

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
May 9, 2013 – 11:00 a.m.
Lake St. Clair Metropark – Thomas Welsh Activity Center

1. Chairman's Statement
2. Public Participation
3. Minutes – April 11, 2013
4. Approval of May 9, 2013 Agenda

Consent Agenda

5. **Approval of May 9, 2013 Consent Agenda**
 - a. Vouchers – March
 - b. Financial Statements – March
 - c. Purchases
 1. Tractor, Lake St. Clair Metropark (pg. 3)
 2. Park Radio Replacements, Kensington Metropark (pg. 5)
 3. Carpet Replacement, Administrative Office (pg. 7)
 4. Ford F-350 Truck, Natural Resources Crew (pg. 9)
 5. Mower, Lake Erie Metropark (pg. 11)
 6. 2013 Equipment Purchases Update (pg. 13)
 - d. Bids – Sanitary Sewer Cleaning and Televising, Kensington and Willow Metroparks (pg. 15)
 - e. Donations (pg. 17)

Regular Agenda

6. Legislative Report (pg. 19)
7. Update – Park Superintendents
8. Financial Resource & Enterprise Development (FRED) Project Update – Controller (pg. 21)
9. Reports
 - A. *Lake St. Clair Metropark*
 1. Update – Storm Water Greenscape Project (pg. 31)
 - B. *Indian Springs and Lake Erie Metropark*
 1. Bids – Golf Course Irrigation Head Replacement, Phase 3 (pg. 33)

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9. Reports
 - C. *Administrative Office*
 1. Approval – Board of Commission Policies (pg. 35)
 2. 2012 Audited Financial Statements *Separate Attachment* (pg. 93)
 3. Capture of Taxes Report (pg. 95)
 4. Approval – Major Events/Partnership Contract Template (pg. 97)
 5. Director Recommended Evaluation Form and Process (pg. 103)
10. Director's Comments
11. Closed Session to Consider Land Acquisition
Section 8(d) of the Michigan Open Meetings Act. M.C.L. 15.268 (d).
12. Other Business
13. Commissioners' Comments
14. Motion to Adjourn

A Pension Committee meeting will take place **prior** to the May 9 Board meeting at **10:00 a.m.** at the Thomas Welsh Activity Center at Lake St. Clair Metropark with a Retiree Health Care Trust meeting immediately following the Pension Committee meeting.

The Storm Water Greenscape Project Groundbreaking Ceremony will take place at 1:00 p.m. after the May 9 meeting – Lake St. Clair parking lot area.

The next regular Board of Commissioners meeting will be held Thursday, June 6, 2013 at **10:30 a.m.** at Lake Erie Metropark at the Marshland Museum and Nature Center.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Maria van Rooijen, Purchasing Agent
Subject: May Purchases
Date: May 1, 2013

Note: Four of the five purchases for May show only one bidder due to the purchases being made off of state of Michigan and other local government contracts where the vendor has already been decided. A comparison of state and local contracts is always done each year to compare the value and cost of these contracts.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Maria vanRooijen, Purchasing Agent
 Project No: State of Michigan Contract 071B0200317
 Project Title: Tractor
 Location: Lake St. Clair Metropark, Macomb County
 Date: May 1, 2013

Scope of Work: Furnish and Deliver a John Deere 4320 Utility Tractor (40 PTO hp) with a 400x Loader. This unit will replace two tractors, units 1783 and 844. Unit 1783 will be transferred to Stony Creek.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
John Deere c/o Bader & Sons Co.	South Lyon, MI	\$36,997.08

Recommendation: That the Board of Commissioners award to the low responsive, responsible bidder, Bader & Sons Co. in the amount of \$36,997.08 for a John Deere 4320 Utility Tractor as per State of Michigan Contract 071B0200317 as recommended by Maria van Rooijen, Purchasing Agent and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Maria van Rooijen, Buyer
 Project No: Contract 071B9200262 Radios State of Michigan
 Project Title: Park Radios Replacement
 Location: Kensington Metropark, Oakland County
 Date: May 1, 2013

Scope of Work: Furnish and deliver 36 radios, 30-each XPR6550 VHF hand-held portable and six XPR4550 mobile digital units with all necessary programming included for park staff. Due to the narrowband technology upgrade required by the Federal Communication Commission (FCC) there are more “dead spots” and no communications in areas of the park using the old analog radios. The digital radios are providing staff 99 percent coverage in the park better than before. The digital radios were tested for accuracy and coverage before implementation. This project is a continuation of the project started last year which replaced existing police radios, this is the second phase of a multi-phase effort. As we move forward staff will need to replace all existing radios.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
Motorola, Inc. c/o Herkimer Radio	Monroe, MI	\$30,475.62

Recommendation: That the Board of Commissioners award to the low responsive, responsible bidder, Motorola, Inc. c/o Herkimer Radio for replacement radios in the amount of \$30,475.62 as per State Contract 071B2200101 recommended by Maria van Rooijen, Purchasing Agent and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Maria vanRooijen, Purchasing Agent
 Project No: RFQ-13-018
 Project Title: Replacement Carpet
 Location: Administrative Office, Livingston County
 Date: May 1, 2013

Scope of Work: Furnish, deliver and install new carpet, remove and dispose of all old carpet. The existing carpet in the Administrative Office is over 25-years-old, the north and south end of the building still have the original installed carpet squares. The existing carpet is worn, extremely faded and has several large snags. The successful bidder is required to have staff to move and return the office equipment and furniture to its original location. The carpet is not budgeted but it is needed.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
Vaughan C. Lippert Co.	Dexter, MI	\$33,849.18
Cohn's Commercial Floor	Wixom, MI	\$36,255.00
Donald E. McNabb Co.	Milford, MI	\$53,753.98

Recommendation: That the Board of Commissioners award RFQ-13-017 to the low responsive, responsible bidder, Vaughan C. Lippert Co. in the amount of \$33,849.18 as recommended by Maria van Rooijen, Purchasing Agent and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Maria van Rooijen, Purchasing Agent
 Project No: Macomb County Bid #12-07
 Project Title: Ford F-350 Pickup Truck
 Location: Natural Resources Crew, Livingston County
 Date: May 1, 2013

Scope of Work: Furnish and Deliver one Ford F-350 truck for the Natural Resource Crew. The best pricing for vehicles is always through one of the cooperative contracts. Pricing was compare between the MIDeal through the state of Michigan and Macomb County. The current vehicle, unit no. 46, a 2003 Chevrolet pickup has an accumulate points on faster 15 which indicates the vehicle needs to be replaced, the maintenance costs on the Chevrolet have been more than \$18,000.00 The Natural Resource Crew does work on the main roads, so hazardous lights for safety reason will be added, the cost is included in the bid. This is a budgeted item and cost is under budget.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
Signature Ford	Owosso, MI	\$31,877.00

Warranty: 36,000 miles or 36 months factory Bumper-to-Bumper Warranty; and 60,000 miles 60 months Powertrain Warranty.

Recommendation: That the Board of Commissioners award to the low responsive, responsible bidder, Signature Ford in the amount of \$31,877.00 as per Macomb County Bid #12-07 for a Ford F-350 pickup truck as recommended by Maria van Rooijen, Purchasing Agent and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Maria van Rooijen, Purchasing Agent
 Project No: GS-06F-0042K (Federal Purchasing Contract)
 Project Title: Mower
 Location: Lake Erie Metropark, Wayne County
 Date: May 1, 2013

Scope of Work: Furnish and deliver two Jacobsen GP400 mowers with 11 blades, biodegradable hydraulic fluid, one-piece seat and headlights for early morning lawn cutting and mowing off of the main road, automotive handbrake. Purchasing the Jacobsen in this case allows maintenance staff to use existing attachments, rollers, cutters and backup reels saving more than \$10,000, instead of purchasing a Toro or different unit. Both mowers are budgeted and cost is under budget.

<u>Vendor</u>	<u>City</u>	<u>Amount</u>
EKA Sales c/o Midwest Golf & Turf*	Novi, MI	\$49,662.36

*Midwest Golf & Turf is the local supplier for Jacobsen mowers.

Recommendation: That the Board of Commissioners award to the low responsive, responsible bidder, EKA Sales in the amount of \$49,662.36 as per GS-06F-0042K (Federal Purchasing Contract) for hardware for lawn and garden equipment as recommended by Maria van Rooijen, Purchasing Agent and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

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Meeting of May 9, 2013

To: Board of Commissioners
From: Maria van Rooijen, Purchasing Agent
Subject: 2013 Equipment Purchases Update
Date: May 1, 2013

The Authority is presently four months into the 2013 budget season; 50 percent of the budgeted equipment has been purchased; 90 percent of the equipment has come in at or below budget. Staff is within the projected equipment budget for 2013.

Budget Amount: \$1,522,1000

Recommendation: That the Board of Commissioners receive and file the 2013 Equipment Purchases Update as recommended by Purchasing Agent Maria van Rooijen and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

5 - d
Meeting of May 9, 2013

To: Board of Commissioners
From: Mike Brahm-Henkel, Manager of Assets and Development
Project No: 700-13J
Project Title: Sanitary Sewer Cleaning and Televising
Project Type: Major Maintenance
Location: Kensington and Willow
Date: May 1, 2013

Bids Opened: Thursday, April 16 at 2:00 p.m.

Scope of Work: Work includes approximately 17,600 lineal-feet of sanitary cleaning and televising. Root and Mineral deposit removal provided where necessary. Cleaning and inspection is necessary to determine inflow, infiltration and maintenance and repair needs.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Metro Environmental Services, Inc	Walled Lake	\$26,287.50
Power Vac of Michigan, Inc.	Novi	\$30,655.50
Doetsch Environmental Svcs	Warren	\$52,740.00
Advanced Underground Inspection LLC	Westland	\$96,690.00

Budget Amount

Kensington Metropark (Supplemental Major Maintenance)	\$20,000.00
Willow Metropark (Major Maintenance)	<u>\$27,000.00</u>
Total Budget Amount for Contract Services and Administration	\$47,000.00

Proposed Work Order Amounts

Kensington Metropark (Supplemental Major Maintenance)	
Contract Amount -Metro Environmental Services, Inc.	\$ 9,000.00
Contract Administration	<u>\$ 1,000.00</u>
Total Proposed Work Order Amount	\$10,000.00

Willow Metropark (Major Maintenance)

Contract Amount -Metro Environmental Services, Inc.	\$25,000.00
Contract Administration	<u>\$ 2,000.00</u>
Total Proposed Work Order Amount	\$27,000.00

This project was reported and publicly advertised in the following construction reporting outlets: Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Reprographics One DFS Plan Room, Construction News Service, HCMA Web Site, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan

Recommendation: That the Board of Commissioners award Contract No. 700-13S to the low responsive, responsible bidder, Metro Environmental Services, Inc in the amount of 26,287.50 as recommended by Manager of Assets and Development, Mike Brahm-Henkel and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

5 - e
Meeting of May 9, 2013

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: Donations
Date: May 1, 2013

The following donations were received through April 30, 2013:

1. Mike Muha for Team Nordic Ski Racer made a \$3889.51 cash donation from proceeds raised during the Frosty Freestyle held at Huron Meadows Metropark to purchase ski equipment for the cross country ski program.
2. The Birmingham Power Squadron made a \$1,000 cash donation to provide a sign promoting boating safety messages for patrons launching vessels at Lake St. Clair Metropark.
3. Michelle Pine made a \$300 cash donation for a bench to be used on the West River Trail at Hudson Mills Metropark.
4. Cindy Vann made a \$300 cash donation for a bench in memory of her husband to be placed at Kensington Metropark.

Recommendation: That the Board of Commissioners formally accept the donations and a letter of appreciation be sent to the donors as recommended by Director McCulloch and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

6
Meeting of May 9, 2013

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: Legislative Report
Date: May 1, 2013

Legislative Consultant George Carr will give Commissioners a verbal report update at the May 9 meeting.



HURON-CLINTON METROPOLITAN AUTHORITY

8
Meeting of May 9, 2013

To: Board of Commissioners
From: Lisa Dolan, Controller
Subject: Financial Resource & Enterprise Development (FRED) Project Update
Date: Mat 1, 2013

Attached is the FRED Project Charter prepared by Plante Moran and adopted May 1 by the project committee members. Controller Dolan will give a brief overview and presentation during the May 9 meeting.

Attachment: FRED Project Charter

Recommendation: That the Board of Commissioners receive and file the Financial Resource & Enterprise Development (FRED) Project Update report as recommended by Controller Dolan and staff.

THE FRED PROJECT | PROJECT CHARTER

Huron-Clinton Metropolitan Authority



MISSION STATEMENT

The FRED Project (Financial Resource & Enterprise Development) will provide an integrated Enterprise Resource Planning (ERP) solution that will support Metroparks staff in the delivery of services and activities, take advantage of best practices, and significantly improve the efficiency and effectiveness of Metroparks' customer service and business processes. An IT Needs Assessment will be performed that will focus on providing a high level assessment of the IT function at the Metroparks with a focus on key technical aspects as it relates to the future deployment of a new ERP solution.

PROJECT OVERVIEW

The Metroparks will select a new ERP system by December 2013. The implementation will replace the current AS400-based application by New World Systems. An assessment of the Metroparks' current technology environment will be provided in July 2013.

PROJECT OBJECTIVES

1. Incorporate "best business practices" where possible.
2. Develop a system that is user-friendly and empowers staff to improve their business processes.
3. Add and improve functionality in back-office functional areas.
4. Improve quality and accessibility of information for decision support.
5. Reduce redundant "shadow systems", data entry, storage, and paper processing.
6. Improve operational effectiveness and productivity.
7. Improve organization-wide communication for widely distributed regional facilities.
8. Ensure the organization's technology environment is prepared for ERP implementation.

BUSINESS DRIVERS

1. The current application environment is fragmented and lacks integration.
2. Collaboration and access to data. Eliminate conflicting information and shadow systems (spreadsheets, multiple systems with the same basic functionality, etc.).
3. Significantly reduce process time through making better software functionality available to perform business process reengineering and implementation of best practices.
4. Minimize paper-based processes & forms.
5. Better understand the organizational IT administration, organizational, and technology needs.

CRITICAL SUCCESS FACTORS

1. Commitment and visible support of an organizational champion.
2. Ensuring that all of the needs and overall goals of the Metroparks are thoroughly defined, documented and understood by the vendors.

3. Obtaining buy-in from the departments / sites on the process for defining the needs and selecting a new system.
4. Gaining ownership by the departments / sites on the selected system.
5. Ability to recognize and be open to opportunities for system and process improvement.
6. Clearly identified and prioritize key gaps with the current system.
7. Ensure that the selection process is conducted under a sound and unbiased process.
8. The Metroparks provide adequate resources to the selection and implementation of the system.

GUIDING PRINCIPLES

1. Information is a Metroparks asset to the extent that it is not confidential or private.
2. Establish common processes & practices across the Metroparks, wherever possible.
3. Focus on process and transaction quality; build quality at the source.
4. Provide relevant, timely, and consistent management information.
5. Minimize resources allocated to transactional activities; focus more on information to run the business.
6. Embrace process improvement strategies and encourage the implementation of out-of-the box functionality.
7. The Metroparks shall embrace financial accounting best practices.
8. Decisions related to project activities and system implementation shall be developed for the betterment of the entire Metroparks organization.
9. Department and site needs shall be given adequate consideration in the development of project policies and activities.
10. The project shall minimize system interfaces, and prioritize integration over best-of-breed solutions, unless significant, mission-critical reasons exist for not doing so.
11. The Metroparks' IT architecture & standards shall be followed and will be communicated as a "high priority requirements" in the system RFP.

PROJECT SCOPE

In-Scope: This project will impact the business processes that the Metroparks employs to accomplish most financial and human resources related tasks. Many Metroparks employees will be affected as current paper-based processes are moved to the new ERP system including the following areas:

- General Ledger & Financial Reporting
- Budgeting
- Project and Grant Accounting
- Fixed Assets
- Purchasing
- Accounts Payable
- Miscellaneous Billing and Accounts Receivable
- Cash Receipting
- Payroll / Position Control / Time Entry
- Human Resources / Benefits Administration
- Bank Reconciliation
- Contract Management
- Cash Management

Other potential ERP areas as identified during the ERP Needs Assessment phase, such as:

- Fleet
- Work Orders
- Facilities Management
- Inventory Management
- Time & Attendance
- *Others to be determined*

Out-of-Scope: The following areas are deemed to be out of scope on the ERP selection project, however various interfaces may be defined to/from the new ERP system and these areas will be reviewed in the overall IT assessment:

- Police CAD / RMS Systems
- Parks & Recreation Program Management¹
- GIS
- Document Management
- *Others to be determined*

¹ Current applications to be reviewed as part of the IT Needs Assessment. Specific recommendations may be included for future consideration. Interface requirements will be defined for the ERP System Selection; however, detailed functional requirements will not be documented nor will P&R functionality be included in the ERP Request for Proposal.

