-T-D				Seasonal Revenue Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair								
Welsh Center	51	53	39	30%	\$ 44,325	\$ 39,150	\$ 31,017	43%
Shelters	313	254	242	29%	\$ 82,430	\$ 64,354	\$ 65,220	26%
Boat Launches	3,978	3,907	4,947	-20%	\$ -	\$ -	\$ -	-
Marina	2,090	2,567	2,840	-26%	\$ 17,498	\$ 22,949	\$ 24,037	-27%
Mini-Golf	9,403	8,427	8,613	9%	\$ 34,314	\$ 30,542	\$ 30,984	11%
Wolcott								
Activity Center	51	87	90	-43%	\$ 25,480	\$ 18,250	\$ 16,147	58%
Stony Creek								
Disc Golf Daily	10,460	10,746	13,341	-22%	\$ 35,367	\$ 34,153	\$ 41,534	-15%
Disc Annual	104	102	120	-13%	\$ 5,860	\$ 5,590	\$ 6,402	-8%
Total Disc Golf	10,564	10,848	13,461	-22%	\$ 41,227	\$ 39,743	\$ 47,935	-14%
Shelters	405	357	369	10%	\$ 91,300	\$ 80,250	\$ 80,962	13%
Boat Rental	16,790	15,386	15,938	5%	\$ 177,737	\$ 159,742	\$ 168,243	6%
Boat Launches	858	857	803	7%	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	72	38	38	89%	\$ 10,175	\$ 7,250	\$ 6,117	66%
Event Room	31	46	50	-38%	\$ 56,300	\$ 71,500	\$ 88,055	-36%
Kensington								
Disc Golf Daily	16,798	17,467	20,167	-17%	\$ 54,801	\$ 56,029	\$ 61,709	-11%
Disc Annual	175	180	150	17%	\$ 10,200	\$ 9,720	\$ 8,043	27%
Total Disc Golf	16,973	17,647	20,317	-16%	\$ 65,001	\$ 65,749	\$ 69,753	-7%
Shelters	508	433	401	27%	\$ 114,088	\$ 99,325	\$ 98,137	16%
Boat Rental	16,925	17,667	17,310	-2%	\$ 232,366	\$ 214,133	\$ 221,885	5%
Huron Meadows								
Shelters	26	28	25	4%	\$ 5,200	\$ 5,600	\$ 5,000	4%
Hudson Mills								
Disc Golf Daily	5,840	5,441	7,681	-24%	\$ 17,520	\$ 16,323	\$ 23,043	-24%
Disc Annual	131	163	145	-10%	\$ 7,660	\$ 8,765	\$ 7,768	-1%
Total Disc Golf	5,971	5,604	7,826	-24%	\$ 25,180	\$ 25,088	\$ 30,811	-18%
Shelters	74	98	103	-28%	\$ 14,800	\$ 21,000	\$ 21,267	-30%
Canoe Rental	8,203	6,808	6,421	28%	\$ 47,523	\$ 31,942	\$ 36,379	31%
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	1,033	1,233	1,041	-1%	\$ 3,099	\$ 3,708	\$ 3,125	-1%
Disc Annual	7	16	10	-28%	\$ 420	\$ 840	\$ 512	-18%
Total Disc Golf	1,040	1,249	1,050	-1%	\$ 3,519	\$ 4,548	\$ 3,637	-3%
Shelters	296	306	306	-3%	\$ 64,650	\$ 67,350	\$ 66,725	-3%
Lake Erie								
Shelters	79	64	66	19%	\$ 17,400	\$ 13,900	\$ 14,800	18%
Boat Launches	15,231	14,291	14,875	2%	\$ -	\$ -	\$ -	-
Marina	0	2,489	904	-	\$ 161,481	\$ 169,014	\$ 168,311	-4%

INTERPRETIVE FACILITIES

PARK	Monthly Patrons Served				YTD Patrons Served			
	(total program participants and non-program visitors)				(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	12,608	12,117	12,062	5%	162,188	152,795	157,896	3%
Wolcott Mill	4,186	2,872	4,416	-5%	21,421	31,268	29,539	-27%
Wolcott Farm	6,926	8,089	6,314	10%	57,822	106,304	71,273	-19%
Stony Creek	24,147	22,182	23,475	3%	172,531	166,145	173,921	-1%
Eastern Mobile Center	951	700	804	18%	8,396	18,082	13,646	-38%
Indian Springs	7,531	7,812	7,881	-4%	67,811	68,987	70,363	-4%
Kens NC	28,363	25,467	26,500	7%	251,450	236,179	241,995	4%
Kens Farm	28,397	19,566	26,223	8%	232,169	230,637	242,393	-4%
Western Mobile Center	725	749	634	14%	9,801	9,269	9,254	6%
Hudson Mills	4,300	4,516	4,280	0%	36,591	35,363	34,997	5%
Oakwoods	15,819	14,571	15,826	0%	133,321	128,949	133,192	0%
Lake Erie	15,650	14,734	15,133	3%	137,132	137,749	135,569	1%
Southern Mobile Center	604	699	866	-30%	11,426	17,127	13,390	-15%
Totals	150,207	134,074	144,415	4%	1,302,059	1,338,854	1,327,428	-2%

