



CITY OF LA CROSSE, WISCONSIN

COMMON COUNCIL SPECIAL MEETING

DECEMBER 6, 2018 5:00PM

WIPFLI Agreed-Upon-Procedures Engagement

City of La Crosse Common Council Special Meeting
December 6, 2018

WIPFLI Agreed-Upon Procedures Engagement
Responses to “Conclusions and Recommendations”

The Agreed-Upon Procedures (AUP) engagement with WIPFLI, CPAs and Consultants produced a series of twenty-four Conclusions and Recommendations which have been grouped and categorized on the following pages.

The initial numbering sequence from the AUP Report is held in this response for easy cross reference to the original report.

The Conclusions and Recommendations have been categorized as follows:

1. Budgeting-Capital and Operating (9 Conclusions and Recommendations fall into this category)
2. Purchasing (9 Conclusions and Recommendations fall into this category)
3. Cash Handling (1 Conclusion and Recommendation falls into this category)
4. Internal Department Processes & Procedures (5 Conclusions and Recommendations fall into this category)

Budgeting-Capital & Operating

AUP Items # - 1, 2, 4, 6, 11, 19, 21, 22 and 24 are grouped into this section.

The following 9 items comprising the Budgeting-Capital and Operating category indicate a need to standardize the Capital Budget process and provide follow-up on project status reporting both internally and to the Common Council.

Items 1 & 2 have been discussed internally and will be addressed in the near term as those items were previously recognized as outdated.

Item 4 indicates that department directors appear to have the ability to move money from one project to another – the approval processes in place do not allow the movement of funding without Council approval. This item also indicates a need to provide budget balance updates to Council.

Item 6 was recognized as a “non-value added” process and addressed as a change to the City Code of Ordinances in March 2018. Attachments A and B show Ordinance No. 5046 and the Details of the Current (at the time) vs. the Proposed Capital Budget Process.

Several of the items referenced in this section indicate a need to have a reporting process in place to track project status; project changes in scope, cost, timing and completion date; and other project related accomplishments for both internal parties and for the Common Council.

See Attachment C for a sample Parks Department Project Status Report that is planned for future reporting.

Budgeting-Capital & Operating, cont.

1. The capital equipment policy Code 232A provides for a purchase of \$1,000 without going through a formal approval process. This policy is inconsistently applied. The policy itself is 38 years old. The Common Council may want to look at increasing the amount. Ideas to consider would be to have the director of the department given certain latitude in purchases, the Finance Department given certain latitude in purchases, and the larger purchases be made through RFP and RFQ with a final approval by Common Council. **Capital Budget**

2. Operating expenses have a limit of \$100 without going through a formal approval process. Code 232A was adopted 38 years ago. It is also not consistently applied. The Common Council may want to revisit this to make it consistent with policies in other city operations to ensure it is consistently applied and provides for efficient use of taxpayer funds. **Operating Budget**

4. The Common Council may want to consider designating the Finance Department to monitor the timing of when expenditures are made compared to approvals. It appears that in some instances costs were incurred prior to approval by the Common Council. The approval process could be streamlined so that inefficiencies are removed. It appears that the parks director has the ability to move money from one park project to another. Informing the Common Council of cost overruns, or projects that come in under budget, would be prudent. **Budget Analysis**

6. Once a capital improvement program is approved by the Common Council, more streamlined processes could take place. It appears that once an expenditure is about to be made, an additional meeting with the Common Council is made for the official "appropriation of funds." This seems to be redundant. Would it be prudent to have the Finance Department be responsible for monitoring the expenditures and provide updates to the Common Council on various park projects? This would provide some internal controls, as well as make sure that the Common Council is not spending time with additional approvals that do not add value to the process. **Capital Budget**

11. Does the Common Council have a policy that a certain dollar amount must be raised before capital expenditures are made by the City of La Crosse? For example, if a park is going to cost \$6 million and \$3 million is to come from donations, how much of that \$3 million must be raised before the City is required to implement the project and a groundbreaking occur? Non-profit organizations have experienced capital campaigns where the pledges and the monies were not in hand prior to a groundbreaking. The result was that these capital campaigns fell short of their goal and people were forced to pay for "yesterday's lunch" or the guarantors of the debt ended up paying for defaults. History has shown that it is much easier to raise donations prior to a project being started as opposed to

Budgeting-Capital & Operating, cont.

