

Agenda
Huron-Clinton Metropolitan Authority
Board of Commissioners
October 14, 2021 – 1:00 pm

Administrative Office and via Zoom (for the public)

<https://us02web.zoom.us/j/9800687134?pwd=ak1WMTIPNUIUcEUycHpTWW95MTErUT09>

Meeting ID: 980 068 7134 / **Passcode:** HCMABOC

Dial by your location: +1 929 205 6099 (New York) / +1 301 715 8592 (Washington, D.C)

1. Call to Order
2. Chairperson's Statement
3. Public Participation
4. Approval – September 9, 2021 regular meeting minutes
5. Approval – October 14, 2021 Full Agenda

Consent Agenda

6. Approval – October 14, 2021 Consent Agenda
 - a. Approval – September 2021 Financial Statements
 - b. Approval – September 2021 Appropriation Adjustments **pg. 1**
 - c. Report – Monthly 2021 Capital Project Fund Update **pg. 4**
 - d. Report – Monthly 2021 Major Maintenance Update **pg. 10**
 - e. Report – Purchases over \$10,000 **pg. 14**
 - f. Purchases
 1. Total Spend and Vendor Location **pg. 15**
 2. Upfitting Police Vehicles **pg. 17**

Regular Agenda

7. Reports

A. *Planning Department*

1. Report – Visitation/Permit Scanning Update **pg. 18**
2. Approval – 2021 Stony Creek Master Plan Update **pg. 28**
3. Approval – Five-Year Community Recreation Plan Survey Consultant **pg.52**

B. *Financial Department*

1. Report – Monthly Financial Review **pg. 125**
2. Approval – Appointment of New Retirement Plan Trustee **pg. 137**
3. Approval – Appointment of Retiree Health Care Trust Plan Administrator **pg. 138**

C. *Departmental Updates*

1. Report – Marketing Update **pg. 144**
2. Report – Natural Resources Update **pg. 154**
3. Report – DEI Update **pg. 162**
4. Report – Planning and Development Update **pg. 169**
5. Report – Interpretive Services Update **pg. 188**

D. *Natural Resources Department*

1. Bids – Material for Shoreline Restoration, Lake Erie and Lake St. Clair **pg. 197**
2. Bids – Beach Spoils Pile Removal, Lake St. Clair **pg. 198**
3. Bids – Shoreline Restoration, Lake Erie **pg. 199**

7. **Reports**

E. *Engineering Department*

1. Bids – Pool Plaza Concrete Repairs, Lake Erie **pg. 201**
2. Bids – Roadway Repairs, Lake Erie **pg. 203**
3. Bids – Kensington Farm Septic Tank Replacement, Kensington **pg. 204**
4. Bids – Turtle Cove Crosswalk Path, Lower Huron **pg. 205**
5. Approval – Change Order, Willow Park Office **pg. 207**

8. Leadership Update

9. Other Business

10. Public Participation

11. Commissioner Comments

12. Motion to Adjourn

The next regular Metroparks Board meeting will take place
Thursday, November 11, 2021 – 1:00 p.m.
Administration Office – Board Room



To: Board of Commissioners
From: Shedreka Miller, Chief of Finance
Subject: Approval – Appropriation Adjustments
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve the September 2021 Appropriation Amendments as recommended by Chief of Finance Shedreka Miller.

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 August, \$1,546,926 was transferred between general fund operation accounts and \$52,784 was transferred within capital project accounts. Tax adjustments resulted in an additional decrease in fund balance of \$4,527.

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

Attachment: Appropriation Adjustments

Huron-Clinton Metropolitan Authority

September 2021 Appropriation Transfer Summary

Location	Expense Increase/ Revenue Decrease	Expense Decrease/ Revenue Increase	Difference
Major Maintenance			
Administrative	\$ 36,981	\$ -	\$ 36,981
Lake St. Clair	953	-	953
Kensington	8,820	6,521	2,299
Lower Huron/Willow/Oakwoods	18,180	16,276	1,904
Hudson Mills	74	-	74
Stony Creek	34,315	64,639	(30,324)
Lake Erie	40,375	15,000	25,375
Indian Springs	4,582	3,965	616
Huron Meadows	1,738	-	1,738
Total	\$ 146,017	\$ 106,401	\$ 39,616
Operations			
Administrative	14,821	77,179	(62,358)
Lake St. Clair	286,362	308,655	(22,293)
Kensington	129,935	161,062	(31,127)
Lower Huron/Willow/Oakwoods	256,791	238,756	18,035
Hudson Mills	58,225	57,113	1,112
Stony Creek	291,701	249,683	42,019
Lake Erie	211,701	201,890	9,811
Wolcott	35,329	31,962	3,367
Indian Springs	87,663	86,288	1,375
Huron Meadows	28,379	27,937	442
Total	\$ 1,400,908	\$ 1,440,525	\$ (39,616)
Total General Fund Transfers	\$ 1,546,926	\$ 1,546,926	\$ -
Capital Project Fund			
Administrative	\$ -	\$ 52,784	\$ (52,784)
Lake St. Clair	930	-	930
Kensington	12,867	-	12,867
Lower Huron/Willow/Oakwoods	19,433	-	19,433
Hudson Mills	5,033	-	5,033
Stony Creek	13,710	-	13,710
Lake Erie	811	-	811
Wolcott	-	-	-
Total	\$ 52,784	\$ 52,784	\$ (0)

Huron-Clinton Metropolitan Authority
September 2021 Appropriation Transfer Summary

Tax Adjustment		Revenue Decrease	Revenue Increase	Net
Current		\$ 418	\$ -	\$ 418
Prior		-	4,945	(4,945)
Total		\$ 418	\$ 4,945	\$ (4,527)



To: Board of Commissioners
From: Shedreka Miller, Chief of Finance
Subject: Report – Monthly Capital Project Fund
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the Capital Project Fund report as submitted by Shedreka Miller and staff.

Background: In 2018, the Board of Commissioners approved the creation of a capital project fund. To support the information provided on specific capital improvement projects Finance initially provided the following data:

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)

This information has now been augmented to include the original budget. In addition, a new page has been added which provides a more detailed description of the project as well as the current status of the project and the current estimate of what year the project will be completed. It is anticipated that this additional information will allow the Board of Commissioners as well as the general public to stay up-to-date on the capital project work underway throughout the Metroparks.

Expenditures during September 2021 were primarily related to staff time. The following projects had expenses during the month:

- Willow – Park Office Building Replacement
- Lower Huron – Woods Creek Playground Development
- Stony Creek – Boat Launch Building Redevelopment

Attachment: September 2021 Capital Project Fund Update

September Capital Project Fund Report - Project Summary

Location	Original Project Title	Project Description	Amended Budget	Available Grant Funding	Project Status	Estimated Completion Year
Lake St Clair	Pump Station No. 1 Replacement-SAW Grant	Sewer pump station replacement near Nature Center	\$ 445,172	\$ -	Completed	2021
Lake St Clair	Black Creek Marsh Wetland Filtration Enhancement	A natural shoreline project which will remove rip-rap, regrade slope and install native vegetation which will improved filtration of water entering the marsh and improve habitat as well as reducing erosion.	253,000	160,000	In Design	2022
Lake St Clair	Accessible Kayak Launch & Power Installation		50,000		Awaiting Grant Award	2022
Lake St Clair	Backup Internet Fiber Installation	Comcast installation of underground fiber network	40,000		Complete	2021
Lake St Clair	Electrical Grid Replacement - Design in 2020	Assessments, cost estimates, and project development for future projects to address electrical power infrastructure upgrades and repairs.	802,364		Currently finalizing alignment for phase I	2026
Lake St Clair	Beach Restoration	Multi-year EGLE grant project through 2023. Plantings and bird deterrents installation to improve water quality funding includes follow up water quality monitoring.	472,137	292,167	Completed	2023
Lake St Clair	Michigan Coastal Management Program-Accessible Launch	Accessible Kayak Launch - grant application has been made to Michigan Coastal Management Program.	392,850	196,425	Awaiting grant award	2023
Kensington	Maple Beach Site Improvements	Construction of site and restroom facilities	1,096,852		Completed	2021
Kensington	Maple Beach - Universal Accessible Playground	Construction of a new playground at Maple Beach	553,872		Completed	2021
Kensington	West Boat Launch - Accessible Kayak Launch	Michigan Natural Resources Trust Fund grant funded project to develop an accessible kayak launch and associated site amenities at West Boat Launch.	316,961	154,000	In Design	2022
Kensington	Farm Center Sidewalk Replacement	Replacement of the looped walkway around the animal pens for the public	181,624		In construction	2021
Dexter-Delhi	Relocating Concessionaire Canoe Livery Building	Construction of a new building and use area for concessionaire operation within East Delhi. The expanded Border to Border trail development utilizes the former site. The project moves operations to Delhi to address current tolling and overflow parking issues.	98,306	5,000	Project has been cancelled	2021
Lower Huron	North Fishing Site Redevelopment	Land and Water Conservation Fund grant funded project to develop an accessible kayak launch and associated site amenities at the North Fishing Site.	297,399	144,400	Completed	2021
Lower Huron	Backup Internet Fiber Installation	Comcast installation of underground fiber network	185,362		In Construction	2021
Lower Huron	Woods Creek Playground Development	Space-themed regional playground near the Woods Creek picnic area on the former pool site.	1,317,257		In Construcion	2021
Lower Huron	Toll Booth Replacement and Paving	Toll Booth replacement on existing pedestal at Oakwoods and Lower Huron - Beemis Road entrance.	30,000		Awaiting Quote from Sole Source Provider	2021
Lower Huron	Turtle Cove Crosswalk Path	Construction of a path and crosswalk from the Foxwoods parking lot to Turtle Cove	97,499		In Design	2021
Lower Huron	Iron Bell Trail Project	Michigan Natural Resources Trust Fund grant funded project to extend the Iron Bell trail from its current terminus to the north park entrance (Huron River Drive)	842,236	488,742	Awaiting Grant Agreement	2022
Lower Huron	Walnut Grove Campground Improvements	Land and Water Conservation Fund grant funded project to improve accessibility and site amenities at the Walnut Grove Campground.	784,600	450,000	Awaiting Grant Agreement	2023
Lower Huron	Off Leash Dog Area Development	Land and Water Conservation Fund grant funded project to develop a new fenced in area for off leash dog activities	330,800	165,400	Awaiting Grant Agreement	2023
Hudson Mills	Backup Internet Fiber Installation	Comcast to install new fiber network lines. No construction costs at this location in contract with Comcast - funds may be needed at other locations	7,994		Completed	

September Capital Project Fund Report - Project Summary

Location	Original Project Title	Project Description	Amended Budget	Available Grant Funding	Project Status	Estimated Completion Year
Hudson Mills	Rapids View area Development	Michigan Natural Resources Trust Fund grant funded project to develop an accessible kayak launch and associated site amenities at Rapids View	478,752	226,900	In Design	2022
Hudson Mills	Toll Booth Removal and Replacement	Toll Booth replacement on existing pedestal, unit delivered awaiting installation spring 2021.	17,992		Completed	2021
Hudson Mills	Picnic Area Development at Canoe Launch	Michigan Natural Resources Trust Fund grant funded project to develop an accessible kayak launch and associated site amenities at Dexter-Huron	388,982	192,700	Awaiting Grant Agreement	2022
Hudson Mills	UST Removal	Removal of underground storage tank at Golf Course	0	-	In Construction	2021
Stony Creek	Baypoint Beach Site Improvements	Construction of restroom and site work for support of Baypoint Beach	1,361,859		Completed	2021
Stony Creek	Shelden Trails Redevelopment	Redevelopment of the multi-use natural surface Shelden Trails system	863,549	50,000	In Construction	2021
Stony Creek	Boat Launch Building Redevelopment	Construction of a new restroom and shade structure at the boat launch facility	1,639,131	50,000	Construction Beginning	2021
Stony Creek	Development of Off Leash Dog Area	Michigan Natural Resources Trust Fund grant funded project to develop a new fenced in area for off leash dog activities	191,419		In Construction	2021
Stony Creek	Backup Internet Fiber Installation	Comcast installation of underground fiber network	80,000		Substantially Completed	2021
Stony Creek	Shore Fishing Vault Latrine Replacement	Replace Vault Latrine at Shore Fishing area	411		In Construction	
Stony Creek	26 Mile Rd. Connector - Bike Path	Transportation Alternatives Program grant (obtained by Macomb County) funded project to connect into the park from 26 Mile Road	21,522		Design Complete - State is reviewing	2021
Stony Creek	Baypoint Beach Grinder Pump Installation	Installation of five septic tank filter systems to resolve the issue.	132,915		Completed	2021
Stony Creek	Golf Course Pumphouse & Irrigation System Replacement	Replacement of intakes, pumps, controls, piping and heads. One year of design before construction.	1,000,000		Budgeted	2023
Willow	Park Office Replacement	Construction of a new park office building at the north end of Willow Metropark to replace the sub-standard legacy facility at Lower Huron Metroparks.	2,459,690		In Construction - Framing	2021
Willow	Main Park Road Culvert Replacements near Acorn Knoll	Replacement of failing culvert on main loop road.	40,000		Cancelled - Moved to Major Maintenance	2021
Willow	Backup Internet Fiber Installation	Comcast to install new fiber network lines. Initial proposal - zero construction cost - now deemed unservable - IT reviewing options with Comcast	0		In Review	
Willow	Big Bend Shoreline Protection	National Fish and Wildlife Foundation SE MI Resilience Fund grant project to mitigate Huron River streambank erosion and improve habitat	509,247	250,000	Design Starting	2023
Oakwoods	Nature Center Exhibit Design & lighting/electrical	Design, production and installation of interpretive exhibits. Includes updated flooring, lighting and electrical.	728,396		Completed	2021
Oakwoods	Backup Internet Fiber Installation	Comcast to install new fiber network lines. Initial proposal - zero construction cost - now deemed unservable - IT reviewing options with Comcast	0		In Review	2021
Oakwoods	Accessible Nature Trail Development	Land and Water Conservation Fund grant funded project to develop an accessible nature trail and make associated site improvements	248,000	124,000	Awaiting Grant Agreement	2022
Lake Erie	Shoreline and Fish Habitat Restoration	This shoreline project will regrade the existing shoreline, install native vegetation as well as creating near-shore shoals. Channels and pools will also be created in the nearby marsh. This work will improve fish spawning habitat.	1,620,204	1,404,353	In Design	2022
Lake Erie	Boat Launch Fish Cleaning Station	Installation of an onsite fish cleaning station at the boat launch facility	45,000		Budgeted	2023
Lake Erie	Accessible Kayak Launch with Area Development	Land and Water Conservation Fund grant funded project to develop an accessible kayak launch and associated site amenities at the Boat Launch	245,133	122,500	Awaiting grant agreement	2023

September Capital Project Fund Report - Project Summary

Location	Original Project Title	Project Description	Amended Budget	Available Grant Funding	Project Status	Estimated Completion Year
Wolcott	Phase Two - Animal Pen Fencing Replacement	Replacement of deteriorated animal pen fencing	42,485		Complete	2021
Wolcott	Farm to Mill Trail Connector	Development of a connector trail from the Farm to the Mill. Multi year project design and construction	1,000,958		Budgeted	2024
Indian Springs	Backup Internet Fiber Installation	Comcast to install new fiber network lines. No construction costs at this location in contract with Comcast - funds may be needed at other locations	7,758		Completed	2021
Huron Meadows	Backup Internet Fiber Installation	Comcast to install new fiber network lines. Initial proposal - zero construction cost - now deemed unservable - IT reviewing options with Comcast	0		In Review	2021
			\$ 21,719,688	\$ 4,476,587		

Capital Project Status Report
As of 9/30/2021

Location	Project Title	Original Budget	Amended Budget	Year to Date Transactions	Life to Date Transactions	Life to Date Encumbrance	Remaining Budget	Available Grant Funding
Lake St Clair	Pump Station No. 1 Replacement-SAW Grant	\$ 350,990	\$ 445,172	\$ 27,404	\$ 421,277	\$ -	\$ 23,895	
Lake St Clair	Black Creek Marsh Wetland Filtration Enhancement	253,000	253,000	-	-	-	253,000	160,000
Lake St Clair	Accessible Kayak Launch & Power Installation	50,000	50,000	-	-	-	50,000	
Lake St Clair	Backup Internet Fiber Installation	40,000	40,000	-	-	30,815	9,185	
Lake St Clair	Electrical Grid Replacement - Design in 2020	802,216	802,364	25,654	25,654	86,110	690,600	
Lake St Clair	Beach Restoration	400,000	472,137	253,318	263,975	194,855	13,307	292,167
Lake St Clair	Michiagn Coastal Management Program-Accessible Launch	392,850	392,850	-	-	-	392,850	196,425
Kensington	Maple Beach Site Improvements	820,396	1,096,852	76,214	1,103,002	-	(6,150)	
Kensington	Maple Beach - Universal Accessible Playground	525,000	553,872	88,501	493,184	-	60,688	
Kensington	West Boat Launch - Accessible Kayak Launch	308,000	316,961	4,655	8,961	-	308,000	154,000
Kensington	Farm Center Sidewalk Replacement	150,000	181,624	31,624	31,624	142,803	7,197	
Dexter-Delhi	Relocating Concessionaire Canoe Livery Building	75,000	98,306	28,255	45,861	-	52,445	5,000
Lower Huron	North Fishing Site Redevelopment	288,800	297,399	251,288	278,666	-	18,733	144,400
Lower Huron	Backup Internet Fiber Installation	205,000	185,362	-	150,000	33,702	1,660	
Lower Huron	Woods Creek Playground Development	1,300,000	1,317,257	687,081	687,081	724,206	(94,030)	
Lower Huron	Toll Booth Replacement and Paving	30,000	30,000	-	-	21,840	8,160	
Lower Huron	Turtle Cove Crosswalk Path	90,000	97,499	7,499	7,499	-	90,000	
Lower Huron	Iron Bell Trail Project	716,700	842,236	39,155	39,155	33,349	769,731	488,742
Lower Huron	Walnut Grove Campground Improvements	784,600	784,600	-	-	-	784,600	450,000
Lower Huron	Off Leash Dog Area Development	330,800	330,800	-	-	-	330,800	165,400
Hudson Mills	Backup Internet Fiber Installation	40,000	7,994	-	-	-	7,994	
Hudson Mills	Rapids View area Development	453,800	478,752	20,652	24,952	-	453,800	226,900
Hudson Mills	Toll Booth Removal and Replacement	80,000	17,992	-	12,346	-	5,646	
Hudson Mills	Hike Bike Trail Reconstruction	-	-	-	-	-	-	
Hudson Mills	Picnic Area Development at Canoe Launch	385,500	388,982	3,482	3,482	-	385,500	192,700
Hudson Mills	UST Removal	-	-	4,588	4,588	-	(4,588)	
Stony Creek	Baypoint Beach Site Improvements	847,736	1,361,859	106,721	1,189,157	-	172,702	
Stony Creek	Shelden Trails Redevelopment	182,689	863,549	153,043	478,496	29,500	355,553	50,000
Stony Creek	Boat Launch Building Redevelopment	1,750,000	1,639,131	91,494	185,116	1,636,092	(182,077)	50,000
Stony Creek	Development of Off Leash Dog Area	138,500	191,419	71,071	72,407	119,323	(311)	
Stony Creek	Backup Internet Fiber Installation	80,000	80,000	-	-	70,407	9,593	
Stony Creek	Shore Fishing Vault Latrine Replacement	-	411	411	411	-	-	
Stony Creek	26 Mile Rd. Connector - Bike Path	-	21,522	10,957	21,522	-	-	
Stony Creek	Baypoint Beach Grinder Pump Installation	150,000	132,915	103,715	103,715	-	29,200	
Stony Creek	Golf Course Pumpouse & Irrigation System Replacement	1,000,000	1,000,000	-	-	-	1,000,000	
Willow	Park Office Replacement	2,121,300	2,459,690	1,041,632	1,223,098	1,240,931	(4,339)	
Willow	Main Park Road Culvert Replacements near Acorn Knoll	40,000	40,000	-	-	-	40,000	
Willow	Backup Internet Fiber Installation	40,000	-	-	-	-	-	
Willow	Big Bend Shoreline Protection	501,593	509,247	7,654	7,654	-	501,593	250,000
Oakwoods	Nature Center Exhibit Design & lighting/electrical	720,000	728,396	108,003	725,666	5,806	(3,077)	
Oakwoods	Backup Internet Fiber Installation	40,000	-	-	-	-	-	
Oakwoods	Accessible Nature Trail Development	248,000	248,000	-	-	-	248,000	124,000
Lake Erie	Shoreline and Fish Habitat Restoration	1,600,000	1,620,204	52,034	167,942	30,683	1,421,580	1,404,353

Capital Project Status Report
As of 9/30/2021

Location	Project Title	Original Budget	Amended Budget	Year to Date Transactions	Life to Date Transactions	Life to Date Encumbrance	Remaining Budget	Available Grant Funding
Lake Erie	Boat Launch Fish Cleaning Station	45,000	45,000	-	-	-	45,000	
Lake Erie	Accessible Kayak Launch with Area Development	245,000	245,133	-	133	-	245,000	122,500
Wolcott	Phase Two - Animal Pen Fencing Replacement	30,000	42,485	6,981	12,485	-	30,000	
Wolcott	Farm to Mill Trail Connector	1,000,000	1,000,958	-	958	-	1,000,000	
Indian Springs	Backup Internet Fiber Installation	40,000	7,758	-	-	-	7,758	
Huron Meadows	Backup Internet Fiber Installation	80,000	-	-	-	-	-	
			<u>\$21,719,688</u>	<u>\$ 3,303,086</u>	<u>\$ 7,790,068</u>	<u>\$ 4,400,422</u>	<u>\$ 9,529,198</u>	<u>\$ 4,476,587</u>



To: Board of Commissioners
From: Shedreka Miller, Chief of Finance
Subject: Report – Monthly Major Maintenance Update
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the Major Maintenance report as submitted by Chief of Finance Shedreka Miller and staff.

Background: The Metroparks track the costs associated with periodic or infrequent repairs or maintenance that do not meet the criteria for capitalization in a function of our chart of accounts known as major maintenance. We utilize a project accounting system to budget, record and report these costs. To provide the Board and the broader public with improved information surrounding major maintenance projects we have developed a monthly Major Maintenance Status Report.

This report is modeled after the revised Capital Project Fund report that was shared at the April Board of Commissioners meeting. The format includes the location, project title from the budget document, a brief description of the work, the original budget funding, the current amended budget, year-to-date transactions, life-to-date transactions, life-to-date encumbrance balance, the remaining budget and the project status.

Most major maintenance repairs are completed within one year. Occasionally projects require additional time to complete.

As of the end of September, there has been a lot of work contracted or started and year-to-date expenses are 44.3 percent of the total budget.

Attachment: September 2021 Major Maintenance Status Report

**Major Maintenance Status Report
As of 9/30/2021**

Location	Project Title	Project Description	Original Budget Funding	Amended Budget	Year to Date Transactions	Life to Date Transactions	Life to Date Encumbrance	Remaining Budget	Project Status
Administrative Office	Window Replacement	Replace selected windows throughout the building to allow operable windows increasing external air flow into building.	\$ 115,000	\$ 117,776	\$ 14,012	\$ 14,012	\$ 103,764	\$ -	Under contract
Lake St Clair	North/South Marina Dock Electrical	Replace electrical conductors that feed the power to the pedestals for boaters at the North Marina rental slips. Current electrical has been damaged due to high water levels	1,170	15,292	1,170	15,292	-	-	Project from 2020
Lake St Clair	Boardwalk Decking & Replacement	Replaces a section of boardwalk decking on the east section of boardwalk. More phases will be need in subsequent years	156,508	156,508	156,508	156,508	-	(0)	Completed
Lake St Clair	Park Office Boiler Replacement	Replaces the second of two boilers in the LSC office and food bar building. The first was replaced in a previous project.	65,000	25,803	20,128	20,128	5,675	-	In construction
Lake St Clair	ADA Accessibility Improvements	This will bring three additional shelters up to ADA standards including 12 ADA accessible tables and one large ADA grill per shelter	20,000	-	-	-	-	-	Work is planned for fall of 2021
Lake St Clair	Spray Zone Pump Replacement	Facility utilizes two pumps for full pressure. One has currently failed and is planned for replacement	18,500	12,285	12,285	12,285	-	-	Completed
Lake St Clair	Fishing Pier Repairs	Two fishing piers located on the point have experienced ice damage to support. One is still useable with damage. This project will lift and replace support allowing both to be functional again.	12,000	-	-	-	-	-	Cancelled
Lake St Clair	Adventure Golf Carpet Replacement	Approximately 1,000 yards of carpet to cover all 18 holes at course.	33,000	27,613	27,613	27,613	-	(0)	Completed
Lake St Clair	Pickle Ball Court Conversion	Converts an existing tennis court to pickle ball courts.	12,000	11,727	2,827	2,827	-	8,900	Completed
Lake St Clair	Hike Bike Trail Reconstruction at Park Entrance	The existing paved surface is failing and in poor condition, this project will resurface the existing bike trail from the entrance to the Nature Center	243,600	212,560	198,999	198,999	-	13,561	Completed
Lake St Clair	Pool Slide Pump Conduit & Conductor Replacement	Replace pump on pool slide	-	140,933	6,512	6,512	-	134,421	Under Contract
Lake St Clair	Fishing Pier Replacements	Donation Funded project	-	479	479	479	-	-	-
Lake St Clair	Beach Soil/Containment Removal	In excess of 50,000 cubic yards of seaweed and other debris have accumulated from beach cleaning	50,000	-	-	-	-	-	Project not started
Lake St Clair	Stormwater Drainage Repairs on Culverts	Replacement of deteriorated culverts throughout the park	45,000	-	-	-	-	-	Project not started
Lake St Clair	Pool Slide Repair	This project will install a gel coating to cover the pool slides improving safety for park patrons	11,800	-	-	-	-	-	Targeted to start after the season
Lake St Clair	Sidewalk at North Marina Shore	This project has been incorporated with the bike trail entrance repairs, will will replace the failing sidewalk along the North Marina	20,000	-	-	-	-	-	Completed
Kensington	Splash Pad Programming & Hardware Updates	Replaces the existing controls and programming for the operation of the Splash-n-Blast at Kensington	22,100	25,907	25,907	25,907	-	-	Completed
Kensington	Dam Concrete Work	Fix concrete spalling	100,000	3,532	3,532	3,532	-	-	Need more funding-moved to 2022 budget
Kensington	Maple Beach Irrigation Replacement	The project will install new irrigation lines and heads at Maple beach around the the restroom building	100,000	44,074	44,074	44,074	-	-	Completed
Kensington	Playground Mulch Installation	Annual mulch replenishment to meet safety requirements	-	13,134	13,134	13,134	-	-	Completed
Kensington	Historic Barn Roof Replacement	Replacing the deteriorated cedar shake roof.	21,000	17,705	17,705	17,705	-	-	Completed
Kensington	Hike Bike Trail Reconstruction-Nature Center to West Boat Launch	Replaces the existing failing asphalt surface on the bike trail	-	229,284	154,541	154,541	74,742	-	Completed
Kensington	Farm Septic Tank Repair Phase 2		-	1,826	1,826	1,826	-	-	-
Kensington	Boat Launch Building & Seawall Repairs	Repairs to the steel on the existing seawall	30,000	-	-	-	-	-	In design - anticipate fall construction
Kensington	Trail Improvements - Playfield top of hill (Maple towards Possum)	Replaces the existing failing asphalt surface on the bike trail. This project is combined with the Nature Center to West Boat Launch work	165,000	-	-	-	-	-	Completed
Kensington	Trail Improvements - Martindale North to Shore Fishing	Replaces the existing failing asphalt surface on the bike trail	427,000	-	-	-	-	-	Rebudgeted for 2022
Lower Huron	Replacement of Starter Tub-Turtle Cove	Replacement of the starting tub for the Turtle Cove green tube slide. Located at the top of the slide tower, crane needed to assist in replacement.	17,392	17,614	222	222	17,392	-	Contractor looking to install in Fall

**Major Maintenance Status Report
As of 9/30/2021**

Location	Project Title	Project Description	Original Budget Funding	Amended Budget	Year to Date Transactions	Life to Date Transactions	Life to Date Encumbrance	Remaining Budget	Project Status
Lower Huron	Turtle Cove Slide Tower and Support Structure Painting	Body slide and tube slide tower structure at Turtle Cove. Necessary for integrity of structure to resist chemical damage and rust build up.	70,000	43,830	3,414	3,414	40,416	-	In construction
Lower Huron	Turtle Cove lazy river VFD panels Repairs	Awaiting DTE Power quality assessment to determine if repairs or replacements are needed. This is for the control boards for two lazy river turbine motors at Turtle Cove.	15,000	-	-	-	-	-	Project not started
Lower Huron	Lower Huron Upgrade Pump at Tulip Tree Comfort Station	Grinder pump upgrade for the comfort station that services both Tulip Tree and Walnut Grove Campground comfort stations.	15,000	-	-	-	-	-	Completed by Park
Lower Huron	Lower Huron Replace Culvert on Bike Trail at LH South End	Replace culvert under the hike bike trail located near the south entrance of Lower Huron Metropark.	30,000	-	-	-	-	-	Combined with Trail work at Willow
Lower Huron	Washago Pond Dam Repairs	Diver assessment of dam reappear needed at Washago pond dam. Anticipating a short term repair and assessment for a more permanent long term repair.	15,000	-	-	-	-	-	Cancelled - turned into Capital Project for 2022
Lower Huron	ADA Cement Pad for Grills	Continuation of ADA upgrades at Lower Huron/Willow shelters. Cement pads extension of shelter cement pad for ADA grill.	20,000	-	-	-	-	-	Park starting work
Hudson Mills	Golf Starter Building Roof Replacement	Replacement of flat roof section	30,000	1,220	1,220	1,220	-	-	Bids came in high and project will be rebid next
Hudson Mills	Golf Course Pump Station Upgrades	Replacement pumps	67,700	66,000	-	-	66,000	-	Under contract
Hudson Mills	Hike Bike Trail Reconstruction	Reconstruction of a section of shared use trail	432,000	261,747	222,655	222,655	39,092	-	Completed
Stony Creek	ADA Accessibility Improvements	This will bring two additional shelters up to ADA standards including 12 ADA accessible tables and one large ADA grill per shelter	30,000	-	-	-	-	-	Scheduled for fall
Stony Creek	Playground Mulch Installation	Annual mulch replenishment to meet safety requirements	-	14,328	14,328	14,328	-	-	Completed
Stony Creek	Golf Course Culvert Installs for Water Drainage	Cut cart path and install culvert to eliminate wet areas	20,000	27,250	-	-	27,250	-	Park starting work
Stony Creek	Large Well Controls		-	14,875	-	-	14,875	-	Will start in October
Stony Creek	Eastwood Beach Entrance Road Spot Repairs	Spot repairs to entrance drive	20,000	19,440	-	-	19,440	-	Project Started
Stony Creek	Repaint Roadway & Hike Bike Paths	Address worst portions of trail and roadway	20,000	-	-	-	-	-	Project not started
Stony Creek	Stormwater Drainage Repairs on Culverts	Replace existing deteriorated culverts	50,000	-	-	-	-	-	Project not started
Willow	Hike Bike Trail Reconstruction-Oakwoods Connector to Chestnut Rd	Hike bike trail resurface and correct drainage issue between Oakwoods and Willow Metroparks.	151,000	154,972	121,027	121,027	18,485	15,460	Completed
Willow	Carpenter Shop Siding Replacement	Carpenter Shop Siding Replacement	-	21,450	-	-	21,450	-	In construction
Oakwoods	Oakwoods Drainage repair for Sky-Come-Down trail	Nature trail has been flooded due to unknown reasons. Assessment and work for drainage resolution to this area.	35,000	-	-	-	-	-	Cancelled
Willow	Willow Replace Vinyl Siding at Carpenter Shop	Exterior siding replacement for the Carpenter shop building located at the Willow Maintenance Service yard.	20,000	-	-	-	-	-	Funded
Willow	Willow Replace Culvert at Southside of Park - Washago to Pool Connector	Culvert repair/replacement located under the hike bike trail between the Willow pool and Washago Pond.	15,000	-	-	-	-	-	Completed - Part of Trail Project
Lake Erie	Replacement of Failing Culvert	Culvert repair/replacement located under the main park road between maintenance service drive and Cove Point area.	43,440	102,268	87,468	102,268	-	0	Carry Over from 2020
Lake Erie	Roof Replacements at 4 Various Buildings	Roof shingle replacement (and other roof repairs as required) for the Lake Erie Foodbar, Wet Shop/Bathhouse, Pool Mechanical and Tot Lot bathroom buildings.	139,960	278,364	199,006	267,081	-	11,283	Completed
Lake Erie	Marina Building Use Evaluation	Marina Building Use Evaluation	30,000	30,000	11,500	11,500	16,500	2,000	In Design
Lake Erie	Marcite Repair at Shallow End of Wave Pool	Total replacement of the Wave pool shallow end marcite; roughly 12,500 sq ft.	188,000	383,781	3,917	3,917	379,864	-	In Construcion
Lake Erie	Wave Pool Plaza Cement Work	Various sections of cement around wave pool plaza; to include a section of the hike bike path behind pool mechanical building.	60,000	2,842	2,842	2,842	-	-	Anticipate fall construction

Major Maintenance Status Report
As of 9/30/2021

Location	Project Title	Project Description	Original Budget Funding	Amended Budget	Year to Date Transactions	Life to Date Transactions	Life to Date Encumbrance	Remaining Budget	Project Status
Lake Erie	Golf Maintenance Building Repairs	Repair/replace a wall, window and exterior siding of the Lake Erie golf course maintenance building.	15,000	15,000	-	-	-	15,000	Funded
Lake Erie	Boat Launch Road Culvert Replacements	Main culverts under the road to boat launch replaced. Road surfacing to be completed at a later date.	60,000	-	-	-	-	-	Construction will start soon
Wolcott	Replacement of Existing Pasture Fence	Replacement of animal pen fencing	23,792	82,832	23,792	82,832	-	0	Completed
Wolcott	Historic Mill Sprinkler System	Evaluation and possible repair of existing fire suppression system.	12,486	12,486	12,486	12,486	-	-	Completed
Wolcott	Horse Barn Electrical Upgrades	Evaluation and repair of electrical system in horse barn	-	15,725	15,725	15,725	-	-	Completed
Wolcott	Fill in Raceway at Mill	Project to look at filling in the raceway beneath the Mill	80,000	-	-	-	-	-	Currently being evaluated
Indian Springs	Dome Polishing & Seal Replacement	Polishing and resealing of the interior and exterior surface of the underwater dome	89,235	261,269	133,325	255,171	6,098	(0)	Completed
Indian Springs	Splash Pad Programming & Hardware Updates	Replacement and upgrades to the control software and hardware for the splash pad	21,900	23,269	23,269	23,269	-	-	Completed
Indian Springs	EDC Flooring/Painting of Dome Area	Replacement carpeting and painting of concrete in the underwater dome	20,000	-	-	-	-	-	In Progress
Huron Meadows	Golf Starter Building Roof Replacement	Replacement of the existing shingle roof on the starter building	75,000	17,790	17,790	17,790	-	-	In design
			<u>\$ 3,600,582</u>	<u>\$ 2,924,790</u>	<u>\$ 1,595,240</u>	<u>\$ 1,873,122</u>	<u>\$ 851,043</u>	<u>\$ 200,625</u>	



To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Update – Purchases over \$10,000
Date: October 8, 2021

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. Jelsch Paving Company	Asphalt Repairs for Eastwood Beach Entrance Road Stony Creek	\$19,440.00
2. Dell Marketing	Four Dell Latitude Computers with Docking Stations IT Department	\$11,560.72
3. CDW Government	12 Printers with Docking/ Mounting Stations for Police Patrol Vehicles Police Department	\$10,688.52



To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Purchases – Total Spent and Vendor Locations
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the update for the monthly Total Spent and Vendor Locations as submitted by Director Amy McMillan and staff.

Background: Each month the Purchasing Department summarizes the total amount spent on Capital Equipment purchases, major maintenance and park projects and includes the location of vendors, either within or outside the Metroparks five-county region as well as the effect of DEI, living wage and the Metroparks local preference policy.

Attachment: Award Requests

Award Request for October 2021

Vendor	Vendor Location	Description	Park Location	Total Request	5-County Area	Greater Michigan	Outside Michigan	Effect of DEI, Living Wage & Local Preference Policy
Santoro Services LLC	New Baltimore, MI	Removal of Beach Spoils per ITB 2021-042	Lake St. Clair	\$50,000.00	\$50,000.00			
Hanes Geo Components	Livonia, MI	Material for Shoreline Restoration per ITB 2021-043	Lake Erie Lake St. Clair	\$28,150.84	\$28,150.84			
Catskill Remedial Contracting Servies	Brighton, MI	Lake Erie Shoreline Restoration per 51218.239	Lake Erie	\$101,475.00	\$101,475.00			
Cruisers, Inc.	Howell, MI	Upfitting Police Vehicles per ITB 2021-044	Police Dept	\$32,492.00	\$32,492.00			Earned 2% comparison bid discount
ETC Institute	Olathe, KS	Five-Year Community Recreation Plan	Planning and Development	\$72,500.00			\$72,500.00	
Best Asphalt, Inc	Romulus, MI	Turtle Cove Crosswalk Path per Project 506-21-498	Lower Huron	\$81,352.50	\$81,352.50			
Bob Myers Excavating, Inc.	Brighton, MI	Farm Center Septic Tank Replacement per Project 704-21-373	Kensington	\$45,450.00	\$45,450.00			
Universal Consolidated Enterprises, Inc.	Roseville, MI	Pool Plaza Concrete Repairs per Project 712-21-136	Lake Erie	\$61,474.00	\$61,474.00			
Best Asphalt, Inc	Romulus, MI	Roadway Repairs per Project 712-21-138	Lake Erie	\$22,960.00	\$22,960.00			
Totals				\$495,854.34	\$423,354.34	\$0.00	\$72,500.00	
Percent of Total Award Request					85.38%	0.00%	14.62%	



To: Board of Commissioners
From: Heidi Dziak, Senior Buyer
Project No: ITB 2021-044
Project Title: Purchase – Upfitting Police Vehicles
Location: Administrative Office
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve award of ITB 2021-044 to the low responsive, responsible bidder, Cruisers, Inc. of Howell, Michigan for the purchase of equipment and installation services to upfit four new 2021 police vehicles for the total amount of \$32,494 as recommended by Senior Buyer Heidi Dziak and staff.

Fiscal Impact: Funds will come from the Board approved 2021 budget.

Scope of Work: Furnish and install equipment in four new police vehicles. Where possible, equipment removed from outgoing police vehicles will be re-installed in the new police vehicles.

Background: The proposed purchase was competitively bid and the ITB was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice of the solicitation to 76 vendors, of which 10 vendors downloaded the ITB. Two bids were received.

Cruisers, Inc. earned a 2 percent Living Wage comparison bid discount, which made them the low responsive, responsible bidder.

<u>Vendor</u>	<u>Location</u>	<u>Original Bid</u>	<u>Comparison Bid</u>
Arrowhead Upfitters, Inc	Lapeer, MI	\$31,878.00	\$31,878.00
Cruisers, Inc.*	Howell, MI	\$32,492.00	\$31,842.16

() Indicates recommended award.*



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Report – Visitation/Permit Scanning Update
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the August/September 2021 Visitation Report as recommended by the Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: None

Maps: [Click here to view the Park Visitation report prepared for the October BOC](#)

Background: The following is a summary of barcode scanning activity in the Huron-Clinton Metroparks for the period from Aug. 16 - Sept. 15, 2021. During this time, there were a total of 213,871 barcode scans, a 22 percent decrease from last month's reporting period (there were 274,329 scans system-wide in July/August of 2021).

Compared to 134,164 barcode scans system-wide during the same period in 2020, this represents a 59 percent increase in total scans year over year. However, in 2020 only 7 parks had implemented barcode scanning, whereas this year, 11 parks have implemented barcode scanning.

August/September			
Park	Vehicle Entries*	Barcode Scans	Annual Passes Sold
Stony Creek*	80,517	45,101	682
Kensington	92,761	60,080	980
Lake St. Clair*	66,118	44,122	365
Lower Huron*	28,353	22,073	191
Willow*	16,784	11,655	351
Hudson Mills	17,922	9,454	275
Indian Springs*	8,637	8,029	111
Lake Erie	22,719	9,578	184
Oakwoods	1,441	1,140	19
Dexter-Huron	6,688	989	30
Delhi	5,137	1,224	35
Total	347,077	213,445	3,223
Huron Meadows	15,603	146	40
Wolcott Mill	N/A	280	N/A
Grand Total	362,680	213,871	3,263

There were 347,077 vehicle entries and 213,445 barcode scans from the 11 parks that have both technologies deployed, equaling a scan rate of 62 percent for the current reporting period (this is down from 66 percent last month). The chart to the left contains vehicle counts, barcode scans and annual passes sold as reported by each park.

For the August/September 2020 period, the scan rate was 38 percent for seven parks.

*denotes that these parks have started reporting their vehicle entry totals for only during the time the tollbooths are staffed for better comparison to barcode scanning.

Data Caveats: Some things to note about the system-wide scan data are that Wolcott Mill does not have a

scanner in the Farm Center tollbooth, nor at the Historic Center, Camp Rotary or the North Branch Trails. Huron Meadows also does not have barcode scanning at the tollbooth.

Oakwoods, Delhi and Dexter-Huron now have scanners when the tollbooths are staffed, and they are now included in the scan totals. Stony Creek, Lake St. Clair, Indian Springs, Lower Huron, Oakwoods,

and Willow have begun reporting vehicle entry counts during times when the toll booth is staffed to more accurately reflect the percentage of vehicles scanned.

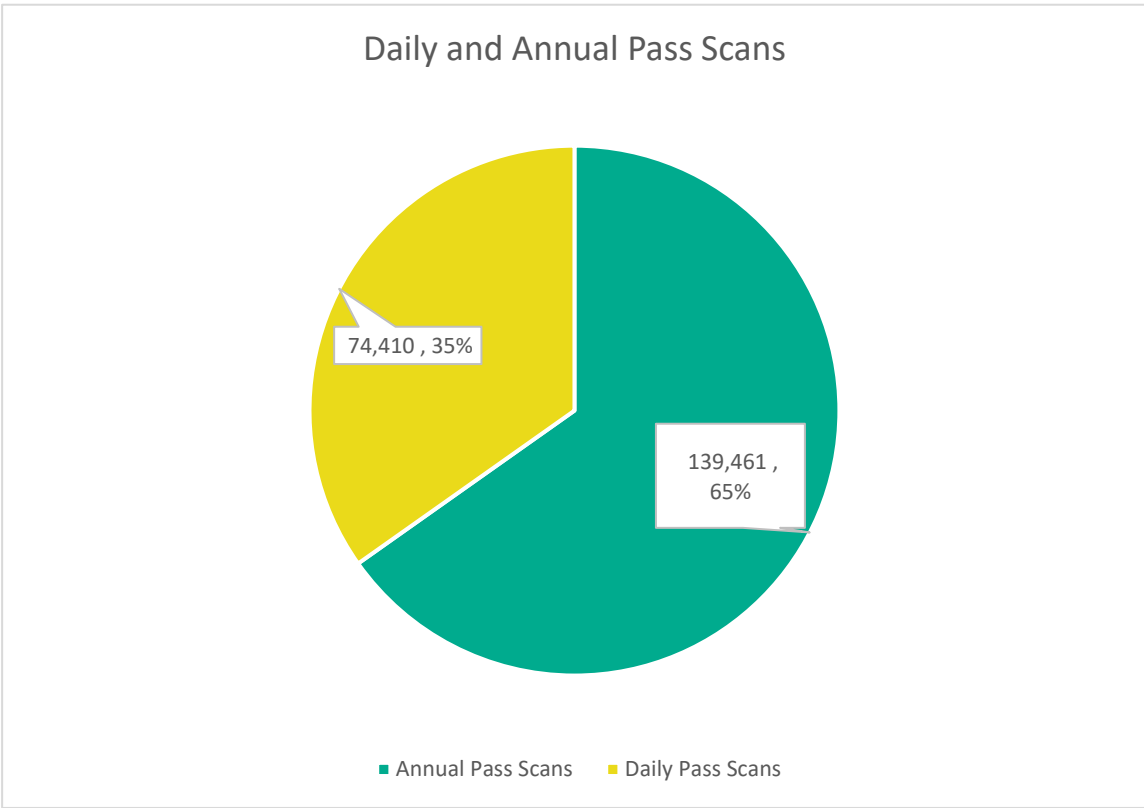
Stony Creek: Reported that Scanner two was not working properly and would account for many missed scans. Also, Sept. 9 - 15 there was no scanning done between 7-9pm.

Lower Huron: Staff reported that Tollbooth two was frequently not staffed, but that this entrance is closed during these times, so it should not affect scanning numbers.

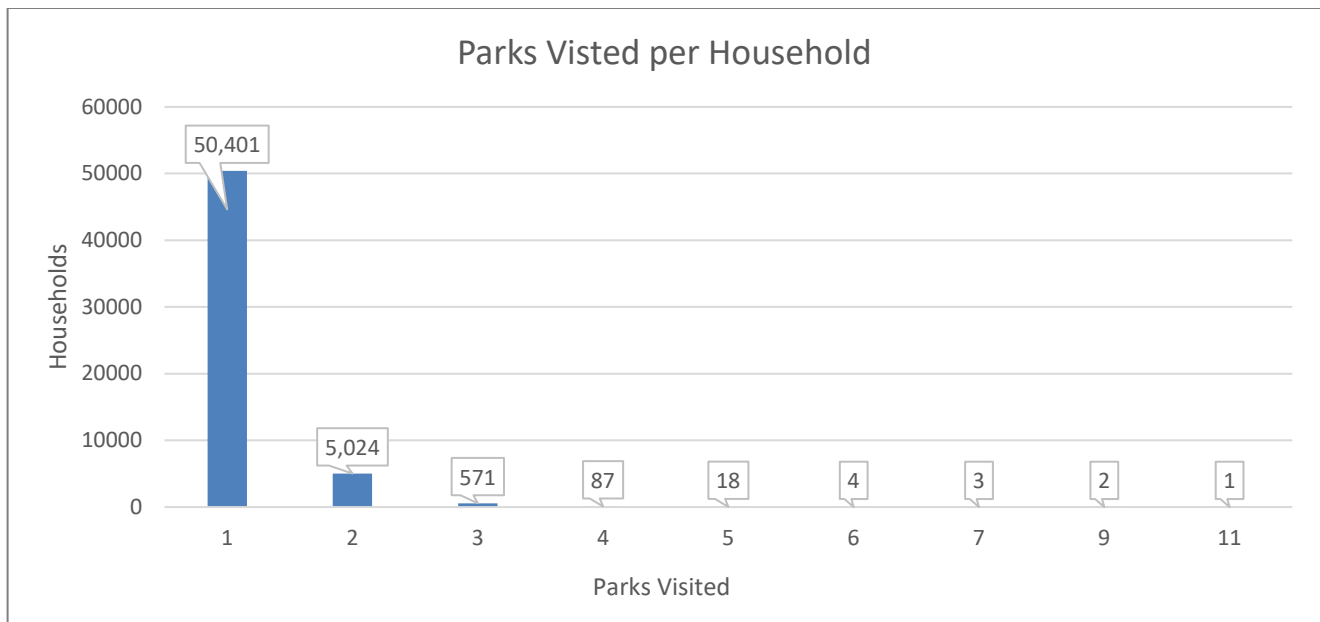
Willow: Reported no scanning issues or equipment failures during this period.

Zip Codes: Of the total barcode scans, 95 percent (203,835) had a valid U.S. zip code attached and 99 percent (201,942) of those came from within Michigan. Of these Michigan scans, 192,134 or 95 percent came from zip codes within the Metroparks five-county jurisdiction (this is down from 98 percent last period). 90 percent of all scans came from within the Metroparks jurisdiction, which is the same as last period.

The below pie chart shows the breakdown of daily passes and annual passes. Annual passes made up 65 percent (compared to last month's 67 percent) of the scans, while daily passes accounted for 35 percent (last month was 33 percent). Last year's breakdown for the Aug/Sept period was 94 percent annual, 6 percent daily passes, when RecTrac was not yet implemented and fewer parks were scanning.



Park Visitation: There were 56,111 Households that made up the 139,461 scans of annual passes this reporting period (this includes all annual pass types). This means that each household averaged 2.5 barcode scans in this reporting period. These households visited an average of 1.12 parks each during the reporting period.



