

PUBLIC HEARING

Amended 2018 – 2022 Community Recreation Plan

**Huron-Clinton Metropolitan Authority
Board of Commission Meeting
January 9, 2020
Administrative Office
10:30 a.m.**

1. Call to Order

2. Chairman's Statement

3. Amended 2018-2022 Community Recreation Plan Review – Nina Kelly

4. Public Participation

5. Motion to Close the Public Hearing

Note: Action on the Amended 2018-2022 Community Recreation Plan will be taken during the regular meeting of the Board of Commissioners following the public hearing.

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
January 9, 2020 – After Public Hearing
Administrative Office

1. Call to Order
2. Chairman's Statement
3. Public Participation
4. Approval – Dec. 12, 2019 Work Session, Public Hearing, Closed Session, Regular Meeting Minutes
5. Approval – January 9, 2020 Full Agenda

Consent Agenda

6. Approval – January 9, 2020 Consent Agenda
 - a. Report – Purchases over \$10,000 **pg. 1**

Regular Agenda

7. Reports

A. *Administrative Department*

1. Report – December 2019 Marketing Update **pg. 2**
2. Approval – 2020 Marketing Plan **pg. 6**
3. Approval – Purchasing Policy **pg. 76**

B. *Planning Department*

1. Approval/Resolution – Amended 2018-2022 Community Recreation Plan **pg. 115**
2. Report – 2020 Recreation Programming Work Plan **pg. 117**
3. Report – Planning and Development Monthly Update **pg. 118**

C. *Engineering Department*

1. Report – Prioritized 2020 Capital Improvements and Major Maintenance Projects **pg. 132**

8. Other Business
9. Staff Leadership Update
10. Commissioner Comments
11. Motion to Adjourn

The next regular Metroparks Board meeting will take place
Thursday, Feb. 13, 2020 – 10:30 a.m.
Administrative Office



To: Board of Commissioners
From: Amy McMillan, Director
Project Title: Update – Purchases over \$10,000
Date: January 3, 2020

Action Requested: Motion to Approve

That the Board of Commissioners receive and file the update for purchases over \$10,000, up to, and including \$25,000 as submitted by Director Amy McMillan and staff.

Background: On May 9, 2013, the Board approved the updated financial policy requiring the Director to notify the Board of purchases exceeding \$10,000, up to, and including \$25,000.

The following list contains purchases exceeding the \$10,000 threshold:

<u>Vendor</u>	<u>Description</u>	<u>Price</u>
Penchura LLC	Aqua Gather Station SS for Pool Repairs Lower Huron Metropark	\$15,535.00
Traci Kim	Consulting Services for Employee Survey and Cultural Competence Training Curriculum All Metropark Locations	\$15,566.00
Discovery Management Group LLC	Real Time Kinematics (RTK) Kits - GPS Receiver for high Accuracy Surveying & Mapping Purposes Engineering Department	\$24,045.00



To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Report – December 2019 Marketing Update
Date: January 3, 2020

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the December 2019 Marketing report as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Attachment: December 2019 Marketing Update

Final Report on 2019 Marketing Goals

1. ***Increase awareness and understanding of the Metroparks brand and identity***
Public polling was conducted in 2019 to set a baseline to measure future brand recognition success. The results showed some recognition of the Metroparks name, but still lots of work to do. New brand identity was launched July 1, 2019 and work throughout 2019 was done to support this new brand identity. Future building of that brand identity will continue in 2020.
2. ***Increase overall attendance by 30,000 vehicles in 2019***
Not met. 2018 car count = 2,906,524; 2019 car count = 2,829,831
3. ***Track events we promote and their respective attendance***
This was largely done within the interpretive department in 2019. When goal was set, there was less familiarity with how the Metroparks track attendance. Knowing better now, more measurable goals were set for 2020. With RecTrac implementation in 2020, easier tracking and reporting of this information will be available.
4. ***Track total interpretive attendance overall and per location***
In 2019 the total years program participants and non-programs visitors totaled 1,451,622 while 2018 totaled 1,429,884. We did not see the total increase in programming attendance we would have liked, so goals and strategies are being reevaluated for 2020. We did see a small increase overall – mostly by way of passive attendance at interpretive centers.
5. ***Increase Family reunions/picnics/events booked in the parks by 3-5 percent***
Working with parks and operations staff on some dynamic pricing related campaigns to increase shelter reservations for 2020 particularly on the slower weekdays and non-peek parts of the season. This goal did not get implemented in 2019 and will be addressed in early 2020.
6. ***Support the organizational goal of increasing golf revenues systemwide to \$5,230,294***
The November Year-to-Date golf revenue was at \$5,406,358 up approximately 8 percent from the three-year average. We have organizationally passed the goal.
7. ***Increase Instagram followers to 2,000***
Not met. Currently at 1,711.
8. ***Increase Facebook followers by 20 percent (Reach 14,000 by end of 2019)***
Not met. Currently at 13,743 and slowly climbing.
9. ***Increase average Facebook engagement by 20 percent***
We have already exceeded this goal. Current engagement for the year is 43,355. 2018 total year engagement was 20,000. That is growth of almost 215 percent.
10. ***Increase average Instagram engagement by 20 percent (increase to 6,600 engagements)***
Not met. Current engagement is 5,583 and 2018 was 5,500. Instagram continues to be the biggest engagement challenge due a lot to how the channel is set up and used. However, we are experimenting with different kinds of Instagram stories and strategies to try and increase this number in 2020.
11. ***Grow email subscriber list by 10 percent (80,300 total subscribers by the end of 2019)***
Not met. Currently list is at 85,997 subscribers which is above the total goal number. However, the list clean-up needed to reduce bounce rate has not yet taken place. Therefore, total growth measured from 2019 starting place was approximately 2 percent. With RecTrac implementation in 2020 and a continued focus on website and social, we anticipate better success in 2020.

- 12. *Maintain email open rate at industry benchmark. Benchmark = 26 - 27.5 percent***
Met. In 2019, 98 e-messages were sent and the average open rate was 26.98 percent with the more segmented emails still delivering the higher open rates.
- 13. *Increase earned media***
In 2019 the Metroparks worked on building better media relations. A contract was started with Truscott-Rossman public relations firm who assisted in writing and pitching various press releases to compliment the work the Metroparks marketing department was doing. Those results were shared with the board in the monthly reports throughout 2019.
- 14. *Build a library of diverse owned images and videos and eliminate use of stock imagery after one full year.***
This process is ongoing. The Metroparks are not yet able to completely eliminate stock imagery, but the cost was reduced. Currently, stock imagery is used in marketing materials approximately 30 percent of the time. This is far less than most recent years. Future efforts will be made in 2020 to reduce this cost and reliance even more.
- 15. *Make visitor surveys (evaluations) available at all park events, interpretive programs and on our website***
Not met. Conversations were also started with Planning and Development, DEI and Interpretive Departments to work towards having a consistent evaluation that is used at all programs and events as well as available for passive park use and something for youth feedback. Some evaluations were used in 2019 and staff experimented with a set of attended and didn't attend surveys for Fall and Holiday programs to start collecting some of this information. A stronger goal and effort is being included in the 2020 marketing plan to continue this work.
- 16. *Survey response rate of 10 percent***
Not met. See above.
- 17. *Outreach events and relationship building***
In 2019, the marketing department worked with Truscott Rossman on several media meet ups and relationship building meetings with various business and organizations including BCBS, Crains, Rotary Clubs, Detroit organizations, Detroit Chamber, Detroit CVB, etc. Marketing also became involved in the Destination Downriver group, mParks Marketing Area Focus Group and had discussions with many smaller local publications to try and build stronger media and community communications partnerships. This work will continue stronger into 2020.
- 18. *One Speaker presentation through Speakers bureau every week***
Not met. The introduction of the speakers bureau has been slow, but the Metroparks is working with Truscott Rossman on some more reach outs to various organizations to get more of these presentations scheduled. This goal was reevaluated in the 2020 marketing plan.

2019 Website Stats

Total users of the website is up about 4 percent over 2018, and we're seeing increases in mobile users and decreases in desktop users. This should not be a surprise and reinforces the need for the website to be designed with mobile first in mind. Our top five referral sources for 2019 were as follows:

1. Google / Organic – 66.46 percent of users
2. Direct / None (typed address in directly) – 21.12 percent of users
3. Facebook – approximately 3.95 percent of users
4. Bing / Organic – 2.27 percent of users
5. Yahoo / Organic – 1.65 percent of users

Google display came in at eight with 0.40 percent of users, Google Paid Search at 15 with 0.14 percent of users and many partners and blog sites in the top 50 ranks.

Total Web Traffic:

It's noticed that users and sessions are both up while pageviews and pages per session are down. It could be assumed that we are doing a better job of getting users to the information they are looking for in less clicks. This will result in fewer pages being viewed per session, shorter time on the website, but ultimately a better customer experience.

	2019	2018
New Users	700,065 (up 4.56% from 2018)	669,542
Sessions	1,081,136 (up 1.3% from 2018)	1,067,275
Pageviews	2,613,719 (Down 0.29% from 2018)	2,621,324
Average Pages per session	2.42 (down 1.57% from 2018)	2.46

Unique Pageviews for Late Year Campaign Pages:

- Fall: 4,999 views
- Holiday: 7,136 views

Device Usage:

Device Used to View Site	2019	2018
Mobile	467,057 (66.61%)	422,443 (63.27%)
Desktop	198,393 (28.29%)	206,144 (30.88%)
Tablet	35,744 (5.10%)	39,046 (5.85%)



To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Approval – 2020 Integrated Marketing Plan, Goals and Strategies
Date: January 3, 2020

Action Requested: Motion to Approve

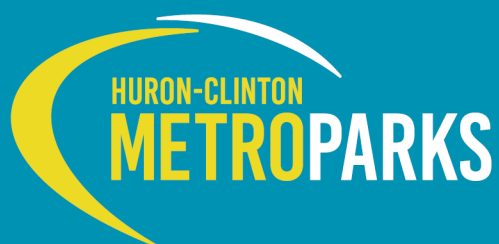
That the Board of Commissioners' approve the 2020 Marketing Plan, Goals and Strategies as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Background: Danielle Mauter, chief of marketing and communications will present the 2020 marketing plan at the January meeting.

Attachment: 2020 Integrated Marketing Plan, Goals and Strategies



INTEGRATED MARKETING PLAN 2020 GOALS AND STRATEGIES



METROPARKS.COM



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ORGANIZATIONAL OVERVIEW

The Huron-Clinton Metroparks is a regional special park authority encompassing Livingston, Macomb, Oakland, Washtenaw and Wayne counties.

It was sanctioned by the Michigan State Legislature in Act No.147 of the Public Acts of 1939 and was approved, in 1940, by the residents of the five counties. The Board of Commissioners held its first meeting in 1941 and funding for the Metroparks became available in 1942.

The governing body of the Metroparks is a seven-member Board of Commissioners. Two of the members are selected by the governor, to represent the district at large, and the other five are selected by the Board of Commissioners from each of the five-member counties.

Currently, 13 Metroparks cover almost 25,000 acres and serve more than 7.3 million visitors on average annually. The Metroparks are located along the Huron and Clinton rivers, providing a greenbelt around the Detroit metropolitan area. The parks are generally, more than 1,000 acres each, with Stony Creek Metropark and Kensington Metropark being more than 4,400 acres each.

The Metroparks provide a natural oasis from urban and suburban life. They provide an ever-growing variety of year-round, outdoor recreational and educational activities in safe, clean environments. More than 55 miles of paved hike/bike trails course through the Metroparks and some of these trails connect with many more miles of trails outside the Metroparks. The system operates seven regulation golf courses and one par-3 course. Picnicking, fishing, swimming, boating, hiking, nature study, biking, golf, disc golf, winter sports and a host of special outdoor programs and events are available within a short drive to southeast Michigan residents.

The Metroparks have made a strong commitment to environmental education and preservation. It operates 10 full-service interpretive centers — nature, farm and historical — that provide a variety of programs, both on site and off site, for almost 1.5 million people annually. In addition, it boasts three mobile learning centers to engage with schools, community centers, fairs and other locations in southeast Michigan to conduct nature, farm and history programs for groups that may not have the means or opportunities to visit a Metropark.

MISSION, VISION & CORE VALUES

Much like any operation of the organization, the marketing plan and strategy shall support the mission, vision and core values of our organization.

Mission Statement

The Huron-Clinton Metropolitan Authority, a regional park system created in 1940 by the citizens of southeast Michigan, provides excellent recreational and educational opportunities while serving as stewards of its natural resources. Our efforts are guided by the belief that the use of parks and exposure to natural environments enhance society's health and quality of life.

Vision

The Metroparks offer 365-day access to open space, outdoor experiences, and abundant resources for the communities of southeast Michigan now and into the future.

Core Values

The Metroparks provide unique quality-of-life amenities to southeast Michigan through our commitment to:

- Excellence in public service, stewardship, and programming
- Sustainability in balancing the environmental, social, and economic impacts of the Metroparks
- Responsibility in planning, development, and maintenance
- and Connectivity to the places and people we serve



REGIONAL MARKET OVERVIEW

SEMCOG¹ existing data was reviewed to get a picture of the demographics in the region that the Metroparks serve as seen in *Appendix 1*.

Other Data That was Reviewed

In addition to pure demographics, attendance trends, car counts, annual pass scan data, public polling results and surveys and evaluations from 2019 were reviewed. These will continue to be analyzed to help determine exact geographic placement of media buys and types of media buys. These additional data points and charts are not included as attachments to this plan because they already exist in other organizational reports and records.

Park master plans were also reviewed to get a sense of the visitor data that has been collected and the visitor preferences that were reported as well as future facility goals. This review included review of additional demographic data from the American Community Survey and SEMCOG data that the planning department uses.

Feedback was received from department heads and interpretive supervisors about recent successes and short-comings of marketing and what they are hoping for in the future. This feedback was considered while developing this plan and included where possible.

Current Marketing Trends

One could look and find endless numbers of trends and information about marketing. Included in this plan is just a few trends that are being observed in every industry and ones that have been decided are most important to pay attention to for the Metroparks.

Content marketing continues to grow in importance

With a saturated ad market, shrinking attention spans and increased options – it is becoming more and more difficult to reach visitors with ads. It is no longer enough to run an ad alone in a local newspaper and expect to see a jump in attendance. Instead, it is increasingly more important to have consistent quality content across multiple channels.

Content creation is at the heart of this trend. Impact and results increase if content is relevant and relatable to the reader. The Metroparks want storytelling and content be at the center of all communications and share that content in multiple locations. It is important that it starts with the owned channels (i.e. our website, newsletters, social profiles and presentations).

Social media and digital efforts continue to grow

It is no secret that we are living in a digital and social world and that a large percentage of communications are now happening digitally on mobile devices. Across all industries, marketing departments continue to increase spending in social and digital efforts while

¹ <https://semcog.org/>

decreasing in other traditional marketing areas. This is due largely to the lower cost and higher return on investment of those efforts as well as the targetability of the message and the patterns of where people are getting their media from today.

Video IS important

There was a time when text alone was enough online. Then it became common knowledge that content was more impactful and engaging if a quality photo accompanied it. Now that we are using photos more frequently, video has grown as the bigger disrupter. Video ads and video content catch a user's eye when scrolling and get them to pause. It also allows us to tell a story more fully and sometimes with greater emotion and detail than a photo. We need to continue to put a higher focus on using video content to accompany and support our text and photo content.

Traditional marketing channels are NOT dead

You hear "print is dead" – that is not the case, and neither are billboards, radio or TV. They are all just vastly different in the way we use and consume them as a society than they used to be. Therefore, we need to use them differently to be successful.

Mobile friendly and responsive websites are a requirement

With modern day indexing standards and modern mobile usage changing and increasing, it is imperative that websites be mobile friendly and responsive. This includes every piece of a website and organizations owned content. If it is not, you lose site visit from bounces and you lose search rankings.

The website is currently mobile friendly, but there are still pieces of it that could be more mobile friendly and user friendly.

Search Engine Optimization (SEO) is growing

More and more companies and organizations are spending more of their marketing budget on SEO efforts. The reason for this is that a search is the most basic sale starter. It tells visitors which park is closest to them, which golf course is, which water park, etc., and if search result rankings don't put Metroparks on page one of results, they never get seen. If

the Metroparks don't appear in the top five results, our success rate still will not be great. SEO is difficult and ever-changing. It is important to look at and put a focus on it.

Customers are looking for experiences and brands they believe in

Although this is not only a marketing trend, customers, shoppers and visitors are continuing to value experiences over products. They want to have the best experience and they want to do business with brands whose mission and values they believe in. The Metroparks should capitalize on this because they sell experiences, and there is a large possible audience who will support and believe in the goals and values.

People still read marketing emails

It is easy to get caught up in the day-to-day and assume that email marketing is oversaturated and useless. However, when done correctly, email marketing is still a powerful player and showing higher returns than other traditional channels – and it is inexpensive to do. Therefore, you will still see a focus on it in our marketing goals and strategies later in this document.

If you want to read more about some of these and other marketing trends, you can reference the links in *Appendix 2*.

Future Trends to Keep an Eye On

The future is just as important as the present as plans are made for the direction The Metroparks are traveling. There are several popular topics that are being discussed in articles all over about marketing trends to watch out for. In the case of the Metroparks, there are a few that may or may not impact what is done or provide benefits in the coming future. At the very least, they are things to be aware of and evaluate.

- Snapchat and Tik Tok use for business
- Voice Search SEO
- Artificial Intelligence best practices – this is not robots. This includes technology like Alexa and voice search and how those technologies provide answers and resources for users.
- Virtual reality apps
- Social media content strategies
- LinkedIn and Glassdoor
- Video content
- Influencer marketing – micro-local influencers

MARKETING GOALS

The Metroparks understand that, as an organization, the general public does not have a clear understanding of what the Metroparks are, that it is a park system as opposed to their one familiar park, everything the Metroparks do, that they serve five counties or that they have expert thought leaders on staff. The public polling results from 2019 illustrated that there is still work to do on establishing the brand identity and understanding of the Metroparks.

Furthermore, it is recognized that there has been a roughly 20-30percent decrease in overall park attendance in the last 10 years. There have also been decreases in attendance of interpretive programs and golf courses, all of which are revenue generating operations and therefore impact the organization's bottom line. 2019 did not see all the increases desired, so a more aggressive approach will be utilized in 2020.

The intention of setting these marketing goals is to attempt to improve some of these disconnects.

1. Increase awareness and understanding of the Metroparks brand and identity

The Huron-Clinton Metroparks want to be a recognized name in southeast Michigan. When people hear the name, they should associate the brand identity with it and already have a positive, preconceived idea of what to expect. This is not an easy feat and not one that happens quickly. There is a wide understanding of the State Parks and National Parks and even municipal parks in our area. The Metroparks are situated in a space that is more difficult for people to understand. The Metroparks want to be of higher stature than local parks and more top of mind.

Stakeholders, legislators and the public should understand and recognize Metroparks staff as expert thought leaders in their fields. The Metroparks want them to have confidence in what is said and achieve a higher understanding of all the work the natural resources, planning, engineering and interpretive departments do to support the mission.

This goal is probably the hardest to measure. It is best measured through public polling. Initial public polling was done in 2019 to serve as a baseline of understanding to measure against. It will likely not be conducted again for another two or three years to have some measurable results.

2. Increase overall attendance by 30,000 vehicles over and above the 2019 car count goal

Setting an overall attendance increase goal is both important and difficult. While evaluating this goal, it was tempting to set a percentage increase goal. However, with the lack of consistent data on visitors and visitor trends setting the correct, achievable, percentage is difficult. The goal in 2019 was to increase car count by 30,000. That goal was not met, but the Metroparks do not want to work backwards in 2020. Therefore, the goal is set to be 30,000 more than what 2019 should have been.

The recorded car count in 2018 was 2,906,524, meaning the goal would have been to reach 2,936,524 in 2019. **The goal for 2020 is to reach 2,966,524 total cars.**

Other similar organizations in southeast Michigan were evaluated as a benchmark. It was decided that the Detroit Riverfront Conservancy was similar to the Metroparks in the respect that they are a series of greenspaces serving a similar audience. They have a goal of increasing attendance by 24,000 people each year. This is an increase of about 1 percent, which is comparable to the 30,000-vehicle count increase the Metroparks are striving for.

Staff decided to set a goal for car count instead of overall attendance for a couple of reasons. First, is that car count drives revenue. The overall attendance accounts for multiple people per car. If there is an increase in overall attendance by a number comparable to the Detroit Riverfront Conservancy, it would impact our revenue less. Also, car count drives overall attendance. It is directly correlated. Increasing car counts increases overall attendance exponentially.

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

The marketing department will provide the Planning and Development department with a campaign calendar that outlines major campaigns and geographic regions where advertisements will be run for certain events and programs or specific activities. Planning will then use this information to include attendance comparisons and zip code attendance comparisons on those days when creating the monthly scan reports. This will allow marketing to measure the success of those media buys by seeing true increases in the geographies where ads were placed. This evaluation process will be in place by May 1.

Marketing department will also collaborate with Information Technology department on website analytics reports. Monthly website statistics will continue to be part of monthly marketing reports, but in 2020 the addition of tracking URLs for large campaigns and geographic results for large campaigns will tell a further story on digital efforts. A viable format for doing so will be established by the launch of the re-stage Metroparks website in late 2020 but testing of these efforts will take place throughout 2020.

4. Increase attendance at Interpretive Series programs by 30% over 2019 attendance

Interpretive programs are on a downward attendance trend. We saw positive results in late fall with several fall and holiday programs filling to max capacity, but there is still much room for growth. Efforts have been included in the campaign calendar (Appendix 6) as well as the strategies and social media strategies sections addressing interpretive programs that occur in a series. These are programs that repeat multiple times throughout the year, often on a weekly or monthly basis. Although individually these programs may be considered “smaller” programs, they create a loyal group of repeat visitors and the opportunity to share information throughout the year with regular visitors. Higher attendance at these regularly occurring programs also offers the opportunity for regular word-of-mouth information sharing.

5. Increase Family reunions/picnics/events booked in the parks by at least 3-5 percent from \$373, 500 to at least \$384,705 - \$392,175 by end of 2020

Revenue from shelter reservations has fluctuated over the years. They took a substantial drop between 2013 and 2014. And in 2017, revenues from shelter reservations was roughly 17 percent lower than the previous year. It is recognized that family reunions, church picnics, family events and private event reservations impact this number and seem to be decreasing. The Metroparks would like to make some purposeful marketing and communication efforts around shelter reservations and see a 3-5 percent increase in shelter reservation revenue as a result.

It was decided to measure success based on revenue because if the number of reservations was counted, it would be more difficult to determine which reservations should fall into the category of these special events. Additionally, it is very likely that visitors may see content about family reunions and church picnics and although they aren't planning one, they may be planning a birthday party and make a reservation and that is still revenue. As a starting point, revenue can be an indicator of a successful campaign in 2020.

These efforts are in the best interest of the Metroparks because they increase both revenue and tolling which in turn increases revenue even more.

Three – five percent was chosen because, although a modest increase, the Metroparks are battling against a substantial decrease from previous years. Although the Metroparks are optimistic that improving marketing using promotional pricing to encourage non-peak rentals and increasing relationship building will lead to results, it's important to be realistic about the possibilities.

6. Increase golf outings booked at Metroparks courses by 10 percent in 2020 with an average of at least 50 golfers per outing.

The Metroparks see a high rate of returning outings once booked in the Metroparks. Increasing outings could generate additional golf revenue while building a larger base of repeat customers and introducing new golfers to the courses. Total outings booked in 2019 was 121 with an average of 51 golfers per outing overall. The Foundation Golf Outing was not used in this calculation. For 2020, that means the target would be 133 total outings resulting in no less than 6,650 total golfers participating.

7. Increase attendance at aquatic facilities through use of consistent messaging, special promotions, pop-up pricing and dynamic pricing

The goal is to increase attendance at Lake St Clair, Willow and Lake Erie pools by 15 percent total, increase attendance at Turtle Cove by 10 percent, increase attendance at Kensington Splash and Blast by 10 percent and Stony Creek Trippo Slide by 20 percent.

2019 was a low attendance year because of poor weather days. The Metroparks will use the 3-year average attendance as the baseline to measure increase. Total three-year average attendance at the three pools totaled 98,471. The goal increase would bring that attendance to 113,242 in 2020. The three-year average total attendance at Turtle Cove was 90,585. The goal increase would bring that attendance to 99,643. The three-year average total attendance at Splash and Blast was 43,208. The goal increase would bring that attendance to 47,529 in 2020. The three-year average attendance at the Stony Creek Trippo Slide was 29,601. The goal increase would bring that attendance to 35,521.

8. Increase Instagram followers by 20 percent over the 2019 goal to 2,400 total

This one is mostly self-explanatory. The social media plan, included later in this document, outlines the improved focus on Instagram. To increase the impact there, the Metroparks need to increase the follower base. There are currently 1,709 followers. This growth target is hoping for organic, engaged followers in a space the Metroparks aren't currently seeing steady growth so it is a modest target.

9. Increase Facebook followers by 20 percent over 2019 goal from 14,000 to 16,800 followers by end of 2020

In November 2018, the Metroparks transitioned from multiple Facebook pages to one unified page. This was a smart decision, but anytime an organization does this you risk losing a certain number of followers. The Metroparks retained many followers and with future social media

efforts and an increase in attendance, marketing staff would like to see the number of Facebook followers increase. The 2019 goal was to increase by 20 percent to 14,000 and fell just short of meeting the goal with 13,743 followers as of December 21.

10. Increase average Facebook engagement by 100 percent

Today, engagement on social media is even more important than followers. Gaining a follower might get you on their newsfeed initially, but if they don't engage with your content, your posts won't be delivered to them in the future. Therefore, the Metroparks want to make efforts to increase followers and increase engagement. Metrics will continue be tracked through Hootsuite reporting, a tool in the social media management software. In 2019 the Metroparks saw great success at increasing engagement. The goal was 24,000 engagements – a 20 percent increase at the time. The end of 2019 saw 43,071 engagements – an increase of about 215 percent, and the focus started half way through the year.

For that reason, the Metroparks marketing team feels optimistic that a larger goal could be set for 2020 at a 100 percent increase making the final engagement number for 2020 86,142 engagements.

11. Increase average Instagram engagement by 20 percent

Much the same as the explanation for Facebook engagement above, engagement on Instagram is important. As the presence on Instagram is improved, the Metroparks would also like to see another 20 percent increase in engagement on this channel as well. In 2019 the engagement goal to increase by 20 percent was met. Future growth would like to be seen. End of 2019 engagements were 5,583. Total for 2020 would be 6,700 engagements.

12. Continue growing email subscriber list by 10 percent

Email growth is more difficult than social media growth, and it is important that it is organic growth. Organic growth means subscribers want to receive emails. Part of our email strategy is to start using an opt-in process for the email database and to segment the database based on interest. This will allow the Metroparks to send more targeted email messages and drive higher engagement.

RecTrac implementation will lead to higher online sales and higher collection rates of email addresses. To maintain proper email compliance, those users can't be added straight to the marketing email list. Instead each new user will be sent an email preferences message asking them to subscribe to their preferred lists. This will result in smaller growth, but lower spam rates and maintain sending ability.

The 2019 goal was 10 percent growth. That goal was not met, but with future efforts of RecTrac and the possibility of special pricing being delivered by email, the possibility of this organic growth seems feasible in 2020.

Organic growth instead of bought is important. The list needs to be subscribers who actually want to receive Metroparks messages. If they don't, they may mark messages as spam, which contributes to a low sender score and makes it more difficult for the Metroparks to send emails to others. Or they will not open and engage with emails, which will bring other email metrics down. It's important to have a clean, engaged list for it to be most successful.

The Metroparks marketing email system will be kept separate from RecTrac and RecTrac will be used to send messages specific to programs or facilities a visitor has reserved or registered for. Marketing staff will be involved in creating the templates and language for these RecTrac emails as well.

13. Maintain email open rate at industry benchmark

The Metroparks will attempt to hold their average open rate for all campaigns at the industry benchmark of 26-27.5 percent and will attempt to raise the open rate for campaigns sent to the full list to 21 percent. More information about these details and where these benchmarks come from can be found in the Email Marketing Strategy and Plan, Appendix 3.

14. Increase earned media

Earned media is the result of press releases and pitches as well as organic awareness generating stories. It is media features and stories about the Metroparks that other people publish. It's radio coverage, TV coverage, print and even blog and digital coverage. The goal would be to increase the amount of earned media and increase it through positive sentiment stories.

The Metroparks contract with Truscott-Rossman public relations firm will expire part way through 2020. Truscott-Rossman will be moved from a press release focus in 2020 to focus on media meet-ups, media training and relationship building meetings. Press releases and media pitches will primarily be handled internally in the Metroparks marketing department with Truscott-Rossman assistance on larger or complex requirements.