*the project being completed without being fully funded and raising funds afterward. The Common Council might want to create a policy that states 80% of the donated funds must be pledged and/or in hand prior to the groundbreaking taking place. **Capital Budget***

*19. A recommendation would be to have an ongoing budget and actual expenditure year to date be provided to City Council when changes are made. For example, if Red Cloud Park receives Common Council approval for a \$300,000 improvement, and a request was made to move \$80,000 of those funds to a different park, the Common Council should receive this complete information on an ongoing basis. It appeared that there were piecemeal documents that would be provided to Common Council members for approval. In order for Common Council to have a good understanding of the entire project of all the parks, having a schedule to show budgeted approval, ongoing to-date actual payments, and comparison to the strategic plan for these parks would be beneficial. This schedule would disclose when park funds were moved to a different project and why. **Capital Budget***

*21. Is the Common Council made aware of differences between the Parks and Recreation Department's strategic plan and the capital improvement program approved by the Common Council? Is the Common Council informed as to the amounts actually expended and how they compare to the budget and Parks Department strategic plan? Is there information provided to the Common Council on cost overruns? Are the directors of the various departments held accountable when their budgets are lower than what they actually estimated and what is actually expended? When monies are moved from one park to another, is it appropriate for a director to make that determination or should the Common Council be made aware of the differences? Coordination of costs between the strategic plan, the capital improvement program, and the amounts actual expended for each park project would be beneficial for the Common Council. Having a schedule for Common Council members to review would keep them informed of the process of these large projects. **Capital Budget Reporting (also a consideration for Department Internal Process Review related to P&R Strategic Plan)***

*22. Were there any requirements that a certain dollar amount of fund donations be received before a park improvement project was to move forward? What if the donations that are required are not reached? Is the City of La Crosse prepared to pay the additional funds? Does the budgeted amount for the park include funds for maintenance expenses in an ongoing basis? Are Common Council members given a periodic update comparing what the budgeted amount approved by the capital improvement program and the actual expenditures year to date? Are the Common Council members given a statement from the parks director that the strategic plan they created meets and matches the capital improvement program for the specific years and if not, why not? **Capital Budget Reporting***

Budgeting-Capital & Operating, cont.

24. *It was noted that \$375,000 was provided for at least two neighborhoods, according to City employees. We recommend the Finance Department review these monies to ensure proper recording of expenditures. **Capital Budget Reporting***

Purchasing Related

AUP Items # - 3, 8, 9, 12, 14, 15, 17, 18 and 23 are grouped into this section.

The following 9 items in the Purchasing Related category reference observations concerning the need to standardize Purchasing and RFP processes utilized by the City and its departments.

A standardization of forms related to Purchasing along with a clarification of the roles played in a decentralized purchasing environment is a process that is necessary in order to achieve a more uniform outcome and to identify the expectations of how departments handle their purchases and selection of vendors.

In addition, the role of the Purchasing Buyer position in the Finance Department should be clarified to other departments to ensure the best pricing along with proper purchasing standards are being followed. Justification for sole source selections for purchases and professional service contracts should be reinforced by consistent standards and appropriate documentation.

*3. It is our recommendation that a consistent purchase order be used for all departments. In addition, we recommend the Finance Department receive a copy of the purchase order for all purchases over \$5,000. **Purchasing***

8. Reviewing the purchase policies for supplies and P card usage among all departments is recommended. The management team of the Parks Department all mentioned that the decentralization of purchases resulted in inefficiencies. It is important to look at how volume purchasing can take place and be more efficient; P card usage is appropriate; and reimbursement of expenses by employees is managed. By streamlining these practices, it will enhance the transparency and accountability of taxpayer funds and reduce overall costs.