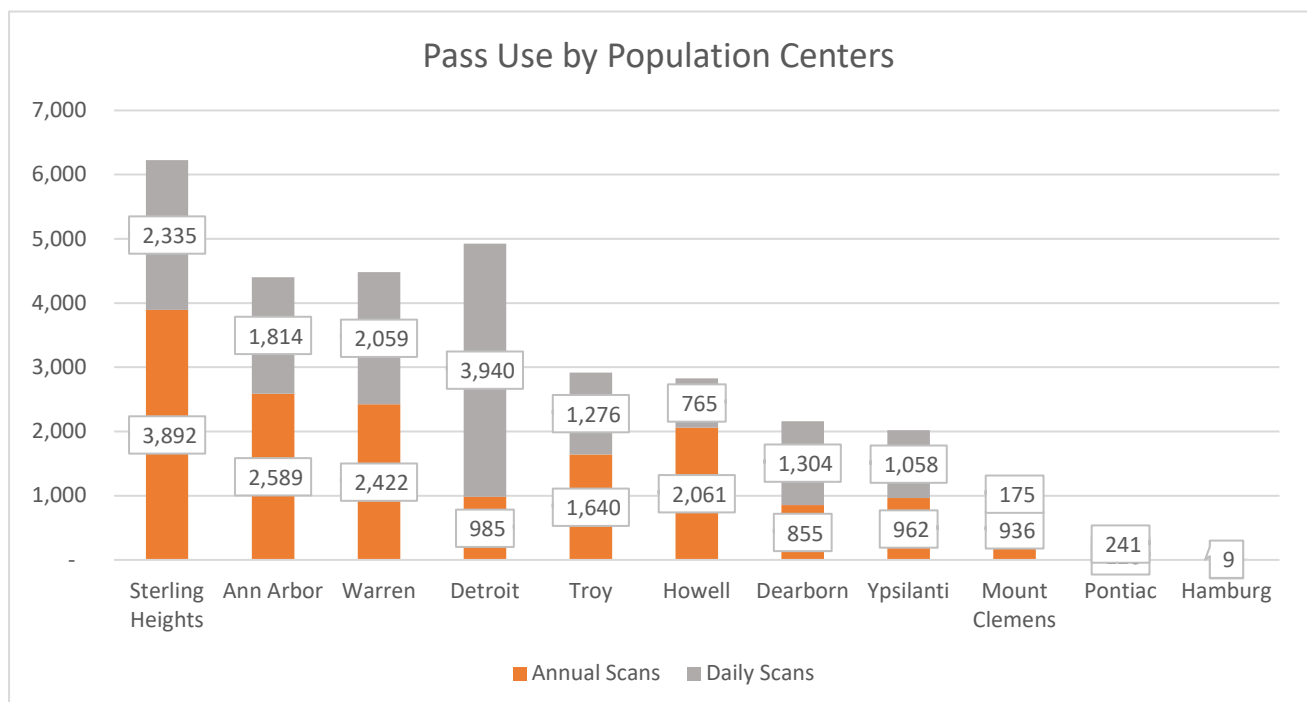
Year-over-year Comparison: A year-over-year comparison of the total number of barcode scans for this period shows a 59% percent increase in barcode scanning in 2021 over 2020.

- 2020: 134,164 scans
- 2021: 213,871 scans

Pass Use by Population Centers: The population centers and county seats listed in the below chart, make up 34 percent of the total population of the five-county area. In this time frame, however, residents from these locales account for just 16 percent (31,450) of the total scans (up from 14 percent last period). Below is a breakdown of total scans this month by population centers and county seats.

Livingston County: During this reporting period, approximately 9 percent of Metropark County scans came from zip codes within Livingston County.

Livingston County does not have any zip codes that have high or very high concentrations of equity populations.



Place	Zip Code	Annual Pass	Daily Pass	Total Scans	Place Total
Brighton	48114	7,440	912	8,352	12,195
	48116	3,403	440	3,843	
Howell	48843	1,569	479	2,048	2,781
	48855	451	282	733	
Pinckney	48169	1,103	273	1,376	1,376
Fenton	48430	128	148	276	276
Hartland	48353	276	156	432	432
Gregory	48137	234	53	287	287
Fowlerville	48836	140	88	228	228
Hamburg	48139	6	9	15	15
Grand Total		14,750	2,840	17,590	17,590

Washtenaw County: During this reporting period, approximately 6 percent of Metropark County barcode scans came from zip codes within Washtenaw County. Washtenaw County does not have any zip codes that have high or very high concentrations of equity populations.

Place Name	Zip Code	Annual Pass	Daily Pass	Total Scans	Place Total
Ann Arbor	48103	1,488	743	2,231	4,229
	48104	234	226	460	
	48105	530	535	1,065	
	48108	203	245	448	
	48109	13	12	25	
Chelsea	48118	376	141	517	517
Clinton	49236	4	13	17	17
Dexter	48130	2,495	338	2,833	2,833
Manchester	48158	34	43	77	77
Milan	48160	69	72	141	141
Saline	48176	202	173	375	375
Whitmore Lake	48189	670	189	859	859
Willis	48191	72	30	102	102
Ypsilanti	48197	580	662	1,242	1,242
	48198	382	396	778	778
Grand Total		7,352	3,818	11,170	11,170

Oakland County: During this reporting period, approximately 26 percent of Metroparks County barcode scans came from zip codes within Oakland County. Oakland County has eight zip codes where most of the zip code falls into one of SEMCOG's traffic analysis zones (TAZ) that has a high concentration of equity populations. These zip codes are highlighted in orange below. There is one zip code in Oakland County that has very high concentrations of equity populations, which is highlighted in red.

Place Name	Zip Code	Annual Pass	Daily Pass	Total Scans	Place Total
Auburn Hills	48326	308	233	541	541
Berkley	48072	156	174	330	330
Birmingham	48009	169	203	372	372
Bloomfield Hills	48301	104	133	237	808
	48302	109	199	308	
	48304	109	154	263	
Clarkston	48348	166	141	307	627
	48346	220	100	320	
Clawson	48017	163	103	266	266
Commerce Twp	48382	1,114	317	1,431	1,431
Davisburg	48350	137	40	177	177
Farmington	48336	403	273	676	2,435
	48335	458	246	704	
	48334	310	165	475	
	48331	333	247	580	
Ferndale	48220	291	276	567	567
Franklin	48025	216	119	335	335
Hazel Park	48030	128	148	276	276
Highland	48357	664	151	815	1,628
	48356	613	200	813	
Holly	48442	271	204	475	475
Huntington Woods	48070	84	59	143	143
Keego Harbor	48320	13	52	65	65
Lake Orion	48362	98	97	195	569
	48360	107	99	206	
	48359	96	72	168	
Leonard	48367	69	38	107	107
Madison Heights	48071	300	367	667	667
Milford	48381	3,649	276	3,925	6,449
	48380	2,330	194	2,524	
New Hudson	48165	1,819	213	2,032	2,032
Novi	48377	480	222	702	2,653
	48375	743	321	1064	
	48374	636	251	887	
Oak Park	48237	191	215	406	406
Oakland	48363	130	66	196	196
Ortonville	48462	30	58	88	88
Oxford	48371	95	165	260	289
	48370	18	11	29	

Pleasant Ridge	48069	62	26	88	88
Pontiac	48342	23	58	81	350
	48341	46	65	111	
	48340	48	110	158	
Rochester	48309	1,407	465	1,872	5,628
	48307	1,773	580	2,353	
	48306	993	410	1,403	
Royal Oak	48073	358	363	721	1,286
	48067	341	224	565	
South Lyon	48178	4,520	877	5,397	5,397
Southfield	48076	136	227	363	1,084
	48075	70	220	290	
	48034	108	121	229	
	48033	58	144	202	
Troy	48098	359	235	594	2,754
	48085	596	419	1015	
	48084	254	220	474	
	48083	391	280	671	
Walled Lake	48390	570	297	867	867
Waterford	48329	318	151	469	1,764
	48328	351	250	601	
	48327	480	214	694	
West Bloomfield	48324	235	127	362	1,360
	48323	208	191	399	
	48322	288	311	599	
White Lake	48386	1,382	370	1,752	4,851
	48383	2,410	689	3,099	
Wixom	48393	585	228	813	813
Grand Total		35,700	14,474	50,174	50,174

Wayne County: During this reporting period, 27 percent Metroparks County barcode scans came from zip codes within Wayne County. Wayne County has 13 zip codes where most of the zip code falls into one of SEMCOG's traffic analysis zones (TAZ) that has a high concentration of equity populations. These zip codes are highlighted in orange below. There are 26 zip codes in Wayne County that have very high concentrations of equity populations, which are highlighted in red below.

Place Name	Zip Code	Annual Pass	Daily Pass	Total Scans	Place Total
Allen Park	48101	442	282	724	724
Belleville	48111	6,777	1455	8,232	8232
Canton	48188	611	584	1195	2,539
	48187	650	694	1344	
Dearborn	48128	87	121	208	2057
	48126	256	588	844	
	48124	429	423	852	
	48120	48	105	153	
Dearborn Heights	48127	250	469	719	1221
	48125	194	308	502	
Detroit	48242		14	14	4782
	48238	9	117	126	
	48235	38	240	278	
	48234	33	151	184	
	48228	46	315	361	
	48227	33	207	240	
	48226	39	69	108	
	48224	95	246	341	
	48223	38	139	177	
	48221	65	300	365	
	48219	62	277	339	
	48217	7	85	92	
	48216	30	66	96	
	48215	33	126	159	
	48214	30	131	161	
	48213	16	72	88	
	48211	29	56	85	
	48210	77	315	392	
	48209	58	273	331	
	48208	9	36	45	
	48207	41	70	111	
	48206	21	76	97	
	48205	48	141	189	
	48204	20	114	134	
	48202	38	100	138	
	48201	25	106	131	
Ecorse	48229	32	89	121	121
Flat Rock	48134	3,480	625	4,105	4105
Garden City	48135	273	221	494	494
Grosse Ile	48138	219	78	297	297
Grosse Pointe	48236	333	185	518	782
	48230	152	112	264	
Hamtramck	48212	229	379	608	608

Harper Woods	48225	170	109	279	279
Highland Park	48203	52	96	148	148
Inkster	48141	108	276	384	384
Lincoln Park	48146	345	381	726	726
Livonia	48154	470	493	963	2,257
	48152	410	301	711	
	48150	291	292	583	
Melvindale	48122	61	108	169	169
New Boston	48164	5,478	401	5,879	5879
Northville	48168	579	281	860	1849
	48167	695	294	989	
Plymouth	48170	590	365	955	955
Redford	48240	145	133	278	750
	48239	172	300	472	
River Rouge	48218	8	60	68	68
Riverview	48193	404	154	558	558
Rockwood	48173	1261	383	1,644	1644
Romulus	48174	1553	619	2,172	2172
Southgate	48195	1,309	375	1,684	1684
Taylor	48180	812	720	1532	1532
Trenton	48183	1,850	591	2,441	2441
Wayne	48184	365	181	546	546
Westland	48185	363	443	806	1573
	48186	412	355	767	
Wyandotte	48192	491	231	722	722
Grand Total		33,796	18,502	52,298	52,298

Macomb County: During this reporting period, approximately 32 percent of Metroparks County barcode scans came from zip codes within Macomb County. Macomb County has seven zip codes where most of the zip code falls into one of SEMCOG's traffic analysis zones (TAZ) that has a high concentration of equity populations. These zip codes are highlighted in orange below. There are no zip codes in Macomb County that have very high concentrations of equity populations.

Place Name	Zip Code	Annual Pass	Daily Pass	Total Scans	Place Total
Armada	48005	205	68	273	273
Center Line	48015	158	119	277	277
Clinton Township	48038	1,641	523	2,164	6,772
	48036	1,468	259	1,727	
	48035	2,491	390	2,881	
Eastpointe	48021	569	434	1,003	1,003
Fraser	48026	599	134	733	733
Harrison Township	48045	7,216	5,149	12,365	12,365
Macomb	48044	1,994	1,210	3,204	5,317
	48042	1,520	593	2,113	
Mount Clemens	48043	864	149	1,013	1,013
New Baltimore	48051	595	342	937	2,643
	48047	1,010	696	1,706	
New Haven	48050	13	13	26	560
	48048	356	178	534	
Ray	48096	131	38	169	169
Richmond	48062	71	78	149	149
Romeo	48065	452	192	644	644
Roseville	48066	1,471	779	2,250	2,250
Saint Clair Shores	48082	826	154	980	3,491
	48081	859	435	1,294	
	48080	887	330	1,217	
Sterling Heights	48314	591	353	944	6,193
	48313	1,306	561	1,867	
	48312	1,061	762	1,823	
	48310	922	637	1,559	
Utica	48317	1,355	552	1,907	9,423
	48316	4,431	705	5,136	
	48315	1,708	672	2,380	
Warren	48093	574	303	877	4,459
	48092	400	313	713	
	48091	270	517	787	
	48089	437	369	806	
	48088	735	541	1,276	
Washington	48095	346	136	482	3,602
	48094	2,763	357	3,120	
Grand Total		42,295	19,041	61,336	61,336



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Project Title: Approval – 2021 Stony Creek Master Plan Update
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve the 2021 update to the Stony Creek Master Plan as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: Projects identified in each park master plan will affect the Metroparks budget over the planning horizon, but there is no immediate fiscal impact with this update.

Background: The original Stony Creek Master Plan was developed over the course of six months during the spring and summer of 2016. It was approved by the Board in August 2016, and the process implemented for Stony Creek became the template for completing the rest of the Metroparks' master plans over the course of the next couple of years.

During the initial planning process, the intention to maintain these master plans as living documents was communicated. This five-year update, therefore, focuses on the following:

1. Major changes to facilities, infrastructure, and programming
2. Updated needs and opportunities
3. Status of original action items
4. Any new actions identified to help meet goals and policies

Staff have also updated the following sections:

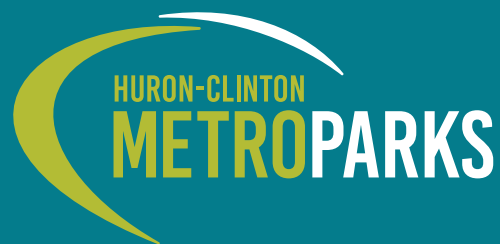
- Revenue
- Visitation
- Demographic/socioeconomic population data
- Community and supporting plan documents

Planning and Development staff invited representatives from each administrative department and Stony Creek park operations to form a steering committee to guide the update process. The public was invited to participate in a brief online survey, and staff also performed in-person outreach at one of the movie nights at Stony Creek over the summer.

Staff anticipates completing an entirely new master plan for Stony Creek at its 10-year mark, in 2026.

Attachment: Updated Stony Creek Master Plan

STONY CREEK METROPARK MASTER PLAN



**Five-Year Update to
2016 – 2026**



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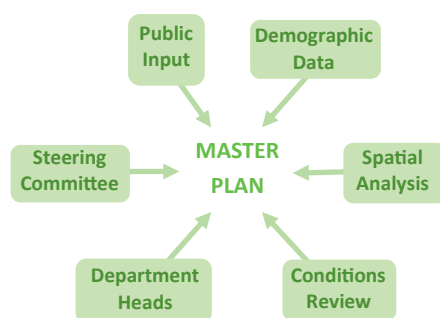
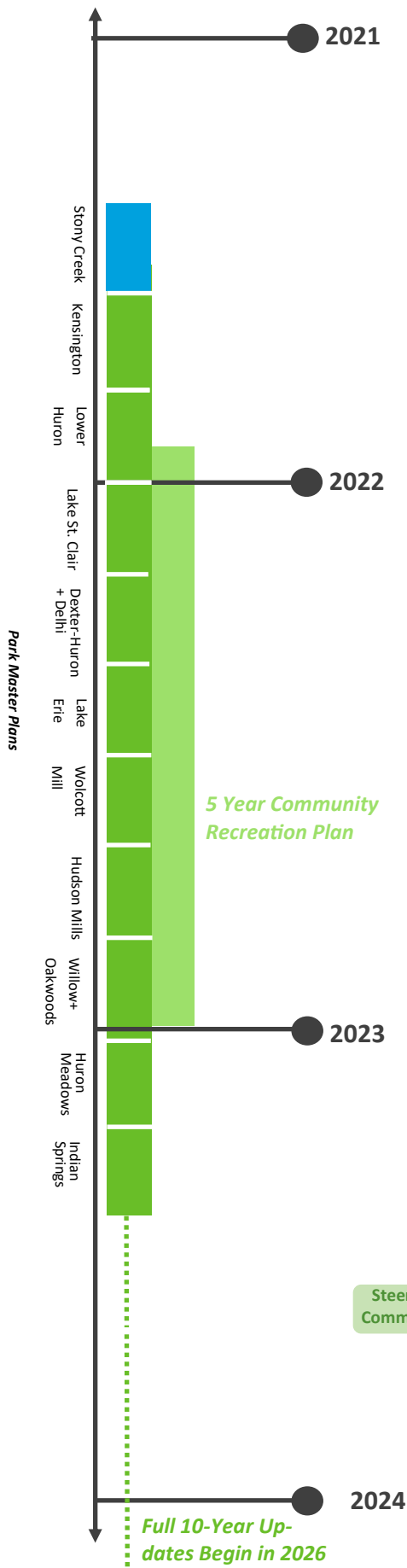
Introduction

Planning Process

The five-year update is an opportunity for each of the 13 Metroparks to review their master plan and make sure it is still relevant. This review includes 1) major changes to facilities, infrastructure and programming in the park; 2) updated needs and opportunities; 3) completed action items; and 4) any new actions necessary to implement the goals and policies for the park. One of the most important components is the public input collected through meetings, questionnaires, and online comments, all of which influence plan recommendations. A master plan steering committee was formed to include park employees with exceptional knowledge of Stony Creek and surrounding community who, along with the experienced Metroparks administrative department heads provided their professional opinions.

The Planning and Development Department also included updates to the demographic and spatial data to inform recommendations. Demographic data looks at the density, age, income, language, and other factors of the regional population. Spatial data, usually analyzed through Geographic Information System (GIS) software, looks at the physical location of the parks in relation to other recreation opportunities, transportation facilities, population centers, important natural resources, and more. Finally, the planning staff conducted a review of park conditions to identify areas needing improvement and areas experiencing success.

The master plans are intended to be living documents, modified as needed to reflect changing conditions in the parks with this review every five years. However, they focus on park developments over ten years, and will be updated through a more comprehensive planning process at the end of the planning horizon.



The Steering Committee for the Stony Creek Master Plan met on 7/22/21 and discussed needs and opportunities

REVENUE

Revenue Sources



2019-2020 Operations Revenue

Revenue Source	2019 Total	2020 Total*	% of 2020 Revenue
Tolling	2,337,346	3,220,724	62.6%
Golf	906,290	1,112,946	21.6%
Boat Rental	178,534	305,082	5.9%
Rip Slide	119,500	-	0.0%
Picnic Shelter	82,659	58,888	1.1%
Disc Golf	42,673	57,113	1.1%
Beach	98,671	248,876	4.8%
Family Camping	32,623	35,138	0.7%
Interpretive	36,603	7,215	0.1%
Boat Storage	32,880	36,900	0.7%
Special Events	12,798	(2,625)	0.0%
Banquet Tent	22,157	5,000	0.1%
Parkway Maintenance	18,260	18,260	0.4%
Cross Country Ski	2,504	3,390	0.1%
Mobile Stage	5,700	-	0.0%
Miscellaneous	31,702	36,025	0.7%
	3,960,900	5,142,932	100.00%

*2020 Operations Revenue was irregular due to the COVID pandemic. 2019 totals are included for comparison.

NEEDS

Better highlight and advertise unique character of park

Building a strong identity and user base with unique character of park

OPPORTUNITIES

The Metroparks 2020 General Fund revenue equaled \$56,837,383. Stony Creek's 2020 operations revenue was \$5,142,932, comprising 9.2% of all Metroparks revenue.

Stony Creek's budgeted 2021 operations revenues are \$4,507,839, while budgeted 2021 operations expenses are \$5,628,222. General Authority will subsidize 19.9% (\$1,120,383) of the Stony Creek operating budget.

REVENUES TRENDING UPWARD

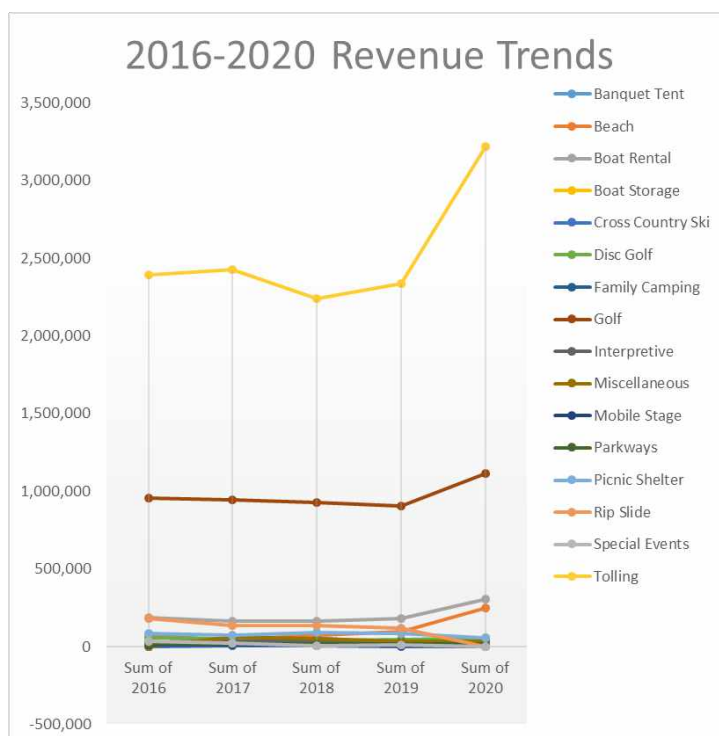
Beach, Boat Rental, Golf, Tolling, overall park revenue

REVENUES TRENDING DOWNWARD (COVID-related)

Special Events

REVENUES WITH MODERATE FLUCTUATION (COVID-related)

Rip Side, Banquet Tent, Cross Country Skiing, Disc Golf, Interpretive Services programs, Picnic Shelter reservations, Boat Storage, Family Camping



Revenue

Visitors

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

Vehicle entries to Stony Creek Metropark have averaged close to 597,113 since 2016. Record entries of 798,349 were recorded in 2020 which could also be considered an anomaly with the COVID pandemic. Weather often plays a role in attendance to the park; activity areas greatly affected by weather are the trails, beaches, boat rental, disc golf course and golf course.

In 2019, the Metroparks season pass included a barcode that park staff could scan when visitors enter Stony Creek Metropark. The barcode was added so Metroparks staff could track which ZIP codes users are coming from to create better experiences, amenities and programming within the park system. Knowing where people are coming from also assists in identifying gaps in visitor characteristics so that the Metroparks can do a better job in sharing information about areas that may be underrepresented in terms of attendance.

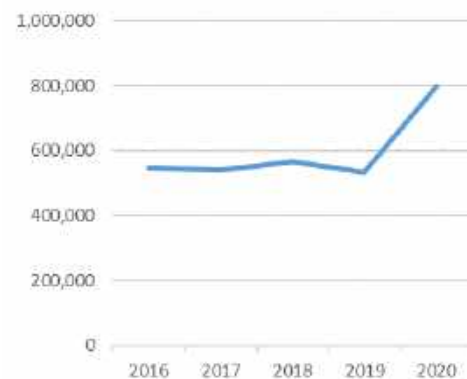
NEEDS

Better data on revenue and visitation numbers

Use data to invest in activities and facilities drawing increasing number of users

OPPORTUNITIES

VEHICLE ENTRIES 2016-2020



Stony Creek Metropark 30-Mile radius



Popular Baypoint Beach

Programs & Events



NEEDS

Increase revenue and visitation

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

OPPORTUNITIES



Voyageur Canoe Interpretive Services Program



Concert at Eastwood Beach



Fall for Nature Craft Show

2021 Integrated Marketing Plan

Educational and public programs looked much different than “average” in 2020. Staff adjusted to ever-changing situations of the pandemic to continue serving visitors on multiple platforms using virtual and hybrid programs, as well as small-group, in person, outdoor programs. These new practices will carry over into 2021 and staff will continue working collaboratively to provide exciting new experiences for the Stony Creek communities in ways that are safe and engaging.

2020-2022 Recreation Programming Plan

In 2019, the Metroparks amended the 2018-2022 Community Recreation Plan to include a Recreation Programming Plan.

An important element of programming is accessibility and ensuring all programs, events, and services are compliant with the American Disability Act (ADA) requirements.

To achieve this, the Metroparks has begun self-evaluation of all programming and services offered by each department. Each program was categorized into groups of similar activities (e.g. programs, events, activities) and will then be analyzed



Recreation Programming Plan

COMMUNITY INFLUENCES

Population

The population of the communities surrounding Stony Creek Metropark is growing, aging, and facing new challenges. The percentage of households without access to an automobile is rising throughout the region, although it remains relatively low in the area directly surrounding Stony Creek. The Metroparks were created at the time of the auto boom, when it was assumed that every family would have a car to take out to the countryside on the weekends. Since habits and lifestyles are changing, the Metroparks must look into innovative ways to provide access to the parks for all.

Stony Creek is situated at the very edge of the suburban ring around Detroit, transitioning into rural low-density areas with less than one thousand residents per square mile. This creates unique land use and park access challenges and opportunities.

Both the region at large and the municipalities bordering Stony Creek have been aging rapidly, following a nationwide trend. The area directly surrounding the park has seen the steepest rise in percentage of older adults, and will likely soon overtake the percentage in Macomb County as a whole.

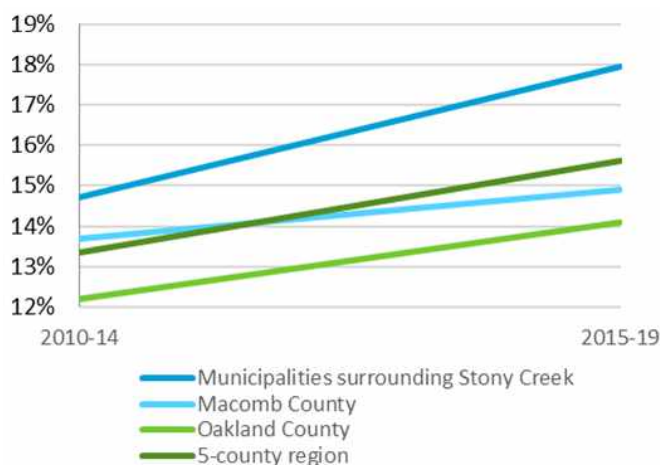
Older adults have distinct needs, often requiring accommodations for mobility and accessibility of park features such as trails and buildings. This is important to keep in mind when planning the future of a park serving an older population.

NEEDS

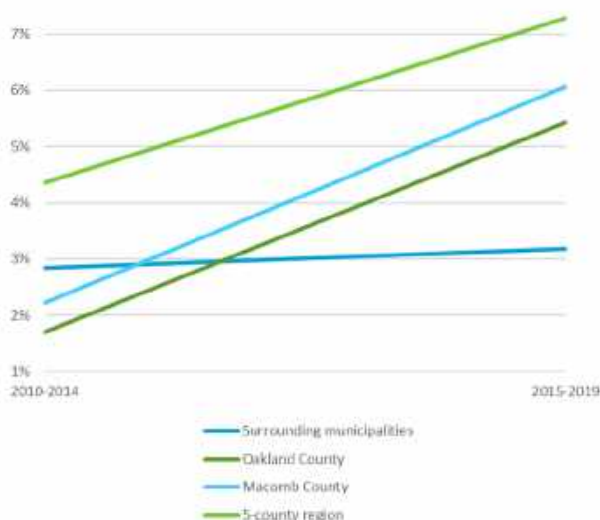
Address changing needs of new population demographics

Draw new users with an accessible, welcoming park environment

OPPORTUNITIES



CHANGE IN PERCENT OF POPULATION OVER 65 YEARS, FROM 2010-14 through 2015-19 (Source: US Census American Community Survey)

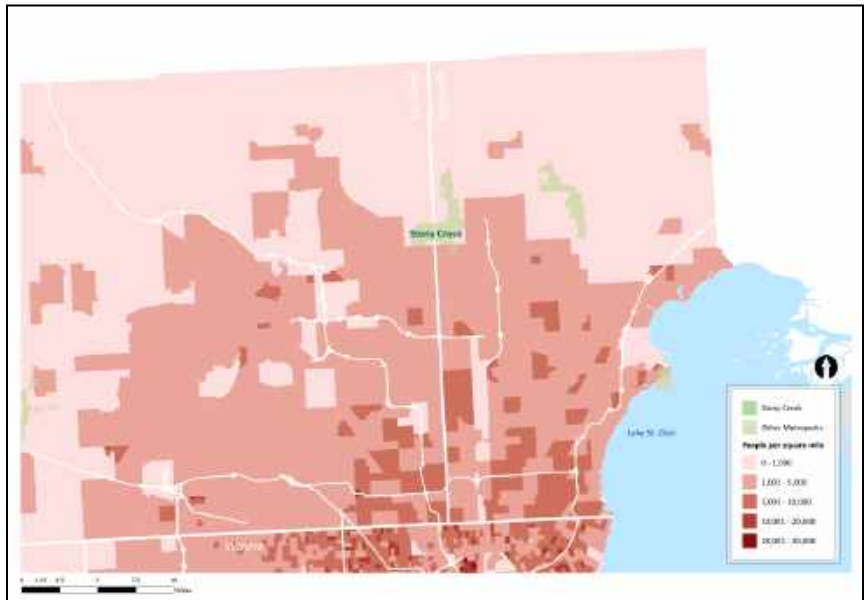


CHANGE IN PERCENT OF HOUSEHOLDS WITH NO CARS AVAILABLE, 2010-14 through 2015-19 (Source: US Census American Community Survey)

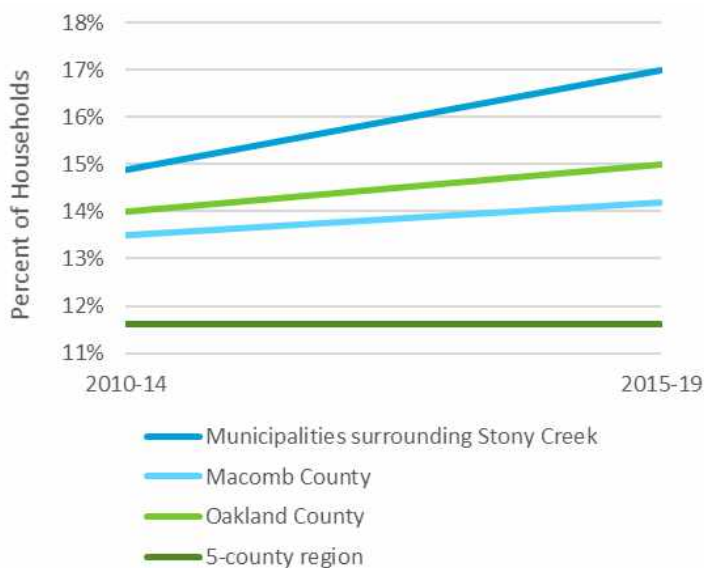
Community Influences

While on average the 5-county region is falling in population density, this is largely driven by population losses in Wayne County. Both Oakland and Macomb counties are experiencing population density increase (Macomb starting from a much higher baseline). The four municipalities surrounding Stony Creek are growing at an even faster rate than either of the counties as a whole, likely due to their relative availability of unbuilt land.

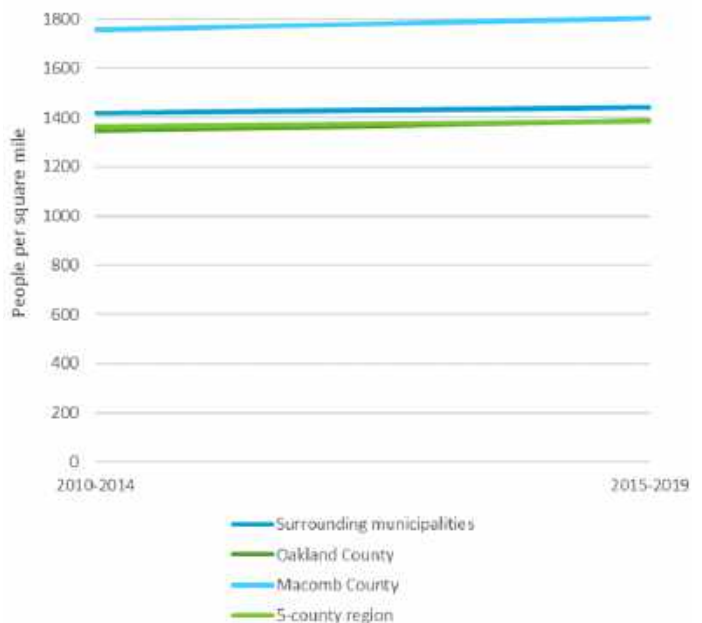
Although most households in the area still speak English as their first language, in many counties a growing number of families speak other languages at home. Macomb County and the municipalities directly surrounding Stony Creek have seen an increase in the percentage of these households. Because of this growing linguistic diversity the Metroparks are working towards more universal signage design, with a focus on easily understandable symbols.



POPULATION DENSITY BY CENSUS TRACT, 2015-19



CHANGE IN PERCENT OF HOUSEHOLDS SPEAKING LANGUAGE BESIDES ENGLISH AT HOME, 2010-14 through 2015-19 (Source: US Census American Community Survey)



CHANGE IN AVERAGE POPULATION DENSITY, 2010-14 through 2015-19 (Source: US Census American Community Survey)

NEEDS

Improve park connectivity with community

Create good working relationship with surrounding municipalities

OPPORTUNITIES

Shelby Township

- Overnight campground due to lack of camping facilities in Macomb County
- Splash park consisting of a zero depth water feature
- Completing the regional trail network at Stony/Metro Path (Iron Belle Trail)

Oakland Township

- Stony Creek Ravine Nature Park: Construction of parking lot, trail system, signage, picnic facilities and coordination with HCMA to establish connectivity to Shelden Trails
- Develop/enhance partnerships with conservation and stewardship organizations such as The Stewardship Network, HCMA, MDNR, MNA, Oakland County CISMA, and County Parks to share resources required for natural areas stewardship.

Macomb County

- County partnership with health and wellness programs to sponsor park or trail equipment and programs that promote exercise and healthy activities.
- Establish partnerships to develop major assets and attractions (i.e. walkable pier district, campground, north branch greenway, hunting areas and large open spaces)

Washington Township

- Development of community center including pool facilities, ice rink, splash park, football fields, tennis courts
- Gilcher-Crissman Park plans to install toddler park, permanent restrooms, extension of walk trail, basketball court, ice rink

Rochester Hills

- Educate the community about the benefits of a strong non-motorized transportation network.

Parks and Recreation Plan for Southeast Michigan

- When parks are accessible they are used more, they help individuals lead healthier lifestyles, and connect to nature and their communities.

Clinton River Watershed Council

- WaterTowns green infrastructure improvement suggestions



Projects/Initiatives

Understanding the goals and plans of municipalities bordering and/or containing Stony Creek is essential for a collaborative, comprehensive planning process. To begin, planning staff researched the published master plans and recreation plans of each municipality: Oakland Township, Washington Township, Shelby Township, and the City of Rochester Hills. These provided a basic idea of the planned direction of each community, especially regarding land use, development, and recreation. In order to gain a deeper understanding and open a dialogue, staff then met individually with planning professionals from each municipality and discussed potential developments, planned trails and park improvements, and any questions or concerns about the Metroparks planning process.

MUNICIPALITY MAP



Supporting Plans

Community Recreation Plan

The Stony Creek Master Plan is aligned with the Metroparks Community Recreation Plan 2018-2022 that creates an inventory of existing facilities and resources, identifies community and recreation and open space needs and sets a plan of action for a 5-year period. To be eligible to apply for Land and Water Conservation Fund, Michigan Natural Resources Trust Fund, and Waterways grants, a community must have an approved 5-Year Plan on file with the Michigan Department of Natural Resources (DNR) by February 1 of the year they intend to apply.

Marketing Plan

Realizing the importance of marketing and communication, the Stony Creek Master Plan will coincide with updates to the Marketing Plan 2021 Goals and Strategies, developed annually by the Marketing and Communications Department. Both are living documents that will closely follow both present and future marketing trends and work in collaboration amongst various departments.

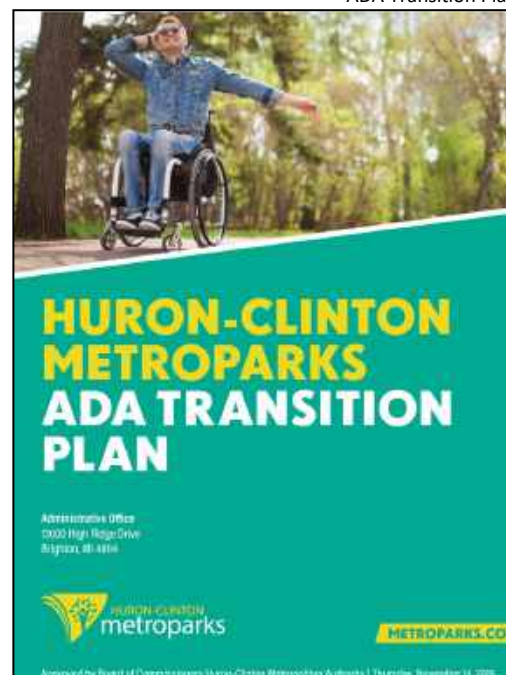
ADA Transition Plan

The Metroparks Board of Commissioners approved the updated Americans with Disabilities Act (ADA) Transition Plan in November 2019. Moving forward, top priority projects will be added into annual capital and major maintenance improvement projects and identified in the Five-Year Community Recreation Plan and 10-year master plan (five-year amended) developments.

Stormwater Management Plan

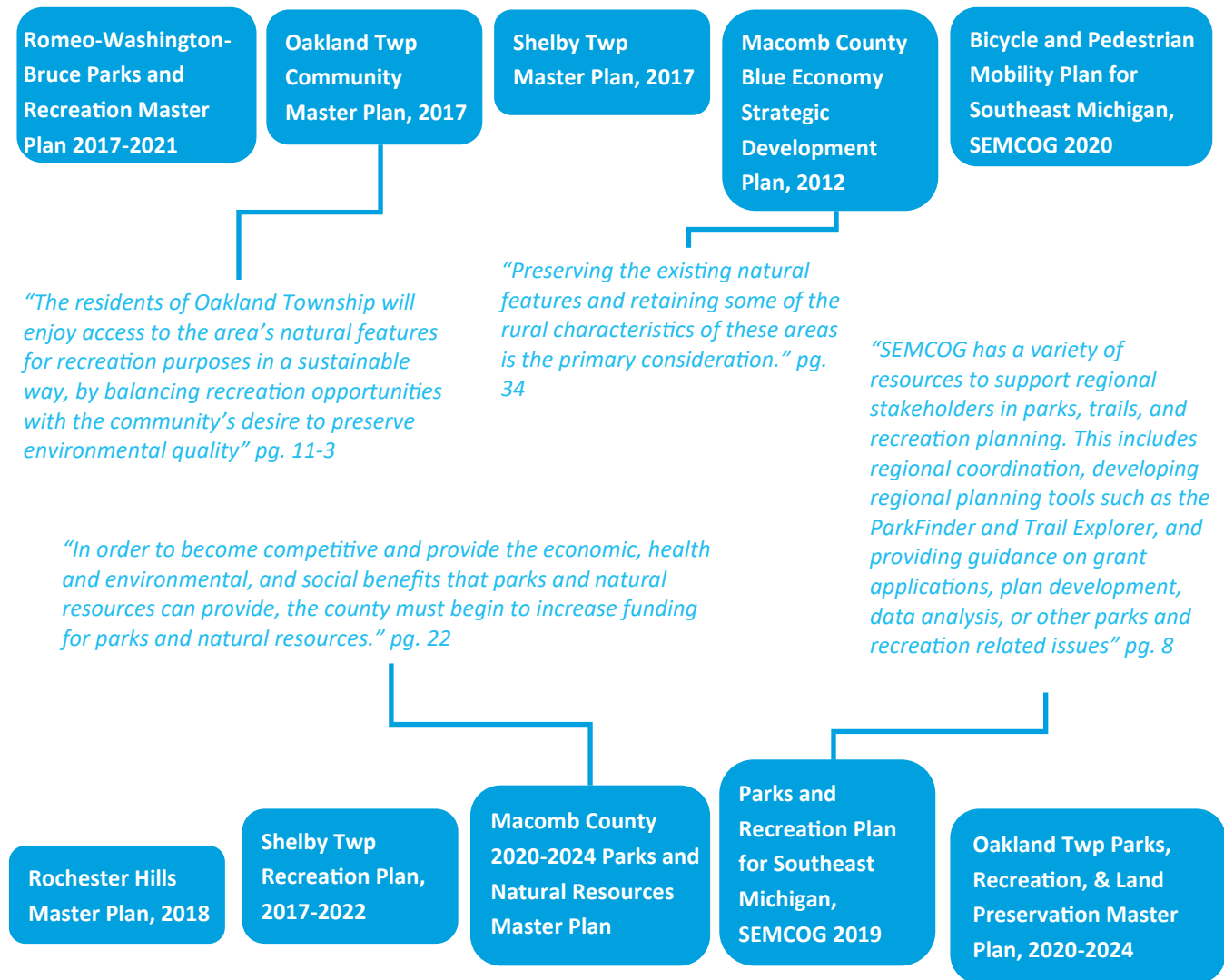
The Stormwater Management Plan (SWMP) (approved by the Board of Commissioners in 2019) provides a comprehensive review and analysis of the existing stormwater conveyance system for improvement and maintenance projects that prioritize reduction of impacts on water quality. It includes concepts and preliminary details for the design, construction, and operation and maintenance of the stormwater system for each park, which allows for safe conveyance of runoff during wet weather events. Stony Creek streambank and shoreline assessments, as well as stormwater conveyance structures such as outfalls, culverts, and oil and grit separators were also investigated during reconnaissance-level evaluations for this SWMP.

ADA Transition Plan



Community Influences

Relevant Planning Documents



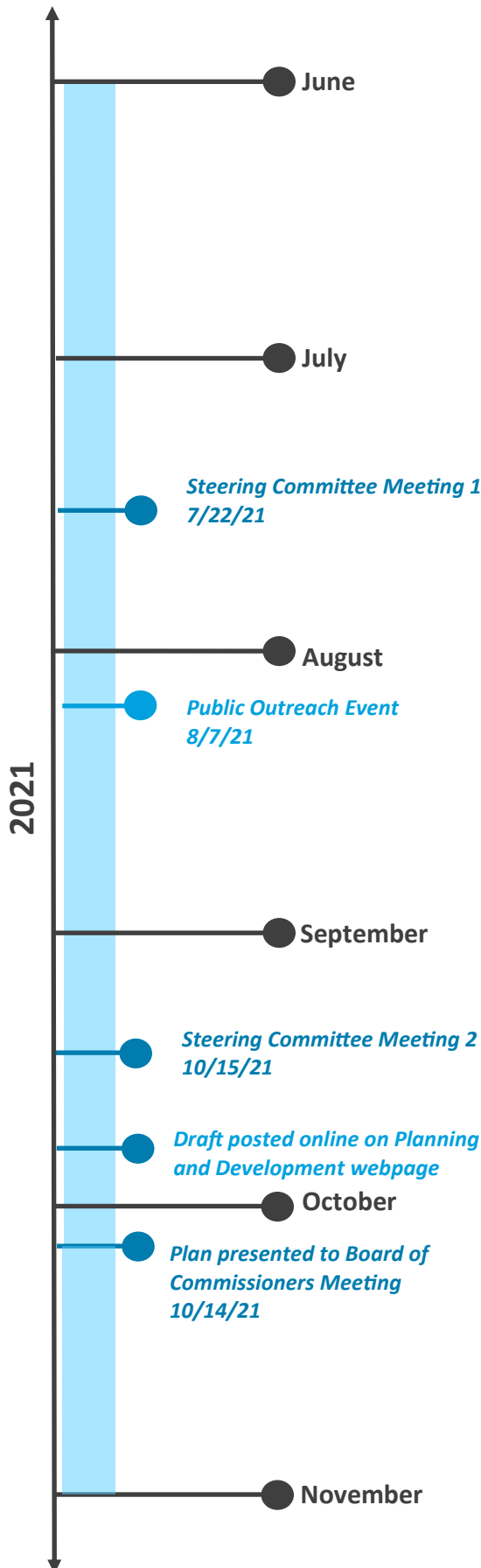
Since the development and land use decisions of bordering communities and other governmental agencies directly impact the park, these neighbor master plans were reviewed and taken into account when creating this document. The opinions and ideas expressed by residents and leaders in these municipalities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

Macomb County does not have a Parks and Recreation Commission and maintains only a few county parks. Therefore, Stony Creek may play a larger role than other Metroparks in meeting everyday, neighborhood-level recreation needs.

Stony Creek is part of a broader system of recreation and green space that includes other Metroparks as well as local, county, and state parks and greenways. Therefore, recreation and green infrastructure plans were also considered in creating the Stony Creek Master Plan. Many communities are currently advancing their nonmotorized networks, seeking grant funding to create greenways and paths, and cooperating to provide linked green and recreation spaces to their constituents.

PUBLIC INPUT

← Outreach Process



Over the duration of the Stony Creek Master Plan Update process, the Metroparks Planning and Development Department ensured a variety of opportunities for public input and feedback. The process could be followed at public outreach events with input on questionnaires, an online survey, and online comments based on the draft plan posted on the Huron-Clinton Metroparks Planning and Development Department Website.

Steering Committee Meeting 1 - 7/22/21

This first meeting involved staff reviewing the master plan goals and action plans and participated in a brainstorming activity for updates to the needs and opportunities.

Online Public Survey– 7/28/21

An online survey was developed to gather general information about park visitors and their use of the park as well as recommendations for improving features and amenities offered at the park. The survey was made available for the duration of the planning process. A total of 344 responses to the survey was collected. The public could find the survey on hard copy questionnaires, social media blasts, metroparks website, and the QR-Code made available at the movie night event.

Public Outreach Event Movie Night– 8/7/21

Located at Stony Creek Metropark, members of the public attending the movie night event had the opportunity to learn about the park and planning process for the Master Plan Update and provide input regarding their needs and opportunities and provide feedback on key projects identified along with suggesting further ideas.

Steering Committee Meeting #2– 9/15/21

The second meeting involved staff reviewing updates to the needs and opportunities, public input survey results, and draft action plan.

Planning and Development Department Webpage– 9/30/21

The public had the opportunity to review the draft plan and provide comments for final public input and possible refinements prior to presentation to the Board of Commissioners October meeting.

Board of Commissioners Meeting– 10/14/21

The Plan is recommended for Board approval with the public provided an opportunity to participate during the public commentary period.



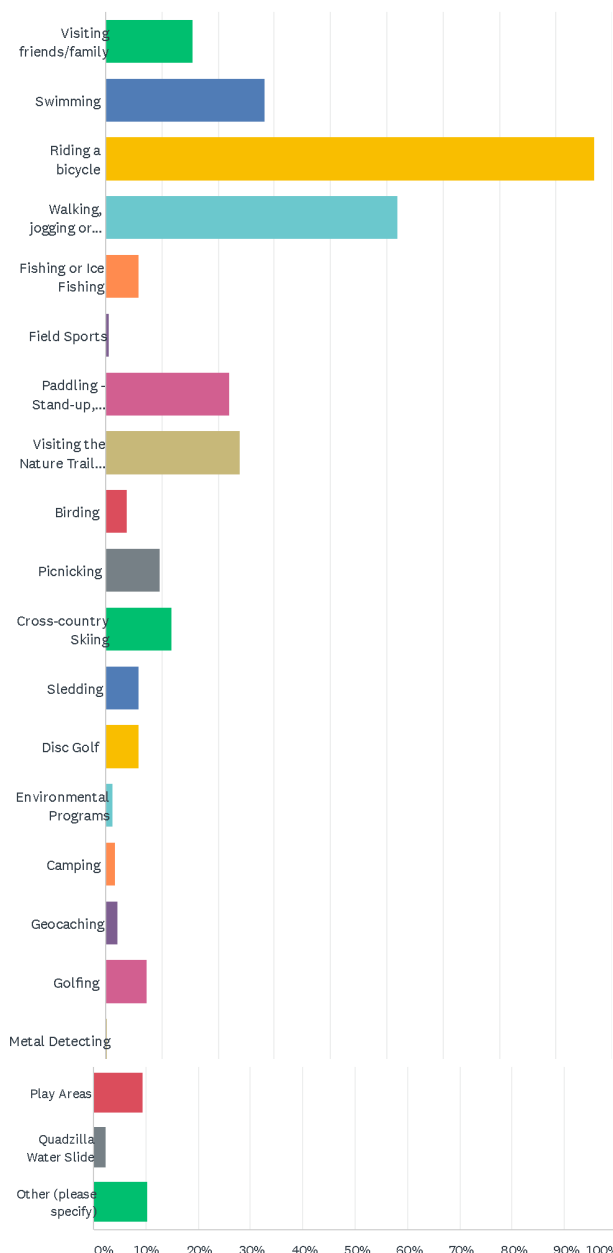
Results

Appreciation for the expansion and improvements of the mountain bike trail system in the park was clearly expressed in the survey responses. This is partially due to the strong representation of the mountain biking community, but also reflects the general popularity of mountain bike trails and continued momentum for connecting and expanding the trails for accessibility, safety, all user levels, and new amenities. An opportunity to market Stony Creek as a premiere mountain biking destination was suggested.