The Metroparks will attempt to increase their earned media frequency by sending at least three press releases per month to their established media list. That media list will continue to be built on as more media meet ups are scheduled.

Additionally, the marketing team would like to see at least one large media pitch be successful each quarter. These are those more niche stories or ideas pitched to specific publications as oppose to a blanketed press release.

Lastly, the marketing team would like to host at least 4 media events over the course of 2020. One of those will be the Oakwoods Nature Center new displays grand opening. The others will be determined at a later date.

15. Reduce reliance on, and cost of, stock imagery by using at least 90 percent owned images in marketing materials by end of 2020

The Metroparks currently lack a large gallery of quality marketing photos. Growth of an owned library of Metroparks images began in 2019 but it's not yet possible to cancel the Shutterstock subscription. The subscription was reduced at renewal.

By the end of 2020, marketing materials should be using 90 percent Metroparks owned images and decrease the cost of stock imagery by 40 percent. In 2018, the Metroparks paid \$199 per month for stock imagery. That amount was reduced in 2019 to \$169 per month. The amount would be reduced even more to roughly \$99 per month by the end of 2020 and further still in 2021.

16. Develop a more comprehensive understanding of the visitor experience of the Metroparks.

The Metroparks want to start gathering a better understanding of the visitor experience so that future improvements can be made to the visitor experience, programs, events and marketing.

Four administrative departments – Marketing, Planning and Development, Interpretive Services, and Diversity, Equity, and Inclusion (DEI) - will be working with park staff to develop and execute consistent visitor evaluations. Initially, this will involve the provision of consistent evaluation tools online and in hard-copy format. These tools will be integrated into RecTrac/POS as the Metroparks move toward implementation of the new software, and digital evaluations will be sent to participants through automatic emails from RecTrac once the system is launched.

The previously mentioned departments and staff will collaborate to create the final evaluation tools (survey types) by April 1, 2020. Initially, there will be three evaluation types: one for passive park visitors available online and in select park facilities, one for park programs and events available online and in print at the program/event and one developed specifically to obtain feedback on the Metroparks experience from children participants.

Data from passive park evaluations will be kept separate from programs and events, and programs and events data will be kept by program/event and as a combined total. Marketing will oversee set-up and delivery of electronic evaluations and creation of printed surveys and will assist with data entry when needed. Interpretive and park staff will assist in educating

participants about the availability and importance of our program evaluations and will assist with data entry of completed paper evaluations. DEI will assist in language and question creation to ensure we have captured necessary data points and are properly communicating with all audiences. Planning and Development staff will assist with compiling evaluation reports on a monthly basis and distributing them to all involved departments as well as park staff for the events and programs included. All departments will utilize a shared file system, so staff have access to all tools, reports and information.

Evaluations will begin being distributed on May 1 with the first report anticipated by mid-June. Some trial evaluations may be tested prior to May 1 to assess the functionality of the evaluation tools.

OBJECTIVE 1: Make visitor evaluations available on the Metroparks website by May 2020 for passive park visitors and advertise their availability through email and social media. Test temporary signage within three parks to evaluate if having signage about the availability results in a higher number of completed evaluations.

OBJECTIVE 2: Send evaluations directly to participants of at least 50 percent of all 2020 Metroparks organized programs and events. (The 2021 objective will be to provide these evaluations to 100% of program and event attendees.)

OBJECTIVE 3: Achieve an average of 10 percent response rate on program and event evaluations sent in 2020. The Metroparks will track the number of people directly sent program and event evaluations through email to determine this rate. (An average evaluation response rate is approximately 25 percent of those surveyed. Initially, the Metroparks will aim for a modest 10 percent response rate on program and event evaluations. Passive park visitor and children evaluations will be more sporadic and are not included as part of this objective.)

OBJECTIVE 4: Utilize an interactive tool or strategy to gather youth evaluations at all interpretive programming during Summer Fun and at the three Movies in the Parks events this summer. Use the knowledge gathered during these evaluations to develop better youth evaluations for future programs and events.

17. Outreach and relationship building – The Metroparks marketing department will meet with at least one new group or organization per month (12 over the year). Additionally, the Metroparks staff, as a whole, will present or speak at 5 conferences over the course of 2020.

The interpretive department does a great job of getting out into the community and performing outreach at educational events and community events. Additionally, the marketing department wants to expand on that by looking into improving relationships with surrounding chambers and convention and visitor bureaus, other community organizations, intermediate school districts and surrounding park systems.

The goal would be to establish relationships with all the chambers the Metroparks hold membership with. The marketing staff will also attend a few meetings at each of the chambers where membership is held. These organizations are often the gatekeepers for clients like family reunions, corporate events, sporting events, tournaments, area conferences and more. The better relationships the Metroparks have with them, the information sharing takes place and the better potential for securing more of those reservations.

In addition, building relationships with other organizations that support user groups of the parks or have similar interests as the Metroparks will help drive our efforts further, faster. The Metroparks will continue to meet with these groups through 2020. For example, in 2019 there were several groups within the city of Detroit that the Metroparks built relationships with help bolster the reputation of the Metroparks. Those efforts will continue within the city as well as all five counties.

It's also important that the marketing department connects with the marketing and communications staff in all the surrounding county park systems and as many municipal park systems as possible. This will allow future conversations about benchmarking, partnerships and possibly foster some new ideas. This began in 2019 with conversations with DNR marketing staff, Toledo Metroparks marketing staff, West Bloomfield Hills and the mParks Marketing Area Focus group.

The speakers bureau form continues to exist on the website but has seen slow adoption over 2019. The tool will continue to be used as part of the outreach efforts. Part of that is speaking at conferences. Conferences present a large captive audience in an interest group. It allows the Metroparks to better tailor a message and be seen as expert thought leaders in that topic. It also leads to more connections with other thought leaders in those fields. Metroparks staff will communicate with the marketing department to keep track of which conferences are being spoke at and proper brand messages woven into the content of those presentations.

18. Improve the timing of projects within the marketing department

2019 was a busy first year for the marketing department, but the ongoing struggle and frustration within the department, and between other departments, was the timing of many projects. Because 2019 got off to a late start and lots of changes were made, many projects did not finish on time and many campaigns started later than they should have.

To reverse that in 2020, the marketing department will provide a campaign calendar with dates and a large project calendar with dates to all department heads, interpretive supervisors, park managers and park superintendents by the end of January. This will allow them to see where projects related to them fall within the year and allow them to make suggestions for changes.

Additionally, all rack cards will be available or delivered to parks no less than 30 days prior to the first event listed on them and annual pass stickers will be delivered no later than October

1 to allow for proper sorting, set-up and delivery to parks. These are two large projects that were recurrently late for the past couple of years.

19. Collaborate with the Planning and Development Department and park operations staff to promote new signature events and work towards smooth logistics, solid media partnerships, social media engagement and modest attendance success in 2020.

For each of the three new signature events (Metro Beachfest at Lake St. Clair, Hudson Mills (name yet to be determined) and Lake Erie (name yet to be determined)) the 2020 attendance target is to increase the average attendance of a similar date in the past by 10 percent. For the Hudson Mills event date that would be 622; for Metro Beachfest that date would be 4,076; for Lake Erie that date would be 1,404.

Additionally, 2020 goals for signature events include:

- Reach at least 75,000 with the Facebook event page of each event achieving at least 3,000 responses of “attending” or “interested”. This would surpass the performance of most or the Facebook event pages of 2019.²
- Establish successful radio station partnerships for Metro Beachfest and the Lake Erie event. Success will be measured by the station’s willingness to partner on the event again in the future and if Metroparks staff feel the radio station delivered on their committed pieces of the events.
- Obtain at least one sponsor of at least \$2500 for each of the three signature events. Smaller sponsorships will not be available for these events. Available sponsorship amounts will range from \$2,500 - \$35,000 and obtaining at least one sponsor at this amount will allow the Metroparks to leverage additional audiences and demonstrate public support of the event.
- Achieve an evaluation response rate on these events of 10 percent and for those evaluations to be primarily positive resulting in at least 70 percent of respondents claiming they would attend again in the future.
- Build off 2020 successes to establish higher targets for reach, revenue and attendance in 2021 and 2022.

² The highest performing event page of 2019 was Lake Erie Fireworks with reach of 80,000 and 4,600 responses. Fireworks are long established events that achieve this high performance. Most other large events of 2019 stayed around a reach of 40,000 and 2,000 responses.

20. Coordinate with Human Resources department and Chief of Diversity, Equity and Inclusion to create a campaign that noticeably increases qualified pre-season seasonal job applications.

Hiring a qualified and diverse workforce will help the Metroparks achieve future goals, but when the job market is good, there are less applicants and more turn-over. The Metroparks want to focus on sharing the message about how great of a workplace the Metroparks are and encourage people to consider the Metroparks for a summer job. This campaign would focus more on the storytelling side of teaching and reminding the public that the Metroparks are a great place to work and a great place for summer jobs. In turn, it would increase the number of people looking at the website for opportunities and applying.

INTEGRATED MARKETING STRATEGY

Definition

“Integrated Marketing is an approach to creating a unified and seamless experience for consumers to interact with the brand/enterprise; it attempts to meld all aspects of marketing communication such as advertising, sales promotion, public relations, direct marketing, and social media, through their respective mix of tactics, methods, channels, media, and activities, so they all work together as a unified force. It is a process designed to ensure that all messaging and communications strategies are consistent across all channels and are centered on the customer.”

There are many definitions of integrated marketing, but they all elude to the same thing – you want to tell your story in a consistent way, across many channels, in a way that reflects your brand. The reason this is important is to create a unified understanding of an organization. It will also touch people at multiple touchpoints. When there are multiple established touchpoints, a message can penetrate further, faster than it can with only one, and that improves the possibility for success.

It Starts with Our Brand Identity – And Our Goals

A marketing strategy starts first with brand identity. That is why the work that Factory Detroit is doing is so important. Much like people, companies and organizations have identities and personalities. It’s called their brand.

A brand is more than just a logo. It is colors, fonts, photos, graphic treatments and everything that goes into developing a consistent look and appearance across all public and internal facing pieces. It is also the personality that is associated with an organization. It is the mission and vision. It is the storytelling and how an organization refers to themselves and talks about themselves in communications, and it is even the tone that is used in communications. It is the mental picture and feeling that someone has when they hear or see an organization’s name. It is how people recognize and understand an organization.

The work that Factory Detroit completed in 2019 created the base for a successful brand image that will continue to be built on in 2020.

Editorial Theme Calendar and Campaign Calendar

The marketing department has created a campaign calendar for 2020 to accompany the editorial theme calendar. The editorial theme calendar helps guide content topic on social media, owned content and earned media while the campaign calendar outlines the major marketing and communication campaigns throughout the year. The two complement each other so that messaging is consistent across all channels, yet tailor in format to the channel it is being presented on.

Diversity, Equity and Inclusion

The efforts the Metroparks are making in ways of diversity, equity and inclusion are just as important in communications. The marketing team will be working closely with the Chief of Diversity, Equity and Inclusion to ensure messaging content is consistent with the work being done, photos being used portray an accurate and diverse appearance, and images and voices used in TV and radio commercials are reflective of a diverse audience. It's important to make sure that the Metroparks not only says, but shows that the Metroparks are for everyone, that they welcome everyone and that they have something for everyone.

The Metroparks serves a very diverse market and need to be cognizant of their communications in those markets. With the assistance of the public relations firm, a strategy will be developed for reaching diverse local newspapers and publications, community thought leaders and community newsletters. It is harder to gain the trust of some of these diverse audiences, so by leveraging and honing relationships and harnessing their trusted communications channels with meaningful, tailored content, it's ensured Metroparks is top of mind and perceived as an organization worth supporting. The Metroparks will want to activate ally voices and organizations in these efforts to maximize credibility and impact. Additionally, it will be important to ask those publications what the people want to see and how they want to be communicated with.

This is another area of focus where it is very important to have strong relationship building efforts. Key influencers in these communities have a very powerful voice and the ability to share communications through robust grassroots networks: in-person events, email lists, radio shows, etc. will increase positive results.

Lastly, when possible, the Metroparks will look at publishing pieces in multiple languages like was done in 2019 in ads placed in LaPresna and Chaldean News.

Marketing = (Advertising + Social Media + Public Relations) x Brand Identity

Advertising Components

An integrated marketing strategy leverages communication across multiple channels. Within the advertising components the Metroparks will be using both traditional and digital/social methods. Traditional channels can be defined in various ways. In general, they are the channels that have been used for many years in advertising with proven success. Then you have digital and social channels.

The advertising strategy plans to leverage the strengths of each channel and balance the larger goals of drawing brand awareness and attendance as a system and generating attendance and revenues on a more hyper local park level.

It's important to continue focusing on the brand identity established in 2019. The investment made in TV, radio and design should be treated as a multi-year investment. Brand awareness is best built by sticking with the campaign for multiple years. Although staff see the materials daily, it's important to remember that the public does not, so frequency and repetition is best established over time.

Channels That Will Be Used – Traditional

Out-of-Home

This refers to billboards, bus wraps, banners and murals on the sides of buildings, and other ad placements that appear out in the environment and day to day lives. The strategy for out-of-home centers around the idea that the Metroparks operate in a very populated, commuter and transportation driven area. It is very hard for someone in southeast Michigan to go a day without seeing a billboard or out-of-home placement. The Metroparks will use out-of-home for brand general messaging to start reinforcing the brand identity.

The success of out-of-home is difficult to measure because most people either don't recognize or don't report that they made a decision because of seeing a billboard. The important factor of this channel is that it is a large display in a less crowded channel of communication that can reinforce our messaging and those eyes that see them will be more likely to recognize the message when they see it on another channel.

In the region, Outfront Media is the leading holder of out-of-home placements with other smaller locally owned boards, Adams Advertising and Lamar advertising having a few placements.

Placements will be evaluated and determined to reach all five counties, deeper into the city of Detroit and with a balance of high traffic arteries and secondary surface roads. Traffic count numbers, price and geographic location of placements will be considered when selecting final placements.

Like 2019, primarily digital boards will be utilized to allow for rotation of artwork and placement for best coverage and diversity of message. Dependent on price and availability, smaller poster sized static boards may be placed within the city of Detroit to get deeper into neighborhoods and communities.

Television

Television is still a channel with significant reach, but TV is also changing. With the evolution of streaming and subscription services, people are watching TV differently than

they have in the past. TV is a great way to enter the market because companies get a large number of views fairly quickly.

In 2020, the television strategy realizes those changes in viewing. It also realizes that 2020 is a political year and inventory will be both limited and expensive. That is going to increase the cost of TV placements and minimize the frequency the Metroparks would be able to achieve in a standard year. To combat that, the Metroparks will be looking at a mix of cable network commercial deliveries, over-the-top (OTT) video ad placements and local broadcast commercial deliveries. Cable network placement will also include placements on streaming services and pre-roll where available. Broadcast placements will be determined based on network Nielsen ratings, reach and demographics. Due to results of 2019's public poll and the

crowded political market of 2020, more of the TV/video budget will be spent on OTT placements where the inventory is higher, and the market will be less crowded. It's believed this will allow for more frequency of message.

The Metroparks will be utilizing both cable network and broadcast stations. Using Comcast Spotlight, TV ads can be placed on all cable providers. Stations will be selected based on viewers. The Metroparks will start by primarily targeting family friendly stations and outdoor enthusiast stations. Typically, the target will be women 25-54 with children. This is because mothers are the primary decision makers in the home and typically they talk to other moms about their experiences. Outdoor enthusiast driven programming will also be targeted because their audiences have interests that directly overlap the Metroparks offerings. Cable network ads will be accompanied by streaming ads on cable network apps to capture those viewers who aren't watching live TV.

Broadcast will be a mix of news and public access TV. Public access tends to be more affordable, somewhat older demo and contains programming with similar interests fits with parks. When meeting with stations sales reps, the marketing team asks questions such as the demographics of viewers for a station, the geographic each, which programs have higher numbers of viewers and which channels are best to reach the target demographics of a message. These answers are balanced with cost to reach a final schedule for best reach and frequency.

Geographically, cable TV and OTT video placements will be targeted to a 30 min drive radius around park locations and within the city of Detroit. Broadcast placements will reach all five counties and are not geographically limited.

Larger percentage of the media budget is allocated to TV because the cost of TV overall is higher than the cost of other channels.

Radio

Radio is another channel that is changing. People are streaming music and audio content more, which puts pressure on traditional radio broadcast to be creative. However, radio still reaches many people, particularly in our commuter driven region. People are still listening while they drive to and from work, or even while they're at work.

Radio is another difficult channel to track success because less people recognize they learned about something from the radio. Usually people hear it on their way to work and then see an ad later that triggers their action. Radio for us will serve as a way to connect with people and be that possible first touchpoint.

The 2020 political year will make radio a crowded environment as well. There is concern that the Metroparks may not be able to achieve the frequency they would like in 2020 on radio because of the crowded market. Most of the higher rated radio stations in our service area reach the entire geographic region. Therefore, placements are heard by large numbers of people in all five counties and beyond.

Radio ad placements will be determined based on Nielsen ratings, reach and demographics. Staff will utilize a combination of larger, higher rated stations for maximum reach and smaller, local and faith-based stations to reach more specific and targeted audiences. To combat the crowded political radio market, the Metroparks will focus also on building stronger event partnerships with radio stations to encourage more grassroots on air mentions and live interviews so as not to rely on paid advertising alone. In particular, marketing staff would like to establish some radio partnerships willing to talk about the summer concert series on a regular basis.

Certain larger events may also have a short run radio campaign as well to drive additional local traffic to our larger events.

Print

For print, the Metroparks will focus on more local, hyper targeted, print publications for certain diverse and difficult to reach audiences to place print buys. For example, the Michigan Chronical, Chaldean News, Spinal Column, Macomb Daily and Crains all have specific audiences either by interest or geography. Each would be used for print placements for a particular reason, and those more local newspaper or publications would include ads that are more localized. For example, the brand campaign includes imagery of the parks that could be identified as the system as a whole, but in those local publications the imagery would reflect the most local Metropark and would be labeled as such to give it that local feel.

As the Metroparks develop more relationships with community groups, print placements may be made to strengthen those relationships.

Print will also be used to promote series interpretive programs that interest a particular audience. For example, placements in scouting publications about scout programs, placements in 4H publications about farm programs or placements within school papers about educational opportunities and summer camps.

Channels We Will be Using – Digital and Social

Digital Display ads

Display ads are a necessary piece of any digital campaign. They don't contribute as high of a return because their click through rate is typically low. They serve as another touchpoint for the consumer. They see a digital ad after seeing a similar billboard that morning and suddenly we're on their mind and they're curious why they keep seeing us around.

For digital display ads, the Metroparks will use a combination of google network display, display ads on apps and websites, retargeting display ads (the ones that follow you around after you've visited our website), and display ads as accompanying pieces to our traditional channel buys.

Digital display will be a combination of general brand messaging and more specific messaging related to individual campaigns. These individual campaigns will be created to support our

goals and will be centered around individual events, programs and activities. Exact placements will be made using keywords and geographic areas to target certain audiences and behaviors.

Digital ads allow for a more interactive call to action, so placing more specific messaging drives higher results. Based on polling results, the Metroparks will localize their digital placements by using imagery reflective of the parks closest to that geographic placement and identifying which park is being portrayed.

Paid Search

Paid search will be a smaller portion of the budget. It is still an important tool to reach people who are searching for experiences that we can deliver that relies on text and key words more than images.

Paid search ads will be centered around individual campaigns and include keywords related to that campaign that a visitor might search for. Paid search will not be a part of every campaign. It will be determined on a per-campaign basis if there is a high likelihood of search driving traffic.

Social Media

Social media continues to be an important component of any digital marketing strategy and continues to deliver high return and growth. It is also an important tool to create a personal connection between visitors and our organization and serve as a continual and constant communication touchpoint with the public. A social media plan that considers both organic and paid content has been included as *Appendix 4*.

2019 saw some success in social media, but also room for improvement. The Metroparks will strive in 2020 to develop more engaging and exciting social media content that makes the parks social experience stand out from the crowd more than it currently does.

Paid social media content and ads will also be used. Staff will place, evaluate and optimize paid static ads on social media channels as well as video ads, video pre-roll, sponsored content, event pages and boosted posts. All ads will support the brand identity. Digital ads allow for a more interactive call to action, so placing more specific messaging drives higher results.

Exact placements will be made using keywords and geographic areas to target certain audiences and behaviors. Networks will be determined based on the key audience of the campaign. Social ads will also be a mix of brand general and specific program or event.

Email Marketing

Email marketing continues to be an important tool in any integrated marketing mix, and the Metroparks saw great success in 2019 with the revamped email plan. In program evaluations and conversations, email was frequently reported as how a visitor heard about a program. Comparatively, the cost for email marketing is low - making the return much higher. Email offers

an organization the ability to send more personalized messages to customers and drive traffic to parks, events and programs that are most interesting to the reader.

The Metroparks will continue to create a more engaged list of followers who frequently open and interact with emails; which in turn can drive traffic to events and recognition for the information being sent.

The email marketing strategy and plan has been included as *Appendix 3*.

MEDIA BUY BREAKDOWNS

A preliminary breakdown of the 2020 media buy budget is included in *Appendix 7*. This breakdown shows the amount spent on various channels and campaigns. 2019 started late in the year with most of the media buys starting July 1. Only the summer media buys breakdown was included in the 2019 marketing plan, and roughly \$140,000 was spent on summer media buys. The media budget was increased in 2020 to allow for a full year of placements, higher frequency of messaging and to compete in the crowded political landscape of 2020.

Public Relations Component

Owned Media

Owned media is anything that an organization owns, maintains and publishes. It includes elements such as website, newsletters, emails, social media, brochures and flyers.

The website is a huge component of an organization's owned media. In 2020, the Metroparks will undergo a website restage to improve the user experience, update to new brand identity, address accessibility and update all content.

In addition to the general functionality and appearance of the website, SEO will be a focus. As Google and other search engines have updated their algorithms over the years, they have become smarter with how they rank websites. It's now more important than ever to focus on having quality, relevant content on your website. SEO considers content and the keywords within it, website traffic, links into and out of your website and even social media involvement. To improve SEO the Metroparks need to use best web practices and write keyword rich content on each of our pages. It is necessary to continually post articles or blogs around keywords because the algorithms look for fresh content as an indicator of a strong relevant site. When applicable, content should link to reputable partner sites and build up the number of times other websites link into the Metroparks site. And lastly, remain active on social media to prove to the algorithms that the Metroparks are active online in multiple locations. These preliminary steps will help increase SEO in an organic way.

Earned Media

Earned media is the result of press releases and pitches as well as organic awareness generating stories. It is media features and stories about the Metroparks that other people publish. It's radio coverage, TV coverage, print and even blog and digital coverage. The goal would be to increase the amount of earned media and increase it through positive sentiment stories.

The Metroparks contract with Truscott-Rossman public relations firm will expire part way through 2020. Truscott-Rossman will be moved from a press release focus in 2020 to focus on media meet-ups, media training and relationship building meetings. Press releases and media pitches will primarily be handled internally in the Metroparks marketing department with Truscott-Rossman assistance on larger or complex requirements.

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Lastly, the marketing team would like to host at least four media events over the course of 2020. One of those will be the Oakwoods Nature Center new displays grand opening. The others will be determined at a later date.

Media and Press Relations Protocol

All media requests should be directed to the Chief of Marketing and Communications, who will then evaluate the request and determine who should speak on behalf of the organization and then obtain approval from the Director for these decisions. Once it is decided, the Chief of Marketing and Communications will then coordinate details between staff and the media. If the Chief of Marketing and Communications asks a staff person to speak to the media, it should be assumed the proper approvals have already been received and you have permission to do so. Until that point, staff should not speak to the media until it has gone through the Chief of Marketing and Communications.

When staff are speaking to the media, they shall not express any personal opinions. They shall communicate in a professional manner and represent the Metroparks in a way that is consistent with the brand. There will be a creation of a message hierarchy and talking points to ensure consistent messaging for all opportunities. Truscott-Rossman public relations firm will also be conducting media training for designated Metroparks staff in 2020.

If a media request comes through for an issue related to a police incident, the Chief of Marketing and Communications will direct the media to the Metroparks Chief of Police.

Relationship Building

The interpretive department does a great job of getting out into the community and performing outreach at educational events and community events. Additionally, the marketing department wants to expand on that by looking into improving relationships with surrounding chambers and convention and visitor bureaus, other community organizations, intermediate school districts and surrounding park systems.

The goal would be to establish relationships with all the chambers the Metroparks hold membership with. The marketing staff will also attend a few meetings at each of the chambers where membership is held. These organizations are often the gatekeepers for clients like family reunions, corporate events, sporting events, tournaments, area conferences and more. The better relationships the Metroparks have with them, the information sharing takes place and the better potential for securing more of those reservations.

In addition, building relationships with other organizations that support user groups of the parks or have similar interests as the Metroparks will help drive our efforts further, faster. The Metroparks will continue to meet with these groups through 2020. For example, in 2019 there were several groups within the city of Detroit that the Metroparks built relationships with help bolster the reputation of the Metroparks. Those efforts will continue within the city as well as all five counties.

It's also important that the marketing department connects with the marketing and communications staff in all the surrounding county park systems and as many municipal park systems as possible. This will allow future conversations about benchmarking, partnerships and possibly foster some new ideas.

The speakers bureau form continues to exist on the website but has seen slow adoption over 2020. The tool will continue to be used as part of the outreach efforts. Part of that is

speaking at conferences. Conferences present a large captive audience in an interest group. It allows the Metroparks to better tailor a message and be seen as expert thought leaders in that topic. It also leads to more connections with other thought leaders in those fields. Metroparks staff will communicate with the marketing department to keep track of which conferences are being spoke at and proper brand messages woven into the content of those presentations.

To execute relationship building, the Metroparks will take a customer service focused approach. The marketing staff, with the assistance of the public relations firm, will research the best groups and media outlets to connect with. They will then attend equipped with talking points specific to that group and leave behind materials that support the brand and mission. Truscott Rossman (public relations firm) will assist in securing presentations and preparing talking points and identifying opportunities to spread information into their related newsletters and social networks. Follow-up emails will be sent to contacts met at events and meetings. During these relationships building meetings, staff will look for ways to establish trust with these groups and foster lasting relationships.

Non-Traditional Additions

Brand Ambassadors

A great way to grow brand awareness is by utilizing brand ambassadors. This basically means using multiple people to tell the story and support the brand. The first level of brand ambassadors needs to be staff – They are the front line. They are residents in our communities.

They are the best and most reliable people to tell the Metroparks stories. This is something that did not get fully implemented in 2019.

STAFF

Creating staff brand ambassadors starts with training staff about our brand. In 2020 marketing staff will work with other departments to develop the best ways to incentivize and encourage staff to become brand ambassadors. It may include things like providing social media content and filters to encourage staff to share and tag the Metroparks on social media, creating a rewards program for supporting the Metroparks brand or creating a system for photo sharing so staff can help build the content library.

VOLUNTEERS

Volunteers are great ambassadors in general, and the Metroparks can also turn them into brand ambassadors by educating them on how to help the Metroparks be successful with their brand, it will reach more new audiences that might not already be reached. The Metroparks will create information for volunteers on how they can be brand ambassadors for the parks and will create a contest or reward system for exceptional participants.

COMMISSIONERS

The Metroparks commissioners are the thought leaders in their respective districts. They are communicating with other thought leaders and residents on a daily basis. The Metroparks wants its commissioners to be strong brand ambassadors so that commissioners feel comfortable spreading the message of the parks and relaying helpful contacts, leads and information back to Metroparks staff as well.

Grassroots Efforts

Grassroots efforts refer to free or low-cost efforts of creating personal connections and building awareness through actions instead of ad placement. It leverages working with smaller niche groups to create supporters in hopes they will help spread our message once we have built trust.

The focus on relationship building, described in the public relations sections, is the start of this, other example areas that will be evaluated are reaching out to local high schools and colleges to promote our golf courses and talk about using the courses for their practices, matches, outings, leagues and tournaments, talking with niche user groups similar to CRAMBA to understand and improve how we draw those users into the park and how to make their experience even better, reaching out to relatable Detroit organizations and businesses to try and create promoting partners and possibly programming partners.

The marketing department wants to improve relationships with surrounding chambers and CVBs, other community organizations, intermediate school districts and surrounding park systems as well.

The Metroparks will meet this goal by establishing relationships with all the chambers they hold membership with. Marketing staff will attend some of their meetings and networking events as

available. These organizations are often the gatekeepers for clients like family reunions, corporate events, area conferences and more. The better relationships the Metroparks have with them, the more we know and the better potential there is for securing more of those reservations.

It's also important that the marketing department connects with the marketing and communications staff in all the surrounding county park systems and as many municipal park systems as possible. This will allow for conversations about benchmarking, partnerships and possibly foster some new ideas for the future.

School districts, particularly intermediate school districts, are also important relationships to establish because they are a great way to reach parents and often a great way to reach parents in some of those more challenge areas to reach.

