



CITY OF BAY CITY

MINUTES • MARCH 8, 2018

Council Chambers

Regular Meeting – City Council

7:00 PM

1901 5TH STREET
BAY CITY, TX 77414

1. CALL TO ORDER

2. INVOCATION & PLEDGE OF ALLEGIANCE - COUNCILWOMAN CHRYSTAL FOLSE

Texas State Flag Pledge:

"Honor The Texas Flag; I Pledge Allegiance To Thee, Texas, One State Under God, One And Indivisible."

Attendee Name	Title	Status	Arrived
William Cornman	Mayor Pro-Tem	Present	
Becca Sitz	Councilwoman	Present	
Chrystal Folse	Councilwoman	Present	
Jason Childers	Councilman	Present	
Julie Estlinbaum	Councilwoman	Present	
Mark A. Bricker	Mayor	Excused	

3. CERTIFICATION OF QUORUM

Mayor Pro Tem, Bill Cornman certified a quorum was present.

4. APPROVAL OF AGENDA

The agenda was approved as corrected by motion. The Executive Session was tabled at this time. The motion was made by Councilwoman, Julie Estlinbaum and seconded by Councilman, Jason Childers.

5. PUBLIC COMMENTS

State Law prohibits any deliberation of or decisions regarding items presented in public comments. City Council may only make a statement of specific factual information given in response to the inquiry; recite an existing policy; or request staff places the item on an agenda for a subsequent meeting.

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Bay City resident, David Torrez: Spoke to Council members regarding the cancellation of the General Election agenda item this evening. Spoke of tourism and the lack of adequate sidewalks.

Bay City resident, Jessica Duhon: Offered an opinion on the Home Rule Charter Review decision to recommend removing items from the City Charter due to the items being found in state law. She feels these items would benefit new comers here in town by having the items remain in the Charter for easy access to the information.

6. CONSENT AGENDA ITEMS FOR CONSIDERATION AND/OR APPROVAL

The following items may be acted upon in a single motion. No separate discussion or action on any of these items will be held unless requested by a member of the City Council. Public comment on consent agenda items may be heard without removing the item from the consent agenda. Each person providing public comment will be limited to 3 minutes.

1. Appointment

~ DISCUSS, CONSIDER AND/OR APPROVE THE MAYOR'S APPOINTMENT OF RONNIE REEVES TO THE BAY CITY HOUSING AUTHORITY BOARD.

Mayor Pro Tem, Bill Cornman

The appointment of Bay Citian, Ronnie Reeves was unanimously approved by motion. The motion was made by Councilwoman, Julie Estlinbaum and seconded by Councilman, Jason Childers.

7. REGULAR ITEMS FOR DISCUSSION, CONSIDERATION AND/OR APPROVAL:**1. Presentation**

~ RECEIVE AND DISCUSS THE 2017 BAY CITY POLICE DEPARTMENT ANNUAL REPORT.

Police Chief, Robert Lister

Police Chief, Robert Lister gave the Police Department's 2017 Annual Report.

2. Presentation

~ DISCUSS, AND CONSIDER A BUSINESS PLAN CONCERNING THE FUTURE OF RIVERSIDE PARK.

Parks Director, Shawn Blackburn

Parks Director, Shawn Blackburn, gave his business report on the restoration of Riverside Park.

3. Ordinance

DISCUSS, CONSIDER AND/OR APPROVE AN ORDINANCE PROVIDING FOR THE EXTENSION OF THE CITY LIMITS BY THE ANNEXATION A TRACT OF UNINHABITED LAND TOTALING 1.959 ACRES OF LAND, MORE OR LESS, ADJACENT AND CONTIGUOUS TO THE CITY OF BAY CITY LIMIT; GRANTING TO ALL FUTURE INHABITANTS OF SAID PROPERTY ALL OF THE RIGHTS AND PRIVILEGES OF OTHER CITIZENS AND BINDING SAID FUTURE INHABITANTS BY ALL OF THE ACTS, ORDINANCES, RESOLUTIONS AND REGULATIONS OF THE CITY; PROVIDING A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

Mayor Pro Tem, Bill Cornman

The Ordinance for the annexation of the 1.959 Acres (Dollar General Property on HWY. 35 West) was presented by Mayor Pro Tem, Bill Cornman. The Ordinance was unanimously approved by motion. The motion was made by Councilman Jason Childers and seconded by Councilwoman, Julie Estlinbaum.

4. Resolution

DISCUSS, CONSIDER AND/OR APPROVE A RESOLUTION OF THE CITY OF BAY CITY TO MAKE AN APPLICATION TO THE NATIONAL ENDOWMENT FOR THE HUMANITIES GRANT PROGRAM GRANT TO BENEFIT THE MATAGORDA COUNTY CULTURAL CENTER (TEXAS THEATER BUILDING) PROJECT.

Mayor Pro Tem, Bill Cornman

The Resolution supporting a Grant Application with The National Endowment of the Humanities. Support for the application was unanimously approved by motion. The motion was made by Councilwoman Julie Estlinbaum and seconded by Councilwoman, Becca Sitz.

5. Amendment

~ CONSIDER AND/OR APPROVE AN ORDINANCE CANCELING THE GENERAL ELECTION SCHEDULED TO BE HELD ON MAY 5, 2018.

City Secretary, David Holubec

City Secretary, David Holubec presented the Ordinance on the cancellation of the General Election due to the incumbents running unopposed. The Ordinance was unanimously approved by motion. The motion was made by Councilwoman, Julie Estlinbaum and seconded by Councilwoman, Becca Sitz.

8. EXECUTIVE SESSION

This agenda item was tabled at this time.

1. Presentation

~ PURSUANT TO SEC. 551.071 OF THE TEXAS GOVERNMENT CODE (CONSULTATION WITH ATTORNEY) CITY COUNCIL SHALL CONVENE IN EXECUTIVE SESSION TO RECEIVE LEGAL ADVICE FROM THE CITY ATTORNEY REGARDING PENDING LITIGATION: CITY OF BAY CITY, TEXAS V. CP LIVING 23 (TEXAS) LP, CP LIVING (TX) LLC, AND CP 23 (TX).

Mayor Pro Tem, Bill Cornman

This agenda item was tabled at this time.

9. OPEN SESSION

1. Litigation

~ CITY COUNCIL MEMBERS SHALL RECONVENE IN OPEN SESSION AND MAY DISCUSS, CONSIDER, AND/OR TAKE ACTION ON ANY ITEM LISTED ABOVE THAT WAS CONSIDERED AND DISCUSSED IN EXECUTIVE SESSION (IF NECESSARY).

Mayor Pro Tem, Bill Cornman

10. ITEMS / COMMENTS & MAYOR AND COUNCIL MEMBERS

Congratulations were made to Council members Julie Estlinbaum and Bill Cornman. Councilwoman, Becca Sitz reminded everyone of a planned workday to restore plants in the downtown Bay City planters. 9AM on March 17th. She also reminded everyone of the planned Spring Clean Up planned for April 28th. 8AM - 12PM.

11. ADJOURNMENT

AGENDA NOTICES:

Action by Council Authorized:

The City Council may vote and/or act upon any item within this Agenda. The Council reserves the right to retire into executive session concerning any of the items listed on this Agenda, pursuant to and in accordance with Texas Government Code Section 551.071, to seek the advice of its attorney about pending or contemplated litigation, settlement offer or on a matter in which the duty of the attorney to the governmental body under the Texas Disciplinary Rules of Professional Conduct of the State Bar of Texas conflict with the Open Meetings Act and may invoke this right where the City Attorney, the Mayor or a majority of the Governing Body deems an executive session is necessary to allow privileged consultation between the City Attorney and the governing body, if considered necessary and legally justified under the Open Meetings Act. The City Attorney may appear in person, or appear in executive session by conference call in accordance with applicable state law.

Attendance By Other Elected or Appointed Officials:

It is anticipated that members of other city board, commissions and/or committees may attend the meeting in numbers that may constitute a quorum of the other city boards, commissions and/or committees. Notice is hereby given that the meeting, to the extent required by law, is also noticed as a meeting of the other boards, commissions and/or committees of the City, whose members may be in attendance. The members of the boards, commissions and/or committees may participate in discussions on the same items listed on the agenda, which occur at the meeting, but no action will be taken by such in attendance unless such item and action is specifically provided for on an agenda for that board, commission or committee subject to the Texas Open Meetings Act.

Executive Sessions Authorized:

This agenda has been reviewed and approved by the City's legal counsel and the presence of any subject in any Executive Session portion of the agenda constitutes a written interpretation of Texas Government Code Chapter 551 by legal counsel for the governmental body and constitutes an opinion by the attorney that the items discussed therein may be legally discussed in the closed portion of the meeting considering available opinions of a court of record and opinions of the Texas Attorney General known to the attorney. This provision has been added to this agenda with the intent to meet all elements necessary to satisfy Texas Government Code Chapter 551.144(c) and the meeting is conducted by all participants in reliance on this opinion.

Facility Accessibility:

This facility is wheelchair accessible and accessible parking spaces are available. Requests for accommodations or interpretive services must be made forty-eight (48) hours prior to the meeting. Please contact the City Secretary office at (979) 245-5311 or Fax (979) 323-1681 for further information.

Open Meetings Act Compliance:

This is to certify that the above notice of a Workshop was posted on the front window of the City Hall of the City of Bay City, Texas on Monday, March 5, 2018 before 7:00 p.m. Any questions concerning the above items, please contact Mayor Mark A. Bricker at (979) 245-2137.

David Holubec
City Secretary



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

AGENDA ITEM (ID # 3029)

Meeting: 03/08/18 07:00 PM
Department: City Secretary
Category: Appointment
Prepared By: David Holubec
Initiator: David Holubec
Sponsors:
DOC ID: 3029

**~ DISCUSS, CONSIDER AND/OR APPROVE THE MAYOR'S
APPOINTMENT OF RONNIE REEVES TO THE BAY CITY
HOUSING AUTHORITY BOARD.**

Replacing Board member Greer.

COMMENTS - Current Meeting:

The appointment of Bay Citian, Ronnie Reeves was unanimously approved by motion. The motion was made by Councilwoman, Julie Estlinbaum and seconded by Councilman, Jason Childers.



CITY OF BAY CITY VOLUNTEER INTEREST FORM

Dear Resident:

This form will let the City Council know of your interest and qualifications to serve on a City board or commission. You are encouraged to contact the Mayor concerning your nomination. You may also submit a resume or brief background information regarding your qualifications. This form will be kept on file for a period of two years in the City Secretary's office.

PLEASE TYPE OR PRINT:

Date: 2-14-2018
 Name: RONNIE D. REEVES Home Address: 1113 MOORE AVE.
 City: BAY CITY State: TX Zip: 77414-3035
 Home Phone: 909-648-8519 Business Phone: —
 Employer: RETIRED Occupation: FORMER TELEPHONE EMPLOYEE
 E-mail: RONNIE.D.R@HOTMAIL.COM
 Resident of the Bay City Corporate City Limits: (circle one) ☒ Yes ☐ No
 Resident of City for 9 years

I am interested in serving on the following boards:

(Boards and Committees include: Bay City Community Development Corporation (BCCDC), Main Street, Planning Commission, Historic Commission, Convention and Visitor Bureau (CVB), and Housing Authority)

- | | |
|------------------------------|-----------|
| 1.) <u>Housing Authority</u> | 3.) _____ |
| 2.) _____ | 4.) _____ |

Please list any involvement in civic groups or clubs, current or past service on city boards, or other information qualifying you for service:

Park & Rec Advisory Board ; Hilliard Alumni Inc.
NARCP ; RETIRED CWA member ; member of Bay City
Youth Football Inc.

Ronnie D. Reeves
 Signature

Return completed form to the City Secretary's Office: 1901 5th Street, Bay City, Texas 77414

Attachment: Reeves, Ronnie (3029 : Appointment - Housing Authority Board Member)



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

Meeting: 03/08/18 07:00 PM
Department: City Secretary
Category: Presentation
Prepared By: David Holubec
Initiator: David Holubec
Sponsors:
DOC ID: 3031

DISCUSSION ITEM (ID # 3031)

**~ RECEIVE AND DISCUSS THE 2017 BAY CITY POLICE
DEPARTMENT ANNUAL REPORT.**

COMMENTS - Current Meeting:

Police Chief, Robert Lister gave the Police Department's 2017 Annual Report.



Bay City Police Department

2017

Summary report of 2017 Events and Accomplishments.

Chief Robert Lister
Prepared by: Captain Christella Rodriguez
2/20/2018

***Summary of Bay City Police Department 2017 Events:**

We continually strive to improve police department service to the public we serve. Our problem-solving efforts and service-minded philosophy help to promote a positive relationship with the community. We offer a wide variety of programs and services to our citizens. We accept our job as a symbol of public trust and look forward to another year of serving the Bay City community. Our motto at the department, "Do the Right Thing", goes without saying – We believe in truth, fairness and loyalty to all we come in contact with and carry this motto into our personnel lives.

The following are a few highlights of the year 2017 at the Bay City Police Department (BCPD):

The Bay City PD, along with other emergency service members of Bay City/Matagorda, continue to participate as team members to handle critical incidents in our community. The team is identified as, "Coastal Waters Critical Incident Stress Management Response Team," is made up of trained members to handle critical incidents both locally and nationally. Certified Team members from BCPD are Captain Christella Rodriguez and Sergeant Suzanne Sullivan. They are also responsible in formalizing De-Briefings for the department in high profile cases and incidents that officers and employees are dispatched to when needed.

BCPD has several employees that are honored to serve with the multi-jurisdictional emergency operations team with South Texas Nuclear Generating Station and Matagorda County Officials on the Emergency Operations Center (EOC). BCPD representatives meet periodically throughout the year with law enforcement and emergency management representatives from Matagorda and surrounding counties. The Local Emergency Planning Committee (LEPC) and BCPD have hosted several emergency management trainings, enabling the City of Bay City to be in compliance with Federal and State Requirements for assistance, as well as Federal and State funding.

The department proudly announced the graduation of Captain Christella Rodriguez from the F.B.I. National Academy, Class 267, in Quantico Virginia, on March 17, 2017.

Lt. Irene Kjergaard and Sgt. Fred Wesselski are also the department's proud graduates of the Leadership Command College of the Law Enforcement Management Institute of Texas in February and March of 2017.

In May, 2017, the Bay City Police Department appointed, Robert Lister as Bay City's Police Department Chief of Police. Chief Robert Lister is a native to Matagorda County and has served with Bay City Police Department since 1998. Before becoming Chief, he served as a Jailer for Jackson County Sheriff's Department, a Patrol Officer for BCPD, a Patrol Sergeant, Law Enforcement Commander, Assistant Police Chief, and Captain, totaling nineteen years. Chief Lister is a graduate of Bill Blackwood Law Enforcement Management Institute of Texas, FBI National Academy #237, a Bachelor of Applied Science in Criminal Justice/Law Enforcement from the University of Phoenix. Chief Lister has a proven dedication to the Bay City community and a strong commitment to ensuring the safety of all Bay City residents.

In March 2017, BCPD put in place the “Drop off Safe Zone” at the police department. The safe exchange zone is an area that is well lit 24 hours a day, under 24 hour recorded video surveillance and within a few feet of the Police Department's front doors. The Safe exchange is meant for the sole purpose to offer the city residents and visitors an area that is safe to exchange kids between parents or conduct personal online transactions. The two slot safe zone is located in the parking lot north of the Police department building on 6th Street. The two designated slots are each marked with a sign.

On June 20, 2017, BCPD hosted an open house and meet the Chief gathering at the Police Department. The community joined Officers and personnel in tours of our facility, booths of our department’s different divisions, child fingerprinting / Identification cards, special guest of animated life size friends for the children, and a demo of our Special Weapons and Tactics equipment. Food and drinks were provided for all who attended. When we stand together for good; anything is possible.

In July, BCPD was awarded a grant from the Texas Attorney General’s Office which continues to fund a liaison position for the City of Bay City. The Crime Victims Liaison, Leticia Ramos, works closely with local investigators and officers, Matagorda County Crisis Center, and the District Attorney’s Office. Mrs. Ramos works to establish effective protocol for servicing victims of crimes against persons. Mrs. Ramos also manages sexual and family violence victim’s rights to reimbursement funding, counseling, and resources available through the Victims Rights Act.

In July 2017, the police department added decals to all marked policed units, “Blessed are the Peacemakers.” In response to the increasing violence across the country, we wanted to show the community that we are proud and we want people to be proud of us. There has been no better time than now to proudly display these decals. The Department is very humbled at the amount of community support behind it. The Bay City Police Chaplains funded the stickers.

The Police Department is proud to continue the Police Department Chaplin Program. The program has several clergy officials from Matagorda County. Their dedication to the department and community is phenomenal. The purpose and goal of this program is to provide a core group of professional, ordained, (Chaplains) or vowed men and women in religious communities, from a variety of faiths, who volunteer their time and talents to the City of Bay City and Law Enforcement Employees as Chaplains. The Police Chaplains seek to lighten the burden of the officers by performing tasks that have a greater spiritual or social nature rather than law enforcement nature. The Chaplains continue to strive to strike a balance between serving the needs of the Police Officers in their personal and professional lives and serving the Bay City Area at large.

In 2017, Chief Robert Lister, together with Captain Christella Rodriguez, designed a new department shoulder patch and department seal. We wanted a patch and seal to better represent the mission of the department and its employees. The patch displays the words; Integrity, Community and Service. All of which are highlighted in our Department Organizational Values. The seal also displays the year the department was founded.

There were several Special Operations performed in 2017, which included:

- Warrant round-up
- Crime Prevention Operations and Safe Kids Programs
- Narcotic Carrier Operations
- Anti-Theft Operations (Vehicle Burglary Deterrent Operations targeting businesses and vehicles during the Holidays and special events)
- Alcohol and Tobacco Compliance Checks
- Hurricane Harvey Patrol
- Sex Offender Compliance Operations
- DWI Operation “Operation Sober Streets”
- Christmas Holiday Burglary Report Cards

On October 3rd, BCPD participated in National Night Out week through Bay City. Office personnel, Police Chaplains and some City Council Officials were part of the event. Over 10 Neighborhoods participated that afternoon and hosted neighborhood parties. BCPD officers, encouraged citizens to watch out for one another and be the eyes and ears of law enforcement. All concerns and questions of the citizens were addressed.

In August 2017, the police department was proud in putting together a promotional video of the department. The department wanted to highlight employees and the different divisions and services that the department offers. This video is also used for recruiting purposes and has been shown at surrounding police academies, civic organization meetings and on the police departments Facebook page.

The Police Department wanted another method of providing the residents of Bay City with information on the local sex offenders in their area. The Department continues to supply a TV Screen, located in the lobby of the Police Department that informs the community of not only the Local sex offenders, but crime prevention information, upcoming events, awards employees have been honored with, and wanted subjects by the department as well as Matagorda County Crime Stoppers. The departments Facebook page (<http://www.facebook.com/BayCityTxPD>) continues to be a great success. This method of public announcements is well received by the public.

BCPD Supports our Local Youth:

The Bay City Police Department continues to support the youth in our community with the Bay City Police Explorer Post. The Bay City Police Department Explorer Post is a huge success. Law Enforcement Exploring is a worksite-based program for young men and women who have completed the eighth grade and are 14 years of age, or are 15 years of age but have not yet reached their 21st birthday. Law Enforcement Explorer posts help youth to gain insight into a variety of programs that offer hands-on career activities. For young men and women who are interested in careers in the field of law enforcement, Exploring offers experiential learning with lots of fun-filled, hands-on activities that promote the growth and development of adolescent youth. Several current BCPD Officers were former Bay City Police Explorers. One of our former Explorers is currently serving in the US Army. At this time,

we are trying to see if we can gain enough potential interested cadets to make the project worthwhile. We hear repeatedly that Bay City doesn't have enough to offer our youth. This is our chance to tell someone about our efforts. The Post is currently run by Lieutenant Irene Kjergaard, Corporal Antoine Linsey (As Lead Advisors) and several other BCPD officers.

BCPD's Community Services/Volunteerism

The Police Department teamed up with Bay City Wal-Mart for the fifth annual Christmas, "SHOP WITH A COP EVENT". Employees of the Bay City Police Department met at the Bay City Wal-Mart with the purpose of mentoring the youth in our community. Thirty-five (35) local children were paired up with police department employees. The children were escorted with lights and sirens to Bay City Wal-Mart. Officers spent time selecting toys and gifts for Christmas for the children. Parents were provided with the contact information for the officers so in the event their child needs to talk with the officer in the future; a mentoring connection could be established. This event was made possible by Bay City Wal-Mart and the Bay City Police Department Staff and local citizens of the community.

In August 2017, SHOP WITH A COP funds were also used to provide six children with a gift card to buy school supplies. The recipients were referred by school officials within the school district. It was a surprise to the family and children who received these gift cards. We also awarded four high school seniors with college scholarships. What a blessing it has been to be of service to those in need.

Police department employees volunteer with numerous community programs.

Sgt. Suzanne Sullivan and Capt. Christella Rodriguez offered several Lady's Self Defense Classes to females at our local schools, civic organizations and community residence. We also coordinate a local Community Food Drive (successfully fed over 500 families for the Christmas Holiday), Officers donate their police service to Story Time at local schools and Library, at Senior night lock ins and other nonprofit organizations such as Red Cross and Salvation Army Events, United Way Day of Caring Volunteer Program, Gulf Coast Regional Blood Drives (Hosted 4 Blood Drives at the police department for 2017), STP Health Safety Fair, LEPC Demo, Social Wellness Health Fair, Breast Cancer Awareness Month officers wear pink badges, VVHS Forensic Class taught, Parks & Rec. Dodgeball Tournament, We Serve You Dinner fundraiser, there was a team of four BCPD cooks that participated in The Great Steak Cook Off benefiting the Boys and Girls Club, several officers continue to volunteer as coaches to several leagues in the Bay City area, civic organizations, churches, school activities, and youth programs which are just a few of the ways many of us give back to the community that supports us so well.

The BCPD provides a variety of programs and services to the public. Contact the department at 979-245-8500, or visit our website at www.cityofbaycity.org for more information on the programs and services we offer. You can also follow us on Facebook at <http://www.facebook.com/BayCityTxPD>. (We are proud to announce that the departments Facebook page has currently reached 17,000 likes)

Bay City Police Department 2017 Annual Report

**Statistical Information:*

2015

2016

2017

Calls For Service

911 Calls	14,387	12,351	10,488
Total Calls for Service	32,069	29,618	30,841

Traffic

Contact Stops	5,245	4,168	4,316
Accidents	496	521	490
Injuries	146	119	120
Fatalities	3	0	0

Arrest

Adult	1230	1,258	1,176
Juveniles	123	153	100
Total	1,353	1,411	1,276

Warrants

Total Received	1,282	1,117	979
Total Served	1,049	1,110	952

Statistical Information-Continued:*201520162017Uniform Crime Index**

Criminal Homicide	1	2	3
Sexual Assault	24	19	9
Robbery	15	12	23
Aggravated Assaults	35	35	59
Simple Assaults (non-UCR Reportable)	533	502	380
Burglary	189	152	144
Larceny	520	593	401
Motor Vehicle Theft	5	3	11
Arson	3	3	7

Family Violence

Officer Responses	280	331	285
Arrest	118	139	128

Property Value Statistics

Value of Property Reported Stolen	\$483,197	\$746,095	\$690,545
Value of Property Recovered	\$ 83,030	\$145,937	\$131,666

Special Response Team (SRT)

Call-outs	4	4	3
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Animal Control

Live Animals Picked Up	772	717	644
Dead Animals Picked Up	182	152	157
Animal Welfare Calls	169	205	211
Total Calls for Service	2,220	2,090	2,025

*Statistical Information-Continued:

201520162017**Training**

Total out of town hours	2,236	2,473	2,817
Total BCPD contact hours	4,083	4,381	6,174
Total Department Training Hours	6,319	6,854	8,991

TCLEOSE Certifications

Peace officer	11	12	2
Basic Peace Officer	4	0	13
Intermediate	4	2	4
Advanced	5	6	5
Master	18	17	15
Instructor	16	18	17
F.T.O.	23	23	36
S.F.S.T.	25	27	34
Mental Health	4	4	4
Firearms Inst.	6	3	2
Crime Prevention Spl.	3	1	2
Intoxilyzer Opr.	3	3	5
Inter. Crash Inv.	4	6	6
Advance crash Inv.	0	0	1
Inv. Hypnotist	1	1	0

Jailer

Jailer License	4	4	
Basic Certification	3	0	4
Master Certification	0	1	0

Statistical Information-Continued:*201520162017Communications**

Temp. Telecommunications	4	1	1
Basic Telecommunications	2	3	2
Intermediate Telecommunications	2	1	1
Advance Telecommunications	4	6	5
Master Telecommunications			2

Investigations

Cases Assigned for Investigation	2,133	1,822	2,641
CPS Referrals	334	322	261
APS Referrals	39	17	25

Crime Prevention

Community Presentations	195	171	52
Home and Business Safety Awareness	2	0	2

Crime Victim's Liaison Division

Victim's Served	766	792	721
Crime Victim's Compensation Applications Served	35	37	35
Crime Victim's Compensation payouts to Victims	\$80,867	\$129,445	\$129,522

Mental Health

Total Calls	217	162	302
Transports	78	49	58

**Statistical Information-Continued:*

2015

2016

2017

Juveniles

Transports

42

29

29

Special Operations

Total Special Operations performed

9

7

7

Narcotic Related Statistics

Total Cases

84

33

60

Total Arrest

80

38

23

Vehicles Seized

1

0

1

Money Seized

\$47,062

\$935

\$21,647



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

Meeting: 03/08/18 07:00 PM
Department: City Secretary
Category: Presentation
Prepared By: David Holubec
Initiator: David Holubec
Sponsors:
DOC ID: 3030

DISCUSSION ITEM (ID # 3030)

**~ DISCUSS, AND CONSIDER A BUSINESS PLAN
CONCERNING THE FUTURE OF RIVERSIDE PARK.**

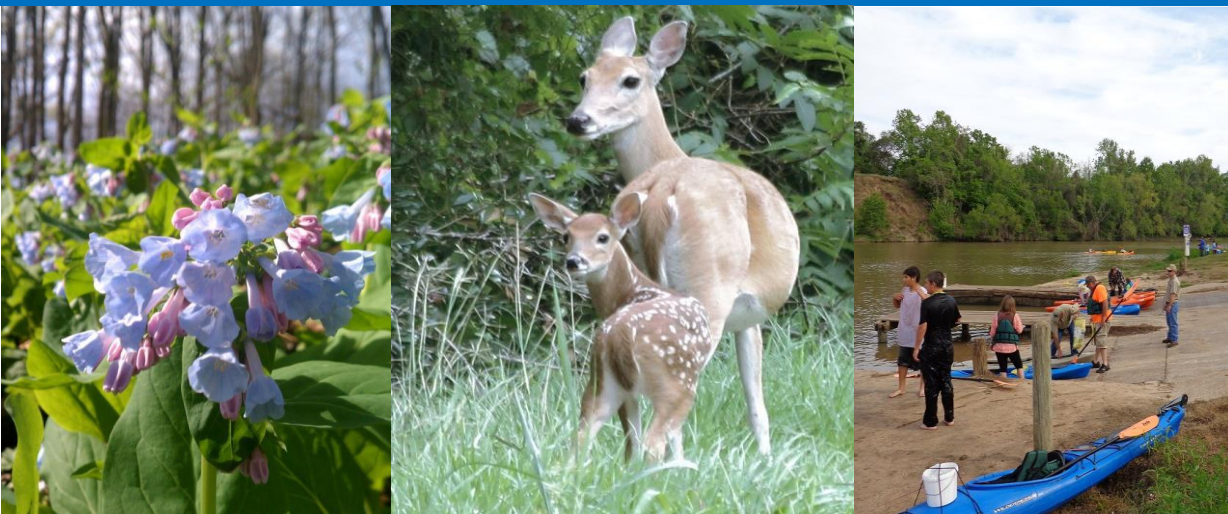
COMMENTS - Current Meeting:

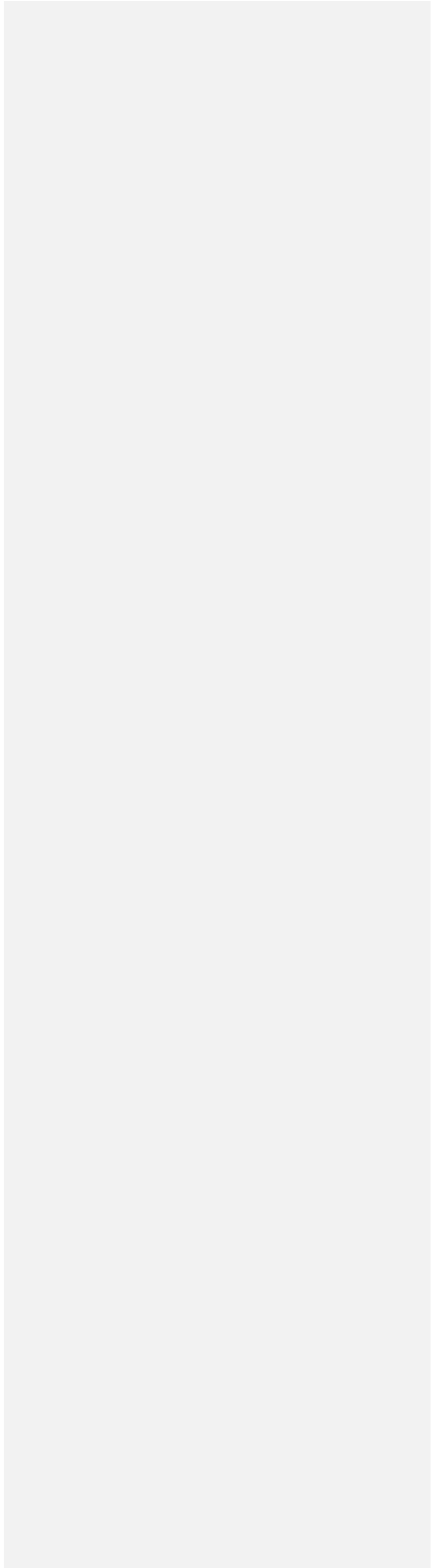
Parks Director, Shawn Blackburn, gave his business report on the restoration of Riverside Park.



Riverside Park Business Plan

March 2018





Attachment: riverside-business-plan #3 (3030 : Riverside Park Business Plan)

Bay City Parks and Recreation

Riverside Park Business Plan

March, 2018

Acknowledgements

Bay City Parks and Recreation Department Staff

Bay City Parks Advisory Board

Mayor Mark Bricker

City Council of Bay City

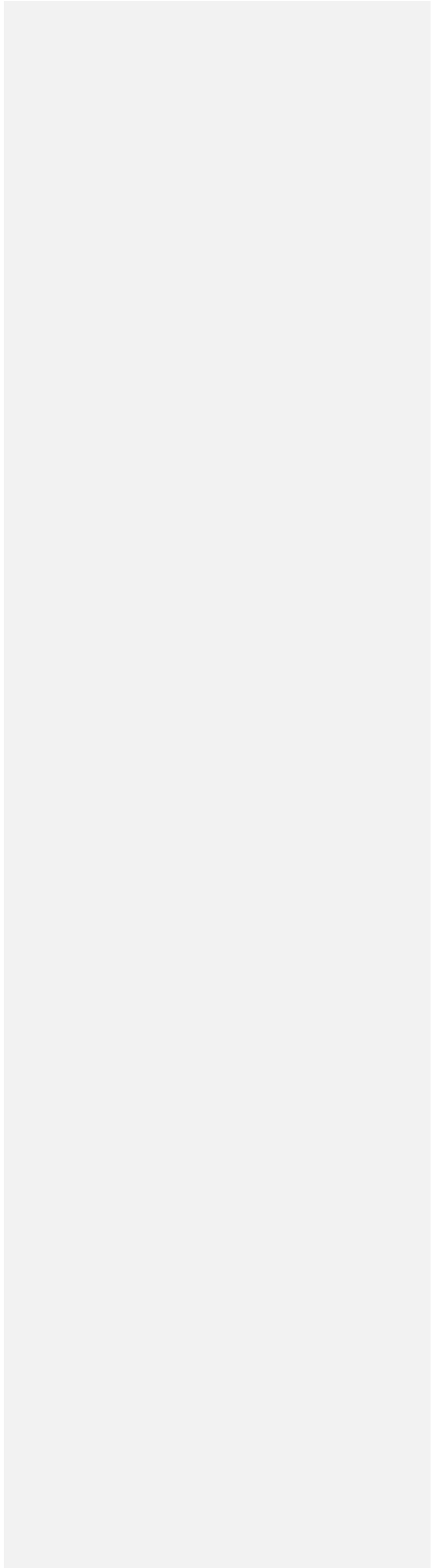


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Attachment: riverside-business-plan #3 (3030 : Riverside Park Business Plan)

CHAPTER ONE - EXECUTIVE SUMMARY

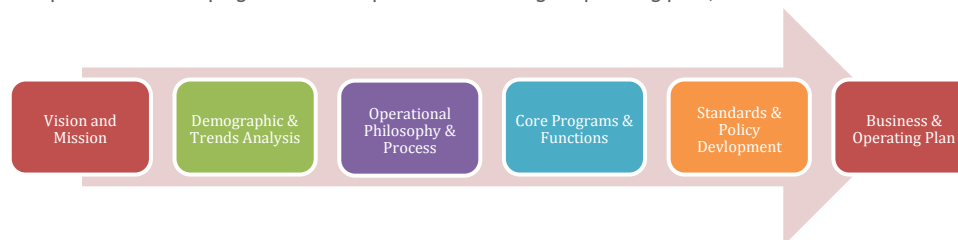
1.1 INTRODUCTION

Riverside Park, the largest city park in Matagorda County, offers 100 acres of waterfront and forest with unmatched opportunities for recreation, enjoyment, and the discovery of nature. Riverside Park is a designated “regional park” designed to provide a wide array of recreation opportunities to members of the community that may not be available in neighborhood or community parks. With a mile of paths, the park hosts several special events ranging from rally on the river, fishing derbies to run/walk events. Other destination amenities include a boat launch; RV spaces; campsites; nearby Rio Colorado Golf Course; and it is within proximity to Matagorda Beach.

Land acquisition in the area that became Riverside Park began around 1990. Riverside Park was created because of the need for public access to both waterways and land for recreation. The park is subject to flooding of the Colorado River, which empties into the gulf. In recent years, severe erosion and silt deposits have disrupted park services. In August 2017 the park was closed from damage sustained from hurricane Harvey. The Advisory Board of Parks of Bay City recognized this as an opportunity to create a new business and operating plan to serve the growing population of Bay City.

1.2 PROJECT PROCESS

Half Associates was hired to develop a Comprehensive Master Plan for Bay City Parks which was adopted by City Council in November of 2017. This plan draws heavily from that model and the direction provided. The process of developing this business plan followed a logical planning path, as described below:



Vision and Mission - Once created, these elements provide a big picture view of the reason and purpose why the organization exists. They serve as the lynchpin for communicating the rationale for existing.

Demographic and Trend Analysis - The process was initiated through the collection and resulting assessment of regional demographics to aid the research team in understanding the age, ethnicity, race and economic characteristics of the residents in the region.

Operational Philosophy and Process - Current organization practices are understood through discussions with staff and an analysis of existing operational conditions. These findings are then melded with the adjustments to the current operational philosophy and new philosophical approaches required from the plan recommendations.

Core Programs and Functions - These studies were necessary to aid in the development of logical facilities and programs to fit into the portfolio of existing and future program recommendations in the business plan.



Riverside Park

Standards and Policy Development - A necessary element used to guide the board and staff through the successful modification of operational practices. These standards are modified to fit the organizational structure and are drawn from best practices across the country from high performing organizations.

Business and Operating Plan - A document that reflects the five-year pro forma desired from the facility and operations program recommended from the study.

The intent of performing the business plan is to evaluate all operating elements of the management of Riverside Park and to determine ways to operate the park as well as evaluate ways to generate more operational revenues. The staff involved in this business plan for Riverside Park worked very hard to provide the necessary information to assess the park's operations correctly. They provided their time to explain the current approach in managing their park.



Heritage Oaks at Riverside Park

1.3 PARK HISTORY

1.3.1 PRE -RIVERSIDE PARK

Before 1988 Dudley and Geraldine Huebner operated the property as part of the family cattle ranching operation.

1988 The City of Bay City acquired 103 acres of land through grant assistance from Texas Parks and Wildlife (TP&W) and the Lower Colorado River Authority (LCRA) which was to be designated as a park along with an adjoining 307 acres due east which was to build a golf course.

1990 Further grant funding from TP&W and LCRA allowed the construction of the ranger station, park shop and two restroom pavilions.

1991 The boat launch and two docks were completed this year. A pipeline easement was granted to Valero as well which bisects the park in an east / west direction.

1992 The 40 site RV park was completed along with a fitness trail.

1.3.2 RIVERSIDE PARK UNTIL PRESENT DAY

1993 Mayor Charlie Martinez declares a grand opening of Riverside Park on October 15. A playground is added

1994 All park roads were paved.

1996 In September the Wilderness Circle was completed to double the number of campsites with electric and water. In April 4 the golf course property was transferred to Golden Bay Inc. to operate it as the Rio Colorado Golf Course.

1998 Riverside Park Foundation experienced its first major flood which inundated the boat launch, playground, day use area lower RV spaces and both restroom pavilions. City crews adequately reclaimed the park facilities within a few months.

1999 The boat docks were shortened in hopes of avoiding excessive siltation during flooding.

2000 The Wilderness Trail was constructed along with a bridge that spanned a slough by the Boy Scouts.

2002 Flooding of the boat launch and parking lot required silt removal.

2003 Riverside held its first “Christmas in the Park” event.

2004 Another flood event occurred similar to the 1998 event. Alligator numbers became excessive and many were removed.

2011 The playground structure was replaced.

2014 Flooding occurred in May and July.

2015 Flooding in March and June with loss of 25 trees.

2016 The park was flooded in April and again in May. Damages were again much like previous experiences and recovery efforts. A portion of the leach field was exposed and was repaired by a Triangle Construction by capping the exposed pipe.



Riverside Park

2017 In August hurricane Harvey caused massive erosion along with unprecedented debris deposits park wide. The boat launch and leach field were destroyed along with the day use area which was drawn into the river channel. The playground, lower campsites and both pavilions were covered in up to six feet of silt. The shop and ranger station also flooded with approximately two feet of water. This resulted in an indefinite park closure.