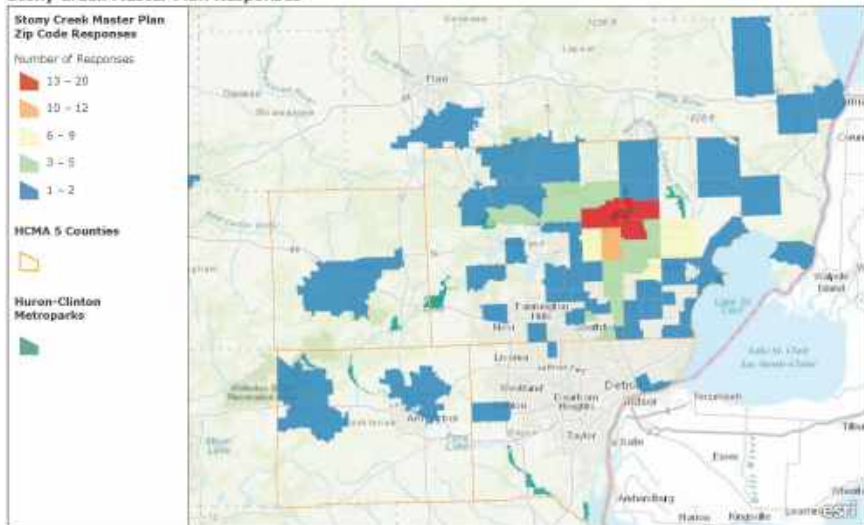
The survey responses, both written and submitted online, offered more insight into the needs of park patrons. Desire for on-road bike lanes to separate vehicle traffic from bicycles was overwhelmingly expressed. Survey participants also had concern to separate hikers and runners from bicycles on trails. In general, trail use conflict and enforcement of regulations was a major theme.

A large portion of respondents also stated a desire for more playground facilities, another splash pad, a food vendor and overall maintenance of surface roads and parking lots.

When you visit Stony Creek, what activities are you typically doing?



Stony Creek Master Plan Responses



Action Plan

Needs & Opportunities

Based on the assessment of park conditions, demographic research and spatial analysis, public input, and staff input, the needs and opportunities listed throughout this document were developed. 5-year updates are in blue text.

Needs

- Better highlight and advertise unique character of park
- Define and protect biodiversity features
- Address aging and overbuilt infrastructure
- Work with county to address boundary and encroachment issues
- Better revenue and visitation numbers
- Improve park connectivity with community
- Incorporate a variety of user community groups into Master plan
- Address changing needs of new population demographics



Opportunities

- Build a strong identity and user base with unique character of park
- Create resilient network of biodiverse areas in park
- Draw new visitors with programming and park history education
- Update infrastructure to better reflect park usage and sustainability for future use
- Take advantage of captive audiences, actively take part in programming activities and events
- Provide unique recreational facilities to draw visitors from across the region
- Create good working relationship with neighbors, municipalities and partner organizations
- Use data to invest in activities and facilities, increasing users, and increased outreach

With these in mind, the following list of projects, plans, and studies was developed and/or updated. Major and minor projects have been identified as priorities and assigned a timeline, and the accompanying studies have been listed. These pages should serve as a blueprint for the future of the park over the next five years. 5-year updates are in blue text.



Large Facilities

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term	Long-Term	Status
Boat Launch area redevelopment	Engineering	Planning	Consultant - engineer		x	x		In progress
Baypoint Beach & Boat Rental redevelopment; includes sewer line replacement (\$500,000 est.)	Engineering	Planning	Consultant - architect, engineer			x	x	Sewer line completed
Eastwood Beach building/parking lot redevelopment	Engineering	Planning	Consultant - architect, engineer			x	x	Not started
Golf course improvements, including irrigation	Engineering	Planning, NR	Contractor			x	x	Not started
Park entrance & office accessibility updates; includes Main Park Drive bridge deck replacement (\$200,000 est)	Engineering	Planning	Consultant - architect, engineer; Macomb County Dept. of Roads				x	Bridge completed



Infrastructure / Small Facilities

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Road paving projects (list developed annually)	Engineering			various	x	x	x	Ongoing
Other pavement projects (list developed annually)	Engineering			various	x	x	x	Ongoing
Dam (2) mechanism/assembly redevelopment	Engineering		Consultant - engineer				x	Not Started
Accessibility improvements, including interiors and walkways -	Engineering	Planning	Contractors	various	x	x		Ongoing
Shelden trails redevelopment	Planning	Engineering, NR	CRAMBA-IMBA	\$223,481				Completed by end of
Buckhorn disc golf building utilities	Engineering	Planning		TBD		x		Not Started
Re-align paved trails to further separate road and recreational cyclists (multiple areas)	Engineering	Planning		TBD		x		Not Started



Infrastructure / Small Facilities

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Washington Twp. water line project	Engineering			various			x	Not Started
Ridgewood campground accessibility improvements	Engineering			various			x	Not Started
Reflection Trail– accessible nature trail and wooden structure improvements	Engineering	Planning	MNRTF Grant			x		Not Started
On-road bicycle facilities (bike lanes)	Engineering	Planning		various		x		Not Started
Paddleshack utilities, addition, and accessibility improvements at	Engineering	Planning				x	x	Not Started



Natural Resources

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Develop NR review process in early planning stages of construction projects	NR	Planning				x	x	Ongoing
Vegetation management projects (list developed annually)	NR	Operations		various		x	x	Ongoing
Aquatic vegetation management (list developed annually)	NR	Operations		various		x	x	Ongoing
Stony Creek soil erosion/sedimentation improvements	NR	Engineering	Macomb County Dept. of Roads	\$ 15,000.00		x		Not Started
Inwood / Nature Area grasslands development	NR	Planning				x		Not Started
Sheldon Wetland Complex restoration	NR	Planning				x		Not Started
Inwood Wetland Complex restoration	NR	Planning					x	Not Started
Inwood (west) mitigation wetland development	NR	Planning					x	Not Started
Sheldon grassland restoration	NR	Planning				x		Not Started
Old group camp grassland restoration/development	NR	Planning				x		Not Started



Signage

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Roadside wayfinding/directional signage updates - parkwide	Planning	Maintenance, Operations		\$ 15,000.00				Completed
Trail signage updates - Trolley and hike-bike trail	Planning	Interpretive, NR	Foundation, Scouts	\$ 20,000.00				Substantially completed
Pedestrian wayfinding at Eastwood Beach	Planning					x		Not Started
Boat launch facility sign	Planning					x		Not Started



Area Plans/Studies/Initiatives

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

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Develop Dam Hazard Mitigation Plan	Engineering	Planning	Consultant			x		In progress; consultant hired 2021
Cultural resources strategy to develop Historic Properties Management Plan (to include	Planning	NR	Consultant	\$6,000		x		Not Started
Monitor demand (reservations, revenues) for campground improvements	Planning	Operations		staff time		x		Not Started
Interpretive Signage Master Plan	Interpretive	Planning		staff time		x		Not Started
Shelden and Trolley trails use evaluation and plan	Planning	NR, Engineering	CRAMBA-IMBA	staff time				Completed
Baypoint Beach & Boat Rental redevelopment plan	Planning	Engineering		staff time				Completed
Eastwood Beach redevelopment plan	Planning	Engineering		staff time		x		Not Started

Description	Dept. Lead	Other Depts.	Other Partners	Cost Estimate	Short-Term (2017-2021)	Mid-Term (2022-2026)	Long-Term (10+ years)	Status
Aquatic vegetation survey/ lake water quality surveys/ algae species survey	NR	Operations	Consultant	\$ 6,000.00		x	x	Ongoing
Water Quality assessment - Stony Creek, West Branch Stony Creek, tributaries	NR		Consultant	\$ 5,000.00		x	x	Ongoing
Water Quality assessment/analysis— Inwood monitoring wells	NR	Engineering	Consultant	\$ 12,000.00		x		Not Started
Inwood Wetland Complex study	NR	Planning				x		Not Started
Fisheries assessment & habitat improvement (incl creel survey)	NR	Operations	MDNR	\$ 25,000.00		x		Not Started
Ecological systems/quality - habitat assessment & mapping - parkwide	NR	Interpretive				x		Not Started
Herpetological distribution & abundance assessment (incl Massauga)	NR	Interpretive	Consultant - herpetologist	\$ 8,000.00		x		Not Started
Vegetation surveys / mapping updates	NR	Interpretive				x		Not Started
Wildlife (Bird, Insects, etc) surveys and monitoring	NR	Interpretive	Audubon			x		Not Started
Develop sensitive wildlife area designation plan	NR					x		Not Started



Key Projects

Baypoint Beach and Boat Rental

2022-2026
& Beyond

Built in 1963 and 1970, respectively, the Baypoint Beach and Boat Rental areas have great potential due to their prime locations, but are in need of rethinking to reflect changing recreation trends and infrastructure management. Baypoint Beach has a different character from Eastwood, used more for casual leisure time and group events than family outings. As a result it is somewhat underutilized and has excess parking space. The Boat Rental, meanwhile, has been growing in popularity and is in need of more parking capacity and accessibility improvements. Going forward, reimagining Baypoint and connecting the two areas to better serve demand will be priorities.

Issues:

- Lack of picnicking areas
- Lack of connectivity between the two sites

Solutions:

- Install accessible kayak launch
- Reconfigure parking lot and relocate trail to minimize conflict



Eastwood Beach

2022-2026
& Beyond

Built in 1971, Eastwood Beach is a very popular area for active family recreation, but is in need of updates reflecting beach area use, building age, and ADA accessibility needs. The area includes a number of recreation facilities in a small space: the heavily used playground, the seasonal water slide, the beach itself, and volleyball courts. The lakeshore is also utilized for special events, such as outdoor film showings and fireworks. Configuring these activities to make the best use of available space will be important in the future, as well as ensuring that the facilities are accessible to all. [A kitchen consultant was retained a few years ago to make recommendations for the food services that will be considered with future improvements.](#)

Issues:

- Outdated building
- Outdated beach configuration
- Lack of ADA accessibility

Solutions:

- Construct new building with improved amenities [and utilities](#)
- Reconfigure beach area [and parking lot](#)
- Include ADA accessible pathways to facilities



Outdated building

Other Projects

- **Walkway and interior accessibility improvements**

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

- **Realignment of paved trails to separate road and recreational cyclists**

Use conflicts exist in the park among pedestrians, road and recreational cyclists, and drivers. At points where the hike-bike trail comes into contact with the road, separation measures will be taken. Signage and education will also be utilized to keep all patrons safe.

- **Wetland and grassland restoration projects (Shelden, Inwood, former Group Camp)**

Certain areas of the park have the potential to be high quality natural areas through the work of the parks Natural Resource Department. These projects will create resilient habitats to sustain the park and all its amenities into the future.

- **Annual projects: paving, vegetation management**

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

- **Buckhorn disc golf building improvements**

Disc golf is growing in popularity in the area, and to ensure a positive user experience the building will be updated with electrical utilities.



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Project Title: Approval – Metroparks Community Recreation Plan Survey
Project Type: Professional Services/Administrative
Date: October 7, 2021

Action Requested: Motion to Approve

That the Board of Commissioners accept the proposal from ETC Institute in the amount of \$72,500 to conduct a public survey of the Metroparks service area as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: Funding for this effort has been included in the approved Planning and Development Department professional services budget for 2021.

Background: The Michigan Department of Natural Resources (DNR) defines the Community Recreation Plan as “a document prepared to assist communities in developing recreation and resource conservation goals and objectives and to establish recreation grant eligibility.” This means that, in order for the Metroparks to continue to be eligible for grant programs through Michigan Natural Resources Trust Fund and the Land and Water Conservation Fund, the agency must maintain an updated Community Recreation Plan.

These plans are must include the following sections:

- Community Description
- Administrative Structure
- Recreation Inventory
 - Includes accessibility assessments for facilities
- Description of the Planning & Public Input Process
- Goals and Objectives
- Action Program

In addition to the sections required by the DNR, the Metroparks will continue to include a Recreation Programming Plan to comply with requirements set forth by the Commission on the Accreditation of Parks and Recreation Agencies (CAPRA). The current Community Recreation Plan (2018-2022) was amended in early 2020 to include this section.

In developing the current Community Recreation Plan, Planning and Development staff compiled data and information gathered from previous surveys, including a Park User/Non-User Telephone Survey (2001-2002), focus group discussions (2007), a Telephone and Online Survey (2012) and a Community Needs Assessment Survey completed in early 2017 by ETC Institute.

Results from these efforts, combined with Census data and information from park and planning departments within the five-county district formed the basis for current Plan. In preparation for developing the next Five-Year Community Recreation Plan (2023-2027), the Metroparks seeks to build upon previous efforts. Results from the public survey would be included in the Public Input section of an updated Metroparks Recreation Plan for the years 2023-2027; responses received would contribute to the identification of goals and objectives and the subsequent development of the Action Program.

As was done in 2017, the Metroparks will solicit a representative sample of 400 responses from each of the five counties, as well as the city of Detroit, for a total of at least 2,400 responses. The deadline for the Metroparks to update its Community Recreation Plan is Dec. 31, 2022.

The RFP was competitively bid and posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice of the solicitation to 310 vendors, of which 18 downloaded the RFP.

Two consulting firms submitted proposals. Staff held interviews with both firms and evaluated the proposals based on vendor's understanding of the project, methodology and approach, experience and price.

Contractor	City	Amount
ETC Institute*	Olathe, KS	\$72,500
EPIC-MRA	Lansing, MI	\$79,900

() Indicates recommended award*

Attachment: ETC Institute Proposal

2021

Huron-Clinton Metropolitan Authority Request for Proposals

**To Conduct the Metroparks
Community Recreation
Plan Survey
RFP# 90021-1155**

Technical Proposal
August 25, 2021



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Helping Organizations Make Better Decisions

725 W. Frontier Lane, Olathe, Kansas 66061

Phone: (913) 829-1215

Fax: (913) 829-1591

August 25, 2021

Nina Kelly
Chief of the Planning and Development Department
Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, Michigan 48114

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

Dear Members of the Selection Committee:

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

This proposal is intended to be fully responsive to the RFP and has been organized in two parts:

- **Part 1: Technical Proposal**
 - **Section 1:** Firm Overview
 - **Section 2:** Scope of Work and Project Schedule
 - **Section 3:** Related Project Experience and References
 - **Section 4:** Resumes of Key Personnel
 - **Section 5:** Required Forms
- **Part 2: Pricing Proposal**
 - **Section 6:** Pricing Proposal

Firm Overview

ETC Institute is recognized as a national leader in the design and administration of market research for local government organizations. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 4,500 statistically valid surveys and our team of professional researchers has moderated more than 2,500 focus groups and panels, and over 3,000 stakeholder interviews. During the past five years, ETC Institute has administered surveys in more than 700 cities and counties across the United States. ETC Institute has conducted research for more large U.S. communities than any other firm.

ETC Institute has the ability to compare HCMA's performance with other communities. Our firm maintains national and regional benchmarking data for resident surveys that provide comparative norms for over 80 local governmental services. Unlike some comparative databases that use comparative data from secondary sources, ETC Institute's data is from surveys that were all administered by ETC Institute. This ensures that the results for HCMA are directly comparable

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

ETC Institute has the most updated and innovative analytical tools to help HCMA understand and utilize survey data. Today, organizations have limited resources which need to be targeted to activities that are of the most benefit to their customers. Our Priority Investment Ratings (PIR) were developed to provide organizations with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Ratings help identify facilities and programs residents think should receive the highest priority for investment. The ratings reflect the importance residents place on facilities and programs and the unmet needs for each facility/program relative to the facility/program that rated the highest overall. Because decisions related to investments should consider both the need for and importance of facilities and programs, the PIR weights each of these components equally.

ETC Institute can also generate maps of the survey results. ETC Institute believes that GIS Mapping is a valuable survey tool that can be used to show how respondents in different regions of your service area differ in their needs for facilities and programs.

In addition to the PIR and GIS Mapping, ETC Institute will provide HCMA with an interactive dashboard so that you can run crosstabulations on any variable in the survey, compare and filter trends by year, build customer profiles by key demographic features, and compare any benchmarks available from other agencies.

A Few Good Reasons to Select Our Firm

ETC Institute is familiar with the area. ETC Institute has conducted many surveys with communities throughout the State of Michigan, including the 2017 Community Needs Assessment for HCMA. In addition to our experience with HCMA, ETC Institute has also administered numerous parks and recreation needs assessments within the state for Oakland County in 2006, 2008, and 2010, Washtenaw County in 2019, and the City of Detroit in 2020. Additionally, ETC Institute recently worked with the Southeast Michigan Council of Governments to perform various transportation related research projects across the region. Over the past 15 years, ETC Institute has also conducted several surveys for other Michigan communities including Battle Creek, Berkley, Canton Township, Genesee County, Grand Rapids, Kalamazoo, Macomb Township, Marquette, Mount Pleasant, Northville, Novi, Oakland Township, Orion Township, the Salvation Army of Detroit, Waterford, Wayne County, Westland, West Bloomfield, and others.

ETC Institute will guarantee to be very responsive to your needs. ETC Institute administered a survey to organizations that have used its' services. Among the 151 clients who responded to the survey, 100% were satisfied with the service they received and 100% indicated they would recommend ETC Institute to other organizations. The reason ETC Institute's customer satisfaction levels are so high is due to the comment they have to the needs of their clients. We encourage you to contact employees of HCMA who worked with our firm in 2017 who can attest to our desire to ensure our clients succeed. *We routinely go beyond the contractual requirements of a project to ensure the goals and objectives of our clients are achieved.*

ETC Institute's most senior professionals will be managing this project on a daily basis. By having experienced senior personnel lead the day-to-day management of each study, ETC Institute will ensure your organization receives the highest level of service possible and that high standards of quality control are maintained. HCMA will receive priority for resources from our firm throughout the duration of the contract and we will ensure that each phase of the project is accomplished according to your schedule. To ensure your success, we have assembled a team of the very best market researchers and experts to assist with the design of surveys, the development of focus group scripts, the administration of surveys, and the analysis of the data collected. Our team has unparalleled expertise in project management, survey design, leading focus group and panel discussions, the administration of intercept interviews, and survey administration.

Perhaps our organization's greatest strength is our commitment to the overall success of a project. You will not find an organization that is more committed to your success than ETC Institute. We will do everything we can, without hesitation, to be responsive to your needs during a study, and we will continue to be your partner after the project is completed to facilitate your success over time. If ETC Institute is selected for this project, I (Chris Tatham) will serve as the Senior Consultant for the duration of the contract. I will do everything possible to ensure each phase of this project meets the high expectations you have set. We appreciate your consideration of our proposal and look forward to your decision. If you have any questions, please do not hesitate to call me at 913-254-4512.

Sincerely,



Christopher Tatham, CEO
ETC Institute
725 W. Frontier Lane
Olathe, KS 66061
(913) 254-4512
Chris.Tatham@etcinstitute.com
www.etcinstitute.com

ETC Institute is a Corporation based in Kansas owned by Christopher Tatham and we are licensed to do business in the State of Michigan – ETC Institute Federal ID: 48-0945023

No subconsultants will be utilized as a part of this project, and all work will take place in ETC Institute's home office in Olathe, Kansas.



Section 1: Firm Overview

ETC Institute is a market research firm that specializes in the design and administration of market research projects for governmental organizations. Our major areas of emphasis include parks and recreation needs assessments, citizen satisfaction surveys, community planning surveys, business surveys, transportation surveys, employee surveys, voter opinion surveys, focus groups, and stakeholder interviews. Since 1982, ETC Institute has completed research projects for organizations in 49 states. ETC Institute has designed and administered more than 4,500 statistically valid surveys and our team of professional researchers has moderated more than 2,500 focus groups and 3,000 stakeholder meetings. During the past five years alone, ETC Institute has administered surveys in more than 700 cities and counties across the United States.

ETC Institute has conducted research for more major U.S. cities and counties than any other firm. Some of the large communities where ETC Institute has conducted surveys include:

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York
- Charlotte, North Carolina
- Cincinnati, Ohio
- Colorado Springs, Colorado
- Columbus, Ohio
- Dallas, Texas
- DeKalb County, Georgia
- Denver, Colorado
- Des Moines, Iowa
- **Detroit, Michigan**
- Durham, North Carolina
- DuPage County, Illinois
- El Paso, Texas
- Fairfax County, Virginia
- Fort Worth, Texas
- Fort Lauderdale, Florida
- Fulton County, Georgia
- Houston, Texas
- Indianapolis, Indiana
- Kansas City, Missouri
- King County, Washington
- Las Vegas, Nevada
- Los Angeles, California
- Louisville, Kentucky
- Mecklenburg County, North Carolina
- Mesa, Arizona
- Miami, Florida
- Miami-Dade County, Florida
- Milwaukee, Wisconsin
- Montgomery County, Maryland
- Nashville, Tennessee
- Norfolk, Virginia
- Oakland, California
- **Oakland County, Michigan**
- Oklahoma City, Oklahoma
- Phoenix, Arizona
- Portland, Oregon
- Prince George County, Maryland
- Providence, Rhode Island
- Raleigh, North Carolina
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- St. Louis, Missouri
- **SEMCOG, Michigan**
- Virginia Beach, Virginia
- Washington, D.C.
- **Washtenaw County, Michigan**
- **Wayne County, Michigan**
- Winston-Salem, North Carolina

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

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

Accomplishments/Awards

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

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

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

America's Fastest-Growing Private Companies. ETC Institute recently ranked 3,459 among the "Top 5,000" fastest-growing private companies.

Market Research Services Provided

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

Focus Groups and Stakeholder Interviews

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

Survey Research

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

On-Line (Web-based) Market Research

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

Consensus Building Workshops

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

Surveys of Underserved/Environmental Justice Groups

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

Secondary Data Analysis

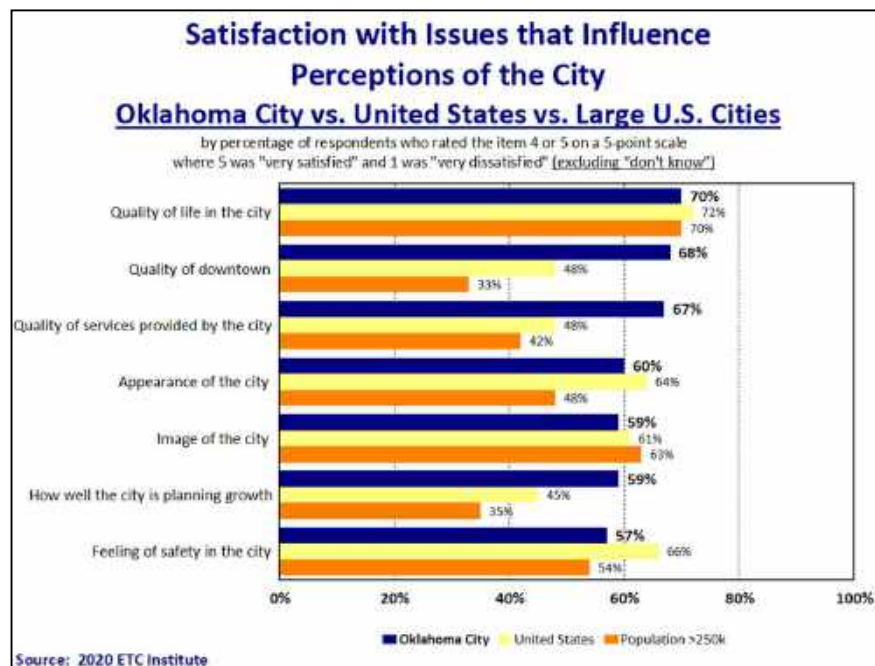
ETC Institute has had extensive experience conducting primary and secondary research efforts for a wide range of governmental organizations in major metropolitan areas for over 30 years. ETC Institute has the expertise to perform needs assessment research that adheres to rigorous standards for impartiality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

Benchmarking Analysis (Normative Comparisons)

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

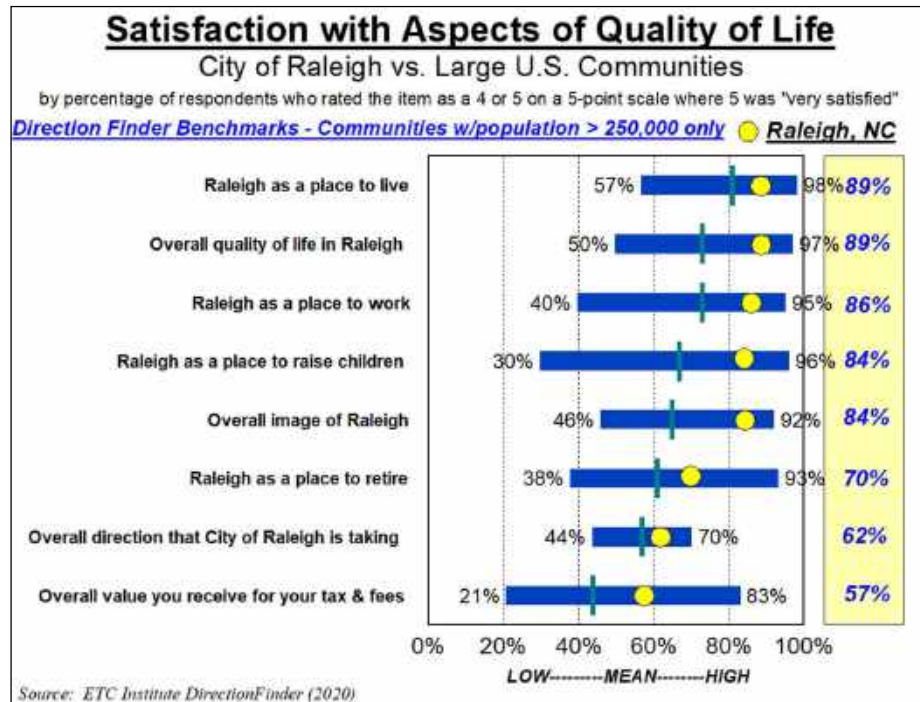
- Public safety (police, fire, ambulance)
- Parks and recreation
- Planning
- Communications
- Code enforcement
- Transportation and traffic flow
- Maintenance/public works
- Utilities (water, sewer, etc.)
- Public health services
- Library services

Benchmarking data can help local governments understand how their results compare to similar communities. For example, 67% of the residents in the City of Oklahoma City were “very satisfied” or “satisfied” with the overall quality of City services. Without comparative data, City leaders might have wondered whether 67% was an acceptable rating. As the chart on the right shows, 67% is a relatively good rating for this issue among large cities in the U.S. Based on the results of national research conducted by ETC Institute for large U.S. cities with populations of 250,000 or more, the average satisfaction rating with the overall quality of services provided by the City was 42%.



Since November 1999, more than 250 cities and counties in more than 40 states have used ETC Institute’s Benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating city and counties conduct the survey on an annual or biennial basis.

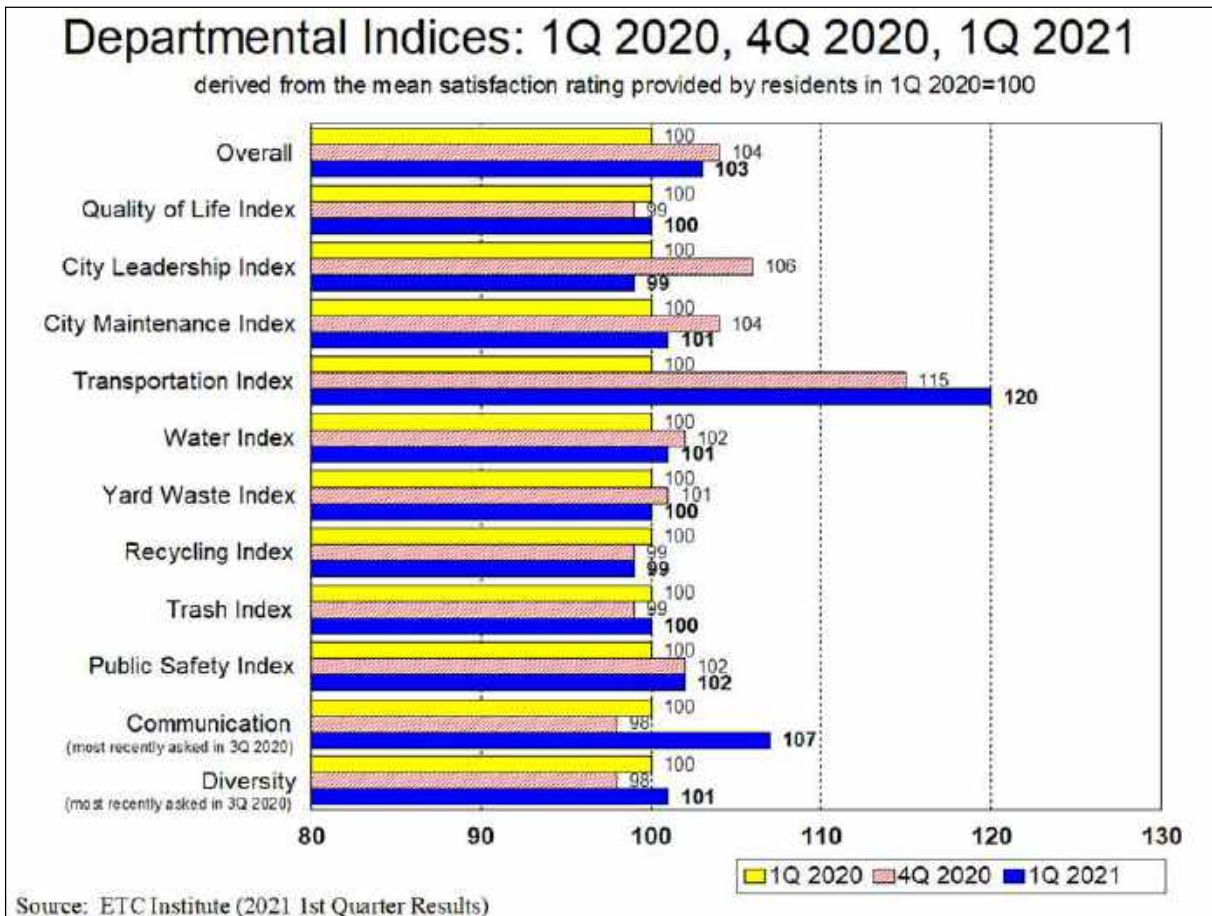
ETC Institute's experience with customer satisfaction research for governmental organizations provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. Compared to other large communities around the United States (communities with more than 250,000 residents), ETC Institute's benchmarking data showed that the City of Raleigh, North Carolina was performing very well in most aspects of quality of life. The average satisfaction rating with overall quality of life in Raleigh was 89%, which meant that the City rated 16% above the large community average at 73%. The dots on the chart to the right show the ratings for the City of Raleigh. The percentage to the left of the horizontal bar shows the lowest rating among large communities (populations above 250,000) that are included in ETC Institute's database; the percentage to the right of the horizontal bar shows the highest rating among this group of communities; the vertical bar in the center marks the large community average based on the results surveys that are administered annually by ETC Institute.



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

Benchmarking Performance Over Time. ETC Institute can also help organizations develop composite customer satisfaction indices that can be used to track overall performance in more than 50 categories of service delivery. The index works like the Consumer Price Index (CPI). The index is a function of the organization's composite performance in selected areas relative to the Base Year. Changes in the index from one year to the next shows how overall satisfaction with services has changed relative to the base year. The data is compared to regional trends which are shown as a composite index for the region. This allows the organization to see how its performance changes compared to other cities in the area.

An example of composite satisfaction indices that ETC Institute has developed to help government organization track performance over time is shown in the chart below. These indices were developed for the City of Olathe, Kansas to track their performance in 12 major service areas. The chart shows how the City has performed on a quarterly basis.



Priority Investment Rating Analysis

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

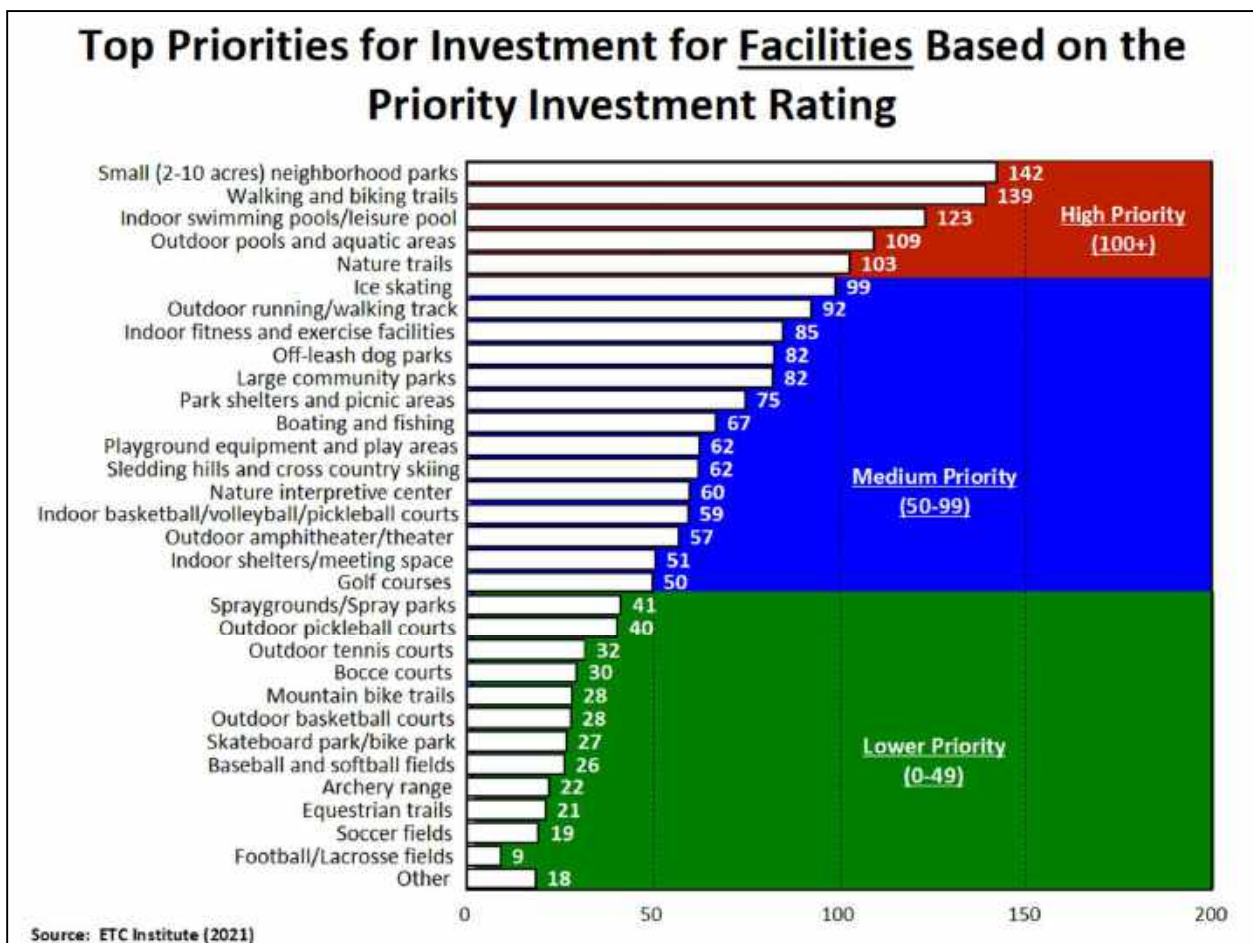
The PIR reflects the sum of the Unmet Needs Rating and the Importance Rating as shown in the equation below:

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

For example, suppose the Unmet Needs Rating for swim lessons and programs is 43 (out of 100) and the Importance Rating is 33 (out of 100), the Priority Investment Rating for swim lessons and programs would be 76 (out of 200).

How to Analyze the Charts:

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



Importance-Satisfaction Analysis

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

Importance-Satisfaction Rating is a tool that is used by ETC Institute to help public officials use survey data to establish organizational priorities. More than 200 governmental agencies currently use ETC Institute's I-S Rating. The Importance-Satisfaction Rating is based on the concept that organizations will maximize overall customer satisfaction by emphasizing improvements in those service categories where the level of satisfaction is relatively low and the perceived importance of the service is relatively high.

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

The table below offers an example of the I-S Rating from the 2020 City of Winston-Salem Resident Survey. The table shows that the City could maximize resident satisfaction with recreation and parks services by investing in youth programs and activities and maintenance of city parks. Investments in city splash pads and spraygrounds would have the least impact on overall satisfaction with the City's recreation and parks system.

Importance-Satisfaction Rating 2020 City of Winston-Salem Resident Survey <u>Recreation and Parks</u>						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
High Priority (IS = .10-.20)						
The City's youth programs and activities	21%	4	40%	10	0.1266	1
Maintenance of city parks	34%	1	70%	1	0.1020	2
Medium Priority (IS < .10)						
Walking and biking trails in the city	22%	3	62%	4	0.0828	3
Quality of facilities in city parks	23%	2	67%	2	0.0766	4
Programs/activities at city recreation centers	12%	5	46%	9	0.0670	5
Marketing of Recreation and Parks programs/facilities	10%	6	37%	11	0.0605	6
Maintenance/appearance of city recreation centers	9%	7	55%	5	0.0392	7
City swimming pools and programs	7%	8	46%	8	0.0362	8
Quality of customer service from Recreation and Parks employees	6%	9	50%	6	0.0275	9
Quality of city-owned outdoor athletic fields	4%	10	63%	3	0.0159	10
City splash pads and spraygrounds	2%	11	49%	7	0.0117	11

Internal Capacity and Resources

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

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

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

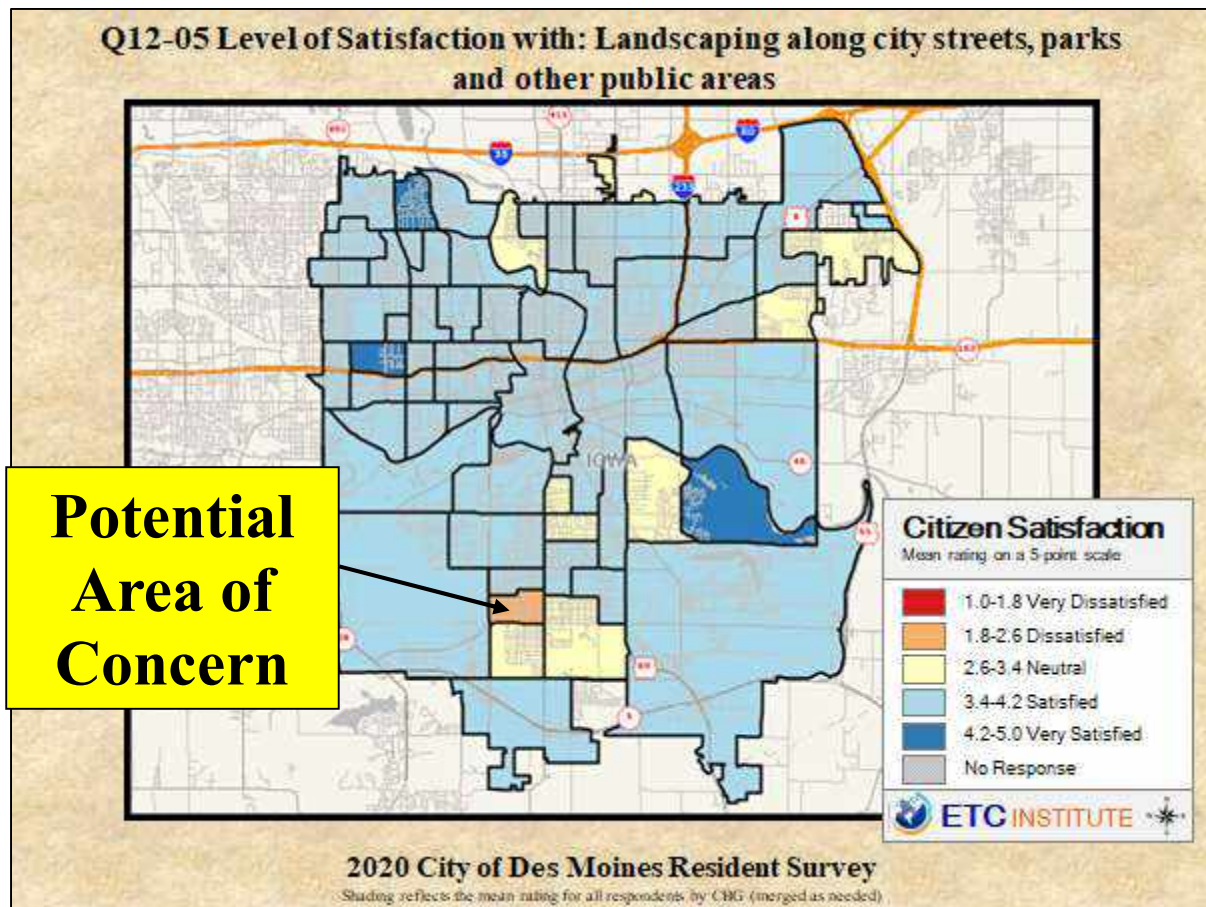
- **Online Survey Administration.** ETC Institute offers an arsenal of state-of-the-art survey tools, covering every survey type and all stages of a survey's lifecycle, from survey design and testing to data collection and processing, analysis and results visualization to reporting. Our online surveys can accommodate any question type and an unlimited number of responses. ETC's in-house software development team can quickly customize every aspect of our survey software, create custom-designed questions, and quickly develop survey tools that ideally suit our clients' needs. Our online surveys are optimized to work in all popular web browsers and are utilize follow-up techniques that incorporate email and text message reminders to residents in the study area who have been selected to participate in the survey research.
- **Mail Center.** Our Pitney Bowes mail processing and postage metering system is capable of processing up to 30,000 pieces of mail per day, including surveys, postcard reminders, thank you letters, and other information sent to survey participants. We maintain a return-reply permit with the U.S. Post Office, which allows us to provide survey respondents with postage-paid return envelopes.
- **Foreign Languages.** In-house foreign language translation and telephone recruitment services for more than 20 languages, including Spanish, Mandarin, Cantonese, and Russian.
- **Quality Control.** ETC Institute's quality control procedures for the administration of market research were recently reviewed and accepted by the U.S. Office of Management and Budget for our work with the National Park Service.

Geocoding Experience and Capabilities

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

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

The map below identifies levels of satisfaction in Des Moines, Iowa with landscaping along city streets, parks and other public areas. The shaded colors on the map correspond to the level of satisfaction. Areas of blue indicate higher levels of satisfaction, yellow areas indicate neutrality and orange or red areas indicate dissatisfaction.



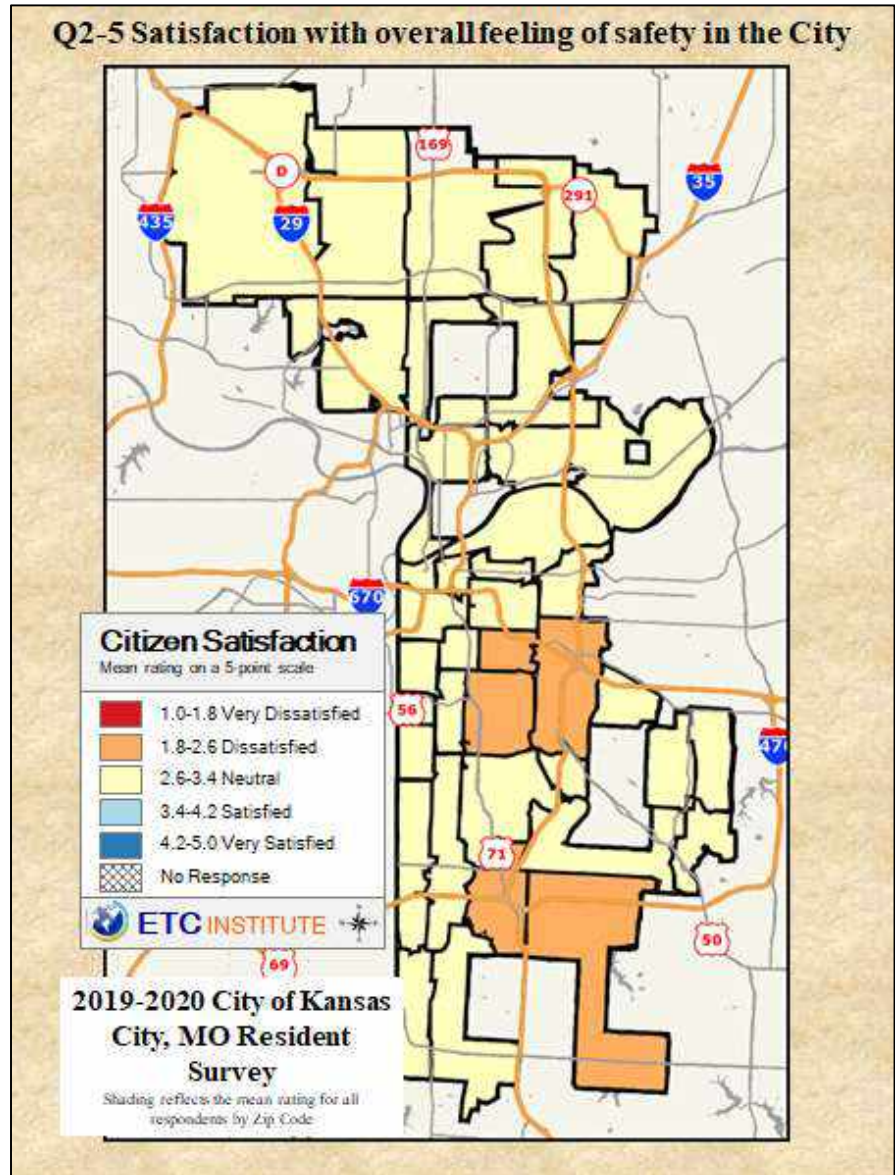
Over the past ten years, our GIS team has geocoded a wide range of address information including:

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

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

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

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



Interactive Data Dashboard

ETC Institute can design an interactive data dashboard to help our clients review and analyze their survey data. The dashboard will allow our clients to query the full set of survey results in real time anywhere with access to the Internet. Our interactive data dashboards give our clients the ability to explore the data and drill-down into the results on-demand and does not require a special request for additional analysis. The dashboard can include the following features:

- **Trend Analysis** showing the results for previous community surveys that ETC Institute has administered for your community. The dashboard allows our clients to easily compare results from previous surveys.
- **GIS Mapping** showing the survey results mapped out geographically throughout your community. The maps will geographically display results not only for your current survey but will also show changes in satisfaction from previous surveys.
- **Benchmarking Analysis** showing how your community compares to other communities across the country. The dashboard will allow our clients to compare their results to other communities regionally, nationally, and based on population of other communities.
- **Priority Analysis** showing the top priorities for our clients to focus on, based on ETC Institute's **Importance-Satisfaction Analysis and Priority Investment Ratings Analysis**. Priorities can be displayed for various demographic and geographic areas using the interactive features of the data dashboard.
- **Cross-Tabular Data Analysis** which gives our clients the ability to cross tabulate specific questions on the survey showing how different groups of respondents responded to various questions on the survey.



National Experience

ETC Institute is the nation's leading firm in the field of customer-oriented market research for local governmental organizations. In addition to the locations that have been described on the previous pages, ETC Institute has conducted surveys in more than 1,000 communities across the United States since 2010. The map below shows some of the locations where ETC Institute has conducted surveys. Since it would take hundreds of pages to provide descriptions of all of our community survey experience, we have simply listed many of the locations where we have conducted surveys below and on the following pages.