Purchasing

9. When is it appropriate to have RFPs and RFQs? There is inconsistency regarding use of professional services. In some instances, professional services are not contracted and in others they are. The Engineering Department goes through an informal policy to ensure they are hiring the best service provider for the project for the cost incurred. In other instances, it appeared that some professional service providers were used because the City employee was comfortable and confident in the service provider's abilities. It is important to be prudent with professional services to ensure taxpayer dollars are being well spent. Common Council might recommend that the professional service retention policy be reviewed. In addition, it is important to make sure that professional services affiliated with capital improvement programs be part of the RFP and RFQ process. If professional services are intimately related with the capital improvement program, it is important that the professional services costs are in sync with the capital improvement program for which they are using.

Purchasing

Purchasing Related, cont.

12. Regarding RFPs where individual companies were not selected, is there a policy whereby the City employee contacts the firm and states why they weren't selected? This would show good faith between the City department and other vendors it works with. Part of the culture that the mayor and Common Council have tried to project is a commitment to its citizens. Enhancing transparency and allowing approachability to city employees is a positive environment that would be well received. For vendors that do not receive an approved RFP, having a conversation to inform them of the decision and what other issues came up, could enhance this culture. The result would be enhanced relationship between Common Council, city employees, vendors, and their citizens. *Purchasing*

14. Currently, there were blanket descriptions with some vendors regarding what is to be paid. To streamline and make the payment of invoices more efficient, it will be prudent to have vendors provide clear descriptions on their invoices. *Purchasing*

15. Currently, Darin Streeck is in charge of purchases but is unclear if he is to work with the Parks Department and, if so, to what extent. Best practices would be to have a policy to determine when purchases are to be made through Darin Streeck, a central purchasing department, whether the municipal service center should be used, or whether individual purchases can be made by a City employee with the use of a P card. A common purchasing policy implemented for all departments would reduce costs and create efficiencies between departments. Perhaps a retreat would be in order to have various department heads discuss improving processes for purchasing. *Purchasing*

17. Cooperative agreements can bypass the bidding process if "piggy back" is implemented. The Common Council might want to review this process. *Purchasing*

18. The Common Council may want to recommend the same form when using sole sources for purchases and professional service contracts. *Purchasing*

23. Sculpture, art, and other purchases can be reviewed prior to purchase, to reduce costs. If markup charges are assessed to the City for art purchases by a consulting firm, a direct purchase by the City would remove this. *Purchasing*

Cash Handling

AUP Item # - 5 is grouped into this section.

This item was brought in by a constituent and while it is noted by WIPFLI as a recommendation this was outside the scope of the initial engagement.

On October 8, 2018, the Finance Department advertised a Cash Handling RFP to receive pricing on services for a process evaluation for overall cash handling and recording for both internal and off-site locations in order to provide more structured internal controls over the receipting and recording of cash and how it is handled.

A selection is in process after having received two responses to the Cash Handling RFP.

*5. We received information from constituents regarding cash handling procedures of pool fees and canoe/kayak fees. In the interest of public safety, as well as prudent best practices for cash handling procedures, we recommend that the Common Council look at addressing cash handling procedures. Perhaps the monies from the parks can be transferred directly to a bank or allow the Finance Department to make recommendations on how cash handling can best be utilized. The City would be protecting employees from concerns in transporting cash. **Cash Handling***

Internal Department Processes

AUP Items # - 7, 10, 13, 16 and 20 are grouped into this section.

The following 5 items comprise the Internal Department Process conclusions and recommendations category will be taken under advisement and considered as part of departmental and executive level discussions.

