Washtenaw County Parks and Recreation Commission

NOTICE OF MEETING

Date: February 11, 2025
Time: 2:00 p.m.
Location: Parks Administration Building, 2230 Platt Road, Ann Arbor, MI 48104

AGENDA

1. *Call to Order*

2. *Pledge of Allegiance*

3. *Approval of the Minutes*
- **A.** December 13, 2024 Meeting — (attached, pp. 1-4/action item)

4. *Public Comment*

5. *Communications, Projects & Activities* — (attached, pp. 5-16/action item)

6. *Financial & Recreation Reports – December 2024 & January 2025*
- **A.** Claims Reports — (attached, pp. 17-18/action item)
- **B.** Fund Balance Reports — (attached, pp. 19-22/action item)
- **C.** Revenue Reports — (attached, pp. 23-30/action item)

7. *Old Business*
- **A.** Revenue and Scholarship Business Rule — (attached, pp. 31-60/action item)
- **B.** Other Old Business

8. *New Business*
- **A.** Election of Officers — (action at meeting)
- **B.** B2B Fuller Road Cost Share Agreement — (attached, pp. 61-62/action item)
- **C.** NAPP – Ehnis Conservation Easement Partnership — (attached, pp. 63-65/action item)
- **D.** NAPP – St. Johns Conservation Easement Partnership — (attached, pp. 66-68/action item)
- **E.** NAPP – Hicks Conservation Easement Partnership — (attached, pp. 69-71/action item)
- **F.** Resolution of Appreciation – Susan Lackey — (action at meeting)
- **G.** Other New Business

9. *Commissioners Comments*

10. *Adjournment*

Washtenaw County will provide necessary reasonable auxiliary aids and services, such as signers for the hearing impaired and audio of printed materials being considered at the meeting, to individuals with disabilities at the meeting upon 7-day notice to Washtenaw County. Individuals requiring auxiliary aids or services should contact the County of Washtenaw by writing or calling the following: Human Resources, 734-994-2410, TTD# 734/994-1733.

Washtenaw County Parks and Recreation Commission
2230 Platt Road / P.O. Box 8645
Ann Arbor, Michigan 48107-8645

Tel: (734) 971-6337
Fax: (734) 971-6386
washtenaw.org/parks

Washtenaw County Parks and Recreation Commission

MINUTES OF MEETING

Date: December 13, 2024

Time: 1:00 p.m.

Location: Pierce Lake Golf Course, Fredrick L. Barkley Golf Center, Chelsea, MI 48118

Members Present: Patricia Scribner, WCPARC President; Janis Bobrin WCPARC Vice President; Dan Ezekiel, WCPARC Secretary; Robert Joerg, Robert Marans, JoAnn McCollum, Brenda McKinney, Evan Pratt, Yousef Rabhi, and Katie Scott

Members Absent: Robert Joerg and Yousef Rabhi

Staff Present: Coy Vaughn, Director; Meghan Bonfiglio, Deputy Director; Ginny Leikam, Superintendent of Planning and NAPP; Jason Brooks, Manager of Finance and Administration; Brian Klender, Golf Course General Manager; Michael Kettler, Incoming Golf Course General Manager; Diane Carr, Meri Lou Murray Superintendent; Thomas Power, Maintenance Superintendent; David Ries, Parks Project Manager; Peter Sanderson, Parks Project Manager; Roy Townsend, Project Manager; Ann Ziolkowski, Communications Manager; Allison Krueger, Stewardship Planner; Matthew Bertrand, Parks Planner; Kevin Butler, Stewardship Supervisor; Suzanne Kessler, Park and Facility Manager; Derik Eichler, Maintenance Technician; Shawn Severance, Parks Naturalist; Karen Harris, Parks Administrative Analyst; and Kyle Jasper, Communications Specialist

Others Present: James Renaud, JFR Architects

1. **Call to Order**

Ms. Scribner called the meeting to order at 1:00 p.m.

2. **Pledge of Allegiance**

3. **Approval of the Minutes**

The minutes of the November 12, 2024 regular meeting were included with the packet materials.

It was moved by Ms. Scott, seconded by Ms. McCollum, to approve the minutes of the November 12, 2024 regular meeting, as amended. All ayes, the motion was approved.

4. **Public Comment**

None.

5. Communications, Projects & Activities

Mr. Vaughn began his report by mentioning that Golf Course General Manager, Brian Klender, will be retiring next week. He introduced Michael Kettler, the new Golf Course General Manager. He then reported on news items appearing in the packet and presented 2024 highlights.

Ms. Ziolkowski presented communication updates. She reported that the county website will be updated on December 17th. Mr. Bertrand shared highlights on new features of the park finder map including how to search for experiences and engagement for the “Find Your Wild” page.

It was moved by Ms. Scott, seconded by Ms. McKinney, to receive and file the Communications, Projects & Activities for the month of November 2024, as submitted. All ayes, the motion was approved.

A. 2024 Staff and Partner Recognition Awards

2024 Staff and Partner Recognition Awards were presented by Parks Leadership as follows:

- 2024 Rising Star Award: Derik Eichler
- 2024 Innovation Award: Matthew Bertrand
- 2024 Employee of the Year Award: Peter Sanderson
- 2024 Volunteer Award: Richard Raymond
- 2024 Advocate of the Year Award: Chelsea Rozek
- 2024 Partner of the Year Award: Washtenaw County Road Commission

6. Financial Reports – November 2024

A. Claims Report

Mr. Brooks reported that claims for the month of November 2024 totaled $878,894.01.

It was moved by Ms. Bobrin, seconded by, Mr. Pratt to approve the claims for the month of November 2024 as submitted. Roll call vote, 8 ayes, 0 nays, 2 absent, the motion was approved.

B. Fund Balance Reports

Mr. Brooks provided an update on the fund balance reports through November.

It was moved by Mr. Pratt, seconded by Ms. Scott, to receive and file the fund balance reports for November 2024 as submitted. All ayes, the motion was approved.

C. Revenue Reports

Mr. Brooks presented the Revenue Reports for the month of November 2024. He noted that revenue for Meri Lou Murray Recreation Center increased when compared to November 2023.

It was moved by Mr. Pratt, seconded by Ms. McCollum, to receive and file the Revenue Reports for the month of November 2024. All ayes, the motion was approved.

7. *Old Business*

A. Director’s Comments and Project Updates

Mr. Vaughn began his report by stating that WCPARC won two MParks awards, one for Black Bird Lodge and one for Title IX Plaza for landscape design. He shared updates on the B2B wayfinding signs that are almost completed and waiting for the panels to arrive. Mr. Vaughn noted the changes made to acknowledge the donor's side of the sign.

Ms. Bonfiglio added an update on the WISD communication signs and shared they have been added to Blue Heron Bay, Rolling Hills, County Farm Park and Cavanaugh Lake. Mr. Marans mentioned potential room for data collection on use of the signs with the use of QR codes.

It was moved by Ms. McCollum, seconded by Ms. Bobrin, to receive and file the Commission Report as part of Director's Comments for the month of November 2024, as submitted. All ayes, the motion was approved.

B. Meri Lou Murray Pool Renovations

Mr. Ries provided an update and schematic drawings of the renovations to the MLM Natatorium including replacing the glass block wall and additional issues that have been identified during the process of developing the construction documents and completing due diligence. He stated that the plan is to get bids in the first quarter of 2025 with about 8-12 months of construction time needed. Mr. Renaud, of JFR Architects, mentioned that the focus of the renovation is the block wall and family changing rooms which will include showers other necessities.

It was moved by Ms. Bobrin and seconded by Ms. McKinney that Washtenaw County Parks and Recreation Commission authorize a contract amendment in the amount of $11,616 with JFR Architects to complete construction documents for renovations to the MLM Recreation Center Natatorium, for a total contract amount of $186,096. Roll call vote, 8 ayes, 0 nays, 2 absent, the motion was approved.

C. Connecting Communities Project Approvals

Ms. Macyda provided an overview of the connecting community grant applications which included the Main Street Park Alliance in Chelsea ($100,000), Lodi Township ($18,000), Manchester Township ($66,000 planning and $300,000 construction), and Northfield Township ($33,250).

It was moved by Mr. Pratt and seconded by Ms. McKinney to authorize staff to prepare project agreements with the City of Chelsea, Lodi Township, Manchester Township, and Northfield Township for 2024 Connecting Communities awards. Roll call vote, 8 ayes, 0 nays, 2 absent, the motion was approved.

D. Other Old Business

None.

8. New Business

A. NATAC/ALPAC Budget Adjustments

Mr. Brooks stated that this budget adjustment is like the type that was brought to the Commission in December 2022. He added that the document does not make any expenditure requests but adjusts the budget based on anticipated closing activity in the month of December 2024. Ms. Leikam shared the 7 property closings scheduled to be completed this December.

It was moved by Mr. Pratt, seconded by Ms. McCollum to approve the NATAC and ALPAC budget adjustments as presented. Roll call vote, 8 ayes, 0 nays, 2 absent, the motion was approved.

B. 2025 Annual Meeting Calendar

It was moved by Ms. Marans, seconded by Ms. McKinney to approve the 2025 meeting calendar. All ayes, the motion was approved.

C. Resolution of Appreciation- Evan Pratt

Ms. Vaughn presented Mr. Pratt with a resolution of appreciation to recognize his 12 years of service on the Parks and Recreation Commission.

It was moved by Ms. Bobrin, seconded by Ms. Scott to approve the resolution of appreciation for Evan Pratt. All ayes, motion carried.

D. Other New Business

9. Commissioners Comments

Ms. McKinney shared that she has overheard a lot of excitement in Chelsea for the upcoming Main Street Park Alliance Project.

Mr. Ezekiel thanked staff for bringing the Commission out to various WCPARC properties. He stated that the City of Ann Arbor recently passed the Sustainable Energy Utility (SEU) and added that he hoped staff would reach out to the City to see how our central campus locations could be part of the SEU. Mr. Ezekiel also reported that Mr. Vaughn is being presented an award by Sierra Club of Huron Valley next Tuesday at the Ann Arbor District Library main branch.

Mr. Vaughn mentioned the January meeting will include the voting of the officers.

Mr. Pratt expressed his gratitude for working with Parks.

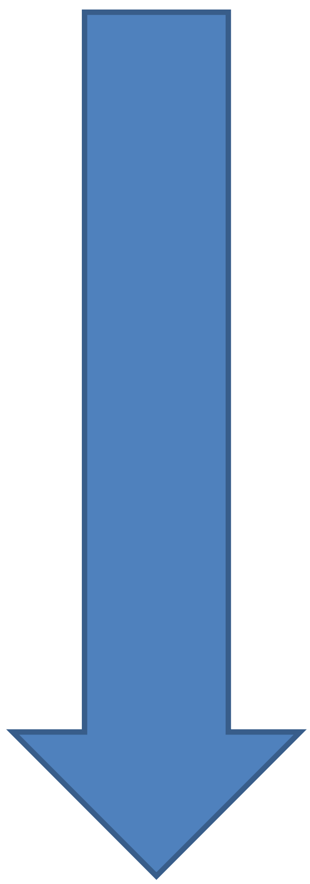
Ms. Scribner thanked the entire team and the Parks staff for their support and participation.

10. Adjournment

It was moved by Ms. McKinney, seconded by Mr. Marans to adjourn. All ayes, the motion was approved.

The meeting adjourned at 2:41 p.m.

Communications, Projects & Activities



MEDIA COVERAGE – December / January

DECEMBER 2024

mLive - See new rec center, farmhouse revamp in 5-year Washtenaw County Parks plan, 12/7/2024 - https://www.mlive.com/news/ann-arbor/2024/12/see-new-rec-centers-farmhouse-revamp-in-5-year-washtenaw-county-parks-plan.html

The Sun Times News - Chelsea City Manager Marty Colburn Updates Council on Key Projects and Grants, 12/13/2024 - https://thesuntimesnews.com/chelsea-city-manager-marty-colburn-updates-council-on-key-projects-and-grants/

mLive - $353K Border-to-Border Trail upgrade planned along Fuller Road in Ann Arbor, 12/17/2024 - https://www.mlive.com/news/ann-arbor/2024/12/353k-border-to-border-trail-upgrade-planned-along-fuller-road-in-ann-arbor.html

WEMU - Border-to-Border Trail had successful expansion in 2024 and will continue expanding in 2025, 12/30/2024 - https://www.wemu.org/wemu-news/2024-12-30/border-to-border-trail-had-successful-expansion-in-2024-and-will-continue-expanding-in-2025

JANUARY 2025

mLive - Land near historic salt springs protected from development in Washtenaw County, 1/8/2025 - https://www.mlive.com/news/ann-arbor/2025/01/land-near-historic-salt-springs-protected-from-development-in-washtenaw-county.html

The Sun Times News - Washtenaw County Parks Acquires Grossman Property in Saline Township, 1/9/2025 - https://thesuntimesnews.com/washtenaw-county-parks-acquires-grossman-property-in-saline-township/

mLive - 'Ann Arbor's answer to Greta Thunberg.' Sierra Club honors environmentalists, 1/14/2025 - https://www.mlive.com/news/ann-arbor/2025/01/ann-arbors-answer-to-greta-thunberg-sierra-club-honors-environmentalists.html

The Sun Times News - County Parks Director Recognized for Two Prestigious Awards, 1/18/2025 - https://thesuntimesnews.com/county-parks-director-recognized-for-two-prestigious-awards/

mLive - Explore pottery or painting and learn to use a router table at these Ann Arbor studios, 1/19/2025 - https://www.mlive.com/news/ann-arbor/2025/01/explore-pottery-or-painting-and-learn-to-use-a-router-table-at-these-ann-arbor-studios.html

The Manchester Mirror - Manchester Township Board: Phase II of the Watkins Lake Trail partially funded, MTFD gets equipment for fighting EV fires, 1/20/2025 - https://themanchestermirror.com/2025/01/20/manchester-township-board-phase-ii-of-the-watkins-lake-trail-partially-funded-mtfd-gets-equipment-for-fighting-ev-fires/

WEMU - Issues of the Environment: Land preservation project along Saline River will provide ecological, educational and recreation benefits, 1/22/2025 - https://www.wemu.org/show/issues-of-the-environment/2025-01-22/issues-of-the-environment-land-preservation-project-along-saline-river-will-provide-ecological-educational-and-recreation-benefits

mLive - Family farm saved from future development in northern Washtenaw County, 1/23/2025 - https://www.mlive.com/news/ann-arbor/2025/01/family-farm-saved-from-future-development-in-northern-washtenaw-county.html

My wife and I have been members of the Meri Lou Murray Recreation Center for over 15 years, and it has truly been a cornerstone of our wellness routine. The center is conveniently located, making it easy to incorporate regular visits into our busy schedules. The atmosphere is always welcoming and congenial, fostering a strong sense of community among members and staff alike.

In addition to its inviting environment, the center offers exceptional value, providing a wide range of facilities and programs at a fraction of the cost of other gyms. We wholeheartedly recommend the Meri Lou Murray Rec Center to anyone seeking a friendly, affordable, and well-equipped place to pursue their fitness goals.

Bruce Bongiorni & Pamela Cohen

Digital Report - December 2024

This monthly report will highlight our social media outreach, website analytics, newsletters, items in the news, and recent snapshots around the parks.

Monthly comparisons will be used to track data and improve our outreach.

Useful definitions for this report

Impressions

A Facebook metric related to the visibility of our posts is referred to as impressions. Impressions measure the number of times our posts were seen. That includes if one post was seen multiple times by a single user.

Engagement

Engagement measures the number of times someone took action on our posts. That could mean clicking a link, sharing our post, making a reaction or leaving a comment.

Digital Report - December 2024

SOCIAL MEDIA

Overview

Profile	Audience	Net Audience Growth	Published Posts	Impressions	Engagements
Reporting Period Dec 1, 2024 – Dec 31, 2024	**45,834** ↗ 12.6%	**-7** ↘ 105.6%	**47** ↗ 9.3%	**39,042** ↘ 61%	**1,269** ↘ 82.2%
Compare to Dec 1, 2023 – Dec 31, 2023	**40,688**	**126**	**43**	**100,103**	**7,115**
Blue Heron Bay	2,297	-4	0	459	0
Independence Lake Co...	3,402	3	8	6,734	125
Meri Lou Murray Recre...	1,683	3	12	4,578	143
Pierce Lake Golf Course	1,208	1	0	1,248	0
Rolling Hills County Park	26,453	-28	5	12,840	168
Washtenaw County Par...	7,153	-1	13	9,025	504
washtenawcountyparks	3,638	19	9	4,158	329

Instagram

Rolling Hills

Total Followers

This Month	Last Month	Last Year
1,516	1,511	

Top Post -
How many people reacted to posts

This Month	Last Month	Last Year
9	11	

Body

Instagram

WCPARC

Total Followers

This Month	Last Month	Last Year
3,678	3,619	3,246

Top Post -
How many people reacted to posts

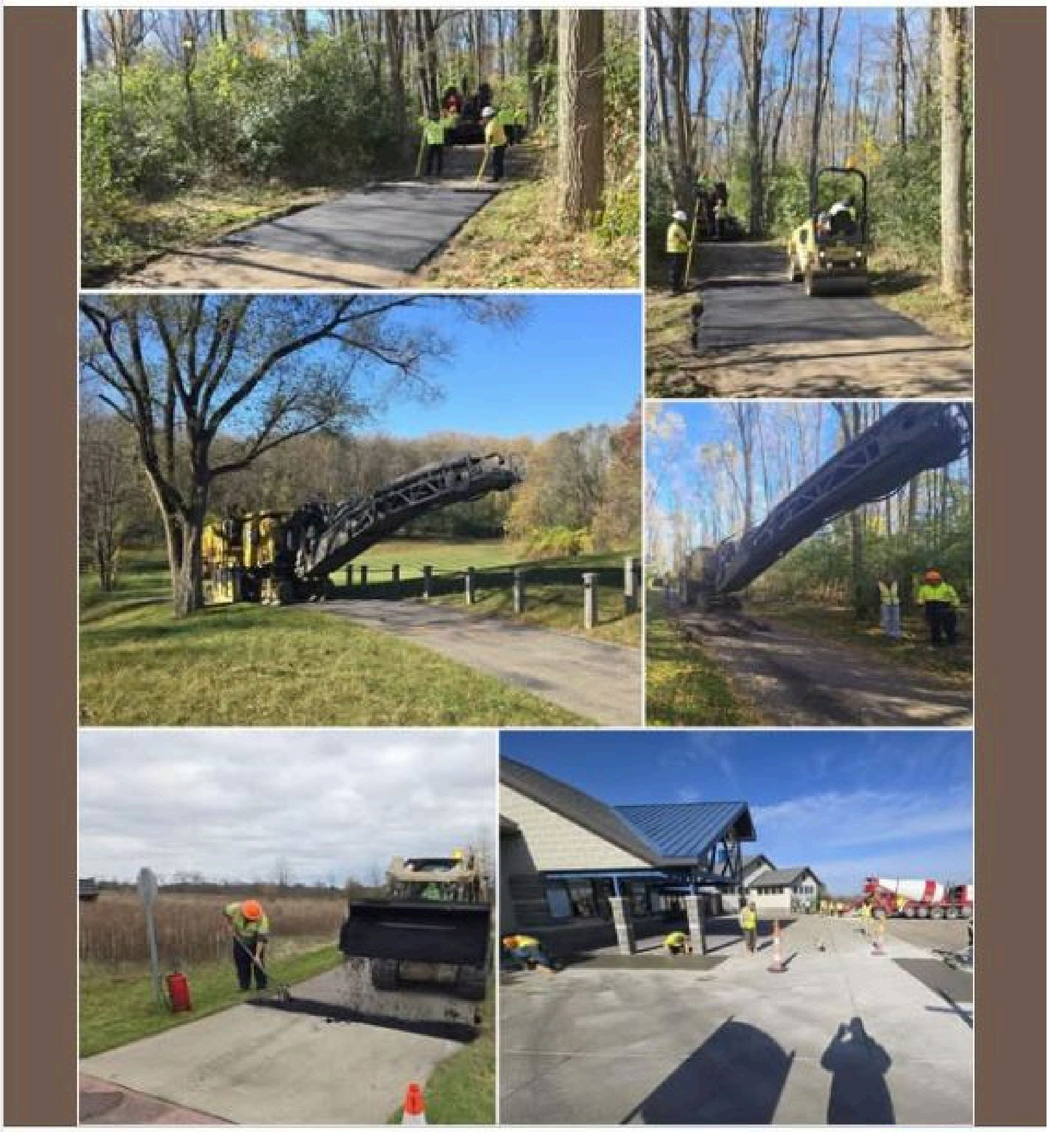
This Month	Last Month	Last Year
48	57	

Digital Report - December 2024
Facebook/Instagram - Top Posts

WCPARC
Post

· December 2, 2024 ·

Trail and road upgrades at Rolling Hills County Park are complete. We've repaired surfaces and filled cracks on over 6.5 miles of trails and roadway, allowing for smooth travel. We're excited for you to check out our upgrades on your next visit!



