

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commission Meeting
May 9, 2019 – 10:30am
Indian Springs Metropark – Environmental Discovery Center

1. Call to Order
2. Chairman's Statement
3. Public Participation
4. Approval – April 11, 2019 Regular Meeting Minutes
5. Approval – May 9, 2019 Full Agenda

Consent Agenda

6. **Approval – May 9, 2019 Consent Agenda**
 - a. Approval – May 2019 Financial Statements
 - b. Approval – May 2019 Appropriation Adjustments **pg. 1**
 - c. Approval – 2019 Pension Valuation, GASB Statements 67 and 68 and Contribution **pg. 3**
 - d. Approval – 2019 Retiree Health Care Trust Valuation and Contribution **pg. 51**
 - e. Approval – 2019 Retiree Health Care Trust GASB Statements 74 and 75 **pg. 52**
 - f. Report – Purchases Over \$10,000 **pg. 106**
 - g. Purchases **pg. 107**
 1. Lightning Detection System

Regular Agenda

7. Reports

A. Administrative Department

1. Report – Capital Project Fund Monthly Report **pg. 108**
2. Approval – Metroparks Branding Campaign Presentation, Factory Detroit **pg. 110**
3. Approval – 2019 Marketing Plan, Goals and Strategies **pg. 111**
4. Approval – Production of Metroparks Branded TV Commercials **pg. 179**
5. Report – Research Survey, EPIC-MRA **pg. 180**

B. Planning Department

1. Approval – MOU's for Maple Beach Playground Project, Kensington Metropark **pg. 181**

C. Engineering Department

1. Bids – Marcite Pool Repairs, Turtle Cove Aquatic Center, Lower Huron Metropark **pg. 194**
2. Bids – Storm Water Maintenance Revisions, Lake St. Clair Metropark **pg. 195**

8. Closed Session

1. For the purpose of consulting with attorney(s) regarding specific pending litigation pursuant to Section 8(e) of the Open Meetings Act.
2. To consider the periodic personnel evaluation of Director McMillan, pursuant to Section 8(a) of the Michigan Open Meetings Act.

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

Pension Committee and Retiree Health Care Trust Meeting
Thursday, May 9, 2018 – **9:00 a.m.**
Indian Springs Metropark – Environmental Discovery Center

The next regular Metroparks Board meeting will take place
Thursday, June 13, 2019 – **10:30 a.m.**
Lake St. Clair Metropark – Thomas Welsh Activity Center

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Rebecca Franchock, Chief of Finance
Subject: Approval – April Appropriation Adjustments
Date: May 2, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' approve the April 2019 Appropriation Adjustments as recommended by Chief of Finance Rebecca Franchock and staff.

Background: The Metroparks ERP system provides a workflow process to facilitate departmental budget management. Requested transfers are initiated by department staff and routed to the appropriate department head/district park superintendent for review and approval. Finance provides a final review of the approved requests to verify that they do not negatively impact Fund Balance.

For the month of April, \$145,785 represents funds transferred within and between the departments to cover over budget accounts or to move funds to the correct account. These transfers include a routine transfer of budgeted funds for wages and fringes for administrative engineering staff that have worked on Capital Project Fund projects. To accurately record the cost of the projects, staff wages are charged where worked in the CPF; however, at the time of development of the 2019 budget the funds were included in the General Fund. None of these transfers had any net impact on Fund Balance.

The result of these changes can be seen by "Accounting Function and Location" in the attached chart.

Attachment: April Appropriation Adjustments

Huron-Clinton Metroparks
April 2019 Appropriation Transfer Summary

Expense Accounts

Capital	<u>Location</u>	<u>Increase</u>	<u>Decrease</u>	<u>Difference</u>
	Kensington	\$ 20,000		\$ 20,000
	Stony Creek		20,000	(20,000)
	Total	\$ 20,000	\$ 20,000	\$ -
Operations				
	Lake St. Clair	\$ 8,500	\$ 8,500	\$ -
	Kensington	550	2,840	(2,290)
	Lower Huron, Willow, Oakwoods	7,427	2,521	4,906
	Hudson Mills, Dexter, Delhi		813	(813)
	Stony Creek	2,500	3,400	(900)
	Lake Erie	1,900	1,900	-
	Wolcott Mill		902	(902)
	Total	\$ 20,877	\$ 20,877	\$ -
Total Expense		\$ 20,877	\$ 20,877	\$ -

Revenue Accounts

Operations	Revenue Decrease	Revenue Increase	Net
Kensington		\$ 400	\$ (400)
Total	\$ -	\$ 400	\$ (400)
Total Revenue		\$ -	\$ (400)



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca L. Franchock, Pension Trustee
 Subject: Approval – 2019 Pension Valuation, GASB Statements 67-68 and Contribution
 Date: May 2, 2019

Action Requested: Motion to Receive and File / Approve Contribution

That the Board of Commissioners' (1) receive and file the Annual Pension Actuarial Valuation, GASB Statements No. 67 and No. 68 Report; and (2) approve of the 2019 Pension Contribution at the budgeted amount of \$3.0 million as recommended by Pension Trustee/Chief of Finance Rebecca Franchock.

Fiscal Impact: The 2019 general fund budget includes \$3 million for funding the defined contribution of the Huron-Clinton Metropolitan Authority Employees' Retirement Plan.

Background: It is anticipated that the Pension Committee will review this report and recommend approval of the contribution to the full Board at its meeting prior to the May meeting.

The actuarial valuation of the Authority's Pension Plan as of Dec. 31, 2018 was performed by Gabriel, Roeder, Smith & Company (GRS). In order to remain in compliance with Governmental Accounting Standards Board Statement No. 67 and No. 68, additional work was completed. The reporting related to these statements is included in Appendix I.

The actuarial valuation process calculates the required contribution to adequately fund the Authority's pension costs for the 128 active participants for the 2019 Pension Plan year. Based on an update of employee census data for 2018 wage/service levels, plan benefits and asset values, GRS is recommending a contribution of \$2,707,763. This represents an increase of \$52,029 (2 percent) from the recommended contribution for the 12-month period ending Dec. 31, 2017 of \$2,655,734. With this contribution, the funded ratio will decrease to 74.2 percent, a reduction of 0.5 percent.

During development of the 2019 budget, staff anticipated that the annual required contribution would be \$3 million. In order to bolster the percentage funded ratio and leverage Metroparks assets by taking advantage of the investment options available to the pension system we are recommending that the full budgeted amount be contributed to the pension, providing \$292,237 of additional funding. This additional funding will result in a funded ratio of 74.5 percent.

In addition, active participants in the plan contribute 1 percent of covered wages to the pension plan. This amounts to approximately \$85,000 annually. Historically, the Metroparks have not counted this amount as part of the annual required contribution and have instead treated it as additional funding.

Attachments: HCMA Employees' Retirement Plan Annual Actuarial Valuation / GASB 67and 68

Huron-Clinton Metropolitan Authority Employees' Retirement Plan

Annual Actuarial Valuation and GASB Statements No. 67
and No. 68 Plan Reporting and Accounting Schedules
December 31, 2018



April 23, 2019

Huron-Clinton Metropolitan Authority
Employees' Retirement Plan
Brighton, Michigan

**Re: Huron-Clinton Metropolitan Authority Employees' Retirement Plan Actuarial Valuation
as of December 31, 2018**

Ladies and Gentlemen:

The results of the December 31, 2018 Annual Actuarial Valuation of the Huron-Clinton Metropolitan Authority Employees' Retirement Plan are presented in this report.

This report was prepared at the request of the Authority and is intended for use by the Authority and those designated or approved by the Authority. This report may be provided to parties other than the Authority only in its entirety and only with the permission of the Authority. GRS is not responsible for unauthorized use of this report.

The purpose of the valuation is to measure the Plan's funding progress, to determine the employer contribution rate for the fiscal year ending December 31, 2019, and to provide actuarial information in connection with applicable Governmental Accounting Standards Board (GASB) Statements. This report should not be relied on for any purpose other than the purposes described herein. Determinations of financial results, associated with the benefits described in this report, for purposes other than those identified above may be significantly different.

The contribution rate in this report is determined using the actuarial assumptions and methods disclosed in Table 6 of this report. This report includes risk metrics on page 4 but does not include a more robust assessment of the risks of future experience not meeting the actuarial assumptions. Additional assessment of risks was outside the scope of this assignment.

This valuation assumed the continuing ability of the plan sponsor to make the contributions necessary to fund this plan. A determination regarding whether or not the plan sponsor is actually able to do so is outside our scope of expertise and was not performed.

The findings in this report are based on data and other information through December 31, 2018. The valuation was based upon information furnished by the Authority concerning Retirement Plan benefits, financial transactions, plan provisions and active members, terminated members, retirees and beneficiaries. We checked for internal reasonability and year-to-year consistency, but did not audit the data. We are not responsible for the accuracy or completeness of the information provided by the Authority.

This report was prepared using assumptions adopted by the Board. All actuarial assumptions used in this report are reasonable for the purposes of this valuation. Additional information about the actuarial assumptions is included in Table 6 of this report.

This report has been prepared by actuaries who have substantial experience valuing public employee retirement systems. To the best of our knowledge, the information contained in this report is accurate and fairly presents the actuarial position of the Huron-Clinton Metropolitan Authority Employees' Retirement Plan as of the valuation date. All calculations have been made in conformity with generally accepted actuarial principles and practices, and with the Actuarial Standards of Practice issued by the Actuarial Standards Board.

James D. Anderson and Laura Frankowiak are experienced in performing valuations for public retirement systems, are Members of the American Academy of Actuaries (MAAA), and meet the Qualification Standards of the American Academy of Actuaries to render the actuarial opinions contained herein.

The signing actuaries are independent of the plan sponsor.

Gabriel, Roeder, Smith & Company will be pleased to review this valuation and report with the Retirement Board and to answer any questions pertaining to the valuation.

Respectfully submitted,

James D. Anderson, FSA, EA, FCA, MAAA

Laura Frankowiak, ASA, FCA, MAAA

JDA/LF:ah



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A. Basic Data

Data necessary for the valuation was provided to us by the Authority for employees who are covered under the Plan as of December 31, 2018. Table 4 sets forth a distribution of the 128 active employees. In addition, there are 171 retirees and beneficiaries and 17 terminated vested employees included in this valuation. This compares with 135 active participants, 165 retirees and beneficiaries, and 18 terminated vested employees valued in the previous valuation of December 31, 2017.

B. Plan Provisions

This valuation is based on the provisions of the Plan as of December 31, 2018 which are summarized in Table 5.

Plan funding is provided through a combination of Authority contributions and income from invested assets. The December 31, 2018 actuarial value of assets is developed in Table 2. The actuarial value of assets is \$60,062,658 as of the valuation date.

C. Valuation Results

The more detailed results of our valuation are presented in Table 1. In Section A of the table, we show the number of covered employees, total annual earnings, average annual pension for current retirees and beneficiaries, and actuarial accrued liability based on the Plan in effect on December 31, 2018.

Section B contains the calculation of the recommended contribution on a closed 30-year funding basis. This funding basis amortizes the effect of Plan improvements, gains and losses, and changes in assumptions over 30 years with 22.75 years remaining as of the valuation date. Gains and losses are not separately amortized. The recommended contribution based on the December 31, 2018 valuation is \$2,707,763, an increase of \$52,029 from the 2017 valuation result.

One way in which the Plan's experience impacts the cost is the effect on the unfunded accrued liability. This is referred to as the experience gain or loss for the year. There was a net loss to the plan of \$1,712,553, as shown in Table 3. The primary source of the loss was due to asset performance.

For the plan year ending December 31, 2018, the return on the market value of assets was (4.68)%. Asset gains or losses are not recognized immediately in the funding value of assets, but rather are spread equally over a 5-year period.

C. Valuation Results (Concluded)

Table 7 has been prepared to show a comparison of the December 31, 2018 valuation results with the results from the prior valuation. The recommended contribution developed in the December 31, 2017 valuation for the Fiscal Year ending December 31, 2018 was \$2,655,734. The recommended contribution for the Fiscal Year ending December 31, 2019 equals \$2,707,763. The funded status has decreased from 74.71% last year to 74.19%.

The Pension Committee of the Huron-Clinton Metropolitan Authority Employees' Retirement Plan confirms that the Plan provides for payment of the required employer contribution as described in Section 20m of Michigan Public Act No. 728.

We also note that GASB Statement Nos. 67 and 68 are effective for the fiscal years beginning after June 15, 2013, and June 15, 2014. This information is shown in the Appendix of this report.

D. Actuarial Disclosure

The computed contribution shown on page 5 may be considered as a minimum contribution rate that complies with the Authority's funding objective. Users of this report should be aware that contributions made at the rate do not guarantee benefit security. Given the importance of benefit security to any retirement system, we suggest that contributions to the System in excess of those presented in this report be considered.

Risk Commentary

Determination of the accrued liability, the employer contribution, and the funded ratio requires the use of assumptions regarding future economic and demographic experience. Risk measures, as illustrated in this report, are intended to aid in the understanding of the effects of future experience differing from the assumptions used in the course of the actuarial valuation. Risk measures may also help with illustrating the potential volatility in the accrued liability, the actuarially determined contribution and the funded ratio that result from the differences between actual experience and the actuarial assumptions.

Future actuarial measurements may differ significantly from the current measurements presented in this report due to such factors as the following: plan experience differing from that anticipated by the economic or demographic assumptions; changes in economic or demographic assumptions due to changing conditions; increases or decreases expected as part of the natural operation of the methodology used for these measurements (such as the end of an amortization period, or additional cost or contribution requirements based on the Plan's funded status); and changes in plan provisions or applicable law. The scope of an actuarial valuation does not include an analysis of the potential range of such future measurements.

Examples of risk that may reasonably be anticipated to significantly affect the plan's future financial condition include:

- **Investment Risk** – actual investment returns may differ from the expected returns;
- **Asset/Liability Mismatch** – changes in asset values may not match changes in liabilities, thereby altering the gap between the accrued liability and assets and consequently altering the funded status and contribution requirements;
- **Contribution Risk** – actual contributions may differ from expected future contributions. For example, actual contributions may not be made in accordance with the plan's funding policy or material changes may occur in the anticipated number of covered employees, covered payroll, or other relevant contribution base;
- **Salary and Payroll Risk** – actual salaries and total payroll may differ from expected, resulting in actual future accrued liability and contributions differing from expected;
- **Longevity Risk** – members may live longer or shorter than expected and receive pensions for a period of time other than assumed; and
- **Other Demographic Risks** – members may terminate, retire or become disabled at times or with benefits other than assumed resulting in actual future accrued liability and contributions differing from expected.

The effects of certain trends in experience can generally be anticipated. For example, if the investment return since the most recent actuarial valuation is less (or more) than the assumed rate, the cost of the plan can be expected to increase (or decrease). Likewise if longevity is improving (or worsening), increases (or decreases) in cost can be anticipated.

Risk Commentary (Concluded)

PLAN MATURITY MEASURES

Risks facing a pension plan evolve over time. A young plan with virtually no investments and paying few benefits may experience little investment risk. An older plan with a large number of members in pay status and a significant trust may be much more exposed to investment risk. Generally accepted plan maturity measures include the following:

	<u>2018</u>	<u>2017</u>
Ratio of the market value of assets to total payroll	6.19	6.47
Ratio of actuarial accrued liability to payroll	8.98	8.51
Ratio of actives to retirees and beneficiaries	0.75	0.82
Ratio of net cash flow to market value of assets	-2.4%	-1.9%

RATIO OF MARKET VALUE OF ASSETS TO TOTAL PAYROLL

The relationship between assets and payroll is a useful indicator of the potential volatility of contributions. For example, if the market value of assets is 6.0 times the payroll, a return on assets 5% different than assumed would equal 30% of payroll. A higher (lower) or increasing (decreasing) level of this maturity measure generally indicates a higher (lower) or increasing (decreasing) volatility in plan sponsor contributions as a percentage of payroll.

RATIO OF ACTUARIAL ACCRUED LIABILITY TO PAYROLL

The relationship between actuarial accrued liability and payroll is a useful indicator of the potential volatility of contributions for a fully funded plan. A funding policy that targets a funded ratio of 100% is expected to result in the ratio of assets to payroll and the ratio of liability to payroll converging over time.

RATIO OF ACTIVES TO RETIREES AND BENEFICIARIES

A young plan with many active members and few retirees will have a high ratio of active to retirees. A mature open plan may have close to the same number of actives to retirees resulting in a ratio near 1.0. A super-mature or closed plan may have significantly more retirees than actives resulting in a ratio below 1.0.

RATIO OF NET CASH FLOW TO MARKET VALUE OF ASSETS

A positive net cash flow means contributions exceed benefits and expenses. A negative cash flow means existing funds are being used to make payments. A certain amount of negative net cash flow is generally expected to occur when benefits are prefunded through a qualified trust. Large negative net cash flows as a percent of assets may indicate a super-mature plan or a need for additional contributions.

ADDITIONAL RISK ASSESSMENT

Additional risk assessment is outside the scope of the annual actuarial valuation. Additional assessment may include scenario tests, sensitivity tests, stochastic modeling, stress tests, and a comparison of the present value of accrued benefits at low-risk discount rates with the actuarial accrued liability.

Table 1

Summary of Results

A. Basic Data, Unfunded Actuarial Accrued Liability and Annual Normal Cost as of December 31, 2018

1. Active Participants	
(a) Number	128
(b) Total Annual Earnings	\$ 9,013,973
(c) Average Annual Earnings	\$ 70,422
2. Retired Participants	
(a) Number	171
(b) Average Annual Pension	\$ 26,424
3. Actuarial Accrued Liability	
(a) Active Participants	\$32,767,380
(b) Retirees	46,906,474
(c) Terminated with Vested Rights	1,289,144
(d) Total	80,962,998
4. Actuarial Value of Assets as of December 31, 2018 *	\$60,062,658
5. Unfunded Actuarial Accrued Liability on December 31, 2018	\$20,900,340
(a) Portion due to 2013 Early Retirement Window^	0
(b) Remaining portion	20,900,340
6. Funded Ratio	74.2%

B. Determination of Recommended Contribution

1. Annual Normal Cost	\$ 943,320
2. Amortization Payment	\$ 1,764,443
(a) Portion due to 2013 Early Retirement Window	0
(b) Remaining portion (22.75 years)	\$ 1,764,443
3. Recommended Contribution **	\$ 2,707,763

* See Table 2.

^ The increased liability due to the 2013 Early Retirement Window has been fully recognized.

** Please note that this is the total recommended contribution and should be reduced by any expected member contributions to determine the amount of employer contribution.

Table 2
Development of Actuarial Value of Assets

Year Ended December 31:	2017	2018	2019	2020	2021	2022
A. Funding Value Beginning of Year	\$56,383,307	\$58,900,828				
B. Market Value End of Year	59,897,338	55,796,909				
C. Market Value Beginning of Year	53,816,221	59,897,338				
D. Non-Investment Net Cash Flow	(1,150,391)	(1,329,619)				
E. Investment Income						
E1. Market Total: B - C - D	7,231,508	(2,770,810)				
E2. Assumed Rate of Investment Return	6.75%	6.75%				
E3. Amount for Immediate Recognition	3,767,048	3,930,931				
E4. Amount for Phased-in Recognition: E1 - E3	3,464,460	(6,701,741)				
F. Phased-In Recognition of Investment Income						
F1. Current Year: 0.20 x E4	692,892	(1,340,348)				
F2. First Prior Year	(34,213)	692,892	\$ (1,340,348)			
F3. Second Prior Year	(914,605)	(34,213)	692,892	\$ (1,340,348)		
F4. Third Prior Year	156,790	(914,605)	(34,213)	692,892	\$ (1,340,348)	
F5. Fourth Prior Year	0	156,792	(914,603)	(34,216)	692,892	\$(1,340,349)
F6. Total Recognized Investment Gain	(99,136)	(1,439,482)	(1,596,272)	(681,672)	(647,456)	(1,340,349)
G. Funding Value End of Year: A + D + E3 + F6	58,900,828	60,062,658				
H. Difference Between Funding & Market Value	996,510	(4,265,749)	(2,669,477)	(1,987,805)	(1,340,349)	0
I. Recognized Funding Value Rate of Return	6.57%	4.28%				
J. Recognized Market Value Rate of Return	13.58%	(4.68)%				

Table 3 Derivation of Actuarial Gain (Loss)

Actual experience will usually not coincide exactly with assumed experience. It is expected that gains and losses will cancel each other over a period of years, but sizable year-to-year fluctuations are common. Detail on the derivation of the experience gain (loss) is shown below.

Year Ended December 31:	2018
(1) UAAL* at start of year (December 31, 2017)	\$ 19,943,362
(2) Employer normal cost from last valuation	966,866
(3) Actual employer contributions	3,000,000
(4) Interest accrual	1,277,559
(5) Expected UAAL before changes: (1) + (2) - (3) + (4)	19,187,787
(6) Change from benefit improvements / Early Retirement Window	0
(7) Change from revised actuarial assumptions/methods	0
(8) Expected UAAL after changes: (5) + (6) + (7)	19,187,787
(9) Actual UAAL at end of year (December 31, 2018)	20,900,340
(10) Gain (loss): (8) - (9)	(1,712,553)
(11) Gain (loss) as percent of actuarial accrued liabilities at start of year (\$78,844,190)	(2.2)%

* *Unfunded actuarial accrued liability.*

Table 4
Distribution of Participants as of December 31, 2018

Attained Age	Years of Service to Valuation Date							Totals	
	0-4	5-9	10-14	15-19	20-24	25-29	30 Plus	No.	Valuation Payroll
30-34			1					1	\$ 59,738
35-39			5					5	373,644
40-44			8	3	1			12	850,246
45-49		1	5	9	9			24	1,730,869
50-54		1	3	6	10	9	1	30	2,097,064
55-59		2	4	5	4	10	8	33	2,157,447
60				2		2		4	269,271
61		1		1	2	1	3	8	649,188
62			1	1	1	1	2	6	441,999
63		1		1			1	3	237,873
64						1		1	82,487
69							1	1	64,147
Totals	0	6	27	28	27	24	16	128	\$9,013,973

Average Age: 52.36
Average Age at Hire: 31.12
Approximate No. Fully Vested: 122

Percentage of Females in Total: 25%
Average Projected Retirement Age: 61.7

Table 4
Distribution of Participants as of December 31, 2018
(Concluded)

A. Retired Participants (and Beneficiaries)

<u>Age Group</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Annual Pension Being Paid</u>
Under 50	2	1	3	\$ 60,411
50-54	1	1	2	40,666
55-59	6	4	10	229,987
60-64	22	18	40	1,194,473
65-69	34	8	42	1,287,375
70-74	27	12	39	931,966
75-79	12	7	19	475,699
80-84	7	2	9	205,930
85-89	2	3	5	54,694
Over 89	2	0	2	37,300
Total	115	56	171	\$4,518,501

B. Terminated Vested Participants

<u>Age Group</u>	<u>Males</u>	<u>Females</u>	<u>Total</u>	<u>Annual Pension Being Paid at Age 65</u>
Under 50	3	1	4	\$ 77,672
50-54	1	2	3	48,494
55-59	4	2	6	101,741
60-64	3	1	4	27,033
Total	11	6	17	\$254,940

Table 5

Summary of Plan Provisions

- 1. Effective Date:** October 1, 1952 (as amended and restated effective January 1, 1998, and as of October 1, 2013).
- 2. Eligibility for Participation:** Full-time employees who have attained age 21 and completed one year of service become participants on the October 1 anniversary date following completion of these requirements. Seasonal Employees become participants on date of hire. The Plan was closed to new entrants effective January 1, 2013 and to Seasonal Employees effective January 1, 2014.
- 3. Normal Retirement:** Age 65. Monthly normal retirement benefit equal to 2.0% of highest consecutive five-year average August 1 monthly earnings in last 10 years times service. Effective January 1, 1998, accrual changed from 1.9% to 2.0%.

Benefits normally payable for life subject to the following:

 - (a) Minimum of \$279.41 per month, reduced by 1/25 for each year of service less than 25 at retirement.
 - (b) Maximum of 71% of final five-year average monthly earnings. Effective January 1, 1998, maximum percentage changed from 67% to 71%.
- 4. Delayed Retirement:** Employee may voluntarily delay Normal Retirement but not past age 70. Benefit is calculated the same as Normal Retirement.
- 5. Early Retirement:** Age 55, 10 years of service. Accrued benefit reduced ½ of 1% for each month prior to Normal Retirement. If employee has 25 or more years of service at Early Retirement, Accrued Benefit reduced by ½ of 1% for each month by which retirement precedes age 60. Early retirement reductions are applied prior to the 71% maximum.
- 6. Disability Retirement:** Accrued benefit (without actuarial reduction), but reduced by the amount of any benefits received through an insured LTD Plan.

Table 5

Summary of Plan Provisions (Continued)

7. Death Benefit: A death benefit equal to the 50% joint and survivor 10-year certain option has been added for employees with 25 years of credited service as of each October 1st. If the spouse dies before the expiration of the guaranteed period, such payment will be continued to a designated beneficiary who must be a legal dependent of the employee at the time of death. In the event there is not a spouse at time of death, a 50% benefit would be payable to a legal dependent for a period not to exceed 10 years or until the dependent reaches age 25, whichever comes first. Employees with 25 years of credited service as of October 1, 1994 had a one-time option of waiving this Pension Plan death benefit.

8. Joint and Survivor Option Increase: For employees who elect the joint annuity option, if the spouse dies before the retired employee, the joint annuity retirement benefit will revert to the life only option.

9. Vesting: Accrued Benefit payable at age 65 adjusted by the following vesting table:

Full Years of Continuous Service	Vested Interest in Accrued Benefit
Less than 1	None
1 but less than 2	10%
2 but less than 3	20
3 but less than 4	30
4 but less than 5	40
5 but less than 6	50
6 but less than 7	60
7 but less than 8	70
8 but less than 9	80
9 but less than 10	90
10 or more	100

10. Options: Prior to retirement or termination, a participant may elect an optional method of payment that is the actuarial equivalent of the Normal Benefit.

Table 5

Summary of Plan Provisions (Concluded)

- 11. Calculation of Lump Sums:** The lump sum option will be calculated based on the 1984 Unisex Pension Mortality Table and an interest rate of 8.0%. This provision was effective as contracts were approved by the bargaining units as follows:
- (a) Park Superintendent/Department Head and Police Officers Association of Michigan Units – February 10, 1994
 - (b) Supervisory and Professional Units – March 10, 1994
 - (c) Non-Supervisory Unit – July 14, 1994
- The calculation of seasonal employee lump sum benefits would also be calculated based on the Pension Plan's actuarial interest rate assumption.
- 12. Lump Sum Eligibility:** The lump sum option is not available for employees hired after January 1, 1994.
- 13. Significant Changes:** There are no significant changes in regular Plan provisions since the last valuation. There was a one-time change allowing members to retire under an Early Retirement Window in 2013. The additional accrued liabilities associated with the 2013 Early Retirement Window have been fully amortized and no longer have an impact on the contribution.

Table 6

Actuarial Assumptions, Methods and Data

1. Mortality:

Healthy Pre-Retirement: The RP-2014 Employee Generational Mortality Tables, with blue-collar adjustments and extended via cubic spline. This table is adjusted backwards to 2006 with the MP-2014 scale, resulting in a base year of 2006 with future mortality improvements assumed each year using scale MP-2015.

Healthy Post-Retirement: The RP-2014 Healthy Annuitant Generational Mortality Tables, with blue-collar adjustments and extended via cubic spline. This table is adjusted backwards to 2006 with the MP-2014 scale, resulting in a base year of 2006 with future mortality improvements assumed each year using scale MP-2015.

Disability Retirement: The RP-2014 Disabled Mortality Table, extended via cubic spline. This table is adjusted backwards to 2006 with the MP-2014 scale, resulting in a base year of 2006 with future mortality improvements assumed each year using scale MP-2015.

2. Interest:

6.75% compounded annually.

3. Expenses:

No loading; to be met directly.

4. Withdrawal:

The rates at the following illustrative ages indicate the withdrawal rates assumed:

Age	Rates of Withdrawal
	Male or Female
25	7.40%
35	3.40%
45	1.40%
55	0.20%
57	NIL

Table 6 Actuarial Assumptions, Methods and Data (Continued)

5. Salary Scale:

Final average earnings were estimated from present earnings based on the assumption that future compensation will increase by a base wage inflation of 3.50% per year, and a merit and seniority portion as shown in the table below:

<u>Service</u>	<u>% Increase</u>
1	3.75 %
2	3.75 %
3	3.38 %
4	3.00 %
5	2.63 %
6	2.25 %
7	1.88 %
8	1.50 %
9	1.13 %
10	0.75 %
11	0.38 %
12+	0.19 %

6. Retirement Age:

The rates at the following illustrative ages indicate the retirement rates assumed:

<u>Rates of Retirement</u>		
<u>Age</u>	<u>Less than 25 Years of Service</u>	<u>25 or More Years of Service</u>
55	1%	1%
56	1	5
57	1	10
58	1	10
59	5	20
60	12	20
61	12	20
62	12	30
63	20	40
64	25	50
65	30	60
66	60	50
67	100	100

Table 6

Actuarial Assumptions, Methods and Data (Concluded)

7. Rates of Disability:

Disability Rates were as follows:

Sample Ages	% of Active Members Becoming Disabled within Next Year
	Male or Female
25	0.00%
30	0.12%
35	0.16%
40	0.24%
45	0.46%
50	1.04%
55	2.14%
60	6.70%

8. Funding Method:

Individual Entry Age Actuarial Cost Method. Benefits are funded on a level dollar.

9. Asset Method:

Smoothed asset value that spreads market value gains and losses over a 5-year period.

10. Data:

This actuarial valuation has been prepared based upon employee data compiled by the Employer. The actuary has no reason to believe that this data is not complete and accurate and knows of no further information that is essential to the preparation of the actuarial valuation, although no independent audit of the data has been performed by the actuary.

11. Amortization of the Unfunded Actuarial Accrued Liability:

The unfunded actuarial accrued liability was amortized over a 22.75-year period, declining to 20 years, as a level dollar.

12. Loads for Optional Forms of Payment:

1.0% for pop-up options of current retirees electing a J&S option. 17.0% for non-spouse beneficiaries of a non-duty death participant.

13. Assumption Rationale:

The actuarial assumptions were based upon the results of an experience study for HCMA covering the period October 1, 2010 through December 31, 2015. A report dated September 28, 2016 presented the results of this study. The actuarial assumptions represent estimates of future experience.

14. Data Assumptions:

An active member's pay was adjusted so that a temporary work assignment did not unduly impact valuation results. In particular, for future benefit purposes, future pay increases were based on prior year pay, loaded 5%.

Table 7

Comparison of 2017 and 2018 Results

Item for Comparison	2017 Results	2018 Results
1. Active Participants		
(a) Number	135	128
(b) Total Annual Earnings	\$ 9,259,465	\$ 9,013,973
(c) Average Annual Earnings	68,589	70,422
2. Retired Participants		
(a) Number	165	171
(b) Average Annual Pension	\$ 25,957	\$ 26,424
3. Actuarial Accrued Liability		
(a) Active Participants	\$32,363,334	\$32,767,380
(b) Retirees	45,149,000	46,906,474
(c) Terminated with Vested Rights	1,331,856	1,289,144
(d) Total	\$78,844,190	\$80,962,998
4. Actuarial Value of Assets	\$58,900,828	\$60,062,658
5. Actuarial Value of Assets as a Percentage of the Actuarial Accrued Liability	74.71%	74.19%
6. Unfunded Actuarial Accrued Liability	\$19,943,362	\$20,900,340
(a) Portion due to 2013 Early Retirement Window ¹	40,495	0
(b) Remaining Portion ²	19,902,867	20,900,340
7. Annual Normal Cost	\$ 966,866	\$ 943,320
8. Recommended Contribution on Funding Basis at the Beginning of the Plan Year	\$ 2,655,734	\$ 2,707,763

¹ UAAL attributable to Early Retirement Window amortized over 5 years, starting with the October 1, 2013 valuation.

² UAAL not attributable to Early Retirement Window amortized over 22.75 years this year, and 23.75 years last year.

Table 8
Present Value of Accrued Benefits
as of December 31, 2018

Actives*	\$25,889,080
Retirees	46,906,474
Vested	<u>1,289,144</u>
Total	\$74,084,698

** Based on benefit service and salary as of the valuation date.*

Table 9
Schedule of Funding Progress

Valuation Date	Actuarial Value of Assets (AVA)	Actuarial Accrued Liability (AAL)	Unfunded Actuarial Accrued Liability (UAAL) (3) - (2)	Funded Ratio (2) / (3)	Annual Covered Payroll	UAAL as % of Payroll (4) / (6)
(1)	(2)	(3)	(4)	(5)	(6)	(7)
October 1, 2009	\$39,334,862	\$55,596,422	\$16,261,560	70.75%	\$14,265,682	113.99%
October 1, 2010	40,754,922	58,938,351	18,183,429	69.15%	14,234,287	127.74%
October 1, 2011	42,456,045	60,578,588	18,122,543	70.08%	13,809,019	131.24%
October 1, 2012	43,992,245	64,836,490	20,844,245	67.85%	12,232,592	170.40%
October 1, 2013	45,492,667	66,307,795	20,815,128	68.61%	11,171,076	186.33%
December 31, 2014	50,712,814	68,503,084	17,790,270	74.03%	10,418,891	170.75%
December 31, 2015	54,429,972	69,050,692	14,620,720	78.83%	10,067,888	145.22%
December 31, 2016	56,383,307	77,029,545	20,646,238	73.20%	9,706,228	212.71%
December 31, 2017	58,900,828	78,844,190	19,943,362	74.71%	9,259,465	215.38%
December 31, 2018	60,062,658	80,962,998	20,900,340	74.19%	9,013,973	231.87%

Table 10

Schedule of Annual Required Contributions

<u>Fiscal Year Ending</u> (1)	<u>Annual Required Contribution</u> (2)	<u>Percentage Contributed*</u> (3)
9/30/2010	\$2,024,612	100%
9/30/2011	2,146,504	100%
9/30/2012	2,315,472	100%
9/30/2013	2,579,654	100%
9/30/2014	3,029,289	100%
12/31/2014	757,322	100%
12/31/2015	2,717,265	100%
12/31/2016	2,449,953	100%
12/31/2017	2,996,208	100%
12/31/2018	2,655,734	100%
12/31/2019	2,707,763	

* 100% indicates at least 100%.

This information is presented in draft form for review by the Plan's auditor. Please let us know if there are any items that the auditor changes so that we may maintain consistency with the Plan's financial statements.