2018 As of March, Bay City has struggled to reopen the park with the assistance of FEMA and the Texas Division of Emergency Management. Soil sampling to determine potential contamination and removal of silt and debris remain to be done prior to reconstruction of park roadways, campsites and boat ramps with docks. Several months remain before the park can reopen.

1.4 KEY FINDINGS

- The park's operating expenses are close to \$170,000 per year. The park is almost half way to being self-supporting, averaging \$80,000 per in annual revenue over the past three years.
 - Collected revenue is returned to the general fund.
- There is a total of two year-round, full-time staff. This does not include seasonal staff.
 - Currently lacking (1) key positions: An additional Recreation Specialist.
- Total of one mile of trail in the park. Additional linkages are needed.
- Key amenities include:
 - 40 space RV park / 34 space campground
 - Nearby 18-hole golf course (privately managed)
 - Riverside Beach
 - 2 reservable pavilions with restrooms
 - 1 mile of trail
 - Boat launch with parking lot
 - Outdoor fitness facility
 - Laundromat
 - Ranger station / maintenance shop
 - Open space for events and parking (almost five acres)
- The park needs multiple partnerships to expand recreational opportunities.
- The park hosts 2 special events per year.
- Infrastructure issues are a major concern for the park, including the need to refurbish restrooms, shelters, bridges, roads, parking areas, hiking trails, fencing, erosion, ADA access, and sewage disposal system.
- The park provides an abundance of services for the limited amount of staff.
- The park does not operate by standards in all areas and performance outcomes are limited to what staff can control.
- Marketing is limited, which does not allow the park to maximize its use or revenue generating capabilities.
- Staff is very knowledgeable, committed, and energetic about their work and in making the park successful.
- Staff does not classify programs and events based on what it costs or cost recovery goals.
- No control over capital dollars.

1.5 VISION STATEMENT

In partnership with our citizens, the Parks and Recreation Department provides park and recreation programs, facilities, and services which respond to changing needs within our communities.

We strive to protect and preserve a park system that promotes quality recreational, cultural and outdoor experiences for the community and enriches the quality of life for present and future generations in a safe and secure environment.

1.6 KEY OPERATIONAL PRINCIPLES

Great destination parks can be enhanced through the following key elements:

- **Staffing** - Current employees are seasoned and prepared for park operations.
- **Audience** - Visitation is present, but should be much stronger.
- **Quality Amenities** - Many amenities need restoration and brought up to date.
- **Management** - The park is pulled in too many directions and staff cannot control the outcomes desired by the public or themselves.
 - Providing customer service limits expectations of what can be expected of them which has caused many problems for the park staff.
 - Volunteer coordination and involvement is lower than expected which could become a greater asset to the park.
- **Financial Sustainability** - The park has good sources of revenue and can generate more funding to offset operational costs by controlling the quality of the experience and capital improvements in the park. Fee schedules must be reviewed and additional assets with revenue should be developed by expanding available services through concessions or contract partnerships.
- **Identity and Brand** - The park has a strong identity, but lacks a strong brand.
- **Momentum** - The park lacks momentum because the staff is not effectively utilizing media and marketing methods to drive participation and stimulate visitation. Disruption from the recent hurricane has brought momentum to a halt.
- **Problem-Solving Capability** - This is limited because staff is restricted in resources towards a remedy for the repair of the park and tends to manage from a defensive position.
- **Design** - A park's master plan has not been created over the 25 years. Many areas need to be redesigned to satisfy the needs of current users.
- **Strong Usage** - Riverside is well used and capable of serving more people if the staff had more marketing presence and better exposure.
- **Intentional** - Great destination parks operate from a business approach and this is Riverside Park's first business plan.
- **Safe, Clean, and Fun** - This principle is being executed for the most part. The lack of law enforcement support in the park is concerning to the staff and the public.
- **Program Driven** - Staff are doing a good job in programming, but a broader, more diverse set of programs are needed.
- **Environmental Sustainability** - This is not as strong as it could be but staff has a good understanding of the areas that need to be addressed. Typically, an agency annually spends approximately \$150 an acre managing natural areas from invasive species and that is not the case at Riverside Park.



Riverside Park

1.7 KEY RECOMMENDATIONS

- Create the Riverside Park Master Plan.
- Establish six (6) site planning zones for the park.
 - Lodging (camping, cabins, RV sites etc.)
 - Aquatic (boating, fishing, swimming)
 - Adventure (zip lines, equestrian, OHV, etc.)
 - Service (operations, maintenance, concessions)
 - Multiple use (open) area (parking, events)
 - Nature - Riverside must keep a natural character.
- A Special Fund designation is the preferred option to allow for a transition to Enterprise Fund accounting. This would include a Maintenance Fund dedicated for upkeep. Through incremental annual goals, strive for an end goal of 100% cost recovery.
 - Explore the potential lease of the land south of the park frontage road. This action could be the catalyst for setting up a Special Fund.
- Develop an annual Riverside Project Priority list to be used for fundraising, foundation, grants and sponsorships.
- Concessions need to be prioritized at an agreed upon percentage for revenue producing facilities.
- All partnership agreements are fair and equitable to the park and will incorporate cost and performance measures.
- Financial sustainability standards will institutionalize a business approach to managing the park.
- A Capital Improvement Plan (CIP) for the park will seek funding sources to support the CIP needs as outlined in this business plan. Below is a list of CIP priorities that need to be addressed:
 - Reclaim sand and water play feature to beach.
 - Reclaim all roads and expand parking area.
 - Reclaim and enhance restrooms and picnic shelters (currently in progress).
 - Update signage leading up to and within the park with a mobile GPS application and enhanced way-finding signs and markers.
 - Add an ADA paved trail.
 - Relocate the destroyed boat launch and parking area south of the pipeline crossing.
 - Improve erosion issues in the Park. Many acres have been lost.
 - Reclaim damaged roadways throughout park.
 - Connect hiking trail with Bay City.
 - Add electronic gates at strategic park access points.
 - Reclaim boat launch and docks.
 - Add kayak lockers (rentable).
 - Permanent restrooms and concessions are needed at the Wilderness Circle.
 - Reclaim bridges over the slough and along trails.
 - Make a special event area in the park designed to support events.
 - Add bait shop.
 - Paint or stain all park buildings.
 - Update the ranger station.

- Continue to improve park trails.
 - Purchase new wildlife resistant trash receptacles for park.
- Consider additional revenue-producing amenities in the park to include:
 - Consider the development of the campground to include yurts, and cabins that also could be lodges or bed-and-breakfast.
 - Incorporate water play features at the beach and in the picnic shelter area.
 - Additional picnic and hospitality shelters.
 - Add a special events or performance area.
 - Add a paddleboard park area.
 - Consider an adventure fitness center training program. These type of fitness centers help build adventure users to improve their sport they participate in and muscle capabilities or contract with an existing fitness center to train users in certain levels of adventure training.
 - Implement a revised fee schedule as improvements are made.
 - Add new staff position to promote marketing, recruit volunteers and secure sponsorships in addition to assisting existing staff.
- Develop and implement new maintenance standards for the park:
 - Evaluate how Riverside Park maintenance is managed to increase maintenance standards, especially for Friday, Saturday and Sunday care.
- Create a law enforcement plan with the Bay City Police Department for higher levels of enforcement during the summer months.
- Improve way finding for the park through GPS/GIS coded signage that can be utilized through a downloadable mobile application for Riverside.
- Develop a marketing plan that incorporates social media and mobile application access for wayfinding and customer service, so the park can effectively communicate the great experiences available at Riverside Park.
- Increase the level of programming, specifically pertaining to environmental education, birding, outdoor adventure skill development, archery, special events, and work with CVB and Chamber to promote authentic program experiences when conventions / events are in town.
- Create and implement performance measures outlined in the business plan.
- Update trails every year through volunteers and contractors.
- Identify contractors to provide exclusive services in the park to generate additional income.
- List and publish special / one-of-a-kind features offered in the park to create the “Best of Riverside Park”. Encourage the public to explore more of the park to lead to increased marketing through visitors.
- Incorporate sustainability principles in this plan as a policy document.
- Track data on a consistent basis to include direct / indirect costs, cost recovery, attendance in programs, visitors to the park and attractions, volunteer hours, partnership equity, cost per experience, and outcomes achieved.
- Develop an Riverside Park Foundation with key fundraisers that raise 5% of the Park’s operating budget. Dedicate funds to capital and maintenance endowment accounts. Initiate a major capital campaign in 2019.
- Implement a gate-opening pass through an Iron Gate locking system.



Riverside Park



1.8 CONCLUSION

Riverside Park offers the City of Bay City 25 years of history from the initial purchase from the Huebner family in 1988 to present day operations. The park is the largest city parks in Bay City and offers 100 acres of water and forest with unmatched opportunities for recreation, enjoyment, and the discovery of nature. Riverside Park is a designated “regional park” designed to provide a wide array of recreation opportunities to members of the community that may not be available in neighborhood or community parks. While existing park amenities have been significant from two decades of growth, it will be critical to initiate successful management, operations, and facility improvements as desired by the City of Bay City to meet the challenges presented in the future of the park. There is a need to increase staff in strategic areas to increase exciting new programs, activities, and events. The park needs a major capital campaign that can be promoted through a combination of sources. This will help park staff to generate the desired recovery of costs at 100%. While the challenges are significant, there are many opportunities available to Bay City Parks to take advantage of embellishing existing resources to accomplish the ultimate goal: the maximization of its value through enhanced amenities. These operational and facility improvements are necessary to allow Riverside Park to accomplish the desired vision. The recommendations in this business plan will provide the pathway to reintroduce the park as the premiere signature destination location in Bay City.



CHAPTER TWO - MARKET ANALYSIS

2.1 DEMOGRAPHIC ANALYSIS

Demographic analysis provides an understanding of the population within Matagorda County and Bay City, Texas. An analysis is reflective of the total population, and its key characteristics such as age segments, income levels, race, and ethnicity.

In addition to the analysis at the city-county level, understanding the demographic features at the regional level is important to better delivery of programs and services specific to each park. In 2017 Bay City contracted with Halff Associates to complete a Parks Master Plan which provided a detailed analysis of the demographics of the service area of Riverside Park.

2.1.1 Background

Bay City has been the county seat of Matagorda County since 1894. The City was named for its location in the Bay Prairie, between the productive bottomlands of the Colorado River and Caney Creek. The City began as one square mile which was surveyed, subdivided into lots, and sold for development.



Riverside Park

By 1901 numerous buildings had been constructed and businesses began to develop. Early businesses in town included the post office, saloons, convenience stores, grocers, blacksmith, barbers, drugstores, lumberyards, cotton gins, and a rice mill. That same year, the Cane Belt Railroad reached Bay City. This was the first of three rail lines to serve the town. The MoPac Depot (now a Parks and Recreation Department resource) was built in 1905. By 1914, Bay City was a thriving community located at the center of the largest rice-producing area in the nation.

Bay City continued to develop in the coming decades and by 1930 the population had risen to 4,000 residents. Named after local rice grower Victor L. LeTulle, Bay City's first park, LeTulle Park, was donated to the City in 1934. By 1940 the population reached nearly 9,500 people. During that same year Hilliard Pool became the first public pool in Bay City.

Notable new developments during the 1950s and 1960s were a new public library, a United States Army Reserve building, an airport, barge canal linking to the Gulf, and the onset of a population boom.¹

In 1960, the Celanese Chemical Company built a petrochemical plant in the City which soon became the City's largest employer. The following decades brought even greater population as more large-scale employers entered the county. The population drastically increased to almost 20,000 residents between 1960 and 1990. During this time, the City limits were expanded and an additional 12 new parks and recreation facilities were developed or enhanced. Between 1990 and 2010, the City experienced a population decline to 17,500 people.

2.1.2 Age Distribution

Understanding age distribution in a community helps determine its overall recreation needs, even as its residents age. Identifying the age-appropriate recreational opportunities needed in Bay City allows the City to allocate resources towards amenities and programs that can best serve the community. In comparison to the population of the United States, Bay City has a significantly greater percentage of children (especially boys) under nine years of age. The City also has a greater number of residents ages 30 to 39 and 60 to 64. Conversely, Bay City's populations of 20 to 29-year old, 40 to 44-year-old, and 55 to 59 years are notably lower than that of the United States.

Analysis of the highly diversified age ranges found in Bay City illustrates the need to provide multigenerational parks and recreation which can adapt as the age of the population shifts.

2.1.3 Race and Ethnicity

Like the state and County, Bay City's population is predominantly white, though at a slightly lower percentage than that of Matagorda County overall. Those of Hispanic or Latino descent make up 43.3 percent of the City's population. This is slightly higher, but still comparable, to both the state and County.

2.1.4 Educational Attainment

Bay City has a comparable percentage of high school graduates to Matagorda County; however, both are somewhat lower than that of the state. Similarly, attainment of a bachelor's degree or higher education

in Bay City and the County also falls behind the attainment percentage for the state. When considering the lower percentage of 20 to 24-year old the low percentage of higher education attainment found in Bay City may reflect recently graduated young adults leaving the City for jobs elsewhere.

2.1.5 Income Distribution

According to the U.S. Census Bureau, household income includes income from the householder and all other people (if they are related) who are 15 years or older living in the same housing unit. Family income includes income from two or more people related by birth, marriage, or adoption who are residing together.

Understanding a community's income distribution assists in planning for recreational amenities and programs, including determining the demand for free or fee-based recreation. Both Bay City and Matagorda County have lower family and household incomes than that of the state.

The percentage of both families and individuals in Bay City whose income fell below the poverty level during 2015 is notably higher than the rest of Matagorda County, and significantly higher than the state. Over one-quarter of Bay City's population of individuals experienced poverty during that time frame.

As the City evaluates options for recreational programming, it will be important to consider providing low-cost and free options to allow equal participation among community members.

2.1.6 Employment

Understanding the employment of a community helps paint the picture of how residents spend a large majority of their time. Knowing this information can assist the City in providing appropriate recreation types that reflect how the community might like to use their park system and programming during work hours or their free time. In Bay City, educational services, healthcare, and social assistance represent the largest percentage of Bay City residents. In response, adding educational and health and wellness elements into parks and programming might enhance their overall benefit to the community.

Other large industries in Bay City include construction and transport, warehousing, and utilities. Bay City is home to Tenaris and STP. These are two very large companies which employ significant numbers of temporary workers. Tenaris is a new state-of-the-art seamless pipe mill which is currently under construction. The mill employs about 600 people. During the construction period, the company has employed large numbers of workers who have been in Bay City for a year or longer. However, it is likely that most of these workers will move on to a new construction job in another city once construction is complete. STP is a local nuclear power facility and is one of the newest and largest in the country. To clean the facility, STP brings in temporary workers for multiple weeks at a time, twice a year.

The City is in a unique position where it needs to recognize the needs of the permanent and temporary populations, and determine an appropriate approach.



Riverside Park



2.2 LOCAL SPORT AND MARKET POTENTIAL FOR BAY CITY

The general sports category produced the most positive market potential for Bay City. This is promising in that it shows that residents are actively participating in sporting activities that should be core recreational offerings through departmental programming and amenities.

Low participation might indicate a lack of awareness among potential users, programs that don't align with community needs and interests, a lack of available amenities and/or a need to motivate residents to participate in offerings at a higher level.

The fact that activities in the fitness category are lagging presents a prime opportunity for Riverside Park. National trends for fitness have been on the rise in recent years and parks and recreation agencies across the country have capitalized on these trends by offering a variety of fitness programming and developing amenities, such as multi-use trails, that allow users to engage in healthy, active lifestyles. Because earning capabilities among residents are also below average, fitness programming and amenities are a great way to boost participation levels, since these activities generally have low barriers to entry and can be provided minimal cost. Research and trends suggest that fitness programming is a critical component to a healthy community, and parks and recreation departments tend to be a driving force behind active, healthy lifestyles for residents.

2.3 FACILITY / AMENITY AND PROGRAM PRIORITY RANKINGS

The purpose of the Facility and Program Priority Rankings is to provide a prioritized list of facility / amenity needs and recreation program needs for the community served by Bay City Parks. This analysis

was completed with guidance from the 2017 Parks and Recreation Master Plan and consideration of the devastation caused by hurricane damage.

This rankings model evaluated both quantitative and qualitative data. Quantitative data includes the statistically valid Community Survey, which asked residents of Bay City to list unmet needs and rank their importance. Qualitative data includes resident feedback obtained in community input, level of service standards and demographics and trends.

2.3.1 FACILITY/AMENITY PRIORITY RANKINGS

Analyzing facility / amenity rankings demonstrated preferences illustrated below have been adapted to uses that are germane to Riverside Park. For the park to move forward, remediation of existing facilities is paramount. The priorities are listed with priority items appearing first.

- Reclaim all park buildings from flooding, including debris removal, drywall, painting, roofing and all other storm damage.
- Reclaim septic system destroyed by storm
- Reclaim all roadways.
- Reclaim all campsite pads, utilities and park furniture.
- Reclaim or rebuild the boat launches and docks.
- Remove all storm debris from the park to original elevations.
- Solicit requests for proposals towards use of designated vacant spaces and property and encourage incentives for vendors to provide additional facilities and amenities.
- Design and build a restroom/shower to support the Wilderness Circle and adjoining areas.
- Design and build a performance pavilion with adequate parking.
- Design and build an archery and/or shooting range.

2.3.2 PROGRAM PRIORITY RANKINGS

By analyzing amenities offered in regional parks with campgrounds, many demonstrate preferences like current offerings at Riverside. All had waterway access and trails as a top two priorities. But there were variations such as nature programs, restaurants, stores and adventure recreation programs.

2.4 COMPARATIVE ANALYSIS

To improve understanding park types and available features in those parks, four parks in South Texas were evaluated as a point of comparison for Riverside Park. The parks used in this analysis include Lighthouse Beach (City of Port Lavaca), Brackenridge Recreation Complex (Lavaca-Navidad River Authority), Coleta Creek Park (Guadalupe-Blanco River Authority) and Brazos Bend State Park. A summary of provider services follows.

2.4.1 Lighthouse Beach

- Established in 1996
- Park hours: 7am-dusk



Riverside Park

- Acres: 60
- Trails: .5 miles
- Gate entry fees:
 - Daily: \$3 per vehicle; Annual \$15
- Facility rates (daily/nightly):
 - Pavilion: \$100
 - RV Spaces \$30-\$35 daily; \$130-\$145 weekly; \$360-\$580 monthly
- Facilities/Amenities: Beach, cabana shelters, 55 powered campsites, swimming pool, splash pad playground, boardwalk, historic lighthouse, wildlife viewing, fishing pier.
- Volunteer Program
- Ocean access

2.4.2 Brackenridge

- Established in 1979
- Park hours: 7am-11pm
- Acres: More than 10,000
- Trails: 6 miles hiking / biking; 12.5 miles horse
- Gate entry fees:
 - Daily: \$5 per vehicle (no annual)
- Recreational Attractions:
 - Paintball \$6 - \$10 per person / \$150 groups
 - Trails \$7.50 per horse; stalls \$15 / night
 - Four-day Kid Camps \$100
- Meeting rooms - \$50-\$75 / day; Church - \$150 / day; Recreation
- Facility rates (daily/nightly):
 - Cabins \$150 / \$250 (weekend and holiday minimum stay)
 - RV: Full hook up \$35; Partial hook up \$30; Long term \$425 / mo
 - Pavilions: \$74 - \$100 day
 - Meeting rooms - \$50-\$75 / day; Church - \$150 / day; Recreation
 - Hall - \$375-\$475 / day; Marina - \$225 / day
 - Event Center (by contract only)

- Facilities/Amenities: 168,000 sq. ft. event center - 12 acres of parking, 4,000 sq. ft. recreation hall, 2 meeting rooms, marina, historic church, 3 pavilions, 2 concessions, vendor areas, 12 cabins, 134 campsites, wilderness areas, 2 boat ramps, nature center, paint ball, disc golf, gator golf, soccer, softball, volleyball, basketball, 2 playgrounds

2.4.3 Coleta Creek

- Established in 1981
- Park hours: 6am-12pm
- Acres: 190
- Trails: 1.5 miles walking
- Gate entry fees:
 - Daily: \$9 four people per vehicle / \$10 holidays and weekends
 - Annual: \$165
- Facility rates (minimum stays on weekends/holidays):
 - Cabins: \$70-\$90 / night
 - Camping: Waterfront Sites \$40 / day; RV Sites \$35 / day; Primitive Sites \$28 / day; \$11 per extra vehicle
 - Group Pavilion: \$100 / day
- Facilities/Amenities: 49 RV spaces, 26 campsites, Dump Station, Laundromat, 3 camping cabins, 2 group pavilions, 2 playgrounds, restrooms with showers, volleyball court, marked swim area, beach, fishing, water skiing and hunting.

2.4.4 Brazos Bend

- Established in 1984
- Park hours: 9:00-4:30 daily; 8:00-9:30 Fri., 8:00-7:30 Sat., 8:00-5:30 Sun..
- Acres: 5,000
- Trails: 37 miles
- Gate entry fees:
 - Daily: \$7 per person; \$70 annual
- Facility rates (daily/nightly):
 - Camping: \$25 premium, \$20 standard, \$12 Primitive, \$40 group
 - Cabin: \$65; Shelter \$25



Riverside Park

- Dining Hall \$150
- Pavilion \$50
- Amphitheater \$20
- Facilities/Amenities: Observatory, 1 cabin, 13 shelters, camping, restrooms, showers, RV spaces, pavilions, dump station, kitchen/dining hall, hiking, biking, fishing, geocache, equestrians, nature viewing and trails.

2.4.4 COMPARATIVE PRICING

Riverside Park charges static fees for gate admissions towards access to day use facilities swimming, boat launch, and a fitness/nature trail. The parks assessed previously in this section provide points of comparison for Riverside, as well as benchmark figures for the formulation of pricing strategies for the new camping addition proposed in this Business Plan.

The current pricing structure at Riverside Park is as follows:

- Current Riverside use fees:
 - Day Use: \$5 per vehicle
 - Annual: \$50
 - Pavilion: \$50
 - Primitive site: \$5/tent
 - Basic campsite \$20/day; \$120/wk; \$275/mo
 - Full hook-up \$25/day; \$150/wk; \$450/mo
 - Dump station: \$25

In comparison, daily gate fees at Riverside are \$1 below the average other parks for entry fees of vehicles. On an annual basis, Riverside falls behind when compared to the competition by \$33 less. Raising both should not be a deterrent to visitors and a higher price point is fair as there is an opportunity to increase gate entry fees for vehicles based on similar provider pricing. To match gate fee pricing at the other parks, Riverside has leeway to increase daily resident vehicles up to \$6 daily and annual vehicle passes up to \$80.

Facility rentals at Riverside Park for pavilions are relatively low compared to the benchmark study. Riverside shelters asking price are \$10 less than the competitors average. At these levels, park users expect facilities with exceptional quality and clean settings. Pavilion rates should rise to \$85 to meet the market. New potential revenue sources may be identified by adding categories to the fee structure which could include:

- Day Use: \$6 per vehicle
- \$3 Boat Launch (\$30 annually)
- Annual: \$80
- Pavilion \$60
- Primitive site: \$10/tent

- Basic campsite \$30/day; \$150/wk; \$350/mo
- Full Hook Up \$35/day; \$175/wk; \$475/mo
- Boat storage \$100/month
- Trailer storage \$100/month
- Pet fee: \$2

2.5 NATIONAL PARTICIPATORY TRENDS IN RECREATION

Information released by Sports & Fitness Industry Association's (SFIA) 2015 Study of Sports, Fitness, and Leisure Participation reveals that the most popular sport and recreational activities include fitness walking, running/jogging, treadmill, free weights, and road bicycling. Most of these activities appeal to both young and old alike, can be done in most environments, are enjoyed regardless of level of skill, and have minimal economic barriers to entry. These popular activities also have appeal because of the social aspect. For example, although fitness activities are mainly self-directed, people enjoy walking and biking with other individuals because it can offer a degree of camaraderie.

Fitness walking has remained the most popular activity of the past decade by a large margin, in terms of total participants. Walking participation in 2014 reported over 112 million Americans had walked for fitness at least once.

2.5.1 General Fitness

National participatory trends in fitness have experienced some strong growth in recent years. Many of these activities have become popular due to an increased interest among people to improve their health by engaging in an active lifestyle. These activities also have very few barriers to entry, which provides a variety of activities that are relatively inexpensive to participate in, and can be performed by nearly anyone with no time restrictions.

The most popular fitness activity by far is fitness walking with over 112.5 million participants in 2013, which was a 2.9% increase from the previous year. Other leading fitness activities based on number of participants include running/jogging (51 million), treadmill (50 million), hand weights (42 million), and weight/resistant machines (36 million).

2.5.2 OUTDOOR RECREATION

Results from the Participation Report demonstrate increased popularity among Americans in numerous outdoor recreational activities. Much like the general fitness activities, these activities encourage an active lifestyle, can be performed individually or with a group, and are not limited by time restraints. The most popular activities in the outdoor recreation category included road bicycling (40 million), day hiking (36 million), and camping within ¼ mile of vehicle/home (29 million).

From 2009-2014, outdoor recreation activities that have undergone large increases were adventure racing (up 135.6%), backpacking overnight (up 30.2%), and BMX bicycling (up 26.5%). Over the same time frame, activities declining most rapidly were in-line roller skating (down 32.2%), camping within ¼ mile of home/vehicle (down 15.7%), and recreational vehicle camping (down 13.8%).



Riverside Park

□

National Participatory Trends - Outdoor Recreation					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Bicycling (Road)	39,127	40,888	39,725	-2.8%	1.5%
Hiking (Day)	32,542	34,378	36,222	5.4%	11.3%
Camping (< 1/4 Mile of Vehicle/Home)	34,012	29,269	28,660	-2.1%	-15.7%
Wildlife Viewing (>1/4 Mile of Home/Vehicle)	22,702	21,359	21,110	-1.2%	-7.0%
Camping (Recreational Vehicle)	16,977	14,556	14,633	0.5%	-13.8%
Birdwatching (>1/4 mile of Vehicle/Home)	13,847	14,152	13,179	-6.9%	-4.8%
Backpacking Overnight	7,757	9,069	10,101	11.4%	30.2%
Bicycling (Mountain)	7,367	8,542	8,044	-5.8%	9.2%
Skateboarding	7,580	6,350	6,582	3.7%	-13.2%
Roller Skating, In-Line	8,942	6,129	6,061	-1.1%	-32.2%
Climbing (Sport/Indoor/Boulder)	4,541	4,745	4,536	-4.4%	-0.1%
Climbing (Traditional/Ice/Mountaineering)	2,062	2,319	2,457	6.0%	19.2%
Adventure Racing	1,005	2,095	2,368	13.0%	135.6%
Bicycling (BMX)	1,858	2,168	2,350	8.4%	26.5%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.5.3 HUNTING / FISHING ACTIVITIES

Overall, activities related to hunting and fishing have experienced strong participation growth in recent years. Recently, the most popular of these activities in terms of total participants were freshwater fishing (38 million), target shooting with a handgun (14 million), and target shooting with a rifle (13 million).

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Activities experiencing the most rapid growth included kayak fishing (up 15.4%), archery (up 10.3%), and hunting with a bow (up 8.1%). Examining growth trends over the last five years, activities with the highest rate of growth were archery (up 32.5%), hunting with a handgun (up 20%), and target shooting with a handgun (up 11.7%). Over the last five years, the only activities that underwent a decrease in participation were saltwater fishing (down 9.5%), hunting with a shotgun (down 8.3%), freshwater fishing (down 7%), and hunting with a rifle (down 6%).

National Participatory Trends - Hunting / Fishing Activities					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Fishing (Freshwater)	40,646	37,796	37,821	0.1%	-7.0%
Target Shooting (Handgun)	12,919	14,370	14,426	0.4%	11.7%
Target Shooting (Rifle)	12,916	13,023	13,029	0.0%	0.9%
Fishing (Saltwater)	13,054	11,790	11,817	0.2%	-9.5%
Hunting (Rifle)	10,729	9,792	10,081	3.0%	-6.0%
Archery	6,368	7,647	8,435	10.3%	32.5%
Hunting (Shotgun)	8,611	7,894	7,894	0.0%	-8.3%
Fishing (Fly)	5,755	5,878	5,842	-0.6%	1.5%
Shooting (Sport Clays)	4,232	4,479	4,645	3.7%	9.8%
Hunting (Bow)	3,974	4,079	4,411	8.1%	11.0%
Shooting (Trap/Skeet)	3,519	3,784	3,837	1.4%	9.0%
Hunting (Handgun)	2,575	3,198	3,091	-3.3%	20.0%
Kayak Fishing	N/A	1,798	2,074	15.4%	N/A
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.5.4 WATER SPORTS / ACTIVITIES



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The most popular water activities were canoeing, recreational kayaking, and snorkeling. Recently activities experiencing the greatest increase in participation included stand-up paddling, windsurfing, and white-water kayaking. Activities declining most rapidly were water skiing and jet-skiing.

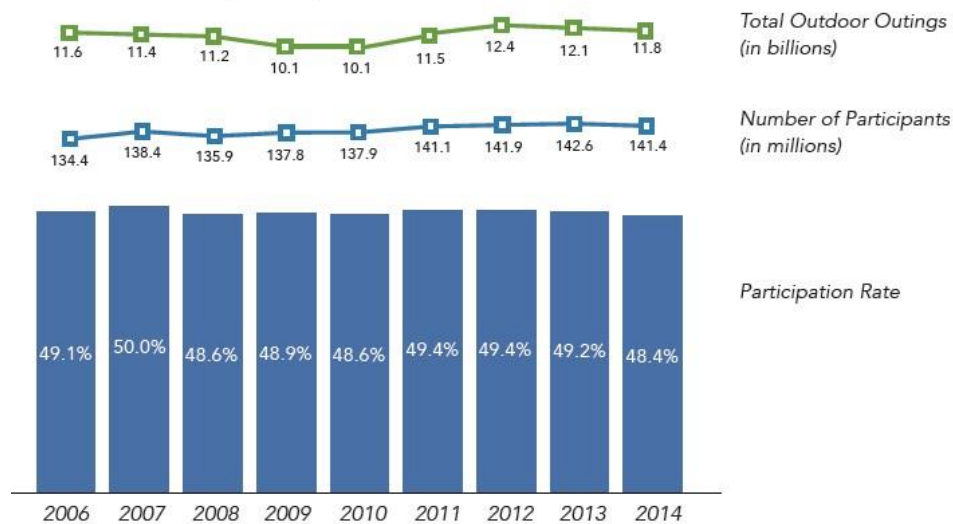
National Participatory Trends - Water Sports / Activities					
Activity	Participation Levels			% Change	
	2009	2013	2014	13-14	09-14
Canoeing	9,997	10,153	10,044	-1.1%	0.5%
Kayaking (Recreational)	6,226	8,716	8,855	1.6%	42.2%
Snorkeling	9,827	8,700	8,752	0.6%	-10.9%
Jet Skiing	7,770	6,413	6,355	-0.9%	-18.2%
Water Skiing	5,228	4,202	4,007	-4.6%	-23.4%
Sailing	4,284	3,915	3,924	0.2%	-8.4%
Rafting	4,485	3,836	3,781	-1.4%	-15.7%
Scuba Diving	2,970	3,174	3,145	-0.9%	5.9%
Wakeboarding	3,561	3,316	3,125	-5.8%	-12.2%
Kayaking (Sea/Touring)	1,776	2,694	2,912	8.1%	64.0%
Stand-Up Paddling	N/A	1,993	2,751	38.0%	N/A
Surfing	2,505	2,658	2,721	2.4%	8.6%
Kayaking (White Water)	1,306	2,146	2,351	9.6%	80.0%
Boardsailing/Windsurfing	1,218	1,324	1,562	18.0%	28.2%
NOTE: Participation figures are in 000's for the US population ages 6 and over					
	Large Increase (greater than 25%)	Moderate Increase (0% to 25%)	Moderate Decrease (0% to -25%)	Large Decrease (less than -25%)	

2.6 OUTDOOR RECREATION PARTICIPATION TRENDS

Every year, the Outdoor Foundation publishes the Outdoor Recreation Participation Topline Report, which is a special report providing a snapshot of participation in outdoor activities among Americans. The information analyzed for this report is derived from a nationwide survey conducted by the Physical Activity Council that received nearly 11,000 responses from households and individuals for 2014. These are the same survey results utilized for the SFIA's 2015 Study of Sports, Fitness, and Leisure Participation Report, except that results are narrowed to only analyze activities taking place outdoors.

Survey results show that nearly half (48.4%) of all Americans participated in at least one outdoor activity in 2014, which represents 141.4 million participants totaling 11.8 billion outdoor outings. This was a slight drop from 2013 figures, which resulted in the lowest participation rate since the report began in 2006. The chart below describes the total number of outdoor outings, number of participants, and participation rates for outdoor activities since 2006.

Outdoor Participation, 2006 to 2014



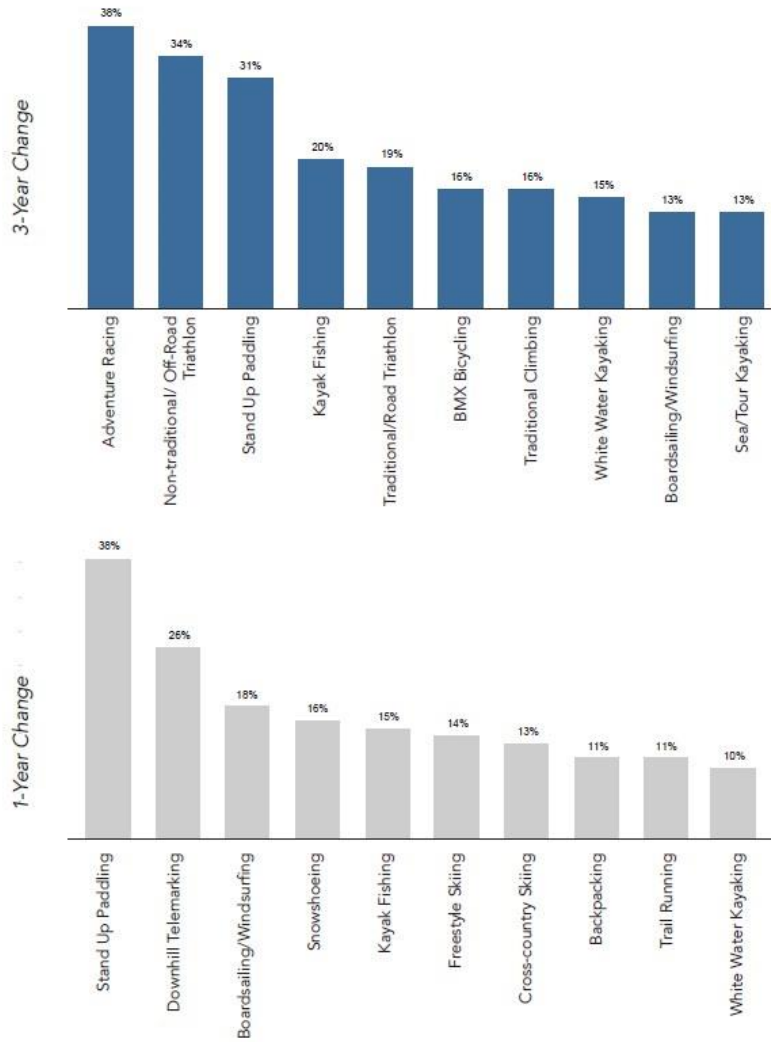
*Source: Outdoor Recreation Participation Topline Report 2015

The following charts illustrate the top outdoor activities in terms of participation growth in recent years by assessing the 3-year and 1-year change. Over the last three years, racing activities and water sports have emerged as the fastest growing outdoor activities, while the most recent year has seen strong growth from water and snow sports/activities.



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Top Outdoor Activities for Growth



*Source: Outdoor Recreation Participation Topline Report 2015

By segmenting results from the survey, we can distinguish between youth / young adult (ages 6-24) and adult (ages 25+) participation in outdoor activities. Data from the study shows the top five most popular outdoor activities by participation rate and the top five favorite outdoor activities by participation frequency for youth / young adult and adult age segments.

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The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for youth ages 6-24.

Most Popular Youth Outdoor Activities (ages 6-24)		
Activity	% of Youth	Total Youth Participants
Running, Jogging, Trail Running	25.6%	20.7 million
Bicycling (Road, Mountain, BMX)	21.2%	17.2 million
Camping (Car, Backyard, RV)	18.5%	15.0 million
Fishing (Fresh, Salt, Fly)	18.0%	14.6 million
Hiking	12.8%	10.4 million

*Source: Outdoor Recreation Participation Topline Report 2015

Favorite Youth Outdoor Activities (ages 6-24)		
Activity	Avg. Outings per Participant	Total Youth Outings
Running, Jogging, Trail Running	87.2	1.8 billion
Bicycling (Road, Mountain, BMX)	67.2	1.2 billion
Skateboarding	52.8	245.7 million
Surfing	23.4	25.8 million
Birdwatching	22.9	61.9 million

The charts below describe the most popular (rate) and favorite (frequency) outdoor activities for adults over the age of 24.

Most Popular Adult Outdoor Activities (ages 25+)		
Activity	% of Adults	Total Adult Participants
Running, Jogging, Trail Running	15.8%	33.0 million
Fishing (Fresh, Salt, Fly)	15.0%	31.4 million
Bicycling (Road, Mountain, BMX)	12.8%	26.8 million
Hiking	12.4%	25.9 million
Camping (Car, Backyard, RV)	12.2%	25.5 million

*Source: Outdoor Recreation Participation Topline Report 2015

Favorite Adult Outdoor Activities (ages 25+)		
Activity	Avg. Outings per Participant	Total Adult Outings
Running, Jogging, Trail Running	79.5	2.6 billion
Bicycling (Road, Mountain, BMX)	54.3	1.5 billion
Birdwatching	39.1	409.7 million
Wildlife Viewing	28.0	450.1 million
Hunting	23.3	245.6 million

2.7 NATIONAL CAMPING TRENDS

Although participation in camping has experienced a decline in recent years, camping remains a popular activity in the U.S. based on sheer volume of participants. This popularity is due in large part to the inherent flexibility and affordability of the camping experience. Camping has evolved to accommodate a wide range of users and lifestyles and brings a variety of peripheral outdoor experiences to campers. The following statistics are the findings from the most recent *2014 American Camper Report*, conducted through the partnership of The Outdoor Foundation and Coleman Company, Inc.