See insights and ads

Boost post

26

3 comments 3 shares

Digital Report - December 2024
Website, Newsletter, News

Website Statistics

washtenaw.org/parks

Total Page Visits	This Month	Last Month	. Last Year
	15,111		

Title URL		Page views | % of total	Visits | % of total
Meri Lou Murray Recreation Center | Washtenaw County, MI https://www.washtenaw.org/497/Meri-Lou-Murray-Recreation-Center		7,332 32.3%	5,497 46.6%
Rolling Hills Winter Park | Washtenaw County, MI https://www.washtenaw.org/2281/Rolling-Hills-Winter-Park		1,113 4.9%	875 7.4%
Parks & Recreation | Washtenaw County, MI https://www.washtenaw.org/288/Parks-Recreation		901 4.0%	716 6.1%
Building Schedules & Holiday Hours | Washtenaw County, MI https://www.washtenaw.org/2553/Building-Schedules-Holiday-Hours		767 3.4%	673 5.7%
Fitness Classes | Washtenaw County, MI https://www.washtenaw.org/500/Fitness-Classes		766 3.4%	485 4.1%

Monthly Newsletter

WCPARC 51% open rate

Newsletter via MailChimp

Sent to	Opened	Clicks
32,307	24,709	1,436

Newsletter non MailChimp

Sent to	Opened	Clicks
N/A	N/A	

Photo Ambassador December Pictures

Digital Report - January 2025

This monthly report will highlight our social media outreach, website analytics, newsletters, items in the news, and recent snapshots around the parks.

Monthly comparisons will be used to track data and improve our outreach.

Useful definitions for this report

Impressions

A Facebook metric related to the visibility of our posts is referred to as impressions. Impressions measure the number of times our posts were seen. That includes if one post was seen multiple times by a single user.

Engagement

Engagement measures the number of times someone took action on our posts. That could mean clicking a link, sharing our post, making a reaction or leaving a comment.

Digital Report - January 2025
SOCIAL MEDIA

Profile	Audience	Net Audience Growth	Published Posts	Impressions	Engagements
Reporting Period Jan 1, 2025 – Jan 31, 2025	45,827 ↗ 11.3%	-7 ↘ 101.5%	40 ↘ 27.3%	38,195 ↘ 87%	600 ↘ 93.9%
Compare to Jan 1, 2024 – Jan 31, 2024	41,157	469	55	293,668	9,905
Blue Heron Bay	2,298	1	0	381	0
Independence Lake Co...	3,399	-3	13	6,487	196
Meri Lou Murray Recre...	1,688	5	4	5,202	81
Pierce Lake Golf Course	1,213	5	0	1,082	0
Rolling Hills County Park	26,423	-30	9	19,217	168
Washtenaw County Par...	7,164	11	11	5,799	152
washtenawcountyparks	3,642	4	3	27	3

Instagram
Rolling Hills

Total Followers

This Month	Last Month	Last Year
1,516	1,511	

Top Post -
How many people reacted to posts

This Month	Last Month	Last Year
	11	

Instagram
WCPARC

Total Followers

This Month	Last Month	Last Year
3,678	3,619	3,246

Top Post -
How many people reacted to posts

This Month	Last Month	Last Year
	57	

Digital Report - January 2025
Facebook/Instagram - Top Posts

Washtenaw County Parks & Recreation Commission
Published by Jasper Laen
· January 28 at 10:00 AM ·

The parks and preserves have seen their fair share of snow this past month! These shots from our Photo Ambassador team capture winter's beauty.
Thank you to Ben, Elena, Kathy, and Reed Bednekoff for these great photos.

Rolling Hills County Park
January 13 at 10:03 AM ·

Snow is fresh, but we're already thinking about summer and looking for 3 Day Camp Counselors to add to our crew! Applicants must be at least 18 years old. If you're interested in applying, email Rhonda at boumar@washtenaw.org.

Digital Report - January 2025
Website, Newsletter, News

Website Statistics

washtenaw.org/parks

Total Page Visits	This Month	Last Month	. Last Year
	17,302	15,111	

Title URL		Page views | % of total	Visits | % of total
Meri Lou Murray Recreation Center | Washtenaw County, MI https://www.washtenaw.org/497/Meri-Lou-Murray-Recreation-Center		7,730 22.5%	5,893 34.1%
Rolling Hills Winter Park | Washtenaw County, MI https://www.washtenaw.org/2281/Rolling-Hills-Winter-Park		2,611 7.6%	1,942 11.2%
Rolling Hills Sledding Hill | Washtenaw County, MI https://www.washtenaw.org/791/Rolling-Hills-Sledding-Hill		1,562 4.6%	1,344 7.8%
Parks & Recreation | Washtenaw County, MI https://www.washtenaw.org/288/Parks-Recreation		1,182 3.4%	931 5.4%
Get Involved with Washtenaw County Parks! | Washtenaw County, MI https://www.washtenaw.org/660/Job-Volunteer-Opportunities		1,103 3.2%	655 3.8%

Monthly Newsletter

WCPARC 53% open rate

Newsletter via MailChimp		
Sent to	**Opened**	**Clicks**
32,291	25,209	1,336

Newsletter non MailChimp		
Sent to	**Opened**	**Clicks**
N/A	N/A	

Photo Ambassador January Pictures

Washtenaw County Parks and Recreation Commission

December 2024 - Claims Report

PARK / FACILITY / FUNCTION	UTILITIES	DIRECT PURCHASES	OTHER	TOTAL
Administration	$ 1,911.13	$ 6,375.96	$ 104,862.95	$ 113,150.04
Recreation Center	49,680.25	6,353.06	44,292.32	100,325.63
Park Maintenance	2,652.66	4,218.61	3,434.87	10,306.14
Pierce Lake Golf Course	1,838.16	3,822.97	1,193.64	6,854.77
Independence Lake	2,964.19	1,493.30	7,555.31	12,012.80
Rolling Hills	4,558.75	14,549.69	61,756.30	80,864.74
Parker Mill	200.67	-	12,105.50	12,306.17
Sharon Mills	313.05	73.98	4,577.88	4,964.91
Staebler Farm	3,311.42	5,054.94	23,290.52	31,656.88
Swift Run Dog Park	-	-	-	-
Capital Improvement	-	-	470,654.43	470,654.43
Committed Funding Partnerships	-	-	-	-
Commission	-	-	-	-
SUBTOTAL	$ 67,430.28	$ 41,942.51	$ 733,723.72	$ 843,096.51
Road Millage Fund	-	-	1,018,850.99	1,018,850.99
SUBTOTAL	$ -	$ -	$ 1,018,850.99	$ 1,018,850.99
Natural Areas Preservation Program				
Acquisition	$ -	$ -	$ 1,883,840.76	$ 1,883,840.76
Preserve Management	-	4,804.73	35,689.69	$ 40,494.42
NATAC	-	-	-	$ -
Acquisition	$ -	$ -	$ 1,292,630.00	$ 1,292,630.00
Annual Monitoring	-	-	-	$ -
ALPAC	-	-	-	-
SUBTOTAL	$ -	$ 4,804.73	$ 3,212,160.45	$ 3,216,965.18
	67,430.28	41,942.51	1,752,574.71	1,861,947.50
TOTAL	$ 67,430.28	$ 46,747.24	$ 4,964,735.16	$ 5,078,912.68

It was moved by ________________ and supported by __________________
to approve payment of claims in the amount of.. $ 5,078,912.68

Washtenaw County Parks and Recreation Commission

January 2025 - Claims Report

PARK / FACILITY / FUNCTION	UTILITIES	DIRECT PURCHASES	OTHER	TOTAL
Administration	$ -	$ 6,574.36	$ 11,755.26	$ 18,329.62
Recreation Center	10,400.08	3,148.38	896.90	14,445.36
Park Maintenance	1,359.67	8,649.32	42.00	10,050.99
Pierce Lake Golf Course	1,347.25	3,688.51	190.90	5,226.66
Independence Lake	1,567.67	4,365.72	1,848.27	7,781.66
Rolling Hills	5,284.58	5,801.97	-	11,086.55
Parker Mill	101.08	-	-	101.08
Sharon Mills	186.06	77.00	-	263.06
Staebler Farm	-	3,944.99	276.00	4,220.99
Swift Run Dog Park	-	-	-	-
Capital Improvement	-	-	-	-
Committed Funding Partnerships	-	-	-	-
Commission	-	-	-	-
SUBTOTAL	$ 20,246.39	$ 36,250.25	$ 15,009.33	$ 71,505.97
Road Millage Fund	-	-	-	-
SUBTOTAL	$ -	$ -	$ -	$ -
Natural Areas Preservation Program				
Acquisition	$ -	$ -	$ 77,000.00	$ 77,000.00
Preserve Management	-	4,545.15	3,495.00	$ 8,040.15
NATAC	-	-	-	$ -
Acquisition	$ -	$ -	$ -	$ -
Annual Monitoring	-	-	-	$ -
ALPAC	-	-	-	-
SUBTOTAL	$ -	$ 4,545.15	$ 80,495.00	$ 85,040.15
TOTAL	$ 20,246.39	$ 40,795.40	$ 95,504.33	$ 156,546.12

It was moved by ________________ and supported by __________________
to approve payment of claims in the amount of.. $ 156,546.12

#6b

WASHTENAW COUNTY PARKS AND RECREATION COMMISSION
FUND BALANCE STATEMENT - DECEMBER 31, 2024

					YTD % Budget	
Beginning Fund Balance (1/1/24)	**13,802,302**			100%		
Revenue (Budget)			**Revenue (Actual)**			**Variance**
Property Tax	9,798,849		10,008,398		102%	209,549
State Grant Funds	-		-			-
Fees & Services	4,415,000		5,076,263		115%	661,263
Interest Earnings	300,000		930,333		310%	630,333
Other Revenue & Reimb.	661,980		480,471		73%	(181,509)
Total Revenue		15,175,829		16,495,465	109%	1,319,636
Expense (Budget)			**Expense (Actual)**			**Variance**
Personnel Services	(7,558,812)		(7,922,758)		105%	(363,946)
Supplies & Other Services	(3,505,990)		(3,314,873)		95%	191,117
Internal Service Charges	(1,182,210)		(1,211,841)		103%	(29,631)
Capital						
Land Acquisition	-		-		-	-
CIP/Development	(3,100,000)		(1,302,071)		42%	1,797,929
Contingency	(200,000)		(149,026)		75%	50,974
Machinery & Equipment	(797,330)		(728,090)		91%	69,240
Capital Subtotal	(4,097,330)		(2,179,187)		53%	1,918,143
Transfers Out	(1,190,540)		(986,947)			
Total Expense		(17,534,882)		(15,615,607)	89%	1,715,682
Surplus/(Deficit)		**(2,359,053)**		**879,858**		
Operating Reserve		(9,798,849)		(9,798,849)		
2024 Funding Commitments (Partnerships)		(4,780,000)		-		
		(14,578,849)		(9,798,849)		
Projected Fund Balance (12/31/24)		**6,663,249**		**14,682,160**		

WASHTENAW COUNTY PARKS AND RECREATION COMMISSION
NATURAL AREAS PRESERVATION PROGRAM
FUND BALANCE STATEMENT - DECEMBER 31, 2024

Beginning Fund Balance (1/1/24)	**9,421,113**			100%	YTD % Budget	
Revenue (Budget)			**Revenue (Actual)**			**Variance**
Property Tax	5,190,155		5,321,850		103%	131,695
Federal Revenue	-		-			-
State Revenue	-		300,071		-	300,071
Interest Earnings	100,000		673,263		673%	573,263
Other Revenue & Reimb.	5,000		93,837		1877%	88,837
Total Revenue		5,295,155		6,389,021	121%	1,093,866
Expense (Budget)			**Expense (Actual)**			**Variance**
Personnel Services	(815,111)		(709,449)		87%	105,662
Supplies & Other Services	(1,004,200)		(959,465)		96%	44,735
Internal Service Charges	(31,532)		(33,724)		107%	(2,192)
Capital						
Land Acquisition	(2,900,000)		(4,330,414)		149%	(1,430,414)
Land Development	-		-			-
Machinery & Equipment	(50,000)		(31,745)		63%	18,255
Capital Subtotal	(2,950,000)		(4,362,159)		148%	(1,412,159)
Total Expense		(4,800,843)		(6,064,797)	126%	(1,263,954)
Surplus/(Deficit)		**494,312**		**324,224**		
Projected Fund Balance (12/31/24)		**9,915,425**		**9,745,337**		

WASHTENAW COUNTY PARKS AND RECREATION COMMISSION
FUND BALANCE STATEMENT - JANUARY 31, 2025

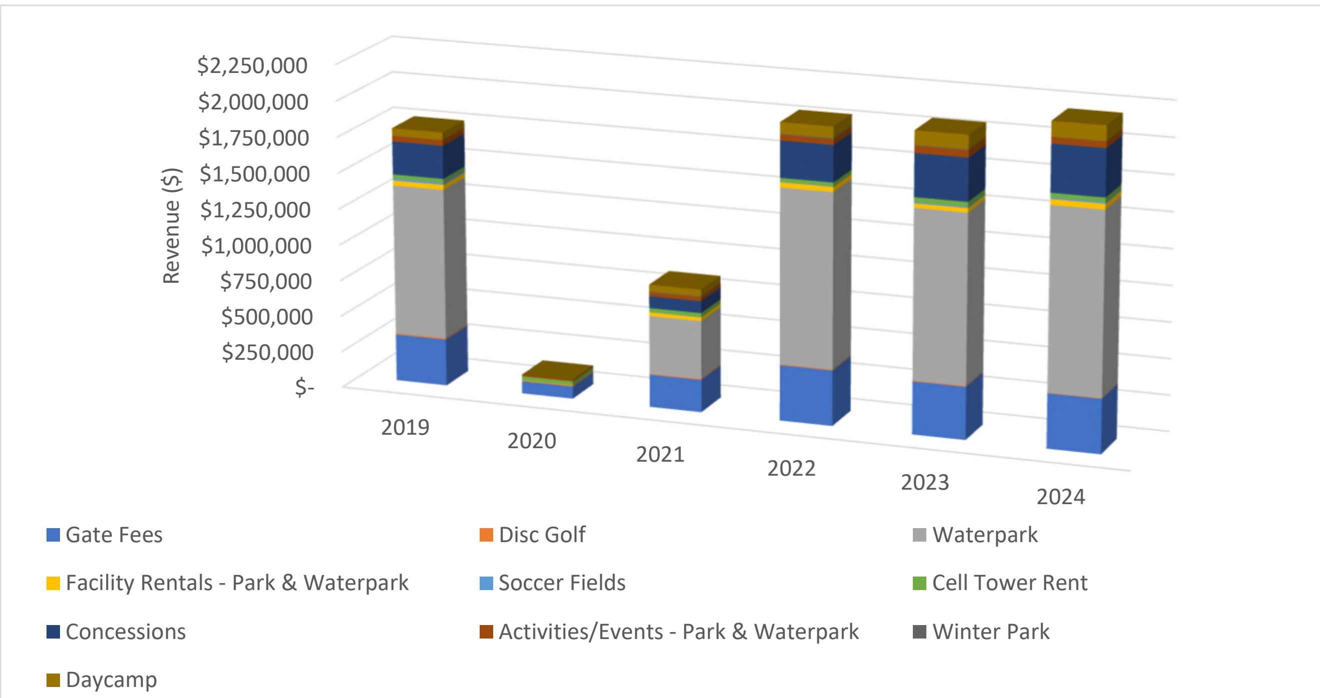
Beginning Fund Balance (1/1/25)	**14,781,564**	**(unaudited)**		8%	YTD % Budget	
Revenue (Budget)			**Revenue (Actual)**			**Variance**
Property Tax	10,500,149		816,980		8%	(9,683,169)
State Grant Funds	-		-			-
Fees & Services	4,388,000		140,418		3%	(4,247,582)
Interest Earnings	300,000		-		0%	(300,000)
Other Revenue & Reimb.	30,000		-		0%	(30,000)
Total Revenue		15,218,149		957,398	6%	(14,260,751)
Expense (Budget)			**Expense (Actual)**			**Variance**
Personnel Services	(8,562,262)		(522,322)		6%	8,039,940
Supplies & Other Services	(2,990,100)		(51,660)		2%	2,938,440
Internal Service Charges	(1,055,612)		(100,582)		10%	955,030
Capital						
Land Acquisition	-		-		-	-
CIP/Development	(3,100,000)		(2,944)		0%	3,097,056
Contingency	(400,000)		(11,596)		3%	388,404
Machinery & Equipment	(90,000)		(85,431)		95%	4,569
Capital Subtotal	(3,590,000)		(99,970)		3%	3,490,030
Transfers Out	(1,200,000)		-			
Total Expense		(17,397,974)		(774,534)	4%	15,423,440
Surplus/(Deficit)		**(2,179,825)**		**182,864**		
Operating Reserve		(10,500,149)		(9,798,849)		
2025 Funding Commitments (Partnerships)		(4,780,000)		-		
		(15,280,149)		(9,798,849)		
Projected Fund Balance (12/31/25)		**7,821,739**		**14,964,428**		

WASHTENAW COUNTY PARKS AND RECREATION COMMISSION
NATURAL AREAS PRESERVATION PROGRAM
FUND BALANCE STATEMENT - JANUARY 31, 2025