Item #13 inquires as to whether surveys are conducted by the Parks Department. Attachment D shows a justification/methodology write up for a Trails/Parks Survey along with a sample of what the actual survey looks like.

7. In the Parks Department, it appears that the titles for some of the employees are very similar. The superintendent of recreation and community facilities and the superintendent of recreation and park facilities have very similar titles. There may be an opportunity to change the job titles to more accurately fit the position. In addition, the Common Council might recommend to the Parks and Recreation Department to look at restructuring. Currently, in interviewing the parks director, he indicated that only one person reports to him. However, in reviewing the job descriptions, two people report to him. As the Parks Department continues to grow in size, more employees are going to be retained and in need of management. By segregating duties and leveraging personnel, more efficient economies can occur.

Departmental Internal Process

10. We heard various comments that there are different forms for reimbursements and approvals in various departments. We recommend that the forms be created as consistently as possible. We also encourage the use of Finance Department employees to assist with internal controls over cash management. This adds "checks and balances."

*Internal Process-
Disbursements*

13. Does the Parks Department engage in any surveys with its constituents? By holding periodic surveys, the Parks Department would become aware of issues regarding the maintenance of parks, concerns that citizens have regarding the existing parks, and whether new parks need to be created, or existing parks be remodeled. In addition, by having periodic surveys, the Parks Department can be proactive when making decisions regarding parks. If ongoing surveys are put into place which invite suggestions and recommendations, the citizenry can become more engaged with their parks and possibly use them more. In addition, there may be more pride in the parks. We noted that one park, in particular, is incurring large maintenance costs. If there were more collaboration between the Parks Department and citizenry, perhaps the parks would be better maintained and treated by users of the parks.

Departmental Internal Process

Internal Department Processes, cont.

16. *Park improvement funds and how they are used needs to be reviewed. We reviewed Common Council meeting minutes that supported monies going into different park improvement funds. We recommend that park improvement fund accounts be monitored, possibly by the Finance Department. User fees, fees for sales of items could be better monitored than the current practice. This would increase internal controls over monies. From interviews with the superintendents and the parks director, the Parks, Recreation, and Forestry Department's employees are working at excess capacity. Removing "accounting and bookkeeping" duties would give them more time to work on Parks Department projects.*

Internal Accounting Process

20. *Currently, La Crosse has over 45 parks under the City of La Crosse's management. There are parks that are undergoing significant improvements. We recommend a master plan for all the parks be implemented to show what each park offers, where it is located, and who it serves. If there is a duplication, a master plan would reflect that. For instance, we noted that Chad Erickson Park is designed for individuals with disabilities. Pettibone Park also allows for ADA accessibility for fishing. Multiple other parks are ADA accessible. The Trane All Abilities Park has significant expenditures that are being planned, according to the marketing brochures. If there was a master plan on the different parks and who they service and what its purpose is, it would enhance best practices regarding the amount and number of parks and park expenditures being paid for by taxpayers. The master plan could be referred to when there is a park project proposed in order to see if something is already in place at another park. The master plan could include the cost of current maintenance and deferred maintenance of the existing parks and what an additional park would cost. This would inform taxpayers and the Common Council of what the cost for parks is and if purchasing or renovating a new park would be something they would want to do.* **Department Internal Process Review**

ORDINANCE NO.: 5046

AN ORDINANCE to amend Section 2-359(a) of the Code of Ordinances of the City of La Crosse regarding implementation of the Capital Improvement Budget.