- Addison, Texas
- Alexandria, Virginia
- Ames, Iowa
- Anniston, Alabama
- Apex, North Carolina
- Arapaho County, Colorado
- Arlington County, Virginia
- Aspen, Colorado
- Atchison, Kansas
- Athens-Clark County, Georgia
- Atlanta, Georgia
- Auburn, Alabama
- Auburn, California
- Augusta, Georgia
- Aurora, Colorado
- Austin, Texas
- Ballwin, Missouri
- Barrington, Illinois
- Bartlesville, Oklahoma
- Baton Rouge, Louisiana
- **Battle Creek, Michigan**
- Beaumont, Texas
- Beavercreek, Ohio
- Bellevue, Washington
- Bend, Oregon
- Bensenville, Illinois
- **Berkley, Michigan**
- Billings, Montana
- Bloomington, Indiana
- Blue Springs, Missouri
- Boerne, Texas
- Bonner Springs, Kansas
- Booneville, Missouri
- Branson, Missouri
- Brentwood, Missouri
- Bridgeport, Connecticut
- Brooklyn, Ohio
- Broward County, Florida
- Brownsburg, Indiana
- Brownsville, Texas
- Brunswick, Maine
- Bryan, Texas
- Buffalo, New York
- Burien, Washington
- Butler, Missouri
- Burbank, California
- Cabarrus County, North Carolina
- Calgary, Canada
- Camas, Washington
- Canon City, Colorado
- **Canton Township, Michigan**
- Carmel, Indiana
- Carol Stream, Illinois
- Casa Grande, Arizona
- Casper, Wyoming
- Castle Rock, Colorado
- Cedar Hill, Texas
- Cedar Rapids, Iowa
- Champaign, Illinois
- Chandler, Arizona
- Chanute, Kansas
- Charlotte, North Carolina
- Chapel Hill, North Carolina
- Charleston, South Carolina
- Charlottesville, Virginia
- Cherry Hills Village, Colorado
- Chesterfield, Missouri
- Chickasha, Oklahoma
- Cincinnati, Ohio
- Claremont, New Hampshire

- Clay County, Missouri
- Clayton, Missouri
- Clear Creek County, Colorado
- Clearwater, Florida
- Clive, Iowa
- Coconut Creek, Florida
- Coeur d' Alene, Idaho
- Coffeyville, Kansas
- Colorado Springs, Colorado
- Columbia, Missouri
- Columbus, Ohio
- Columbus, Georgia
- Concord, North Carolina
- Coral Springs, Florida
- Corpus Christi, Texas
- Crested Butte, Colorado
- Creve Coeur, Missouri
- Culpeper County, Virginia
- Daniel Boone Regional Library
- Davenport, Iowa
- Davie County, Iowa
- Deerfield, Illinois
- Dekalb, Georgia
- Derby, Kansas
- Denver, Colorado
- Dent County, Missouri
- Derby, Kansas
- Des Peres, Missouri
- Des Moines, Iowa
- Des Plaines, Illinois
- **Detroit, Michigan**
- Dilworth, Minnesota
- Dorchester County, South Carolina
- Downers Grove, Illinois
- DuPage County, Illinois
- Durango, Colorado
- Durham, North Carolina
- Durham County, North Carolina
- East Baton Rouge, Louisiana
- East Providence, Rhode Island
- Eastern Rio Blanco, Colorado
- Eau Claire, Wisconsin
- Edina, Minnesota
- Edmonds, Washington
- Edgerton, Kansas
- Edgewater, Colorado
- Elgin, Illinois
- Elk Grove Village, Illinois
- El Paso, Texas
- Elmhurst, Illinois
- Emporia, Kansas
- Enterprise, Alabama
- Erie, Colorado
- Everett, Washington
- Eureka, Missouri
- Excelsior Springs, Missouri
- Fairfax County, Virginia
- Fargo, North Dakota
- Farmington, Minnesota
- Fauquier County, Virginia
- Fayetteville, North Carolina
- Ferguson, Missouri
- Fergus Falls, Minnesota
- Flagstaff, Arizona
- Florence, Alabama
- Fort Benning, Georgia
- Fort Bragg, North Carolina
- Fort Buchanan, Puerto Rico
- Fort Campbell, Kentucky
- Fort Lauderdale, Florida
- Fort Leavenworth, Kansas
- Fort Morgan, Colorado
- Fort Rucker, Alabama
- Fort Stewart, Georgia
- Fort Wayne, Indiana
- Fort Worth, Texas
- Franklin County, North Carolina
- Fredericksburg, Virginia
- Freeland, Michigan
- Freeport, Illinois
- Fruita, Colorado
- Fulton County, Georgia
- Galveston, Texas
- Garden City, Kansas

- Gardner, Kansas
- Garland, Texas
- Geneseo Park District, Illinois
- **Genesee County, Michigan**
- Gladstone, Missouri
- Glencoe, Illinois
- Glendale, Arizona
- Glendale, California
- Glenview, Illinois
- Godfrey, Illinois
- Grain Valley, Missouri
- **Grand Rapids, Michigan**
- Grandview, Missouri
- Great Neck, New York
- Greensboro, North Carolina
- Greenville, North Carolina
- Greenville County, South Carolina
- Guilford County, North Carolina
- Hallandale Beach, Florida
- Hamilton County, Ohio
- Hanford, California
- Harnett County, North Carolina
- Harrisonville, Missouri
- Hazelwood, Missouri
- Henderson, Nevada
- Hernando, Mississippi
- High Point, North Carolina
- Hoffman Estates, Illinois
- Hood County, Texas
- Hopewell, Virginia
- Houston, Texas
- Hunters Creek, Florida
- Huron, Ohio
- Huron-Clinton Metroparks, Michigan
- Hyattsville, Maryland
- Idaho Falls, Idaho
- Indianapolis, Indiana
- Indio, California
- Imperial County, California
- Independence, Missouri
- Issaquah, Washington
- Jackson, Missouri
- Jackson, Wyoming
- Jackson County, Missouri
- Jacksonville, North Carolina
- Jefferson City, Missouri
- Jersey City, New Jersey
- Johnson County, Kansas
- Johnston, Iowa
- Joplin, Missouri
- Jordan, Minnesota
- **Kalamazoo, Michigan**
- Kansas City, Kansas
- Kansas City, Missouri
- Kennesaw, Georgia
- Kenmore, Washington
- Kent, Washington
- Key Biscayne, Florida
- King County, Washington
- Kingman, Kansas
- Kirkwood, Missouri
- Knoxville, Iowa
- La Vista, Nebraska
- Lake Havasu, Arizona
- Lake Oswego, Oregon
- Lake St. Louis, Missouri
- Lansing, Kansas
- Las Vegas, Nevada
- Lawrence, Kansas
- Lawrenceburg, Indiana
- Leavenworth, Kansas
- Leawood, Kansas
- Lebanon, Missouri
- Lee's Summit, Missouri
- Lemont, Illinois
- Lenexa, Kansas
- Liberty, Missouri
- Lincoln County, North Carolina
- Lindenhurst, Illinois
- Lisle Park District, Illinois
- Long Beach, California
- Longview, Texas
- Los Angeles County, California
- Louisville Metro, Kentucky

- Loveland, Ohio
- Lubbock, Texas
- Lucas County, Ohio
- Lyndhurst, Ohio
- **Macomb Township, Michigan**
- Manassas, Virginia
- Manhattan, Kansas
- Manheim Township, Pennsylvania
- **Marquette, Michigan**
- Marshall, Missouri
- Marshalltown, Iowa
- Martha's Vineyard, Massachusetts
- Martinsville, Virginia
- Marysville, Missouri
- McAllen, Texas
- Mecklenburg County, North Carolina
- Meeker, Colorado
- Meridian, Idaho
- Merriam, Kansas
- Mesa, Arizona
- Mesa County, Colorado
- Mesquite, Texas
- Mexico, Missouri
- Miami, Florida
- Miami Beach, Florida
- Miami County, Kansas
- Miami Dade County, Florida
- Midwest City, Oklahoma
- Mill Valley, California
- Milwaukee County, Wisconsin
- Mission, Kansas
- M-NCPPC – Montgomery County
- M-NCPPC – Prince George County
- Mobile, Alabama
- Modesto, California
- Montpelier, Vermont
- Montrose, Colorado
- Moon Township, Pennsylvania
- Mooresville, North Carolina
- Moorhead, Minnesota
- Monroe, North Carolina
- Morgantown, West Virginia
- Morris County, New Jersey
- Morris Township, New Jersey
- Morrisville, North Carolina
- Mount Dora, Florida
- **Mount Pleasant, Michigan**
- Mount Prospect, Illinois
- Mundelein Park District, Illinois
- Munster, Indiana
- Murray, Kentucky
- Naperville, Illinois
- Nashville, Tennessee
- Natrona County, Wyoming
- Natick, Massachusetts
- New Braunfels, Texas
- New Haven, Connecticut
- New Ulm, Minnesota
- Newport, Rhode Island
- Newton, Kansas
- Norfolk, Virginia
- Normal, Illinois
- Norman, Oklahoma
- North Kansas City, Missouri
- North Long Beach, California
- **Northville, Michigan**
- **Novi, Michigan**
- Oak Grove, Missouri
- Oak Park Village, Illinois
- **Oakland County, Michigan**
- **Oakland Township Michigan**
- O'Fallon, Missouri
- Oklahoma City, Oklahoma
- Okonee County, South Carolina
- Oldham, Kentucky
- Olathe, Kansas
- Olivette, Missouri
- Onslow County, North Carolina
- Ontario, Oregon
- Orange County, California
- Oregon City, Oregon
- **Orion Township, Michigan**
- Ormond Beach, Florida
- Oswego, Illinois

- Ottawa, Kansas
- Overland Park, Kansas
- Owensboro, Kentucky
- Ozark, Missouri
- Paducah, Kentucky
- Palm Desert, California
- Palm Springs, California
- Paola, Kansas
- Pasadena, California
- Pearland, Texas
- Perryville, Missouri
- Peoria, Arizona
- Pflugerville, Texas
- Phelps County, Missouri
- Pinellas County, Florida
- Pine Bluff, Arkansas
- Pinecrest, Florida
- Pinehurst, North Carolina
- Pitkin County, Colorado
- Pittsburg, Kansas
- Platte City, Missouri
- Platte County, Missouri
- Pleasant Hill, Iowa
- Pleasant Hill, Missouri
- Plano, Texas
- Polk County, Iowa
- Port Arthur, Texas
- Portland, Oregon
- Prairie Village, Kansas
- Pratt, Kansas
- Prince William County, New Jersey
- Princeton, New Jersey
- Providence, Rhode Island
- Provo, Utah
- Pueblo, Colorado
- Queen Creek, Arizona
- Radnor, Pennsylvania
- Raleigh, North Carolina
- Ramsey, Minnesota
- Raymore, Missouri
- Raytown, Missouri
- Reno, Nevada
- Richmond, California
- Richmond, Virginia
- Richmond Heights, Ohio
- Riverside, Missouri
- Riverside County, California
- Riverton, Wyoming
- Roanoke, Virginia
- Rock Hill, Missouri
- Rock Island, Illinois
- Rocky Mount, North Carolina
- Rockville, Maryland
- Roeland Park, Kansas
- Rogers, Arkansas
- Rolla, Missouri
- Roseville, Minnesota
- Round Rock, Texas
- Rowan County, North Carolina
- Rutland, Vermont
- Sahuarita, Arizona
- Salem, Oregon
- Salina, Kansas
- San Antonio, Texas
- San Bernardino County, California
- San Diego, California
- San Francisco, California
- Sarasota, Florida
- Schaumburg, Illinois
- Schertz, Texas
- Scott County, Kentucky
- Shawnee, Kansas
- Shawnee, Oklahoma
- Sheridan, Wyoming
- Sherman, Texas
- Sherwood, Oregon
- Shoreline, Washington
- Si View Metro Park District, Washington
- Sioux Falls, South Dakota
- Smithfield, North Carolina
- Smithville, Missouri
- Snowmass Village, Colorado
- Somerset County, New Jersey
- South Burlington, Vermont

- South Euclid, Ohio
- Spartanburg, South Carolina
- Spring Hill, Kansas
- Springdale, Arkansas
- Springfield, Missouri
- St Charles, Missouri
- St. Francis County, Missouri
- St Joseph, Missouri
- St Louis, Missouri
- St. Louis County, Missouri
- St Peters, Missouri
- St. Paul, Minnesota
- **Sterling Heights, Michigan**
- Streamwood, Illinois
- Sugar Land, Texas
- Sunrise, Florida
- Superior, Colorado
- Surprise, Arizona
- Syracuse, New York
- Tallmadge, Ohio
- Tamarac, Florida
- Tempe, Arizona
- The Colony, Texas
- The University of Missouri
- The Woodlands, Texas
- Topeka, Kansas
- Tucson, Arizona
- Turlock, California
- Tuskegee, Alabama
- Tyler, Texas
- University Place, Washington
- Upper Arlington, Ohio
- Upper Dublin, Pennsylvania
- Upper Providence, Pennsylvania
- Urbana, Illinois
- Vancouver, Washington
- Ventura County, California
- Victor, New York
- Villa Park, Illinois
- Vinita, Oklahoma
- Virginia Beach, Virginia
- Waco, Texas
- Warrensburg, Missouri
- Washington, D.C.
- Washtenaw County, Michigan
- Waterford, Michigan
- Waukee, Iowa
- Waukesha, Wisconsin
- Wauwatosa, Wisconsin
- **Wayne County, Michigan**
- Weatherby Lake, Missouri
- Wentzville, Missouri
- West Des Moines, Iowa
- West Fargo, North Dakota
- Westfield, New Jersey
- West Sacramento, California
- Westchester, Ohio
- Westchester County, New York
- Westlake, Texas
- **Westland, Michigan**
- Wheeling, Illinois
- Wichita, Kansas
- Wilmington, North Carolina
- Winchester, Virginia
- Windsor, Colorado
- Winfield, Kansas
- Winnetka, Illinois
- Winston-Salem, North Carolina
- Woodinville, Washington
- Wyandotte County, Kansas
- Yuma County, Arizona



Section 2: Scope of Work and Project Schedule

Project Approach Overview

ETC Institute has been helping local governments use community survey data as a guiding force for setting community focused priorities and improving organizational effectiveness for more than 30 years. Our services are focused on helping clients achieve short- and long-range objectives by relying on our experience and analytics to ensure your organization makes data driven decisions. Our ability to help organizations make better decisions is based on an approach that adheres to three guiding forces.

- **Continuity:** ETC Institute understands how important it is to monitor resident perceptions, needs, and desires and how they change over time. We intent to implement a research process that will incorporate data from previous surveys to be used as benchmarks for assessing current and future changes in resident perceptions. This will involve using many of the same questions and response options from previous surveys to ensure the compatibility of the two data sets. It will also involve a thorough review of the goals and objectives for the project to ensure the research process is designed to meet all goals and objectives.
- **Strategic Value:** For market research studies to serve as a powerful tool for decision-making, organizations and their leaders must see value in the results. Our approach is designed to encourage leaders to use the data as part of their decision making process. If the survey results have strategic value, they will inherently become part of the process for setting short- and long-term priorities for the organization. When market research is developed with strategic values in mind it becomes woven into the fabric of the decision-making process.
- **Performance Measurement:** Because the results of this project will be used to help guide decisions, the survey instrument and data analysis methodology must be designed in a way that generates objective performance measures. The survey will be designed to provide objective feedback so organizational leaders can understand the needs of residents which will be used to improve the overall system. ETC Institute will work with HCMA to refine existing performance indices and develop new performance indices that allow leaders to objectively assess the change in performance from the 2017 survey.

ETC Institute's ability to combine customer satisfaction research with our understanding of government issues makes our team ideally qualified for this project. While many organizations are capable of completing survey research projects, most researchers are not particularly good at helping organizations use the data collected. For example, in 2001, the City of Oklahoma City conducted a customer satisfaction survey for the first time. Although the survey data was rich with findings, the firm that was hired by the City did not present the results in a manner that was meaningful to City staff and members of the City Council. As a result, the value of the survey research was limited, and the City did not repeat the survey for a few years. In 2005, the City of Oklahoma City heard about the usefulness of ETC Institute's community surveys from other cities that were using our services, so they hired ETC Institute to conduct a community survey. Since 2005, the City of Oklahoma City has used ETC Institute's services to conduct 10 additional surveys.

Our survey data is now actively used by the City's staff and elected officials to set City priorities on a yearly basis.

Customer Expectations and Customer Satisfaction Philosophy

Our internal philosophy about customer expectations and customer satisfaction is simple: **We believe we must first set the example for customer service if we are to advise clients about customer satisfaction.** The best way to see if ETC Institute sets a good example for customer service is to call the references we have provided in this proposal.

Our external philosophy on customer expectations and customer satisfaction is: **We believe customer satisfaction is the function of (1) expectations and (2) quality.** A person with very low expectations may be very satisfied with a mediocre product. On the other hand, a person with very high expectations may be disappointed with a relatively good product.

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

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

Today's consumer of governmental services does not get on Interstate 96 and say, "wow – look at the sight distance on this highway" or "I really like that extra passing lane" like a person from 1950 would. Today's consumer is looking at things like smoothness, striping, signage, and other factors in addition to safety.

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

ETC Institute has fully reviewed the detailed statement of work paying close attention to the project and survey objectives. Our suggested approach is similar to the 2017 Needs Assessment and has been designed to meet all of the stated goals and objectives for the project. The following pages highlight ETC Institute's methodology to conduct The Huron-Clinton Metropolitan Authority's Metroparks Recreation Plan Survey.

Phase 1: Design the Survey and Sampling Plan

Task 1.1: Design the Survey

Once selected for the project, ETC Institute will meet with HCMA Staff and the Board of Commissioners via phone to discuss the goals and objectives for the project. To facilitate the survey design process, ETC Institute will review the Park User/Non-User Telephone Survey (2001-2002), focus group discussions (2007), a telephone and online survey (2012) our Community Needs Assessment Survey (2017), the parks awareness and use survey (2019), as well as provide HCMA with some of our most recent sample surveys created by ETC Institute for similar projects. At this time, ETC Institute's analysis tools will also be discussed and our firm will suggest which tools would be best to use. Based on input from HCMA, ETC Institute will develop a first draft of the survey.

ETC Institute will work closely with HCMA Staff and the Board of Commissioners to ensure HCMA input is utilized to create a survey that best fits the needs of HCMA. This will include all of the survey objectives found within the bid for professional services. It is anticipated that 3-4 drafts of the survey will be prepared before the survey is approved. Because ETC Institute has administered similar surveys throughout the region we will utilize our experience to ensure the diversity of the region, in terms of socioeconomic characteristics and geographic distribution, will be well represented in the final sample. Because of our past experience administering the 2017 Needs Assessment for HCMA, ETC Institute is already cognizant of holding cost and time requirements to a minimum while ensuring all standards are met for the Recreation Plan as described in the RFP.

ETC Institute understands that the project's primary objectives include using survey methods to collect data that meet criteria established by HCMA to evaluate recreation needs in the region. ETC Institute will work with HCMA staff and the Board of Commissioners to develop a set of appropriate survey questions that will deliver feedback from residents that will be used to analyze recreational needs. ETC Institute will assist HCMA in designing a survey that will meet all goals and objectives as set forth in the RFP. These survey objectives include:

- Assessing resident satisfaction with the quality, quantity, and management of existing parks, programs, facilities, and services.
- Determining the current resident use of existing HCMA programs and facilities and appropriateness of when and where the services are offered.
- Identifying the levels of acceptable spending for programs and park and facility improvements
- Identifying the level of need for and general interest in the addition of future park amenities and facilities.
- Identifying the level of need for and general interest in new programs and services, as well as testing new trends in the leisure services industry.

- Determining how effective HCMA communications are when delivering messages related to products and services as well as the effectiveness of the dissemination of important information to residents.
- Obtaining general demographic information from respondents that help identify perceptions of various market segments within users and non-users of agency programs, parks, and facilities.
- Identifying barriers to usage and what prevents residents from taking advantage of HCMA services, amenities, facilities, and programs.
- An in-depth investigation into how residents wish to utilize their free time and how HCMA might coordinate efforts in these areas.
- Assess general awareness and perception of current HCMA programs and facilities – general satisfaction with current offerings and how do they meet the needs of users.
- Giving residents the opportunity to provide open ended responses that may include suggestions, comments, and concerns about the current recreation opportunities HCMA provides to residents in the region.

ETC Institute will work closely with HCMA to ensure all of the objectives listed above are met in the design of the survey instrument. HCMA will have final approval on all survey questions and no surveys will be administered until receiving final approval from HCMA representatives.

Task 1.2: Design the Sampling Plan

As a part of Task 1.2, ETC Institute will work with HCMA to develop a sampling plan that will meet all goals and objectives for the project. ETC Institute's project management team will discuss the methodology that is best to conduct the surveys and will suggest sampling plan methods that are designed to ensure the completion of at least 2,400 surveys from households within the study area. ETC Institute understands the study population will be the residents of southeast Michigan including the counties of Livingston, Macomb, Oakland, Washtenaw, and Wayne. The 2,400 completed surveys will have a precision of at least $\pm 2\%$ at the 95% level of confidence. Additionally, a sample of 2,400 completed surveys will be representative of the five counties HCMA services – in terms of quantity and in proportion of the population in each respective county and per each HCMA management district so the region is accurately represented through the survey results.

ETC Institute has recently conducted a parks and recreation needs assessment in the City of Detroit (2020) and understands that this area will be broken out as a separate geographic for comparison to previous study efforts. ETC Institute can offer comparisons to the City's 2020 survey results as part of the analysis of the City's results. The project management team from ETC Institute can also discuss options for separating out other urban communities which could include Ypsilanti, Pontiac, and Mount Clemens. Regardless of the sampling plan and the total number of completed surveys, ETC Institute will ensure the sample is representative of all five counties, all HCMA management districts, and will capture the diverse socioeconomic characteristics of the region.

As deemed necessary by HCMA, ETC Institute can administer additional completed surveys in batches of 100.

As the total number of completed surveys increases, the precision of the survey sample improves. Cost is a function of two variables: (1) the length of the survey instrument and (2) the number of completed surveys. ETC Institute will work with HCMA to find the right combination of these variables to maximize your investment in our services. ETC Institute, based on our past experience with HCMA, is cognizant of holding cost and time requirements ensuring they are kept to a minimum while exceeding the minimum standard requirements of the Recreation Plan set forth by the Michigan Department of Natural Resources.

ETC Institute will deliver a workplan for the project that contains a project schedule showing when all phases of the project will be completed. Additionally, the workplan will identify our strategy for ensuring the sample is representative of HCMA's five county population including but not limited to geography, age, race/ethnicity, and gender.

Task 1 Deliverables

The approved survey instrument, a description of the sampling plan, and the workplan with project schedule and survey administration strategies.

Phase 2: Administer the Survey

Task 2.1: Administer the Survey

Once the final survey instrument is approved by HCMA, ETC Institute will administer the survey methodology finalized by HCMA based on the recommendations from ETC Institute's project management team. ETC Institute recommends using a hybrid administration approach that calls for mail and online surveys to be completed. Given the negative impact Caller ID had on phone survey response rates and the need to ensure historically underrepresented populations are accounted for, we offer our hybrid administration approach to maximize the overall response rate. Even if residents do not respond by mail or online initially, those who receive the mailed version of the survey are significantly more likely to respond to follow-up attempts because they know the survey is legitimate. The mailed version of the survey will include a cover letter (on official HCMA letterhead) that explains the purpose and importance of the survey, encourages participation, and includes a link to complete the survey online for those residents who prefer that option. ETC Institute has continued to invest in infrastructure that contributes to a large number of surveys being completed online. Our continued investment in internet survey capabilities ensures ETC Institute is able to gather responses from the diverse residents that makeup HCMA's five county service area.

The following procedures will take place for our hybrid administration approach. The procedures described below are delivered in-house at our main office in Olathe, Kansas using ETC Institute staff.

- ETC Institute will work with HCMA to develop a communication plan for the survey. As a part of this task, ETC Institute will provide HCMA with sample press releases that can be used to notify the public about the survey. Advance notification can significantly enhance the response rate.

- Phone interviewers working in ETC Institute’s call center will rehearse the phone version of the survey. In addition, all ETC Institute interviewers will complete our in-house training program and will review the protocol for the administration of the survey with a supervisor. Special attention will also be paid to the treatment of non-English speaking respondents, particularly those who speak Spanish. ETC Institute has over 20 Spanish speaking interviewers that will be assigned to work on this project. Translation services will be provided for languages not available in-house by ETC Institute staff.
- ETC Institute will mail a copy of the survey instrument and a postage-paid return reply envelope to each of the households that were randomly selected to receive the survey. The survey will include a cover letter on HCMA letterhead explaining the purpose of the survey and indicates that all survey responses will remain anonymous. Even if residents do not respond to the mailed version of the survey, sending the survey prior to contacting residents by email or text message increases the response rate because it legitimizes the survey. Portions of the cover letter and survey will be translated into other languages to provide residents who do not speak English with assurances about the legitimacy of the survey. The translated lines will also direct residents who would prefer to take the survey in a language other than English to call a toll-free number at our call-center where phone interviewers will be able to administer the survey in the respondent’s preferred language.
- The cover letter will list a toll-free number of residents can call if they have questions about the survey. The cover letter will also contain a link to an online version of the survey for those who prefer that option.
- Approximately 10 days after surveys begin arriving in mailboxes, ETC Institute will begin emailing residents with a link to the online version of the survey to encourage participation. These email follow-ups will significantly increase the response rate. In addition to email follow-ups ETC Institute will also send text messages with a link to the online survey to encourage participation. These follow-ups will greatly reduce the probability that the results are affected by non-response bias. Non-response bias is a major drawback to surveys that do not use a hybrid methodology for administration. When completing the survey online, residents are required to enter their home address to validate their responses. This is how ETC Institute will track and only include responses from residents who were randomly selected for the survey. This will also ensure only one survey is completed per household.
- If needed, phone follow-ups will be concentrated on demographic and geographic areas where the response to the mail and online survey is low. This ensures the survey is representative of the five county area both demographically and geographically.

Ensuring Representation of Non-English Speaking Populations

ETC Institute has designed and administered surveys in some of the country’s most diverse communities including San Bernadino County (CA), Arlington County (VA), Miami-Dade County (FL), El Paso County (TX), Cameron County (TX), Yuma County (AZ) and others. More than one-third of the residents in several of these communities are foreign-born. We guarantee the results

of your survey will be statistically representative of the service area.

To ensure the non-English speaking residents in the area are well represented ETC Institute will do the following:

- Translate information on the cover letter into other languages to legitimize the survey and provide a toll-free number where non-English speaking residents can call to have the survey administered over the phone in their preferred language.
- Demographic questions will be included on the survey that ask what languages are spoken in the home as well as what the primary language is in the home. This will ensure non-English speaking populations are well represented in the sample.
- ETC Institute can include toll-free numbers for a variety of languages for non-English speaking residents to call. If the language is not available using one of our in-house interviewers, we will utilize the services of a translation agency to ensure the survey is administered in the preferred language over the phone.

Data Management and Quality Control

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

Our quality assurance and quality control program are directly monitored by the company CEO, Mr. Christopher Tatham. The program is designed to ensure clients receive error-free results, and all employees are directly involved in the program. Mr. Tatham is an active member of the Market Research Association and the quality control methods used have been reviewed by external organizations including the American Water Works Association Research Foundation and the United States Office of Management and Budget.

The core elements of our quality assurance process include:

- **Training of phone interviewers:** All phone interviewers are required to complete ETC Institute's in-house training program. The program teaches new employees the appropriate methods for conducting interviews, how to respond to different situations that may occur, and how to properly record responses. All interviewers work directly under the supervision of an experienced supervisor.
- **Comprehensive survey design and review process:** All survey instruments will be reviewed by all senior members of ETC Institute's team to ensure that all issues are adequately addressed.
- **Pre-test:** An internal pre-test will be conducted prior to the administration of all surveys. This will ensure that the survey instruments are understood as designed.
- **Data entry fields will be limited to specific ranges to minimize the probability of error:** The data processing system that will be used by our firm for the study alerts data entry personnel with an audible alarm if entries do not conform to these specifications.

- **ETC Institute will select at least 10% of the records at random for verification:** A supervisor will match records in the databases against the corresponding survey to ensure that the data entry is accurate and complete.
- **Sampling Methodology:** Demographic questions will be included on each of the survey instruments. The demographic data will be used to monitor the distribution of the respondents to ensure that the responding population for each survey is representative of the universe for each sample.
- **Coordination:** Since many senior professionals will be assigned to this project, the project team will conduct a coordination meeting via a telephonic conference call every one-two week to ensure that adequate progress is being made in all areas. Face-to-face meetings with the Project Management Team will be made an average of at least once per month during the development of the survey.

Task 2 Deliverables

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

Phase 3: Survey Analysis and Reporting

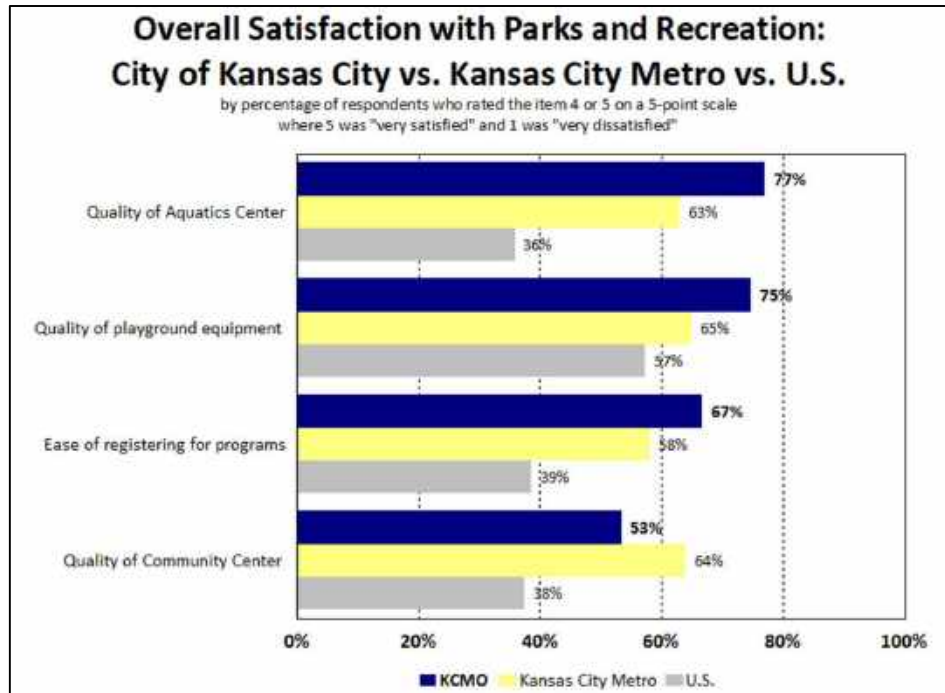
Task 3.1: Analyze the Survey Results

Following the completion of survey administration, ETC Institute will perform data entry, editing, and verification of all survey responses. ETC Institute will ensure the data is coded, analyzed, and presenting in a manner that is easily understandable, and especially useful for planning purposes. ETC Institute will analyze the survey data by HCMA management districts that comprise the five southeast Michigan counties of Wayne, Macomb, Oakland, Livingston, Washtenaw, and the City of Detroit as a separate geography. If requested, ETC Institute can also create additional analysis for other major population centers as needed based on a discussion with HCMA. The analysis tools that will be included are described below and on the following pages.

Task 3.1.1: Benchmarking Analysis/Trends Analysis

Benchmarking and comparative analysis is a highly effective form of analysis that helps decision-makers and organizational leaders interpret the meaning of survey data and puts results into perspective. If 67% of residents are satisfied with the ease of registering for parks and recreation programs, is that good or bad? Without comparative data, it can be difficult to understand. ETC Institute maintains national and regional benchmarking data for more than 80 types of local governmental services including robust parks and recreation benchmarking.

Benchmarking data can help organizations understand how their results compare to similar organizations. For example, 67% of the residents in the City of Kansas city were “very satisfied” or “satisfied” with the ease of registering for parks and recreation programs. Without comparative data city leaders might have wondered whether 67% was an acceptable rating. As the chart to the right shows, 67% is a relatively high rating for this item among the Kansas City Metropolitan area and the U.S. average. On average, only 58% of respondents give “very satisfied” or “satisfied” in the Kansas City Metropolitan area while only 39% give “very satisfied” or “satisfied” responses nationally.



Since 1999, more than 400 cities and counties in 40 states have used ETC Institute’s benchmarking database to set and monitor progress toward a wide range of organizational goals. Most participating organizations conduct the survey on an annual or biennial basis. ETC Institute’s experience with customer satisfaction research provides our clients with a unique capability for interpreting the meaning of survey results. Without benchmarking data, it would be easy to make mistakes in the interpretation of survey results. Robust benchmarking databases give ETC Institute the ability to isolate the influences that cultural norms have on public perceptions about local services.

Trend data gives organizations unique insights into how their work is impacting community perceptions over time. Looking back at past survey results and comparing them to current results allows an organization to track their progress and assess how needs within a community are changing. ETC Institute is dedicated to building relationships with organizations to ensure accurate and complete trend data is collected to help organizations take a resident driven approach to decision making. We will work with HCMA to ensure the 2021 survey contains questions which compare with past questions so the trends can be utilized as a strategic decision making tool and an accurate assessment on HCMA’s performance over the past four to five years.

Task 3.1.2: Priority Investment Ratings

The Priority Investment Rating (PIR) was developed by ETC Institute to provide governments with an objective tool for evaluating the priority that should be placed on parks and recreation investments. The Priority Investment Rating was developed by ETC Institute to identify the

facilities and programs residents think should receive the highest priority for investment. The priority investment rating reflects the importance residents place on items (sum of top 4 choices) and the unmet needs (needs that are only being partly met or not met) for each facility/program relative to the facility/program that rated the highest overall. Since decisions related to future investments should consider both the level of unmet need and the importance of facilities and programs, the PIR weights each of these components equally.

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

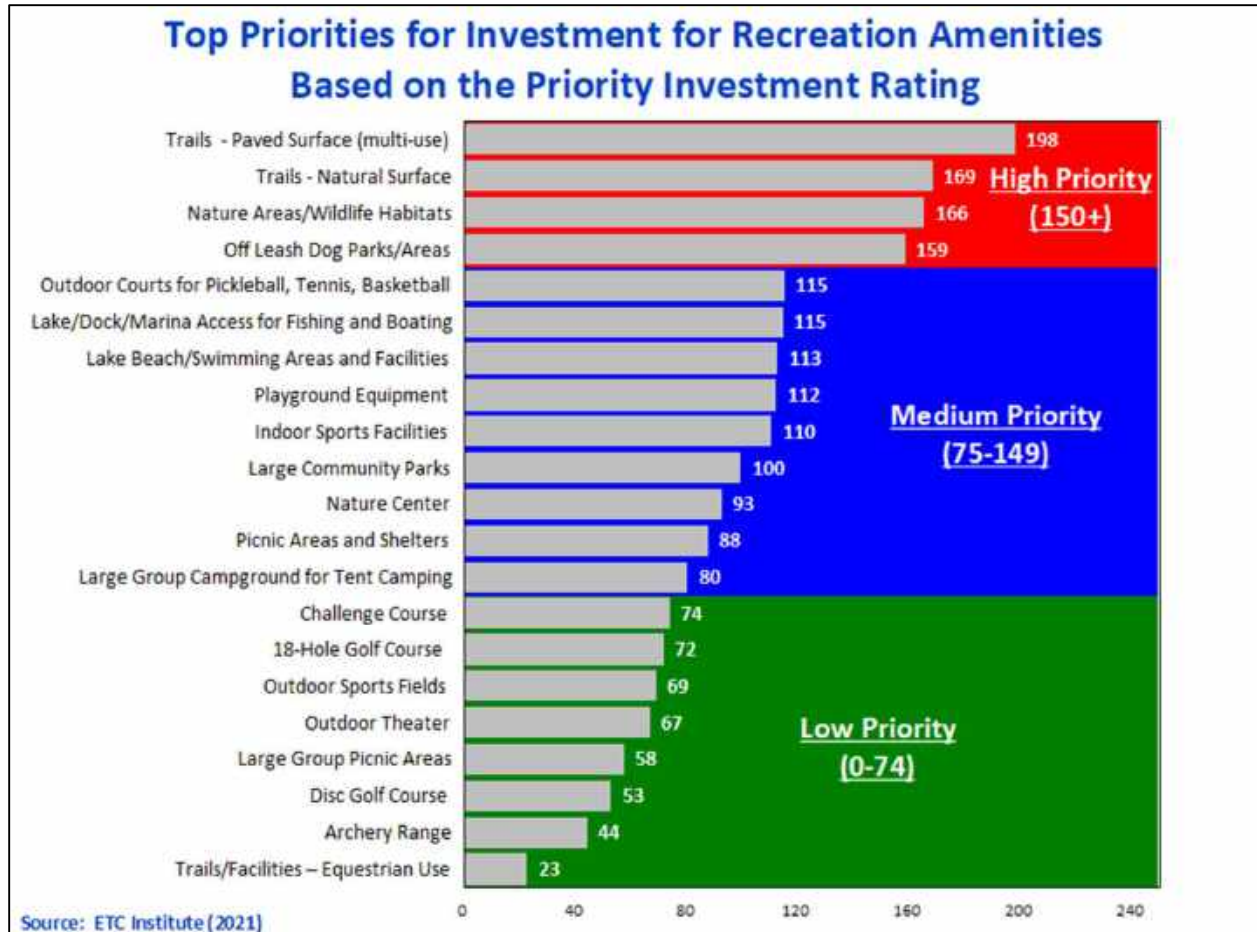
$$\text{PIR} = \text{UNR} + \text{IR}$$

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

How to Analyze the Charts:

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

The table on the following page shows the Priority Investment Rating for amenities for Johnson County, Kansas.



Task 3.1.3: Importance Satisfaction Analysis

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

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

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

The table below offers an example of the I-S Rating from the 2021 Johnson County, Kansas survey. The table shows that the County could maximize resident satisfaction with parks and recreation services by investing in the County's three largest parks: Shawnee Mission Park, Antioch Park, and Heritage Park. Investments in the soccer park and football complex at Heritage Park would have the least impact on overall satisfaction with the City's parks and recreation system.

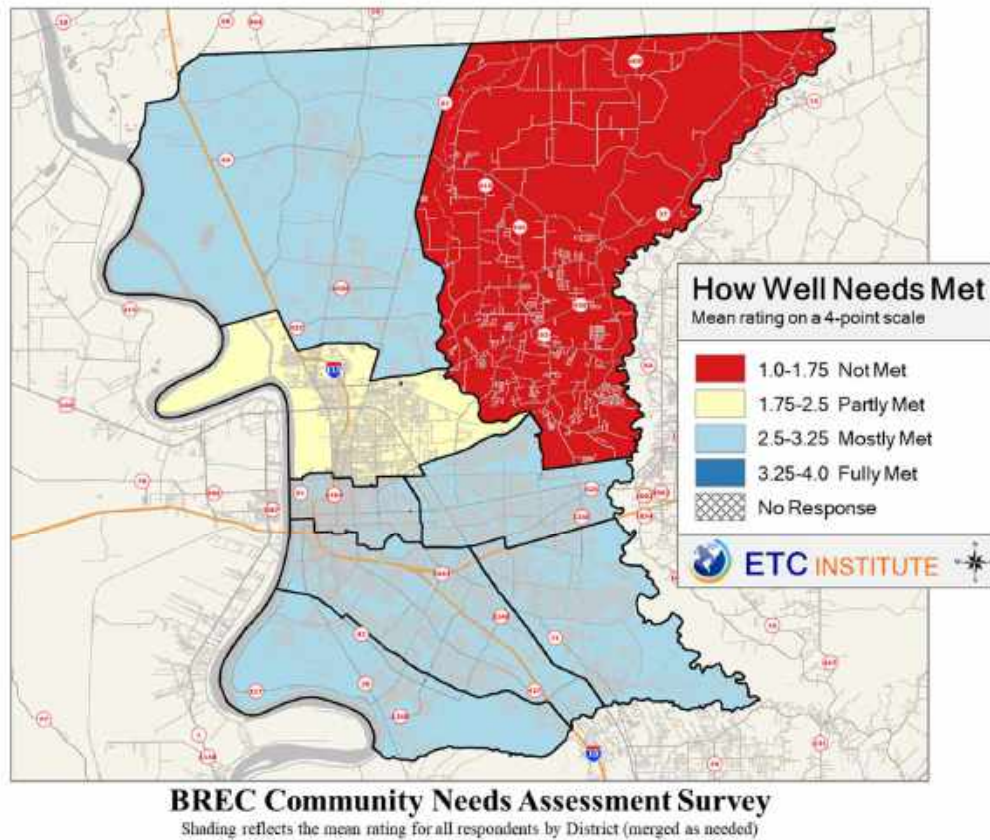
2021 Importance-Satisfaction Rating Johnson County Parks and Recreation District Parks and Facilities						
Category of Service	Most Important %	Most Important Rank	Satisfaction %	Satisfaction Rank	Importance-Satisfaction Rating	I-S Rating Rank
<u>High Priority</u>						
Shawnee Mission Park	42%	1	92%	6	0.0322	1
Antioch Park	17%	3	84%	19	0.0264	2
Heritage Park	17%	2	87%	13	0.0217	3
<u>Medium Priority</u>						
Thomas S. Stoll Park	10%	6	83%	21	0.0163	4
Shawnee Mission Park Off-Leash Area	11%	5	86%	17	0.0150	5
Shawnee Mission Park Marina/Boat Dock	6%	13	76%	33	0.0132	6
Heritage Park Off-Leash Area	8%	9	83%	20	0.0132	7
Kill Creek Park	9%	7	87%	15	0.0125	8
Tomahawk Hills Golf Course	4%	16	73%	35	0.0112	9
Ernie Miller Nature Park	11%	4	90%	10	0.0110	10
<u>Lower Priority</u>						
Shawnee Mission Park Beach	4%	17	75%	34	0.0099	11
Mid-America Softball/Baseball Sports Complex	3%	18	80%	25	0.0069	12
Theatre in the Park at Shawnee Mission Park	9%	8	93%	5	0.0067	13
Heritage Park Football Complex	3%	20	79%	27	0.0066	14
Heritage Soccer Park	2%	26	70%	36	0.0065	15

Task 3.1.4: GIS Mapping

ETC Institute will prepare maps that show the results of specific questions on the survey as maps of the service area. ETC Institute will geocode the home address of resident survey respondents to the latitude and longitude coordinates. This allows our team to generate maps that visually show ratings from the survey as different parts of the service area. ETC institute will generate maps that show where the highest and lowest areas of need exist for amenities, facilities, and programs.

GIS mapping is an effective tool for communicating survey results to elected officials and the public. For example, the map on the following page identifies areas in Baton Rouge, Louisiana where residents indicated their needs for family picnic areas are not being met. The shaded colors on the map correspond to the level of need based on survey responses. Areas of blue indicate that resident needs are being met in that area, yellow areas show that needs are partly met, and areas in red indicate that needs are not being met.

Q6.5 How well is your need being met: Family picnic areas



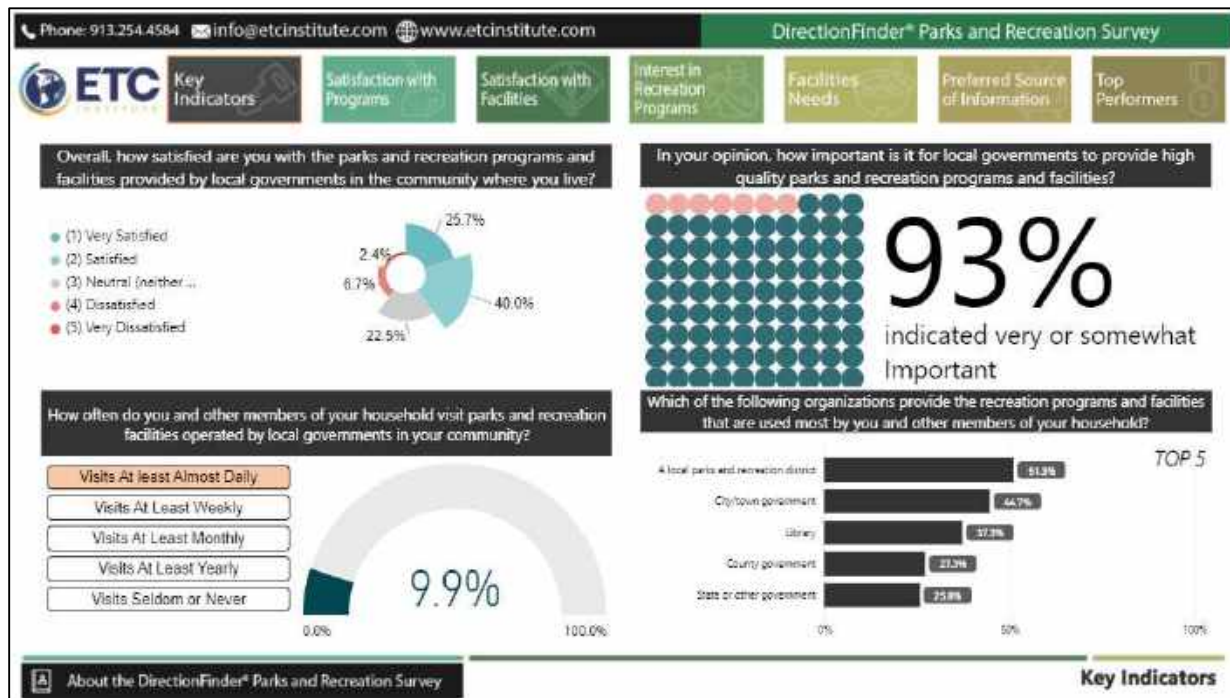
Task 3.1.5: Interactive Data Dashboard

ETC Institute will develop an interactive data dashboard for HCMA. The dashboard will allow you to query the full set of survey results in real time anywhere with access to the internet. Our interactive dashboard will give you the ability to explore the data in ways not possible with traditional reporting methods including on-demand crosstabulations and drill-downs.

Your dashboard will include the following features:

- **Trends Analysis** showing the results from previous surveys ETC Institute has administered for HCMA.
- **GIS Mapping** showing the survey results mapped geographically. The maps will display results for current and previous years so you can see on-demand trends for specific areas.
- **Benchmarking Analysis** showing how HCMA compares to regional and national benchmarks.
- **Priorities Analysis** showing the top priorities based on the Priority Investment Ratings and Importance Satisfaction Analysis.
- **Cross-Tabular Data Analysis** giving users the ability to cross-tabulate specific questions on the survey showing how various groups responded to various questions on the survey.

The dashboard will limit the number of additional data requests needed and will enhance the long-term utilization of the data. A sample parks and recreation dashboard can be found on our website at ETCInstitute.com.



Task 3.2: Prepare the Final Report

At a minimum Task 3.2 will include the completion of the following items:

- The development of a final written report that includes:
 - An executive summary including a background of the survey, a description of the survey methodology and major findings.
 - Charts and graphs for all questions on the survey, including trend comparisons to previous survey results and the development of a composite satisfaction index.
 - Benchmarking analysis showing how HCMA compares to other communities both regionally and nationally.
 - Priority Investment Ratings and/or Importance Satisfaction Analysis showing the top priorities for improvement/investment.
 - Cross-tabular analysis showing how respondents of specific demographic/geographic features responded to the survey.
 - Tables showing the results for all questions on the survey.
 - Open ended comments and sentiment analysis of any open ended responses along with a word cloud.
 - A copy of the survey instrument.

- GIS Maps will be delivered as an appendix to the main report.
- ETC Institute will an on-site visit to present the findings to HCMA staff and the Board of Commissioners (webinar presentation option included in pricing proposal).
 - The 30 bound copies of the final report will be delivered during the on-site presentation of the results, but the PDF final report and all appendices will be delivered as soon as they are available in advance of the on-site presentation.
- In addition to the final report, ETC Institute will help HCMA craft a 1-2 page press briefing document that will be used to discuss the findings with the press and other interested parties.

Task 2 Deliverables

ETC Institute will prepare and submit a digital version of the draft report for HCMA to review. Once HCMA provides feedback on the draft, ETC Institute will prepare 30 bound copies of the report and one non-editable PDF version of the report. The reports will include a table of contents, will be tabbed, and the pages will be numbered. ETC Institute will also provide HCMA with the raw survey results in an Excel spreadsheet or other format requested by HCMA. These final files will include a code book and data file with coded data as well as any open ended responses.

Project Schedule

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

September 2021

- Agreement approved and signed
- Initial discussion to discuss survey goals and objectives
- ETC Institute provides draft survey and cover letter
- HCMA staff reviews draft and provides feedback to ETC Institute
- ETC Institute revises the survey based on input from HCMA

October 2021

- ETC Institute provides final sampling plan specifications and workplan
- ETC Institute revises the survey as necessary
- HCMA approves the survey and cover letter

November - December 2021

- Data collection begins
- Data collection is completed

January 2022

- Data is processed and analyzed
- Draft report is submitted

February 2022

- Final report delivered
- Presentation of survey results

Section 3: Related Project Experience and References



Huron-Clinton Metroparks, Michigan

Parks and Recreation Needs Assessment (2017)

ETC Institute administered a needs assessment survey for Huron-Clinton Metroparks during the winter of 2017. The survey was administered as part of Metroparks' efforts to establish and priorities improvements to the parks system, which included 13 parks covering more than 25,000 acres in Wayne, Oakland, Macomb, Livingston and Washtenaw counties. The survey and its results will guide Huron-Clinton Metroparks in taking a resident-driven approach to making decisions that will enrich the future of the community and positively affect the lives of all residents in southeast Michigan.