To execute relationship building, the Metroparks will take a customer service focused approach. The marketing staff, with the assistance of the public relations firm, will research the best groups and meetings to connect with. They will then attend equipped with talking points specific to that group and leave behind materials that support the brand and mission. Follow-up emails will be sent to contacts met at events and meetings. During these relationship building meetings, staff will look for ways to establish trust with these groups and foster lasting relationships.

It is important to listen to these niche groups and always be asking how they prefer to communicate, what information they are looking for and how the Metroparks can help them. From there, the Metroparks can find some common ground to build a partnership that is beneficial for both sides and creates more trust within those communities.



INTERNAL COMMUNICATIONS

Internal communications are just as important as our external communications. The marketing department started noticing positive staff input and engagement towards the end of 2019. The marketing department will continue to create monthly staff newsletters with content from all departments and content submitted by staff. This is an easy way to start informing staff on a more regular basis.

The Chief of Marketing and Communications will also coordinate with all departments to ensure that the brand identity is being correctly applied in all possible ways.

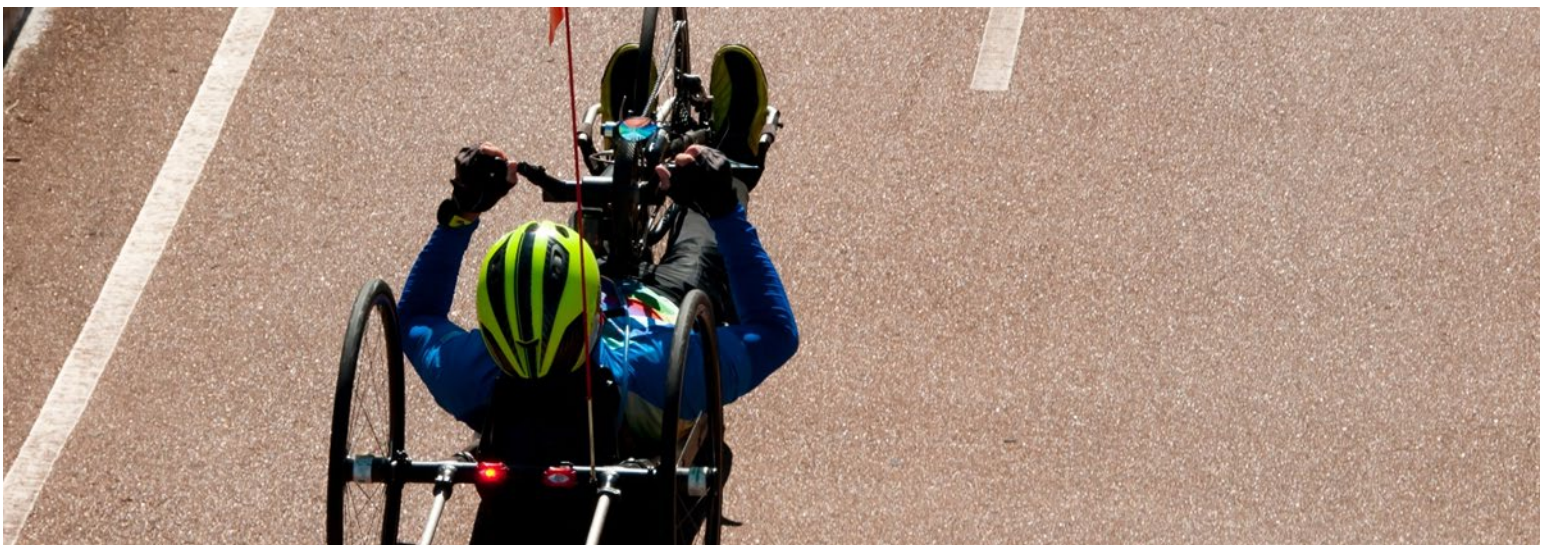
The Chief of Marketing and Communications will continue to focus on traveling around to all parks within the system to spend time meeting staff and developing a better understand of all that goes on. In turn, staff can feel more comfortable providing input or asking questions from this department.



REPORTING RESULTS

The marketing department will provide monthly progress reports at all board meetings in 2020 that will include:

- a status update on the marketing goals
- website and social media metrics
- summary of media coverage
- summary of the grassroots efforts conducted the previous month



APPENDIX 1: DEMOGRAPHICS



	Livingston County	Wayne County	Washtenaw County	Macomb County	Oakland County	Detroit City
Total Population	190,959	1,750,618	370,511	875,292	1,255,936	643,014
Average Household size	2.6	2.49	2.37	2.5	2.43	2.49
Household Types						
With Seniors 65+	17,838	178,363	29,548	94,072	129,010	67,371
Without Seniors	51,142	488,912	108,519	242,307	364,479	188,369
Live Alone, 65+	5,525	76,094	11,970	38,684	52,269	29,949
Live Alone, <65	9,008	142,385	30,310	58,401	92,352	68,710
2+ Persons, With children	23,261	211,862	37,796	104,046	151,593	80,034
2+ Persons, Without children	31,186	236,934	57,991	135,248	197,275	77,047
Ages						
0-14	34,696	355,903	58,039	154,148	224,040	143,491
15-19	13,609	123,445	31,087	54,337	80,642	52,221
20-29	18,713	243,400	71,703	106,605	144,416	106,898
30-39	19,865	215,961	44,584	103,024	152,479	81,849
40-54	44,803	368,793	66,611	191,130	277,128	133,380
55-59	15,073	125,782	21,801	61,796	92,380	92,552
60+	37,832	345,685	60,267	183,285	258,418	125,892
Median age	42.1	37.8	33	41	41	35
% change 25-54 (2015-2045)	31.60%	5.10%	20.20%	-1.3%	0.1%	11.00%
% change 55-64 (2015-2045)	-9.10%	-7.70%	10.40%	-6.4%	-12.9%	-7%
% change 65-84 (2015-2045)	82%	43.50%	84.30%	58.9%	51.8%	55.00%
% change 85+ (2015-2045)	337.30%	73.40%	303%	160.6%	161.3%	91.5
Race						
White	94.80%	49.80%	71.00%	81.40%	73.50%	9.10%
Black	0.50%	39.20%	11.90%	10.20%	13.80%	79.80%
Asian	0.90%	2.90%	8.40%	3.50%	6.30%	1.30%
Multi-Racial	1.40%	2.00%	3.80%	2.10%	2.30%	1.70%
Other	0.30%	0.50%	0.40%	40.00%	40.00%	0.40%
Hispanic	2.20%	5.50%	4.40%	2.40%	3.70%	7.70%
Highest Level of Education						
Did Not Graduate High School	4.90%	15.30%	5.50%	11.10%	6.70%	21.70%
High School Graduate	25.60%	30.30%	15.70%	30.60%	20.16%	32.60%
Some College, No Degree	26.20%	24.50%	19.20%	24.70%	21.10%	25.70%
Associate Degree	9.70%	7.90%	6.90%	10.30%	7.70%	6.50%
Bachelor's Degree	22.20%	13.40%	25.40%	15.20%	25.40%	8.00%
Graduate / Professional Degree	11.40%	8.60%	27.30%	8.10%	19.00%	5.40%
Where Residents of County Work						
Top county and %		Wayne 74.4%	Washtenaw 78%	Macomb 68.9%	Oakland 61.1%	Detroit 38.4%
second top county and %		Oakland 14.7%	Wayne 12%	Oakland 12.3%	Wayne 15.1%	Southfield 3%
Household Income						
Median		\$ 41,210.00	\$ 61,003	\$ 54,582	\$ 67,465	\$ 25,764
Per Capita		\$ 22,897.00	\$ 34,738	\$ 27,525	\$ 37,728	\$ 15,038
Households in poverty		22.70%	14.20%	11.70%	9.90%	36.80%
Housing Types						
Single Family Detached	59,967	569,887	84,994	246,883	364,988	240,666
Duplex	823	37,138	4,089	2,714	6,010	26,303
Townhouse / Attached Condo	3,502	49,129	9,645	36,608	33,581	25,978
Multi-Unit Apartment	6,118	147,383	45,046	61,058	111,858	70,911
Mobile Home / Manufactured Housing	3,733	13,925	5,271	12,574	15,134	1,596
Other	26	131	56	65	38	74
Owner Occupied	58,358	420,277	82,525	246,518	347,701	126,350
Renter Occupied	10,622	246,998	55,542	89,861	145,788	129,390
Vacant	5,189	150,318	11,031	23,523	38,120	109,788
Median housing value	\$ 192,500.00	\$ 83,000.00	\$ 149,089.00	\$ 126,000.00	\$ 178,900.00	\$ 42,300.00
Transportation to and from Work						
Drove alone	86.30%	81%	72.60%	87.20%	85.70%	68.80%
Carpooled or vanpooled	7%	9.70%	7.70%	8%	7.50%	13.20%
Public transportation	0.30%	3.20%	5.40%	0.80%	0.50%	8.60%
Walked	0.90%	1.80%	6.20%	0.80%	1.20%	3.60%
Biked	0.20%	0.30%	1.90%	0.20%	0.20%	0.50%
Other Means	0.60%	1.20%	0.70%	0.60%	0.70%	1.90%
Worked at home	4.60%	2.80%	5.60%	2.50%	4.20%	3.40%

Environment - Land use						
Agricultural	26.40%	3.30%	35.80%	23.10%	3.60%	0
Single-family residential	51.80%	43.10%	41%	40.90%	54%	41.10%
Multiple-family residential	0.20%	1.50%	0.60%	1.30%	1.30%	1.90%
Commercial	1.50%	6.50%	2.20%	4.70%	4.60%	4.80%
Industrial	2.40%	10.70%	3.30%	6.70%	5.10%	8.30%
Governmental/Institutional	1.80%	6%	2.90%	4.50%	4.50%	6.40%
Park, recreation, and open space	8.90%	6.80%	7.60%	5.70%	11.40%	6%
Airport	0.10%	1.90%	0.10%	0.10%	0.10%	0.30%
Transportation, Communication, and Utility	3.40%	19.30%	4.10%	12.20%	10.40%	31.20%
Water	3.40%	0.80%	2.30%	0.90%	5%	0.20%
Environment - Land Cover						
Impervious - buildings, roads, driveways, parking lots	6.40%	38.10%	7.60%	21.80%	20%	54.50%
Trees - woody vegetation, trees	38.50%	24.10%	31.60%	23.60%	38.90%	16.40%
Open Space - agricultural fields, grasslands, turfgrass	50.20%	34.60%	57%	51.60%	33.90%	26.60%
Bare - soil, aggregate piles, unplanted fields	0.50%	1.80%	0.60%	1.30%	1.10%	2%
Water - rivers, lakes, drains, ponds	4.30%	1.50%	3.10%	1.70%	6%	0.50%

APPENDIX 2: MARKETING TREND RESOURCES



<https://blog.hubspot.com/marketing/marketing-trends>

https://www.ana.net/mkcfsearch/index?search_terms=marketing+trends

http://images.gartnerformarketers.com/Web/Gartner/%7B42428b57-b3ba-4514-b6e3-1c80ec0cefc7%7D_Multichannel_Marketing_Communications_FINAL.pdf?_ga=2.52044649.1301528547.1554389372-895505213.1554389372

<https://www.ibm.com/watson/marketing/resources/2019-marketing-trends/>

<https://www.forbes.com/sites/johnhall/2017/12/03/6-marketing-trends-to-help-you-budget-for-2018/#d37326a40150>

<https://www.marketingcharts.com/business-of-marketing/marketing-budgets-82549>

https://www.cblohm.com/wp-content/uploads/2018/10/Marketing-Budget-Playbook-2019_final-compressed.pdf

<https://www.ama.org/marketing-news/the-ethics-of-targeting-minorities-with-dark-ads/>

https://www.hubspot.com/stories/artificial-intelligence?_ga=2.96362524.1606638659.1554475557-812348527.1553693674

http://growthbot.org/?utm_campaign=GLOBAL%20CS%20%7C%20Artificial%20Intelligence%20%7C%20Jan%202017&utm_medium=site%20page&utm_source=CS%20Artificial%20Intelligence

<https://sproutsocial.com/insights/new-social-media-demographics/#Facebook>

APPENDIX 3: EMAIL MARKETING STRATEGY & PLAN



Email marketing continues to be an important tool in any integrated marketing mix, and the Metroparks saw great success in 2019 with the revamped email plan. In program evaluations and conversations, email was frequently reported as how a visitor heard about a program. Comparatively, the cost for email marketing is low - making the return much higher. Email offers an organization the ability to send more personalized messages to customers and drive traffic to parks, events and programs that are most interesting to the reader.

The Metroparks will continue to create a more engaged list of followers who frequently open and interact with emails; which in turn can drive traffic to events and recognition for the information being sent.

In 2020, the Metroparks need to build on the successes of 2019 and work hard to hold open rates at a high level. The benchmark open rate for government is 26.5 percent which is one of the higher industry average open rates. Industries like entertainment and ecommerce are only seeing 15-20 percent open rates.

Another important email metric is click through rate (CTR). This tells us how many people are interacting with the links and call-to-actions being included in emails. The benchmark number for government and hobby industries should be 3.65 - 4.78 percent³, so the Metroparks are still performing higher than most in this area. The goal for 2020, would be to make sure every email sent has a call to action to capitalize on our successful CTR.

Proposed 2019 Email Strategy and Goals

In 2019, the Metroparks will attempt to hold the average open rate for all campaigns at the industry benchmark of 26-27.5 percent but will attempt to raise the open rate for campaigns sent to the full list to 21 percent. Largely the strategy will reflect what was started in 2019.

The Metroparks also need to grow and segment the email database. Currently, the full list is just over 85,000. There is a bounce rate on full campaigns of about 16.44 percent which means the list is not clean and the Metroparks are only reaching around 71,100 inboxes. The list needs to be cleaned to remove those hard bounces because they contribute to a lower sender score. Assuming after doing so, the list will drop to about 71,000, the Metroparks would like to see growth of 10 percent over that in 2020. This may not sound like a lot – however, it is important to note that this growth will be organic (not purchased lists) and engaged. It's important to only add contacts that know they are being added and want to receive emails. Why? If they don't, they may mark messages as spam which contributes to a low sender score and makes it more difficult to send emails to others. Or they will not open and engage with emails which will bring previously mentioned rates down. The Metroparks need a clean, engaged list for it to be most successful. It's also important to have a segmented list so that messages can be more directed and personalized. That process began in 2019 when asking for subscribers' email preferences

by park location. Those 13 separate segments will be kept in the back-end of the database for future use if needed, but on a regular basis, emails are sent by district or to full list.

³ Benchmarks: <https://mailchimp.com/resources/email-marketing-benchmarks/>

Each different type of email campaign will have its own branded template. In this way the Metroparks can reinforce the brand identity. It also allows readers to differentiate between the different types of campaigns they are receiving. For example, the monthly newsletter emails will have a branded look that is consistent each month. The bi-weekly eastern district emails will have a different look from the monthly, but a consistent look with themselves each send. Etc.

The following email campaigns will be sent in 2020:

- Monthly Metroparks Newsletter. These will allow the Metroparks to build on the goals of establishing a brand, understanding as a system and staff's expert industry status.
 - 3-5 articles about department projects and content
 - Metroparks Fun Fact
 - Possible other entries:
 - Metroparks Trivia Contest
 - Social media contest tie ins
 - Metroparks ads
 - Pop-up aquatic pricing
- Bi-weekly emails sent per district segmented lists – Upcoming events and programs. These are more sales driven emails
 - The marketing department knows that if someone is interested in a program at one park in a district, it is likely they may drive to another park in that district because it is relatively close to them. Therefore, it's beneficial to send these bi-weekly emails to include information on multiple parks to cross-promote to an engaged audience and drive the understanding of the Metroparks as a system, not silo parks.
 - Interpretive and park staff content driven
- Golf Weekly emails Spring-Fall
 - Feature a course each week and/or a special event that happens there
 - Golf tips or fun facts
 - Coupons and specials to drive traffic
- Special Announcements and Project Updates
 - "One-off" emails will still be sent for things like grant award announcements, ribbon cutting events, special large programs and events, project completion announcements or other large park announcements. Anything where it's needed to draw special attention to.
 - Most times these will be sent to the full list but could be segmented dependent on the announcement.
 - These should only be things that don't fit into the regular email schedule. We want to develop consistency, so readers know when to expect to hear from the Metroparks and are both more likely to read and less likely to mark as spam. The more sporadic emails are, the less strength they have.

Execution Details

The content within monthly newsletters should still reflect the editorial/content and campaign calendars established for the Metroparks. This will reinforce the content so that overlapping stories are being told in different ways on different channels. It will also streamline content creation because it's possible to "recycle" content across multiple channels while telling a more complete overall story as an organization.

The marketing department will create email templates, manage list growth and segmentation and all operational details of maintaining the email strategy. However, they will request and coordinate assistance from other Metroparks staff in the following ways:

- Reach out to interpreters, department heads, park managers and park superintendents on the first week of every month. Marketing staff will ask them to compile topics and content for both monthly newsletter articles and bi-weekly event/program emails.
- Provide staff with themes and suggested articles for monthly newsletters for entire year as part of the campaign calendar provided to staff in January.
- Marketing staff will help guide this process by including in the request any special topics needed from each to support the editorial calendar and the number of articles or events needed and the level of detail of both.
- Marketing staff will require information be back to them by the end of the third week of the month and will put that due date in the request.
- Once content is submitted, marketing staff will spend the fourth week of the month proofing and editing content, adding anything that might be needed, formatting and testing all emails, and scheduling all emails for the following month.
- All articles that are written for the monthly newsletters, will also be posted on the website.
- The marketing department will test email send dates and times until the optimal ones for each list are found.

APPENDIX 4: SOCIAL MEDIA PLAN



Goals

The goals of using social media to promote the parks are as follows:

- Increase and promote brand awareness
- Increase and promote the public's awareness of the Metroparks as a system and all the amenities offered
- Increase the perception of Metroparks staff as expert industry thought leaders
- Reinforce the editorial/theme calendar created for the Metroparks through engaged storytelling
- Create a "social community" to interact with park users, the public and stakeholders
- Inform park users and general public of major press releases, park closures, event reminders, and other announcement worthy pieces
- Increase web SEO by way of involvement on multiple networks
- Increase number of "touch points" with visitors
- Reinforce a loyal following of visitors by way of consistent and professional posting, involvement and responding
- Involve relevant staff members more consistently and successfully
- Diversify content by focusing a post to mention at least one park from each county each week
- Create a sense of FUN around the Metroparks

Networks / Social Media Platforms

The following social media platforms are intended to be used. Content on all channels will be written in the new brand identity and tone to reinforce that message and build consistency:

- Facebook – all audiences. Content more informative with a 60%-40% mix of engaging related content and promotional posts. Used heavily for paid ads. Focus on increasing video posts and Facebook live.
- Twitter – tweets have short lifespan. Twitter users are heavier skewed in the 20's crowd. Use more for news sharing, closures, updates, announcements and real time event and program posts. "News Blotter" model.
- YouTube – establish a more consistent posting schedule and include staff video series to help build reputation as expert thought leaders.
- Instagram – Younger audience. Top channel to reach millennials on social. Content needs to be high quality, interesting, selective images (less snap shot like). More frequent posting required. Great channel for telling brand story in pieces to younger demos. Hashtags are very important.
- LinkedIn – Used to establish a more professional and expert reputation as an organization. Also work to build Amy's, and key staff's, involvement for same purpose.
- Glassdoor – Look into ways to improve employer ratings.
- Snapchat (maybe future) – continue to watch and evaluate to see if it is beneficial to dedicate time to developing a presence

Purpose of Each Platform

Each social media platform was created for a certain reason. They are all a way to interact with people in a space that is constantly becoming more popular. However, each platform reaches a specific demographic and is stronger for certain content and should be utilized for those reasons.

Facebook

Facebook is one of the older and most used social media platforms. Its main goal is to build that social community and brand recognition. A social community is a place where people go to read and interact with each other on a digital space. To build a social community, it's

important to post a mix of relevant and interesting content that intrigues readers and promotion/sales content. The Metroparks will continue to utilize one Facebook page. It is important for brand development that the Metroparks draw understanding to the centralized brand and message before evaluating adding any additional Facebook pages.

Facebook is starting to skew away from younger demos. 51 percent of 13-17-year olds still use Facebook while 81 percent of 18-29-year olds, 78 percent of 30-49-year olds, 65 percent of 50-64-year olds and 41 percent of 65+ year olds do.

Relevant content will engage consumers and entice them to follow postings. In turn they will be learning more about the parks, enforcing the brand image, and ultimately will be more likely to support and visit the parks.

Facebook will also be used for paid advertising in the digital space and sponsored/boosted posts. Facebook has paid targeting options that, when combined with its large user base, make it an effective platform to drive results with a lower comparative cost.

Facebook events have grown in popularity and functionality. The Metroparks will continue to utilize those functionalities. Events and programs will be intentionally selected to create Facebook events around and will frequently boost event pages to drive traffic. Facebook event pages will be created for series programs and regularly post updates about upcoming dates to keep engagement up.

It has become known that Facebook users prefer to only see content from pages they've approved and do not want to be overwhelmed by ads and sales content. It should be common practice to only post to a Facebook page one-three times per day.

Lastly, posts/questions to the page and messages to the page should be answered and/or responded to within four hours, at the most, during regular business hours. An away message for private messages will be set to notify people they will receive an answer during business hours. Having quick response and involvement times increases page rankings and helps improve SEO by showing that the page is active.

Future goals include:

- Doing more with video posts including Facebook Live
- Evaluating the benefits of being more active with Facebook "stories"
- Growing followers
- Creating more engaging content that creates an exciting social experience and is more trend worthy as opposed to just existing.

Reference the implementation section of this social media plan for more information on how the marketing department will coordinate these details.

Twitter

Twitter is a time intensive platform. This is because the average life of a tweet is 18 – 20 minutes. That means, once you tweet, followers who don't see it in the first 18 – 20 minutes, probably won't see it at all. However, Twitter is a large platform that many people check to gauge an organization's relevance, so it is still important to have a Twitter presence. We will have one branded Twitter handle.

Twitter is most popular with people in their 20s. 32 percent of 13-17-year olds use Twitter while 40 percent of 18-29-year olds, 27 percent of 30-49-year olds, 19 percent of 50-64-year olds, and 8 percent of 65+ year olds.

Twitter is more of an instantaneous network, and users can use hashtags and Twitter handles in their tweets, so it is a suitable platform for closures, updates, event updates in real-time, and blog and news content. Hashtags should be used when appropriate. The Metroparks will be creating branded hashtags around certain events and campaigns so that followers can join the conversation and create buzz around the same hashtag and topic.

Lastly, it should be checked at least once or twice a day to respond to tweets directed to, or about, the Metroparks.

Reference the implementation section of this social media plan for more information on how the marketing department will coordinate these details.

YouTube

YouTube will be considered one of the developing networks, even though the Metroparks has had an account for quite some time. Currently, YouTube is only being used intermittently. Video is a powerful medium that generates excitement and viral potential among users/viewers. YouTube does not require “constant” posting. However, the goal should be to post one – two times per week and use paid YouTube pre-roll for video ads.

Possible content for YouTube:

- News segments that the Metroparks are featured in
- Metroparks TV commercials
- Promotional videos and features that other organizations or news stations produce about the Metroparks
- Videos of interesting projects taking place (like a bridge being replaced or prescribed burns)
- Videos from activities at programs and events
- Staff interviews/ video series to build recognition and expert reputation and make the Metroparks more personable
- Videos can, and should, also be shared from YouTube to Facebook or Twitter as appropriate.

Reference the implementation section of this social media plan for more information on how the marketing department will coordinate these details.

Instagram

Instagram is quickly becoming one of the top social media networks. It is particularly popular in the younger demographics of teens and early 20s. Content here is purely photos which makes it different from the other platforms. This is currently the channel where the Metroparks need to concentrate most on growing audience among millennials. Content needs to be high quality, interesting photos. It’s important to avoid posting “snapshot” type photos that don’t show a sufficient amount of detail to make it an engaging photo. Hashtags are extremely important and Instagram stories will need to be tested and evaluated.

By the end of 2020, the marketing department wants to be posting one-two pictures each day with a captivating and engaging caption to encourage interaction on the photos. Instagram is like Twitter in the fact that posts have a shorter lifespan, so multiple posts (without being excessive) is ideal. The Metroparks should engage in using hashtags here as well as Twitter, and work to create some compelling hashtags of their own. In addition to posting one -two photos to the account, time should be spent each day responding to comments on photos and commenting on other user’s photos from parks locations and sharing some of the better one to generate and create “personal” and positive relationships with other Instagram followers and

community users. This helps to establish a following who feels personally invested and involved.

Additionally, the Metroparks will continue to develop Instagram stories and post interactive stories. This functionality continues to grow in popularity, and the Metroparks need to stay relevant for followers.

Influencers (both small, local and national) are very active on Instagram and can generate a lot of brand excitement. There is also a large following of “dog accounts,” which makes it a particularly interesting channel to showcase Officer Parks.

Instagram allows the Metroparks to be a lot more visual and tell the brand story in a compelling way piece by piece. Focus should remain on the younger, trendy audience. 72 percent of 13-17-year old’s use Instagram while 64 percent of 18-29-year old’s, 40 percent of 30-49-year old’s, 21 percent of 50-64 year old’s, and 10 percent of 65+ year old’s use Instagram.

Reference the implementation section of this social media plan for more information on how the marketing department will coordinate these details.

Google Business

Google uses their business pages to feed logos, photos, hours, website, phone numbers and map locations to their search results when somebody performs a search on google. You have probably noticed them when searching a business name or “XYZ businesses in my area”. They often show up on a map and when clicked have pictures and information available. For this to happen, businesses (or organizations) must “claim” those locations and make a page for each address.

Having Google business pages increase a website’s SEO and its brand relevance in google searches. The goal would be to maintain our Google business page for each park address and associate a description, our logo, and photos of that park with each individual page. All those pages would be linked to the website and associated to the administrative office address.

LinkedIn

LinkedIn is the number one platform when it comes to B2B social media marketing. Known for connecting professionals, LinkedIn has more than 590 million registered users.

29 percent of 18-29-year old’s use LinkedIn, while 33 percent of 30-49 year old’s, 24 percent of 50-64 year old’s, and 9 percent of 65+ year old’s use LinkedIn.

The Metroparks goals with LinkedIn are to build a more expert reputation of the organization and to increase the director’s and key staff’s presence for the same reasons. This is another way to support the goal of being recognized as thought leaders in the industry who should be included in related conversations and presentations.

Social Media Implementation Plan

Social Media Contributors and Content Calendars

Clear and defined roles need to be assigned to eliminate any questions and confusion as to who is responsible for contributing to, and maintaining, these platforms.

Monthly Themes – including but not limited to

The editorial/theme calendar should serve as a guidepost for the topic of the content in the following calendars for each social platform. The individual network content calendars will explain the “types” of posts. The monthly themes will help direct topic of each individual post. This theme calendar will continue to develop as we work with the public relations firm to set an editorial content calendar, and as community trends shift, this calendar will also be updated. They should mimic and complement each other to send stronger more consistent messaging across all channels. The Metroparks want the same story and conversation taking place in all communication channels; the difference is that story will be told differently, and the conversation will take place differently, dependent on platform norms.

January: Winter Activities

February: Maple Sugaring, shelter reservation reminders, camping reservations open, Winter Activities

March: Maple Sugaring, spring and summer camp registration, Easter, Ag week, Babies Babies

April: Golf Course Openings, Easter, Spring Activities, Bird returns, Babies Babies, Earth Day

May: Summer activities, Water Facilities, Summer Camps, Art Fair, Summer Concert Series, Golf, Marinas, Family picnics/events, Brand rollout, Interpretive/Farm Centers, Annual pass/toll scanning, Camping, Mother’s Day

June: Firework, MI Philharmonic, Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/events, Interpretive/Farm Centers, Camping, Father’s Day

July: Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/events, Brand Rollout, Interpretive/Farm Centers, Parks and Rec Month, Camping

August: Water Facilities, Summer Activities, Golf, Marinas, Family Picnics/events, Interpretive/Farm Centers, Movies in the Park Series

September: Fall Activities, Halloween programs, Interpretive/Farm Centers,

October: Fall Activities, Halloween programs, Interpretive/Farm Centers

November: Next Year Annual Permits, End of Fall, Giving Tuesday, Opt Outside, Holiday Events, Brand Rollout

December: Gift Giving, Annual Permits, Holiday Events, Brand Rollout, Winter Activities

Year-round themes: Grants, Natural resources and Stewardship, email sign up, brand messaging, Trails, weddings, Event calendar

Facebook

As this is the network with the most use currently, there are already multiple contributors involved.