THE COMMON COUNCIL of the City of La Crosse do ordain as follows:

SECTION I: Section 2-359 (a) is hereby amended to read as follows:

(a) *Project implementation.* It shall be the responsibility of the Board of Public Works to ensure that all projects enumerated and funded in the adopted annual Capital Improvement Budget are designed, bid, purchased and constructed. The Board of Public Works shall be charged with introducing the appropriate resolution to the Common Council each year listing the projects to be addressed in the upcoming year. ~~Individual departments responsible for each project are required to create/submit the applicable resolution to the Common Council to appropriate/release all funds associated with the project.~~ The adoption of the Capital Improvement Budget by the Common Council shall be authority for the expenditure by a department for the projects and purposes identified within the Capital Improvement Plan in the amounts assigned to the project and by the sources identified in the Capital Improvement Plan. Any changes to the projects; whether in scope, amount or funding source; in the Council adopted Capital Improvement Plan will require action by resolution of the Common Council to effect such change.

SECTION II: Should any portion of this ordinance be declared unconstitutional or invalid by a court of competent jurisdiction, the remainder of this division shall not be affected.

SECTION III: This ordinance shall take effect and be in force from and after its passage and publication.

_____/s/_____
Timothy Kabat, Mayor

_____/s/_____
Teri Lehrke, City Clerk

Passed: 3/8/18
Approved: 3/13/18
Published: 3/17/18

Attachment A

Details of Current vs. Proposed Capital Budget Process

Current Process for Capital and Appropriating Capital Funds by Project

1. Capital Projects Budget adopted by Council – annually in November for next fiscal year.
2. Capital Budgets are annually put into the accounting system in lump sum by types (Parks, Streets, etc.).
3. During the fiscal year resolutions for some projects are taken forward to both F&P Committee and Common Council to request appropriation of funds. In addition, Engineering bids out certain projects, awards the bids and prepares resolutions for Common Council for approval of contract award and concurrent release of appropriation.
4. Past Finance Department practice required bonded cash proceeds to be available prior to releasing appropriation by Council. This resulted in resolutions being brought to Council asking for an appropriation of reserve funds until such time as bonded cash proceeds were received from the bond sale and then indicating reserve fund appropriation would be paid back.
5. After approval by Council copies of resolutions are made by the Accountant/Bookkeeper and provided to the Accounting Technician, the Account Analyst, the Financial Services Coordinator (FSC) and for a Finance file.
6. Upon approval of appropriation by Committee and Council, FSC holds resolutions through five day veto period.
 - a. After veto period, a budget entry is made by FSC into the accounting system to move funds for the project from the lump sum account identified in Step 2 above into the individual project at which time a project number is also assigned in the accounting system.
 - b. A project cover sheet is created by FSC who provides it to the Account Analyst who maintains it in a hard copy notebook to track all payments made against the project.
 - c. After the budget entry is made in the financial system, the FSC creates a PO to encumber against the budget the total of the funds appropriated.
7. Progress payments are made on the awarded contract based on a hard copy paper sheet provided by departments to Finance.
8. Project closeout takes place upon final payment and confirmation of closure by departments.
 - a. Projects are also sometimes held open with funds attached to it until each January when the City Engineer comes to Finance and reviews the Account Analyst's notebooks of projects.
9. At closeout, any funds remaining are returned to the lump sum budget accounts by type as identified in Step 2 above.

- **Issues with the current capital process:**

- CIP Budget per project is not aligned with subsequent resolutions causing some projects to potentially be underfunded as the initial project budget approved in the CIP Plan is not tracked per project but is tracked in a lump sum by purpose.
- A project bid that comes in over the amount funded per project in the CIP plan would by necessity pull funds from another previously approved project depending in which order the projects move forward. Subsequent individual projects may come up short in funding as it's conceivable that the approved lump sum funding by type may be depleted by the time a later project is ready to start and needs its funding.
- The resolutions to appropriate funds are not necessarily an indicator of a project being ready to start, they are simply a method to reserve those funds and don't indicate forward motion on a project.
- The current method requires an inordinate amount of staff time manually tracking remaining available funds and making budget adjustment entries by each resolution.
- A great deal of time and effort goes into vetting projects and creating the Capital Improvement Plan each year and the current method of release of appropriation does not ensure that the projects detailed and approved in that plan are accomplished in a timely manner.