2.7.1 CAMPING PARTICIPATION

The chart below describes the total number of American campers over 6 years of age each year from 2007 to 2013, as well as the number of campers for the three most popular types (backyard/car camping, RV camping, and backpacking). Percentages for each category represent how these figures stack up against the U.S. population.



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Just over 40 million Americans reported they went camping in 2013, which was a minimal decline from the 2012 total. Since 2007, total number of campers has followed an up and down trend, and the recent stagnation suggests that participation figures may be on the rise in upcoming years. Participation by camping type remained steady in 2013, as backyard/car camping (29.3 million) was the most popular form, followed by RV camping (14.6 million) and backpacking (9.1 million). The research also reveals that Americans went camping a total of 597.7 million days in 2013, which means the average camper went camping for a total of 14.9 days during the year.

All Americans, Ages 6+



Note: Some campers participated in both backyard/car camping and RV camping.

*Source: 2014 American Camper Report

2.7.2 DEMOGRAPHICS OF CAMPERS

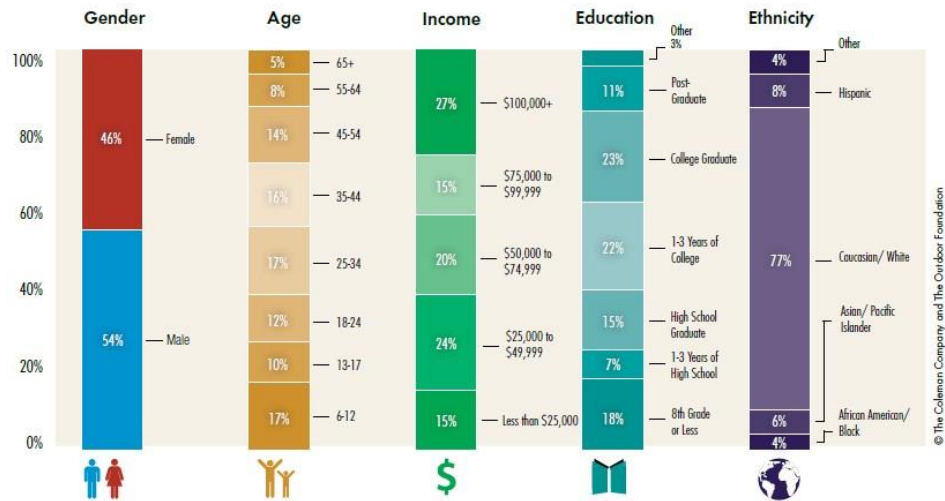
The graphic below describes the demographic characteristics of campers as reported in 2013. Over forty percent of campers have an income of \$75,000 or more, with a full 27% reporting income in excess of \$100,000. Also, nearly 60% of campers have at least some college education, so campers tend to be affluent and well educated.

Caucasians make up 84% of campers, followed by Hispanics (8%), Asian/Pacific Islander (6%), and African Americans (4%). Participation in camping among Hispanics has been trending upwards in recent years, which is of interest to the future design of camping experiences, considering their social tendencies of being family oriented and gathering in large groups.

The median age of campers in the U.S. is around 32 years old, which is a year younger than the median age for the previous five years. There is a correlation between young adults and middle-age campers and youth participants since many camping trips involve families. Although the 55+ segment only represents 13% of campers, many researchers believe that this group of campers will begin to rise dramatically as more retiring baby boomers hit the outdoors.

Demographics

Campers, Ages 6+



*Source: 2014 American Camper Report



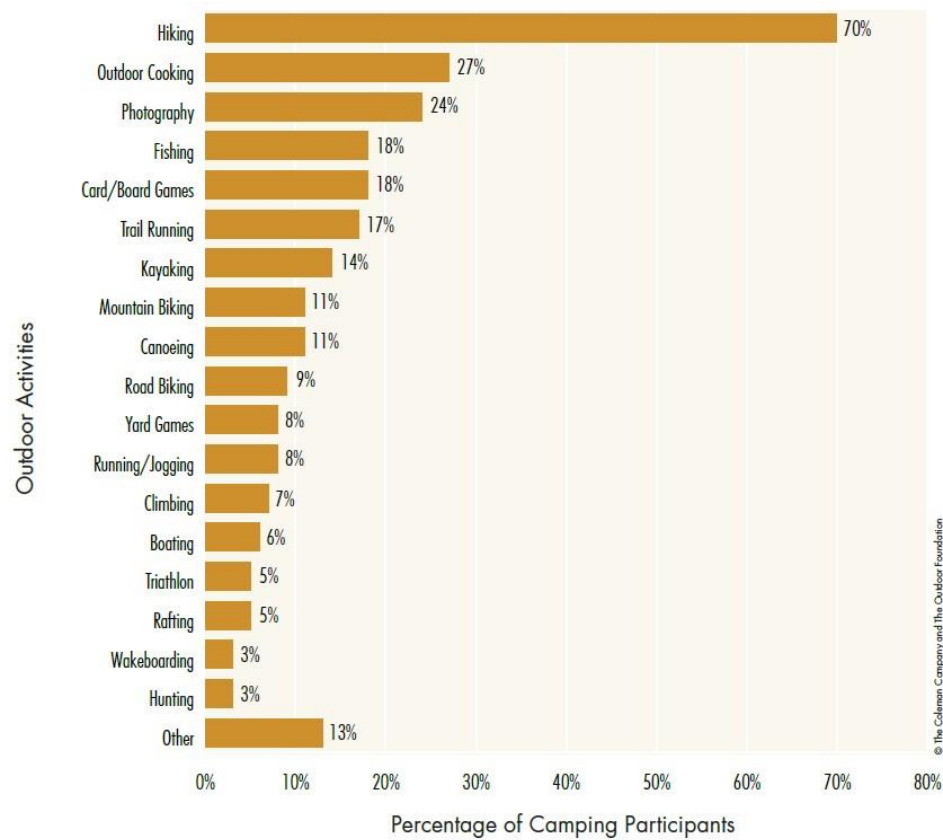
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2.7.3 CAMPING AS GATEWAY ACTIVITY

Camping is considered a gateway activity because it often leads to participants engaging in additional outdoor activities. Statistics show that 87% of campers participated in some other outdoor activity during their camping trip, so it is very important that camping experiences have a wide variety of supporting amenities and activities for participants. The chart below reveals the most popular sport and leisure activities that campers over the age of 18 participate in during their trip.

Favorite Activities while Camping

Campers, Ages 18+

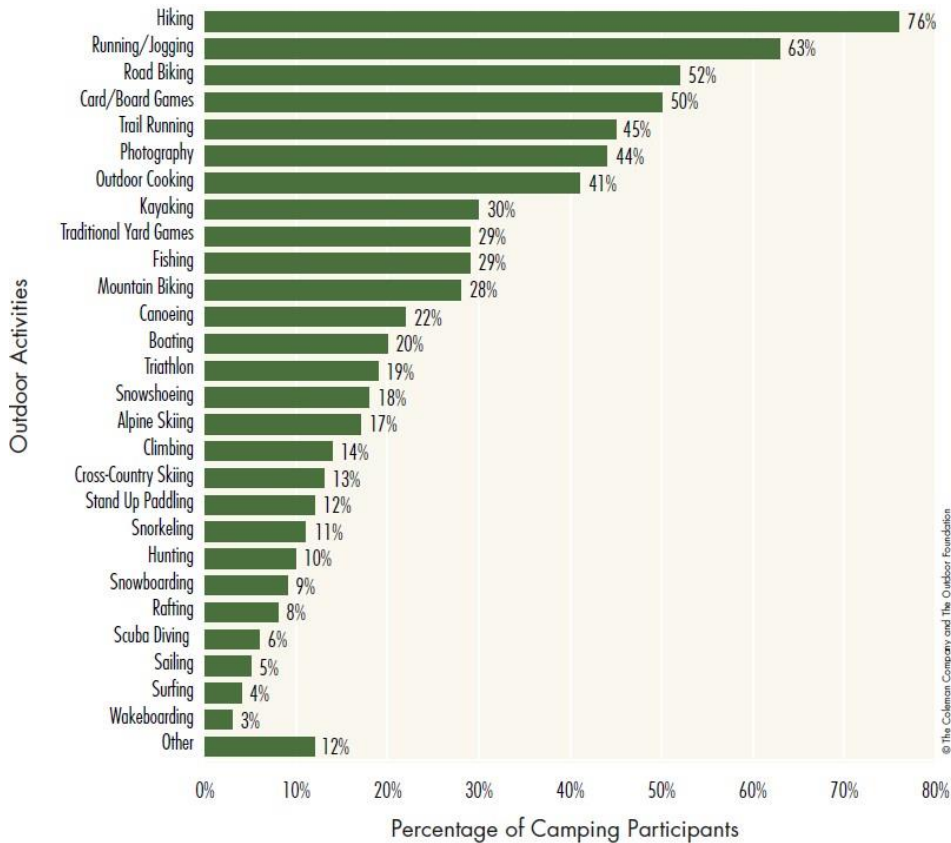


*Source: 2014 American Camper Report

With the understanding that the previous chart has some limitations in describing user behavior based on the amenities and activities that are present in each setting, it is also insightful to examine the most popular activities among participants when they are not camping. The chart below describes the general sport and leisure participation among campers over the age of 18. This information provides an understanding of activities that campers are interested in, which can be useful in determining the types of activities that would be most sought after from a camping experience.

General Sports and Leisure Participation

Campers, Ages 18+



*Source: 2014 American Camper Report



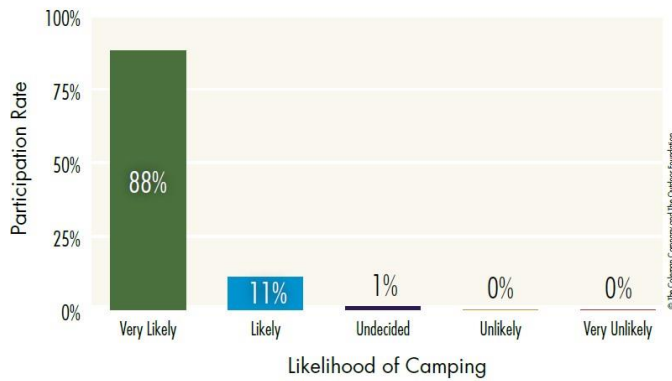
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2.7.4 REPEAT CUSTOMERS

Based on survey findings, campers tend to be very loyal customers, as they plan to repeat their experience within the next year at a very high rate. The diagram below illustrates that 88% of campers say they are 'very likely' to camp in the next year, with an additional 11% stating their chances are 'likely'. Only 1% were 'undecided' whether they would camp in the near future, and none of those surveyed believed a repeat experience was 'unlikely' or 'very unlikely'.

Likelihood of Camping Next Year

Camper, Ages 18+

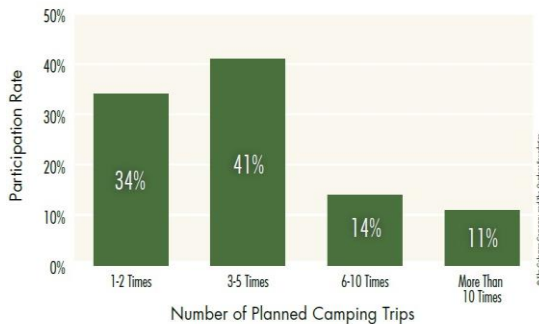


*Source: 2014 American Camper Report

As observed below, campers are not only likely to return, they are also repeating at a frequent rate. Based on the number of camping trips planned in the next year, we find that 66% of campers expect to do so more than three times.

Number of Trips Planned

Camper, Ages 18+

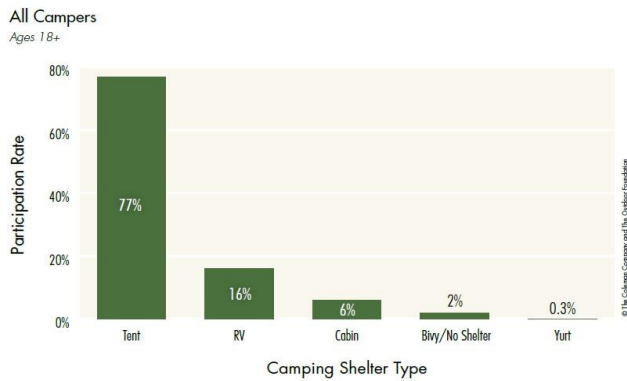


*Source: 2014 American Camper Report

2.7.5 TYPES OF CAMPING

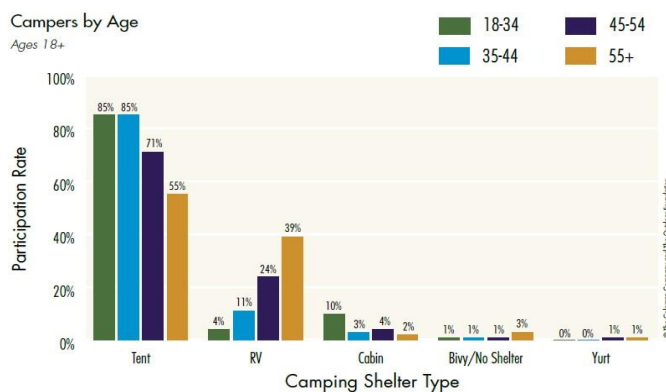
Different types of camping can accommodate different styles of campers. A variety of available camping options were identified in the *American Camper Report*, including tents, RVs, cabins, bivy/no shelter, and yurts. Overwhelmingly, tent camping (77%) is the preferred type of camping for all campers age 18 or older, followed by RV (16%) and cabin (6%).

Primary Type of Camping Shelter



*Source: 2014 American Camper Report

The following graph assesses the age of participants by camping shelter type. This reveals that the younger segments are primarily camping in tents, while the older segments prefer more diverse camping experiences. Surprisingly, the oldest age group is participating in the most rugged experience (i.e., bivy/no shelter) at a higher rate, although this style of camping pales in comparison to the more popular forms.



*Source: 2014 American Camper Report



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□

According to the Recreation Vehicle Industry Association's most recent ownership report, the fastest growing cohort of RV owners in 2013 was 35 to 44 years old, which is just slightly less than the industry's largest cohort of owners, which are between 45 and 54 years old. The average American RV owner was 50 in the 1980s, and today that age is 48 and falling.

"You used to think of RVs and think of the cigar-smoking grandpa and the retired couple," said Matt Rose, Director of Recreation Vehicles at the Indiana Manufactured Housing Association-Recreation Vehicle Indiana Council, "but not anymore." That could be good news for not only RV manufacturers, but also for RV parks.

"They spend more money on experience than on a material good," said Rose, who coordinates retail shows. He has seen that these younger RVs spend more money while traveling and take more frequent trips.

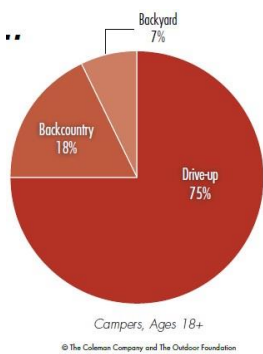
As the baby boomer population continues to swell and enter retirement, the 55+ generation is one to review as the buyer of a less expensive means for gaining their camping experience. The RV lifestyle for retired adults may be a sign of the past.

2.7.6 EXPERIENCES

This section explores where camping typically takes place, along with the duration and seasonality of the experience.

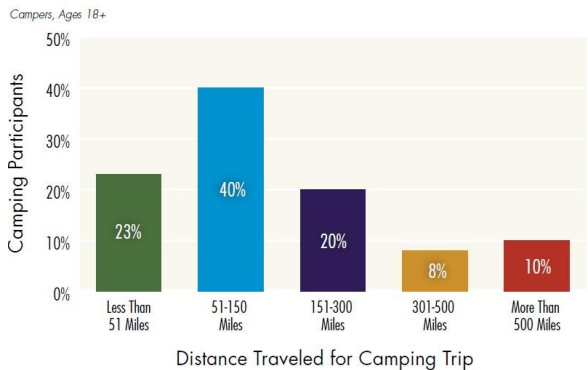
The following charts describe the setting and the distance traveled for camping experiences. Three-fourths of camping trips take place in a drive-up setting, followed by backcountry (18%) and backyard (7%) camping. Survey data shows that adult campers traveled an average of 186.7 miles from home to reach their camping destination. Sixty percent of campers travel between 51-300 miles to camp, while only 23% stay within 50 miles of home and nearly 20% travel over 300 miles. These figures show that camping experiences can draw users from long distances.

Type of Trip

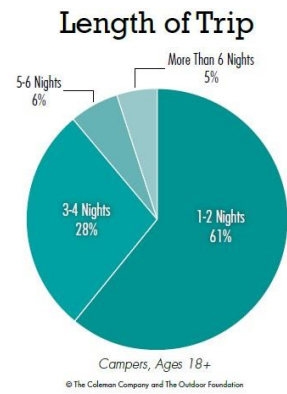


*Source: 2014 American Camper Report

Distance from Home

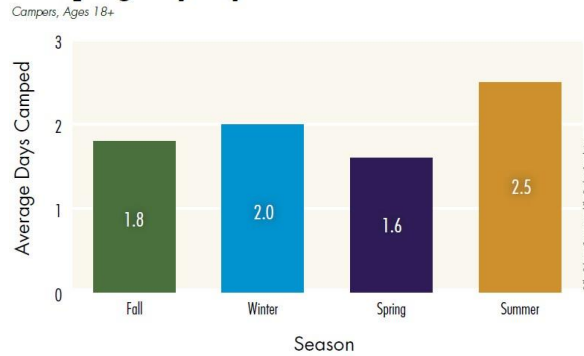


Most campers' length of stay is 1-2 nights (61%), followed by 3-4 nights (28%) and 5+ nights (11%). The seasonality of camping trips affects the length of stay, as the summer months average a duration of 2.5 nights, with winter surprisingly reporting the second longest average stay at 2 days.



*Source: 2014 American Camper Report

Camping Days by Season



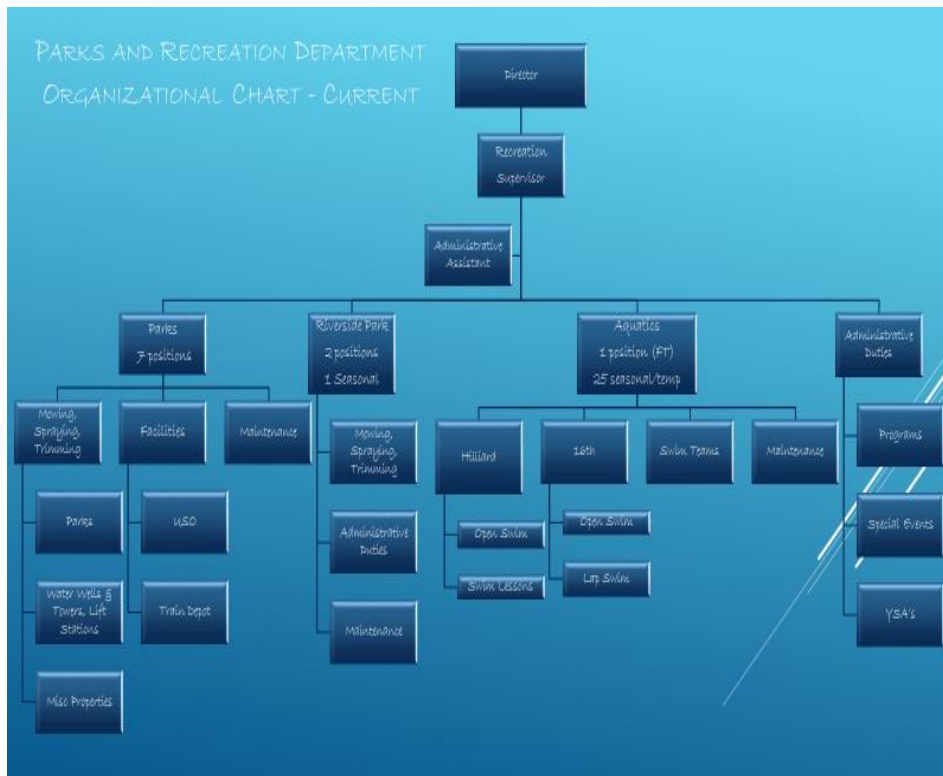


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CHAPTER THREE - FUNCTIONAL ORGANIZATIONAL STRUCTURE

This proposed functional organizational structure addresses and evaluates the park's capability to achieve the vision, and act on the existing recommendations with existing staff. The park operates in a very efficient manner currently, but needs to address how they can act on achieving the goals and recommendations outlined in this business plan. This will require some slight organizational changes.

The functional organizational structure was developed for park and city leaders to consider. The goal of establishing a functionally based organizational structure is to correctly align the duties and responsibilities of the park with the expectations of city leaders and the community to achieve the goals outlined in the business plan.



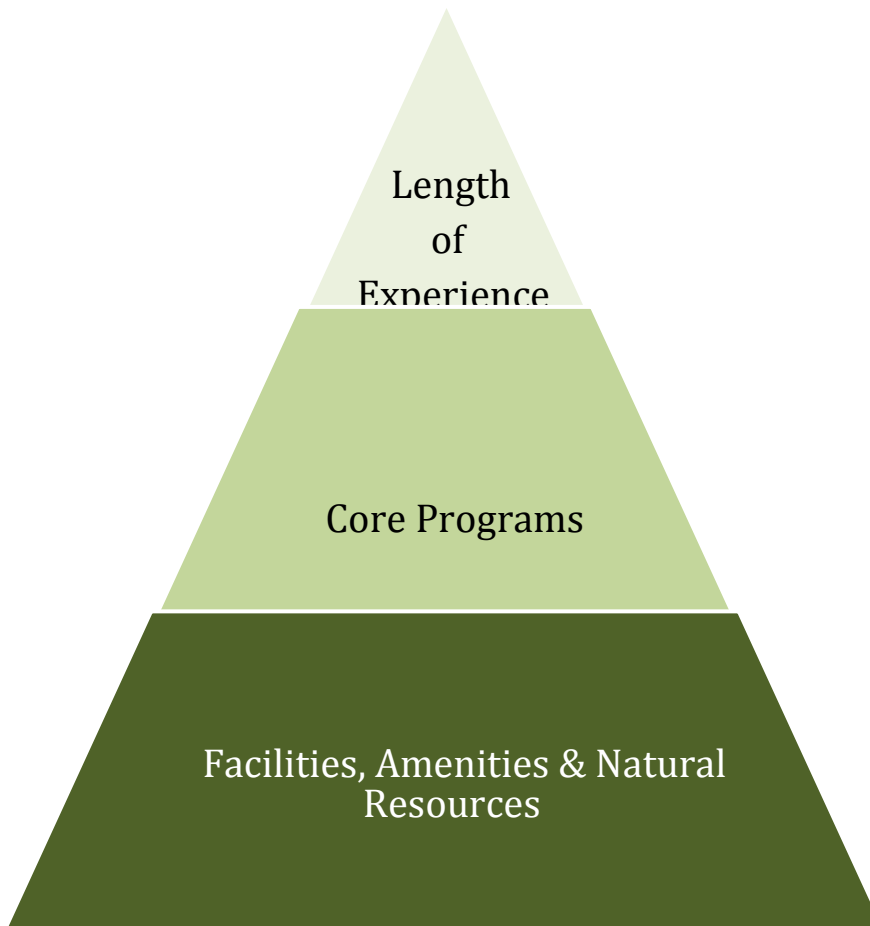
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Additional staff required for optimal park operations during peak season would be one full time Riverside Ranger and two more seasonal positions.

CHAPTER FOUR- THE FORMATION OF A DESTINATION PARK

4.1.1 DESTINATION LOCATIONS

The components shown below are required to make a destination park. The longer people stay the more they feel a connection with the park. Core programs create energy in the park that drive and activate people in the park. The park must have facilities and amenities with wide-age appeal.



The meaning of the pyramid shows that core programs and quality amenities create a stronger length of stay which translates into more dollars spent in the park.



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4.1.2 DESTINATION RIVERSIDE PARK

The pyramid chart demonstrates how important it is to tie length of stay to programs that are connected to recreation amenities in the park.



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The formation of a destination park such as Riverside Park must support at minimum five experiences for each age segment in a recreation person's life. The reason for this logic is similar to the popularity of destination shopping experiences at the local mall. The greater the number of choices for the consumer to choose from, the greater the opportunity to sell product. The age segments in a person's life are as follows:

- age 2-5, age 9-12, age 13-15, age 16-18, age 19-30, age 31-45, age 46-60, age 61-70, age 71-75 and age 76+.
- The following programs were recommended, as well as additional amenities that support at least five experiences per age segment in the park.

RIVERSIDE PARK: DESTINATION LOCATION												
AGE SEGMENT APPEAL			AGE SEGMENTS									
FACILITIES AND AMENITIES	Length of											
	Experience	2-5 yrs	6-8 yrs	9-12 yrs	13-15 yrs	16-18 yrs	19-30 yrs	31-45 yrs	46-60 yrs	61-70 yrs	71-75 yrs	76+ yrs
TRAILS	2-8 hours	*	*	*	*	*	*	*	*	*	*	*
ADVENTURE FITNESS	90 mins			*			*	*	*	*		
RIVER / AQUATIC FACILITIES	2-4 hours	*	*	*	*	*	*	*	*	*	*	*
PLAYGROUND	1-3 hours	*	*	*	*	*	*	*	*	*	*	*
OPEN SPACE	1 hour	*	*	*	*	*	*	*	*	*	*	*
SPECIAL EVENT AREA	2-4 hours	*	*	*	*	*	*	*	*	*	*	*
CAMPGROUND	1-7 Days	*	*	*	*	*	*	*	*	*	*	*
SHELTERS / PICNIC AREAS	2-4 hours	*	*	*	*	*	*	*	*	*	*	*
DISCOVERY / NATURE EXPERIENCES	1-2 hours	*	*	*	*	*	*	*	*	*	*	*
WALKING / DOG WALKS	1-7 hours	*	*	*	*	*	*	*	*	*	*	*
ACCESS TO GOLF COURSE	2-8 hours			*	*	*	*	*	*	*	*	*
ARCHERY RANGE	1-4 hours		*	*	*	*	*	*	*	*	*	*
VISITOR CENTER / GIFT SHOP	1 hour	*	*	*	*	*	*	*	*	*	*	*
CORE PROGRAMS			Length of									
	Experience	2-5 yrs	6-8 yrs	9-12 yrs	13-15 yrs	16-18 yrs	19-30 yrs	31-45 yrs	46-60 yrs	61-70 yrs	71-75 yrs	76+ yrs
RECREATION AND WELLNESS	1-2 hours		*	*	*	*	*	*	*	*	*	*
OUTDOOR RECREATION / ADVENTURE	1-2 hours		*	*	*	*	*	*	*	*	*	*
CAMPING	1-7 days	*	*	*	*	*	*	*	*	*	*	*
NATURE, SCIENCE / ENVIRONMENTAL	1-2 hours	*	*	*	*	*	*	*	*	*	*	*
SPECIAL EVENTS	2-8 hours	*	*	*	*	*	*	*	*	*	*	*
KIDS AND FAMILY	1-4 hours	*	*	*	*	*	*	*	*	*	*	*

4.2 CORE PROGRAMS AND SERVICES

The recommended core programs and services for Riverside Park based upon the following criteria and elements:

- Industry best practices and emerging trends
- Natural resources present at the site
- Initial Phase Development Plans

These core programs and services are organized into three major categories - Recreation and Wellness, Outdoor Recreation / Adventure, and Nature, Science / Environmental Education. These programs are designed to achieve the following for Riverside Park:



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- Increase the public engagement and appeal of Riverside Park to existing users
- Improve the appeal of Riverside Park to new users
- Create new and reliable sources of earned revenues

4.2.1 RECREATION PROGRAMS / SERVICES

Develop programs that feature recreation and wellness themes, including healthy lifestyles in the outdoors. Examples of programs include, but are not limited to:

- Guided and unguided fitness walks and runs at Riverside Park trails.
- Fitness signage for Riverside Park trails that feature distance and speed = calories burned, scaled workouts via hiking and trail running, and suggested hiking training tips.
- Adventure races or race series: trail running, kayaking, or multi-sport.
- Outdoor health challenges that feature unguided opportunities for visitors to earn “miles” toward discounts at future park visits or prizes supported by private sector sponsors.
- Scavenger hunts associated with Riverside Park trails with prizes available upon completion.
- Skill builder workshops - these can be single or multi-day events that are focused on acquiring and/or mastering new skills in the outdoors. Examples include kayaking, backpacking, backcountry camping, wilderness survival, orienteering, outdoor cooking, etc.
- Adventure sport festivals and expositions that combine exposition or competitive outdoor recreation activities, vendors, and music/entertainment.

4.2.2 OUTDOOR ADVENTURE RECREATION

Develop programs that feature outdoor themes. Examples of programs include, but are not limited to:

- Youth leadership programs - single and multi-day experiential learning programs designed for older youth that utilize the outdoor leadership course and focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.
- Outdoor summer camps in adventure recreation.
- Outdoor skill development programs in archery, hunting, hiking, camping, fishing, kayaking.
- Adult leadership programs - single and multi-day experiential learning programs designed for adults that utilize the outdoor leadership course and focuses on leadership, participation, and problem solving in natural resource scarcity and conservation issues.
- Outdoor art programs on site using natural elements.

4.2.3 NATURE, SCIENCE, AND ENVIRONMENTAL EDUCATION

Develop new programs that feature themes of natural science and history. Many of these suggestions are types of programs that are envisioned at Riverside Park. Examples of programs include, but are not limited to:

- Programs that educate people about wildlife in the park
- Astronomy programs and presentations
- Guided and unguided interpretive nature walks at Riverside Park with seasonal themes

- Seasonal bird watching and wildlife viewing - construction of viewing areas around “blinds” that can be used during different seasons to view different birds and wildlife. Establish an eco-tourism program and market it to birders.
- Stewardship workshops - provide single or multi-day workshops focused on techniques for resource stewardship by the average person or family.
- Skill builder workshops on bird, wildlife, or plant identification and historic lifestyle skills.
- School and youth programs aligned to either state education or merit requirements that focus on natural sciences, conservation, and historic and cultural studies.

4.2.4 YEAR-ROUND PROGRAMMING

To strengthen existing user markets and build new ones, the following key strategies are recommended for core programs and services. The recommendations that follow are provided as a framework through which Riverside Park can organize and expand its programs and services that target specific user groups. The programs serving the target user market segments recommended in this framework will reflect the core areas of focus identified above - Recreation and Wellness, Outdoor Recreation / Adventure, and Nature, Science, and Environmental Education.

4.2.4.1 ACTIVE SENIORS PROGRAM PLAN

The goal of the active senior program plan is to create experiences that engage active retirees and seniors to participate in programs and services at Riverside Park more aggressively than the status quo. This specifically is designed to be an active recreation program plan for senior adults over the age of 55 for the next ten years. The following recommendations are a targeted framework for developing and delivering programs for active seniors at Riverside Park:

- Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of active seniors including, but not limited to, wildlife viewing, fishing, health and wellness, and low-intensity action sports.
- Identify key media outlets to promote and market programs and services uniquely designed for seniors provided at Riverside Park (i.e., magazines, websites, etc.).
- Establish “working” partnerships with organizations and associations where memberships are primarily focused around retirees and seniors, but also share common values with Riverside Park to provide programs and services aligned with the unique criteria and focus of each organization.
- Plan programs serving active retirees and seniors a minimum of six months in advance of their intended facilitation to allow time for sufficient marketing and promotion.
- Have campground programs for people who want to camp on site.

4.2.4.2 YOUTH SERVICES PARTNERSHIP PLAN

The goal of the youth services partnership plan is to establish relationships with key organizations serving youth in the primary and secondary service markets that create a captive and reliable market for Riverside Park programs and services. The following recommendations are a targeted framework for developing and delivering programs for youth service organizations:

- Establish “working” partnerships with youth service organizations such as Girl Scouts, Boy Scouts, Boys and Girls Club and 4-H for consistent programs in merit advancement, etc.



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- Establish “working” partnerships with schools to provide programs and services that are aligned with state education standards and evaluation criteria in science, math, reading and writing, and social studies.
- Establish “working” partnerships with general youth groups that share common values with Riverside Park to provide programs and services that are aligned with the unique criteria and focus of each organization.
- Plan programs serving youth service organizations a minimum of six months in advance of their intended facilitation to allow time for sufficient marketing and promotion.

4.2.4.3 ENGAGING TEEN PARTICIPATION

Teenagers make up a critical user group for parks and recreation departments; however, this group tends to be one of the most elusive in terms of overall participation in programs. It is important to engage teens in recreation offerings to ensure that youth are creating a positive impact in the community. Furthermore, a department that is effective in capturing the teen segment is potentially tapping into strong volunteer candidates and aid in the development of future leaders.

Due to the challenge in customer acquisition among teenagers, the City of Indianapolis with Ball State University conducted a study on how parks could use to better engage teens in environmental and recreation programs. The semester-long project resulted in technical reports, brochures highlighting the proposed programs, and final presentation at the *Building Better Communities Showcase* event. The following key themes and recommendations resulted from the study:

- **Outdoor Challenge (ECOC)** - Students proposed a series of environmental skill sets to be completed for teenagers. This group proposed a combination of outdoor activities as challenges to be completed. It envisioned that teenagers would earn points or rewards after completing them. Students could complete the mini-skill programs over a period of weeks or months. In this way, the ECOC Program incorporated competition and could lead to specific rewards or outcomes. A possible reward proposed was a camping trip or zip line adventure.
- **Connecting to Popular Culture and Trends** - Outdoor activities proposed as challenges to be completed included fishing, hiking, photography, and others. An interesting element of the ECOC skill-based programs was archery. Other park and recreation agencies have invested in developing outdoor skill development programs, such as archery programs. The Community Partner Contact for the project had expressed early in the project that there could be interest in an archery program. The rise in archery programs relates to teenage interest in popular culture and movies that have promoted archery. The year 2012 saw the popularity of the *Hunger Games* and a rise in interest in archery in the U.S. Archery programs in several cities saw growth in participation.
- **Comparing Ideas to Other Parks Departments** - When evaluating Ball State students’ projects, we can consider what other park and recreation departments are doing to better engage teenagers in the United States. Other city parks offer outdoor skill development programs, and these may include actual work programs, such as conservation crews to help clean up the parks. Researchers have noted the importance of rites of passage programs for youth, particularly for minority youth (Pinckney et al., 2011). Parks and recreation departments may be able to facilitate rites of passages programs. One component of these programs is the need for community projects, so that youth can form identities that include giving something back to their

communities. At the same time, it may be important to respect their cultural identity and role of family, particularly for children of immigrants. This was noted as important by researchers of Hispanic youth, that their cultural identity should not be lost in efforts for acculturation or assimilation (Rodriguez et al., 2012.)

Evaluating Student Ideas for Programs - When evaluating student projects, it is important to consider their relevance to the Bay City Parks system. This information helps to legitimize the proposal, in that it is a reasonable assumption that Riverside Park could support archery activities if an archery range was already in existence. Riverside Park can promote environmental skill development, such as photography shoots, kayak/canoeing lessons, pistol ranges, and endurance events. The idea of endurance events that challenge young adults to stretch themselves to new levels of physical fitness and professional skill development leads to another group program proposal.

- **Parkour and Obstacle Course** - Parkour is an activity that can be practiced alone or with others and is usually carried out in urban spaces, though can be done anywhere. Parkour involves seeing one's environment in a new way, and imagining the potential for navigating it by movement around, across, though, over and under its features. Even though this group stretched the limits of what would be considered an environmental program for teenagers, they did think creatively about what might attract teenagers to public parks. Apparently, groups promoting Parkour exist in other parts of Texas, such as in Houston and Austin (<http://www.houstonpress.com/arts/rest-of-the-best-10-best-places-for-parkour-in-houston-6378787>). The Ball State students' idea of Parkour was "thinking outside the box" in some ways of what is traditionally thought of as acceptable in a public park setting. However, it is similar to the philosophy of ropes courses which could be developed at Riverside Park. A zip line course also represents challenge and risk as well as adventure.
- **Obstacle Courses as an Alternative** - While Parkour was met with some concern, given liability concerns, it may be possible to have some other version of this idea of a physically challenging program with goals and a course to maneuver through stations. Obstacle courses could be an alternative. These obstacle courses could be available on a short-term basis and allow for lower risk and liability concerns. An example is provided from Winchester, Virginia Parks and Recreation Department. They are providing the World Explorer Obstacle Course in June of 2016. Participants will "jump, dash, crawl, weave, balance, and slip slide through ten different country-themed obstacles." (Available from: <http://www.winchesterva.gov/international-festival/world-explorer-obstaclecourse>, para. 1). Note that this would involve less risk to participants than higher elements associated with a Parkour course. An obstacle course could have a competitive dimension. Winners could be awarded prizes or general incentives for participation and places in the competition.
- **Rewards and Incentives Programs** - The first two programs suggest the importance of incentives or reward programs. One of the ideas was to provide a small sample of teenagers with a wilderness adventure or camping trip away from Bay City, after they had participated in programs at Riverside Park. An example of a wilderness or camping trip provided to a small group of teenagers can be reviewed with the Portland, Oregon Parks and Recreation. Portland offers a wilderness skills overnight program for five days for teenagers ages 11-17. Portland also offers some other innovative teenager programs. In addition to a wilderness adventure, they offer programs close to home. This could be offered as a reward system for teenagers who volunteer



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to do conservation work in their local parks. Portland also provides examples of skill development programs, for example, a youth conservation crew and summer naturalist programs. Their GRUNT program (Greenspaces Restoration & Urban Naturalist Team) combines skill development in outdoor settings with professional career mentoring and environmental awareness. It may be possible to have junior naturalists, i.e., younger teens, mentored by older students to have more young adults involved in camps. Teenagers would learn skills with environmental systems as well as working with children. Part of the motivation for the immersive learning course was that college students would be able to relate to the teenage years and propose relevant ideas.

Outdoor Skills Programs and Texas Curriculum - Take Care of Texas is a statewide campaign from the Texas Commission on Environmental Quality that provides helpful information on Texas' successes in environmental protection and encourages all Texans to help keep our air and water clean, conserve water and energy, reduce waste, and save money in the process! This campaign raises awareness of how each of us can make our state a better place to live, work, and play. Everyone's first step to Take Care of Texas is to learn about ways to get involved Take Care of Texas offers free publications, lesson plans and educational materials for kids and adults, and get involved in the Take Care of Texas community.