TARGETED MILESTONES

Needs Assessment Phase

ERP Needs Assessment	May 2013 – July 2013
IT Needs Assessment	May 2013 – July 2013

Software Selection Phase

Release of ERP System RFP	July 2013
Perform Vendor Due Diligence	September 2013 – October 2013
Select Preferred Vendor	October 2013
Negotiate ERP Contract	November 2013 – December 2013

Implementation Management Phase

TBD

Note: See Project Schedule in SharePoint for the most current & complete schedule information.

PROJECT ORGANIZATIONAL STRUCTURE

The following are the roles that will be employed for the Needs Assessment and System Selection phases of the project. These roles are essential for the success of the project & are intended to define the project reporting structure and lines of authority for decision-making. This structure will be modified once the selected vendor solution has been made and the implementation phase begins.

The management component of the project consists of the Project Sponsors, the Steering Committee and Project Manager. The Project Manager reports directly to the Steering Committee. Leadership is further broken down into Process Area Team leads and during the implementation may include the need to develop team leads for Communications and Change Management. Further description of the teams, membership and responsibilities are outlined below.

Role	Employee	Responsibility
Project Sponsor	John P. McCulloch	<ul style="list-style-type: none"> • Maintain the project vision • Act as the project champion • Be visibly committed to the project • Identify and support the Authority project manager • Provide a strategic perspective when defining the needs for a future ERP and associated processes • Lead the Steering Committee and remove project roadblocks
Project Manager / Project Management Team (PMO)	Lisa Dolan	<ul style="list-style-type: none"> • Ensure that prompt and clear communications to Metroparks staff is conducted • Manage project activities • Oversee planning activities associated with project • Act as the key liaison to the outside consultant. • Work with the Steering Committee and other department leaders to coordinate Metroparks resources to meet the project objectives. • Ensure that project deliverables are reviewed by appropriate Metroparks staff • Provide progress updates to Metroparks management, HCMA Board of Commissioners and other interested stakeholders • Participate on the Project Steering Committee • Coordinate and lead and additional due diligence activities required to make a conclusion on the finalist vendor and or scope of their contract. • Lead contract negotiations • Develop, coordinate and execute selection and implementation plans for non-ERP technology and process improvements

Role	Employee	Responsibility
Project Administrator	Shawn Athayde	<ul style="list-style-type: none"> • Schedule various meetings • Act as a liaison between the outside consultant and the Authority related to various project logistics • Take minutes at meetings • Ensure project communications are distributed • Tabulate vendor demonstration evaluation sheets
Outside Consultant	Plante Moran	<ul style="list-style-type: none"> • Participate in project activities identified in the consulting agreement. • Apprise the Authority's project manager of current and potential project risks and discusses means of mitigating these risks • Work with the Authority's project manager in scheduling, planning and conducting the on-site visits • Provide guidance to the Authority throughout the project • Develop project deliverables
Project Team Members (e.g. Steering Committee)	Lisa Dolan Beki Franchock Nolan Clark Rebecca Baaki Carol Stone Andrew Smith Mike Brahm-Henkel Jeff Linn	<ul style="list-style-type: none"> • Assist in development of the project charter • Work with the Authority departments to ensure that all needs have been identified • Work with Metroparks staff to make project decisions • Obtain the necessary resources to meet the project objectives. • Perform peer benchmarking, as required • Determine vendor selection criteria • Review and provide feedback on project deliverables • Review and provide feedback on vendor proposals • Participate in proposal analysis meeting • Attend vendor demonstrations • Conduct reference checking and site visits, if performed • Provide input and make timely decision on a recommended finalist vendor • Participate in other project-related meetings

Role	Employee	Responsibility
ERP Process Owners and End-Users	Process Owners and Process End-Users	<ul style="list-style-type: none"> • Provide information on current Metroparks processes, systems and shadow systems used • Articulate needs and desires for a new ERP and processes • Develop an understanding of how a future ERP and associated processes might operate • Review and approve module specifications • Review and provide feedback on appropriate sections of vendor proposal responses • Participate in vendor script development activities • Participate in software vendor demonstrations • Provide demonstration / due diligence feedback • Conduct due diligence on software vendors • Review project deliverables for accuracy and completeness
Technical Team	IT Staff	<ul style="list-style-type: none"> • Define technical requirements • Review and provide feedback on vendor proposals • Conduct due diligence on technical aspects of vendor solutions • Assess the impact of vendor solutions on the Authority technology infrastructure • Ensure vendor solutions conform with Metroparks technical standards

Program Management Standards and Procedures

It is important to ensure that the entire project team is aware of the project standards and procedures, so that project deliverables are both uniform and easily referenced. SharePoint will be the primary source of project communications and archival of project information throughout the project. Team Leads are expected to coordinate with the Metroparks Project Manager to post the results of their team's meetings on SharePoint.

ISSUES AND ACTION ITEMS MANAGEMENT

- An issues and action items log will be placed on the project's SharePoint site. The issues database will include a description of the issue, a brief narrative of the potential impact to the project, date reported, date resolution needed, responsible party for follow up, and date resolved.
- The issues log review will be a part of the periodic Project Management meeting.
- The Team Leads will bring to the Metroparks Project Manager in a timely manner any and all issues that need approval / resolution.
- So as to not impede the progress of the team, all reported issues should have a 48-hour turnaround for an initial response. Project participants will notify the Metroparks the Project Manager when an issue has been logged.

RISK MANAGEMENT

- A risk management database will be placed on the SharePoint site that will be used to log all project risks to include the following for each risk: description, probability of occurrence, ability to control, impact and risk response strategy.
- Monitoring of project risks is the responsibility of all project participants.
- The risk log will be reviewed as part of the periodic Project management meetings.
- The Metroparks Team Leads will bring to the Metroparks Project Manager in a timely manner any and all risks that have newly surfaced or have changed in either probability or impact.
- So as to not impede the progress of the team, all reported risks should have a 24-hour turnaround for an initial response. Project participants will notify the Metroparks Project Manager when a risk has been logged.

BUDGET MANAGEMENT

- Budget tracking for the consulting project is anticipated to be limited to the Metroparks' engagement with Plante Moran. Tracking of the project budget during the selection phase of the project will be the responsibility of the Metroparks Project Manager and reported out to the Project Sponsors and / or Steering Committee on a monthly basis.
- A separate project budget will be developed by the Metroparks at the end of the selection project as the new ERP software is selected.

MEETING MANAGEMENT

The following ground rules should be followed with respect to project meetings:

- Honor other people's time. Be prompt in showing up at meetings (i.e., meetings will start at the scheduled time and end at the scheduled time).
- Attendance is strongly encouraged. If not available, have your back-up attend and debrief your designated back-up prior to the meeting.
- Bring your calendar to the meeting. Keep your Outlook calendar current.
- Pagers/phones off/vibrate. No surfing / emailing.
- Respect everyone's opinion.
- Do not interrupt others while they speak. One person speaking at a time, no sidebars.
- Speak-up, silence is consent. We will either actively contribute to decisions or implicitly agree to the outcome. Strive for consensus.
- Get to the point. Stay focused, stay out of the weeds. Use the parking lot if necessary.
- Keep it functional, not personal.
- Major issues, action items and risks identified during the meeting should be communicated to the Metroparks Project Manager for logging purposes.

DECISION MANAGEMENT

- Various types of decisions will be made during the course of the project.
- A decision database will be maintained by the Metroparks Project Manager in the SharePoint site to track major decisions made during the course of the project to include:
 - Process-related decisions
 - Policy-related decisions
 - Significant system configuration decisions
 - Other key project decisions
 - Significant project decisions will be escalated to the Steering Committee for review and decision-making.
 - The results of these decisions will be communicated to and logged by the Metroparks Project Manager to the SharePoint site.

TIMELINE MANAGEMENT

- Management of the project timeline during the course of the selection project will be the responsibility of the Metroparks Project Manager and the outside consultant, Plante Moran.
- Progress against the targeted project timeline will be monitored by the Project Management Team and discussed at the periodic project status meetings. Significant variances to the schedule will be communicated to the Project Sponsors by the Metroparks Project Manager.



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Meeting of May 9, 2013

HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Mike Brahm-Henkel, Asset and Development Manager
Subject: Update – Storm Water Greenscape Project
Date: May 1, 2013

Mike Brahm-Henkel will give Commissioners a verbal update of the Storm Water Greenscape Project at the May 9 meeting.



HURON-CLINTON METROPOLITAN AUTHORITY

9 - B - 1

Meeting of May 9, 2013

To: Board of Commissioners
From: Mike Brahm-Henkel, Manager of Assets and Development
Project No: 700-13S
Project Title: Golf Course Irrigation Head Replacement Phase 3
Project Type: Major Maintenance
Locations: Indian Springs and Lake Erie Metroparks
Date: May 1, 2013

Bids Opened: Thursday, April 16 at 2:00 p.m.

Scope of Work: Work includes the removal of existing, obsolete irrigation heads at various locations throughout the golf courses, and replacement with new heads.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Michigan Automatic Sprinkler, Inc.	Commerce Twp.	\$39,155.00
Marc Dutton Irrigation, Inc.	Waterford	\$40,175.00
American Sprinkler	Livonia	\$41,000.00
Thielen Turf Irrigation, Inc.	Mt. Pleasant	\$41,422.50
R.C. Tuttle Refinishing Co.	Milford	\$41,990.00

Budget Amount

Indian Springs – Head Replacement Phase 3	\$27,000.00
Lake Erie – Head Replacement Phase 3	<u>\$23,000.00</u>
Total Budget Amount for Contract Services and Administration	\$50,000.00

Proposed Work Order Amounts

Indian Springs – Irrigation Head Replacement Phase 3	
Contract Amount –Michigan Automatic Sprinkler, Inc (Rounded)	\$23,000.00
Contract Administration	<u>\$ 1,000.00</u>
Total Proposed Work Order Amount	\$24,000.00

Lake Erie – Irrigation Head Replacement Phase 3

Contract Amount –Michigan Automatic Sprinkler, Inc (Rounded)	\$17,000.00
Contract Administration	<u>\$ 1,000.00</u>
Total Proposed Work Order Amount	\$18,000.00

This project was reported and publicly advertised in the following construction reporting outlets: Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Reprographics One DFS Plan Room, Construction News Service, HCMA Web Site, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan

Recommendation: That the Board of Commissioners award Contract No. 700-13S to the low responsive, responsible bidder, Michigan Automatic Sprinkler, Inc. in the amount of \$39,155.00 as recommended by Manager of Assets and Development, Mike Brahm-Henkel and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

9 - C - 1
Meeting of May 9, 2013

To: Board of Commissioners
From: John P. McCulloch, Director
Subject: Proposed Revisions for Board Approved Policies
Date: May 1, 2013

Attached are policies requiring Board review. Staff has reviewed and updated the policies to include revision in policy language, rescinding outdated policies and including new policies.

New policies for review are underlined and include Contaminated Land, Ethics Policy Land Acquisition, Land acquisition Grant Reimbursement, Property Divestiture, and Proceeds from Property Divestiture.

For ease of use, changes with obsolete wording are ~~crossed-out~~ and new language is highlighted in **red**. There have been changes to the Financial Policy since the April meeting; those changes are highlighted in **blue**.

Policies for Board approval include the following:

- Affirmative Action (**Rescind/Obsolete – Replace with Non-Discrimination Policy**)
- Americans with Disabilities Act (**No changes recommended**)
- Addressing an Official Meeting of the Board of Commissioners (**No changes recommended**)
- Credit Card / Procurement Card (**No changes recommended**)
- Contaminated Land (**Language updated**)
- Capital Improvement Project Savings (**Language updated**)
- Ethics (**Language updated**)
- Free Speech (**Language updated**)
- Financial Policies (**updated**)
- Investment Policies (**updated**)
- Land Acquisition (**Language updated**)
- Land Acquisition Grant Reimbursement Appropriations (**Language updated**)
- Non-Discrimination Policy (**New**)
- Prevailing Wage (**No changes recommended**)
- Property Divestiture Policy and Procedure (**Language updated**)
- Proceeds from Land Divestiture (**Language updated**)
- Reserve Account – Supplemental Major Maintenance (**Language updated and renamed Reserve Account – Major Maintenance Fund**)

Attachments: Board of Commission Approved Policies

Recommendation: That the Board of Commissioners adopt these policies and authorize staff to amend the portion of the Bylaws accordingly; that are affected by the policy changes as recommended by Director McCulloch and staff.


POLICY REVISIONS

9-C-1-a

HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICIES

TYPE	ALPHA	NO.	TITLE	DOCUMENT NO.
BC	A	4	Affirmative Action — Prohibits unlawful discrimination in the use of facilities, employment practices and the letting of contracts. (Rescind – Replace with Non-Discrimination Policy)	BC A 4
BC	A	1	Americans With Disabilities Act – To assure persons of all abilities can participate and enjoy Metroparks recreation services. (No Change)	BC A 1
BC	A	2	Addressing an Official Meeting of the Board of Commissioners (No Change)	BC A 2
BC	C	1	Credit Card / Procurement Card (No Change)	BC C 1
BC	C	2	Contaminated Land Policy (Language Updated)	BC C 2
BC	C	3	Capital Improvement Project Savings Appropriations (Language Updated)	BC C 3
BC	E	1	Ethics - Conflicts of interest; gratuities; disclosure (Language Updated)	BC E 1
BC	F	1	Free Speech Policy (Language updated)	BC F 1
BC	F	2	Financial Policies (Updated)	BC F 2
BC	G	4	General Policies, Statement of (Obsolete, remove)	BC G 4
BC	I	1	Investment Policy (Updated)	BC I 1
BC	L	1	Land Acquisition (Language updated)	BC L 1
BC	L	2	Land Acquisition Grant Reimbursement Appropriations (Language updated)	BC L 2
BC	N	1	Non-Discrimination Policy	BC N 1
BC	P	1	Prevailing Wage (No Change)	BC P 1
BC	P	2	Property Divestiture Policy and Procedure (Language updated)	BC P 2
BC	P	3	Proceeds From Land Divestiture (Language updated)	BC P 3
BC	R	1	Reserve Account — Supplemental Major Maintenance Reserve Account – Major Maintenance Fund (Policy name change and language updated)	BC R 1

Designates **NEW** Item

 HURON-CLINTON METROPOLITAN AUTHORITY Board of Commission Policy	EFFECTIVE DATE: 5/9/2013	
	SUPERSEDES POLICY DATED: 11/8/1973	
AFFIRMATIVE ACTION	PREPARED BY:	

RESCIND AND REPLACE WITH NON-DISCRIMINATION POLICY

Whereas: The Huron-Clinton Metropolitan Authority is a political subdivision of the State of Michigan.

Whereas: It is the responsibility of the Huron-Clinton Metropolitan Authority to comply with the U.S. Constitution, Presidential Orders, Federal Statutes, the State Constitution and State Laws affecting equal opportunity and the civil rights of all citizens.

Whereas: The Huron-Clinton Metropolitan Authority recognizes its legal and moral responsibility to provide equal opportunities in employment and in the use of its facilities.

Whereas: The Huron-Clinton Metropolitan Authority's Board of Commissioners, on December 11, 1969, did adopt a motion on seeking minority group members for employment and on March 11, 1971 adopted a motion governing affirmative action practices on Purchases and Contracts.


Now, Therefore Be It Resolved That:

- (1) The Huron-Clinton Metropolitan Authority reaffirms its policy that there shall be no discrimination on the basis of race, color, religion, national origin, marital status, age, sex, or disability in the use of its facilities, in the hiring of applicants for employment, in the promotion and treatment of employees, and in the letting of contracts for construction, maintenance or in the supply of goods or services to the Authority.

Be It Further Resolved That:

- (2) The Authority will enact appropriate guidelines and procedures to insure that its equal opportunity objectives are realized in fact.

Resolution adopted by the Board of Commissioners of the Huron-Clinton Metropolitan Authority on November 8, 1973.

 HURON-CLINTON METROPOLITAN AUTHORITY Board of Commission Policy	EFFECTIVE DATE: 5/9/2013	BC A 1
	SUPERCEDES POLICY DATED: 2/13/2009, 10/5/2006	
AMERICANS WITH DISABILITIES ACT	PREPARED BY: Carol Stone, Administrative Services Manager	

NO CHANGES RECOMMENDED

The Americans With Disabilities Act (ADA), P. L. 101-336, requires that all people with disabilities are to be integrated into those areas of life necessary to become productive and healthy individuals including recreation facilities and programs.

The Board of Commissioners on March 12, 1992, unanimously adopted a motion recognizing the Americans With Disabilities Act and our commitment to cooperate with local groups and individuals towards making those accommodations to assure that persons of all abilities can participate in and enjoy the recreation services provided in the Metroparks.

As employees of the Authority, each of us inherently accepts this commitment and will demonstrate to the public our willingness to cooperate with local groups and individuals in accepting the ADA and our role in compliance.

We all will be affected by the ADA and its provisions. The rules for compliance under this Act are being developed and probably will be subject to change as experience and circumstances dictate.

As we evaluate our facilities, employment practices and programs, we anticipate your involvement and assistance in assuring that persons of all abilities can use and enjoy the Metroparks.