Table 10

Schedule of Annual Required Contributions (Concluded)

Valuation Date:	December 31, 2018
Actuarial Cost Method:	Entry Age
Amortization Method:	30-year, level dollar The unfunded actuarial accrued liability is amortized over 30 years, declining to 20 years. Effective for the October 1, 2013 valuation, the amortization method is changed from level percent of payroll to level dollar amortization. Historically, the total unfunded actuarial accrued liability attributable to Early Retirement Windows have been amortized over a period of 5 years, declining to 0 years.
Remaining Amortization Period:	22.75 years
Asset Valuation Method:	Smoothed asset value that spreads the difference between the assumed return and the actual investment return over a 5-year period.
Actuarial Assumptions:	
<ul style="list-style-type: none"> • <i>Investment rate of return</i> • <i>Projected salary increases*</i> <li style="padding-left: 20px;">* Includes wage inflation at • <i>Cost-of-living adjustments</i> 	<p>6.75%</p> <p>3.69% - 7.25%</p> <p>3.50%</p> <p>None</p>

This information is presented in draft form for review by the Plan’s auditor. Please let us know if there are any items that the auditor changes so that we may maintain consistency with the Plan’s financial statements.

APPENDIX

ACCOUNTING DISCLOSURES

This information is presented in draft form for review by the Plan's auditor. Please let us know if there are any items that the auditor changes so that we may maintain consistency with the Plan's financial statements.

Information Required by GASB Statements No. 67 and No. 68

The Governmental Accounting Standards Board Statement No. 67 (GASB Statement No. 67) contains certain requirements regarding the accounting and disclosure of financial information. In addition to disclosing the plan's fiduciary net position, retirement systems are also required to disclose information regarding the plan's total pension liability, net pension liability, and change in net pension liability from the prior year. In actuarial terms, these are the plan's actuarial accrued liability and unfunded actuarial accrued liability on a market value of assets basis. Similarly, GASB Statement No. 68 establishes standards for state and local government employers (as well as non-employer contributing entities) to account for and disclose the net pension liability, pension expense, and other information associated with providing retirement benefits to their employees (and former employees) on their basic financial statements. This section of the report contains information that is part of the Retirement Plan's disclosure requirements under these accounting standards.

Determination of the Total Pension Liability

The total pension liability shown in this subsection is also shown as of the last date of the pension plan's fiscal year, December 31, 2018.

A Single Discount Rate of 6.75% was used to measure the total pension liability. This Single Discount Rate was based on the expected rate of return on pension plan investments of 6.75%. The projection of cash flows used to determine this Single Discount Rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Measurement Statement of Net Pension Liability

The net pension liability is to be measured as the total pension liability, less the amount of the pension plan's fiduciary net position. As of the plan year ending December 31, 2018, the net pension liability is \$25,166,089. If a Single Discount Rate that is one percent lower was used, the net pension liability would have been \$34,328,712. Similarly, if a Single Discount Rate that was one percent higher was used, the net pension liability would have been \$17,392,150.

Executive Summary as of December 31, 2018

	2018
Actuarial Valuation Date	December 31, 2018
Measurement Date of the Net Pension Liability	December 31, 2018
Employer's Fiscal Year Ending Date (Reporting Date)	December 31, 2018

Membership

Number of	
- Retirees and Beneficiaries	171
- Inactive, Nonretired Members	17
- Active Members	128
- Total	316
Covered Payroll	\$ 9,013,973

Net Pension Liability

Total Pension Liability	\$ 80,962,998
Plan Fiduciary Net Position	55,796,909
Net Pension Liability	\$ 25,166,089
Plan Fiduciary Net Position as a Percentage of Total Pension Liability	68.92%
Net Pension Liability as a Percentage of Covered Payroll	279.19%

Development of the Single Discount Rate

Single Discount Rate	6.75%
Long-Term Expected Rate of Investment Return	6.75%
Long-Term Municipal Bond Rate*	3.71%
Last year ending December 31 in the 2019 to 2118 projection period for which projected benefit payments are fully funded	2106

Total Pension Expense \$ 4,870,888

Deferred Outflows and Deferred Inflows of Resources by Source to be Recognized in Future Pension Expenses

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	\$ 269,485	\$ 232,824
Changes in assumptions	1,853,729	0
Net difference between projected and actual earnings on pension plan investments	6,076,195	2,480,013
Total	\$ 8,199,409	\$ 2,712,837

* Fixed-income municipal bonds with 20 years to maturity that include only federally tax-exempt municipal bonds as reported in Fidelity Index's "20-Year Municipal GO AA Index" as of December 31, 2018. In describing this index, Fidelity notes that the municipal curves are constructed using option-adjusted analytics of a diverse population of over 10,000 tax exempt securities.

Pension Expense Under GASB Statement No. 68

Fiscal Year Ended December 31, 2018

A. Expense

1. Service Cost	\$	966,866
2. Interest on the Total Pension Liability		5,205,391
3. Current-Period Benefit Changes		0
4. Employee Contributions (made negative for addition here)		(91,814)
5. Projected Earnings on Plan Investments (made negative for addition here)		(3,989,177)
6. Pension Plan Administrative Expense		267,216
7. Other Changes in Plan Fiduciary Net Position		0
8. Recognition of Outflow (Inflow) of Resources due to Liabilities		1,181,592
9. Recognition of Outflow (Inflow) of Resources due to Assets		1,330,814
10. Total Pension Expense	\$	4,870,888

Statement of Outflows and Inflows

Arising from the Current Reporting Period

Fiscal Year Ended December 31, 2018

A. Outflows (Inflows) of Resources Due to Liabilities

1. Difference between expected and actual experience of the Total Pension Liability (gains) or losses	\$	367,984
2. Assumption Changes (gains) or losses	\$	-
3. Recognition period for Liabilities: Average of the expected remaining service lives of all employees {in years}		3.7359
4. Outflow (Inflow) of Resources to be recognized in the current pension expense for the difference between expected and actual experience of the Total Pension Liability	\$	98,499
5. Outflow (Inflow) of Resources to be recognized in the current pension expense for Assumption Changes	\$	-
6. Outflow (Inflow) of Resources to be recognized in the current pension expense due to Liabilities	\$	98,499
7. Deferred Outflow (Inflow) of Resources to be recognized in future pension expenses for the difference between expected and actual experience of the Total Pension Liability	\$	269,485
8. Deferred Outflow (Inflow) of Resources to be recognized in future pension expenses for Assumption Changes	\$	-
9. Deferred Outflow (Inflow) of Resources to be recognized in future pension expenses due to Liabilities	\$	269,485

B. Outflows (Inflows) of Resources Due to Assets

1. Net difference between projected and actual earnings on pension plan investments (gains) or losses	\$	6,492,771
2. Recognition period for Assets {in years}		5.0000
3. Outflow (Inflow) of Resources to be recognized in the current pension expense due to Assets	\$	1,298,554
4. Deferred Outflow (Inflow) of Resources to be recognized in future pension expenses due to Assets	\$	5,194,217

Statement of Outflows and Inflows

Arising from the Current and Prior Reporting Periods

Fiscal Year Ended December 31, 2018

A. Outflows and Inflows of Resources due to Liabilities and Assets to be Recognized in Current Pension Expense

	Outflows of Resources	Inflows of Resources	Net Outflows of Resources
1. Due to Liabilities	\$ 1,489,145	\$ 307,553	\$ 1,181,592
2. Due to Assets	2,180,533	849,719	1,330,814
3. Total	\$ 3,669,678	\$ 1,157,272	\$ 2,512,406

B. Outflows and Inflows of Resources by Source to be Recognized in Current Pension Expense

	Outflows of Resources	Inflows of Resources	Net Outflows of Resources
1. Differences between expected and actual experience	\$ 98,499	\$ 307,553	\$ (209,054)
2. Assumption Changes	1,390,646	-	1,390,646
3. Net Difference between projected and actual earnings on pension plan investments	2,180,533	849,719	1,330,814
4. Total	\$ 3,669,678	\$ 1,157,272	\$ 2,512,406

C. Deferred Outflows and Deferred Inflows of Resources by Source to be Recognized in Future Pension Expenses

	Deferred Outflows of Resources	Deferred Inflows of Resources	Net Deferred Outflows of Resources
1. Differences between expected and actual experience	\$ 269,485	\$ 232,824	\$ 36,661
2. Assumption Changes	1,853,729	-	1,853,729
3. Net Difference between projected and actual earnings on pension plan investments	6,076,195	2,480,013	3,596,182
4. Total	\$ 8,199,409	\$ 2,712,837	\$ 5,486,572

D. Deferred Outflows and Deferred Inflows of Resources by Year to be Recognized in Future Pension Expenses

Year Ending December 31	Net Deferred Outflows of Resources
2019	\$ 2,589,469
2020	1,008,431
2021	590,117
2022	1,298,555
2023	0
Thereafter	0
Total	\$ 5,486,572

Schedule of Changes in the Net Pension Liability and Related Ratios

Current Period

Fiscal Year Ended December 31, 2018

A. Total Pension Liability	
1. Service Cost	\$ 966,866
2. Interest on the Total Pension Liability	5,205,391
3. Changes of benefit terms	0
4. Difference between expected and actual experience	367,984
5. Changes of assumptions	0
6. Benefit payments, including refunds of employee contributions	(4,421,433)
7. Net change in Total Pension Liability	\$ 2,118,808
8. Total Pension Liability – Beginning	78,844,190
9. Total Pension Liability – Ending	<u><u>\$ 80,962,998</u></u>
B. Plan Fiduciary Net Position	
1. Contributions – employer	\$ 3,000,000
2. Contributions – employee	91,814
3. Net investment income	(2,503,594)
4. Benefit payments, including refunds of employee contributions	(4,421,433)
5. Pension Plan Administrative Expense	(267,216)
6. Other	0
7. Net change in Plan Fiduciary Net Position	\$ (4,100,429)
8. Plan Fiduciary Net Position – Beginning	59,897,338
9. Plan Fiduciary Net Position – Ending	<u><u>\$ 55,796,909</u></u>
C. Net Pension Liability	<u><u>\$ 25,166,089</u></u>
D. Plan Fiduciary Net Position as a Percentage of the Total Pension Liability	68.92%
E. Covered-Employee Payroll	\$ 9,013,973
F. Net Pension Liability as a Percentage of Covered-Employee Payroll	279.19%

Schedules of Required Supplementary Information

Schedule of Changes in the Employers' Net Pension Liability and Related Ratios Multiyear

Fiscal year ending December 31,	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Total Pension Liability										
Service Cost*	\$ 966,866	\$ 966,866	\$ 1,030,377	\$ 962,488	\$ 1,004,715					
Interest on the Total Pension Liability	5,205,391	5,089,192	4,899,597	4,862,474	4,726,571					
Benefit Changes	-	-	-	-	-					
Difference between expected and actual experience	367,984	(6,338)	(6,336)	(1,445,906)	109,029					
Assumption Changes	-	-	6,025,667	-	-					
Benefit Payments and Refunds	(4,421,433)	(4,235,075)	(3,970,452)	(3,831,448)	(4,057,900)					
Net Change in Total Pension Liability	2,118,808	1,814,645	7,978,853	547,608	1,782,415					
Total Pension Liability - Beginning	78,844,190	77,029,545	69,050,692	68,503,084	66,720,669					
Total Pension Liability - Ending (a)	\$ 80,962,998	\$ 78,844,190	\$ 77,029,545	\$ 69,050,692	\$ 68,503,084					
Plan Fiduciary Net Position										
Employer Contributions	\$ 3,000,000	\$ 2,996,209	\$ 2,700,000	\$ 4,500,000	\$ 3,100,000					
Employee Contributions	91,814	88,475	111,649	101,817	107,492					
Pension Plan Net Investment Income	(2,503,594)	7,487,987	4,008,761	(667,117)	2,225,505					
Benefit Payments and Refunds	(4,421,433)	(4,235,075)	(3,970,452)	(3,831,448)	(4,057,900)					
Pension Plan Administrative Expense	(267,216)	(256,479)	(275,660)	(201,301)	(73,710)					
Other	-	-	-	-	-					
Net Change in Plan Fiduciary Net Position	(4,100,429)	6,081,117	2,574,298	(98,049)	1,301,387					
Plan Fiduciary Net Position - Beginning	59,897,338	53,816,221	51,241,923	51,339,972	50,038,585					
Plan Fiduciary Net Position - Ending (b)	\$ 55,796,909	\$ 59,897,338	\$ 53,816,221	\$ 51,241,923	\$ 51,339,972					
Net Pension Liability - Ending (a) - (b)	25,166,089	18,946,852	23,213,324	17,808,769	17,163,112					
Plan Fiduciary Net Position as a Percentage of Total Pension Liability	68.92 %	75.97 %	69.86 %	74.21 %	74.95 %					
Covered-Employee Payroll	\$ 9,013,973	\$ 9,259,465	\$ 9,706,228	\$ 10,067,888	\$ 10,418,891					
Net Pension Liability as a Percentage of Covered-Employee Payroll	279.19 %	204.62 %	239.16 %	176.89 %	164.73 %					
Notes to Schedule: N/A										

*Beginning with the 2018 valuation, the beginning of year service cost is used.

Schedules of Required Supplementary Information

Schedule of the Employers' Net Pension Liability

Multiyear

<u>FY Ending December 31,</u>	<u>Total Pension Liability</u>	<u>Plan Net Position</u>	<u>Net Pension Liability</u>	<u>Plan Net Position as a % of Total Pension Liability</u>	<u>Covered Payroll</u>	<u>Net Pension Liability as a % of Covered Payroll</u>
2009						
2010						
2011						
2012						
2013						
2014	\$68,503,084	\$51,339,972	\$17,163,112	74.95%	\$10,418,891	164.73%
2015	69,050,692	51,241,923	17,808,769	74.21%	10,067,888	176.89%
2016	77,029,545	53,816,221	23,213,324	69.86%	9,706,228	239.16%
2017	78,844,190	59,897,338	18,946,852	75.97%	9,259,465	204.62%
2018	80,962,998	55,796,909	25,166,089	68.92%	9,013,973	279.19%

Schedule of Contributions Multiyear

<u>FY Ending December 31,</u>	<u>Actuarially Determined Contribution*</u>	<u>Actual Contribution</u>	<u>Contribution Deficiency (Excess)</u>	<u>Covered Payroll</u>	<u>Actual Contribution as a % of Covered Payroll</u>
2009					
2010					
2011					
2012					
2013					
2014	\$ 3,029,289	\$ 3,100,000	\$ (70,711)	\$ 10,418,891	29.75%
2015*	3,474,587	4,500,000	(1,025,413)	10,067,888	44.70%
2016	2,449,953	2,700,000	(250,047)	9,706,228	27.82%
2017	2,996,208	2,996,209	(1)	9,259,465	32.36%
2018	2,655,734	3,000,000	(344,266)	9,013,973	33.28%

* Includes contributions for short plan year October 1, 2014 – December 31, 2014.

Schedule of Investment Returns Multiyear

<u>FY Ending December 31,</u>	<u>Annual Return¹</u>
2009	
2010	
2011	
2012	
2013	
2014	4.43 %
2015	(1.68)%
2016	7.33 %
2017	13.40 %
2018	(4.64)%

¹ Annual money-weighted rate of return, net of investment expenses.

Asset Allocation

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return
US Large Cap Index	15.00%	8.00%
US Small Cap Equity	2.00%	10.15%
US Small/Mid Cap Equity Index	4.00%	8.00%
World Equity ex-US	19.00%	9.32%
Emerging Markets Equity	2.00%	9.67%
Core Fixed Income	20.00%	6.54%
Limited Duration Bonds	12.00%	5.65%
US High Yield	2.00%	7.82%
Emerging Markets Debt	3.00%	8.75%
Diversified Short Term Fixed Income	4.00%	5.89%
Dynamic Asset Allocation	6.00%	10.32%
Multi-Asset	3.00%	6.81%
Structured Credit	3.00%	10.52%
Private Real Estate	5.00%	7.30%
Total	100.00%	

The figures in the above table were supplied by the Huron-Clinton Metropolitan Authority Employees' Retirement Plan's investment consultant and are based upon the investment manager's inflation assumption of 2.50%. Gabriel, Roeder, Smith & Company does not provide investment advice.

Sensitivity of the Net Pension Liability to the Single Discount Rate Assumption

Single Discount Rate

A Single Discount Rate of 6.75% was used to measure the total pension liability. This Single Discount Rate was based on the expected rate of return on pension plan investments of 6.75%. The projection of cash flows used to determine this Single Discount Rate assumed that plan member contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the difference between actuarially determined contribution rates and the member rate. Based on these assumptions, the pension plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability.

Regarding the sensitivity of the net pension liability to changes in the Single Discount Rate, the following presents the plan's net pension liability, calculated using a Single Discount Rate of 6.75%, as well as what the plan's net pension liability would be if it were calculated using a Single Discount Rate that is one percent lower or one percent higher:

	1% Decrease 5.75%	Current Single Discount Rate Assumption 6.75%	1% Increase 7.75%
Total Pension Liability	\$ 90,125,621	\$ 80,962,998	\$ 73,189,059
Plan Fiduciary Net Position	55,796,909	55,796,909	55,796,909
Net Pension Liability/(Asset)	\$ 34,328,712	\$ 25,166,089	\$ 17,392,150

Calculation of the Single Discount Rate

GASB Statement No. 67 includes a specific requirement for the discount rate that is used for the purpose of the measurement of the Total Pension Liability. This rate considers the ability of the fund to meet benefit obligations in the future. To make this determination, employer contributions, employee contributions, benefit payments, expenses and investment returns are projected into the future. The Plan Net Position (assets) in future years can then be determined and compared to its obligation to make benefit payments in those years. As long as assets are projected to be on hand in a future year, the assumed valuation discount rate is used. In years where assets are not projected to be sufficient to meet benefit payments, the use of a “risk-free” rate is required, as described in the following paragraph.

The Single Discount Rate (SDR) is equivalent to applying these two rates to the benefits that are projected to be paid during the different time periods. The SDR reflects: (1) the long-term expected rate of return on pension plan investments (during the period in which the fiduciary net position is projected to be sufficient to pay benefits); and (2) tax-exempt municipal bond rate based on an index of 20-year general obligation bonds with an average AA credit rating (which is published by the Bond Buyer Index) as of the measurement date (to the extent that the contributions for use with the long-term expected rate of return are not met).

For the purpose of this valuation, the expected rate of return on pension plan investments is 6.75%; the municipal bond rate is 3.71%; and the resulting SDR is 6.75%.

The tables in this section provide background for the development of the SDR.

The **Projection of Contributions** table shows the development of expected contributions in future years. Normal Cost contributions for future hires are not included (nor are their liabilities).

Expected Contributions are developed based on the following:

- Member Contributions for current members
- Normal Cost contributions for current members
- Unfunded Liability contributions for current and future members

The **Projection of Plan Fiduciary Net Position** table shows the development of expected asset levels in future years.

The **Present Values of Projected Benefit Payments** table shows the development of the SDR. It breaks down the benefit payments into present values for funded and unfunded portions and shows the equivalent total at the SDR.

Results in this section of the report are not rounded, and are shown as dollar amounts without the additional digits.

The projections in this section are strictly for the purpose of determining the GASB single discount rate and are different from a funding projection of the ongoing plan.

Single Discount Rate Development

Projection of Contributions

Year	Payroll for Current Employees	Contributions from Current Employees	Normal Cost and Expense Contributions	UAL Contributions	Total Contributions
0	\$ 9,013,973				
1	8,789,007	\$ -	\$ 943,320	\$ 1,764,443	\$ 2,707,763
2	8,346,629	-	894,563	1,964,113	2,858,676
3	7,862,007	-	840,345	2,028,699	2,869,044
4	7,356,650	-	782,949	2,174,779	2,957,728
5	6,877,587	-	728,367	2,174,779	2,903,146
6	6,416,770	-	675,470	2,174,779	2,850,249
7	5,993,272	-	628,538	2,174,779	2,803,317
8	5,600,819	-	585,996	2,174,779	2,760,775
9	5,197,601	-	541,813	2,174,779	2,716,592
10	4,793,229	-	498,126	2,174,779	2,672,905
11	4,412,917	-	457,293	2,174,779	2,632,072
12	4,039,654	-	417,910	2,174,779	2,592,689
13	3,644,598	-	376,340	2,174,779	2,551,119
14	3,234,402	-	333,020	2,174,779	2,507,799
15	2,827,827	-	289,952	2,174,779	2,464,731
16	2,440,635	-	248,841	2,174,779	2,423,620
17	2,073,307	-	209,902	2,174,779	2,384,681
18	1,714,044	-	171,886	2,174,779	2,346,665
19	1,395,471	-	138,583	2,174,779	2,313,363
20	1,129,711	-	111,107	2,174,779	2,285,886
21	897,892	-	87,215	2,174,779	2,261,995
22	698,037	-	66,827	2,174,779	2,241,606
23	527,223	-	49,501	2,174,779	2,224,281
24	390,573	-	35,702	-	35,702
25	283,165	-	25,080	-	25,080
26	201,482	-	17,133	-	17,133
27	140,455	-	11,468	-	11,468
28	93,972	-	7,358	-	7,358
29	62,371	-	4,623	-	4,623
30	40,994	-	2,919	-	2,919
31	24,502	-	1,667	-	1,667
32	13,334	-	890	-	890
33	5,806	-	375	-	375
34	2,532	-	162	-	162
35	864	-	57	-	57
36	-	-	-	-	-
37	-	-	-	-	-
38	-	-	-	-	-
39	-	-	-	-	-
40	-	-	-	-	-
41	-	-	-	-	-
42	-	-	-	-	-
43	-	-	-	-	-
44	-	-	-	-	-
45	-	-	-	-	-
46	-	-	-	-	-
47	-	-	-	-	-
48	-	-	-	-	-
49	-	-	-	-	-
50	-	-	-	-	-

Single Discount Rate Development Projection of Contributions (Concluded)

Year	Payroll for Current Employees	Contributions from Current Employees	Normal Cost and Expense Contributions	UAL Contributions	Total Contributions
51	\$ -	\$ -	\$ -	\$ -	\$ -
52	-	-	-	-	-
53	-	-	-	-	-
54	-	-	-	-	-
55	-	-	-	-	-
56	-	-	-	-	-
57	-	-	-	-	-
58	-	-	-	-	-
59	-	-	-	-	-
60	-	-	-	-	-
61	-	-	-	-	-
62	-	-	-	-	-
63	-	-	-	-	-
64	-	-	-	-	-
65	-	-	-	-	-
66	-	-	-	-	-
67	-	-	-	-	-
68	-	-	-	-	-
69	-	-	-	-	-
70	-	-	-	-	-
71	-	-	-	-	-
72	-	-	-	-	-
73	-	-	-	-	-
74	-	-	-	-	-
75	-	-	-	-	-
76	-	-	-	-	-
77	-	-	-	-	-
78	-	-	-	-	-
79	-	-	-	-	-
80	-	-	-	-	-
81	-	-	-	-	-
82	-	-	-	-	-
83	-	-	-	-	-
84	-	-	-	-	-
85	-	-	-	-	-
86	-	-	-	-	-
87	-	-	-	-	-
88	-	-	-	-	-
89	-	-	-	-	-
90	-	-	-	-	-
91	-	-	-	-	-
92	-	-	-	-	-
93	-	-	-	-	-
94	-	-	-	-	-
95	-	-	-	-	-
96	-	-	-	-	-
97	-	-	-	-	-
98	-	-	-	-	-
99	-	-	-	-	-
100	-	-	-	-	-

Single Discount Rate Development Projection of Plan Fiduciary Net Position

Year	Projected				
	Projected Beginning Plan Net Position	Projected Total Contributions	Projected Benefit Payments	Investment Earnings at 6.75%	Projected Ending Plan Net Position
	(a)	(b)	(c)	(d)	(e)=(a)+(b)-(c)+(d)
1	\$ 55,796,909	\$ 2,707,763	\$ 4,660,112	\$ 3,701,475	\$ 57,546,035
2	57,546,035	2,858,676	4,889,744	3,816,928	59,331,896
3	59,331,896	2,869,044	5,152,754	3,929,086	60,977,272
4	60,977,272	2,957,728	5,426,741	4,033,997	62,542,257
5	62,542,257	2,903,146	5,670,618	4,129,725	63,904,510
6	63,904,510	2,850,249	5,917,052	4,211,740	65,049,447
7	65,049,447	2,803,317	6,125,894	4,280,532	66,007,403
8	66,007,403	2,760,775	6,308,949	4,337,704	66,796,933
9	66,796,933	2,716,592	6,472,275	4,384,108	67,425,359
10	67,425,359	2,672,905	6,641,645	4,419,454	67,876,073
11	67,876,073	2,632,072	6,826,469	4,442,386	68,124,062
12	68,124,062	2,592,689	6,963,585	4,453,265	68,206,431
13	68,206,431	2,551,119	7,084,396	4,453,434	68,126,589
14	68,126,589	2,507,799	7,199,229	4,442,794	67,877,954
15	67,877,954	2,464,731	7,309,667	4,420,915	67,453,934
16	67,453,934	2,423,620	7,385,765	4,388,403	66,880,192
17	66,880,192	2,384,681	7,446,347	4,346,371	66,164,897
18	66,164,897	2,346,665	7,498,723	4,295,088	65,307,926
19	65,307,926	2,313,363	7,504,728	4,235,937	64,352,498
20	64,352,498	2,285,886	7,458,745	4,172,060	63,351,700
21	63,351,700	2,261,995	7,380,258	4,106,319	62,339,755
22	62,339,755	2,241,606	7,267,681	4,041,073	61,354,754
23	61,354,754	2,224,281	7,141,346	3,978,205	60,415,893
24	60,415,893	35,702	6,979,767	3,847,537	57,319,366
25	57,319,366	25,080	6,785,933	3,644,604	54,203,117
26	54,203,117	17,133	6,567,259	3,441,253	51,094,244
27	51,094,244	11,468	6,327,803	3,239,166	48,017,075
28	48,017,075	7,358	6,073,804	3,039,753	44,990,382
29	44,990,382	4,623	5,807,837	2,844,190	42,031,359
30	42,031,359	2,919	5,532,948	2,653,526	39,154,855
31	39,154,855	1,667	5,255,696	2,468,525	36,369,351
32	36,369,351	890	4,973,519	2,289,845	33,686,567
33	33,686,567	375	4,696,957	2,117,922	31,107,907
34	31,107,907	162	4,422,527	1,952,966	28,638,507
35	28,638,507	57	4,148,676	1,795,370	26,285,257
36	26,285,257	-	3,881,018	1,645,409	24,049,648
37	24,049,648	-	3,620,198	1,503,165	21,932,614
38	21,932,614	-	3,367,373	1,368,658	19,933,900
39	19,933,900	-	3,123,079	1,241,855	18,052,676
40	18,052,676	-	2,887,704	1,122,687	16,287,659
41	16,287,659	-	2,661,541	1,011,057	14,637,175
42	14,637,175	-	2,444,799	906,845	13,099,220
43	13,099,220	-	2,237,662	809,909	11,671,468
44	11,671,468	-	2,040,358	720,086	10,351,196
45	10,351,196	-	1,853,074	637,186	9,135,308
46	9,135,308	-	1,675,898	560,995	8,020,405
47	8,020,405	-	1,508,838	491,286	7,002,853
48	7,002,853	-	1,351,906	427,811	6,078,758
49	6,078,758	-	1,205,106	370,308	5,243,959
50	5,243,959	-	1,068,375	318,498	4,494,083

Single Discount Rate Development

Projection of Plan Fiduciary Net Position (Concluded)

Year	Projected				
	Projected Beginning Plan Net Position	Projected Total Contributions	Projected Benefit Payments	Investment Earnings at 6.75%	Projected Ending Plan Net Position
	(a)	(b)	(c)	(d)	(e)=(a)+(b)-(c)+(d)
51	\$ 4,494,083	\$ -	\$ 941,597	\$ 272,091	\$ 3,824,576
52	3,824,576	-	824,610	230,783	3,230,750
53	3,230,750	-	717,264	194,263	2,707,749
54	2,707,749	-	619,420	162,209	2,250,538
55	2,250,538	-	530,825	134,288	1,854,002
56	1,854,002	-	451,137	110,168	1,513,032
57	1,513,032	-	379,986	89,515	1,222,561
58	1,222,561	-	316,992	71,999	977,568
59	977,568	-	261,754	57,296	773,109
60	773,109	-	213,808	45,087	604,389
61	604,389	-	172,634	35,065	466,820
62	466,820	-	137,695	26,939	356,064
63	356,064	-	108,446	20,434	268,052
64	268,052	-	84,297	15,295	199,049
65	199,049	-	64,626	11,290	145,714
66	145,714	-	48,828	8,215	105,100
67	105,100	-	36,339	5,888	74,649
68	74,649	-	26,625	4,155	52,179
69	52,179	-	19,197	2,885	35,867
70	35,867	-	13,609	1,969	24,227
71	24,227	-	9,477	1,321	16,071
72	16,071	-	6,479	870	10,462
73	10,462	-	4,347	562	6,677
74	6,677	-	2,859	356	4,173
75	4,173	-	1,841	221	2,553
76	2,553	-	1,159	134	1,528
77	1,528	-	714	79	893
78	893	-	429	46	509
79	509	-	251	26	285
80	285	-	143	14	157
81	157	-	80	8	85
82	85	-	44	4	45
83	45	-	24	2	23
84	23	-	13	1	11
85	11	-	7	1	5
86	5	-	3	0	2
87	2	-	2	0	1
88	1	-	1	0	0
89	0	-	0	0	0
90	0	-	0	0	0
91	0	-	0	0	0
92	0	-	-	0	0
93	0	-	-	0	0
94	0	-	-	0	0
95	0	-	-	0	0
96	0	-	-	0	0
97	0	-	-	0	0
98	0	-	-	0	0
99	0	-	-	0	0
100	0	-	-	0	0

Single Discount Rate Development

Present Values of Projected Benefit Payments

Year	Projected		Unfunded Portion		Present Value of	Present Value of	Present Value of
	Beginning Plan	Projected Benefit	Funded Portion of	of Benefit	Funded Benefit	Unfunded Benefit	Benefit
	Net Position	Payments	Benefit Payments	Payments	Payments using	Payments using	Payments using
					Expected Return	Municipal Bond	Single Discount
(a)	(b)	(c)	(d)	(e)	(f)=(d)*v^((a)-.5)	(g)=(e)*vf^((a)-.5)	(h)=(c)/(1+sd)^((a)-.5)
1	\$ 55,796,909	\$ 4,660,112	\$ 4,660,112	\$ -	\$ 4,510,373	\$ -	\$ 4,510,373
2	57,546,035	4,889,744	4,889,744	-	4,433,373	-	4,433,373
3	59,331,896	5,152,754	5,152,754	-	4,376,427	-	4,376,427
4	60,977,272	5,426,741	5,426,741	-	4,317,690	-	4,317,690
5	62,542,257	5,670,618	5,670,618	-	4,226,442	-	4,226,442
6	63,904,510	5,917,052	5,917,052	-	4,131,255	-	4,131,255
7	65,049,447	6,125,894	6,125,894	-	4,006,621	-	4,006,621
8	66,007,403	6,308,949	6,308,949	-	3,865,430	-	3,865,430
9	66,796,933	6,472,275	6,472,275	-	3,714,753	-	3,714,753
10	67,425,359	6,641,645	6,641,645	-	3,570,925	-	3,570,925
11	67,876,073	6,826,469	6,826,469	-	3,438,217	-	3,438,217
12	68,124,062	6,963,585	6,963,585	-	3,285,506	-	3,285,506
13	68,206,431	7,084,396	7,084,396	-	3,131,153	-	3,131,153
14	68,126,589	7,199,229	7,199,229	-	2,980,709	-	2,980,709
15	67,877,954	7,309,667	7,309,667	-	2,835,067	-	2,835,067
16	67,453,934	7,385,765	7,385,765	-	2,683,449	-	2,683,449
17	66,880,192	7,446,347	7,446,347	-	2,534,388	-	2,534,388
18	66,164,897	7,498,723	7,498,723	-	2,390,834	-	2,390,834
19	65,307,926	7,504,728	7,504,728	-	2,241,450	-	2,241,450
20	64,352,498	7,458,745	7,458,745	-	2,086,854	-	2,086,854
21	63,351,700	7,380,258	7,380,258	-	1,934,327	-	1,934,327
22	62,339,755	7,267,681	7,267,681	-	1,784,376	-	1,784,376
23	61,354,754	7,141,346	7,141,346	-	1,642,490	-	1,642,490
24	60,415,893	6,979,767	6,979,767	-	1,503,819	-	1,503,819
25	57,319,366	6,785,933	6,785,933	-	1,369,608	-	1,369,608
26	54,203,117	6,567,259	6,567,259	-	1,241,661	-	1,241,661
27	51,094,244	6,327,803	6,327,803	-	1,120,738	-	1,120,738
28	48,017,075	6,073,804	6,073,804	-	1,007,729	-	1,007,729
29	44,990,382	5,807,837	5,807,837	-	902,671	-	902,671
30	42,031,359	5,532,948	5,532,948	-	805,571	-	805,571
31	39,154,855	5,255,696	5,255,696	-	716,820	-	716,820
32	36,369,351	4,973,519	4,973,519	-	635,441	-	635,441
33	33,686,567	4,696,957	4,696,957	-	562,161	-	562,161
34	31,107,907	4,422,527	4,422,527	-	495,846	-	495,846
35	28,638,507	4,148,676	4,148,676	-	435,730	-	435,730
36	26,285,257	3,881,018	3,881,018	-	381,844	-	381,844
37	24,049,648	3,620,198	3,620,198	-	333,660	-	333,660
38	21,932,614	3,367,373	3,367,373	-	290,734	-	290,734
39	19,933,900	3,123,079	3,123,079	-	252,592	-	252,592
40	18,052,676	2,887,704	2,887,704	-	218,787	-	218,787
41	16,287,659	2,661,541	2,661,541	-	188,901	-	188,901
42	14,637,175	2,444,799	2,444,799	-	162,546	-	162,546
43	13,099,220	2,237,662	2,237,662	-	139,367	-	139,367
44	11,671,468	2,040,358	2,040,358	-	119,043	-	119,043
45	10,351,196	1,853,074	1,853,074	-	101,280	-	101,280
46	9,135,308	1,675,898	1,675,898	-	85,804	-	85,804
47	8,020,405	1,508,838	1,508,838	-	72,366	-	72,366
48	7,002,853	1,351,906	1,351,906	-	60,740	-	60,740
49	6,078,758	1,205,106	1,205,106	-	50,720	-	50,720
50	5,243,959	1,068,375	1,068,375	-	42,122	-	42,122