					YTD % Budget	
Beginning Fund Balance (1/1/25)	**9,604,830**	**unaudited**		8%		
Revenue (Budget)			**Revenue (Actual)**			**Variance**
Property Tax	5,563,519		434,949		8%	(5,128,570)
Federal Revenue	-		-			-
Interest Earnings	100,000		-		0%	(100,000)
Other Revenue & Reimb.	5,000		-		0%	(5,000)
Total Revenue		5,668,519		434,949	8%	(5,233,570)
Expense (Budget)			**Expense (Actual)**			**Variance**
Personnel Services	(674,205)		(53,175)		8%	621,030
Supplies & Other Services	(654,200)		(98)		0%	654,102
Internal Service Charges	(37,719)		(2,092)		6%	35,627
Capital						
Land Acquisition	(2,900,000)		(77,000)		3%	2,823,000
Land Development	-		-			-
Machinery & Equipment	(20,000)		(3,397)		17%	16,603
Capital Subtotal	(2,920,000)		(80,397)		3%	2,839,603
Total Expense		(4,286,124)		(135,762)	3%	4,150,362
Surplus/(Deficit)		**1,382,395**		**299,187**		
Projected Fund Balance (12/31/25)		**10,987,225**		**9,904,017**		

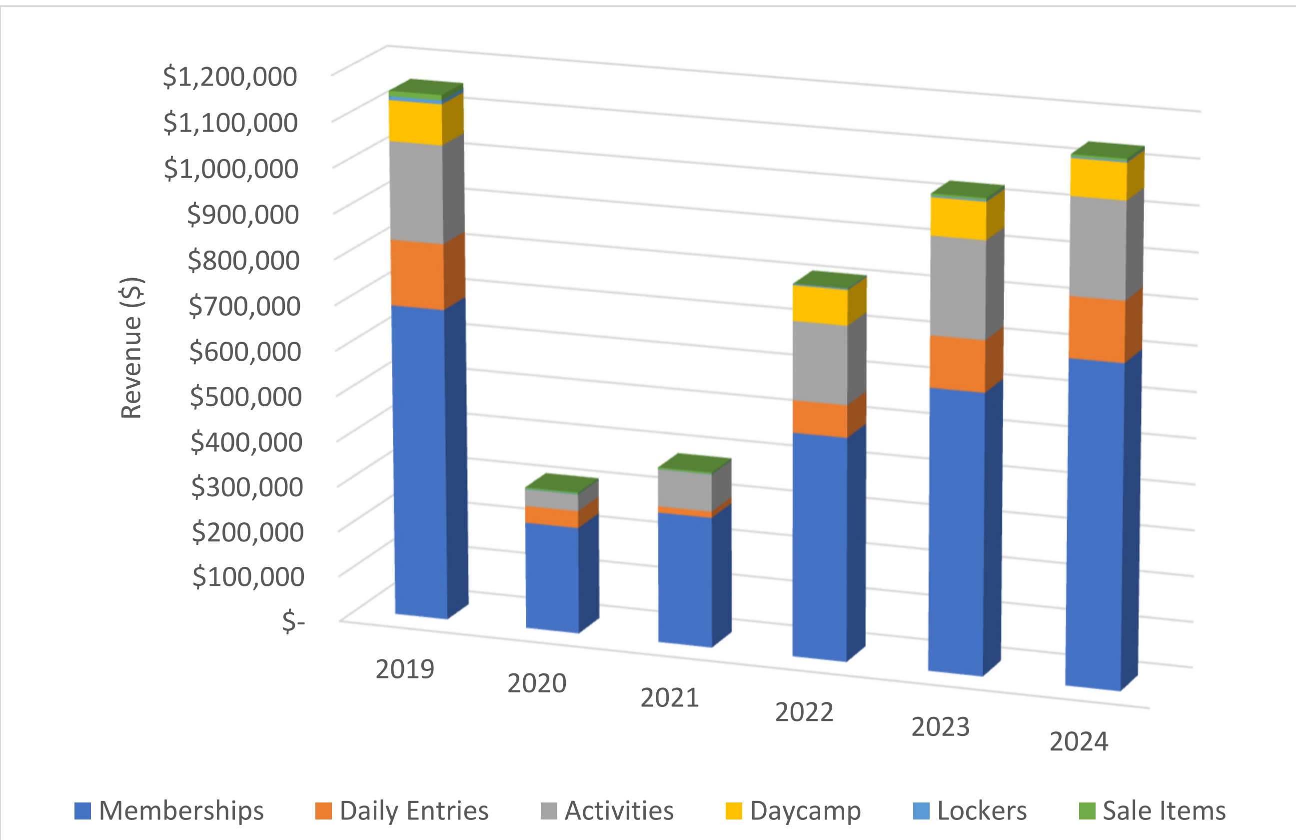
Rolling Hills County Park Revenue Report - December

	2019	2020	2021	2022	2023	2024
Gate Fees	$ 324,178	$ 84,971	$ 224,763	$ 383,283	$ 364,478	$ 377,062
Disc Golf	$ 8,976	$ 6,184	$ 6,360	$ 6,582	$ 5,987	$ 3,865
Waterpark	$ 1,039,974	$ 48	$ 402,006	$ 1,211,024	$ 1,173,657	$ 1,265,106
Facility Rentals - Park & Waterpark	$ 35,558	$ 1,600	$ 25,960	$ 35,579	$ 31,061	$ 39,446
Soccer Fields	$ 15,200	$ 550	$ 1,500	$ 3,000	$ 8,890	$ 10,800
Cell Tower Rent	$ 26,513	$ 27,308	$ 28,128	$ 26,551	$ 32,261	$ 30,736
Concessions	$ 229,584	$ -	$ 81,954	$ 253,314	$ 296,183	$ 326,894
Activities/Events - Park & Waterpark	$ 38,588	$ 11,430	$ 27,770	$ 38,785	$ 49,494	$ 43,461
Winter Park	$ 1,218	$ -	$ 5,088	$ 6,020	$ 4,600	$ 2,180
Daycamp	$ 52,405	$ -	$ 47,485	$ 79,393	$ 98,497	$ 105,112
Totals:	**$ 1,772,194**	**$ 132,091**	**$ 851,014**	**$ 2,043,531**	**$ 2,065,108**	**$ 2,204,662**



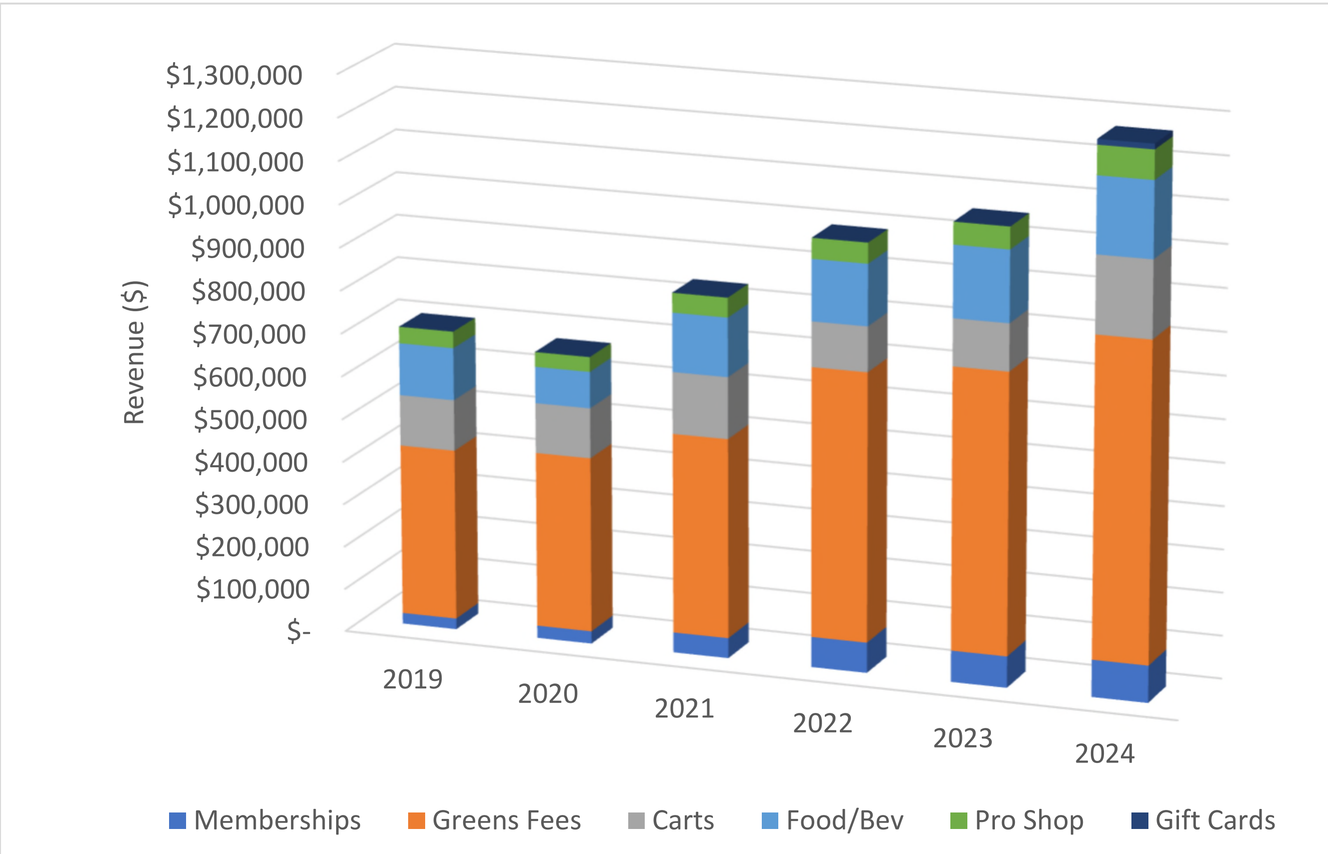
Meri Lou Murray Recreation Center Revenue Report - December

	2019	2020	2021	2022	2023	2024
Memberships	$ 685,750	$ 233,864	$ 286,102	$ 490,103	$ 615,780	$ 706,993
Daily Entries	$ 144,155	$ 37,275	$ 13,844	$ 70,728	$ 112,766	$ 132,654
Activities	$ 215,084	$ 35,060	$ 80,239	$ 171,690	$ 213,376	$ 211,873
Daycamp	$ 89,077	$ 630	$ 360	$ 76,980	$ 82,011	$ 80,236
Rentals	$ 6,712	$ 2,554	$ 2,400	$ -	$ -	$ -
Lockers	$ 8,276	$ 2,267	$ 1,400	$ 2,748	$ 3,191	$ 3,082
Vending	$ 1,809	$ 1,208	$ -	$ -	$ -	$ -
Sale Items	$ 11,892	$ 2,838	$ 3,230	$ 101	$ 4,534	$ 4,972
Totals:	**$ 1,162,755**	**$ 315,696**	**$ 387,575**	**$ 812,350**	**$ 1,031,658**	**$ 1,139,810**



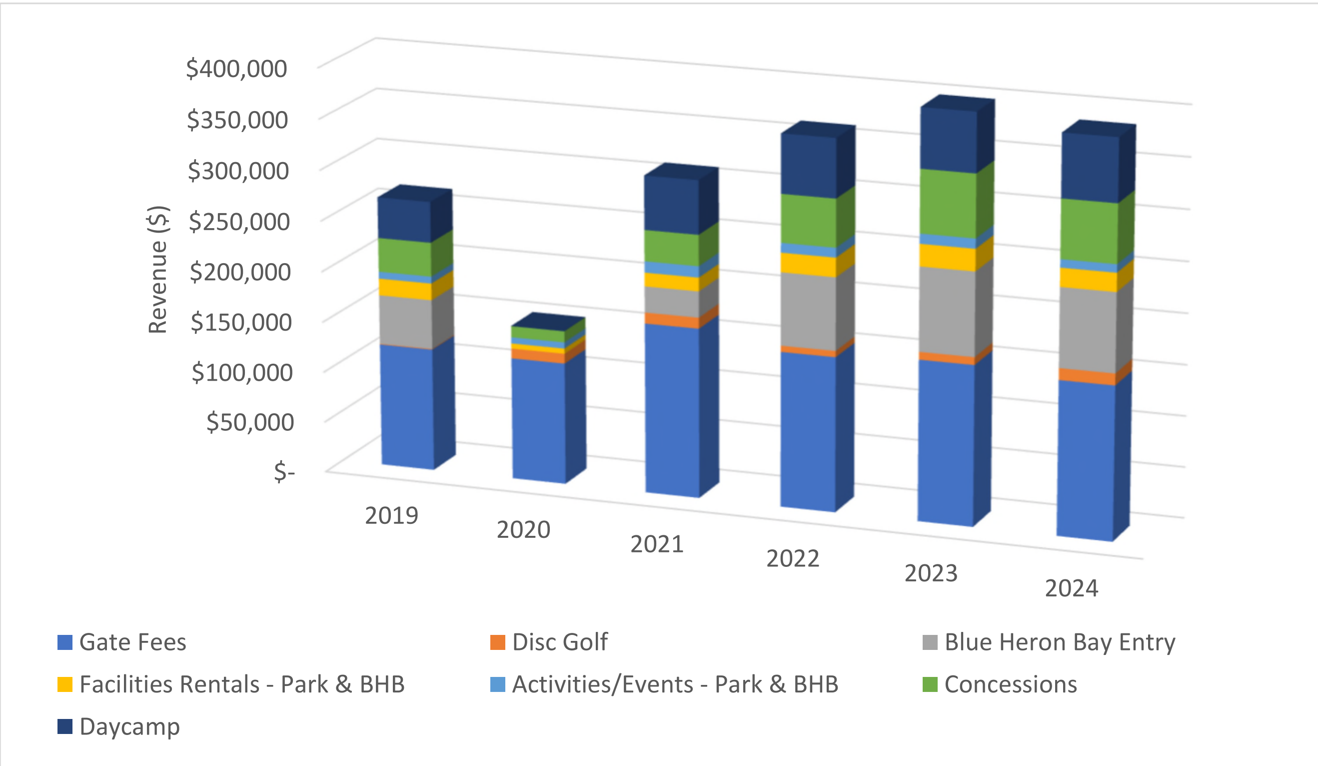
Pierce Lake Golf Course Revenue Report - December

	2019	2020	2021	2022	2023	2024
Memberships	$ 25,175	$ 28,883	$ 46,894	$ 70,530	$ 72,908	$ 86,230
Greens Fees	$ 396,773	$ 406,690	$ 464,495	$ 625,715	$ 654,937	$ 744,267
Carts	$ 118,507	$ 116,564	$ 143,451	$ 105,067	$ 109,991	$ 180,661
Food/Bev	$ 121,702	$ 84,781	$ 137,338	$ 142,981	$ 167,150	$ 177,671
Pro Shop	$ 38,556	$ 34,385	$ 45,771	$ 48,111	$ 51,939	$ 68,351
Gift Cards	$ -	$ -	$ -	$ -	$ -	$ 12,977
Totals:	**$ 700,713**	**$ 671,303**	**$ 837,949**	**$ 992,404**	**$ 1,056,925**	**$ 1,270,157**



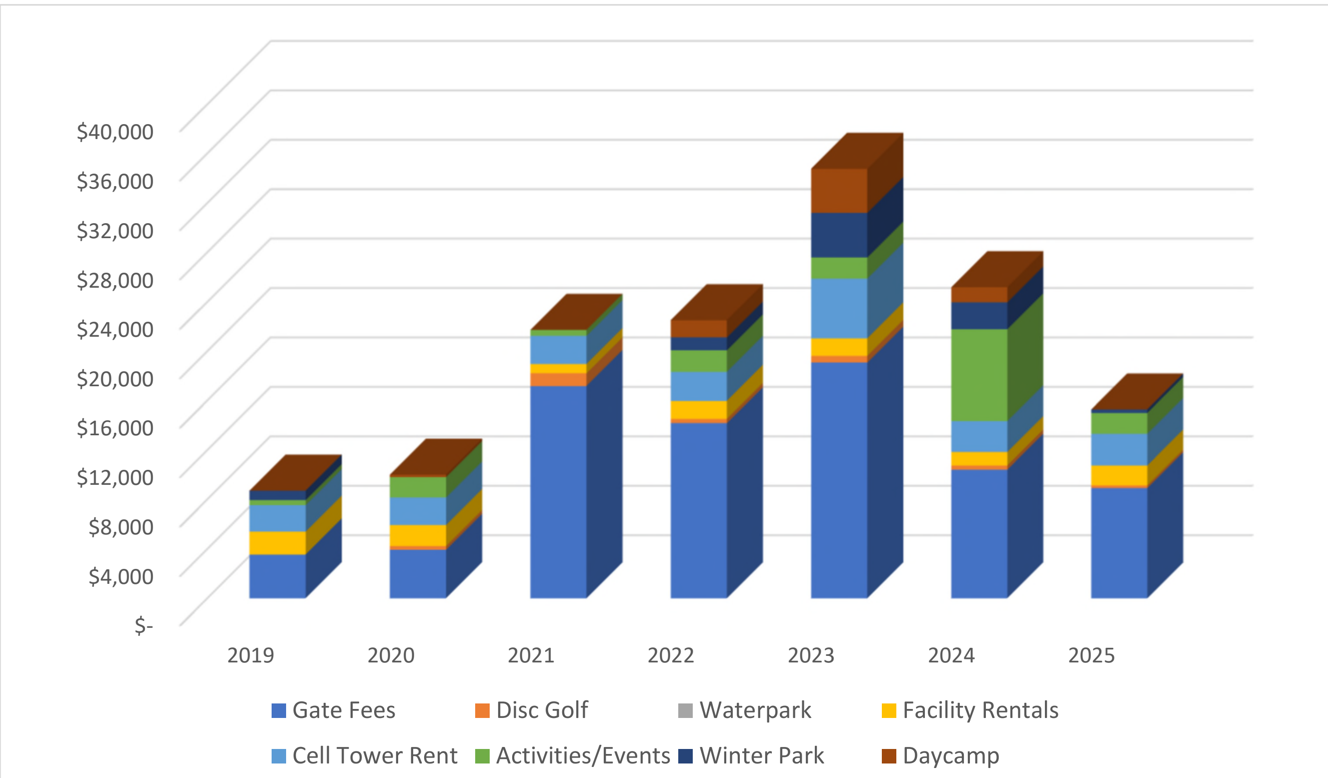
Independence Lake County Park Revenue Report - December

	2019	2020	2021	2022	2023	2024
Gate Fees	$ 120,837	$ 119,989	$ 167,370	$ 152,412	$ 157,891	$ 151,350
Disc Golf	$ 666	$ 9,742	$ 10,816	$ 6,114	$ 7,630	$ 11,542
Blue Heron Bay Entry	$ 48,563	$ -	$ 25,676	$ 71,479	$ 82,464	$ 77,865
Facilities Rentals - Park & BHB	$ 16,557	$ 5,100	$ 13,435	$ 18,983	$ 21,700	$ 18,400
Activities/Events - Park & BHB	$ 6,852	$ 6,104	$ 11,072	$ 9,532	$ 9,833	$ 8,078
Concessions	$ 33,469	$ 11,026	$ 30,548	$ 47,244	$ 61,881	$ 57,626
Boat Rentals	$ 4,503	$ -	$ 5,583	$ 3,487	$ 4,117	$ 4,565
Daycamp	$ 40,217	$ 150	$ 52,910	$ 58,036	$ 60,906	$ 62,233
Totals:	**$ 271,664**	**$ 152,111**	**$ 317,410**	**$ 367,287**	**$ 406,422**	**$ 391,659**