Adopted by Board of Commissioners on: _____




HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC A 2
	SUPERCEDES POLICY DATED: 7/9/2009	
ADDRESSING AN OFFICIAL MEETING OF THE BOARD OF COMMISSIONERS	PREPARED BY: George Phifer, Executive Secretary	

NO CHANGE RECOMMENDED

Rules for addressing an official meeting of the Board of Commissioners:

1. Comments shall be limited to the "Public Comment" portion of the agenda.
2. All comments shall be directed to the Chairperson.
3. People desiring to speak are asked to fill out a "sign-up" sheet or card so they can be recognized by the Chairperson.
4. Comments are limited to three (3) minutes.
5. Written remarks may be submitted at any time and will be received in the record as if read.
6. In the interests of time, and in order to permit the expression of the broadest range of viewpoints, the Chairperson may ask if one speaker could be designated to speak for an entire group who may be present. If one speaker is designated, the Chairperson may allow for and determine an appropriate extension of the three (3) minute limit.
7. All speakers shall observe appropriate civility and decorum.

Adopted by Board of Commissioners on: _____

 HURON-CLINTON METROPOLITAN AUTHORITY Board of Commission Policy	EFFECTIVE DATE: 5/10/2012	BC C 1
	SUPERCEDES POLICY DATED: 7/13/2000	
CREDIT / PROCUREMENT CARD	PREPARED BY: David Wahl, Controller Scott Michael, Purchasing Manager	

NO CHANGES RECOMMENDED

In order to comply with Section 3 of Michigan Public Act 266 of 1995 (MCL 129.241), the Board of Commissioners of the Huron-Clinton Metropolitan Authority hereby adopts the following credit card policy:

1. The Purchasing Department Manager/Program Administrator is responsible for all credit card issuance, accounting, monitoring and retrieval, and general oversight of compliance with the **Huron-Clinton Metroparks Credit / Procurement Card Policy**.
2. Credit cards shall be used only by an officer or employee (card holders) of the Huron-Clinton Metroparks and only for the purchase of goods or services for the official business of the Metroparks.
3. Any officer or employee using a credit card pursuant to Item 2 shall provide appropriate and complete documentation in the format required to the Card Administrator detailing (1) the goods or service purchased; (2) the cost of the goods or services; (3) the date of the purchase; (4) the official business for which purchased; and 5) the account to be charged. After approval by the Card Administrator, an electronic file will be reviewed by the Program Administrator/Purchasing Department Manager of goods or services purchased and forwarded to Accounts Payable for payment. Periodic field audits will be performed by the accounting department for reconciliation of credit card documentation. For gasoline credit cards, employees must submit a signed gasoline credit card receipt to Accounts Payable with the number of gallons, price, and total cost clearly identified.
4. Any officer or employee issued a credit card for official business use shall be responsible for its protection and custody, and shall immediately notify the Issuing Bank and Program Administrator/Purchasing Department Manager if the card is lost or stolen.
5. Any officer or employee issued a credit card shall return the card to the Purchasing Department Manager/Program Administrator no later than any return date specified by the Program Administrator/Purchasing Department Manager, but in any event not later than the termination of his or her employment or service with the Metroparks.
6. A system of internal accounting controls will be maintained by the Purchasing Department Manager/Program Administrator and the Controller to monitor the use of credit cards.
7. Credit card transactions will not be paid unless and until approved by the Card Administrator and the Purchasing Department. No employee or officer shall approve their own transactions.
8. Balances due under credit card arrangements will be paid in full within the specified requirements of the credit card statement date.
9. An officer or employee who violates a provision of this policy shall have his/her use of a credit card revoked immediately. Disciplinary measures consistent with the law and Huron-Clinton Metropolitan Authority policy may be applied for the unauthorized use of a credit card by an officer or employee of the Metroparks.
10. The total combined authorized credit limit of all credit cards issued by the Huron-Clinton Metroparks shall not exceed 3 percent of the total budget of the Authority for the current fiscal year.

Adopted by Board of Commissioners on: May 10, 2012



REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC C 2
	SUPERCEDES POLICY DATED: 4/15/2009	
CONTAMINATED LAND POLICY	PREPARED BY: George Phifer, Executive Secretary	

LANGUAGE UPDATED

PREAMBLE

The Authority, in furtherance of its mission to provide parks and opportunities for the public to engage in a wide-range of educational and recreational activities in natural surroundings, has and will continue to have significant land holdings. The Authority expects to acquire and dispose of land holdings from time to time in furtherance of its mission.

Owning real property brings with it risks and responsibilities, which can be heightened when property is contaminated. Those risks and responsibilities often involve substantial costs that could endanger the Authority's operations and other assets, or even members of the public who visit the property.

The Authority must be careful to eliminate risk when possible and to accept only those responsibilities it can carry out when acquiring an interest in property. To do that, the Authority must evaluate and understand the full extent of the risks and responsibilities before agreeing to acquire an interest in property.

Accordingly, the Authority adopts this Contaminated Land Policy to clarify the circumstances in which it will consider acquiring an interest in property. This policy may be revisited and updated from time to time to reflect developments in the law as well as environmental science.

DEFINITIONS

"Authority" means the Huron-Clinton Metropolitan Authority.

"Contaminated property" means property where contamination exists in the soil, water, or air in excess of any applicable limits or criteria (numeric, narrative, or otherwise) under any federal, state, or local law including statutes, rules, regulations, ordinances, judgments, settlements, agreements and/or common law in effect at the time the acquisition of an interest in property is being considered by the Authority. **"Contaminated property"** also means a place where substances, compounds, or elements constituting contamination have been generated, used, stored, treated, discharged, emitted, or disposed, even if done lawfully.

"Contamination" means any substance, compound or element which contains, or is identified as a toxic, pollutant, contaminant, chemical, hazardous substance, hazardous material, hazardous waste, special waste, solid waste or is otherwise regulated under any federal, state, or local law including statutes, rules, regulations, ordinances, judgments, settlements, agreements and/or common law in effect at the time the acquisition of an interest in property is being considered by the Authority.

"Due diligence" means activities required to determine the nature and extent of the risks and responsibilities that arise from acquiring an interest in property, including but not limited to the nature and extent of any contamination on, in, or under the property. The extent of **"Due diligence"** will vary depending upon the facts and circumstances of a proposed acquisition of an interest in property. **"Due diligence"** is a minimum standard of inquiry and investigation and does not limit the activities that may be appropriate. **"Due diligence"** activities must include those activities required by federal, state, or local law to qualify for a limitation on or protection from liability for owning or operating contaminated property.

An “**interest in property**” is any legal interest that grants indicia of ownership, possession, or control over property, whether by gift, purchase, exchange, or other method. An “**interest in property**” includes but is not limited to title, easement, license, or lease.

“**Property**” means real property and all structures and appurtenances on, under, and over it.

“**Transferor**” means the individual or entity from which the Authority is obtaining an interest in property.

POLICY

This Policy is to be applied prospectively and will not affect the acquisition of an interest in property already presented to the Board of Commissioners at or prior to the time the Policy is adopted.

This Policy is not intended to require the Authority to pursue or acquire an interest in property at any time.

The Authority shall only acquire an interest in property if acquiring the interest in property furthers the Authority’s own goals and plans.

Unless compelled by law or a court of competent jurisdiction, the Authority shall not acquire an interest in property, whether or not the property is contaminated, if the purpose of the acquisition is primarily to facilitate the use of the property by or on behalf of a third party, or if acquiring the interest in the property will not materially further the Authority’s own goals and plans as set forth in the then-applicable five-year Recreation Improvement Plan or Strategic Plan.

The Authority shall decline to pursue the acquisition of an interest in property if, in its discretion, it determines that the due diligence concerning the property would be too dangerous or costly.

The Authority shall engage in due diligence prior to the acquisition of an interest in property. The Authority may obtain the services of qualified consultants in conducting due diligence and may seek advice of counsel in defining and carrying out this due diligence.

The Authority shall require that the individual or entity offering the Authority the opportunity to acquire the interest in property pay for the costs of due diligence satisfactory to the Authority. This requirement may be waived by the Authority if, in the Authority Staff’s judgment, it would pose an undue hardship on the transferor or would frustrate the Authority’s purpose in acquiring the interest in property.

If the property being considered for acquisition is contaminated, the Authority shall seek the advice of counsel and consultants in determining the risks and responsibilities posed by acquiring an interest in the property. Those risks and responsibilities shall be summarized and presented to the Board of Commissioners in connection with any recommendation by Authority Staff to acquire an interest in the property.

~~The Board of Commissioners shall consider and weigh the following factors when determining whether to acquire an interest in property:~~

- ~~a) The reports and recommendations of Authority Staff, counsel, and consultants;~~
- ~~b) The extent to which acquiring an interest in the property will further the Authority’s goals, mission and plans;~~
- ~~c) The cost of acquiring an interest in the property;~~

- ~~d) Whether the property is contaminated or is likely to become contaminated in the future, and the nature and extent of any such contamination;~~
- ~~e) The nature and extent of the risks and responsibilities that will arise by acquiring an interest in the property, including the risks associated with contamination, and whether the risks will negatively affect the Authority's operations, financial stability, employees, members of the public, or the environment;~~
- ~~f) Whether the risks and responsibilities associated with the property may be mitigated by taking reasonable, prudent, feasible, and affordable steps; and~~
- ~~g) The extent to which the Authority will be able to carry out its responsibilities if it acquires an interest in the property;~~
- ~~h) Other factors relevant to the specific circumstances surrounding the property or the transaction.~~


~~The Authority may require that an interest in property be acquired solely under specified conditions.~~

~~The Authority shall take the steps allowed by law to protect itself from liability for owning or operating contaminated property. These steps may include, but are not limited to, one or more of the following:~~

- ~~a) Documenting all appropriate inquiry before the acquisition of the interest in property as required under the Comprehensive Environmental Response, Compensation, and Liability Act, 42 USC 9601 *et seq.*;~~
- ~~b) Filing a timely baseline environmental assessment with the Michigan Department of Environmental Quality in accordance with Part 201 of the Natural Resources and Environmental Protection Act, MCL 324.20101 *et seq.*, and the Part 201 rules; and~~
- ~~c) Preparing and implementing a due care plan.~~

~~The Authority shall require that the transferor pay for the costs of the steps under Section 3.11. This requirement may be waived by the Authority if, in the Authority Staff's judgment, it would pose an undue hardship on the transferor or frustrate the Authority's purpose in acquiring an interest in the property.~~

Adopted by Board of Commissioners on: _____

	REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC C 3
		SUPERCEDES POLICY DATED: 11/12/2009	
	CAPITAL IMPROVEMENT PROJECT SAVINGS APPROPRIATIONS	PREPARED BY: Lisa Dolan, Controller	

LANGUAGE UPDATED AND POLICY NAME CHANGE

Capital Improvement project savings shall be returned to the **Unassigned Fund Balance** at (1) award of the Capital Improvement project and (2) Capital Improvement project completion for all projects.

Adopted by Board of Commissioners on: _____



REVISED 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	

Language Added / Revised

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:

1. 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.
2. 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:
 - a. Him or herself.
 - b. Any firm, meaning a co-partnership or other unincorporated association, of which he or she is a partner, member, or employee.
 - c. 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.
 - d. 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: _____

HURON-CLINTON METROPOLITAN AUTHORITY
Acknowledgement of Receipt of Policy on Ethics

I have received a copy of the HCMA 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 HCMA 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 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.

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: _____



REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC F 1
	SUPERCEDES POLICY DATED: 8/23/2007	
FREE SPEECH POLICY	PREPARED BY: Carol Stone, Administrative Services Mgr	


LANGUAGE UPDATED

Parks are traditional public forums that citizens may use for purposes of assembly, communicating thoughts, discussing public questions and protest. Peaceful assemblies, public demonstrations and other types of protest are permissible except where such activity will disrupt scheduled events, or will create a hazard to the health, welfare and safety of park visitors, or will destroy park property and/or resources. "Disrupt," as used above, does not include peacefully holding a protest sign at a public meeting or acting in a manner that does not prevent others from participating in the scheduled event, or that does not create a hazard to the health, welfare and safety of park visitors, or that does not destroy park property and/or resources. **The Metroparks reserves the right to establish a designated free speech area during special events held in the parks. Said free speech area shall be readily accessible and visible to event participants.**

Organizers intending to conduct assemblies or public demonstrations on parkland must provide 24 hours notice to the Huron-Clinton Metropolitan Authority if the expected crowd will exceed 75 people **and will be required to provide a certificate of insurance naming the Huron-Clinton Metropolitan Authority as an additional insured.**

Demonstrators may not block traffic or block the path of others using the park. Speech may not be restricted based on the content or view expressed, except that speakers may not (1) use fighting words, which are words that by their very utterance tend to incite an immediate breach of the peace; (2) threaten to physically harm others; or (3) engage in obscene speech or conduct as that term is defined by MCL 752.362(5).

Adopted by Board of Commissioners on: _____

	REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC F 2
		SUPERSEDES POLICY DATED: 6/18/2009	
	FINANCIAL POLICIES	PREPARED BY: Lisa Dolan, Controller	

LANGUAGE UPDATED

Language in blue indicates changes from the policy packet handed out at the April meeting.

The financial integrity of the Huron-Clinton Metropolitan Authority is of the utmost importance. To write and adopt a set of financial policies is vital to maintaining this integrity. These financial policies have evolved over the years from a variety of procedures and practices that have been employed by Authority staff. These financial policies will assist the Board of Commissioners and Authority staff in the financial management of the Authority, ~~engendering~~ **promoting** public confidence and providing continuity ~~over time~~ as Board and staff members change. They are intended to provide the basic foundation and framework for many of the issues and decisions facing the Authority. These financial policies will promote sound financial management and assist in the Authority's stability, efficiency and effectiveness in delivering the Metropark product to our citizens.

The financial policies are divided into categories as follows: (1) General Policies, (2) Budget Policies, (3) Accounting, Auditing and Financial Reporting Policies, (4) Reserve Policies, (5) Revenue Policies, (6) Cash Management Investment Policies, (7) Capitalization and Depreciation Policies, and (8) Procurement Policies.

Adopted by Board of Commissioners on: _____

General Policies

The Authority will:

- Manage its financial assets in a sound and prudent manner;
- Maintain and further develop programs/facilities to ensure its long-term ability to pay all costs necessary to provide the level and quality of service required by its citizens;
- Establish and maintain budgetary and investment policies that are in accordance with State laws;
- Account for capital and operational revenues and expenditures through its General Fund, since it is a special district form of government.

Budget Policies – General Fund

Annual Budget

The annual budget shall serve as the annual financial plan for the Authority. The Board of Commissioners shall adopt the budget in accordance with and subject to the requirements of the Uniform Budget and Accounting Act, Act No. 2, Public Acts of 1968, as amended. The budget will serve as the financial document of the Board of Commissioners for implementing Board goals and objectives. The budget shall provide staff the ~~resources~~ **guidelines** necessary to accomplish Board determined service and capital levels.

The Controller and Director shall annually prepare and present a budget containing an itemized statement of the estimated current operation and capital development of all property and facilities under the jurisdiction of the Board of Commissioners and an estimate of the anticipated revenue of the Authority from all sources for the ensuing fiscal year. The fiscal year of the Authority shall begin on January 1 and shall end on December 31 of each calendar year. The budget document shall be presented to the Board of Commissioners no later than the December regular meeting. The budget shall be subject to a public hearing before being presented to the Board of Commissioners. Funds may not be expended or encumbered for the following fiscal year until the budget has been adopted by the Board of Commissioners.

The Authority's annual budget will be ~~presented~~ **organized** by park and operating department unit for both operating and capital; revenues and expenditures with a logical breakdown of facilities and activities in line item detail.

The Authority shall annually adopt a balanced budget where revenues, ~~carryover capital appropriations and reserve for future contingency funds~~ are equal to or exceed capital and operating expenditures. Any year-end operating surpluses will revert to the ~~Reserve for Future Contingencies account~~ **Fund Balance** for use in maintaining minimum reserve levels set by policy and any amounts above the minimum balance will be available for future capital projects or other General Fund expenditures.

Budget control is maintained at the category level (park operations, capital improvements, equipment, etc.). Appropriations are further allocated by park and operating department unit. The Director has the authority to approve **budget amendments** ~~appropriation adjustments to or transfers within the appropriation centers established throughout the budget~~ and all such **amendments** ~~transfers~~ will be subsequently presented to the Board of Commissioners, on a quarterly basis, for approval.

Budget accountability rests primarily with the operating department units of the Authority.

The annual budget will provide for adequate maintenance and replacement of capital assets.

Long Range Budget

The Authority staff, working in conjunction with the Board of Commissioners, will prepare a Five-Year Financial Plan. The Five-Year Plan will project revenues and capital and operation expenditures based on best available economic forecasts and historical trends. The Five-Year Plan will project capital improvement projects and estimated timetables. In development of the capital improvement project schedule, staff shall ~~project the estimated-the operating~~ total costs associated with the capital project.