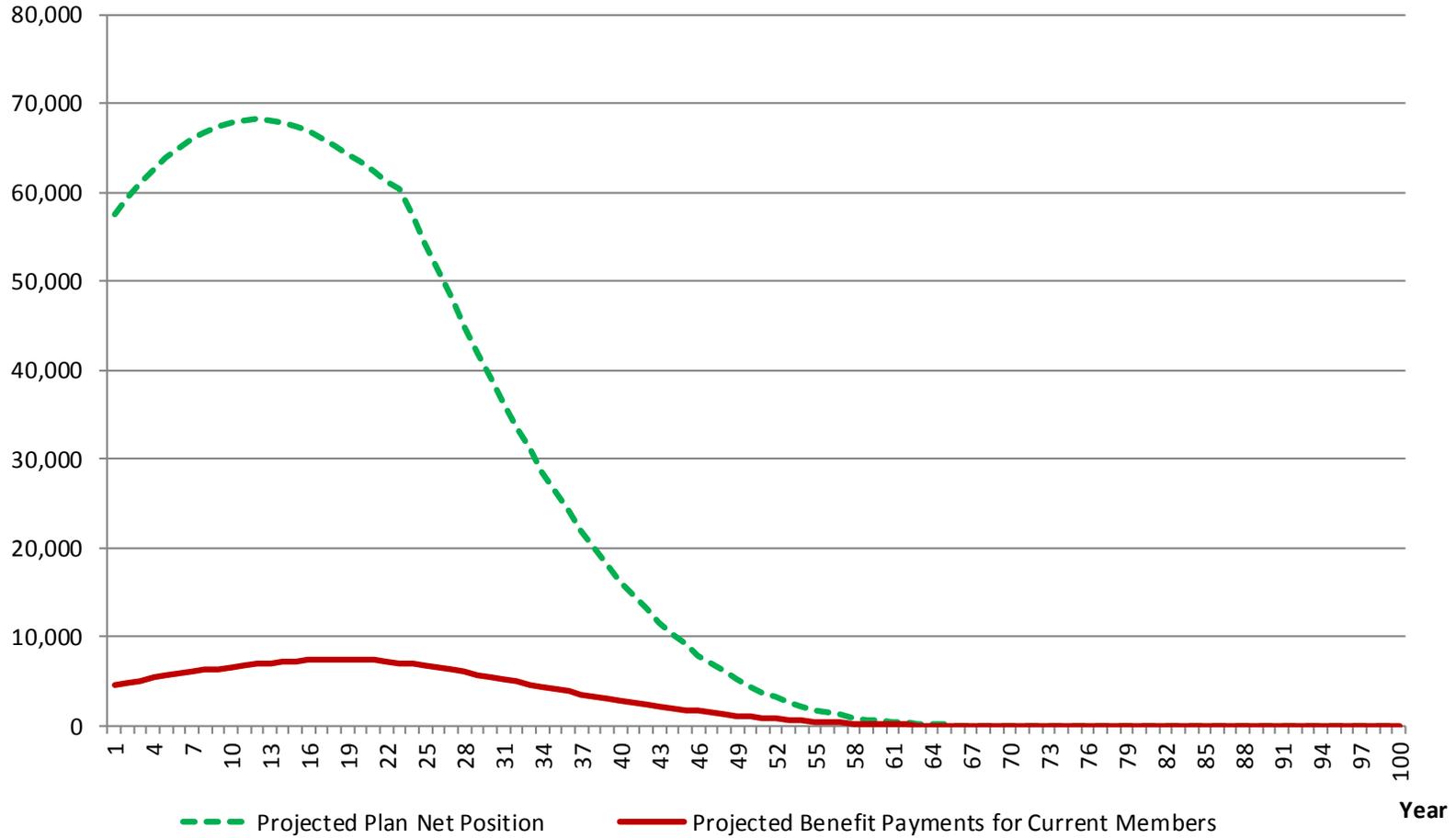
Single Discount Rate Development

Present Values of Projected Benefit Payments (Concluded)

Year	Projected	Projected Benefit Payments	Funded Portion of Benefit Payments	Unfunded Portion of Benefit Payments	Present Value of	Present Value of	Present Value of
	Beginning Plan Net Position				Funded Benefit Payments using Expected Return Rate (v)	Unfunded Benefit Payments using Municipal Bond Rate (vf)	Benefit Payments using Single Discount Rate (sdr)
(a)	(b)	(c)	(d)	(e)	(f)=(d)*v ^{(a)-5}	(g)=(e)*vf ^{(a)-5}	(h)=(c)/(1+sdr) ^{(a)-5}
51	\$ 4,494,083	\$ 941,597	\$ 941,597	\$ -	\$ 34,777	\$ -	\$ 34,777
52	3,824,576	824,610	824,610	-	28,530	-	28,530
53	3,230,750	717,264	717,264	-	23,247	-	23,247
54	2,707,749	619,420	619,420	-	18,806	-	18,806
55	2,250,538	530,825	530,825	-	15,097	-	15,097
56	1,854,002	451,137	451,137	-	12,020	-	12,020
57	1,513,032	379,986	379,986	-	9,484	-	9,484
58	1,222,561	316,992	316,992	-	7,411	-	7,411
59	977,568	261,754	261,754	-	5,733	-	5,733
60	773,109	213,808	213,808	-	4,387	-	4,387
61	604,389	172,634	172,634	-	3,318	-	3,318
62	466,820	137,695	137,695	-	2,479	-	2,479
63	356,064	108,446	108,446	-	1,829	-	1,829
64	268,052	84,297	84,297	-	1,332	-	1,332
65	199,049	64,626	64,626	-	956	-	956
66	145,714	48,828	48,828	-	677	-	677
67	105,100	36,339	36,339	-	472	-	472
68	74,649	26,625	26,625	-	324	-	324
69	52,179	19,197	19,197	-	219	-	219
70	35,867	13,609	13,609	-	145	-	145
71	24,227	9,477	9,477	-	95	-	95
72	16,071	6,479	6,479	-	61	-	61
73	10,462	4,347	4,347	-	38	-	38
74	6,677	2,859	2,859	-	24	-	24
75	4,173	1,841	1,841	-	14	-	14
76	2,553	1,159	1,159	-	8	-	8
77	1,528	714	714	-	5	-	5
78	893	429	429	-	3	-	3
79	509	251	251	-	1	-	1
80	285	143	143	-	1	-	1
81	157	80	80	-	0	-	0
82	85	44	44	-	0	-	0
83	45	24	24	-	0	-	0
84	23	13	13	-	0	-	0
85	11	7	7	-	0	-	0
86	5	3	3	-	0	-	0
87	2	2	2	-	0	-	0
88	1	1	1	-	0	-	0
89	0	0	0	-	0	-	0
90	0	0	0	-	0	-	0
91	0	0	0	0	0	0	0
92	0	-	-	-	-	-	-
93	0	-	-	-	-	-	-
94	0	-	-	-	-	-	-
95	0	-	-	-	-	-	-
96	0	-	-	-	-	-	-
97	0	-	-	-	-	-	-
98	0	-	-	-	-	-	-
99	0	-	-	-	-	-	-
100	0	-	-	-	-	-	-
Totals					\$ 87,591,904	\$ -	\$ 87,591,904

Projection of Plan Net Position and Benefit Payments

\$ [thousands]



GASB Statement No. 67 Supplementary Information

Summary of Actuarial Methods and Assumptions Used to Determine Contribution Rates

The information presented in the required supplementary schedules was determined as part of the actuarial valuations at the dates indicated. Additional information as of the latest actuarial valuation is provided below:

Valuation Date: Actuarially determined contribution amounts for fiscal year 2018 are calculated based upon the results of the December 31, 2017 actuarial valuation

Methods and Assumptions Used to Determine Contribution Rates for the Fiscal Year Ending December 31, 2018:

Actuarial Cost Method	Entry-Age Normal
Amortization Method	Level Dollar
Remaining Amortization Period	23.75 years
Asset Valuation Method	5-Year Smoothed Market
Wage Inflation	3.50%
Salary Increases	3.69% to 7.25% including inflation
Investment Rate of Return	6.75% (net of administrative expenses)
Retirement Age	Experience-based table of rates that are specific to the type of eligibility condition.
Mortality	RP-2014 Generational Mortality Table for males and females, extended via cubic spline. This table is adjusted backwards to 2006 with the MP-2014 scale, resulting in a base year of 2006 with future mortality improvements assumed each year using scale MP-2015.

Other Information:

Notes N/A



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Rebecca L. Franchock, Chief of Finance
 Subject: 2019 Retiree Health Care Trust Actuarial Valuation and Contribution
 Date: May 2, 2019

Background: The December 31, 2018 actuarial valuation for the Retiree Health Care Trust will not be available from the Metroparks actuary, Gabriel, Roeder, Smith & Company GRS, until Tuesday, May 7, 2019.

Staff received the following draft summary information from GRS:

Actuarial Accrued Liability	\$36,674,780
Actuarial Value of Assets	\$29,088,133
Unfunded Accrued Liability	\$ 7,586,647
Actuarially Computed Employer Contribution	\$ 1,086,078
for the Fiscal Year ending 12/31/2019:	

The 2019 general fund budget includes \$1.5 million for the employer contribution to the RHCT. Staff anticipates that the Retiree Health Care Trust Fund Board will request that the full Board of Commissioners contribute the budgeted amount.

Both the preliminary summary/ARC and the full report will be uploaded/emailed as soon as they are received.

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Rebecca L. Franchock, Chief of Finance
Subject: Approval – 2019 Retiree Health Care Trust GASB Statements 74 and 75
Date: May 2, 2018

Action Requested: Motion to Receive and File

That the Retiree Health Care Trust Board receive the Governmental Accounting Standards Board Statements (GASB) No. 74 and 75 as recommended by Retiree Health Care Trust Administrator Franchock.

Fiscal Impact: None.

Background: To remain in compliance with governmental accounting standards, GRS performed the necessary work to produce GASB Statements No. 74 and 75 for the year ending Dec. 31, 2018.

Statement No. 74 is the accounting standard, which applies to other postemployment (non-pension) benefits that are administered through trusts or equivalent arrangements.

GASB No. 75 establishes accounting and financial reporting requirements for state and local government employers that provide their employees with postemployment benefits other than pensions.

This report is not an appropriate measure to gauge sufficiency of plan assets or to assess the need for or amount of future employer contributions. It should be considered in conjunction with the actuarial valuation report.

Attachment: HCMA Retiree Health Care Plan GASB Statement No. 74, Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans Dec. 31, 2018

Huron-Clinton Metropolitan Authority Retiree Health Care Plan

GASB Statement Nos. 74 and 75, Accounting and Financial
Reporting for Postemployment Benefits Other Than Pensions
December 31, 2018



April 18, 2019

Ms. Rebecca Franchock
Chief of Finance
Huron-Clinton Metropolitan Authority
Brighton, MI 48114-9058

Dear Ms. Franchock:

This report provides information on behalf of the Huron-Clinton Metropolitan Authority Retiree Health Care Plan in connection with the Governmental Accounting Standards Board (GASB) Statement Nos. 74 and 75. GASB Statement No. 74 is the accounting standard, which applies to other postemployment benefits (OPEB) plans that are administered through trusts or equivalent arrangements. GASB Statement No. 75 establishes accounting and financial reporting requirements for state and local government employers that provide their employees with postemployment benefits other than pensions.

The calculation of the liability associated with the benefits described in this report was performed for the purpose of satisfying the requirements of GASB Statement Nos. 74 and 75. The Net OPEB Liability is not an appropriate measure for measuring the sufficiency of plan assets to cover the estimated cost of settling the employer's benefit obligation. The Net OPEB Liability is not an appropriate measure for assessing the need for or amount of future employer contributions. The calculation of the plan's liability for this report is not applicable for funding purposes of the plan. A calculation of the plan's liability for purposes other than satisfying the requirements of GASB Statement Nos. 74 and 75 may produce significantly different results. This report may be provided to parties other than the Huron-Clinton Metropolitan Authority Retiree Health Care Plan only in its entirety and only with the permission of the Huron-Clinton Metropolitan Authority. GRS is not responsible for unauthorized use of this report.

This report complements the actuarial valuation report prepared as of December 31, 2016, and information herein should be considered along with the information from that report, especially for additional discussions of the nature of actuarial calculations and for more information related to participant data, economic, demographic, health care trend, morbidity assumptions, and benefit provisions.

This report is based upon information, furnished to us by the Authority, concerning other postemployment benefits (OPEB), active members, deferred vested members, retirees and beneficiaries, and financial data. This information was checked for internal consistency, but it was not audited.

Based on the available data, the information contained in this report is accurate and fairly represents the actuarial position of the Huron-Clinton Metropolitan Authority Retiree Health Care Plan as of the reporting date. All calculations have been made in conformity with generally accepted actuarial principles and practices as well as the Actuarial Standards of Practice. If you have reason to believe that the information provided in this report is inaccurate, or is in any way incomplete, or if you need further information in order to make an informed decision on the subject matter of this report, please contact the authors of the report prior to making such decision.

Future actuarial measurements may differ significantly from the current measurements presented in this report due to such factors as the following: plan experience differing from that anticipated by the economic or demographic assumptions; changes in economic or demographic assumptions; increases or decreases expected as part of the natural operation of the methodology used for these measurements; and changes in plan provisions or applicable law.

Section I of the report details the calculation of the single discount rate and is not required to be included in your financial statements. However, this information may be requested by your auditors, therefore, we have included it in this report.

The signing actuaries are independent of the plan sponsor.

James D. Anderson and Laura Frankowiak are Members of the American Academy of Actuaries (MAAA) and meet the Qualification Standards of the American Academy of Actuaries to render the actuarial opinions contained herein.

Respectfully submitted,

James D. Anderson, FSA, EA, FCA, MAAA

Laura Frankowiak, ASA, FCA, MAAA

JDA/LF:sc



Auditor's Note – This information is intended to assist in preparation of the financial statements of the Huron-Clinton Metropolitan Authority Retiree Health Care Plan. Financial statements are the responsibility of management, subject to the auditor's review. Please let us know if the auditor recommends any changes.

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SECTION A

EXECUTIVE SUMMARY

Executive Summary as of December 31, 2018

	2018
Actuarial Valuation Date	December 31, 2016
Measurement Date of the Net OPEB Liability	December 31, 2018
Employer's Fiscal Year Ending Date (Reporting Date)	December 31, 2018

Membership^{#@}

Number of	
- Retirees and Beneficiaries	173
- Inactive, Nonretired Members	0
- Active Members	144
- Total	317
Covered Payroll [^]	\$ 9,013,973

Net OPEB Liability

Total OPEB Liability	\$ 39,742,748
Plan Fiduciary Net Position	27,368,175
Net OPEB Liability	\$ 12,374,573
Plan Fiduciary Net Position as a Percentage of Total OPEB Liability	68.86 %
Net OPEB Liability as a Percentage of Covered Payroll	137.28 %

Development of the Single Discount Rate

Single Discount Rate	6.75 %
Long-Term Expected Rate of Investment Return	6.75 %
Long-Term Municipal Bond Rate*	3.71 %
Last year ending December 31 in the 2019 to 2118 projection period for which projected benefit payments are fully funded	2118

Total OPEB Expense	\$ 1,841,783
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Deferred Outflows and Deferred Inflows of Resources by Source to be Recognized in Future OPEB Expenses

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	\$ 0	\$ 133,368
Changes in assumptions	0	0
Net difference between projected and actual earnings on OPEB plan investments	2,648,272	0
Total	\$ 2,648,272	\$ 133,368

[#] As of the Actuarial Valuation Date. GRS does not have the membership counts as of December 31, 2018. Huron-Clinton Metropolitan Authority staff and auditors may decide that providing membership counts as of the valuation date is sufficient to meet GASB disclosure requirements. Alternatively, the Authority staff may decide to update the membership counts to be as of the Plan's fiscal year end.

[@] Includes 7 active members and 19 retirees eligible for life insurance only.

[^] Payroll separately provided by the employer.

* Source: Fixed-income municipal bonds with 20 years to maturity that include only federally tax-exempt municipal bonds as reported in Fidelity Index's "20-Year Municipal GO AA Index" as of December 31, 2018. In describing this index, Fidelity notes that the municipal curves are constructed using option-adjusted analytics of a diverse population of over 10,000 tax exempt securities.

Discussion

Accounting Standard

For post-employment (OPEB) benefit plans that are administered through trusts or equivalent arrangements, Governmental Accounting Standards Board (GASB) Statement No. 74, "Financial Reporting for Postemployment Benefit Plans other than Pension Plans," replaces the requirements of GASB Statement No. 43, "Financial Reporting for Postemployment Benefit Plans Other Than Pension Plans". Similarly, GASB Statement No. 75 establishes standards for state and local government employers (as well as non-employer contributing entities) to account for and disclose net OPEB liability, OPEB expense, and other information associated with providing OPEB to their employees (and former employees) on their financial statements.

GASB Statement Nos. 74 and 75 are effective for fiscal years beginning after June 15, 2016 and June 15, 2017, respectively.

The following discussion provides a summary of the information that is required to be disclosed under these accounting standards. A number of these disclosure items are provided in this report. However, certain information, such as notes regarding accounting policies and investments, is not included in this report. As a result, the plan sponsor will be responsible for preparing and disclosing the non-actuarial information needed to comply with these accounting standards.

Financial Statements

GASB Statement No. 75 requires state and local government employers to recognize the net OPEB liability and the OPEB expense on their financial statements, along with the related deferred outflows and inflows of resources. The net OPEB liability is the difference between the total OPEB liability and the plan's fiduciary net position. In traditional actuarial terms, this is analogous to the accrued liability less the market value of assets.

GASB Statement No. 75 states the employer contributions made to the OPEB plan subsequent to the measurement date and before the end of the employer's reporting period should be reported as a deferred outflow of resources. The information contained in this report does not incorporate any employer contributions made subsequent to the measurement date of December 31, 2018.

The OPEB expense recognized each fiscal year is equal to the change in the net OPEB liability from the beginning of the year to the end of the year, adjusted for deferred recognition of the liability and investment experience.

GASB Statement No. 74 requires defined benefit OPEB plans which are administered as trusts or equivalent arrangements to present two financial statements: a statement of fiduciary net position and a statement of changes in fiduciary net position. The statement of fiduciary net position presents the assets and liabilities of the OPEB plan at the end of the OPEB plan's reporting period. The statement of changes in fiduciary net position presents the additions, such as contributions and investment income, and deductions, such as benefit payments and expense, and net increase or decrease in the fiduciary net position.

Implicit Subsidy

GASB Statements No. 75 and No. 68 are conceptually very similar in terms of the liability which is recognized on the balance sheet, the expense calculation, and the corresponding deferred outflows and inflows of resources. The main differences between the standards are related to the differences between pension and health care benefits. One particular difference is a concept referred to as the “implicit subsidy”, which applies to health plans that utilize blended premiums, that has no counterpart in GASB Statement No. 68. The Huron-Clinton Metropolitan Authority Retiree Health Care Plan’s health plan utilizes a “blended premium” structure for its health plan. Said another way, the overall health care premiums for active employees and non-Medicare retirees are stated in terms of a single “blended premium”. The difference between the underlying retiree claims and the blended overall health care premium is referred to as an “implicit” or “hidden” subsidy. Because the underlying claims costs for a non-Medicare retiree are on average higher than the blended premium, there is a positive implicit subsidy for the non-Medicare retirees.

GASB defines the employer provided OPEB benefit as the difference between the underlying claims costs and the premium contributions made by retirees. As a result, the employer’s portion of the blended health care premium is not what GASB considers the employer benefit. In order to account for the employer provided OPEB benefit as it is defined by GASB, the explicit premium subsidies need to be adjusted to reflect the implicit subsidy (the difference between the estimated retiree claims and the overall premiums).

For plans that use a blended premium structure, Illustrations B1-1 and B1-2 of Implementation Guide No. 2017-3 describe how a portion of the payments made on behalf of the active employees should be reclassified as benefit payments for retiree health care to reflect the retirees’ underlying claims costs. Adjusting the explicit health care costs for active employees and retirees by the implicit subsidy estimates provided in this report is equivalent to the reclassification described in the Implementation Guide. **It is important to note that the implicit subsidy is considered an employer contribution and any employer contributions related to OPEB need to include the implicit subsidy.** This report provides the estimated implicit subsidy in Section B for the measurement period that can be used to determine the implicit subsidy for the purpose of the deferred outflow of resources related to benefit payments made after the measurement date.

To summarize, because the health plan utilizes blended premiums, the benefit payments for GASB Statement No. 75 purposes need to include an adjustment for the implicit subsidy. This adjustment reflects the underlying cost of the benefits provided to retirees, which is how GASB defines the employer’s OPEB benefit/liability. This adjustment is needed for the benefits during the measurement period and also for the purpose of the deferred outflow related to the benefits paid after the measurement date.

Notes to Financial Statements

GASB Statement No. 75 requires the notes of the employer's financial statements to disclose the total OPEB expense, the OPEB plan's liabilities and assets, and deferred outflows of resources and inflows of resources related to OPEB.

GASB Statement Nos. 74 and 75 require the notes of the financial statements for employers and OPEB plans to include certain additional information. The list of disclosure items should include:

- the name of the OPEB plan, the administrator of the OPEB plan, and the identification of whether the OPEB plan is a single-employer, agent, or cost-sharing OPEB plan;
- a description of the benefits provided by the plan;
- a brief description of changes in benefit terms or assumptions that affected the measurement of the total OPEB liability since the prior measurement date;
- the number of plan members by category and if the plan is closed;
- a description of the plan's funding policy, which includes member and employer contribution requirements;
- the OPEB plan's investment policies;
- the OPEB plan's fiduciary net position and the net pension liability;
- the net OPEB liability using +/- 1% on the discount rate;
- the net OPEB liability using +/- 1% on the healthcare trend rate;
- significant assumptions and methods used to calculate the total pension liability;
- inputs to the discount rates; and
- certain information about mortality assumptions and the dates of experience studies.

OPEB plans that are administered through trusts or equivalent arrangements are required to disclose additional information in accordance with GASB Statement No. 74. This information includes:

- the composition of the OPEB plan's Board and the authority under which benefit terms may be amended;
- a description of how fair value is determined;
- information regarding certain reserves and investments, which include concentrations of investments greater than or equal to 5%, receivables, and insurance contracts excluded from plan assets; and
- annual money-weighted rate of return.

Required Supplementary Information

GASB Statement No. 74 requires a 10-year fiscal history of:

- sources of changes in the net OPEB liability.
- information about the components of the net OPEB liability and related ratios, including the OPEB plan's fiduciary net position as a percentage of the total OPEB liability, and the net OPEB liability as a percent of covered-employee payroll.
- comparison of the actual employer contributions to the actuarially determined contributions based on the plan's funding policy.
- for plans with an actuarially determined contribution, the schedule covering each of the 10 most recent fiscal years of the actuarially determined contribution, contributions to the OPEB plan and related ratios.

Frequency and Timing of the Actuarial Valuation

An actuarial valuation to determine the total OPEB liability is required to be performed at least every two years. For the employer's financial reporting purposes, the net OPEB liability and OPEB expense should be measured as of the employer's "measurement date", which may not be earlier than the employer's prior fiscal year end-date. If the actuarial valuation used to determine the total pension liability is not calculated as of the measurement date, the total OPEB liability is required to be rolled forward from the actuarial valuation date to the measurement date.

The total OPEB liability shown in this report is based on an actuarial valuation performed as of December 31, 2016 and a measurement date of December 31, 2018.

Single Discount Rate

Projected benefit payments are required to be discounted to their actuarial present values using a Single Discount Rate that reflects (1) a long-term expected rate of return on OPEB plan investments (to the extent that the plan's fiduciary net position is projected to be sufficient to pay benefits), and (2) tax-exempt municipal bond rate based on an index of 20-year general obligation bonds with an average AA credit rating as of the measurement date (to the extent that the contributions for use with the long-term expected rate of return are not met).

For the purpose of this valuation, the expected rate of return on OPEB plan investments is 6.75%; the municipal bond rate is 3.71% (based on the daily rate closest to but not later than the measurement date of the Fidelity "20-Year Municipal GO AA Index"); and the resulting Single Discount Rate is 6.75%.

Actuarial Assumptions

The actuarial assumptions used to value the liabilities are outlined in detail in Section H. The assumptions include details on the healthcare trend assumption, the aging factors, as well as the cost method used to develop the OPEB expense. Certain actuarial assumptions were based upon the result of an experience study dated September 28, 2016.

Future Uncertainty or Risk

Future results may differ from those anticipated in this valuation. Reasons include, but are not limited to:

- Actual medical trend differing from expected;
- Changes in the healthcare plan designs offered to active and retired members; and
- Participant behavior differing from expected, e.g.,
 - Elections at retirement;
 - One-person versus two-person coverage elections; and
 - Time of retirement or termination.

Benefits Valued

The benefit provisions that were valued are described in Section E. The valuation is required to be performed on the current benefit terms and existing legal agreements. Consideration is to be given to the written plan document as well as other communications between the employer and plan members and an established pattern of practice for cost sharing. The summary of major plan provisions is designed to outline principal plan benefits. If the plan summary is not in accordance with the actual provisions, please alert the actuaries immediately, so they can both be sure the proper provisions are valued.

Effective Date and Transition

GASB Statement Nos. 74 and 75 are effective for fiscal years beginning after June 15, 2016, and June 15, 2017, respectively.

SECTION B

FINANCIAL STATEMENTS

Auditor's Note – This information is intended to assist in preparation of the financial statements of the Huron-Clinton Metropolitan Authority Retiree Health Care Plan. Financial statements are the responsibility of management, subject to the auditor's review. Please let us know if the auditor recommends any changes.

Statement of OPEB Expense under GASB Statement No. 75

Fiscal Year Ended December 31, 2018

A. Expense

1. Service Cost	\$	479,878
2. Interest on the Total OPEB Liability		2,564,158
3. Current-Period Benefit Changes		0
4. Employee Contributions (made negative for addition here)		0
5. Projected Earnings on Plan Investments (made negative for addition here)		(1,945,512)
6. OPEB Plan Administrative Expense		122,450
7. Other Changes in Plan Fiduciary Net Position		0
8. Recognition of Outflow (Inflow) of Resources due to Liabilities		(41,259)
9. Recognition of Outflow (Inflow) of Resources due to Assets		662,068
10. Total OPEB Expense	\$	1,841,783

Recognition of Deferred Outflows and Inflows of Resources

Differences between expected and actual experience and changes in assumptions are recognized in OPEB expense using a systematic and rational method over a closed period equal to the average of the expected remaining service lives of all employees that are provided with OPEB through the OPEB plan (active employees and inactive employees) determined as of the beginning of the measurement period.

At the beginning of the current measurement period, the expected remaining service lives of all active employees in the plan was approximately 1,342 years. Additionally, the total plan membership (active employees and inactive employees) was 317 as of the valuation date. As a result, the average of the expected remaining service lives for purposes of recognizing the applicable deferred outflows and inflows of resources established in the current measurement period is 4.2325 years.

Additionally, differences between projected and actual earnings on OPEB plan investments should be recognized in OPEB expense using a systematic and rational method over a closed five-year period. For this purpose, the deferred outflows and inflows of resources are recognized in the OPEB expense as a level dollar amount over the closed period identified above.

Statement of Outflows and Inflows Arising from Current Reporting Period Fiscal Year Ended December 31, 2018

A. Outflows (Inflows) of Resources due to Liabilities

1. Difference between expected and actual experience of the Total OPEB Liability (gains) or losses	\$	(174,627)
2. Assumption Changes (gains) or losses	\$	0
3. Recognition period for Liabilities: Average of the expected remaining service lives of all employees {in years}		4.2325
4. Outflow (Inflow) of Resources to be recognized in the current OPEB expense for the difference between expected and actual experience of the Total OPEB Liability	\$	(41,259)
5. Outflow (Inflow) of Resources to be recognized in the current OPEB expense for assumption changes	\$	0
6. Outflow (Inflow) of Resources to be recognized in the current OPEB expense due to Liabilities	\$	(41,259)
7. Deferred Outflow (Inflow) of Resources to be recognized in future OPEB expenses for the difference between expected and actual experience of the Total OPEB Liability	\$	(133,368)
8. Deferred Outflow (Inflow) of Resources to be recognized in future OPEB expenses for assumption changes	\$	0
9. Deferred Outflow (Inflow) of Resources to be recognized in future OPEB expenses due to Liabilities	\$	(133,368)

B. Outflows (Inflows) of Resources due to Assets

1. Net difference between projected and actual earnings on OPEB plan investments (gains) or losses	\$	3,310,340
2. Recognition period for Assets {in years}		5.0000
3. Outflow (Inflow) of Resources to be recognized in the current OPEB expense due to Assets	\$	662,068
4. Deferred Outflow (Inflow) of Resources to be recognized in future OPEB expenses due to Assets	\$	2,648,272

Statement of Outflows and Inflows Arising from Current and Prior Reporting Periods Fiscal Year Ended December 31, 2018

A. Outflows and Inflows of Resources by Source to be Recognized in Current OPEB Expense

	Outflows of Resources	Inflows of Resources	Net Outflows of Resources
1. Differences between expected and actual experience	\$ 0	\$ 41,259	\$ (41,259)
2. Assumption changes	0	0	0
3. Net difference between projected and actual earnings on OPEB plan investments	662,068	0	662,068
4. Total	\$ 662,068	\$ 41,259	\$ 620,809

B. Deferred Outflows and Deferred Inflows of Resources by Source to be Recognized in Future OPEB Expenses

	Deferred Outflows of Resources	Deferred Inflows of Resources	Net Deferred Outflows of Resources
1. Differences between expected and actual experience	\$ 0	\$ 133,368	\$ (133,368)
2. Assumption changes	0	0	0
3. Net difference between projected and actual earnings on OPEB plan investments	2,648,272	0	2,648,272
4. Total	\$ 2,648,272	\$ 133,368	\$ 2,514,904

C. Deferred Outflows and Deferred Inflows of Resources by Year to be Recognized in Future OPEB Expenses

Year Ending December 31	Net Deferred Outflows of Resources
2019	\$ 620,809
2020	620,809
2021	620,809
2022	652,477
2023	0
Thereafter	0
Total	\$ 2,514,904

Employer contributions that were made subsequent to the measurement date of the net OPEB liability and prior to the end of the employer's reporting period should be reported by the employer as a deferred outflow of resources related to OPEB. The information contained in this report does not incorporate any contributions made subsequent to the measurement date.

See paragraph 44 of GASB 75 for single and agent employers with trusted plans.

Also, Question 4.32 of Implementation Guide No. 2017-1 provides additional guidance for trusted plans.

Statement of Fiduciary Net Position as of December 31, 2018

	2018
Assets	
Cash and Deposits	\$ 0
Receivables	
Accounts Receivable - Sale of Investments	\$ 0
Accrued Interest and Other Dividends	\$ 29,395
Contributions	\$ 0
Accounts Receivable - Other	\$ 0
Total Receivables	\$ 29,395
Investments	
Fixed Income	\$ 14,186,341
Domestic Equities	\$ 7,161,058
International Equities	\$ 4,977,192
Real Estate	\$ 926,200
Other - Prepaid Expenses	\$ 117,865
Total Investments	\$ 27,368,656
Total Assets	\$ 27,398,051
Liabilities	
Payables	
Accounts Payable - Purchase of Investments	\$ 0
Accrued Expenses	\$ 29,876
Accounts Payable - Other	\$ 0
Total Liabilities	\$ 29,876
Net Position Restricted for OPEB	\$ 27,368,175

Statement of Changes in Fiduciary Net Position for Year Ended December 31, 2018

	2018
Additions	
Contributions	
Employer*#	\$ 1,692,133
Nonemployer contributing entities	0
Active Employees	0
Other	0
Total Contributions	\$ 1,692,133
Investment Income	
Net Appreciation in Fair Value of Investments	\$ (2,065,081)
Interest and Dividends	700,253
Less Investment Expense	0
Net Investment Income	\$ (1,364,828)
Other	\$ 0
Total Additions	\$ 327,305
Deductions	
Benefit Payments#	\$ 1,748,487
OPEB Plan Administrative Expense	122,450
Other	0
Total Deductions	\$ 1,870,937
Net Increase in Net Position	\$ (1,543,632)
Net Position Restricted for OPEB	
Beginning of Year	\$ 28,911,807
End of Year	\$ 27,368,175

Includes an adjustment for any implicit rate subsidy present in the pre-65 rates. See page 12 for more detail.

SECTION C

REQUIRED SUPPLEMENTARY INFORMATION

Auditor's Note – This information is intended to assist in preparation of the financial statements of the Huron-Clinton Metropolitan Authority Retiree Health Care Plan. Financial statements are the responsibility of management, subject to the auditor's review. Please let us know if the auditor recommends any changes.

Schedule of Changes in Net OPEB Liability and Related Ratios

Current Reporting Period

Fiscal Year Ended December 31, 2018

A. Total OPEB liability	
1. Service cost	\$ 479,878
2. Interest on the total OPEB liability	2,564,158
3. Changes of benefit terms	0
4. Difference between expected and actual experience of the total OPEB liability	(174,627)
5. Changes of assumptions	0
6. Benefit payments, including refunds of employee contributions#	(1,748,487)
7. Net change in total OPEB liability	1,120,922
8. Total OPEB liability – beginning	38,621,826
9. Total OPEB liability – ending	\$ 39,742,748
B. Plan fiduciary net position	
1. Contributions – employer#	\$ 1,692,133
2. Contributions – nonemployer contributing entities	0
3. Contributions – employee	0
4. Net investment income	(1,364,828)
5. Benefit payments, including refunds of employee contributions#	(1,748,487)
6. OPEB plan administrative expense	(122,450)
7. Other	0
8. Net change in plan fiduciary net position	(1,543,632)
9. Plan fiduciary net position – beginning	28,911,807
10. Plan fiduciary net position – ending	\$ 27,368,175
C. Net OPEB liability	\$ 12,374,573
D. Plan fiduciary net position as a percentage of the total OPEB liability	68.86 %
E. Covered-employee payroll[^]	\$ 9,013,973
F. Net OPEB liability as a percentage of covered-employee payroll	137.28 %

The benefit payments during the measurement period were determined as follows

a. Explicit Benefit Payments	\$1,556,354 (provided separately by the employer)
b. Implicit Benefit Payments	192,133
c. Total Benefit Payments#	\$1,748,487

Includes an adjustment for any implicit rate subsidy present in the pre-65 rates.

[^] Payroll provided separately by employer for the December 31, 2018 valuation.

Schedules of Required Supplementary Information

Schedule of Changes in Net OPEB Liability and Related Ratios Multiyear

Fiscal year ending December 31,	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Total OPEB liability										
Service cost	\$ 479,878	\$ 458,291								
Interest on the total OPEB liability	2,564,158	2,446,452								
Changes of benefit terms	0	623,336								
Difference between expected and actual experience	(174,627)	(116,301)								
Changes of assumptions	0	0								
Benefit payments, including refunds of employee contributions#	(1,748,487)	(1,609,094)								
Net change in total OPEB liability	1,120,922	1,802,684								
Total OPEB liability - beginning	38,621,826	36,819,142								
Total OPEB liability - ending (a)	\$ 39,742,748	\$ 38,621,826								
Plan fiduciary net position										
Employer contributions#	\$ 1,692,133	\$ 2,149,330								
Nonemployer contributing entities contributions	0	0								
Employee contributions	0	420								
OPEB plan net investment income	(1,364,828)	3,480,640								
Benefit payments, including refunds # of employee contributions	(1,748,487)	(1,609,094)								
OPEB plan administrative expense	(122,450)	(101,359)								
Other	0	0								
Net change in plan fiduciary net position	(1,543,632)	3,919,937								
Plan fiduciary net position - beginning	28,911,807	24,991,870								
Plan fiduciary net position - ending (b)	\$ 27,368,175	\$ 28,911,807								
Net OPEB liability - ending (a) - (b)	\$ 12,374,573	\$ 9,710,019								
Plan fiduciary net position as a percentage of total OPEB liability	68.86 %	74.86 %								
Covered-employee payroll^	\$ 9,013,973	\$ 8,866,219								
Net OPEB liability as a percentage of covered-employee payroll	137.28 %	109.52 %								

Includes an adjustment for any implicit rate subsidy present in the pre-65 rates.