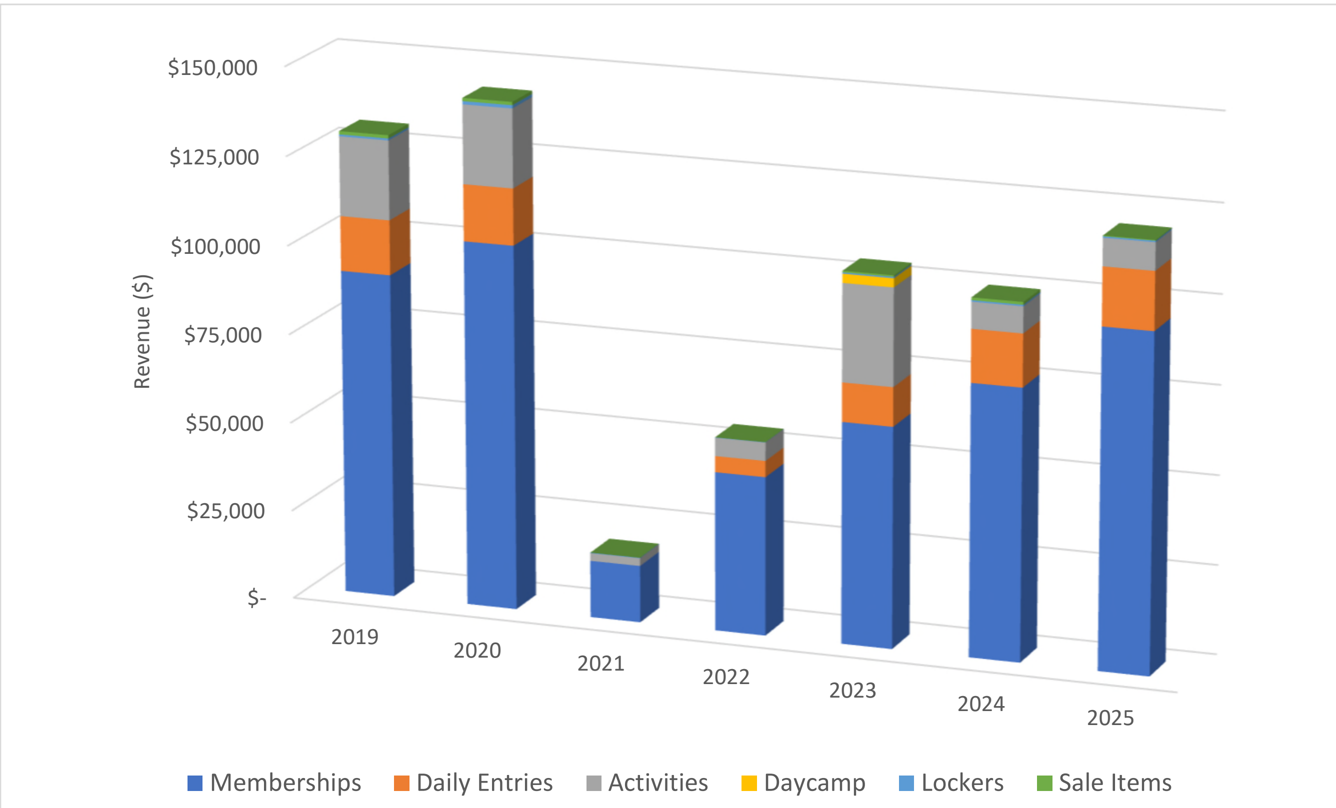
Rolling Hills County Park Revenue Report - January

	2019	2020	2021	2022	2023	2024	2025
Gate Fees	$ 3,546	$ 3,923	$ 17,175	$ 14,167	$ 19,080	$ 10,402	$ 8,916
Disc Golf	$ -	$ 306	$ 1,032	$ 350	$ 528	$ 341	$ 220
Waterpark	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Facility Rentals	$ 1,850	$ 1,705	$ 750	$ 1,450	$ 1,410	$ 1,100	$ 1,605
Cell Tower Rent	$ 2,150	$ 2,215	$ 2,281	$ 2,350	$ 4,840	$ 2,493	$ 2,568
Activities/Events	$ 391	$ 1,657	$ 476	$ 1,747	$ 1,719	$ 7,440	$ 1,680
Winter Park	$ 774	$ -	$ -	$ 1,045	$ 3,610	$ 2,180	$ 290
Daycamp	$ -	$ 200	$ -	$ 1,390	$ 3,572	$ 1,223	$ -
Totals:	**$ 8,711**	**$ 10,006**	**$ 21,714**	**$ 22,499**	**$ 34,759**	**$ 25,178**	**$ 15,279**



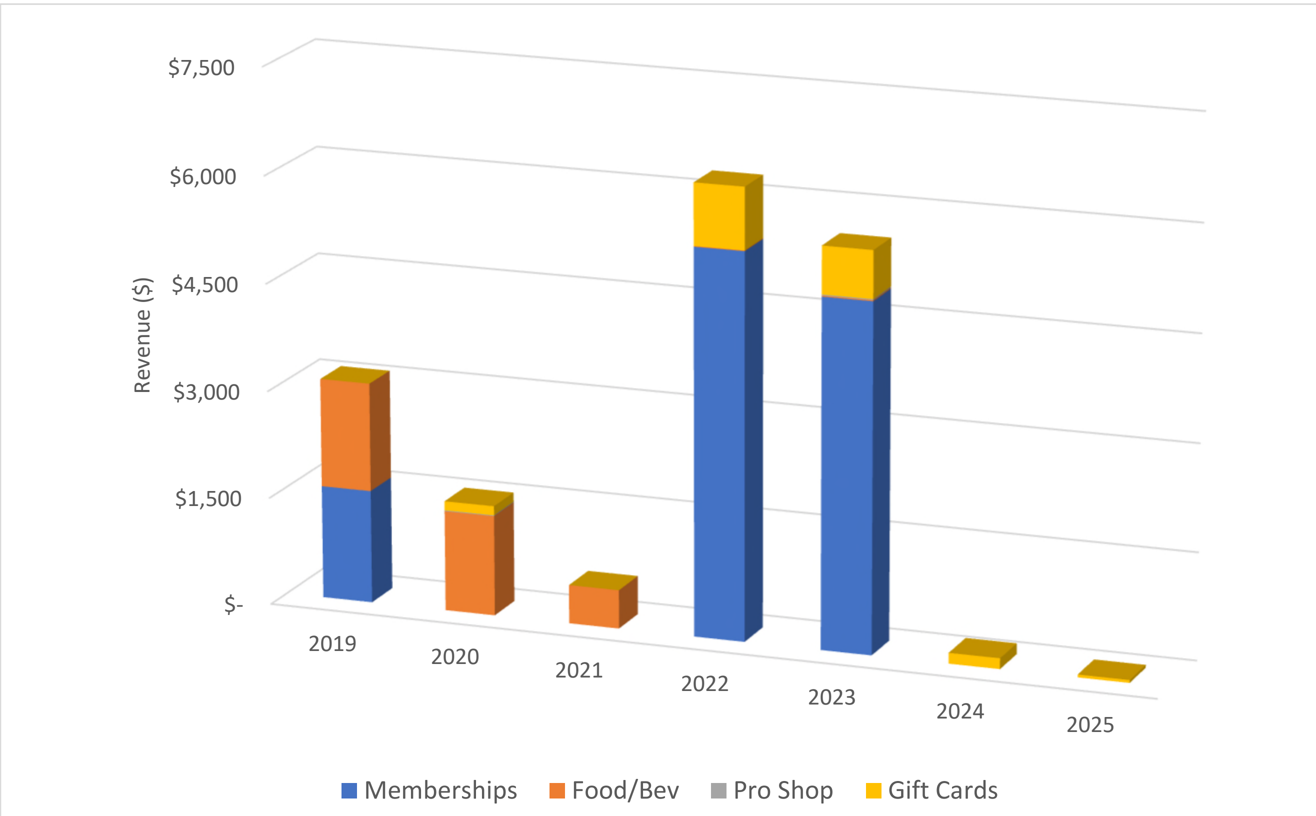
Meri Lou Murray Recreation Center Revenue Report - January

	2019	2020	2021	2022	2023	2024	2025
Memberships	$ 91,241	$ 102,674	$ 15,994	$ 44,597	$ 62,100	$ 76,303	$ 95,071
Daily Entries	$ 15,432	$ 15,953	$ -	$ 4,538	$ 10,977	$ 14,875	$ 16,380
Activities	$ 22,352	$ 22,205	$ 2,164	$ 5,128	$ 27,507	$ 7,436	$ 7,765
Daycamp	$ -		$ -	$ -	$ 2,520	$ -	$ -
Lockers	$ 539	$ 889	$ 140	$ 90	$ 378	$ 420	$ 390
Sale Items	$ 930	$ 913	$ -	$ 13	$ 436	$ 768	$ 204
Totals:	**$ 130,494**	**$ 142,634**	**$ 18,298**	**$ 54,366**	**$ 103,918**	**$ 99,802**	**$ 119,810**



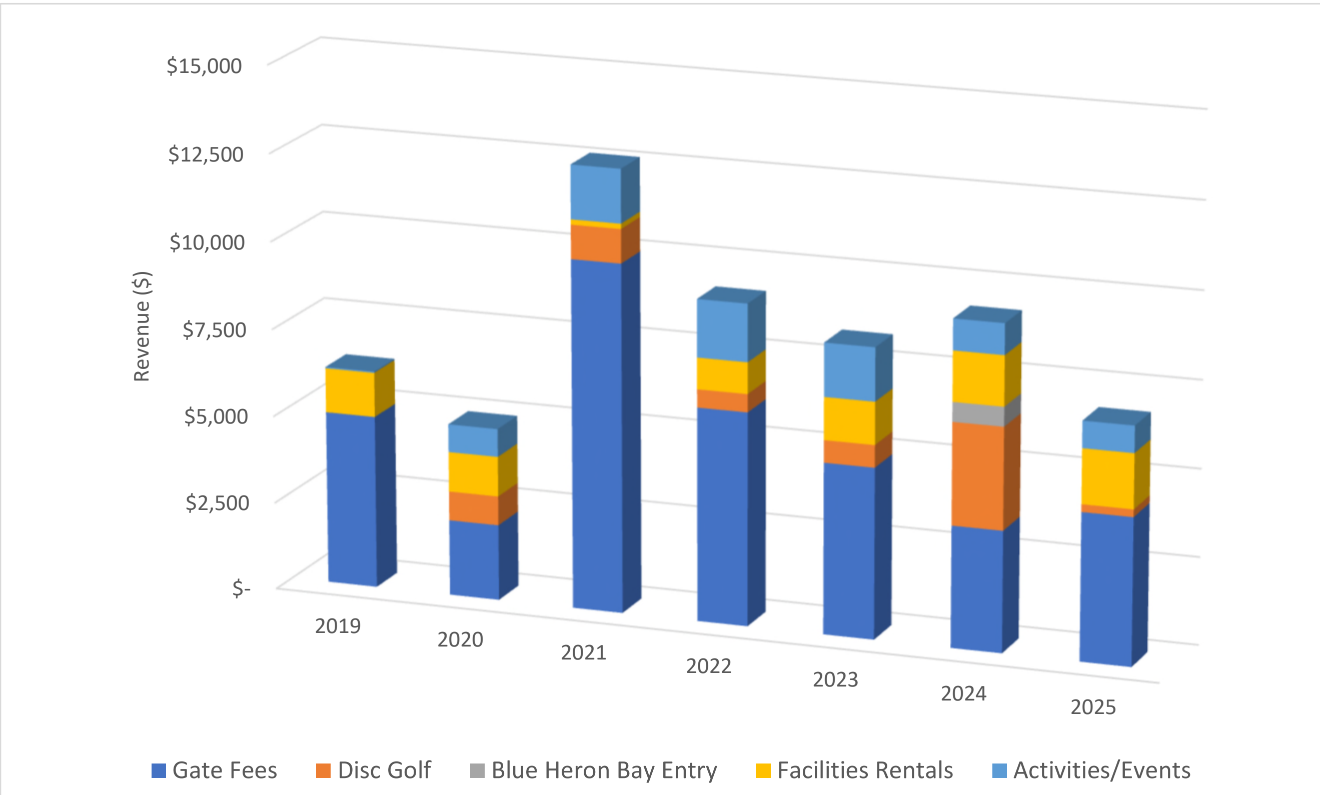
Pierce Lake Golf Course Revenue Report - January

	2019	2020	2021	2022	2023	2024	2025
Memberships	$ 1,575	$ -	$ -	$ 5,400	$ 4,875	$ -	$ -
Greens Fees	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Carts	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Food/Bev	$ 1,512	$ 1,399	$ 538	$ 10	$ 15	$ -	$ -
Pro Shop	$ -	$ 11	$ -	$ -	$ 14	$ -	$ -
Gift Cards	$ -	$ 128	$ -	$ 868	$ 667	$ 150	$ 40
Totals:	**$ 3,087**	**$ 1,538**	**$ 538**	**$ 6,278**	**$ 5,571**	**$ 150**	**$ 40**



Independence Lake County Park Revenue Report - January

	2019	2020	2021	2022	2023	2024	2025
Gate Fees	$ 4,935	$ 2,161	$ 9,973	$ 6,106	$ 4,892	$ 3,473	$ 4,222
Disc Golf	$ -	$ 832	$ 972	$ 518	$ 640	$ 2,924	$ 218
Blue Heron Bay Entry	$ -	$ -	$ -	$ -	$ -	$ 560	$ -
Facilities Rentals	$ 1,270	$ 1,140	$ 150	$ 900	$ 1,220	$ 1,440	$ 1,570
Activities/Events	$ 36	$ 800	$ 1,540	$ 1,650	$ 1,530	$ 890	$ 770
Daycamp	$ -	$ -	$ -	$ -	$ -	$ -	$ -
Totals:	**$ 6,241**	**$ 4,933**	**$ 12,635**	**$ 9,174**	**$ 8,282**	**$ 9,287**	**$ 6,780**



Washtenaw County Parks and Recreation Commission

MEMORANDUM

To: Washtenaw County Parks and Recreation Commission

From: Coy P. Vaughn, Director

Jayne Miller, PROS Consulting, Inc.

Date: February 11, 2025

Re: Revenue & Scholarship Business Rule

Background

In January 2024, the Parks Commission voted that several commission members and staff would establish a Parks Rates Subcommittee to explore how membership and user fees are established. As an outcome of those meetings, staff was directed to draft a revenue and scholarship business rule that would serve to establish a clear and equitable framework for determining fees for WCPARC programs and services while also providing scholarship opportunities for Washtenaw County residents with financial limitations.

Working with PROS Consulting, Inc., staff reviewed best management practices and sample framework established by other park and recreation organizations around the country to develop a draft for consideration by WCPARC. This framework aims to balance the opportunities to assist with the organization's financial sustainability with the goal of ensuring accessible and affordable programs and services for all residents. By implementing these guidelines, WCPARC can establish consistent decision-making strategies for setting fees and charges, secure outside funding support, and provide equitable access to residents facing financial limitations. Additionally, the guidelines seek to create a more transparent and fair pricing system to provide a more accurate understanding of value among staff, residents, and participants.

Discussion

Once adopted, the attached Business Rule will need to be implemented over time to allow staff time to learn, investigate cost allocation and transition to this new framework. An implementation strategy is mapped out in Appendix D which provides for appropriate education and transition for staff and patrons. Initial steps provide for staff training, identification of initial pilot programs, definition of scholarship parameters, and public education. The implementation strategy provides for regular data collection and reporting and review of cost of services and fees and the scholarship parameters.

In addition to adoption and implementation of this Business Rule, it is recommended that WCPARC establish a strong scholarship program. This will require WCPARC to be intentional and strategic about how to fund the program. There are a variety of options for WCPARC to consider. Some funding examples to consider could include one or more of these options: WCPARC budgets for a scholarship revenue loss each year; WCPARC budgets funds for scholarships each year and transfers funds to the programs and services where scholarships are used; WCPARC limits the number of scholarships available each year or each season; WCPARC limits the number of scholarships per class, program or service; WCPARC limits the number of scholarships per individual or family per season or year; WCPARC creates an endowment that is used to fund scholarships.

Washtenaw County Parks and Recreation Commission
2230 Platt Road / P.O. Box 8645
Ann Arbor, Michigan 48107-8645
Tel: (734) 971-6337
Fax: (734) 971-6386
washtenaw.org/parks

Adoption of this Business Rule aligns with the 2025-2029 Master Plan Goal – "Ensure the Long-Term Sustainability of the Park and Recreation System" and Objective – "Develop a Revenue and Scholarship Policy that serves as the framework for revenue and scholarship decision making".

Recommendation

It is my recommendation that the Washtenaw County Parks and Recreation Commission adopt the attached Revenue and Scholarship Business Rule and direct staff to begin implementation according to the outlined framework and establish a draft scholarship program protocol with support from the Rates Subcommittee for future Parks Commission review and approval.

Attachment: Washtenaw County Parks Revenue & Scholarship Business Rule

-

Washtenaw County
Parks & Recreation Commission

Revenue & Scholarship Business Rule

PREPARED BY:

Approval Date: XX/XX/2025
Effective Date: XX/XX/2025
Date of Last Review: XX/XX/XXXX
Owner: Deputy Director
Frequency of Review: Every 3 Years

Revenue & Scholarship Business Rule

1.1 WCPARC Philosophy

WCPARC aims to provide high-quality parks and programs for all County residents, but due to limited public funding, it needs to charge fees and seek additional revenue sources. Fees will be carefully evaluated based on a specific business rule framework and will supplement, not replace, other funding sources like taxes, grants, and donations. The benefits of services funded by these fees should outweigh any negative impact, and the fee collection process must be efficient and practical. Fees and charges will be thoroughly evaluated prior to their adoption with the Revenue & Scholarship Business Rule as the framework for establishing all WCPARC fees and charges. Fees and charges will supplement these other resources (i.e., tax levy appropriations, contractual receipts, bond issues, grants-in-aid, sponsorships, land dedications, special gifts, and donations) not replace them to provide open space and leisure opportunities on an equitable basis.

1.2 Purpose of Pricing and Scholarship Guidelines

The primary purpose of the pricing and scholarship guidelines is to establish a clear and equitable framework for determining fees for WCPARC programs and services while also providing scholarship opportunities for Washtenaw County residents with financial needs. This framework aims to balance the opportunities to assist with the organization's financial sustainability with the goal of ensuring accessible and affordable programs and services for all residents. By implementing these guidelines, WCPARC can establish consistent decision-making strategies for setting fees and charges, secure outside funding support, and provide equitable access to residents facing financial limitations. Additionally, the guidelines seek to create a more transparent and fair pricing system to provide a more accurate understanding of value among staff, residents, and participants.

1.3 Objectives of Pricing to Understand Subsidy

The objectives and best practices of pricing for parks and recreation services are based on National Standards and includes the following:

- Accessibility, Affordability, Equity
- Financial sustainability
- Efficiency
- Periodic review and adjustment

1.3.1 Accessibility, Affordability, and Equity

Accessibility, affordability, and equity ensure that users pay for the services based on the level of benefit they receive. Affordability should be based on the benefit received and the ability to pay. This guideline recognizes that affordability is in the eye of the user.

Classification of Programs & Services

Public park and recreation agencies provide programs and services that are classified as essential services, important services, and value-added services as defined below. The type of service and benefits received will directly determine the subsidy levels and pricing strategy to be used in the pricing of the services and products WCPARC creates. Whatever the level of tax subsidy, WCPARC staff should be able to inform the users what level of subsidy WCPARC is providing and what percentage the individual user is providing for the benefit they receive.