A key goal of the Five-Year Plan is to provide an orderly scheduling of replacement and new facilities to maintain and protect Authority facilities from falling into a state of disrepair.

The Five-Year Plan as approved by the Board of Commissioners will serve as a general guideline for the preparation of the Authority's annual budget.

Accounting, Auditing and Financial Reporting Policies

Financial Information

In accordance with the Authority's Bylaws, the Controller shall keep all accounting/financial information in a thorough, timely fashion and in a format that is easy for the Board of Commissioners, citizens and Authority employees to understand and utilize. The Controller will present a comprehensive financial report to the Board of Commissioners at each regular meeting.

Accounting Standards

The Authority's accounting of financial systems shall be maintained in accordance with Generally Accepted Accounting Principles (GAAP), standards of the Governmental Accounting Standards Board (GASB) and the Government Finance Officers Association (GFOA).

Annual Audit

An independent public accounting firm will perform an annual audit and its opinion will be included in the comprehensive annual financial report.

The independent audit firm will be selected through a competitive bid process. The contract will be awarded for a maximum period of four years, with subsequent extensions at the discretion of the Board of Commissioners.

The audit contract and any extension will be awarded by the Board of Commissioners. The Controller, working with the Board Treasurer, will review the qualifications and bid terms of prospective firms and submit to full Board of Commissioners for final decision.

The Comprehensive Annual Financial Report shall be prepared within six months of the close of the previous fiscal year. It will be reviewed with the Board Treasurer before being presented to the full Board of Commissioners at a regular meeting.

It is the Authority's goal to maintain accounting records, processes, internal controls and procedures in such a manner as to receive an unqualified audit opinion and to maintain a Certificate of Achievement for Excellence in Financial Reporting from the GFOA.

Accounting System

The Authority will utilize a line item budget as the basis for its accounting and reporting system. The line item format organizes costs by type or class of expenditure and revenues by source. Expense and revenue categories used in the Authority's line item budget and its supporting accounting system are set down in a master list of Chart of Accounts. This Chart of Accounts establishes uniform revenue/expenditure titles and corresponding account numbers for use by all Authority departments.

Fund Balance Policies

General and Supplemental Major Maintenance Funds

Under GASB 54, Fund Balance is to be segregated into categories so that the intent of future uses of Fund Balance is clear. Amounts are to be Assigned, Restricted, Committed or deemed Unspendable or Unassigned. Committed and Assigned funds are approved at the Board of Commissioner level. Unspendable funds are funds that have already been spent such as Inventory On Hand and Prepaid Expenses. Restricted funds are usually restricted legally or by other outside sources. The Unassigned Fund Balance is the amount that is not designated in the other categories and is available funding for future years.

The Authority utilizes its General Fund for recording ~~most~~ all revenues and expenditures of the Authority. ~~The Authority's other fund, Supplemental Major Maintenance Fund, accounts for oil and gas revenue and is separately Committed for special projects. At each fiscal year end, all budgeted/appropriated expenditure authority lapses, with the exception of capital expenditures which are designated and carried forward for subsequent year's capital expenses. The undesignated remaining dollars in the General Fund constitute available reserves for future contingencies of the Authority.~~

The General Fund Reserve for Future Contingencies account ~~Unassigned Fund Balance~~ will ~~should~~ be maintained with a minimum amount equal to five percent (5 percent) of the General Fund appropriation balance. These reserves are designated to be used in the event of a significant financial emergency. ~~The Board of Commissioners may, at its discretion, reserve funds above the five percent (5%) minimum. Such additional reserves may be set aside for unanticipated, unbudgeted expenditures or revenue shortfalls. All appropriations from the Reserve for Future Contingencies account~~ Fund Balance require Board of Commissioner approval.

Committed Fund Balance-Self Insurance

The Authority ~~maintains a reserve~~ Commits Fund Balance for self insurance to be utilized for: (1) payment of claims that are not covered by our various insurance policies, or (2) policy deductible amounts. All appropriations from the Self Insurance Reserve require Board of Commissioner approval.

Fiduciary Funds

The Authority maintains ~~on a trustee basis:~~ (1) a Pension Fund, ~~Defined Benefit Pension Plan, and (2) a Defined Contribution Pension Plan, and (2) (3) a Retiree Health Care Trust Fund.~~ These funds shall be segregated from the Authority's General Fund. These ~~trust~~ funds are ~~operated~~ managed in accordance with the conditions of their Trust Agreements.

Pension Plans

An actuarial valuation will be done annually to determine the estimated cost of the Authority sponsored ~~Defined Benefit Pension~~ retirement program ~~will be actuarially valued on an annual basis. The employer's contribution to the Defined Contribution Pension Plan is determined by contract.~~ The cost of funding the Authority's retirement program ~~both plans~~ will be budgeted under each department based on the number of active employees.

Retiree Health Care Trust

The estimated cost of the Authority's post employment health care benefits will be actuarially valuated biennially. The cost of funding the Authority's post employment health care benefits will be budgeted under the Administrative Office for current retirees and under each department based on the number of active employees.

~~The Defined Benefit Pension and Retiree Health Care unfunded liabilities under each program will be disclosed and accounted for in accordance with Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board (GASB) statements.~~

Revenue Policies

The Authority will strive to develop and maintain a diversified and reliable revenue stream so as to avoid becoming overly dependent on any single type of revenue. Efforts will be directed to optimize existing revenue sources while periodically reviewing potential new revenue sources.

Budgeted revenues will be estimated conservatively based on historical trends and other trends specific to a provided activity.

The Authority will avoid using temporary/one time revenues to fund ongoing expenditures.

The Authority will impose user fees wherever appropriate. User fees will be based on a survey of comparable fees charged by other public agencies and private enterprise and on market conditions.

All Authority fees and charges will be reviewed and approved by the Board of Commissioners on an annual basis.

Cash Management Investment Policies

The Board of Commissioners shall periodically review, update or modify as appropriate the Authority's Investment Policy.

The Controller will insure that all surplus cash is prudently invested in accordance with the Investment Policy to protect Authority funds.

Authority funds will be managed in a prudent and diligent manner with emphasis on safety, liquidity and yield, in that order.

The Authority's Investment Policy must satisfy the requirements of the Michigan Political Subdivisions Act No. 20, Public Acts of 1943, as amended.

Reports on the Authority's investment portfolio and cash position shall be developed and presented to the Board of Commissioners within the monthly financial report.

Capitalizations and Depreciation Policies

The Authority shall capitalize equipment and facilities within the following parameters:

Equipment	\$1,000 per unit
Capital Improvements	\$10,000 per project

Minor equipment that falls below the ~~\$1,000~~ **\$1,000** threshold but is subject to shrinkage, such as string trimmers, chainsaws, firearms, radios, gas powered tools and licensed trailers, will also be accounted for under the Authority's fixed asset inventory system.

Computer equipment (except for mid-range systems) will not be inventoried on the Authority's fixed asset inventory system, but rather will be expensed when purchased and inventoried by the Computer Services Department.

The Authority shall depreciate capital assets such as buildings, roads, utility infrastructure, equipment, etc. Depreciation shall be performed on a straight line basis over the expected useful life of the asset and in accordance with Generally Accepted Accounting Principles (GAAP).

Procurement Policy

The intent of this policy is to outline the general procurement guidelines applicable to the acquisition of goods and services for the Authority. The adherence to this policy will:

- Procurement at the lowest possible cost commensurate with the quality needed;
- Provide for the consistent and efficient procurement of supplies, materials, equipment and services in a timely and creditworthy fashion;
- Exercise positive financial control over all procurements;
- Provide for fair and equitable treatment of all persons involved in public procurement by the Authority;
- Clearly define authority for the procurement function.

Scope of Procurement Authority

~~Contracts shall be executed on behalf of the Authority by the Chairman, Director or Deputy Director and by the Secretary, Executive Secretary or Controller or otherwise as directed by the Board of Commissioners.~~

All Contracts and legal documents shall be executed on the behalf of the Authority, by the Director of HCMA. Upon such approval, the Director, or in the absence of the Director, the Deputy Director, or Executive Secretary, shall be authorized to sign all contracts and legal documents approved by the Board of Commissioners.

The responsibility and authority for the procurement of all supplies, materials, equipment and contractual services needed by Authority departments is vested in the Director or his/her authorized agents. The Director, working in conjunction with the authorized agent(s), shall have the authority to:

1. Procure or contract for supplies, materials, equipment and services required by any Authority department in accordance with procurement procedures outlined in this policy;
2. Adopt administrative procedures for the internal management and operation of the procurement system;
3. Negotiate and recommend to the Board of Commissioners execution of contracts for the procurement of supplies, materials, equipment and services;
4. Act to procure for the Authority the needed quality in supplies, materials, equipment and services at the least expense to the Authority;
5. Prescribe and maintain forms and standard documentation as reasonably necessary to conform to the requirements of this policy;
6. Supervise and inspect all supplies, materials, equipment and services purchased to insure conformance with procurement documents;
7. Administer the transfer of surplus or unused supplies and equipment between departments as needed, and the sale of all supplies and equipment which cannot be used by any Authority department or which is obsolete for the needs of the Authority, or to trade in the same on new supplies or equipment.
8. Oversee the operation of all warehouses for the storage of stock items to insure the safekeeping and proper storage and handling of all supplies and equipment.
9. Require annual physical inventory of all stock items;
10. Maintain vendor information and other records necessary for the efficient operation of the procurement system.

Method of Procurement

The following methods of procurement should be utilized by the Director or his/her authorized agent(s) in the acquisition of supplies, materials, equipment, services and contracts, depending on the nature of the goods/services being sought and the projected expense:

<u>Estimated Amount of Purchase</u>	<u>Method Required</u>
Up to \$500 - \$1,000	Procurements may be initiated by full-time employees Purchasing Department/ Engineering Department approved vendors securing best pricing available under prevailing circumstances. Whenever possible, purchases should be made through the P-card program and follow P-card procedures. If P-Card is not used, HCMA Order Form must be completed to document the purchase. All purchases must be approved by Park Superintendent, Park Operations Manager or Maintenance Manager.
\$501 to \$1,000 \$1001 to \$5,000	<ul style="list-style-type: none">• Budgeted Items must be coordinated through the Purchasing Department.• Contract item orders can be placed directly with the vendor.• Emergency and out- source items should have two quotes when possible and the order must be approved by Park Superintendent, Park Operations Manager or Maintenance Manager.• All other procurements may be initiated by employees after obtaining and documenting two or three quotes. <i>HCMA Competitive Price Sheet</i> must be completed to document the purchase. All purchases must be approved by Park Superintendent, Park Operations Manager or Maintenance Manager.
\$1,001 \$5,001 to \$50,000	Procurements require the initiating department to enter the order into the HCMA requisitioning system with details of the item. The requisition must be approved by the Park Superintendent, Department Head, and Purchasing Department. When possible, three quotes should be obtained before the purchase order will be issued. A purchase order will be prepared and approved by the Director. See Other guidelines regarding Professional Services.
\$10,000 \$50,001 and over	Competitive sealed bids shall be obtained and presented to the Board of Commissioners for approval. A <i>Purchase Order</i> or <i>Contract</i> will be issued to the successful bidder after approval by the Board of Commissioners.

Other Guidelines

Sealed bids will not be required for the purchase of land, payrolls, group fringe benefits, utilities or the retention of professional or specialized services. Proposals should be obtained for professional or specialized services following the above limits and criteria.

Contracts may be utilized for multiple purchases of a similar good or service to be negotiated by the Purchasing Agent or Administrative Services Manager subject to the above limits and criteria.

Emergency procurements up to ~~\$50,000~~ **\$100,000** may be made under emergency provisions when it is determined that conditions exist which create a disruption of essential operations, construction disruption or conditions adversely affecting the safety, health or security of persons or park property with the approval of the Director and Chairman of the Board of Commissioners. Any such emergency procurements will be subsequently submitted to the Board of Commissioners for confirmation of approval.

Sole source contracts may be awarded without competitive quotes or bids when it is determined by the Director and/or his/her authorized agent that there is only one source for the required supply or service subject to the above limits and criteria.

Award: The Authority reserves the right to reject any and all bids or proposals, to waive irregularities and/or formalities and to award a purchase order or contract in any manner deemed in the best interest of the Authority.

Petty cash funds may be utilized for minor incidental purchases less than \$50. Receipts shall be required to substantiate all petty cash purchases.


Delivery and inspection: Goods and services will be received at various Authority locations and will be checked at the time of receipt to detect any damage or defects and ensure the receipt of material/equipment is in compliance with the contract or purchase order. Inspections should be conducted immediately upon arrival or as soon thereafter as practically possible. Equipment and supplies should be inspected for damage, quantity, quality, price and all other required specifications.

The acceptance of goods shall be the responsibility of the initiating department and Authority warehouses. A receiving document must be prepared by the receiving department indicating: (1) date of receipt; (2) supplier name; (3) purchase order/contract (if applicable); (4) quantity received; (5) description of item(s); (6) signature of employee receiving goods; and (7) signature of department head. All receiving documents are to be forwarded to the Controller's office.

Delivery and administration, construction contracts: The Engineering Department will administer construction contracts to verify conformance with contract documents, and will certify contractor pay estimates or invoices prior to forwarding to the Controller's office.

Payment: All invoices are to be sent directly to the Controller's office by the vendor. Upon receipt of an invoice together with receiving documents and procurement documents (contract or purchase order or competitive price sheet or engineering pay estimate) the Controller shall issue a voucher. The Controller shall certify that an appropriation has been made for such expenditure and that there remains an unexpended balance sufficient to pay such voucher. When a voucher has been issued and certified, the Controller shall deliver it to the Executive Secretary to be approved for payment.

The Executive Secretary shall then present the voucher **listing** for certification by the Director that the goods or services were duly ordered, have been received and are satisfactory. The Executive Secretary thereafter shall present ~~a~~ **the** voucher listing to the Board of Commissioners at each regular meeting of the Board for approval.

	<div><div>CURRENT</div><div>HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY</div></div>	EFFECTIVE DATE: 2/7/2006	
		SUPERCEDES POLICY DATED: 7/13/1967	
	General Policies, Statement of...	PREPARED BY:	

(RESCIND – OBSOLETE)

In order that the Huron-Clinton Metropolitan Authority may carry out the purposes of its Enabling Act, the following general policies are adopted:

I. PLANNING

1. The development and maintenance of a park and recreation Master Plan for the Authority along with the preparation of general and detail plans shall be undertaken by the Authority's Staff with the aid of such consulting services as may from time-to-time be deemed advisable. Counsel of officially qualified Federal, State, Regional, County and local agencies and institutions performing research and planning duties on physical, social and economic factors pertinent to recreational services should be sought. Appropriate efforts shall be made to assure that the Authority's Master Plan becomes a component part of the total Regional Recreation Lands Plan as well as the Comprehensive Master Plan for the region.
2. The Master Plan should include the best possible utilization of the natural valleys of the Huron and Clinton Rivers and their tributaries, the inland lakes of the area, and the waterfront on the Great Lakes system with a view to locating, acquiring and developing regional recreational areas of large capacity.
3. The recreational areas should be of a large size, 1,000 acres or more, except where sites are of scenic, historic or special-use value. They all should be capable of serving large numbers of people from the Huron-Clinton Metropolitan Authority district rather than being limited to the use of those residing in the immediate vicinity.
4. The development of small, scattered recreational areas should not be considered; as such developments are local and not regional in scope and tend toward uneconomical operation and maintenance.

II. RELATIONSHIP TO OTHER AGENCIES

1. In the development of the Master Plan and the preparation of general plans, the plans of other agencies should be taken into consideration. Federal, State, regional, County, and local planning, park and recreational agencies operating within the Authority's district should be consulted and agreement on plans and responsibilities should be reached whenever possible.
2. Transportation facilities, such as Federal, State, County and local limited access routes and connecting roads should be a part of the Master Plan. Cooperation with the various responsible agencies should be sought in order to provide ready and safe access by all possible means to the recreational areas from the thickly populated sections of the Authority's district.
3. Due to the limited funds available to this Authority, in comparison with the magnitude of the job assigned to it, close cooperation should be maintained with all public agencies concerned with parks and recreation and aid, financial and otherwise, should be sought in the acquisition and development of recreational lands and water suitable for the purpose of this Authority. Special facilities within the recreational areas for which

charges are to be made should be planned on a self-supporting basis whenever possible.

4. In efforts to eliminate existing pollution of all waters within the district and to prevent any further pollution, this Authority should cooperate with the Michigan Water Resources Commission and all health authorities operating in the district.
5. This Authority should avoid building up a large organization of technical and working forces for the development and implementation of its plans by contracting for such services wherever possible.
6. This Authority should maintain close supervision over parts of the general plan which may be turned over to other agencies for development and implementation.
7. Every effort should be made to obtain proper zoning of lands and waters adjacent to property owned by this Authority or in any area where future acquisition has been planned. Proper landscaping of private properties adjacent to the Authority ownership should be encouraged.

Note: The above is policy, was revised to eliminate Section III – Land Acquisition and Section IV Public Relations which are now governed by separate policy. The remaining sections I Planning and II Relationship to Other Agencies are from resolution dated 07/13/1967.