^ Payroll provided separately by employer for the December 31, 2018 valuation.

Schedules of Required Supplementary Information

Schedule of the Net OPEB Liability Multiyear

FY Ending December 31,	Total OPEB Liability	Plan Net Position	Net OPEB Liability	Plan Net Position as a % of Total OPEB Liability	Covered Payroll [^]	Net OPEB Liability as a % of Covered Payroll
2009						
2010						
2011						
2012						
2013						
2014						
2015						
2016						
2017	\$ 38,621,826	\$ 28,911,807	\$ 9,710,019	74.86 %	\$ 8,866,219	109.52 %
2018	39,742,748	27,368,175	12,374,573	68.86	9,013,973	137.28

[^] Payroll separately provided by the employer for the December 31, 2018 valuation.

Schedule of Contributions Multiyear

FY Ending December 31,	Actuarially Determined Contribution	Actual Contribution#	Contribution Deficiency (Excess)	Covered Payroll^	Actual Contribution as a % of Covered Payroll
2009					
2010					
2011					
2012					
2013					
2014					
2015					
2016					
2017	\$ 1,415,660	\$ 2,149,330	\$ (733,670)	\$ 8,866,219	24.24 %
2018	1,395,565	1,692,133	(296,568)	9,013,973	18.77

Includes an adjustment for any implicit rate subsidy present in the pre-65 rates.

^ Payroll provided separately by employer for the December 31, 2018 valuation.

Notes to Schedule of Contributions

Methods and Assumptions Used to Determine Contribution Amounts for the Fiscal Year Ending December 31, 2018*:

Actuarial Cost Method	Entry-Age Normal
Amortization Method	Level Dollar
Remaining Amortization Period	23.75 years, Closed
Asset Valuation Method	5-Year Smoothed Market
Wage Inflation	3.50%
Salary Increases	3.69% to 7.25%, including wage inflation
Investment Rate of Return	6.75%, net of OPEB plan expenses
Retirement Age	Experience-based table of rates that are specific to the type of eligibility condition.
Mortality	RP-2014 Generational Mortality Table for males and females, extended via cubic spline. This table is adjusted backwards to 2006 with the MP-2014 scale, resulting in a base year of 2006 with future mortality improvements assumed each year using scale MP-2015.
Health Care Trend Rates	Initial trend of 9.00%, gradually decreasing to an ultimate trend rate of 3.50% in year 10.
Excise Tax	No load was applied in connection with the "Cadillac" tax.
Aging Factors	Based on the 2013 SOA Study "Health Care Costs - From Birth to Death"

Other Information:

Notes	Benefit provisions for employees hired between January 1, 2004 and December 31, 2008 were updated to match the benefit group hired between March 14, 1991 and December 31, 2003. This change will be reflected in the December 31, 2018 actuarial valuation that will determine the contribution rates for fiscal years ending December 31, 2019 and December 31, 2020.
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* Based on valuation assumptions used in the December 31, 2016 actuarial valuation.

Schedule of Investment Returns Multiyear

<u>FY Ending December 31,</u>	<u>Annual Return¹</u>
2009	
2010	
2011	
2012	
2013	
2014	
2015	
2016	
2017	13.31 %
2018	(5.16)%

¹ Annual money-weighted rate of return, net of investment expenses.

SECTION D

NOTES TO FINANCIAL STATEMENTS

Auditor's Note – This information is intended to assist in preparation of the financial statements of the Huron-Clinton Metropolitan Authority Retiree Health Care Plan. Financial statements are the responsibility of management, subject to the auditor's review. Please let us know if the auditor recommends any changes.

Long-Term Expected Return on Plan Assets

The long-term expected rate of return on OPEB plan investments was determined using a building-block method in which expected future real rates of return (expected returns, net of OPEB plan investment expense and inflation) are developed for each major asset class. These real rates of return are combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and by adding expected inflation. For each major asset class that is included in the OPEB plan's target asset allocation as of December 31, 2018, these best estimates of returns are summarized in the following table:

Asset Allocation

Asset Class	Target Allocation	Long-Term Expected Real Rate of Return*
U.S. Large Cap Index	15.00 %	8.00 %
U.S. Small/Mid Cap Equity Index	6.00 %	8.00 %
World Equity ex-U.S.	19.00 %	9.32 %
Emerging Markets Equity	2.00 %	9.67 %
Core Fixed Income	20.00 %	6.54 %
Limited Duration Bonds	13.00 %	5.65 %
U.S. High Yield	2.00 %	7.82 %
Emerging Markets Debt	4.00 %	8.75 %
Diversified Short Term Fixed Income	7.00 %	5.89 %
Dynamic Asset Allocation	6.00 %	10.32 %
Mutli-Asset	3.00 %	6.81 %
Private Real Estate	3.00 %	7.30 %
Total	100.00 %	

** The rates of return shown above were provided by the Retirement Plan's investment manager and are based upon the investment manager's inflation assumption of 2.5%.*

Gabriel, Roeder, Smith & Company does not provide investment advice.

Single Discount Rate

A Single Discount Rate of 6.75% was used to measure the total OPEB liability. This Single Discount Rate was based on the expected rate of return on OPEB plan investments of 6.75%. The projection of cash flows used to determine this Single Discount Rate assumed that employer contributions will be made at rates equal to the actuarially determined contribution rate. Based on these assumptions, the OPEB plan's fiduciary net position was projected to be available to make all projected future benefit payments of current plan members. Therefore, the long-term expected rate of return on OPEB plan investments was applied to all periods of projected benefit payments to determine the total OPEB liability.

Summary of Membership Information^{#@}

The following table provides a summary of the number of participants in the plan:

Inactive Plan Members or Beneficiaries Currently Receiving Benefits	173
Inactive Plan Members Entitled to But Not Yet Receiving Benefits	-
Active Plan Members	144
Total Plan Members	<u>317</u>

[#] As of the Actuarial Valuation Date. GRS does not have the membership counts as of December 31, 2018. Huron-Clinton Metropolitan Authority staff and auditors may decide that providing membership counts as of the valuation date is sufficient to meet the GASB disclosure requirements. Alternatively, the Authority Staff may decide to update the membership counts to be as of the Plan's fiscal year end.

[@] Includes 7 active members and 19 retirees eligible for life insurance only.

Sensitivity of Net OPEB Liability

Regarding the sensitivity of the net OPEB liability to changes in the Single Discount Rate, the following presents the plan's net OPEB liability, calculated using a Single Discount Rate of 6.75%, as well as what the plan's net OPEB liability would be if it were calculated using a Single Discount Rate that is one percent lower or one percent higher:

Sensitivity of Net OPEB Liability to the Single Discount Rate Assumption

1% Decrease	Current Single Discount Rate Assumption	1% Increase
5.75%	6.75%	7.75%
\$ 17,419,767	\$ 12,374,573	\$ 8,185,771

Regarding the sensitivity of the net OPEB liability to changes in the healthcare cost trend rates, the following presents the plan's net OPEB liability, calculated using the assumed trend rates as well as what the plan's net OPEB liability would be if it were calculated using a trend rate that is one percent lower or one percent higher:

Sensitivity of Net OPEB Liability to the Healthcare Cost Trend Rate Assumption

1% Decrease	Current Healthcare Cost Trend Rate Assumption	1% Increase
\$ 7,744,341	\$ 12,374,573	\$ 17,822,889

SECTION E

SUMMARY OF BENEFITS

Employees Hired Prior to 3/14/1991

1. Benefit Eligibility Retirement after ten years continuous, full-time service with the Authority. Employees who elect to defer pension benefits are not eligible.
2. Benefit Provisions Hospitalization (Blue Cross/Blue Shield):
 - Prior to Age 65: Retirees and eligible dependents are covered on the same basis as employees.
 - Age 65 or older: Retirees and eligible dependents are covered as a supplement to Medicare.Dental: Retirees and eligible dependents are covered on the same basis as employees.
Optical: Retirees and eligible dependents are covered on the same basis as employees.
Group Life: Continued for lifetime of retiree in the amount of \$10,000.
3. Retiree Contributions None.
4. Spouse Coverage Spouses of retirees are eligible to continue to receive benefits for three years following the death of the retiree except for hospitalization.

Summary of Plan Provisions

Employees Hired 3/14/1991 to 12/31/2008

1. Benefit Eligibility Retirement after ten years continuous, full-time service with the Authority. Employees who elect to defer pension benefits are not eligible.

2. Benefit Provisions Hospitalization (Blue Cross/Blue Shield):
 - Prior to Age 65: Under 25 years of service - full coverage for retiree only. Over 25 years of service - full coverage for retiree and spouse.
 - Age 65 or older: Retirees and eligible dependents are covered as a supplement to Medicare.Dental: Under 25 years of service - no coverage. Over 25 years of service - Retirees and eligible dependents are covered on the same basis as employees.
Optical: Under 25 years of service - no coverage. Over 25 years of service - Retirees and eligible dependents are covered on the same basis as employees.
Group Life: Continued for lifetime of retiree in the amount of \$10,000.

3. Retiree Contributions None.

4. Spouse Coverage Spouses of retirees are eligible to continue to receive benefits for three years following the death of the retiree except for hospitalization, which continues for life of spouse if over 25 years of service.

Summary of Plan Provisions Employees Hired After 1/1/2009

Members hired on or after January 1, 2009 are not covered under retiree hospitalization, dental, or optical plans, but are covered under the Authority's Retirement Health Savings Plan. Liabilities and expenses associated with the Retirement Health Savings Plan are not included in this report. Retirees with over 25 years of service are covered by group life insurance in the amount of \$10,000.

Members hired on or after January 1, 2013 are not covered under retiree hospitalization, dental, or optical plans, but are covered under the Authority's Retirement Health Savings Plan. Liabilities and expenses associated with the Retirement Health Savings Plan are not included in this report. These members are not eligible for group life insurance.

SECTION F

DEVELOPMENT OF BASELINE CLAIMS COSTS

Development of Baseline Claims Costs

This report complements the actuarial valuation report prepared as of December 31, 2016, and information herein should be considered along with the information from that report, especially for additional discussions of the nature of actuarial calculations and for more information related to baseline claims costs.

SECTION G

SUMMARY OF PARTICIPANT DATA

Summary of Participant Data

This report complements the actuarial valuation report prepared as of December 31, 2016, and information herein should be considered along with the information from that report, especially for additional discussions of the nature of actuarial calculations and for more information related to participant data.

SECTION H

VALUATION METHODS AND ACTUARIAL ASSUMPTIONS

Valuation Methods and Actuarial Assumptions

This report complements the actuarial valuation report prepared as of December 31, 2016, and information herein should be considered along with the information from that report, especially for additional discussions of the nature of actuarial calculations and for more information related to valuation methods and actuarial assumptions.

Miscellaneous and Technical Assumptions

This report complements the actuarial valuation report prepared as of December 31, 2016, and information herein should be considered along with the information from that report, especially for additional discussions of the nature of actuarial calculations and for more information related to miscellaneous and technical assumptions.

Experience Studies

Certain actuarial assumptions were based upon the results of an experience study dated September 28, 2016.

The tables used to model the impact of aging on claims utilization were developed by the Society of Actuaries in 2013. The other OPEB specific assumptions (health care trend, plan elections, etc.) are reviewed during each OPEB valuation and updated as needed.

Roll Forward Disclosure

The total OPEB liability shown in this report is based on an actuarial valuation performed as of December 31, 2016 and a measurement date of December 31, 2018. The roll-forward procedure increases the December 31, 2016 actuarial accrued liability with normal cost and interest and decreases it with expected benefit payments.

SECTION I

CALCULATION OF THE SINGLE DISCOUNT RATE

Calculation of the Single Discount Rate

GASB Statement No. 74 includes a specific requirement for the discount rate that is used for the purpose of the measurement of the Total OPEB Liability. This rate considers the ability of the fund to meet benefit obligations in the future. To make this determination, employer contributions, employee contributions, benefit payments, expenses and investment returns are projected into the future. The Plan Net Position (assets) in future years can then be determined and compared to its obligation to make benefit payments in those years. As long as assets are projected to be on hand in a future year, the assumed valuation discount rate is used. In years where assets are not projected to be sufficient to meet benefit payments, the use of a municipal bond rate is required, as described in the following paragraph.

The Single Discount Rate (SDR) is equivalent to applying these two rates to the benefits that are projected to be paid during the different time periods. The SDR reflects (1) the long-term expected rate of return on OPEB plan investments (during the period in which the fiduciary net position is projected to be sufficient to pay benefits) and (2) tax-exempt municipal bond rate based on an index of 20-year general obligation bonds with an average AA credit rating as of the measurement date (to the extent that the contributions for use with the long-term expected rate of return are not met).

For the purpose of this valuation, the expected rate of return on OPEB plan investments is 6.75%; the municipal bond rate is 3.71%; and the resulting Single Discount Rate is 6.75%.

The tables in this section provide background for the development of the Single Discount Rate.

The **Projection of Contributions** table shows the development of expected contributions in future years. Normal Cost contributions for future hires are not included (nor are their liabilities).

The **Projection of Plan Fiduciary Net Position** table shows the development of expected asset levels in future years.

The **Present Values of Projected Benefit Payments** table shows the development of the Single Discount Rate (SDR). It breaks down the benefit payments into present values for funded and unfunded portions and shows the equivalent total at the SDR.

The projections in this report are strictly for the purpose of determining the GASB single discount rate and are different from a funding projection for the ongoing plan. There may be cases when schedules do not add or where they do not exactly balance to other related schedules due to rounding.

The projection of cash flows used to determine this Single Discount Rate assumed the following:

- The Authority will continue their current contribution policy. Namely, it is assumed that the Authority is willing and able to contribute the full amount of the Actuarially Computed Employer Contribution; and
- Contributions and benefit payments occur halfway through the year.

Single Discount Rate Development Projection of Contributions

Year	Projected Contributions from Current Employees	Projected Service Cost and Expense Contributions	Projected UAL Contributions	Projected Total Contributions
1	\$ 0	\$ 459,265	\$ 942,292	\$ 1,401,557
2	0	437,753	995,428	1,433,180
3	0	413,111	1,053,397	1,466,508
4	0	387,222	1,053,397	1,440,619
5	0	362,054	1,053,397	1,415,450
6	0	337,047	1,053,397	1,390,443
7	0	313,110	1,053,397	1,366,507
8	0	290,253	1,053,397	1,343,650
9	0	266,267	1,053,397	1,319,663
10	0	241,997	1,053,397	1,295,394
11	0	219,426	1,053,397	1,272,822
12	0	197,794	1,053,397	1,251,190
13	0	176,109	1,053,397	1,229,505
14	0	154,438	1,053,397	1,207,834
15	0	133,169	1,053,397	1,186,566
16	0	113,612	1,053,397	1,167,009
17	0	95,717	1,053,397	1,149,114
18	0	78,644	1,053,397	1,132,041
19	0	63,540	1,053,397	1,116,936
20	0	50,663	1,053,397	1,104,060
21	0	39,357	1,053,397	1,092,754
22	0	29,757	1,053,397	1,083,153
23	0	21,721	1,053,397	1,075,117
24	0	15,530	0	15,530
25	0	10,868	0	10,868
26	0	7,403	0	7,403
27	0	4,955	0	4,955
28	0	3,201	0	3,201
29	0	2,041	0	2,041
30	0	1,303	0	1,303
31	0	758	0	758
32	0	407	0	407
33	0	176	0	176
34	0	76	0	76
35	0	26	0	26
36	0	0	0	0
37	0	0	0	0
38	0	0	0	0
39	0	0	0	0
40	0	0	0	0
41	0	0	0	0
42	0	0	0	0
43	0	0	0	0
44	0	0	0	0
45	0	0	0	0
46	0	0	0	0
47	0	0	0	0
48	0	0	0	0
49	0	0	0	0
50	0	0	0	0

The projections in this report are strictly for the purpose of determining the GASB single discount rate and are different from a funding projection for the ongoing plan.

Single Discount Rate Development Projection of Plan Net Position

Year	Projected Beginning Plan Net Position	Projected Total Contributions	Projected Benefit Payments	Projected Investment Earnings at 6.75%	Projected Ending Plan Net Position
	(a)	(b)	(c)	(d)	(e)=(a)+(b)-(c)+(d)
1	\$ 27,368,175	\$ 1,401,557	\$ 2,084,939	\$ 1,824,664	\$ 28,509,457
2	28,509,457	1,433,180	2,221,331	1,898,223	29,619,528
3	29,619,528	1,466,508	2,356,945	1,969,757	30,698,848
4	30,698,848	1,440,619	2,485,929	2,037,469	31,691,006
5	31,691,006	1,415,450	2,614,944	2,099,321	32,590,833
6	32,590,833	1,390,443	2,701,656	2,156,350	33,435,971
7	33,435,971	1,366,507	2,825,982	2,208,475	34,184,972
8	34,184,972	1,343,650	2,915,783	2,255,292	34,868,131
9	34,868,131	1,319,663	2,936,942	2,299,907	35,550,759
10	35,550,759	1,295,394	3,012,901	2,342,657	36,175,909
11	36,175,909	1,272,822	3,089,273	2,381,570	36,741,028
12	36,741,028	1,251,190	3,176,780	2,416,092	37,231,530
13	37,231,530	1,229,505	3,286,565	2,444,836	37,619,307
14	37,619,307	1,207,834	3,408,123	2,466,256	37,885,274
15	37,885,274	1,186,566	3,515,962	2,479,923	38,035,801
16	38,035,801	1,167,009	3,576,720	2,487,417	38,113,507
17	38,113,507	1,149,114	3,658,328	2,489,358	38,093,651
18	38,093,651	1,132,041	3,713,153	2,485,631	37,998,170
19	37,998,170	1,116,936	3,723,597	2,478,338	37,869,848
20	37,869,848	1,104,060	3,732,791	2,468,944	37,710,060
21	37,710,060	1,092,754	3,719,812	2,458,214	37,541,215
22	37,541,215	1,083,153	3,709,213	2,446,850	37,362,005
23	37,362,005	1,075,117	3,685,187	2,435,284	37,187,219
24	37,187,219	1,067,081	3,623,593	2,390,353	35,969,509
25	35,969,509	1,059,045	3,573,470	2,309,667	34,716,574
26	34,716,574	1,051,009	3,529,189	2,226,449	33,421,237
27	33,421,237	1,042,973	3,466,756	2,141,005	32,100,441
28	32,100,441	1,034,937	3,397,166	2,054,104	30,760,580
29	30,760,580	1,026,901	3,328,195	1,965,914	29,400,340
30	29,400,340	1,018,865	3,259,867	1,876,342	28,018,118
31	28,018,118	1,010,829	3,177,166	1,785,770	26,627,478
32	26,627,478	1,002,793	3,091,208	1,694,744	25,231,421
33	25,231,421	994,757	2,996,003	1,603,663	23,839,256
34	23,839,256	986,721	2,891,496	1,513,158	22,460,994
35	22,460,994	978,685	2,791,549	1,423,442	21,092,913
36	21,092,913	970,649	2,681,691	1,334,742	19,745,964
37	19,745,964	962,613	2,566,772	1,247,639	18,426,831
38	18,426,831	954,577	2,452,987	1,162,375	17,136,218
39	17,136,218	946,541	2,336,206	1,079,135	15,879,148
40	15,879,148	938,505	2,217,307	998,230	14,660,071
41	14,660,071	930,469	2,096,895	919,940	13,483,116
42	13,483,116	922,433	1,975,959	844,511	12,351,668
43	12,351,668	914,397	1,856,201	772,114	11,267,580
44	11,267,580	906,361	1,737,339	702,884	10,233,125
45	10,233,125	898,325	1,620,020	636,953	9,250,058
46	9,250,058	890,289	1,504,724	574,424	8,319,758
47	8,319,758	882,253	1,391,434	515,390	7,443,714
48	7,443,714	874,217	1,280,679	459,934	6,622,968
49	6,622,968	866,181	1,172,838	408,113	5,858,243
50	5,858,243	858,145	1,068,346	359,963	5,149,861

The projections in this report are strictly for the purpose of determining the GASB single discount rate and are different from a funding projection for the ongoing plan.

Single Discount Rate Development Projection of Plan Net Position (Concluded)

Year	Projected Beginning Plan Net Position	Projected Total Contributions	Projected Benefit Payments	Projected Investment Earnings at 6.75%	Projected Ending Plan Net Position
	(a)	(b)	(c)	(d)	(e)=-{(a)}+{(b)}-{(c)}+{(d)}
51	\$ 5,149,861	\$ 0	\$ 967,237	\$ 315,504	\$ 4,498,128
52	4,498,128	0	870,125	274,736	3,902,740
53	3,902,740	0	777,792	237,613	3,362,561
54	3,362,561	0	690,398	204,052	2,876,216
55	2,876,216	0	608,388	173,947	2,441,774
56	2,441,774	0	531,971	147,159	2,056,962
57	2,056,962	0	461,537	123,522	1,718,947
58	1,718,947	0	397,412	102,835	1,424,371
59	1,424,371	0	339,131	84,886	1,170,126
60	1,170,126	0	286,697	69,465	952,894
61	952,894	0	240,329	56,342	768,907
62	768,907	0	199,665	45,273	614,515
63	614,515	0	164,199	36,029	486,344
64	486,344	0	133,556	28,394	381,182
65	381,182	0	107,515	22,160	295,827
66	295,827	0	85,701	17,123	227,249
67	227,249	0	67,597	13,095	172,747
68	172,747	0	52,785	9,908	129,870
69	129,870	0	40,694	7,415	96,591
70	96,591	0	31,054	5,489	71,026
71	71,026	0	23,502	4,014	51,538
72	51,538	0	17,571	2,895	36,862
73	36,862	0	12,966	2,058	25,954
74	25,954	0	9,428	1,439	17,965
75	17,965	0	6,746	989	12,207
76	12,207	0	4,745	666	8,129
77	8,129	0	3,275	440	5,295
78	5,295	0	2,212	284	3,366
79	3,366	0	1,457	179	2,088
80	2,088	0	936	110	1,261
81	1,261	0	587	66	740
82	740	0	357	38	422
83	422	0	210	21	233
84	233	0	120	12	125
85	125	0	66	6	65
86	65	0	36	3	33
87	33	0	18	2	16
88	16	0	10	1	7
89	7	0	4	0	3
90	3	0	2	0	1
91	1	0	1	0	0
92	0	0	0	0	0
93	0	0	0	0	0
94	0	0	0	0	0
95	0	0	0	0	0
96	0	0	0	0	0
97	0	0	0	0	0
98	0	0	0	0	0
99	0	0	0	0	0
100	0	0	0	0	0

The projections in this report are strictly for the purpose of determining the GASB single discount rate and are different from a funding projection for the ongoing plan.

Single Discount Rate Development

Present Values of Projected Benefits

Year	Projected Beginning Plan Net Position	Projected Benefit Payments	Funded Portion of Projected Benefit Payments	Unfunded Portion of Projected Benefit Payments	Present Value of Funded Benefit Payments using Expected Return Rate (v)	Present Value of Unfunded Benefit Payments using Municipal Bond Rate (vf)	Present Value of All Benefit Payments using Single Discount Rate (SDR)
(a)	(b)	(c)	(d)	(e)	(f)=(d)*v ⁿ ((a)-.5)	(g)=(e)*vf ⁿ ((a)-.5)	(h)=(c)/(1+SDR) ⁿ (a-.5)
1	\$ 27,368,175	\$ 2,084,939	\$ 2,084,939	\$ 0	\$ 2,017,946	\$ 0	\$ 2,017,946
2	28,509,457	2,221,331	2,221,331	0	2,014,009	0	2,014,009
3	29,619,528	2,356,945	2,356,945	0	2,001,842	0	2,001,842
4	30,698,848	2,485,929	2,485,929	0	1,977,885	0	1,977,885
5	31,691,006	2,614,944	2,614,944	0	1,948,978	0	1,948,978
6	32,590,833	2,701,656	2,701,656	0	1,886,282	0	1,886,282
7	33,435,971	2,825,982	2,825,982	0	1,848,324	0	1,848,324
8	34,184,972	2,915,783	2,915,783	0	1,786,471	0	1,786,471
9	34,868,131	2,936,942	2,936,942	0	1,685,654	0	1,685,654
10	35,550,759	3,012,901	3,012,901	0	1,619,906	0	1,619,906
11	36,175,909	3,089,273	3,089,273	0	1,555,942	0	1,555,942
12	36,741,028	3,176,780	3,176,780	0	1,498,844	0	1,498,844
13	37,231,530	3,286,565	3,286,565	0	1,452,592	0	1,452,592
14	37,619,307	3,408,123	3,408,123	0	1,411,071	0	1,411,071
15	37,885,274	3,515,962	3,515,962	0	1,363,672	0	1,363,672
16	38,035,801	3,576,720	3,576,720	0	1,299,520	0	1,299,519
17	38,113,507	3,658,328	3,658,328	0	1,245,124	0	1,245,124
18	38,093,651	3,713,153	3,713,153	0	1,183,872	0	1,183,872
19	37,998,170	3,723,597	3,723,597	0	1,112,133	0	1,112,133
20	37,869,848	3,732,791	3,732,791	0	1,044,383	0	1,044,383
21	37,710,060	3,719,812	3,719,812	0	974,943	0	974,943
22	37,541,215	3,709,213	3,709,213	0	910,694	0	910,694
23	37,362,005	3,685,187	3,685,187	0	847,583	0	847,583
24	37,187,219	3,623,593	3,623,593	0	780,718	0	780,718
25	35,969,509	3,573,470	3,573,470	0	721,235	0	721,235
26	34,716,574	3,529,189	3,529,189	0	667,258	0	667,258
27	33,421,237	3,466,756	3,466,756	0	614,008	0	614,008
28	32,100,441	3,397,166	3,397,166	0	563,638	0	563,638
29	30,760,580	3,328,195	3,328,195	0	517,278	0	517,278
30	29,400,340	3,259,867	3,259,867	0	474,621	0	474,621
31	28,018,118	3,177,166	3,177,166	0	433,331	0	433,331
32	26,627,478	3,091,208	3,091,208	0	394,948	0	394,948
33	25,231,421	2,996,003	2,996,003	0	358,580	0	358,580
34	23,839,256	2,891,496	2,891,496	0	324,189	0	324,189
35	22,460,994	2,791,549	2,791,549	0	293,193	0	293,193
36	21,092,913	2,681,691	2,681,691	0	263,845	0	263,845
37	19,745,964	2,566,772	2,566,772	0	236,570	0	236,570
38	18,426,831	2,452,987	2,452,987	0	211,787	0	211,787
39	17,136,218	2,336,206	2,336,206	0	188,950	0	188,950
40	15,879,148	2,217,307	2,217,307	0	167,994	0	167,994
41	14,660,071	2,096,895	2,096,895	0	148,826	0	148,826
42	13,483,116	1,975,959	1,975,959	0	131,374	0	131,374
43	12,351,668	1,856,201	1,856,201	0	115,609	0	115,609
44	11,267,580	1,737,339	1,737,339	0	101,364	0	101,364
45	10,233,125	1,620,020	1,620,020	0	88,542	0	88,542
46	9,250,058	1,504,724	1,504,724	0	77,040	0	77,040
47	8,319,758	1,391,434	1,391,434	0	66,735	0	66,735
48	7,443,714	1,280,679	1,280,679	0	57,539	0	57,539
49	6,622,968	1,172,838	1,172,838	0	49,362	0	49,362
50	5,858,243	1,068,346	1,068,346	0	42,121	0	42,121

The projections in this report are strictly for the purpose of determining the GASB single discount rate and are different from a funding projection for the ongoing plan.

Single Discount Rate Development

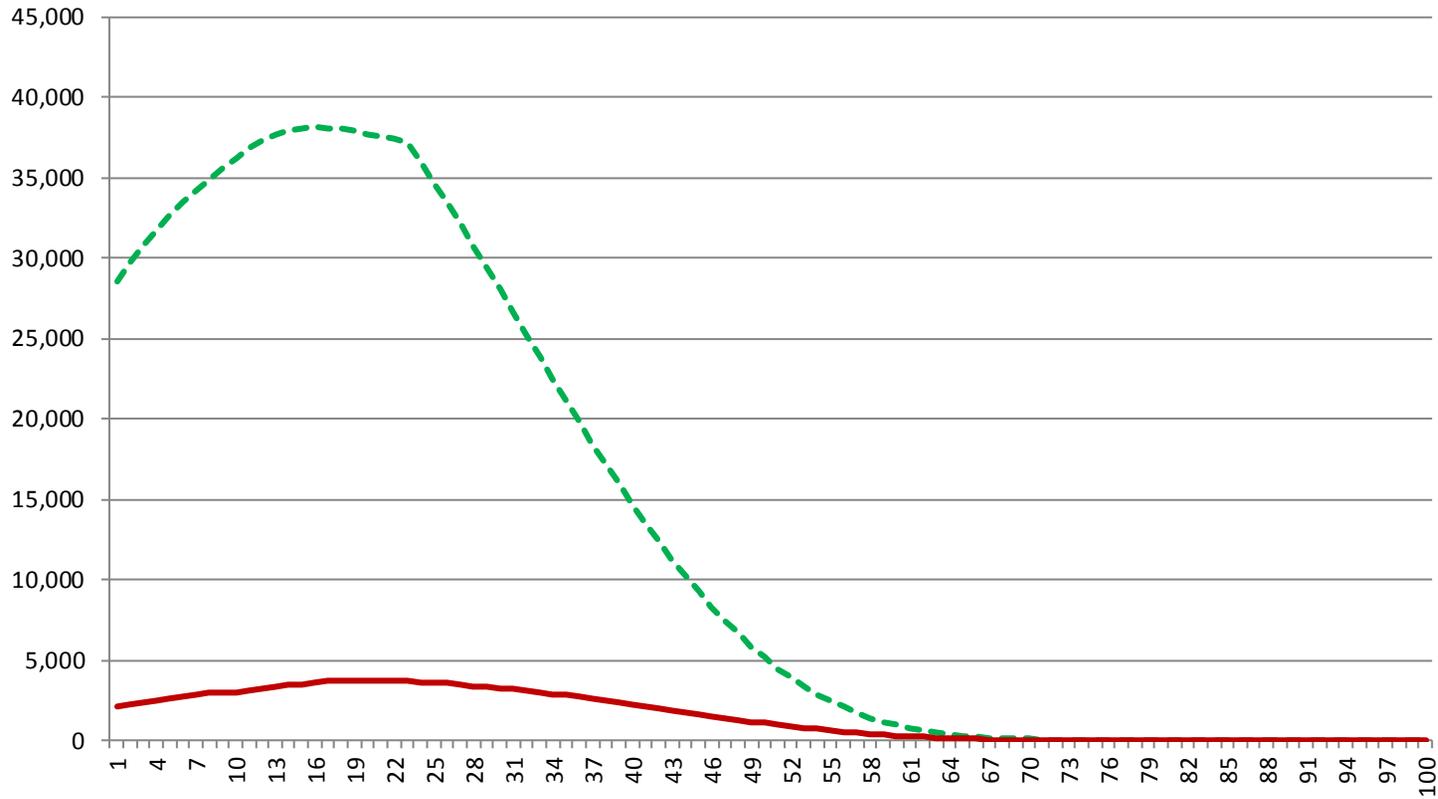
Present Values of Projected Benefits (Concluded)

Year	Projected Beginning Plan Net Position	Projected Benefit Payments	Funded Portion of Projected Benefit Payments	Unfunded Portion of Projected Benefit Payments	Present Value of Funded Benefit Payments using Expected Return Rate (v)	Present Value of Unfunded Benefit Payments using Municipal Bond Rate (vf)	Present Value of All Benefit Payments using Single Discount Rate (SDR)
(a)	(b)	(c)	(d)	(e)	(f)=(d)*v ^a ((a)-.5)	(g)=(e)*vf ^a ((a)-.5)	(h)=(c)/(1+SDR) ^a ((a)-.5)
51	\$ 5,149,861	\$ 967,237	\$ 967,237	\$ 0	\$ 35,724	\$ 0	\$ 35,724
52	4,498,128	870,125	870,125	0	30,105	0	30,105
53	3,902,740	777,792	777,792	0	25,209	0	25,209
54	3,362,561	690,398	690,398	0	20,961	0	20,961
55	2,876,216	608,388	608,388	0	17,303	0	17,303
56	2,441,774	531,971	531,971	0	14,173	0	14,173
57	2,056,962	461,537	461,537	0	11,519	0	11,519
58	1,718,947	397,412	397,412	0	9,292	0	9,292
59	1,424,371	339,131	339,131	0	7,428	0	7,428
60	1,170,126	286,697	286,697	0	5,882	0	5,882
61	952,894	240,329	240,329	0	4,619	0	4,619
62	768,907	199,665	199,665	0	3,595	0	3,595
63	614,515	164,199	164,199	0	2,769	0	2,769
64	486,344	133,556	133,556	0	2,110	0	2,110
65	381,182	107,515	107,515	0	1,591	0	1,591
66	295,827	85,701	85,701	0	1,188	0	1,188
67	227,249	67,597	67,597	0	878	0	878
68	172,747	52,785	52,785	0	642	0	642
69	129,870	40,694	40,694	0	464	0	464
70	96,591	31,054	31,054	0	332	0	332
71	71,026	23,502	23,502	0	235	0	235
72	51,538	17,571	17,571	0	165	0	165
73	36,862	12,966	12,966	0	114	0	114
74	25,954	9,428	9,428	0	78	0	78
75	17,965	6,746	6,746	0	52	0	52
76	12,207	4,745	4,745	0	34	0	34
77	8,129	3,275	3,275	0	22	0	22
78	5,295	2,212	2,212	0	14	0	14
79	3,366	1,457	1,457	0	9	0	9
80	2,088	936	936	0	5	0	5
81	1,261	587	587	0	3	0	3
82	740	357	357	0	2	0	2
83	422	210	210	0	1	0	1
84	233	120	120	0	1	0	1
85	125	66	66	0	0	0	0
86	65	36	36	0	0	0	0
87	33	18	18	0	0	0	0
88	16	10	10	0	0	0	0
89	7	4	4	0	0	0	0
90	3	2	2	0	0	0	0
91	1	1	1	0	0	0	0
92	0	0	0	0	0	0	0
93	0	0	0	0	0	0	0
94	0	0	0	0	0	0	0
95	0	0	0	0	0	0	0
96	0	0	0	0	0	0	0
97	0	0	0	0	0	0	0
98	0	0	0	0	0	0	0
99	0	0	0	0	0	0	0
100	0	0	0	0	0	0	0
Totals					\$ 42,974,846	\$ 0	\$ 42,974,846

The projections in this report are strictly for the purpose of determining the GASB single discount rate and are different from a funding projection for the ongoing plan.