Proposed Process for Capital and Appropriating Capital Funds by Project

1. Projects are individually identified with amounts in the CIP Plan which is approved by Council annually in November for the next fiscal year.
2. At the start of the new fiscal year project budgets will be set up by specific individual project and by funding type in the accounting system as identified in the CIP Plan rather than being held in a lump sum budget by project type.
3. When projects are bid, Council approves the bids and awards the contracts.
4. Spend time on providing a project status update to Council rather than bringing forward resolutions on a recurring basis to appropriate funds.

The requirement to prepare resolutions requesting release of appropriation one at a time is currently in a City ordinance:

Sec. 2-359. - Implementation of the Capital Improvement Budget.

(a) Project implementation. It shall be the responsibility of the Board of Public Works to ensure that all projects enumerated and funded in the adopted annual Capital Improvement Budget are designed, bid, purchased and constructed. The Board of Public Works shall be charged with introducing the appropriate resolution to the Common Council each year listing the projects to be addressed in the upcoming year. Individual departments responsible for each project are required to create/submit the applicable resolution to the Common Council to appropriate/release all funds associated with the project.

Suggest removing the shaded language above and mirroring the language in the Operating Budget Code section regarding appropriation of funds as follows:

(b) Project implementation. It shall be the responsibility of the Board of Public Works to ensure that all projects enumerated and funded in the adopted annual Capital Improvement Budget are designed, bid, purchased and constructed. The Board of Public Works shall be charged with introducing the appropriate resolution to the Common Council each year listing the projects to be addressed in the upcoming year. ~~Individual departments responsible for each project are required to create/submit the applicable resolution to the Common Council to appropriate/release all funds associated with the project.~~ The adoption of the Capital Improvement Budget by the Common Council shall be authority for the expenditure by a department for the projects and purposes identified within the Capital Improvement Plan in the amounts assigned to the project and by the sources identified in the Capital Improvement Plan. Any changes to the projects; whether in scope, amount or funding source; in the Council adopted Capital Improvement Plan will require action by resolution of the Common Council to effect such change.

Lueth Park Project

1200 La Crosse Street

City Parks & Recreation Project Manager: Jay Odegaard, odegaardj@cityoflacrosse.org; 608.789.7593

City Engineer Project Manager: Bob Haines, hainesr@cityoflacrosse.org; 608.789.7394

Architectural & Engineering: Velocity Ventures

Construction Contractor: American Ramp Company, Dirt Monkey LLC

Partnership: Outdoor Recreation Alliance, UW-La Crosse

Sponsorship: UW-La Crosse (\$25,000)

Grant: La Crosse Community Foundation (\$40,000)

2018 Capital Improvement Project Id #54

Soft Opening: October 2018

Grand Opening: June 2019

Lueth Park Project Overview

Lueth Park was transformed into the regions first skate park in 1999. While the park continued to be a resource for adventure recreation users, an upgrade was noticed as a priority by the Goosetown Neighborhood Association. Funding was allocated to the project from money the Neighborhood Association received in 2016. The project focused on expanding the bike and skate board amenities and eliminating a under utilized ball field. This project encompassed multiple partners and was a conglomerate of funds. The new trail, skate park, and pump track opened in October. Pollinator plantings and a community art wall will be completed, weather depending, in the spring of 2019. At this time, a grand opening will showcase the park on the 20th anniversary of the skate park.



