

July 3, 2017

Mr. Sean Dunleavy
Chair
Howell Area Parks & Recreation Authority
925 W. Grand River
Howell, MI 48843

Sean,

This letter is being sent to inform you that after many conversations, my wife, Zoe, and I have decided that it is time for me to retire after almost 49 years of working full time. This was not an easy decision but one that is made with great anticipation of the additional time that Zoe and I will have together along with more time for our rapidly growing grandchildren. Our oldest granddaughter graduated this June.

My last official day of work would be Friday, December 22, 2017.

During the next six (6) months I will assist the Board in finding my replacement and I have the following recommendations for that search:

1. Create a committee of 2 board members with the task of hiring a new Executive Director.
2. The hiring committee should interview all staff members to get a feel for what characteristics in a new Director they would feel comfortable working with for the future.
3. It is time for the Board to hire a professional Parks & Recreation Director for this position as HAPRA is on the verge of becoming something really great. Professional & experienced leadership is the next step toward greater success.
4. Reach out to MParks, specifically Ann Conklin, to use their resources in finding a new director that meets your and the staff's criteria.
5. Hire someone soon enough so I may give them at least 2-3 weeks of my time for a transition. No one gave me any type of orientation and most of my learning was by researching or by mistakes. It is important to have a smooth transition to keep the staff and our patrons engaged in the continued improvement of HAPRA.

I want to thank the HAPRA board for the opportunity to be a part of this organization and for their support during some trying but necessary times. HAPRA has become a better entity because of the willingness of staff to hang in there and understand what it takes to become the best.

In reflecting back on the past 3 years and 6 months there is a lot that has been accomplished in moving HAPRA toward a more professional and financially responsible organization. The following list provides a guideline for the continued improvement and growth of HAPRA:

1. Took a budget that, due to 10 years of minimal financial tracking or controls, eventually ended the 2014-2015 fiscal year with a fund balance deficit of (\$ 203,519) to a fund balance deficit of (\$45,901) at the end of 2016 and which is currently on track through the first six months of 2017 to be a positive fund balance of roughly \$ 80,000.

2. Restructured the budget from a catch-all, non-tracking reporting budget to a departmental line item budget that holds the managers responsible and accountable for making sure that their area of responsibilities at least breaks even for the year.
3. Took the Melon Festival & Legend of Sleepy Howell from events that lost \$ 38,000 in 2013 to events that in 2015 & 2016 have turned a profit of roughly \$ 6,000 in 2015 and \$ 14,000 in 2016. There is no place to go but up from here and with the staff continuing to work together, our events will continue to grow and be profitable.
4. Developed some existing staff and hired new staff to move HAPRA to a professional, collaborative, focused and growing organization. The current staff is all of the above and more, I cannot say enough about their dedication and commitment to HAPRA.
5. Obtained an ideal facility for the Youth Services Center that houses our Teen Center and Summer Day Camp. In accomplishing this we have so far been able to bring in close to \$ 200,000 in grants & sponsorships for the next 3 years.
6. Established a reserve fund for the first time since HAPRA became an Authority. This fund currently has just over \$ 30,000 in it for a rainy day, capital purchases or to fund improvements to increase revenues.
7. Accomplished significant savings in the budget by reducing bank fees, restructuring insurances and migrating to new recreation software. These changes along with other reductions will save about \$ 25,000 a year in expenses.
8. Brought Howell Township back to the Authority as a full participating municipality after almost a ten year absence.

With the Board's continued full support and direction, I look forward to seeing HAPRA become an even greater asset to the community.

Lastly, I want to recognize and thank all of the current staff for their hard work, patience, understanding and commitment to getting where we are today.

Sincerely,

A handwritten signature in blue ink, appearing to read "Paul Rogers".

Paul Rogers