Projection of Plan Net Position and Benefit Payments

\$ [thousands]



--- Projected Plan Net Position

— Projected Benefit Payments for Current Members

Year

SECTION J

GLOSSARY OF TERMS

Glossary of Terms

Accrued Service	Service credited under the system that was rendered before the date of the actuarial valuation.
Actuarial Accrued Liability (AAL)	The AAL is the difference between the actuarial present value of all benefits and the actuarial value of future normal costs. The definition comes from the fundamental equation of funding which states that the present value of all benefits is the sum of the Actuarial Accrued Liability and the present value of future normal costs. The AAL may also be referred to as "accrued liability" or "actuarial liability".
Actuarial Assumptions	These assumptions are estimates of future experience with respect to rates of mortality, disability, turnover, retirement, rate or rates of investment income and compensation increases. Actuarial assumptions are generally based on past experience, often modified for projected changes in conditions. Economic assumptions (compensation increases, payroll growth, inflation and investment return) consist of an underlying real rate of return plus an assumption for a long-term average rate of inflation.
Actuarial Cost Method	A mathematical budgeting procedure for allocating the dollar amount of the actuarial present value of the OPEB trust benefits between future normal cost and actuarial accrued liability. The actuarial cost method may also be referred to as the actuarial funding method.
Actuarial Equivalent	A single amount or series of amounts of equal actuarial value to another single amount or series of amounts, computed on the basis of appropriate actuarial assumptions.
Actuarial Gain (Loss)	The difference in liabilities between actual experience and expected experience during the period between two actuarial valuations is the gain (loss) on the accrued liabilities.
Actuarial Present Value (APV)	The amount of funds currently required to provide a payment or series of payments in the future. The present value is determined by discounting future payments at predetermined rates of interest and probabilities of payment.
Actuarial Valuation	The actuarial valuation report determines, as of the actuarial valuation date, the service cost, total OPEB liability, and related actuarial present value of projected benefit payments for OPEB.
Actuarial Valuation Date	The date as of which an actuarial valuation is performed.

Glossary of Terms

Actuarially Determined Contribution (ADC) or Annual Required Contribution (ARC)	A calculated contribution into an OPEB plan for the reporting period, most often determined based on the funding policy of the plan. Typically the Actuarially Determined Contribution has a normal cost payment and an amortization payment.
Amortization Method	The method used to determine the periodic amortization payment may be a level dollar amount, or a level percent of pay amount. The period will typically be expressed in years, and the method will either be “open” (meaning, reset each year) or “closed” (the number of years remaining will decline each year).
Amortization Payment	The amortization payment is the periodic payment required to pay off an interest-discounted amount with payments of interest and principal.
Cost-of-Living Adjustments	Postemployment benefit changes intended to adjust benefit payments for the effects of inflation.
Cost-Sharing Multiple-Employer Defined Benefit OPEB Plan (cost-sharing OPEB plan)	A multiple-employer defined benefit OPEB plan in which the OPEB obligations to the employees of more than one employer are pooled and OPEB plan assets can be used to pay the benefits of the employees of any employer that provides benefits through the OPEB plan.
Covered-Employee Payroll	The payroll of employees that are provided with benefits through the OPEB plan.
Deferred Inflows and Outflows	The deferred inflows and outflows of OPEB resources are amounts used under GASB Statement No. 75 in developing the annual OPEB expense. Deferred inflows and outflows arise with differences between expected and actual experiences; changes of assumptions. The portion of these amounts not included in the OPEB expense should be included in the deferred inflows or outflows of resources.
Discount Rate	For GASB purposes, the discount rate is the single rate of return that results in the present value of all projected benefit payments to be equal to the sum of the funded and unfunded projected benefit payments, specifically: <ol style="list-style-type: none">1. The benefit payments to be made while the OPEB plans’ fiduciary net position is projected to be greater than the benefit payments that are projected to be made in the period; and2. The present value of the benefit payments not in (1) above, discounted using the municipal bond rate.

Glossary of Terms

Entry Age Actuarial Cost Method (EAN)

The EAN is a cost method for allocating the costs of the plan between the normal cost and the accrued liability. The actuarial present value of the projected benefits of each individual included in an actuarial valuation is allocated on a level basis (either level dollar or level percent of pay) over the earnings or service of the individual between entry age and assumed exit age(s). The portion of the actuarial present value allocated to a valuation year is the normal cost. The portion of this actuarial present value not provided for at a valuation date by the actuarial present value of future normal costs is the actuarial accrued liability. The sum of the accrued liability plus the present value of all future normal costs is the present value of all benefits.

Fiduciary Net Position

The fiduciary net position is the market value of the assets of the trust dedicated to the defined benefit provisions.

GASB

The Governmental Accounting Standards Board is an organization that exists in order to promulgate accounting standards for governmental entities.

Long-Term Expected Rate of Return

The long-term rate of return is the expected return to be earned over the entire trust portfolio based on the asset allocation of the portfolio.

Money-Weighted Rate of Return

The money-weighted rate of return is a method of calculating the returns that adjusts for the changing amounts actually invested. For purposes of GASB Statement No. 74, the money-weighted rate of return is calculated as the internal rate of return on OPEB plan investments, net of OPEB plan investment expense.

Multiple-Employer Defined Benefit OPEB Plan

A multiple-employer plan is a defined benefit OPEB plan that is used to provide OPEB payments to the employees of more than one employer.

Municipal Bond Rate

The Municipal Bond Rate is the discount rate to be used for those benefit payments that occur after the assets of the trust have been depleted.

Net OPEB Liability (NOL)

The NOL is the liability of employers and non-employer contributing entities to plan members for benefits provided through a defined benefit OPEB plan.

Non-Employer Contributing Entities

Non-employer contributing entities are entities that make contributions to an OPEB plan that is used to provide OPEB payments to the employees of other entities. For purposes of the GASB accounting statements, plan members are not considered non-employer contributing entities.

Glossary of Terms

Normal Cost	The portion of the actuarial present value allocated to a valuation year is called the normal cost. For purposes of application to the requirements of this Statement, the term normal cost is the equivalent of service cost.
Other Postemployment Benefits (OPEB)	All postemployment benefits other than retirement income (such as death benefits, life insurance, disability, and long-term care) that are provided separately from a pension plan, as well as postemployment healthcare benefits regardless of the manner in which they are provided. Other post-employment benefits do not include termination benefits.
Real Rate of Return	The real rate of return is the rate of return on an investment after adjustment to eliminate inflation.
Service Cost	The service cost is the portion of the actuarial present value of projected benefit payments that is attributed to a valuation year.
Total OPEB Expense	The total OPEB expense is the sum of the following items that are recognized at the end of the employer's fiscal year: <ol style="list-style-type: none">1. Service Cost2. Interest on the Total OPEB Liability3. Current-Period Benefit Changes4. Employee Contributions (made negative for addition here)5. Projected Earnings on Plan Investments (made negative for addition here)6. OPEB Plan Administrative Expense7. Other Changes in Plan Fiduciary Net Position8. Recognition of Outflow (Inflow) of Resources due to Liabilities9. Recognition of Outflow (Inflow) of Resources due to Assets
Total OPEB Liability (TOL)	The TOL is the portion of the actuarial present value of projected benefit payments that is attributed to past periods of member service.
Unfunded Actuarial Accrued Liability (UAAL)	The UAAL is the difference between actuarial accrued liability and valuation assets.
Valuation Assets	The valuation assets are the assets used in determining the unfunded liability of the plan. For purposes of GASB Statement Nos. 74 and 75, the valuation assets are equal to the market value of assets.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Amy McMillan, Director
 Project Title: Report – Purchases over \$10,000
 Date: May 2, 2019

Action Requested: Motion to Approve

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

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

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

<u>Vendor</u>	<u>Description</u>	<u>Price</u>
1. Advanced Pool Services	Pool surface repairs at Lower Huron Metropark, Turtle Cove Family Aquatic Center	\$23,470.00
2. AMComm Telecommunications	Installation of communications cable at Kensington Metropark, golf maintenance and toll booths	\$19,597.83
3. Jett Pump & Valve LLC	Rehabilitation of lift station at Hudson Mills Metropark, Golf Starter Building	\$15,935.00
4. Michigan State University	GIS training for Engineering and Planning staff.	\$15,400.00
5. Pine River Lumber at LSC	Replacement boards for decking on boardwalk at Lake St. Clair Metropark	\$14,999.00



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Heidi Dziak, Senior Buyer
 Project No: ITB 2019-032
 Project Title: Lightning Detection System
 Location: Huron Meadows Metropark and Lake Erie Metropark
 Date: May 2, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' (1) award ITB 2019-032 to the low responsive, responsible bidders as indicated below for two lightning detection systems and two installations for a total cost of \$54,592; and (2) authorize staff to process a fund transfer as detailed below as recommended by Senior Buyer Heidi Dziak and staff.

- Award a purchase order in the amount of \$51,342 to Spartan Distributors for lightning detection equipment at Huron Meadows Golf Course (\$24,421) and Lake Erie Golf Course (\$24,421) as well as installation of the Lake Erie system (\$2,500).
- Award a purchase order in the amount of \$3,250 to Thielen Turf Irrigation, Inc. for installation of the Huron Meadows system.

Fiscal Impact: These items are currently included in the Capital Project Fund in the amount of \$30,000 for Huron Meadows and \$20,395 for Lake Erie. The surplus at Huron Meadows (\$2,754) may be used to offset the shortage at Lake Erie. Additional funds are needed in the Lake Erie project in the amount of \$4,197. These funds are available in the Capital Project Fund due to interest earnings.

Scope of Work: The vendors will provide all equipment and installation for two new lightning detection systems – one at Huron Meadows Metropark Golf Course and one at Lake Erie Metropark Golf Course. The same system is installed at other Metroparks golf courses.

Background: The ITB was posted on the Michigan Intergovernmental Trade Network (MITN) site, which provided notice of the solicitation to 111 vendors, of which 11 downloaded the ITB.

<u>Vendor</u>	<u>Location</u>	<u>Equipment</u>	<u>Installation</u>	<u>Total Price</u>
1. Spartan Distributors	Auburn Hills, MI	\$48,842	\$2,500	\$51,342
<i>Includes equipment for both locations and installation at Huron Meadows</i>				
Thielen Turf Irrigation, Inc.	Mt. Pleasant, MI		\$3,250	
<i>Includes installation at Huron Meadows only</i>				
Total Spartan/Thielen Price*		\$48,842	\$5,750	\$54,592
2. Decima LLC	Detroit, MI	\$51,656	\$23,232	\$74,888
<i>Includes equipment and installation for both locations</i>				
3. Thor Guard	Sunrise, FL	\$42,345	\$7,500	\$49,845
<i>Includes equipment and installation for both locations. The system proposed was not the requested equipment and was not found to be an approved equal.</i>				

(* Indicates recommended award.

**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Rebecca Franchock, Chief of Finance
Subject: Report – Capital Project Fund Reporting
Date: May 2, 2019

Action Requested: Motion to Receive and File

That the Board of Commissioners' receive and file the April Capital Project Fund report as submitted by Chief of Finance Rebecca Franchock and staff.

Background: In 2018, the Board of Commissioners approved the creation of a capital project fund. In order to improve the information provided on specific capital improvement projects, Finance is working on developing a monthly performance report.

Attached is an interim listing of all capital projects that are currently funded. The following information is provided by project:

- Life-To-Date Total Project Budget
- Year-To-Date Total Project Expenditures
- Life-To-Date Total Project Expenditures
- Current Project Encumbrances (funds committed through the purchase order process)
- Balance (Life-To-Date Budget less Life-To-Date Expenditures and Current Encumbrances)

Staff anticipates that the format of the report may change but that this information will be provided to the Board of Commissioners every month going forward.

Attachment: April Capital Project Fund

**Capital Project Fund Report
Period Ending 4/30/2019**

Project Code	Project Description	Location	Category	Life to Date Budget	Year to Date Expenditures	Life to Date Expenditures	Life to Date Encumbrance	Balance
50217.677	Black Creek Shore Fishing Access	Lake St Clair	Other Improvements	\$ 110,830	\$ 21,118	\$ 37,903	\$ 43,949	\$ 28,978
50217.679	Nature Center Improvements-DNR Passport Grant Funded	Lake St Clair	Building	60,000	-	-	-	60,000
50217.683	Pump Station No. 1 Replacement-SAW Grant	Lake St Clair	Other Improvements	373,111	15,374	45,914	330,873	(3,676)
50217.684	Park Maintenance Area Stormwater Improvements-SAW Grant	Lake St Clair	Infrastructure	5,751	8,747	8,747	-	(2,996)
50218.687	Truck Hoist	Lake St Clair	Building	60,000	-	-	-	60,000
50416.1098	Shoreline Protection	Kensington	Land Improvements	17,684	-	17,684	-	-
50417.1107	Maple Beach Site Improvements	Kensington	Other Improvements	874,349	15,294	92,864	-	781,485
50417.1111	Sanitary Sewer Connections, Park Area & Farm - SAW Grant	Kensington	Infrastructure	1,532	-	-	-	1,532
50418.1113	Nature Center Exhibits	Kensington	Other Improvements	14,927	12,170	15,999	11,888	(12,960)
50419.1116	Secondary Containment of Fuel Storage	Kensington	Other Improvements	50,000	-	-	-	50,000
50419.1117	Installation of Fiber at Tollbooth near Golf Course	Kensington	Infrastructure	27,162	2,880	2,880	19,598	4,683
50618.489	Turtle Cove Screen Wall	Lower Huron	Building	12,580	-	-	-	12,580
50817.213	Golf Course Maintenance Area Stormwater Improvements-SAW Grant	Hudson Mills	Infrastructure	208,486	196	8,486	-	200,000
50818.215	Island Bridge Replacement	Hudson Mills	Other Improvements	355,571	2,287	6,093	207,500	141,977
50916.532	Boat Launch Site Revelopment	Stony Creek	Other Improvements	5,342,648	3,003	1,054,778	4,228,540	59,330
50917.542	Baypoint Beach Site Improvements	Stony Creek	Other Improvements	883,428	9,119	81,500	95,011	706,917
50917.547	Sanitary Force Main Replacement-SAW Grant	Stony Creek	Infrastructure	428,808	335,882	385,566	49,841	(6,599)
50918.548	Shelden Trails Redevelopment	Stony Creek	Infrastructure	182,689	-	8,479	33,139	141,071
50918.550	26 Mile Road Bridge & Deck Rehabilitation-Design/Study	Stony Creek	Infrastructure	599,081	10,999	90,356	803,519	(294,794)
50919.552	Sanitary Sewer Rehabilitation	Stony Creek	Infrastructure	600,000	-	-	-	600,000
51017.311	Park Office Replacement	Willow	Building	2,126,206	9,982	54,767	60,275	2,011,164
51118.110	Oakwoods Nature Center Exhibit Design	Oakwoods	Other Improvements	720,000	22,010	22,010	577,990	120,000
51119.111	Flat Rock Dam Boom Installation	Oakwoods	Other Improvements	25,000	387	387	-	24,613
51215.228	Pool Backwash Connection	Lake Erie	Other Improvements	176,077	141,497	151,330	22,693	2,053
51218.238	Course Storm Siren	Lake Erie	Building	20,395	-	-	-	20,395
51218.239	Shoreline and Fish Habitat Restoration	Lake Erie	Other Improvements	1,600,487	1,581	2,001	-	1,598,485
51319.139	Mill Building Stabilization and Repairs	Wolcott	Building	100,000	-	-	-	100,000
51319.140	Generator Hookup at Farm	Wolcott	Infrastructure	30,000	-	-	-	30,000
51319.141	Farm Fence Installation along 28 Mile Rd	Wolcott	Other Improvements	25,000	2,646	2,646	5,500	16,854
51618.091	Demolition of 4 Quonset Huts in Service Yard Area	Huron Meadows	Building	168,887	11,301	23,116	109,269	36,502
51619.092	Lightning Detection System Installation	Huron Meadows	Building	30,000	-	-	-	30,000
Grants	50217.679 - Nature Center Building Improvement	Lake St Clair		(45,000)	-	-	-	(45,000)
Grants	50217.683 - Pump Station No. 1 SAW Grant	Lake St Clair		(150,000)	-	-	-	(150,000)
Grants	50918.548 - Shelden Trail	Stony Creek		(60,000)	-	-	-	(60,000)
Grants	51118.110 - Nature Center New Exhibits	Oakwoods		(150,000)	-	-	-	(150,000)
Grants	51218.239 - Coastal Marsh Habitat & Trail Development	Lake Erie		\$ (1,500,000)	\$ -	\$ -	\$ -	\$ (1,500,000)
				\$ 13,325,687	\$ 626,474	\$ 2,113,507	\$ 6,599,585	\$ 4,612,595



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Amy McMillan, Director
Subject: Approval – Metroparks Branding Campaign Presentation, Factory Detroit
Date: May 2, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' approve the Metroparks Branding Campaign as recommended by Director McMillan and staff.

Background: Factory Detroit will present the Metroparks branding campaign at the May meeting.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Approval – 2019 Metroparks Marketing Plan, Goals and Strategies
Date: May 2, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' approve the 2019 Metroparks Marketing Plan, Goals and Strategies as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Background: A presentation for the 2019 Marketing Plan, Goals and Strategies will take place at the May meeting.

Attachment: 2019 Marketing Plan, Goals and Strategies

MARKETING PLAN.

2019 GOALS AND STRATEGIES.



Organizational Overview

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

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

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

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

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

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

Guiding Mission, Vision & Core Values

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

Mission Statement

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

Vision

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

Core Values

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

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

Regional Market Overview

Regional Demographic Statistics

SEMCOG existing data was reviewed to get a picture of the demographics in the region that the Metroparks serve as seen in [attachment 1](#). <https://semcog.org/>

Other Data That was Reviewed

In addition to pure demographics, the financial CAFR charts were evaluated to look at attendance trends, car counts, etc. These will continue to be analyzed to help determine exact geographic placement of media buys dependent on parks that may have larger drops in attendance than others.

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

Results from the limited number of program and golf surveys we have available were reviewed.

These additional data points and charts are not included as attachments to this plan because they already exist in other organizational reports and records.

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

Current Marketing Trends

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

Content marketing continues to grow in importance

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

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

Social media and digital efforts continue to grow

It is no secret that we are living in a digital and social world and that a large percentage of communications are now happening digitally on mobile devices. Across all industries, marketing departments continue to increase spending in social and digital efforts while decreasing in other traditional marketing areas. This is due largely to the lower cost and higher return on investment of those efforts as well as the targetability of the message and the patterns of where people are getting their media from today.

Video IS important

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

Traditional marketing channels are NOT dead

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

Mobile friendly and responsive websites are a requirement

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

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

Search Engine Optimization (SEO) is growing

More and more companies and organizations are spending more of their marketing budget on SEO efforts. The reason for this is that a search is the most basic sale starter. It tells visitors which park is closest to them, which golf course is, which water park, etc., and if search result rankings don't put Metroparks on page one of results, they never get seen. If the Metroparks don't appear in the top five results, our success rate still will not be great. SEO is difficult and ever-changing. It is important to look at and put a focus on it.

Customers are looking for experiences and brands they believe in

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

People still read marketing emails

It is easy to get caught up in the day-to-day and assume that email marketing is oversaturated and useless. However, when done correctly, email marketing is still a powerful player and showing higher

returns than other traditional channels – and it is fairly inexpensive to do. This is why you will see a focus on it in our marketing goals and strategies later in this document.

If you want to read more about some of these and other marketing trends, you can reference the links in [attachment 2](#).

Future Trends to Keep an Eye On

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

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

Marketing Goals

The Metroparks understand that, as an organization, the general public does not have a clear understanding of what the Metroparks are, that it is a park system as opposed to their one familiar park, everything the Metroparks do, that they serve five counties or that they have expert thought leaders on staff. It is also assumed that there is not a clear understanding within the public of what a Metroparks pass covers and how it is different from the state parks pass on your license plate.

Furthermore, it is recognized that there has been a roughly 20-30percent decrease in overall park attendance in the last 10 years. There have also been decreases in attendance of interpretive programs and golf courses, all of which are revenue generating operations and therefore impact the organization's bottom line.

Additionally, there are substantial gaps in consistent data about who the visitors are, what their experience is like, where they're coming from and the parks they are visiting. There is a lot of data supporting park master plans and regional demographics and preferences, but to date there has not been a consistent way of surveying all program participants or collecting information from visitors at pass sale and certain reservation levels. This data collection will improve greatly with the point of sale software implementation slated for later this year (2019). Below you will also find some basic marketing goals related to some preliminary data collection.

The intention of setting these marketing goals is to attempt to improve some of these disconnects. This year (2019) the Metroparks will also be conducting some public polling with an outside firm to gather data on questions related to attendance drops and brand recognition. Staff will also be working with a design agency (Factory Detroit) and a public relations firm (Truscott & Rossman) to assist in leveraging these larger goals.

2019 Marketing Goals

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

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

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

This goal is probably the hardest to measure. It is best measured through public polling. Initial public polling is being done this summer. Because of cost, it will likely not be conducted again for another two – three years.

This is good timing to measure brand awareness. It is not likely to have large improvements in just one year. It will likely take a couple to a few years to notice large increases. There will be some small improvements along the way that will be obvious by increases of the other goals.

2. *Increase overall attendance by 30,000 vehicles in 2019*

Setting an overall attendance increase goal is both important and difficult. While evaluating this goal, it was tempting to set a percentage increase goal. However, with the lack of consistent data on visitors and visitor trends setting the correct, achievable, percentage is difficult.

Instead, other similar organizations in southeast Michigan were evaluated as a benchmark. It was decided that the Detroit Riverfront Conservancy was similar to the Metroparks in the respect that they are a series of greenspaces serving a similar audience. They have a goal of increasing attendance by 24,000 people each year. The Metroparks want to be slightly better than that and increase our car count by 30,000 in 2019. The recorded car count in 2018 was 2,906,524. This number is used to calculate total visitors, so increasing the car count by 30,000 would increase overall park attendance by approximately 75,000.

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

The results of this goal will be evaluated at the end of the year to determine if marketing and communications has had a large enough impact to make loftier goals for 2020.

3. *Track events we promote and their respective attendance*

There will be some distinctions in the strategy and media buy breakdowns about promoting the general brand identity and promoting individual events, programs and recreational activities. Each of these will be treated as a campaign, and attendance will be tracked to determine the return on marketing investment for each and to evaluate if it was a successful campaign.

4. *Track total interpretive attendance overall and per location*

This is currently done, but it is important for the marketing department that it continues to be done. As the Metroparks start to promote the brand and facilities, it is important to take a look at how that impacts interpretive program and center attendance and how promoting individual interpretive programs and centers impacts attendance differently.

5. *Increase Family reunions/picnics/events booked in the parks by 3-5 percent*

Revenue from shelter reservations has fluctuated over the years. They took a substantial drop between 2013 and 2014. And in 2017, revenues from shelter reservations was roughly 17 percent

lower than the previous year. It is recognized that family reunions, church picnics, family events and private event reservations impact this number and seem to be decreasing. The Metroparks would like to make some purposeful marketing and communication efforts around shelter reservations and see a 3-5 percent increase in shelter reservation revenue as a result.

It was decided to measure success based on revenue because if the number of reservations was counted, it would be more difficult to determine which reservations should fall into the category of these special events. Additionally, it is very likely that visitors may see content about family reunions and church picnics and although they aren't planning one, they may be planning a birthday party and make a reservation and that is still revenue. Larger events do drive larger tolling numbers which would ultimately be the goal. As a starting point, revenue can be an indicator of a successful campaign in 2019.

These efforts are in the best interest of the Metroparks because they increase both revenue and tolling which in turn increases revenue even more. Part of the challenge in this goal will be truly understanding why reservations have decreased in recent years. Is it awareness or is it something else operational related. If it is operational related, increasing marketing will do little to improve the problem. It is possible that some of these answers may come through in the public polling taking place this year. Another challenge is that some of these events have higher attendance than others. The Metroparks want as much attendance as possible but attracting the larger events will be of special interest.

Three – five percent was chosen because, although a modest increase, the Metroparks are hitting this effort a little late in the year. It is realized that a chunk of event planning season was missed and that will impact results. Although the Metroparks are optimistic that improving marketing and increasing relationship building will lead to results, it's important to be realistic about the possibilities.

6. *Support the organizational goal of increasing golf revenues systemwide to \$5,230,294*

Golf is one of the largest revenue generating activities and in past years revenue has fluctuated and decreased. The Metroparks will create communications and media buys for golf that focus on moving the needle towards the organizational goal of increasing revenue and recognition of our courses. Special areas of focus are increasing the younger golfer following. The Metroparks have a strong following of regular golfers and, as they continue to age, more golfers are entering the senior rate for golf as opposed to the higher regular rate. This means that we may book more rounds, but revenue could be less. This trend is expected to continue. Not to mention, we want to create future golfers by encouraging younger and more diverse golfers to experience our courses.

7. *Increase Instagram followers to 2,000*

This one is mostly self-explanatory. The social media plan, included later in this document, outlines a new and improved focus on Instagram. To increase the impact there, the Metroparks need to increase the follower base. There are currently 1,216 followers. This growth target is hoping for organic, engaged followers so it is a modest target.

8. *Increase Facebook followers by 20 percent*

In November 2018, the Metroparks transitioned from multiple Facebook pages to one unified page. This was a smart decision, but anytime an organization does this you risk losing a certain number of

followers. The Metroparks retained a large number of followers and with future social media efforts and an increase in attendance, marketing staff would like to see the number of Facebook followers to increase by 20percent. The current count, as of April 1, is 11,816. That means the goal would be to reach just over 14,000 by the end of the year.

9. Increase average Facebook engagement by 20 percent

Today engagement on social media is even more important than followers. Gaining a follower might get you on their newsfeed initially, but if they don't engage with your content, your posts won't be delivered to them in the future. Therefore, the Metroparks want to make efforts to increase followers and increase engagement. Metrics will be tracked through Hootsuite reporting, a tool in the social media management software. In 2018 engagement was 20,000 engagements.

While 20 percent is an optimistic goal, a focus in the social media plan on writing more engaging and relatable content, and continually monitoring content for improvements, the Metroparks are optimistic that this goal can be achieved.

10. Increase average Instagram engagement by 20 percent

Much the same as the explanation for Facebook engagement above, engagement on Instagram is important. As the presence on Instagram is improved, the Metroparks would also like to see a 20 percent increase in engagement on this channel as well. In 2018 engagement on Instagram was 5,500 measured likes and comments.

11. Grow email subscriber list by 10 percent (80,300 total subscribers by the end of 2019)

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

Currently, the full email list is 84,694 subscribers. There is a bounce rate on full campaigns of about 13.6 percent which means the list is not clean and is only reaching around 73,500 inboxes. This email list should be cleaned up to remove those hard bounces because they contribute to a lower sender score. Assuming after doing so, the list will drop to about 73,000, the Metroparks would like to see growth of 10 percent over that number in 2019. This may not sound like a lot – however, it is important to note that this growth will be organic (not purchased lists) and engaged. The Metroparks only want to add contacts that know they are being added and want to receive emails. Why? If they don't, they may mark messages as spam which contributes to a low sender score and makes it more difficult for the Metroparks to send emails to others. Or they will not open and engage with emails, which will bring other email metrics down. It's important to have a clean, engaged list for it to be most successful.

12. Maintain email open rate at industry benchmark

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

13. Increase earned media

Earned media is the result of press releases and pitches as well as organic awareness generating stories. It is media features and stories about the Metroparks that other people publish. It's radio coverage, TV coverage, print and even blog and digital coverage. The goal would be to increase the amount of earned media and increase it through positive sentiment stories. This goal does not yet have an assigned metric because it will be collaboratively set when we begin working with the public relations firm - since they will also be heavily working in this area. op-eds will play a part in promoting positive messages as well. Not only from internal messengers but leveraging third-party voices of support as well. The need for third-party messengers emphasizes importance of a strong grassroots/relationship building effort. A message hierarchy and talking points will be created to ensure consistent messaging for all opportunities.

14. Build a library of diverse owned images and videos and eliminate use of stock imagery after one full year.

The Metroparks currently lack a gallery of quality marketing photos. Shutterstock stock imagery is being used in a lot of the marketing materials, which leads to a more generic and corporate feeling design. Instead, the Metroparks want to get to a point within a year to cancel the Shutterstock subscription and be using only our own photos. This will add more value to content because the photos will be reflective of the parks and offerings.

There will also be a focus to make sure photos are capturing the diversity of the audience. The Metroparks want to have images and videos that portray the diverse audience they serve.

This library will be built by sending marketing staff out into all the parks and to a variety of events and programs with DSLR cameras and smart phones to capture high quality images and videos that can be used for marketing purposes and can be reproduced and scaled even to large sizes. This schedule has already been created and collection has already started. The five-person marketing staff have been scheduled to rotate through summer for a selection of programs and all park locations to ensure a mixture of photos and videos. Updates will be provided in monthly marketing reports.

15. Make visitor surveys available at all park events, interpretive programs and on our website

The Metroparks want to start gathering a better understanding of our user experience. It's important to better understand who they are and how they are hearing about us so that future improvements can be made to the marketing plan.

The marketing department will be working with the planning department, interpretive department and the chief of diversity, equity and inclusion to develop and implement a consistent visitor survey in both paper and online formats to start collecting this information.

As we move toward POS implementation, it is likely that this will be integrated into that as well.

16. Survey response rate of 10 percent

On average, it is said that an average survey response rate is about 25 percent of those surveyed. Initially, the Metroparks should be more modest and aim for a 10 percent response rate since measuring the number of people surveyed will be difficult when it's opened up on the website for

general visitors. The Metroparks will track the number of people directly sent through email in order to determine this rate.

17. Outreach events and relationship building

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

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

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

18. One Speaker presentation through Speakers bureau every week

The speakers bureau page has been established on the website. The Metroparks will start to publicly tell the story of that opportunity and will initially work towards scheduling an average of one presentation per week through the remainder of the year. This equates to roughly 32 presentations for the remainder of 2019.

The Metroparks will work with the public relations firm to make connections with groups and organizations where presentations would be most helpful. A small informational piece will be put together with instructions on how to schedule a speaker and those will be used at outreach events and by the public relations firm and lobbyist. Chambers and DDAs will be contacted with this information with a request to pass on to their members as well. Lastly, board members will be asked to help spread the word by suggesting our speakers bureau to constituents and organizations they have connections with.

Further development on this section of the plan will be complete with the public relations firm help and will be reported to the board in June.

Future Goals

1. Increase Interpretive programming attendance

This goes hand in hand with increasing overall attendance and the Metroparks would like to set a measurable goal for this. However, further exploration and discussion with the interpretive department needs to take place before that goal can be set.

2. *Increase large public events booked in the parks*

This goal will be developed in collaboration with other departments and may be better suited for 2020 when the brand is better established and a comprehensive programming plan is started.

3. *Further picnic increases*

In 2019, the Metroparks are focusing on shelter reservation revenue as the measurable metric for family reunions, church picnics, etc. In the future staff would like to see further growth and goals around this area of business.

Integrated Marketing Strategy

Definition

“Integrated Marketing is an approach to creating a unified and seamless experience for consumers to interact with the brand/enterprise; it attempts to meld all aspects of marketing communication such as advertising, sales promotion, public relations, direct marketing, and social media, through their respective mix of tactics, methods, channels, media, and activities, so they all work together as a unified force. It is a process designed to ensure that all messaging and communications strategies are consistent across all channels and are centered on the customer.”¹

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

It Starts with Our Brand Identity – And Our Goals

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

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

It should be obvious that it is important to first establish the brand identity because it guides all the communication pieces that are part of the strategy and plan. It should also be obvious that the marketing goals were established first because those goals are what guide the strategy.

Editorial Theme Calendar

A recurring theme throughout this document is a focus on an editorial and theme calendar. This is a set of content themes will be used throughout the year in all marketing and communications efforts. This calendar is preliminarily set in sections of this document but will be expanded on and finalized with the help of the public relations firm this year. The importance for having an editorial/theme calendar

¹ AAA | Belch, G. E., & Belch, M. A. (2004). Advertising and promotion: An integrated Marketing communications perspective (6th ed.). New York: McGraw-Hill/Irwin.

a the storytelling supports the goals of an integrated marketing plan. For it all to work best, we want to be telling the same story in different ways that are tailored to the strength of each channel and audience. The actual content pieces might be slightly different, but the key take-aways and call to action will be the same across all channels and will always support the goals.

January	Winter Activities
February	Maple Sugaring, shelter reservation reminders, camping reservations open, Winter Activities
March	Maple Sugaring, spring and summer camp registration, Easter, Ag week, Babies Babies
April	Golf Course Openings, Easter, Spring Activities, Bird returns, Babies Babies, Earth Day
May	Summer activities, Water Facilities, Summer Camps, Art Fair, Summer Concert Series, Golf, Marinas, Family picnics/events, Brand rollout, Interpretive/Farm Centers, Annual pass/toll scanning, Camping, Mother's Day
June	Firework, MI Philharmonic, Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/events, Brand Rollout, Interpretive/Farm Centers, Camping, Father's Day
July	Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/events, Brand Rollout, Interpretive/Farm Centers, Parks and Rec Month, Camping
August	Water Facilities, Summer Activities, Golf, Marinas, Family Picnics/events, Brand Rollout, Foundation Golf Outing, Interpretive/Farm Centers, Movies in the Park Series
September	Fall Activities, Halloween programs, Interpretive/Farm Centers, Brand Rollout
October	Fall Activities, Halloween programs, Interpretive/Farm Centers, Brand Rollout
November	Next Year Annual Permits, End of Fall, Giving Tuesday, Opt Outside, Santa Events, Brand Rollout
December	Gift Giving, Annual Permits, Santa Events, Brand Rollout, Winter Activities

Year-round themes: Grants, Natural resources and stewardship, email sign up, brand messaging, trails, weddings, event calendar

Diversity, Equity and Inclusion

The efforts the Metroparks are making in ways of diversity, equity and inclusion are just as important in communications. The marketing team will be working closely with the chief of diversity, equity and inclusion to (1) ensure messaging content is consistent with the work being done (2) photos being used portray an accurate and diverse appearance; and (3) images and voices used in TV and radio commercials are reflective of a diverse audience. It's important to make sure that the Metroparks not only says, but shows that the Metroparks are for everyone, that they welcome everyone and that they have something for everyone.