Above is true statement of approved Board of Commissioners Policy

Board Secretary: Gregory J. Almas

Signature: _____ Date: _____

Director: Gary C. Bartsch

Signature: _____ Date: _____

 <div style="text-align: center;"> REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY </div>	EFFECTIVE DATE: 5/9/2013	BC I 1
	SUPERCEDES POLICY DATED: 7/1/2002	
INVESTMENT	PREPARED BY: Lisa Dolan, Controller	

LANGUAGE AND INVESTMENT INSTITUTIONS UPDATED

PURPOSE

It is the policy of the Huron-Clinton Metropolitan Authority (the Authority) to invest its funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow needs of the Authority and comply with all state statutes governing the investment of public funds.

SCOPE

This investment policy applied to the investment of funds of the Huron-Clinton Metropolitan Authority exclusive of its employee retirement system funds.

OBJECTIVES

The primary objectives in priority order, of the Authority's investment activities shall be:

Safety of principal is the foremost objective of the Authority's investment program. Accordingly, the investments of Authority funds shall be undertaken to insure the preservation of capital in the overall portfolio.

The Authority's investment program will be structured in a manner which will provide the liquidity necessary to pay obligations as they become due.

The investments will be diversified by institutions in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

The investment portfolio shall be designed to obtain a market average rate of return on all investments throughout economic cycles, taking into account the Authority's investment risk constraints as imposed by the safety objectives, amount limitations outlined in this policy and the cash flow characteristics of the Authority.

The Authority seeks to encourage local economic development in the five-county district of Livingston, Macomb, Oakland, Washtenaw and Wayne counties.

All investment officials in the investment process shall seek to act in a reasonable and prudent manner as custodians of the public trust. Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

AUTHORIZATION

Act No. 20 of the Public Acts of 1943, as amended (Act No. 20), provides that the governing body of a political subdivision may authorize its treasurer or other chief fiscal officer to invest surplus funds as provided in Section 1 (1) of Act No. 20. Act 367 of 1982 (Act No. 367), provides that a local unit may enter into a contract with a financial institution to place surplus funds into an investment pool. Further, the Bylaws of the Authority, as amended June 12, 1969, provide that the Controller shall deposit funds as directed by the Board of Commissioners.

Accordingly, overall responsibility for the day-to-day management of the Authority's investment program is hereby delegated to the Controller. The Controller shall manage the investment program in accordance with this investment policy.

In the absence of the Controller, the Chief Accountant acting in concurrence with the Director and the Treasurer of the Board of Commissioners may exercise investment decisions in accordance with this investment policy.

INVESTMENTS

Investments of the Authority shall be scheduled to coincide with projected cash flow needs and shall be limited to instruments maturing within ~~one-year~~ **two years** at the time of purchase. Investments in U.S. Treasury Notes and Federal Agency Securities will be permitted up to a five-year maturity. In accordance with Section 1 (1) of Act No. 20 and the provisions of this policy, the following authorized investments are approved for Authority investments:

1. Savings accounts
2. Certificates of Deposit
3. U.S. Treasury Bills/Notes
4. Federal Agency Securities (FHLB, FNMA, FHLMC, etc.)
5. Financial institution **and municipal** pooled investment funds

All security transactions entered into by the Authority shall be on a cash basis. Securities will be held in safekeeping and evidenced by a safekeeping receipt.

INSTITUTIONS

The Authority shall maintain a listing of financial institutions which are approved by the Board of Commissioners for investment purposes. A financial institution must meet the following requirements to be eligible for use as an investment medium for Authority funds:

1. Must satisfy the requirements of Act No. 20 and Act No. 367 (requiring Board of Commissioners approval of investment contract).
2. Must be insured by the Federal Deposit Insurance Corporation (FDIC).
3. The institution must be incorporated under the laws of the State of Michigan or of the United States.
4. The institutions principle office or branches must be located within the five- county district of Livingston, Macomb, Oakland, Washtenaw or Wayne counties. Greater consideration will be given to institutions whose parent holding company is also located within the five-county district.
5. Institutions must maintain an average ~~(3/C)~~ or above rating ~~(1/A or 2/B)~~ from Fitch **a reputable** Bank Rating Service.
6. ~~Fitch~~ Bank ratings will be reviewed and updated quarterly.

INVESTMENT AMOUNTS

The Controller, based on the Authority's cash flow needs and within the guidelines of this policy, shall invest funds after obtaining competitive bids from all approved institutions. The following maximum aggregate limits will apply to Certificate of Deposit investments with approved institutions based on ~~the Fitch~~ **a reputable** Bank Rating Service:

1. Ratings of excellent ~~(1/A)~~ or above average ~~(2/B)~~ limited to \$5,000,000.
2. Ratings of average ~~(3/C)~~ limited to \$3,000,000.
3. Ratings of below average ~~(4/D)~~ or extremely troubled ~~(5/E)~~ will not be permitted for Authority investments.

~~In accordance with the above rating criteria limits and cash flow needs a minimum of \$100,000 shall be maintained with each approved institution.~~ Due to the short-term nature of funds held in savings, checking, depository and pool investment accounts, the above aggregate maximum limits would not apply to **these specific** funds. There is no limit on the amount of funds that may be invested in U.S. Treasury Bills/Notes or agency issues.

HURON-CLINTON METROPOLITAN AUTHORITY
Approved Institutions for Huron-Clinton Metropolitan Authority Investments
July 1, 2002–April 11, 2013

		RATING*
1.	Bank Of America	Good
2.	Chase Bank	Good
3.	Citizens Bank	Good
4.	Comerica Bank	Superior
5.	Fifth Third Bank	Superior
6.	First Independence National Bank	Excellent
7.	First State Bank of East Detroit	Excellent
8.	Flagstar Bank	Average
9.	Huntington National Banks	Superior
10.	Michigan First Credit Union	Superior
11.	PNC	Good
12.	The Private Bank (Bank of Bloomfield Hills)	Excellent
13.	Public Service Credit Union	Excellent
14.	Talmer Bank and Trust	Superior
15.	TCF Bank	Average

*Bauer Bank Ratings as of 3/26/13.

Adopted by Board of Commissioners on: _____



<p style="text-align: center;">REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY</p>	EFFECTIVE DATE: 5/9/2013	BC L 1
	SUPERCEDES POLICY DATED: 10/6/2004, 7/13/67	
LAND ACQUISITION	PREPARED BY: George Phifer, Executive Secretary	

LANGUAGE UPDATED

This Authority should acquire land and water for future recreational development in accordance with a well planned and approved program and ~~such lands should be held inviolate to the demands for other uses.~~

~~Often in the implementation of its land acquisition program the Authority, for its best interest, buys land in excess of its planned intent. Careful consideration should be given before disposing of such excess lands to assure the best interests of the Authority.~~

Offers of donation of land, of any size, should be very carefully considered before recommendations are made for acceptance or rejection. **Removal of highly developed and high value properties from the tax rolls should be given careful consideration.**

~~In planning of parks and recreational areas very careful consideration should be given before recommending removal of highly developed and high value" properties from the tax rolls.~~

As a matter of course, the Authority shall obtain appraisals prior to the purchase of real property. The Authority may forego appraisal, however, if business need so requires.

In matters of land, a team consisting of HCMA Executive Secretary; HCMA Chief Planner; HCMA Chief of Natural Resources; HCMA Director; HCMA Commissioner from the county where the parcel for consideration of purchase, acceptance is located shall meet and review facts and weigh advisability to proceed.

When considering land for purchase or acceptance, in the case of donations, the following criteria should be used for evaluation.

Natural Resource – Inventory existing natural resources of a property. Determine the value of the land or water resource(s) and its potential for:

- **Natural resource protection – Determine the value of a natural feature/resource.**
- **Open space, natural resource or cultural preservation - Identify high quality natural areas where the preservation of land, water resources, and cultural heritage will benefit the region.**
- **Wildlife corridors – Consider land for connectivity for people and corridors for wildlife.**
- **Scenic/aesthetic value – Quantify the scenic value of a parcel that may enhance recreation.**

Suitability for recreation activities – Determine if a property can provide space and resources for specific recreation opportunities; and if a purchase will meet present and future recreation needs.

Environmental improvement – Identify lands which if purchased and managed will improve the environmental health of the region.

Regional green infrastructure and open space plans – Identify large tracts of land which are contiguous to existing Metroparks or would contribute to the regions master green infrastructure plan.

Contiguous/Adjacent Properties – Evaluate potential properties which may enhance existing parks by improving entrances or function as additional buffer.

Conservation – Determine if the purchase of property will prevent potentially detrimental development and promote biodiversity.

Economic Impact – Evaluate potential positive and /or negative economic benefits of a potential land purchase.

Natural resource and mitigation ecosystem restoration – Identify properties which if purchased could become a restoration or mitigation site to improve the watershed, forested lands, grasslands and wetlands of a region.

Adopted by Board of Commissioners on: _____




REVISED	EFFECTIVE DATE: 5/9/2013	BC L 2
HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	SUPERCEDES POLICY DATED: 12/10/2009	
LAND ACQUISITION GRANT REIMBURSEMENT APPROPRIATIONS	PREPARED BY: Lisa Dolan, Controller	

LANGUAGE UPDATED

Funds anticipated to be reimbursed to the Authority as part of Land Acquisition Cost Share Grant Agreements shall be appropriated from the “Unassigned” Fund Balance to the committed “Land” Fund Balance.

Adopted by Board of Commissioners on: _____


	NEW HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC N 1
		SUPERCEDES POLICY DATED: New	
	NON-DISCRIMINATION	PREPARED BY: Carol Stone, Administrative Services Mgr.	

REPLACES AFFIRMATIVE ACTION POLICY

The Huron-Clinton Metropolitan Authority shall not discriminate on the basis of race, color, religion, national origin, marital status, age, sex, disability or other factor prohibited by law, in the use of its facilities, in the hiring of applicants for employment, in the promotion and treatment of employees, and in the letting of contracts for construction and maintenance or in the supply of goods or services to the Authority.

Further, employees of the Huron-Clinton Metropolitan Authority shall treat all employees and park patrons with respect and dignity and shall model behavior and foster an environment of acceptance and tolerance for intellectual and physical abilities, socio-economic status, race, ethnicity, religion, language, sexual orientation, family composition, citizenship, immigration status, beliefs, expression, character and other qualities. The Huron-Clinton Metropolitan Authority shall provide appropriate resources to respond to issues which arise from intolerance, bias and prejudice.

Adopted by Board of Commissioners on: _____

 HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC P 1
	SUPERCEDES POLICY DATED: 8/13/1992	
PREVAILING WAGE	PREPARED BY:	

NO CHANGES RECOMMENDED

RESOLUTION:


WHEREAS, it is in the best interest of the people that the construction work performed on Huron-Clinton Metropolitan Authority property, with its money and for the benefit of the people, be done by contractors and subcontractors who pay prevailing wages and fringe benefits,

NOW, THEREFORE BE IT RESOLVED by the Huron-Clinton Metropolitan Authority that on Contract bids of \$100,000.00 or greater:

1. Every construction contract entered into by the Authority or with its contracting agent must contain the following covenants:
 - a. The rates of wages and fringe benefits paid to each construction mechanic employed by a contractor or sub-contractor at all tiers, who furnishes labor on the project which is the subject of this contract, shall be not less than the prevailing wages and fringe benefits for such labor as determined by the Michigan Department of Labor, Wage and Hour Division, for the county the work is being performed in.
 - b. The contractor and any subcontractor shall not discriminate against any employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment because of race, color, religion, national origin, ancestry, sex or age during the terms of this contract.
2. Every contract executed between the Authority or its contracting agent and a successful bidder as Contractor, entered into pursuant to advertisement and invitation to bid for any Authority project, which requires or involves the employment of construction mechanics and which is financed in whole or in part by the Authority shall contain a wage and fringe benefit schedule as provided for by the Michigan Department of Labor, Wage and Hour Division for each class of construction mechanic.
3. Every contractor and subcontractor shall keep posted on the construction site in a conspicuous place, a copy of all prevailing wage and fringe benefit rates prescribed in the contract and shall keep accurate records showing the name and occupation of, and actual wages and benefits paid to, each construction mechanic employed by said contractor or subcontractor in connection with said contract.
 - a. A contractor or subcontractor at any tier shall, upon request of the Authority or its contracting agent provide certified payrolls on U. S. Department of Labor form WH347 or facsimile for all hours worked.
4. Any construction mechanic of a contractor under contract with the Authority or its contracting agent or a construction mechanic of a subcontractor at all tiers, or any bona fide organization representing construction mechanics may file a written complaint with the Authority or its contracting agent, if any, challenging the compliance by a contractor or subcontractor with the covenants of paragraph 1. The Authority or its contracting agent shall then conduct an investigation to determine whether it will proceed as in Paragraph 5 below.

5. If a contractor or subcontractor at any tier violates or has breached either covenant set forth in paragraph 1 above, the Authority or its contracting agent if any, shall proceed to enforce said covenant in accordance with the terms of the contract and/or by seeking any remedy authorized by State law.
6. In addition to any other lawful remedy, any contractor or subcontractor found by a court of competent jurisdiction to be in violation of this resolution and/or in breach of the covenants of a contractor with the Authority or its contracting agent shall be subject to:
 - a. Revocation of Contract
 - b. Barred from bidding any future work with the Authority.
7. As used herein:
 - a. "Contracting Agent" means any officer, board commission, department agency, or organization authorized to enter into a construction contract by or on behalf of the Authority.
 - b. "Contract" means any agreement as a result of competitive bids or otherwise for new construction, alteration, repair, installation, painting, decorating, completion, demolition, conditioning, reconditioning or improvement of buildings, works, bridges, highways or roads, which is to be performed either on Authority property or financed by or through the Authority.
 - c. "Construction Mechanic" means any skilled or unskilled mechanic, laborer, worker, helper assistant, apprentice or driver, but shall not include Authority employees, executive, administrative, professional or office employees.
 - d. "Apprentice" means any person who is registered with a bona fide apprentice program recognized by the U.S. Department of Labor, Bureau of Apprenticeship and Training and shall only be used in ratio as prevailing for the area.
8. Contracts which contain provisions requiring the payment of prevailing wages as determined by the United States Secretary of Labor pursuant to the Federal Davis-Bacon Act (United States Code 40 Section 276a et seq.) or which contains provisions requiring the payment of prevailing wages as determined by the Michigan Department of Labor pursuant to 1965, PA 166, as amended, being MCL 408.551 (et seq.) are exempt from the provisions of this resolution.
9. Any lease of property owned by the Authority shall include a provision that new construction, alteration, repair, installation, painting, decorating, completion, demolition, conditioning, reconditioning or improvement of building, works, bridges, highways or roads on such property shall be considered work on public buildings, works, bridges, highways or roads within the meaning of paragraph 7 (b) of this resolution and that the Lessee or sub-lessee will be bound by provisions of this resolution.
10. It is the intent of this Authority that every contracting agent shall adopt the preceding paragraphs of this resolution.

Adopted by Board of Commissioners on: _____

 <p style="text-align: center;">REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY</p>	EFFECTIVE DATE: 5/9/2013	BC P2
	SUPERCEDES POLICY DATED: 04/08/2010 07/11/2002 Proceeds from Land Divestiture 07/18/2004 Property Divestiture Procedure	
PROPERTY DIVESTITURE POLICY and PROCEDURE	PREPARED BY: George Phifer, Executive Secretary	

LANGUAGE UPDATED

1. PURPOSE

The Huron-Clinton Metropolitan Authority (Authority) is owner of substantial real property which is used for the development of public parks for recreation as well as the protection of valuable natural resources. As public service needs change, certain parcels may be deemed in excess of the Authority's current and future needs.

The purpose of this policy is to:

1. Provide direction for the divestiture of real estate including, requests for proposals (RFP), negotiated sale or exchange of property, and
2. Establish conditions under which the Authority owned real estate property may be leased.

2. POLICY

It is the Authority's policy to manage real estate assets so that park and recreational services are properly implemented and managed. It is not the Authority's intention to speculate in real estate.

Real property which was purchased with HCMA General Fund monies shall not be divested except in accordance with this policy

When evaluating properties for divestiture, the Authority shall review and take into consideration how properties were purchased and any restrictions on those properties. This includes but is not limited to property that was donated, willed or deeded to the Authority; property that was purchased with grants or loans with accompanying restrictions; and property that otherwise has conditions.

If a property is not needed for park and recreational use within the foreseeable future and is not environmentally or culturally significant it may be made available for sale or long-term lease.

If a property is not currently needed but will be needed for park and recreational use at a future time and is not environmentally or culturally significant it may be leased in the interim.

The Authority shall optimize the sale price of excess lands that have "development potential." However, additional consideration shall be given to those proposals conforming with or beneficial to the Authority's mission to provide for public recreation and natural resource protection. The Authority will cooperate with local municipalities and neighbors in determining acceptable land uses and maintaining influence over developments adjacent to Authority lands.