PARK	Monthly Revenue				YTD Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 1,324	\$ 1,033	\$ 1,224	8%	\$ 24,908	\$ 19,611	\$ 25,017	0%
Wolcott Mill	\$ 2,068	\$ 1,416	\$ 2,574	-20%	\$ 6,451	\$ 17,227	\$ 15,036	-57%
Wolcott Farm	\$ 8,181	\$ 8,367	\$ 8,222	0%	\$ 68,459	\$ 58,662	\$ 60,504	13%
Wagon Rides	\$ -	\$ 4,237	\$ 3,031	-	\$ -	\$ 11,445	\$ 12,494	-
Livestock/Produce	\$ 14,197	\$ 3,041	\$ 5,112	178%	\$ 56,504	\$ 28,397	\$ 29,024	95%
FARM TOTAL	\$ 22,378	\$ 15,645	\$ 16,365	37%	\$ 124,963	\$ 98,504	\$ 102,023	22%
Stony Creek	\$ 3,767	\$ 2,648	\$ 2,823	33%	\$ 20,354	\$ 23,331	\$ 23,812	-15%
Eastern Mobile Center	\$ 1,752	\$ 875	\$ 404	333%	\$ 11,515	\$ 14,938	\$ 6,695	72%
Indian Springs	\$ 3,280	\$ 3,801	\$ 3,037	8%	\$ 23,677	\$ 28,972	\$ 30,388	-22%
Kens NC	\$ 3,012	\$ 4,059	\$ 4,728	-36%	\$ 31,496	\$ 28,489	\$ 27,190	16%
Kens Farm	\$ 12,492	\$ 9,966	\$ 8,278	51%	\$ 62,326	\$ 67,777	\$ 59,920	4%
Wagon Rides	\$ 8,947	\$ 5,750	\$ 8,110	10%	\$ 24,488	\$ 24,955	\$ 34,678	-29%
Livestock/Produce	\$ 393	\$ 915	\$ 1,187	-67%	\$ 4,545	\$ 4,823	\$ 9,092	-50%
FARM TOTAL	\$ 21,832	\$ 16,631	\$ 17,574	24%	\$ 91,359	\$ 97,555	\$ 103,690	-12%
Western Mobile Center	\$ 1,840	\$ 1,965	\$ 2,999	-39%	\$ 20,746	\$ 15,915	\$ 17,282	20%
Hudson Mills	\$ 1,546	\$ 2,279	\$ 1,644	-6%	\$ 12,577	\$ 13,661	\$ 13,335	-6%
Oakwoods	\$ 1,954	\$ 3,656	\$ 3,186	-39%	\$ 19,249	\$ 18,758	\$ 18,141	6%
Lake Erie	\$ 826	\$ 1,420	\$ 713	16%	\$ 12,208	\$ 14,627	\$ 13,665	-11%
Southern Mobile Center	\$ 1,091	\$ 1,738	\$ 579	88%	\$ 12,429	\$ 18,010	\$ 15,322	-19%
Totals	\$ 66,670	\$ 57,167	\$ 57,850	15%	\$ 411,932	\$ 409,596	\$ 411,597	0%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance				OFF-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR		CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance	Programs	Attendance	Programs	Attendance
Lake St Clair	57	1,500	112	2,402	-	-	-	-
Wolcott Mill	12	358	15	484	-	-	-	-
Wolcott Farm	33	2,189	68	2,435	-	-	1	32
Stony Creek	73	4,647	50	3,458	-	-	-	-
Eastern Mobile Center					24	951	16	700
Indian Springs	44	2,401	60	2,394	-	-	-	-
Kens NC	20	821	24	1,044	1	35	-	-
Kens Farm	249	7,956	236	4,947	8	170	-	-
Western Mobile Center					32	725	31	749
Hudson Mills	20	725	39	1,016	2	75	-	-
Oakwoods	38	332	91	981	16	717	-	-
Lake Erie	38	534	42	729	14	594	-	-
Southern Mobile Center					28	604	25	699
Totals	584	21,463	737	19,890	125	3,871	73	2,180

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	11,108	9,715
Wolcott Mill	3,828	2,388
Wolcott Farm	4,737	5,622
Stony Creek	19,500	18,724
Indian Springs	5,130	5,418
Kens NC	27,507	24,423
Kens Farm	20,271	14,619
Hudson Mills	3,500	3,500
Oakwoods	14,770	13,590
Lake Erie	14,522	14,005
Totals	124,873	112,004

"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.