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

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

The Metroparks Board of Commissioners are experts in their fields. They know the community leaders and important groups. The marketing department wants to leverage that expertise. Commissioner brainstorm sessions will be conducted to gather input on who are important partners and the important areas. Board members will be given training on brand messaging and speakers bureau so that they can also share that information and pitch opportunities as they are also trusted leaders in their respective jurisdictions.

Marketing will also work with the planning department to ensure they are correctly telling the stories of accessibility and inclusion.

Lastly, when possible, the Metroparks will look at publishing pieces in multiple languages like was done with the recent toll scanning information sheet.

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

Advertising Components

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

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

A piece of the 2019 marketing budget is being used on production for a set of summer TV and radio commercials to support the brand identity. Producing these pieces should be viewed as a multi-year investment. What is produced this year will be used for at least the next two years. This allows marketing to spend less on production in those next two years and more on ad placements to grow stronger results.

CHANNELS THAT WILL BE USED - TRADITIONAL

Out-of-Home

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

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

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

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

Television

Television is still a channel with significant reach, but TV is also changing. With the evolution of streaming and subscription services, people are watching TV differently than they have in the past. TV is a great way to enter the market because companies get a large number of views fairly quickly.

The television strategy realizes those changes in viewing. To combat that the Metroparks will be looking at a mix of cable network commercial deliveries and local broadcast commercial deliveries. Cable network placement will also include placements on streaming services and pre-roll where available. Broadcast placements will be determined based on network Nielsen ratings, reach and demographics. See [attachment 6](#) for local broadcast ratings.

The Metroparks will be utilizing both cable network and broadcast stations. Using Comcast Spotlight, TV ads can be placed on all cable providers. Stations will be selected based on viewers. The Metroparks will start by primarily targeting family friendly stations and outdoor enthusiast stations.

Typically, the target will be women 25-54 with children. This is because mothers are the primary decision makers in the home and typically they talk to other moms about their experiences. Outdoor enthusiast driven programming will also be targeted because their audiences have interests that directly overlap the Metroparks offerings. Cable network ads will be accompanied by streaming ads on cable network apps to capture those viewers who aren't watching live TV.

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

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

Radio

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

The set of produced radio commercials will reflect our brand identity. The Metroparks will start with a set of summer commercials and work towards also having a set for fall and winter. Again, these will be used for multiple years.

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

Radio ad placements will be determined based on Nielsen ratings, reach and demographics. Staff will utilize a combination of larger, higher rated stations for maximum reach and smaller, local and faith-based stations to reach more specific and targeted audiences.

Certain larger events may also have a short run radio campaign as well to drive additional local traffic to our larger events. The Metroparks will strive for a balance of 80 percent brand general, 20 percent specific events or activities on radio.

See [attachment 6](#) for local broadcast ratings.

Print

For print, the Metroparks committed a small percentage of the approved budget. It is very expensive to have a successful print campaign because it's necessary to run in a large number of publications consistently to make a measurable impact. The budget does not support doing this well. Instead, a focus will be on more local, hyper targeted, print publications for certain diverse and difficult to reach audiences to place print buys.

The focus will also be on niche publications to reach certain audiences. Working with the public relations firm certain publications will be targeted for specific audiences and community newsletters where appropriate. The Public relations firm can help to identify community papers to target to have the most impact and ROI within our budget. An update to this strategy will be provided in June.

CHANNELS WE WILL BE USING – DIGITAL & SOCIAL

Digital Display ads

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

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

Digital display will be a combination of general brand messaging and more specific messaging related to individual campaigns. These individual campaigns will be created to support our goals and will be centered around individual events, programs and activities. Exact placements will be made using keywords and geographic areas to target certain audiences and behaviors.

The Metroparks will initially start with the intentions of being 40percent brand general and 60percent specific event or activity focused when placing digital ads. All ads will support the brand identity. Digital ads allow for a more interactive call to action, so placing more specific messaging drives higher results. This strategy will be heavily evaluated in July when the Metroparks have more data to compare.

Paid Search

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

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

Social Media

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

Paid social media content and ads will also be used moving forward. Staff will place, evaluate and optimize paid static ads on social media channels as well as video ads, video pre-roll, sponsored content, event pages and boosted posts. All ads will support the brand identity. Digital ads allow for a

more interactive call to action, so placing more specific messaging drives higher results. This strategy will be heavily evaluated in July when the Metroparks have more data to compare.

Exact placements will be made using keywords and geographic areas to target certain audiences and behaviors. Networks will be determined based on the key audience of the campaign. Social ads will also be 40percent brand general and 60 percent specific to an activity or event.

Email Marketing

Email marketing continues to be an important tool in any integrated marketing mix. Comparatively, the cost for email marketing is low - making the return much higher. Email offers an organization the ability to send more personalized messages to customers and drive traffic to parks, events and programs that are most interesting to the reader.

To have a successful and efficient email marketing strategy, the Metroparks need to reevaluate and revamp what is currently being done. The email list needs to be built and segmented with more frequent and consistent email messages. As the Metroparks do so, it will create a more engaged list of followers who frequently open and interact with emails; which in turn can drive traffic to events and recognition for the information being sent.

An evaluation of current email metrics and revamped email marketing strategy and plan has been included as [attachment 3](#).

2019 MEDIA BUY BREAKDOWNS

A preliminary breakdown of how the remaining 2019 media buy budget will be spent is included in [attachment 7](#). This breakdown shows the overall amount spent in each marketing channel. However, within those channels funds be distributed across multiple stations and publications. using Nielsen ratings, demographics of audience, reach and interests of target markets stations and placements will be evaluated and how much to spend with them as outline above.

Public Relations Component

The public relations efforts will be partially supported in 2019 by the public relations firm. The Metroparks will work together with them to craft the most successful strategy for moving forward. However, that strategy will include the following at a minimum. These are also efforts where it is extremely important to have an established editorial and theme calendar that will be used to continually tell consistent stories.

OWNED MEDIA

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

Website Strategy

The website strategy should focus on improving the user experience, upholding brand consistency and providing relevant and engaging content for the visitor. The current website does a good job of

providing extensive information about the parks, programs and events, but there is lots of room for improvement.

The Metroparks would like to look at updating the website in three phases over the next year.

Phase 1 - Early May - General Branding updates

- New brand identity integration
- New Colors, fonts, styles and any changes to logo updated
- Photo Changes (FD photos received)

Current Pages to update and repair links to

- Photo Submissions
- Special Event Pages

Update Pages

- Under About Us – Add departments – this will have drop down menu to department page options (planning, engineering, natural resources etc.)
- Planning department Page (new photo, reorganize page for friendlier layout)
- News and Press Room Pages (incorporated into a new Media Page)
- Community Involvement Page (rename Community Partnerships, update content)
- Volunteer Services Page Updated
- Email Sign-Up Options Tweaked
- Remove Go Ape content and any photos?
- Train select marketing staff on making content edits to assist IT in website management

New Pages

- Engineering Department Page (before and after projects, link to open bids, etc.)
- Parks Projects page (include updates about construction projects within the parks. The general public won't know the difference between some engineering and natural resources projects, so they should be included all in one place.)
- Sustainability
- Media Page (Press Releases, Media Toolkit, In the News, Image Library, Brand Soundbites)
- Speakers Bureau

Phase 2 – Fall – More user improvements

- Activities Page Updated and Organized
- Education Page Updated and Organized
- Natural Resources Updated, Organized and streamlined
- Business Opportunities Page Reworked/Renamed

Phase 3 – Website restaging – TBD in conjunction with POS implementation

- Rework Navigation Titles and Subtitles
- Rework Main Page layout
- Complete Navigation Overhaul
- Event Calendar (more user friendly, interactive, mobile responsive)
- CRM/POS Integration
- Reserve Page

- Full content overhaul (rewrites via FD)
- Birthday Parties
- Family Reunions/picnics/events
- Public events reservation and information

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

In the future, marketing will also be looking at website metatags, alt tags and other drivers of SEO.

EARNED MEDIA

Earned media is anything written or broadcast about an organization by somebody else. This strategy will be completed and finalized as we begin to work with our public relations firm and updated in June.

Media and Press Relations Protocol

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

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

If a media request comes through for an issue related to a police incident, the chief of marketing and communications will direct the media to the Chief of Police.

This protocol will be updated in July.

RELATIONSHIP BUILDING

The interpretive department does a great job of getting out into the community and performing outreach at educational events and community events. Additionally, the marketing department wants

to expand on that by looking at improving relationships with surrounding chambers and convention and visitors bureaus, economic development organizations, foundations, other community organizations, intermediate school districts and surrounding park systems. In addition, local municipalities within the five counties the Metroparks serve can be great partners since active placemaking helps them be successful – there is common ground to share.

The Metroparks will meet this goal by establishing relationships with all the chambers they hold membership with. Marketing staff will attend some of their meetings and networking events as available. These organizations are often the gatekeepers for clients like family reunions, corporate events, area conferences and more. The better relationships the Metroparks have with them, the more we know and the better potential there is for securing more of those reservations.

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

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

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

An update to this strategy will be provided in June.

Non-Traditional Additions

Brand Ambassadors

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

STAFF

Creating staff brand ambassadors starts with training staff about our brand. This will be started through district staff meetings in late May. It will continue with follow up trainings with staff and seasonal staff throughout summer. These trainings will teach staff all about our brand and the correct way to use it

and talk about it. It will also encourage staff to start telling other people about it. It could also contain a contest to award those proven brand ambassadors for supporting the goals.

VOLUNTEERS

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

COMMISSIONERS

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

- How to use the Metroparks brand
- What are the key talking points
- How to relay contacts for groups interested in having a speaker back to the Metroparks staff
- How to support the Metroparks on social media
- How to share their photos with the Metroparks
- How to relay helpful media and grassroots contacts and leads back to the Metroparks staff

Grassroots Efforts

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

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

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

The Metroparks will meet this goal by establishing relationships with all the chambers they hold membership with. Marketing staff will attend some of their meetings and networking events as available. These organizations are often the gatekeepers for clients like family reunions, corporate events, area conferences and more. The better relationships the Metroparks have with them, the more we know and the better potential there is for securing more of those reservations.

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

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

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

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

Internal Communications Strategy

Internal communications are just as important as our external communications. There needs to be a more consistent strategy for tackling internal communications that include pieces like a consistent staff newsletter and updates.

As a start, the chief of marketing and communications will assist the director in delivering district staff trainings with full and part time staff in May. These trainings will update staff on the brand strategy, marketing plan and rollout of both pieces. It will answer staff questions and introduce the concept of staff brand ambassadors.

The chief of marketing and communications will coordinate with superintendents and park managers to present at seasonal staff trainings a presentation on marketing and branding, media protocols and becoming staff brand ambassadors.

Part of both trainings will be information on how staff can submit stories and photos to the marketing staff as well.

The chief of marketing and communications will also coordinate with the chief of diversity, equity and inclusion to ensure the brand identity is carried through in the trainings she will be developing.

The chief of marketing and communications will also coordinate with human resources to ensure the brand identity is carried through on materials being used.

The chief of marketing and communications will also coordinate with the chief of planning to ensure the brand identity is carried through on plans, reports, future signage, etc.

What's Not Included in this Plan

Complete Media and Press Relations Protocols

There are some basic media and press protocols outlined above that will be expanded and finalized as we begin work with our public relations firm and updated in July.

Complete Editorial Theme Calendar

There is the start of our editorial and theme calendar outlined in sections of this document. Those will be expanded and finalized as we begin work with our public relations firm and updated in June.

Reporting Results

The marketing department will provide monthly progress reports at all board meetings in 2019 that will include:

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

Attachment 1: Demographics

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

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

Attachment 2:

Marketing Trends Resources

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

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

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

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

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

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

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

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

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

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

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

Attachment 3:

Email Marketing Strategy & Plan

Email marketing continues to be an important tool in an integrated marketing mix. Comparatively, the cost for email marketing is low – making the return much higher. Email offers an organization the opportunity to send more personalized messages to customers and drive traffic to parks, events and programs that are most interesting to the reader.

To have a successful and efficient email marketing system, the Metroparks need to reevaluate and revamp what is currently being done. It's necessary to grow and segment the email database and be more frequent and consistent with email messages. As that is done, the Metroparks will create a more engaged list of followers who frequently open and interact with emails, which in turn can drive traffic to events and recognition for the information being sent.

When evaluating the current email metrics ([attachment 4](#)) what was found is that in 2018 a total of 37 email campaigns were sent; the average open rate was 29.05percent, which is above average for government and hobby related campaigns. However, the open rate for campaigns sent to the full database was 19.8 percent on average and the open rate for emails sent to the golf list was 22.27 percent. That means that those smaller campaigns, that were sent to specific targeted lists, were performing at a much higher open rate, and that raised the average open rate. This is not all bad but proves the reason the Metroparks need to move towards a system where more targeted emails can be sent to specific interest groups. The benchmark open rate for government is 26.5 percent which is one of the higher industry average open rates. Industries like entertainment and ecommerce are only seeing 15-20 percent open rates.

Another important email metric is click through rate (CTR). This tells us how many people are interacting with the links and call-to-actions being included in emails. In 2018, the average CTR was 9.99 percent while campaigns sent to the full list were 10.73 percent and golf emails were 11.98 percent. These numbers tell us that some of the campaigns sent to the full list either did not have links or calls-to-action, or they weren't being engaged with which leads to a lower average rate than the segmented rates. The benchmark number for government and hobby industries should be 3.65-4.78 percent, so the Metroparks are still performing higher than most in this area. The goal for 2019, would be to make sure every email sent has a call to action to capitalize on our successful CTR.

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

Proposed 2019 Email Strategy and Goals

In 2019, the Metroparks will send at least 50 email campaigns (increasing the 2018 send number by 35 percent). The Metroparks will attempt to hold the average open rate for all campaigns at the industry benchmark of 26-27.5 percent but will attempt to raise the open rate for campaigns sent to the full list to 21 percent.

The Metroparks also need to grow and segment the email database. Currently, the full list is 84,694. There is a bounce rate on full campaigns of about 13.6 percent which means the list is not clean and the Metroparks are only reaching around 73,500 inboxes. The list needs to be cleaned to remove those hard bounces because they contribute to a lower sender score. Assuming after doing so, the list will drop to about 73,000, the Metroparks would like to see growth of 10 percent over that in 2019. This may not sound like a lot – however, it is important to note that this growth will be organic (not purchased lists) and engaged. It's important to only add contacts that know they are being added and want to receive emails. Why? If they don't, they may mark messages as spam which contributes to a low sender score and makes it more difficult to send emails to others. Or they will not open and engage with emails which will bring previously mentioned rates down. The Metroparks need a clean, engaged list for it to be most successful.

It's also important to have a segmented list so that messages can be more directed and personalized. To begin doing this, the marketing department will establish some basic segments. Internally they will be called an Eastern District, Western District and Southern District segment as well as golf, volunteers, natural resources, park planning updates and monthly Metroparks newsletter. As the public are signing up for emails, they will be asked which parks they are interested in receiving information on. Those 13 separate segments will also be kept in the back-end of the database for future use if needed.

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

The following email campaigns will be sent in 2019:

- Monthly Metroparks Newsletter. These will allow the Metroparks to build on the goals of establishing a brand, understanding as a system and staff's expert industry status.
 - 3-5 articles about department projects and content
 - Metropark Fun Fact
 - Possible other entries:
 - Photo submission reminder
 - Metropark Trivia Contest
 - Social media contest tie ins
 - Metroparks ads
- Bi-weekly emails sent per district segmented lists – Upcoming events and programs. These are more sales driven emails
 - The marketing department knows that if someone is interested in a program at one park in a district, it is likely they may drive to another park in that district because it is relatively close to them. Therefore, it's beneficial to send these bi-weekly emails to include information on multiple parks to cross-promote to an engaged audience and drive the understanding of the Metroparks as a system, not silo parks.
 - Interpretive and park staff content driven
- Golf Weekly Emails Spring-Fall
 - Feature a course each week and/or a special event that happens there

- Golf tips or fun facts
- Coupons and specials to drive traffic
- Golf monthly Off-season Emails
- Special Announcements and Project Updates
 - “One-off” emails will still be sent for things like grant award announcements, ribbon cutting events, special large programs and events, project completion announcements or other large park announcements. Anything where it’s needed to draw special attention to.
 - Most times these will be sent to the full list but could be segmented dependent on the announcement.
 - These should only be things that don’t fit into the regular email schedule. We want to develop consistency, so readers know when to expect to hear from the Metroparks and are both more likely to read and less likely to mark as spam. The more sporadic emails are, the less strength they have.

Future Goals

As the Metroparks look towards the future, it’s important to make sure that there is email marketing growth in a way that is even more segmented and personalized for the best reader experience. So, as the Metroparks grow and develop the database, it’s important to be forward looking and consider the following goals. These will still be evaluated at the end of 2019 to see if they still make sense to move forward with:

- 2020 – Weekly emails per district – This Week in Your Metroparks
 - This is an increase from the 2019 bi-weekly
 - As readers become more comfortable with the communications, they may want more frequent communications, so they don’t miss anything they’re interested in.
- 2021 – Weekly emails per park
 - It is possible that in two years the database may have enough visitor information to be hyper segmented in communications.
 - It’s important to note that the Metroparks would still maintain at least monthly newsletters with a system-wide focus so that both hyper segmented and all-encompassing communications are being sent.

Execution Details

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

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

- Reach out to interpreters, department heads, park managers and park superintendents on the first week of every month. Marketing staff will ask them to compile topics and content for both monthly newsletter articles and bi-weekly event/program emails.

- Marketing staff will help guide this process by including in the request any special topics needed from each to support the editorial calendar and the number of articles or events needed and the level of detail of both.
- Marketing staff will require information be back to them by the end of the third week of the month and will put that due date in the request.
- Once content is submitted, marketing staff will spend the fourth week of the month proofing and editing content, adding anything that might be needed, formatting and testing all emails, and scheduling all emails for the following month.
- All articles that are written for the monthly newsletters, will also be posted on the website.
- The marketing department will test email send dates and times until the optimal ones for each list are found.

Attachment 4: Email Report

Time Sent	Campaign Name	Total Sent	Open Rate	Total Unique Opens	Mobile Open Rate	Desktop Open Rate	Click Through Rate	Total Unique Clicks	Bounce Rate	Total Bounces	Unsubscribe Rate	Total Unsubscribes
2019/04/19, 10:11 AM	2019 Movie in the Park Survey	84727	13.50%	9894	52.60%	47.40%	13.70%	1359	13.60%	11483	0.10%	103
2019/04/18, 11:36 AM	mParks Volunteer Awards	84862	18.90%	13851	38.70%	61.30%	2.80%	387	13.50%	11478	0.20%	146
2019/04/16, 1:43 PM	2019 Summer Fun	147	54.70%	70	16.40%	83.60%	48.60%	34	12.90%	19	0.00%	0
2019/04/10, 3:40 PM	2019 March Newsletter	81478	22.10%	15347	40.70%	59.30%	12.00%	1848	14.80%	12058	0.10%	118
2019/04/02, 1:05 PM	2019 Golf Course Openings	22135	24.30%	4274	46.50%	53.50%	4.50%	194	20.70%	4577	0.10%	18
2019/03/27, 3:10 PM	2019 Kensington Golf Open	22148	21.00%	3704	54.00%	46.00%	3.80%	141	20.40%	4521	0.10%	23
2019/03/25, 4:02 PM	Golf Pre-Season Contest	22172	24.30%	4277	48.70%	51.30%	11.30%	482	20.70%	4589	0.10%	24
2019/03/20, 2:06 PM	Earth Day Events 2019	78479	18.00%	12024	47.60%	52.40%	15.40%	1846	14.90%	11698	0.10%	83
2019/02/26, 10:15 AM	2019 Maple Sugaring Season	78382	17.70%	12033	46.60%	53.40%	12.90%	1558	13.20%	10364	0.20%	126
2019/02/25, 2:17 PM	Copy of Get Out and Learn 2019	1021	39.40%	287	25.60%	74.40%	26.10%	75	28.70%	293	0.10%	1
2018/12/19, 12:07 PM	December 2018 Newsletter- 12.19.18	67946	18.30%	10867	38.80%	61.20%	8.60%	933	12.60%	8570	0.10%	86
2018/12/13, 7:07 AM	The Perfect Gift 2018	67819	15.80%	9426	49.50%	50.50%	11.20%	1059	12.00%	8159	0.10%	71
2018/11/27, 7:04 PM	2018 Giving Tuesday 7pm - 11.27.18	78648	16.60%	11386	42.60%	57.40%	1.00%	114	12.90%	10136	0.20%	138
2018/11/27, 7:09 AM	2018 Giving Tuesday 7am - 11.27.18	78792	18.40%	12663	37.00%	63.00%	1.20%	153	12.90%	10137	0.20%	190
2018/11/14, 10:13 AM	Heritage Holidays 11.8.18	62760	17.20%	9663	44.30%	55.70%	7.80%	753	10.40%	6507	0.10%	83
2018/11/02, 10:32 AM	2018 Veterans Day Golf Special	22410	17.40%	3162	50.60%	49.40%	3.80%	120	19.00%	4263	0.10%	33
2018/11/01, 7:08 AM	2019 Annual Passes - 11.1.18	79018	20.30%	13959	48.40%	51.60%	25.70%	3594	12.80%	10097	0.10%	116
2018/10/09, 12:45 PM	Copy of Osprey Celebration 2018	80	68.20%	45	27.80%	72.20%	0.00%	0	17.50%	14	0.00%	0
2018/10/01, 10:04 AM	Osprey Celebration 2018	68	57.90%	33	33.30%	66.70%	0.00%	0	16.20%	11	0.00%	0
2018/09/25, 3:05 PM	September 2018 Newsletter	64081	19.30%	11067	44.60%	55.40%	13.10%	1451	10.50%	6697	0.10%	86
2018/09/13, 10:10 AM	The Metroparks Golfer Vol. 1, Issue 7, September 2018	21482	20.50%	3613	46.90%	53.10%	9.50%	344	18.20%	3900	0.20%	42
2018/08/16, 9:31 AM	The Metroparks Golfer Vol. 1, Issue 6, August 2018	21529	21.90%	3877	48.80%	51.20%	14.10%	546	17.70%	3809	0.30%	57
2018/08/07, 9:32 AM	Copy of Movie in the Park - Black Panther 2	66769	20.30%	12121	36.80%	63.20%	2.40%	290	10.40%	6958	0.20%	109
2018/07/24, 9:24 AM	Movie in the Park - Black Panther 2	67843	22.20%	13399	36.90%	63.10%	9.00%	1209	10.90%	7377	0.20%	115
2018/07/18, 10:11 AM	The Metroparks Golfer Vol. 1, Issue 5, July 2018	22637	22.00%	4049	46.40%	53.60%	10.80%	436	18.70%	4227	0.20%	39
2018/07/02, 2:03 PM	2018 VIP Tent - MI Philharmonic #2	126	45.80%	49	17.60%	82.40%	0.00%	0	15.10%	19	0.00%	0
2018/06/29, 10:07 AM	TTGP Golf E-Mail	21628	19.60%	3495	50.00%	50.00%	1.80%	64	17.50%	3781	0.10%	32
2018/06/27, 10:08 AM	June 2018 Newsletter	78131	22.50%	15460	37.90%	62.10%	17.00%	2635	12.20%	9547	0.20%	148
2018/06/21, 9:30 AM	2018 VIP Tent - MI Philharmonic	127	54.10%	60	17.90%	82.10%	0.00%	0	12.60%	16	0.80%	1
2018/06/14, 12:33 PM	Golf E-Mail June 2018	21607	23.90%	4268	51.70%	48.30%	17.00%	727	17.40%	3761	0.10%	24
2018/06/13, 10:03 AM	2018 VIP Invite - FIREWORKS #2	128	44.60%	50	16.20%	83.80%	0.00%	0	12.50%	16	0.80%	1
2018/06/11, 4:41 PM	Get Out & Play Grant	434	47.70%	186	26.40%	73.60%	28.00%	52	10.10%	44	0.20%	1
2018/06/05, 10:03 AM	2018 VIP Invite - FIREWORKS	128	67.00%	73	17.60%	82.40%	0.00%	0	14.80%	19	0.00%	0
2018/05/22, 10:19 AM	KMP Art Fair	60924	23.30%	12924	41.60%	58.40%	9.00%	1169	9.10%	5540	0.10%	81
2018/05/15, 10:07 AM	Golf E-Mail May 2018	20447	25.40%	4247	46.30%	53.70%	19.20%	817	18.30%	3732	0.20%	46
2018/05/09, 8:37 AM	Trail Challenge Email #1	76726	22.90%	15416	41.90%	58.10%	8.10%	1252	12.20%	9396	0.20%	128
2018/04/12, 9:33 AM	Golf E-Mail April 2018	21678	23.80%	4266	51.90%	48.10%	20.10%	859	17.30%	3740	0.20%	33
2018/04/10, 10:13 AM	2018 Charity Golf Classic	22777	23.90%	4445	52.20%	47.80%	2.90%	127	18.30%	4173	0.20%	56
2018/03/30, 9:03 AM	2018 Golf Open	23132	22.60%	4257	55.70%	44.30%	8.10%	343	18.50%	4290	0.20%	56
2018/03/28, 10:04 AM	Skip's Canoe Ribbon Cutting	74	57.40%	35	23.20%	76.80%	0.00%	0	17.60%	13	0.00%	0
2018/03/27, 10:10 AM	March 2018 Newsletter	75928	18.80%	12280	48.20%	51.80%	16.40%	2012	13.70%	10437	0.10%	99
2018/03/20, 11:11 AM	Earth Day Events 2018	60331	17.60%	9515	42.50%	57.50%	8.70%	824	10.30%	6241	0.10%	76
2018/03/20, 10:06 AM	Get Out and Learn 2018	966	33.00%	242	25.70%	74.30%	32.60%	79	24.10%	233	0.40%	4
2018/03/07, 10:07 AM	Golf E-Mail March 2018	18854	24.00%	3855	46.60%	53.40%	24.50%	944	14.80%	2786	0.20%	39
2018/02/20, 9:24 AM	Now Hiring 2018	71438	22.40%	14341	48.90%	51.10%	16.20%	2319	10.50%	7468	0.20%	110
2018/02/15, 9:16 AM	Project WILD 2.15.18	485	37.30%	141	14.70%	85.30%	5.70%	8	22.10%	107	0.00%	0
2018/01/23, 11:23 AM	January 2018 Newsletter	74270	20.90%	13790	48.40%	51.60%	16.20%	2237	11.30%	8403	0.20%	141
2017/12/20, 9:08 AM	End of Year Email - 2017	74030	18.40%	12149	48.80%	51.20%	6.00%	735	10.70%	7901	0.20%	139
2017/12/12, 8:31 AM	Golf Book - December	15779	20.60%	2640	56.00%	44.00%	20.30%	535	19.00%	2994	0.20%	24
2017/11/28, 8:05 PM	Giving Tuesday 8pm - 11.28.17	69885	15.10%	9417	48.80%	51.20%	2.50%	232	10.80%	7579	0.20%	144
2017/11/28, 7:15 AM	Giving Tuesday 7am - 11.28.17	69999	15.00%	9366	47.90%	52.10%	4.30%	400	10.80%	7556	0.20%	137
2017/11/26, 11:08 AM	Shop Your Metroparks	70098	18.20%	11392	53.60%	46.40%	13.00%	1479	10.80%	7552	0.20%	112
2017/11/21, 2:07 PM	Heritage Holidays 11.21.17	70198	19.20%	12046	50.00%	50.00%	8.80%	1061	10.80%	7565	0.20%	110
2017/11/08, 11:07 AM	Golf Closures Emails	15915	16.60%	2134	52.50%	47.50%	3.70%	80	19.10%	3035	0.10%	19
2017/11/01, 8:21 AM	2018 Annual Permits - Available Now	70335	21.90%	13748	47.80%	52.20%	10.10%	1382	10.70%	7505	0.20%	117
2017/10/26, 9:06 AM	2017 Golf Email - October 25	15976	22.10%	2883	55.00%	45.00%	5.50%	160	18.50%	2955	0.20%	35
2017/10/19, 12:16 PM	2017 Golf Email - October 19	16006	18.50%	2410	56.80%	43.20%	1.70%	40	18.40%	2949	0.20%	25
2017/10/18, 11:08 AM	October 2017 Newsletter	70480	18.40%	11593	50.30%	49.70%	9.40%	1091	10.50%	7425	0.10%	91
2017/10/12, 8:03 AM	Copy of 2017 Golf Email - September 26	16059	20.80%	2730	56.40%	43.60%	2.30%	63	18.40%	2955	0.20%	36
2017/09/28, 8:04 AM	2017 Golf Email - September 26	15861	23.10%	2990	43.00%	57.00%	2.80%	83	18.30%	2898	0.20%	24
2017/09/14, 9:03 AM	Copy of Copy of 2017 Golf Email #7 - August	16117	19.20%	2532	55.10%	44.90%	3.90%	99	18.20%	2928	0.20%	32
2017/09/11, 10:08 AM	HawkFest #1 - 2017	54914	19.40%	9950	46.50%	53.50%	4.10%	408	6.50%	3583	0.20%	92

2017/09/07, 9:02 AM	Copy of 2017 Golf Email #7 - August	16160	21.20%	2802	53.90%	46.10%	6.00%	168	18.20%	2935	0.20%	37
2017/08/31, 9:02 AM	2017 Golf Email #8 - August	16193	20.20%	2680	52.90%	47.10%	5.10%	138	18.10%	2924	0.20%	38
2017/08/24, 8:35 AM	2017 Golf Email #7 - August	16213	20.70%	2749	53.10%	46.90%	3.00%	82	18.00%	2919	0.10%	21
2017/08/17, 2:58 PM	LSC Playground Grand Opening	44	71.40%	30	10.90%	89.10%	0.00%	0	4.50%	2	0.00%	0
2017/08/17, 9:03 AM	2017 Golf Email #6 - August	16245	24.70%	3292	52.70%	47.30%	7.80%	256	18.00%	2923	0.20%	35
2017/08/08, 1:05 PM	2017 Golf Email #5 - August	17479	23.30%	3291	55.40%	44.60%	2.40%	80	19.20%	3356	0.30%	45
2017/08/03, 9:17 AM	2017 Golf Email #4 - August	16316	25.30%	3384	51.90%	48.10%	2.80%	96	17.90%	2915	0.20%	30
2017/08/01, 2:03 PM	2017 Senior Day - August	82	41.00%	25	27.60%	72.40%	40.00%	10	25.60%	21	1.20%	1
2017/08/01, 9:16 AM	2017 Senior Day - July	68780	20.60%	12781	48.80%	51.20%	17.80%	2270	9.90%	6786	0.20%	152
2017/07/27, 9:04 AM	2017 Golf Email #3 - July	16384	19.70%	2656	56.70%	43.30%	3.40%	89	17.60%	2891	0.20%	40
2017/07/20, 8:09 AM	2017 Golf Email #2 - July	17629	23.20%	3318	53.80%	46.20%	2.70%	90	18.90%	3334	0.30%	48
2017/07/19, 8:50 AM	July 2017 Newsletter	68991	22.80%	14173	50.50%	49.50%	19.40%	2755	9.70%	6726	0.20%	139
2017/07/12, 9:03 AM	2017 Golf Email #1 - July	16520	23.90%	3250	53.90%	46.10%	7.20%	234	17.60%	2908	0.30%	55
2017/05/23, 4:06 PM	Kensington Art Fair 2017	66326	21.90%	13234	51.20%	48.80%	11.50%	1528	8.90%	5898	0.20%	143
2017/04/26, 9:15 AM	Charity Golf Outing 2017	1760	38.30%	469	58.20%	41.80%	16.00%	75	30.50%	536	0.30%	5
2017/04/21, 10:08 AM	April 2017 Newsletter	63638	22.70%	13266	48.10%	51.90%	20.30%	2687	8.30%	5295	0.20%	144
2017/04/05, 11:27 AM	Go Ape Email Invite	51	46.70%	21	9.90%	90.10%	4.80%	1	11.80%	6	0.00%	0
	Total Sent = 79 emails in two years		26.62%		43.65%	56.35%	9.99%		15.20%			
2018 Numbers	Total sent in 2018 = 37		29.05%		39.35%	60.65%	9.99%		14.68%			
	2018 average open rate for campaigns sent to full list		19.80%				10.73%					
	2018 average open rate for golf campaigns		22.27%				11.98%					

Attachment 5:

Social Media Plan

Goals

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

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

Networks / Social Media Platforms

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

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

- **Snapchat (maybe future)** – continue to watch and evaluate to see if it is beneficial to dedicate time to developing a presence

Purpose of Each Platform

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

Facebook

Facebook is one of the older and most used social media platforms. Its main goal is to build that **social community and brand recognition**. A social community is a place where people go to read and interact with each other on a digital space. To build a social community, it's important to post a mix of relevant and interesting content that intrigues readers and promotion/sales content. The Metroparks will continue to utilize one Facebook page. It is important for brand development that the Metroparks draw understanding to the centralized brand and message before evaluating adding any additional Facebook pages.

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

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

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

Facebook events have grown in popularity and functionality. The Metroparks will continue to utilize those functionalities. Events and programs will be intentionally selected to create Facebook events around and will frequently boost event pages to drive traffic.

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

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

Future goals include:

- Doing more with video posts including Facebook Live
- Evaluating the benefits of being more active with Facebook "stories"

- Growing followers

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

Twitter

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

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

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

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

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

YouTube

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

Possible content for YouTube:

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

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

Instagram

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

Post one-two pictures each day with a captivating and engaging caption to encourage interaction on the photos. Instagram like Twitter in the fact that posts have a shorter lifespan, so multiple posts (without being excessive) is ideal. The Metroparks should engage in using hashtags here as well as Twitter, and work to create some compelling hashtags of their own. In addition to posting one - two photos to the account, time should be spent each day responding to comments on photos and commenting on other user's photos from parks locations and sharing some of the better one to generate and create "personal" and positive relationships with other Instagram followers and community users. This helps to establish a following who feels personally invested and involved,

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

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

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

Google Business

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

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

LinkedIn

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

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

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

Social Media Implementation Plan

Social Media Contributors and Content Calendars

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

Monthly Themes – including but not limited to

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

January	Winter Activities
February	Maple Sugaring, shelter reservation reminders, camping reservations open, Winter Activities
March	Maple Sugaring, spring and summer camp registration, Easter, Ag week, Babies Babies
April	Golf Course Openings, Easter, Spring Activities, Bird returns, Babies Babies, Earth Day
May	Summer activities, Water Facilities, Summer Camps, Art Fair, Summer Concert Series, Golf, Marinas, Family picnics/events, Brand rollout, Interpretive/Farm Centers, Annual pass/toll scanning, Camping, Mother’s Day
June	Firework, MI Philharmonic, Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/events, Brand Rollout, Interpretive/Farm Centers, Camping, Father’s Day
July	Water Facilities, Summer Activities, Summer Concert Series, Golf, Marinas, Family Picnics/events, Brand Rollout, Interpretive/Farm Centers, Parks and Rec Month, Camping
August	Water Facilities, Summer Activities, Golf, Marinas, Family Picnics/events, Brand Rollout, Foundation Golf Outing, Interpretive/Farm Centers, Movies in the Park Series
September	Fall Activities, Halloween programs, Interpretive/Farm Centers, Brand Rollout

October	Fall Activities, Halloween programs, Interpretive/Farm Centers, Brand Rollout
November	Next Year Annual Permits, End of Fall, Giving Tuesday, Opt Outside, Santa Events, Brand Rollout
December	Gift Giving, Annual Permits, Sana Events, Brand Rollout, Winter Activities

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

Facebook

As this is the network with the most use currently, there are already multiple contributors involved. The intent is not to eliminate this, but rather to re-structure it.