Discounts shall not be negotiated for parcels with "development potential" unless an extraordinary need is recognized by the HCMA Board of Commissioners.

Property sold or leased to governmental agencies for public services conforming with or beneficial to the Authority's mission to provide for public recreation and natural resource protection may be discounted up to 50 percent of appraised value. Sales shall include deed restrictions on use and reversion rights to repurchase the property.

The principal and interest received from the sale of land by HCMA shall be appropriated for the future land acquisition needs of the Authority.

3. PROCEDURE

When considering the sale of properties, the Authority shall contact the residing local unit of government to ascertain interest in purchasing the property, their concern regarding its sale and the potential zoning of the property.

Notice of properties proposed for sale by the Authority shall be provided to property owners within 500 feet of the property.

The Authority has the following divestiture options: requests for proposals, negotiated sale and leasing.

A. REQUEST FOR PROPOSALS

The Request for Proposals (RFP) procedure applies to divestiture of “high development potential” properties, with the following protocols:

1. The HCMA staff shall initiate identification of an “excess parcel(s)” for Board consideration.
2. An appraisal (MAI) shall be obtained considering the designated future land use as the criteria for valuation.
3. A team consisting of HCMA Executive Secretary; HCMA Chief Planner; HCMA Chief of Natural Resources; HCMA Director; HCMA Commissioner from the county where the “excess parcel(s)” is located, ~~and Qualified Real Estate Consultant (Licensed Real Estate Broker in the state of Michigan)~~, shall meet and review facts and weigh advisability to proceed. **The Team shall assign either a staff person or Qualified Real Estate Consultant (Licensed Real Estate Broker in the state of Michigan) to act as the Authority's Representative in matters of land purchases or sales.**
4. Prepare a RFP for the sale of the property. The RFP will be posted in the classified section of the local newspaper and other appropriate publications. ~~The Real Estate Consultant~~ **The Authority's representative** will forward the RFP to parties interested in purchasing the property.
5. ~~The Real Estate Consultant~~ **The Authority's representative** will interview all interested buyers who have replied to the RFP and will identify and interview additional potential interested parties.
6. ~~The Real Estate Consultant~~ **The Authority's representative** will produce preliminary presentation reports for review by the Team, including the qualifications, experience and examples of similar developments as well as the details of the proposals from the interested buyers.
7. ~~The Real Estate Consultant~~ **The Authority's representative** shall schedule presentation meetings between the Team and the selected potential purchasers, and municipalities if necessary. The presentation should include a minimum of two or more buyers and uses for the Team to select from.
8. The team shall prepare a presentation to the HCMA Board of Commissioners and request their approval to proceed to develop a sales contract with the selected purchaser.
9. Following Board approval of the sales contract, the closing of the sale will be scheduled and the team shall participate, if necessary, to complete any issues that remain after the Board's direction to sell.

GENERAL ISSUES

~~The Real Estate Consultant~~ **The Authority's representative** shall be supervised by the HCMA Director and HCMA Executive Secretary, and shall be responsible for assembling reports, scheduling meetings and reporting progress in a timely manner.

~~The Real Estate Consultant~~ **The Authority's representative** shall act as the "Selling Real Estate Broker" of record when required.

~~The Real Estate Consultant~~ **The Authority's representative** shall be compensated as follows: 3 percent of the transaction value due and payable upon closing.

In the case that the Authority withdraws from a transaction, ~~the Real Estate Consultant~~ **The Authority's representative** shall be paid 0.2 percent (2 tenths of one percent) of the appraised value of the parcel. The minimum fee of ~~the Real Estate Consultant~~ **the Authority's representative** shall be \$5,000.

B. NEGOTIATED SALE

Negotiated transactions may be approved under the following conditions:

1. When a sale to a contiguous owner would correct a site deficiency.
2. When another governmental, public or quasi public agency submits an acquisition proposal which benefits the Authority or its patrons. Such agencies shall include, but not limited to, federal, state, county, local agencies, school districts, special districts and regulated utility companies.
3. When qualified non-profit institutional organizations offer to purchase Authority owned land at fair-market value and the proposed development would conform with or be beneficial to the Authority mission. Such agencies shall include, but not limited to, community service organizations. Such sales shall include deed restrictions on use and reversion rights to repurchase the property.
4. When a property has been offered by RFP and no acceptable offer was received.
5. Real property exchange may be negotiated when such exchange is to the benefit of the Authority.

C. LEASING

1. Short-term leases may be negotiated for properties not currently needed but will or may be needed in the future. Short-term leases include, but are not limited to, farm leases or lease back arrangements with sellers of real property to the Authority. In such cases, rent shall cover, at a minimum, all taxes, fees and administrative costs.
2. Long-term leases may be negotiated for properties in areas of uncertain future development or for properties, where the Authority desires to retain control over development and use of the property.
3. Long-term leases may be also negotiated for utilities beneficial to park users or the community. These may include, but are not limited to, cell tower, gas and oil companies. In such cases, rent shall be based on a fair rate of return commensurate with the designated parcel use.

Adopted by Board of Commissioners on: _____



REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC P 3
	SUPERCEDES POLICY DATED: 7/11/2002	
PROCEEDS FROM LAND DIVESTITURE	PREPARED BY: Lisa Dolan, Controller	

LANGUAGE UPDATED

The principal and interest received from the sale of land by the Huron-Clinton Metropolitan Authority shall be **committed** for the future land acquisition needs of the Authority.

Adopted by Board of Commissioners on: _____



REVISED HURON-CLINTON METROPOLITAN AUTHORITY BOARD OF COMMISSION POLICY	EFFECTIVE DATE: 5/9/2013	BC R 1
	SUPERCEDES POLICY DATED: 2/1/2006, 2/10/1994	
RESERVE ACCOUNT- MAJOR MAINTENANCE FUND	PREPARED BY: Lisa Dolan, Controller	

LANGUAGE UPDATED AND POLICY NAME CHANGE

INTRODUCTION

The Huron-Clinton Metropolitan Authority ~~expects to be the recipient of~~ **receives** oil and gas royalty revenues. The following is intended to provide guidance for procedures that will be employed by the Authority in the allocation of these revenues.

These oil and gas royalty revenues are of a nonrenewable and scarce nature. The Authority has deemed it to be in the best public interest to utilize these revenues to supplement the Authority's regular major maintenance program. The Authority's regular major maintenance program provides funding for repair/maintenance projects that are of a non-recurring nature to existing park facilities. Since many of the Authority's prime parks/facilities are now at middle age, it is felt that these royalty revenues represent a unique opportunity to rejuvenate these aging parks/facilities. It is important not to utilize these revenues to temporarily inflate normal park operating expenditures or to increase the capital improvement program with expanded new facilities which could further increase future park operating expenditures. Supplemental major maintenance projects ~~could~~ **would** include the replacement of existing worn or obsolete capital facilities.

PROCEDURES

During each budget year as royalty revenues are received by the Authority, they will be recorded **and committed** as Oil/Gas Royalty revenues **in the Supplemental Major Maintenance Fund**. ~~under account number 2-807.41.~~ Due to the unpredictability of oil and gas production/prices, there will be no annual budget projections made for anticipated royalty revenues. Only actual royalty revenues received will be recorded in the Supplemental Major Maintenance Fund. **This Fund Balance will be committed.**

To insure that royalty revenues are segregated from all other Authority funds, they will be placed into a separate interest bearing ~~governmental-pooled~~ investment account. This will enable royalty revenues to generate investment income.

At the start of each new budget year ~~in January~~, or as projects are needed, Staff will review the amount of funds available in the Supplemental Major Maintenance **Fund**. ~~Reserve Account~~. Based on the funding available, Staff will review, cost out and evaluate supplemental Major Maintenance projects. Major Maintenance projects to be evaluated are those projects that are outside the scope of the regular annual major maintenance budgeting process. In order to be considered for funding through the Supplemental Major Maintenance **Fund**, ~~Reserve accounts~~, total project costs must be in excess of \$200,000.00. In the event there are inadequate funds in the Supplemental Major Maintenance **Fund** ~~Reserve account~~ to accomplish a project, funds may be left to accumulate for additional periods of time as necessary.

Supplemental major maintenance projects will be evaluated using the following criteria:

- repair/replacement of worn/obsolete facilities/infrastructure
- project eliminates hazards to public or employees
- ~~extent of usage of facility~~
- project improves efficiency
- extends useful life of facilities

The Authority's goal for these royalty revenues is to utilize them to truly supplement the major maintenance efforts of the Metropark system to insure the park system from deteriorating into a state of disrepair. These royalty revenues are not intended to replace the current level of major maintenance funding. To this end, the Authority fully intends to fund major maintenance projects through the regular budgeting process at a minimum level of \$1 million annually.

After staff has finished their evaluation of supplemental major maintenance projects, recommended projects will be presented to the Board of Commissioners. The Board of Commissioners will review Staff recommendations and authorize the allocation of Supplemental Major Maintenance ~~Reserve~~ funds to specific projects as deem appropriate.

Once the Board of Commissioners have approved the supplemental major maintenance projects, Staff will be responsible for accomplishing the projects following the normal procedures for construction projects. Once projects are designed, scope of work delineated and a work order is written, an appropriation will be made from the Supplemental Major Maintenance ~~Fund Reserve account~~ to the appropriate account within the Authority's General Fund.

Due to the magnitude of projects to be funded with Supplemental Major Maintenance Reserve funds, projects will be permitted to carryover for more than one budget year. When a supplemental major maintenance work order is completed, if there are any excess funds they will be returned to the Supplemental Major Maintenance ~~Reserve account~~. **Fund Balance.**

Adopted by Board of Commissioners on: _____



HURON-CLINTON METROPOLITAN AUTHORITY

9 - C - 2
Meeting of May 9, 2013

To: Board of Commissioners
From: Lisa Dolan, Controller
Subject: 2012 Audited Financial Statements
Date: May 1, 2013

The Authority's auditing firm, Rehmann Robson, has completed their audit of our accounting records, pension plan, retiree health care trust and related financial statements for 2012. Together with Rehmann Robson's Audited Financial Statements, staff compiled the Authority's 2012 Comprehensive Annual Financial Report which is enclosed for your review.

Once again, staff is pleased to report that Rehmann Robson has issued an unqualified opinion, meaning the Audited Financial Statements present fairly the financial position of the governmental activities and each major fund of the Authority as of December 31, 2012 in conformity with generally accepted accounting principles. Rehmann Robson conducted their audit following generally accepted auditing standards in order for them to obtain reasonable assurance that the Authority's financial statements are free of any material misstatements.

As reflected on the Balance Sheet, the Authority's total net position at \$230,600,000 increased by \$1,600,000 from 2011 as a result of a net increase in capital assets. Total General Fund Balance is reported at \$34,199,000, an increase of \$2,300,000. The increase to Fund Balance continues the Authority's Five Year Plan goal of building up Fund Balance to position the Authority to address the cumulative impact of future tax revenue declines.

"Committed" Fund Balance is at \$13,335,000, versus \$13,400,000 at the end of 2011. The Assigned Fund Balance is at \$15,600,000. The "unassigned" fund balance stands at \$5,014,000 at year end 2012. The "unassigned" fund balance represents 11.8 percent of total 2012 expenditures of \$42.5 million. On the Statement of Revenues and Expenditures, it shows 2012 General Fund expenditures at \$42,500,000 against revenues of \$44,800,000, producing a surplus of \$2,300,000.

The Authority intends to submit this 2012 Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association Certificate of Excellence in Financial Reporting program. The Authority has received a Certificate of Achievement for the last 11 years and staff believes this 2012 report will continue to conform to the program requirements. This achievement would not be possible without the dedicated work efforts of the entire Controller's Department.

The 2012 Audited Financial Statements will be reviewed with the Board of Commissioners by Mr. Mark Tschirhart and Ms. Tracey Kasperek at the May 9, 2013 meeting.

Attachment: Huron-Clinton Metropolitan Authority 2011 Comprehensive Annual Financial Report (**Separate Attachment**)

Recommendation: That the Board of Commissioners accept the 2012 Audited Financial Statements as recommended by Controller Dolan and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

9 - C - 3
Meeting of May 9, 2013

To: Board of Commissioners
From: Lisa Dolan, Controller
Subject: Capture of Taxes
Date: May 1, 2013

Since 2008, the Authority has cumulatively lost \$14 million dollars in tax revenue. Much of this loss in tax revenue is the result of a decline in taxable values across the five counties. In the next few years, it is anticipated taxable values will slowly begin to increase. With this in mind, staff would like to address **Tax Incremental Financing (TIF) plans** such as: Brownfield Redevelopment Financing, Downtown Development Authorities (DDA), and Corridor Improvement Authorities (CIA).

As the taxable value base begins to increase, so will the tax revenue. TIF plans are designed to capture future incremental tax revenue increases from taxing authorities of a certain area and the captured funds are used to improve that area. Under these plans, if HCMA does not file for exemption, we relinquish all or a portion of future tax revenue over many years.

During the initial phase of these TIF plans, a governing body proposing to capture the Authority's future taxes must notify the Authority in writing and then hold a public hearing. At that time, HCMA often has the ability to opt out of the capture or negotiate a partial exemption status.

For example, under the Corridor Improvement Authorities, MCL 125.2888(6) the Authority can by resolution, exempt ourselves from tax capture within sixty (60) days of the public hearing on the approval of the tax incremental financial plan. Under the Brownfield Redevelopment Act, the Authority can exempt ourselves again, within sixty (60) days from the public hearing on approval of the plan under MCLA 125.2654(6). For Downtown Development Authorities, it is within sixty (60) days of the public hearing on their creation or expansion, MCLA 1653(3).

In this new economic climate, an increasing number of taxing authorities are choosing to file exemption status to prevent tax captures. A recently proposed TIF plan in Washtenaw County will cost the Authority \$181,634 in tax revenue if the Authority does not opt out of the plan.

Unfortunately, the Authority has not documented the financial implications of our historical tax captures. Moving forward, staff will scrutinize and document TIF plans that propose to capture our future revenue. As significant captures are proposed, it is recommended that HCMA take advantage of exemption status.

Recommendation: That the Board of Commissioners authorizes staff to pursue opportunities of tax exemption status under future TIF plans with material/significant financial implications to the Authority as recommended by Controller Dolan and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

9 - C - 4
Meeting of May 9, 2013

To: Board of Commissioners
From: John McCulloch, Director and Kassie Kretzschmar, Marketing Manager
Subject: New Event Venue Contract Template for Approval
Date: May 1, 2013

Attached is a master Event Venue Contract template staff would like to use throughout the Metropark system. Staff will customize this contract for each new, major event based on the event's specific needs and details. Staff tried to capture all relevant elements possible in this master template. This contract has been reviewed by the Authority's insurance company, MMRMA, as well as legal representation, Miller Canfield.

Attachment: Event Venue Contract Template

Recommendation: That the Board of Commissioners approve the Event Venue Contract Template to be used for all future major events and authorize the Director to (1) amend and revise this contract in any way deemed reasonable for each event including but not limited to such things as changes in insurance coverages, services rendered, etc.; and (2) for the Director to approve and sign all future Event Venue Contracts as recommended by Director McCulloch and staff.

HURON-CLINTON METROPOLITAN AUTHORITY EVENT VENUE AGREEMENT – STANDARD TERMS AND CONDITIONS

This Huron-Clinton Metropolitan Authority Event Venue Agreement- Standard Terms and Conditions (this “Agreement”) dated (DATE), is between Huron-Clinton Metropolitan Authority (“Authority”) which owns and operates the (Name of Metropark) Metropark in (CITY), MI (“Venue”) and (COMPANY NAME)(“Event Planner”) with respect to certain services being supplied by each party in connection with the (EVENT NAME)on (DATE) at the Venue (“Event”). In consideration of the mutual covenants set forth below, and for other valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

1. Confidentiality: The parties agree to keep the terms of this Agreement, and any confidential or proprietary information received from the other party in the course of this Agreement, confidential, provided that Event Planner acknowledges that the Authority is a public entity subject to the Michigan Freedom of Information Act (“FOIA”) and that non-exempt information in the Authority’s possession is subject to disclosure upon a properly made FOIA request.

2. Independent Contractor Status: The relationship of the parties to this agreement shall be that of independent contracting parties.

3. Force Majeure: Neither party shall be liable to the other if it is unable to timely perform any of its obligations hereunder, to the extent such reason is beyond its control, including, without limitation, strikes, boycotts, war, Acts of God, labor troubles, riots, and restraints by public authority.

4. Indemnification: The Event Planner agrees to indemnify, defend and hold harmless Huron-Clinton Metropolitan Authority from and against any and all liability, damages, claims, liens, actions, losses and expenses (including, without limitation, reasonable attorney’s fees and costs) to the extent incurred, brought about by or caused in connection with its breach of this agreement or its negligent or willful acts or omissions in performing its obligations in connection with the Event.