- **Essential Services.** Essential services normally have low level, or no, user fees associated with participation. The cost for providing these services is subsidized by the agency's general tax base. Essential services are services that those park agencies offer to provide all users the same level of opportunity to access the service. Examples of essential public services are open public access to parks, playgrounds, trails; learn-to-swim programs, and a picnic area that cannot be reserved. Best practices cost recovery goal for Essential Services is 0 – 50%.

- **Important Services.** Important services are whereby the user receives a higher level of individual benefit than the general taxpayer and yet the taxpayer benefits (as a whole) because the service provides a public benefit as well. Important services can be priced using either a partial overhead pricing strategy or a variable cost pricing strategy. Partial overhead pricing strategies recover all direct operating costs and some determined portion of indirect costs. The portion of indirect costs not recovered by the price established represents the tax subsidy. Examples of important services are group swim lessons, summer camps, and special events that promote healthy active lifestyles. Best practices cost recovery goal for Important Services is 50 – 75%.

- **Value-Added Services.** Value-added services benefit only the user; there is little or no public community benefit. These types of services usually are viewed by parks and recreation agencies as requiring a little to zero subsidy strategy. These programs and services may provide greater than 100% level of self-support to provide resources to financially support other programs or services. The price of each service is intended to cover all direct costs and indirect costs associated with the service. Examples of value-added services are food services for resale, retail services, rental of space for weddings and business meetings, competitive/travel sports, specialized classes, private lessons, and exclusive use of recreation facility rooms or sports facilities. Best practices cost recover goal for Value-Added Services is 75 – 100%.

1.3.2 Financial Sustainability

WCPARC can strive for increased financial sustainability by generating revenue through user fees and prices. This includes income from admissions, programs, food services, retail sales, rentals, and special events. This revenue provides essential funding for day-to-day operations, some capital improvement projects, and marketing efforts to promote programs and services to the community. Further diversification of revenue streams can be achieved by continuing to actively seek grants, sponsorships, partnerships, and special use permits. These additional sources contribute to a more stable financial foundation for WCPARC.

Understanding the Full Cost-of-Service

To develop a thorough understanding of direct and indirect costs and understand subsidy levels, the full cost of service needs to be created for each class, user fee or program that accurately calculates these costs. Self-sufficiency targets are established once these numbers are in place. A Cost-of-Service Analysis should be conducted on each program, or program type, that accurately calculates direct (i.e., program-specific) and indirect (i.e., comprehensive, including administrative overhead) costs. Completing a Cost-of-Service Analysis not only helps determine the true and full cost of offering a program, but it also provides information that can be used to price programs based upon accurate delivery costs. The figure here illustrates the common types of costs that must be accounted for in a Cost-of-Service Analysis.

Full Cost-of-Service Model

1.3.3 Efficiency

Through a cost-of-service assessment, WCPARC can better evaluate how services are delivered and if they are delivered in the most effective and efficient manner. Priorities to enhance the user or visitor experience can be clearly defined because the services provided are made visible and are established based on the direct user costs that are associated with the activities that users want.

Pricing of services correctly can achieve six positive results:

- Reduce congestion and overcrowding.
- Identify demand and support for a program/facility.
- Positively impact user and visitor attitudes.
- Provide encouragement to the private sector to invest in WCPARC programs.
- Provide incentives to achieve community goals.
- Ensure stronger accountability for WCPARC staff and management.

1.3.4 Periodic Review and Adjustment

A periodic review of all the costs and the prices is recommended to document the changes that have occurred to the programs, products, or services provided by WCPARC. This will help staff to evaluate which program, product, or service should have price adjustments based on the pricing guidelines and level of self-sufficiency established for that program or service.

Prices should be set within these Pricing Guidelines for services based on the following process:

- Map the true cost to provide the service and its cost on a per experience basis, hourly rate, or unit rate.
- Identify whether the program or service is an essential or non-essential based on WCPARC's vision and mission.
- Determine whether the program or service is an Essential, Important, or Value-Added service based on the established criteria in these Pricing Guidelines.
- Determine if the price supports the goals desired for the program or facility to support WCPARC's sustainability.

1.4 PROGRAM/SERVICE CLASSIFICATION

Conducting a classification of services informs how each program serves the overall organization's mission, goals, and objectives of each Core Program Area and each service. Additionally, it assists with how programs and services should be funded regarding WCPARC dollars and/or user fees and charges. Program and service classification can also help to determine the most appropriate management, funding, and marketing strategies.

The guidelines propose a classification method based on three indicators: Essential, Important, and Value-Added. Where a program or service is classified depends upon alignment with the organizational mission, how the public perceives a program, legal mandates, sustainability goals, personal benefit, competition in the marketplace, and access by participants.

The Classification Indicators Chart below describes each of the three program and service classification indicators. A classification of WCPARC programs and services can be found in **Appendix B**.

Value Added Services

- **WCPARC May Provide;** with additional resources, it adds value to community, it supports Essential & Important Services, it is supported by community, it generates income, has an individual benefit, can be supported by user fees, it enhances community, and requires little to no subsidy.

Important Services

- **WCPARC Should Provide;** if it expands & enhances essential services, is broadly supported & used, has conditional public support, there is a economic / social / environmental outcome to the community, has community importance, and needs moderate subsidy.

Essential Services

- **WCPARC Must Provide;** if it protects assets & infrastructure, is expected and supported, is a sound investment of public funds, is a broad public benefit, there is a negative impact if not provided, is part of the mission, and needs high to complete subsidy.

1.5 Pricing Applied to Programs and Services

1.5.1 Program & Service Guidelines

The following guidelines represent all the categories of services and programs currently provided by WCPARC. Within these categories, programs and services deemed to benefit individuals will be assigned a market value based on associated costs to provide the service. Those deemed to be a benefit to the general taxpayer in the County will have a lower market value as the community benefit is higher. Each new program or service will be placed within the following categories and fees will be determined based on the benefits.

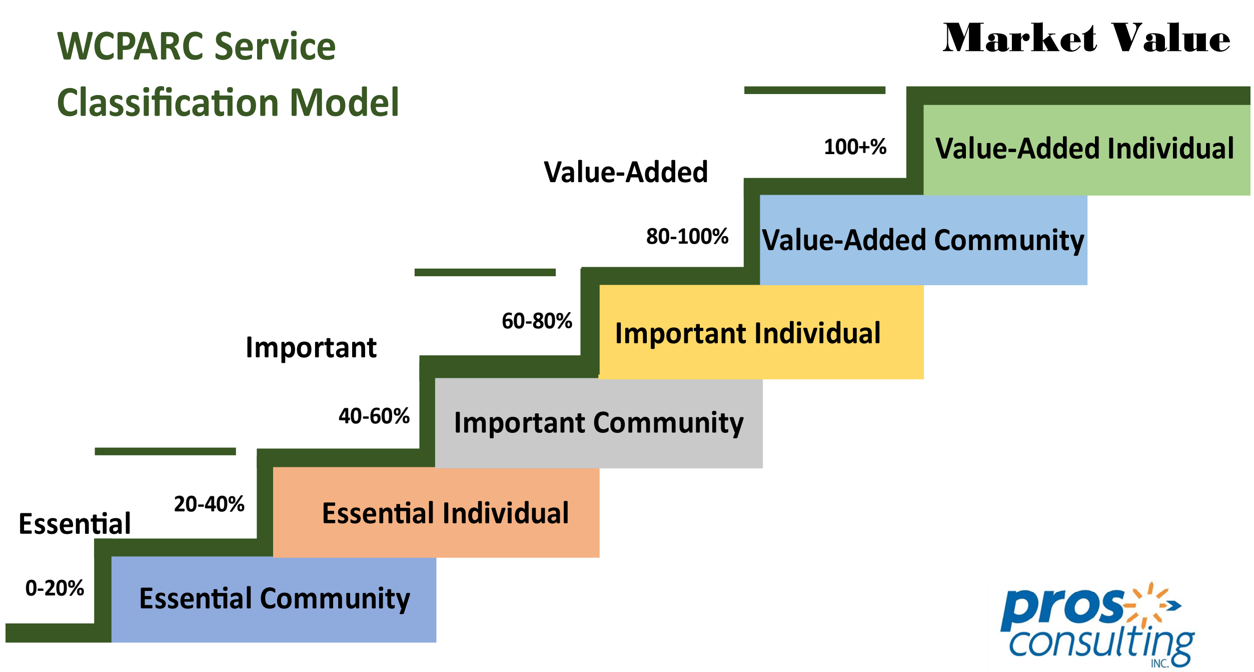
- **Admission, Parking, & Entrance Fees** may be charged to enter a building, structure or certain parks or facilities. These parks and facilities usually offer an exhibit, performance, concert, ceremony, or demonstration or access to various amenities within a park or facility. Examples include special performances or events which require high-cost talent, specialists, technicians, equipment, extra supervisory and maintenance personnel, or where the net revenue generated is used to offset the park, program, or facility costs. Parking fees may be charged at designated parks to control overcrowding and subsequent damage to greenways and roadways, to minimize vandalism, provide additional patron safety, or to offset a portion of park operational costs.
- **Rental Fees** will be charged for the privilege of exclusively using tangible public property or building structures without destroying or damaging them in any way. Examples include facility room rentals, pavilions, and other park facilities.

- **Permit Fees** will be charged for permission or written authorization for a specified lawful action or use of a facility. Examples include sports leagues, tournaments, special event permit fees, and vending and exhibitor fees for various events.
- **User Fees** may be charged for participation in an activity. The patron usually enjoys the privilege of participation with others. Examples include instructional classes, field trips, camps, sport clinics, workshops, tours, etc.
- **Sales** include food, beverage, and merchandise transferred (sold) from WCPARC which become the property of the user. Examples include promotional items, arts and crafts supplies, merchandise related to programs and services offered, food and beverages, and WCPARC tabloid, bulletin, newsletter, or program advertising space.
- **Special Service Fees** will be charged for supplying extraordinary articles, commodities, activities, materials, or services as accommodation to the public which are not provided as part of WCPARC's basic, free public services. Examples include keys, field preparation, lights, staff, custodial, and processing fees.

Who benefits from a program or service is one of the key factors in determining pricing. As services become more individualized, higher levels of cost recovery are appropriate and expected. The pricing model, illustrated in 1.5.2, graphically depicts this concept. As the level of benefit to the individual increases, so does the level of cost recovery for that service.

1.5.2 Six Tier Classification Model for Establishing Fees

The WCPARC Service Classification Model should be used for establishing fees and charges for programs and services. Once the program and service classifications are determined this model is used to frame in pricing and cost recovery for each program and service.



1.5.3 Classifications for all Programs and Services

This section takes the three classifications (Essential, Important, Value Added) and converts them into six tiers to account for the nuances that exist within the programs and services and how they align to community benefit and individual benefit in each of the three classifications. The classifications and tiers are on a continuum from all community benefit to highly individualized benefits. The pricing model, illustrated below, graphically depicts this concept. A guide for staff can be found in **Appendix C**.

	ESSENTIAL Community	ESSENTIAL Mostly Community /Individual	IMPORTANT Mostly Community /Individual	IMPORTANT Mostly Individual /Community	VALUED ADDED Community /Individual	VALUE ADDED Highly Individual
Who Benefits	Community	Mostly Community/ Individual	Balance of Community & Individual	Mostly Individual/ Community	Community /Individual	Individual
Type of Service	Basic Community	Community	Community	Community	Exclusive Groups	Private
Appropriate Funding/Pricing	Tax Supported	Mostly Tax Supported + Fee Supported	Mostly Tax Supported + Fee Supported	Mostly Fee Supported + Tax Supported	Fee Supported + Minimal Tax Support	Market Based Fee
Cost Recovery Goals	None	Percentage of Direct Costs	Percentage of Direct Costs	Direct Costs + Partial Indirect Costs	Direct Costs + Partial Indirect Costs	All Direct Costs + Surplus

ESSENTIAL - Community

This category includes basic park and recreation services at no charge to protect and conserve natural and historical properties and to promote the physical, social, and mental well-being of its citizens. These programs and services listed are completely for Washtenaw County community benefit. No cost recovery is associated with these functions. These services are provided to the community with funds derived from tax dollars.

Examples of Essential – Community services include:

- Activities that are non-registration based with no-instructor program and is not monitored by WCPARC staff/volunteer supervision.
- Inclusion Services provides for reasonable modifications to policies, programs, and procedures to accommodate people with disabilities. Inclusion services are intended to comply with the Americans with Disabilities Act (ADA federal mandate). This includes plan reviews for barrier-free access and regulatory compliance.
- Self-directed programs that are health and educational based and generally do not require supervision.
- Playground camps, and therapeutic/adapted recreation programs and events typically organized by WCPARC staff and offered on an annual basis.

ESSENTIAL - Mostly Community/Individual Benefit

Services include basic recreation programs, activities and events which utilize parks, recreation facilities and other WCPARC spaces, providing benefits to the entire community or a large group, as well as the individuals served. They are available to all; however, space, time, cost of supplies and other factors may limit or preclude participation. On occasion the private sector may offer some of these services. These programs and services are expected to recover between 0-50% of direct costs from user fees, sponsorships, and grants. Supplemental funding is provided from tax dollars.

Examples of Essential – Mostly Community/Individual Benefit include:

- Programs include drop-in programs, open swim opportunities, senior activity programs, and open field days.
- Therapeutic/Adapted Recreation services that are specialized recreation opportunities for people with disabilities designed and managed to be specific to the physical, cognitive, social, and affective needs of these populations.
- Special park facilities (i.e., boat launching, guarded beaches)
- Entrance to WCPARC comprehensive parks and facilities
- Educational programs

IMPORTANT - Mostly Community/Individual Benefit
These programs and services provide a balance of community and individual benefit that provide life skill and enrichment-based programs. These are primarily supported by a combination of taxpayer dollars and user fees.

Examples of Important – Mostly Community/Individual Benefit include:

- Programs include yoga, Pilates, water aerobics, family campouts, and group fitness classes.
- Non-exclusive rental permit services issued to businesses or individual groups for non-exclusive use of parks property for a special activity permit.
- Classes, programs, workshops, and clinics for intermediate focused health & wellness activities.

IMPORTANT - Mostly Individual/Community Benefit
These services are defined as those activities which mostly benefit the individual participant. They may be available to the entire population but substantial limitations on space, time, consumptive use, and cost have the effect of restricting use. Fees are often established based on local market demand. These programs and services are expected to recover between 50 - 100% of direct costs as well as partial indirect costs. Limited supplemental funding may be provided from tax dollars.

Examples of Important – Mostly Individual/Community Benefit include:

- Dog park registration
- User fees - green fees, water park / spray park fees
- Summer camps and winter camps

VALUE ADDED - Community
These programs have high individual benefit and can incur minimal subsidy. Programs that fall into this category include programs, specialty camps, private swim classes, and fee-based special events.

Examples of Value Added – Community include:

- Exclusive use permits for non-profit/civic rentals for exclusive use of spaces and facilities on a one-time or on-going basis by a 501c3 or 501c4 non-profit/civic agency for a non-fundraising or admission event or activity. These could include neighborhood organizations, schools, and not for profit organization events.

VALUE ADDED - Highly Individual
These services are defined as those activities which benefit entirely the individual participant, including private commercial uses. Fees and charges for these services are expected to recover the full cost of operations. These programs and services are expected to recover 100% of direct costs plus surplus, which is utilized to subsidize other programs and services.

Examples of Value Added – Highly Individual include:

- Concession and merchandise sales
- For-profit and commercial rental facility use
- Private/semi-private lessons arranged for one to three individuals with a specific instructor and/or time.
- Organized parties include an organized activity provided by staff as well as use of space that could include food, cakes, entertainment and favors such as birthday parties.
- Specialized classes

1.6 DIFFERENTIAL FEES

If WCPARC establishes reciprocal use agreements with other organizations, it shall be the general policy to allow joint use of facilities at no charge to either party unless uses require special needs which require high costs to either party.

Special interest groups shall be granted no special consideration in the form of reduced rates or fee services, except for those groups affiliated with WCPARC and those individuals and groups that meet the Residents Facing Financial Limitations guidelines as articulated in section 2.1 of this business rule. Special interest groups may include, but are not limited to, religious and political organizations, commercial businesses or clubs and organizations.

1.6.1 Resident and Non-Resident Fees

Many out-of-county residents use WCPARC parks, preserves, and programs but make no direct tax contributions to help support these services. It is not equitable for these citizens to enjoy the facility or service while Washtenaw County residents are taxed for its maintenance and operation. Therefore, it is reasonable to incorporate into the fee and charge business rule different Resident and Non-Resident fees. Thus, visitors and residents together will help maintain parks, preserves, facilities, and services and provide funds for continued expansion and proper staffing.

For example, fees for non-residents could be set at a minimum of 25% above the fee for residents, with a minimum charge to non-residents of $3.00 above the resident fee for programs and services priced under $15.00. However, a single registration fee for one-time special activities or events priced under $15.00 could be utilized.

1.7 REVENUE PRODUCING FACILITIES

Revenue producing facilities may be developed in parks to supplement tax revenues and provide additional recreation opportunities. The number and type of these facilities will be determined based on community need. The service itself must be the FIRST priority. Thus, revenue producing facilities will be considered a basic resource of the park and recreation system and will be constructed with public funds. Depending on the nature of the service they provide, they may be operated and maintained from user fee revenues. Where user fee revenues do not have the potential to maintain the facility to a high standard of service, tax revenues will be used to assure continuation of the service to the public.

Tax appropriations will be requested to support the operation of all park and recreation facilities. While these facilities may be capable of generating sufficient revenues to offset their operational costs, the tax appropriations will provide an adequate cash flow during fluctuations of revenue due to weather, seasonal changes, varied participation by the public, and funding for capital maintenance and facility repairs.

Fees collected from revenue producing programs or facilities may be deposited in a Special Revenue Fund to improve or expand the recreational services of these facilities for the users. Thus, those who use the program or facility pay directly for the operation.

1.8 REFUNDS

Policies and procedures for refunding fees will be determined based upon the participant's prorated share of costs already invested and committed into the program, including administrative services.

All requests for refunds are to be handled by program area according to the WCPARC Refund Policy. Any special circumstances will be determined by the Director or his/her designee. Full refunds for instructional classes will be granted when the class is canceled due to insufficient class registration.

In lieu of a refund, WCPARC will offer the participant a program credit. The credit may be applied toward the cost of any future recreation program registration or activity. No administrative service charges will be deducted when the participant accepts a credit in lieu of refund.

1.9 FINANCIAL SUPPORT GUIDELINES

The Parks Commission authorizes the WCPARC Director to accept grants, service-in-kind, and gifts, donations, or bequests of cash or personal property for the purpose of park land acquisition, planning, development, maintenance, operations and administration of park and recreation facilities, preserves, and programs provided the solicitation, acceptance, and use of these revenues and/or gifts are consistent with State Laws, Local Ordinances, and County policies and procedures, and are in the best interest of present and future Washtenaw County residents.

Any gift or bequest of real estate and all government grants may be accepted only on approval of the Parks Commission. All gifts, bequests, and donations of personal property or real estate and all grants shall be held, used or deposed in accordance with the terms and conditions under which the gift, bequest, donation, or grant is made and accepted in accordance with state law and local ordinances. The Director and/or Parks Commission may reject any gift, bequest, or service-in-kind for just cause.

1.9.1 Grants

Any permanent employee of WCPARC is encouraged to investigate the possibilities of securing a grant for WCPARC facilities and programs.