Danielle Mauter – Admin

Hilary Simmet– Admin

Gina Aguzzi – Admin

Interpretive Supervisors and Park Managers – Possible Limited Editors

Content Calendar

Suggested posting topics for the page week one of each month:

Monday	<p>Good morning from ___: share a photo or video first thing in the morning from somewhere in the parks. Tie in nature/science/parks facts about mornings when appropriate.</p> <p>Afternoon: Share an upcoming event or program</p>
Tuesday	<p>Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips.</p> <p>Afternoon: Share a video from the parks.</p>
Wednesday	<p>Golf post (during the open season).</p> <p>Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.</p>
Thursday	<p>Brand messaging post or try a new creative post content</p> <p>Afternoon: staff video series. Record interpreters teaching about a topic and experiment with doing them as Facebook live and then uploading to YouTube as well. Can expand to other areas of staff to teach about Natural Resources, park equipment tips, disc golf tutorials, etc. Some fun, some serious.</p>
Friday	<p>#FBF = Flash Back Friday #RetroParks. Feature a fact and/or picture of park history.</p> <p>Afternoon: brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes.</p>
Saturday	<p>#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.</p>
Sunday	<p>Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts.</p>

Suggested posting for the page week two of each month:

Monday	Lunchbreak with Nature: Share a fact about nature at noon. Link it to an article on a reputable website that supports the fact that is shared.
Tuesday	Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips. Afternoon: Share information about an upcoming event or program.
Wednesday	Golf post (during the open season). Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.
Thursday	Share information about an upcoming event or program. Natural Resources focus – share a fact or story from our Natural Resources department. Link to one of our news or blog articles or videos when possible.
Friday	Brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes. Afternoon: Remind followers to sign up for our email list.
Saturday	#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.
Sunday	Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts.

Suggested posting for the page week three of each month:

Monday	<p>Brand messaging post or creative content</p> <p>Goodnight from ____: share a photo or video of sunset or nighttime from somewhere in the parks OR of a nature/science/parks fact about evenings/night (i.e. nocturnal animal facts, what plants do at night, moon and stars facts, etc.).</p>
Tuesday	<p>Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips.</p> <p>Afternoon: Share information about an upcoming event or program.</p>
Wednesday	<p>Golf post (during the open season)</p> <p>Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.</p>
Thursday	<p>Share information about an upcoming event or program</p> <p>Afternoon: Video content.</p>
Friday	<p>#FBF = Flash Back Friday #RetroParks. Feature a fact and/or picture of park history.</p> <p>Afternoon: brand messaging post. Write content around our brand statements to reinforce those themes.</p>
Saturday	<p>#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.</p>
Sunday	<p>Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts</p>

Suggested posting for the page week four of each month:

Monday	Brand messaging post. 6pm: Dinner with #yourMetroparks. Post about dinner traditions. Look for animal eating patterns, healthy eating/living, cultural traditions that involve eating outside, farm center information that can be shared about dinner, etc.
Tuesday	Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips. Afternoon: Share information about an upcoming event or program.
Wednesday	Golf post (during the open season) Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.
Thursday	Share information about an upcoming event or program. Afternoon: Can you guess it? – try to increase page engagement by sharing a photo and/or trivia question to see if followers can guess it. Examples are park trivia, a close-up photo of a piece of recreation equipment with a hint to what it is, close up of an animal part or plant, etc.
Friday	Brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes. Afternoon: Remind followers to sign up for our email list.
Saturday	#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.
Sunday	Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts.

The goal of this schedule is to establish consistent content always being posted. However, this calendar is a guideline and staff will always be looking for new engaging ways to post content on social media related to current trends and the parks. Marketing staff are also responsible for responding to messages, questions and comments on this page. If they do not know an answer, they should call or email to the appropriate staff person to find the answer and then respond.

The marketing department will continue to utilize Hootsuite social media management to make this process easier. Pre-determined content will be pre-scheduled. If announcements (such as closures, reminders, cancelations, etc.) are needed, park staff and interpreters should text/email them to marketing staff as soon as they can, and those will be posted immediately.

From time to time there is also the possibility to host Facebook contests, giveaways or similar promotions.

In all cases, posts should link back to the website (when it makes sense) to drive more traffic to that information and improve SEO by way of increasing page traffic.

Other Facebook Content Ideas and Policies to Follow

- #Metroparksminute video series (start this one on YouTube as a Vlog concept and consider adding it to Facebook once it becomes more established).
- Would like to start posting some cleverly written posts about tips to creative healthy living in the parks
- If Flashback Friday stops performing well, switch it out periodically with Fun Fact Friday instead and have a running game of parks trivia those days. Possibly even award prizes.
- Promote the email list sign up.
- Share blogs.
- Grant announcements and updates.
- Construction project updates.
- Closures and announcements.
- The profile picture should be the logo.
- The cover photo should be changed each month to be season specific and interesting.

Facebook Events

Event pages are a great way to drive excitement and traffic around events and programs. The marketing team will work with interpretive staff and park staff to determine the appropriate number (and specific events) of Facebook events that can be live at any given time. Marketing staff will then create and publish the event pages. The tone and grammar of posts must be accurate and consistent with our brand. Staff given access will be trained on this process and issues will be addressed as necessary. Users who have responded as “interested” or “going” to Facebook event pages receive notifications every time a host posts to the newsfeed of an event page. Posting to these pages creates continual excitement around the event and should be utilized in larger events.

In the first few months of 2020, marketing staff will experiment with creating event pages for all series programs. All dates of occurrences will be added, and the schedule of topics will be added to the description. Before each occurrence, the cover photo will be swapped to reflect the next coming topic. If this creates additional attendance for these programs, the process will be continued later in the year as well.

Facebook ads and boosting (Paid Content)

The marketing team will use Facebook advertising to meet our overall marketing goals. Ads will be placed in line with the goals and strategies in the overall marketing plan.

Facebook Roles and Responsibilities

Marketing Team:

- Will write and schedule all regular content from calendar above.
- Will create and coordinate all paid Facebook advertising.
- Will answer all questions, comments and messages, and will call or email parks staff when unsure of an answer before answering.
- If a complaint comes through Facebook, Marketing team will politely respond appropriately and will also pass the complaint on to the appropriate department, director and deputy director.
- Will work with interpretive supervisors and park ops staff to set each month's list of Facebook event pages.
- Will create and post all Facebook event pages.
- Will update the page's cover photo each month.
- Will ensure the profile picture remains correct.

Interpreter Supervisors:

May send closures, programming changes, programming details to share and announcements forward to marketing and marketing team will get them posted a timely manner. Please give 48 hours' notice whenever possible, understanding that closures are often immediate.

Parks Operations Staff and Others:

May send closures and announcements forward to marketing and marketing team will get them posted a timely manner. Please give 48 hours' notice whenever possible, understanding that closures are often immediate.

Google

Google likes their own products, so any time we utilize a google platform service it helps build SEO with content and updates that are easy for google to index and rank.

Google+ business pages make searching for locations, local businesses, and local services easier and more interactive. Google uses these to place search results on a map with logos, pictures, hours, website, phone number, reviews, videos and other content that is linked with that location's Google+ business page. The Metroparks want pictures, logos and descriptions to pop up when somebody conducts a search for "parks in the area" or even a particular park they know the name of.

The marketing department will need to check these listings once a month to make sure they are accurate. Sometimes Google will make automatic changes to them if enough users make suggestions and those changes aren't always accurate (like hours and phone numbers). The

Metroparks should also work with google to get all our locations shaded in green in google maps and ensure they are all accurate.

Paid ads will also be placed on the Google display network and paid search. Paid search can help us rank better in search results for certain keywords and events and display the link the Metroparks want people to see for those keywords.

Twitter

Twitter users are more accustomed to getting their “news” from twitter and sharing news or following celebrities. Tweets also have a very short life span. Therefore, the strategy for this channel needs to be time limited.

Twitter will become a more “news centric” social channel. The Metroparks will use Twitter to post ticket sales and registration opens for major events, when parks and beaches close and re-open, when a major announcement needs to be made and at major events, when we’re featured in stories or post stories ourselves, etc. Similar to a “news blotter.”

It will be used for real time posting from major events to attempt and create buzz around an event name or hashtag.

The Metroparks will also tweet about preparations for major events and projects to give followers an inside scoop on parks operations. When doing this staff will also be sure to use the correct hashtags.

The theme of the content, should reflect the editorial/theme calendar. Across all social channels the Metroparks want a consistent theme and conversation; the conversation is just tackled a little differently based on each channel’s norms.

Each week:

Monday	Share a news story or re-tweet a mention from over the weekend OR tweet announcements about projects, awards, grants, surveys, etc.
Tuesday	Brand statement related post
Wednesday	Tweet a video from our YouTube Channel Retweet a mention, picture or related story
Thursday	Share a story/article from our website or newsletter
Friday	Share a story/article from our website or newsletter OR tweet announcements about projects, awards, grants, surveys, etc.
Saturday	Real time posting from park events
Sunday	Real time posting from park events

Closures, openings and major announcements will be tweeted as soon as they are known about.

Twitter Roles and Responsibilities

Marketing Team:

- Will write and schedule all regular content from calendar above.
- Will create and coordinate all paid advertising
- Will answer all questions, comments and messages, and will call or email parks staff when unsure of an answer before answering.
- If a complaint comes through Twitter, the marketing team will politely respond appropriately and will also pass the complaint on to the appropriate department, director and deputy director.
- Will update the page's cover photo each month.
- Will ensure the profile picture remains correct.

Interpreter Supervisors:

The marketing department will work with interpretive supervisors, park managers, and park superintendents to determine a team of staff that should have Twitter and Instagram abilities. The Marketing team will then train these staff on the proper ways to use and post to Twitter and Instagram and make sure they each understand their role in doing so. Marketing will then be available to answer questions and monitor posting. If any team member is not posting and operating the way they should, Twitter and Instagram access will be revoked from that staff person.

Parks Ops Staff and Others:

May send closures and announcements forward to marketing and marketing team will get them posted a timely manner. Please give 48 hours' notice whenever possible, understanding that closures are often immediate.

The marketing department will work with interpretive supervisors, park managers, and park superintendents to determine a team of staff that should have Twitter and Instagram abilities. The Marketing team will then train these staff on the proper ways to use and post to Twitter and Instagram and make sure they each understand their role in doing so. Marketing will then be available to answer questions and monitor posting. If any team member is not posting and operating the way they should, Twitter and Instagram access will be revoked from that staff person.

YouTube

Video is becoming increasingly more important online and in social media. The Metroparks will post a short video on YouTube as part of our #metroparkminute video series weekly. The topic will be reflective of the editorial/theme calendar previously described. Again, the conversation is the same, just a different channel and way of telling it.

Also, on YouTube will be any other videos created about the parks including any TV commercials or promotional videos. At least once a month (bi-weekly as it becomes easier to

facilitate), we will post a video of a staff interview discussing a relevant topic. This will reinforce the expert level of our staff and our knowledge as an organization.

YouTube pre-roll will be used for paid ads utilizing our produced TV commercials or event promo videos. Pre-roll are the video commercials a user sees before the video they selected. They can usually be skipped after 10 seconds, and if they are it doesn't count as a view and isn't charged. However, if a video ad is compelling enough to get users to watch the whole thing, it counts as an ad view and helps spread awareness.

The part-time marketing assistant will also develop a set of promo experience videos for each park to be posted on YouTube. The marketing assistant will also shoot and develop the staff video series.

Videos to produce and post:

- #MetroparkMinute
- Staff interviews
- Summer Camp promo video
- Park promo videos
- Interpretive center promo videos
- Event specific promos
- Project updates
- Educational videos such as interpreters teaching about a seasonal topic that could be used by teachers or Natural resources projects taking place.

Weekly schedule:

Monday	
Tuesday	Staff interviews (monthly and then Bi-weekly)
Wednesday	
Thursday	#MetroparkMinute
Friday	Park promos (released as available)
Saturday	
Sunday	

Instagram

There will be one Metroparks Instagram account. However, there will be a more dedicated focus on growing the Instagram presence as it continues to be a channel growing in popularity and impact. Therefore, the marketing department will be sharing roles with interpreters and park staff on Instagram posts.

The Metroparks will have a dedicated content calendar for Instagram as seen below. This content calendar will include regular posts scheduled ahead of time by marketing staff and will also include more real time posts from interpreters and park staff on a day to day basis. This strategy is like what National Geographic and other large organizations use to post engaging content from multiple locations and times. This will allow for a more impactful presence closer

to Instagram norms. Some of the content overlaps with what is being posted on Facebook. The photo and/or photo subject should be trendy with interesting angles for Instagram.

The Metroparks will continue to experiment with stories to determine the best way for them to be used for Metroparks. Initially, the marketing staff will utilize stories three times a week and experiment with the content that drives the most engagement in them.

The Metroparks will investigate guest “take-overs” where the Metroparks either take over another related account for a period of time to share Metroparks content with their followers or where the Metroparks engage a social influencer to write content for their Instagram page and share it as themselves having an experience and tagging our locations and hashtags.

Instagram continues to be a network where posts are short lived and very tied to a location. Each post can be tied to a location, and should be, for search purposes. It is also heavily dependent on hashtags and many users follow certain hashtags. It is important for the Metroparks to use their own set of branded hashtags as well as adding to the conversation of popular hashtags when it is aligned to their goals and operations. Using these popular hashtags will help deliver Metroparks content to users that have a similar interest and possibly result in new followers and then new visitors. Marketing staff will look for popular hashtags.

Staff are encouraged to also share with the team when they find some new ones that are trending.

The marketing department will work with interpretive supervisors, park managers, and park superintendents to determine a team of staff that should have Instagram abilities. The Marketing team will then train these staff on the proper ways to use and post to Instagram and make sure they each understand their role in doing so. Marketing will then be available to answer questions and monitor posting. If any team member is not posting and operating the way they should, Instagram access will be revoked from that staff person.

Currently, Instagram only allows one username and password per account. Therefore, the login will be shared across users and they are NEVER to change the login credentials. Marketing will maintain the account, profile picture and login credentials at all times and disseminate that information to all others in the Instagram team.

Content on Instagram, much like all the other channels in this document, will reflect the editorial/theme calendar detailed previously so that the conversation is consistent across all channels. However, the quality of the photos on Instagram are of utmost importance. They need to be high quality and/or interesting angles to attract engagement. It is not enough to share a “snapshot” on Instagram. They need to be photos that reflect the brand positioning and are close enough to show the detail and interest of the subject matter being reflected.

The Metroparks need to keep in mind that the Instagram audience skews to the younger demos, we need to focus on topics and activities that they can see themselves in OR spin those other topics in a way that relates to them. Staff on the Instagram team will also be trained on this and have input into how we do that.

Monday	<p>(week 1 of the month) Good morning from ____: share a photo or video first thing in the morning from somewhere in the parks. Tie in nature/science/parks facts about mornings when appropriate.</p> <p>(week 2 of the month) Lunchbreak with Nature: Share a fact about nature at noon. Link it to an article on a reputable website that supports the fact that is shared.</p> <p>(week 3 of the month) Goodnight from ____: share a photo or video of sunset or nighttime from somewhere in the parks OR of a nature/science/parks fact about evenings/night (i.e. nocturnal animal facts, what plants do at night, moon and stars facts, etc.).</p> <p>(every week) Brand Statement related post tying one of our brand statements to a related photo and call to action.</p>
Tuesday	<p>Brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes.</p> <p>Interactive Instagram stories post</p> <p>(Week 4 of the month) Can you guess it? – try to increase page engagement by sharing a photo and/or trivia question to see if followers can guess it. Examples are</p> <p>park trivia, a close-up photo of a piece of recreation equipment with a hint to what it is, close up of an animal part or plant, etc.</p> <p>Posts from the Eastern District Interpretive Centers and parks – real time.</p>
Wednesday	<p>Golf post (during the open season)</p> <p>Posts from the Western District Interpretive Centers and parks – real time.</p> <p>Interactive Instagram stories post</p>
Thursday	<p>Posts from the Southern District Interpretive Centers and parks – real time.</p>
Friday	<p>(Week 1 of the month) #FBF = Flash Back Friday. Feature a fact and/or picture of park history.</p> <p>Interactive Instagram stories post</p> <p>Posts from the Interpretive Centers and parks – real time. Any location.</p>
Saturday	<p>#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.</p> <p>Posts from the Interpretive Centers and parks – real time. Any location.</p>
Sunday	<p>Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts.</p> <p>Posts from the Interpretive Centers and parks – real time. Any location.</p>

Special Topics

Legal Matters

On ANY social media channel, any time there is a post, question, message, comment, etc. that addresses an injury, theft, employee issue or legal matter in any way. Staff is not to respond. The Chief of Marketing and Communications will alert the Director, Chief of Police and appropriate staff aware and ask for instructions on how it is to be handled after that.

Controversial Topics

Occasionally, followers will attack the parks in posts, comments or reviews in their opinions of the parks or park policies. If a question or controversial topic arises, staff will not argue back with followers. The marketing team will post the official factual statement that has been decided by leadership and let followers argue back and forth among each other.

If inappropriate language is used by the public on our pages, those posts and comments will be deleted.

Photos and Video for Social Media

All staff members are encouraged to take photos and videos within the parks and share those photos with Marketing staff. Marketing will create and make available a one-page cheat sheet on guidelines for taking and sharing photos and videos and make release forms available in hopes of growing our bank of high quality social images.

Marketing staff will create some internal contests around photo and video content to encourage staff to take and share their photos.

A photo sharing system will be put in place by May 1 to allow for a full summer's worth of sharing.

APPENDIX 5: MEDIA BUYS BUDGET



TOTAL MEDIA SPEND = \$609,600

Full year - Out of Home	\$	70,000.00	2019 = \$14,000 for 7 months
Full Year - Digital and Social ad placements full year	\$	90,000.00	2019 = \$49,000 for 7 months
Winter Activities and Maple Sugaring Brand Campaigns (mix of radio, outreach pieces to schools and groups, print ads and grassroots efforts)	\$	18,000.00	
Spring/Summer Brand Campaign - TV and video ads	\$	98,000.00	2019 = \$42,000
Spring/Summer Brand Campaign - Radio	\$	56,000.00	2019 = \$21,000
Spring/Summer Brand Campaign - Print	\$	40,000.00	2019 = \$14,000
Direct mail campaign around Lake Erie (summer)	\$	30,000.00	
direct mail or local insert campaign around Hudson Mills (summer)	\$	15,000.00	
Direct Mail or local insert campaign around Wolcott (summer)	\$	15,000.00	
Golf digital/social placements (50%)	\$	12,500.00	Each course budgeted for \$5,000 similar as previous years. That is a total of \$35,000 and some is spent on golf show booth.
Golf radio (35%)	\$	8,750.00	
Golf (15%)	\$	3,750.00	
Fall Brand Campaign - TV and video ads	\$	10,000.00	
Fall Brand Campaign - Radio	\$	8,000.00	2019 = \$11,000
Fall Brand Campaign - print ads	\$	8,000.00	2019 = \$8,000
Oakland County Moms yearlong campaign	\$	8,100.00	
Metroparent year-long advertising	\$	12,000.00	
2021 Annual Pass, holidays and gifts campaign media buys (Print and radio)	\$	15,000.00	2019 = \$9000

Hiring/ jobs advertising	\$ 8,000.00
Easter Media Campaign (small local print ads in select locations)	\$ 3,000.00
Shelter/special event rental promotional Campaign	\$ 10,000.00
Summer camp advertising	\$ 2,500.00
Fireworks advertising campaign (local print ads around parks hosting Fireworks)	\$ 5,000.00
Movies in the Parks advertising campaign (local print and radio)	\$ 9,000.00
Hudson Mills Signature event advertising campaign	\$ 10,000.00
Lake Erie Signature Event advertising campaign	\$ 5,000.00
Lake Erie Boat/Bike event advertising campaign	\$ 3,000.00
Lake Erie Hawkfest advertising campaign	\$ 3,000.00
Metro Beachfest event advertising campaign	\$ 10,000.00
Summer Concert Series advertising campaign	\$ 8,000.00
Advertising campaigns for interpretive series programs and additional events throughout the year	\$ 15,000.00

Some Notes

- The Summer 2019 campaign started late (July 1) and frequency seemed low. We didn't see the results we hoped for. The 2020 summer campaign would run Memorial Day weekend - second week of August. The budget for this is a little more than double to increase frequency. 2020 is a political campaign year and we will have to spend more than usual on the same frequency and utilize more non-traditional video avenues in the "TV" line item such as OTT digital video, pre-roll and streaming commercials.
- In 2019 we spent roughly \$40,000 on digital and social ads and we started in late July and ran through December. In 2020 the budget is \$90,000 for the entire year.
- Detroit Metro radio market is expensive to get onto the major stations and 2020 is a political year meaning pricing goes up and availability goes down. The 2020 summer radio budget is a little more than double what was done last summer to increase frequency and reach and diversify our radio mix.
- We did very little with print in 2019, but 2020 we need to be more localized and looking for local niche publications we can build relationships with through print ads in hopes of better editorial coverage. Also, a way to get deeper into communities instead of larger over-arching publications.
- Would like to try an every-door-direct mailing in spring/summer to promote park amenities and programming in some of the lesser visited parks. Lake Erie would be the first test site because the demographics and habits of the down river audience and the excitement currently in the region of changing their identity pair well with this type of effort. The current target is a mailing of 30,000 homes in the radius surrounding the park. Wolcott would be the second test site because it's identity is lesser known and its amenities even more so lesser known. The quantity would be lower than Lake Erie because the residents are further spread out in the area around Wolcott, so a drive time radius would include less homes to deliver to. That would make this mailing slightly less

expensive. Hudson Mills would be the last test site because the demographics and reach of the surrounding area. This is a lesser amount because it is an easier sell currently and the population around the park is more dense than Downriver meaning more word of mouth spread from a mailing potentially. If successful, further direct mail opportunities will be considered in 2021 such as the City of Detroit or around other Metroparks locations.

- Out of Home will be easier to avoid some of the political "noise" in 2020 media. In 2019 we were only running on 2-3 boards at any one time with one provider. We budgeted a fairly large increase to be able to place on more boards in more locations and run almost a full year with some break on our slower seasons.

APPENDIX 6: CAMPAIGN CALENDAR



Campaign Name	Campaign Dates	Marketing Mix
New Years	January	email, social
Annual Passes/Trade-up Program	Jan - Mar; Jun - Jul	email, social, radio, print, in park A-frames
Winter Activities	Jan - Feb	Print, Radio, TV, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Barn Dance - Kensington	February	email, social, digital, in park A-frames
Camping pre-season reservations	Feb - Mar	email, social
Shelter reservations - Pre-season	Jan - Mar	email, social, press release, print, related org networking, digital
Marina Reservations	May - Aug	social, related org networking
Speed Dating: Animal Edition - Stony Creek	February	email, social, press release
Prohibition Weekend - Lake Erie	February	email, social, press release, in park A-frames
Seasonal Hiring	Feb - Apr	email, social, press release, radio interviews, related org networking, digital, out of home, In Park A-frames
Volunteering	Apr - Nov	email, social, press release, Out of Home, related org networking
Kensington Farm Center Spring Festival	April	email, social, In park A-frames
Salamander Migrations	March	email, social, press release
Spring Field Trips	Jan - Mar	email, related org networking, print, digital
Back-to-school/Field trips	Jul - Sept	email, related org networking, print, digital
Maple Sugaring	Feb - Mar	email, social, press release, digital, radio. Out of home, In Park A-frames
Owl Fest - LSC	Mar - Apr	email, social, digital, related org networking, in Park A-frames
Sheep Shearing and Fiber Fair - Wolcott	April	email, social, in Park A-frames
Vernal Pond Day - Hudson Mills	April	email, social
Babies Babies - Wolcott	Mar - Apr	email, social, press release, digital, out of home, print, in Park A-frames
Native Plant Sales	May	email, social, press release, In Park A-frames
Spring Color Fling	Apr - May	email, social, digital, in Park A-frames
Golf	May - Oct	email, social, print, radio, video, digital, Out of Home
Summer Camps	Feb - May	email, related org networking, print, digital, radio, in Park A-frames

Summer Fun	Apr - May	email, related org networking
Easter	Mar - Apr	email, social, digital, print, in Park A-frames
Earth Day	April	email, social, press release, related org networking, in ParkA-frames
Mother's Day	May	social
Voyager Canoe	Jun - Aug	email, social, related org networking, press release, in Park A-frames, flyer
Father's Day	June	social,
Hayrides/Sleighrides - Kensington	All year	email, social, digital, in Park A-frames
Pool passes/Summer prep	Mar - May	email, social, digital, radio, print, Out of Home, related org networking, in Park A-frames
Educational Opportunities/educational grant opportunities	Apr - May, Jul - Aug	email, print, related org networking, flyers
Summer - General Brand	May - Labor Day	Print, Radio, TV, Video, Out of Home, social, digital, email, outreach, press releases
Summer Concert Series	May - Jul	email, social, digital, print, radio, in Park A-Frames
MI Philharmonic - Kensington	July	email, social, digital, print, radio, in Park A-frames, press release
Princess Tea - Wolcott	June	email, social, related org networking,
Dairy Day - Wolcott	June	email, social, digital, press release, print, in Park A-frames
"Pop" up Pool/water facility pricing	May - Aug	email, social, radio, media outreach, in park A-frames?
Great American Campout - LSC	June	email, social, digital, press release, in park A-frames
Fireworks	Jun - Jul	email, social, digital, press release, print, in Park A-frames
Voyager Encampment	August	flyer, email, social, related org networking
Colonial Kensington	August	flyer, email, social, related org networking
Movies in the Parks	Jul - Aug	email, social, digital, print, Out of Home, related org networking, in Park A-frames, press release
Summer Discovery Cruises - LSC	Jun - Jul	email, social, press release, related org networking
Metro Beachfest	Jun - Jul	email, social, digital, print, radio, Out of Home, related org networking, in Park A-frames, press release
Lake Erie Signature Event	Jun - Jul	email, social, digital, print, radio, Out of Home, related org networking, in Park A-frames, press release
Hudson Mills signature event	May - Jun	email, social, digital, print, radio, Out of Home, related org networking, in Park A-frames, press release

Annual Surplus Auction	September	email, social, press release, in Park A-frames
Tons of Trucks Kensington	September	email, social, press release, print, in Park A-frames
Hawkfest	September	email, social, digital, print, radio, related org networking, in Park A-frames, press release
Fall - General Brand and Programs	Sep - Nov	Print, Radio, TV, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Marina Halloween by the Lake - LSC	Sept - Oct	email, social, in Park A-frames
Holiday Programs	Nov - Dec	Print, Out of Home, social, digital, email, press releases, in Park A-Frames
Opt Outside	November	email, social, press release
Giving Tuesday	Nov - Dec	email, social, press release
2021 Annual Passes on Sale	Nov - Dec	Print, Radio, Video, Out of Home, social, digital, email, outreach, press releases, in Park A-Frames
Accessible Playground build/opening	TBD	Press release, email, social, print, media event
Updates on capital projects	TBD - ongoing	Press release, email, social
Oakwoods New Displays	May - Jun	Press release, email, social, print, media event
DIA Inside Out Displays	TBD - ongoing	press release, email, social, digital
DNR Trust Fund Grant Awards	January?	press release, email, social
Lake Erie Shoreline Project	TBD - ongoing	press release, email, social
City of Detroit Parks Partnership Projects	TBD - ongoing	press release, email, social
Scouting Programs	All Year	Email, flyer, social, related org networking, niche print
Homeschool Programs	Aug - Jun	Email, flyer, social, related org networking, niche print

Series Programs

These campaigns run all year. Each series will create a flyer for full year calendar, share with related groups, include in emails as possible and create Facebook event page with all occurrence and schedule of dates and topics then update as next occurrence approaches.

Lake St. Clair
- Little Critters
- MI Wild
- Birding Programs
- Heritage Skills
- Paint Like Bob Ross
Wolcott Farm & Historic Centers
- Harness and Hitch
- Wolcott Bee Club
- Walk in Wednesday
- Grist Milling with the Wolcotts
Stony Creek
- Nature Tales
- Paint & Punch
- Birding Programs
Indian Springs
- Family Discovery Days
Kensington Farm Center
- Chow Time at the Farm
- Homesteading & Hobby Farming
- Fun on the Farm
Kensington Nature Center
- Little Critters Nature Hour
- Chickadee Chow Down
Hudson Mills
- Young Outdoor Explorers
- Neat-ure Crafts
- Nature Play
Oakwoods
- Tadpoles
- Explorer's Club
- Nature at Night
- Yoga in the Park
- Evening Adventures
- The Wild Readers Book Club
Lake Erie
- Crack 'O Dawn Coffee Club
- LENS CAP
- Citizen Science Saturdays





To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Purchasing Policy
Date: January 3, 2020

Action Requested: Motion to Approve

That the Board of Commissioners' approved the Purchasing Policy as recommended by Director Amy McMillan and staff.

Background: Attached for review is the updated purchasing policy for review, discussion and approval at the Jan. 9 meeting.