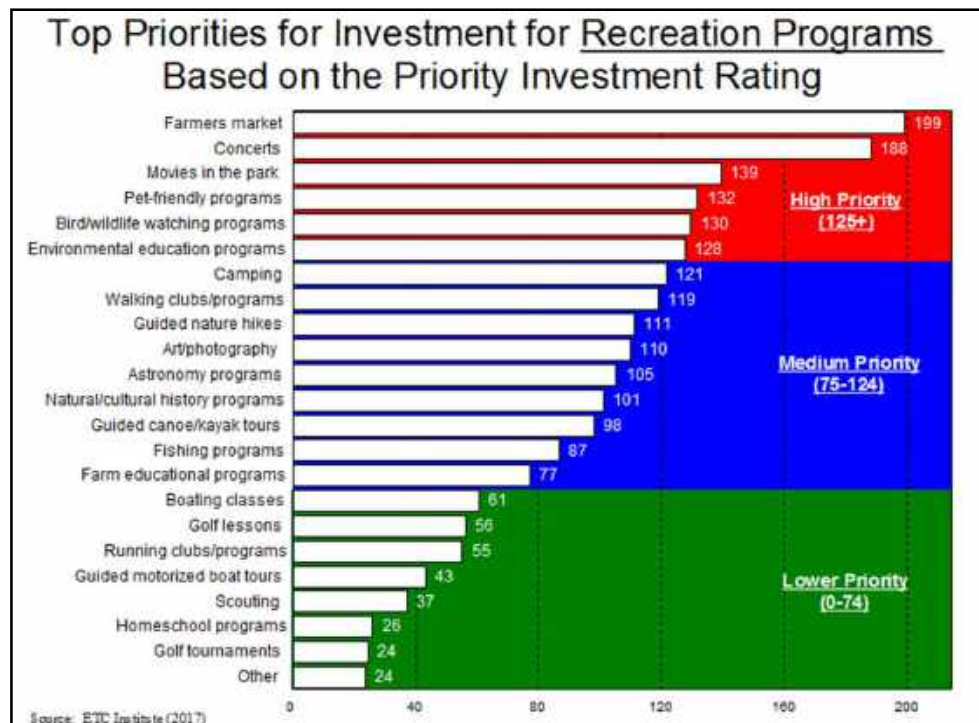
ETC Institute mailed a survey packet to a random sample of households in Wayne, Oakland, Macomb, Livingston, and Washtenaw counties. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of one of the five counties that Huron-Clinton Metroparks serves from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were

entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 2,400

residents. The goal was exceeded with a total of 2,620 residents completing the survey. The overall results for the sample of 2,620 households have a precision of at least +/-1.9% at the 95% level of confidence.



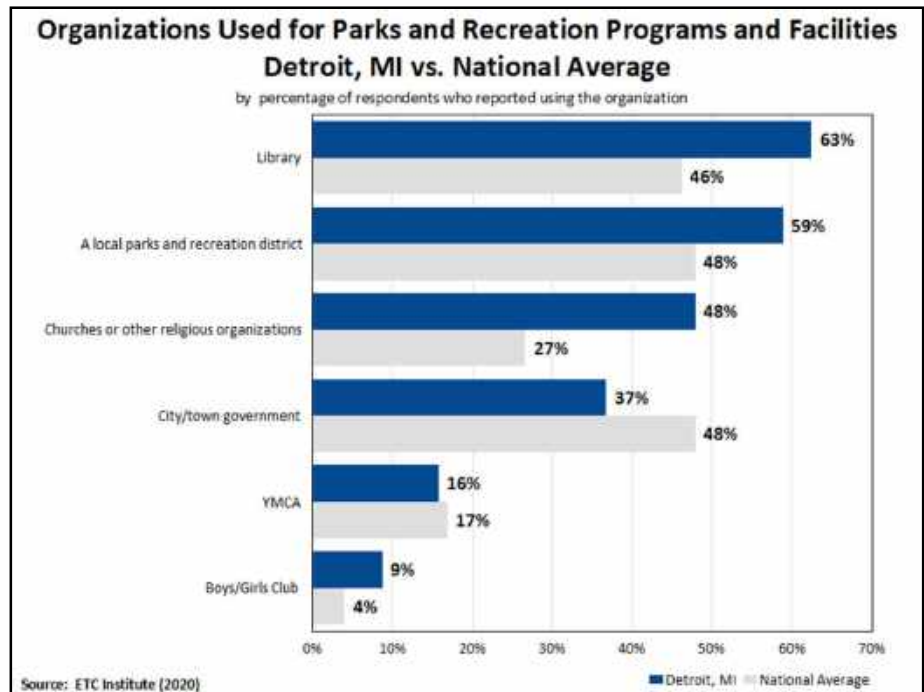
City of Detroit, Michigan

Parks and Recreation Needs Assessment (2020)

ETC Institute administered a parks and recreation needs assessment in the Summer of 2020 for the City of Detroit. This assessment was administered as part of the City's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the City.

ETC Institute mailed a survey packet to a random sample of households in Detroit. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.DetroitParkSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.



The goal was to obtain completed surveys from at least 600 residents. The goal was accomplished with a total of 629 residents completing the survey. The overall results for the sample of 629 households have a precision of at least +/-3.9% at the 95% level of confidence.

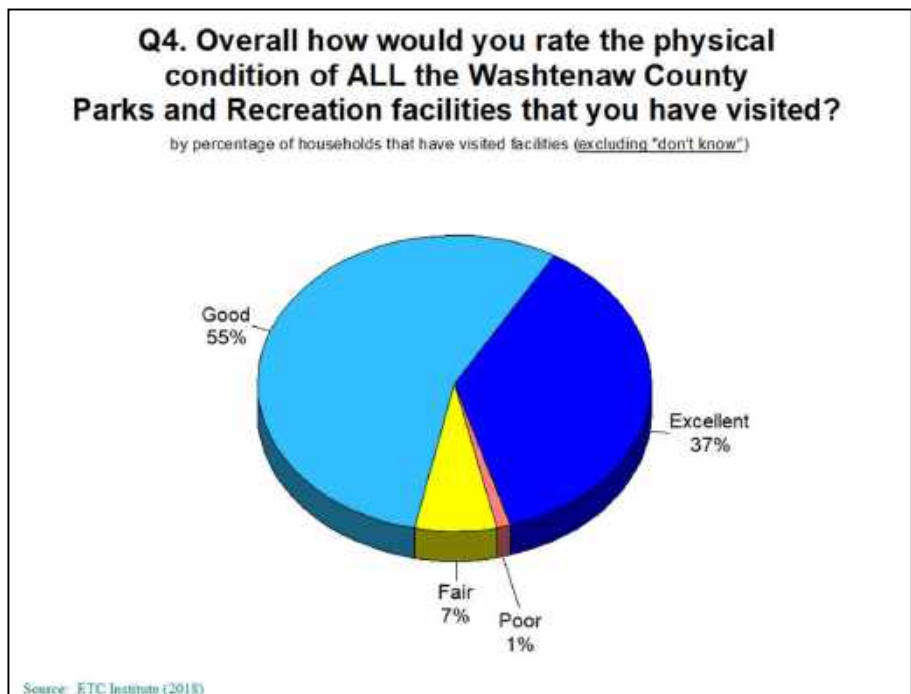
Washtenaw County, Michigan

Parks and Recreation Needs Assessment (2018)

ETC Institute administered a community needs assessment survey for the Washtenaw County Parks and Recreation Commission during October and November of 2018. The survey was administered as part of the Commission's ongoing efforts to provide quality parks, recreation, and other services for the County's residents.

ETC Institute mailed a survey packet to a random sample of households in Washtenaw County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey (www.washtenawsurvey.org) to make it easy for residents to complete the survey. The mailed survey was six pages in length and took approximately 15 minutes to complete.

To prevent people who were not residents of Washtenaw County from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.



The goal was to obtain completed surveys from at least 600 residents. This goal was exceeded, with a total of 696 residents completing the survey. The overall results for the sample of 696 households have a precision of at least $\pm 3.7\%$ at the 95% level of confidence.

Wayne County, Michigan

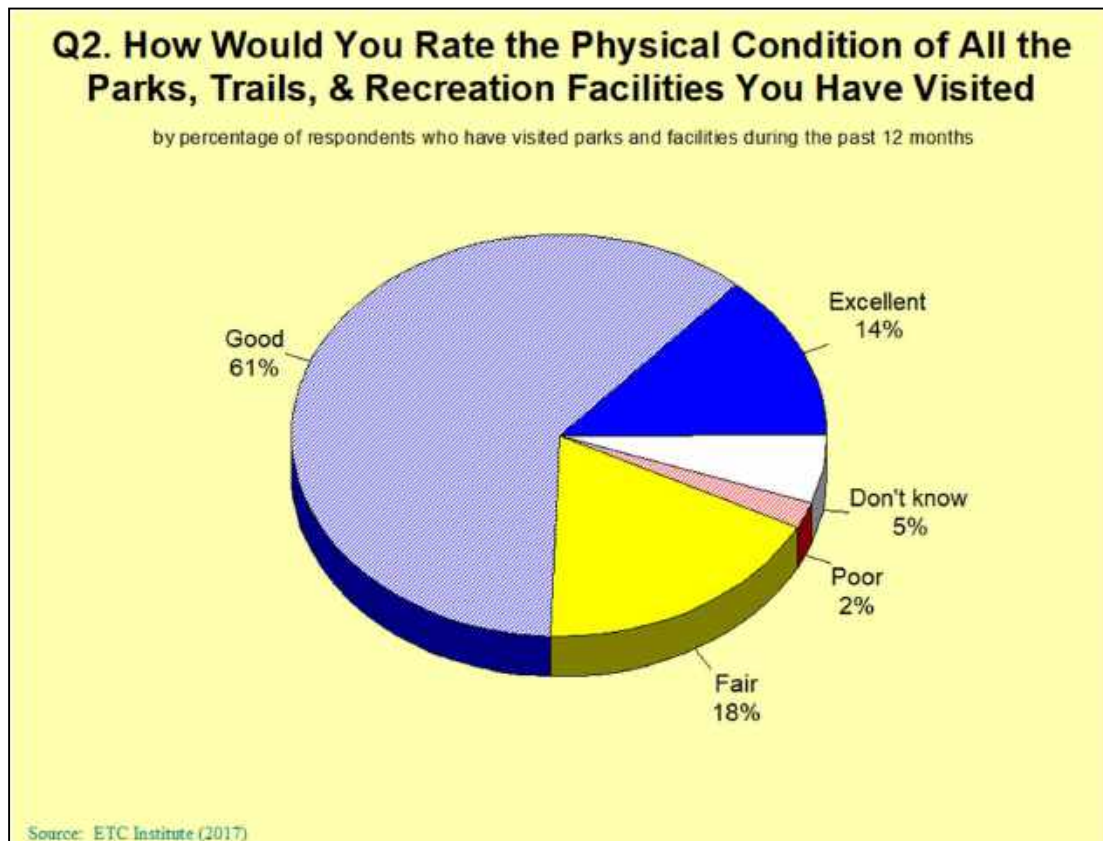
Parks and Recreation Needs Assessment (2017)

ETC Institute administered a needs assessment survey for Wayne County during the summer of 2017. The survey was administered as part of the County's efforts to plan the future for parks and recreation opportunities. The survey, and its results, will help County leaders take a resident-driven approach to making decisions that will enrich the future of the community.

ETC Institute mailed a survey packet to a random sample of households in Wayne County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.WayneCountyParks.com.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Wayne County from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from 600 residents. The overall results for the sample of 600 households have a precision of at least +/-4% at the 95% level of confidence.



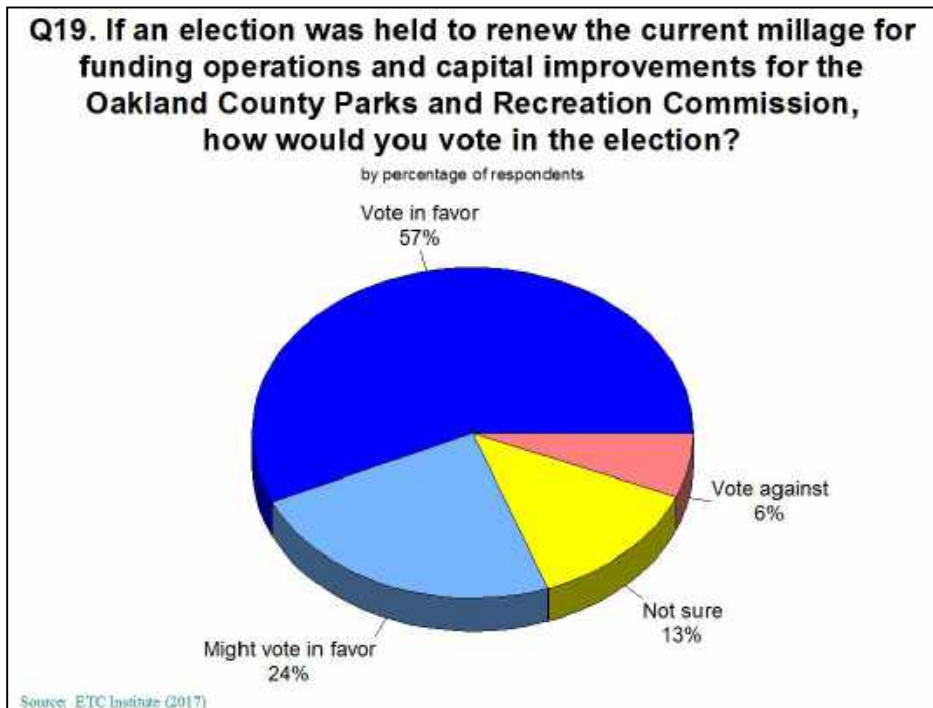
Oakland County, Michigan

Parks and Recreation Needs Assessment (2017, 2010, 2008, 2006)

ETC Institute administered a needs assessment survey for Oakland County during the summer of 2017. The survey was administered as part of the City's efforts to establish priorities for improvements to the park system, which will be included in the 5-Year Park and Recreation Master Plan. The survey and its results will guide Oakland County in taking a resident-driven approach to making decisions about the future of the county park system. This is the 4th parks and recreation needs assessment survey ETC Institute has administered for Oakland County.

ETC Institute mailed a survey packet to a random sample of households in Oakland County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Oakland County from participating,



everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed on-line did not match one of the addresses selected for the sample, the on-line survey was not counted.

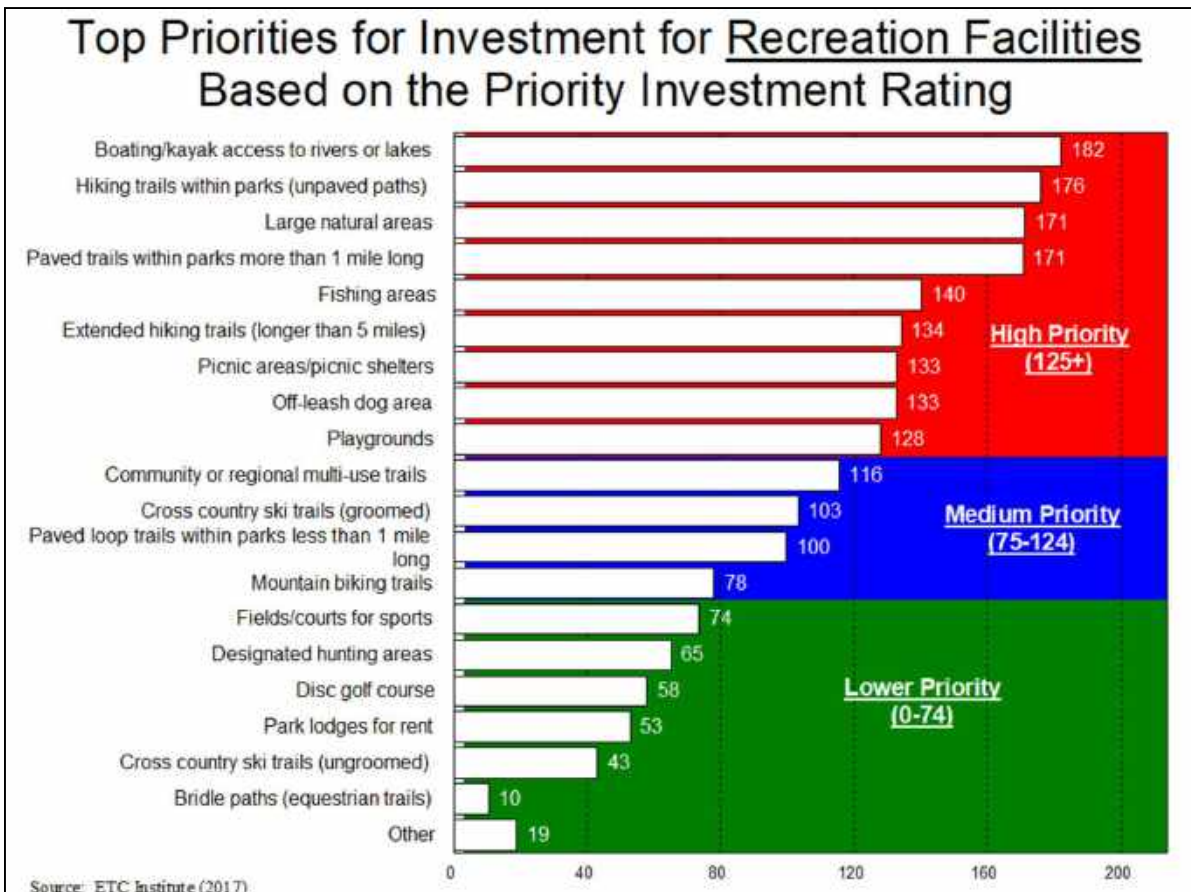
The goal was to obtain completed surveys from at least 800 residents. The goal was exceeded with a total of 812 residents completing the survey. The overall results for the sample of 812 households have a precision of at least $\pm 3.4\%$ at the 95% level of confidence.

Kent County, Michigan

Parks and Recreation Needs Assessment (2018)

ETC Institute administered a needs assessment survey for the Kent County Parks Department during the summer of 2018. The survey was administered as part of the County's efforts to better understand the priorities of the residents, regarding parks, trails, facilities, programs, and recreation. The survey and its results will guide the Kent County Parks Department in making improvements to the County's existing and future parks, trails, and recreational programs to best serve the needs of its residents. The survey will also help the County establish priorities for the future improvement of Parks and Recreation facilities, programs, and services within its communities.

The survey was promoted, by the County, as an effort to ensure all residents had the opportunity to participate in the process. To make sure all residents did have an opportunity to participate, the non-random sample results were tabulated separate from the random sample results. A total of 261 surveys were completed and have a margin error of 6.1% at the 95% level of confidence.



El Paso County, Texas

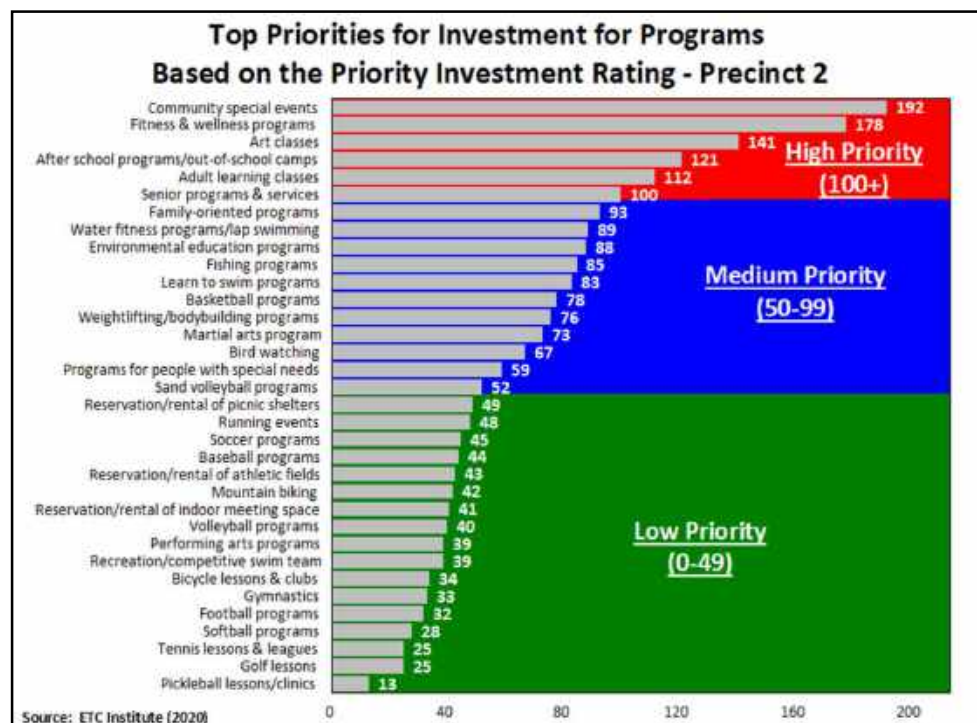
Parks and Recreation Needs Assessment (2020)

ETC Institute administered a parks and recreation needs assessment in the Spring of 2020 for El Paso County. This assessment was administered as part of the County's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the County.

ETC Institute mailed a survey packet to a random sample of households in El Paso County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.ElPasoCountyParksSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the County from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 400 residents. The goal was exceeded with a total of 436 residents completing the survey. The overall results for the sample of 436 households have a precision of at least +/-4.7% at the 95% level of confidence.



Mecklenburg County, North Carolina

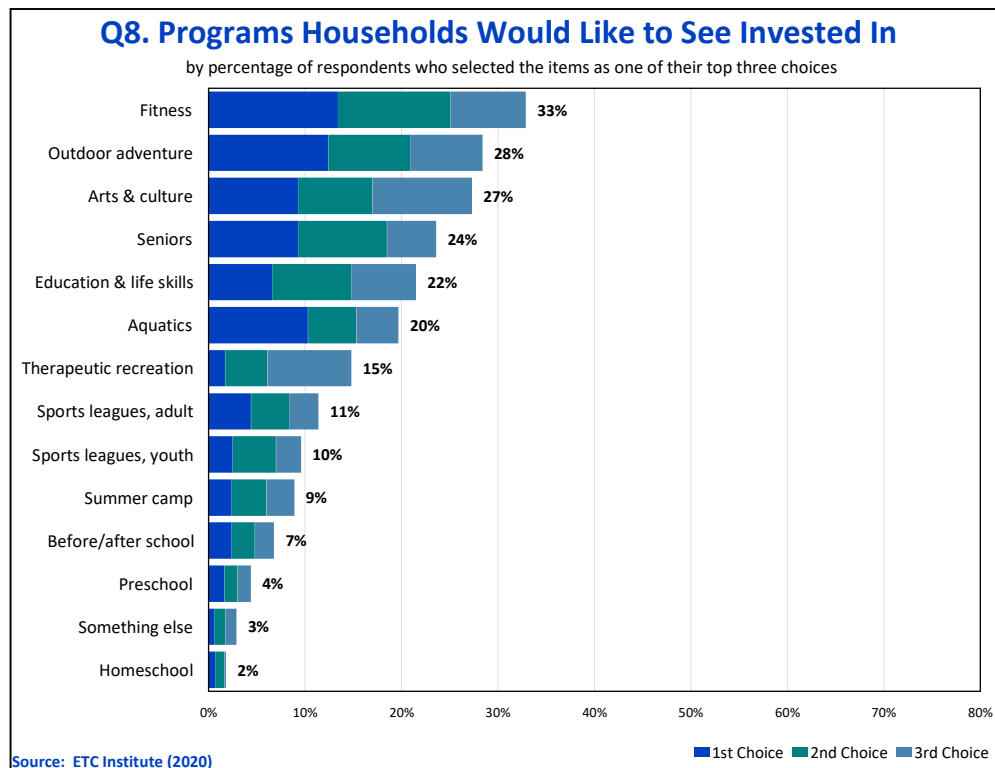
Parks and Recreation Needs Assessment (2019, 2016, 2013, 2008)

ETC Institute administered a parks and recreation needs assessment in the Spring of 2020 for El ETC Institute administered a parks and recreation needs assessment in the Winter of 2019. This assessment was administered as part of the County's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the community.

ETC Institute mailed a survey packet to a random sample of households in Mecklenburg County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.MecklenburgParkSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of Mecklenburg County from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey.

ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.



The goal was to obtain completed surveys from at least 800 residents. The goal was exceeded with a total of 804 residents completing the survey. The overall results for the sample of 804 households have a precision of at least $\pm 3.45\%$ at the 95% level of confidence.

City of Memphis, Tennessee

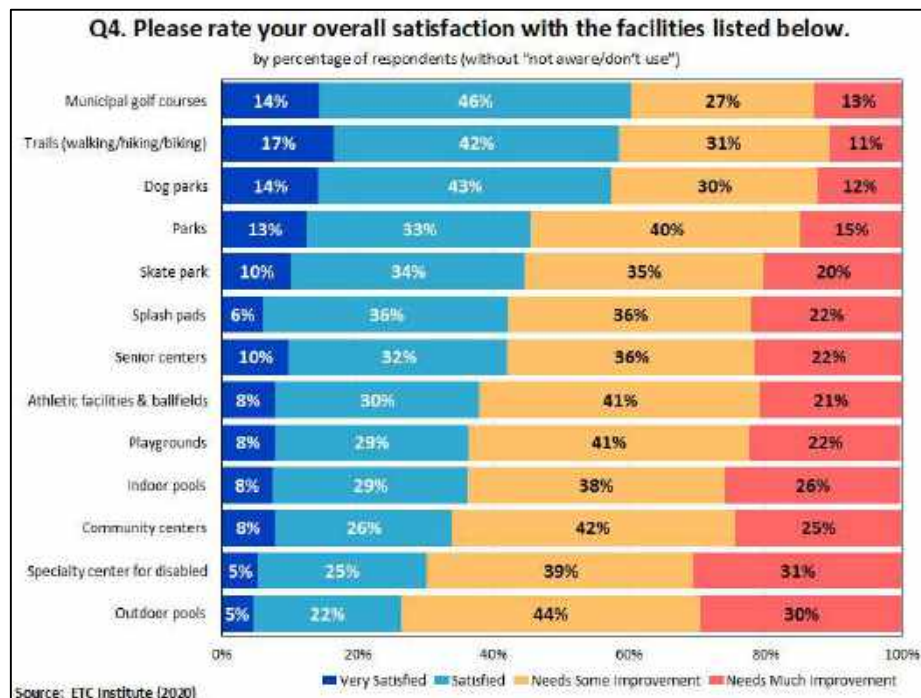
Parks and Recreation Needs Assessment (2020)

ETC Institute administered a parks and recreation needs assessment in the Winter of 2020 for the City of Memphis. This assessment was administered as part of the City's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the community.

ETC Institute mailed a survey packet to a random sample of households in the City of Memphis. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.MemphisParksSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 600 residents. The goal was exceeded with a total of 629 residents completing the survey. The overall results for the sample of 629 households have a precision of at least +/- 3.9% at the 95% level of confidence.



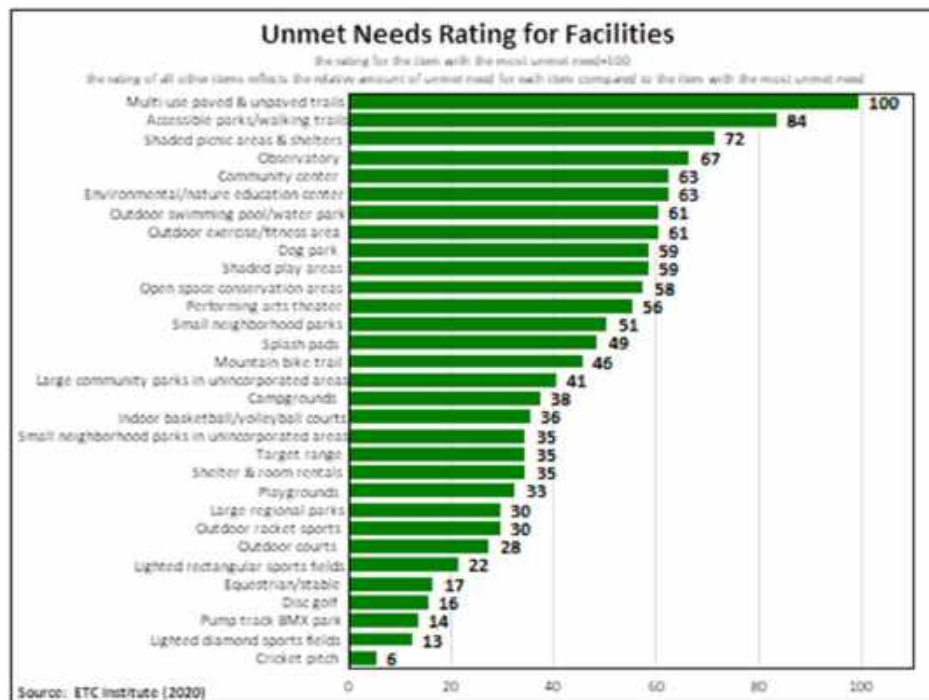
Broward County, Florida

Parks and Recreation Needs Assessment (2020)

ETC Institute administered a parks and recreation needs assessment in the Spring of 2020 for Broward County. This assessment was administered as part of the County's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the County.

ETC Institute mailed a survey packet to a random sample of households in Broward County. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.BrowardCountySurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the County from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that



were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.

The goal was to obtain completed surveys from at least 600 residents. The goal was exceeded with a total of 652 residents completing the survey. The overall results for the sample of 652 households have a precision of at least +/-3.8% at the 95% level of confidence.

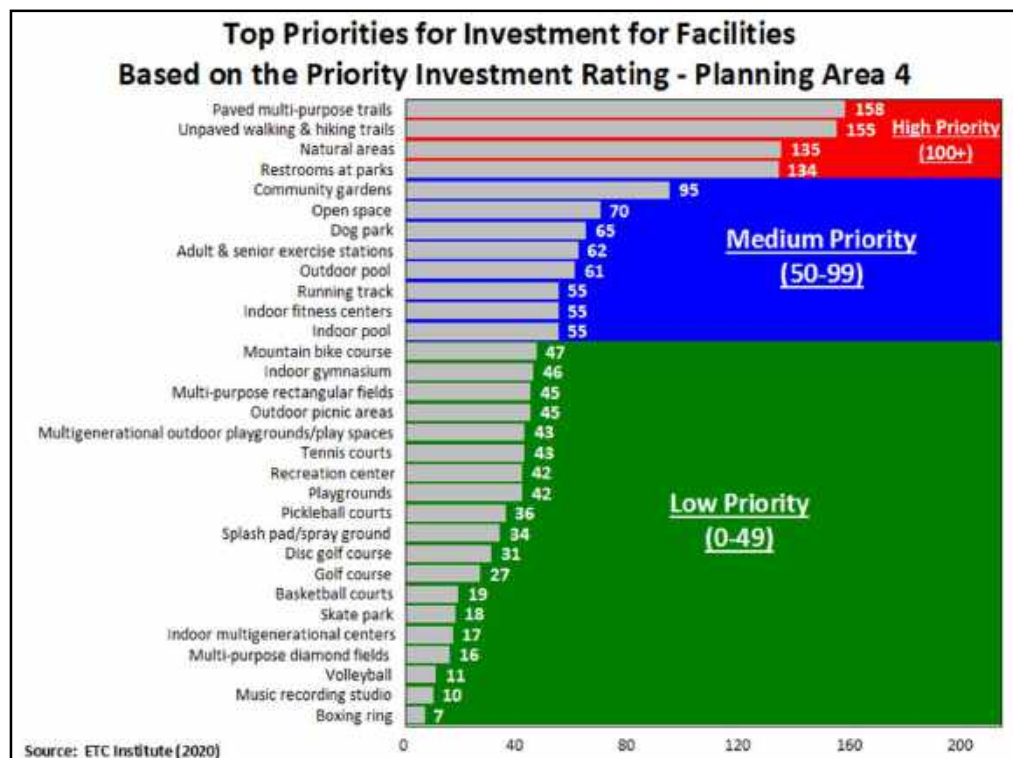
City of Atlanta, Georgia

Parks and Recreation Needs Assessment (2020)

ETC Institute administered a parks and recreation needs assessment in the Summer of 2020 for the City of Atlanta. This assessment was administered as part of the City's efforts to develop area parks, facilities, and programs. Information compiled from the assessment will provide key data to set a clear vision for the future. This survey will determine priorities for parks, recreation facilities, program offerings, and special event offerings in the City.

ETC Institute mailed a survey packet to a random sample of households in Atlanta, GA. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it online at www.AtlantaParksSurvey.org.

Ten days after the surveys were mailed, ETC Institute sent emails to the households that received the survey to encourage participation. The emails contained a link to the online version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of the City from participating, everyone who completed the survey online was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered online with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the online survey was not counted.



The goal was to obtain completed surveys from at least 1,200 residents. The goal was accomplished with a total of 1,227 residents completing the survey. The overall results for the sample of 601 households have a precision of at least +/-2.8% at the 95% level of confidence.

Parish of Baton Rouge, Louisiana

Parks and Recreation Needs Assessment (2019)

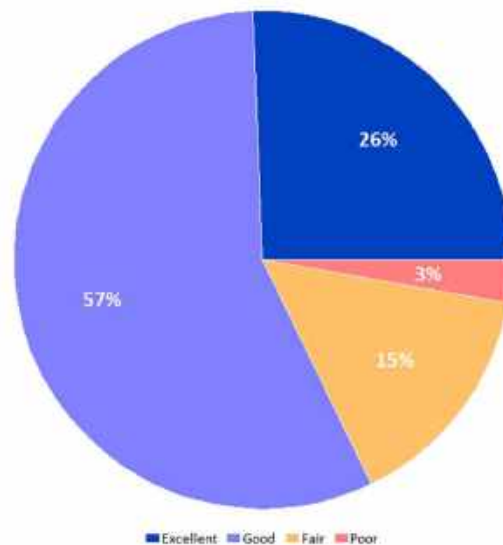
ETC Institute administered a needs assessment survey for the Recreation and Park Commission for the Parish of East Baton Rouge (BREC) during the summer of 2019. The survey was administered as part of the Parish's efforts to plan the future for parks and recreation opportunities. The survey and its results will guide BREC in making improvements to the Parish's existing and future parks, trails, and recreational programs to best serve the needs of residents. The survey will also help the BREC establish priorities for the future improvement of parks recreation, and programs and services within the community.

ETC Institute mailed a survey packet to a random sample of households in BREC. Each survey packet contained a cover letter, a copy of the survey, and a postage-paid return envelope. Residents who received the survey were given the option of returning the survey by mail or completing it on-line at www.BRECSurvey.org. Ten days after the surveys were mailed, ETC Institute sent emails and placed phone calls to the households that received the survey to encourage participation. The emails contained a link to the on-line version of the survey to make it easy for residents to complete the survey. To prevent people who were not residents of BREC from participating, everyone who completed the survey on-line was required to enter their home address prior to submitting the survey. ETC Institute then matched the addresses that were entered on-line with the addresses that were originally selected for the random sample. If the address from a survey completed online did not match one of the addresses selected for the sample, the on-line survey was not counted.

The goal was to obtain completed surveys from at least 800 residents. The goal was exceeded with a total of 814 residents completing the survey. The overall results for the sample of 814 households have a precision of at least +/- 3.4% at the 95% level of confidence.

Q1a. Overall, how would you rate the physical condition of the BREC parks you have visited?

by percentage of respondents who have visited a BREC park in the past 12 months



Source: ETC Institute (2019)

Parish of Baton Rouge, Louisiana

Parks and Recreation Needs Assessment

Reed Richard, CPRP, AICP, ASLA

Assistant Superintendent System Planning

rrichard@brec.org

225-273-6405 x369

Southeast Michigan Council of Government (SEMCOG)

Regional Transportation Survey

Tom Bruff

Transportation Planning and Programming Manager

bruff@semcog.org

313-324-3340

Washtenaw County, Michigan

Parks and Recreation Needs Assessment

Megan Bonfiglio

Deputy Director

bonfigliom@washtenaw.org

734-971-6337

Oakland County, Michigan

Parks and Recreation Needs Assessment

Melissa Prowse

Supervisor – Planning + Resource Development

pwosem@oakgov.com

248-249-2801



Section 4: Resumes of Key Personnel

The ETC Institute team was assembled based on a thorough review of the requested scope of services. The staff members selected to fill key roles need to have extensive experience that exceeds the technical requirements of the project. The core skill identified by our team are listed below.

- Strong project management skills and extensive experience with the management of parks and recreation needs assessments
- Statistical sampling expertise
- Knowledge of local government organizations especially parks and recreation departments

All services will be performed, in-house by ETC Institute staff. ETC Institute has its own mailing department, call center, and web design team. The key members of the project team assigned to the project are listed below.

- **Christopher Tatham** will assume the role of project principal. Mr. Tatham has managed more than 2,500 surveys for local governmental organizations across the United States, including numerous surveys throughout the state of Michigan. He has conducted surveys in nine of the 20 largest U.S. cities and 11 of the 20 largest U.S. counties. He has more experience with the design and interpretation of community survey research for local governments than anyone in the nation. He excels in using survey data to facilitate consensus about organizational priorities. His understanding of local government issues combined with his local experience make him ideally suited to help HCMA achieve the goals and objectives for this project. Mr. Tatham will serve as the project principal and will assist the project managers in the review and design of the survey instrument and sampling plan and will have full oversight over the analysis and reporting of the survey results.
- **Jason Morado** will assume the role of Project Manager. Mr. Morado has more than 20 years of experience in the design, administration, and analysis of community market research. He has served as the project manager for research projects for over 500 local government organizations throughout the U.S, including numerous projects throughout the state of Michigan. Mr. Morado is experienced in all phases of project management for market research studies including survey design, developing sampling plans, quantitative and qualitative analysis, the interpretation of results, and the presentation of findings.
- **Ryan Murray** will assume the role of Assistant Project Manager Mr. Murray has 15 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure with ETC institute, Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics including parks and recreation, community planning, transportation, organizational health assessments, water and utility, and business development projects. His current role as Assistant Director of Community research includes survey design, sample plan development, quantitative and qualitative data analysis, the interpretation of survey results, and the presentation of survey findings. Mr. Murray has served as a project manager for over 250 governmental projects throughout the United States including many projects in the state of Michigan.

Resumes for the key personnel assigned to the project can be found on the following pages.



CHRISTOPHER TATHAM

CEO

ETC Institute

725 W. Frontier Circle, Olathe, KS 66061

ctatham@etcinstitute.com

(913) 829-1215

EDUCATION

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

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

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

SUMMARY OF EXPERIENCE

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

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

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

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

His representative project experience is briefly summarized below:

Customer Survey Research

Citizen Satisfaction Surveys

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

- Atlanta, Georgia
- Austin, Texas
- Broward County, Florida
- Buffalo, New York

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

Other Experience:

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

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

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

Transportation Research Experience.

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

- Arizona Department of Transportation
- Atlanta Regional Commission (the MPO for the Atlanta area)
- CalTrans (California Department of Transportation)

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

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

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

Publications on Customer Satisfaction Related Issues

- 'Ten Steps To Increase Customer Loyalty.' *Services*, Vol. 25, No. 5 (May), 2005.
- 'Expand Your Roto Customer Base by Inspecting What You Expect.' *RotoWorld*, 2005, Vol 1, No. 2 (March-April).
- 'Increase Customer Loyalty in 10 Easy Steps.' *HVACR Distribution Today*, Winter 2004/2005

- ‘Steps to Customer Loyalty.’ *NAHAD News*, February, 2005.
- ‘Inspecting What You Expect Keeps Customers Coming Back.’ *e-Mhove*,
- ‘Market Research: The Key to Creating Loyal Customers.’ *Chemical Distributor*, 2005, Vol. 27, No. 1 (Jan.).
- “Customer Satisfaction and the Impact of Communications,” Project 2613, American Water Works Association Research Foundation, 2004.
- ‘Using Market Research to Assess Customer Satisfaction.’ *IEC Insights*, November/December, 2004, Vol. 6.

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

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

Current Position

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



JASON MORADO

Director of Community Research

ETC Institute

725 W. Frontier Circle, Olathe, KS 66061

jason.morado@etcinstitute.com

(913) 254-4514

EDUCATION

M.B.A., Webster University, 2009

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

SUMMARY OF EXPERIENCE

Mr. Morado has over 20 years of experience in the design, administration, and analysis of community market research. He has served as the project manager on community survey research projects for over 500 local governmental organizations throughout the U.S. Mr. Morado is experienced in all phases of project management of market research studies, including survey design, developing sampling plans, quantitative and qualitative analysis, interpretation of results and presentation of findings. His areas of emphasis include citizen satisfaction surveys, parks and recreation needs assessment surveys, community planning surveys, business surveys, and transportation studies. He has also led the coordination and facilitation of focus groups and stakeholder interviews for a wide range of topics.

PARKS AND RECREATION NEEDS ASSESSMENT EXPERIENCE

Mr. Morado has served as a project manager for over 200 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Albemarle County, VA
- Ankeny, IA
- Arlington County, VA
- Auburn, AL
- Brownsburg, IN
- Carmel-Clay, IN
- Casa Grande, AZ
- Chatham County, NC
- Chesterfield, MO
- Cincinnati, OH
- Corpus Christi, TX
- Culpepper County, VA
- Dania Beach, FL
- Davie County, NC
- Denver, CO
- Derby, KS
- Downers Grove Park District, IL
- Durango, CO
- Eau Claire, WI
- Edgewater, CO
- Elmhurst Park District, IL
- Fauquier County, VA
- Geneseo Park District, IL
- Glasgow, KY
- Greensboro, NC
- Hamilton County, OH
- Harnett County, NC
- Hoffman Estates Park District, IL
- Hunters Creek, FL
- Huron-Clinton Metroparks, OH
- Idaho Fall, ID
- Kent, WA
- Maryland Heights, MO
- Mecklenburg County, NC
- Merriam, KS
- Miami, FL

- Milton, GA
- Milwaukee County, WI
- Mobile, AL
- Montpelier, VT
- Montgomery County, MD
- Morrisville, NC
- Oakland County, MI
- Ozark, MO
- Pleasant Hill, CA
- Prince George County, MD
- Roanoke, VA
- Round Rock, TX
- Rowan County, NC
- Salvation Army (numerous locations)
- Salina, KS
- San Diego, CA
- Sarasota, FL
- Sioux Falls, SD
- Streamwood Park District, IL
- St. Louis County, MO
- Tucker, GA
- Upper Arlington, OH
- U.S. Army Installation Management Command
- U.S. Marine Corps
- U.S. National Park Service
- Virginia Beach, VA
- Washtenaw County, MI
- Westerville, OH
- Westfield, NJ
- West Sacramento, CA
- Wayne County, MI



RYAN MURRAY

Assistant Director of Community Research

ETC Institute

725 W. Frontier Circle, Olathe, KS 66061

rmurray@etcinstitute.com

(913) 254-4598

EDUCATION

B.S., Public Administration, The University of Kansas

SUMMARY OF EXPERIENCE

Mr. Murray has over 15 years of experience in survey administration, development, supervision, and research analysis. Throughout his tenure at ETC Institute Mr. Murray has had the pleasure of working on survey projects that cover a wide variety of topics, including parks and recreation, community planning, customer satisfaction, transportation, employee, library, comprehensive planning, parks and recreation master plans, water and utility, and business development. His current role as Project Manager includes survey design, developing sampling plans, quantitative and qualitative data analysis, interpretation of results, and presentation of findings. In his previous role he planned, coordinated, and supervised the administration of large-scale origin-destination transportation studies on over a dozen projects throughout the country. Mr. Murray has worked as a Project Manager on projects for over 50 state, county, local, and private sector clients. Below are some examples of the clients Mr. Murray has worked for.

PARKS AND RECREATION NEEDS ASSESSMENT EXPERIENCE

Mr. Murray has served as a project manager for over 100 parks and recreation surveys for local governmental organizations. Some of these organizations include:

- Aberdeen, South Dakota
- Addison, Texas
- Albemarle County, Virginia
- Ankeny, Iowa
- Arlington County, Virginia
- Auburn, Georgia
- Austin, Texas
- Barrington, Illinois
- Beaver Creek, Ohio
- Bend, Oregon
- Berkshire Township, Ohio
- Billings, Montana
- Cape Coral, Florida
- Chandler, Arizona
- Chatham County, North Carolina
- Cincinnati, Ohio
- Coconut Creek, Florida
- Colleyville, Texas
- Corpus Christi, Texas
- Dallas County, Iowa
- Dania Beach, Florida
- Deerfield Township Ohio
- Delaware County, Ohio
- Denver, Colorado
- Derby, Kansas
- Downers Grove, Illinois
- Dundee, Illinois
- Durango, Colorado
- Eau Claire, Wisconsin
- Edgewater, Colorado
- Elon, North Carolina
- Estero, Florida
- Eudora, Kansas
- Fauquier County, Virginia

- Fayetteville, North Carolina
- Flower Mound, Texas
- Geneseo, Illinois
- Glasgow, Kentucky
- Grand Prairie, Texas
- Grand Rapids, Michigan
- Great Neck, New York
- Greensboro, North Carolina
- Hamilton County, Ohio
- High Point, North Carolina
- Hoffman Estates, Illinois
- Holmdel, New Jersey
- Huber Heights, Ohio
- Hunters Creek, Florida
- Huron-Clinton Metroparks, Michigan
- Indian Trail, North Carolina
- Ithaca, New York
- Jersey City, New Jersey
- Kenmore, Washington
- Kent County, Michigan
- Kentwood, Michigan
- Kettering, Ohio
- LaVista, Nebraska
- Lincoln, Nebraska
- Marquette, Michigan
- Mecklenburg County, North Carolina
- Merriam, Kansas
- Miami, Florida
- Mill Valley, California
- Milton, Georgia
- Milwaukee County, Wisconsin
- Missouri City, Texas
- Mobile, Alabama
- Montgomery County, Maryland
- Morris Township, New Jersey
- New Port Richey, Florida
- Oakland County, Michigan
- Oswegoland, Illinois
- Ozark, Missouri
- Palm Beach, Florida
- Pittsboro, North Carolina
- Platte City, Missouri
- Pleasant Hill, California
- Port St. Lucie, Florida
- Roanoke, Virginia
- Rolesville, North Carolina
- Salina, Kansas
- San Clemente, California
- San Diego, California
- San Louis Obispo, California
- Sandy Springs, Georgia
- Sarasota, Florida
- Shawnee, Kansas
- Shoreline, Washington
- Smyrna, Georgia
- Somerset County, New Jersey
- St. Louis County, Missouri
- Sugar Land, Texas
- Sylvania, Ohio
- Tacoma, Washington
- Tucson, Arizona
- Upper Arlington, Ohio
- Valparaiso, Indiana
- Villa Park, Illinois
- Virginia Beach, Virginia
- Warren County, North Carolina
- Washtenaw County, Michigan
- Waxhaw, North Carolina
- Wayne County, Michigan
- West Sacramento, California
- Westerville, Ohio
- Westfield, New Jersey
- Winnetka, Illinois

HURON-CLINTON METROPOLITAN AUTHORITY

NOTICE OF REQUEST FOR PROPOSALS (RFP)

Design Project Title: Metroparks Community Recreation Plan Survey

Park Name: Huron-Clinton Metroparks Administrative Office

Park Address: 13000 High Ridge Drive, Brighton MI 48114

RFP No. 90021-1155

Issue Date: August 9, 2021

Response Date: August 25, 2021

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

LOCATION: Electronic pdf proposals to bids@metroparks.com will be received by the Huron-Clinton Metropolitan Authority.

Planning and Development 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)

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 has been provided to qualified professional consulting firms

Proposers responding to this RFP are strongly encouraged to carefully read the entire RFP. Direct inquiries regarding this RFP to Nina Kelly, Chief of the Planning and Development Department can be emailed to nina.kelly@metroparks.com

This Proposal is Offered By: Name: Christopher Tatham, CEO

Address: 725 W. Frontier Lane

City, State: Olathe, Kansas Zip: 66062

Phone: 913-829-1215 Email: chris.tatham@etcinstitute.com



Vendor Verification Form

The Huron-Clinton Metroparks Board of Commissioners has adopted the following updates to our Purchasing Policy.

Vendors that meet the criteria listed below have the option to complete this form and provide information to qualify for additional bid comparison discounts. This information is not required for bid/quote submission, but we do ask you sign and acknowledge the form at the bottom if you choose not to provide this information.