5. Insurance: Each party shall procure and maintain, during the term of this Agreement, at its sole expense, commercial general liability insurance, including contractual liability, in the amount of not less than Five Million Dollars (\$5,000,000) combined single limit for bodily injury and property damage. Each party will provide the other with a certificate or certificates of the insurance described herein upon request, which certificate or certificates shall name the other party to this Agreement, and its parent and subsidiaries, as additional insureds. For Event Planner, such parties shall include, at a minimum, (Fill in Event Planner Company name etc.). The insurance coverage required hereunder shall be procured from insurers with a Best’s performance rating of at least A- and with a financial size category of at least Class VII. Event Planner shall also maintain any other or additional insurance reasonably requested by the Authority to cover Event Planner’s obligations hereunder.

6. Compliance with Law: Each party agrees to comply with all applicable laws and regulations with respect to its performance hereunder.

7. Amendments, etc.: This Agreement may be amended or supplemented only by a written instrument signed by the parties hereto. This agreement and any incorporated contract referenced above constitute the entire agreement by and between the parties with respect to the subject matter hereof. The provisions of sections 1 (Confidentiality), 4 (Indemnification), and 5 (Insurance) shall survive any termination of this Agreement.

8. Services to be provided by the Event Planner: Event Planner will provide the Authority with the following:

- Event Planner will procure the participation of a charitable organization at and for the Event, which organization will obtain a liquor license and take such other actions as may be required to allow liquor sales at the Event. The charitable organization shall be in compliance with all applicable law including, but not limited to, that respecting its charitable status and with respect to its participation in the Event. Event Planner shall cause the charitable organization to procure and maintain insurance as provided in Section 5 of this Agreement and to otherwise comply with Section 5 as if a party hereto including, but

not limited to, naming the Authority (and any parent and subsidiaries as applicable) as additional insureds. Event Planner is responsible and shall be liable in all respects for the charitable organization's actions and omissions relating to the Event including, but not limited to, any breach of this Agreement as if the charitable organization was a party hereto. For clarification, this Agreement does not give rise to any rights of the charitable organization and the charitable organization shall have no rights under this Agreement. The Huron-Clinton Metroparks Foundation can be considered as the charity upon the prior written consent of the Authority if the Authority can meet the needs of the Event. The Authority shall have the right, but not the obligation, to provide its consent is in its sole discretion.

- Security services and EMS/Medical Services as needed, including overnight if and when deemed necessary by the Authority's Police Chief. The Event Planner's Security Services and EMS/Medical Services must work directly with the Authority's Police Chief and staff.
- Obtain all permits as required by specific authorities (food, alcohol, etc.)
- Must obtain prior written approval from the Authority for all planned entertainment, alcohol, food and onsite vendors (such approval not to be unreasonably withheld or delayed)
- Staff on site for set up of the Event on (DATE)
- Charity volunteers to manage liquor sales
- Staff on site to run reserved parking area if needed for staff/volunteers
- Supply tents, stage, porta johns and band RV, additional lighting, and generators as needed for stage and vendors
- Provide staff/volunteers with parking passes for event
- Golf carts as needed; Event Planner must also sign a separate Venue Cart-use form when bringing them to use in the Metroparks.
- Booth space for park and for park food service (i.e., to enable the Authority and Venue to participate in the Event including, but not limited to, food service in the sole discretion of the Authority and Venue)
- Responsible for any turf/ground damage and repair, irrigation and electrical service repairs
- Responsible for any costs incurred for site enhancements that may need to be made to accommodate the event (i.e. additional electrical, water needs etc.)
- Provide Venue with all marketing materials (advertisements, promotional collateral, signage, press announcements, etc.) that represent the Event and both parties for prior written approval by the Authority before executed or distributed.
- Cross-promote the event on the Event Planner's website with a link back to the Venue's site
- Set-up before the Event, comply with requirements during the Event and breakdown and clean-up immediately following the conclusion of the Event

9. Services to be provided by (Name of Metropark) Metropark: Venue will provide Event Planner with the following:

- Access to and use of (NAME OF METROPARK)Metropark on (DATE)for Event set up
- Access to and use of (NAME OF METROPARK)Metropark on (DATE)for Event
- Venue to provide/set up snow fencing on (DATE), provided, however, that some Metroparks do not have snow fencing so Event Planner may need to purchase and in such event Event Planner will be responsible for providing and setting up such snow fencing
- Venue will provide all administration and personnel for garbage removal and general and ordinary site cleanup provided, however, that the foregoing, does not include cleanup for damage to be repaired by Event Planner
- Adequate parking for crowd in attendance (subject to any limitations on capacity)
- Access/use of water on site if available and if not available, Event Planner will be responsible for any applicable requirements relating thereto
- Provide (QUANTITY) bleacher sets for event, provided, however, that some Metroparks do not have bleachers so Event Planner would need to rent in those cases
- Provide picnic tables as needed in area subject to capacity of Venue with the understanding that some Metroparks do not have surplus tables so Event Planner may need to rent at its expense
- Access to on site electrical as needed and if available
- Distribution of event flyers at toll booths leading up to event
- Inclusion on (DEFINE WHAT PARK SIGNAGE)leading up to the event

- VIP parking area for staff/event volunteers if needed and only when space is available depending on event site location
- Venue will supply secure park trailer, if one is available onsite at that specific Metropark, for cash pickups
- Provide Metropark Police day of the event
- Reasonable inclusion in any and all press sent out to the public
- Parking area near event for vendors and bands subject to any capacity restrictions
- Metroparks mobile stage, when and if available
- Provide Event Planner with all marketing materials (advertisements, promotional collateral, signage, press announcements, etc.) that represent the Event and both parties for prior approval before executed and distributed.
- Cross-promote the event on the Venue's website with a link back to the Event Planner's site

10. Consideration: The consideration to be paid by Event Planner to the Authority as applicable, in forms of:

Event Fee (to cover maintenance, police services, additional overtime wages, traffic control)
 Negotiated percent of gross admission charges
 Facility Rental and Space Rental Fees
 Negotiated percent of onsite product gross sales
 Negotiated percent of exhibitor space rental income

11. Additional Obligations of Event Planner: Event Planner shall be responsible for the safety and care, and actions and omissions of, its employees, agents and representatives (and that of the participating charitable organization) and for any and all actions taken by any of the foregoing in connection with the transactions contemplated hereby. Event Planner further represents and warrants that the Event (i) does not and shall not violate any contracts with third parties or infringe or otherwise violate the rights of any third-party and (ii) shall be conducted in accordance with the exercise of sound professional judgment pursuant to the terms of this Agreement. Event Planner also agrees to execute and deliver any other documents or agreements required by the Authority with respect to the Event to the extent consistent with the terms and conditions of this Agreement. Event Planner is further responsible for the actions or omissions of any other person or entity hired, used or involved, directly or indirectly, by the Event Planner relating to the Event.

12. Additional Rights of the Authority: The Authority reserves the right to cancel the Event (and this Agreement) in its sole discretion due to inclement weather or for any other reason the Authority in its sole discretion deems it necessary or desirable to cancel the Event. The Authority will use commercially reasonable efforts to notify the Event Planner of the cancellation. In the event of cancellation of the Event, HCMA shall have no further liability or obligation under this Agreement or otherwise relating to the Event or the transactions contemplated by this Agreement.

The Authority shall have the right to examine the books and records of the Event Planner after the Event, to verify the amount of gross admissions collected by Event Planner and space rentals invoiced and any other information relevant to the Authority's rights under this Agreement, if it is deemed necessary by the Authority. The accountability procedures are subject to the approval of the Authority.

Such fees can be waived if Event Planner is a Media Outlet providing in-kind advertising in exchange for particular services and space, provided however, that any waiver of fees is subject to the prior written approval of the Authority in its sole discretion and this provision shall not be deemed to require the Authority to waive fees under any circumstances.

13. Disclaimer: THE AUTHORITY MAKES NO REPRESENTATIONS OR WARRANTIES WHATSOEVER, WHETHER EXPRESS OR IMPLIED BY OPERATION OF LAW INCLUDING, BUT NOT LIMITED TO, ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE, ALL OF WHICH ARE HEREBY EXPRESSLY DISCLAIMED. WITHOUT LIMITING THE GENERALITY OF THE RIGHTS OF THE AUTHORITY, IN NO EVENT SHALL THE AUTHORITY'S AGGREGATE LIABILITY UNDER OR RELATING TO THIS AGREEMENT AT ANY TIME EXCEED THE TOTAL AMOUNT PAID TO THE AUTHORITY AS PROVIDED HEREIN.

14. Miscellaneous:

The person signing this contract on behalf of each of the parties hereto represents that he/she has the authority to do so and to bind the party to the terms and conditions hereof.

Event Planner may not assign this Agreement without the prior written consent of the Authority.

This Agreement will be construed and governed by the substantive laws of the State of Michigan, without giving effect to conflicts of laws.

This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same Agreement. Signatures of the parties transmitted by facsimile or .pdf shall be deemed to be their original signatures for all purposes.

HURON-CLINTON METROPOLITAN AUTHORITY

COMPANY NAME

By: _____
Name/Title:

By: _____
Name/Title:



HURON-CLINTON METROPOLITAN AUTHORITY

9 - C - 5

Meeting of May 9, 2013

To: Board of Commissioners
From: Carol Stone, Administrative Services Manager
Subject: Director Evaluation Form and Process
Date: May 1, 2013

In order to ensure that the Director has a clear understanding of the goals and expectations of the Board, it is recommended that the Board review and evaluate employee performance and establish goals for the position on an annual basis. Attached for your consideration is a draft evaluation form for the position of director.

Proposed Evaluation Process:

1. Director completes employee input section of the evaluation form and the form is provided to the Board at the October Board meeting.
2. Board discusses and completes evaluation form at the November Board meeting. In accordance with the Open Meetings Act, employee may request that the evaluation be conducted in closed session.
3. Chair and/or sub-committee of the Board meets with the Director to review and discuss completed evaluation form.
4. The Director is provided the opportunity to provide feedback to the Board and the completed evaluation is officially adopted by the Board at the December Board meeting.

Attachment: Evaluation Form for Director

Recommendation: That the Board of Commissioners approve the Evaluation Form and Process for the Director as recommended by Administrative Services Manager Carol Stone and staff.

Huron-Clinton Metropolitan Authority**DEVELOPMENT PLAN & PERFORMANCE APPRAISAL****DIRECTOR**

Instructions: After discussing evaluation with employee, provide the original to the employee and forward a copy to Human Resources for inclusion in the employee's personnel file.

Employee:	Review Period: From _____ to _____	<input type="checkbox"/> Merit / Annual Review <input type="checkbox"/> Interim Review	Current Salary: _____ Board Approved Change in Salary: _____ Effective date: _____
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Performance appraisals are used to communicate performance expectations and to review past work performance. These reviews are scheduled to ensure continuing communication between the employee and the Board regarding work performance and other areas of concern to both the Board and employee. This evaluation should be discussed with you by the Board and you will have an opportunity to ask questions, as well as discuss ways to accomplish any performance improvements, if needed. Other areas of concern you might have should be discussed at this time also. Following the discussion, if you are dissatisfied or disagree with the evaluation and wish to have your disagreements recorded, you may do so. Record any additional comments on page 5 of this form, attaching additional sheets if necessary. A copy of the Annual Performance Review and your comments, if any, will be placed in your personnel file.

Check When Completed	Discussion Points
<input type="checkbox"/>	Discuss employee responsibilities, revise for next review and discuss how they relate to overall objectives
<input type="checkbox"/>	Discuss progress on past goals/objectives and identify future goals/objectives
<input type="checkbox"/>	Discuss training provided since last review and training effectiveness
<input type="checkbox"/>	Discuss Employee Review Worksheet
<input type="checkbox"/>	Discuss and record timeframe for next review period: From _____ to _____

Signature of person initially drafting evaluation

Initials of Board Members reviewing evaluation

Signature of Board Chair:

Verification that evaluation was reviewed with employee

Employee Signature

Evaluator

Date _____

Date _____

Date _____

Date _____

Board Relations

- Has a clear understanding of HCMA's mission, goals and objectives including an annual review of adherence to strategic plan
- Provides appropriate, adequate and timely information to the Board
- Works well with individual Board members and the Board as a whole.
- Carries out Board directives as a whole rather than those of any one member.
- Readily available and responsive to Board member requests
- Information is disseminated equally and completely to Board members.
- Provides accurate technical advice to Board on services, programs and facilities
- Insures that the Board is kept informed on the status of the organization, programs, facilities and the important factors influencing the organization
- Carries out Board directives and objectives in a timely and accurate manner.
- Supports the actions of the Board after a decision has been reached, both inside and outside the organization.

Feedback and Performance:

Goals and Objectives:

Public/Community Relations

- Serves as an effective spokesperson for the agency; accurately represents the programs and point of view of the Board to agencies, organizations and the general public
- Establishes sound working relationships and cooperative arrangements with community groups and organizations
- Insures community complaints are responded to by appropriate staff in a timely manner
- Readily available and responsive to public
- Works to enhance the image of the organization internally / externally
- Is visible at Park programs and special events.
- Models customer service focus and helps remove barriers to excellent customer service.

Feedback and Performance:

Goals and Objectives:

Financial Management and Legal Compliance

- Works effectively with Staff Officers, Board, and Department Heads to prepare a budget; insures that the organization operates within budget guidelines
- Consults with Corporation Counsel on issues as appropriate
- Responsible for the oversight of grant preparation, submission and compliance
- Pursues broad funding sources that augment the ability of the Authority to meet the needs of the public and enhance the Organization's visibility and mission
- Ensures compliance with all Federal, State, and local laws and regulatory mandates.

Feedback and Performance:

Goals and Objectives:

Program Development and Delivery

- Provides leadership in developing programs and organizational plans with the Board to meet the needs of diverse segments of the community
- Meets yearly program goals and objectives
- Ensures the agency has a long-range strategy (e.g., master plan) which achieves its mission, and toward which it makes consistent and timely progress.
- Shows creativity and initiative in creating new programs, ideas or methods to improve the organization
- Is self-motivate, enthusiastic, and able to visualize and anticipate opportunities
- Maintains and utilizes a working knowledge of significant developments and trends in the field
- Ensures parks are inspected to meet Board standards

Feedback and Performance:

Goals and Objectives:

Administration and Human Resource Management

- Divides and assigns work effectively, delegating appropriate levels of freedom and authority
- Establishes and makes use of an effective management team
- Ensures consistent, firm and fair treatment of all employees and follows policies, procedures, collective bargaining agreements and State and Federal regulations on employment matters
- Encourages staff development and education.
- Sets clear performance expectations for department heads
- Recognizes accomplishments of employees.
- Ensures that employees are appropriately licensed and credentialed
- Recruits and retains a diverse staff
- Maintains sufficient and effective volunteer involvement; ensures policies and procedures are in place to maximize volunteer involvement
- Maintains professional surroundings and safe working environment

Feedback and Performance:

Goals and Objectives:

Judgment & Decision Making

- Makes good, logical decisions in support of the Board's goals and objectives
- Demonstrates quality of analysis and judgment in program planning, implementation, evaluation and recommendations to the Board
- Properly assesses situations and determines correct course of action.
- Recognizes situations which can be improved or potential problems, and acts promptly to develop or propose solutions
- Effectively communicates decisions to employees, Department Heads and Board.
- Able to respond quickly and effectively to problems and issues as they arise.
- Looks beyond short-term results to long-term solutions
- Analyzes alternatives and provides Board with recommendations on course of action.

Feedback and Performance:

Goals and Objectives:

Leadership

- Is confident, competent and enthusiastic
- Leads by example and models behaviors that guide and focus the efforts of others.
- Is able to see the big picture and communicate it to employees.
- Demonstrates the ability to motivate people to work together effectively to fulfill the objectives of the Authority.
- Maintains a flexible, fluid approach to daily work and to changes in procedures, process, technology, responsibility, or assignment; maintains positive attitude

Feedback and Performance:

Goals and Objectives:

Organizational Development & Continuous Improvement Initiatives

- Coordinates strategic planning initiatives and presents progress and updates to Board on goals & objectives.
- Seeks out best practices and ways to improve operations.
- Actively pursues expanding knowledge and applies knowledge learned to operations.
- Translates strategic plan into actionable goals and objectives and communicates those to employees.
- Recognizes situations which can be improved or potential problems, and acts promptly to develop or propose solutions.
- Acts as change agent and helps other manage change.
- Encourages employees to offer suggestions for improvement.

Feedback and Performance:

Goals and Objectives:

Performance Objectives

- List specific performance objectives for the Director or the organization as a whole for the coming year.

Training Needs & Goals

- List specific training needs or goals for the Director or the organization as a whole for the coming year.

Additional Comments or Remarks

- List any additional comments or remarks not covered in others areas of this performance review.

EMPLOYEE REVIEW WORKSHEET

As part of your review, it would be helpful for you to prepare written answers to the following questions. While it is not required, completing the form and allowing time for the Board to reflect on the information will greatly impact the usefulness and quality of your review. At a minimum, if you choose not to complete the form, please think about each question, as these items will be covered in your review.

Employee Name:	Employee ID:	Date:
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List what you believe were the key elements of your job during the past review period.

List any special contributions or improvements you made to your position, unit or department since the time of your last review.