Attachment: Purchasing Policy



**HURON-CLINTON METROPOLITAN AUTHORITY
ADMINISTRATIVE / EXECUTIVE ORDER**

Effective Date: 1/9/2020

Supersedes Policy Dated: 5/9/2013

PURCHASING POLICY

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1. Policy

The Huron-Clinton Metropolitan Authority (Metroparks) will engage in purchasing activities that are fair and equitable, and which provide the maximum purchasing value for public funds. The Metroparks will implement procedures designed to maintain a procurement system of quality and integrity. The provisions of this policy conform to the Metroparks bylaws and applicable code, laws and regulations.

a. Operational Guidelines

It is the intent of this Policy to maximize the purchasing power and value of public funds through procurement policy that maintains a system of quality and integrity and promotes efficiency, effectiveness and equity in public purchasing. It is the goal of this Policy to recognize the obligation to the taxpayers to maximize the purchasing power of public funds to gain the best value for our residents. The Metroparks will comply with all applicable federal and state laws concerning public purchasing.

b. Application

This Policy applies to the procurement of supplies, goods, equipment, services, and construction entered into by the Metroparks after the effective date of this Policy. It shall apply to every expenditure of public funds by the Metroparks irrespective of the source of the funds. When the procurement involves the expenditure of federal or state assistance or contract funds, the procurement shall be conducted in accordance with any applicable federal or state laws and regulations. Nothing in this Policy shall prevent complying with the terms and conditions of any grant, gift, or bequest that is otherwise consistent with law.

c. Administration

This Policy shall be administered by the Purchasing Department under the auspices of the Deputy Director. All formal solicitations shall follow this policy and procedures.

2. Authority and Statutory References

The Board of Commissioners may establish such rules and regulations regarding the business concerns of the Metroparks as the Board considers necessary and proper.

a. Review Period

The Finance Department will review this Policy at least once every five years and will make recommendations for changes to the Board of Commissioners.

3. Funding

a. Sales Tax Exemption

The Metroparks shall not be charged or pay sales tax. Metroparks, as a Michigan Municipal Corporation, is exempt from sales tax as provided in Act 167 of Public Acts of 1933. MCL 205.54h, and the Michigan Sales and Use Tax Rule, 1979 MAC Rule 205.79, which provide that sales to the United States government, the State of Michigan, and their political subdivisions, departments and institutions are not taxable when ordered on a Purchase Order and paid for by warrant on government funds. In the alternative, the government may claim exemption at the time of purchase by providing the seller with a signed statement to the effect that the purchaser is a governmental entity.

The issuance of a Metroparks Purchase Order or a Michigan Sales Tax Exemption Certificate does not, by itself, mandate the seller to exempt the sale. Therefore, all departments shall utilize Metroparks Purchase Order and accounts payable system to the fullest extent possible when purchasing and paying for tangible personal property while still adhering to the other provisions within this Purchasing Policy.

b. Grant Funded Purchases

Grant funded procurements will follow all grant procurement requirements and guidelines.

4. Roles of the Engineering and Purchasing Departments In Procuring Goods and Services

- a. The Metroparks Engineering Department will create, and issue bid documents (solicitations) and manage the purchasing process for goods and services in which Engineering staff are substantially engaged. Solicitations issued and managed by the Engineering Department are often construction-related projects, and also includes the procurement of architectural services, specialized hardware, engineering equipment, infrastructure maintenance and repair services, and other goods and services that require the supervision of the Engineering Department.
- b. The Metroparks Purchasing Department will create and issue solicitations and manage the purchasing process for good and services that do not require substantial supervision of the Engineering Department. Solicitations issued and managed by the Purchasing Department includes, but is not limited to software and hardware, vehicles, lawn and farm equipment, furniture, outdoor furnishings, chemicals, logo wear, food and beverage items and services, waste management services, as-needed trade services, professional services for auditing, trail development, project management, marketing, etc.

5. Procurement Guidelines, Exceptions and Dollar Thresholds

a. Exceptions to Competitive Procurement Requirements

1. **Emergency Purchases.** Whenever there is an imminent threat to the public health, safety or welfare of the Metroparks or its citizens, the Metroparks provides for the necessary purchases within the following thresholds:

b. Purchases \$2,500 and above to below \$25,000:

In the event that the purchase is in response to an emergency to protect public health, the safety or welfare of people, property, or any situation that is otherwise deemed an emergency by the Director or Deputy Director, a purchase may be made without obtaining a second or third quotation. The Director or Deputy Director must approve the purchase, either verbally or in writing, before the purchase is made. Documentation explaining the nature of the emergency must be attached to the invoice. In the event that time permits the creation of a purchase order, documentation must also be attached to the purchase order.

Approval: With the exception of an emergency purchase as discussed above, the Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Department and the Director. All purchases \$10,000 and over will be reported to the Board of Commissioners at the next regular monthly meeting.

c. Purchases \$25,000 and above up to \$200,000:

In the event that there is an imminent threat to the public health, safety or welfare of the Metroparks or its citizens the Chairperson of the Board of Commissioners and the Metroparks Director may authorize the award of a contract up to \$200,000, utilizing competition as may be practical and reasonable under the circumstances, for the emergency purchase of supplies, materials, equipment, services or construction. Such purchase must be reported to the Metroparks Commissioners for affirmation at the next regular meeting of the Board of Commissioners.

1. **Cooperative Purchasing.** The Metroparks may join in cooperative purchasing arrangements with other government units and public entities. The Metroparks may accept extended government pricing with appropriate documentation, if it is determined to be cost-effective and in the Metroparks's best interest.
2. **Professional Services.** The Metroparks may enter into Professional Services agreements with a firm or individual that is most qualified to meet the Metroparks requirements.

"Professional Services" means services which are essentially intellectual in nature and include analysis, evaluation, prediction, planning, or recommendation. Professional services involve extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training customarily acquired either by a prolonged course of study or equivalent experience in the field. Professional services include, but are not limited to,

services performed by accountants, auditors, analysts, consultants, lawyers, physicians, planners, artists, engineers, and architects.

d. Sole Source Procurement.

1. Sole source purchases are defined as those in which “only one vendor possesses the unique and singularly available capability to meet the requirements set. Such as technical qualifications, ability to deliver at a particular time, services from a public utility or in a situation where a particular supplier or person is identified as the only qualified source available.
2. Sole source purchases may also result because of compatibility with existing equipment or systems, the product or service is patented, copyrighted or has other proprietary information or trade secrets retained by the owner.
3. A contract may be awarded, without competition, when the Director determines, in writing, after conducting a good faith review of available sources, that there is only one appropriate source, and/or, when it is in the best interest of the Metroparks to choose the one appropriate source, for the required supply, equipment, service, or construction item. The Purchasing Department, or the soliciting department, where delegated by the Director, shall conduct negotiations, as appropriate, as to price, delivery, and terms.

e. Failure to Follow Policy

1. The Metroparks shall not be responsible for the costs of supplies, goods, equipment, services, and construction ordered or purchased by any Metroparks public officer or employee that are not obtained in accordance with state law and this policy. Contracts negotiated outside of this policy will be considered invalid and non-binding. No procurement may be entered into unless the Board of Commissioners has appropriated adequate funds therefor in the Metroparks annual budget.

f. Standards for Procurement

1. Procurement Procedures:
 - a. The procurement procedure to be used is determined by the dollar amount of the procurement and the type of supplies, goods, equipment, services, and construction to be purchased. Contracts or purchases shall not be artificially divided to circumvent the purchasing procedures in this policy. An aggregate of regular, reoccurring purchases shall be determined on an annual basis.
 - b. A cost analysis is required for procurement of supplies, goods, equipment, services, and construction that are expected to meet certain business returns on investment. This entails verification of the proposed cost data and evaluation of the specific elements of costs and profits, including comparison with the agency’s prior independent cost or price estimate.

g. Dollar Thresholds: Competitive Procurement Requirements and Approvals

1. Petty Cash – Purchases less than \$100.
 - a. Competitive Procurement Requirement: Petty cash funds may be utilized for minor incidental purchases less than \$100. Receipts shall be required to substantiate all petty cash purchases.
 - b. Approval: Any supervisor may authorize purchases using petty cash in amounts less than \$100.
2. Purchases less than \$2,500:
 - a. Competitive Procurement Requirement: Purchases less than \$2,500 may be authorized by a supervisor using reasonable good judgment to secure best pricing available under prevailing circumstances. Vendor's price quotes may be verbal, written, electronic. A procurement card may be utilized if the vendor selected does not have an active account with the Metroparks and the vendor is determined to be the best value. A purchase order is not required. Invoices must be submitted to Metroparks Accounts Payable.
 - b. Approval: Any supervisor may authorize purchases in amounts less than \$2,500.
3. Purchases \$2,500 and above to below \$10,000:
 - a. Competitive Procurement Requirement: Such purchases require the solicitation of two to three price quotations. Price quotes may be verbal, written, electronic, and documentation must be included when creating a purchase order.
 - b. In the event that a second quotation cannot be obtained, documentation of the effort to obtain a second quotation must be attached to the purchase order and, if applicable, placed in the solicitation file. Such documentation will include the dates requests for quotation were made, and the name and contact information of the vendors that were contacted but failed to provide a quotation.
 - c. In the event that the purchase is in response to an emergency to protect public health, the safety or welfare of people, property, or any situation that is otherwise deemed an emergency by the Director or Deputy Director, a purchase may be made without obtaining a second quotation. The Director or Deputy Director must approve the purchase, either verbally or in writing, before the purchase is made. Documentation explaining the nature of the emergency must be attached to the invoice. In the event that time permits the creation of a purchase order, documentation must also be attached to the purchase order.
 - d. Approval: With the exception of an emergency purchase as discussed above, the Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Department and the Director.

4. Purchases \$10,000 and above to below \$25,000:
 - a. Competitive Procurement Requirement: Purchases above \$10,000 but less than \$25,000 require the solicitation of a minimum of three (3) price quotations. Vendor's price quotes may be verbal, written, electronic, and documentation must be *included when creating a purchase order*.
 - b. In the event that three (3) quotations cannot be obtained, documentation of the good-faith effort to obtain a second and/or third quotation must be attached to the purchase order and, if applicable, placed in the solicitation file. Such documentation will include the dates requests for quotation were made, and the name and contact information of the vendors that were contacted but failed to provide a quotation. A good-faith effort to obtain quotations includes, but is not limited to, allowing a reasonable amount of time for vendors to work up a quotation, and providing all relevant information about the goods or services the Metroparks desires to purchase so that the vendors can provide a complete quotation.
 - c. In the event that the purchase is in response to an emergency to protect public health, the safety or welfare of people, property, or any situation that is otherwise deemed an emergency by the Director or Deputy Director, a purchase may be made without obtaining a second and third quotation. The Director or Deputy Director must approve the purchase, either verbally or in writing, before the purchase is made. Documentation explaining the nature of the emergency must be attached to the invoice. In the event that time permits the creation of a purchase order, documentation must also be attached to the purchase order.
 - d. Approval: With the exception of an emergency purchase as discussed above, the Department Head/District Superintendent must approve the initial purchase order followed by the Purchasing Department and the Director. All purchases \$10,000 and over will be reported to the Board of Commissioners at the next regular monthly meeting.
5. Purchases \$25,000 and above:
 - a. Formal competition required. Purchases or contracts estimated to incur costs of \$25,000 or more shall require formal competition as deemed appropriate, including but not limited to competitive sealed bids, requests for proposals, quality-based selection, negotiated purchases, etc. Such competitive procurement shall be in one of the types authorized in Section VI of this Purchasing Policy. Awards shall be made to the offeror determined to be best qualified based on the evaluation factors set forth and negotiation of fair and reasonable compensation.
 - b. Approval: The Board of Commissioners shall approve all purchases of \$25,000 and above.

PURCHASING SUMMARY

Purchase Amount	Line Item Budgeted Funds Necessary	Contact to Initiate Purchase	Type of Quote Needed	Purchase Order	Authorization Required
<i>\$100 and Under</i> <ul style="list-style-type: none"> • Petty Cash • Pcard • Vendor Account 	Yes	Supervisor	N/A	No	Supervisor
<i>Less Than \$2,500</i> <ul style="list-style-type: none"> • Pcard • Vendor Account 	Yes	Supervisor	Best judgement	No	Supervisor
<i>\$2,500 – Less than \$10,000</i> <ul style="list-style-type: none"> • Vendor Account 	Yes	Dept Head	Two verbal or written quotes required	Yes	Purchasing Department
<i>\$10,000 – Less than \$25,000</i> <ul style="list-style-type: none"> • Vendor Account 	Yes	Dept Head	Three verbal or written quotes required	Yes	Purchasing Department
<i>\$25,000 or Greater</i>	Yes	Dept Head Director Purchasing Dept	Sealed Bids, RFP, RFQ, Formal Solicitation	Yes	Board of Commissioners
Receiving	Receiving employee/departments are responsible for determining the proper quantity and quality of goods received before forwarding the invoice for payment to Accounts Payable.				

6. Purchasing Cards – Authorization to Purchase Goods Using Purchase Cards

a. Introduction

Metroparks Purchasing Card Program has been established to provide a convenient means with which to make purchases and, at the same time, reduce the costs associated with initiating and paying for those purchases. The Metroparks Purchasing Department is responsible for managing the program and each department is responsible for managing its Cardholder accounts. Three areas of responsibility have been defined within each department to assist in this management effort: The Cardholder, Card Administrator, and Department Contact. It is important to understand that these three areas of responsibility do not necessarily equate to three separate individuals within the department. It is permissible for one individual to be assigned one or more of these responsibilities as defined in these Policies and Procedures. The ultimate decision as to how each of these responsibilities is assigned shall be made within each department. All procurements using a Purchasing Card must also meet the requirements of Section IV of this Purchasing Policy.

b. Definitions

1. Purchasing Card: A charge card issued to an employee of Metroparks for the purpose of making authorized purchases on the GOVERNMENT's behalf. The Metroparks shall issue payment for charges made with the Purchasing Card.
2. Cardholder: Metroparks employee whose name appears on the Purchasing Card and is accountable for all charges made with that card.
3. Card Administrator: Metroparks employee(s) responsible for verifying that all charges against the Cardholder's account are backed with support documentation and that the documentation is retained within the department. Card Administrators shall allocate individual charges to the appropriate account numbers. Cardholders may be their own Card Administrators and a Card Administrator may oversee more than one Cardholder account depending on how the department elects to manage its accounts. A department may also have more than one Card Administrator.
4. Independent Review Committee: All transactions and card-related activities may be subjected to review by an Independent Review Committee. The Committee shall consist of members from the Finance and Purchasing departments.
5. District/Department Contact: Metroparks employee within each department responsible for receiving and disseminating Purchasing Card information within their department and for relaying Purchasing Card information from their department to the Program Administrator.
6. Program Administrator: Metroparks Purchasing Department employee responsible for administering the Purchasing Card Program for the Metroparks and acting as the main contact between the Metroparks and the Bank.

7. Transaction / Charge Limit: A dollar limitation of purchasing authority assigned to the Cardholder for each total charge made with the Purchasing Card.
8. Spending Limit: Subject to the limitations contained in Section IV (d) of this Purchasing Policy, a dollar limitation of purchasing authority assigned to the Cardholder on the Cardholder Enrollment form for the total of all charges made during a specified time period. Standard maximum limits for all cardholders are as follows:
 - a. Individual charges may not exceed \$1,000
 - b. Daily charges may not exceed \$2,000
 - c. Monthly charges may not exceed \$5,000

The Deputy Director may establish higher or lower limits on a per Cardholder basis (indented this line).

9. Statement of Account: A listing of all transactions charged to the Cardholder's card account up to the end of the weekly billing cycle. An electronic statement will be provided to each department on-line.
10. Default Account: The Metroparks account number assigned to an individual Cardholder's Purchasing Card. Only one Default Account can be assigned to any one Purchasing Card and all charges made with the Purchasing Card shall be posted into that Default Account unless those charges are reallocated.
11. Support Documentation: A merchant produced or non-Metroparks document that records the relevant details for each item purchased including quantities, amounts, a description of what was purchased, the total charge amount and the merchant's name and address (e.g. sales receipt, original invoice, packing slip, credit receipt, etc.).

c. Cardholder enrollment

1. A complete Cardholder Enrollment Form must be submitted for each prospective Cardholder.
2. All prospective Cardholders must read and sign a Cardholder Agreement Form to be eligible to receive a Purchasing Card.

d. Authorized card uses

1. Cardholders are authorized to use the Purchasing Card to purchase any merchandise required as a function of their duties at the Metroparks *with the exception* of the following:

Items for Personal Use

- a. Items for Non-Metroparks Purposes
- b. Cash Advances
- c. Food and Beverages including Alcoholic Beverages
- d. Entertainment
- e. Recreation
- f. Contracting

- g. Gasoline (except for travel outside the Metroparks with a Metroparks vehicle when Metroparks fuel cannot be obtained.)
 - h. Motorized Vehicles
 - i. Capital Equipment
 - j. Any purchases prohibited by Metroparks policy or not related to Metroparks business.

- 2. Cardholders issued a Purchasing Card specifically for travel-related expenses may use the card for hotel accommodations, conference reservations, car rental and airfare charges. Metroparks travel regulations shall govern the allowable limits for all travel expenses.

- 3. All Metroparks Travel Forms must be submitted properly by the cardholder to the Finance Department within a maximum of fifteen (15) working days for any and all travel expenses charged to the card.

- 4. Travel expenses charged by the Cardholder to the card that upon subsequent review are determined not allowable under the Travel Regulations; shall be paid to Metroparks by the Cardholder upon submission of all required travel forms.

- 5. Only the Cardholder whose name is embossed on the Purchasing Card is authorized to use the card and is responsible for ensuring that all charges made with the card are in compliance with these Policies and Procedures.

- 6. The total value of any one charge made with the Purchasing Card may not exceed the single transaction limit stipulated on the Cardholder's Enrollment Form.

- e. Unauthorized and/or inappropriate card use
 - 1. The Purchasing Card must never be used to purchase items determined above to be unallowable even if the Cardholder intends to reimburse the Metroparks.

 - 2. The Purchasing Card shall not be used to supersede purchase orders currently in place.

 - 3. *VIOLETION OF THIS POLICY, INCLUDING UNAUTHORIZED PURCHASES BY A CARDHOLDER, SHALL RESULT IN CARD CANCELLATION, DISCIPLINARY ACTION UP TO AND INCLUDING DISMISSAL FROM GOVERNMENT EMPLOYMENT, AND CRIMINAL PROSECUTION.*

- f. Making a purchase with the purchasing card
 - 1. Confirm that the selected merchant accepts this type of card. If not, choose another vendor or submit a requisition to Purchasing so that the purchase can be made via a Purchase Order.

 - 2. When making purchases in person, the Cardholder must sign the charge receipt and retain the customer copy. The Cardholder should verify that either the charge receipt or sales receipt complies with the requirements for support documentation.

3. When making purchases via telephone, computer, mail order, etc., Cardholders should give the merchant the account number embossed on their card and direct the merchant to include the following on the shipping label and/or packing slip:
 - a. Cardholder name and phone number
 - b. Department name
 - c. Complete delivery address
 - d. The words "Procurement Card Purchase"
 4. Cardholders are encouraged to receive their own shipments; however, if someone will be receiving a shipment on the Cardholder's behalf, the Cardholder must notify them in advance. Regardless of who receives the shipment, the Cardholder is responsible for obtaining all documentation (packing slips, mail order form copies, etc.) related to the purchase and verifying that the documentation complies with the requirements for support documentation.
- g. Merchandise returns and exchanges
1. The Cardholder is responsible for contacting the merchant when merchandise purchased with the Purchasing Card is not acceptable (incorrect, damaged, defective, etc.) and arranging a return for credit or an exchange.
 2. If merchandise is returned for credit, the Cardholder is responsible for obtaining a credit receipt from the merchant and retaining that receipt with the documentation for that purchase. Receiving cash or checks to resolve a credit is prohibited.
 3. If merchandise must be exchanged, the Cardholder is responsible for returning the merchandise to the merchant and obtaining a replacement as soon as possible. Documentation showing the proper resolution of the exchange is to be retained with the support documentation for that purchase.
 4. In the event of a return, exchange or other credit transaction, the Cardholder is responsible for notifying the Card Administrator of any dispute within seven (7) days.
- h. Record retention
1. Cardholder Responsibility: The Cardholder is responsible for obtaining purchase documentation from the merchant (sales receipt, packing slip, etc.) to support all purchases made with the Purchasing Card and verifying that documentation complies with the requirements for support documentation.

Note: In addition to obtaining the documentation, it is required that the Cardholder also record the details of each purchase in the on-line transaction log.
 2. Card Administrator Responsibility: It is the Card Administrator's responsibility to assure that all support documentation and the corresponding Cardholder Statement of Account is retained within the district/department.

i. Verification of charges:

1. Cardholders are accountable for all charges made with their Purchasing Cards. The Cardholder or department designee, if applicable, is responsible for checking all transactions against the corresponding support documentation to verify their accuracy and propriety. This check should be done regularly using the Metroparks on-line transaction review system.
2. If a particular charge or credit does not appear on-line or on the Statement of Account, it should be checked against future on-line transaction information and/or the next Statement of Account. If the charge or credit does not appear within 60 days after the original charge was made, the Cardholder must notify the Program Administrator.
3. If the Cardholder disputes a charge, the nature of the dispute and the final resolution must be documented. This documentation must be retained with the Statement of Account on which the disputed charge appears.
4. After all transactions have been checked, the Cardholder or their supervisor must sign the Statement of Account. The signed statement and all support documentation must be forwarded to the Card Administrator.
5. The Cardholder is responsible for notifying merchants that Metroparks purchases are not subject to sales tax. A statement regarding the Metroparks tax liability shall be provided to each Cardholder.
6. All purchase documentation must be submitted by the Cardholder to the Card Administrator within 30 days of transaction.

j. Resolving errors, disputes, returns and credits

1. Cardholder: There may be occasions where items on the statement do not correlate with receipts. The transaction may not have been made by the Cardholder, the amount may be incorrect or there is a quality issue. In the event of a disputed charge, the Cardholder must try to resolve the dispute directly with the merchant. If the merchant agrees that an error has been made, they shall credit the account. The Cardholder or Card Administrator must verify the credit has occurred the following month. If the Cardholder is unable to resolve the issue, the Program Administrator must be notified.
2. Program Administrator: If the dispute cannot be resolved, the merchant must be notified in writing that the Metroparks is questioning the charge or is dissatisfied with the purchase. The dispute must also be submitted in writing to Comerica within 60 days of the date of the statement listing the disputed charge. The inquiry document submitted to the bank Customer Service Department should ask that the charge be verified, or the purchase removed from the account until the dispute is resolved.

k. Card administrator verification of cardholder charges

1. The Card Administrator is responsible for reviewing all transactions on a weekly basis to verify that each transaction is supported by adequate documentation and meets all the criteria for authorized card use. In the event of questionable transactions, the Card Administrator must contact the Cardholder to obtain an explanation, supporting documentation and/or reimbursement.
2. Discrepancies associated with a charge may result from:
 - a. Insufficient support documentation
 - b. Not meeting one or more of the criteria for authorized card use
 - c. The Cardholder disputing the charge

All discrepancies must be investigated and resolved. The disposition of each discrepancy must be documented and retained with the Support Documentation and/or Statement of Account. Cardholders are accountable for all discrepancies.

Note: If a discrepancy cannot be resolved, the Program Administrator must be notified. Discrepancies resulting from unauthorized card usage, must also be reported to the Department Manager.

l. Cardholder transfer or separation from the Metroparks

1. Prior to transferring from the department or separating from the Metroparks, Cardholders must surrender their Purchasing Cards and corresponding support documentation to the Card Administrator. If the Cardholder is the Card Administrator, the Purchasing Card and support documentation must be surrendered to the Cardholder's immediate supervisor. In either case, the card must be canceled.

m. Purchasing card cancellation

1. The Program Administrator must be notified immediately when a Purchasing Card is to be canceled. The card must be destroyed by cutting it in half. Both card halves must be forwarded to the Program Administrator.

7. Types of Solicitations

The Metroparks may purchase supplies, goods, equipment, services, and construction using a variety of solicitations (Invitations to Bid, Request for Proposals, Request for Qualifications, etc.) as it determines is most appropriate and advantageous to the Metroparks.

a. Competitive Sealed Bidding / Invitation to Bid

1. The Metroparks may use this method when the goods or services it intends to purchase are fairly specific and little if no deviation from the specifications is anticipated. This is often the preferred method for purchasing vehicles, standard equipment, office supplies, chemical and similar goods.

b. Specifications

1. Maximum Practicable Competition

Specifications shall be written so as to promote overall economy for the purposes intended and to encourage competition in satisfying the Metroparks needs, while still providing a fair opportunity to all qualified vendors. The policy enunciated in this Section applies to all specifications prepared by Metroparks staff or prepared by others on the Metroparks behalf.

2. "Brand Name or Equal" Specification

"Brand name or equal" specifications may be used when the Purchasing Department determines that use of a "brand name or equal" specifications is in the Metroparks best interest.

3. The Purchasing Department shall seek to identify sources from which the designated brand name item or items may be obtained and shall solicit such sources to achieve whatever degree of price competition is practicable. If only one source can supply the requirement, the procurement shall be made as a Sole Source Procurement.

c. Public Notice

1. Public notice of the invitation for bids shall be given a reasonable time prior to the bid submission date set forth therein. Such notice may include publication in a newspaper of general circulation and/or online media for a reasonable time as determined by the Purchasing Department prior to the bid opening. The public notice shall state the place, date and time of bid opening, and shall be in a format approved by the Purchasing Department.

d. Bid Opening

1. The Metroparks shall hold a public bid opening when required by law, or when in the opinion of the Purchasing Department, a public bid opening is in the interest of the Metroparks. In the event that Bids shall be opened publicly, the time, date and place for the public opening will be posted in the solicitation. The amount of each bid, and such other relevant information as the Purchasing Department deems appropriate, together with the name of each bidder shall be recorded. The record and each bid shall be open to public inspection in accordance with Act 442 of the Public Acts of 1976, MCL 15.231 et seq.

e. Bid Acceptance and Bid Evaluation

1. Bids shall be evaluated based on the requirements set forth in the invitation for bids, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, experience, delivery, warranty, and suitability for a particular purpose. Bids which do not comply with all criteria set forth in the invitation to bid may be subject to disqualification.

f. Correction or Withdrawal of Bids; Cancellation of Awards

1. Correction or withdrawal of inadvertently erroneous bids before or after bid opening, or cancellation of awards or contracts based on such bid mistakes, may be permitted in the sole discretion of the Metroparks. Mistakes discovered before bid opening may be modified or withdrawn by written notice received in the office designated in the invitation for bids, prior to the time set for bid opening. After bid opening, corrections in bids shall be permitted only to the extent that the bidder can show by clear and convincing evidence, as determined by the Purchasing Department, that a mistake of a nonjudgmental character was made.

g. Award

1. The contract shall be awarded by appropriate notice to the responsible and responsive bidder whose bid meets the requirements and response selection criteria set forth in the invitation for bids. Nothing in the award process shall prevent the Purchasing Department from acting in the Metroparks's best interest when making the bid award, including awarding the bid to other than the low bidder, using a best value-based selection process. No contract or purchase order shall knowingly be entered into with any company or business which is in bankruptcy or receivership. In the event the bid for a project exceeds available funds, the Purchasing Department is authorized to negotiate an adjustment of the bid price when time or economic considerations preclude re-solicitation of work of a reduced scope, in order to bring the bid within the amount of available funds.

h. Tie Bids

1. The Metroparks strives to purchase goods and services from vendors with a business location within the five counties in which the Huron-Clinton Metroparks are located: Livingston, Macomb, Oakland, Washtenaw and Wayne counties to help promote economic growth. In the event that the Metroparks receives quotes or bids in which the Metroparks alone determines substantial aspects are equal, the Metroparks reserves the right to award to the vendor that is located in Livingston, Macomb, Oakland, Washtenaw or Wayne county. The exception to this policy is any purchase that is federally funded in any amount, whether directly or indirectly. In the event that more than one vendor within the five-county area has offered quotes or bids that the Metroparks alone determines are substantially equal, the Metroparks reserves the right to split the purchase if applicable, to award to the vendor that provided the quote or bid first, or to award as the Metroparks finds is most beneficial to the Metroparks.

i. Request for Proposal (RFP)

1. When the Purchasing Department determines that the use of competitive sealed bidding is either not practicable or not advantageous to the Metroparks, a contract may be entered into by use of competitive sealed requests for proposals. This method is often used for purchasing complex goods or services.
2. Public Notice
Adequate public notice of the (RFP) shall be given in the same manner as provided in Section 2.2(3), (Competitive Sealed Bidding, Public Notice).
3. Receipt of Proposals
No proposal shall be handled so as to permit disclosure of the identity of an offeror or the content of any proposal to competing offerors until the time for the public opening of bids or proposals or if a public opening is not to be conducted, until the deadline for submission of bids or proposals has expired. A register of proposals shall be prepared containing the name of each offeror, the number of modifications received, if any, and a description sufficient to identify the item offered.
4. Evaluation Factors
The request for proposal may state the relative importance of price and other evaluation and selection criteria and may include specific criteria detailing a best value-based method of determining and selecting the best bid.
5. Responsible Offerors and Revisions of Proposals
As provided in the request for proposals, discussions may be conducted with responsible offerors to assure understanding of, and conformance to, the solicitation requirements. Responsible offers shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of the identity of competing offerors or of any information derived from proposals submitted by competing offerors.
6. Award
Award shall be made to the responsible offeror whose proposal is determined to be the most advantageous to the Metroparks, as determined by the Purchasing Department, taking into consideration price and the evaluation criteria set forth in the request for proposals.

j. Request for Qualifications (RFQ)

1. When it is considered impractical to initially prepare a purchase description to support an award based on price, and/or where the capability of the prospective proposers or bidders are uncertain, a request for qualifications (RFQ) may be issued. Once the prospective bidders/offerors have submitted their responses to the RFQ and have been determined to be technically acceptable and qualified to perform, then an invitation to bid or request for proposals may be issued to the qualified bidders/offerors.

k. Procurement of Construction Services

1. Responsibility for Selection of Methods of Construction Contracting Management. The Deputy Director in consultation with the Engineering Department shall have discretion to select the method of construction contracting management for a particular project. The Metroparks requirements, its resources, the project type and scope, and the potential contractor's capabilities shall be considered.
2. Bid Security
 - a. Requirement for Bid Security
 1. Bid security may be required for competitive sealed bidding, for construction contracts when the price is estimated to exceed \$50,000. Bid security shall be a bond provided by a surety company authorized to do business in the State of Michigan, or the equivalent in cash, or otherwise supplied in a form satisfactory to the Metroparks. Nothing herein shall prevent the requirement of such bonds on construction contracts under \$50,000 when the circumstances warrant.
 2. Amount of Bid Security. Bid security shall be in an amount equal to at least 5 percent of the amount of the bid.
3. Rejection of Bids for Noncompliance with Bid Security Requirements. When the invitation for bids requires security, the bid may be rejected for non-compliance.
4. Withdrawal of Bids. If the bidder is permitted to withdraw the bid before award as provided in Section 2.2(6) (Competitive Sealed Bidding; Correction or Withdrawal of Bids, Cancellation of Awards), no action shall be taken against the bidder or the bid security.
5. Contract Performance and Payment Bonds
 - a. Bond Amounts: When Required
 1. When a construction contract is awarded the following bonds or security may be required and shall become binding on the parties upon the execution of the contract:
 2. A performance bond satisfactory to the Metroparks, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the Metroparks, in an amount equal to 100% of the price specified in the contract; and
 3. A payment bond satisfactory to the Metroparks, executed by a surety company authorized to do business in the State of Michigan, or otherwise secured in a manner satisfactory to the Metroparks, for the protection of all persons supplying labor and material to the contractor or its subcontractors for the performance of the work provided for in the contract. The bonds shall be an amount equal to 100% of the price specified in the contract.