Geocaching in Riverside Park - We already have active geocaching sites at Riverside Park. Social media was proposed for teenagers to record their participation in geocaching in the park and grow interest in the outdoor activity. Competitive elements were also considered to try to engage teenagers. One hope with geocaching activities being proposed by college students was that it would combine technology with outdoor recreation and thereby connect to teenagers through modern technological tools, with which they are already familiar. For example, some cell phones have GPS capability installed, and teenagers are very aware of cell phone technology.

4.2.4.4 FAMILY PROGRAM PLAN

The goal of the family program plan is to create experiences that engage families to participate in programs and services at Riverside Park more aggressively than the status quo. This is specifically designed to increase programs targeted toward family recreation services and to increase families participating together. The following recommendations are a targeted framework for developing and delivering programs.

- Establish a program plan to develop and facilitate programs and services that meet the current and emerging needs of families including, but not limited to, wildlife viewing, hiking, kayaking, archery, camping, health, wellness, and action adventure sports.
- Identify key media outlets to promote and market programs and services uniquely designed for families provided at Riverside Park (i.e., magazines, websites, etc.).
- Improve kid-focused attractions such as an interpretive or nature based playgrounds as part of the Initial Plan Development.
- Develop official adventure/extreme sport venues, including a kayaking and archery skill course and climbing tower activities positioned in appropriate strategic locations of the park.
- Plan programs serving families a minimum of six months in advance of their intended facilitation to allow time for sufficient marketing and promotion.
- Family outdoor learning in camping, fishing, kayaking, archery, and hiking.

4.2.4.5 ADAPTIVE SPORTS PROGRAM PLAN

The goal of the adaptive sports program plan is to create experiences and opportunities that engage people with disabilities to participate in programs and services at Riverside Park more aggressively than the status quo. The following recommendations are a targeted framework for developing and delivering programs for people with disabilities and special needs:

- Establish a program plan to develop and facilitate adaptive programs and services that meet the current and emerging needs of people with disabilities including, but not limited to, wildlife viewing, health and wellness, camping, trail sports, and low-intensity action sports.
- Identify key media outlets to promote and market programs and services uniquely designed for people with disabilities provided at Riverside Park (i.e., magazines, websites, etc.).
- Establish “working” partnerships with organizations and associations where membership is primarily focused around people with disabilities who share common values with Riverside Park managing entities to provide programs and services that are aligned with the unique criteria and focus of each organization.
- Identify key partnership opportunities to leverage private sector funding support of the costs of services of providing programs to people with disabilities.
- Plan programs serving people with disabilities a minimum of six months in advance of their intended facilitation to allow time for sufficient marketing and promotion.

4.2.4.6 SPECIAL EVENTS

It is important to utilize special events and competitions at Riverside Park to re-vitalize the position of the park in the local communities, re-energize the park for users, and re-introduce the park among its regional and national peers. The following recommendations are a targeted framework for developing and delivering special events:

- Create at least one event per year that centers on the history of the park and the significance of the natural resources of the site.
- Create at least one event per year that celebrates the amenities associated with the park (i.e., 25th or 50th anniversary celebration, “Creature Fest”, trail sport expo, “Zombie Run”, etc.).
- Create at least one event per year that centers on art, entertainment, and music.
- Create at least one event per year that is cause-related event (i.e., fundraiser, health initiatives, cancer research, etc.).
- Plan all programs a minimum of six months in advance of their intended facilitation to allow time for sufficient marketing and promotion.

4.3 RECREATION PROGRAM STANDARDS

Recreation program standards need to be developed to support a high quality efficient recreation program division for the Riverside Park. The program standards are developed to support core recreation services. The standards are to focus on establishing what constitutes a quality experience, operational and cost recovery goals, and marketing and communication standards for users to access the program or service. Performance measures track desired outcomes of the program and hold staff accountable to those standards.



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4.3.1 HIGH STANDARDS

From these core services, the following standards need to be in place to promote a high-quality experience:

- Instructor or program coordinators' qualifications are consistent with in-the-field experience in the program specialty for which they are responsible.
- The instructor-to-participant ratios are appropriate to help the participant with appropriate attention and to feel safe.
- The program is provided in the appropriate recreation space, either indoor or outdoor, designed for that program and is safe and clean.
- Minimum and maximum numbers of participants are set for the program or class that will allow for a high-quality experience.
- Recreation equipment or supplies that are used by the participant are high quality, safe, and appropriate for the participants to use or consume.
- The length of the program is commensurate with the attention capability of the participants to respond effectively and enjoy themselves in the activity.
- Appropriate support staff or volunteers are in place to help guide participants and support teachers or program supervisors.
- Staff is trained in first-aid and CPR. Volunteers are trained in first-aid and CPR when appropriate and a first-aid kit and AED is readily available and accessible in less than a minute.
- Staff and volunteers are trained in customer service and diversity training to make all participants feel welcome and appreciated.
- Customer feedback methods are in place to seek input from participants on their expectations of the program and the results of their experience. This will include pre- and/or post-evaluations focus groups or online surveys.
- Pricing of services is explained to participants and/or parents on the level of investment they are making in the program and the level that Riverside Park is investing in their experience.
- Each instructor or program supervisor will be provided a tool box that includes their class or program roster, with phone numbers or email addresses, name tags for participants, customer evaluations for users, registration forms, a program guide, pertinent park information and emergency phone numbers, thank you cards for participants at the end of the class, and an introduction sheet of what will occur in the program or class, how it will be conducted, and what outcomes are hoped to be achieved.
- All class or program policies are available to the instructor or program supervisor to adequately explain policies to the user.
- Appropriate recognition and awards are given at the end of the program to participants based on outcomes achieved or skills learned.
- New staff, volunteers, and contract employees working with children will have background checks by the Bay City Human Resources Department.
- Any disciplinary actions taken by an instructor or program supervisor with a program participant will be written and documented.
- Class, program curriculum, or work plans will be prepared by the instructor and program supervisor before the class or program begins and is signed off by the appropriate program staff.

- Staff will be dressed in the appropriate uniform that includes a nametag.
- Drivers that transport participants must have the appropriate license, certifications, and authorization.
- Equipment or program space will be inspected prior to the class or program, noted by the instructor or program supervisor, and recorded daily, weekly, and monthly.
- Tracked performance measures will be shared with instructors/program staff when sessions end.
- A class or program budget will be prepared for each activity and shared with the instructor or supervisor on how class funds are spent. Final budget results will be documented at the end of the program and shared with the supervisor or manager.
- All regulatory requirements for programs are completed on time and filed according to guidelines.
- Required licenses and certifications set by law will be reviewed and filed before programs begin.
- Instructors and volunteers will be provided with a handbook defining expectations and objectives.

4.3.2 COST RECOVERY STANDARDS

- Pricing policy is determined, staff understands the philosophy behind it, and communicates with users.
- A full cost of accounting is created for each class or program that accurately calculates direct and indirect costs, and cost recovery goals are established once these numbers are in place. Staff will be trained on this process.
- Pricing of services will be established based on cost-of-services and overlaid into programs or classes based on primetime and non-primetime rates, location, time, age segment, group, and level of exclusivity that users receive over and above use by general taxpayers. Staff will be trained in setting prices.
- Quarterly results of program will be posted and shared with staff on those services that are underperforming, meeting, or exceeding the recovery goals.
- Evaluation of the programs will be based on meeting the outcomes desired for participants, cost recovery, percentage of the market and business controls, cost of service, pricing strategy for the next year, and marketing strategies to be implemented. Cash collection standards and refund process standards should be incorporated. This will be the basis for budget development.
- Yearly competitor and other service providers will be benchmarked, shopped, and evaluated, for changes they make. Comparisons will be made with Bay City Parks efforts in core services provided.
- Partnerships with core program services will be updated yearly, their level of contribution will be documented, and tracking performance measures will be shared with each partner.
- Non-core services will be evaluated yearly and reduced, eliminated, or transferred to other service providers reducing the impact on staff time.
- Maintenance and recreation staff will discuss standards for programs taking place in recreation amenities in Riverside Park annually.

4.3.3 MARKETING AND COMMUNICATION



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- Core programs, non-core programs, and facility related services will be evaluated yearly based on their lifecycle, position in the market place, and trend data with a strategy to make changes (keep the same or eliminate).
- Core program priorities will receive the appropriate time and space in recreation amenities to keep the service strong and viable.
- Cost-benefit criteria will be incorporated within the core services mini-business plan annually.
- Program guides will dedicate space to core services as their primary target. Non-core services, which could become a core service, will have a marketing strategy created and tested yearly.
- A marketing plan will be updated yearly for promotion of services, pricing of services, communication and feedback from users, age segment management, lifecycle management, partnerships and sponsorships, competition assessment, facility and program positioning, and tracking the accessibility to gain access to the system. Pricing strategies for revenue centers will be developed when needed to keep them viable.
- A cost of service assessment will be completed for each guide and results of participant impact and cost recovery goals will be met.
- Staff will be trained on strategies targeted to increase participation, create more revenue or change a price to meet a cost recovery goal.
- Marketing staff will conduct yearly service gap assessments to support community needs.
- The department will develop a customer survey (mail, email or phone) every 3 years to gauge how well the system is meeting the needs of residents and what program areas need stronger support.

4.3.4 PERFORMANCE MEASURES

Riverside Park needs to consider developing the following performance measures to track desired outcomes and to demonstrate to key leadership the value of the investment being made in recreation programs:

- Program capacity levels met based on total availability and enrollment numbers with a target goal of 85%.
- Programs offered versus programs held with a target goal of 80%.
- Retention of participants are targeted at 75%.
- Cost recovery goals met at 95% or greater for core services.
- Customer satisfaction levels met at 90% or greater in all services.
- Contractor performance meets 90% of target revenues and customer satisfaction levels agreed to in the contract.

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4.4 MARKETING PLAN

It is important for Riverside Park to develop a working market plan for staff to follow that allows the staff to work with other divisions within the city when enhancing revenue operations, increasing visitation, and improve awareness, value and image of the park to the community.

4.4.1 STRENGTHEN THE BRAND

Riverside Park's brand will focus on five areas of value the community sees as important to living in Bay City. These include:

- **Focusing on Green** - The management philosophy of Bay City Parks and staff is to demonstrate their sustainable efforts in the design and management of Riverside Park's amenities, recreation facilities, and programs.
- **Health and Wellness-Trails** - Programs in Riverside Park will demonstrate opportunities for users to value these resources for the health and wellness benefits they provide to the community through effective design and program management.
- **Destination and Quality Experiences** - Riverside Park's staff will create programs and services that benefit users' experience in the park or at a recreation amenity to create a special memorable place to enjoy. The experience will encourage the user to feel like the staff really knows them, how they want to be treated and are able to meet their recreation needs.
- **Economic Development** - Riverside Park will create livable park and recreation spaces and programs for people of all ages to enjoy. Staff will create more business development for Bay City Parks because people will want to live, work, and play in Bay City.
- **Community Connectivity** - Trails, programs, and special events will be created to connect the city residents through access to trails that are free from vehicles and promotes health and wellness. Special events will be developed that create strong memories, a sense of place and tradition, and a place for people to call home to recreate.

Staff will collect point of sale data on users of the services when people use Riverside Park. Develop an effective data collection system of users and profile information for Riverside Park that includes:

- Core outdoor recreation programs
- Picnic shelters
- Special Event users
- Special Facility users

Data will be collected from park guests and feedback reviewed regularly to implement improvements.

4.4.2 ADVANCE THE USE OF TECHNOLOGY ON MARKETING TO PROMOTE PARK

Technology Information will be created from the use of various sources such as:

- Increase positive contacts and presence on the internet
- Centralized Reservation System for programs, events, and amenities
- Utilize the power of social media on multiple platforms
- Incorporate gadgets, smart devices and "apps" into park programs

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4.4.3 EXPAND STAFF CUSTOMER TRAINING AND FOCUS ON VALUE

Customer Service Training and Philosophy will focus on the basics of customer service for staff, part-time staff, and volunteers. Additional training will be developed based on direct business planning unit requests to the Business Development staff within the department. Training will be determined on a rotation of core components. All part-time and seasonal staff will participate in customer service as part of their training and put into practice at their respective program sites. Customer service standards will be developed for all park and recreation attractions and for core program areas. Annual evaluations will determine how well those standards were met.

The goal will be to obtain 90% or greater customer satisfaction levels at all attractions and in all programs through effective implementation and training of customer service standards. A customer service app will be made available for users to download. Mystery shoppers may be used to determine the customer service levels and standards in place, and what level of training is needed for improvement. Customer service training will be done annually for all full-time staff, part-time staff, and volunteers working with users and visitors. Staff will track and manage the customer satisfaction levels and report by attraction and core program area how well the agency is performing against those standards using:

- Survey Monkey, or other online survey provider, for gaining access from users based on their experience
- Social media transformation
- Online advertising
- Customer service app to track experiences as they happen

4.4.4 GENERATE INTEREST IN THE PARK

Strategies and program themes for each program area will come from the Recreation Program staff and the Marketing/Communications staff working together. Some program themes examples are listed below:

- Wellness and Fitness month in Riverside Park
- Anniversaries of key amenities and facilities developed in the park
- A special event held at least one time a month in Riverside Park
- Parks and Recreation Month in Bay City
- Celebration of the great outdoors
- Trail use and events to promote wellness and nature education
- Winter activities that promote celebrating Riverside Park key winter attractions
- Women in the outdoors
- Families Love Riverside Park Days
- Kids Love Riverside Park Days
- Customer appreciation days
- It's in our "Nature" programs

These programs and or special events will be developed a year in advance to build a strong strategy for encouraging the media to participate and gain sponsors for the event to help support the operational costs. The goal is to get people and youth out into the parks and to build awareness of the recreation opportunities available to them in programs and facilities.

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4.4.5 INCREASE VISITATION

To increase visitation to all Riverside Park programs and attractions, staff will develop a yearly marketing and program plan for the park and the key attractions that will be targeted to all age segments. The visitation goal is to increase participation by 25% in the first year, then 5% each year after. Another goal is to energize the community to appreciate and value that Riverside Park provides to them in a quality park, key attractions, programs and services and how that translates into support for gaining more private investment to help to build the park. The Marketing and Program Plan will include establishing the following programs or events in 2018-19:

- The park will have at least one special event each month.
- Each attraction will have at least one special event a month while they are open.
- Each attraction will incorporate television, newspaper, radio and or website promotions to attract visitors to the site. These promotions will be paid from outside sponsors. They will incorporate partners who can help provide entertainment, event support, programs, and or volunteers to help present the special events. The goal will be to focus on one of the key attractions or amenities at a time and build a theme to drive energy and people to the site.
- The park will incorporate a series of programs that are active or self-directed to celebrate the natural areas and how to use the park and amenities. Amenities and programs include trails, picnic areas, river, campgrounds, playgrounds, special-use facilities, and attractions through recreation skill development classes, workshops, clinics, and events.
- Each event will have a team of staff and volunteers coordinating the event within the park with an established event director, paid or volunteer.
- Each event will have an established budget to work with to achieve the desired outcomes.
- The park staff will set up a process to track, measure, and evaluate park usage by age segment.
- The park will gauge participation levels and usage through on-site face-to-face intercept surveys, visitor's access stations, and revenue. They will report weekly participation rates during the off-season and peak seasons. Maps and cross promotions of other parks will be provided to participants. Verbal encouragement will be expressed to visit other parks or attractions in the region.

4.4.6 IMPLEMENT A COMMUNICATIONS PLAN

Marketing staff will develop an annual Communication Plan that seeks to strengthen the Riverside Parks brand in the community, increase participation in programs, services, and attractions, optimize revenue opportunities, and make a positive impact on the Bay City Parks community. The challenge is producing a consistent brand message at each customer touch point using one brand and one voice to communicate multiple messages. This is a strategic process known as Integrated Marketing Communications (IMC). The IMC plan serves as a comprehensive source of information regarding best ways to reach targeted audiences utilizing available resources. It establishes parameters, guidelines, and policies for promotional decision making. It is designed to build efficiencies within Bay City Parks.

Given the variety of communication vehicles, a combination of tools has been identified based on their costs-effective ability to achieve the Marketing Plan objectives. Staff will use the Communication Plan as a guide to develop an understanding of each of the tools, which tools to use, and the process for

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successful utilization. This effectively enables everyone in the organization to become a marketer for Riverside Park.

Information for the Communication Plan needs to be collected and updated regularly. This includes the following:

- Capture, Analyze, and Report - Use information from the business plan to evaluate performance of marketing activities and calculate return on investment of time and funding.
- Refine revenue and participation data. Were the objectives and outcomes achieved? Discuss what worked and what did not relative to program, price, place, and promotions.
- Define marketing objectives based on cost recovery goals for the park.
- Use Media Plan to refine or define resource and budget allocation.
- Submit market recommendations for future planning and tie to the business plan.
- Use the Communications Plan as a guide for reaching target audiences, utilizing available resources.
- Submit marketing requests by specific date for review and approval by the Parks Director.
- Use the core service model from the recommended pricing policy in the business plan to cross-reference activity reports.
- Develop a Promotions Plan with marketing requests information.
- Submit Promotions Plan to the Parks Director for quantity, cost, and scheduling information.
- Cross promote with other web-sites in the area to include the Historic Sites, Universities, Chamber of Commerce, Visitors Bureau, State Parks, and NPS by developing linkages to their sites and their sites linking to Riverside Park's web site.

4.4.7 PRESENT PROMOTIONS PLAN

The Mission of the Marketing/Public Relations within Riverside Park should be "To create strong awareness for the value of Riverside Park to people of all ages in the region and to encourage citizens of Bay City to experience their Riverside Park through effective communication, market research, effective programs and attractions that create memorable experiences."

4.4.8 MARKETING GOALS OF RIVERSIDE PARK

- Strengthen Riverside Park's Brand and awareness.
- Develop and execute collaborative marketing programs.
- Educate Bay City Parks staff on the value of marketing and the return on investment from the programs provided and the attractions used in the park.
- Advance the use of technology on marketing products and services for staff to make better decisions.
- Expand customer service training to enhance users coming back to Riverside Park more often.
- Promote future meeting and hospitality spaces in the park.
- Market Riverside Park attractions as destination facilities for the whole family to increase use capacity that translates into more operational revenue for the park.
- Develop mini-marketing and business plans for each attraction in the park.
- Create wider-age segment appeal of users to the park, recreation amenities, and programs.

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4.4.9 BRAND MESSAGE

Example: “Expect the Unexpected at Riverside Park.” Use the Brand Message that the staff decided on and include the following elements where possible:

- Pictures of the key elements in the park
- Facility attractions within the park
- Cost friendly benefits spelled out
- Programs that spell out the benefits users will receive for enrolling in the programs
- Staff and volunteer’s skills and experience
- Special events that create interest in people coming out to the park
- Music and entertainment that will be available
- Enhanced maintenance and safety of the park and the recreation attractions
- Trails that include hard surface, soft surface
- View sheds for taking pictures of family and friends
- Amenities that demonstrate the park is serving all age segment of users and ethnic groups
- Exceptional signage on how to get to the park, use and experiences anticipated from the park, and the recreation facilities and amenities
- Scenic walks
- History of the park in all areas of the park
- Fishing availability and access
- Wildlife viewing areas
- Sporting events that are held in the park such as running events and outdoor adventure competitions
- Family gathering places

4.4.10 CUSTOMER SERVICE MANAGEMENT

Staff will develop a consistent survey instrument for each of the major attractions in the park that focuses on the following:

- Who the users are (age segments served)?
- Why do they come to the park for their recreation experience?
- How long do they stay?
- How much do they spend?
- What do they value most about the program, attractions, and the experience?
- What would make them stay longer?
- What experiences are they looking for that are not available that would encourage them to use the park or attractions more often?
- How would they rate the customer service?
How would they rate the safety and cleanliness of the park and the attractions?
How would they rate their experience (park, food, recreation, trails, attractions, program, staffing, safety, etc.)?
- How would they rate the value they paid and the experience they received?
- Would they tell friends to visit the park or attractions?

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Riverside Park

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- What could the staff do to make their experience more enjoyable?

Bay City Parks is already committed by the master plan to develop every five years a survey to assess how well staff is performing. Budgeted dollars will be set aside to develop the survey, which will be a mail/phone survey. Results will be compared to previous years to determine areas that are improved and areas that need to be improved.

4.4.11 OPERATIONAL BUDGET FOR MARKETING

The Riverside Park's Marketing Budget will be at least 6% of the total budget for the park. The following information is a sample of how the Marketing Division should spend their marketing dollars.

The breakout of the Marketing Budget into hours available should follow in this manner:

• Staffing Hours available, Full-time, Part-time, Seasonal, Volunteer -	Budget: \$ _____
• Web-site Management and Analysis -	Budget: \$ _____
• Publications -	Budget: \$ _____
• Advertising -	Budget: \$ _____
• Research and data collection -	Budget: \$ _____
• Survey Development -	Budget: \$ _____
• Mailing Costs -	Budget: \$ _____
• Art Services -	Budget: \$ _____
• Signage -	Budget: \$ _____
• Contract services-media, research, photographer, promotional items -	Budget: \$ _____
• Welcome Centers near Riverside Park -	Budget: \$ _____
• Social Media Management -	Budget: \$ _____

The Marketing Staff will seek internal support to help them in their marketing efforts. They will work with all media outlets to provide information to them on a timely basis. This would include newspapers, magazines, school districts, universities, and social media outlets.

4.4.12 FOCAL ASSETS OF RIVERSIDE PARK

Riverside Park attractions are:

- Wildlife watching
- Outdoor adventure recreation
- Seasonal programs, events and festivals
- History and Heritage of Riverside Park
- Facilities and associated activities, trails, viewpoints, campgrounds, picnic facilities
- Quality programs and events
- Family focus park and attractions
- Quality park
- Family friendly staff
- Trails
- Safe places to recreate

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4.4.13 RIVERSIDE'S SELLING POINTS

Riverside Park's key selling points are:

- Quality of life
- Large size and natural resources contrasting to a City
- Great attractions in the park
- Great weather to enjoy all elements of the park
- Great guests that use the park
- Festivals, fairs, events
- Business friendly community

4.4.14 RIVERSIDE'S ATTRACTION TO WOMEN

Key benefits that attract women to consider using Riverside Park facilities and programs are:

- Relaxation
- Safety
- Short get away from home
- Value for the money
- Change of scenery
- Customer friendly staff
- Good for family/children
- Beautiful scenery
- Unexpected pleasures
- Offers things other places don't
- Escape the stress
- Desire for family and friend's togetherness to be in the park
- Desire to reconnect with nature
- Easy to access from Bay City
- Fun place to be and enjoy
- Safe place for dogs
- Great safe trails

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4.5 MAINTENANCE STANDARDS

The following maintenance standards are recommended for Riverside Park. These maintenance standards are supported by best practices from other parks like Riverside Park.

4.5.1 LEVEL 1 MAINTENANCE STANDARDS

During Season-to be included and provided by the private operator

- Campsites inspected daily for broken glass and dangerous materials daily
- Fireplaces and or grills cleaned out after every camper leaves the site as needed
- Garbage picked up daily on weekdays, two times a day on weekends
- Restrooms cleaned twice a day on weekdays, three times a day on weekends
- Campsites mowed once a week
- Signs inspected once a week
- Weeds trimmed around posts and signs once a week
- Lighting checked once a week
- Safety horns checked once a month
- Hard surfaces cleaned once a week
- Dumpsters emptied once a week
- Recycling containers removed as needed
- Tree hazards removed as needed
- All electrical hookups are working to the amps required and checked once a week
- All hand dryers are working and checked daily

Concession Standards (outdoor)

- Concession facilities cleaned, wiped down, and sanitized before opening
- Electrical appliances checked for compliance and repaired if damaged
- Lights checked and repaired as needed
- Concession operating permits secured before opening
- Appliances cleaned thoroughly before opening
- Prices for concessions will be posted
- Cash registers tested to ensure they work properly
- Circuit breakers tested prior to opening
- Cleaning and sanitization supplies on hand before opening
- Pick up debris daily
- Equipment cleaned thoroughly
- Unused supplies removed and discarded
- Electricity should be turned off
- Facility floors, sinks, and counters cleaned thoroughly
- Hoses cleaned and drained
- Kitchen cleaned thoroughly
- Inspections of standards will occur monthly

Open Space Standard

- Maintain natural appearance to open space areas
- Remove trees and branches that pose a hazard to the users of the area
- Respond to disease and insect outbreaks within 48 hours of identification
- Inspect all areas monthly
- Remove and clean dump sites within 48 hours of identification

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- Post and maintain appropriate signage for each individual area
- Work with animal control officials to remove feral and/or over populated animals
- No large branches or debris will be allowed in parks (chipping is preferred)

Visitor Center

- Floors swept, cleaned, mopped, and vacuumed weekly. Spills/soiling addressed immediately.
- General tile floors stripped and waxed not to exceed 4 months or sooner if required
- Windows are to be cleaned inside monthly, outside annually
- Dusting/dust removal to be accomplished on furniture, wall hangings etc.
- Trash and litter removed daily or as necessary
- Restrooms should be cleaned, sanitized, and stocked as necessary
- Drinking fountains cleaned daily
- Interior walls and exhibits will be cleaned monthly or sooner if required.
- Exterior walls clean and/or pressure washed seasonally or as needed.
- Ceiling tiles replaced if discolored or broken.

4.5.2 LEVEL 2 MAINTENANCE STANDARDS

Maintenance standards can change by season and month depending on the park and level of use. Standards will be calculated by time and equipment needed to develop the required operation budgets.

Turf Maintenance

- Mowing will occur once weekly
- Mowing heights: 2½-3"
- String edging of all turf perimeters will occur weekly during season
- Once a year for hard edging using a mechanical edger
- Remove grass clippings if visible
- Aerate once annually
- Inspect thatch layer regularly and remove as needed
- Inspect weekly for insects, disease, and stress, and respond to outbreaks within 24 hours
- Fertilize twice yearly

Tree and Shrub Maintenance

- Prune/trim trees and shrubs as dictated by species at least once annually
- Apply fertilizer to plant species only if plant health dictates
- Remove sucker growth as needed
- Inspect regularly for insects and diseases. Respond to outbreaks within 48 hours
- Place 2" of organic mulch around each tree within a minimum 18" ring
- Place 2" of organic mulch around shrub beds to minimize weed growth
- Remove hazardous limbs and plants immediately upon discovery
- Remove dead trees and plant material within 30 days of discovery
- Remove or treat invasive plants yearly

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Storm Cleanup

- Inspect drain covers at least once monthly and immediately after flooding occurs
- Remove debris and organic materials from drain covers every other month
- Inspect and clean drains before forecasted storms begin
- Maintain water inlet height at 100% of design standard
- Invasive plant removal once a year, or as needed
- Drain system maintenance done once a year

Litter Control

- Pick up litter and empty containers at least every other day or as needed
- Remove leaves and organic debris once a week

Playground Maintenance

- Audit each playground to insure compliance with the current version of ASTM Performance Standard F1487 and the Consumer Product Safety Commission “Handbook for Public Playground Safety”
- Complete low-frequency playground inspections at least bi-monthly or as required. Complete high-frequency inspections at least weekly
- Grooming surface weekly

Hard Surface Maintenance

- Remove debris and glass immediately upon discovery
- Remove sand, dirt, and organic debris from walks, lots, and hard surfaces every 30 days
- Remove trip hazards from pedestrian areas immediately upon discovery
- Paint fading or indistinct instructional/directional signs every other year
- Remove grass in the cracks monthly

Trail Maintenance

- Inspect hard and soft surface trails at least once monthly
- Remove dirt, sand, and organic debris from hard surfaces at least once monthly
- Remove organic debris from soft surfaces at least once monthly
- Maintain a uniform 2-4” depth of compacted material on soft surface trails
- Remove overhanging branches within 84” of the trail surface at least once annually
- Inspect signs, benches, and other site amenities at least once monthly. Complete repairs within ten days of discovery

Site Amenity Maintenance

- Inspect benches, trash containers, picnic tables, grills, bicycle racks, drinking fountains, and other site amenities at least monthly. Complete repairs within 5 days of discovery
- Cleaning and washing annually

Fence and Gate Maintenance

- Inspect fences, gates, and bollards at least once annually. Complete safety-related repairs immediately, and complete other repairs within five days of discovery
- Clean debris annually

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Sign Maintenance

- Inspect sign lettering, surfaces, and posts at least once every six months
- Repair/replace signs to maintain design and safety standards within five days of discovery
- Clean sign once a year

Vandalism and Graffiti Removal

- Initiate repairs immediately upon discovery.
- Document and photograph damages as necessary

Picnic Shelters

- Reserved units cleaned and litter removed prior to and after each reservation
- Minor repairs are made immediately upon discovery
- Non-reserved units are cleaned bi-weekly, or as necessary

Lighting Security/Area

- Inspect quarterly
- Repairs/bulb replacement will be completed within 72 hours of discovery

Visitor Center

- HVAC preventative maintenance procedures and inspection done every 6 months
- Interior lights/general areas replace bulbs within 8 hours of discovery.
- Fixtures to be cleaned once every 6 months and/or when lights are changed
- Exterior lights/bulbs to be replaced within 8 hours of discovery
- Fire/burglar/emergency alarms to be inspected once every 6 months
- Gutter cleaned no less than twice annually, more if conditions warrant
- Inspect electrical systems and components on an annual basis.
- Inspect plumbing equipment and fixtures annually.
- Interior signs and exhibits maintained at 100% of standard. No hand drawn signs allowed
- Exterior signs will be permanently affixed and maintained at 100% of design and policy standard
- A general inspection of the building for safety and cleanliness will be conducted daily
- Interior counters cleaned and wiped down daily
- Emergency lighting checked annually

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Riverside Park

CHAPTER FIVE - FINANCIAL REVIEW, SUSTAINABILITY, & STRATEGIES

5.1 FINANCIAL REVIEW OF RIVERSIDE PARK

As part of the planning process a review of the financials for Riverside Park is necessary. This review is intended to provide an understanding of how well the park is currently performing and serves as a basis for developing assumptions that will be used to forecast its future operations.

5.1.1 SUMMARY OF PARK OPERATIONS

Riverside Park recovered **50%** of the operating expenses for fiscal year 2017 despite a month of closure as shown below. Park fees offset support for the facilities. Park fees, concessions and other revenue can generate significant support for the park. Increases in revenues and expenditures will demonstrate that the facilities and programs are well managed.

Riverside Park	2015	2016	2017
Personnel Services	68,098	79,116	69,598
Supplies	15,555	15,900	10,982
Charges and Services	38,391	37,774	29,169
Repairs and Maintenance	11,368	26,214	12,893
Payroll Related Costs	33,273	36,470	28,173
Capital	- 0	- 30,081	- 0
Total Expense	166,685	195,474	150,815
Total Revenue	90,214	74,183	75,857
Net	(76,471)	(121,291)	(74,958)
Cost Recovery	54%	38%	50%

5.1.2 PARK ATTENDANCE

Park attendance is not currently accounted for, but will be in the future. Using an average rate of park permitting fees per vehicle (13.75) and using an average factor of 4 people per vehicle, the following rates of attendance were determined.

Estimated attendance was 26,244 in 2015. This number drops to 21,581 in 2016, then rises to 22,067 in 2017 which may suggest a rising trend for future visitation. Attendance tallies will be critical for future fiscal evaluations of park performance and cost efficiency.

5.1.3 RIVERSIDE PARK BUDGET

The Riverside Park program revenues and expenditures without other Department maintenance costs are shown below.



Riverside Park

5.2 FINANCIAL SUSTAINABILITY OF PARK AND RECREATION AGENCIES

To help park and recreation agencies achieve financial sustainability, the following sustainability principles have been developed as part of Bay City Parks' Master Plan that can be applied to Riverside Park.

5.2.1 INTRODUCTION

In order to professionally manage the business elements of a park and recreation agency, either public or private, there are areas of emphasis in which the park and recreation leader must be proficient. These areas include the following:

- Fundraising
- Partnering
- Government finance
- Cost recovery
- Enterprise management
- Operational management

This is a series of best practice suggestions and also recommendations for Bay City Parks as well as Riverside Park.

No two park and recreation agencies are alike. Their differences stem from how they are governed to how they are funded and operated. The purpose is to assist Bay City Park and Recreation Managers to identify the things that they will need to address to insure financial sustainability for their agency.

If an agency clearly is familiar with how they resolve these important issues, the future sustainability of their agency will be successful.

5.2.2 TOPICS OF IMPORTANCE

FUNDRAISING

- Enhance the role of the Parks Advisory Board to help raise money for the park.
- Find philanthropists in the community that will support users that do not have the ability to pay for services and have them invest in these users through a park foundation or friends group established for this purpose.
- Teach and train Bay City Boards and Commissions that Parks and Recreation is not in competition with other city programs. Boards and Commissions need to act as advocates. Placement of the right types of people on these boards is a very important process that needs to be taught and put into practice. These types of boards can meet the level of fundraising desired by the agency if the right people are on the board. Management agreements between each fundraising group need to be completed each year with goals and dollars to be raised for what purpose and benefit to the agency.

PARTNERING

- Never allow the private or a not-for-profit group to make money from the park facilities without the park receiving a share of the gross revenue. Make sure the split with them recovers true costs. The desired revenue is based on operating pro-forma from the event they create in the park or recreation facility.
- Utilize partnerships when capital dollars are not available to operate and maintain the facility, park or service owned by the agency.
- Have working, signed agreements with all partners to include (public/private, public/not for profit and public/public partners). This requires separate operational policies on each type of partnership that is established.
- Do not partner with any single group unless direct and indirect costs are understood and determined. Understand the equitable investment the partner or partners will put into the relationship.
- All partnerships must have working agreements with measurable outcomes. They are to be reviewed at least every five years as one means to hold each other accountable.
- Ask the private sector to develop team-building days in your parks and facilities by creating cleanup and fix up days. This builds community support and it will enhance the selected park or facility to a much higher level quickly. It gives the corporate partner a selling point to their value in the community.
- Determine sponsorship opportunities and levels of sponsorships for Riverside Park system every five years. Use a private sponsorship contractor who knows the value of sponsorships for a percentage of the total amount raised. Avoid doing this work as an agency if possible.

GOVERNMENT FINANCE

- Know the value of the park less land value. Determine the value of the assets and where those assets are in their life cycle. This will allow the agency to determine where capital improvements need to be made and the cost benefit of those improvements to the system.
- Find dedicated funding sources that can be counted on annually to support operational and capital needs in the park.
- Ask the public for a capital improvement levy or bond, paid for from sales tax or property taxes every 10 years or whenever the asset lifecycle of the system falls below 50% of useful life in the park.
- Pursue grants, establish effective partnerships, create earned income, and develop business plans with staff managing revenue producing facilities to maximize earned income capability in the park.
- Set up business enterprise systems for revenue producing facilities and programs.
- Develop a cost benefit analysis on all capital improvement projects prior to developing them in the park to determine if it is financially feasible.
- Develop an annual revenue plan for the park.



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- Know how to properly execute an annual budget. There is a lot of time spent in the formulation of a budget but it is the execution of the budget that is equally important, regarding issues like review, explaining variances, adjustments, operating within the budget, and ensuring that all managers are aware of its importance to the financial stability of the agency.
- Reviewing current financing options. Sometimes they create big savings. Agencies need to have access to cheap capital and refinance if necessary to free up needed debt service capabilities.

COST RECOVERY

- Budget 3-5% of the total operating budget to support and maintain existing capital improvements and assets in the park. This should appear as a contingency within each identified budget.
- Replace revenue-producing equipment every 5 years to keep the user experience relevant and competitive in the park.
- Include senior management staff on all design decisions. Force landscape designers and facility architects to outline the maintenance costs on all parks and facilities they design to ensure their design is aligned with the maintenance operating budget.
- Know the true costs to deliver program services, maintain park areas such as trails, and facilities, both direct and indirect costs so that true costs can be determined on a unit cost basis.
- Develop business plans on any program service or facility that costs more to operate than \$100,000 a year. The goal is to deliver a cost recovery goal.
- Classify the park's services based on core essential, important, and value added criteria and then price services that are furthest away from the mission at full cost recovery levels.

ENTERPRISE MANAGEMENT

- Set up business enterprise systems for revenue producing facilities and programs in the park.
- Design parks and recreation facilities for efficiency, productivity, and to produce revenue that will offset operational costs at a predetermined cost recovery goal.
- Develop a financial policy that allows the park to keep all earned income revenue in its operating budget without lowering tax dollars received. The park should not be penalized for generating revenue to keep the park well positioned for the future.
- Every three years bid out services where the parks costs are higher than the private sector to keep your costs competitive in the market place.
- Develop an annual revenue plan for the park.
- Find dedicated funding sources you can count on annually that can be applied to the park.
- When building a park or trail system, require an agreement from city leader that the park will receive the appropriate amount of operational funding to ensure that it can maintain these facilities once developed without undue pressure on the agency budget. This requires that the

staff develop an operational impact cost for each capital improvement developed for the system.

- Budget for marketing and branding of revenue producing facilities at 3-5% of total costs.
- Price your services to 80% of users who can pay versus the 20% who are unable to.
- Do not give any group in your community a larger than necessary discount because of their age, their occupation, their military service, etc. All citizens are valuable and should be treated the same. Understand the size of the market for core programs and facilities and how much of the market your agency controls. Is there opportunity to penetrate the market further?
- Study and understand market strategies that will make a measurable difference and improve the economic positioning of the program or facility targeted in the park.
- Inform users and partners of the costs so they appreciate the value placed into the facility or service. This strategy will help to reduce entitlement.
- Track user analytics to understand who and how often patrons are using the system.
- Understand concession management, what it takes to make it worth the time and investment to provide the service versus an outside contractor. Do not allow special interest groups to have exclusive rights to concession operations without paying the agency some level of gross revenue.