The Director or his/her designee will function as a clearing house and give approval for all grant applications. If the match is over $25,000, Parks Commission approval is required to apply for the grant. If the value of the match is $25,000 or less, the Director or his/her designee will approve the application submittal, unless otherwise required by grant.

1.9.2 Fundraising Events

Upon authorization by the Director, fundraising events, solicitations, sales, or benefits may be conducted on behalf of WCPARC or a part of a WCPARC-sponsored program by organized and recognized community groups. Such recognized groups include, but are not limited to, civic associations, scout organizations, school groups. Such fundraising events shall be established by written agreement among all parties.

Funds collected in this manner remain the property of the organizations overseeing the collections until they officially give the cash or check to WCPARC.

WCPARC and its employees are not responsible in any manner for these funds. However, organizations receiving or handling funds during WCPARC-sponsored programs must follow the WCPARC prescribed rules for cash handling. Organizations will keep all funds in a checking account in the name of the organizations. All records, bank statements, canceled checks, blank checks, receipts, invoices, and authorizations must be available for review by WCPARC.

WCPARC may require or request expenditure of funds belonging to WCPARC affiliated organizations and shall concern itself with the proper management of these accounts and ensure that the handling of funds is conducted to the degree of accountability required of government by the public.

1.9.3 Sponsorships

WCPARC may seek sponsorships and donations that further its mission by providing monetary or in-kind support for access to facilities, programs, or services offered by WCPARC. Private donations or sponsorships of WCPARC activities are secured as means for improving or expanding recreation programs or services with the least amount of financial impact to its citizens. Sponsorships and donations shall be linked to specific WCPARC facilities, activities, events, programs, or publications.

Sponsorship and donation solicitation shall be conducted in such a manner that affords all potential sponsors and donors fair and equitable participation opportunities. Varying levels of sponsorship opportunities shall be categorically equitable and available to all persons interested in doing sponsorship business with WCPARC.

WCPARC will follow all established policies and procedures in the solicitation, acceptance, and use of sponsorship revenues.

2.0 CONTRACTUAL RECEIPTS GUIDELINES

2.0.1 Leases

Upon approval by the Parks Commission, WCPARC may lease park land or facilities for a specific time as negotiated. The process of leasing land or facilities will be open to all responsible individuals and corporations, and contracts will be awarded according to the State's open binding procedures, with announcements on the Washtenaw County website.

2.0.2 Concessions

WCPARC is authorized by the Parks Commission to sell products such as supplies, food, souvenirs, or services such as coin-lockers or rental equipment at park and recreation facilities for the purpose of providing a service to park and recreation patrons.

For concessionaires selling products or services on public park land, WCPARC will receive monthly rent and/or a percentage of the gross revenues generated from the concession operations. Rent and percentages will be established on a contract-by-contract basis.

The process of awarding contracts will follow the WCPARC administrative policy for the procedure for formal bids. Criteria for awarding contracts include, but are not limited to, the following:

- Proof of financial solvency and history of quality performance in providing the product or service in questions
- Percentage of gross revenues generated for WCPARC
- Specific conditions and terms in the contract ensure that the public receives the best service possible, and WCPARC maintains as much control over the concession operation as possible.

2.1 RESIDENTS FACING FINANCIAL LIMITATIONS

This section of the pricing guidelines recognizes and acknowledges the wealth and economic disparities of County residents. Residents who face temporary or long-term financial limitations often face higher rates of poverty, unemployment, and limited access to necessities. Traditional pricing models often disproportionately burden these residents, further exacerbating existing inequalities and impacting their access to parks and recreation programs and municipal services. As part of its service delivery mission, WCPARC will ensure that recreation programs and services are available to all residents, including when residents face financial limitations. WCPARC is committed to ensuring equitable access to services and resources while also generating sufficient revenue to sustain operations.

The Pricing Guideline aims to achieve the following objectives:

- Reduce the financial burden on residents when they face financial limitations.
- Promote equitable access to services and resources for all residents.
- Generate sufficient revenue to sustain operations and equitable investments in the park and recreation system.

2.1.1 Guidelines Implementation for Residents Facing Financial Limitations

Implement the following measures to address inequities:

- Income-based discounted rates for residents facing financial limitations.
- Fee waivers or exemptions (full or partial) for services for low-income residents.
- Alternative payment options and alternative payment methods to accommodate different financial circumstances.
- WCPARC should consider using a needs quantification system (**WCPARC Service Classification Model**) that is structured with the HUD Poverty Levels.
- Community outreach and education with residents to raise awareness of available programs and services help with accessing services.

2.1.2 Tiered Classification for Residents with Financial Limitations

The WCPARC Service Classification Model should be used with the HUD Poverty Levels for establishing discounted fees for residents facing financial limitations.

Suggested Scholarship and Financial Aid Priority Tiers

Tier	Service Types	Funding Priority
Tier 1: Critical	Essential services with access barriers (e.g., park and facility entry fees, adaptive recreation programs).	**Highest Priority**
Tier 2: Core	Important services benefiting youth, seniors, and families (e.g., instructional classes, camps).	**High Priority**
Tier 3: Expanded	Value-added services with high fees but valuable individual benefits (e.g., private lessons, specialty camps).	**Moderate Priority**

Appendix A – Definitions

- **Administrative Charges** – Non-refundable fees are assessed for returned checks by WCPRAC late payments and class or program registration cancellations after grace periods.
- **Charges for Services (User Fees)** – Fees that WCPARC charges users of park related services, such as use of a community center and aquatic facilities that includes a pass fees, and facility permits.
- **Concessions** – Revenue generated through the sale of prepared or pre-packaged food, beverages or merchandise that was originally purchased with intent for resale.
- **Contract** – A formal agreement between two parties for the provision of a service, manufacture or production of an item, or construction of a facility. All contracts require: (1) a date that the agreement is made; (2) consideration, meaning each party receives something from the other party; and (3) signatures of both parties (Example: Vending Contract).
- **Self-sufficiency** – identifies the level of direct and indirect (overhead) operational costs (not inclusive of capital improvement projects). Levels of self-sufficiency will vary and can be represented by using a percentage.
- **Direct Costs** – Costs that are directly and exclusively attributable to a program or service. Examples include staff salaries and fringe benefits (that portion of an employee's time solely dedicated to a program), transportation (vehicle rental, fuel), admission to entertainment venues (theater, entry fees, etc.), consumable materials and supplies, food and drink, contract costs (program not provided by staff), rent, depreciation of equipment used exclusively for a program, and necessary utilities (water, electricity, etc.).
- **Distressed Areas -** A geographic area that is designated as a distressed area by the County, based on indicators of economic distress or dislocation, including but not limited to unemployment, poverty, crime, lacking access to quality-of-life facilities, below median household income, vacancies, and job loss.
- **Donation/Gift** – Any form of cash or in-kind products or services given by an organization, individual or business without any specific goal or anticipated return. The donation may have a specific use designated by the donor or may be made with no specific use and be used for the general good of WCPARC.
- **Expense or Cost vs Fee:** Expense or Cost is defined as the "expense to offer the service" whereas the Fee is defined as the "price advertised to WCPARC Users" for the service. Similarly, Expenses or Costs are the incurred expenses by WCPARC and fees are what WCPARC charge the users
- **Indirect Costs** – Costs that can be attributed to more than one program, service, or facility. Examples include shared administrative staff salaries and fringe benefits, depreciation for equipment used in more than one program, depreciation for buildings, marketing, and advertising, legal, technology, insurance and risk management, and general utilities.
- **Leases and Rentals** – Revenues received from the use of WCPARC property or equipment through a formal agreement. These may be short term (Example: Baseball/softball field rental) or Indoor Meeting Space or Pool)
- **Partnership** – A collaborative effort to achieve mutually agreed upon goals and objectives by matching WCPARC community resources to the identified needs of the Parks. These are not monetary in nature but have value.

- **Permit Fees –** The class of permits, fees and licenses which includes such levies as user permits to cover the costs of processing requests for a special event permit or reservation for a park facility.
- **Service:** Defined as an "individual facility rental, course/program/event, usership/pass/daily drop-in, or cemetery services. This does not refer to products or property.
- **Sponsorship** – A negotiated agreement with a business entity whereby the business pays a fee in cash, products, services, or a combination thereof, for the sole rights to the commercial and marketable assets associated with WCPARC (Example: Sponsoring teams in sports leagues or special events).

Appendix B – Classification of Programs and Services

CLASSIFICATION OF PROGRAMS & SERVICES			
Fitness & Wellness Core Program Area	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Pilates		X	
Basic Aerobics		X	
Aerobics and Strength		X	
Yoga		X	
Studio Cycling		X	
Dance Expression		X	
Cardio Drumming		X	
Global Fitness		X	
Tai Chi		X	
Power Flow		X	
Zumba		X	
Zumba Gold		X	
Stretch & Strengthen		X	
Zumba Toning		X	
Zumba Step		X	
Step Aerobics		X	
Cancer Wellness Exercise program		X	
Hustle/Line Dance open practice			X
Judo		X	
Yoga in the Park		X	
Archery		X	X
Disc Golf Glow Nights			X
Aquatics Core Program Area	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Youth Group Lessons	X		
Adult Group Lessons	X		
Private Lessons			X
Endurance Training		X	
Lifeguard Training		X	
River Walking			X
Free Adult Lessons (Rutherford)	X		
Water Aerobics		X	

CLASSIFICATION OF PROGRAMS & SERVICES

Nature Education Core Program Area	Revenue & Scholarship Service Category		
	Essential	Important	Value Added
Sunrise Nature Hikes	X		
Mindfulness Hikes	X		
Junior Naturalist	X		
Family Nature Adventures	X		
Adult Birding Hikes	X		
Adult Wildlife Focus Hikes	X		
Heckuvahike	X		
Winter Wander	X		
Preschool Hikes	X		
Rambling Readers Book Club			X
Full &New Moon Family Hikes	X		
Senior Naturalist	X		
Library Programs	X		
Adult Botany Hikes	X		
Women's Nature Camp			X
Water in Our World FT		X	
Signs of Spring FT		X	
Geology Rocks! FT		X	
Habitat Hike FT		X	
Community Action Network Programs		X	
Women's Prison Programs		X	
Bright Futures Programs		X	
ESL Hikes	X		
Women's Nature Camp meetups			X
Girl/Boy Scouts Programs		X	
Free Fishing	X		
Signs of Fall FT		X	
Nest Box Info for Huron Valley Audubon	X		
Superior Greenway Nature Walk		X	
Fall Seed Share			X
Professional Stewards hikes			X
Full Moon Adult Hikes			X

CLASSIFICATION OF PROGRAMS & SERVICES

Nature Education Core Program Area	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Michigan Master Naturalist			X
Stargazing with Your Sweetheart			X
Frog Calling			X
Kayak Birding			X
Free Fishing Weekend	X		
Stargazing and Perseids			X
Sunday Morning Paddle – trees			X
Owl Prowl			X
Beaver Moon Night Hike			X
Self-Guided- Night Hikes			X
Winter Solstice Celebration			X
Fireside Storytime			X
Naturalist Auxiliary Programs	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
School Field Trips		X	
Home School Groups		X	
Scout Groups		X	
Private Groups			X
Cultural Interpretation and Enrichment Core Program Area	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Parker Mill Tours	X		
Sharon Mills Tours	X		
Pioneer Day Parker Mill (field trip)		X	
Ethnobotany			X
Parker family history PPT	X		
Private mill tours			X
Sap to Syrup			X
Foraging	X		
Wild Crafting	X		
Folk School			
Longbow			X
Blacksmithing			X
Broom Craft			X

CLASSIFICATION OF PROGRAMS & SERVICES			
Cultural Interpretation and Enrichment Core Program Area	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Folk School			
Wild Mushroom Identification Workshop			X
Wilderness Survival			X
Atlatl and Dart Workshop			X
Bushcraft			X
Basic Stone Tools			X
Roadkill			X
Kids Blacksmithing			X
Handweaving			X
Basket Making			X
Natural Dye class			X
Macrame Plant Hanger Workshop			X
Crochet			X
Felting			X
Knife Sharpening			X
Cheesemaking			X
Lacto-Fermentation			X
Baking			X
Ethnic foods			X
Holiday foods			X
Stained Glass			X
Soap Making			X
Healing Salves			X
Wildcrafting			X
Traditional Building materials			X
Wreath-Crafting			X
Candle Making			X
Bee Keeping			X
Homesteading			X
Wire Work			X
Leather Crafting			X
Millinery			X

CLASSIFICATION OF PROGRAMS & SERVICES			
Cultural Interpretation and Enrichment Core Program Area	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Folk School			
Sewing Basics		X	
Fascinators & Headpieces			X
Sailing			X
Woodworking			X
Block Printing			X
Pinhole Camera			X
Gardening	X		
Special Events Core Program Area	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Snow Ball			X
Movie in the Park			X
Winter Movie			X
Halloween Bash			X
Trek or Treat			X
Doggy Dip			X
Hunt for the Yeti			X
Family Campouts - Rolling Hills Park		X	
Disc Golf Glow Tournament			X
Ice Fishing Derby			X
Kids Ice Fishing Clinic		X	
Independence Lake Craft Show			X
Howl-o-ween Dog walk and Costume Contest			X
Yule Log Making			X
Ice Carving Festival			X
Special Needs Swim Day	X		
Sensory Splash Time	X		

CLASSIFICATION OF PROGRAMS & SERVICES

Camps Core Program Area	Revenue & Scholarship Service Category		
	Essential	Important	Value Added
Day Camp - Rolling Hills Park		X	
Day Camp - MLMRC		X	
Day Camp - Independence Lake Park		X	
Winter Break Camp - MLMRC		X	
Spring Break Camp - MLMRC		X	
Playground Camps	X		
Camp Big Heart	X		
Women's Nature Camp			X
General	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Shelter/Pavilion Rentals	X		
Meeting Room Rentals	X		
Boat Rentals	X		
Dog Park Registration		X	
Historic Mill Tours	X		
Historic Mill Private Tours			X
Meri Lou Murray Recreation Center	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Memberships	X		
Daily Entries	X		
Swim Diapers, Shuttlecocks, Water Bottles		X	

CLASSIFICATION OF PROGRAMS & SERVICES

Pierce Lake Golf Course	Revenue & Scholarship Service Category		
	Essential	Important	Value Added
Greens Fees		X	
Cart Rentals			X
Retail			X
Food/Beverage			X
Independence Lake County Park	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Vehicle Gate Entrance Fee	X		
Concession/Snack Bar			X
Blue Heron Bay Spray Park		X	
Group Discount Blue Heron Bay Spray Park		X	
Group Discount Beach Center		X	
Red Hawk Disc Golf Annual Bag Tag			X
Red Hawk Disc Golf Daily Fee			X
Red Hawk Disc Golf Night Walk			X
Red Hawk Disc Golf Tournament			X
Red Hawk Disc Golf Beginners Program			X
Red Hawk Merchandise			X
Rolling Hills County Park	**Revenue & Scholarship Service Category**		
	Essential	**Important**	**Value Added**
Vehicle Gate Entrance Fee	X		
RH Water Park Entrance Fee		X	
Group Discount Fee		X	
Winter Equipment Rental			X
Winter Retail			X

Appendix C – Cost of Service Program/Service Classification Guide

The chart below is a guide for staff to appropriately classify programs and services. This includes new programs, facilities, and services as they are developed. The listed programs and services are provided to serve as a guide, actual program classification may vary depending upon the defined outcomes.

Program/Service Classification Guide			
Classification Number	**Description**	**Definition**	*** Program/Service Examples**
1	**ESSENTIAL Community**	Mostly Community Benefit Programs. Completely for Washtenaw County community benefit. Typically, 100% of indirect and capital costs are be subsidized.	Special Needs Swim Day Gardening Playground Camps Camp Big Heart
2	**ESSENTIAL Community/Individual**	Entry level programs and classes. Considerable Washtenaw County community benefit. Typically, a portion of the indirect and capital costs may be subsidized.	Senior Naturalist Parker Mill Tours Nature Preserves Playground Access
3	**IMPORTANT Community/Individual**	These programs and services provide a balance of community and individual benefit and are primarily supported by a combination of taxpayer dollars and user fees for a portion of true costs (both direct and indirect costs).	Group Fitness Classes Lifeguard Training Nature Hikes Family Campouts
4	**IMPORTANT Individual/Community**	These programs include Life Skills Enrichment Classes, Summer Camps, Reserved Park/Facility Spaces. A portion of true costs (both direct and indirect). These programs are expected to be provided.	Youth Instructional Classes Dog Park Registration Summer Camps Rolling Hills Water Park Entrance Fee
5	**VALUE ADDED Community**	These programs have high individual benefit and should incur minimal subsidy from WCPARC seeking to subsidize no more than 20%.	Exclusive Use Permits Women's Nature Camp Unique Enrichment Activities Doggy-Dip
6	**VALUE ADDED Individual**	These programs include activities with high individual only focus. Subsidy levels should not be applied. The true costs (both direct and indirect) should be included in the fees.	Concession and merchandise sales Private/Semiprivate Instruction For Profit Rental Facility Use Golf Course Cart Rentals

* Program/Service Examples are provided to serve as a guide for staff

Appendix D – Business Rule Implementation Considerations

WCPARC will take a phased approach to implementing the new revenue and scholarship business rule starting with a focus on "value-added" services that have a higher cost recovery expectation and provide primarily individual benefits to residents. In the short term, WCPARC will target a few "pilot" programs and services that will receive a deeper cost of service analysis and undergo changes to their pricing structures to bring the services more in line with cost recovery targets. The table below provides the key steps that will be taken to ensure consistency in future program and service pricing and financial aid.

Implementation Timeline

Action	Timeframe	Lead Responsibility
Formalize Business Rule Approval	S	Parks Commission
Staff training on the Business Rule and determining cost of service	S	Finance & Administration Manager & Executive Team
Cost-of-Service Analysis on Value Added Services	S	Finance Team and Program & Facility Managers
Establish Pricing Structures for Value Added Services	M	Finance Team and Program & Facility Managers
Define Scholarship Parameters	M	Finance Team and Executive Team
Promote Community Awareness of Pricing Changes and Scholarship Opportunities	M-L-O	Marketing & Outreach Team
Data Collection and Reporting	M-O	Finance Team
Review Cost of Service and Fees	M-O	Finance Team and Executive Team
Review Scholarship Parameters	M-O	Finance Team and Executive Team
Cost-of-Service Analysis on Important and Essential Services	L	Finance Team and Program & Facility Managers
Establish Pricing Structures for Important and Essential Services	L	Finance Team and Program & Facility Managers
Data Collection and Reporting	M-O	Finance Team
Review Cost of Service and Fees	M-O	Finance Team and Executive Team
Review Scholarship Parameters	M-O	Finance Team and Executive Team

Revenue and Scholarship Business Rule Implementation Timeline

Timeline Key:
S = Short-term (0-6 months)
M = Mid-term (6 months - 1 year)
L = Long-term (1+ year)
O = Ongoing

Implementation Considerations

- Clearly define an effective date for implementation and the targeted programs and services that will serve as pilot programs and services for the new business rule.
- Conduct staff workshops to explain the policy framework, including:
  - Program classification (Essential, Important, Value-Added services).
  - Cost recovery goals and subsidy levels for each classification.
  - Analysis needed to determine full cost of service for programs and services.
  - Financial aid guidelines, including income-based discounts and waivers.
- Develop Frequently Asked Questions ("FAQ") materials and quick reference guides for staff.
- Classify all programs under the six-tier classification system (Essential–Community to Value-Added–Individual) and align pricing with the appropriate classification tier.
- Monitor the impact of pricing changes for pilot programs on program participation, particularly for essential (core) services and programs serving low-income residents. Adjust strategies if necessary to maintain accessibility.
- Explore potential public-private partnerships for facility development or program delivery. This could involve collaborating with non-profit organizations or private businesses.
- Clearly communicate why prices are increasing and how fees are determined using the cost-of-service model.
  - Use visual aids (e.g., infographics, charts) on brochures, websites, and facility posters to explain:
    - The percentage of costs covered by tax revenue vs. user fees.
    - The classification of programs (Essential, Important, Value-Added) and how it affects pricing.
  - Describe the benefits of taking a cost recovery approach (e.g., diversifying revenue sources, reinvestment in programs, facility improvements).
  - Compare the cost of participation to other local or private providers to highlight affordability.
  - Provide a "Where Your Money Goes" breakdown:
    - Example: A $50 class fee covers instructor wages (40%), facility maintenance (30%), program supplies (20%), and administrative costs (10%).
  - Use customer testimonials and impact stories to demonstrate how program fees contribute to better services.