Lueth Park Features Completed:

- Skate Park Renovation
- Pump Track Construction
- Bike Features & Skill Trail Completed



Photo: WXOW

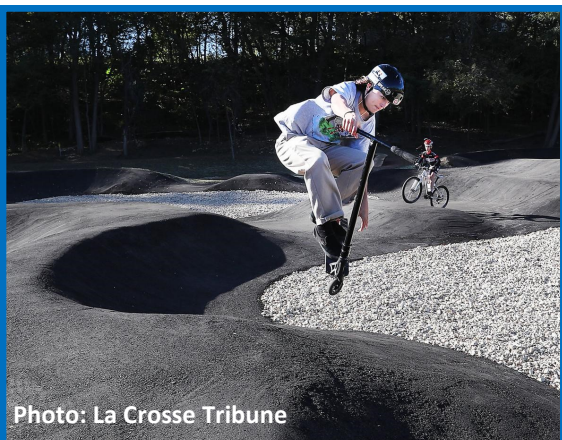


Photo: La Crosse Tribune

Lueth Park Features In Progress:

- Pollinator Plantings
- Community Art Wall



Photo: WIZM

Trail Survey Justification & Methodology

The trail survey is important because it will provide information on user characteristics; which sections of the trail and trailheads are used most often; spending on trail-associated equipment; perceptions of trail maintenance, cleanliness and security. Our trails have a positive financial impact on the City of La Crosse and this survey will provide an economic analysis to help establish and maintain support for our trails.

1. Goal: Master survey for trails/ park facilities
 - a. Trail usage characteristics – what trail visitors do, when and why they do it
 - b. Demographics of trail users or visitors – age, gender, residence, etc
 - c. Trail users’ perceptions of the trail – maintenance, security, cleanliness
 - d. Spending related to trail activities – bike or equipment purchase, food, water, etc.
2. Survey will focus on trails and in the future we would like to use the survey design for parks
3. Target Group
 - a. Trail users
4. Sample Size
 - a. Minimum of 300
5. When to survey
 - a. 1 year of data would be great to get full sample or during peak season (summer)
6. Location
 - a. Hixon Forest (Upper and Lower)
 - i. At multiple trail heads (Four would be the goal)
7. Methods of Collecting Data
 - a. Self-selecting/ Drop Box
 - i. Least expensive and easiest to implement
 - ii. Will need two items that can be placed at trail access points or at trailside establishments
 1. One is a holder for survey forms.
 2. Trail survey collection box
 - b. Personal Intercepts
 - i. Provides greatest degree of control but is the most expensive and difficult to implement
 - ii. Involves ‘intercepting’ trail users and asking them to complete a survey
 - iii. Needs to be conducted randomly across all daylight hours and every day of the week
 - c. Website based/ E-mail
 - i. Not recommended for trail user surveys because it requires an existing database and professional assistance
 - ii. Discussing with IT about creating a Survey Monkey trail survey

Trail Survey Justification and Methodology, cont.

8. Recording Data
 - a. Who will administer and record data
 - i. UWL Students
 - ii. Employees
 - iii. Volunteers
 - b. Platform
 - i. TBD
9. Reporting and Analysis
 - a. TBD
10. Economic Impact Analysis
 - a. Important tool to help establish and maintain support for the trail
 - b. Important Components
 - i. The amount of money users spend
 1. Hard goods: Items such as bicycles, ATV's (if permitted on trail), snowmobiles (if permitted on trail), auto accessories, supplies and clothing
 2. Soft goods: Consumables such as water, ice cream, sandwiches, snack and candy
 3. Overnight Accommodations: A trail activity related to a stay in a hotel, motel, B & B or campground
 - ii. The number of annual trail visitations
 - iii. The costs associated with the trail
 - c. Trail User Counts
 - i. This would provide valuable data to determine the overall economic impact
11. Trail User Report
 - a. Will Include
 - i. Summary
 - ii. Background
 - iii. Process and Methodology
 - iv. Demographic of trail users
 - v. Analysis of the questionnaire
 - vi. Conclusion

User Survey Template

In order to provide you with a high quality recreational experience, we are conducting a survey of trail users.

Your cooperation in completing this survey will be greatly appreciated. One user per survey for please!