OPERATIONAL MANAGEMENT

- Stop maintaining things in the park that nobody uses. Remove them from the park.
- Manage by standards and track costs to implement each type of standards.
- Train staff regularly on business principals, cost recovery, cost of service, and customer service.
- Understand the size of the market for core programs and facilities and how much of the market the agency controls in the park.
- Know the demographics of users to determine their needs and capability of supporting program and capital costs in the park.
- Track population trends and demographic changes that will affect the park in the future.
- Agencies need to know how to properly “right size” by shedding excess or unnecessary labor. Using contractors is not a bad thing. Know true direct and indirect costs to deliver program services, maintain parks, trails, and facilities to understand cost of service on a unit cost basis.
- Hold staff accountable to cost recovery goals for programs, facilities, and parks the agency maintains with revenue to support those services.
- Track employee costs of similar sized park systems. Understand the wages and benefits for all positions every five years to understand how competitive wages are with other systems. Judge below an acceptable level with or above the standard desired for wages and benefits. The goal should be no more than 60-65% of total operational costs when tied to employee direct and indirect costs.



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- Employ the right people for the right job, for the right pay, to achieve the right outcome and benefit to the agency. Learn and apply the correct functionality and desired productivity of key positions.
- Reward employees for efficiency and productivity.
- Train staff to understand the management strategies of their supervisors as one way to prepare them for positions at the next level of responsibility.
- Develop annual revenue and efficiency work sessions with staff.
- Properly train staff in business management of concession operations.
- Hold employees accountable to productivity standards and cost recovery levels, give them measurable outcomes to manage, and report out quarterly or every six months.
- Develop sustainable performance outcomes to hold everyone accountable.
- Understand all available revenue sources used by parks and recreation agencies within a given region, state or on a national level that applies best to your local operation. Know the terminology and how to implement them into the system.
- Develop a cost benefit analysis on all capital improvements prior to development to determine if it is worth the financial and operational commitment to the agency.

5.3 FUNDING AND REVENUE STRATEGIES

Park and recreation systems across the United States have learned to develop a clear understanding of how to manage revenue options to support parks and recreation services in a municipality-based system on the limited availability of tax dollars. Park and recreation systems no longer rely on taxes as their sole revenue option but have developed new sources of revenue options to help support capital and operational needs.

A growing number of municipalities have developed policies on pricing of services, cost recovery rates, and partnership agreements for programs and facilities provided to the community. They also have developed strong partnerships that are fair and equitable in the delivery of services based on who receives the service, for what purpose, for what benefit, and for what costs. In addition, agencies have learned to use parks and recreation facilities, amenities, programs and events to create economic development as it applies to keeping property values high around parks and along trails through increased maintenance, adding sports facilities and events to drive tournaments into the region that create hotel room nights and increase expenditures in restaurants and retail areas. They have learned to recognize that people will drive into their community for good recreation facilities such as sports complexes, pools, and for special events if presented correctly and are well managed.

In Bay City Parks some of these policies and management practices are not in place and could be considered for the future as new revenue sources. Bay City should consider that some if not all of these sources need to be considered as an option to support the capital and operational needs of Bay City Parks as outlined in the master plan.

Bay City Parks needs to go after grants, alliances, partnerships and sponsorships, including earned income opportunities.

5.3.1 FUNDING SOURCES FOR CAPITAL IMPROVEMENT DOLLARS AND OPERATING COSTS

The following financial options outline opportunities for Bay City Parks to consider in supporting the recommended capital improvements outlined in the master plan as well as operational costs associated with managing the system for the future. Many of these funding sources may not be allowed now by the city/county or have never been used but need to be pursued through legislative means should Bay City Parks see the value in pursuing these funding sources.

General Obligation Bond: A municipal bond secured by a taxing authority to improve public assets that benefits the municipal agency involved that oversee some of the parks and recreation facilities in the city. The City/County Government of Bay City has not done a General Obligation Bond for parks and recreation facilities, but could if they wanted to improve the infrastructure needs of the parks system. This could be accomplished by setting up a Park District. **Special Districts** can issue debt for bond funding. This opportunity is subject to approval by the city council. Kaufman County, Onion Creek, and other entities have used this funding source.

General Obligation Bonds should be considered for the park and recreation facility projects, such as an update to Neighborhood, Community, and Regional Parks, trails, recreation centers, aquatic centers, or sports complexes. Improvements to parks should also be covered by these funding sources because there are very little operational revenues associated with these parks to draw from, and some of the city/county parks improvements are in need of upgrades and renovations limiting the uses of other revenue sources. These parks help frame the city's image and benefit a wide age segment of users. Updating these parks will benefit the community as a whole and stabilize neighborhoods and other areas of the county.

Governmental Funding Programs: A variety of funding sources are available from federal and state government for park-related projects. For example, the **Land and Water Conservation Fund** funding program was reinstated in 2016 levels at 150 million and can provide capital funds to state and local governments to acquire, develop, and improve outdoor recreation areas. **Federal Community Development Block Grant (CDBG)** funds are used to support open space related improvements, including redevelopment and new development of parks and recreation facilities. **Transportation Enhancement Funds** available through SAFETELU, the current approved federal transportation bill, can be used for trail and related green space development. **AmeriCorps Grants** can be used to fund support for park maintenance. These examples are outlined below:

SAFETULU Funds as well as Safe Routes to School Funds should be pursued for the trail improvements outlined in the plan as well, and **Transportation Enhancement Funds**. **Transportation Enhancement Funds** monies require a 20% match by the city and Safe Routes to School Funds require no match by the city.

CDBG (Community Development Block Grants) funds are used by many cities and counties to enhance parks. These funds should be used to support the re-development of major facilities based on its location in the city or county and what it will do to enhance the neighborhood and schools surrounding the park, which is the purpose for CDBG monies. Bay City is focusing on redevelopment of neighborhoods and should seek out these funds as redevelopment occurs for neighborhood parks.

AmeriCorps Grants should be pursued by the Parks to support park maintenance, cleanup of drainage areas where trails are located, and small neighborhood parks in the city and the county.



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Conservation Reserve Program: The U.S. Department of Agriculture (USDA), through its Agricultural Stabilization and Conservation Service, provides payments to farm owners and operators to place highly erodible or environmentally sensitive landscapes into a 10-15 year conservation contract. The participant, in return for annual payments during this period, agrees to implement a conservation plan approved by the local conservation district for converting sensitive lands to less intensive uses. Individuals, associations, corporations, estates, trusts, cities, counties, and other entities are eligible for this program. Funds from this program can be used to fund the maintenance of open space and nonpublic-use greenways along bodies of water and ridgelines.

Wetlands Reserve Program: The U.S. Department of Agriculture provides direct payments to private landowners who agree to place sensitive wetlands under permanent easements. This program can be used to fund the protection of open space and greenways within riparian corridors.

Watershed Protection and Flood Prevention (Small Watersheds) Grants: The USDA Natural Resource Conservation Service (NRCS) provides funding to state and local agencies or nonprofit organizations authorized to carry out, maintain, and operate watershed improvements involving less than 250,000 acres. The NRCS provides financial and technical assistance to eligible projects to improve watershed protection, flood prevention, sedimentation control, public water-based fish and wildlife enhancements, and recreation planning. The NRCS requires a 50% local match for public recreation and fish and wildlife projects.

Urban and Community Forestry Assistance Program: The USDA provides small grants of up to \$10,000 to communities for the purchase of trees to plant along city streets and for greenways and parks. To qualify for this program, a community must pledge to develop a street-tree inventory, a municipal tree ordinance, a tree commission, committee or department, and an urban forestry-management plan.

Economic Development Grants for Public Works and Development of Facilities: The U.S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where federal contribution can reach 80%.

National Recreational Trails Program: These grants are available to government and nonprofit agencies, for amounts ranging from \$5,000 to \$50,000, for the building of a trail or piece of a trail. It is a reimbursement grant program (sponsor must fund 100% of the project up front) and requires a 20% local match. This is an annual program with an application deadline at the end of January. The available funds are split such that 30% goes toward motorized trails, 30% to non-motorized trails, and 40% is discretionary for trail construction.

Design Arts Program: The National Endowment for the Arts provides grants to states and local agencies, individuals, and nonprofit organizations for projects that incorporate urban design, historic preservation, planning, architecture, landscape architecture, and other community improvement activities, including greenway development. Grants to organizations and agencies must be matched by a 50% local contribution. Agencies can receive up to \$50,000.

Recreation and Park Impact Fees: The city could implement recreation impact fees if the city wanted to pursue these funds from developers. The current deficiencies in facilities could be alleviated in certain parts of the city that are short of park equipment and trails. Impact fees generally provide some capital funds, but rarely are they sufficient to provide full funding of large projects.

Internal Park Improvement Fund: This funding source is created from a percentage of the overall park admissions to attractions such as sport complexes, golf courses, Riverside Park, LeTulle Park or special events in a park, and would allow a percentage usually in the 3-5% of gross revenues to be dedicated to the park or recreation facility for existing and future capital improvements. This funding source is used for sports complexes, aquatic parks, regional parks, and fee-based parks. This type of user fee does not require voter approval, but is set up in a dedicated fund to support the existing park for future capital, maintenance, and improvements. This could be done for Riverside.

Tax Increment Finance District: Commonly used for financing redevelopment projects. A Tax Increment Finance District (TIF) involves the issuance of tax-exempt bonds to pay front-end infrastructure and eligible development costs in partnership with private developers that are considered Quality of Life improvements. As redevelopment occurs in the city or county, the “tax increment” resulting from redevelopment projects is used to retire the debt issued to fund the eligible redevelopment costs. The public portion of the redevelopment project funds itself, using the additional taxes generated by the project. TIFs can be used to fund park improvements and development as an essential infrastructure cost. These funds would work well in the downtown park redevelopment and in trail development.

Developer Cash-in-Lieu of meeting the Open Space Requirement: Ordinances requiring the dedication of open space within developments to meet the park and recreation needs of the new residents often have provisions allowing cash contribution to substitute for the land requirement.

Facility Authority: A Facility Authority is sometimes used by park and recreation agencies to improve a specific park or develop a specific improvement such as a stadium, large recreation center, large aquatic center, or sports venue for competitive events. Repayment of bonds to fund the project usually comes from a sales tax in the form of food and beverage. A Facility Authority could oversee improvements for the large facilities, such as an aquatic center and sports field complex. The city could seek out a private developer to design-build a field house facility for parks and recreation with the city paying back these costs over a 20-year period. The Facility Authority could include representation from the schools, the city, and private developers.

Utility Lease Fee: Utility lease fees have been used to support parks in the form of utility companies supporting a park from utility easements, storm water runoff, and paying for development rights below the ground. This funding source is derived from fees on property owned by the city/county based on measures such as the amount of impervious surfacing as well as fees from utility companies having access through the park. Many cities and counties acquire and develop greenways and other open space resources that provide improvements in the park or development of trails use. Improvements can include trails, drainage areas, and retention ponds that serve multiple purposes such as recreation, environmental protection, and storm water management. This could be a source for the utilities to make a contribution to support the parks and trails in the future. This has been very successful in Houston along their bayous and in King County Washington.

Transient Occupancy Tax: This funding source is used by many cities and counties to fund improvements to parks from hotels that benefit from the parks in the form of sporting events where participants stay in hotels when they use city or county owned sports complexes or competitive facilities. The Transient Occupancy Taxes are typically set at 3-5% on the value of a hotel room, and a 1% sales tax that can be dedicated for park and recreation improvement purposes as well. Because of the value that parks could



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provide in the way of events, sports, entertainment and cultural events, hotels in the area could be set up with a portion of their occupancy funds going to support park and recreation related improvements. Other communities should implement this funding source progressively as the city/county increases the number of events it sponsors or develops. Tracking the economic value back to the hotels is important to build trust with the hotel business community.

Capital Improvement Fee: A capital improvement fee can be added to an admission fee to a recreation facility or park attraction to help pay back the cost of developing the facility or attraction. This fee is usually applied to golf courses, aquatic facilities, recreation centers, stadiums, amphitheaters, and special use facilities such as sports complexes. The funds generated can be used either to pay back the cost of the capital improvement on a revenue bond that was used to develop the facility. Capital improvement fees normally are \$5 per person for playing on the improved site or can be collected as a parking fee or admission fee.

Park and Recreation Capital Improvement Fund. Fees, donations, and revenue from vending machines established. Fees may be established and collected by the Park and Recreation Board for particular special events held on park property, as the board may deem necessary for that specific event. Private organizations that hold their event on park property and who charge admission for the event shall donate a portion of those charges to the Park and Recreation Capital Improvement Fund. Revenue from all vending machines placed on park property and accessible to the public shall be placed in the fund.

(a) Collection and expenditure of fees, donations, and revenue from vending machines. Fees, donations, and revenue from vending machines collected pursuant to this section shall be deposited in a separate account to be known as Bay City Parks Park and Recreation Capital Improvement Fund Account, and may thereafter be expended, with appropriation, at the discretion of the Park and Recreation Advisory Board for any department purpose reasonably related to land acquisition or specific capital improvements to existing land or facility under the Board's direct supervision.

(b) Rental fees to Bay City Parks and Recreation Capital Improvement Fund. Fees, donations and revenue collected by Parks and Recreation associated with the rental of the Park and Recreation Facilities and collected pursuant to § 40.10 shall be deposited in "The Bay City Parks and Recreation Capital Improvement Fund Account" and may thereafter be expended, with appropriation, at the discretion of the Park and Recreation Board for any department purpose reasonably related to land acquisition or specific capital improvements to existing land or facilities under the board's direct supervision.

(c) Retention of funds. Money in the capital improvement fund account shall be kept in an account in a place and manner as directed by the Finance Director, and a semi-annual report shall be made to the Park and Recreation Advisory Board of account balances and interest accrued.

Partnerships: Bay City Parks has many partnerships in place. Most do not have equitable agreements for how the partnership is financed. Establishing policies for public/public partnerships, public/not-for-private partnerships and public private partnerships need to be established with measurable outcomes for each partner involved. Bay City Parks can gain a lot of operational monies back to the department if they can manage their partnerships in a more equitable manner.

5.3.2 OPERATIONAL FUNDING SOURCES

Land Leases/Concessions: Land leases and concessions are public/private partnerships in which the municipality provides land or space for private commercial operations that will enhance the park and

recreational experience in exchange for payments to help reduce operating costs. They can range from food service restaurant operations, cell towers, to full management of recreation attractions. Leases usually pay back to the city a percentage of the value of the land each year in the 15% category and a percentage of gross from the restaurant or attractions. They also pay sales tax which supports the overall government system in the city.

Admission to the Park: Many park and recreation systems in the United States have admission fees on a per car, per bike, and per person basis to access a park that can be used to help support operational costs. Car costs range from \$3 to \$5 per car, \$2 dollars per bicycle, and \$2 dollars per person. This would only apply to regional parks or special use sports complexes in the city if it is considered. This fee may be useful for large events and festivals that have the capability to be set up as a fee based park at least on weekends. This is not unusual for city/county parks to have fees to access regional parks to support the operations. Bay City Parks uses this system now at Riverside Park.

Parking Fee: Many parks that do not charge an admission fee will charge a parking fee. Parking rates range from \$3 to \$4 dollars a day. This funding source could work for helping to support special events, festivals and tournaments. Florida city and county park systems charge parking fees for beaches, sports complexes, and special event sites. They also have parking meters in parks to support the system and this could be applied to Bay City Parks at certain parks in the system.

User Fees: User fees are fees paid by a user of recreational facilities or programs to offset the costs of services provided by the department in operating a park, a recreation facility or in delivering programs and services. A perception of “value” has been instilled in the community by Bay City Parks staff for what benefits the system is providing to the user. As the department continues to develop new programs, all future fees should be charged based on cost recovery goals developed in a future Pricing Policy. The fees for the parks and/or core recreation services are based on the level of exclusivity the user receives compared to the general taxpayer. It is recommended that user fees for programs be charged at market rate for services to create value and operational revenue for Bay City Parks.

Corporate Naming Rights: In this arrangement, corporations invest in the right to name an event, facility, or product within a park in exchange for an annual fee, typically over a 10-year period. The cost of the naming right is based on the impression points the facility or event will receive from the newspapers, TV, websites, and visitors or users to the park. Naming rights for park and recreation facilities are typically attached to sports complexes, amphitheaters, recreation centers, aquatic facilities, stadiums, and events. Naming rights are a good use of outside revenue for parks, recreation facilities or special attractions in the city/county.

Corporate Sponsorships: Corporations can also underwrite a portion or all the cost of an event, program, or activity based on their name being associated with the service. Sponsorships typically are title sponsors, presenting sponsors, associate sponsors, product sponsors, or in-kind sponsors. Many agencies seek corporate support for these types of activities.

Advertising sales on sports complexes, scoreboards, gym floors, trash cans, playgrounds, in locker rooms, at dog parks, along trails, flower pots, and as part of special events held in the city/county to help support operational costs have been an acceptable practice in parks and recreation systems for a long time and should be considered for Bay City Parks to support operational costs.



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Maintenance Endowment Fund: This is a fund dedicated exclusively for a park's maintenance, funded by a percentage of user fees from programs, events, and rentals and is dedicated to protecting the asset where the activity is occurring.

Park and Recreation Revenue Revolving Fund: This is a dedicated fund to be used for park purposes only that is replenished on an ongoing basis from various funding sources such as grants, sponsorships, advertising, program user fees and rental fees within the park system. Bay City Parks could establish a revolving fund supported by all of the funding sources identified in this section and kept separate from the tax general fund.

Permit Fees: This fee is incorporated for exclusive reservations for picnic shelters, sports fields, special events that are provided by Bay City Parks for competition tournaments held in the city/county by other organizations who make a profit from Bay City Parks owned facilities. Permit fees include a base fee for all direct and indirect costs for Bay City Parks to provide the space on an exclusive basis plus a percentage of the gross for major special events and tournaments held on park owned permitted facilities. Alcohol permits should be explored and added to these permits, which would generate more dollars for Bay City Parks for these special use areas. These dollars could be applied to the Recreation and Park Revolving Fund to help support park improvements and operations.

Land Leases: Many communities across the United States have allowed land leases for commercial retail operations along trails as a source of funding. The communities that have used land leases look for retail operations that support the needs of recreation users of the trails. This includes coffee shops, grill and food concessions, small restaurants, ice cream shops, bicycle shops, farmers markets, and small local business. The land leases provide revenue to maintain the trails and/or to be used for in-kind matching.

Sale of Development Rights below the Ground: Some public agencies have sold their development rights next to greenways below the ground for fiber optic lines and utility lines for gas and electric on a lineal foot basis. This has occurred in King County Washington.

5.3.3 PRIVATE FUNDING SOURCES

Business/Citizen Donations: Individual donations from corporations and citizens can be sought to support specific improvements and amenities.

Private Foundation Funds: Nonprofit community foundations can be strong sources of support for the Department and should be pursued for specific park and recreation amenities. The department has a parks foundation in place and it needs to continue but stronger efforts to have the Foundation support the park systems needs should be explored.

Nonprofit Organizations: Nonprofit organizations can provide support for green space and parks in various ways. Examples include:

Conservancy or Friends Organization: This type of nonprofit is devoted to supporting a specific park like Riverside Park or LeTulle Park. These Park Conservancy's or Friends Groups are a major funding source for parks in the United States and should be considered for Bay City Parks.

Adopt-A-Foot Program: These are typically small grant programs that fund new construction, repair/renovation, maps, trail brochures, facilities (bike racks, picnic areas, birding equipment) as well as provide maintenance support.

Estate Donations: Wills, estates, and trusts may also be dedicated to the appropriate agency for use in developing and/or operating Riverside Park.

5.3.4 VOLUNTEER SOURCES

Adopt-a- Park or Trail: In this approach, local neighborhood groups or businesses make a volunteer commitment to maintaining a specific area of a park. Adopt-an-area arrangements are particularly well suited for the department.

Community Service Workers: Community service workers are assigned by the court to pay off some of their sentence through maintenance activities in parks, such as picking up litter, removing graffiti, and assisting in painting or fix up activities. Most workers are assigned 30 to 60 hours of work. This would seem to be a good opportunity for the parks to work with the sheriff's department on using community service workers.

Park Sponsors: A sponsorship program for park amenities allows for smaller donations to be received both from individuals and businesses. The program must be well planned and organized, with design standards and associated costs established for each amenity. Project elements that may be funded can include mile markers, call boxes, benches, trash receptacles, entry signage and bollards, and picnic areas.

Volunteer Work: Community volunteers may help with park construction, as well as conduct fundraisers. Organizations that might be mobilized for volunteer work include the Boy Scouts and Girl Scouts.

5.3.5 GRANTS THROUGH PRIVATE FOUNDATIONS AND CORPORATIONS

Many communities have solicited park funding from a variety of private foundations and other conservation-minded benefactors. Some of these grants include:

American Greenways Eastman Kodak Awards: The Conservation Fund's American Greenways Program has teamed with the Eastman Kodak Corporation and the National Geographic Society to award small grants (\$250 to \$2000) to stimulate the planning, design, and development of greenways.

REI Environmental Grants: Recreational Equipment Incorporated awards grants to nonprofit organizations interested in protecting and enhancing natural resources for outdoor recreation. The company calls on its employees to nominate organizations for these grants, ranging from \$500 to \$8,000, which can be used for the following:

- Protect lands and waterways and make these resources accessible to more people.
- Better utilize or preserve natural resources for recreation.
- Increase access to outdoor activities.
- Encourage involvement in muscle-powered recreation.
- Promote safe participation in outdoor muscle-powered recreation, and proper care for outdoor resources.

Coors Pure Water 2000 Grants: Coors Brewing Company and its affiliated distributors provide funding and in-kind services to grassroots organizations that are working to solve local, regional and national water-related problems. Coors provides grants, ranging from a few hundred dollars to \$50,000, for



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projects such as river cleanups, aquatic habitat improvements, water quality monitoring, wetlands protection, pollution prevention, water education efforts, groundwater protection, water conservation and fisheries.

World Wildlife Fund Innovative Grants Program: This organization awards small grants to local, regional and statewide nonprofit organizations to help implement innovative strategies for the conservation of natural resources. Grants are offered to support projects that accomplish one or more of the following: (1) conserve wetlands; (2) protect endangered species; (3) preserve migratory birds; (4) conserve coastal resources; and (5) establish and sustain protected natural areas, such as greenways.

Innovative grants can help pay for the administrative costs for projects including planning, technical assistance, legal and other costs to facilitate the acquisition of critical lands; retaining consultants and other experts; and preparing visual presentations and brochures or other conservation activities. The maximum award for a single grant is \$10,000.

Steelcase Foundation: Steelcase Foundation grants are restricted to locally sponsored projects in areas where there are Steelcase Inc. manufacturing plants. In general, Steelcase does not wish to be the sole funder supporting a program. Grants are also only made to nonprofit organizations. It does support educational and environmental projects, and is particularly interested in helping the disadvantaged; disabled, young and elderly improve the quality of their lives. Applications may be submitted anytime and are considered by the Trustees four times a year.

Wal-Mart Foundation: This foundation supports local community and environmental activities and educational programs for children (among other things). An organization needs to work with the local store manager to discuss application. Wal-Mart Foundation only funds 501(c)3 organizations.

5.3.6 PARKS AND RECREATION ADDITIONAL FUNDING SOURCES

The following funding sources can provide revenue opportunities for Bay City Parks, but it will take a dedicated staff person or the Parks Advisory Board to investigate and pursue the source and manage for the future. The following are funding sources that can be developed for the city.

Community Forest and Open Space Program: Federal Grant with Estimated Total Program Funding of \$3,150,000. Individual grant applications may not exceed \$400,000. The program pays up to 50% of the project costs and requires a 50% non-federal match. Eligible lands for grants funded under this program are private forests that are at least five acres in size, suitable to sustain natural vegetation, and at least 75% forested.

Congestion Mitigation and Air Quality Program-fund: This source is for transportation projects that improve air quality and reduce traffic congestion. Projects can include bicycle and pedestrian projects, trails, links to communities, bike rack facilities. Average grant size \$50-\$100,000.

Community Facilities Grant and Loan Program-Grant Program: This source is established to assist communities with grant and loan funding for the expansion, renovation and or remodeling of former school facilities and or existing surplus government facilities that have an existing or future community use. Facilities may be space for community gatherings and functions, recreational athletic facilities for community members, particularly youth. These include space for non-for-profit offices, childcare, community education, theater, senior centers, youth centers, and after school programs. CFP match requirements for requests up to \$250,000 are 10% eligible project costs. For requests over \$250,000 to \$1 million, the match is 15%.

American Hiking Society: Fund on a national basis for promoting and protecting foot trails and the hiking experience.

The Helen R. Buck Foundation: This foundation provides funding for playground equipment and recreational activities.

Deupree Family Foundation: The Deupree Family Foundation provides grants for Recreation, parks/playgrounds, and children/youth, on a national basis. This foundation supports building/renovation, equipment, general/operating support, program development, and seed money.

The John P. Ellbogen Foundation: Children/youth services grants as well as support for capital campaigns, general/operating support, and program development.

Economic Development Grants for Public Works and Development of Facilities: The U. S. Department of Commerce, Economic Development Administration (EDA), provides grants to states, counties, and cities designated as redevelopment areas by EDA for public works projects that can include developing trails and greenway facilities. There is a 30% local match required, except in severely distressed areas where the federal contribution can reach 80%.

5.3.7 OPERATIONAL COST OPPORTUNITIES

The Department has numerous revenue sources to draw from to support operational and management costs that include long term capital replacement costs. The following are funding options to consider in operations of the system.

Concessions: Concessions can be leased out to a private operator for a percentage of gross profits. Typically, 15%-18% of gross profits for concessions of a profit operator, or a managing agency over a park site could manage concessions.

Parking Fees: During major special events, the park system could charge a \$5 parking fee for special events in the parks.

Field Permits: The city can issue recreational use permits for activities, practice or games. Permits should cover the operational cost of each field and management costs. If a private operator desires to rent the site for a sporting tournament for private gain, the district should provide a permit fee plus a percentage of gross from the event for the exclusive use of the fields.

Admission Fee: An admission fee to an event in the park can be utilized.

Walking and Running Event Fees: Event fees for walking and running events in the park can be assessed to cover safety staff managing the event in the park.

Food and Equipment Sponsors: Official drink and food sponsors can be utilized for the district. Each official drink and food sponsor pays back to the district a set percentage of gross. Typically, this is 15%-20% of costs for being the official product and receiving exclusive pouring and food rights to the complex. Likewise, official equipment sponsors work well for trucks, mowers, and tractors.

Advertising Revenue: Advertising revenue can come from the sale of ads on banners in the parks. The advertising could include trashcans, trail markers, visitor pull trailers, tee boxes, scorecards, and in restrooms.



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Cell Tower: Cell tower leases can be used. This revenue source would support \$35,000-\$50,000 annually for the site if cell towers in areas needing cell towers.

Program Fees: Program fees to support existing programs can be employed in the form of lessons, clinics, camps, life skill programs, and wellness and fitness. These types program help support the operations of the park and recreation system.

Special Event Sponsors: Special events provide a great venue for special events sponsors as it applies to a concert, stage, entertainment, and safety.

Room Reservations: Rental of rooms in the park system can gain operational revenues from these amenities with a typical range of \$200-\$500 a day for exclusive rental reservations.

Special Fundraiser: Many agencies hold special fundraisers on an annual basis to help cover specific programs and capital projects to be dedicated to a facility or district.

Catering: The Department has many sites that set up well to have high, medium and low-level caterers on contract that groups can use. Caterers usually provide the parks with a fixed gross rate on food and beverage at 12%-15% of the cost of food and 18% of drink back to the Department.

CHAPTER SIX - IMPLEMENTATION PLAN

6.1 PERFORMANCE MEASURES

It is recommended that the following key performance measures be established for the park. These performance indicators help the park staff move from an “effort-based culture” to an “outcome-based culture.” The performance measure results should be presented at least twice a year so the staff remains focused on what is most important for achieving the vision for the park.

- Cost recovery goals for the Park meet within 95% of targeted goal
- Development fund raising goals meet within 95% of targeted goals through grants, sponsorships, advertising, special fundraisers, gift giving and other sources of income.
- Volunteer support 15% of the manpower to operate.
- Development meets the timelines established and stays within 10% of the construction costs established.
- Visitor participation meets projections at the gate and the various attractions.
- Customer satisfaction rates are 90% satisfied with the experiences received in the park.
- Partnership goals are met for investing in the park as outlined in the business plan.
- Community relations and marketing implement 80% of the marketing plan goals within the next two years.
- Programs created in the park meet 90% of what is outlined in the park with a customer satisfaction level at 90%.
- Park maintenance standards meet 90% of the standards outline for trials, cleanliness, ground maintenance and tree maintenance in the park.

6.2 ACTION PLAN

6.2.1 VISION

The desired perception of Riverside Park is: *“Bay City’s best nature experience”*

6.2.2 MISSION

The following is the mission for Riverside Park on how they will implement the vision:

“It is our Mission to protect, maintain and preserve Riverside Park where people of all ages may participate in activities blending environmental education and adventure recreation into many positive recreation experiences for years to come.”

OR

“To serve the community by providing the region’s best Public Park and most beloved forest and river experience”

6.2.3 LAND ACTIONS

“Our Vision for land is to preserve the history and heritage of the park so generations will be able to appreciate what Riverside Park provides to Bay City for environmental, adventure recreation and tourism purposes.”

6.2.3.1 GOAL

Develop the park in a responsible and financially sustainable manner for recreation and environmental purposes.

Strategies and Tactics

- Remove non-native species in the park.
 - Continue to remove non-native species in the park to open the park up so visitors can see the value of the spaces.
 - Develop a method to control the growth on non-native species so the staff and volunteers do not have to repeat the process.
- Continue to update existing amenities in the park such as trails, and add new amenities.
 - Develop a cost benefit approach to each new amenity and ensure to create a balance of experiences for all age segments in the community.
 - Price services correctly for key amenities and services in the park.
 - Exceed expectations of users via quality design that generates a “Wow” factor and ensures a memorable experience.
- Maintenance Standards are implemented in the park as outlined in the Business Plan.
 - Approve maintenance standards are implemented in the park for each zone in the park with Public Works.
 - Cost of service assessment done yearly on maintenance cost.
- Increase land development partnerships in the park to support operational revenues.



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- Develop a partnership land lease strategy for the park to help support the vision for the park, provide additional user services and benefits and create operational revenue for the park.
- Work with local tourism and community development agencies on the types of business partners that would support the park well and the economy of Bay City to develop on lease sites in the park.
- Create a feasibility assessment for each interested partner who would like to lease land in the park for tourism or recreation purposes.
- Find partnership grants for amenities in the Park.
 - Seek partnership grants for health and wellness trails, concession and retail facility.
 - Utilize donor and foundation support for major attractions in the park.

6.2.4 FACILITY AND AMENITY ACTIONS

“Our vision for facilities and amenities is to exceed the user’s expectations, as well as to design them to produce revenue and to meet program user needs.”

6.2.4.1 GOAL

Create “Appropriate facilities and amenities” that energize and add value to the park and create memorable experiences for people of all ages.

Strategies and Tactics

- Improve one or two new amenities each year for the next six years to build enthusiasm for the park and a stronger user base.
 - Design facilities to produce revenue.
 - Design facilities that have wide age segment appeal.
 - Design and develop these facilities that build a destination park for the community and support tourism.
- Work with a local college or schools to establish an Outdoor Adventure Program for students interested in Adventure Sports or in Natural Studies.
 - Work closely with a local College schools to develop a curriculum for recreation and nature studies to build a future interest in the park.
 - Encourage part-time workers and volunteers to get certified in the various types of Adventure Sports to become instructors and managers.
 - Encourage all ethnic groups to take advantage of the program.
- Determine each amenity developed and who the target market is for that amenity. Create (5) experiences for each age segment in the park by adding the appropriate level of amenities in the park.
 - Follow the amenity chart to age segment use outlined in the business plan.
 - Seek partnerships to help improved the various amenities in the park.
 - Exceed the users’ expectations for the value of the experience as it applies to playgrounds, group picnic facilities, Adventure sport facilities, trails, environmental education facilities, special event areas, trails, concessions and food service areas, music, art areas and campgrounds.

Programming Actions

“Our vision for programming in Riverside Park will be to develop programs that attract a variety of users and teach nature education programs, adventure outdoor skills through positive learning experiences.”

6.2.4.2 GOAL

Involve at least 2,000 users in program activities annually in the park through effective programs and services.

Strategies and Tactics

- Develop core programs in Nature Education, Health and Wellness Programs, Outdoor Adventure, Active Seniors, Youth Services, Family Programs, Adaptive Sports, and Special Events.
 - Follow the core program standards outlined in the Business Plan.
 - Hire certified and trained instructors to teach outdoor adventure skills and good program staff who know how to set up special events and nature education programs.
- Develop partnerships with local event providers to host events in the Park beginning in 2018.
 - Develop partnerships with Girl Scouts, Boy Scouts and Boys and Girls Club, in 2019.
 - Develop partnerships with the library for a “story book trail”.
 - Develop on-going fitness and well ness programs with local hospitals in the park including establishing heart healthy trails and wellness events in the park.
- Develop Family Programs in the Park beginning in 2019.
 - Develop a program plan for families that include outdoor hiking, health and wellness and adventure sports in the park.
 - Work with kid-focused agencies in Bay City in what they need for the park to do for them to support families and kids and design programs to provide that service.

6.2.5 OPERATIONS AND STAFFING ACTIONS

“Our vision for operations and staffing is to hire and train staff on all elements of the business plan and to incorporate key performance indicators into their individual work plan to support meeting the vision and mission of the park.”

6.2.5.1 GOAL

Staff and volunteers working in the park are highly trained in customer service and in the skill they need to perform their work at the highest level possible.

Strategies and Tactics

- Staff will be trained to meet the expectations of their job descriptions in the park.
 - Each staff will develop a training program for themselves on areas they need to build their skill levels in to maximize their performance in the park.
 - Develop a yearly work plan with performance indicators for each staff person with quarterly reviews by the Recreation Supervisor and Director.
 - Management standards for marketing, program and maintenance operations will be followed as outlined in the business plan.



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- Part-time staff and volunteers will be hired on an as needed basis with training provided to them before they start their work.
 - Part-time staff and volunteers will be recruited and trained for each position that they are hired to perform work in.
 - Appropriate levels of work tools will be provided to accomplish their work.
 - Recognition program established for Part-time and Volunteer workers each year.
- Operational policies outlined in the business plan are enacted.
 - The six policies outlined in the business plan will be utilized in 2019.
 - Staff will be trained on policies and how to interpret them to the community.

6.2.6 MARKETING ACTIONS

“Our vision for marketing is to energize and invite users to the park, as well position the park as a major destination attraction by 2019.”

6.2.6.1 GOAL

Develop and implement the marketing plan in the business plan over the next five years.

Strategies and Tactics

- Develop a collection data system to track users to the park as it applies to core recreation programs, future campground users, boat launch users, Picnic Shelter Users, Special Event Users.
 - Determine the process to collect the data and train volunteers and staff to collect data as needed.
 - Report quarterly on the results of data collected.
 - Work with the Marketing and Program staff on how to use the data to make better program decisions.
- Develop an on-going Survey Monkey and customer service app to gauge user input into how they feel about the services and programs provided in the park as well as set up a social network site to capture data from users on their experiences.
 - Develop a social media transformation process with all social networks available.
 - Track the results and adjust the programs as needed from survey monkey work and intercept surveys.
- Develop themes for the park for each year that focus on wellness and fitness, adventure recreation, anniversaries of key amenities developed, special events to be held in the park, special family programs, customer appreciation days and It's in our Nature Programs.
 - Work with program staff to develop the themes.
 - Seek financial funding for the programs between users and sponsors based on an established budget for each event.
 - Implement the events with event partners and volunteers.
- Develop a Communication Plan for the Park.

- Develop a weekly and monthly communication plan for the park based on using social media and website technology.
- Establish a budget for communications to implement the communications plan and cross promote with other attractions in the City and the region.
- Communicate the results of the Communication Plan.
- Develop a brand message for the park using effective signage, effective pictures, special events, use of logo, incorporating history into programs, creating fun programs for all ages.
 - Demonstrate how Riverside Park contributes to the community.
 - Demonstrate in all publications the benefits and experiences that can be found in Riverside Park.
 - Price services effectively to the value received.

CHAPTER SEVEN - CONCLUSION

Riverside Park offers the City of Bay City 25 years of history from the initial purchase in 1986 to present day operations. The park, which is the largest city park in the Bay City, offers 100 acres of water, forest, and unmatched opportunities for recreation, enjoyment, and the discovery of nature. Riverside Park is a designated “regional park” designed to provide a wide array of recreation opportunities to members of the community that may not be available in neighborhood or community parks. While existing park amenities have been significant from over two decades of growth, it will be critical to initiate successful management, operations, and facility improvements as desired by the City of Bay City to meet the challenges presented in the future of the park. There is a need to increase initial staff in several strategic areas to increase exciting new programs, activities, and events. The park needs a major capital campaign that can be promoted through a combination of sources. This will help park staff to generate the desired recovery of costs at 100%. While the challenges are significant, there are many opportunities available to Bay City Parks to take advantage of embellishing existing resources to accomplish the ultimate goal: the maximization of its value through enhanced amenities. These operational and facility improvements are necessary to allow Riverside Park to accomplish the desired vision. The recommendations in this business plan will provide the pathway to reintroduce the park as the premiere signature destination location in Bay City.