- Danielle – Admin
- Hilary – Admin
- Gina – Admin
- Paige – Editor
- Interpretive Supervisors – Limited Editors?

Content Calendar

Suggested posting topics for the page week 1 of each month:

Monday	<p>Good morning from ____: share a photo or video first thing in the morning from somewhere in the parks. Tie in nature/science/parks facts about mornings when appropriate.</p> <p>Afternoon: This week in #yourMetroparks: share an assortment of activities, programs and events going on in the parks that week. Link to calendar on website. Use a graphic to show them in an eye-catching way.</p>
Tuesday	<p>Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips.</p> <p>Afternoon: Share information about an upcoming event or program.</p>
Wednesday	Golf post (during the open season)

	Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.
Thursday	Share information about an upcoming event or program Afternoon: staff video series. Record interpreters teaching about a topic and experiment with doing them as Facebook live and then uploading to Youtube as well. Can expand to other areas of staff to teach about Natural Resources, park equipment tips, disc golf tutorials, etc. Some fun, some serious.
Friday	#FBF = Flash Back Friday. Feature a fact and/or picture of park history. Afternoon: brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes.
Saturday	#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.
Sunday	Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts.

Suggested posting for the page week 2 of each month:

Monday	Lunchbreak with Nature: Share a fact about nature at noon. Link it to an article on a reputable website that supports the fact that is shared. Afternoon: This week in #yourMetroparks: share an assortment of activities, programs and events going on in the parks that week. Link to calendar on website. Use a graphic to show them in an eye-catching way.
Tuesday	Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips. Afternoon: Share information about an upcoming event or program.
Wednesday	Golf post (during the open season)

	<p>Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.</p>
Thursday	<p>Share information about an upcoming event or program</p> <p>Natural Resources focus – share a fact or story from our Natural Resources department. Link to one of our news or blog articles or videos when possible.</p>
Friday	<p>Brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes.</p> <p>Afternoon: Remind followers to sign up for our email list.</p>
Saturday	<p>#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.</p>
Sunday	<p>Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts</p>

Suggested posting for the page week 3 of each month:

Monday	<p>This week in #yourMetroparks: share an assortment of activities, programs and events going on in the parks that week. Link to calendar on website. Use a graphic to show them in an eye-catching way.</p> <p>Goodnight from ___: share a photo or video of sunset or nighttime from somewhere in the parks OR of a nature/science/parks facts about evenings/night (i.e. nocturnal animal facts, what plants do at night, moon and stars facts, etc.).</p>
Tuesday	<p>Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips.</p> <p>Afternoon: Share information about an upcoming event or program.</p>

Wednesday	<p>Golf post (during the open season)</p> <p>Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.</p>
Thursday	<p>Share information about an upcoming event or program</p> <p>Afternoon: staff video series. Record interpreters teaching about a topic and experiment with doing them as Facebook live and then uploading to Youtube as well. Can expand to other areas of staff to teach about Natural Resources, park equipment tips, disc golf tutorials, etc. Some fun, some serious.</p>
Friday	<p>#FBF = Flash Back Friday. Feature a fact and/or picture of park history.</p> <p>Afternoon: brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes.</p>
Saturday	<p>#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.</p>
Sunday	<p>Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts</p>

Suggested posting for the page week 4 of each month:

Monday	<p>This week in #yourMetroparks: share an assortment of activities, programs and events going on in the parks that week. Link to calendar on website. Use a graphic to show them in an eye-catching way.</p> <p>6pm: Dinner with #yourMetroparks. Post about dinner traditions. Look for animal eating patterns, healthy eating/living, cultural traditions that involve eating outside, farm center information that can be shared about dinner, etc.</p>
Tuesday	<p>Tip Tuesday – Use #TipTuesday in the post and share a tip about using the parks, healthy living, or a recreational activity tip (i.e. camping tips, hiking tips, etc.). Periodically use outside links to support tips.</p>

	Afternoon: Share information about an upcoming event or program.
Wednesday	Golf post (during the open season) Afternoon: Share a post from a partner, supplier, media outlet or other reliable source. Or share one of our blog posts or remind followers to sign up for our email list.
Thursday	Share information about an upcoming event or program Afternoon: Can you guess it? – try to increase page engagement by sharing a photo and/or trivia question to see if followers can guess it. Examples are park trivia, a close-up photo of a piece of recreation equipment with a hint to what it is, close up of an animal part or plant, etc.
Friday	Brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes. Afternoon: Remind followers to sign up for our email list.
Saturday	#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.
Sunday	Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts

The goal of this schedule is to establish consistent content always being posted. However, marketing staff are also responsible for responding to messages, questions and comments on this page. If they do not know an answer, they should call or email to the appropriate staff person to find the answer and then respond.

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

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

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

Other Facebook Content Ideas and Policies to Follow

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

Facebook Events

Event pages are a great way to drive excitement and traffic around events and programs. The marketing team will work with interpretive staff and park staff to determine the appropriate number (and specific events) of Facebook events that can be live at any given time. Marketing staff will then create and publish the event pages. Interpretive supervisors and parks staff will be trained and given access to Facebook for the intention and purpose for them to post on the Event pages' news feeds information specific to those events as they see fit. The tone and grammar of posts must be accurate and consistent with our brand. Staff given access will be trained on this process and issues will be addressed as necessary. Users who have responded as "interested" or "going" to Facebook event pages receive notifications every time a host posts to the newsfeed of an event page. This creates continual excitement around the event.

Facebook ads and boosting (Paid Content)

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

Facebook Roles and Responsibilities

Marketing Team:

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

- Will update the page's cover photo each month.
 - Will ensure the profile picture remains correct.

Interpreter Supervisors:

- Will designate 1-2 people from each center to have Facebook access. Each center will have a separate Facebook login and those designated staff will go through a social media training course with marketing. Access will be limited to the following:
 - Interpreters may post onto individual event pages as they see fit. Posts can be information about the event leading up to it, reminders, cancelations, updates real time from the event, information about related events, etc.
 - Posts must be accurate, grammatically correct and brand centric
 - If errors or problems occur, Facebook access will be revoked.

Parks Ops Staff and Others:

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

Google

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

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

The marketing department will need to check these listings once a month to make sure they are accurate. Sometimes Google will make automatic changes to them if enough users make suggestions and those changes aren't always accurate (like hours and phone numbers). The Metroparks should also work with google to get all our locations shaded in green in google maps and ensure they are all accurate.

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

Twitter

The Metroparks are currently using the same content on Twitter as Facebook. However, Twitter is not really the correct channel for this kind of use. Twitter users are more accustomed to getting their "news"

from twitter and sharing news or following celebrities. Tweets also have a very short life span. Therefore, the strategy for this channel needs to be updated.

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

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

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

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

Each week:

Monday	Share a news story or re-tweet a mention from over the weekend OR tweet announcements about projects, awards, grants, surveys, etc.
Tuesday	This week in #yourmetroparks – use the calendar of events content from Facebook here people plan their week.
Wednesday	Tweet a video from our YouTube Channel Retweet a mention, picture or related story
Thursday	Share a story/article from our website or newsletter
Friday	Share a story/article from our website or newsletter OR tweet announcements about projects, awards, grants, surveys, etc.
Saturday	Real time posting from park events
Sunday	Real time posting from park events

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

Twitter Roles and Responsibilities

Marketing Team:

- Will write and schedule all regular content from calendar above.
- Will create and coordinate all paid advertising

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

Interpreter Supervisors:

- *At this time, marketing will hold all Twitter responsibilities. Will evaluate if Interpreters should have access to tweet real time from programs in the future.*

Parks Ops Staff and Others:

- May send closures and announcements forward to marketing and marketing team will get them posted a timely manner. Please give 48 hours' notice whenever possible, understanding that closures are often immediate.
- At this time, marketing will hold all Twitter responsibilities. Will evaluate if park staff should have access to tweet real time from programs and events in the future.

YouTube

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

Also, on YouTube will be any other videos created about the parks including any TV commercials or promotional videos. At least once a month (bi-weekly as it becomes easier to facilitate), we will post a video of a staff interview discussing a relevant topic. This will reinforce the expert level of our staff and our knowledge as an organization.

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

As the part-time marketing assistant becomes trained and more comfortable, they will develop a set of promo videos for each park to also be posted on YouTube. The marketing assistant will also shoot and develop the staff video series.

The chief of marketing and communications will initially facilitate all paid ads.

YouTube videos will be shared and used on other social media networks and in email newsletters as appropriate.

Videos to produce and post:

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

Weekly schedule:

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

Instagram

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

The Metroparks will have a dedicated content calendar for Instagram as seen below. This content calendar will include regular posts scheduled ahead of time by marketing staff and will also include more real time posts from interpreters and park staff on a day to day basis. This strategy is similar to what National Geographic and other large organizations use to post engaging content from multiple locations and times. This will allow for a more impactful presence closer to Instagram norms. Some of the content overlaps with what is being posted on Facebook. The photo and/or photo subject should be trendy with interesting angles for Instagram.

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

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

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

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

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

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

Monday	<p>(week 1 of the month) Good morning from ___: share a photo or video first thing in the morning from somewhere in the parks. Tie in nature/science/parks facts about mornings when appropriate.</p> <p>(week 2 of the month) Lunchbreak with Nature: Share a fact about nature at noon. Link it to an article on a reputable website that supports the fact that is shared.</p>
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	<p>(week 3 of the month) Goodnight from ____: share a photo or video of sunset or nighttime from somewhere in the parks OR of a nature/science/parks facts about evenings/night (i.e. nocturnal animal facts, what plants do at night, moon and stars facts, etc.).</p> <p>(every week) This week in #yourMetroparks: share an assortment of activities, programs and events going on in the parks that week. Link to calendar on website. Use a graphic to show them in an eye-catching way.</p> <p>Post to our story as well.</p>
Tuesday	<p>Brand messaging post. Write content around our mission, vision, core values and brand statement to reinforce those themes.</p> <p>(Week 4 of the month) Can you guess it? – try to increase page engagement by sharing a photo and/or trivia question to see if followers can guess it. Examples are park trivia, a close-up photo of a piece of recreation equipment with a hint to what it is, close up of an animal part or plant, etc.</p> <p>Posts from the Eastern District Interpretive Centers and parks – real time.</p>
Wednesday	<p>Golf post (during the open season)</p> <p>Posts from the Western District Interpretive Centers and parks – real time.</p> <p>Interactive Instagram stories post</p>
Thursday	<p>Posts from the Southern District Interpretive Centers and parks – real time.</p>
Friday	<p>(Week 1 of the month) #FBF = Flash Back Friday. Feature a fact and/or picture of park history.</p> <p>Interactive Instagram stories post</p> <p>Posts from the Interpretive Centers and parks – real time. Any location.</p>

Saturday	<p>#yourMetroparks – each week pick a different park, program, sport, or activity that can be done in the parks and write a short post to promote it.</p> <p>Posts from the Interpretive Centers and parks – real time. Any location.</p>
Sunday	<p>Sustainability Sunday: post a fact about recycling or green infrastructure and how to be a steward of the environment. Tie it back into our sustainability efforts.</p> <p>Posts from the Interpretive Centers and parks – real time. Any location.</p>

Special Topics

Legal Matters

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

Controversial Topics

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

If inappropriate language is used, those posts and comments will be deleted.

Photos for Social Media

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

Attachment 6: Nielsen Station Ratings – Radio & TV

Subscriber		Format	HOL 18	19-Jan	19-Feb
WCSX-FM	94.7 Beasley	Classic Rock	6	6.9	7.8
WWJ-AM	WWJ 950 Newsradio Entercom	All News	6.1	7.5	7.7
WNIC-FM	100.3 iHeartMedia	Adult Contemporary	17.9	7.1	6.6
WRIF-FM	101 Beasley	Active Rock	4.4	6	5.9
WMXD-FM	Mix 92.3 R&B & Throwbacks - iHeartMedia	Urban Adult Contemporary	5.4	5.6	5.5
WKQI-FM	955 - top 40 - iHeartRadio	Pop Contemporary Hit Radio	4.4	5.3	5.4
WOMC-FM	104.3	Classic Hits	4.6	4.8	5.4
WXYT-FM	97.1 the Ticket - Entercom	All Sports	4.6	5.2	5
WYCD-FM	99.5 Detroit's Country - Entercom	Country	3.7	5.3	4.7
WMGC-FM	105.1 the bounce - Beasley	Rhythmic AC	4.4	4.2	4.5
WDVD-FM	96.3 Today's Hits - Cumulus	Hot Adult Contemporary	3.8	4.5	4
WDZH-FM	987 the Breeze - Entercom	Adult Contemporary	2.7	2.9	3.6
WJR-AM	WJR 760 talk	News Talk Information	3	3.7	3.5
WJLB-FM	98 (97.9) - iHeartMedia	Urban Contemporary	3.6	3.2	3.2
WGPR-FM	hot 107.5 - Radio One	Urban Contemporary	2.9	2.7	3
WDMK-FM	105.9 Kiss FM	Urban Adult Contemporary	2.9	2.7	2.8
WRCJ-FM	90.9 Detroit public television	Classical	1.8	2.5	2.7
WDMK-FM HD2	105.9 Kiss FM	News Talk Information	1.4	1.7	1.7
WDRQ-FM	93.1 Nash FM - Cumulus	Country	2.3	2.2	1.6
WUOM-FM	91.7 - NPR MichiganPublic Radio	News Talk Information	1.6	1.9	1.6
WDET-FM	101.9 - Wayne State U - NPR	News Talk Information	1.2	1.2	1.5
WDTW-FM	106.7 The D	Alternative	1.7	1.5	1.5
WFDF-AM	910 AM talk	Talk/Personality	0.2	0.3	0.4
WDZH-FM HD2	98.7online	New AC (NAC)/Smooth Jazz	0.2	0.2	0.2
WJLB-FM HD2	97.9 iHeartRadio	Urban Contemporary	*	0.1	0.1
WXYT-AM	1270 CBS sports radio	All Sports	0.1	0.2	0.1
WXYT-FM Stream	97.1 the Ticket - Entercom	All Sports	*	0.1	0.1



AN UNCOMMON SENSE OF THE CONSUMER™



Ranker

DETROIT (Metro Survey Area)
FEB19 / JAN19 / DEC18 rv 1 / NOV18 / OCT18 / SEP18 / AUG18 / JUL18 / JUN18 / MAY18 / APR18 / MAR18
Station Rankings Based on: All Stations

Including Wkly Cume and Time Spent Listening

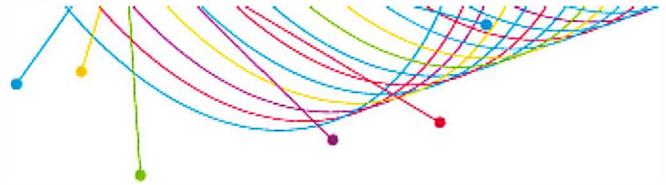
Adults 18+				
M-Su 6a-12m				
	Station	Average Share*	Weekly Cume Persons	Daily TSL (Hr:Min)
1	WCSX-FM	7.6	812,500	1:15
2	WOMC-FM	7.0	870,200	1:15
3	WWJ-AM	6.9	600,200	1:15
4	WNIC-FM	6.5	1,035,500	1:00
5t	WMXD-FM	5.6	520,200	1:15
5t	WXYT-FM	5.6	509,100	1:15
7	WYCD-FM	5.3	606,300	1:15
8	WRIF-FM	5.1	552,800	1:15
9	WDVD-FM	4.6	773,000	1:00
10	WJR-AM	4.3	303,800	1:30
11	WKQI-FM	4.2	695,400	0:45
12	WMGC-FM	3.7	574,400	1:00
13t	WDMK-FM	3.2	386,400	1:15
13t	WJLB-FM	3.2	490,400	0:45
15	WGPR-FM	2.6	354,300	1:00
16	WDZH-FM	2.4	546,000	0:45
17	WDRQ-FM	2.3	368,900	1:00
18	WUOM-FM	1.9	182,000	1:00
19	WRCJ-FM	1.6	125,700	1:45
20	CIDR-FM	1.5	295,500	0:45
21	WDTW-FM	1.4	324,900	0:45
22t	CIMX-FM	1.3	251,800	0:45
22t	WDKL-FM	1.3	103,700	1:15
24	WDET-FM	1.1	119,200	1:15
25	WDMK-FM HD2	0.9	83,500	1:15
26	WMUZ-FM	0.8	78,600	1:30
27	WSAQ-FM	0.6	49,100	1:30
28t	WDTK-AM	0.5	58,300	1:00
28t	WHMI-FM	0.5	71,100	1:00

This report was created using the following information: DETROIT; FEB19 / JAN19 / DEC18 rv 1 / NOV18 / OCT18 / SEP18 / AUG18 / JUL18 / JUN18 / MAY18 / APR18 / MAR18; Metro; M-Su 6a-12m; P 18+; See Detailed Sourcing Page for Complete Details.





AN UNCOMMON SENSE OF THE CONSUMER



Adults 18+					
M-Su 6a-12m					
Station	Average Share*	Weekly	Genre	Persons	Daily TSL (Hr:Min)
301 CKWW-AM	0.4			37,000	1:30
301 WMIM-FM	0.4			16,800	2:00
321 WCRZ-FM	0.3			60,600	1:00
321 WGRT-FM	0.3			35,100	1:15
321 WKKO-FM	0.3			29,200	1:45
321 WWWW-FM	0.3			54,800	1:00
361 WDVD-FM Stream	0.2			19,700	1:15
361 WDFD-AM	0.2			27,300	1:00
361 WHNN-FM	0.2			34,100	1:00
361 WRIF-FM Stream	0.2			26,500	1:00
361 WRQN-FM	0.2			16,500	1:15
361 WWJ-AM Stream	0.2			12,100	1:45
421 CJWF-FM	0.1			47,000	0:30
421 WDFN-AM	0.1			20,900	0:30
421 WDZH-FM HD2	0.1			7,800	1:00
421 WFBE-FM	0.1			23,500	0:45
421 WIOG-FM	0.1			31,600	0:45
421 WQKL-FM	0.1			26,500	0:45
421 WQUS-FM	0.1			26,800	1:00
421 WSDP-FM	0.1			20,400	0:30
421 WWCK-FM	0.1			18,500	0:45
421 WXYT-AM	0.1			28,800	0:30
421 WXYT-FM Stream	0.1			18,000	1:00
531 CHYR-FM	0.0			26,200	0:30
531 WDTW-FM HD2	0.0			1,300	0:45
531 WDZH-FM Stream	0.0			6,000	0:45
531 WJLB-FM HD2	0.0			4,200	0:45
531 WKQI-FM HD2	0.0			900	0:45
531 WMUZ-AM	0.0			1,900	0:30
531 WNIC-FM HD2	0.0			7,500	0:30
531 WOMC-FM HD2	0.0			6,100	0:45
531 WOMC-FM HD3	0.0			1,400	0:15
531 WOMC-FM Stream	0.0			11,700	0:45
531 WRCJ-FM Stream	0.0			2,500	0:45
531 WXYT-FM HD3	0.0			1,100	0:30
531 WYCD-FM HD2	0.0			6,400	0:45
531 WYCD-FM HD3	0.0			400	0:15
531 WYCD-FM Stream	0.0			6,100	1:15

This report was created using the following information: DETROIT: FEB19 / JAN19 / DEC18 rv 1 / NOV18 / OCT18 / SEP18 / AUG18 / JUL 18 / JUN18 / MAY18 / APR18 / MAR18: Metro: M-Su 6a-12m: P 18+: See Detailed Sourcing Page for Complete Details.

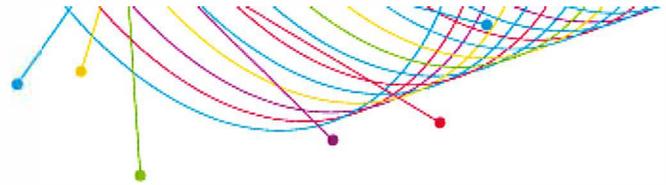
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Ranker



AN UNCOMMON SENSE OF THE CONSUMER™



Ranker Detailed Sourcing Summary

Market: DETROIT
Survey: Average of Nielsen Radio February 2019, Nielsen Radio January 2019, Nielsen Radio December 2018 (Rev 1), Nielsen Radio November 2018, Nielsen Radio October 2018, Nielsen Radio September 2018, Nielsen Radio August 2018, Nielsen Radio July 2018, Nielsen Radio June 2018, Nielsen Radio May 2018, Nielsen Radio April 2018, Nielsen Radio March 2018
Geography: Metro
Daypart: Monday-Sunday 6a-midnight

Demo/Intab/Population:

Age/Gender	Population	Intab
Adults 18+	Avg Daily: 3,475,600 Avg Weekly: 3,475,600	Avg Daily: 1,518 Avg Weekly: 1,328

Stations: All Stations
Additional Notices:
Call Letter Changes: WDKL-FM = WPZR-FM (during or prior to JUL 18)

Estimates reported for dayparts which start and end between 12m and 5a are based on the 5a-5a broadcast day. Estimates for all other dayparts are based on the 12m-12m calendar day.

Stations qualify to be reported if they have received credit for five or more minutes of listening and meet a minimum reporting standard of 0.1 AQH unrounded rating in the Metro survey area, Monday-Sunday 6AM-Midnight, during the survey period. If a current Nielsen client does not meet this minimum reporting standard, Nielsen will report the station as long as credited listening is received from at least one panelist.

PPM estimates are derived from the PPM technology and methodology and are subject to the qualifications and limitations stated in that Report. The TAPSCAN Web software product is accredited by the Media Rating Council and reports both accredited and non-accredited data. For a list of the accredited and non-accredited Nielsen radio markets and data available through TAPSCAN, click here:

http://www.arbilron.com/downloads/MRC_Accredited_Services_Markets.pdf

Ascription Website: <http://ascription.nielsen.com>

Rating Reliability Estimator <https://rre.nielsen.com>

A Nielsen Radio eBook Special Notices and Station Activities document has been generated for each survey. Please select the hyperlink to the survey that interests you.

- <https://ebook.nielsen.com/secure/PP6/2019FEB/0011/pdfs/SpecialNotices.pdf>
- <https://ebook.nielsen.com/secure/PP6/2018DEC/0011/pdfs/SpecialNotices.pdf>
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Huron-Clinton Metroparks

Author: Mary Jo Mercier

Station: WJBK
 Schedule Date: 5/24/2019 - 9/1/2019
 Advertiser: Huron-Clinton Metroparks
 Product: spring/summer 2019
 Agency: Direct
 Buyer: Danielle Mauter
 Spot Length(s): :30

Acct. Exec: Mary Jo Mercier

Station	Program Name	Time	Run Dates	
		DMA P25-49	DMA P25-49	
Book	Rate	RTG CPP	000 CPM	
WXYZ	ACTION NEWS 5-6AM	Mo-Fr 5:00a-6:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		0.5 6.5		
WJBK	FOX 2 NEWS 5-6AM	Mo-Fr 5:00a-6:00a	8/26/2002-12/31/2036	
LPMar/2019LS-LPMay/2018LS	\$400.00	1.7 \$235.29 22.5 \$17.78		
WDIV	LCL NEWS 4 5-6AM	Mo-Fr 5:00a-6:00a	9/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		0.7 8.9		
WXYZ	ACTN NWS-MORN	Mo-Fr 6:00a-7:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		0.6 8.6		
WJBK	FOX 2 NEWS AT 6AM	Mo-Fr 6:00a-7:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS	\$700.00	2.9 \$241.38 39.5 \$17.72		
WDIV	LCL 4 NEWS @ 6A	Mo-Fr 6:00a-7:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		1.1 14.4		
WJBK	FOX 2 NEWS AT 7AM	Mo-Fr 7:00a-9:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS	\$700.00	2.2 \$318.18 29.3 \$23.89		
WXYZ	GD MRN AMR-ABC	Mo-Fr 7:00a-9:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		0.8 10.3		
WDIV	TODAY SHW	Mo-Fr 7:00a-9:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		1.3 16.8		
WJBK	FOX 2 NEWS AT 9AM	Mo-Fr 9:00a-10:00a	9/14/2009-9/14/2036	
LPMar/2019LS-LPMay/2018LS		1.5 20.6		
WXYZ	KELLY& RYAN	Mo-Fr 9:00a-10:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		0.6 8.2		
WDIV	TODAY SHOW 3RD HOUR	Mo-Fr 9:00a-10:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		0.9 12.2		
WXYZ	DOCTORS	Mo-Fr 10:00a-11:00a	1/1/1996-12/31/2036	
LPMar/2019LS-LPMay/2018LS		0.5 7.0		



Huron-Clinton Metroparks

Author: Mary Jo Mercier

Station: WJBK
 Schedule Date: 5/24/2019 - 9/1/2019
 Advertiser: Huron-Clinton Metroparks
 Product: spring/summer 2019
 Agency: Direct
 Buyer: Danielle Mauter
 Spot Length(s): :30

Acct. Exec: Mary Jo Mercier

Station	Program Name	Time	Run Dates			
			DMA P25-49	DMA P25-49		
Book	Rate	RTG	CPP	000	CPM	
WJBK	FOX 2 NEWS AT 10AM	Mo-Fr 10:00a-11:00a	9/19/2011-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$300.00	1.1	\$272.73	15.2	\$19.74	
WDIV	LIVE IN THE D	Mo-Fr 10:00a-11:00a	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.5		7.3		
WJBK	FOX 2 11A NEWS	Mo-Fr 11:00a-12:00p	9/11/2005-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$250.00	1.1	\$227.27	15.2	\$16.45	
WDIV	HODA	Mo-Fr 11:00a-12:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.4		5.4		
WXYZ	THE VIEW	Mo-Fr 11:00a-12:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.0		13.3		
WXYZ	ACTNWS MIDDAY	Mo-Fr 12:00p-12:30p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.6		7.7		
WDIV	NOON NEWS	Mo-Fr 12:00p-12:30p	2/12/2014-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.7		9.3		
WJBK	WENDY WILLIAMS	Mo-Fr 12:00p-1:00p	9/19/2011-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.2		16.3		
WDIV	PAID	Mo-Fr 12:30p-1:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.4		5.4		
WDIV	DAYS-OUR LIVES	Mo-Fr 1:00p-2:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.7		9.9		
WXYZ	GMA DAY	Mo-Fr 1:00p-2:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.5		6.1		
WJBK	THE REAL	Mo-Fr 1:00p-2:00p	9/15/2014-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$250.00	0.9	\$277.78	11.4	\$21.93	



Huron-Clinton Metroparks

Author: Mary Jo Mercier

Station: WJBK
 Schedule Date: 5/24/2019 - 9/1/2019
 Advertiser: Huron-Clinton Metroparks
 Product: spring/summer 2019
 Agency: Direct
 Buyer: Danielle Mauter
 Spot Length(s): :30

Acct. Exec: Mary Jo Mercier

Station	Program Name	Time	Run Dates			
			DMA P25-49	DMA P25-49		
Book	Rate	RTG	CPP	000	CPM	
WXYZ	GENERAL HOSPITAL	Mo-Fr 2:00p-3:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.3		17.8		
WDIV	RACHAEL RAY	Mo-Fr 2:00p-3:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.3		3.4		
WJBK	STEVE	Mo-Fr 2:00p-3:00p	9/17/2018-9/6/2019			
LPMar/2019LS-LPMay/2018LS		0.7		9.7		
WDIV	ELLEN	Mo-Fr 3:00p-4:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.6		8.0		
WXYZ	PICKLER & BEN	Mo-Fr 3:00p-4:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.3		4.1		
WJBK	TMZ LIVE	Mo-Fr 3:00p-4:00p	9/9/2013-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$250.00	1.0	\$250.00	13.4	\$18.66	
WDIV	LCL 4 @ 4P	Mo-Fr 4:00p-4:30p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.2		15.6		
WJBK	JUDGE JUDY	Mo-Fr 4:00p-5:00p	9/11/2000-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$350.00	1.2	\$291.67	15.9	\$22.01	
WDIV	INSIDE EDITION	Mo-Fr 4:30p-5:00p	9/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.2		15.6		
WXYZ	5-630P ACTION NEWS	Mo-Fr 5:00p-6:30p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.7		9.9		
WDIV	LCL 4 @ 5-630P	Mo-Fr 5:00p-6:30p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.2		15.7		
WJBK	FOX2 NW M-F 5-7P	Mo-Fr 5:00p-7:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$700.00	1.6	\$437.50	22.1	\$31.67	
WXYZ	7PM ACTION NEWS	Mo-Fr 7:00p-7:30p	9/11/2001-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.1		15.0		

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Huron-Clinton Metroparks

Author: Mary Jo Mercier

Station: WJBK
 Schedule Date: 5/24/2019 - 9/1/2019
 Advertiser: Huron-Clinton Metroparks
 Product: spring/summer 2019
 Agency: Direct
 Buyer: Danielle Mauter
 Spot Length(s): :30

Acct. Exec: Mary Jo Mercier

Station	Program Name	Time	Run Dates			
			DMA P25-49	DMA P25-49		
Book	Rate	RTG	CPP	000	CPM	
WJBK	TMZ	Mo-Fr 7:00p-7:30p	9/10/2007-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$700.00	1.7	\$411.76	22.4	\$31.25	
WDIV	WHEEL/JEOPARDY	Mo-Fr 7:00p-8:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.5		19.7		
WJBK	EXTRA	Mo-Fr 7:30p-8:00p	12/6/2010-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$650.00	1.1	\$590.91	15.2	\$42.76	
WJBK	NEWS EDGE	Mo-Fr 11:00p-11:30p	9/24/2007-12/31/2036			
LPMar/2019LS-LPMay/2018LS		1.6		21.1		
WXYZ	AMERICA MRN	Mo-Fr 4:00a-4:30a	11/14/2018-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.4		4.7		
WDIV	EARLY TODAY	Mo-Fr 4:00a-4:30a	11/14/2018-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.2		2.9		
WJBK	FOX 2 NEWS AT 4AM	Mo-Fr 4:00a-4:30a	9/17/2018-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.8		10.4		
WXYZ	430A ACTION NEWS	Mo-Fr 4:30a-5:00a	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.5		6.5		
WJBK	FOX 2 NEWS AT 430AM	Mo-Fr 4:30a-5:00a	9/8/2008-12/31/2036			
LPMar/2019LS-LPMay/2018LS	\$175.00	0.9	\$194.44	11.9	\$14.71	
WDIV	LCL 4 NEWS @ 430A	Mo-Fr 4:30a-5:00a	9/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.4		4.9		
WJBK	FOX 2 NEWS M-SU	Mo-Su 10:00p-11:00p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		2.3		30.6		
WXYZ	M-SUN 11PM NWS UPDTE	Mo-Su 11:00p-11:30p	1/1/1996-12/31/2036			
LPMar/2019LS-LPMay/2018LS		0.9		11.8		



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Station	Program Name	Time				Run Dates
		DMA P25-49	DMA P25-49			
Book	Rate	RTG	CPP	000	CPM	
WDIV	M-SUN LCL 4 NEWS @ 11P	Mo-Su 11:00p-11:30p		1/1/1996-12/31/2036		
LPMar/2019LS-LPMay/2018LS		1.7	22.4			
WDIV	SAT MORNING NEWS	Sat 6:00a-10:00a		1/12/2008-12/31/2036		
LPMar/2019LS-LPMay/2018LS		0.9	11.7			
WXYZ	SAT MORNING NEWS	Sat 6:00a-10:00a		1/31/2009-12/31/2036		
LPMar/2019LS-LPMay/2018LS		0.4	5.8			
WJBK	FOX 2 NEWS SAT AT 630A	Sat 6:30a-10:00a		1/1/1996-12/31/2036		
LPMar/2019LS-LPMay/2018LS	\$450.00	1.2	\$375.00	16.0	\$28.13	
WXYZ	SUN MORNING NEWS	Sun 6:00a-9:00a		1/31/2009-12/31/2036		
LPMar/2019LS-LPMay/2018LS		0.4	5.4			
WDIV	SUN MORNING NEWS	Sun 6:00a-10:00a		1/12/2008-12/31/2036		
LPMar/2019LS-LPMay/2018LS		0.7	9.1			
WJBK	FOX 2 NEWS SUN AT 630A	Sun 6:30a-10:00a		1/1/1996-12/31/2036		
LPMar/2019LS-LPMay/2018LS	\$400.00	1.1	\$363.64	14.6	\$27.40	

Attachment 7:

Media Buys Initial Breakdown

This media buy budget is very modest for the market, coverage area and goals. The media budget is a result of taking the overall budget and subtracting any pieces that were either already committed to, or that will need to be paid this year such as software systems, chamber memberships, brochure printing, etc. \$90,000 was also allocated for initial radio and TV production as described in the brand strategy. The production of this set of summer commercials will be used for two to three years. There will be a need to produce more commercial spots for water facilities later this summer, fall and winter. However, production should be considered an investment that is higher some years and lower in other years so that media buys can be higher in those years.

\$10,500 has been allocated separate from media buys for outreach events and hosting meetings. And \$6,500 has been allocated separate from media buys for chamber and organization memberships.

Media Buys	\$140,000.00		
TV	30%	\$42,000.00	All brand general
Out-of-home (billboards and other)	10%	\$14,000.00	All brand general
Radio	15%	\$21,000.00	80% brand general, 20% specific events or activities
Digital	15%	\$21,000.00	40% brand general, 60% specific event or activity campaigns
Social	20%	\$28,000.00	40% brand general, 60% specific event or activity campaigns
Print	10%	\$14,000.00	80% brand general, 20% specific events or activities

Marketing collateral	These are separate from media buys
Brochures, flyers, giveaways, etc.	