6. Authority to Require Additional Bonds

- a. Nothing in this Section shall be construed to limit the authority of the Metroparks to require a performance bond or other security in addition to those bonds, or in circumstances other than specified in Subsection (1) of this Section.
- b. Actions on Payment Bonds. Where and When Brought. Unless otherwise required by law, every action instituted upon a payment bond shall be brought in a court of competent jurisdiction within Metroparks.

I. General Provisions.

1. No Bids or Proposals Received

In the event that no bids or proposals are received in response to a solicitation, the Purchasing Department shall endeavor to determine why no responses were received. If the reasons are within the Metroparks reasonable control, the Purchasing Department may issue a revised solicitation. If the reasons are outside the Metroparks control, the Purchasing Department may purchase off the open market after determining that the price is fair and reasonable.

2. Cancellation of Bids or Requests for Proposals

A bid or a request for proposal, or other solicitation, may be cancelled, or any or all bids or proposals may be rejected in whole or in part, as may be specified in the solicitation, when it is in the best interest of the Metroparks, as determined by the Director. Each solicitation issued by the Metroparks shall state that the solicitation may be cancelled and that any bid or proposal may be rejected in whole or in part when it is in the best interest of the Metroparks.

3. Rejection of all Bids or Offerors; Responsibility of Bidders or Offerors

It shall be within the discretion of the Director not to award a contract to a bidder or offeror for any reason, including a determination that the party is not a responsible bidder or offeror.

4. Bid, Payment and Performance Bonds on Contracts

To protect the Metroparks interests, bid surety, payment bonds, or performance bonds or other security may be required for contracts in conformance with State law, as determined by the Purchasing Department. Any such requirements shall be set forth in the solicitation. Bid or performance bonds shall not be used as a substitute for a determination of a bidder or offeror's responsibility. Financial statements may be required from any company, if deemed appropriate by the Chief of Finance.

5. Fiscal Responsibility

Every contract modification, change order, or contract price adjustment which exceeds the authorized contract amount, plus contingency of the total contract amount under a construction contract with the Metroparks, shall be subject to the applicable Metroparks policies.

8. Contract Clauses

a. Contract Clauses.

All Metroparks contracts shall include provisions necessary to define the responsibilities and rights of the parties to the contract. The Director and/or Deputy Director, may issue clauses appropriate for particular contracts, addressing among others, the following subjects:

1. the unilateral right of the Metroparks to order, in writing, changes in the work within the scope of the contract;
2. the unilateral right of the Metroparks to order, in writing, the temporary stoppage of the work or delaying performance that does not alter the scope of the contract;
3. variations occurring between estimated quantities of work in the contract and actual quantities;
4. defective pricing;
5. liquidated damages;
6. specified excuses for delay or nonperformance;
7. termination of the contract for default;
8. termination of the contract in whole or in part for the convenience of the Metroparks;
9. suspension of work on a project;
10. site conditions differing from those indicated in the contract, or ordinarily encountered, except that differing site conditions need not be included in a contract:
 - i. when the contract is negotiated;
 - ii. when the contractor provides the site or design; or
 - iii. when the parties have otherwise agreed with respect to the risk of differing site conditions.

b. Warranty clauses, including warranty of fitness for a particular purpose;

c. Failure to meet contracted-for performance objectives.

d. Nondiscrimination

Every contract or purchase order issued by the Metroparks shall be entered into under provisions which require the contractor, subcontractor or vendor not to discriminate against any employee or applicant for employment because of his/her race, religion, sex, color, national origin, height, weight, handicap or marital status.

e. Standard Clauses and their Modification. The Director or Deputy Director may establish standard contract clauses for use in Metroparks contracts.

9. Contract Administration

a. Price Adjustments.

Adjustments in price resulting from the use of contract clauses required by Section VII shall be computed by one or more of the following ways:

1. by agreement on a fixed price adjustment before commencement of the pertinent performance or as soon thereafter as practicable;
2. by unit prices specified in the contract or subsequently agreed upon;
3. by the cost attributable to the events or situations under such clauses with adjustment of profit or fee, all as specified in the contract or subsequently agreed upon;
4. in such other manner as the contracting parties may mutually agree; or
5. in the absence of agreement by the parties, by a unilateral determination by the Metroparks of the costs attributable to the events or situations under such clauses with adjustment of profit or fee as computed by the Metroparks, as accounted for in accordance with generally accepted accounting principles.

b. Contract Changes

1. Changes to contracts must be made in writing and signed by the Director or Deputy Director, and if the contract change is of a magnitude that would have originally required approval by the Board, then such changes shall be approved by the Board. Verbal changes are not authorized.
2. The assigned department shall provide assessments and shall oversee contract administration to ensure that a contractor is performing in accordance with the solicitation and proposal under which the contract was awarded, and according to the terms and conditions of the contract.

c. Right to Audit Records

1. The Metroparks may audit the books and records of any contractor that has submitted cost or pricing data as a part of its bid or proposal, for three (3) years from the date of final payment under the contract.

d. Contract Records to Be Maintained

1. The Metroparks shall be entitled to audit the books and records of a contractor or a subcontractor at any time under any contract or subcontract, other than a firm fixed-price contract, to the extent that such books, documents, papers, and records are pertinent to the performance of such contract or subcontract. Such books and records shall be maintained by the contractor for a period of three (3) years from the date of final payment under the prime contract and by the subcontractor for a period of three (3) years, or longer if required, from the date of final payment under the subcontract.

e. Metroparks Procurement Records

1. Bid File

All determinations and other written records pertaining to solicitation and award of a contract done by Purchasing shall be maintained by the Purchasing Department in a bid file.

2. Retention of Procurement Records

All procurement records shall be retained and disposed of by the Metroparks in accordance with the appropriate Records Retention Schedules.

10. Protests and Contract Claims

a. Protests

1. Any actual or prospective bidder, offeror, or contractor who believes they are aggrieved in connection with the solicitation or award of a contract may submit a written protest to the Purchasing Department requesting a second review of the proposal within seven (7) calendar days of notice of intent to award or an award. Aggrieved persons are urged to seek resolution of their complaints initially with the appropriate Department Head and/or the Purchasing Department. A protest with respect to a solicitation shall be submitted in writing within seven (7) calendar days of the date the contract is awarded. The Deputy Director shall make a determination on the merits of the protest, and, if appropriate, determine a remedy, and that determination shall be final and conclusive. This process is the sole recourse for a dissatisfied bidder, and the determination made by the Metroparks hereunder is the final determination made in its sole discretion, and this policy does not create any legal claims or recourse for a dissatisfied bidder.

b. Contract Claims

1. Claims by a Contractor

All claims by a contractor against the Metroparks relating to a contract, except bid protests, shall be submitted in writing to the Purchasing Department. The contractor may request a conference with the Deputy Director on the claim. Claims may include, without limitation, disputes arising under a contract, and those based upon breach of contract, mistake, misrepresentation, or other cause for contract modification or rescission.

2. Notice of Decision

The decision of the Deputy Director shall be issued in writing and shall be mailed or otherwise furnished to the contractor.

c. Contractor's Right to Appeal

1. The Deputy Director's decision shall be final and conclusive unless, within seven (7) calendar days from the date of receipt of the decision, a written appeal is received by the Metroparks. The Director shall make a determination on the merits of the appeal, and, if appropriate, determine a remedy, and those determinations shall be final and conclusive.

d. Failure to Render Timely Decision

1. If the Deputy Director does not issue a written decision regarding any contract controversy within seven (7) calendar days after written request for a final decision or within such longer period as may be agreed upon between the parties, then the contractor shall file an appeal with the Director.

e. Authority of the Deputy Director to Settle Bid Protests and Contract Claims

1. The Deputy Director is authorized to settle any protest regarding the solicitation or award of a Metroparks contract, or any claim arising out of the performance of a Metroparks contract, prior to an appeal to the Metroparks Director.

- f. Remedies for Solicitations or Awards in Violation of Law
 - 1. Prior to Bid Opening or Closing Date for Receipt of Proposals. If prior to the bid opening or the closing date for receipt of proposals, the Director, after consultation with the Metroparks Corporate Counsel, determines that a solicitation is in violation of applicable law, it shall be canceled or revised to comply with applicable law.

- g. Prior to Award
 - 1. If, after bid opening or the closing date for receipt of proposals, the Director, after consultation with the Metroparks Corporate Counsel, determines that a solicitation, or a proposed award of a contract is in violation of applicable law, then the solicitation or proposed award shall be canceled.

- h. After Award
 - 1. If, after an award, the Director, after consultation with the Metroparks Corporate Counsel, determines that a solicitation or award of a contract was in violation of applicable law, then the contract shall be modified to be consistent with the law, or shall be terminated.

- i. Reservation of Right to Sue for Damages; Equitable Relief
 - 1. Nothing herein shall prohibit, impair or bar the Metroparks right, to sue for damages or equitable relief, in addition to the remedies set forth herein.

11. Suspensions

a. Authority to Suspend

1. The Deputy Director, upon consultation with Metroparks Corporate Counsel, is authorized to *suspend vendors whose performance of Metroparks contracts and purchase orders has been materially deficient. Suspension shall include non-consideration of bids or quotes submitted and cancellation of awards, and other procedures to prevent the suspended vendor from receiving Metroparks business.* The suspension shall be for a period of not more than three years. The guidelines for making a suspension include, but are not limited to any one or more of the following:

- a. conviction of a person for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract, or pending, unresolved charges thereof;
- b. conviction of a person under state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which seriously and directly affects responsibility as a Metroparks contractor, or pending, unresolved charges thereof;
- c. conviction of a person under state or federal statutes arising out of the submission of bids or proposals, or pending, unresolved charges thereof;
- d. A vendor may be removed from bidding by the Purchasing Department if the vendor has failed to provide supplies, goods, equipment, services, and construction satisfactory in accordance with bid specifications and/or terms of the contract. It shall be the joint responsibility of the Purchasing Department and the user department to document any acts of noncompliance or unsatisfactory performance on the part of the vendor. A vendor may be removed from bidding for a maximum of two (2) years;
- e. any other cause the Metroparks determines to be so serious and compelling as to affect responsibility as a Metroparks contractor, including suspension or termination by another governmental entity for any cause substantially similar to those listed in this Section; and
- f. violation of the standards set forth in Article VII (Ethics in Public Purchasing).

b. Notice to Suspend

1. The Deputy Director shall issue a written notice to suspend.

c. Finality of Decision

1. A notice under Section b. (Notice to Suspend) shall be final and conclusive.

12. Ethics in Public Purchasing

a. The Metroparks Ethics Policy

1. The Ethics Policy (Document Number BC E 1) was adopted by the Board of Commissioners on May 9, 2013 and applies to all Metroparks activities and is part of this Purchasing Policy. The Metroparks Ethics Policy is attached to this Purchasing Policy as Appendix A.

b. Ethics in Public Purchasing

1. In addition to the directions and regulations outlined in HCMA's Ethics Policy, the following also apply to all HCMA purchasing activities:

c. Criminal Penalties

1. To the extent that violations of the ethical standards of conduct set forth in this Policy constitute violations of federal statutes or Michigan law, they shall be punishable as those statutes provide therein. Such penalties shall be in addition to the civil and administrative sanctions set forth in this Policy.

d. Personal Service Contracts with Former Metroparks Employees

1. To avoid the potential for conflict of interest, or any appearance thereof, the Metroparks requires that all requests for entering into personal service contracts with former Metroparks employees be approved by the Board of Commissioners.

e. Vendor/Metroparks Public Officer and/or Employee Relationships

1. To avoid any real or perceived conflict of interest, all vendors offering proposals or contracts should, to the extent possible, disclose relationships with any current Metropark employee or officer.

f. Gratuities, Personal Benefits and Kickbacks

1. It shall be a violation of this Policy for any vendor or person to offer, give or agree to give any Metroparks public officer, employee or former Metroparks employee.
2. It shall be a violation of this Policy for any person or vendor to offer, give or agree to give any supplier, subcontractor, or competitor any gift, gratuity, personal benefit or kickback in exchange for the supplier's, subcontractor's, or competitor's agreement to not compete in a solicitation or to offer a less favorable bid or proposal.

g. Reporting of Anti-Competitive Practices

1. When for any reason collusion or other anti-competitive practices are suspected among any bidders or offerors, the Director shall give notice of the relevant facts to the Metroparks Corporate Counsel.

13. Equipment Disposition/Disposal

a. Equipment Disposition

Equipment, supplies or other Metroparks property which have been determined by the Department Head or the Deputy Director to be obsolete, worn out or no longer needed, shall be disposed of in the following manner:

1. For Items \$5,000 or greater (Original Cost).
 - a. Disposal shall be by auction, sealed bid, public offering or any other method the Deputy Director deems to be in the Metroparks best interest.
 - b. A file shall be maintained by the Finance Department containing the following information on each item disposed of:
 1. Item Description
 2. Metroparks unit number (if applicable)
 3. Original Cost and Date of Purchase if available
 4. Date of Transfer or Sale
 5. Dollar Amount Received at Sale
 6. Method of Transfer – Auction, Sealed Bid, Public Offering, Other
2. For Items Under \$5,000 (Original Cost) or Lost, Stolen, Unclaimed and Other Property.
 - a. the Purchasing Department shall dispose of these items in a manner which encourages competition and/or as appropriate for the situation.
 - b. a file shall be maintained by the Purchasing Department indicating the date, amount of sale, and a description of the item sold, according to an applicable records retention schedule.

14. Definitions

Whenever applicable, this Policy shall utilize the following definitions:

1. "Brand Name or Equal" Specification
 - a. A specification limited to one or more items by manufacturers' names or catalogue numbers to describe the standard of quality, performance, and other salient characteristics needed to meet Metroparks requirements and which provides for the submission of equivalent products.
2. Brand Name Specification
 - a. A specification limited to one or more items by manufacturers' names or catalogue numbers.
3. Business
 - a. Any corporation, partnership, individual, sole proprietorship, joint stock company, joint venture, or any other private legal entity.
4. Competitive Sealed Bids
 - a. As determined by the Purchasing Department, the process of receiving two or more sealed bids, responses, or proposals submitted by responsive vendors.
5. Confidential Information

Any information which is available to an employee only because of the employee's status as an employee of the Metroparks and is not a matter of public knowledge or available to the public on request.

 - a. Construction
 1. The process of building, altering, repairing, improving, or demolishing any public structure or building, or other public improvements of any kind to any public real property. It does not include the routine operation, routine repair, or routine maintenance of existing structures, buildings, or real property.
 - b. Contract
 1. All types of Metroparks agreements, regardless of what they may be called, for the procurement of supplies, equipment, services, or construction.
 - c. Contractor
 1. Any person having a contract with the Metroparks or any agency thereof.
 - d. Cooperative Purchasing
 1. The combination of procurement requirements of two or more public agencies in order to obtain the benefits of volume purchases and/or reduction in administration expenses.
 - e. Cost-Reimbursement Contract
 1. A contract under which a contractor is reimbursed for costs which are allowable and allocable in accordance with the contract terms and the provisions of this Policy, and a fee or profit, if any.

- f. Employee
 - 1. An individual drawing a salary or wages from the Metroparks, whether appointed or not; any non-compensated individual performing personal services for the Metroparks.
- g. Encumbrances
 - 1. Setting aside funds; funds previously committed.
- h. Gratuity
 - 1. A payment, loan, subscription, advance, deposit of money, service, or anything of more than nominal value, present or promised, unless consideration of substantially equal or greater value is received.
- i. Invitation for Bids
 - 1. All documents, whether attached or incorporated by reference, utilized for soliciting sealed bids.
- j. Person
 - 1. Any individual, business (including the partners, officers, directors, agents, employees and individual members of the business, or any combination thereof), union, committee, club, other organization, or group of individuals.
- k. Procurement
 - 1. The buying, purchasing, renting, leasing, or otherwise acquiring of any supplies, equipment, services, or construction. It also includes all functions that pertain to the obtaining of any supply, service, or construction including description of requirements, selection, and solicitation of sources, preparation and award of contract, and all phases of contract administration.
- l. Professional Services
 - 1. Services rendered by members of a recognized profession which involve extended analysis, exercise of discretion, and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise or training customarily acquired either by a prolonged course of study or equivalent experience in the field, and thus are unique and not subject to price competition in the usual senses.
- m. Request for Proposals (RFP)
 - 1. A method for acquiring goods, services and construction for public use in which other factors will be considered in the selection of a vendor in addition to the price, or when there is not sufficient information to prepare a specification suitable for competitive sealed bidding, or when it is expected that negotiations with one or more vendors may be required with respect to any aspect of the requirements.
- n. Request for Qualifications (RFQ)
 - 1. As determined by the Purchasing Department, the process of receiving proposals, documents, specifications, recommendations, samples, records, brochures, or personnel information, to establish that an offeror is fully

qualified to provide a particular good or service in accordance with anticipated contract standards, requirements, and specifications.

- o. Responsible Bidder or Offeror
 - 1. A person who has the capability in all respects to perform fully the contract requirements, and the tenacity, perseverance, experience, integrity, reliability, capacity, facilities, equipment, and credit which will assure good faith performance.
- p. Responsive Bidder
 - 1. A person who has submitted a bid which conforms in all material respects to the requirements set forth in the invitation for bids.
- q. Reverse Auction
 - 1. A reverse auction (also called procurement auction, e-auction) is a real-time auction where sellers compete to sell goods or services for progressively lower prices.
- r. Services
 - 1. The furnishing of labor, time, or effort by a contractor, not involving the delivery of a specific end product other than reports which are merely incidental to the required performance. This term shall not include employment agreements or collective bargaining agreements.
- s. Specification
 - 1. Any description of the physical or functional characteristics or of the nature of supplies, services, or construction items. It may include a description of any requirement for inspecting, testing, or preparing a supplies, equipment, services, or construction items for delivery.
- t. Subcontractor
 - 1. A person providing supplies, services, or construction items to or for the benefit of the Metroparks, pursuant to a contract with a person who has a direct contract with the Metroparks.
- u. Equipment
 - 1. All fungible, non-consumable personal property.
- v. Supplies
 - 1. All consumable goods purchased by Metroparks, materials, printing, insurance, and leases of personal property, excluding land or a permanent interest in land.

Appendix A

HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC E 1
	SUPERCEDES POLICY DATED: 7/13/2000	
ETHICS POLICY	PREPARED BY: Lisa Dolan, Controller	

A. PURPOSE

The citizens and businesses served by the Huron-Clinton Metropolitan Authority (HCMA) are entitled to expectations of fair, ethical and accountable actions from the public officials and employees of the HCMA. The HCMA therefore establishes this ethics policy to assure public confidence in the integrity of local government and its effective and fair operation.

This policy is intended to establish guidelines to proscribe action that may impact an individual's ability to fulfill his/her obligations to maintain the highest ethical standards to the citizens served by the HCMA.

B. POLICY

It is the policy of the HCMA that our employees/public officials maintain the highest standards of ethical behavior both in appearance and in fact.

It is further the policy of the HCMA that employees/public officials adhere to the code of ethics applicable to State officers in accord with Act No. 196, Public Acts of Michigan, 1973, as amended ("Act 196"), and the applicable requirements pertaining to the approval of public contracts in accord with Act No. 317, Public Acts of Michigan, 1968, as amended ("Act 317").

Act 196 of 1973, Section 15.342, section 2 includes the following standards of conduct for public officers and employees:

1. A public officer or employee shall not divulge to an unauthorized person, confidential information acquired in the course of employment in advance of the time prescribed for its authorized release to the public.
2. A public officer or employee shall not represent his or her personal opinion as that of an agency.
3. A public officer or employee shall use personnel resources, property, and funds under the officer or employee's official care and control judiciously and solely in accordance with prescribed constitutional, statutory, and regulatory procedures and not for personal gain or benefit.
4. A public officer or employee shall not solicit or accept a gift or loan of money, goods, services, or other thing of value for the benefit of a person or organization, other than the state, which tends to influence the manner in which the public officer or employee or another public officer or employee performs official duties.
5. A public officer or employee shall not engage in a business transaction in which the public officer or employee may profit from his or her official position or authority or benefit financially from confidential information which the public officer or employee has obtained or may obtain by reason of that position or authority. Instruction which is not done during regularly scheduled working hours except for annual leave or vacation time shall not be considered a business transaction pursuant to this subsection if the instructor does not have any direct dealing with or influence on the employing or contracting facility associated with his or her course of employment with this state.
6. Except as provided in section 4a-d, a public officer or employee shall not engage in or accept employment or render services for a private or public interest when that employment or service is incompatible or in conflict with the discharge of the officer or employee's official duties or when that employment may tend to impair his or her independence of judgment or action in the performance of official duties.

7. Except as provided in section 4a-d, a public officer or employee shall not participate in the negotiation or execution of contracts, making of loans, granting of subsidies, fixing of rates, issuance of permits or certificates, or other regulation or supervision relating to a business entity in which the public officer or employee has a financial or personal interest.

Act 317 of 1968, Section 15.322, section 2 includes the following prohibition for a public servant to solicit, negotiate, renegotiate, approve or represent a party to a contract with a public entity:

- a. Except as provided in sections 3 and 3a (refer to Act), a public servant shall not be a party, directly or indirectly, to any contract between himself or herself and the public entity of which he or she is an officer or employee.
 - b. Except as provided in section 3 (refer to Act), a public servant shall not directly or indirectly solicit any contract between the public entity of which he or she is an officer or employee and any of the following:
 - c. Him or herself.
 - d. Any firm, meaning a co-partnership or other unincorporated association, of which he or she is a partner, member, or employee.
 - e. Any private corporation in which he or she is a stockholder owning more than 1 percent of the total outstanding stock of any class if the stock is not listed on a stock exchange, or stock with a present total market value in excess of \$25,000 if the stock is listed on a stock exchange or of which he or she is a director, officer, or employee.
 - f. Any trust of which he or she is a beneficiary or trustee.
3. In regard to a contract described in subsection 2 above, a public servant shall not do either of the following:
 - a. Take any part in the negotiations for such a contract or the renegotiation or amendment of the contract, or in the approval of the contract.
 - b. Represent either party in the transaction.

C. DISCLOSURE

All employees/public officials who are authorized to make purchases on behalf of the HCMA, to execute contracts on behalf of the HCMA or who exercise discretion with regard to the award of contracts or other monetary transactions, shall file a "Financial Interest or Other Conflicts of Interest Disclosure Form" (see attached) with the Director, disclosing the requested information regarding themselves, their spouses and their relatives and friends. Employees/Public Officials must also file the aforementioned form at any time that a new potential conflict may arise from a business or professional activity, or other interest as defined in this policy.

In addition, any employees/public officials who may have an interest in a contract with the HCMA shall adhere to the disclosure procedures set forth in Act 317, and the approval by the Board of Commissioners of such contracts shall be subject to the notice and related requirements of Act 317.

D. APPROVAL OF CONTRACTS

No contract shall be approved by the Board of Commissioners in which an employee/public official has an interest except in accordance with the provisions of Act 317.

E. DEFINITIONS

1. *Conflict of Interest*

A potential conflict of interest occurs when there is a divergence between an individual's private interests and his or her legal or professional obligations to the HCMA such that an independent observer might reasonably question whether the individual's actions or decisions are influenced by professional or personal gain, financial or otherwise. An actual conflict of interest depends on the fully disclosed and understood situation and not necessarily on the intentions or actions of the individual.

Conflicts of interest usually fall into one of the following three areas:

- a. ***Personal Conflict of Interest:*** Personal conflicts of interest arise when actions occur that are influenced or are perceived to be influenced by a desire for personal gain to the detriment of the HCMA or fellow employees. The gain could be for the employee, a relative or a close friend.
- b. ***Business Conflict of Interest:*** A business conflict of interest arises when an individual's actions are influenced or are perceived to be influenced by the outside business involvement of the individual, a relative or a close friend.
- c. ***Procurement Conflict of Interest:*** Any personal or business conflict of interest involving an organization that is presently acting as, or is competing to become a vendor or contractor for the HCMA.

2. *Disclosure*

- Disclosure is the annual or periodic declaration of any real or potential conflict of interest.

3. *Financial Interests*

- Financial interests are anything of monetary value, including, but not limited to:
- Salary or other payments for services (i.e., consulting fees, refund fees).
- Equity interests (i.e., stocks, stock options or other ownership interests). The holding of any stock not exceeding 1 percent of the total outstanding stock of a publicly owned corporation will not be deemed a conflict of interest.
- Intellectual property rights (i.e., patents, royalties).
- Gifts (monetary or non-monetary) of a substantial nature. Perishable or consumable goods of a nominal value or reasonable personal entertainment are excluded.
- Loans of money, goods or services.

F. DISCIPLINE

It is the individual's responsibility to disclose any potential or existing conflict of interest situation as defined by this policy. Failure to disclose or violations of this policy may necessitate discipline up to and including discharge of duty.

G. SUBSEQUENT DEVELOPMENTS

In the event that the Michigan Legislature adopts legislation pertaining to the ethical conduct of public officials and employees by either amending or replacing either or both of Act 196 and Act 317, all references to Act 196 and Act 317 in this policy shall be read to refer to such subsequent legislation without further action of the Huron-Clinton Metropolitan Authority Board of Commissioners.

Adopted by Board of Commissioners on: May 9, 2013



HURON-CLINTON METROPOLITAN AUTHORITY
Acknowledgement of Receipt of Ethics Policy

I have received a copy of the Metroparks Ethics Policy.

I have read and understand the above policy and agree to abide by the provisions outlined therein.