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APPENDIX 1 – QUALITY ASSURANCE FORMS CONCESSIONS

Date _____ Facility _____ Program _____

Rank 1, 2 or 3 (1 = unacceptable, 2 = average, 3 = exceptional)

Facility Conditions

- ☐ Floors swept and clear of debris
- ☐ Countertops clean and sanitary
- ☐ Storage is packed neatly and accessible
- ☐ Garbage picked up
- ☐ Tables / chairs clean and sanitary
- ☐ Equipment functioning correctly
- ☐ Office area is clean and useable

Notes: _____

Staff

- ☐ Engaged with customers in friendly manner
- ☐ Show up on time
- ☐ Staff shirt / name tag visible on the right chest / no open toed shoes
- ☐ Not eating on duty
- ☐ No cell phones

Notes: _____

Operations

- ☐ Quick service
- ☐ Are making correct money exchanges
- ☐ Plenty of money available for making change

Notes: _____

Paying Customers

- ☐ Appear to be having a good transaction
- ☐ Being served quickly after placing order
- ☐ Line is moving quickly

Notes: _____

Riverside Park Business Plan | Report

Additional notes can be added on reverse side

RENTAL CHECK UPS

Date: _____

Please initial when checking below rentals

Beginning of rental:	Room 1	Room 2	Room 3	Room 4	Room 5
Room is set up according to contract, including equipment, coffee service, etc.					
Renter received friendly greeting/welcome					
Bathrooms clean and stocked					
Lights working and switches shown to renter					
Renter is reminded of facility rules, esp. use of fog machine, tape, etc. (if applicable)					
During Rental					
Rental is going well; all needs are met					
Staff is courteous when talking to renter about any rules being broken					
Bathrooms clean and stocked					
Conclusion of Rental					
Renter is thanked for using center					
Renter is gently reminded of what needs to be done on their part					
Renter left on time					
Center equipment secured following rental					
Condition of room when renter vacates is satisfactory					
Comments:					



Riverside Park

QUALITY ASSURANCE CHECKLIST

Date _____ Evaluator _____

Facility _____ Program _____

Staff Working _____

Rank 1, 2 or 3 (1 lowest, 2 average, 3 exceptional)

Facility Conditions

- _____ Area is free of garbage, trash cans are not overflowing
- _____ Area is safe of hazardous conditions
- _____ Bathrooms are cleaned and stocked
- _____ Concessions are organized and stocked
- _____ Overall feel of facility is safe, clean and green

Notes:

Staff

- _____ Begin work on time / opening facility on time
- _____ Staff shirt / name tag visible on the right chest / closed toe shoes
- _____ Personal cell phones are not in use
- _____ First Aid supplies are available and stocked
- _____ Staff greets patrons and is courteous and helpful
- _____ Line of customers is being attended to quickly
- _____ Staff is not eating food or having it visible to public

Notes:

Patrons

- _____ Customers are wearing appropriate safety equipment
- _____ Customers are enjoying their experience (smiles, laughter)
- _____ Children are being attended to and not participating in unsafe activities

CUSTOMER SERVICE QUALITY ASSURANCE CHECKLIST

Date: _____

Time: _____

Location: _____

Evaluator: _____

(Exceptional = 3, Good = 2, Poor = 1)

Customer Service Staff	N/A	Except/Good / Poor	Comments
*Greeted by staff when entering			
* Knowledgeable (1st priority for customers)			
* Enthusiastic and helpful (2nd priority)			
* Staff is friendly and engaging			
* Staff is friendly and courteous to each other			
* On time, organized, prepared			
* Gives attention to all participants/guests (internal and external)			
* Uses positive reinforcement with difficult situations.			
* Follows dress code			
* Follows safety guidelines			
* Name tag is visible			
* Team player-works for good of whole program			
* Work area is neat and clean			
* Facility is neat and clean			
* Brochures and flyers are stocked and current			
* Customers (internal & external) treated with dignity and respect			

Notes: _____



Riverside Park

WEEKLY FACILITY QUALITY ASSURANCE

Date: _____ Time: _____

Rank 1, 2 or 3 (1-unacceptable, 2-good, 3-exceptional) or NA

Facility Conditions - Indoors	Ranking	Notes
Floors clean and free of debris		
Windows clean and free of handprints		
Bathrooms clean and well-stocked		
Water fountains clean and free of debris		
Flyer Racks neat and full		
Front Counters clean and neat		
Lobby areas clean and clutter free		
Interior Walls and ceilings clean, free of cobwebs		
Lights working in all rooms		
Equipment stowed properly		
Walk areas clear of equipment		
Storage areas organized, easy to walk through		
Tables & chairs clean and properly stored when not in use		
Kitchen - fridge, stove, counters, etc.		
Facility Conditions - Outdoors		
Covered Walkway around perimeter clean and cobweb free		
Lights (exterior) working		
Walkways and sidewalks clean and debris free		
Trash cans & ashtrays empty and clean on outside		
Planter areas clean and attractive		

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Patio area clean and attractive		
Staff and Volunteers		
Dressed appropriately and name tags on		
Customers (internal & external) treated with dignity & respect		
Are friendly, helpful, knowledgeable		
Programs and Rentals		
People appear to be happy and engaged		
Needs and interests are being met		
Safety and supervision is apparent		
Activities appropriate for population		

_____ Staff Initials (completing above items to be repaired)

_____ Staff Evaluator



Riverside Park

APPENDIX 2 – RIVERSIDE JOB DESCRIPTIONS



City of Bay City Job Description

POSITION TITLE:	Park Ranger	SALARY RANGE:	\$15.00/hr - \$18.00/hr
FLSA STATUS:	Non-Exempt	SHIFT:	M – F 8 – 5
LOCATION:	Riverside Park	DEPARTMENT:	Parks & Recreation
REPORTS TO:	Parks and Recreation Supervisor	DIVISION:	Parks
SUPERVISES:	Has no supervisory responsibility	APPROVED:	December 11, 2015

JOB SUMMARY:

Under the supervision of the Parks and Recreation Supervisor, the Park Ranger is responsible for protecting and patrolling Riverside Park. The Park Ranger will be responsible for the care, maintenance and operation of Riverside Park, in addition to the set up/take down, and working park events and programs. This position will perform other duties as assigned.

ESSENTIAL JOB FUNCTIONS:

- Patrol the park grounds to ensure sure that campers and other visitors follow the rules, including safety regulations.
- Assist in managing the Visitor's Center. Procure supplies, materials, and store inventory.
- Greet visitors; explain park rules and regulations; and enforce park policies.
- Assist in creating public education and informational materials, such as brochures.
- Conduct camp-site checks.
- Educate park visitors about the park and its wildlife.
- Perform maintenance on park facilities, equipment and trails.
- Participate in chemical application duties; stores, mixes, and sprays herbicides, fungicides, and pesticides; ensures proper application of all materials; performs all duties in compliance with federal, state, local laws and mandated health and safety rules and regulations.
- Assist other City departments for special projects and events, when needed.
- Clean assigned equipment and related tools as required.
- Work overtime as required to complete assigned tasks.
- Participate in on-call rotation schedule as required to perform the duties of the position.
- Participate as first responders in emergency situations (i.e. tropical storms, hurricanes, and tornados, train derailments, hazardous material spills, etc.).
- Display good decision making abilities.
- Perform other duties as assigned.

JOB QUALIFICATION REQUIREMENTS:

Mandatory Requirements

- A Bachelor's Degree in a Science or Conservation related field with coursework in recreation and/or parks management, and/or a minimum of three (3) years of progressive experience in Parks and Recreation.
- Knowledge of and proficient in, the use of tools and equipment required in maintenance and repair activities.
- Knowledge of and ability to follow safety procedures used on the job.
- Ability to follow oral and written instructions.
- Ability to work independently and make decisions.
- Ability to teach subordinates through demonstration.
- Ability to perform basic math functions to layout and estimate materials needed for job.
- Must have good communication skills; requires a calm demeanor in responding to customer questions/and or complaints, and dealing with the general public in everyday activities.
- Ability to work within established guidelines.
- Ability to perform repetitious tasks.
- Ability to use and/or operate pick-up truck, dump truck, tractor, forklift, front-end loader, dozer, and miscellaneous power tools.
- Provide oversight for landscaping activities including planting, transplanting, mowing, weed eating, fertilization and all turf maintenance.
- Assist in scheduling annual maintenance of facilities and parks.
- Inspect all facilities and parks on a routine basis.
- Must pass a medical physical examination and drug test.
- Must pass a criminal background check.
- High School diploma or GED.
- Formal or informal education or training which ensures the ability to read and write at a level necessary for successful job performance.
- Valid Class C Texas State Driver's License and safe driving record.
- To perform this job successfully, the person in this position must be able to perform each essential duty satisfactorily.

Desirable Requirements

- Bilingual in English and Spanish.
- First-Aid/CPR Certified.

PHYSICAL DEMANDS OF THE POSITION:

- Endurance/Moving About: Frequently (1/3 to 2/3 of the time). Move from location to location.
- Endurance/Overall strength: Heavy work. Exerts force and/or lifts or carries objects weighing up to 150 pounds occasionally.
- Walking: Constantly (up to 2/3 of the time). Move about on foot.
- Sitting: Frequently (1/3 or more of the time).
- Lifting/Carrying: Periodic. Lift by manually raising or lowering an object from one level to another (including upward pulling), and/or carry transport and object, usually holding it in the hands or arms, or on the shoulder.
- Pushing/Pulling: Periodic. Push by exerting force on an object so that it moves away from the force or worker (including slapping, striking, kicking, and treadle actions); and/or pull by exerting force on an object so that it moves toward the force or worker (including jerking).
- Controls: Frequently (1/3 to 2/3 of the time). Use one or both arms and/or hands and /or one or either feet or legs to move controls on machinery or equipment.
- Climbing Periodic. Ascend or descend ladders, stairs, scaffolding, ramps, poles, ropes, and the like using the feet and legs and /or hands and arms.
- Balancing: Periodic. Maintain body equilibrium to prevent falling when walking, standing, crouching, or running on narrow, slippery or erratically moving surfaces.
- Bending/Stooping: Periodic. Stoop by bending the body downward or forward by flexing the spine at the waist, and /or bend by extending the spine backward or from side to side.



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- **Kneeling/Crouching:** Periodic. Kneel by bending the legs at the knees to come to rest on the knee or knees, and/or crouch by bending the body downward and forward by bending the legs and spine.
- **Crawling:** Periodic. Move about on the hands and knees or hands and feet.
- **Reaching:** Constantly (2/3 or more of the time). Extend hands and arms in any direction.
- **Handling:** Constantly (up to 2/3 of the time). Seize, hold, grasp, turn or otherwise work with the hand or hands.
- **Rotation:** Frequently (1/3 to 2/3 of the time). Twist and turn the spine or a ball and socket joint such as the shoulder or hip.
- **Talking:** Constantly (2/3 or more of the time). Express or exchange ideas by means of the spoken word to impart oral information to clients or to the public and convey detailed spoken instructions to other workers accurately, loudly or quickly.
- **Hearing:** Constantly (2/3 or more of the time). Perceive the nature of sounds by the ear.
- **Seeing:** Constantly (2/3 or more of the time). Obtain impressions through the eyes of the shape, size, distance, motion, color or other characteristics of objects.
- **Reading:** Read design drawings, written reports and instructions.
- **Writing:** Able to accurately record information and summary of events.

WORKING CONDITIONS:

- **Location:** Both inside and outside. Work is spent inside (where there is protection from weather, but not necessarily from temperature changes) and outside (where there may be no effective protection from weather).
- **Extreme Cold:** Endure temperature(s) sufficiently low to cause marked bodily discomfort unless exceptional protection is used.
- **Extreme Heat:** Endure temperature(s) sufficiently high to cause marked bodily discomfort unless exceptional protection is used.
- **Wet Conditions:** Endure contact with water or other liquids.
- **Noise / Vibration:** Periodic. Occasionally endure noises, either constant or intermittent while at work sites.
- **Smell:** Fumes chemicals, or toxic substances.
- Requires 24 hour on-call status for emergency situations.
- Shift work (including weekends and holidays) may be required.

SUPERVISORY RESPONSIBILITIES:

None. May act as lead worker based upon experience or as required.

SUPERVISION RECEIVED:

Receive direction from the Parks and Recreation Supervisor and/or the Director of Parks and Recreation.

WORKING HOURS:

Normal working hours are from 8:00 a.m. to 5:00 p.m. with one hour for lunch. Overtime may be required. In emergencies may be called into work and work schedule will be adjusted during the emergency.

EXPECTATIONS OF ALL CITY EMPLOYEES:

- Support City and Department goals and objectives.
- Serve and meet the needs of our citizens during routine or emergency situations.
- Ability and willingness to work as part of a team, demonstrate team skills, and perform a fair share of team responsibilities.
- Plan and organize his/her work, time and resources, and, if applicable, that of subordinates.
- Contribute to the development of others, to the Department, and the City.

- Produce desired work outcomes including quality, quantity and timeliness.
- Communicate effectively with peers, supervisors, subordinates and people to whom service is provided.
- Understand and value differences in employees and value input from others.
- Consistently report to work and work assignments prepared and on schedule.
- Consistently display a positive behavior with regard to work, willingly accept constructive criticism and be respectful of others.

MISCELLANEOUS:

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

The job description does not constitute an employment agreement between the City of Bay City and the employee and is subject to change by the City of Bay City as the needs of the City and requirements of the job change. The City of Bay City is an Equal Opportunity Employer.

In compliance with the American's with Disability Act, the City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective employees and incumbents to discuss potential accommodations with the employer.

Formal application or letter of interest, rating of education and experience; oral interview, reference and criminal background checks, and drug screens are required. In addition, job related tests may also be required.



City of Bay City Job Description

POSITION	Recreation Specialist	SALARY	\$10.00/hr
TITLE:		RANGE:	
FLSA STATUS:	Non-Exempt	SHIFT:	Regular
LOCATION:	Municipal Services Building	DEPARTMENT:	Parks & Recreation
REPORTS TO:	Parks and Recreation Supervisor	DIVISION:	Parks & Recreation
SUPERVISES:	Has no supervisory responsibility	APPROVED:	May 14, 2015

JOB SUMMARY:

Under the general supervision of the Parks and Recreation Supervisor, the Recreation Specialist will provide assistance in programming and supervision of participants at the Open Gym Program. The Recreation Specialist is responsible for the safety and cooperation of program participants. This position assists with meeting the mission of the Department by providing positive role modeling, interactions and insuring safety between youth. Will perform other duties as assigned.



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ESSENTIAL JOB FUNCTIONS:

- Provide supervision of Open Gym youth participants (ages 10-14).
- Manage groups of participants and facilitate group instruction and activities, with little to no supervision.
- Engage hard-to-reach youth in program activities.
- Perform maintenance and clean assigned program supplies and equipment.
- Be self-reflective and use self as a role model for youth.
- Perform maintenance and cleaning of city buildings, city parks, and athletic fields.
- Set up, take down, and work Parks and Recreation events and programs.
- Display good decision making abilities.
- Works overtime as required to complete assigned tasks.
- Abides by all policies, procedures, rules, etc. associated with the City's Safety Program.

JOB QUALIFICATION REQUIREMENTS:

Mandatory Requirements

- Patience in working with youth that may have behavioral and learning limitations.
- Minimum of one year experience in leading youth, preferred.
- Ability to utilize time effectively, prioritize work and manage multiple projects independently.
- Ability to de-escalate tension or frustrations of youth.
- Ability to provide appropriate feedback by asking probing questions and/or suggesting alternative approaches.
- Ability to convey procedures and policies one-on-one or in groups to employees or customers.
- Knowledge of and ability to follow safety procedures used on the job.
- Ability to follow oral and written instructions.
- Ability to work independently and make decisions.
- Ability to teach subordinate/youth through demonstration.
- Must have good communication skills; requires a calm demeanor in responding to customer questions/and or complaints, and dealing with the general public in everyday activities.
- Ability to work within established guidelines.
- Ability to perform repetitious tasks.
- Must pass a medical physical examination and drug test.
- Must pass a criminal background check.
- High School diploma or GED. Not required for current High School students.
- Valid Class C Texas State Driver's License and safe driving record. Not required for ages 16 and below.
- To perform this job successfully, the person in this position must be able to perform each essential duty satisfactorily.

Desirable Requirements

- Bilingual in English and Spanish.
- First-Aid/CPR Certified.

PHYSICAL DEMANDS OF THE POSITION:

- Endurance/Moving About: Frequently (1/3 to 2/3 of the time). Move from location to location.
- Endurance/Overall strength: Heavy work. Exerts force and/or lifts or carries objects weighing up to 150 pounds occasionally.
- Walking: Constantly (up to 2/3 of the time). Move about on foot.
- Sitting: Frequently (1/3 or more of the time).

- Lifting/Carrying: Periodic. Lift by manually raising or lowering an object from one level to another (including upward pulling), and/or carry transport and object, usually holding it in the hands or arms, or on the shoulder.
- Pushing/Pulling: Periodic. Push by exerting force on an object so that it moves away from the force or worker (including slapping, striking, kicking, and treadle actions); and/or pull by exerting force on an object so that it moves toward the force or worker (including jerking).
- Controls: Frequently (1/3 to 2/3 of the time). Use one or both arms and/or hands and /or one or either feet or legs to move controls on machinery or equipment.
- Climbing Periodic: Ascend or descend ladders, stairs, scaffolding, ramps, poles, ropes, and the like using the feet and legs and /or hands and arms.
- Balancing: Periodic. Maintain body equilibrium to prevent falling when walking, standing, crouching, or running on narrow, slippery or erratically moving surfaces.
- Bending/Stooping: Periodic. Stoop by bending the body downward or forward by flexing the spine at the waist, and /or bend by extending the spine backward or from side to side.
- Kneeling/Crouching: Periodic. Kneel by bending the legs at the knees to come to rest on the knee or knees, and/or crouch by bending the body downward and forward by bending the legs and spine.
- Crawling: Periodic. Move about on the hands and knees or hands and feet.
- Reaching: Constantly (2/3 or more of the time). Extend hands and arms in any direction.
- Handling: Constantly (up to 2/3 of the time). Seize, hold, grasp, turn or otherwise work with the hand or hands.
- Rotation: Frequently (1/3 to 2/3 of the time). Twist and turn the spine or a ball and socket joint such as the shoulder or hip.
- Talking: Constantly (2/3 or more of the time). Express or exchange ideas by means of the spoken word to impart oral information to clients or to the public and convey detailed spoken instructions to other workers accurately, loudly or quickly.
- Hearing: Constantly (2/3 or more of the time). Perceive the nature of sounds by the ear.
- Seeing: Constantly (2/3 or more of the time). Obtain impressions through the eyes of the shape, size, distance, motion, color or other characteristics of objects.
- Reading: Read design drawings, written reports and instructions.
- Writing: Able to accurately record information and summary of events.

WORKING CONDITIONS:

- Location: Both inside and outside. Work is spent inside (where there is protection from weather, but not necessarily from temperature changes) and outside (where there may be no effective protection from weather).
- Extreme Cold: Endure temperature(s) sufficiently low to cause marked bodily discomfort unless exceptional protection is used.
- Extreme Heat: Endure temperature(s) sufficiently high to cause marked bodily discomfort unless exceptional protection is used.
- Wet Conditions: Endure contact with water or other liquids.
- Noise / Vibration: Periodic. Occasionally endure noises, either constant or intermittent while at work sites.
- Smell: Fumes chemicals, or toxic substances.
- Requires 24 hour on-call status for emergency situations.
- Shift work (including weekends and holidays) may be required.

SUPERVISORY RESPONSIBILITIES:

None. May act as lead worker based upon experience or as required.

SUPERVISION RECEIVED:

Receive direction from the Parks and Recreation Supervisor and/or the Community Services Director.



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WORKING HOURS:

Normal working hours are from 8:00 a.m. to 5:00 p.m. with one hour for lunch. Overtime may be required. In emergencies may be called into work and work schedule will be adjusted during the emergency. Subject to on-call schedule.

EXPECTATIONS OF ALL CITY EMPLOYEES:

- Support City and Department goals and objectives.
- Serve and meet the needs of our citizens during routine or emergency situations.
- Ability and willingness to work as part of a team, demonstrate team skills, and perform a fair share of team responsibilities.
- Plan and organize his/her work, time and resources, and, if applicable, that of subordinates.
- Contribute to the development of others, to the Department, and the City.
- Produce desired work outcomes including quality, quantity and timeliness.
- Communicate effectively with peers, supervisors, subordinates and people to whom service is provided.
- Understand and value differences in employees and value input from others.
- Consistently report to work and work assignments prepared and on schedule.
- Consistently display a positive behavior with regard to work, willingly accept constructive criticism and be respectful of others.

MISCELLANEOUS:

The duties listed above are intended only as illustrations of the various types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.

The job description does not constitute an employment agreement between the City of Bay City and the employee and is subject to change by the City of Bay City as the needs of the City and requirements of the job change. The City of Bay City is an Equal Opportunity Employer.

In compliance with the American's with Disability Act, the City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective employees and incumbents to discuss potential accommodations with the employer.

Formal application or letter of interest, rating of education and experience; oral interview, reference and criminal background checks, and drug screens are required. In addition, job related tests may also be required.

VOLUNTEER MAINTENANCE WORKER (not created)

The Volunteer Maintenance Worker will assist the Riverside Park maintenance staff in the repair and preservation of park grounds, amenities and facilities. Volunteers will perform semi-skilled maintenance tasks. This individual volunteer will report to the Park Ranger.

ESSENTIAL FUNCTIONS

- Maintains and preserves areas including turf, trees, trail, buildings, roads and parking lots, playgrounds, picnic area and trails.
- Assists with natural resource management by participating in prescribed burning, clearing and invasive species control.
- Assists in cutting, planting and spraying of trees and fertilizing of grounds.
- Performs routine inspections of surrounding grounds noting needed repairs, insuring the park is free of hazards and is safe for public use.
- Operates machinery, i.e., mowers, tractors, pumps and power equipment used in grounds and building maintenance, and assists in the preventive maintenance of such equipment.
- Drives a motorized vehicle to travel to different locations.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.
- Performs heavy lifting tasks up to 75 pounds.

MARGINAL FUNCTIONS

- Performs native species removal duties.
- Performs weekend Park Maintenance duties.
- Assists in painting of all structures on park grounds.

QUALIFICATIONS

- High school diploma.
- Some experience relating to grounds and facility maintenance or repairs.
- Working knowledge of use, of mowers, and other equipment used in grounds and building maintenance.
- Must possess a valid driver's license

OTHER CONSIDERATIONS

- Must have the ability to work around general population in public areas.

PHYSIOLOGICAL CONSIDERATIONS

- Ability to perform heavy lifting up to 75 pounds.
- Ability to climb, stoop, bends, reach, walk, sit, kneel, or stand for long periods of time.
- Ability to drive a motorized vehicle.

COGNITIVE CONSIDERATIONS

- Ability to establish and maintain effective working relationships with people at all level of employees and the general public.
- Ability to follow written and oral instructions.



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ENVIRONMENTAL CONDITIONS

- Regular exposure to inclement weather, extreme heat, cold, and rain.
- Occasional hazardous working conditions on construction sites and along roadways.
- Exposure to chemicals, herbicides, pesticides, and fertilizers.
- Protective equipment must be worn when applicable.

LAND PRESERVATION AND STEWARDSHIP VOLUNTEER (not created)

The Land Preservation and Stewardship Volunteer helps park staff with maintenance activities that include, landscape management, natural resource restoration, arborist services, and minor amenity repairs. The Land Preservation and Stewardship Volunteer encourages full compliance with safety rules as it applies to park maintenance and natural area restoration. This volunteer position reports to the Park Ranger.

ESSENTIAL FUNCTIONS

- Works closely with park personnel engaged in grounds maintenance and land preservation type work. Performs routine inspections of parks and natural areas in the parks are clean and safe, and maintained at the acceptable level as stated in the Maintenance Standards outlined in the Business Plan for that specific site including the elimination of non-native plant species.
- Works closely with park personnel engaged in natural resource management and landscape practices.
- Coordinates with the Maintenance Manager on implementation plans and schedules for parks natural resource management projects.
- Plans and directs work schedules and recommends project priorities; insures that supplies required for daily operations and projects are procured.
- Coordinates the Environmental Education Program and Visitor Services to plan for and operate special events involving environmental stewardship in the parks.
- Drives a motorized vehicle to travel to different locations.
- Performs tasks that will require walking, bending, stooping, standing, kneeling, climbing, reaching and sitting.
- Performs heavy lifting tasks up to 75 pounds.

MARGINAL FUNCTIONS

- Participates in the stewardship planning process for Riverside Park and new areas in the park to be developed.

QUALIFICATIONS

- Preferred experience with park management, natural resource management, conservation, horticulture, or related field, or five years commensurate volunteer training and experience
- Working knowledge of the principles and practices used in park and natural resource management; working knowledge of equipment and vehicles used in the field
- Must possess a valid driver's license.
- Ability to collect, compile and analyze facts and exercise sound judgment in arriving at conclusions and translating observations and results into clear, concise reports.

- Ability to make decisions in accordance with established policies and procedures for natural resource management practices

OTHER CONSIDERATIONS

- Must have the ability to deal with people
- Must be able to manage multiple tasks simultaneously.
- Must be able to deal calmly and fairly with conflict and questions.
- Must have ability to work around general population in public areas and deal with people

ENVIRONMENTAL CONSIDERATIONS

- Occasional hazardous working conditions on park sites or when supervising pesticide applications.
- Ability to work weekends when required
- Worker is exposed to chemicals.
- May be exposed to hazardous vegetation (e.g. poison ivy).
- Worker performs work outdoors. These conditions include extreme heat, cold and rain.
- Protective equipment must be worn when applicable.

The above is intended to describe the general content of and requirements for the performance of this volunteer job.

APPENDIX 3 – POLICY DEVELOPMENT

Currently, Bay City Parks needs additional policies to guide the park forward in managing to financial sustainability, as well as enhancing the operations at the park. The following policies will support Riverside Park in their efforts to price service correctly, seek earned income from outside sponsorships and manage volunteers in the most effective manner. Each policy will require approval. The following recommended policies are outlined in this section:

- Earned Income Policy
- Pricing Policy
- Partnership Policy
- Sponsorship Policy
- Volunteer Policy
- Scholarship Policy
-

EARNED INCOME POLICY

PURPOSE AND GOAL

Bay City Parks will promote the financial sustainability of Riverside Park by supporting the staff in generating a variety of earned income.

Goal for supporting operations from earned income will be 50%-80% over the next five years and 100% for supporting capital needs for Riverside Park.



Riverside Park

ISSUES ADDRESSED

These earned income sources will help meet capital and operational cost recovery goals for Riverside Park, as well as park facility development, delivery of programs, events and services, and the operation and management of the park.

EXPECTED OUTCOME AND BENEFITS

Supplemental earned income will help Bay City Parks to continue environmental conservation efforts, provide high-quality environmentally-sustainable park and recreation facilities and services, and to ensure the appropriate level of care for the park, facilities and natural areas in the near and long term.

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

The Riverside Park Manager will budget for earned income revenue and associated expenses, differentiating between the earned income which would be devoted to operational needs versus those intended to support capital projects. Operational revenues will be placed into one account that supports annual operations and management requirements while capital revenues will be separated according to the project they are intended to fund. Bay City Parks will submit a yearly resolution, after the annual audit is complete, to re-appropriate unused earned income dollars prior to the budgeting for the next fiscal year.

Under the direction of Bay City Parks, earned income opportunities will be pursued, when appropriate, by staff. An implementation strategy will match earned income strategies to individual cost recovery goals, assign priority and the appropriate responsible party and describe any required training.

PRICING POLICY

PURPOSE AND GOAL

Bay City Parks is committed to providing outstanding park and recreation experiences for the community, which shall include providing quality programs. It is necessary for Riverside Park to have a sound and consistent pricing policy that will serve as a management tool for establishing, implementing and evaluating various fees and revenue options. The establishment of a pricing policy may allow for additional programs and facilities to be made available that would enhance the level of service, or quality program.

The new Pricing Policy for Riverside Park is designed to provide staff with consistent guidelines in pricing admissions for special events, use of facilities, establishing program fees based on the individual benefit a user receives. The policy will help Riverside Park address revenue goals to support operational costs, provide greater fairness in pricing services to users, and help support the implementation of future programs and services. This Pricing Policy allows Riverside Park users better to understand the philosophy behind pricing of a program or service. The Pricing Policy is based on the cost recovery goal for the service established by Bay City Parks to provide the service and whether the service is a public, merit, or private service.

ISSUES ADDRESSED

The pricing policy will help Bay City Parks to establish appropriate program and service fees for the future operations and maintenance of the programs and facilities that are managed to help meet cost recovery goals established. A sound pricing justification, philosophy and effective data puts Bay City Parks in a positive position when it comes to establishing justifiable pricing and fees to offset operational costs.

EXPECTED OUTCOME AND BENEFITS

The guiding principles for the creation of an effective pricing policy are as follows:

- Accessibility, Fairness and Affordability
- Supplemental Funding
- Efficiency
- Achieve Cost Recovery Goals

DEFINITION OF TERMS:

Public Services are those services parks and recreation offer that provide all users the same level of opportunity to access the service. The level of benefit is the same to all users. Examples of public services are open public access to use a community park, a playground, a trail or area that cannot be reserved. Public Services normally have low level or no user fees associated with their consumption. The cost for providing these services is borne by the general tax base.

Merit Services are services whereby the user receives a higher level of benefit than the general taxpayer. The taxpayer benefits because the service provides a more livable community and the service has a good public benefit as well. Examples of merit type services are kayak lessons, adventure sports, summer camp programs for youth, nature education programs and special events that promote healthy active lifestyles.

Merit 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 fixed indirect costs. The portion of fixed indirect costs not recovered by the price established represents the tax subsidy. Whatever the level of tax subsidy, Riverside Park staff needs to inform the users by letting them know that Riverside Park is investing a certain dollar amount and/or the percentage level of investment they are making in their experience.

Private Services are where only the user benefits. This is where Riverside Park needs to implement pricing services using a full cost recovery strategy. The price of this service is intended to recover all fixed costs and variable costs associated with providing the service. Examples of private services are food services for resale, lodging, retail services, and rental of space for private meetings and lessons.

ACCESSIBILITY, FAIRNESS AND AFFORDABILITY

Equity and fairness means those who personally benefit from the service above what a general taxpayer receives should pay for that benefit and those who benefit the most should pay the most. Affordability



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should be based on benefit and ability to pay. This policy recognizes that affordability is in the eye of the user. Public park and recreation agencies offer three kinds of services. Definitions for Public services, Merit services and Private services are outlined above. The type of service and benefit received will directly determine the cost recovery level or pricing strategy to be used in the pricing of the services and products Bay City Parks creates.

SUPPLEMENTAL FUNDING

Supplemental funding means that user fees and prices charged for admissions, programs, food services, retail services, rentals and special events will assist in the overall funding of Riverside Park operations. The revenue produced through this will give Riverside Park the needed cash for operations, capital costs and marketing dollars to promote programs and services available to the community. These dollars can come from any source that supports operations and include grants, sponsorships, partnerships, permits, special rental uses and many other options. Staff should seek out these opportunities whenever possible.

EFFICIENCY

Priorities to enhance user or visitor experiences are clearly defined because the services provided are clearly made visible and the priorities are established based on the direct user costs that are associated with the activities that user's desire. Pricing of services correctly can achieve six positive results:

- Reduces congestion and overcrowding
- Indicates user and visitor demand and support for the service
- Increases positive user and visitor feedback
- Provides encouragement to the private sector to invest in Riverside Park programs through contracts that can bring greater revenue to the park
- Ensures stronger accountability on Riverside Park staff and management of the service
- Creates multi-tiered pricing so users who desire a higher level of quality can purchase it

DISTRIBUTION OF REVENUE FUNDS TO ACHIEVE COST RECOVERY GOALS

Distribution of Revenue means dollars generated from each activity are redistributed back to the area they came from to pay direct cost and indirect cost in some situations and for future improvements associated with a facility or activity. An example would be camper fees make improvements to campgrounds.

The staff will document the cost of services provided through a costing model. The true cost of each activity is designated as direct and indirect costs associated with providing a product or service.

A review of all prices periodically is recommended to document the changes that have occurred within the products or services provided by Riverside Park. This will help staff to evaluate which program, product or service should have adjustments based on the Pricing Policy.

Staff will set prices for services based on the following process:

- What is the cost to provide the service and what is the cost on a per experience basis, hourly rate or unit rate?
- Is the program or service a core program or non-core program based on the criteria established?
- Is the program a public, merit or private service based on the established criteria in the pricing policy and the level of personal benefit the user receives over what general taxpayer receives?
- Does this price support the cost recovery goal desired for the program or recreation facility to support sustainability?

PRICING POLICY PROCEDURES

Key Elements in implementing the Pricing Policy include:

- Create value and price accordingly
- Know the costs (direct/indirect) and level of cost recovery goal Bay City Parks has established for that service
- Understand how the price established compares in the market place
- Price services correctly the first time
- Use differential pricing based on participant, product, and times to encourage greater use of the service or facility
- Educate staff, volunteers, boards and officials on the pricing methodology used
- Communicate price and Riverside Park cost to provide the service to users and how much the user paid to cover the cost of the service
- Eliminate entitlement pricing

ESTABLISH CORE SERVICE CRITERIA

- Does this program/service align with Riverside Park's Vision and Mission?
- The program/service meets at least one of the strategic directions of the park
- Full time staff or approved contractors are responsible for execution of the program
- The program has a strong social value that is part of a solution to an identified strategic direction
- The program has strong economic appeal and creates a strong return on investment for Riverside Park
- The program has a high partnering capability to enhance promotional opportunities or to offset operational costs
- The program/service currently meets the capacity performance measures developed by staff
- The program is in a growth or mature stage of its lifecycle and has proven to have long term participation appeal

If the service is determined to be a core service:

- What classification does it fall under (Public, Private or Merit)?
- What is the true cost to provide the service and current level of subsidy?
- What is the current price of the service and what level of cost recovery does it support now?
- What pricing alternatives are currently being used?



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ESTABLISH COST RECOVERY GOALS

Public Services - 0-10% of direct and indirect costs

Merit Services - 20%-80% -of direct and indirect costs

Private Services - 80%-100% of the costs

Examples:

- Youth Services 30-50% of the direct and indirect costs
- Adult Services -100% of the costs
- Rentals of Facilities-100+% of the costs
- Adult Health, Education Services-100% of the costs
- Life Skill programs-100% of the costs
- Archery Range (youth programs -50%, adult programs 100%, events 100%)
- Adventure sports programs 50% to 100%

USER LANGUAGE IN PRICING SERVICES

In pricing services, the Riverside Park staff should inform users of what they are paying for and what the park is paying for in the following type of sample language: “The \$20 you are paying for your child’s recreation experience is covering approximately 50% of the cost (total is \$40); the park is investing the other \$20 in your child’s experience as part of this program.”

OTHER PRICING CONSIDERATIONS

Options to consider:

- Prime time/non-prime time rates
- Group rates
- In season/off season rates
- Change the minimum numbers higher to hold program (low cost-high volume approach)to spread cost to more people while keeping price the same
- Reduce the quality of the program/service to keep existing price
- Change the contractor rates to make cost lower

Questions for Riverside Park staff to consider:

- Can a sponsor/partner pick up a portion of the program costs?
- Can we offer the program/service in a less expensive venue?
- Can we reduce the discount levels for selected age segments?
- Can we use contractors for the service versus using employees?
- Can we pay a lower rate to employees to provide service?
- Can we partner with a local agency to spread the costs?
- Can we advance the price higher over time? How long?
- Can we manage the site or program differently?
- Can we negotiate the rate versus keeping the established rate?

PARTNERSHIP POLICY

This Partnership Policy is designed to guide the process for Riverside Park in their desire to partner with private, non-profit, or other governmental entities for the development, design, construction and operation of possible partnered recreational facilities and/or programs that may occur within Riverside Park.

Riverside Park would like to identify “for-profit, non-profit (501-C-3), and governmental entities” that are interested in proposing to partner with Riverside Park to develop recreational facilities and/or programs. A major component in exploring any potential partnership will be to identify additional collaborating partners that may help provide a synergistic working relationship in terms of resources, community contributions, knowledge, and political sensitivity. These partnerships should be mutually beneficial for all proposing partners, and particularly beneficial for the citizens of the Bay City Parks community.