Local Preference Policy	Living Wage	Diversity, Equity & Inclusion
<ul style="list-style-type: none">❖ HCMA has a local vendor preference for vendors that qualify as a "Metroparks-based business".❖ Vendors seeking to qualify as a Metroparks-based business must meet the following criteria:<ol style="list-style-type: none">1. Operates from a building or office with a permanent street address located within the Metroparks service region encompassing Livingston, Macomb, Oakland, Washtenaw and Wayne counties, on an ongoing basis for at least one year prior to responding to the solicitation; and2. Has been providing goods and/or services specified in the solicitation within the service region on an ongoing basis for at least one year prior to responding to the solicitation.3. A Metroparks-based business also must agree not to sublet 50% or more of the dollar value of the contract to subcontractors who do not meet the definition of a Metroparks-based business.	<ul style="list-style-type: none">❖ Vendors seeking to qualify for a 2% bid comparison discount via demonstration of their commitment to paying their labor force a living wage of no less than \$15.00 per hour must return this Verification Form.❖ HCMA may make any reasonable investigation deemed necessary and proper to determine the validity of the evidence provided.	<ul style="list-style-type: none">❖ Vendors seeking to qualify for a 2% bid comparison discount via demonstration of their commitment to employ and sustain a diverse workforce must return this Verification Form.❖ <u>We recognize that each DEI plan will be unique to that organization, however for a plan to be recognized by the Metroparks bid discount program it must have clearly defined goals and a defined action plan to work toward those goals.</u>❖ <u>The DEI plan must have been adopted by its organization no less than six (6) months prior to submittal of a bid.</u>❖ A copy of your DEI Plan must also be attached to this Form.

I, Gregory Emas, CFO a legally authorized agent of the business known as ETC Institute hereby certify and affirm the information below.

☐ **LOCAL PREFERENCE POLICY**

❖ The business has been in existence and either physically headquartered or located at: _____, Michigan

Street Address

City

In the County of _____ for not less than one (1) year immediately prior to the date of this Verification.

- ❖ The business has been in existence and provided or produced the following goods and/or services for not less than one (1) year immediately prior to the date of this Verification: _____
- ❖ I confirm that the business agrees not to sublet 50% or more of the dollar value of the contract to subcontractors who do not meet the definition of a Metroparks-based business.

☒ **LIVING WAGE POLICY**

- ❖ The business has adopted a Living Wage Payment Plan where no employee is paid less than \$15.00 per hour.
- ❖ HCMA reserves the right to inspect the Vendor's records to verify that the Vendor pays all its employees a minimum living wage. HCMA and HCMA's auditors shall, during regular business hours and upon reasonable notice, be afforded access to, and shall be permitted to audit and copy, the Vendor's records and accounts which are directly pertinent to verifying the wages paid to all the Vendor's employees.

☐ **DIVERSITY, EQUITY & INCLUSION**

- ❖ The business has adopted a DEI Plan six (6) months or more prior to the date of this Verification.
- ❖ A copy of our DEI Plan is attached.

I further acknowledge my understanding that any person, firm, corporation or entity intentionally submitting false information to Huron-Clinton Metropolitan Authority (HCMA) in an attempt to qualify for any of the Comparison Discounts may be barred from bidding on Metroparks contracts for a period of not less than three (3) years.

SIGNED: _____

DATE: 08/25/2021

PRINTED NAME: Gregory Emas

TITLE: CFO

EMAIL ADDRESS: Greg.Emas@etcinstitute.com

PHONE: 913-829-1215

- ☐ **Vendors must acknowledge that they have received and read this Form** even if they choose not to complete the section above. Vendors who compete the section above do not need to complete the acknowledgement section below.

BUSINESS NAME: _____

SIGNED: _____

DATE: _____

PRINTED NAME: _____

TITLE: _____

EMAIL ADDRESS: _____

PHONE: _____

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS
FILING ENDORSEMENT

This is to Certify that the APPLICATION FOR CERTIFICATE OF AUTHORITY

for

ETC INSTITUTE

ID NUMBER: 60736C

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

Filed on April 23, 2014 by the Administrator.

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



Sent by Facsimile Transmission

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

A handwritten signature in cursive script, appearing to read "A. Schefke".

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

CSDUCD-500 (Rev. 01/14)

MICHIGAN DEPARTMENT OF LICENSING AND REGULATORY AFFAIRS CORPORATIONS, SECURITIES & COMMERCIAL LICENSING BUREAU	
Date Received	(FOR BUREAU USE ONLY)
	This document is effective on the date filed, unless a subsequent effective date within 90 days after received date is stated in the document.
Name ETC Institute Inc.	
Address 725 W Frontier	
City Olathe KS 66061	State ZIP Code
EFFECTIVE DATE:	

Document will be returned to the name and address you enter above.
If left blank, document will be returned to the registered office.

**APPLICATION FOR CERTIFICATE OF AUTHORITY
TO TRANSACT BUSINESS OR CONDUCT AFFAIRS IN MICHIGAN**
For use by Foreign Corporations
(Please read information and instructions on the last page)

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

1. The name of the corporation is:

ETC Institute

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

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

4. a. The address of the main business or headquarters office of the corporation is:

725 W Frontier Lane, Olathe KS 66061

(Street Address)

(City)

(State)

(ZIP Code)

- b. The mailing address if different than above:

(Street Address)

(City)

(State)

(ZIP Code)

MS0219 - 02/9/2014 Websters Kluwer Online

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

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

30600 Telegraph Road, Suite 2345 Bingham Farms, Michigan 48025-5720
 (Street Address) (City) (ZIP Code)

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

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

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

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

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

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

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

7. (To be completed by profit corporations only)

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

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

Signed this 21st day of April 2014

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

Elaine L. Tatham President
 (Type of Print Name)

CSCL/CD-580 (Rev. 01/14)

Preparer's name and business telephone number:

Elaine L. Tatham(913) 829-1215**INFORMATION AND INSTRUCTIONS**

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

Since this document will be maintained on an electronic format, it is important that the filing be legible. Documents with poor black and white contrast, or otherwise illegible, will be rejected.
3. This Application is to be used pursuant to the provisions of Chapter 10 of Act 284, P.A. of 1972 or Act 162, P.A. of 1992, by a foreign corporation for the purpose of obtaining a Certificate of Authority to Transact Business or Conduct Affairs in this state. If the foreign profit corporation subsequently changes any of the information set forth in the Application for Certificate of Authority, it must file an Amended Application for Certificate of Authority to Transact Business in Michigan (form CSCL/CD 582) with the Bureau not later than 30 days after the time a change becomes effective. If a foreign nonprofit corporation amends its Articles or is a party to a merger, a certified copy of the amendment or Certificate of Merger must be submitted within 60 days after the effective date.
4. Profit and nonprofit corporations - Attach to this Application a certificate executed by the official of the jurisdiction having custody of corporate records stating that the corporation is in good standing under the laws of the jurisdiction of its incorporation. The certificate cannot be dated earlier than 30 days prior to the date of receipt in this office.
5. Nonprofit corporations only - Attach to this Application a copy of the Articles of Incorporation and all amendments thereto certified by the proper officer of the jurisdiction of incorporation.
6. Item 2 - A foreign corporation whose true name is not available for use in Michigan is permitted to apply for a Certificate of Authority under an assumed name which is available for use and which becomes the corporation's name in Michigan to be used in all transactions and in its dealings with the administrator. Item 2 of the Application for Certificate of Authority to Transact Business or Conduct Affairs in Michigan is to be completed for this purpose only. Corporations may also transact business or conduct affairs under one assumed name by filing separate Certificates of Assumed Names.
7. Item 3 - This item should state only the specific activities or affairs to be conducted in Michigan. An all purpose activities statement is not permitted. Foreign corporations cannot transact business that a domestic corporation cannot lawfully transact.
8. Item 7 - Indicate the total authorized shares (not amount issued) from the Articles of Incorporation or most recent amendment.

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

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

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

Submit with check or money order by mail:

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

To submit in person:

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

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

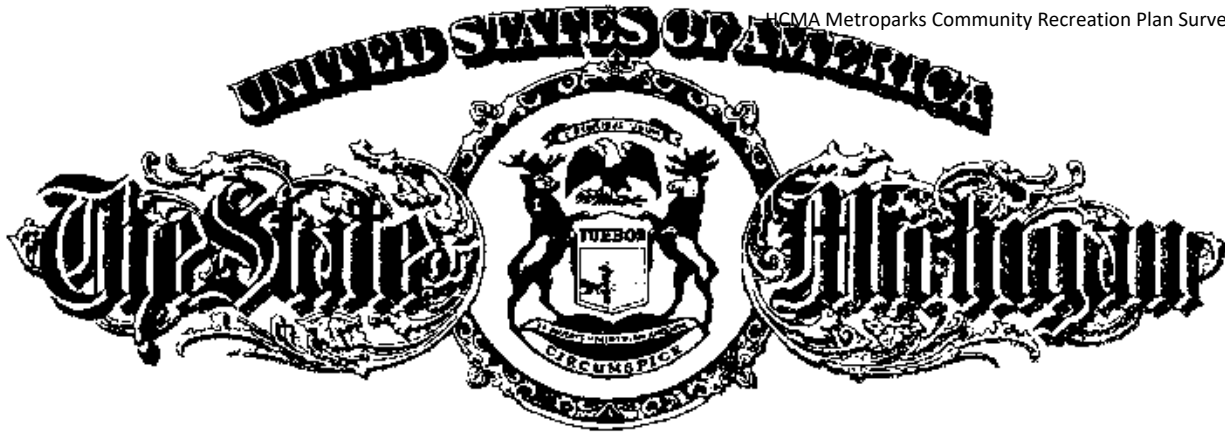
MICH-ELF (Michigan Electronic Filing System):

First Time Users: Call (517) 241-6470, or visit our website at <http://www.michigan.gov/corporations>
 Customer with MICH-ELF Filer Account: Send document to (517) 638-0437

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

M1609 - 02/16/2014 Robert Kruer Dtd:lg

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

**Department of Licensing and Regulatory Affairs****Lansing, Michigan**

This is to Certify That

ETC INSTITUTE

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

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

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



Sent by Facsimile Transmission
60738C

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

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

2021

Huron-Clinton Metropolitan Authority Request for Proposals

To Conduct the Metroparks
Community Recreation
Plan Survey
RFP# 90021-1155

Pricing Proposal
August 25, 2021



Section 6: Pricing Proposal



ETC Institute will guarantee a minimum of 2,400 completed surveys from households within the study area. ETC Institute understands the study population will be the residents of southeast Michigan including the counties of Livingston, Macomb, Oakland, Washtenaw, and Wayne. The 2,400 completed surveys will have a precision of at least +/-2% at the 95% level of confidence.

We will do our best to maximize your investment in our services. A project manager from ETC Institute can discuss additional pricing options and negotiate pricing based on the needs of HCMA. ETC Institute will send regular invoices as project tasks are completed. Our prices are all-inclusive. The table below details the proposed price by task.

Task	number of completed surveys	2,400
	precision with 95% level of confidence	+/- 2%
Task 1	Design the Survey and Develop the Sampling Plan	\$ 6,500.00
Task 2	Administer the Survey	\$ 55,000.00
Task 3	Analyze the Results + Draft Report	\$ 4,500.00
Task 3	Final Report and Webinar Presentation to the Board of Commissioners	\$ 3,500.00
Task 3	Interactive Data Dashboard	\$ 3,000.00
Total		\$ 72,500.00
Optional Tasks		
On-Site Presentation of Final Report to the Board of Commissioners		\$ 2,500.00
Total Fee Per Additional 100 Completed Surveys		\$ 3,000.00



To: Board of Commissioners
From: Shedreka Miller, Chief of Finance
Subject: Report – September Financial Review
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the September Financial Review as submitted by Chief of Finance Shedreka Miller and staff.

Attachment: Financial Review



HURON-CLINTON METROPARKS SEPTEMBER FINANCIAL RECAP

SEPTEMBER 2021

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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



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EXECUTIVE SUMMARY

SEPTEMBER 2021 FINANCIAL RESULTS

When we compare September 2021 to the pre-pandemic September 2019, the total revenue increased by \$741,234 or 49 percent. Year-to-date, park operating revenue is up \$3.3 million when compared to 2020 and \$3.9 million when compared to 2019. No significant changes to administrative revenue took place during September.

Aquatic revenue has made a full comeback for September, exceeding the 2019 amount by 100 percent. Year-to-date tolling for 2021 has increased 2 percent compared to 2020. The increase from 2019 is more significant due to both increased quantities and a fee increase that took place in 2020. The growth of golf has been the other most significant driver of operating revenue for 2021.

Golf was strong in 2020 once courses were opened, but for 2021 the demand by the public has continued and was not hindered by mandated course closings and other limitations.

Overall, year-to-date general fund expenditures are up \$4.1 million or 10.9 percent higher than 2020. The largest growth is park operations where expense totals have increased by \$2.4 million or 10.2 percent. When the general fund comparison is made against 2019 numbers, overall general fund expenditures have increased by \$2.9 million or 7.5 percent. These increases are not surprising as 2020 expenditures were significantly suppressed during the pandemic.

In summary, the Metroparks continue to find ourselves well positioned financially. Revenues have exceeded expectations for the year and expenditures are still within planned budgets.



ADMINISTRATIVE REVENUE

Metroparks administrative revenue consists of all revenue sources that are not generated directly by park operations. Tax revenue accounts for the majority and the largest single source of revenue for the Metroparks.

2021 Property tax revenue is expected to increase by \$1.3 million from the prior year. State reimbursements for lost personal property tax revenue is budgeted at \$550,000. These funds have not yet been received but are expected.

Interest rates continue to be suppressed with renewal CD below 20 basis points. However, we have already exceeded the original budget of \$100,000 by 17 percent.

The annual auction of surplus equipment and materials was completed in September. We once again used the on-line platform that was first used in 2020. The expected revenue for this event is \$168,195.

Finally, We are expecting to receive funds from both the Michigan Municipal Risk Management Association and the Michigan Association of Counties related to our general liability and workman's compensation coverage.

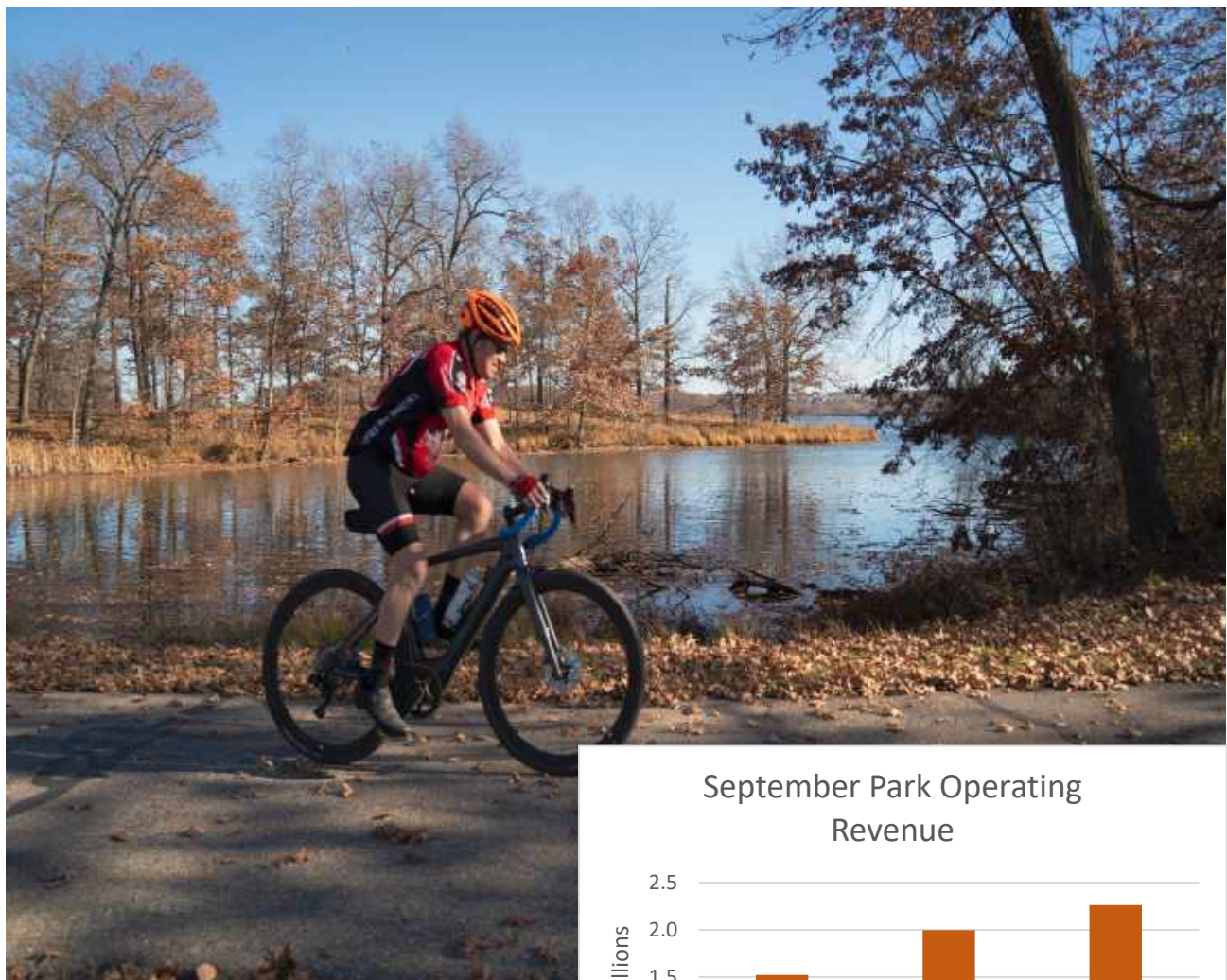


PARK OPERATING REVENUE

BY ACTIVITY

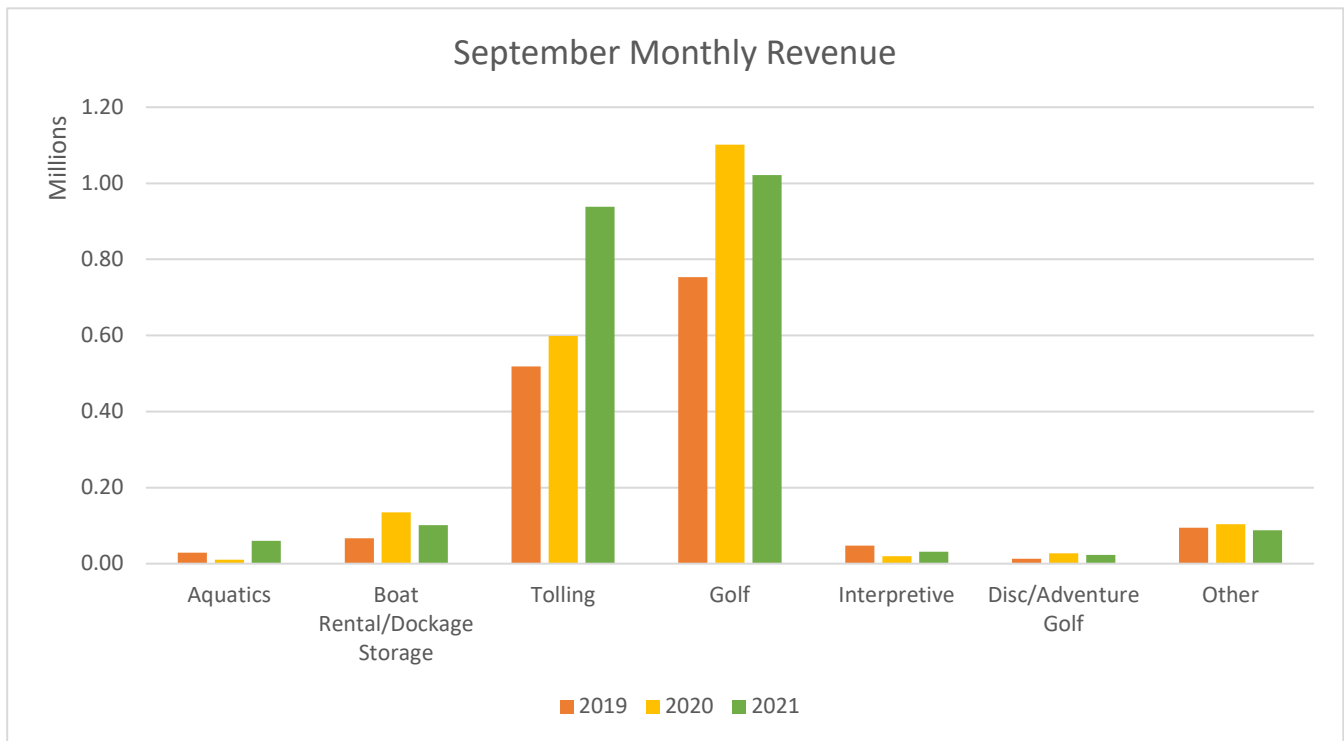
To make more sense of the data, we will continue sharing comparisons for data from 2019, 2020 and 2021 for the rest of the year. This provides a pre-pandemic benchmark to compare to as well as comparing within different points of the pandemic between last year and this.

Parks generated more than \$2.3 million in revenue during September 2021 compared to \$2 million in 2020 and \$1.5 million in 2019.



September 2021 revenue in total is ahead of September 2019 and 2020 figures by 48.7 percent and 13.4 percent. The most significant changes are reflected in the chart below:

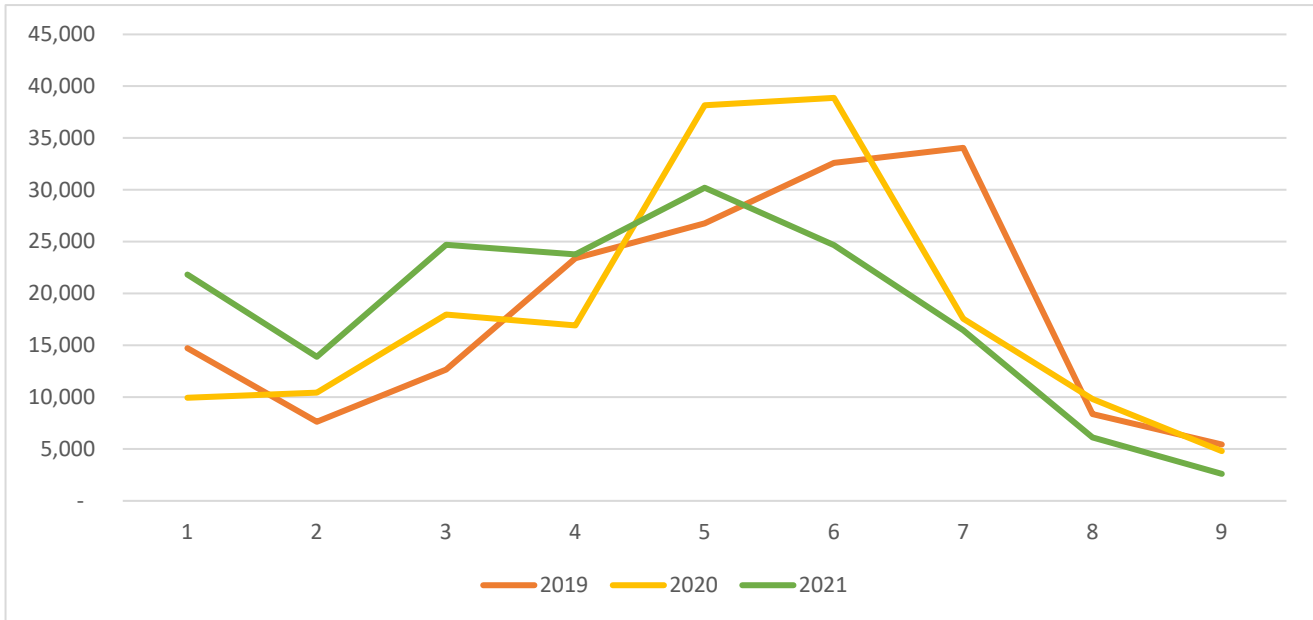
Aquatic facilities were extremely limited during 2020 due to the pandemic. This year we are not experiencing mandated closures and limitations, but our facilities are being limited by difficulties in filling lifeguard positions as well as some facility maintenance issues. Revenue related to aquatics doubled in September 2021 compared to 2019.



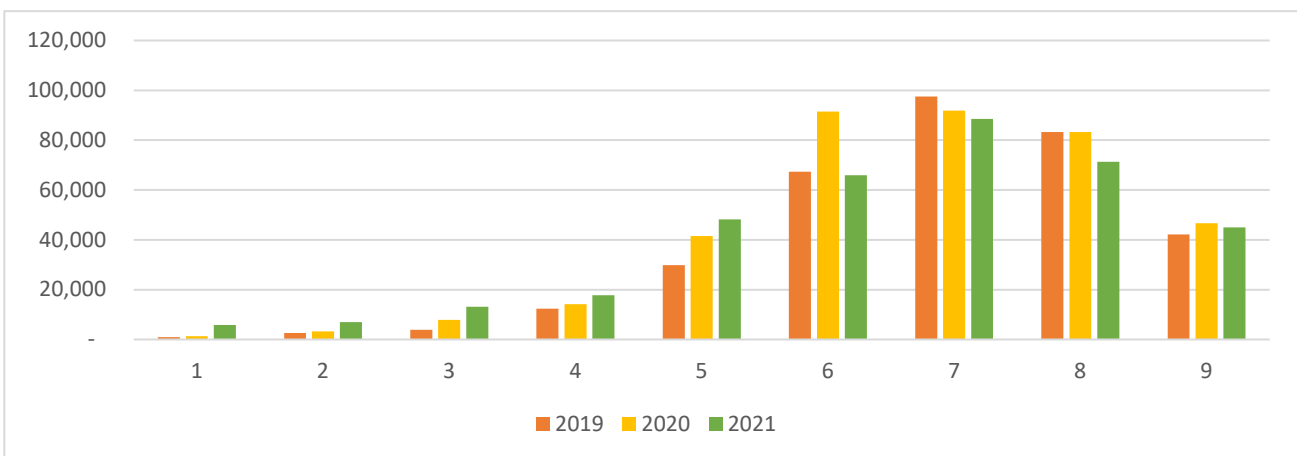
Boat rental and dockage use jumped 102 percent in September of 2020. 2021 revenue dropped from that peak but remains 52 percent higher than the pre-pandemic 2019.

Tolling was the second highest driver of operating revenue, however the \$938 thousand generated was higher than 2020 and 2019 by 57 percent and 81 percent.

The following charts graphically represent the trends and shifts in annual and daily permit sales. Year-to-date annual permit sales for 2021 are down 1 percent from 2019 and 2020. Looking at these sales by month we see that for 2021 annual permit sales have been more consistent month-to-month with the peak occurring in May (30,300) and less variance between the highest sales month and the lowest sales month (February). Both 2020 and 2019 have greater fluctuations from month-to-month. 2019 data reflects a steady growth by month with July being the peak, whereas both 2020 and 2021 have annual sales dropping by July.



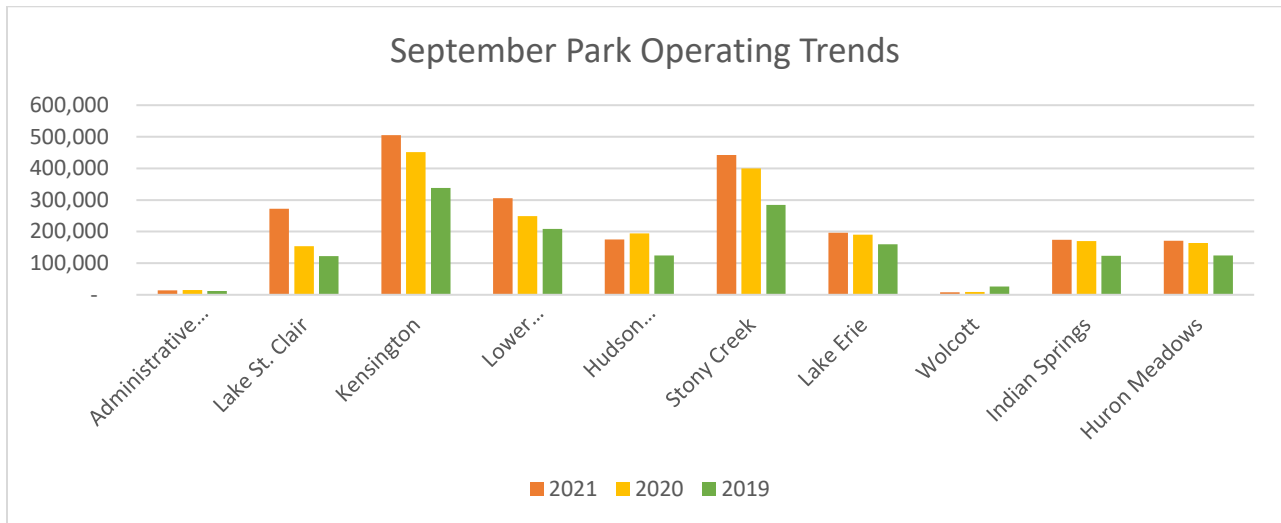
Looking at daily permit sales, there is a lot more consistency in the changes from month-to-month as well as the trend of increased growth through July. In June, July, and August we are seeing declines when compared to both 2020 and 2019 but a slight increase in September from 2019 daily permit sales.



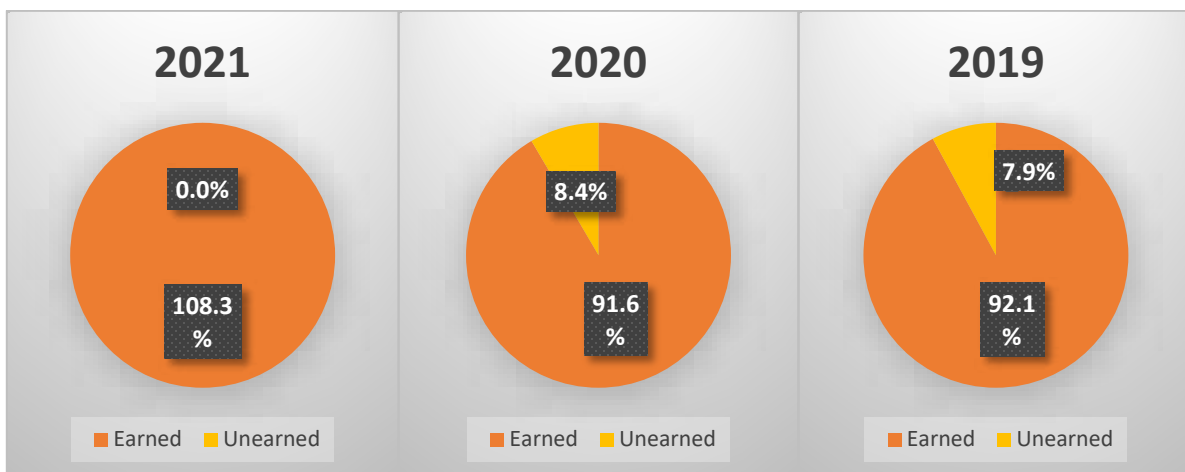
BY LOCATION

Looking at park operating revenue by the location, we continue to see that just as the pandemic has had uneven impacts across each of the individual Metroparks locations differently as well.

In the chart below, the variance between 2021 and the pre-pandemic 2019 numbers ranges from an increase of \$158,000 (56 percent) to a decrease of \$18,000 (68 percent).



Considering year-to-date revenue, the parks continue to exceed a typical year in revenue generation. The pie charts below have been updated to compare the amount of revenue earned at the end of September to the budgeted revenue not yet earned.



At the end of September 2021, we have generated 108.3 percent of budgeted operating revenue earned. In 2020 and pre-pandemic 2019, we were around 91.6 percent and 92.1 percent of operating revenue earned. I fully expect 2021 to be a very strong operating revenue year for the Metroparks.

EXPENSE

ADMINISTRATIVE OFFICE

Overall, year-to-date Administrative Office expenses are ahead of 2020 by \$627,284. The increase is primarily in professional services within several areas, one of the largest being information technology costs associated with RecTrac cloud services, as well as IT system security and redundancy improvements. Increased marketing costs have also driven a significant portion of the rise.

MAJOR MAINTENANCE AND CAPITAL

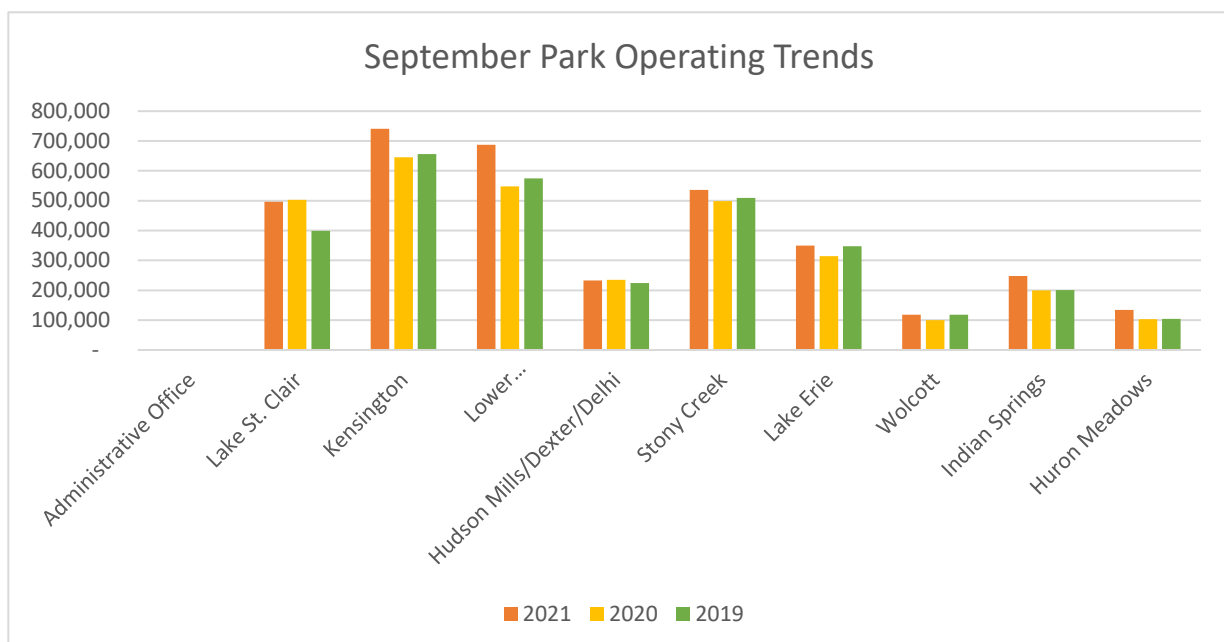
More than 97 percent of planned capital equipment and land acquisition purchases have been either paid for or encumbered. Payments during the month of September totaled just over \$203,768 or 7 percent of the budget.

As of the end of September, 68 percent of major maintenance projects have been either received or contracted for. September payments for major maintenance totaled over 26,000 or 1 percent of the annual major maintenance budget. It is typical for a large volume of major maintenance work to be scheduled for a post-Labor Day timeframe.

PARK OPERATIONS

Overall, year-to-date park operation expense is 3 percent higher than the 2019 year-to-date level. When comparing to 2020, there is a more significant increase as the 2020 numbers were suppressed by the park's response to the pandemic.

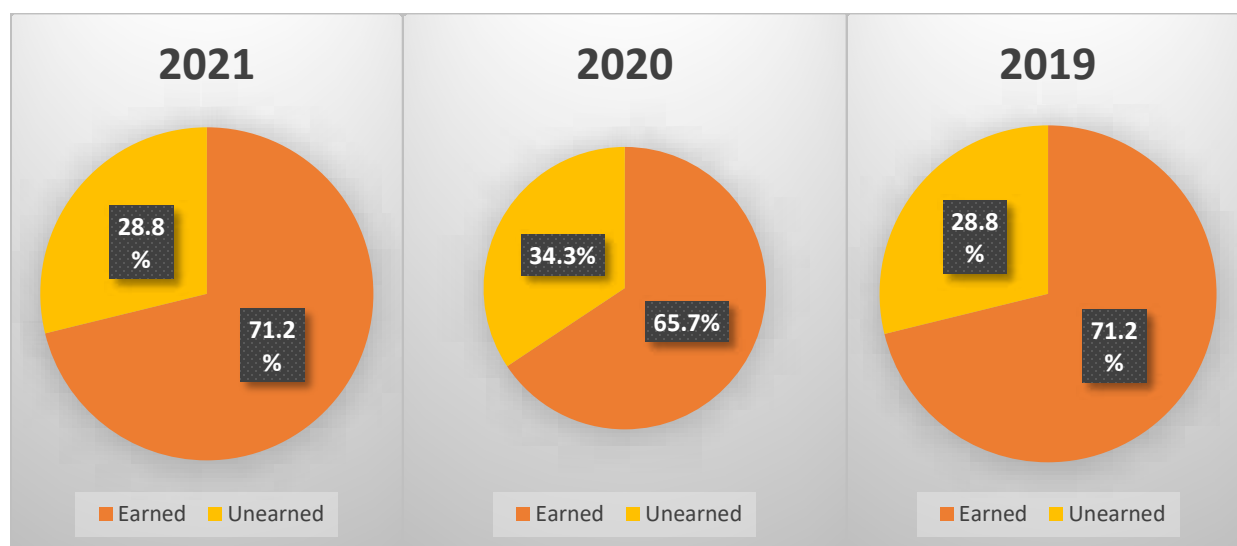
Looking at individual parks for the month of September, the variance between 2021 and 2019 numbers ranges from an increase of \$112,000 (20 percent) to an increase of \$310 (0.3 percent). A portion of these expenses were offset by the increase in revenue.



Looking at year to date expense by activity, aquatic facility expenses are lower than the 2019 level by \$582,000 or 31 percent. Golf expenditures are up just \$225,000 or 6 percent from pre-pandemic levels and \$583,000 or 17 percent above 2020. General park maintenance is also increasing, up \$431,000 or 5 percent from 2019 and \$721,000 or 10 percent from 2020. It is important to keep in mind that a portion of the increase in expenses were offset by the increase in revenue.

Overall, the parks have been responsive to the situation to effectively utilize the resources at hand. One factor still suppressing costs is the difficulty in filling staff positions. There is growth in full and part-time year-to-date wage costs, but less than would be expected considering we have had two years of over three percent wage increases.

At the end of September, we have used 71.2 percent of the annual budget, in 2020 the amount was 65.7 percent and in 2019 we were at in 71.2 percent. Overall, we are doing well financially considering that we are already at 108 percent of budgeted revenue and 71 percent of budgeted expenses.





To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Retirement Plan Trustee Appointment
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners appoint Shedreka Miller as Plan Trustee for the Huron-Clinton Metropolitan Authority Employees' Retirement Plan effective October 14, 2021 as recommended by Director Amy McMillan and staff.

Fiscal Impact: None

Background: With the retirement of Rebecca Franchock, and the hiring of Shedreka Miller as the Chief Financial Officer, it is necessary to appoint a Pension Plan Trustee as an authorized administrator for the Huron-Clinton Metropolitan Authority Employees' Retirement Plan.



To: Board of Commissioners
From: Amy McMillan Director
Subject: Approval – Retiree Health Care Trust Administrator Appointment
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners appoint Shedreka Miller as Retiree Health Care Trust Administrator as recommended by Director Amy McMillan and staff.

Fiscal Impact: None

Background: With the retirement of Rebecca Franchock, and the hiring of Shedreka Miller as the Chief Financial Officer, it is necessary to appoint a Retiree Health Care Trust Administrator as an authorized administrator for the Retiree Health Care Trust.

When the Trust was established in 2005, an agreement was developed detailing the duties and responsibilities required of the Administrator.

Attachment: RHCT Plan Administrator Agreement



Agreement between the Board of Trustees
of the Huron-Clinton Metropolitan Authority Retiree Health Care Benefits Plan
and Shedreka Miller of the Huron-Clinton Metropolitan Authority.

Effective October 14, 2021

THIS AGREEMENT, effective as of October 14, 2021, by and between the BOARD OF TRUSTEES OF THE HURON-CLINTON METROPOLITAN AUTHORITY RETIREE HEALTH CARE BENEFITS PLAN AND TRUST (the "Board of Trustees") and Shedreka Miller, of the Huron-Clinton Metropolitan Authority (the "Authority"), as follows:

WHEREAS, the Board of Commissioners of the Authority established the Huron-Clinton Metropolitan Authority Retiree Health Care Benefits Plan and Trust ("Retiree Health Plan"), effective October 1, 2005, and

WHEREAS, Section 1:305(5) of the Retiree Health Plan provides that the Board of Trustees shall employ Shedreka Miller as the Plan Administrator of the Retiree Health Care Plan, and

WHEREAS, Section 1:105(17) of the Retiree Health Plan provides "*Plan Administrator* means the person, persons, firm, corporation or insurance company or companies, appointed by the Board of Trustees to administer the Plan. The Plan Administrator shall be Shedreka Miller unless another individual is appointed by the Board of Trustees. The Plan Administrator shall be responsible for the day-to-day operations of the Plan who shall carry out the directives of the Board of Trustees."

WHEREAS, the powers and duties of the Plan Administrator shall be as follows:

Section 1. Powers and Duties of the Plan Administrator

The Plan Administrator accepts the Retiree Health Plan hereby created, but only upon the terms and conditions of this Agreement, including the following:

- (a) Whenever in the administration of the Retiree Health Plan, a certification is required to be given to the Plan Administrator, or the Plan Administrator will deem it necessary that a matter be proved prior to taking or omitting any action hereunder, such certification will be duly made, and said matter may be deemed to be conclusively proved by an instrument, delivered to the Plan Administrator, signed in the name of the Retiree Health Plan, by the Chairperson of its Board of Trustees; but in his/her discretion the Plan Administrator may, in lieu thereof, accept other evidence of the matter or may require further evidence as to him/her may seem reasonable. Generally, the Plan Administrator will be protected in acting upon any notice, resolution, order, certificate, opinion, telegram, letter or other document believed by the Plan Administrator to be genuine and to have been signed by the proper party(ies).
- (b) All monies deposited with the Plan Administrator under any provisions hereof will be deposited by the Plan Administrator with the funding medium. As soon as practicable after the effective date of the Retiree Health Plan and after each Anniversary Date thereafter, the Plan Administrator will, upon direction of the Board of Trustees, deposit with the funding medium amounts contributed by the Authority pursuant to the Retiree Health Plan. The Plan Administrator will be under no duty to invest or have invested any monies deposited with the funding medium.
- (c) The Plan Administrator may consult with legal counsel (who may be counsel to the Authority and/or the Board of Trustees) with respect to the construction of the Retiree Health Plan or his/her duties thereunder, or with respect to any legal proceedings or any question of law; and will be fully protected with respect to any action taken or omitted by him/her in good faith pursuant to the advice of such counsel.

- (d) The Plan Administrator will not be required to make any investigation to determine the identity or mailing address of any person entitled to benefits under the Retiree Health Plan, and will be entitled to withhold making payments or giving directions to the funding agent with respect to payment of benefits until the identity and mailing addresses of persons entitled to benefits are certified to him/her by the Board of Trustees. In the event any dispute will arise as to the identity or rights of persons entitled to benefits hereunder, the Plan Administrator may withhold payment of benefits until such dispute will have been determined by arbitration or a court of competent jurisdiction or will have been settled by written stipulation of the parties concerned.
- (e) All reasonable expenses of the Plan Administrator incurred in the administration of the Retiree Health Plan shall be paid from the Retiree Health Plan unless the Authority elects to pay such expenses directly. The Board of Trustees further agrees to indemnify the Plan Administrator against any liabilities which he/she may incur in the performance of his/her duties pursuant to this Agreement.
- (f) The Plan Administrator will keep full records of the administration of the Retiree Health Plan, which the Board of Trustees and the Authority will have the right to examine at any time during the Plan Administrator's regular business hours. Within ninety (90) days following the close of each plan year, the Plan Administrator will furnish the Board of Trustees and the Authority with a statement of his/her account; and the Board of Trustees will promptly notify the Plan Administrator in writing of its approval or disapproval thereof. Failure by the Board of Trustees to disapprove within sixty (60) days after its receipt of any such statement will be considered an approval thereof. The approval by the Board of Trustees of any statement of account will be binding, as to all matters embraced in the statement, on all parties to this Agreement, and on all Retirees, Spouses, and Dependents, to the same extent as if the account of the Plan Administrator had been settled and allowed in a proceeding for a judicial settlement of his/her accounts in any court of competent jurisdiction: Provided, however, that nothing contained herein will deprive the Plan Administrator of his/her right to have his/her accounts settled by judicial proceeding if he/she so desires. In any such judicial proceeding, all of the necessary and proper parties thereto will be the Plan Administrator, the Authority, and the Board of Trustees. The Authority Director, Deputy Director and Chief Financial Officer shall be copied on all reports and records provided to the Board of Trustees under this paragraph, and shall have the right to examine the full records of the Plan at any time.
- (g) The Plan Administrator is hereby authorized to execute all necessary applications, receipts, and releases to the investment medium, and will be under the duty, upon being advised by the Board of Trustees that any proceeds have become payable hereunder, to give reasonable assistance to the beneficiaries designated therein collecting such sums as may appear to be due: Provided, however, that the Plan Administrator will not be required to institute suit or maintain any litigation to collect such proceeds unless it is in possession of funds sufficient for that purpose or unless it has been indemnified to its satisfaction against its counsel fees and all other expenses and liabilities to which he/she may in his/her judgment be subjected by such action on his/her part: Provided, further, that the Plan Administrator will be entitled, out of the proceeds, to reimbursement for expenses incurred in connection with enforcing payment of such proceeds. The Plan Administrator is authorized, with the written approval of the Board of Trustees, to compromise and adjust claims upon such terms as he/she may deem just, and the decision of the Plan Administrator will be conclusive upon all persons interested in the Retiree Health Plan.

The Plan Administrator will have no responsibility for the form, genuineness, validity, sufficiency, or effect of any asset at any time included in the Retiree Health Plan, or for any act of the Authority, the Board of Trustees, a Retiree, Spouse, Dependent, or any other person which may render any such asset void, or if for any reason whatsoever (save for his/her own willful misconduct or gross neglect) any proceeds will become uncollectible.

- (h) The Plan Administrator agrees to use due diligence to be aware of and to comply with the applicable provisions of the Internal Revenue Code and any other applicable laws and regulations issued thereunder affecting the terms of the Retiree Health Plan.
- (i) The Plan Administrator will use ordinary care and reasonable diligence in the exercise of his/her powers and the performance of his/her duties hereunder; he/she will not be liable for any mistake in judgment or other action made or taken in good faith, or for any loss, unless resulting from his/her own willful misconduct or gross neglect; and he/she will not be required to give any bond or other security for the faithful performance of his/her duties hereunder.

Section 2. *Withdrawal of Plan Administrator and Appointment of New Plan Administrator*

- (a) The Plan Administrator may resign at any time upon delivering to the Chairperson of the Board of Trustees a written notice of his/her resignation, to take effect not less than thirty (30) days after the delivery thereof.
- (b) Any Plan Administrator appointed hereunder may be removed by the Board of Trustees by action of such Board and by delivery of a certified copy of such action to the Plan Administrator, together with written notice of removal, with copies to the Authority Director and the Chairman of the Authority Board of Commissioners, to take effect at a date specified therein, which will not be less than thirty (30) days after delivery of such notice to the Plan Administrator: Provided, that no removal of a Trustee will become effective until all sums due hereunder to the Plan Administrator for his/her compensation and expenses will have been paid to it, nor until the appointment by the Board of Trustees of a Successor Plan Administrator.
- (c) In case of the death, resignation or removal of the Plan Administrator, the Plan Administrator will have the right to a settlement of his/her accounts, which may be made at the option of the Plan Administrator either (1) by judicial settlement in a proceeding instituted by the Plan Administrator in any court of competent jurisdiction, in which proceeding all of the necessary and proper parties will be the Plan Administrator, the Authority and the Board of Trustees; or (2) by agreement of settlement between the Plan Administrator, the Authority and the Board of Trustees.
- (d) Upon such settlement, and payment to the Plan Administrator of his/her expenses and compensation, the Plan Administrator will transfer to the successor Plan Administrator true copies of its records as it relates to the Retiree Health Plan, and will execute all documents necessary for transferring the contracts and rights under them; and the Plan Administrator will thereupon be discharged from further accountability for all matters embraced in its settlement.

- (e) The Board of Trustees will, upon its receipt or giving of notice of the death, resignation or removal of a previously appointed Plan Administrator with appoint, by action of the Board of Trustees, appoint a successor Plan Administrator. Notice of the appointment shall be given immediately to the Authority Director and to the Chairman of the Authority Board of Commissioners. Any successor Plan Administrator so appointed may qualify as such by executing, acknowledging and delivering to the Board of Trustees, and to the resigning or removed Plan Administrator, an instrument accepting such appointment; and thereupon such successor, without further act, will become vested with all of the estate, rights, powers, discretion and duties of its predecessor Plan Administrator with like effect as if originally named Plan Administrator herein.

IN WITNESS WHEREOF, this document has been signed and sealed on behalf of the Huron-Clinton Metropolitan Authority by its duly authorized officers and by the Trustee, on this 14th day of October 2021.