Self-Sufficiency

- Conduct a Cost-of-Service Analysis to understand the true costs in service delivery and determine appropriate direct and indirect costs per program and service to recover for each program category (essential, important, and value-added).
- Evaluate the cost of delivering each program and service and identify inefficiencies that could be addressed alongside pricing updates.
- Consider implementing levels of self-sufficiency in phases, starting with value-added programs, and then gradually increasing user fees for "important" services. This allows for smoother adjustments and minimizes disruption for program users.
- Consider establishing a maximum percentage increase for fees annually or every two years based on benchmarking data of similar providers and market rates in the region.

Scholarship or Financial Aid Program Implementation

- Use Department of Housing and Urban Development ("HUD") or Federal Poverty Level guidelines as a baseline for income-based discounts.
- Align scholarship and financial aid tiers with program classifications and the WCPARC Service Classification Model.
- Set aside a fixed percentage of program revenue to fund financial aid or consider a specific endowment fund for program scholarships.
- Establish clear income verification processes to ensure scholarships are directed towards residents who genuinely need financial assistance.
    - Create a user-friendly application process for financial aid.
    - Provide alternative payment methods and payment plans for qualified residents.
    - Ensure privacy and transparency in the application review process.
- Actively promote the scholarship program to ensure residents are aware of its availability and how to apply. Partner with community organizations to reach low-income and underserved populations.
- Consider the Scholarship and Financial Aid Priority Tiers (located in Section 2.2.2) to ensure scholarships and financial aid are distributed equitably, aligned with WCPARC's mission of accessibility, and targeted at maximizing community impact.

Revenue Diversification

- Consider developing a Parks Foundation to spearhead a philanthropic campaign to increase equity within the park and recreation system bringing in corporations with missions that align with the outcomes.
- Develop a targeted strategy to attract corporate sponsorships that align with WCPARC's mission and program and service offerings.
- Proactively seek grant opportunities from public and private foundations that support park and recreation initiatives until a determination can be made on moving forward with developing the Parks Foundation.

Differential Pricing

- Offer early bird discounts for program registration to incentivize early enrollment and potentially increase revenue predictability.
- Provide discounts for residents who register for multiple program sessions, encouraging long-term engagement and building program loyalty.
- Implement family rates for programs, making them more accessible for families with multiple dependents.

Regular Review

- Establish clear performance metrics to track the effectiveness of the business rule guidelines. This could include participation rates, user satisfaction surveys, revenue generated from different sources, and subsidy levels.
- Conduct annual reviews of direct and indirect costs, appropriate subsidy levels, program fees, and pricing methods based on performance metrics and market trends.
    - Identify services that are underperforming relative to their designated recovery targets.

    - Focus on programs and services in Important and Value-Added categories where cost recovery is below expectations.
- Review pricing compared to similar offerings from other public and private providers.
    - Ensure the agency remains competitive while meeting financial goals.
- Communicate any pricing adjustments to residents clearly and well in advance, explaining the rationale behind any increases or decreases.
    - Consider public perceptions of pricing and affordability.
    - Ensure updates are supported by a robust financial aid program to maintain equitable access.

Washtenaw County Parks and Recreation Commission

MEMORANDUM

To: Washtenaw County Parks and Recreation Commission

From: Coy P. Vaughn, Director

Date: February 11, 2025

Re: Border to Border Trail Cost Sharing Request, Fuller Road Trail, City of Ann Arbor

Background

The Border to Border Trail (B2B Trail) section along Fuller Road in the City of Ann Arbor sees a lot of commuter traffic in addition to recreational use. It connects parks, hospitals, and University campuses. However, the trail is only 8 feet wide, is more than 30 years old, and is in a significantly deteriorated condition. The trail section is owned by the City of Ann Arbor.

The City of Ann Arbor solicited proposals to replace the parking lot at the Fuller Park Pool (adjacent to the trail) this spring. They also recognized the need to reconstruct approximately 2,100 feet of the B2B Trail from Maiden Lane to Cedar Bend. Since trail and parking lot construction are similar in scope, an optional bid item was included during the proposal process for the Fuller Pool parking lot construction to remove and replace the old asphalt of the trail and widen it to ten feet (the current standard).

The City of Ann Arbor has requested Parks Commission cost participation in the reconstruction of the trail along Fuller Road. Typically, projects that are directly part of the B2B Trail do not apply nor receive funding through the Connecting Communities grant program to ensure that millage funds are spread to as much of the county as possible. B2B Trail reconstruction projects are planned through the Capital Improvement Program process.

Discussion

The contractor awarded the work through the City's standard procurement process is Fonson (Brighton, MI), with a bid of $353,000 to complete the trail replacement from Maiden Lane to Cedar Bend as outlined on the attached map. The City of Ann Arbor requests 50% of the trail project costs from the Commission for a contribution of $176,500. In anticipation of this request, Commission staff included this segment and costs in the proposed Road and Trails Millage plan and the requested value is within the planned budget.

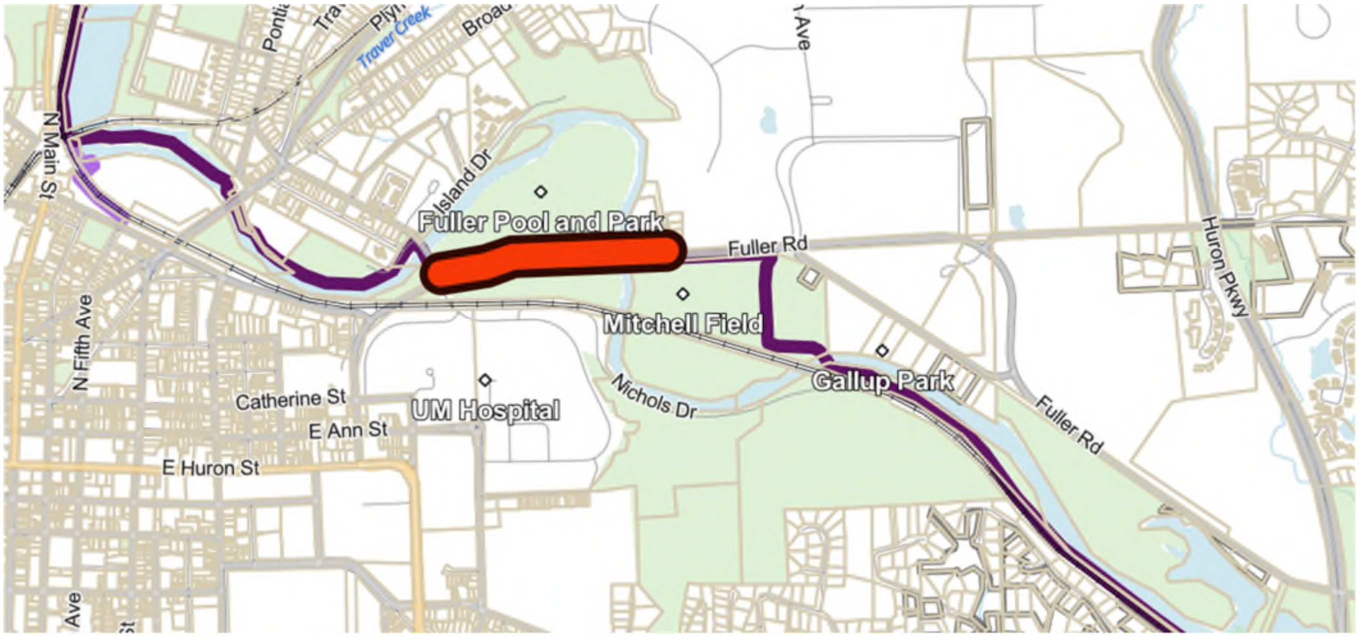
Recommendation

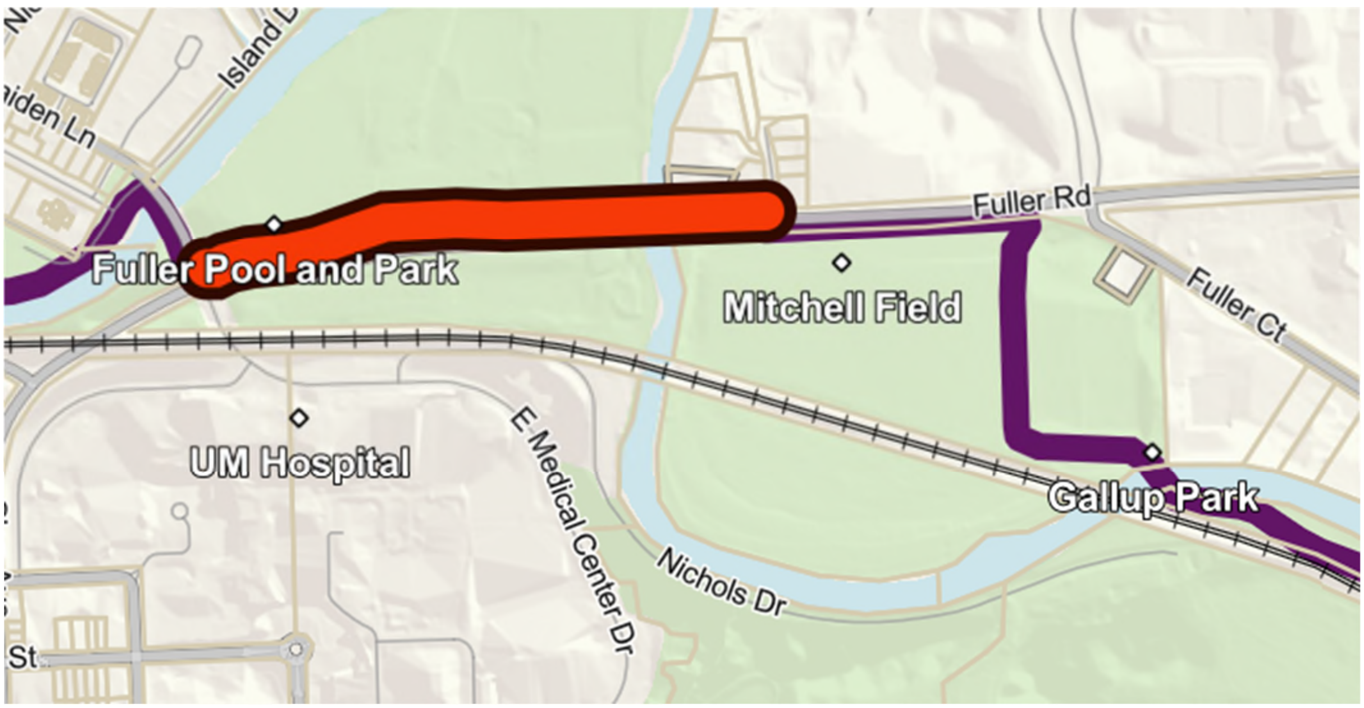
It is my recommendation that the Washtenaw County Parks and Recreation Commission authorize cost sharing participation with the City of Ann Arbor to reconstruct the B2B Trail along Fuller Road from Maiden Lane to Cedar Bend for 50% of the construction costs estimated not to exceed $176,500.

Washtenaw County Parks and Recreation Commission
2230 Platt Road / P.O. Box 8645
Ann Arbor, Michigan 48107-8645

Tel: (734) 971-6337
Fax: (734) 971-6386
washtenaw.org/parks

Maps Below:
Purple Line is the Existing B2B Trail
Red Line is the proposed area for trail reconstruction





Washtenaw County Parks and Recreation Commission

MEMORANDUM

To: Washtenaw County Parks and Recreation Commission

From: Coy P. Vaughn, Director

Date: February 11, 2025

Re: Ehnis Trust Conservation Easement – Partnership

Background

The 64-acre farm is currently owned by the Ehnis Trust. The property is in proximity to other farmland already protected by the Ann Arbor Greenbelt, including the nomination for St. Johns also on the agenda for the meeting. The Greenbelt is the lead agency and will be responsible for monitoring and enforcing the conservation easement.

Discussion

The Ehnis property was identified as a high priority in Round 23. Based on the ALPAC scoring system, the property scored 64 points, for the percentage of prime soils (97%), amount of property in active agriculture, adjacency to active farmland, and proximity to other protected land.

An appraisal was completed in October 2024 and the value of the conservation easement was determined to be $526,000. The Ann Arbor Greenbelt is requesting WCPARC to partner on the purchase and a contribution of $105,200 from ALPAC funds. The Greenbelt has secured funding from USDA in the amount of $257,200 and additional partnership funds from Northfield Township. The full breakdown of purchase price is:

USDA = $257,250
ALPAC = $105,200
Greenbelt = $110,950
Northfield Township = $52,600
FMV = $526,000

Recommendation

Based on the Agricultural Land Preservation Advisory Committee's recommendation, the quality of the farmland, proximity to other protected land, the multiple partnerships and grant funds, I recommend that Washtenaw County Parks and Recreation Commission authorize the partnership with the Ann Arbor Greenbelt and Northfield Township and contribute $105,200 toward the purchase of the conservation easement on the Ehnis Trust conservation easement as outlined in the memo. I further recommend that $7,500 be contributed to the stewardship special revenue fund to cover potential future monitoring or enforcement costs.

Ehnis Trust Property: Local Area

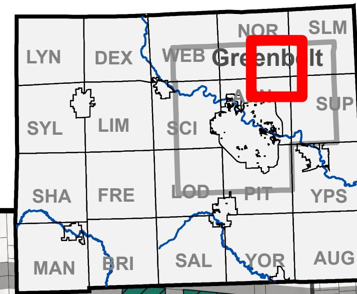
Natural Areas Preservation Program

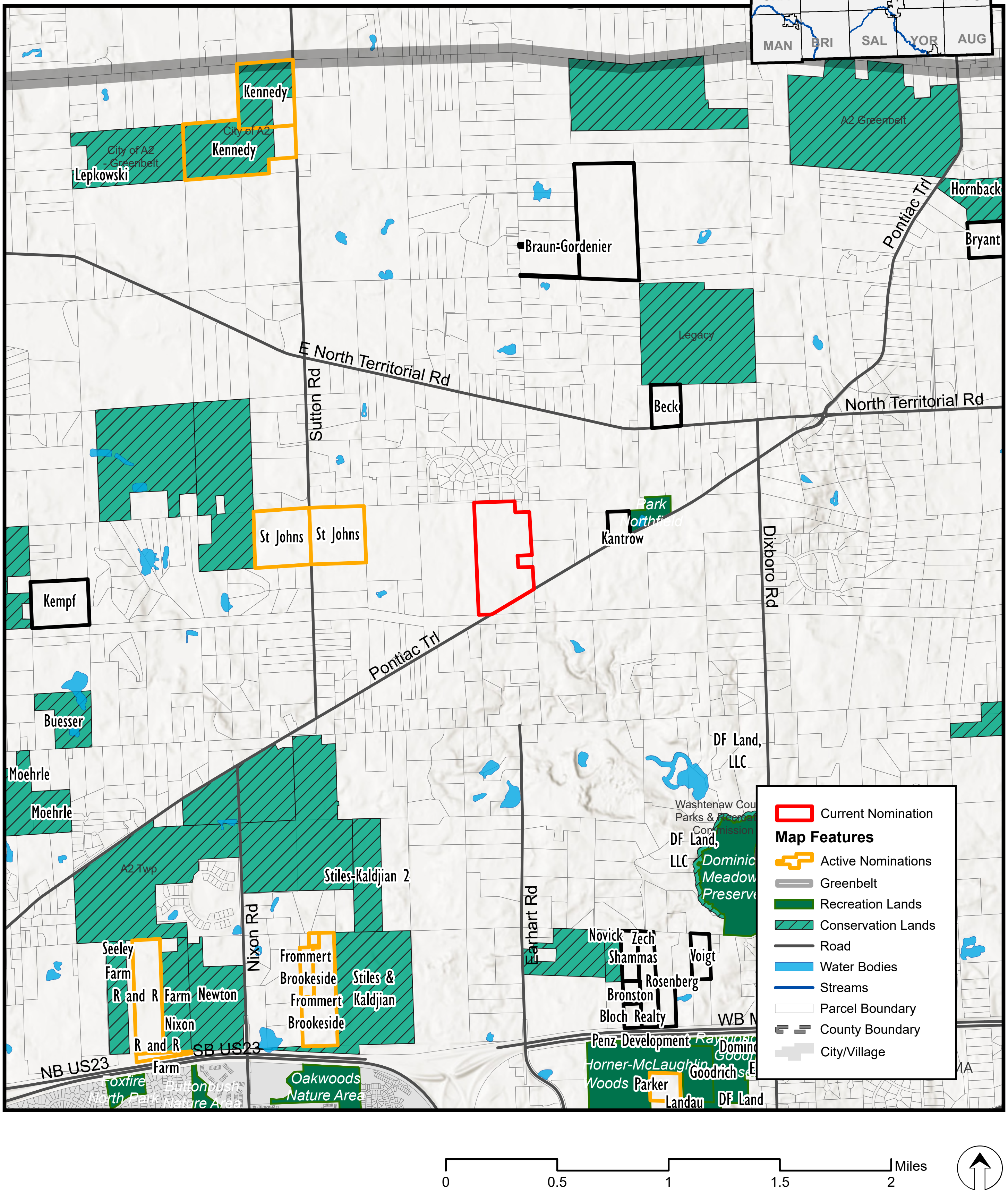
Nomination ID: A23.

Northfield Township

+/-64.07 Acres

Washtenaw County
Locator Map

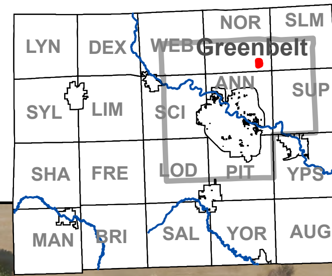




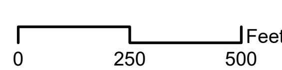
Ehnis Trust Property: 2020 Aerial

Natural Areas Preservation Program
Nomination ID:
Northfield Township
+/-64.07 Acres

Washtenaw County
Locator Map



Prepared by Washtenaw County Parks & Recreation Commission
2020 Aerial Photo; NRCS Soils



Washtenaw County Parks and Recreation Commission

MEMORANDUM

To:	Washtenaw County Parks and Recreation Commission
From:	Coy P. Vaughn, Director
Date:	February 11, 2025
Re:	St. Johns Church Conservation Easement – Partnership

Background
The 70-acre farm is currently owned by the St. Johns Church. The property is in adjacent to other farmland already protected by the Ann Arbor Greenbelt. The Greenbelt is the lead agency and will be responsible for monitoring and enforcing the conservation easement.