ISSUES ADDRESSED

Riverside Park will develop partnerships shortly and will add more in the future to support the management of parks and recreation facilities and programs services, while also providing educational and recreational opportunities for users of the park. These recommended policies will promote fairness and equity within the existing and future partnerships while helping staff to avoid conflicts internally and externally. These partnership principles must be adopted by Bay City Parks for existing and future partnerships to work effectively. These partnership principles are as follows:

- All partnerships will require an upfront presentation to Bay City Parks that describes the reason for creation of the partnership and establishes an outcome that benefits each partner’s involvement
- All partnerships will require a working agreement with measurable outcomes that hold each partner accountable to the outcomes desired and to each other and will be evaluated on a yearly basis with reports to Bay City Parks on the outcomes of the partnership and how equitable the partnership remains
- All partnerships will require a sharing of financial information including tracking of direct and indirect costs associated with the partnership investment to demonstrate the level of equity each partner is investing in the partnership
- Each partner will create a partnership culture that focuses on planning together on a yearly basis or as appropriate; communicating regularly on how the partnership is working; and annually reporting to each other’s board or owners on how well the partnership is working and the results of their efforts
- Full disclosure by both partners to each other will be made available when issues arise

USER LANGUAGE IN PRICING SERVICES

- Increased visibility by partners that promote Riverside Park as a part of their work, project or event
- Increase in services and programs provided to the community due to the sharing of resources
- Any Tax dollars spent on services are maximized through collaboration



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- Public believes in and supports the role of Bay City Parks to create partnerships
- Promotes a positive image of Riverside Park as a collaborative organization
- Public involvement enriches their understanding of Riverside Park and the role they play in the community
- Engaged public enhances current and future development of programs and facilities
- Provides alternatives for manpower, recreation sites, financial resources, supplies, materials, etc. for a more comprehensive system
- Greater sharing of each other's vision and goals
- Allows Riverside Park to reach more people, provide more services, reduce expenditures and generate more revenue
- Eliminates duplication of efforts, strengthens the community and achieves greater outcomes

PUBLIC/PUBLIC PARTNERSHIPS

The policy for public/public partnerships is evident with Riverside Park working with local public schools and any other municipal services in the Bay City. Working together on the development, sharing, and/or operating of facilities and programs will be as follows:

- Each partner will meet with Riverside Park staff annually to plan and share activity-based costs and equity invested by each partner in the partnership they are working together in delivery of a service, or managing a resource
- Partners will establish measurable outcomes and work through key issues to focus on for the coming year between each partner to meet the outcomes desired
- Each partner will focus on meeting a balance of 50% equity for each agreed-to partnership and track investment costs accordingly
- Each partner will assign a liaison to serve each partnership agency for communication and planning purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made as needed
- Each partner will act as an agent for the other partner, thinking collectively as one, not two separate agencies for purposes of the agreement
- Each partner will meet with the other partner's respective board or owner annually, to share results of the partnership agreement
- A working partnership agreement will be developed and monitored together on a quarterly or as-needed basis
- If conflicts arise between partners, the Park Manager of Riverside Park along with the other public agency's highest-ranking officer will meet to resolve the partnership issue. It should be resolved at the highest level or the partnership will be dissolved
- No exchange of money between partners will be made until the end of the partnership year. A running credit will be established that can be settled at the end of the planning year with one check or will be carried over to the following year as a credit with adjustments made to the working agreement to meet the 50% equity level desired

PUBLIC/NOT-FOR-PROFIT PARTNERSHIPS

The partnership policy for public/not-for-profit partnerships with Bay City Parks and the not-for-profit community of service providers is seen in associations working together in the development and management of facilities and programs within Riverside Park. These policy principles are as follows:

- The not-for-profit partner agency or group involved with Bay City Parks must first recognize that they are in a partnership with the park to provide a public service or good; conversely, Riverside Park must manage the partnership in the best interest of the community, not in the best interest of the not-for-profit agency
- The partnership working agreement will be year-to-year and evaluated based on the outcomes determined for the partnership agencies or groups during the planning process at the start of the partnership year. At the planning workshop, each partner will share their needs for the partnership and outcomes desired. Each partner will outline their level of investment in the partnership as it applies to money, people, time, equipment, and the amount of capital investment they will make in the partnership for the coming year
- Each partner will focus on meeting a balance of 50% equity or as negotiated and agreed upon as established in the planning session with the park staff. Each partner will demonstrate to the other the method each will use to track costs, and how it will be reported annually, and any revenue earned
- Each partner will appoint a liaison to serve each partnering agency for communication purposes
- Measurable outcomes will be reviewed quarterly and shared with each partner, with adjustments made, as needed
- Each partner will act as an agent for the other partner to think collectively as one, not two separate agencies. Items such as financial information will be shared if requested by either partner of the people served by the partnership
- Each partner will meet the other's respective board on a yearly basis to share results of the partnership agreement
- If conflicts should arise during the partnership year, the Parks Director and the highest-ranking officer of the not-for-profit agency will meet to resolve the issue. It should be resolved at this level, or the partnership will be dissolved. No other course of action will be allowed by either partner
- Financial payments by the not-for-profit agency will be made monthly to Riverside Park as outlined in the working agreement to meet the 50% equity level of the partnership

PUBLIC/PRIVATE PARTNERSHIPS

The policy for public/private partnerships is relevant to Riverside Park and includes businesses, private groups, private associations, or individuals who desire to make a profit from use of Riverside Park-owned facilities or programs. It would also be evident if the business, group, association, or individual wishes to develop a facility on park property, to provide a service on park property, or who has a contract with Riverside Park to provide a task or service at the park. The private partnership principles are as follows:

- Upon entering into an agreement with a private business, group, association or individual, Riverside Park and staff must recognize that they must allow that entity to make a profit



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- In developing a public/private partnership, Riverside Park, as well as the private partner will create a designated fee from the contracting agency, or a designated fee plus a percentage of gross dollars less sales tax on a monthly, quarterly or yearly basis, as outlined in the contract agreement
- In developing a public/private partnership, Riverside Park, as well as contracted partners will establish a set of measurable outcomes to be achieved. A tracking method of those outcomes will be established and monitored by Riverside Park staff. The outcomes will include standards of quality, financial reports, customer satisfaction, payments to Riverside Park, and overall coordination with the Riverside Park staff for the services rendered
- Depending on the level of investment made by the private contractor, the partnership agreement can be limited to months, a year or multiple years
- The private contractor will provide on a yearly basis a working management plan they will follow to ensure the outcomes desired by Bay City Parks. The work management plan can and will be negotiated, if necessary. Monitoring of the work management plan will be the responsibility of both partners. Park staff must allow the contractor to operate freely in their best interest, if the outcomes are achieved
- Riverside Park staff has the right to advertise for private contracted partnership services, or negotiate on an individual basis with a bid process based on the professional level of the service to be provided
- If conflicts arise between both partners, the highest-ranking officers from both sides will try to resolve the issue before going to each partner's legal councils. If none can be achieved, the partnership shall be dissolved

THE PARTNERING PROCESS

The steps for the creation of a partnership with Riverside Park are as follows:

- Riverside Park will create a public notification process that will help inform any and all interested partners of the availability of partnerships with the park. This will be done through notification in area newspapers, listing in the brochure, or through any other notification method that is feasible.
- The proposing partner takes the first step to propose partnering with the Riverside Park staff. To help in reviewing both the partnerships proposed, and the project to be developed in partnership, the Riverside Park staff asks for a Preliminary Proposal according to a specific format as outlined in Proposed Partnership Outline Format.
- If initial review of a Preliminary Proposal yields interest and appears to be mutually beneficial based on the Riverside Park Mission and Guiding Principles, and the Selection Criteria, a Park staff member or appointed representative will be assigned to work with potential partners.
- The Park representative is available to answer questions related to the creation of an initial proposal, and after initial interest has been indicated, will work with the proposing partner to create a checklist of what actions need to take place next. Each project will have distinctive planning, design, review and support process to follow. The Park representative will facilitate the process of determining how the partnership will address these issues. This representative can also facilitate approvals and provide guidance for the partners as to necessary steps.

- An additional focus at this point will be determining whether this project is appropriate for additional collaborative partnering, and whether this project should prompt Riverside Park to seek a Request for Proposal (RFP) from competing/ collaborating organizations.

Request for Proposal (RFP) Trigger: In order to reduce concerns of unfair private competition, if a proposed project involves partnering with a private "for profit" entity and a dollar amount greater than \$5,000, and Bay City Parks has not already undergone a public process for solicitation of that particular type of partnership, Bay City Parks will request Partnership Proposals from other interested private entities for identical and/or complementary facilities, programs or services. A selection of appropriate partners will be part of the process.

- For most projects, a Formal Proposal from the partners for their desired development project will need to be presented for Bay City Park's official development review processes and approvals.
- Depending on project complexity and anticipated benefits, responsibilities for all action points are negotiable, within the framework established by law, to assure the most efficient and mutually beneficial outcome. Some projects may require that all technical and professional expertise and staff resources come from outside the Park staff, while some projects may proceed most efficiently if Bay City Parks contributes staff resources to the partnership.
- The partnership must cover the costs the partnership incurs, regardless of how the partnered project is staffed, and reflect those costs in its project proposal and budget. The proposal for the partnered project should also discuss how staffing and expertise will be provided, and what documents will be produced. If Park staff resources are to be used by the partnership, those costs should be allocated to the partnered project and charged to it.
- Specific Partnership Agreements appropriate to the project will be drafted jointly. There is no specifically prescribed format for Partnership Agreements, which may take any of several forms depending on what will accomplish the desired relationships among partners. The agreements may be in the form of:
 - Lease Agreements
 - Management and/or Operating Agreements
 - Maintenance Agreements
 - Intergovernmental Agreements (IGAs)
 - Or a combination of these and/or other appropriate agreements

Proposed partnership agreements might include oversight of the development of the partnership, concept plans and project master plans, environmental assessments, architectural designs, development and design review, project management, and construction documents, inspections, contracting, monitoring, etc. Provision to fund the costs and for reimbursing Bay City Parks for its costs incurred in creating the partnership, facilitating the project's passage through the Development Review Processes, and completing the required documents should be considered.

- If all is approved, the Partnership begins. Bay City Parks is committed to upholding its responsibilities to Partners from the initiation through the continuation of a partnership. Evaluation will be an integral component of all Partnerships. The agreements should outline who is responsible for evaluation; the types of measures used, and detail what will occur should the evaluations reveal Partners are not meeting their Partnership obligations.



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PARTNERSHIP CONSIDERATIONS

COSTS FOR THE PROPOSAL APPROVAL PROCESS

For most proposed partnerships, there will be considerable staff time spent on the review and approval process once a project passes the initial review stage. This time includes discussions with Proposing Partners, exploration of synergistic partnering opportunities, possible RFP processes, facilitation of the approval process, and assistance in writing and negotiating agreements, contracting, etc. There may also be costs for construction and planning documents, design work, and related needs and development review processes mandated by Bay City Parks.

Successful partnerships will take these costs into account and may plan for recovery of some or all of these costs within the proposal framework. Some of these costs could be considered as construction expenses, reimbursed through a negotiated agreement once operations begin, or covered through some other creative means.

LAND USE AND/OR SITE IMPROVEMENTS

Some proposed partnerships may include facility and/or land use. Necessary site improvements cannot be automatically assumed. Costs and responsibility for these improvements should be considered in any Proposal. Some of the general and usual needs for public facilities that may not be included for contributions to Riverside Park and may need to be negotiated for a project include:

- Any facilities or non-existent facilities yet to be determined
- Outdoor restrooms
- Infrastructure construction
- Water fountains
- Roads or street improvements
- Complementary uses of the site
- Maintenance to specified standards
- Utility improvements (phone, cable, electric, water gas, parking, sewer, etc.)
- Staffing costs
- Custodial services
- Lighting
- Trash removal

NEED

The nature of provision of public services determines that certain activities will have a higher need than others. Some activities serve a relatively small number of users and have a high facility cost. Others serve many users and are widely available from the private sector because they are profitable. The determination of need for facilities and programs is an ongoing discussion in public provision of programs and amenities. The project will be evaluated based on how the project fulfills a public need.

FUNDING

Only when a Partnership Proposal demonstrates high unmet needs and high benefits for users of Riverside Park, will Bay City Parks consider contributing resources at a below market value to a project. Bay City Parks recommends that Proposing Partners consider sources of potential funding. The more successful partnerships will have funding secured in advance. In most cases, Proposing Partners should consider funding and cash flow for initial capital development, staffing, and ongoing operation and maintenance.

The details of approved and pending funding sources should be clearly identified in a proposal. For many partners, especially small private user groups, non-profit groups, and governmental agencies, cash resources may be a limiting factor in the proposal. It may be a necessity for partners to utilize alternative funding sources for resources to complete a proposed project. Obtaining alternative funding often demands creativity, ingenuity, and persistence, but many forms of funding are available.

Alternative funding can come from many sources, e.g. Sponsorships, Grants, and Donor Programs. Developing a solid leadership team for a partnering organization will help find funding sources. In-kind contributions can in some cases add additional funding.

SELECTION CRITERIA

In assessing a partnership opportunity to provide facilities and services, Bay City Parks will consider (as appropriate) the following criteria. The Proposed Partnership Outline Format in Part Two provides a structure to use in creating a proposal. Bay City Parks staff and representatives will make an evaluation by attempting to answer each of the following Guiding Questions:

- How does the project align with the Riverside Park Mission Statement and Goals?
- How does the proposed facility fit into the current Park Master Plan?
- How does the facility/program meet the needs of Riverside Park users?
- How will the project generate more revenue and/or less cost per participant than what Riverside Park can provide with its own staff or facilities?
- What are the alternatives that currently exist, or have been considered, to serve the users identified in this project?
- How much of the existing need is now being met within the region by other park and recreation agencies?
- What is the number and demographic profile of participants who will be served?
- How can the proposing partner assure Bay City Parks of the long-term stability of the proposed partnership, both for operations and for maintenance standards?
- How will the partnered project meet Americans with Disabilities Act and EEOC requirements?
- How will the organization offer programs at reasonable and competitive costs for participants?
- What are the overall benefits for both Bay City Parks and the Proposing Partners?

PROPOSED PARTNERSHIP OUTLINE

Provide as much information as possible in the following outline form.

DESCRIPTION OF PROPOSING ORGANIZATION:

- Name of Organization
- Purpose of Organization
- Years in Existence
- Services Provided
- Contact Name, Mailing Address, Physical Address, Phone, Fax, Email
- Member/User/Customer Profiles
- Accomplishments



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- Legal Status

DECISION MAKING AUTHORITY

- Who is authorized to negotiate on behalf of the organization? Who or what group is the final decision maker and can authorize the funding commitment? What is the timeframe for decision making?
- Summary of Proposal (100 words or less)
- What is being proposed in terms of capital development, and program needs?

BENEFITS TO THE PARTNERING ORGANIZATION

- Why is your organization interested in partnering with Bay City Parks? Please individually list and discuss the benefits (monetary and non-monetary) for your organization.

BENEFITS TO RIVERSIDE PARK

- Please individually list and discuss the benefits (monetary and non-monetary) for Bay City Parks.

DETAILS (AS CURRENTLY KNOWN)

The following lists a series of Guiding Questions to help the department address details that can help outline the benefits of a possible partnership. Please try to answer as many as possible with currently known information. Please include what your organization proposes to provide and what is requested of Bay City Parks. Please include (as known) initial plans for your concept, operations, projected costs and revenues, staffing, and/or any scheduling or maintenance needs, etc.

GUIDING QUESTIONS

- In your experience, how does the project align with the Riverside Park goals?
- How does the proposed program or facility meet a need for users of Riverside Park?
- Who will be the users? What is the projected number and profile of participants who will be served?
- What alternatives currently exist to serve the users identified in this project?
- How much of the existing need is now being met? What is the availability of similar programs elsewhere in the community?
- Do the programs provide opportunities for entry-level, intermediate, and/or expert skill levels?

THE FINANCIAL ASPECT

- Can the project generate more revenue and/or less cost per participant than what Riverside Park can provide with its own staff or facilities?
- Will your organization offer programs at reasonable and competitive costs for participants?
- What are the anticipated prices for participants?
- What resources are expected to come from Bay City Parks?
- Will there be a monetary benefit for Bay City Parks, and if so, how and how much?

LOGISTICS

- How much space do you need? What type of space?
- What is critical related to location?
- What is your proposed timeline?
- What are your projected hours of operations?

- What are your initial staffing projections?
- Are there any mutually-beneficial cooperative marketing benefits?
- What types of insurance will be needed and who will be responsible for acquiring and paying premiums on the policies?
- What is your organization's experience in providing this type of facility/program?
- How will your organization meet Americans with Disabilities Act and EEO requirements?

AGREEMENTS AND EVALUATION

- How, by whom, and at what intervals should the project be evaluated?
- How can you assure Bay City Parks of long-term stability of your organization?
- What types and length of agreements should be used for this project?
- What types of “exit strategies” should we include?

EXISTING PARTNERSHIPS

The following Existing Partnerships need to be updated with working agreements or partnership policy sharing. This may take a couple of years for the partnerships to be fully updated.

8.1.1.1 EXISTING PARTNERSHIPS

[illegible]



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FUTURE PARTNERSHIPS

RFP	Classification	Collaboration efforts	Type

SPONSORSHIP POLICY

PURPOSE AND GOAL

The goal of this sponsorship policy is to provide guidelines for Bay City Parks to gain support from external financial resources. It will establish procedures to coordinate efforts to seek sponsorships with the corporate community, business partners, and not for profit partners to enhance services at Riverside Park. It is designed to ensure that all marketing of sponsorships support Bay City Park's goals for services to the community and remain responsive to the public's needs and values. This Sponsorship Policy will recognize that corporate and business sponsorships provide an effective means of generating new revenues and alternative resources to support Riverside Park's facilities and programs. The policy will ensure that the corporate, business or not for profit sponsorships will not result in any loss of Bay City Park's jurisdiction or authority.

GUIDING PRINCIPLES

The institution of the Sponsorship Policy will establish guidelines and principles to maintain flexibility in developing mutually beneficial relationships between Bay City Parks and corporate, business, and not for profit sectors.

The recognition for sponsorships must be evaluated to ensure Riverside Park is not faced with undue commercialism and is consistent with the scale of each sponsor's contribution.

There will be restrictions on sponsors whose industries and products do not support the goals of Bay City Parks on the services provided to the community and to remain responsive to the public's needs and values.

EXPECTED OUTCOMES AND BENEFITS

- Acquire revenue from sources to enhance Riverside Park's programs and facilities
- Sponsorship is a way of contributing to the community while promoting the sponsor's business and brand awareness
- Many Riverside Park events, programs and amenities may take place in the community because of the sponsor's financial contribution
- Sponsors will get a "return on sponsorship." The sponsor looks forward to the community becoming familiar with the sponsor and/or its services and becomes a customer through the partnership with Riverside Park
- Sponsorships help to raise the awareness of Bay City Parks and builds its image in the community
- Events, programs, facilities, plus maintenance of properties and park areas will be affordable.

GUIDING PROCEDURE FOR IMPLEMENTATION AND MANAGEMENT

- Bay City Parks will put out annually an ad in the local newspaper and other methods to advertise the opportunities for sponsorships in the Park for the coming year.
- Seek sponsors directly via a proposal request by staff.
- Bay City Parks may put their sponsorships out for auction at an auction event. The following process will be required when Riverside Park is involved in a sponsorship.

PROCESS FOR SPONSORSHIPS

- All proposals for sponsorship must be submitted in writing on a Sponsorship Proposal form to Bay City Parks.
- The Director or his/her designee will review the proposal, present it to the Mayor and together make a decision on the proposal.
- The Director will draft a sponsorship agreement. The agreement will include the contract relationship, the term and renewal opportunities; description of the program, facility, property, natural area or event to be sponsored; description of fees and/or benefits provided to Riverside Park, the marketing rights and benefits provided to the sponsor, termination provisions, and performance measures expected on behalf of the sponsor and Bay City Parks.



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- All sponsorships require payment in advance by the sponsors at the contract signing of the sponsorship agreement.
- The Executive Director may use, but is not limited to the following criteria when evaluating a sponsorship proposal; in all cases, the Executive Director will have the prerogative to accept or reject a proposal:
 - Compatibility of the sponsor's products, customers and promotional goals with Riverside Park's goals.
 - The sponsor's past record of involvement in Riverside Park and other community projects.
 - The timeliness or readiness of the sponsor to enter into an agreement.
 - The actual cash value, or in-kind goods or services of the proposal in relation to the benefit to the sponsor and Bay City Parks.
 - Potential community support for or opposition to the proposal.
 - The operating and maintenance costs associated with the proposal on behalf of Bay City Parks.
 - The sponsor's record of responsible environmental stewardship.
- All sponsorship activities once approved will be coordinated by the Executive Director.
 - The Executive Director will be responsible to work with staff on making sure the terms of the agreement are followed as outlined.
 - Provide guidance to the sponsor regarding the interpretation and application of this policy.
 - Aid and advice to staff of Riverside Park and the sponsors.
 - Review and assist in the development of the sponsorship agreement as requested.
 - Track and report the results and outcomes of the sponsorship agreement as outlined.
- All sponsors will have a responsible party and an executed agreement.
 - Each sponsor involved in the sponsorship will designate a person to be responsible for their portion of the contract and/or agreement.
 - The contract or agreement will outline appropriate terms and timeliness to be implemented by each party.

SPONSORSHIP PRICING POLICY

Once the proposals have been submitted the staff will evaluate these proposals as outlined.

- Set objectives, baselines and articulate measurable objectives to be achieved with the sponsorship dollars.
- Know the sponsorship costs both (direct/indirect) and level of cost recovery as it applies to Bay City Parks.
- Create a measurement plan and determine what will be measured and what measures will be used to demonstrate the effectiveness of the sponsorship.
- Implement the measurement plan—visibility, communications and visitor behavior.
- Calculate “return on sponsorship”—analyze, communicate and revise as needed.
- Meet with the sponsor to review the final contract and expectations with timelines to be completed

EVALUATION OF THE SPONSORSHIP

Once the sponsorship effort has been completed, staff will meet with the sponsor to review the results and discuss changes that need to occur if appropriate and decide about supporting the next sponsorship effort. The results of the meeting will be presented to Bay City Parks.

SPONSORSHIP OPPORTUNITIES

The following opportunities have been identified as sponsorship opportunities for the coming year:

- Program Guide for the Park
- Special Events in the park
- Concert series
- Food for Programs and Events
- Drink Sponsor
- Give-a-ways at events
- Mile of trail in the park
- Music stage
- Banner on website
- Performers at events
- Fireworks

VOLUNTEER POLICY

PURPOSE AND GOAL

The purpose of the Volunteer Program is to offer opportunities for residents, organizations, and friends of Bay City Parks to volunteer their skills and time in meaningful work that advances the ongoing programs at Riverside Park.

The purpose of Bay City Park's Volunteer Policies is to support the Volunteer Program with guidance, structure and direction for staff and volunteers in the areas of:

- Rights of and responsibilities of individual volunteers
- Staff planning and volunteer training for meaningful work
- Personnel practices affecting volunteers

Bay City Parks may recommend guidelines and procedures that further support the Volunteer Program. Examples of possible guidelines and procedures are given at the end of this policy document. Bay City Parks may also develop a Volunteer Manual or Handbook to be provided to each volunteer.

Volunteer recruitment and retention must be addressed through creative procedures, which are of the utmost importance. Such procedures will be developed by Riverside Park staff, based on consultation with experienced volunteer coordinators in other similar organizations.



Riverside Park

ISSUES ADDRESSED

The adoption of volunteer policies will address these issues:

- Indicate the importance of the Volunteer Program and individual volunteers within Riverside Park
- Bring increased structure and predictability into the management of volunteers
- Require improved planning for volunteer activities and training for volunteers, within the ongoing programs of Riverside Park
- Avoid misunderstandings and mistakes regarding volunteer personnel practices, especially with an increasing number of volunteers
- Development of advocacy to support Riverside Park's role and focus in the delivery of the park's service

EXPECTED BENEFITS AND OUTCOMES

- A commitment by Bay City Parks to its Volunteer Program will yield increased volunteer accomplishments of necessary parks and recreation projects for which funding is not available
- A business-like approach to volunteer management will increase volunteer participation and satisfaction
- Communication of adopted volunteer personnel policies will assure volunteers of fair treatment while performing tasks
- Well-planned volunteer projects, combined with the necessary volunteer training, will generate increased motivation and greater contribution of time and skills
- Park advocacy among volunteers will increase as a natural outcome of the volunteer experience
- Stewardship volunteers will gain understanding and experience useful in communicating and demonstrating the importance of land stewardship to others in the community

VOLUNTEER PROGRAM POLICIES

These policies are organized within the following sections:

- Rights and Responsibilities of Individual Volunteers
- Volunteer Training and Safety

RIGHTS AND RESPONSIBILITIES OF INDIVIDUAL VOLUNTEERS

Definition of "Volunteer"

A "volunteer" is anyone who, without compensation, performs a task at the direction of, and on the behalf of Riverside Park.

Orientation

Volunteers shall be given an orientation to Riverside Park that will include an introduction to the staff, the policies that guide the volunteer's relationship with Riverside Park, (the Volunteer Manual), and the programs and plans within which volunteers may work.

Non-Discrimination

Participation as a volunteer for Riverside Park shall be open to any individual, and no individual shall be discriminated against or harassed based upon race, gender, sexual preference, marital or parental status, national origin, age, or mental or physical handicap.

Minimum Age

The minimum age for volunteers on non-hazardous assignments is 14 years. Volunteers under the age of 18 must have the written consent of a parent or guardian before volunteering. The volunteer duties assigned to a minor will comply with all appropriate laws and regulations on child labor.

Special permission must be given for groups of individuals under the age of 14 (e.g. Cub Scouts) who wish to serve in a voluntary capacity for Riverside Park. Adult supervision will be required for all of those under 14 years of age.

Volunteer Recognition

Bay City Parks has approved an annual Volunteer Recognition program which will be offered for each volunteer who has given a minimum of 10 hours in the preceding year.

Dress Code

Volunteers shall dress appropriately for the conditions and performance of their duties, and to present a good image to the community. Volunteers shall follow the current dress code adopted by Bay City Parks. Bay City Parks may charge a volunteer for work shirts that identify them as a Volunteer.

VOLUNTEER TRAINING AND SAFETY**Supervisor**

Based on the volunteer's interests and strengths, as well as the needs of Riverside Park, each volunteer will be assigned to work with a staff member or a trained and qualified adult volunteer, who will provide training, guidance and supervision. The supervisor shall be available to the volunteer for consultation and assistance.

Plan of Work

Each volunteer will be provided with a scope of work job description and assistance in understanding the expectations of her/his service.

Training

The supervisor will provide the proper on-the-job training for each volunteer, and provide information and tools to perform her/his duties. Other training opportunities may arise in the form of workshops and meetings. Some activities may require the volunteer to have specific qualifications.

Working Alone Prohibited

At no time shall any volunteer work alone at a work site. The volunteer's supervisor or an adult volunteer leader shall be present at all times.

Safety

Volunteers are responsible for:

- Supporting efforts to promote safe working conditions and habits
- Making full use of safety equipment and safeguards provided for assigned tasks



Riverside Park

- Reporting immediately all unsafe work conditions to their supervisor

Responsible Staff Member

An Riverside Park staff member or adult volunteer leader who is directly responsible for the project shall be on the premises or readily accessible in case of an emergency or unanticipated need.

Work Site

The work site shall be provided with the necessary equipment, facilities, and space to enable the volunteer to effectively and comfortably perform her/his duties. Volunteer work sites are subject to the same safety requirements as are all park work sites.

Access to Property and Materials

Volunteers shall have access to Riverside Park property and materials necessary to fulfill their duties, and shall receive training in the operation of any necessary equipment. Property and materials shall be used only when directly required for the volunteer's task.

Access to Information

Volunteers shall have access to information pertinent to the performance of their work assignments, except for information which Riverside Park deems to be confidential.

Hazard Communication

Volunteers shall have access to Riverside Park's file of the Material Safety Data Sheets (MSDS) for known hazardous materials to which volunteers may be exposed through their work assignments. The MSDS file provides information on the chemicals that may be present, proper application of the chemicals, equipment necessary to handle them, and what to do in case of an emergency. Supervisors are required to provide the appropriate safety equipment.

SCHOLARSHIP POLICY

Scholarship programs serve a very important purpose in terms of creating equity and fairness in offerings. They ensure greater accessibility to all cross-sections of the community and help build a society that values the underprivileged and seeks to help make things better. Additionally, by having a set dollar amounts, these programs offer the scholarship recipient a choice in the type of programs that they want to partake in, be it many individual classes or just extended camps.

To ensure the effective implementation of such a policy, it is important to have adequate representation from the Park staff (manager and field staff involved in the implementation of the policy) and the program staff liaisons involved and weighing in on the workings of the policy. The field staff must evaluate the effectiveness of the policy on a consistent basis to ensure it serves its purpose and that the eligibility criterion is fair.

STATEMENT OF INTENT

Bay City Parks Scholarship Program will ensure that qualifying residents have affordable access to participation in Riverside Park programs, classes and services

ELIGIBILITY CRITERIA

- Youth (0-18 years)
- Submit/show proof of restricted income, determined by one of the pre-existing state and/or federal level programs listed below
 - Subsidized housing, Section 8 rent subsidy, ◦ Aid to Families with Dependent Children (AFDC) ◦ Temporary Assistance for Needy Families (TANF)
 - Food Stamps ◦ Women, Infants & Children (WIC) ◦ Supplemental Security Income (SSI).
 - Military personnel ◦ Unemployment benefits
- Complete/submit scholarship application form
- Applicant must be a parent or legal guardian of recipient if under age 18 years

PROGRAM ELIGIBILITY

Scholarships will apply to fee based recreation classes that meet more than one time

SCHOLARSHIP AMOUNT AND FREQUENCY

- The scholarship will cover 50% of the listed fee to participate. The scholarship recipient is required to pay the remaining 50% of the listed price of the class. Any additional costs (supplies, etc.) are the responsibility of the recipient.
- The funding level for scholarships will be dependent upon the revenues collected each fiscal year. The amount that an individual is eligible for will be posted at all sites to ensure that the public is aware of changes to the program.

FUNDING

- 2%-3% of revenue generated will be allocated to Bay City Parks scholarship fund, ensuring that scholarships remain a budgeted item
- Bay City Parks scholarship fund is available for donations and contributions



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

ORDINANCE (ID # 3017)

Meeting: 03/08/18 07:00 PM
Department: Public Works
Category: Annexation
Prepared By: Marla Jasek
Initiator: Marla Jasek
Sponsors:
DOC ID: 3017 A

DISCUSS, CONSIDER AND/OR APPROVE AN ORDINANCE PROVIDING FOR THE EXTENSION OF THE CITY LIMITS BY THE ANNEXATION A TRACT OF UNINHABITED LAND TOTALING 1.959 ACRES OF LAND, MORE OR LESS, ADJACENT AND CONTIGUOUS TO THE CITY OF BAY CITY LIMIT; GRANTING TO ALL FUTURE INHABITANTS OF SAID PROPERTY ALL OF THE RIGHTS AND PRIVILEGES OF OTHER CITIZENS AND BINDING SAID FUTURE INHABITANTS BY ALL OF THE ACTS, ORDINANCES, RESOLUTIONS AND REGULATIONS OF THE CITY; PROVIDING A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE.

The property proposed to be annexed is the sight where the new Dollar General, at 8585 7th Street, has been constructed. The property was previously owned by Ms. Sarah Wiggins and proposed for annexation in 2014. At that time, Ms. Wiggins entered into a development agreement (Exhibit C) which allowed the property to stay in the extra territorial jurisdiction until the property was developed or changed uses. With the sale of the property and development of the Dollar General store, the owners have requested voluntary annexation (Exhibit A) as required by the development agreement.

Public hearings were held on February 8, 2018 and February 15, 2018 to provide opportunities for all persons to voice their opinions. No one offered any comments for or against annexation at either public hearing.

The next step in the annexation process is for the Council to consider and/or approve the ordinance for annexation. If approved, the City Secretary will file a certified copy of the ordinance with the County Clerk and send letters to the property owner and public entities (County, franchise partners, etc.). Public works will ensure map revisions are accomplished.

COMMENTS - Current Meeting:

The Ordinance for the annexation of the 1.959 Acres (Dollar General Property on HWY. 35 West) was presented by Mayor Pro Tem, Bill Cornman. The Ordinance was unanimously approved by motion. The motion was made by Councilman Jason Childers and seconded by Councilwoman, Julie Estlinbaum.

The OVERLAND GROUP

DILIGENCE & COMMITMENT EVERYDAY

June 19, 2017

Ms. Marla Jasek
Public Works
City of Bay City
1217 Avenue J
Bay City, TX 77414

RE: Proposed Dollar General Store
Highway 35 & 8th Street

Dear Ms. Jasek:

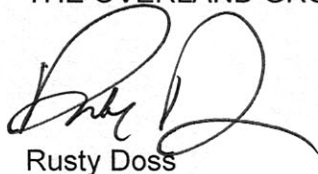
As you are aware, The Overland Group, LLC, is under contract to purchase property at the corner of Highway 35 and 8th Street, near Van Vleck. We plan to develop the property as a 9,100 s.f. Dollar General retail store.

I am writing to request that the City begin proceedings for voluntary annexation of the property. The owner of the property is aware of the annexation conditions contained within the development agreement.

Please let me know if you have any questions or comments.

Sincerely,

THE OVERLAND GROUP, LLC



Rusty Doss

ALABAMA OFFICE:
194 NARROWS DRIVE, SUITE 1
BIRMINGHAM, AL 35242
205.995.2990

SID AULTMAN

BRUCE GRISHAM

ROD HAMBY

R.B. GRISHAM

MISSOURI OFFICE:
1598 IMPERIAL CENTER, STE. 2001 | PO BOX 885
WEST PLAINS, MO 65775
417.256.4790

WWW.THEOVERLANDGROUP.COM

DGOGVanleckt LLC, owner of the 1.595 acre tract described in the above and foregoing map of BAY CITY DG ADDITION, *(do hereby state that there are no lien holders of the certain tract of land)*, and do hereby make and establish said subdivision and development plat of said property according to all lines, dedications, restrictions and notations on said maps or plat and hereby dedicate to the use of the public forever, all streets (except those streets designated as private streets), alleys, parks, water courses, drains, easements and public places shown thereon for the purposes and considerations therein expressed; and do hereby bind myself, my heirs and assigns to warrant and forever defend the title to the land so dedicated.

WITNESS my (or our) hand, this 10th day of August, 2017.

Jacob Stauffer, EVP
DGOGVanleckt LLC

SUBSCRIBED AND SWORN TO BEFORE ME, A NOTARY PUBLIC, IN AND FOR THE STATE OF TEXAS, THIS THE 10th DAY OF August, 2017.

Phil W. Cornett
NOTARY PUBLIC, IN AND FOR THE STATE OF TEXAS. MISSOURI

I, PHILIP W. CORNETT, Registered Professional Land Surveyor No. 5515, do hereby certify that the plat shown hereon was prepared from an actual survey made on the ground under my direction and supervision.

REGISTERED PROFESSIONAL LAND SURVEYOR NO. 5515

On behalf of the City of Bay City, Texas, I hereby certify that this plat and subdivision of BAY CITY DG ADDITION was approved in conformance with the laws of the State of Texas and the ordinances of the City of Bay City as shown hereon; and that the dedications on this plat are hereby accepted by the City of Bay City; and authorize the recording of this plat this 12th day of October, 2017 provided however, this approval shall be invalid, null and void unless this plat is filed with the County Clerk of Matagorda County within six (6) months.

MARK BRICKER, MAYOR

CITY SECRETARY

This is to certify that the Director of Public Works of the City of Bay City, Texas has approved this (amended/re)plat subdivision/development plat of BAY CITY DG ADDITION in conformance with the laws of the State of Texas and the ordinances of the City of Bay City as shown hereon and authorizes the recording of this plat this 13th day of October, 2017.

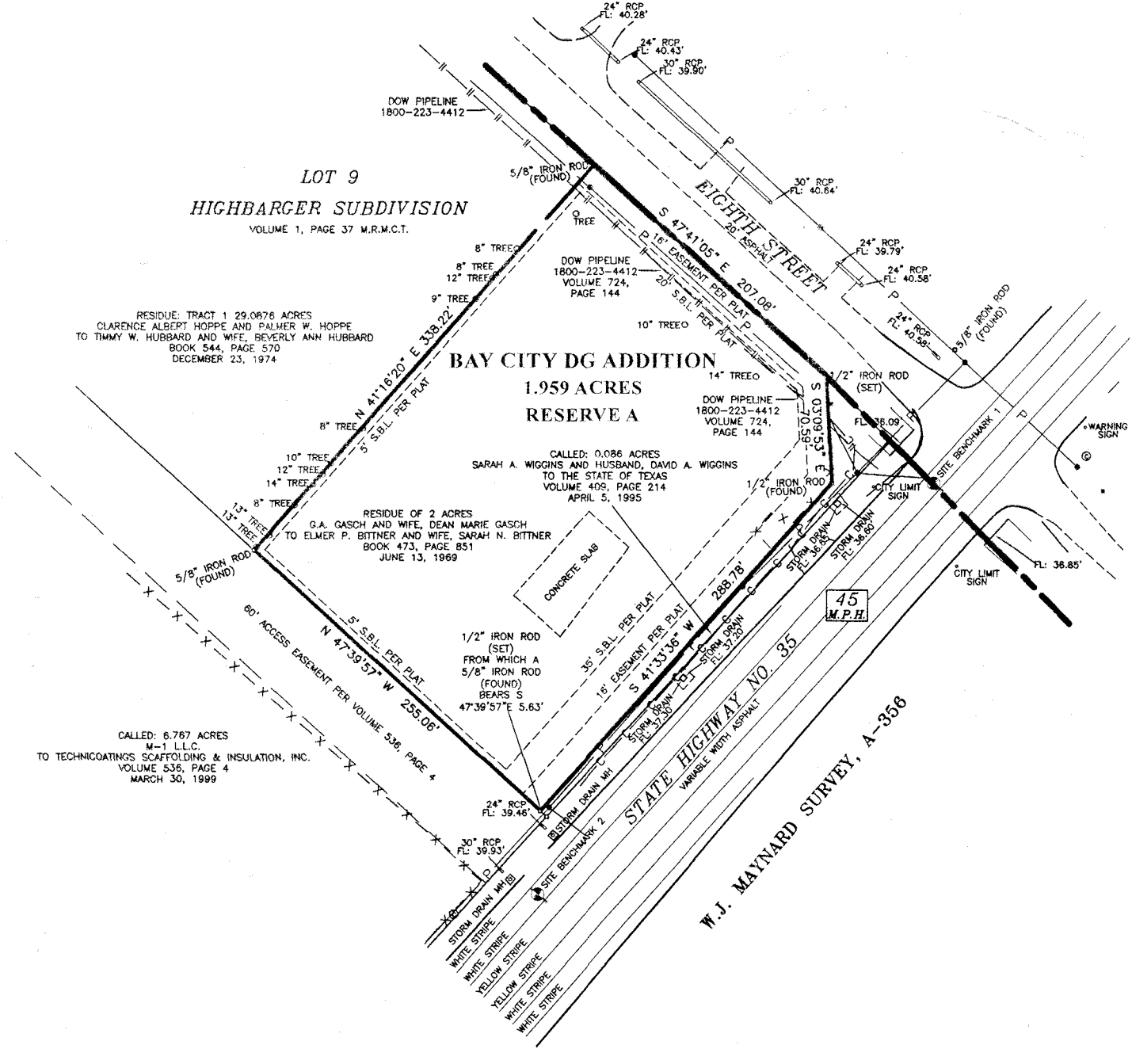
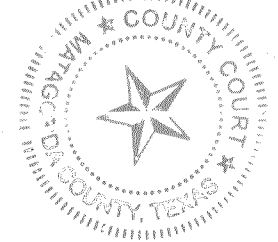
BARRY CALHOUN, DIRECTOR OF PUBLIC WORKS

The undersigned, Chairman of the Matagorda County Drainage District No. 1, does hereby certify that at its regular meeting held on the 22nd day of August, 2017, the Board of Directors of said District approved this subdivision plat for easement location and dedication only. It shall be understood that the City of Bay City shall not issue a building permit for any construction in this subdivision without the construction plans for the drainage improvements being first reviewed and approved by Matagorda County Drainage District No. 1.

BARRETT FRANZ, CHAIRMAN

I, Janet Hickl, Clerk of the County of Matagorda County, Texas, do hereby certify that the foregoing Plat was filed for record in my office on the 13th day of October, 2017 at 2:13 o'clock p.m., in Plat File Number 571A of the Plat Records of Matagorda County, Texas.