HURON-CLINTON METROPOLITAN AUTHORITY

ATTEST:

BY: _____
Jaye Quadrozzi, Chairman

ATTEST:

BY: _____
John Paul, Secretary

ATTEST:

BY: _____
Amy McMillan, Director

ATTEST:

BY: _____
Shedreka Miller



To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Report – August Marketing Update
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file September 2021 Marketing Report as recommended by Chief of Marketing and Communications Danielle Mauter and staff.



HURON-CLINTON METROPARKS MARKETING REPORT

September 2021

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



METROPARKS.COM

SEPTEMBER 2021

September Recap

Summer wrap-up, Website Update & New Social Media efforts

During the month of September, our summer branding campaigns came to an end as Labor Day brought a close to summer. We then began transitioning into our Fall branding campaigns.

Fall digital ads and digital ads targeted at teachers and leaders planning field trips and educational programs for schools and groups began running Sept. 15 and will continue through October.

We have a schedule of TV/Video commercials running on local broadcast, cable networks, on demand and digital placements. We will also have fall radio in the month of October. Lastly, as you drive major expressways in our region, keep an eye out for our digital billboards. We have some running with joint artwork of us and the Detroit Riverfront Conservancy and we have some fall ones running.

Marketing staff are continuing to work closely with IT on the build-out and proof the new Metroparks website. Marketing staff are also working closely with staff throughout the park system to review and proof content as we move closer to a small beta test group of individuals and partners from the public. We will be utilizing a test group of diverse users that represent website users of different ages, ethnicities and backgrounds and will be gathering input utilizing a user testing platform that allows us to watch their usage and hear their feedback exactly as they are experiencing it for the first time. We are anticipating a launch sometime in October (exact date TBD pending beta test group results).

We've Been Nominated in MLive Reader's Choice. I am excited to announce that we are nominated for the MLive Reader's Choice Awards! Each year, MLive readers vote for their favorite businesses in Michigan among many different groups and categories. Winners will receive a spot in a special online and print MLive section, as well as bragging rights as being the BEST. Our parks have been nominated under the Travel & Leisure group in the Best Nature Park or Hiking Site category (which is what they call their only park category). Public voting is open from Sept. 27 to Oct. 6.

New Social Media Efforts Starting this Fall

In the marketing department we have a part time staff person who is the primary person overseeing our social media presence on all channels. Her name is Quinn Tapp, and she started with us back in May. After a whirlwind of a first summer learning the ropes, Quinn is working on some new social media concepts you can keep an eye out for.

Instagram Takeovers Campaign

We're working on a new social media campaign in which we have certain parks/park employees "take over" our Instagram stories to walk us through an event or give us a behind-the-scenes look at certain aspects of the parks. These takeovers will be filmed and posted as if someone from that specific park has taken over our account for the day. While park employees will appear to be the ones in charge of the takeover and be seen on camera, Quinn will be on site to film/coordinate the Instagram Stories. The goal of these takeovers is to cover fun and interesting snippets of things happening in the parks which will allow us to promote the parks and provide overall engaging content for our followers. We hope to schedule a few of these takeovers each season and They have already started. Look out for these takeovers coming this fall:

- Lake Erie Metropark: Raptor Month/Live Birds of Prey program (September 18, but you can still find it saved in the events stories category on our account if you want to give it a watch!)
- Kensington Metropark: Fall Festival (October 9)
- Wolcott Mill Metropark: Corn Harvest (November Date TBD)
- Skiing and snow making at Huron Meadows (December Date TBD)

Selfie/Photo Stations

Quinn is working closely with Interpretive Supervisors to do an experimental round of selfie/photo stations throughout the parks this fall. There will be one in each district and this first time around we are utilizing areas that either interpretive staff already planned on having set up or in areas that already tend to be busy in the fall for best visibility. The addition is that we are going to add some yard signs to draw attention to and encourage visitors to use our hashtag and share their photos with us on social media when posting for those areas. We will also be posting them to social media and telling followers where they can find them. This is a way for our name and locations to show up in visitor's feeds and spread that word-of-mouth visual of the great spaces we have to enjoy. Look for these stations at the Kensington and Wolcott Farm Centers and along the hike-bike trail at Oakwoods coming this October.

Update on Each of the 2021 Marketing Goals

1. *Continue increasing awareness and understanding of the Metroparks brand and identity*

Ongoing goal. Small signs of improvement can be seen by increases in attendance and engagement on social and mainstream media.

2. *Maintain at least 20% of the attendance increase that was seen in 2020 as measured by overall car counts. This will result in a total of 3,028,358 vehicles through the gates in 2021.*

Car counts continue to be higher than average. Actual numbers are provided in the board stats at the end of the packet. At the end of August, total car count year-to-date was 2,609,423. We should be on track to exceed this goal.

3. *Increase 2021 annual pass sales by 5% to a total of 199,511 2021 annual passes sold.*

Sales of all Annual Pass types was at 125,743 at the end of April. This is a large increase compared to the same time period in 2020 = 78,536 and 2019 = 76,735.

May and June annual pass sales were lower this year than May and June of 2020. June 2021 sales were lower than June 2019 (pre-pandemic) monthly sales by 8,000 passes. However, overall sales of annual vehicle permits from Nov. 2020 through June 2021 are still up about 24,000 compared to Nov. 2019 through June 2020.

4. *Collaborate with Planning and Development and Information Technology departments to establish regular reporting and evaluation of marketing performance data*

Marketing is monitoring the scan reports provided by Planning and Development each month. Marketing will work with Planning and Development and IT to put together a joint report at the end of summer (November board meeting) that overlays marketing placements with attendance data. In between, marketing will continue working with IT and planning to improve reporting and to use interim numbers to guide decision making.

5. *Develop a more comprehensive understanding of the visitor experience of the Metroparks.*

Evaluation tools for public programming were finalized in March. All Eastern District programming participants began receiving automated emails through RecTrac starting April 1. These emails included links to the surveys to provide feedback on every public program. Other districts programming participants began receiving automated emails through RecTrac on May 1. This coincided with RecTrac implementation.

Teacher programming evaluations will be implemented starting Sept. 15 to coincide with the beginning of the new school year.

Evaluations from children and incentives to encourage survey completion are being discussed to continue moving the conversation forward.

6. *Increasing attendance from City of Detroit Zip codes, increase community engagement within the city of Detroit and Other Marketing and Communication Goals Established with the Detroit Riverfront Conservancy Partnership*

The results in the scanning data report are being monitored for changes in annual pass usage from city of Detroit visitors as well as daily pass visit information. This will be looked at more closely in the joint report presented in November.

6B. *Increase annual pass visits from city of Detroit zip codes by 20% as measured by annual pass scans.*

The 2021 scan data will be the first year where the Metroparks have a solid base of both daily and annual pass scans. Comparison year-over-year will have to look specifically at annual pass scan comparisons as the daily pass scan data won't have a good base to compare to. The first look at that was in the first quarter scan data report that Planning presented to the board in June. This will be looked at more closely in the joint report presented in November.

7. *Increase summer attendance from underserved, equity population zip codes (as measured by daily and annual pass scans) by at least 5% as compared to 2020.*

See zip code report included in packet as put together by Planning and Development department. The 2021 scan data will be the first year where the Metroparks have a solid base of both daily and annual pass scans. Comparison year-over-year will have to look specifically at annual pass scan comparisons as the daily pass scan data won't have a good base to compare to.

8. *Use RecTrac and scanning data to establish a set of attendance baselines to measure against in future years.*

Marketing will be working with IT to set up reports to look at summer season attendance numbers and demographics at Interpretive programs as well as annual passes, daily passes, event rentals and golf. Setting baselines is something that needs to happen seasonally and after the full system RecTrac implementation in Apr/May.

9. *Increase Family reunions/picnics/events booked in the parks by at least 3 percent from \$373,500 to at least \$384,705 by end of 2021 (when it is safe to do so)*

Shelter Rental revenues are up over the three-year average in most parks. Year-to-date revenue on shelters is at \$475,861 as of the end of August, and that number would be higher if rental revenue from the TWAC and EDC event room are added into that number (bringing it to \$625,461). Lake St. Clair is up 33 percent from the three-year average; Stony Creek is up 48 percent from the three-year average; Hudson Mills is up 76 percent from the three-year average. We have already surpassed this goal.

10. *Maintain at least 20% of the increase in golf rounds played in 2020. This would be a total of 201,371 rounds played in 2021.*

Radio, social media and digital campaigns around golf started April 1. Current golf rounds are included in the board packet stats at the end of the packet. At the end of August, golf rounds were up 28 percent over the three-year average with a total of 194,437 rounds played. We are on track to meet this goal.

11. *Increase attendance at aquatic facilities through use of consistent messaging, special promotions, pop-up pricing and dynamic pricing (feasibility dependent on pandemic restrictions)*

Limited capacities have not allowed us to leverage pop-up and special pricing, but it hasn't been needed. Pools have been busy on the days they have been staffed and warm weather has led to a successful season.

12. *Increase Instagram followers by 50% over 2020 to 4,120 total*

Currently at 3,685 followers and growing.

13. *Increase Facebook followers by 20% over 2020 followers from 17,573 to 21,088 followers by end of 2021*

Currently at 21,289 followers and growing. We have met this goal.

14. *Increase average Facebook engagement by 100% to 494,592 engagements by end of 2021*

Year to date we have had 159,160 daily engaged users. This has led to approximately 281,727 engagements through Sept. 16.

15. *Increase Instagram engagement by 20% to 19,033 engagements by end of 2021*

13,778 engagements so far this year.

16. *Improve marketing email metrics by cleaning up email lists, continually building utilizing RecTrac and sending more targeted and relevant messages.*

Year to date we have an open rate of 21 percent and a click through rate of 8 percent. Both of which are higher than industry averages.


17. *Maintain positive media relationships that were fostered during 2020 and continue building stronger and new relationships with media outlets.*

In September we had several organic media mentions and responded to media inquiries but did not send any major press releases.

We've Been Nominated in MLive Reader's Choice. I am excited to announce that we are nominated for the MLive Reader's Choice Awards! Each year, MLive readers vote for their favorite businesses in Michigan among many different groups and categories. Winners will receive a spot in a special online and print MLive section, as well as bragging rights as being the BEST. Our parks have been nominated under the Travel & Leisure group in the Best Nature Park or Hiking Site category (which is what they call their only park category). Public voting is open from Sept. 27 to Oct 6.

18. *Continue building library of high-quality owned images and videos utilizing a combination of local photographers and internal staff.*

Marketing staff working with park staff to schedule future photography dates to fill gaps in current photo library. Staff were in parks multiple days in August and September to build library and worked with a professional photographer to fill gaps for Turtle Cove, Movies in the Parks and golf course photography. We now have a decently sized library of general summer images from the majority of parks. Work still needs to be done on programming and event photos and on a library of video clips as video grows in popularity and importance.

- 
- 19. Outreach and relationship building – The Metroparks marketing department and/or Director will meet with at least one new group or organization per month (12 over the year). Additionally, marketing staff will bolster efforts of increasing attendance from the city of Detroit and underserved areas by creating or attending at least one additional community outreach opportunity in each of the five counties (5 in total) over the year (in addition to the previously mentioned efforts specifically with the Detroit Riverfront Conservancy).**

Interpretive Department Outreach Interpreters have been visiting the Detroit Riverfront as part of events with the partnership agreement with DRFC. Chief of Marketing, Chief of DEI and Director have started the Crain's Leadership Academy to grow their leadership skills and style as well as to network with other in our region and across the country.

- 20. Make coordination with Human Resources department and Chief of Diversity, Equity and Inclusion to create open position campaigns part of our normal ongoing operations. Continue increasing number of qualified applicants for both seasonal and full-time job applications.**

Continuing to work with HR to push out information about hiring as parks continue to fill open positions as well as full time positions as they are posted.

- 21. Continue working across departments to continue or complete multiple projects that were started in 2020.**

This work is ongoing and covered in more detail in the September summary at the front end of report.





To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Subject: Report – Monthly Natural Resources Update
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the monthly Natural Resources Report as recommended by Chief of Natural Resources and Regulatory Compliance and staff.

Attachment: Monthly Natural Resources Report

NATURAL RESOURCES MONTHLY REPORT

OCTOBER 2021

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

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SYSTEM-WIDE

ADMINISTRATIVE

- Securing contractors for shoreline and marsh restoration at Lake Erie Metropark, pre-construction meetings
- Continued prescribed fire planning at Rouge park
- NPDES Permit administration continues
- QAPP review and finalization for groundwater and soil testing of E. coli at Lake St. Clair for NPS grant work
- Deer management plan review continues
- Washago area restoration planning continues



Figure 1: Plantings of native grasses and forbs at Lake St. Clair Metropark

SOUTHERN DISTRICT

LAKE ERIE METROPARK

- Phragmites treatment throughout park continues
- Beginning of shoreline excavation, grading, and planting
- Preparing for dredge work, preparation of dewatering and infiltration areas continue

WILLOW METROPARK

- Big Bend restoration work beginning, volunteer shrub removal
- Washago area planning and permitting work continues



WESTERN DISTRICT

KENSINGTON METROPARK

- Contracted and in-house invasive shrub control continues
- Oak Wilt trench planning

INDIAN SPRINGS METROPARK

- Invasive shrub control in EDC prairie and adjacent areas, as well as Timberland fen.
- Contracted Phragmites control parkwide

DEXTER-HURON METROPARK

- Invasive shrub control in main park woods and baseball field wetland



Figure 3: Natural Resources Crew removes fallen tree from parking lot at Dexter-Huron Metropark

EASTERN DISTRICT

STONY CREEK METROPARK

- Invasive shrub control throughout park

LAKE ST. CLAIR METROPARK

- Shoreline restoration on Black Creek Marsh begins, grading, barrier installation and seeding.

WOLCOTT MILL METROPARK

- Storm damage cleanup continues
- Invasive shrub control work continues for staff and contracted services

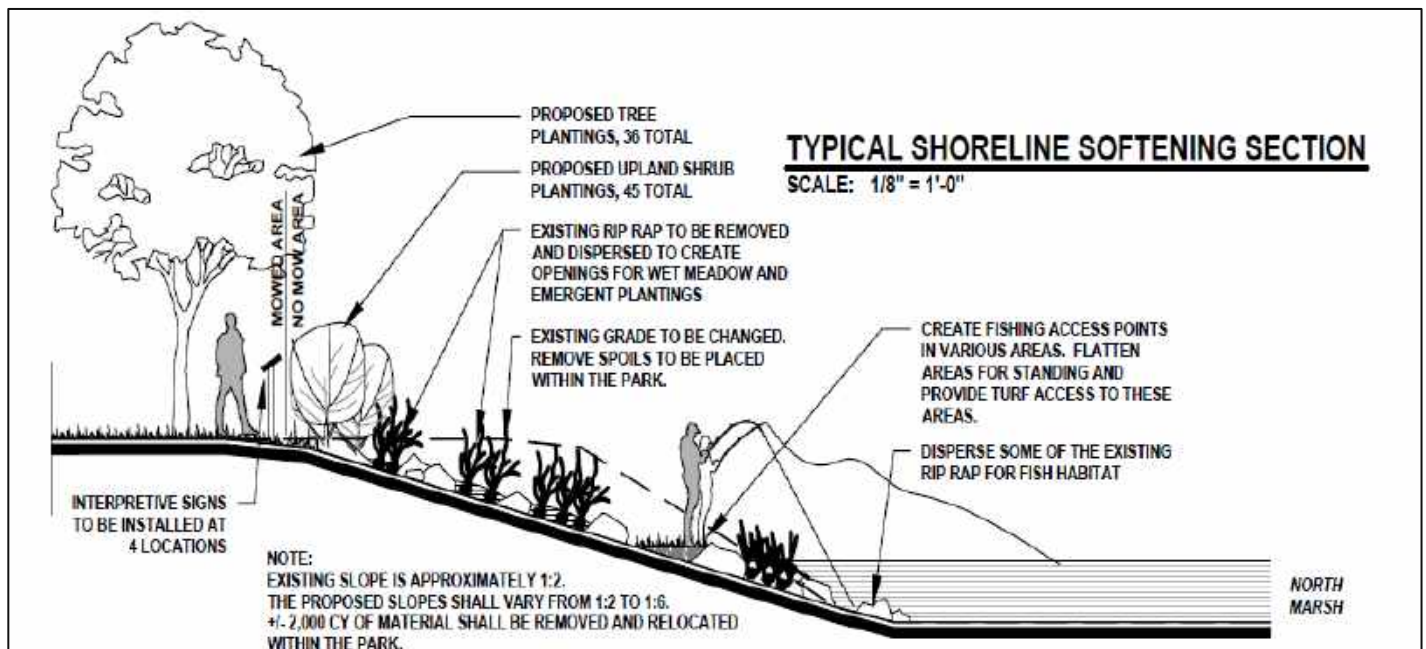


Figure 4: Shoreline softening design for Lake St. Clair Metropark

WHAT'S NEXT?

SYSTEM-WIDE

- Mechanical control of Phragmites after treatment
- Draft deer management plan finalized and delivered to board for approval
- Deer population surveys
- Pollinator Partnership seed collection events

SOUTHERN DISTRICT

- Shoreline excavation and grading at Lake Erie Metropark
- Big Bend restoration planning, beginning grading work

WESTERN DISTRICT

- Oak Wilt mitigation and trenching
- Phragmites control in multiple parks

EASTERN DISTRICT

- Shoreline restoration grading and seeding at Lake St. Clair
- Treatment of invasive species in shoreline plantings on beach
- Seaweed pile removal at Lake St. Clair



To: Board of Commissioners
From: Artina Carter, Chief of Diversity, Equity and Inclusion
Subject: Report – DEI Monthly Update
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file DEI update as recommended by Chief of Diversity, Equity and Inclusion Artina Carter and staff.

Attachment: DEI Update

DEI BOARD REPORT

October 2021



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

OVERVIEW

DEI SPEAKER SERIES

The date for the next Speaker Series event is **Wednesday, Oct. 20, 2021; 10-11am AND 6pm.**

10:00-11:00am Session:

- Angelou Ezeilo and Kristine Stratton will speak on *Why DEI is important for Park and Recreation and Natural Resource Management industries*

6:00pm Session:

- Angelou Ezeilo will focus on *How we can engage underrepresented communities and create a consistent and sustainable pathway to careers in Parks and Recreation and Natural Resources management.*

DEI DEPARTMENT

MISCELLANEOUS

- Participated in interviews
- Researched speakers for 2022
- Hosted Advisory Team Meeting
- Continued working on the Strategic Initiative Building Sustaining Collaborations work group
- Held a Career Pathways strategic planning work session
- Met with SEMI-Wild to continue career pathways discussion
- Developed and adapted 2021 Climate Survey
- Developed and sent out a senior services survey to PACE of Southeast MI and Presbyterian Villages of MI (PVM)
- Website review with a focus on accessibility
- Participating in the Hot Spot program evaluation
- Visited Ecotek in Detroit to discuss youth Natural Science career pathways
- Sent out DEI-FYI about Hispanic Heritage Month
- Participating in our Climate Change Plan discussion
- Started Crain's Leadership Academy
- Participated in Master Plan update sessions

CROSS- DEPARTMENTAL DEI WORK



CROSS-DEPARTMENTAL

DEI work is not done in a vacuum. The majority of the work coming from the DEI department is done in collaboration with other departments. In fact, removing silos and finding equitable ways of working together are critical to successful and sustainable DEI efforts. Likewise, DEI is an important part of the work of other departments.

ADMINISTRATION

- Toured city of Hamtramck's Veteran's Memorial Park; connected Hamtramck Parks Conservancy to Six Rivers Conservancy in order to conduct tree census at Veterans Memorial Park at no cost as part of larger park master planning and community engagement efforts.

HUMAN RESOURCES

- Conducted interviews for various positions
- Building and Sustaining Collaborative Relationships team member

INTERPRETATIVE SERVICES

- Mill Creek Middle School 7th and 8th Grade Special Needs came out on Friday, October 1st. Their high school helpers came with them. They had a great time and every kid found a way to connect to nature. We first talked about the Fall colors; comparing textures through touch of different leaf types and then visually compared the colors. Jennifer explained why the leaves change colors and fall off the tree. The second half of the program was pond study of the Huron River tributary. They are looking at coming back out in the Spring.
- Meeting to discuss Urban Parks Curriculum with the Detroit Parks Coalition
- Growing conversation with DPSCD about natural sciences curriculum

MARKETING AND COMMUNICATIONS

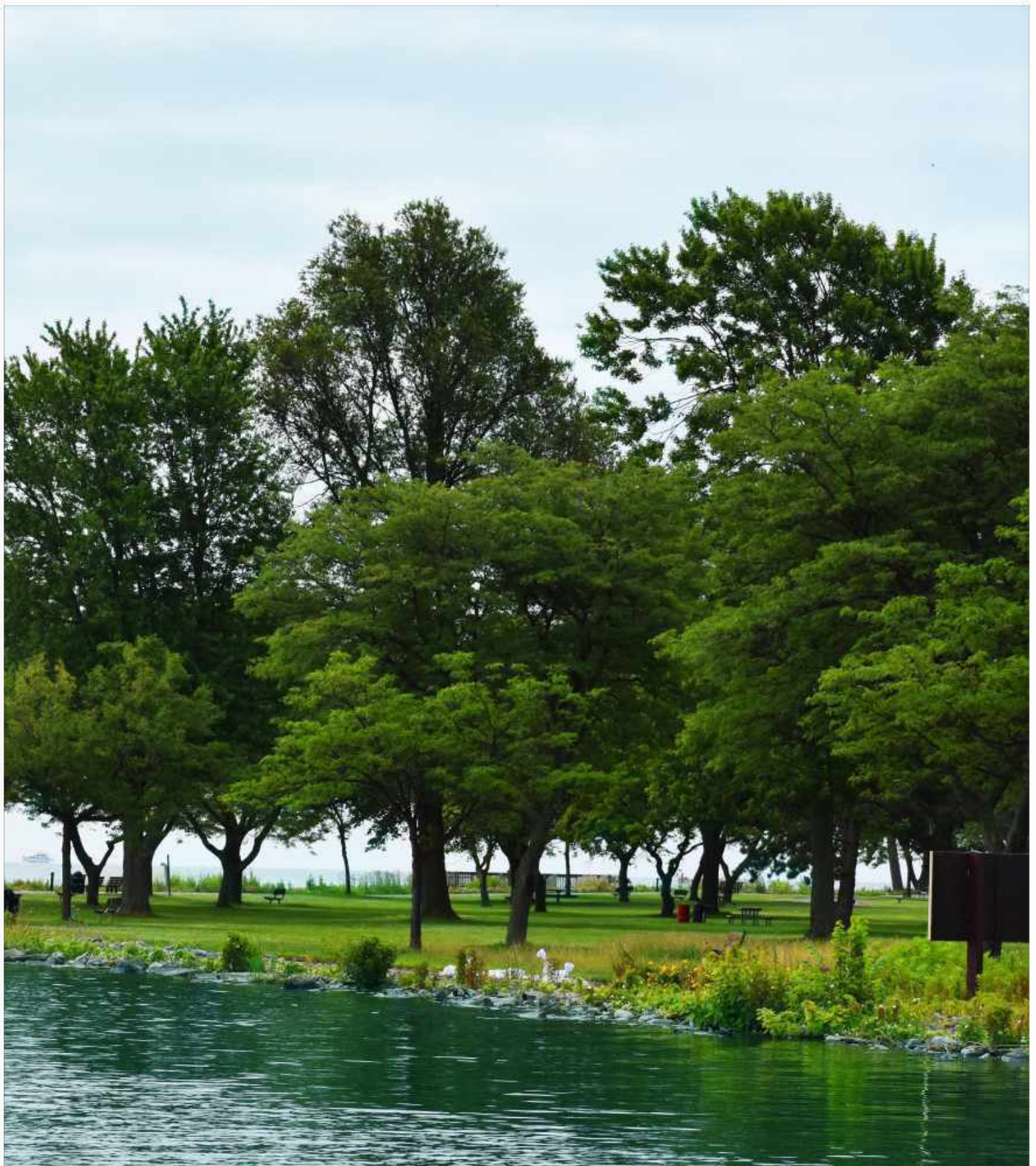
- Website restage process
- Speaker Series promotion

NATURAL RESOURCES

- Participated in Natural Science Career Pathway strategy meeting

PLANNING AND DEVELOPMENT

- Master Plan Updates
- CAPRA (On-going)





To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Project Title: Report – Planning and Development Department Update
Date: October 8, 2021

Action Requested: Motion to Receive and file

That the Board of Commissioners receive and file the Planning and Development Department Monthly Update as recommended by Chief of Planning and Development Nina Kelly and staff.

Background: The following are highlights of the activities of the Planning and Development Department for October 2021:

Project/Initiative Implementation

- Lower Huron North Fishing Site Project near completion with a few punch list items remaining. Ribbon cutting scheduled for Nov. 1, 2021. Grant final report being prepared.
- Lake St. Clair Beach Restoration Project – Nonpoint Source Pollution Project had a meeting with USGS on Sept. 24, 2021. Ongoing bird counts and water quality monitoring work to begin soon.
- Shelden Trails Redevelopment Project trail work completed on all mountain bike trail loops. Bridge to be installed soon on the north connector trail.

Planning & Community Engagement

- Metropark to State Park Connector public engagement ongoing highlighted over the past month by four public input events, 28 online map comments, and more than 1,000 online surveys completed. Route options for proposed trail spur into Huron Meadows Metropark vetted by park staff during meeting on Sept. 29, 2021.
- More than 900 surveys for the five-county recreation survey completed by residents for the Metroparks Swim Program Development Plan. Intercept surveys were also performed by planning staff in late September along the Detroit riverfront for more representative zip code responses within city of Detroit.
- To promote the Metropark Express Transit Pilot Project recently launched at Lake St. Clair Metropark, planning staff attended a booth over three days between Sept. 17 – 19 at the Metro Boat Show. On Sept. 25, 2021, OHM consultants were in attendance at Cullen Plaza along the Detroit riverfront.
- The first meeting for the Kensington Master Plan five-year update steering committee took place on Oct. 5, 2021.

Programming

- Interpretive services staff and volunteers participated in the Meet Me on The Trail event (facilitated by Macomb County) on Sept. 25, 2021 at Lake St. Clair Metropark.
- FAIR Play Coalition meeting held on Oct. 6, 2021 to share updates and get feedback on projects.
- 2022 recreation program planning underway in coordination with park operations.

Grants

- Preliminary scoring received for 2021 MNRTF/LWCF grant submittals. Supplemental information submitted on Oct. 1, 2021 for Stony Creek Reflection Trail Accessible Trail Development and Cherry Island Trail Improvements. The Delhi Accessible Launch project was withdrawn because the decision to leave livery operations in place will necessitate a revised design and cost estimate.
- Michigan State Historic Preservation Office (SHPO) shared their letter indicating “no historic properties are affected” for the Lake St. Clair accessible kayak launch grant application the Michigan Coastal Management Program. The state needed this information in order to move the application forward, and we are waiting to hear if it is to be funded.

Attachment: Planning and Development Monthly Update



PLANNING AND DEVELOPMENT MONTHLY REPORT

October 2021






Administrative Office
13000 High Ridge Drive
Brighton, MI 48114



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

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OTHER DEPARTMENT INPUT KEY	
	Natural Resources and Regulatory Compliance
	Planning and Development
	Diversity, Equity and Inclusion
	Interpretive Services and Community Outreach
	Engineering

SYSTEM-WIDE

Restoration – Linear feet or acreage of project impact for shoreline protected or restored, wetlands protected or restored, floodplain protected or mitigated

Invasive Species Management – Linear feet or acreage of project impact treating invasive species

Habitat and Wildlife Protected – Linear feet or acreage of project impact for fish habitat, fish barriers removed or bypassed, species moved or avoided

Partnerships – Outside agency funding sources (total cost/sharing percentage)

Volunteers – Total number of volunteers/workdays

Grant/Foundation Funding – Total funding/match

Visitor Counts – Total number of visitors weekend/weekday









Best practices education – Project emphasizes educational and interpretational opportunities

Estimated cost – Total estimated or actual cost of project

Accessibility – Determine if facility or programs designed for accessibility (A) or if barriers (B) exist based on ADA checklist









Staff time – Total number of staff hours estimated

Administrative




	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
SYSTEMWIDE	Planning and Development monthly reports	Report		Monthly	Staff time	Report assembly,
	Tollbooth scanning reports	Report		Monthly	Staff time	Ongoing, added story map in GIS
	Foundation administrative tasks	Various		Ongoing	Staff time	Administrative tasks, annual LARA report completed and paid for
	Sign request processing/signage transition plans	Infrastructure/ Small Facilities		Ongoing	Actual cost	Administrative tasks
	CAPRA accreditation preparation	Report	Various	Ongoing	Staff time	Sustainable Policy for CAPRA standard 7.8 and 7.9.1 being reviewed by Sustainability Committee; support provided for all Chapter Chairs
	FAIR Play Coalition maintenance and development	Various		Ongoing	Volunteers	Consultations on projects, committee meeting scheduled for Oct. 6
	Agency/org partnership maintenance and development	Various	Various	Ongoing	Staff time	Ongoing coordination with DRFC and City of Detroit
	CAPRA Programming Ch. 6	Various		Ongoing	Staff time	Documentation assembly
	CAPRA Planning Ch. 2	Report		Ongoing	Staff time	Documentation assembly
	Commemorative trees and benches	Various		Ongoing	Staff time	Administrative tasks

SYSTEM-WIDE

HCMA Studies/Initiatives





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
	Volunteer Management	Plan		Spring 2021	Staff time	Shoreline clean-ups at Lake Erie and Lake St. Clair, clean-up by canoe from Dexter-Huron to Delhi. Work skills groups (HMills, LSC, WMI, and SCr are finishing their 6 week program volunteering at parks, scheduling volunteer groups for fall invasive species removal and seed collection, reviewing volunteer management software, third quarterly meeting held Sept. 23.
	Community Recreation Plan 5-County SE Michigan survey	Plan		Ongoing	Staff time/Consultant	Survey contract to ETC recommended for approval to the Board at the October, 14, 2021 BOC meeting
	Sustainability Plan projects coordination	Various		Ongoing	Various	CAPRA Sub-Committee working on sustainability policy standards
	Trail Ambassador program	Report		August	Staff time	Soft launch August 2021, marketing to launch officially in spring 2022
	ADA Transition Plan	Plan		Ongoing	Staff time	Action items updated in plan related to accessible walkway and picnic shelter improvements.
	Visitor count program	Various		Ongoing	Staff time	3 temporary pedestrian/bicycle counters installed at Willow, Kensington, Dexter-Huron. Permanent counter installed at LSC with contractor; parking lot counts continue.
	Visitation data documentation and analysis	Report		Ongoing	Staff time	Monthly reporting on scan data obtained from annual and daily passes
	Interpretive Master Plan demographic and other data analysis	Report		Ongoing	Staff time	Support for Interpretive Services staff for interpretive plan development

Grants/Fundraising


	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
	REI Grant Rouge Park	Plan		Ongoing	Staff time	Prairie trail foot bridge completed Sept. 2021, signs have been delivered and footbridge project has been completed
	NEEF Beach Wheelchairs	Plan		Ongoing	Staff time	National grant for mobility & accessibility on public lands; Notification in October
	GOAL- Various grant opportunities	Plan		Ongoing	Staff time	Requesting funds for GOAL school programs for 2021-22 school year

SYSTEM-WIDE

Recreation Programming

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
	2021 Recreation Programming	Various		On going	Staff time	Evaluation for swim lessons at LSC complete, and movies in the park. Working on plans for 2022.
	DIA's Inside/Out program	Various		On going	Staff time	6 art installations completed at KEN, LER, and SCr until end of October
	Programming Evaluation	Various		On going	Staff time	Ongoing
	Swim program development plan (SE Michigan region)	Plan & Program		Fall 2021	Consultant Report	Over 900 surveys from 5-county SE Michigan region completed. Intercept surveys performed along Detroit riverfront through end of September

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
	PNC Grant	Documentation		Ongoing	Check received	Moving forward with equipment purchases
	EGLE Recycling Bin Grant	Plan	Various	May 2021	Staff time	Audits of recycling bins for contamination ongoing
	Healthy Catalyst Paddling Accessibility	Implementation	Various	Ongoing	Staff time	Angle Oar and hand/wrist adaptations installed at SCr and KEN, available for public use. Conducted a training for staff at Kensington.
	Nature trail wayfinding sign development	Implementation	Various	Ongoing	Staff time	Met with new Int. Supervisor to update on project progress, data downloaded from pedestrian counter and remains in place. Draft plan in progress
	ESRI ArcGIS Administration	Documentation	Various	Ongoing	Staff time	GIS meeting on October 5 to discuss ArcGIS online credit usage, licensing, and account management
	Park maps in ArcGIS	Documentation	Various	Ongoing	Staff time	HMills, KEN, LHu, SCr and Will in progress

SOUTHERN DISTRICT





Foot bridge at Lower Huron Metropark





SOUTHERN DISTRICT

Grants/Fundraising



	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
LER	2021 TF- Cherry Island Trail Improvements	Large Facilities		April 2021	Staff	Preliminary scoring received. Supplemental information to be submitted by Oct. 1st
	2021 GLRI-EPA Nonpoint Source Grant	Large Facilities		Ongoing	Staff time	Partnering with Wyandot to perform ecological restoration at Six Points and SWMP green infrastructure improvements at LER.; Notification expected in October
LHu	2020 TF - LHu Iron Belle Trail Connector	Documentation	Various	2021.	Staff time	Project agreement complete. Design engineering in progress with 2019 DNR IBT grant funds
	2020 LWCF - Walnut Grove Campground	Documentation	Various	2021	Staff time	LWCF grant recommended for funding. Entering Project Agreement, additional documentation provided
	2020 LWCF - Off-Leash Dog Area	Documentation	Various	2021	Staff time	LWCF grant recommended for funding. Entering Project Agreement, additional documentation provided

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
LHu	2018 LWCF - LH North Fishing Site	Large Facilities		Ongoing	Staff time	Project near completion with erosion issues and minor fixes to be addressed. Ribbon cutting scheduled for Nov. 1; preparing final report
	2019 IBT funding	Design		Sept 2021	Completed design engineering	Nearly complete- balance of grant funding to be used towards field engineering of IBT
	Woods Creek Playground	Large Facilities	Various	2021 Completion	Construction	Equipment and concrete installation nearing completion. Poured-in-place rubber surfacing to be installed in October.
WII	SE Michigan Resilience Fund- Big Bend Area Restoration	Large Facilities	Eng/NR	Ongoing	Staff	RFP issued for engineering design for in stream improvements under review by staff. Out of stream design in house ongoing. Stakeholder Meeting #3 planned for October

SOUTHERN DISTRICT

Project Implementation/Oversight, cont.

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
LEP	2019 LWCF - Oakwoods Accessible Nature Trail	Large Facilities		Ongoing	Staff time	Project Agreement sent to DNR; waiting on DNR/NPS approval
	2019 LWCF - Lake Erie Accessible Boat/Kayak Launch	Large Facilities		1 month	Staff time	SHPO response requested State file review (archaeological study by Commonwealth Heritage Group and submitted to SHPO for review.) Awaiting project agreement for execution

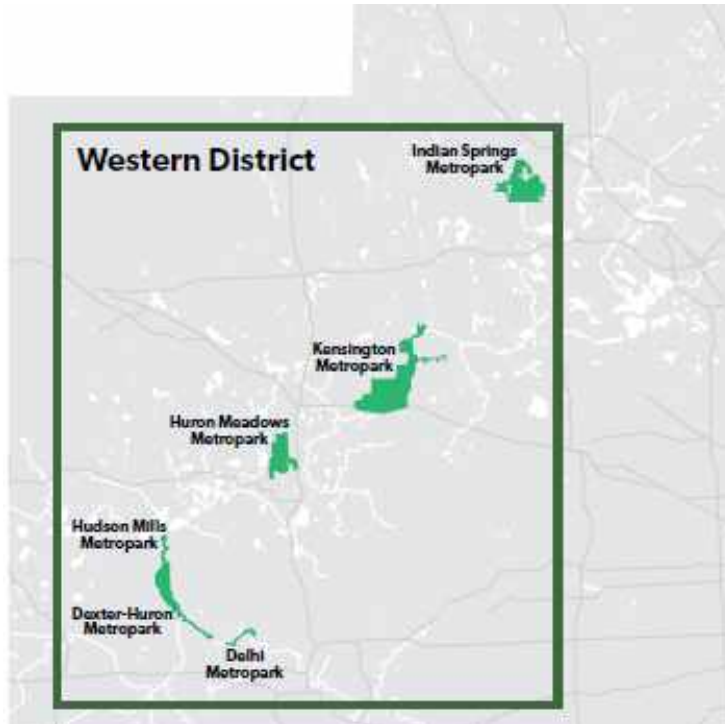
Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
WII	Willow Acorn Knoll Disc Golf Course	Small Facilities	Ops / Maint.	August	Staff time	Concept design completed to convert the course from a short 24 hole course to a longer 18 hole course with 6 additional practice baskets.

HCMA Studies/Initiatives





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
LEP	Marina building study	Large Facilities		2021	Consultant	Draft report underway with staff and user engagement to assist in recommendations

WESTERN DISTRICT




WESTERN DISTRICT

Administrative





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
Del	Border-to-Border trail design and construction	Large Facilities		Ongoing	Estimated Cost	Washtenaw County leading design efforts; attendance at meetings as necessary
	Skip's Livery relocation	Large Facilities		Ongoing	Consultant fee	Decision has been made to leave Livery operations where they are currently located. Patrons will continue to park at East Delhi.
MISC	Livingston County Parks and Open Space Advisory Committee	Partnership		Ongoing	Staff time	Attendance at regular POSAC meetings. Trail counter in place at Fillmore County Park. Data downloaded monthly
	Friends of the Lakelands Trail Steering Committee	Partnership		Ongoing	Staff time	Represent HCMA as a participating steering committee member that meet monthly

Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
Del	2021 TF – Accessible Takeout Development	Large Facilities		2021	Staff time	Decision made to withdraw the grant proposal this year. Project will be resubmitted next year with modifications made to the existing Skip's building area and with connections made to the East Delhi accessible parking areas.

WESTERN DISTRICT

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
Ken	2019 TF West Boat Launch Accessible Launch Project	Large Facilities		Ongoing	Staff time	Project agreement executed; design underway
HMills	2019 TF Rapids View Accessible Launch Project	Large Facilities		Ongoing	Staff time	Project agreement executed; design underway. EGLE permitting and DNR Natural Rivers permitting received
DHu	2020 TF – Dex-Huron Accessible Launch	Large Facilities		Ongoing	Staff time	Project agreement executed; survey completed and design underway
HMe	Feasibility study for connection between Huron Meadows & Island Lake Rec Area	Plan		June 2021	Staff time	Preferred route based on scoring methodology reviewed by staff, public/stakeholder engagement ongoing.

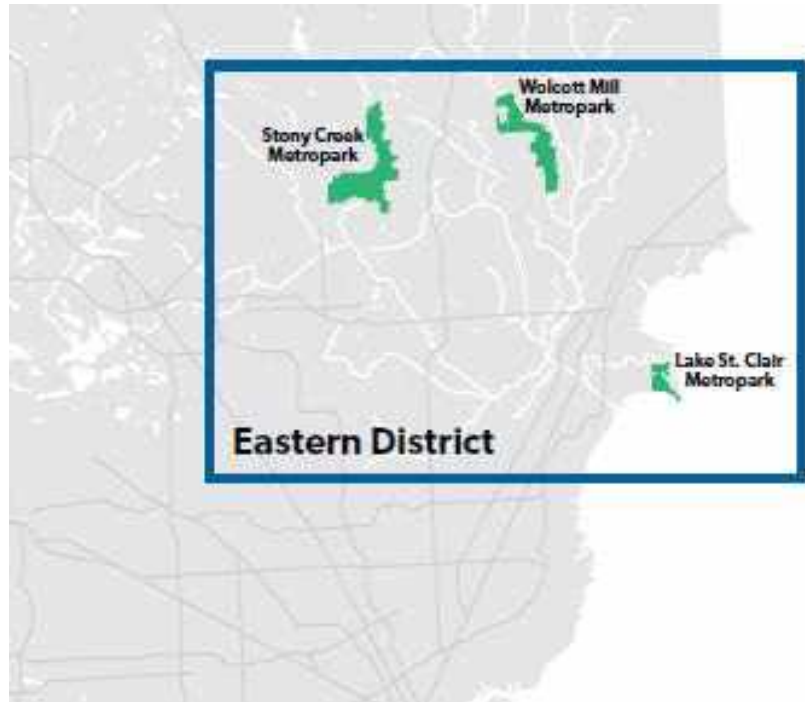
Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
Ken	Kensington Nature Center Parking Lot and Accessibility Improvement Study	Large Facilities		August	Staff time	A concept plan to make Deer Run an accessible trail has been added to the project. Plans were reviewed with staff on September 30 th .

HCMA Studies/Initiatives

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
Ken	Kensington Master Plan 5-Year Update	Plan	Various	2021	Staff time	Steering Committee Meeting #1 took place on October 5th

EASTERN DISTRICT



Disc Golf at Stony Creek Metropark




EASTERN DISTRICT






Administrative

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
WMIII	Schmidt Property Acquisition	Land Acquisition		Fall 2020	Acquisition	Working on demolition of deteriorated barns and other structures on site.

Grants/Fundraising



	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
SCR	2021 LWCF- Stony Creek Reflection Trail Accessible Trail Development	Small Facilities		April 2021	Staff time	Preliminary scoring received. Supplemental information submitted by Oct. 1 along with SHPO and new PDES form
LSC	Michigan Coastal Management Program Grant – Accessible Kayak Launch	Large Facilities	Various	Ongoing	Staff time	Application submitted late 2020; submitted Section 106 to SHPO with no adverse impacts to cultural resources.

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
LSC	Transit Planning for Access to LSC	Large Facilities		2021 Completion	Consultant/Staff	Metropark Express launched to continue through 2022. Strategy in progress with SMART for continued marketing efforts and data reporting/analysis
	LSC Beach Restoration Project- Nonpoint Source Pollution Project	Large Facilities		2023 Completion	Staff time	USGS meeting held on 9/24. Herbiciding of weeds to take place late September, with replanting in Spring 2022. Ongoing bird counts and water quality monitoring work to begin soon with USGS.
	Nature Trail wayfinding signage plan development	Small Facilities		July	Staff time	Development of a wayfinding plan for the nature trail system as a guide to update trail signage
SCR	Shelden Trails Redevelopment	Large Facilities		Ongoing	Staff time	Trail work complete on all loops. Bridge to be installed shortly on the north connector trail
	2019 TF – Off-leash Dog Area Development	Large Facilities		Ongoing	Staff time	Contractor has started with the bullpen area and accessible walks

EASTERN DISTRICT

Project Implementation/Oversight, Cont.

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
scr	Urban Community Forestry Grant	Application	Various	2021 Completion	Staff time	Trees have been purchased, planted, and the final grant report submitted
	Wolcott Farm Center Ford Volunteer Corps	Small Facilities		Ongoing	Staff time	Grant received for renovation of 40 garden beds; Volunteer days scheduled for late October. Lumber price decline allowing for additional project enhancements
scr	Shelden Trails Signage Plan	Small Facilities	Mkting	3 months	Staff time	Mapping and signing of the trails continues
	26 Mile Connector Trail TAP Grant	Large Facilities		2022 Completion	Staff time	Bid package released by MDOT with bids received on October 1, 2021.


Recreation Programming

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
	Meet me on the Trail day planning committee	Programming		September	Staff time	Metroparks participated in the countywide event on 9/25 at Lake St. Clair Metropark.

HCMA Studies/Initiatives

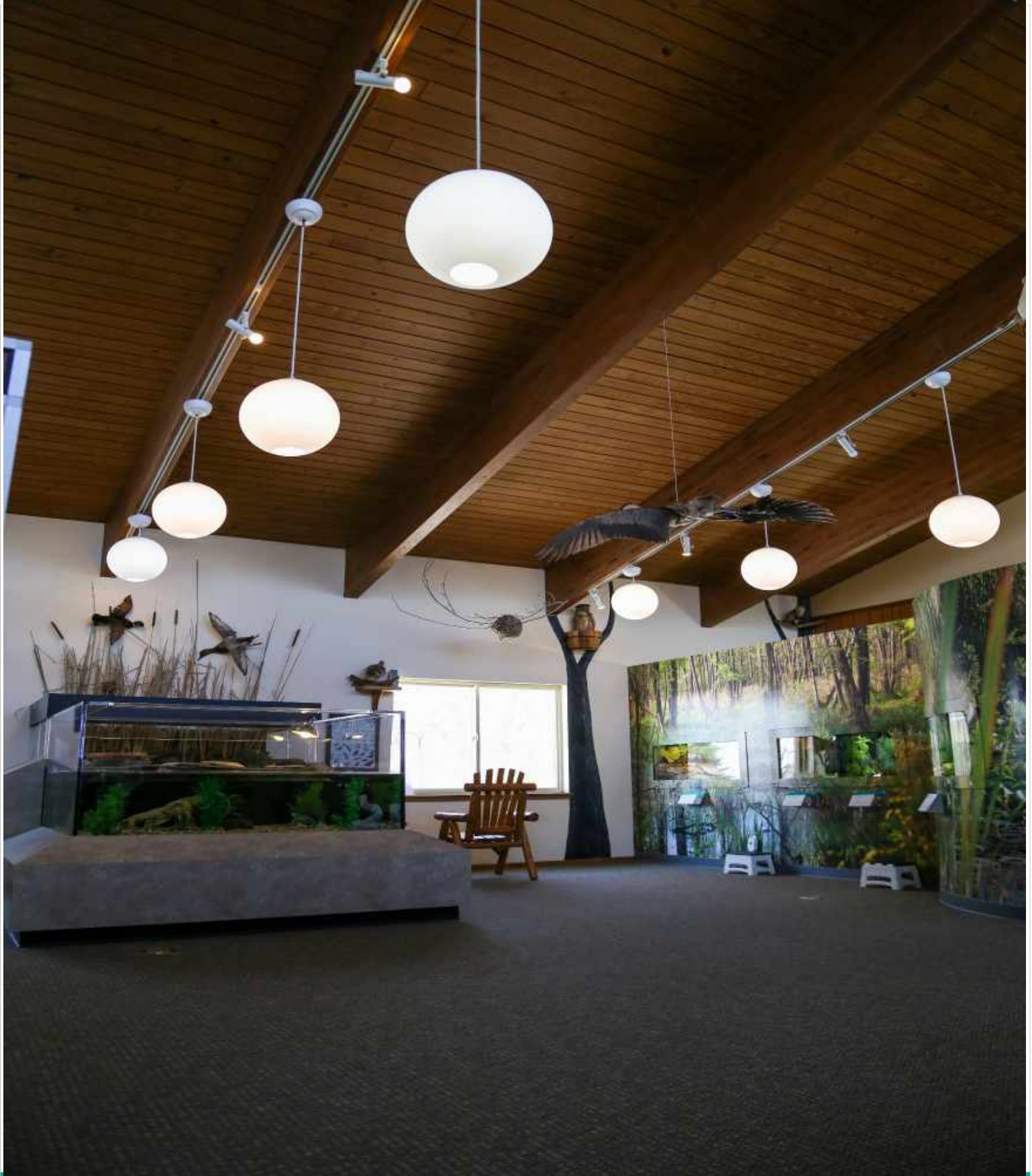
	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
scr	Stony Creek Master Plan 5-Year Update	Plan	Various	2021	Staff time	Planning staff recommends master plan update draft be approved by the Board at the October, 14, 2021 BOC meeting

Facility Concept Planning

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	October 2021 Actions
scr	Banquet tent area at Boat Launch	Conceptual Plan		June-July	Staff time	Alternative site locations and features being considered. The current banquet tent location, Baypoint Beach, and the boat launch area site are all being considered. Concept plans to be developed by October.

WHAT'S NEXT?