List any barriers you encountered in accomplishing your job duties during the past review period and/or any suggestions you have that would improve the current work process.

What can the Board do to better assist you in your position or add to your job satisfaction and personal fulfillment?

Add any additional information which you wish to be considered.

Board Comments

Employee Comments

HURON-CLINTON METROPARKS MONTHLY STATISTICS

April, 2013

PARK	MONTHLY VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Lake St Clair	20,578	22,902	-10.1%
Wolcott Mill	4,481	4,266	5.0%
Stony Creek	31,544	31,995	-1.4%
Indian Springs	6,072	7,852	-22.7%
Kensington	51,889	62,575	-17.1%
Huron Meadows	5,276	6,033	-12.5%
Hudson Mills	18,033	21,722	-17.0%
Lower Huron	18,905	21,558	-12.3%
Willow	15,123	14,811	2.1%
Oakwoods	2,946	3,180	-7.4%
Lake Erie	6,174	15,378	-59.9%
Monthly TOTALS	181,021	212,272	-14.7%

MONTHLY TOLL REVENUE		
Current Year	Previous Year	Change
\$ 55,337	\$ 58,950	-6.1%
\$ -	\$ -	0.0%
\$ 109,356	\$ 94,067	16.3%
\$ 16,501	\$ 16,842	-2.0%
\$ 121,201	\$ 116,009	4.5%
\$ 3,278	\$ 2,428	35.0%
\$ 32,076	\$ 41,661	-23.0%
\$ 19,120	\$ 19,440	-1.6%
\$ 19,545	\$ 15,450	26.5%
\$ 3,410	\$ 2,765	23.3%
\$ 39,666	\$ 37,055	7.0%
\$ 419,490	\$ 404,667	3.7%

MONTHLY TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 71,518	\$ 76,815	-6.9%
\$ 30,956	\$ 53,776	-42.4%
\$ 247,769	\$ 246,626	0.5%
\$ 58,150	\$ 81,029	-28.2%
\$ 209,697	\$ 223,250	-6.1%
\$ 36,067	\$ 56,387	-36.0%
\$ 85,084	\$ 86,482	-1.6%
\$ 25,312	\$ 28,264	-10.4%
\$ 44,862	\$ 83,602	-46.3%
\$ 4,259	\$ 4,777	-10.8%
\$ 118,861	\$ 135,381	-12.2%
\$ 932,535	\$ 1,076,388	-13.4%

PARK	Y-T-D VEHICLE ENTRIES		
	Current Year	Previous Year	Change
Lake St Clair	70,364	76,278	-7.8%
Wolcott Mill	10,189	8,034	26.8%
Stony Creek	85,887	97,510	-11.9%
Indian Springs	14,761	19,886	-25.8%
Kensington	151,915	192,031	-20.9%
Huron Meadows	15,584	16,956	-8.1%
Hudson Mills	46,590	58,423	-20.3%
Lower Huron	57,202	67,764	-15.6%
Willow	44,630	49,925	-10.6%
Oakwoods	9,980	11,416	-12.6%
Lake Erie	26,514	38,938	-31.9%
Y-T-D TOTALS	533,616	637,161	-16.3%

Y-T-D TOLL REVENUE		
Current Year	Previous Year	Change
\$ 155,217	\$ 200,899	-22.7%
\$ -	\$ -	0.0%
\$ 303,994	\$ 352,413	-13.7%
\$ 55,435	\$ 61,282	-9.5%
\$ 352,446	\$ 412,823	-14.6%
\$ 16,204	\$ 12,273	32.0%
\$ 104,262	\$ 127,704	-18.4%
\$ 48,655	\$ 85,079	-42.8%
\$ 34,450	\$ 45,160	-23.7%
\$ 11,970	\$ 14,741	-18.8%
\$ 102,201	\$ 128,516	-20.5%
\$ 1,184,834	\$ 1,440,890	-17.8%

Y-T-D TOTAL PARK REVENUE		
Current Year	Previous Year	Change
\$ 205,614	\$ 255,638	-19.6%
\$ 58,398	\$ 105,072	-44.4%
\$ 505,306	\$ 590,885	-14.5%
\$ 130,752	\$ 170,629	-23.4%
\$ 522,408	\$ 625,555	-16.5%
\$ 65,115	\$ 112,821	-42.3%
\$ 183,542	\$ 198,855	-7.7%
\$ 67,923	\$ 107,095	-36.6%
\$ 65,511	\$ 133,740	-51.0%
\$ 15,805	\$ 20,920	-24.5%
\$ 211,360	\$ 276,976	-23.7%
\$ 2,031,735	\$ 2,598,185	-21.8%

District	Y-T-D Vehicle Entries by Management Unit		
Eastern	166,440	181,822	-8.5%
Western	228,850	287,296	-20.3%
Southern	138,326	168,043	-17.7%

Y-T-D Toll Revenue by Management Unit		
\$ 459,211	\$ 553,312	-17.0%
\$ 528,347	\$ 614,082	-14.0%
\$ 197,276	\$ 273,496	-27.9%

Y-T-D Total Revenue by Management Unit		
\$ 769,318	\$ 951,595	-19.2%
\$ 901,817	\$ 1,107,859	-18.6%
\$ 360,599	\$ 538,731	-33.1%

ACTIVITY REPORT - GOLF

GOLF COURSE	MONTHLY ROUNDS		
	Current Year	Previous Year	Change
Wolcott Mill	220	1,174	-81.3%
Stony Creek	1,958	2,739	-28.5%
Indian Springs	1,206	2,097	-42.5%
Kensington	1,791	2,722	-34.2%
Huron Meadows	1,479	1,933	-23.5%
Hudson Mills	998	489	104.1%
Willow	408	1,927	-78.8%
Lake Erie	239	1,883	-87.3%
Total Regulation	8,299	14,964	-44.5%
LSC Par 3	304	909	-
L. Huron Par 3	148	385	-61.6%
Total Golf	8,751	16,258	-46.2%

ROUNDS Y-T-D		
Current Year	Previous Year	Change
220	1,641	-86.6%
1,958	3,730	-47.5%
1,206	3,257	-63.0%
1,791	4,820	-62.8%
1,479	3,646	-59.4%
998	546	82.8%
408	2,574	-84.1%
239	2,770	-91.4%
8,299	22,984	-63.9%
311	1,179	-
148	385	-61.6%
8,758	24,548	-64.3%

GOLF REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ 4,100	\$ 36,725	-88.8%
\$ 99,783	\$ 139,629	-28.5%
\$ 34,177	\$ 78,134	-56.3%
\$ 46,553	\$ 114,273	-59.3%
\$ 31,774	\$ 83,782	-62.1%
\$ 38,165	\$ 30,859	23.7%
\$ 21,446	\$ 68,463	-68.7%
\$ 63,431	\$ 88,787	-28.6%
\$ 339,428	\$ 640,651	-47.0%
\$ 1,555	\$ 5,876	-
\$ 928	\$ 2,136	-56.6%
\$ 341,911	\$ 648,663	-47.3%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

April, 2013

ACTIVITY REPORT - SUMMER ACTIVITIES

SWIMMING	PATRONS		
	Current Year	Previous Year	Change
Lake St. Clair	0	0	-
KMP Splash	0	0	-
Lower Huron	0	0	-
Willow	0	0	-
Lake Erie	0	0	-
TOTALS	0	0	-

PATRONS Y-T-D		
Current Year	Previous Year	Change
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-
0	0	-

REVENUE Y-T-D		
Current Year	Previous Year	Change
\$ -	\$ -	-
\$ 800	\$ 250	220.0%
\$ -	\$ -	-
\$ -	\$ -	-
\$ -	\$ -	-
\$ 800	\$ 250	220.0%

PARK	Seasonal Activities this Month		
	Current Year	Previous Year	Change
Lake St. Clair			
Welsh Center	5	5	0.0%
Shelters	0	1	-100.0%
Boat Launches	66	211	-68.7%
Marina	0	1	-100.0%
Mini-Golf	0	0	-
Stony Creek			
Disc Golf Daily	2,071	2,773	-25.3%
Disc Golf Annual	16	17	-5.9%
Total Disc Golf	2,087	2,790	-25.2%
Shelters	67	45	48.9%
Boat Rental	0	0	-
Boat Launches	75	82	-8.5%
Indian Springs			
Shelters	7	6	16.7%
Event Room	0	2	-100.0%
Kensington			
Disc Golf Daily	2,880	3,441	-16.3%
Disc Golf Annual	41	42	-2.4%
Total Disc Golf	2,921	3,483	0
Shelters	95	59	61.0%
Boat Rental	0	0	-
Huron Meadows			
Shelters	3	7	-57.1%
Boat Rental	5	34	-85.3%
Hudson Mills			
Disc Golf Daily	1,339	2,265	-40.9%
Disc Golf Annual	28	26	7.7%
Total Disc Golf	1,367	2,291	-40.3%
Shelters	26	25	4.0%
Canoe Rental	0	0	-
Lower Huron / Willow / Oakwoods			
LH Shelters	21	32	-34.4%
Willow Shelters	10	17	-41.2%
Lake Erie			
Shelters	13	16	-18.8%
Boat Launches	1,699	1,800	-5.6%
Marina	N/A	N/A	N/A

Seasonal Activities Y-T-D		
Current Year	Previous Year	Change
14	16	-12.5%
0	1	-100.0%
68	481	-85.9%
0	1	-100.0%
0	0	-
2,535	5,391	-53.0%
52	57	-8.8%
2,587	5,448	-52.5%
167	188	-11.2%
0	0	-
75	86	-12.8%
19	14	35.7%
25	14	78.6%
3,012	4,816	-37.5%
64	83	-22.9%
3,076	4,899	-37.2%
192	200	-4.0%
0	0	-
13	18	-27.8%
5	49	-89.8%
2,250	4,262	-47.2%
92	102	-9.8%
2,342	4,364	-46.3%
51	58	-12.1%
0	0	-
84	111	-24.3%
35	47	-25.5%
48	41	17.1%
2,358	3,544	-33.5%
N/A	N/A	N/A

Seasonal Revenue Y-T-D		
Current Year	Previous Year	Change
\$ 6,800	\$ 11,550	-41.1%
\$ 32,975	\$ 24,475	34.7%
NA	NA	NA
\$ -	\$ 15	-100.0%
\$ -	\$ -	-
\$ 5,059	\$ 10,720	-52.8%
\$ 2,050	\$ 2,710	-24.4%
\$ 7,109	\$ 13,430	-47.1%
\$ 33,000	\$ 28,390	16.2%
\$ -	\$ -	-
N/A	N/A	N/A
\$ 3,800	\$ 2,100	81.0%
\$ 23,310	\$ 14,500	60.8%
\$ 6,027	\$ 9,431	-36.1%
\$ 3,000	\$ 3,918	-23.4%
\$ 9,027	\$ 13,349	-32.4%
\$ 38,450	\$ 30,100	27.7%
\$ -	\$ -	-
\$ 2,600	\$ 2,700	-3.7%
\$ 112	\$ 920	-87.8%
\$ 4,500	\$ 8,524	-47.2%
\$ 4,360	\$ 4,900	-11.0%
\$ 8,860	\$ 13,424	-34.0%
\$ 10,050	\$ 8,700	15.5%
\$ -	\$ -	-
\$ 16,800	\$ 17,700	-5.1%
\$ 7,000	\$ 7,090	-1.3%
\$ 7,300	\$ 6,475	12.7%
N/A	N/A	N/A
\$ 26,921	\$ 30,990	-13.1%

HURON-CLINTON METROPARKS MONTHLY STATISTICS

April, 2013

PARK	Winter Sports this Month			Winter Sports Y-T-D		
	Current Year	Previous Year	Change	Current Year	Previous Year	Change
Lake St. Clair						
XC Skiers	0	0	-	17	7	142.9%
Ice Skaters	0	0	-	265	12	2108.3%
Ice Fishermen	0	0	-	6,954	791	779.1%
Stony Creek						
XC Skiers	0	0	-	1,994	570	249.8%
Ice Skaters	0	0	-	1,066	0	#DIV/0!
Sledders	0	0	-	6,929	1,130	513.2%
Ice Fishermen	0	0	-	835	117	613.7%
Indian Springs						
XC Skiers	0	0	-	258	33	681.8%
Sledders	0	0	-	594	230	158.3%
Kensington						
XC Skiers	0	0	-	1,517	202	651.0%
Ice Skaters	0	0	-	564	0	#DIV/0!
Sledders	0	0	-	3,363	2,556	31.6%
Ice Fishermen	0	0	-	372	35	962.9%
Huron Meadows						
XC Skiers	0	0	-	3,866	1,013	281.6%
Ice Fishermen	0	0	-	142	0	#DIV/0!
Hudson Mills						
XC Skiers	0	0	-	614	160	283.8%
Lower Huron						
Ice Skaters	0	0	-	319	0	#DIV/0!
Willow						
XC Skiers	0	0	-	146	59	147.5%
Ice Fishing	0	0	-	57	0	#DIV/0!
Sledders	0	0	-	1,592	919	73.2%
Lake Erie						
XC Skiers	0	0	-	13	14	-7.1%
Sledders	0	0	-	48	80	-40.0%
Fishing	325	703	-53.8%	1,080	1,578	-31.6%

INTERPRETIVE FACILITIES

April, 2013

TOTAL ATTENDANCE AND REVENUE	Monthly Attendance		YTD Attendance			Monthly Revenue		YTD Revenue		
	Current	Previous	Current	Previous	Change	Current	Previous	Current	Previous	Change
Lake St Clair	12,731	12,356	28,421	47,178	-39.8%	\$ 2,627	\$ 1,481	\$ 5,527	\$ 5,026	10.0%
Wolcott Mill	2,890	5,147	8,201	10,398	-21.1%	\$ 821	\$ 233	\$ 3,162	\$ 2,395	32.0%
Wolcott Farm	16,515	19,701	32,673	29,931	9.2%	\$ 18,800	\$ 15,656	\$ 25,189	\$ 18,637	35.2%
Horse/Tractor Rides						\$ 90	\$ 2,343	\$ 531	\$ 2,456	100.0%
Livestock/Produce						\$ 1,172	\$ 1,983	\$ 8,639	\$ 32,280	-73.2%
Stony Creek	15,368	17,123	34,832	67,896	-48.7%	\$ 1,621	\$ 1,249	\$ 8,463	\$ 9,654	-12.3%
Indian Springs	9,334	10,626	26,834	26,295	2.0%	\$ 3,588	\$ 4,537	\$ 10,292	\$ 12,265	-16.1%
Kensington NC	34,817	32,525	90,457	102,461	-11.7%	\$ 1,474	\$ 1,815	\$ 4,273	\$ 6,084	-29.8%
Kensington Farm	37,554	52,204	82,473	100,415	-17.9%	\$ 5,193	\$ 5,400	\$ 24,186	\$ 16,915	43.0%
Horse/Tractor Rides						\$ 3,028	\$ 2,439	\$ 6,080	\$ 6,659	-8.7%
Livestock/Produce						\$ 795	\$ 302	\$ 6,904	\$ 5,598	23.3%
Mobile Center	1,535	2,813	8,473	9,766	-13.2%	\$ 1,296	\$ 2,135	\$ 5,647	\$ 4,970	13.6%
Hudson Mills	2,949	4,909	12,092	13,971	-13.4%	\$ 1,083	\$ 1,923	\$ 6,366	\$ 6,406	-0.6%
Oakwoods	11,543	12,968	43,528	44,374	-1.9%	\$ 849	\$ 2,012	\$ 3,174	\$ 5,779	-45.1%
Lake Erie	12,286	13,165	38,826	48,554	-20.0%	\$ 368	\$ 1,028	\$ 2,276	\$ 2,510	-9.3%
Totals	157,522	183,537	406,810	501,239	-18.8%	\$ 42,805	\$ 44,535	\$ 120,709	\$ 137,634	-12.3%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance				OFF-SITE Programs and Attendance				Other Visitors	
	Programs		Attendance		Programs		Attendance			
	Current	Previous	Current	Previous	Current	Previous	Current	Previous	Current	Previous
Lake St Clair	97	76	3,305	1,744	4	3	661	144	8,765	10,468
Wolcott Mill	15	42	543	2,595	1	6	31	257	2,316	2,295
Wolcott Farm	113	91	7,768	7,944	1	2	650	1,500	8,097	10,257
Stony Creek	59	46	1,961	2,006	-	-	-	-	13,407	15,117
Indian Springs	86	132	3,994	5,006	4	10	180	352	5,160	5,268
Kensington NC	82	94	4,371	2,764	11	12	397	353	30,049	29,408
Kensington Farm	165	298	5,554	10,200	-	-	-	-	32,000	42,004
Mobile Center	38	61	996	1,631	1	3	539	1,182		
Hudson Mills	7	12	279	2,397	3	1	170	12	2,500	2,500
Oakwoods	25	61	749	1,950	5	2	647	142	10,147	10,876
Lake Erie	49	82	779	1,865	-	1	-	35	11,507	11,265
Totals	736	995	30,299	40,102	30	40	3,275	3,977	123,948	139,458