COUNTY CLERK



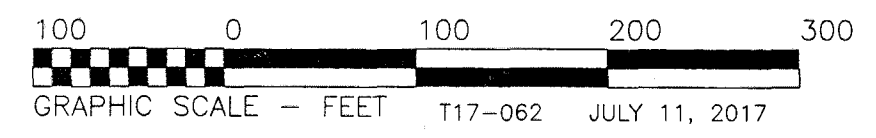
OWNER: DGOGVanleckt LLC
OVERLAND ENGINEERING, LLC
1598 IMPERIAL CENTER, SUITE 200
WEST PLAINS, MO 65775
417-256-4150 41790

ENGINEER: OVERLAND ENGINEERING, LLC
1598 IMPERIAL CENTER, SUITE 200
WEST PLAINS, MO 65775
417-256-8150

LEGEND OF SYMBOLS & ABBREVIATIONS

- | | | | |
|------|------------------|------|---------------------|
| ⊕ | WATER VALVE | × | LIGHT POLE |
| —SS— | SANITARY SEWER | * | GUY ANCHOR |
| □ | PEDESTAL BOX | ○ | MANHOLE |
| —X— | FENCE | ● | FIRE HYDRANT |
| —P— | POWER LINE | ♿ | HANDICAPPED PARKING |
| ⊞ | WATER METER | □ | PROPERTY CORNER |
| • | POWER POLE | ⊞ | ELECTRIC BOX |
| —W— | WATER LINE | —II— | GAS PIPELINE |
| —T— | TELEPHONE LINE | ⊕ | GAS VALVE |
| —FO— | FIBER OPTIC LINE | —C— | UNDERGROUND CABLE |
| ⊙ | CABLE BOX | | |

DEVELOPMENT PLAT SHOWING
BAY CITY DG ADDITION
BEING PART OF THE
W.J. MAYNARD SURVEY, A-356
MATAGORDA COUNTY, TEXAS



AS SURVEYED LEGAL DESCRIPTION

All that certain lot, tract, or parcel of land, being part of the W. J. Maynard Survey, Abstract No. 356, Matagorda County, Texas, part of Lot 9 of the Highbarger Subdivision, as shown by plat of same recorded in Volume 1, Page 37 of the Map Records of Matagorda County, Texas, part of that certain called 2 acres described in a deed from G. A. Gasch and wife, Dean Marie Gasch to Elmer P. Bittner and wife, Sarah N. Bittner on June 13, 1969, recorded in Volume 473, Page 851 of the Deed Records of Matagorda County, Texas, being more completely described as follows, to-wit:

BEGINNING at a 1/2" iron rod (set) for corner, in the Southwest line of the above mentioned 2 acre tract, the Northeast line of the Technicoatings Scaffolding & Insulation, Inc. 6.767 acre tract described in Volume 536, Page 4, from which a 5/8" iron rod (found) for the East corner of same bears South 47 deg. 39 min. 57 sec. East - 5.63 ft.;

THENCE North 47 deg. 39 min. 57 sec. West with the Northeast line of the 6.767 acre tract, the Southwest line of the 2 acre tract, a distance of 255.06 ft. to a 5/8" iron rod (found) for the West corner of same, an ell corner of the Timmy W. Hubbard 29.0876 acre tract described in Book 544, Page 570;

THENCE North 41 deg. 16 min. 20 sec. East with a Southeast line of the 29.0876 acre tract, the Northwest line of the 2 acre tract, a distance of 338.22 ft. to a 5/8" iron rod (found) for the North corner of same, an East corner of the 29.0876 acre tract, in the Southwest right of way of Eighth Street;

THENCE South 47 deg. 41 min. 05 sec. East with the Northeast line of the 2 acre tract, the Southwest right of way of Eighth Street, a distance of 207.08 ft. to a 1/2" iron rod (set) for corner at the intersection of same with the Northwest right of way of State Highway No. 35;

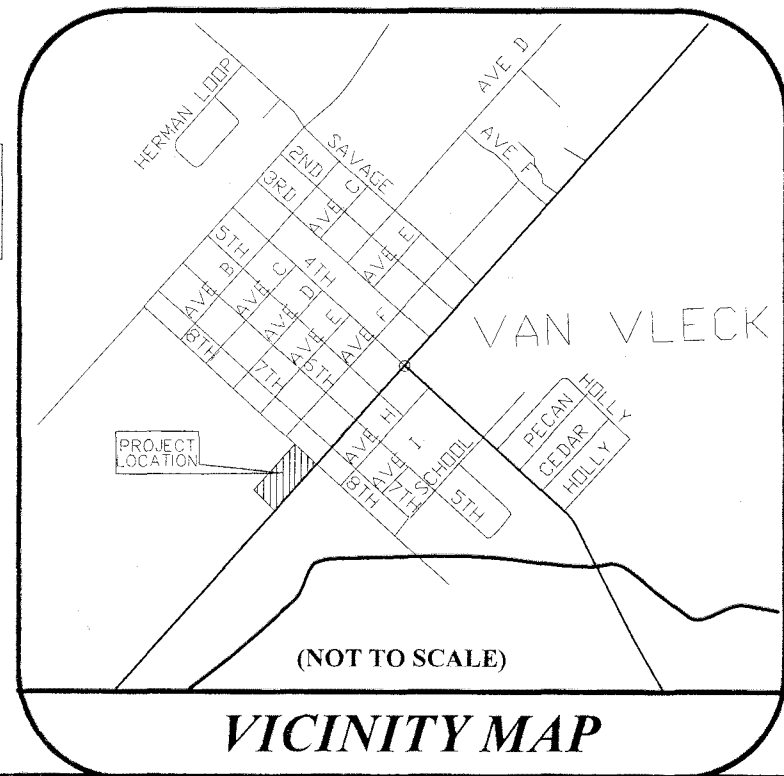
THENCE Southerly with the Northwest right of way of State Highway No. 35, South 03 deg. 09 min. 53 sec. East - 70.59 ft. to a 1/2" iron rod (found) for corner and South 41 deg. 33 min. 36 sec. West - 288.78 ft. to the place of beginning, containing 1.959 acres of land.

PLAT NOTES

- This plat lies within the City of Bay City ETJ.
- No improvements including but not limited to buildings, fences, or landscaping shall be allowed in a drainage easement.
- The property owner shall provide access to drainage and utility easements as may be necessary and shall not prohibit access for inspection, operation, and maintenance.
- All drainage easements on private property shall be maintained by the property owner or his/her assigns.
- Reason for replat: TO CREATE ONE COMMERCIAL USE RESERVE

FLOOD NOTE

THE SUBJECT TRACT LIES IN ZONE "C", AREAS OF MINIMAL FLOODING PER FIRM (FLOOD INSURANCE RATE MAP) MAP NO. 4854890120C EFFECTIVE DATE OF MARCH 18, 1985.



JOHN COWAN & ASSOCIATES, INC.
2012 ANTHONY DRIVE, TYLER, TEXAS 75701
PH: (903) 581-2238 WWW.TXSURVEYS.COM
FIRM REGISTRATION CERTIFICATION NO. 10025500

Attachment: Exhibit B - DG ADDITION plat (2017 : Dollar General Annexation)

CITY OF BAY CITY NON-ANNEXATION DEVELOPMENT AGREEMENT

This DEVELOPMENT AGREEMENT ("Agreement"), dated effective as of April 17, 2017 ~~July 28~~ ("Effective Date"), made by and between the CITY OF BAY CITY, TEXAS, a home rule municipality located in Matagorda County, Texas ("City"), and Sarah Triggins ("Landowner");

WHEREAS, Landowner owns certain real property located in Matagorda County, Texas, and such real property being more particularly depicted in Exhibit A attached hereto and incorporated into this Agreement (the "Property");

WHEREAS, in recognition of the mutual benefits to be derived from the controlled development of the Property and its guaranteed continued extra territorial status for a certain time, Landowner and City desire to enter into this Agreement, pursuant to §212.172 of the Local Government Code of the State of Texas, to evidence their agreements with respect to guaranteeing the continuation of the extraterritorial status of the land and its immunity from annexation by the City for a period years, extending the municipality's regulatory authority over the land by providing for all regulations and planning authority of the City that do not interfere with the use of the area for its currently appraised purpose, authorizing enforcement by the City of certain regulations in the same manner the regulations are enforced within the City's boundaries and authorizing enforcement by the City of certain agreed upon land use and development regulations; and

WHEREAS, the City Council authorized and approved this Agreement at a regularly scheduled council meeting subject to the Open Meetings Act in compliance with the laws of the State of Texas and the ordinances and Charter of the City of Bay City on Aug 28 April 2017;

NOW, THEREFORE, for and in consideration of the mutual promises and covenants contained or referred to herein, the receipt and sufficiency of which is hereby acknowledged by the City and the Landowner, the parties hereto agree as follows:

1. The Landowner covenants and agrees not to file a development document, master plan or for plat approval or a permit, not to include permits for uses existing on the date of this Agreement ("Existing Uses"), on their respective property until such property has been annexed into the City and zoned pursuant to all applicable laws of the State of Texas and ordinances of the City of Bay City, said zoning to be at the sole discretion of the City.
2. Land Use. The Landowner further covenants and agrees not to use the Property for any use other than the Existing Uses, without the prior written consent of the City, said Existing Uses specifically being Uses as of the Effective Date of this Agreement as listed in **Exhibit B** attached hereto.

3. Municipal Regulations. In accordance with Texas Local Government Code Section 43.035(b)(1)(2), the City of Bay City shall be authorized to enforce all municipal regulations and planning authority that does not interfere with the use of the Property for agriculture, wildlife management, or timber.
4. Permits and Vested Rights. Pursuant to Texas Local Government Code Section 43.035 this Agreement is not a permit for purposes of Chapter 245 of the Texas Government Code. The Landowner and all Landowner's heirs, successors and assigns hereby waive any and all vested rights including rights and claims that they may have under common law, federal case law related to uses, anticipated uses or potential uses of the Property, other than the Existing Uses.
5. Municipal Services. The City shall not be obligated to provide the landowner with any municipal services (such as police protection, fire protection, drainage and street construction, or maintenance), with respect to the Property for the duration of this Agreement.
6. Extraterritorial Status. The City hereby guarantees the extraterritorial status of the Property and that it shall not annex the Property for the duration of this Agreement. Except that, regardless of how the area is then currently appraised for ad valorem tax purposes, should the Landowner or the Landowner's heirs, successors or assigns file for any type of development document, master plan, plat approval or permit for the area with a governmental entity that has jurisdiction over the area, or change the existing use to a use not allowed hereunder then this provision of the Agreement shall be void. Plat is defined as any plat authorized by Chapters 212 or 232 of the Texas Local Government Code, or their successor statutes. Permit is defined the same as in Local Government Code Chapter 245.
7. Voluntary Annexation. Should the Landowner, heirs, successors or assigns file for any type of development document, master plan, plat approval or permit for the area with a governmental entity that has jurisdiction over the area, or change the existing use to a use not allowed hereunder this provision then said action shall be deemed a request for voluntary annexation by the City with this Agreement serving as the required petition and the Property shall, at the discretion of the City, be annexed into the City. The Landowner and Landowner's heirs, successors and assigns covenant and agree that such annexation is voluntarily made and shall be considered to be by voluntary petition of the owners of the Property at the time of such annexation.
8. Amendments. Neither this Agreement nor any term hereof may be changed, waived, discharged or terminated except by an agreement in writing signed by all parties hereto.
9. Law Governing. This Agreement shall be deemed to be a contract under the laws of the State of Texas which is performable in Matagorda, County, Texas, and for all purposes shall be construed and enforced in accordance with and governed by the laws of the State of Texas.

10. Assignment; Binding Effect. The parties may not assign this Agreement to any other person or entity without the prior written consent of the other; provided, however, that no such assignment shall operate to release the assigning party from its obligations hereunder. This Agreement and all of its terms and provisions shall be binding upon and inure to the benefit of the City and the Landowner and their respective successors and assigns, including all future owners of the Property.
11. Duration; Expiration. This Agreement shall be in effect for ten years from the date signed by the parties. Prior to expiration this Agreement may be extended by the mutual consent of the Parties.
12. Counterparts. To facilitate execution, this Agreement may be executed in any number of counterparts as may be convenient or necessary, and it shall not be necessary that the signatures of all parties hereto be contained on any one counterpart hereof. A facsimile transmission shall be deemed to be an original signature.

EXECUTED by the parties hereto to be effective as of the date first set forth above.

CITY OF BAY CITY, TEXAS, A Home Rule
Municipality in Matagorda County, Texas

By: _____

Mark A. Bricker, Mayor

ATTEST:

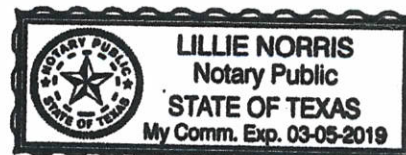
Rhonda Clegg
Rhonda Clegg, City Secretary

THE STATE OF TEXAS §

COUNTY OF MATAGORDA §

This instrument was acknowledged before me on the 07 day of April, 2018, by
MARK A. BRICKER, in his capacity as Mayor of the City of Bay City, Texas.

Lillie Norris
NOTARY PUBLIC, STATE OF TEXAS



LANDOWNER

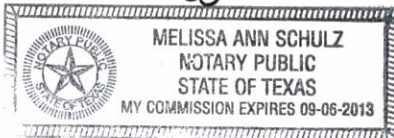
By: Sarah Wiggins
 Printed Name: Sarah Wiggins
 Address: P.O. Box 729
 City: Vanderhook
 State/Zip: TX 77482

LANDOWNER

By: _____
 Printed Name: _____
 Address: _____
 City: _____
 State/Zip: _____

THE STATE OF TEXAS §
 COUNTY OF MATAGORDA §

This instrument was acknowledged before me on the 28 day of August, 2013,
 by Sarah Wiggins.



Melissa Ann Schulz
 NOTARY PUBLIC, STATE OF TEXAS

THE STATE OF TEXAS §
 COUNTY OF MATAGORDA §

This instrument was acknowledged before me on the ____ day of _____, 2013,
 by _____.

 NOTARY PUBLIC, STATE OF TEXAS

Attachment: Exhibit C - Wiggins Dev Agreement (3017 : Dollar General Annexation)

C-206-QUIT CLAIM DEED

MARTIN Stationery Co., Dallas

THE STATE OF TEXAS,
COUNTY OF MATAGORDA 38833

KNOW ALL MEN BY THESE PRESENTS:

DEED

BOOK 586 PAGE 199

That I, Elmer P. Bittner,

of the County of Matagorda and State of Texas, for and in consideration of
the sum of Ten and no/100-----

-----DOLLARS,

to me in hand paid by Sarah ^{A JGM} Bittner, also known as Sarah Bittner,
of the County of Matagorda and State of Texas, the receipt of which
is hereby acknowledged, do, by these presents, BARGAIN, SELL, RELEASE, AND FOREVER
QUIT CLAIM unto the said Saran ^{A JGM} Bittner,

her heirs and assigns, all my right title and interest in and to that certain tract or par-
cel of land lying in the County of Matagorda and State of Texas, described as follows,
to-wit:

TRACT NUMBER ONE:

Lots Nos. Five (5) and Six (6), in Block No. Thirty-five (35), of the Town of
Van Vleck, according to the Map or Plat of said Townsite, recorded in Volume
7, on Page 299, of the Deed Records of said Matagorda County, Texas;

TRACT NUMBER TWO:

Two (2) acres of land out of the W. J. Maynard Survey, Abstract No. 356, in
Matagorda County, Texas, and is a portion of Lot 9 of the Highbarger Subdi-
vision, plat of which is recorded in Vol. 1, on page 37 of the Map records of
Matagorda County, Texas, said 2-acre tract of land being more particularly de-
scribed as follows:

BEGINNING at the intersection of the Northwest right-of-way line of State High-
way No. 35 with the Northeast line of Lot 9 of the above mentioned Highbarger
Subdivision, same being the Southwest right-of-way line of Eighth Street in the
town of Van Vleck;

THENCE North 44 deg. 36 min. West 260 feet along the above mentioned lot line
and right-of-way line of Eighth Street to a stake for corner;

THENCE South 45 deg. 24 min. West 335 feet to a stake set for corner;

THENCE South 44 deg. 36 min. East 260 feet to a stake set in the Northwest
right-of-way line of State Highway No. 35 for corner;

THENCE North 45 deg. 24 min. East 335 feet along the above mentioned State
Highway right-of-way line to the place of beginning, containing 2 acres of land,
more or less.

TO HAVE AND TO HOLD the said premises, together with all and singular the rights, privi-
leges and appurtenances thereto in any manner belonging unto the said Sarah ^{A JGM} Bittner,

her heirs and assigns, forever, so that neither I, the said
Elmer P. Bittner
nor my heirs, nor any person or persons claiming under me shall, at any time hereafter,
have, claim or demand any right or title to the aforesaid premises or appurtenances, or any part there-
of.

WITNESS my hand at

this 13 - AUGUST

13 day of August 77

A. D. 19 77

Witnesses at Request of Grantor:

Elmer P. Bittner
Elmer P. Bittner

THE STATE OF TEXAS,

COUNTY OF HARRISin and for said County, Texas, on this day personally appeared Elmer P. Bittner,

SINGLE ACKNOWLEDGMENT

BOOK 586 PAGE 200

BEFORE ME, the undersigned authority,

known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein expressed.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, This 13 day of August, A.D. 19 77

Notary Public, C.R. Craig Harris County, Texas
My Commission Expires June 1, 19 78

THE STATE OF TEXAS,

COUNTY OF HARRIS

in and for said County, Texas, on this day personally appeared

SINGLE ACKNOWLEDGMENT

BEFORE ME, the undersigned authority,

known to me to be the person whose name subscribed to the foregoing instrument, and acknowledged to me that he executed the same for the purposes and consideration therein expressed.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, This _____ day of _____, A.D. 19 _____

(L.S.)

Notary Public, _____ County, Texas
My Commission Expires June 1, 19 _____

THE STATE OF TEXAS,

COUNTY OF HARRIS

in and for said County, Texas, on this day personally appeared

CORPORATION ACKNOWLEDGMENT

BEFORE ME, the undersigned authority,

whose name is subscribed to the foregoing instrument and acknowledged to me that the same was the act of the said a corporation, and that he executed the same as the act of such corporation for the purposes and consideration therein expressed, and in the capacity therein stated.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, This _____ day of _____, A.D. 19 _____

(L.S.)

Notary Public, _____ County, Texas
My Commission Expires June 1, 19 _____

THE STATE OF TEXAS,

COUNTY OF HARRIS

Clerk of the County Court of said County, do hereby certify that the foregoing instrument of writing dated on the _____ day of _____, A. D. 19 _____, with its Certificate of Authentication, was filed for record in my office on the _____ day of _____, A. D. 19 _____, at _____ o'clock _____ M., and duly recorded this _____ day of _____, A. D. 19 _____, at _____ o'clock _____ M., in the _____ Records of said County, in Volume _____, on pages _____.

WITNESS MY HAND AND SEAL OF THE COUNTY COURT of said County, at office in _____, the day and year last above written.

FILED FOR RECORD

AT 10:00 O'CLOCK A M County Clerk _____ County, Texas.
(L.S.) By _____, Deputy.

AUG 26 1977

HILMA S. HUITT,

Clerk County Court, Matagorda Co., Tex.

By Mary Louise Martinez DEPUTY

CLAIM DEED

FROM
MER P. BITTNERTO
RAH P. BITTNERLED FOR RECORD
y of _____

ck _____ M.

Co., Texas

, Deputy.

RECORDED

A. D. 19 _____

County Records,

Page _____

County Clerk.

Deputy.

ing Fee \$ _____

should be filed immediately with
or record.

N Stationery Co., Dallas

2000

1000 77480

Filed for record the 26th day of August, A. D. 1977.

Duly recorded this the 26th day of August, A. D. 1977 at 4:00 o'clock P.M.

Hilma S. Huitt, County Clerk
Matagorda County, Texas

By Mary Louise Martinez Deputy

ORDINANCE NO. _____

AN ORDINANCE PROVIDING FOR THE EXTENSION OF THE CITY LIMITS BY THE ANNEXATION A TRACT OF UNINHABITED LAND TOTALING 1.959 ACRES OF LAND, MORE OR LESS, ADJACENT AND CONTIGUOUS TO THE CITY OF BAY CITY LIMIT; GRANTING TO ALL FUTURE INHABITANTS OF SAID PROPERTY ALL OF THE RIGHTS AND PRIVILEGES OF OTHER CITIZENS AND BINDING SAID FUTURE INHABITANTS BY ALL OF THE ACTS, ORDINANCES, RESOLUTIONS AND REGULATIONS OF THE CITY; PROVIDING A SEVERABILITY CLAUSE; AND ESTABLISHING AN EFFECTIVE DATE

WHEREAS, a petition, attached hereto as **Exhibit "A"**, has been filed by the property owner of the following described area to wit:

Approximately 1.959 acres of land recorded as the Bay City DG Addition Development Plat, Matagorda Plat File Number 571A attached hereto as **Exhibit "B"**; and

WHEREAS, the area is less than one-half mile in width; and

WHEREAS, the area is contiguous to the City of Bay City; and

WHEREAS, the area is currently without residents; and

WHEREAS, in accordance with the City of Bay City Non-Annexation Development Agreement executed on April 7, 2014 and attached hereto as **Exhibit "C"**, the Landowner is requesting voluntary annexation to allow a change in the Existing Uses and Development of the property,

WHEREAS, the City of Bay City, Texas (City) has heretofore adopted a Home Rule Charter authorizing it to annex territory and extend the corporate limits of the City; and

WHEREAS, Chapter 43 of the Local Government Code authorizes the City to extend its city limit boundaries through annexation of areas adjacent to the boundaries of the City; and

WHEREAS, after providing written notices and publication of notices a public hearing was held at the Bay City Hall located at 1901 5th Street, Bay City, Texas on February 8, 2018, and a second public hearing was held at the same location at the Bay City Hall, located at 1901 5th Street, Bay City, Texas on February 15, 2018, providing all persons an opportunity to voice their opinions, and the City Council considered all testimony presented at the public hearings; and

WHEREAS, City Council has now concluded that the herein property should be annexed and made a part of the City and the Service Plan considered in connection with this annexation should

be approved and adopted; and

NOW THEREFORE:

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BAY CITY, TEXAS THAT:

SECTION 1. Findings. The foregoing recitals are hereby found to be true and correct and are hereby adopted by the City Council and made a part hereof for all purposes and findings of fact. The City has complied with City Charter and state law to carry out and effect the annexation of the property described herein.

SECTION 2. Annexed Property. The property described in **Exhibit “B”** attached hereto is hereby annexed to the City, and the boundary limits of the City are hereby extended to include the herein described territory within the city limits of the city, and the property so added shall bear its share of the taxes levied by the City of Bay City, Texas and the future inhabitants thereof shall be entitled to all the rights and the privileges as citizens and shall be bound by the acts, ordinances, resolutions, and regulations of the City of Bay City, Texas.

SECTION 3. Change City Map. The Mayor is hereby authorized and directed to change the official city limits map to reflect the annexation accomplished by this Ordinance.

SECTION 4. Directive to City Secretary. The City Secretary is hereby authorized and directed to provide all documents and notices required by state law to effect this Ordinance.

SECTION 5. It is not the intention of the City to annex any territory not legally subject to being annexed by the City. And should any portion of the herein described property not be subject to legal annexation by the City, such fact will not prevent the City from annexing the property which is described herein and is subject to legal annexation by the City, and it is the intention of the City to annex only the property as may be legally annexed by it within the limits of the herein described property.

SECTION 6. If any area or land included within the herein described is presently part of and included within the general limits of the City, then that area or land is excluded and excepted from the area annexed under this Ordinance.

SECTION 8. Effective Date. This Ordinance shall take effect on March 9, 2018.

PASSED AND APPROVED this 8th day of March, 2018.

Mark A. Bricker, Mayor, City of Bay City

Attachment: Annexation Resolution Attachment-2754-1_cez (3017 : Dollar General Annexation)

Ordinance No. _____

ATTEST:

David Holubec, City Secretary

APPROVED AS TO FORM:

City Attorney
Denton Navarro Rocha Bernal Hyde & Zech, P.C.

Attachment: Annexation Resolution Attachment-2754-1_cez (3017 : Dollar General Annexation)

Ordinance No. _____

<u>Council Member:</u>	<u>Voted Aye</u>	<u>Voted No</u>	<u>Absent</u>
Bill Cornman, Mayor Pro-Tem	_____	_____	_____
Jason Childers	_____	_____	_____
Julie Estlinbaum	_____	_____	_____
Chrystal Folse	_____	_____	_____
Becca Sitz	_____	_____	_____

Mark A. Bricker, Mayor, City of Bay City

ATTEST:

David Holubec, City Secretary

APPROVED AS TO FORM:

City Attorney
Denton Navarro Rocha Bernal Hyde & Zech, P.C.

Attachment: Annexation Resolution Attachment-2754-1_cez (3017 : Dollar General Annexation)



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

Meeting: 03/08/18 07:00 PM
Department: City Secretary
Category: Resolution
Prepared By: David Holubec
Initiator: David Holubec
Sponsors:
DOC ID: 3032

RESOLUTION (ID # 3032)

**DISCUSS, CONSIDER AND/OR APPROVE A RESOLUTION OF
THE CITY OF BAY CITY TO MAKE AN APPLICATION TO THE
NATIONAL ENDOWMENT FOR THE HUMANITIES GRANT
PROGRAM GRANT TO BENEFIT THE MATAGORDA COUNTY
CULTURAL CENTER (TEXAS THEATER BUILDING) PROJECT.**

COMMENTS - Current Meeting:

The Resolution supporting a Grant Application with The National Endowment of the Humanities. Support for the application was unanimously approved by motion. The motion was made by Councilwoman Julie Estlinbaum and seconded by Councilwoman, Becca Sitz.

RESOLUTION NO. _____

RESOLUTION OF THE CITY OF BAY CITY, TEXAS AUTHORIZING THE FILING OF A GRANT APPLICATION WITH THE NATIONAL ENDOWMENT FOR THE HUMANITIES GRANTS PROGRAM GRANT; AUTHORIZING THE MAYOR TO ACT ON BEHALF OF THE CITY OF BAY CITY, TEXAS IN ALL MATTERS RELATED TO THE APPLICATION; AND PLEDGING THAT IF A GRANT IS RECEIVED THE CITY OF BAY CITY, TEXAS WILL COMPLY WITH THE GRANT REQUIREMENTS OF THE NATIONAL ENDOWMENT FOR THE HUMANITIES.

WHEREAS, the National Endowment for the Humanities is directed to administer the Infrastructure and Capacity Building Challenge grants; and

WHEREAS, the City of Bay City in the State of Texas is qualified to apply for grant funds under the Request for Applications.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY OF BAY CITY IN MATAGORDA COUNTY TEXAS;

1. That Mayor is authorized to request grant funding under the National Endowment for the humanities Request for Applications of the Infrastructure and Capacity Building Challenge grant and act on behalf of The City of Bay City in all matters related to the grant application and any subsequent grant contract and grant project that may result.
2. That if the project is funded, The City of Bay City will comply with the grant requirements of the National Endowment for the Humanities.
3. That grant funds and any grant-funded equipment or facilities will be used only for the purposes for which they are intended under the grant.
4. That the City of Bay City supports this grant application for the renovation project for the Texas Theater as the Bay City Cultural Center in Bay City, Texas.

PASSED AND APPROVED by the City Council in Bay City, Texas, on this the 8th day of March, 2018.

Bill Cornman, Mayor Pro Tem
City of Bay City

ATTEST:

APPROVED AS TO FORM:

David Holubec, City Secretary

City Attorney, City of Bay City
DENTON, NAVARRO, ROCHA,
BERNAL, & ZECH, P.C.



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

AGENDA ITEM (ID # 3024)

Meeting: 03/08/18 07:00 PM
Department: City Secretary
Category: Amendment
Prepared By: David Holubec
Initiator: David Holubec
Sponsors:
DOC ID: 3024

**~ CONSIDER AND/OR APPROVE AN ORDINANCE
CANCELING THE GENERAL ELECTION SCHEDULED TO BE
HELD ON MAY 5, 2018.**

COMMENTS - Current Meeting:

City Secretary, David Holubec presented the Ordinance on the cancellation of the General Election due to the incumbents running unopposed. The Ordinance was unanimously approved by motion. The motion was made by Councilwoman, Julie Estlinbaum and seconded by Councilwoman, Becca Sitz.

**CERTIFICATION OF UNOPPOSED CANDIDATES FOR
 OTHER POLITICAL SUBDIVISIONS (NOT COUNTY)
 CERTIFICACIÓN DE CANDIDATOS ÚNICOS
 PARA OTRAS SUBDIVISIONES POLITICAS (NO EL CONDADO)**

To: Presiding Officer of Governing Body
Al: Presidente de la entidad gobernante

As the authority responsible for having the official ballot prepared, I hereby certify that the following candidates are unopposed for election to office for the election scheduled to be held on _____

Como autoridad a cargo de la preparación de la boleta de votación oficial, por la presente certifico que los siguientes candidatos son candidatos únicos para elección para un cargo en la elección que se llevará a cabo el _____

List offices and names of candidates:
Lista de cargos y nombres de los candidatos:

Office(s) Cargo(s)

Candidate(s) Candidato(s)

Signature (Firma)

Printed name (Nombre en letra de molde)

Title (Puesto)

Date of signing (Fecha de firma)

(Seal) (sello)

See reverse side for instructions
(Instrucciones en el reverso)

Instructions for certification of unopposed candidates:

The authority responsible for preparing the ballot must certify the unopposed status to the authority responsible for ordering the election. This document is filed with the presiding officer of the political subdivision. The governing body must meet, accept this certification, and issue an order or ordinance declaring the election cancelled and the unopposed candidates elected. To complete the cancellation process, a copy of the order or ordinance canceling the election must be posted on Election Day at each polling place that would have been used in the election. See sample Order of Cancellation and outlines for additional instructions.

An election* may be cancelled if:

- 1) The election is one in which a declaration of write-in candidacy is required; and
- 2) No opposed at-large race is on the ballot* within that election;*and
- 3) Each candidate whose name is to appear on the ballot* is unopposed, with some exceptions;
This means:
 - In an all at-large election* (with no single-member districts), if there is one or more opposed at-large races, then all the races go on the ballot within that election.*
 - In an election* in which any members of the governing body are elected from single-member districts, an election in a particular district may be cancelled if the candidate is unopposed and the election otherwise meets the above requirements (i.e., there is no at-large opposed race on the ballot).

Note: A general election (for full terms) or a special election (to fill a vacancy in an unexpired term) is considered a *separate election* with a *separate ballot* for purposes of these tests, even if held on the same election date. See our online Cancellation guide for details.

Instrucciones para la certificación de una elección con candidatos únicos:

La autoridad a cargo de preparar la boleta de votación debe certificar los candidatos únicos sin oposición a la autoridad encargada de ordenar la elección. Este documento se debe presentar al presidente de la subdivisión política. La entidad gobernante debe reunirse, aceptar esta certificación y emitir una orden o una ordenanza en la que declara la cancelación de la elección y la elección de los candidatos únicos sin oposición. Para completar el proceso de cancelación, se debe exhibir el Día de la Elección una copia de la orden u ordenanza de cancelación de la elección en todos los sitios de votación que se hubieran utilizado en la elección. Vea el ejemplo Orden de Cancelación y el resumen para más instrucciones.

Una elección* puede ser cancelada si:

- 1) *la elección es una en la que se requiere una declaración de candidatos por escrito en la boleta de votación; y,*
- 2) *no hay oposición para la carrera por acumulación en la boleta* de votación dentro de esa elección* y*
- 3) *Todos los candidatos cuyos nombres deben aparecer en la boleta* de votación no tienen oposición, con unas excepciones;*
Esto significa:
 - *En una elección* por acumulación (sin ningún distrito con miembro único), si se encuentra una o más de una carrera por acumulación con oposición, entonces todas las carreras estarán en la boleta dentro de esa elección*.*
 - *En una elección* en la que cualquiera de los miembros de la entidad gobernante se eligen de distritos con un solo miembro, se puede cancelar una elección en un distrito específico si hay oposición para el candidato y la elección cumple con los requisitos que anteceden (ej. no hay oposición para la carrera por acumulación en la boleta).*

Nota: Una elección general (con términos completos) o una elección especial (para llenar una vacante de un término no vencido) es considerada como una elección distinta con una boleta distinta con los propósitos de estas pruebas, aunque se lleven a cabo en la misma fecha electoral. Vea nuestra guía de cancelación en línea para más detalles.

ORDINANCE NO. _____

AN ORDINANCE DECLARING UNOPPOSED CANDIDATES IN THE CITY OF BAY CITY MAY 05, 2018 GENERAL CITY OFFICERS' ELECTION ELECTED TO OFFICE; PROVIDING FOR CANCELLATION OF THE ELECTION; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the general city officers' election for the City of Bay City was called for May 05, 2018 for the purpose of electing two (2) Councilmembers for two (2) year terms to the City Council; and

WHEREAS, the City Secretary has certified in writing that there is no proposition on the ballot, that no write-in candidate's name is to be placed on a list of write-in candidates for an office, and that each candidate on the ballot is unopposed for election to office; and

WHEREAS, Subchapter C of Chapter 2 of the Texas Election Code authorizes the City Council to declare the candidates elected to office and cancel the election under such circumstances.

NOW THEREFORE: BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BAY CITY.

SECTION 1. The following unopposed candidates in the May 05, 2018 general city officers' election for the City of Bay City are hereby declared elected to office, subject to the taking of their oaths as provided by the laws of the State of Texas. Each candidate shall be issued a certificate of election in the same manner as provided for a candidate elected at an election:

Julie Estlinbaum, Council Member Position #1

William "Bill" Cornman, Council Member Position #2

SECTION 2. The May 05, 2018 general city officers' election for the City of Bay City is hereby canceled in accordance with Subchapter C, Section 2.053 of the Texas Election Code. The City Secretary is directed to cause

a copy of this ordinance to be posted on Election Day at each polling place that would have been used in the election.

SECTION 3. This Ordinance shall take effect immediately upon passage.

PASSED AND APPROVED, this, the 8th day of March, 2018.

Bill Cornman, Mayor Pro Tem
City of Bay City, Texas

ATTEST:

David Holubec, City Secretary

APPROVED AS TO FORM:

Habib Erkan, Jr., City Attorney
City of Bay City
DENTON, NAVARRO, ROCHA,
BERNAL, & ZECH, P.C.

ORDER OF CANCELLATION
ORDEN DE CANCELACIÓN

The City of Bay City hereby cancels only the General Election scheduled to be held on May 5, 2018 in accordance with Section 2.053(a) of the Texas Election Code. The following candidates have been certified as unopposed and are hereby elected as follows:

El Ciudad de Bay City por la presente cancela la elección que, de lo contrario, se hubiera celebrado el 5 de Mayo de conformidad, con la Sección 2.053(a) del Código de Elecciones de Texas. Los siguientes candidatos han sido certificados como candidatos únicos y por la presente quedan elegidos como se haya indicado a continuación:

<u>Candidate(Candidato)</u>	<u>Office Sought(Cargo al que presenta candidatura)</u>
Julie L. Estlinbaum	Council Position 1
William Cornman	Council Position 2

A copy of this order will be posted on Election Day at each polling place that would have been used in the election.

El Día de las Elecciones se exhibirá una copia de esta orden en todas las mesas electorales que se hubieran utilizado en la elección.

Mayor (Māær) Mark A. Bricker

City Secretary (Sitē Secretario) David Holubec

(seal) (sello)

Date of adoption (Fecha de adopción)

Attachment: Order of Cancellation (3024 : Cancellation of General Election May 2018)

ORDINANCE NO. _____

AN ORDINANCE DECLARING UNOPPOSED CANDIDATES IN THE CITY OF BAY CITY MAY 05, 2018 GENERAL CITY OFFICERS' ELECTION ELECTED TO OFFICE; PROVIDING FOR CANCELLATION OF THE ELECTION; AND PROVIDING FOR AN EFFECTIVE DATE.

WHEREAS, the general city officers' election for the City of Bay City was called for May 05, 2018 for the purpose of electing two (2) Councilmembers for two (2) year terms to the City Council; and

WHEREAS, the City Secretary has certified in writing that there is no proposition on the ballot, that no write-in candidate's name is to be placed on a list of write-in candidates for an office, and that each candidate on the ballot is unopposed for election to office; and

WHEREAS, Subchapter C of Chapter 2 of the Texas Election Code authorizes the City Council to declare the candidates elected to office and cancel the election under such circumstances.

NOW THEREFORE: BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF BAY CITY.

SECTION 1. The following unopposed candidates in the May 05, 2018 general city officers' election for the City of Bay City are hereby declared elected to office, subject to the taking of their oaths as provided by the laws of the State of Texas. Each candidate shall be issued a certificate of election in the same manner as provided for a candidate elected at an election:

Julie Estlinbaum, Council Member Position #1

William "Bill" Cornman, Council Member Position #2

SECTION 2. The May 05, 2018 general city officers' election for the City of Bay City is hereby canceled in accordance with Subchapter C, Section 2.053 of the Texas Election Code. The City Secretary is directed to cause

a copy of this ordinance to be posted on Election Day at each polling place that would have been used in the election.

SECTION 3. This Ordinance shall take effect immediately upon passage.

PASSED AND APPROVED, this, the 8th day of March, 2018.

Bill Cornman, Mayor Pro Tem
City of Bay City, Texas

ATTEST:

David Holubec, City Secretary

APPROVED AS TO FORM:

Habib Erkan, Jr., City Attorney
City of Bay City
DENTON, NAVARRO, ROCHA,
BERNAL, & ZECH, P.C.



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

Meeting: 03/08/18 07:00 PM
Department: City Secretary
Category: Presentation
Prepared By: David Holubec
Initiator: David Holubec
Sponsors:

AGENDA ITEM (ID # 3012)

DOC ID: 3012 B

**~ PURSUANT TO SEC. 551.071 OF THE TEXAS
GOVERNMENT CODE (CONSULTATION WITH ATTORNEY)
CITY COUNCIL SHALL CONVENE IN EXECUTIVE SESSION
TO RECEIVE LEGAL ADVICE FROM THE CITY ATTORNEY
REGARDING PENDING LITIGATION: CITY OF BAY CITY,
TEXAS V. CP LIVING 23 (TEXAS) LP, CP LIVING (TX) LLC,
AND CP 23 (TX).**

COMMENTS - Current Meeting:

This agenda item was tabled at this time.



City Council
1901 5Th Street
Bay City, TX 77414

SCHEDULED

Meeting: 03/08/18 07:00 PM
Department: City Secretary
Category: Litigation
Prepared By: David Holubec
Initiator: David Holubec
Sponsors:

AGENDA ITEM (ID # 3026)

DOC ID: 3026

**~ CITY COUNCIL MEMBERS SHALL RECONVENE IN OPEN
SESSION AND MAY DISCUSS, CONSIDER, AND/OR TAKE
ACTION ON ANY ITEM LISTED ABOVE THAT WAS
CONSIDERED AND DISCUSSED IN EXECUTIVE SESSION (IF
NECESSARY).**