1. What is your zip code? _____
2. How often, on average, do you use the trail? (circle one response)
Daily/ Between 3 and 5 times a week/ 1 or 2 times a week/ Once a week/ A couple of times a month/ Once a month/
A few times a year/ First time
3. Please identify your age group. (circle one response)
15 and under/ 16 to 25/ 26-35/ 36-45/ 46-55/ 56-65/ 66 or older
4. Were any children under the age of 15 with you on your trail experience today? Yes No
5. What is your gender? (circle your response) Male Female
6. What is your primary activity on the trail? (circle all that apply)
Walking/ Hiking / Biking / Jogging /Running/ Rollerblading/ Walking pet/ Skiing /Snowshoeing/ Horseback riding/
Snowmobile/ATV/ Other _____
7. During your trail visit did you (circle all that apply)
Fish/ Canoe /Kayak / Watch birds / Watch wildlife / Study flowers
8. Generally, when do you use the trail? (circle one response) Weekdays/ Weekends/ Both
9. How much time do you generally spend on the trail each visit? (circle one response)
Less than 30 minutes/ 30 minutes to 1 hour/ 1 to 2 hours/ More than 2 hours
10. Would you consider your use of the trail to be for... (circle one response)
Recreation Health and Exercise Commuting/ Fitness Training (marathon, triathlon)/ Other (specify)

11. If you use the trail to commute, what is the total round trip mileage? _____
12. How did you find out about the trail? (circle all that apply)
Word of mouth/ Roadside signage/ Driving past/ Newspaper/ Parks Department/ Bike shop/Convention and Visitors
Bureau/ Internet/ Outdoor Recreation Alliance/Other
13. Has your use of the trail influenced your purchase of: (circle all that apply)
Bike/ Bike supplies /Auto accessories/ Rollerblades/ Footwear/ Clothing /Hiking Gear/ ATV/ Snowmobile/Nothing
14. Approximately how much did you spend on the items above in the past year? \$_____
15. In conjunction with your most recent trip to the trail, did you purchase any of the following? (circle all that apply)
Beverages/ Candy/Snack foods/ Sandwiches/ Ice cream/ Meals at a restaurant along the trail/ Other _____ None
of these
16. Approximately how much did you spend, per person, on the items above on your most recent visit? \$_____
17. Did your visit to the trail involve an overnight stay in one of the following types of accommodations? (circle one
response)
Motel/Hotel Bed and Breakfast/ Friend or Relatives Home/ Campground/ Other

Attachment D

User Survey Template, cont.

18. How many nights did you stay in conjunction with your visit to this trail? _____
19. Approximately how much did you spend on overnight accommodations per night? \$_____
20. What do you like best about the trail?
Paving/ Scenery/ Safety/ Easy Access/ Well Maintained/ Time with Family or Friends/ Other
21. In your opinion, the maintenance of the trail is (circle one) Excellent Good Fair Poor
22. What type of trail improvements would you like to see?
Maintenance issues/ Extensions and additions/ Water sources/ Clear brush/ Restroom/ Garbage cans/ Geese and their feces/ Crossing lights/ More law enforcement/ Signage/ Dog waste stations/ Ban dogs/ Permit dogs/ Benches/ Plow in the winter/Night lighting/ Wheelchair accessibility
23. How safe do you feel using the trails? Very safe/ Safe/ Neutral/ Unsafe/ Very Unsafe
24. In your opinion, the safety and security along the trail is (circle one) Excellent Good Fair Poor
25. In your opinion, the cleanliness of the trail is (circle one) Excellent Good Fair Poor
26. Overall, how would you rate your satisfaction with the trail? Excellent Good Fair Poor
27. Would you be willing to pay an annual usage fee to help maintain the trail? (circle one response) Yes No
28. What portion of the trail do you use most often? (circle all that apply)
- Divide your trail into segments, generally from one trail access point to the next.
29. Which trail access point do you generally use when you visit the trail? (circle all that apply) Upper Hixon, Lower Hixon, Other _____
- List all trail access points.
- Additional comments (Optional) _____