	Description	Action Type
SYSTEM WIDE	<p>CAPRA documentation assembly</p> <p>Kick off meeting for 5-Year Community Recreation Plan survey</p> <p>Eco Counter Monthly Reports</p> <p>Park Maps in ArcGIS Online</p>	<p>Staff time</p> <p>Staff time</p> <p>Staff time</p> <p>Staff time</p>
EASTERN DISTRICT	<p>Steering Committee Meeting #3 LSC transit access plan</p> <p>Programming Evaluations</p>	<p>Consultant/Staff time</p> <p>Staff time</p>
WESTERN DISTRICT	<p>Programming Evaluations</p> <p>Kensington Master Plan 5-Year Update</p>	<p>Staff time</p> <p>Staff time</p>
SOUTHERN DISTRICT	<p>Programming Evaluations</p> <p>LHU Iron Belle Trail design engineering</p> <p>Lower Huron Master Plan 5-Year Update</p>	<p>Staff time</p> <p>Consultant/Staff time</p> <p>Staff time</p>



Grant Updates - October 2021

In Progress						
Grant program	JV/MN	Project/Park	Amount	Match	Due Date	Applicant
4CCF	MN	SC & WM field trips	\$10,000	-	-	MF
Grant Applications Awaiting Response						
Grant program	JV/MN	Project/Park	Award Amt	Match	Submitted	Applicant
DNR TF '21	MN	LE Cherry Island Trail Improvements	\$300,000	\$192,500	3/31/2021	HCMA
DNR TF '21	MN	Delhi Take-Out Renovation	\$153,000	\$125,100	3/31/2021	HCMA
Various Foundations (8)	MN	GOAL	\$5K-\$10K	-	6/29/2021	MF
GLRI-EPA Nonpoint Source	MN	OHM Stormwater Report GI	\$483,500	\$174,300	8/20/2021	HCMA
NEEF-Toyota	MN	Beach Wheelchairs	\$20,000	in-kind	8/31/2021	HCMA
MCMP	JV	LSC Accessible Launch	\$194,863	\$194,863	12/18/2020	HCMA
LWCF '21	JV	Stony Creek Reflection Trail	\$465,600	\$465,600	4/1/2021	HCMA
Grant Administration						
Grant program	Mgmt	Park/Project	Award Amt	Match	Deadline	Applicant
LWCF '18	MN/JK	LH North Fishing Site	\$144,400	\$144,400	4/30/2022	HCMA
GLRI-FS '18	MN/TM	LSC Black Cr Shoreline	\$160,211	-	12/31/2022	HCMA
I-100 '18	MN/PB	KFC Seeding Green Future	\$90,000	-	11/7/2021	MF
MNRTF '19	MN/JK	HMI Rapids View Launch	\$226,400	\$226,900	8/31/2022	HCMA
LWCF '19	MN/AS	Oak Access. Nature Trails	\$124,000	\$124,000	2/29/2024	HCMA
LWCF '20	MN/JK	LH WGr Campground	\$300,000	\$150,000	TBD	HCMA
MNRTF '20	MN/KE	DxH Accessible Launch	\$192,700	\$192,800	5/31/2023	HMCA
Ford Volunteer Corps '20	MN/KK	Oak Prairie Plantings	\$4,000	-	11/30/2021	MF
4CCF '19	MN/JJ	SC & Wol	\$24,000	-	Covid extension	HCMA
NFWF-SEMRF '21	MN/TM	WII Big Bend Area Restoration	\$250,000	\$177,859	6/30/2023	HCMA
CFSEM Design and Access '20	MN	Feasibility study US-23 bridge	\$47,000	-	4/22/2022	MF
Ford Volunteer Corps '21	MN/KK	Wolcott Raised Garden Beds	\$7,500	-	11/30/2021	MF
PNC '21	MN/JJ	W. MLC Early Childhood Educ.	\$5,000	-	6/25/2022	MF
Towsley Foundation '21	MN/JJ	GOAL	\$5,000	-	12/31/2022	MF
Anonymous Foundation '21	MN/JJ	GOAL	\$10,000	-	7/31/2022	MF
DNR Iron Belle Trail	JV/NK/MH	LH IBT Design Engineering	\$82,075	\$23,400	9/1/2021	HCMA
MNRTF '19	JV/AS	Ken West Boat Launch Dev	\$154,000	\$154,000	8/31/2022	HCMA
LWCF '19	JV	LE Kayak Launch	\$122,500	\$122,500	2 yrs from proj agrmt	HCMA
MNRTF '19	JV/JK	SC Off Leash Dog Area	\$50,000	\$88,500	8/31/2022	HCMA
TAP Grant	JV/JK	SC 26-Mile Connector Trail	\$214,455	\$43,000	12/31/2021	Macomb Co
Ralph C. Wilson Jr. Foundation	JV	Southern District	\$2,682,755	-	??	MF
REI	JV/KK	Rouge Park Prairie	\$10,500	-	12/31/2021	HCMA
EGLE Non point source	JV/NK	LSC Beach	\$300,000	\$100,000	12/31/2023	HCMA
SEMCOG Transportation Equity	JV/NK	LSC Planning	\$32,740	\$7,260	10/31/2021	Harrison Twp
EGLE - Recycling	JV/JB	Western & Southern Districts	\$48,816	\$12,204	9/29/2023	HCMA
DNR Urban & Community Forestr	JV	SC Norway Spruces	\$1,950	\$1,950	9/1/2021	HCMA
MNRTF '20	JV	LH IBT	\$300,000	\$416,766	6/1/2023	HCMA
LWCF '20	JV	LH Off-Leash Dog Area	\$165,400	\$165,400	~Summer 2023	
Healthy Catalyst	JV	Adaptive Kayak equipment	\$2,950	\$0	10/30/2020	HCMA
REI	JV	Rouge Park Prairie	\$8,000	TBD	5/4/2021	MF

NOAA/Great Lakes Commission	JV/TM	Lake Erie Shoreline Restoration	\$1,449,609	\$135,194	will be extended by GLC	HCMA	GEI putting together dredging bid package; EGLE to review dewatering plan; offshore shoals plan underway; waiting on SHPO review of soil borings; construction ideally starts after Nov 1.
Renew MI - DRFC	JV	DRFC	\$1,000,000	N/A	4/30/2021	HCMA	HCMA acting as fiduciary for DRFC



To: Board of Commissioners
From: Jennifer Jaworski, Chief of Interpretive Services
Subject: Report – Interpretive Services Department Monthly Update
Date: October 8, 2021

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file Interpretive Services Department Monthly update as recommended by Chief of Interpretive Services Jennifer Jaworski and staff.

Attachment: Monthly Interpretive Services Department Report



HURON-CLINTON METROPARKS

INTERPRETIVE SERVICES MONTHLY REPORT

September 2021

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

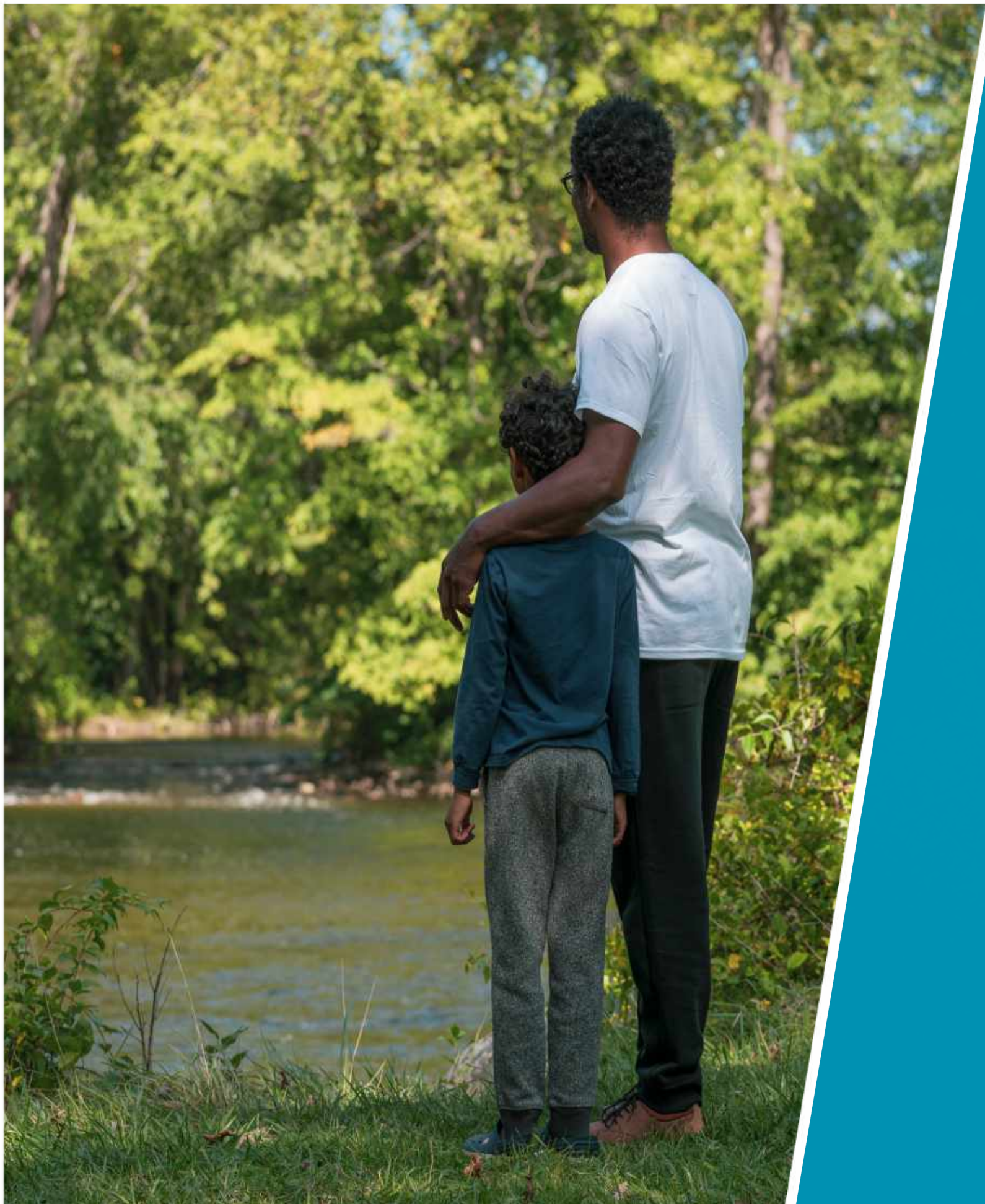


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PROGRAM/INITIATIVE IMPLEMENTATION

Project/Initiative Implementation

Ongoing:

- Development of Teacher surveys conjunction with Marketing and DEI
- Michigan Activity Pass
- Sensory Friendly backpacks available at Interpretive centers
- Alliance of Downriver Watersheds and Huron River Watershed partnership for stormwater education to Wayne County Green Schools
- ADA benchmarking to evaluate program accessibility
- Wildlife Management Plan proposal: working in coordination with Natural Resources and Regulatory Compliance to review and update current plan.
- Internal Evaluation on public interpretive programs and Public Event and Programming survey initiative.
- Interpretive Master Plans for 2021
 - Wolcott Mill Metropark Farm and Historic Centers
 - Oakwoods Metropark Nature Center
 - Kensington Metropark Farm Center

COMMUNITY ENGAGEMENT

Community Engagement

Ongoing:

- Detroit Parks Coalition discussion on potential partnership with programming
- Belle Isle Conservancy discussion on potential partnership with programming
- Detroit Riverfront Conservancy: virtual programming and 2021 program schedule developed.

Calf born at Wolcott Mill Metropark Farm Center



PROGRAMMING

Programming

Ongoing:

- Get Out and Learn 2021-2022
- In-person, Synchronous and Asynchronous school programming continues
- In-person programming continues, including “pop-up” programs
- Virtual programming continues

**GET OUT
AND LEARN
SCHOLARSHIPS
AVAILABLE**

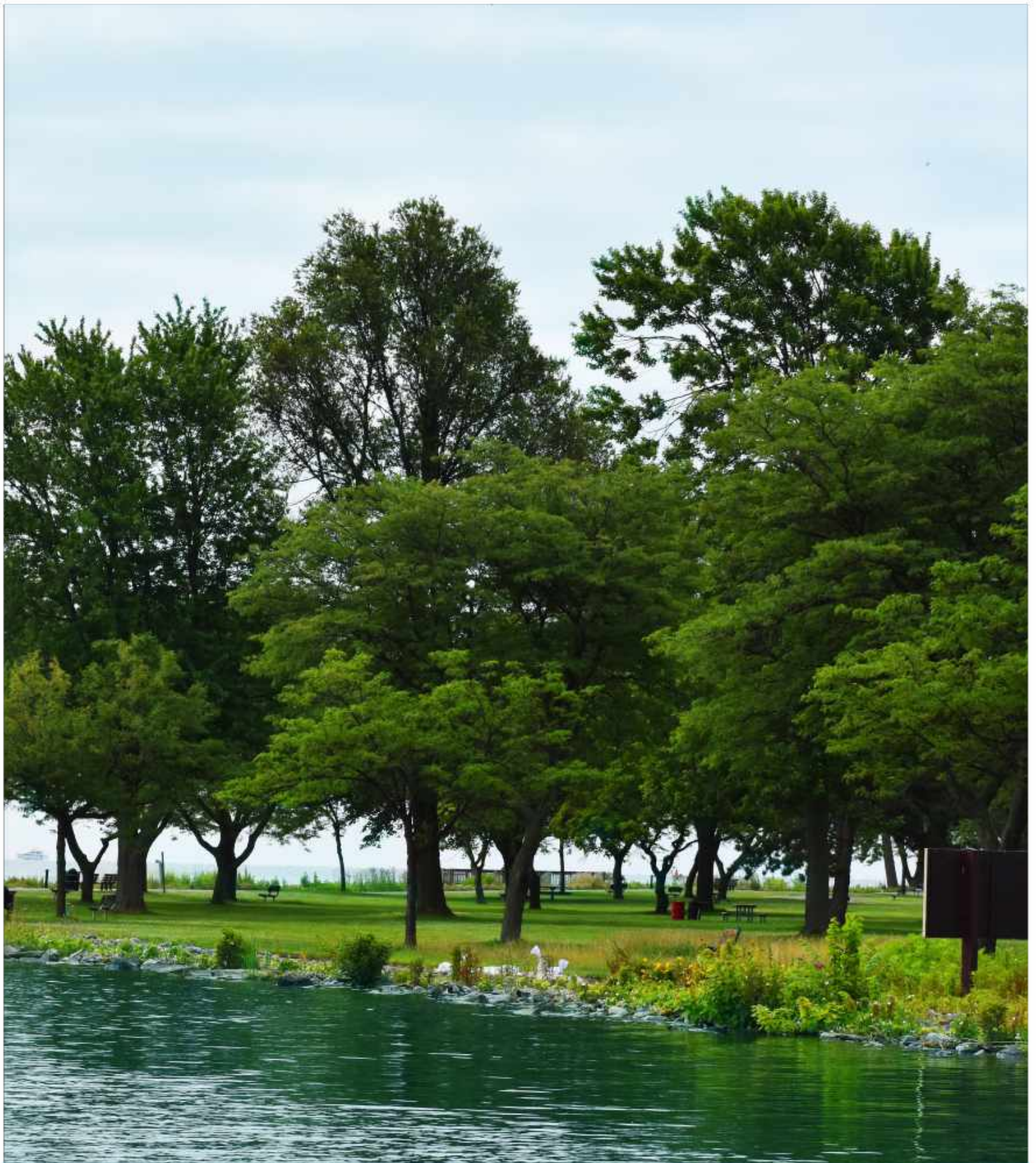


GRANTS

Grants

Ongoing:

- Lake Superior State partnership and NOAA Great Lakes Bay Watershed Education and Training (B-WET) program to engage students in water quality monitoring and stewardship at Lake Erie Marshlands Museum
- PNC Early Childhood grant for the Western District Mobile Learning Center
- CMU and EPA grant partnership engaging students in water quality monitoring at Lake Erie Marshlands Museum
- Lake St. Clair Birding Trail, the Metroparks are supporting partner on this grant that is promoting the birding trail in St. Clair and Macomb Counties
- Green Ribbon Initiative with the Nature Conservancy, this grant covers conducting programming that highlights Oak Openings and develop interpretive signage at Oakwoods Nature Center





To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Project No: ITB 2021-043
Project Title: Bids – Material for Shoreline Restoration
Location: Lake Erie and Lake St. Clair Metroparks
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners award ITB 2021-043 for material for shoreline restoration in the amount of \$28,150.84 to Hanes Geo Components of Livonia, Michigan, the low responsive, responsible bidder for ITB 2021-043 as recommended by Chief of Natural Resources and Regulatory Compliance Tyler Mitchell and staff.

Fiscal Impact: Funds will come from the Board approved 2021 budget.

Scope of Work: Provide and deliver material for shoreline restoration to Lake Erie and Lake St. Clair Metroparks.

Background: The proposed purchase was competitively bid and the ITB was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 108 vendors, of which 23 vendors downloaded the ITB. Only one (1) bid was received.

<u>Vendor</u>	<u>Location</u>	<u>Price</u>
Hanes Geo Components*	Livonia, MI	\$28,150.84

() Indicates recommended award.*



To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Project No: ITB 2021-042
Project Title: Bids – Removal of Beach Spoils
Location: Lake St. Clair Metropark
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners award ITB 2021-042 for the removal of beach spoils for a not-to-exceed amount of \$50,000 to Santoro Services, LLC of New Baltimore, Michigan, the low responsive, responsible bidder for ITB 2021-042 as recommended by Chief of Natural Resources and Regulatory Compliance Tyler Mitchell and staff.

Fiscal Impact: Funds will come from the Board approved 2021 budget, which allowed \$50,000 for the work.

Scope of Work: Remove beach spoils from Lake St. Clair Metropark.

Background: The proposed purchase was competitively bid and the ITB was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 282 vendors, of which 29 vendors downloaded the ITB. Five bids were received.

<u>Vendor</u>	<u>Location</u>	Price per Cubic Yard Moved if	
		<u>≤1,000 CY</u>	<u>>1,000 CY</u>
EQ Industrial Services Inc.	Livonia, MI	\$71.39	\$71.39
Ultimate Lawn Service	Chesterfield, MI	\$49.00	\$40.00
Dean Marine and Excavating	Mt. Clemens, MI	\$37.60	\$35.80
Santoro Services LLC*	New Baltimore, MI	\$10.00	\$ 8.75
VMX International	Detroit, MI	\$68.75	\$62.50

() Indicates recommended award*



To: Board of Commissioners
From: Tyler Mitchell, Chief of Natural Resources and Regulatory Compliance
Project No: 51218.239-B
Project Title: Bids – Shoreline Restoration
Location: Lake Erie Metropark
Date: October 6, 2021

Action Requested: Motion to Approve

That the Board of Commissioners award a contract for Lake Erie Shoreline Restoration to Catskill Remedial Contracting Services Inc. of Brighton, Michigan, the low responsive, responsible bidder for a not-to-exceed amount of \$101,475, which includes \$51,475 for the base work and a contingency of \$50,000 for other work that, at the Metroparks sole option, needs to be completed to obtain optimal results as recommended by Chief of Natural Resources and Regulatory Compliance Tyler Mitchell and staff.

Fiscal Impact: Funding for the project is provided by the Great Lakes Commission (GLC) to support the Great Lakes Restoration Initiative (GLRI) with pass-through funds from the National Oceanic and Atmospheric Administration (NOAA). This project is supported with Federal Funds.

Scope of Work: GLC and NOAA have provided funding to support the Metroparks efforts to increase coastal resiliency and biological diversity through the restoration of shoreline and Great Lakes coastal marshlands. In 2019, with support from GLC and NOAA, the Metroparks contracted with GEI Consultants to oversee design, construction, pre- and post-monitoring, and coordinate restoration of the shoreline and marshlands at Lake Erie Metropark. Since then, GEI Consultants, the Metroparks and a Technical Advisory Team consisting of members from partner organizations GLC and NOAA, have detailed two major projects to benefit Lake Erie, one of which is the restoration of Lake Erie Metropark's shoreline.

Background: The Metroparks proposes to remove hardened shoreline to return the coast back to a nurturing and healthy habitat that will encourage and support fish and wildlife development and sustainability.

The project was competitively bid, and the document was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice to 190 vendors, of which 53 vendors downloaded the solicitation. The project was also reported and publicly advertised in the following construction reporting outlets: Construction Association of Michigan, Washtenaw Contractors Association, and Builders Exchange of Michigan. Four bids were received.

In addition to the base bid, Bidders provided pricing for potential and variable work, such as the installation and subsequent removal of a silt fence, removal of spoils from Lake Erie Metropark and restoration of turf grass and concrete if necessary.

<u>Vendor</u>	<u>Location</u>	<u>Base Bid</u>
Catskill Remedial Contracting Services Inc.*	Brighton, MI	\$ 51,475.00
Erie Construction	Woodhaven, MI	\$142,500.00
Gibraltar Construction Co	Trenton, MI	\$188,000.00
M.L. Chartier Excavating Inc	Fairhaven, MI	\$183,100.00

() indicates recommended award*



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 712-21-136
Project Title: Bids - Pool Plaza Concrete Repairs
Project Type: Major Maintenance
Location: Lake Erie Metropark
Date: October 5, 2021

Bids Received: September 30, 2021

Action Requested: Motion to Approve

That the Board of Commissioners (1) award Contract 712-21-136 to the low responsive, responsible bidder, Universal Consolidated Enterprises, Inc., in the amount of \$61,474; and (2) approve the transfer of \$1,474 from the Lake Erie unallocated account to cover the cost of the project as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The project was budgeted at \$60,000 and is over budget in the amount of \$1,474. Funding is available in the Lake Erie unallocated account to cover the overage.

Scope of Work: The work includes up to 517 square yards of concrete removal and replacement.

Background: The concrete surface on the plaza by the wave pool has deteriorated and needs to be replaced.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
1 Universal Consolidated Enterprises DEI <input type="checkbox"/> Local <input type="checkbox"/> Wage <input type="checkbox"/>	Roseville	\$61,474.00
2 Great Lakes Contracting Solutions DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input type="checkbox"/>	Waterford	\$62,944.00
3 McCarthy Construction Company DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input checked="" type="checkbox"/>	Commerce Twp	\$66,232.00
Budget Amount for Contract Service		
- Pool Plaza Concrete Repairs		\$60,000.00
- Work Order Amount		
o Contract Amount		
o Universal Consolidated Enterprises		\$61,474.00
▪ Contract Administration		<u>\$ 5,000.00</u>
▪ Total Proposed Work Order Amount		\$66,474.00

This project was reported and publicly advertised in the following construction reporting outlets: MITN, Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Builders Exchange of Michigan, McGraw Hill Dodge.

[illegible]



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 712-21-138
Project Title: Bids - Roadway Repairs
Project Type: Major Maintenance
Location: Lake Erie Metropark
Date: October 8, 2021

Bids Received: September 30, 2021

Action Requested: Motion to Approve

That the Board of Commissioners award Contract 712-21-138 to the low responsive, responsible bidder, Best Asphalt, Inc. in the amount of \$22,960 as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The project was budgeted at \$60,000.00 and is under budget in the amount of \$37,040.

Scope of Work: The work includes repairing and paving of approximately 200 square yards of roadway and installing 89 square yards of heavy rip rap.

Background: A sink hole developed in the main park roadway necessitating the repair. It is believed that it may be the location of an old culvert. The original project was scoped with a culvert replacement; however, after further investigation no culvert is needed. There is currently a temporary steel plate over the depression.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
1 Best Asphalt, Inc. DEI <input type="checkbox"/> Local <input type="checkbox"/> Wage <input checked="" type="checkbox"/>	Romulus	\$22,960.00
2 Great Lakes Contracting Solutions DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input checked="" type="checkbox"/>	Waterford	\$42,105.00
3 Gibraltar Construction Company DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input checked="" type="checkbox"/>	Trenton	\$62,600.00

Budget Amount for Contract Service

- Boat Launch Road Culvert Replacement phase 2	\$60,000.00
- Work Order Amount	
o Contract Amount Best Asphalt Inc.	\$22,960.00
▪ Contract Administration	<u>\$ 5,000.00</u>
▪ Total Proposed Work Order Amount	<u>\$27,960.00</u>

This project was reported and publicly advertised in the following construction reporting outlets: MITN, Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Builders Exchange of Michigan, McGraw Hill Dodge.



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services No:
Project 704-21-373
Project Title: Bids - Farm Center Septic Tank Replacement Phase
Project Type: Major Maintenance
Location: Kensington Metropark
Date: October 8, 2021

Bids Received: September 30, 2021

Action Requested: Motion to Approve

That the Board of Commissioners (1) award Contract 704-21-373 to the low responsive, responsible bidder, Bob Myers Excavating, Inc. in the amount of \$45,450; and (2) transfer funds from the Lower Huron unallocated account to cover the cost of the project as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The project is an unbudgeted repair. Funding is currently available in the Lower Huron unallocated account to cover the cost of the project.

Scope of Work: The work includes furnishing all labor, equipment and materials necessary to remove and replace four existing septic tanks.

Background: The Kensington Farm Center's septage is handled by a tile field system that includes six septic tanks in series. The first and second 1,000-gallon tanks were replaced last year. Four of the remaining tanks need to be replaced due to the deterioration of the concrete. The four, 1000-gallon tanks will be replaced with three 1500-gallon tanks. The expectation was to get a few more years of service from the existing tanks, however it is necessary to replace them at this time.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Bob Myers Excavating, Inc.*	Brighton	\$45,450.00

*Only one bid was received.

Budget Amount for Contract Service	\$ 0.00
- Work Order Amount	
o Contract Amount Bob Myers Excavating, Inc.	\$45,450.00
▪ Contract Administration	<u>\$ 5,000.00</u>
▪ Total Proposed Work Order Amount	\$50,450.00

This project was reported and publicly advertised in the following construction reporting outlets: MITN, Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Builders Exchange of Michigan, McGraw Hill Dodge.



To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 506-21-498
Project Title: Bids – Turtle Cove Crosswalk Path
Project Type: Capital Improvement
Location: Lower Huron Metropark
Date: October 8, 2021

Bids Opened: Tuesday September 7, 2021 at 2:00 p.m.

Action Requested: Motion to Approve

That the Board of Commissioners award Contract No. 506-21-498 to the low responsive, responsible bidder, Best Asphalt, Inc. in the amount of \$81,352.50 as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The project was budgeted at \$90,000 and is under budget in the amount of \$8,647.50.

Scope of Work: The work includes the construction of approximately 500 linear feet of 10-foot wide asphalt path including a roadway crosswalk.

Background: The proposed path will accommodate the many park patrons that use the Foxwoods parking lot to access Turtle Cove and the surrounding greenspace. Currently there is no path or crossing. The path will provide a centralized point to cross the road, aid in traversing the ditch line, and increase safety for pedestrians.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
1 Best Asphalt, Inc. DEI <input type="checkbox"/> Local <input type="checkbox"/> Wage <input checked="" type="checkbox"/>	Romulus	\$81,352.50
2 Gibraltar Construction Co. DEI <input type="checkbox"/> Local <input checked="" type="checkbox"/> Wage <input checked="" type="checkbox"/>	Taylor	\$96,925.00
Budget for Contract Services - Turtle Cove Crosswalk Path		\$90,000.00
Work Order Amount - Contract Amount o Best Asphalt, Inc. ▪ Contract Administration ▪ Total Proposed Work Order Amount (Rounded)		 \$81,352.50 <u>\$ 5,000.00</u> \$86,353.00

This project was reported and publicly advertised in the following construction reporting outlets: Michigan Inter-governmental trade network, MITN; Construction Association of Michigan, Construction Connect, Washtenaw Contractors Association, Builders Exchange of Lansing and Central Michigan.





To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Project No: 510-17-311
Project Title: Approval - Change Order, Willow Park Office
Project Type: Capital Improvement
Location: Willow Metropark
Date: October 8, 2021

Action Requested: Motion to Approve

That the Board of Commissioners approve a change order for the construction of the new Willow Park Office contract 510-17-311 in the amount of \$36,369.71 to cover additional construction costs as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: Funding is currently available in the Capital Projects Fund to cover the additional costs from other under budget projects.

Background: The following is a list of accumulated current change orders for the project. Change order 11 and 12 will be on the upcoming pay request. Per policy change order aggregate amounts greater than \$25,000 require action by the Board.

<u>Change order</u>	<u>Add/Deduct</u>	<u>Description</u>
1	(\$3,097.50)	Watermain material change from ductile to PVC
2	\$2,454.38	Upgraded drinking fountain to have a bottle filler.
3	\$4,648.88	Changed interior doors to wide style
4	(\$1,300.00)	Material change on the foundation insulation
5	(\$601.20)	Change from wall mounted toilets to floor mounted
6	\$958.65	Add louver instead of window to mechanical room
7	(\$4,000.00)	Eliminated drywall under the tongue and groove paneling
8	\$4,406.00	upgraded the tile from what was specified
9	\$2,378.15	Laminated windowsills
10	\$10,254.46	Added OSB onto sheer walls
11	\$13,752.05	Transformer and Generator pad relocated next to the parking lot for serviceability.
12	\$6,515.84	Modification of SIP panel lengths
Total	\$36,369.71	

HURON-CLINTON METROPARKS MONTHLY STATISTICS
September, 2021

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	54,792	51,063	45,769	20%	\$ 80,221	\$ 93,686	\$ 93,183	-14%
Wolcott Mill	4,416	4,019	5,066	-13%	\$ 1,345	\$ 4,419	\$ 6,347	-79%
Stony Creek	64,183	72,103	64,049	0%	\$ 84,823	\$ 144,386	\$ 134,842	-37%
Indian Springs	10,947	12,385	10,696	2%	\$ 11,865	\$ 19,913	\$ 16,711	-29%
Kensington	84,742	91,024	78,856	7%	\$ 105,770	\$ 205,297	\$ 161,112	-34%
Huron Meadows	12,666	14,791	13,584	-7%	\$ 5,852	\$ 3,753	\$ 11,163	-48%
Hudson Mills	27,743	30,428	24,120	15%	\$ 22,668	\$ 35,437	\$ 35,185	-36%
Lower Huron/Willow/Oakwoods	59,628	76,650	59,746	0%	\$ 58,731	\$ 78,105	\$ 73,735	-20%
Lake Erie	22,502	21,953	20,083	12%	\$ 22,130	\$ 28,294	\$ 33,493	-34%
Monthly TOTALS	341,619	374,416	321,969	6%	\$ 393,405	\$ 613,290	\$ 565,771	-30%

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	465,709	465,780	391,812	19%	\$ 1,899,824	\$ 1,854,135	\$ 1,591,985	19%
Wolcott Mill	34,548	21,713	30,134	15%	\$ 28,281	\$ 15,714	\$ 45,442	-38%
Stony Creek	602,004	672,595	544,322	11%	\$ 2,535,055	\$ 2,895,529	\$ 2,365,875	7%
Indian Springs	89,287	93,552	80,531	11%	\$ 336,709	\$ 330,691	\$ 284,873	18%
Kensington	744,841	767,443	677,451	10%	\$ 2,830,581	\$ 2,978,284	\$ 2,538,929	11%
Huron Meadows	101,617	93,920	81,990	24%	\$ 59,111	\$ 32,714	\$ 56,760	4%
Hudson Mills	224,231	236,865	185,589	21%	\$ 552,336	\$ 580,556	\$ 477,988	16%
Lower Huron/Willow/Oakwoods	497,652	484,121	450,891	10%	\$ 864,323	\$ 801,608	\$ 889,103	-3%
Lake Erie	191,153	194,370	171,227	12%	\$ 538,863	\$ 582,458	\$ 552,849	-3%
Monthly TOTALS	2,951,042	3,030,359	2,613,947	13%	\$ 9,645,083	\$ 10,071,689	\$ 8,803,803	10%

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	\$ 133,851	\$ 128,280	\$ 124,192	8%	\$ 2,679,417	\$ 2,296,179	\$ 2,200,468	22%
Wolcott Mill	\$ 6,782	\$ 9,715	\$ 17,869	-62%	\$ 117,770	\$ 76,034	\$ 167,531	-30%
Stony Creek	\$ 361,342	\$ 394,618	\$ 319,378	13%	\$ 4,856,681	\$ 4,683,121	\$ 3,990,525	22%
Indian Springs	\$ 156,837	\$ 171,730	\$ 138,455	13%	\$ 1,453,886	\$ 1,145,488	\$ 1,058,688	37%
Kensington	\$ 377,128	\$ 462,032	\$ 377,367	0%	\$ 5,374,235	\$ 4,692,810	\$ 4,393,729	22%
Huron Meadows	\$ 170,457	\$ 163,900	\$ 133,598	28%	\$ 1,236,384	\$ 874,975	\$ 858,333	44%
Hudson Mills	\$ 146,226	\$ 194,959	\$ 144,898	1%	\$ 1,401,147	\$ 1,296,580	\$ 1,101,731	27%
Lower Huron/Willow/Oakwoods	\$ 223,053	\$ 244,643	\$ 224,733	-1%	\$ 2,223,341	\$ 1,690,060	\$ 2,363,178	-6%
Lake Erie	\$ 182,084	\$ 190,628	\$ 177,290	3%	\$ 1,705,197	\$ 1,499,657	\$ 1,587,471	7%
Y-T-D TOTALS	\$ 1,757,759	\$ 1,960,505	\$ 1,657,780	6%	\$ 21,048,058	\$ 18,254,904	\$ 17,721,654	19%

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	1,102,261	1,160,088	966,267	14%	7,653,868	7,055,334	6,358,524	20%
Western	1,159,976	1,191,780	1,025,562	13%	9,465,652	8,009,853	7,412,481	28%
Southern	688,805	678,491	622,118	11%	3,928,538	3,189,717	3,950,649	-1%

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	5,216	5,825	4,862	7%	\$ 179,284	\$ 190,789	\$ 146,362	22%
Indian Springs	4,645	4,976	4,003	16%	\$ 141,285	\$ 151,632	\$ 116,843	21%
Kensington	5,394	5,995	4,871	11%	\$ 178,326	\$ 187,591	\$ 151,592	18%
Huron Meadows	5,015	5,221	4,076	23%	\$ 164,625	\$ 159,547	\$ 122,235	35%
Hudson Mills	3,765	5,109	3,621	4%	\$ 99,617	\$ 120,817	\$ 85,418	17%
Willow	4,010	5,337	4,237	-5%	\$ 119,474	\$ 151,574	\$ 119,064	0%
Lake Erie	4,580	4,798	4,034	14%	\$ 137,386	\$ 134,854	\$ 113,539	21%
Total Regulation	32,625	37,261	29,703	10%	\$ 1,019,997	\$ 1,096,804	\$ 855,051	19%
LSC Par 3	850	1,175	885	-4%	\$ 6,882	\$ 8,780	\$ 6,044	14%
LSC Foot Golf	43	128	85	-49%	\$ 352	\$ 986	\$ 620	-43%
Total Golf	33,518	38,564	30,674	9%	\$ 1,027,231	\$ 1,106,570	\$ 861,715	19%

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	34,777	31,060	28,938	20%	\$ 1,210,574	\$ 1,000,712	\$ 918,095	32%
Indian Springs	32,008	25,696	23,761	35%	\$ 996,414	\$ 782,007	\$ 704,369	41%
Kensington	37,210	31,759	30,480	22%	\$ 1,214,530	\$ 1,002,180	\$ 946,158	28%
Huron Meadows	32,127	27,408	25,614	25%	\$ 1,114,281	\$ 814,020	\$ 774,032	44%
Hudson Mills	27,017	24,835	21,324	27%	\$ 723,571	\$ 596,257	\$ 508,160	42%
Willow	26,686	25,748	22,094	21%	\$ 805,958	\$ 744,697	\$ 638,671	26%
Lake Erie	31,515	26,107	24,088	31%	\$ 941,311	\$ 714,019	\$ 667,948	41%
Total Regulation	221,340	192,613	176,299	26%	\$ 7,006,640	\$ 5,653,892	\$ 5,157,432	36%
LSC Par 3	6,003	6,631	6,149	-2%	\$ 50,552	\$ 53,540	\$ 43,882	15%
LSC Foot Golf	612	714	601	2%	\$ 4,740	\$ 5,526	\$ 4,161	14%
Total Golf	227,955	199,958	183,049	25%	\$ 7,061,932	\$ 5,712,958	\$ 5,205,475	36%

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	1,883	998	1,155	63%	\$ 9,687	\$ 3,976	\$ 5,566	74%
Stony Creek Rip Slide	700	0	480	46%	\$ 4,222	\$ -	\$ 2,531	67%
KMP Splash	2,183	1,511	1,224	78%	\$ 14,906	\$ 5,992	\$ 6,349	135%
Lower Huron	2,788	0	1,549	80%	\$ 28,615	\$ -	\$ 18,125	58%
Willow	464	559	592	-22%	\$ 2,251	\$ 2,660	\$ 3,838	-41%
Lake Erie	0	0	546	-	\$ -	\$ -	\$ 5,972	-
TOTALS	8,018	3,068	5,545	45%	\$ 59,681	\$ 12,628	\$ 42,381	41%

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	49,526	12,552	34,561	43%	\$ 234,936	\$ 50,433	\$ 168,564	39%
Stony Creek Rip Slide	28,687	0	16,267	76%	\$ 159,624	\$ -	\$ 84,185	90%
KMP Splash	54,233	37,538	40,407	34%	\$ 338,000	\$ 153,757	\$ 231,588	46%
Lower Huron	34,412	0	58,730	-41%	\$ 333,740	\$ -	\$ 632,756	-47%
Willow	20,624	9,732	16,108	28%	\$ 89,126	\$ 43,545	\$ 74,939	19%
Lake Erie	0	0	21,801	-	\$ -	\$ 75	\$ 174,944	-
TOTALS	187,482	59,822	187,875	0%	\$ 1,155,426	\$ 247,810	\$ 1,366,977	-15%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

September, 2021

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	4	2	2	71%	\$ 8,800	\$ 3,125	\$ 3,642	142%
Shelters	10	10	6	76%	\$ 3,725	\$ 3,150	\$ 2,097	78%
Boat Launches	530	505	466	14%	\$ -	\$ -	\$ -	-
Marina	337	294	445	-24%	\$ 3,247	\$ 2,535	\$ 2,764	17%
Mini-Golf	1,163	1,240	902	29%	\$ 5,284	\$ 5,680	\$ 3,787	40%
Wolcott								
Activity Center	3	1	6	-53%	\$ 1,350	\$ 500	\$ 1,700	-21%
Stony Creek								
Disc Golf Daily	1,689	2,490	1,591	6%	\$ 5,546	\$ 8,230	\$ 5,121	8%
Disc Golf Annual	0	0	0	-	\$ -	\$ -	\$ -	-
Total Disc Golf	1,689	2,490	1,591	6%	\$ 5,546	\$ 8,230	\$ 5,121	8%
Shelters	30	24	16	88%	\$ 6,675	\$ 5,438	\$ 3,679	81%
Boat Rental	2,094	2,432	1,474	42%	\$ 23,078	\$ 24,447	\$ 15,127	53%
Boat Launches	0	219	140	-	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	1	1	1	-25%	\$ 200	\$ 100	\$ 233	-14%
Event Room	1	0	2	-50%	\$ 2,900	\$ -	\$ 3,233	-10%
Kensington								
Disc Golf Daily	2,400	3,517	2,251	7%	\$ 7,200	\$ 10,551	\$ 6,752	7%
Disc Golf Annual	1	0	1	50%	\$ 60	\$ -	\$ 40	50%
Total Disc Golf	2,401	3,517	2,251	7%	\$ 7,260	\$ 10,551	\$ 6,792	7%
Shelters	30	46	28	7%	\$ 6,136	\$ 8,775	\$ 5,808	6%
Boat Rental	1,625	2,309	1,541	5%	\$ 27,743	\$ 29,777	\$ 20,039	38%
Huron Meadows								
Shelters	0	4	1	-	\$ -	\$ 600	\$ 200	-
Hudson Mills								
Disc Golf Daily	819	821	674	22%	\$ 2,457	\$ 2,463	\$ 2,022	22%
Disc Golf Annual	2	0	0	500%	\$ 120	\$ -	\$ 20	500%
Total Disc Golf	821	821	674	22%	\$ 2,577	\$ 2,463	\$ 2,042	26%
Shelters	12	11	5	157%	\$ 2,400	\$ 1,700	\$ 767	213%
Canoe Rental	1,396	1,542	1,006	39%	\$ -	\$ 32,916	\$ 18,932	-
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	284	453	236	21%	\$ 852	\$ 1,359	\$ 707	21%
Disc Golf Annual	0	0	0	-	\$ -	\$ -	\$ -	-
Total Disc Golf	284	453	236	21%	\$ 852	\$ 1,359	\$ 707	21%
Shelters	20	13	9	131%	\$ 4,150	\$ 2,700	\$ 1,817	128%
Lake Erie								
Shelters	1	1	1	0%	\$ 200	\$ 200	\$ 233	-14%
Boat Launches	1,216	1,460	1,237	-2%	\$ -	\$ -	\$ -	-
Marina	0	0	115	-	\$ 21,174	\$ 26,911	\$ 20,364	4%

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	35	18	39	-10%	\$ 67,300	\$ 25,325	\$ 34,933	93%
Shelters	427	297	279	53%	\$ 91,895	\$ 67,569	\$ 68,568	34%
Boat Launches	6,839	9,696	5,744	19%	\$ -	\$ -	\$ -	-
Marina	1,484	1,626	2,002	-26%	\$ 20,590	\$ 16,756	\$ 18,512	11%
Mini-Golf	9,467	7,433	8,421	12%	\$ 43,495	\$ 32,762	\$ 32,539	34%
Wolcott								
Activity Center	13	23	47	-72%	\$ 10,425	\$ 6,500	\$ 14,743	-29%
Stony Creek								
Disc Golf Daily	14,833	14,247	11,678	27%	\$ 49,914	\$ 47,598	\$ 38,609	29%
Disc Annual	122	43	83	47%	\$ 7,120	\$ 2,560	\$ 4,670	52%
Total Disc Golf	14,955	14,290	11,761	27%	\$ 57,034	\$ 50,158	\$ 43,279	32%
Shelters	543	369	362	50%	\$ 121,869	\$ 82,789	\$ 81,505	50%
Boat Rental	19,786	31,638	21,262	-7%	\$ 230,148	\$ 304,890	\$ 214,030	8%
Boat Launches	376	1,057	897	-58%	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	85	50	53	60%	\$ 11,450	\$ 5,976	\$ 7,734	48%
Event Room	37	12	26	42%	\$ 94,000	\$ 22,000	\$ 44,233	113%
Kensington								
Disc Golf Daily	25,931	23,386	18,691	39%	\$ 88,952	\$ 76,790	\$ 60,962	46%
Disc Annual	342	179	178	92%	\$ 19,960	\$ 10,560	\$ 10,160	96%
Total Disc Golf	26,273	23,565	18,869	39%	\$ 108,912	\$ 87,350	\$ 71,122	53%
Shelters	597	490	458	30%	\$ 126,133	\$ 100,426	\$ 100,188	26%
Boat Rental	15,332	23,926	19,506	-21%	\$ 266,579	\$ 275,944	\$ 240,814	11%
Huron Meadows								
Shelters	58	36	29	102%	\$ 9,700	\$ 5,850	\$ 5,283	84%
Hudson Mills								
Disc Golf Daily	8,545	7,014	5,947	44%	\$ 25,635	\$ 21,042	\$ 17,842	44%
Disc Annual	92	167	154	-40%	\$ 5,400	\$ 9,820	\$ 8,748	-38%
Total Disc Golf	8,637	7,181	6,101	42%	\$ 31,035	\$ 30,862	\$ 26,590	17%
Shelters	155	70	79	97%	\$ 27,800	\$ 11,000	\$ 15,200	83%
Canoe Rental	12,609	11,437	8,798	43%	\$ 34,572	\$ 63,826	\$ 42,888	-19%
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	1,701	1,601	1,233	38%	\$ 5,109	\$ 4,803	\$ 3,702	38%
Disc Annual	9	6	10	-7%	\$ 500	\$ 340	\$ 533	-6%
Total Disc Golf	1,710	1,607	1,243	38%	\$ 5,609	\$ 5,143	\$ 4,235	32%
Shelters	463	215	249	86%	\$ 83,525	\$ 43,975	\$ 53,425	56%
Lake Erie								
Shelters	84	50	61	37%	\$ 17,900	\$ 10,550	\$ 13,283	35%
Boat Launches	12,288	15,852	14,651	-16%	\$ -	\$ -	\$ -	-
Marina	0	0	772	-	\$ 213,181	\$ 194,024	\$ 167,550	27%

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	12,302	13,850	13,924	-12%	121,768	124,480	131,943	-8%
Wolcott Mill	4,977	3,945	4,611	8%	41,082	13,683	24,000	71%
Wolcott Farm	4,452	5,924	7,728	-42%	41,079	21,028	37,668	9%
Stony Creek	22,908	18,457	19,923	15%	173,690	147,658	156,577	11%
Eastern Mobile Center	1,076	0	412	161%	3,873	1,072	4,130	-6%
Indian Springs	4,910	4,791	5,976	-18%	38,358	44,205	47,614	-19%
Kens NC	26,026	39,579	30,279	-14%	285,819	311,795	273,567	4%
Kens Farm	20,773	26,266	21,977	-5%	194,952	138,962	179,229	9%
Western Mobile Center	1,172	42	883	33%	3,820	1,996	4,964	-23%
Hudson Mills	3,549	3,500	3,552	0%	28,306	26,811	29,136	-3%
Oakwoods	11,557	15,884	14,348	-19%	110,978	132,041	120,174	-8%
Lake Erie	14,272	16,765	16,020	-11%	145,059	150,339	138,960	4%
Southern Mobile Center	1,235	72	464	166%	5,826	1,982	6,210	-6%
Totals	129,209	149,075	140,098	-8%	1,194,610	1,116,052	1,154,171	4%

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	\$ 1,609	\$ -	\$ 1,265	27%	\$ 6,098	\$ 6,237	\$ 16,133	-62%
Wolcott Mill	\$ 954	\$ -	\$ 725	32%	\$ 4,467	\$ 845	\$ 7,013	-36%
Wolcott Farm	\$ 517	\$ 617	\$ 2,218	-77%	\$ 8,074	\$ 3,061	\$ 37,878	-79%
Wagon Rides	\$ -	\$ -	\$ 86	-	\$ -	\$ -	\$ 2,403	-
Livestock/Produce	\$ 766	\$ 2,427	\$ 1,788	-57%	\$ 36,398	\$ 27,643	\$ 31,769	15%
FARM TOTAL	\$ 1,283	\$ 3,044	\$ 4,091	-69%	\$ 44,472	\$ 30,704	\$ 72,049	-38%
Stony Creek	\$ 800	\$ 21	\$ 1,788	-55%	\$ 4,704	\$ 3,702	\$ 13,657	-66%
Eastern Mobile Center	\$ 250	\$ -	\$ 550	-55%	\$ 1,650	\$ 3,013	\$ 8,946	-82%
Indian Springs	\$ 587	\$ 85	\$ 1,435	-59%	\$ 4,341	\$ 4,813	\$ 16,794	-74%
Kens NC	\$ 1,913	\$ 326	\$ 1,613	19%	\$ 9,963	\$ 4,326	\$ 19,080	-48%
Kens Farm	\$ 4,760	\$ 3,741	\$ 3,185	49%	\$ 31,123	\$ 18,164	\$ 41,936	-26%
Wagon Rides	\$ 3,403	\$ 1,150	\$ 2,982	14%	\$ 5,499	\$ 4,601	\$ 13,116	-58%
Livestock/Produce	\$ 3,963	\$ 1,442	\$ 1,086	265%	\$ 7,444	\$ 5,257	\$ 4,439	68%
FARM TOTAL	\$ 12,126	\$ 6,333	\$ 7,253	67%	\$ 44,066	\$ 28,022	\$ 59,491	-26%
Western Mobile Center	\$ 597	\$ -	\$ 792	-25%	\$ 3,071	\$ 4,050	\$ 12,302	-75%
Hudson Mills	\$ 135	\$ 650	\$ 761	-82%	\$ 7,560	\$ 2,212	\$ 8,208	-8%
Oakwoods	\$ 906	\$ 75	\$ 1,226	-26%	\$ 4,268	\$ 1,838	\$ 11,412	-63%
Lake Erie	\$ 1,194	\$ 369	\$ 3,174	-62%	\$ 4,117	\$ 1,537	\$ 8,709	-53%
Southern Mobile Center	\$ -	\$ -	\$ 400	-	\$ -	\$ 6,045	\$ 11,218	-
Totals	\$ 22,353	\$ 10,903	\$ 25,073	-11%	\$ 138,777	\$ 97,344	\$ 265,012	-48%

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	33	1,424	-	-	-	-	-	-
Wolcott Mill	-	-	-	-	-	-	-	-
Wolcott Farm	9	154	7	92	1	50	-	-
Stony Creek	19	408	59	207	-	-	-	-
Eastern Mobile Center					14	1,076	-	-
Indian Springs	15	287	1	3	-	-	-	-
Kens NC	7	130	-	-	-	-	-	-
Kens Farm	80	886	11	193	-	-	-	-
Western Mobile Center					6	1,172	3	42
Hudson Mills	5	49	-	-	-	-	-	-
Oakwoods	16	317	12	592	2	358	4	72
Lake Erie	14	221	17	477	1	11	-	-
Southern Mobile Center					14	1,235	4	72
Totals	198	3,876	107	1,564	38	3,902	11	186

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	10,878	13,850
Wolcott Mill	4,977	3,945
Wolcott Farm	4,248	5,832
Stony Creek	22,500	18,250
Indian Springs	4,623	4,788
Kens NC	25,896	39,579
Kens Farm	19,887	26,073
Hudson Mills	3,500	3,500
Oakwoods	10,882	15,220
Lake Erie	14,040	16,288
Totals	121,431	147,325

"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.