Discussion
The St. Johns Church property was identified as a high priority in Round 21. Based on the ALPAC scoring system, the property scored 59 points, for the percentage of prime soils (100%), amount of property in active agriculture, adjacency to active farmland, and adjacent to other protected land.

An appraisal was completed in September 2024 and the value of the conservation easement was determined to be $574,000. The Ann Arbor Greenbelt is requesting WCPARC to partner on the acquisition of the conservation easement and a contribution $114,800 total from ALPAC funds. The Greenbelt has secured funding from USDA in the amount of $281,260. The full breakdown of purchase price is:

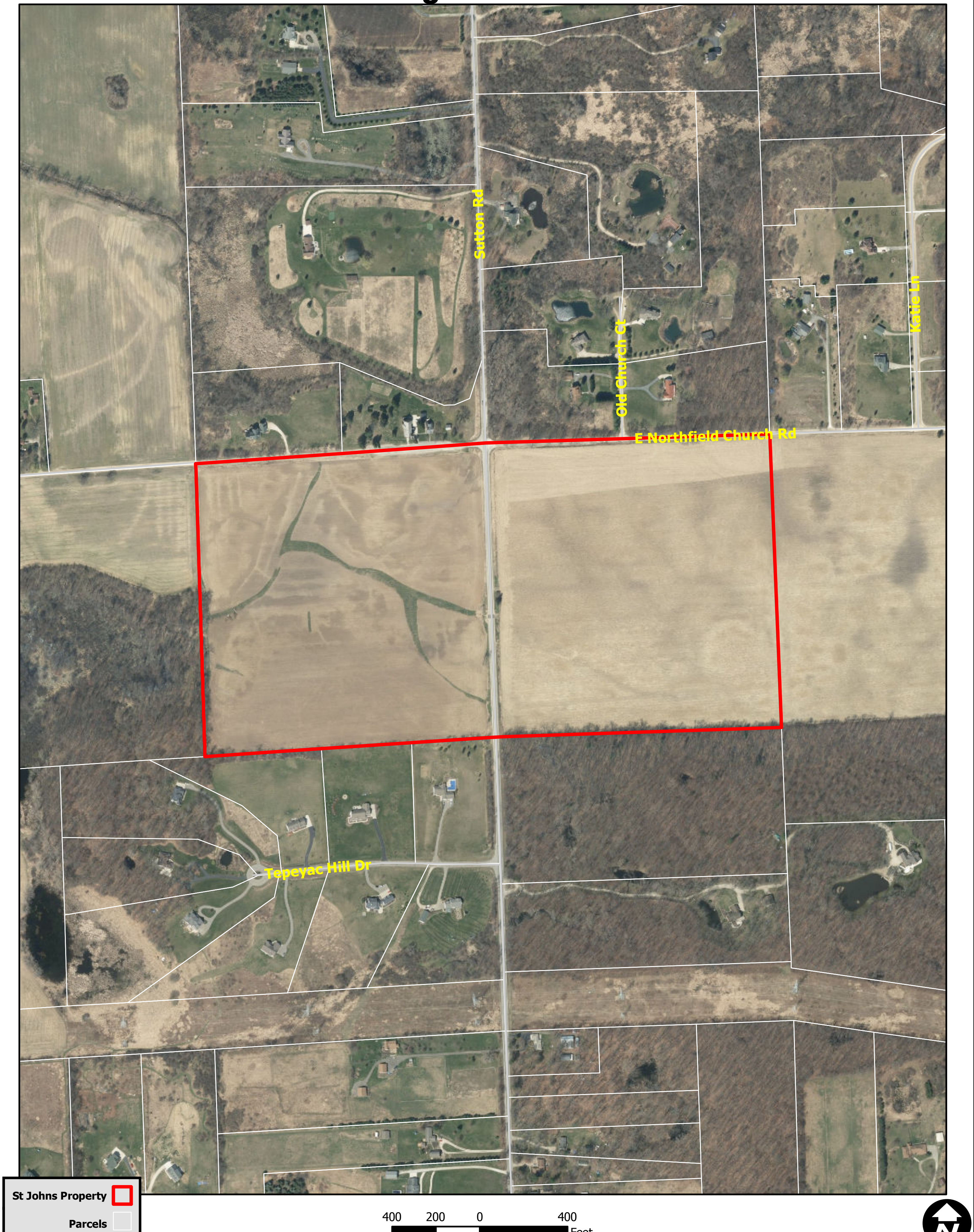
USDA = $281,260
ALPAC = $114,800
Greenbelt = $120,540
<u>Northfield Township = $57,400</u>
FMV = $574,000

Recommendation
Based on Agricultural Land Preservation Advisory Committee's recommendation, the quality of the farmland, proximity to other protected land, the multiple partnerships and grant funds, I recommend that Washtenaw County Parks and Recreation Commission authorize the partnership with the Ann Arbor Greenbelt and Northfield Township and contribute $114,800 toward the purchase of the St. John's Church conservation easement. I further recommend that $7,500 be contributed to the stewardship special revenue fund to cover potential future monitoring or enforcement costs.

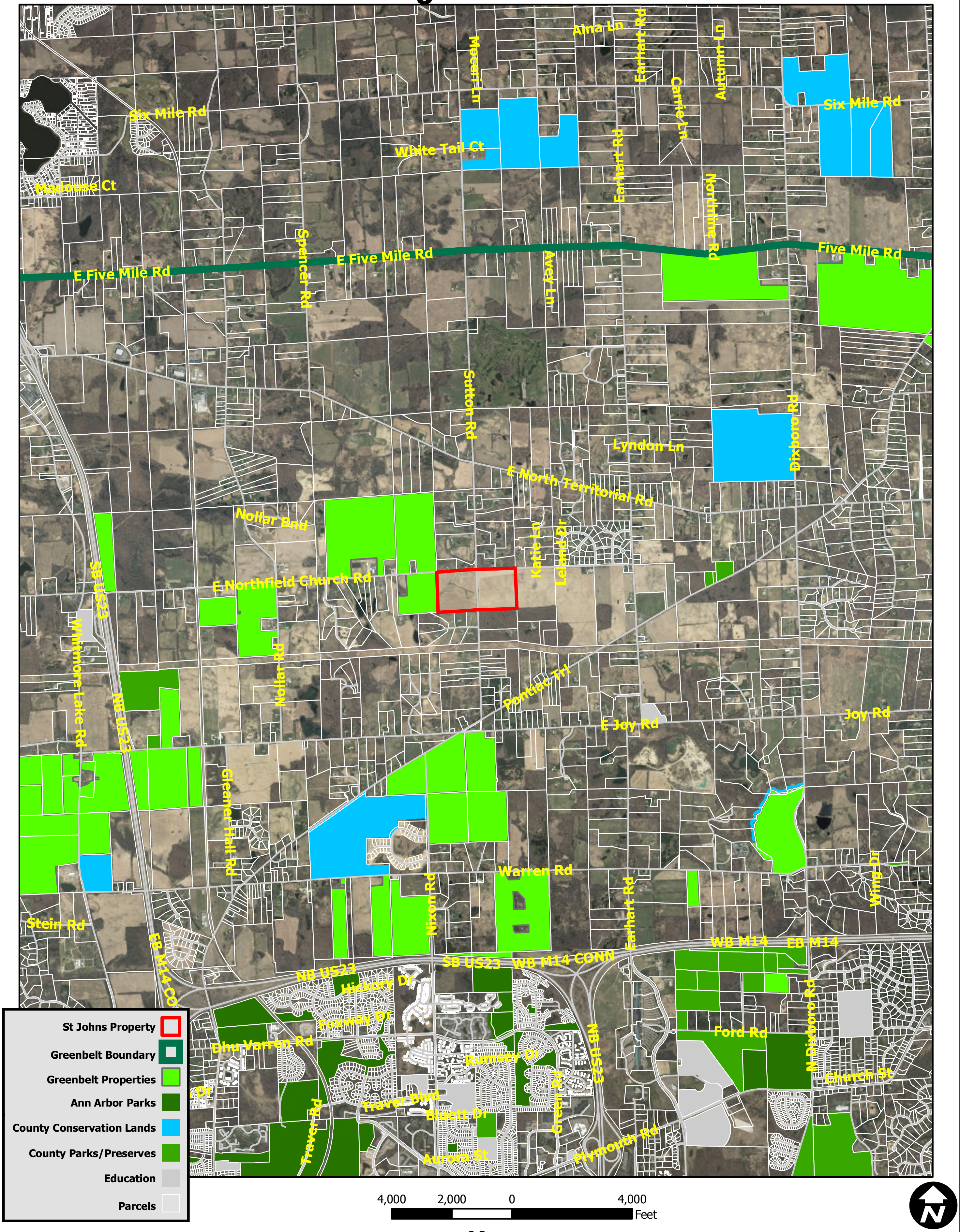
Washtenaw County Parks and Recreation Commission
2230 Platt Road / P.O. Box 8645
Ann Arbor, Michigan 48107-8645

Tel: (734) 971-6337
Fax: (734) 971-6386
washtenaw.org/parks

St Johns Evangelical Lutheran Church



St Johns Evangelical Lutheran Church



Washtenaw County Parks and Recreation Commission

MEMORANDUM

To:	Washtenaw County Parks and Recreation Commission
From:	Coy P. Vaughn, Director
Date:	February 11, 2025
Re:	Hicks Trust Conservation Easement – Partnership

Background

The 91-acre farm is currently owned by the Hicks Trust. The property is in proximity to other farmland already protected by the Ann Arbor Greenbelt and Scio Township. Scio Township is the lead agency and will be responsible for monitoring and enforcing the conservation easement.

Discussion

The Hicks Trust property was identified as a high priority in Round 22. Based on the ALPAC scoring system, the property scored 61 points, for the percentage of prime soils (91%), amount of property in active agriculture, adjacency to active farmland, road frontage and proximity to other protected land.

An appraisal was completed in July 2024, and the value of the conservation easement was determined to be $633,000. Scio Township requesting WCPARC to partner on the purchase of a conservation easement and provide a contribution of $62,000 from ALPAC funds. Scio Township has secured funding from USDA, Michigan Department of Agriculture and Rural Development (MDARD) and the Greenbelt. The full breakdown of purchase price is:

USDA = $246,870
MDARD = 200,000
ALPAC = $62,000
Greenbelt = $62,000
<u>Scio Township = $62,130</u>
FMV = $633,000

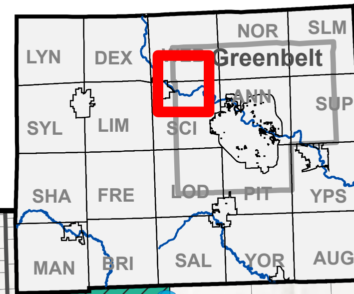
Recommendation

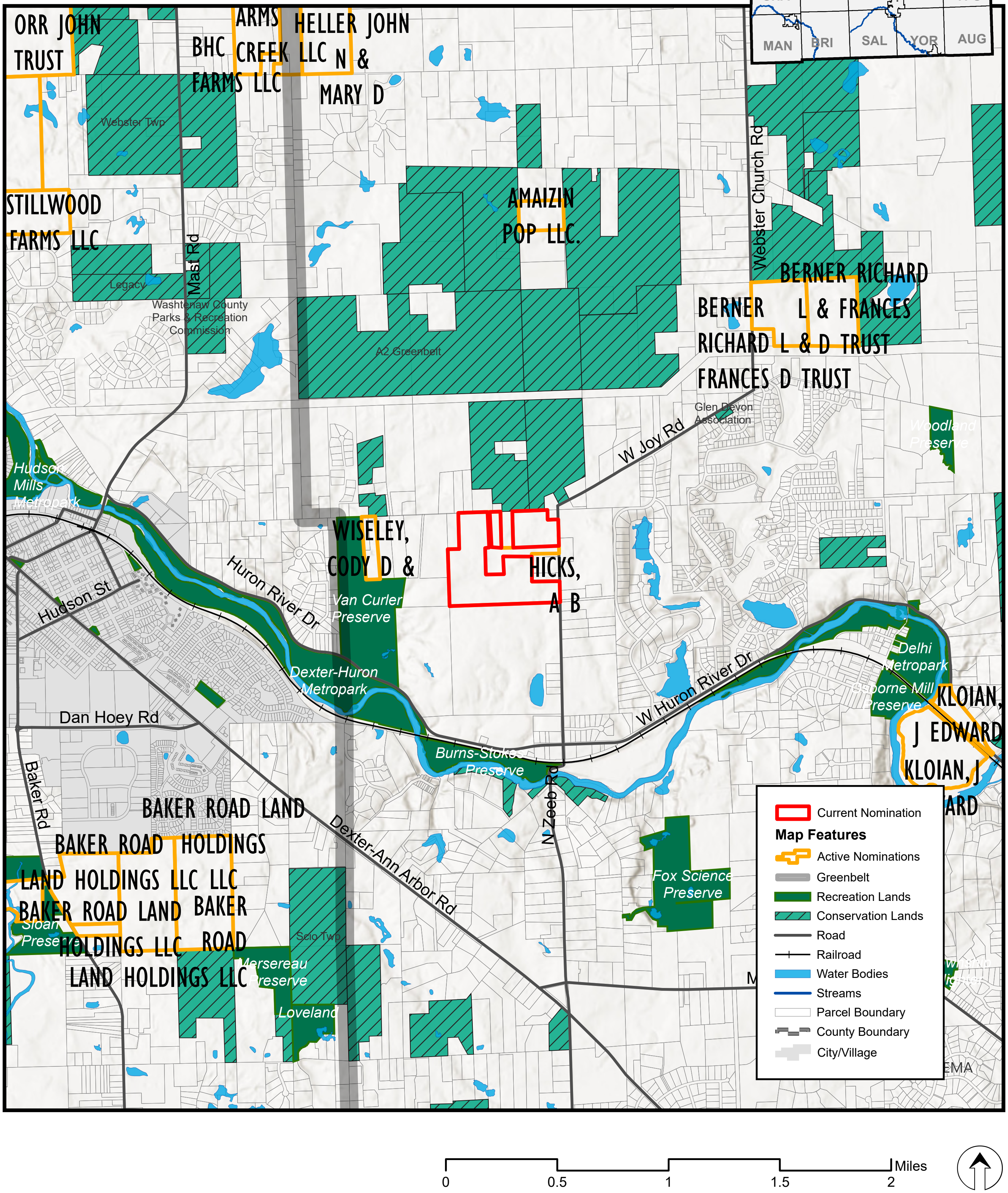
Based on the Agricultural Land Preservation Advisory Committee's recommendation, the quality of the farmland, proximity to other protected land, the multiple partnerships and grant funds, I recommend that Washtenaw County Parks and Recreation Commission authorize the partnership with Scio Township and the Ann Arbor Greenbelt and contribute $62,000 toward the purchase of the conservation easement. I further recommend that $7,500 be contributed to the stewardship special revenue fund to cover potential future monitoring or enforcement costs.

Hicks Property: Local Area

Natural Areas Preservation Program
Nomination ID: A22.151
Scio Township
+/-97 Acres

Washtenaw County
Locator Map

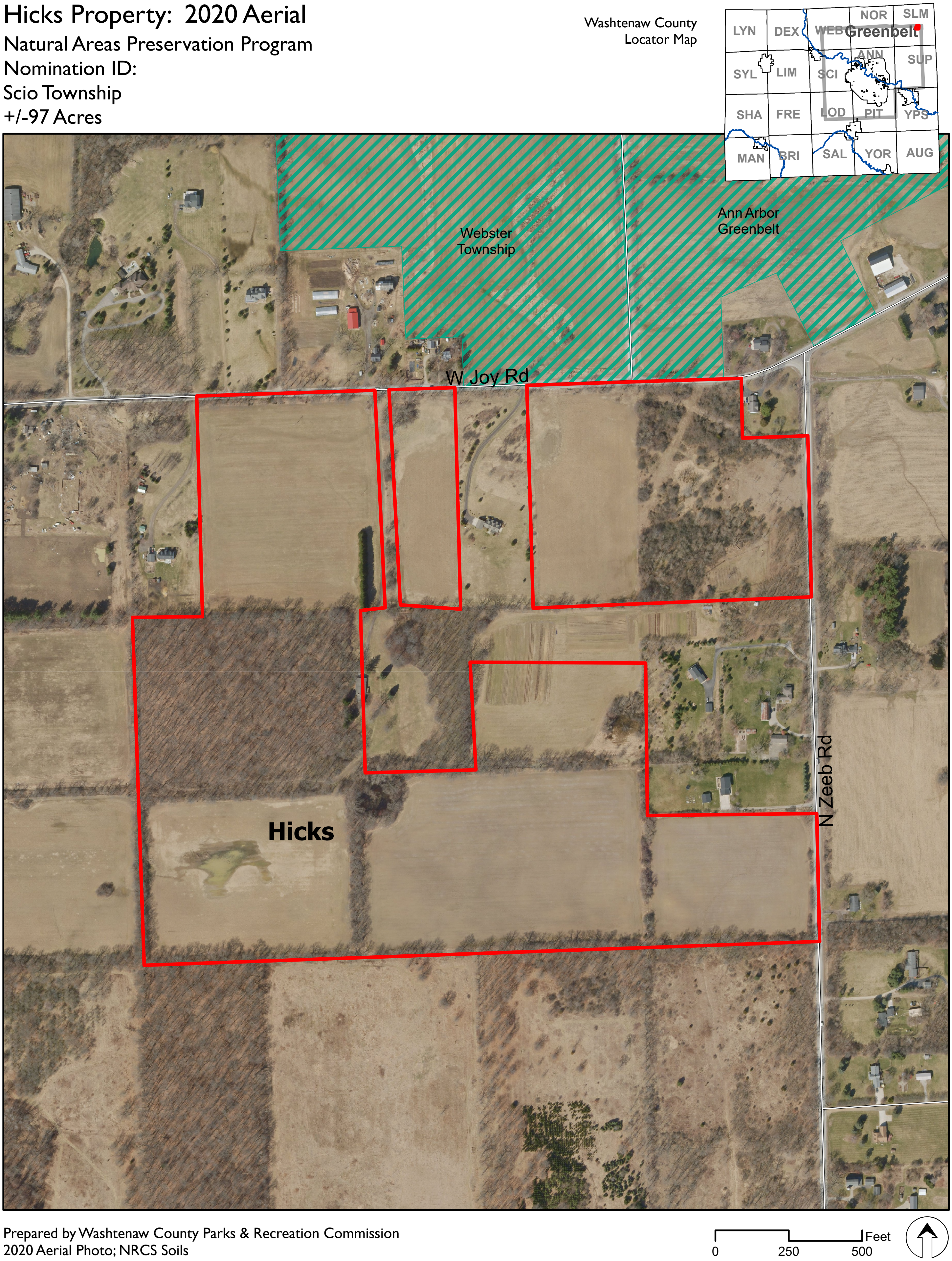




Hicks Property: 2020 Aerial

Natural Areas Preservation Program
Nomination ID:
Scio Township
+/-97 Acres

Washtenaw County
Locator Map



Prepared by Washtenaw County Parks & Recreation Commission
2020 Aerial Photo; NRCS Soils