_____ I have nothing to report at this time.

_____ Attached is a completed and signed Metroparks Financial Interest or Other Conflicts of Interest Disclosure Form.

Signed: _____ Date: _____

Received by: _____ Date: _____



HURON-CLINTON METROPOLITAN AUTHORITY
Financial Interest or Other Conflicts of Interest Disclosure Form

Employee Name _____

Park/Department: _____

I am disclosing the following financial interest (check one) that identifies the business enterprise or entity involved and the nature and amount of interest by myself, my spouse or my relative or friend:

_____ Salary or other payment for services (i.e., consulting fees, referral fees).

_____ Equity interests (i.e., stocks, stock options or other ownership interests).

_____ Intellectual property right (i.e., patents, copyrights, royalties).

_____ Gifts (monetary or non-monetary).

_____ Loans (money, goods or services).

_____ Other

Please describe the conflict of interest situation or transaction below:

I further agree:

1. To update this disclosure as new reportable conflict of interest situations occur.
2. To comply with any conditions or restrictions imposed by the Metroparks to manage, reduce or eliminate actual or potential conflicts of interest.
3. To cooperate in the development of a Memorandum of Understanding (MOU) that constitutes a plan to resolve any conflicts of interest.

Employee Signature: _____

Date: _____

Reviewed By: _____

Date: _____



HURON-CLINTON METROPOLITAN AUTHORITY
Financial Interest or Other Conflicts of Interest
Disclosure Form – Board of Commissioners

Commissioner Name: _____

I am disclosing the following financial interest (check one) that identifies the business enterprise or entity involved and the nature and amount of interest by myself, my spouse or my relative or friend:

_____ Salary or other payment for services (i.e., consulting fees, referral fees).

_____ Equity interests (i.e., stocks, stock options or other ownership interests).

_____ Intellectual property right (i.e., patents, copyrights, royalties).

_____ Gifts (monetary or non-monetary).

_____ Loans (money, goods or services).

_____ Other

Please describe the conflict of interest situation or transaction below:

I further agree:

1. To update this disclosure as new reportable conflict of interest situations occur.
2. To comply with any conditions or restrictions imposed by HCMA to manage, reduce or eliminate actual or potential conflicts of interest.
3. To cooperate in the development of a Memorandum of Understanding (MOU) that constitutes a plan to resolve any conflicts of interest.
4. If matters come to my attention that may raise questions of conflict of interest, I agree to review it with the Chairman or Director for clarification.

Signature: _____

Date: _____

Reviewed By: _____

Date: _____



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Approval/Resolution – Amended 2018-2022 Community Recreation Plan
Date: January 3, 2020

Action Requested: Motion to Approve

That the Board of Commissioners approve a resolution adopting the 2018-2022 Amended Metroparks Community Recreation Plan as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: Projects identified in the amended Community Recreation Plan will affect the Metroparks budget through 2022; however, there is no immediate fiscal impact.

Background: The 2018-2022 Community Recreation Plan was approved by the Board in September 2017. Prior to its initial approval, over the summer 2017, more than 2,100 website users who visited the Planning Department web page during the public comment period had the opportunity to review the plan online and specific chapters downloaded by website visitors ranged between 224 to 275 downloads. Hard copies of the draft plan were also made available for public review at each of the 13 Metroparks as well as the Administrative Office.

Since the approval of the most recent Community Recreation Plan more than two years ago, the Metroparks has undergone changes in leadership, organization and direction. The proposed amendment to the Community Recreation Plan accounts for these changes and incorporates the plans and references projects developed since 2017 (e.g. the remainder of the individual park master plans, the Sustainability plan, the ADA Transition Plan, and the Recreation Programming Plan). Additionally, various projects related to the plans and projects developed since 2017 are proposed for inclusion in the Action Program, which will position the Metroparks to seek out certain grant sources for their implementation.

The full plan (with proposed revisions/additions in blue text) was posted to the Planning and Development website – <https://www.metroparks.com/about-us/planning-department/> on Dec. 20, 2019. The Public Hearing notice was posted in the Detroit Free Press and Detroit News on Dec. 23, 2019. Also, on Dec. 23, a press release was issued notifying news media and the public about where to locate the amended plan draft online and in hard-copy form at each Metropark, the Administrative Office and at several community locations across the region.

Any comments received from the public prior to or at the Jan. 9, 2020 public hearing will be summarized and incorporated into the final plan document.

Attachment: Amended 2018-2022 Community Recreation Plan Resolution

**HURON-CLINTON METROPOLITAN AUTHORITY
13000 HIGH RIDGE DRIVE, BRIGHTON, MICHIGAN 48114**

2018-2022 AMENDED COMMUNITY RECREATION PLAN

Resolution No. 2020-01

Motion made by: Commissioner _____

Supported by: Commissioner _____

AT A MEETING OF THE BOARD OF COMMISSIONERS OF THE HURON-CLINTON METROPOLITAN AUTHORITY HELD ON JANUARY 9, 2020, THE BOARD ADOPTED THE FOLLOWING RESOLUTION:

WHEREAS, the Huron-Clinton Metropolitan Authority (“Authority”) has undertaken a planning process to determine the recreation programming needs and desires of its residents during a three-year period covering the years 2020 through 2022, and

WHEREAS, the Authority is made up of representatives from Livingston, Macomb, Oakland, Washtenaw and Wayne counties; and

WHEREAS, the Authority began the process of amending the 2018-2022 Community Recreation Plan in accordance with the most recent guidelines developed by the Department of Natural Resources and made available to local communities; and

WHEREAS, residents of Livingston, Macomb, Oakland, Washtenaw and Wayne counties were provided with a well-advertised opportunity during the development of the amended draft plan to express opinions, ask questions, and discuss all aspects of the recreation and natural resource conservation plan; and

WHEREAS, the public was given a well-advertised opportunity and reasonable accommodations to review the draft plan for a period of at least two weeks; and

WHEREAS, a public hearing was held on January 9, 2020 at the Administrative Office in Brighton, Michigan to provide an opportunity for all residents of the planning area to express opinions, ask questions, and discuss all aspects of the 2018-2022 Amended Community Recreation Plan; and

WHEREAS, the Authority has amended the plan as a guideline for improving recreation programming for the Huron-Clinton Metroparks; and

WHEREAS, after the public hearing, the Authority voted to adopt said 2018-2022 Amended Community Recreation Plan.

NOW, THEREFORE BE IT RESOLVED the Huron-Clinton Metropolitan Authority hereby adopts the 2018-2022 Amended Community Recreation Plan.

AYES: Commissioners: _____

NAYS: Commissioners: _____

ABSTAIN: Commissioners: _____

ABSENT: Commissioners: _____

I hereby certify that the above is a true and correct copy of the resolution adopted by the Huron-Clinton Metropolitan Authority on January 9, 2020.

Steven Williams, Secretary



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Report – 2020 Recreation Programming Work Plan
Date: January 3, 2020

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the report on the 2020 Recreation Programming Work Plan as recommended by Chief of Planning and Development Nina Kelly and staff.

Fiscal Impact: Projects identified in the 2020 recreation programming workplan have been budgeted for in the 2020 Planning and Development Department budget.

Background: The Recreation Programming Plan (Chapter 9, beginning on page 151) is the largest new section of the amended 2018-2022 Community Recreation Plan. The Recreation Programming Plan is structured to meet the requirements of the Commission on the Accreditation of Parks and Recreation Agencies (CAPRA) standards, and it details the methods by which Metroparks staff will develop, implement and evaluate programming moving forward. The development of an annual workplan for recreation programming was identified in the action program of the amended Community Recreation Plan (Chapter 8, page 137). Staff will present the 2020 work plan at the January Board meeting.

Attachment: The Recreation Programming Work Plan
(will be sent separately before the Jan. 9 meeting)



To: Board of Commissioners
From: Nina Kelly, Chief of Planning and Development
Subject: Report – Planning and Development Monthly Update
Date: January 3, 2020

Action Requested: Motion to Receive and File

That the Board of Commissioners receive and file the Planning and Development monthly update as recommended by Chief of Planning and Development Nina Kelly and staff.

Background: The monthly update for the Planning and Development department is attached for Board review.

Attachment: Planning and Development Monthly Update



PLANNING AND DEVELOPMENT MONTHLY REPORT

JANUARY 2020

Administrative Office
13000 High Ridge Drive
Brighton, MI 48814



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

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

SYSTEM-WIDE

METRICS FOR ACTIONS UNDER WAY, COMPLETED OR ONGOING

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

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

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

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

Volunteers – Total number of volunteers/workdays

Grant/Foundation Funding – Total funding/match

Visitor Counts – Total number of visitors weekend/weekday








Best practices education – Project emphasizes educational and interpretational opportunities

Estimated cost – Total estimated or actual cost of project

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

Staff time – Total number of staff hours estimated

Administrative





	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
DISTRICT-WIDE	Planning and Development monthly reports	Report		Monthly	Staff time	
	Foundation administrative Tasks	Various		Monthly	Grant/Foundation Funding	
	Sign request processing/signage transition plans	Infrastructure/ Small Facilities		Ongoing	Actual Cost	
	CAPRA accreditation preparation/initiation	Report	Various	Ongoing	Staff time	
	Regional transportation/recreation opportunities	Various	Various	Ongoing	Staff time	Research
	SEMTAT participation	Report		Ongoing	Staff time	Meeting attendance
	FAIR Play Coalition maint. and development	Various		Ongoing	Volunteers	Engagement re: Maple Beach playground
	Agency/org partnership maint. and development	Various	Various	Ongoing	Staff time	Meeting attendance
	CAPRA Programming Ch. 6	Various		Ongoing	Staff time	Documentation assembly
	CAPRA Planning Ch. 2 documentation	Report		Ongoing	Staff time	Documentation assembly

SYSTEM-WIDE

Facility Concept Planning

Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
Accessible picnic shelter layouts for parks	Plan		4 months	Staff time	Respond to requests from staff

HCMA Studies/Initiatives

Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
Rec Plan amendment/Programming Plan completion	Plan		1 month	Staff time	Public hearing
Property Acquisition/Divestment Strategy Report	Plan		Ongoing	Staff time	Report development
Volunteer Development Plan	Plan		2 months	Staff time	Report development
ADA Transition Plan facility evaluations	Plan		Ongoing	Staff time	

Grants/Fundraising






Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
Sit-Stand Workstations	Small Facility		2 months	Grant/Foundation Funding	Application development

Project Implementation/Oversight

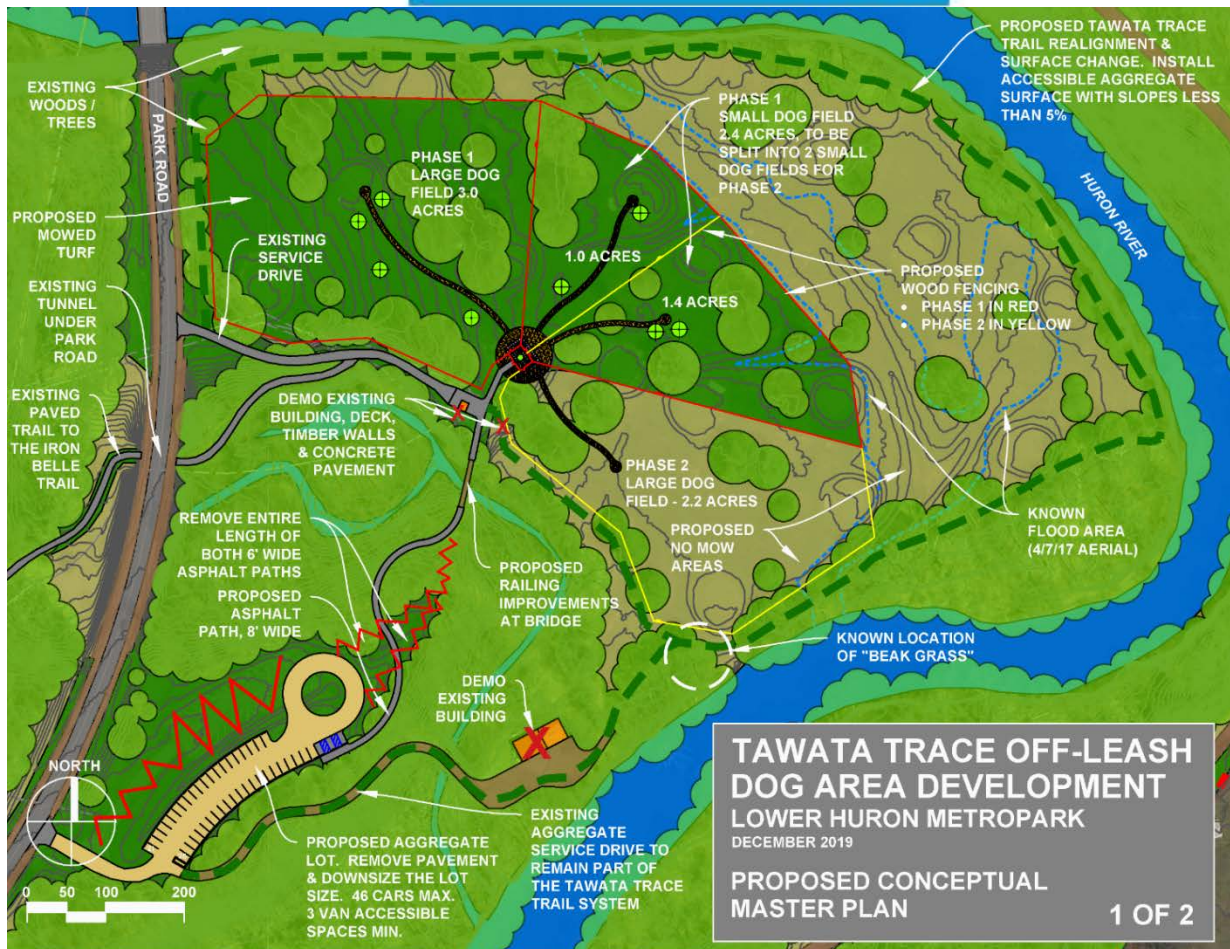
Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
Collaborative projects coordination	Various		Ongoing	Staff time	
Sustainability Plan projects coordination	Various		Ongoing	Various	

SYSTEM-WIDE

Recreation Programming

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
	Approval of annual recreation programming workplan	Plan		1 month	Staff time	
	Event/program evaluation analysis/reporting	Report		On going	Staff time	
	DPSCD Field Trips (pending)	Report		6 months	Staff time	
	Signature Events support/oversight	Various		On going	Staff time	
	DIA's Inside/Out program	Various		On going	Staff time	




SOUTHERN DISTRICT




Proposed Lower Huron Off-Leash Dog Area

SOUTHERN DISTRICT

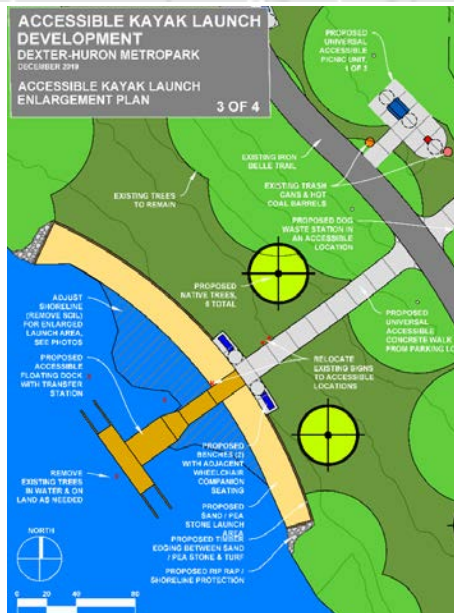
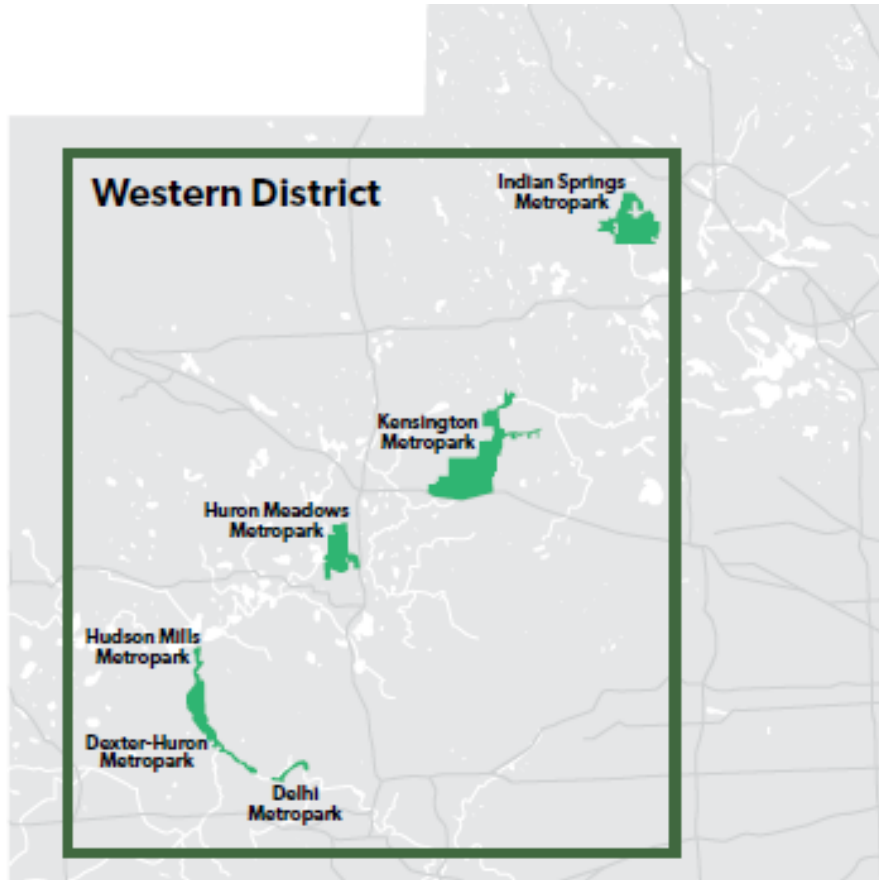
Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
LOWER HURON	LH IBT Connector TF Application	Large Facilities		3 months	Grant/Foundation Funding	Staff working on application
	LH Off-Leash Dog Area TF application	Large Facilities		3 months	Grant/Foundation Funding	Staff working on application
	LH Walnut Grove Campground TF application	Large Facilities		3 months	Grant/Foundation Funding	Staff working on application

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
LOWER HURON	LH N. Fishing Site LWCF grant administration	Large Facilities		Ongoing	Staff time	




WESTERN DISTRICT






Proposed Dexter-Huron Kayak Launch

WESTERN DISTRICT

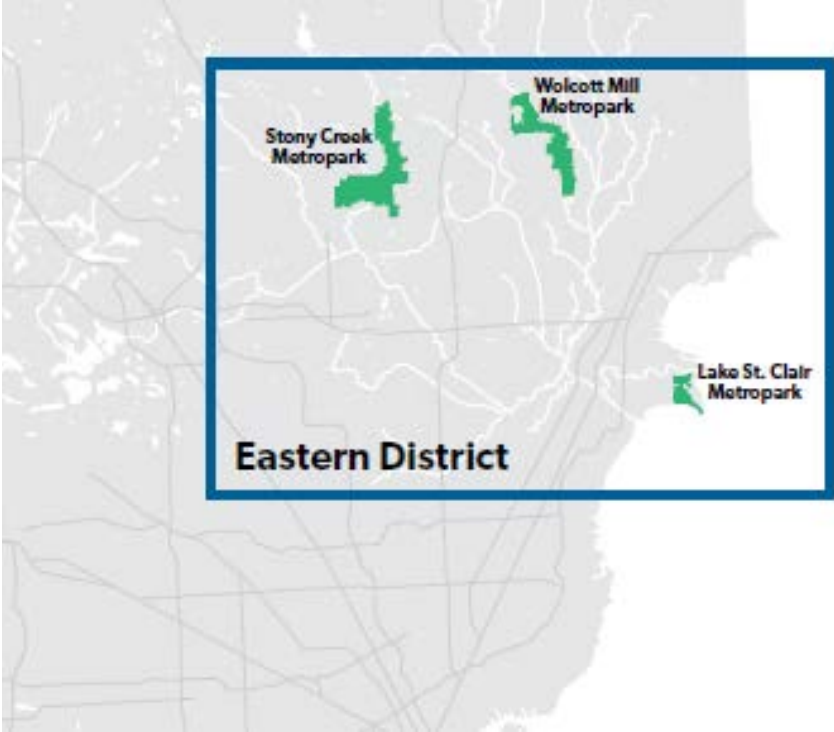
Administrative

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2019 Actions
DELHI	Border To Border trail design and implementation	Large Facilities		Ongoing	Estimated Cost	
KEN	Kensington CMS pipeline coordination	Large Facilities		Ongoing	Staff time	
KEN	Public art initiative for Maple Beach	Large Facilities		Ongoing	Staff time	

Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
KENSINGTON	KMP AARP Fitot application	Small Facilities		2 months	Grant/Foundation Funding	Staff working on application
INDIAN SPRINGS	Indian Springs GC Acquisition TF application	Large Facilities		3 months	Grant/Foundation Funding	Staff working on application
DEXTER-HURON	Dexter-Huron Accessible Kayak Launch TF application	Large Facilities		3 months	Grant/Foundation Funding	Staff working on application


EASTERN DISTRICT





Proposed Lake St. Clair Boardwalk Improvements

EASTERN DISTRICT




Administrative

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
STONY CREEK	North Branch Greenway Planning	Plan		Ongoing	Staff Time	Meeting attendance


Grants/Fundraising

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
	LSC Boardwalk Restoration TF application	Small Facilities		3 months	Grant/Foundation Funding	
LSC	LSC Black Creek Acquisition TF application	Large Facilities		3 months	Grant/Foundation Funding	Staff working on an application

Project Implementation/Oversight

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
LSC	LSC Nature Center-DNR Grant Admin	Large Facilities		Ongoing	Staff time	Staff hours working on project
SCR	Sheldon Trails Grant Admin	Large Facilities		Ongoing	Staff time	Staff hours working on project
	Sheldon Trails Signage Plan	Small Facilities		3 months	Staff time	Staff hours working on project

Recreation Programming

	Description	Action Type	Dept. Input	Timing	Implementation Indicator	January 2020 Actions
LSC	Swimming pilot at Lake St. Clair	Large Facilities		Ongoing	Visitor counts	

WHAT'S NEXT?

Description	Action Type
<p>SOUTHERN DISTRICT</p> <p>LE Marina Facility Concept Plan</p>	<p>Plan</p>
<p>EASTERN DISTRICT</p> <p>LSC Marina Facility Concept Plan</p> <p>LSC Accessible Kayak Launch with consessionaire</p>	<p>Plan</p> <p>Plan</p>
<p>WESTERN DISTRICT</p> <p>Maple Beach playground</p>	<p>Construction Project</p>





To: Board of Commissioners
From: Mike Henkel, Chief of Engineering Services
Subject: Report – Prioritized Plan for 2020 Capital Improvements/Major Maintenance Projects
Date: January 3, 2020

Action Requested: Motion to Receive and File

That the Board of Commissioners received and file the Prioritized Plan for 2020 Capital Improvements/Major Maintenance Projects as recommended by Chief of Engineering Services Mike Henkel and Staff.

Background: The Engineering department will provide a presentation at the January meeting providing an overview of the capital and major maintenance project schedule for the upcoming year.

Attachment: Prioritized List of Capital Projects and Major Maintenance

Prioritized Capital Projects and Major Maintenance

2020

PROJECT/LOCATION	DEPARTMENT	PROJECT TYPE	CONCEPT & ESTIMATING	DESIGN	BUILD	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec
Grant Applications to be Developed in 2020																	
Delhi Accessible Kayak Launch	Plan	2020 application	x	2021													
Lower Huron Iron Belle Trail Connector (North)	Plan	2020 application	x	2021													
Lower Huron Off-Leash Dog Area	Plan	2020 application	x	2021													
Lower Huron Walnut Grove Campground Improvements	Plan	2020 application	x	2021													
LSC West Boardwalk Redevelopment	Plan	2020 application	x	2021													

Concepts to be developed in 2020																	
Lake Erie Marina Facility Concept Plan	Plan/Eng/Nrc	not yet funded	x														
LSC Marina Facility Concept Plan	Plan/Eng/Nrc	not yet funded	x														
LSC Pool/Bathhouse Facility Concept Plan	Plan/Eng/Nrc	not yet funded	x														
Stony Creek Eastwood Beach Facility Concept Plan	Plan/Eng/Nrc	not yet funded	x														
Willow Pool Complex Facility Concept Plan	Plan/Eng/Nrc	not yet funded	x														
Wolcott Farm Center Facility Concept Plan	Plan/Eng/Nrc	not yet funded	x														

Awarded Grant Projects to be designed 2020																	
Hudson Mills Rapids View Area Deveopment	Plan/Eng	Awarded in 2019	complete	x	2021												
KMP West Boat Launch Accessible Kayak Launch	Plan/Eng	Awarded in 2019	complete	x	2021												
Lake Erie Boat Launch Accessible Kayak Launch	Plan/Eng	Awarded in 2019	complete	x	2021												
Oakwoods Accessible Nature Trails Development	Plan/Eng	Awarded in 2019	complete	x	2021												
Stony Creek Oakgrove Off-Leash Dog Area	Plan/Eng	Awarded in 2019	complete	x	2021												

Priority Identified Projects																	
** Delhi Relocating Concessionaire Canoe Livery Building/including B2B trail	Plan/Eng	2020 CI		x	x												
** Indian Springs EDC Pond Dome Carpet Replacement/Leak Repairs (from 2019)	Plan/Eng/Park/NRC	2020 MM		park	park												
** KMP Flooring/Features Replacement at Splash 'n' Blast	Eng	2020 MM		x	x												
** Lower Huron Turtle Cove Marcite Repair (completion from 2019)	Eng	2020 MM		complete	x												
** Lower Huron Turtle Cove Splashpad Resurface	Eng	2020 MM		x	x												
** LSC Accessible Marina Dock Renovation	Eng	2020 MM		x	x												
** Stony Creek Boat Launch Building/Shade Structure (Phase II/III)	Eng	2020 CI	complete	x	2021												
** Stony Creek Boat Launch Parking Lot (Phase I)	Eng	2020 CI	complete	x	x												
** Wolcott Mill Structural Repairs (completion from 2019)	Eng	2020 MM		x	x												
* LSC Activity Center Roof Painting	Eng	2020 MM		x	x												
* LSC North/South Marina Electrical Work	Eng	2020 MM		x	x												
* Lower Huron Turtle Cove Lazy River Pump Repair (completion from 2019)	Eng	2020 MM		park	x												
* Lower Huron Turtle Cove Waterslide Repair	Eng	2020 MM		x	x												
* Lake Erie Boat Launch Road Culvert Replacement Phase I (from 2019)	Eng	2020 MM		x	x												
* Lake Erie Boat Launch Road Culvert Replacement Phase II	Eng	2020 MM		x	x												
* LSC Electrical Grid (design only in 2020)	Eng	2020 CI		x	2021												
* KMP Hike-Bike Trail Reconstruction	Eng	2020 CI		n/a	x												
* Lower Huron Bemis Rd. Fiber Installation	IT	2020 CI		n/a	x												
* Lower Huron Hike Bike Trail Reconstruction	Eng																
* Hudson Mills Hike-Bike Trail Reconstruction	Eng	2020 CI		n/a	x												
* Wolcott Mill Additional Funding for Generator Connection	Eng	2020 CI		x	x												
* Wolcott Farm to Mill Connector Trail (design only in 2020)	Eng	2020 CI		x	2021												

** Highest Priority
* High Priority

Prioritized Capital Projects and Major Maintenance

2020

PROJECT/LOCATION	DEPARTMENT	PROJECT TYPE	CONCEPT & ESTIMATING	DESIGN	BUILD	jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec
Projects Currently in Progress																	
KMP Maple Beach Building and Site Improvements	Eng																
Stony Creek Baypoint Beach Building and Site Improvements	Eng																
Willow Park Office Replacement	Eng																
Willow New Park Office/Maintenance Building Gas Service Line	Eng	2020 CI		x	x												
Oakwoods Nature Center Exhibits	Int																
Oakwoods Nature Center Lighting and Electrical	Int/Eng																
Sheldon Trails	Plan																
Willow Pool Shelter Accessibility (completion from 2019)	Eng	2020 MM		complete	x												
Indian Springs Meadowlark Shelter Accessibility (completion from 2019)	Eng	2020 MM		complete	x												
LSC Boiler Replacement	Eng	2020 MM		x	x												
Stony Creek Sewer Rehabilitation (completion from 2019)	Eng																
Lake Erie Marshlands Museum Roof Replacement	Eng	2020 MM		x	x												
Lake Erie Pool Mechanical/Bathroom/Food Bar/RR Roof Replacments	Eng	2020 MM		x	x												
Lake Erie Marina Pump Out	Eng	2020 MM		x	x												
KMP Maple Beach Universal Accessible Playground	Plan	2020 CI	complete	x	x												
Wolcott Mills Farm Pasture Fencing (Completion from 2019)	Eng	2020 MM		Eng	x												
Major Maintenance Projects to be Designed 2020																	
LSC East Boardwalk Decking Replacement	Eng	2020 MM		x	x												
LSC Beach Spoil Containment/Removal	NRC	2020 MM		x	x												
LSC Marina Dock Repairs	Park	2020 MM		park	park												
LSC Shelter Roof/Shingles Repair - Parkwide	Park	2020 MM		park	park												
LSC Adventure Golf Boardwalk Decking Replacement (put with Boardwalk)	Eng	2020 MM		x	x												
LSC Adventure Golf Carpet Repair	Park	2020 MM		park	x												
LSC Pool Slide/Sprayzone Pump Rebuilding	Park	2020 MM		x	x												
KMP Buno Road Bridge Approaches	Eng	2020 MM		complete	x												
KMP Boat Rental Removal of Boat House/Sinkhole Repairs	Eng	2020 MM		x	x												
KMP Hike-Bike Shoulder Stone Replacement - Parkwide	Park	2020 MM		park	park												
KMP Farm Center Historic 1856 Horse Barn Roof Replacement (Do with Golf Course)	Park	2020 MM		x	x												
KMP Farm Center Septic tank	Eng	2020 MM		x	x												
KMP Golf Course Cart Barn Roof Replacement	Park	2020 MM		x	x												
KMP Dam Concrete Work	Eng	2020 MM		x	x												
KMP Maintenance Yard Washbay Lagoon	Eng	2020 MM		x	x												
Lower Huron Fishing Piers, Erosion Reinforcement	Nrc	2020 MM		x	x												
Lower Huron Turtle Cove Pavement Joint Sealing	Eng	2020 MM		x	x												
Lower Huron Turtle Cove Lazy River Replace Variable Frequency Drive Control Panel	Park	2020 MM		x	x												
Willow Huron River Shoreline Erosion Control (near Maintenance Area)	Nrc	2020 MM		x	x												
Willow Replace Vinyl Siding at Comfort Stations	Park	2020 MM		park	park												
Hudson Mills Golf Course Salt Shed & Starter Building Roof Replacement	Park	2020 MM		x	x												
Stony Creek Sheldon Trails (Area) & Road Shoulders Gravel Replenishment	Park	2020 MM		park	park												
Stony Creek Maintenance Building Repair Door Jam	Park	2020 MM		park	park												
Stony Creek Golf Course Culverts	Park	2020 MM		park	park												
Stony Creek Golf Course Tee Renovations	Park	2020 MM		park	park												
Stony Creek Park Office Replace ADA Ramp/Wall Repair/Concrete	Eng/Plan	2020 MM		x	x												
Stony Creek Well/Pump Line Evaluation at Snell Road	Park	2020 MM		x	x												
Stony Creek Eastwood Beach Entrance Road Spot Repairs	Park	2020 MM		x	x												
Stony Creek Replace Comfort Station Doors - Parkwide	Park	2020 MM		park	park												
Stony Creek Sanitary Sewer Rehabilitation	Eng	2020 MM		x	x												
Stony Creek Dam Concrete Work	Eng	2020 MM		x	x												
Lake Erie Wave Pool Deck Carpet Replacement	Park	2020 MM		park	park												
Lake Erie Wave Pool Plaza Concrete Work	Eng	2020 MM		x	x												
Lake Erie Cove Point Shoreline Restoration/Protection	Nrc	2020 MM		NRC	x												
Lake Erie Wave Pool Coin Locker Replacement	Park	2020 MM		park	park												
Lake Erie Marshlands Museum Boardwalk & Pavement Approach Repairs	Eng	2020 MM		x	x												
Wolcott Mill Goat Barn Upgrades (Park-Plumb/Elec) Eng (Str)	Park/Eng	2020 MM		x	x												

Prioritized Capital Projects and Major Maintenance

2020

PROJECT/LOCATION	DEPARTMENT	PROJECT TYPE	CONCEPT & ESTIMATING	DESIGN	BUILD	2020																			
						jan	feb	mar	apr	may	jun	jul	aug	sep	oct	nov	dec								
Capital Projects in 2020 Budget																									
Stony Creek Tap Grant																									
Dexter-Huron IBT Connector	Plan/Eng	2020 CI	complete	complete	x																				
Delhi Relocating Concessionaire Canoe Livery Building	Plan/Eng/Nrc	2020 CI		x	x																				
Hudson Mills Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
Hudson Mills Tollbooth Removal and Replacement	Park	2020 CI	park	x	x																				
Huron Meadows Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
Indian Springs Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
Lake Erie Fish Cleaning Station	Eng	2020 CI	x	x	x																				
Lower Huron Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
Lower Huron N. Fishing Site Accessibility Improvements	Plan/Eng	2020 CI	complete	2020	2021																				
LSC Accessible Kayak Launch and Power	Plan/Eng	2020 CI	complete	x	x																				
LSC Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
LSC Black Creek Marsh Wetland Filtration Enhancement (completion from 2019)	Nrc	2020 CI	complete	complete	NRC																				
Oakwoods Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
Stony Creek Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
Stony Creek Shorefishing Replace Vault Latrine	Eng	2020 CI	x	x	x																				
Willow Backup Internet Fiber Installation	It	2020 CI	n/a	x	x																				
Willow GC Culvert Replacement on Holes 1, 9, 10	Eng	2020 CI		x	x																				
Willow Main Park Road Culvert Replacements near Acorn Knoll	Eng	2020 CI		x	x																				
Wolcott Mill Phase II Animal Pen Fencing Replacement	Park/Eng	2020 CI		x	x																				

HURON-CLINTON METROPARKS MONTHLY STATISTICS

December, 2019

PARK	MONTHLY VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	13,491	13,673	13,360	1%
Wolcott Mill	2,058	2,446	3,330	-38%
Stony Creek	17,522	17,597	16,298	8%
Indian Springs	2,551	2,621	2,547	0%
Kensington	36,559	39,036	33,438	9%
Huron Meadows	2,801	2,789	4,003	-30%
Hudson Mills	10,395	9,290	7,860	32%
Lower Huron/Willow/Oakwoods	28,547	31,291	34,678	-18%
Lake Erie	6,710	6,909	6,180	9%
Monthly TOTALS	120,634	125,652	121,694	-1%

MONTHLY TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 48,315	\$ 40,423	\$ 39,434	23%
\$ 1,273	\$ 632	\$ 677	88%
\$ 110,181	\$ 78,918	\$ 82,143	34%
\$ 14,057	\$ 14,422	\$ 12,747	10%
\$ 117,450	\$ 92,152	\$ 87,719	34%
\$ 2,749	\$ 3,246	\$ 8,802	-69%
\$ 33,395	\$ 26,235	\$ 25,136	33%
\$ 51,975	\$ 33,021	\$ 34,868	49%
\$ 32,858	\$ 26,909	\$ 22,968	43%
\$ 412,253	\$ 315,958	\$ 314,495	31%

PARK	Y-T-D VEHICLE ENTRIES			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	408,770	399,733	397,782	3%
Wolcott Mill	32,077	51,288	62,700	-49%
Stony Creek	534,985	565,565	550,743	-3%
Indian Springs	85,591	86,273	89,425	-4%
Kensington	760,129	775,089	767,906	-1%
Huron Meadows	90,404	93,263	96,684	-6%
Hudson Mills	202,011	196,605	205,032	-1%
Lower Huron/Willow/Oakwoods	526,903	553,238	563,919	-7%
Lake Erie	188,961	185,470	191,221	-1%
Monthly TOTALS	2,829,831	2,906,524	2,925,411	-3%

Y-T-D TOLL REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 1,587,525	\$ 1,581,412	\$ 1,552,478	2%
\$ 87,489	\$ 46,567	\$ 37,026	136%
\$ 2,336,108	\$ 2,233,648	\$ 2,353,617	-1%
\$ 291,482	\$ 287,588	\$ 292,972	-1%
\$ 2,596,827	\$ 2,514,196	\$ 2,573,187	1%
\$ 89,198	\$ 83,512	\$ 88,419	1%
\$ 493,011	\$ 497,348	\$ 533,708	-8%
\$ 1,006,903	\$ 1,020,128	\$ 1,069,391	-6%
\$ 616,523	\$ 588,727	\$ 599,915	3%
\$ 9,105,066	\$ 8,853,126	\$ 9,100,713	0%

PARK	MONTHLY PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 58,084	\$ 51,361	\$ 48,801	19%
Wolcott Mill	\$ 33,509	\$ 22,113	\$ 33,599	0%
Stony Creek	\$ 117,318	\$ 89,650	\$ 94,237	24%
Indian Springs	\$ 23,428	\$ 23,490	\$ 20,063	17%
Kensington	\$ 191,926	\$ 164,953	\$ 139,016	38%
Huron Meadows	\$ 5,473	\$ 7,524	\$ 15,005	-64%
Hudson Mills	\$ 36,001	\$ 35,669	\$ 31,100	16%
Lower Huron/Willow/Oakwoods	\$ 56,767	\$ 37,175	\$ 37,634	51%
Lake Erie	\$ 40,745	\$ 36,474	\$ 29,561	38%
Y-T-D TOTALS	\$ 563,251	\$ 468,409	\$ 449,016	25%

Y-T-D PARK REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,373,255	\$ 2,330,581	\$ 2,278,971	4%
\$ 305,914	\$ 257,136	\$ 396,716	-23%
\$ 3,985,263	\$ 3,856,095	\$ 4,012,602	-1%
\$ 1,112,354	\$ 1,114,965	\$ 1,128,665	-1%
\$ 4,825,216	\$ 4,581,443	\$ 4,492,276	7%
\$ 957,606	\$ 900,598	\$ 907,309	6%
\$ 1,135,111	\$ 1,097,406	\$ 1,099,109	3%
\$ 2,881,531	\$ 2,799,751	\$ 2,879,632	0%
\$ 1,770,945	\$ 1,763,721	\$ 1,735,253	2%
\$ 19,347,195	\$ 18,701,696	\$ 18,930,534	2%

District	Y-T-D Vehicle Entries by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	975,832	1,016,586	1,011,225	-3%
Western	1,138,135	1,151,230	1,159,046	-2%
Southern	715,864	738,708	755,140	-5%

Y-T-D Total Revenue by Management Unit			
Current	Previous	Prev 3 Yr Avg	Change from Average
6,664,431	6,443,812	6,688,289	0%
8,030,287	7,694,412	7,627,359	5%
4,652,476	4,563,472	4,614,885	1%

GOLF THIS MONTH	MONTHLY ROUNDS			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	0	0	0	-
Indian Springs	0	0	0	-
Kensington	0	0	0	-
Huron Meadows	0	0	0	-
Hudson Mills	0	0	0	-
Willow	0	0	14	-
Lake Erie	-14	0	0	-
Total Regulation	-14	0	14	-202%
LSC Par 3	0	0	0	-
LSC Foot Golf	0	0	0	-
Total Golf	-14	0	14	-202%

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ -	\$ 452	\$ 151	-
\$ -	\$ 267	\$ 100	-
\$ -	\$ -	\$ -	-
\$ -	\$ 526	\$ 175	-
\$ -	\$ 204	\$ 98	-
\$ -	\$ 71	\$ 106	-
\$ (76)	\$ 157	\$ 52	-245%
\$ (76)	\$ 1,677	\$ 682	-111%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ (76)	\$ 1,677	\$ 682	-111%

GOLF Y-T-D	GOLF ROUNDS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	29,890	28,856	29,470	1%
Indian Springs	24,443	24,455	24,124	1%
Kensington	34,406	30,919	30,216	14%
Huron Meadows	27,945	26,251	26,059	7%
Hudson Mills	21,496	19,790	17,394	24%
Willow	23,611	20,228	22,630	4%
Lake Erie	25,456	24,081	24,034	6%
Total Regulation	187,247	174,580	173,927	8%
LSC Par 3	5,433	6,784	7,298	-26%
LSC Foot Golf	823	324	725	14%
Total Golf	193,503	181,688	185,351	4%

GOLF REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 907,324	\$ 920,798	\$ 942,026	-4%
\$ 710,600	\$ 694,172	\$ 694,850	2%
\$ 1,034,363	\$ 939,408	\$ 918,818	13%
\$ 840,728	\$ 781,993	\$ 756,619	11%
\$ 504,302	\$ 464,305	\$ 396,133	27%
\$ 672,825	\$ 571,590	\$ 632,843	6%
\$ 688,266	\$ 689,701	\$ 661,478	4%
\$ 5,358,408	\$ 5,061,966	\$ 5,002,766	7%
\$ 42,502	\$ 37,640	\$ 42,526	0%
\$ 5,372	\$ 1,957	\$ 5,493	-2%
\$ 5,406,282	\$ 5,101,563	\$ 5,073,361	7%

AQUATICS THIS MONTH	PATRONS THIS MONTH			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	0	0	0	-
Stony Creek Rip Slide	0	0	0	-
KMP Splash	0	0	0	-
Lower Huron	0	0	0	-
Willow	0	0	0	-
Lake Erie	0	0	0	-
TOTALS	0	0	0	-

MONTHLY REVENUE			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-

AQUATICS Y-T-D	PATRONS Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	44,386	46,746	46,371	-4%
Stony Creek Rip Slide	22,771	26,031	29,601	-23%
KMP Splash	39,035	44,648	43,208	-10%
Lower Huron	82,566	93,625	90,585	-9%
Willow	19,475	19,116	19,482	0%
Lake Erie	31,672	33,731	32,618	-3%
TOTALS	239,905	263,897	262,817	-9%

REVENUE Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 221,464	\$ 233,797	\$ 231,833	-4%
\$ 119,246	\$ 133,308	\$ 151,369	-21%
\$ 275,882	\$ 264,525	\$ 255,896	8%
\$ 946,911	\$ 951,568	\$ 909,095	4%
\$ 91,977	\$ 90,592	\$ 96,543	-5%
\$ 259,737	\$ 265,911	\$ 259,923	0%
\$ 1,915,216	\$ 1,939,701	\$ 1,911,456	0%

PARK	Seasonal Activities this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	1	3	2	-57%
Shelters	9	9	4	125%
Boat Launches	3	9	4	-25%
Marina	0	0	0	-
Mini-Golf	0	0	0	-
Wolcott				
Activity Center	6	0	5	29%
Stony Creek				
Disc Golf Daily	5	0	0	1400%
Disc Golf Annual	14	5	5	200%
Total Disc Golf	19	5	5	280%
Shelters	4	5	4	-8%
Boat Rental	0	0	0	-
Boat Launches	27	0	0	-
Indian Springs				
Shelters	1	0	0	-
Event Room	4	5	4	0%
Kensington				
Disc Golf Daily	15	94	34	-55%
Disc Golf Annual	7	14	6	17%
Total Disc Golf	22	108	40	-45%
Shelters	11	9	9	22%
Boat Rental	0	0	0	-
Huron Meadows				
Shelters	0	1	0	-
Hudson Mills				
Disc Golf Daily	246	230	132	86%
Disc Golf Annual	12	44	20	-41%
Total Disc Golf	258	274	153	69%
Shelters	0	1	1	-
Canoe Rental	0	0	0	-
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	36	52	30	19%
Disc Golf Annual	2	2	1	200%
Total Disc Golf	38	54	31	23%
Shelters	4	5	5	-14%
Lake Erie				
Shelters	5	3	3	67%
Boat Launches	296	253	182	63%
Marina	0	8	3	-

Monthly Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 800	\$ 2,400	\$ 1,700	-53%
\$ 2,250	\$ 1,600	\$ 800	181%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 1,000	\$ 500	\$ 667	50%
\$ 17	\$ -	\$ 1	1600%
\$ 820	\$ 255	\$ 232	254%
\$ 837	\$ 255	\$ 233	260%
\$ 900	\$ 1,050	\$ 950	-5%
\$ -	\$ -	\$ -	-
\$ -	\$ -	\$ -	-
\$ 200	\$ -	\$ -	-
\$ 8,300	\$ 8,600	\$ 5,600	48%
\$ 45	\$ 282	\$ 101	-55%
\$ 325	\$ 770	\$ 330	-2%
\$ 370	\$ 1,052	\$ 431	-14%
\$ 2,475	\$ 2,025	\$ 2,025	22%
\$ -	\$ -	\$ -	-
\$ -	\$ 200	\$ 67	-
\$ 738	\$ 690	\$ 397	86%
\$ 620	\$ 1,800	\$ 898	-31%
\$ 1,358	\$ 2,490	\$ 1,295	5%
\$ -	\$ 200	\$ 200	-
\$ -	\$ 5,324	\$ 1,775	-
\$ 108	\$ 156	\$ 91	19%
\$ 120	\$ 110	\$ 37	227%
\$ 228	\$ 266	\$ 128	79%
\$ 1,000	\$ 1,200	\$ 1,083	-8%
\$ 1,000	\$ 600	\$ 600	67%
\$ -	\$ -	\$ -	-
\$ 218	\$ 2,268	\$ 756	-71%

PARK	Seasonal Activities Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
Welsh Center	53	56	43	22%
Shelters	326	263	249	31%
Boat Launches	3,998	3,921	4,969	-20%
Marina	2,090	2,567	2,840	-26%
Mini-Golf	9,403	8,427	8,613	9%
Wolcott Mill				
Activity Center	67	92	100	-33%
Stony Creek				
Disc Golf Daily	10,465	10,757	13,352	-22%
Disc Annual	118	107	124	-5%
Total Disc Golf	10,583	10,864	13,476	-21%
Shelters	415	367	380	9%
Boat Rental	16,790	15,386	15,938	5%
Boat Launches	888	858	805	10%
Indian Springs				
Shelters	74	38	38	95%
Event Room	40	58	59	-32%
Kensington				
Disc Golf Daily	17,163	17,959	20,682	-17%
Disc Annual	182	195	176	4%
Total Disc Golf	17,345	18,154	20,858	-17%
Shelters	529	451	422	25%
Boat Rental	16,925	17,667	17,310	-2%
Huron Meadows				
Shelters	27	30	26	4%
Hudson Mills				
Disc Golf Daily	6,221	5,789	8,022	-22%
Disc Annual	143	209	170	-16%
Total Disc Golf	6,364	5,998	8,193	-22%
Shelters	75	100	105	-29%
Canoe Rental	8,203	6,808	6,421	28%
Lower Huron / Willow / Oakwoods				
Disc Golf Daily	1,100	1,314	1,101	0%
Disc Annual	9	18	11	-21%
Total Disc Golf	1,109	1,332	1,113	0%
Shelters	304	317	318	-4%
Lake Erie				
Shelters	85	68	71	20%
Boat Launches	15,791	14,866	15,531	2%
Marina	0	2,498	907	-

Seasonal Revenue Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 45,925	\$ 41,550	\$ 34,092	35%
\$ 85,705	\$ 65,954	\$ 66,620	29%
\$ -	\$ -	\$ -	-
\$ 17,498	\$ 22,949	\$ 25,587	-32%
\$ 34,314	\$ 30,542	\$ 30,984	11%
\$ 26,480	\$ 20,250	\$ 17,963	47%
\$ 35,384	\$ 34,186	\$ 41,566	-15%
\$ 6,680	\$ 5,845	\$ 6,633	1%
\$ 42,064	\$ 40,031	\$ 48,199	-13%
\$ 93,550	\$ 82,425	\$ 83,403	12%
\$ 177,737	\$ 159,742	\$ 168,243	6%
\$ -	\$ -	\$ -	-
\$ 10,575	\$ 7,250	\$ 6,117	73%
\$ 72,000	\$ 90,600	\$ 99,556	-28%
\$ 55,896	\$ 57,505	\$ 63,255	-12%
\$ 10,525	\$ 10,545	\$ 9,455	11%
\$ 66,421	\$ 68,050	\$ 72,710	-9%
\$ 119,488	\$ 103,600	\$ 103,162	16%
\$ 232,366	\$ 214,133	\$ 221,885	5%
\$ 5,400	\$ 6,000	\$ 5,200	4%
\$ 18,663	\$ 17,367	\$ 24,067	-22%
\$ 8,280	\$ 10,675	\$ 8,935	-7%
\$ 26,943	\$ 28,042	\$ 33,002	-18%
\$ 15,000	\$ 21,400	\$ 21,667	-31%
\$ 47,523	\$ 37,266	\$ 38,260	24%
\$ 3,300	\$ 4,023	\$ 3,331	-1%
\$ 540	\$ 1,037	\$ 632	-15%
\$ 3,840	\$ 5,060	\$ 3,963	-3%
\$ 66,550	\$ 69,900	\$ 69,425	-4%
\$ 18,600	\$ 14,700	\$ 15,733	18%
\$ -	\$ -	\$ -	-
\$ 162,111	\$ 171,582	\$ 169,352	-4%

PARK	Cross Country Ski Rental this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	\$ -	\$ -	\$ 2,239	-
Kensington	\$ -	\$ -	\$ 3,096	-
Huron Meadows	\$ 2,724	\$ 3,552	\$ 5,860	-54%
Hudson Mills	\$ -	\$ -	\$ 1,534	-

Cross Country Ski Rental Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 2,504	\$ 7,226	\$ 4,839	-
\$ 5,098	\$ 14,430	\$ 8,347	-39%
\$ 22,268	\$ 27,644	\$ 22,430	-1%
\$ 2,890	\$ 5,128	\$ 3,799	-24%

PARK	Winter Sports this Month			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair				
XC Skiers	0	0	4	-
Ice Skaters	0	0	0	-
Sledders	0	0	78	-
Ice Fishermen	0	0	175	-
Stony Creek				
XC Skiers	0	0	412	-
Ice Skaters	0	0	0	-
Sledders	0	0	1,030	-
Ice Fishermen	0	10	23	-
Indian Springs				
XC Skiers	0	0	38	-
Sledders	0	0	74	-
Kensington				
XC Skiers	0	0	378	-
Ice Skaters	0	0	0	-
Sledders	0	0	2,464	-
Ice Fishermen	0	0	10	-
Huron Meadows				
XC Skiers	300	387	939	-68%
Ice Fishermen	0	0	0	-
Hudson Mills				
XC Skiers	0	0	367	-
Lower Huron				
Ice Skaters	0	0	27	-
Willow				
XC Skiers	0	0	25	-
Sledders	0	0	798	-
Ice Fishing	0	0	17	-
Lake Erie				
XC Skiers	0	0	16	-
Sledders	0	0	39	-
Ice Fishing	0	0	130	-

Winter Sports Y-T-D			
Current	Previous	Prev 3 Yr Avg	Change from Average
0	16	11	-
155	31	29	441%
156	239	201	-22%
4,028	3,610	2,006	101%
394	1,080	848	-54%
58	0	47	23%
760	1,930	2,179	-65%
304	394	370	-18%
49	178	123	-60%
238	324	301	-21%
808	1,622	1,162	-30%
10	14	6	76%
1,382	3,567	4,525	-69%
36	178	100	-64%
3,971	3,982	3,764	5%
0	0	1	-
864	1,231	883	-2%
15	287	136	-89%
15	41	45	-67%
213	447	996	-79%
7	27	31	-77%
13	45	32	-60%
22	63	79	-72%
1,742	1,272	806	116%

INTERPRETIVE FACILITIES

PARK	Monthly Patrons Served			
	(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	5,090	4,973	4,524	13%
Wolcott Mill	1,626	8,144	6,609	-75%
Wolcott Farm	8,626	1,848	4,014	115%
Stony Creek	11,321	9,697	10,198	11%
Eastern Mobile Center	461	796	662	-30%
Indian Springs	4,087	3,144	3,210	27%
Kens NC	17,421	15,475	15,032	16%
Kens Farm	8,865	3,435	6,675	33%
Western Mobile Center	555	573	561	-1%
Hudson Mills	2,668	2,660	2,644	1%
Oakwoods	12,855	12,826	12,160	6%
Lake Erie	13,378	12,728	11,725	14%
Southern Mobile Center	749	724	596	26%
Totals	87,702	77,023	78,609	12%

YTD Patrons Served			
(total program participants and non-program visitors)			
Current	Previous	Prev 3 Yr Avg	Change from Average
172,949	164,185	168,212	3%
24,097	42,294	38,190	-37%
68,171	110,346	76,982	-11%
201,715	192,195	200,439	1%
9,117	19,805	15,030	-39%
75,513	76,803	77,423	-2%
285,241	268,134	273,304	4%
249,071	240,982	256,082	-3%
11,077	10,679	10,813	2%
41,989	40,886	39,533	6%
160,142	155,360	158,952	1%
164,449	163,661	159,729	3%
12,636	18,213	14,437	-12%
1,476,167	1,503,543	1,489,125	-1%

PARK	Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 745	\$ 804	\$ 659	13%
Wolcott Mill	\$ -	\$ 15,932	\$ 18,516	-
Wolcott Farm	\$ 13,236	\$ 57	\$ 191	6830%
Wagon Rides	\$ -	\$ -	\$ -	-
Livestock/Produce	\$ 14,428	\$ 833	\$ 8,752	65%
FARM TOTAL	\$ 27,664	\$ 890	\$ 8,943	209%
Stony Creek	\$ 189	\$ 169	\$ 893	-79%
Eastern Mobile Center	\$ 850	\$ 1,000	\$ 833	2%
Indian Springs	\$ 871	\$ 201	\$ 581	50%
Kens NC	\$ 2,247	\$ 1,937	\$ 1,311	71%
Kens Farm	\$ 2,117	\$ 1,288	\$ 1,860	14%
Wagon Rides	\$ 861	\$ 741	\$ 2,317	-63%
Livestock/Produce	\$ 903	\$ 550	\$ 285	217%
FARM TOTAL	\$ 3,881	\$ 2,579	\$ 4,463	-13%
Western Mobile Center	\$ 600	\$ 1,613	\$ 2,050	-71%
Hudson Mills	\$ 1,043	\$ 357	\$ 453	130%
Oakwoods	\$ 791	\$ 533	\$ 572	38%
Lake Erie	\$ 560	\$ 4,117	\$ 1,564	-64%
Southern Mobile Center	\$ 1,248	\$ 1,899	\$ 671	86%
Totals	\$ 40,688	\$ 32,030	\$ 41,508	-2%

YTD Revenue			
Current	Previous	Prev 3 Yr Avg	Change from Average
\$ 27,538	\$ 21,203	\$ 26,115	5%
\$ 6,451	\$ 34,459	\$ 34,055	-81%
\$ 83,967	\$ 60,176	\$ 62,470	34%
\$ -	\$ 11,491	\$ 12,680	-
\$ 73,220	\$ 38,944	\$ 52,045	41%
\$ 157,187	\$ 110,611	\$ 127,195	24%
\$ 21,501	\$ 24,537	\$ 26,153	-18%
\$ 13,042	\$ 17,051	\$ 8,183	59%
\$ 26,620	\$ 31,626	\$ 32,999	-19%
\$ 37,613	\$ 32,914	\$ 31,339	20%
\$ 72,512	\$ 76,292	\$ 66,808	9%
\$ 26,145	\$ 26,204	\$ 41,740	-37%
\$ 6,412	\$ 5,373	\$ 9,799	-35%
\$ 105,070	\$ 107,869	\$ 118,347	-11%
\$ 24,109	\$ 19,715	\$ 21,640	11%
\$ 13,892	\$ 15,898	\$ 14,761	-6%
\$ 22,035	\$ 21,345	\$ 20,673	7%
\$ 13,912	\$ 20,143	\$ 16,181	-14%
\$ 14,297	\$ 20,557	\$ 11,850	21%
\$ 483,265	\$ 477,927	\$ 489,491	-1%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance
Lake St Clair	15	799	18	529
Wolcott Mill	-	-	5	3,602
Wolcott Farm	19	2,779	4	212
Stony Creek	9	321	6	297
Eastern Mobile Center				
Indian Springs	24	1,211	17	537
Kens NC	15	505	18	518
Kens Farm	60	1,187	71	1,020
Western Mobile Center				
Hudson Mills	6	168	4	160
Oakwoods	11	195	21	191
Lake Erie	10	168	11	103
Southern Mobile Center				
Totals	169	7,333	175	7,169

OFF-SITE Programs and Attendance			
CURRENT YEAR		PREVIOUS YEAR	
Programs	Attendance	Programs	Attendance
-	-	3	39
-	-	-	-
1	225	1	370
-	-	-	-
12	461	11	796
1	62	4	102
1	101	4	161
8	136	-	-
27	555	25	573
-	-	-	-
-	-	1	37
-	-	14	728
25	749	25	724
75	2,289	88	3,530

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	4,291	4,405
Wolcott Mill	1,626	4,542
Wolcott Farm	5,622	1,266
Stony Creek	11,000	9,400
Indian Springs	2,814	2,505
Kens NC	16,815	14,796
Kens Farm	7,542	2,415
Hudson Mills	2,500	2,500
Oakwoods	12,660	12,598
Lake Erie	13,210	11,897
Totals	78,080	66,324

"ON-SITE" - Statistics includes both programs offered to the public and programs offered to school and scout groups.

"OFF-SITE" - Statistics includes outreach programs at schools, special events such as local fairs, or outdoor related trade shows.

"OTHER VISITORS" - Represents patrons to interpretive centers who visit to view exhibits, walk trails, and generally just enjoy the outdoors.