Owned Media	These are separate from media buys		
Website			
Email marketing			
staff brand ambassadors			
Email Signatures			
Organic Social			
Golf Campaign	\$15,000.00	<i>From the marketing budget in addition to what each course spends</i>	
Digital/social	50%	\$7,500.00	
Radio	35%	\$5,250.00	
Print	15%	\$2,250.00	

Marketing Plan Roll-Out Schedule																	
	1-May	15-May	1-Jun	15-Jun	1-Jul	15-Jul	1-Aug	15-Aug	1-Sep	15-Sep	1-Oct	15-Oct	1-Nov	15-Nov	1-Dec	15-Dec	2020
Present brand identity and marketing plan to board of commissioners and launch.																	
Make updates to website (phase 1 updates), social media, digital channels and email signatures to reflect new brand identity																	
Send press release and messaging about new brand identity																	
Invite media out for parks tours to learn more about the Metroparks																	
Schedule district staff meetings to showcase the new branding and marketing initiatives and train staff on how to be good brand ambassadors																	
Train key staff on social media implementation																	
Attend park seasonal staff trainings to train on being brand ambassadors																	
Set-up new email strategy																	
Launch new email strategy																	
Launch new social media strategy																	
Launch radio and social media campaigns for summer																	
Send marketing staff out to capture photos and videos in the parks																	
Submit first marketing report (June)																	
Launch branded TV campaigns																	
Launch summer digital campaigns																	
Launch summer billboard campaigns																	
Launch relationship building and grassroots initiatives																	
Schedule commissioner brand trainings/brainstorms																	
Finalize editorial/theme calendar with Public Relations firm assistance																	
Send internal staff newsletter																	
Submit marketing report (July)																	
Analyze and begin next branding steps. Timeline and rollout of these pieces TBD. (i.e. converting brochures and print materials to prepare for future printings, updating our maps to incorporate new brand look and iconography reflective of the wayfinding signs within parks, templates, etc.)																	
Focus on SEO improvements																	
Begin improving google information (i.e. park boundaries, park amenities, google business pages information, etc.)																	
Phase 2 website updates																	
First large analysis of results. Compare initial goals and strategies to results, attendance trends, data gathered from toll booth pass scanning and baseline public polling.																	
Determine what changes need to be made from the initial marketing plan and make them																	
Submit marketing report (August)																	
Update social media cover photos and check profile pictures																	
Start production of fall campaign materials																	

Marketing Plan Roll-Out Schedule																	
	1-May	15-May	1-Jun	15-Jun	1-Jul	15-Jul	1-Aug	15-Aug	1-Sep	15-Sep	1-Oct	15-Oct	1-Nov	15-Nov	1-Dec	15-Dec	2020
Review google business pages for accuracy																	
Submit marketing report (September)																	
Reanalyze marketing results against initial goals and strategies																	
Update marketing strategies based on findings from analysis																	
Switch from summer to fall content																	
Launch fall radio campaigns																	
Finalize press and media protocols with assistance of public relations firm																	
Begin budgeting and updating marketing plan and strategy for 2020																	
Submit marketing report (October)																	
If budget allows, produce and launch fall TV/video campaigns																	
Start production of winter campaign materials																	
Analyze and adjust SEO efforts																	
Begin phase 3 of website updates to coincide with POS implementation																	
Submit marketing report (November)																	
Switch from fall content to winter content																	
Submit marketing report (December)																	
Launch winter radio campaigns																	
Look at producing winter TV/Video content																	



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**HURON-CLINTON METROPOLITAN AUTHORITY**

To: Board of Commissioners
From: Danielle Mauter, Chief of Marketing and Communications
Subject: Approval – Production of Metroparks Branded TV Commercials
Date: May 2, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' approve the TV commercial production estimate from Factory Detroit, Inc., in the amount up to \$71,000 as recommended by Chief of Marketing and Communications Danielle Mauter and staff.

Fiscal Impact: Funding is available in the 2019 marketing budget.

Scope of Work: Work includes a video shoot and post production for three TV commercials.

Background: The Metroparks contracted with Factory Detroit in November 2018 to provide brand development services. Factory Detroit priced this production work at cost with no markup. This work is outside of the scope of contract with the Metroparks. Factory Detroit selected contractors based on industry experience, prior work examples and previous experience working together.

Factory Detroit is an expert in determining the best fit for professional services for this job. The production work is to create a set of three television commercials to directly support the brand identity work that Factory Detroit is doing.

This cost estimate includes the staff and materials needed to cover contractors for the video shoot, post production editing, color correction, finishing, voiceover talent and ad ID's necessary to turn the video into actual commercials. The estimate also includes contingency funding for inclement weather, additional editing and casting extra talent if needed. Factory Detroit plans to use its employees and Metroparks staff in order to keep cost at a minimum.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
From: Amy McMillan, Director
Subject: Report – Research Survey, EPIC-MRA
Date: May 2, 2019

Background: Representatives from EPIC-MRA will be at the May meeting for discussions regarding the research survey that was approved by the Board at the April 11 meeting.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Nina Kelly, Chief of Planning and Development
 Subject: Approval – MOU's for Maple Beach Playground Project
 Location: Kensington Metropark
 Date: May 2, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' approve the Collaborative Partnership Memoranda of Understanding with (1) The Arc of Livingston, (2) Centria Healthcare, (3) FAR Therapeutic Arts and Recreation, (4) Genisys Credit Union; and (5) Detroit Disability Power as recommended by Chief of Planning and Development Nina Kelly and staff.

Background: Construction of the first phase of the Maple Beach Redevelopment Plan is tentatively scheduled for fall 2019. The first phase will include a new restroom building, an open turf area for setting up special event tents, an accessible path from the parking lot to the new building, existing trail and beach area.

Staff anticipates replacing the current pirate ship play structure on site in a subsequent project, along with the relocation of the adjacent trail. Staff has begun developing a creative funding and engagement strategy for completing the playground sooner rather than later in cooperation with community advocates.

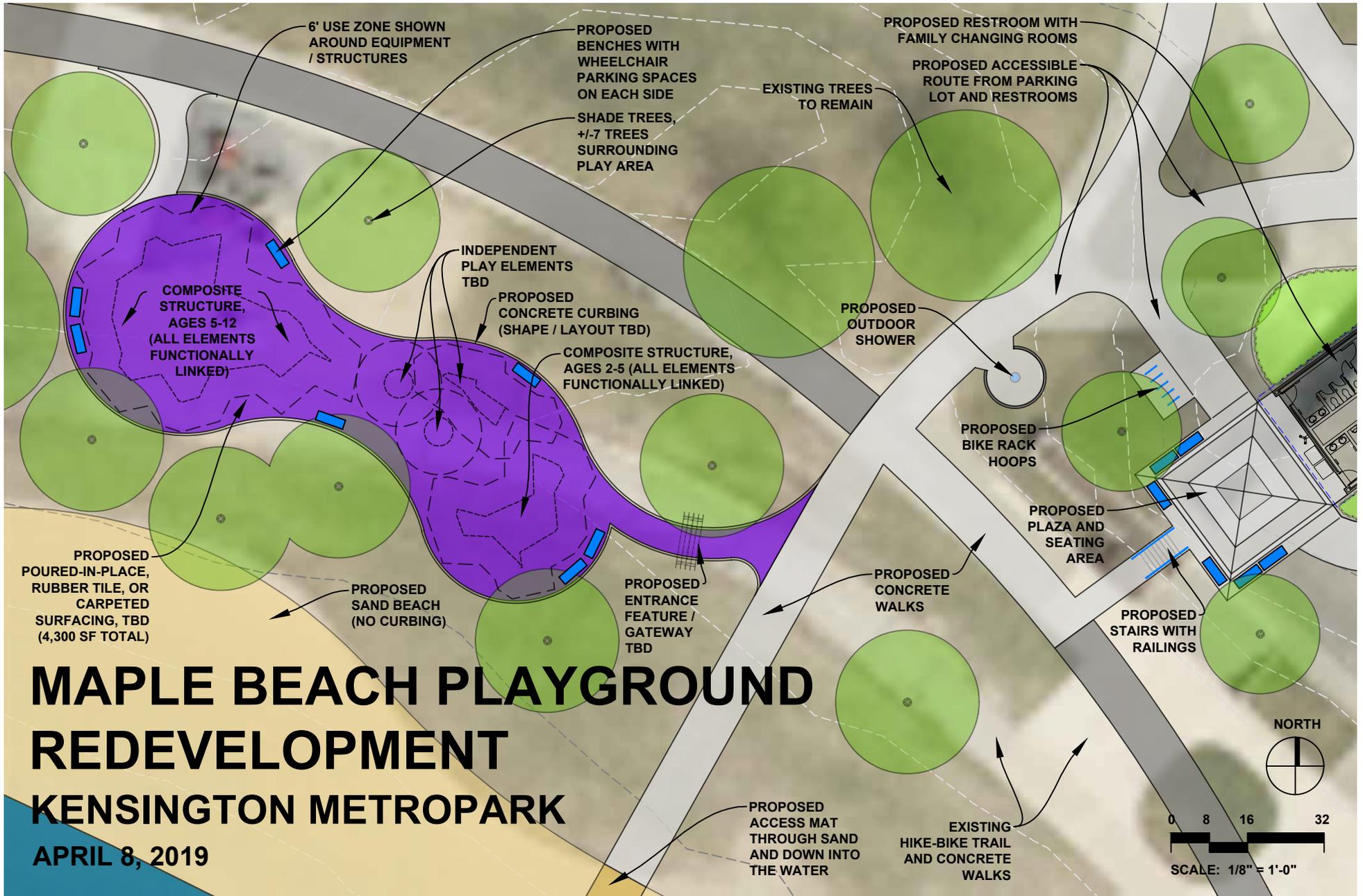
The goal of this project is to create an accessible playground to be enjoyed by all park patrons, inclusive of those with cognitive, emotional, physical, and intellectual disabilities. To help guide design, development and fundraising, staff has met with community members and representatives from area disability advocacy organizations to form a steering committee. In April, a conference call was held with the steering committee, which has adopted the moniker FAIR (Fun, Accessible, Inclusive Recreation) Play Coalition. While the FAIR Play Coalition is currently focused on the Maple Beach playground project, staff anticipates working closely with the group on a variety of accessibility-focused projects in the future. In order to solidify the commitment of the organizations involved for this purpose, staff proposes approval of MOUs with the five organizations listed above.

Staff is proposing to approach the design of this playground as a competition via the issuance of a request for proposals (RFP) to manufacturers for the equipment selection and layout. Vendors will then present their proposals to the FAIR Play Coalition, who will help develop the recommendation for subsequent approval by the Board of Commissioners.

Staff will be seeking grant and sponsor opportunities to support this project. Depending on the success of these efforts, the goal is to construct the playground by late 2020.

Attachments: **Maple Beach Playground Concept**
The Arc of Livingston MOU
Centria Healthcare MOU
FAR Therapeutic Arts and Recreation MOU
Genisys Credit Union MOU
Detroit Disability Power MOU





Collaborative Partnership Memorandum of Understanding

HURON-CLINTON METROPOLITAN AUTHORITY AND THE ARC LIVINGSTON

The HURON-CLINTON METROPOLITAN AUTHORITY (“HCMA”) and THE ARC LIVINGSTON memorialize the following understandings regarding the Metroparks located in MACOMB, LIVINGSTON, OAKLAND, WASHTENAW, and WAYNE., Michigan, this 9th day of May, 2019.

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to document the collaboration between parties in accordance with the following provisions:

- a. To recognize THE ARC LIVINGSTON as a major partner of the HCMA in the future planning for Maple Beach Playground located within the counties of LIVINGSTON and OAKLAND.
- b. To develop opportunities for improving accessibility within the Metroparks regarding play equipment, recreational and educational amenities, and
- c. To describe the roles of HCMA and THE ARC LIVINGSTON in future collaborative endeavors.

II. Background and Statement of Mutual Interest

Whereas, the HCMA is a regional park system created in 1940 by the citizens of southeast Michigan for the purpose of providing excellent recreational and educational opportunities while serving as stewards of natural resources, and

Whereas, THE ARC LIVINGSTON is a non-profit organization in the state of Michigan, and
Whereas, the mission of THE ARC LIVINGSTON exists to empower persons with developmental disabilities and their families to ensure they are as citizens are valued, and that they can participate fully in and contribute to the life of their community.

Whereas, THE ARC LIVINGSTON wishes to coordinate with HCMA as advisors on accessibility-significant land-planning projects, programs and initiatives, and

Whereas, HCMA recognizes the value of the Metroparks to park patrons and the citizens of southeast Michigan as a whole, and wishes to utilize The ARC LIVINGSTON expertise to leverage resources for improving and enhancing the Metroparks.

III. Understandings

1. Collaboration. HCMA will invite THE ARC LIVINGSTON to provide professional advice and guidance to staff regarding collaborative projects while maintaining the final authority regarding proposed changes to the use and aesthetic quality of any HCMA park facilities.
 - a. *Planning*. HCMA staff will implement the planning documents guiding the future of the Metroparks as approved by the Board of Commissioners. THE ARC LIVINGSTON will be invited to participate in planning processes for accessible projects facilitated by HCMA.
 - b. *Project design*. HCMA will collaborate with THE ARC LIVINGSTON on the design of projects for accessible features. The HCMA Board of Commissioners will have final approval of any project design within the Metroparks.
 - c. *Grants*. HCMA will collaborate with THE ARC LIVINGSTON to apply for funding that will benefit the accessibility amenities of the Metroparks. All grant applications affecting the Metroparks directly will be approved by the HCMA Board of Commissioners. Based on the nature of the project, HCMA reserves the right to determine the administrative structure of any grant obtained.
2. Non-Fund Obligating Document. Nothing in this MOU shall obligate HCMA or THE ARC LIVINGSTON to contribute or transfer any funds. Specific work projects or activities that would require the transfer of funds or services between HCMA and THE ARC LIVINGSTON will require

execution of separate project-specific agreements and be subject to approval by both parties and contingent upon the availability of appropriated funds.

3. Communications.

a. *Method of providing notice and obtaining consent.* Notice and consent may be provided or confirmed via email or other written communication.

b. *Authorized Parties.*

- i. THE ARC LIVINGSTON. THE ARC LIVINGSTON will designate an appropriate contact person based on the project in question.
- ii. HCMA. All communications regarding ACCESSIBILITY will be directed first to the HCMA Chief of Planning and Development followed by the most appropriate Planning and Development staff person(s) (e.g. Systems Planner, Park Planner, Grant Writer, Volunteer Services Supervisor).
- iii. Change in authorized parties. The ARC LIVINGSTON and HCMA will provide notice to the other party of any changes in the Authorized Parties.

c. *Annual Review.*

- i. Each year, HCMA and THE ARC LIVINGSTON will review this partnership agreement and any collaborative projects to identify opportunities for improvement in communications, organization, and administration.

4. Property rights. Nothing in this MOU will convey any property rights or independent decision-making authority to THE ARC LIVINGSTON. All final decisions affecting the infrastructure, aesthetics, and programming at the Metroparks will be made by the HCMA Board of Commissioners.

5. Duration. This MOU will continue until midnight on May 9, 2022. Either party may terminate this MOU upon 10 days advance written notice to the other party.

Agreed and understood:

THE ARC LIVINGSTON

By:
Its:

HURON-CLINTON METROPOLITAN AUTHORITY

By: Amy McMillan
Its: Director

Collaborative Partnership Memorandum of Understanding

HURON-CLINTON METROPOLITAN AUTHORITY AND CENTRIA HEALTHCARE

The HURON-CLINTON METROPOLITAN AUTHORITY (“HCMA”) and CENTRIA HEALTHCARE memorialize the following understandings regarding the Metroparks located in MACOMB, LIVINGSTON, OAKLAND, WASHTENAW, and WAYNE., Michigan, this 9th day of May, 2019.

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to document the collaboration between parties in accordance with the following provisions:

- a. To recognize CENTRIA HEALTHCARE as a major partner of the HCMA in the future planning for Maple Beach Playground located within the counties of LIVINGSTON and OAKLAND.
- b. To develop opportunities for improving accessibility within the Metroparks regarding play equipment, recreational and educational amenities, and
- c. To describe the roles of HCMA and CENTRIA HEALTHCARE in future collaborative endeavors.

II. Background and Statement of Mutual Interest

Whereas, the HCMA is a regional park system created in 1940 by the citizens of southeast Michigan for the purpose of providing excellent recreational and educational opportunities while serving as stewards of natural resources, and

Whereas, CENTRIA HEALTHCARE is a non-profit organization in the state of Michigan, and

Whereas, the mission of CENTRIA HEALTHCARE is a leading provider of Autism Services, ABA Therapy, Pediatric Nursing, and Catastrophic Injury Care. They live to bring comfort, healing and hope to families they serve.

Whereas, CENTRIA HEALTHCARE wishes to coordinate with HCMA as advisors on accessibility-significant land-planning projects, programs and initiatives, and

Whereas, HCMA recognizes the value of the Metroparks to park patrons and the citizens of southeast Michigan as a whole, and wishes to utilize CENTRIA HEALTHCARE expertise to leverage resources for improving and enhancing the Metroparks.

III. Understandings

1. Collaboration. HCMA will invite CENTRIA HEALTHCARE to provide professional advice and guidance to staff regarding collaborative projects while maintaining the final authority regarding proposed changes to the use and aesthetic quality of any HCMA park facilities.
 - a. *Planning*. HCMA staff will implement the planning documents guiding the future of the Metroparks as approved by the Board of Commissioners. CENTRIA HEALTHCARE will be invited to participate in planning processes for accessible projects facilitated by HCMA.
 - b. *Project design*. HCMA will collaborate with CENTRIA HEALTHCARE on the design of projects for accessible features. The HCMA Board of Commissioners will have final approval of any project design within the Metroparks.
 - c. *Grants*. HCMA will collaborate with CENTRIA HEALTHCARE to apply for funding that will benefit the accessibility amenities of the Metroparks. All grant applications affecting the Metroparks directly will be approved by the HCMA Board of Commissioners. Based on the nature of the project, HCMA reserves the right to determine the administrative structure of any grant obtained.
2. Non-Fund Obligating Document. Nothing in this MOU shall obligate HCMA or CENTRIA HEALTHCARE to contribute or transfer any funds. Specific work projects or activities that would

require the transfer of funds or services between HCMA and CENTRIA HEALTHCARE will require execution of separate project-specific agreements and be subject to approval by both parties and contingent upon the availability of appropriated funds.

3. Communications.

a. *Method of providing notice and obtaining consent.* Notice and consent may be provided or confirmed via email or other written communication.

b. *Authorized Parties.*

i. CENTRIA HEALTHCARE. CENTRIA HEALTHCARE will designate an appropriate contact person based on the project in question.

ii. HCMA. All communications regarding ACCESSIBILITY will be directed first to the HCMA CHIEF OF PLANNING AND DEVELOPMENT followed by the most appropriate Planning and Development staff person(s) (e.g. Systems Planner, Park Planner, Grant Writer, Volunteer Services Supervisor).

iii. Change in authorized parties. CENTRIA HEALTHCARE and HCMA will provide notice to the other party of any changes in the Authorized Parties.

c. *Annual Review.*

i. Each year, HCMA and CENTRIA HEALTHCARE will review this partnership agreement and any collaborative projects to identify opportunities for improvement in communications, organization, and administration.

4. Property rights. Nothing in this MOU will convey any property rights or independent decision-making authority to CENTRIA HEALTHCARE. All final decisions affecting the infrastructure, aesthetics, and programming at the Metroparks will be made by the HCMA Board of Commissioners.

5. Duration. This MOU will continue until midnight on May 9, 2022. Either party may terminate this MOU upon 10 days advance written notice to the other party.

Agreed and understood:

CENTRIA HEALTHCARE

By:
Its:

HURON-CLINTON METROPOLITAN AUTHORITY

By: Amy McMillan
Its: Director

Collaborative Partnership Memorandum of Understanding

HURON-CLINTON METROPOLITAN AUTHORITY AND FAR THERAPUETIC ARTS AND RECREATION

The HURON-CLINTON METROPOLITAN AUTHORITY (“HCMA”) and FAR THERAPUETIC ARTS AND RECREATION memorialize the following understandings regarding the Metroparks located in MACOMB, LIVINGSTON, OAKLAND, WASHTENAW, and WAYNE., Michigan, this 9th day of May, 2019.

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to document the collaboration between parties in accordance with the following provisions:

- a. To recognize FAR THERAPUETIC ARTS AND RECREATION as a major partner of the HCMA in the future planning for Maple Beach Playground located within the counties of LIVINGSTON and OAKLAND.
- b. To develop opportunities for improving accessibility within the Metroparks regarding play equipment, recreational and educational amenities, and
- c. To describe the roles of HCMA and FAR THERAPUETIC ARTS AND RECREATION in future collaborative endeavors.

II. Background and Statement of Mutual Interest

Whereas, the HCMA is a regional park system created in 1940 by the citizens of southeast Michigan for the purpose of providing excellent recreational and educational opportunities while serving as stewards of natural resources, and

Whereas, FAR THERAPUETIC ARTS AND RECREATION is a non-profit organization in the state of Michigan, and

Whereas, the mission of FAR THERAPUETIC ARTS AND RECREATION exists to promote understanding and provides education for children and adults with special needs through therapeutic opportunities in the arts, recreation and leisure that enrich its clients, their families and the greater community.

Whereas, FAR THERAPUETIC ARTS AND RECREATION wishes to coordinate with HCMA as advisors on accessibility-significant land- planning projects, programs and initiatives, and

Whereas, HCMA recognizes the value of the Metroparks to park patrons and the citizens of southeast Michigan as a whole and, wishes to utilize FAR THERAPUETIC ARTS AND RECREATION expertise to leverage resources for improving and enhancing the Metroparks.

III. Understandings

1. Collaboration. HCMA will invite FAR THERAPUETIC ARTS AND RECREATION to provide professional advice and guidance to staff regarding collaborative projects while maintaining the final authority regarding proposed changes to the use and aesthetic quality of any HCMA park facilities.
 - a. *Planning*. HCMA staff will implement the planning documents guiding the future of the Metroparks as approved by the Board of Commissioners. FAR THERAPUETIC ARTS AND RECREATION will be invited to participate in planning processes for accessible projects facilitated by HCMA.
 - b. *Project design*. HCMA will collaborate with FAR THERAPUETIC ARTS AND RECREATION on the design of projects for accessible features. The HCMA Board of Commissioners will have final approval of any project design within the Metroparks.
 - c. *Grants*. HCMA will collaborate with FAR THERAPUETIC ARTS AND RECREATION to apply for funding that will benefit the accessibility amenities of the Metroparks. All grant applications affecting the Metroparks directly will be approved by the HCMA Board of Commissioners.

Based on the nature of the project, HCMA reserves the right to determine the administrative structure of any grant obtained.

2. Non-Fund Obligating Document. Nothing in this MOU shall obligate HCMA or FAR THERAPUETIC ARTS AND RECREATION to contribute or transfer any funds. Specific work projects or activities that would require the transfer of funds or services between HCMA and FAR THERAPUETIC ARTS AND RECREATION will require execution of separate project-specific agreements and be subject to approval by both parties and contingent upon the availability of appropriated funds.
3. Communications.
 - a. *Method of providing notice and obtaining consent*. Notice and consent may be provided or confirmed via email or other written communication.
 - b. *Authorized Parties*.
 - i. FAR THERAPUETIC ARTS AND RECREATION. FAR THERAPUETIC ARTS AND RECREATION will designate an appropriate contact person based on the project in question.
 - ii. HCMA. All communications regarding ACCESSIBILITY will be directed first to the HCMA Chief of Planning and Development followed by the most appropriate Planning and Development staff person(s) (e.g. Systems Planner, Park Planner, Grant Writer, Volunteer Services Supervisor).
 - iii. Change in authorized parties. FAR THERAPUETIC ARTS AND RECREATION and HCMA will provide notice to the other party of any changes in the Authorized Parties.
 - c. *Annual Review*.
 - i. Each year, HCMA and FAR THERAPUETIC ARTS AND RECREATION will review this partnership agreement and any collaborative projects to identify opportunities for improvement in communications, organization, and administration.
4. Property rights. Nothing in this MOU will convey any property rights or independent decision-making authority to FAR THERAPUETIC ARTS AND RECREATION. All final decisions affecting the infrastructure, aesthetics, and programming at the Metroparks will be made by the HCMA Board of Commissioners.
5. Duration. This MOU will continue until midnight on May 9, 2022. Either party may terminate this MOU upon 10 days advance written notice to the other party.

Agreed and understood:

FAR THERAPUETIC ARTS AND RECREATION

By:
Its:

HURON-CLINTON METROPOLITAN AUTHORITY

By: Amy McMillan
Its: Director

Collaborative Partnership Memorandum of Understanding

HURON-CLINTON METROPOLITAN AUTHORITY AND GENISYS CREDIT UNION

The HURON-CLINTON METROPOLITAN AUTHORITY (“HCMA”) and GENISYS CREDIT UNION memorialize the following understandings regarding the Metroparks located in MACOMB, LIVINGSTON, OAKLAND, WASHTENAW, and WAYNE., Michigan, this 9th day of May, 2019.

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to document the collaboration between parties in accordance with the following provisions:

- a. To recognize GENISYS CREDIT UNION as a major partner of the HCMA in the future planning for Maple Beach Playground located within the counties of LIVINGSTON and OAKLAND.
- b. To develop opportunities for improving accessibility within the Metroparks regarding play equipment, recreational and educational amenities, and
- c. To describe the roles of HCMA and GENISYS CREDIT UNION in future collaborative endeavors.

II. Background and Statement of Mutual Interest

Whereas, the HCMA is a regional park system created in 1940 by the citizens of southeast Michigan for the purpose of providing excellent recreational and educational opportunities while serving as stewards of natural resources, and

Whereas, GENISYS CREDIT UNION is a non-profit organization in the state of Michigan, and

Whereas, the mission of GENISYS CREDIT UNION exists to serve their members with financial services and products, working hard to build the best team and keeping money safe. They are committed to improving the community contributing volunteer hours and financial contributions to benefit everyone who lives or works in their communities.

Whereas, GENISYS CREDIT UNION wishes to coordinate with HCMA as advisors on accessibility-significant land- planning projects, programs and initiatives, and

Whereas, HCMA recognizes the value of the Metroparks to park patrons and the citizens of southeast Michigan as a whole, and wishes to utilize GENISYS CREDIT UNION expertise to leverage resources for improving and enhancing the Metroparks.

III. Understandings

1. Collaboration. HCMA will invite GENISYS CREDIT UNION to provide professional advice and guidance to staff regarding collaborative projects while maintaining the final authority regarding proposed changes to the use and aesthetic quality of any HCMA park facilities.
 - a. *Planning.* HCMA staff will implement the planning documents guiding the future of the Metroparks as approved by the Board of Commissioners. GENISYS CREDIT UNION will be invited to participate in planning processes for accessible projects facilitated by HCMA.
 - b. *Project design.* HCMA will collaborate with GENISYS CREDIT UNION on the design of projects for accessible features. The HCMA Board of Commissioners will have final approval of any project design within the Metroparks.
 - c. *Grants.* HCMA will collaborate with GENISYS CREDIT UNION to apply for funding that will benefit the accessibility amenities of the Metroparks. All grant applications affecting the Metroparks directly will be approved by the HCMA Board of Commissioners. Based on the nature of the project, HCMA reserves the right to determine the administrative structure of any grant obtained.
2. Non-Fund Obligating Document. Nothing in this MOU shall obligate HCMA or GENISYS CREDIT UNION to contribute or transfer any funds. Specific work projects or activities that would

require the transfer of funds or services between HCMA and GENISYS CREDIT UNION will require execution of separate project-specific agreements and be subject to approval by both parties and contingent upon the availability of appropriated funds.

3. Communications.

a. *Method of providing notice and obtaining consent.* Notice and consent may be provided or confirmed via email or other written communication.

b. *Authorized Parties.*

i. GENISYS CREDIT UNION. GENISYS CREDIT UNION will designate an appropriate contact person based on the project in question.

ii. HCMA. All communications regarding ACCESSIBILITY will be directed first to the HCMA Chief of Planning and Development followed by the most appropriate Planning and Development staff person(s) (e.g. Systems Planner, Park Planner, Grant Writer, Volunteer Services Supervisor).

iii. Change in authorized parties. GENISYS CREDIT UNION and HCMA will provide notice to the other party of any changes in the Authorized Parties.

c. *Annual Review.*

i. Each year, HCMA and GENISYS CREDIT UNION will review this partnership agreement and any collaborative projects to identify opportunities for improvement in communications, organization, and administration.

4. Property rights. Nothing in this MOU will convey any property rights or independent decision-making authority to GENISYS CREDIT UNION. All final decisions affecting the infrastructure, aesthetics, and programming at the Metroparks will be made by the HCMA Board of Commissioners.

5. Duration. This MOU will continue until midnight on May 9, 2022. Either party may terminate this MOU upon 10 days advance written notice to the other party.

Agreed and understood:

GENISYS CREDIT UNION

By:
Its:

HURON-CLINTON METROPOLITAN AUTHORITY

By: Amy McMillan
Its: Director

Collaborative Partnership Memorandum of Understanding

HURON-CLINTON METROPOLITAN AUTHORITY AND DETROIT DISABILITY POWER

The HURON-CLINTON METROPOLITAN AUTHORITY (“HCMA”) and DETROIT DISABILITY POWER memorialize the following understandings regarding the Metroparks located in MACOMB, LIVINGSTON, OAKLAND, WASHTENAW, and WAYNE., Michigan, this 9th day of May, 2019.

I. Purpose

The purpose of this Memorandum of Understanding (MOU) is to document the collaboration between parties in accordance with the following provisions:

- a. To recognize DETROIT DISABILITY POWER as a major partner of the HCMA in the future planning for Maple Beach Playground located within the counties of LIVINGSTON and OAKLAND.
- b. To develop opportunities for improving accessibility within the Metroparks regarding play equipment, recreational and educational amenities, and
- c. To describe the roles of HCMA and DETROIT DISABILITY POWER in future collaborative endeavors.

II. Background and Statement of Mutual Interest

Whereas, the HCMA is a regional park system created in 1940 by the citizens of southeast Michigan for the purpose of providing excellent recreational and educational opportunities while serving as stewards of natural resources, and

Whereas, DETROIT DISABILITY POWER is a non-profit organization in the state of Michigan, and

Whereas, the mission of DETROIT DISABILITY POWER is to leverage and build the organizing power of the disability community to ensure the full inclusion of people with disabilities in Metro Detroit.

Whereas, DETROIT DISABILITY POWER wishes to coordinate with HCMA as advisors on accessibility-significant land- planning projects, programs and initiatives, and

Whereas, HCMA recognizes the value of the Metroparks to park patrons and the citizens of southeast Michigan as a whole, and wishes to utilize DETROIT DISABILITY POWER expertise to leverage resources for improving and enhancing the Metroparks.

III. Understandings

1. Collaboration. HCMA will invite DETROIT DISABILITY POWER to provide professional advice and guidance to staff regarding collaborative projects while maintaining the final authority regarding proposed changes to the use and aesthetic quality of any HCMA park facilities.
 - a. *Planning*. HCMA staff will implement the planning documents guiding the future of the Metroparks as approved by the Board of Commissioners. DETROIT DISABILITY POWER will be invited to participate in planning processes for accessible projects facilitated by HCMA.
 - b. *Project design*. HCMA will collaborate with DETROIT DISABILITY POWER on the design of projects for accessible features. The HCMA Board of Commissioners will have final approval of any project design within the Metroparks.
 - c. *Grants*. HCMA will collaborate with DETROIT DISABILITY POWER to apply for funding that will benefit the accessibility amenities of the Metroparks. All grant applications affecting the Metroparks directly will be approved by the HCMA Board of Commissioners. Based on the nature of the project, HCMA reserves the right to determine the administrative structure of any grant obtained.
2. Non-Fund Obligating Document. Nothing in this MOU shall obligate HCMA or DETROIT DISABILITY POWER to contribute or transfer any funds. Specific work projects or activities that

would require the transfer of funds or services between HCMA and DETROIT DISABILITY POWER will require execution of separate project-specific agreements and be subject to approval by both parties and contingent upon the availability of appropriated funds.

3. Communications.

a. *Method of providing notice and obtaining consent.* Notice and consent may be provided or confirmed via email or other written communication.

b. *Authorized Parties.*

i. DETROIT DISABILITY POWER. DETROIT DISABILITY POWER will designate an appropriate contact person based on the project in question.

ii. HCMA. All communications regarding ACCESSIBILITY will be directed first to the HCMA Chief of Planning and Development followed by the most appropriate Planning and Development staff person(s) (e.g. Systems Planner, Park Planner, Grant Writer, Volunteer Services Supervisor).

iii. Change in authorized parties. DETROIT DISABILITY POWER and HCMA will provide notice to the other party of any changes in the Authorized Parties.

c. *Annual Review.*

i. Each year, HCMA and DETROIT DISABILITY POWER will review this partnership agreement and any collaborative projects to identify opportunities for improvement in communications, organization, and administration.

4. Property rights. Nothing in this MOU will convey any property rights or independent decision-making authority to DETROIT DISABILITY POWER. All final decisions affecting the infrastructure, aesthetics, and programming at the Metroparks will be made by the HCMA Board of Commissioners.

5. Duration. This MOU will continue until midnight on May 9, 2022. Either party may terminate this MOU upon 10 days advance written notice to the other party.

Agreed and understood:

DETROIT DISABILITY POWER

By:
Its:

HURON-CLINTON METROPOLITAN AUTHORITY

By: Amy McMillan
Its: Director



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Henkel, Chief of Engineering Services
 Project No: 706-18-188R
 Project Title: Bids – Pool Marcite Repairs
 Project Type: Major Maintenance
 Location: Turtle Cove Aquatic Center, Lower Huron Metropark
 Date: May 2, 2019

Bids Received: April 16, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' award Contract No. 706-18-188R to the low responsive, responsible bidder, Advanced Pool Services, Inc. in the amount of \$205,770 as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: The project is within the budgeted amount of \$500,000. The remaining \$294,230 in budgeted funds will be used for further repair work.

Scope of Work: The project includes hydro demolition and installation of a marcite pool surface in the lazy river and lap pool.

Background: The existing marcite surface is delaminated from the pools substrate. The delamination occurs due to the age, freeze/thaw seasonal cycles, and drying of the finish surface. At the end of last year, the pool bottom was sounded to map and find any hollow delaminated areas. However, once construction begins more delamination may become evident as the work progresses. Additional areas may need to be added to the contract. Approximately half of the lazy river and the entire bottom of the lap pool needs surfacing. Segments of the existing surface have been repaired throughout the years since the original construction in 2006.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
Advanced Pool Services	Highland	\$205,770.00
Mid-American Group	Newport	Non-Responsive
- Budget Amounts for Contract Services		\$500,000.00
- Work Order Amount		
- Contract Amount- Advanced Pool Services, Inc		\$205,770.00
- Contract Administration		<u>\$ 10,000.00</u>
- Total Proposed Work Order Amount (Rounded)		\$215,770.00

This project was reported and publicly advertised in the following construction reporting outlets: MITN, Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Construction News Service, HCMA Website, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan.



HURON-CLINTON METROPOLITAN AUTHORITY

To: Board of Commissioners
 From: Mike Henkel, Chief of Engineering Services
 Project No: 502-17-684
 Project Title: Bids – Maintenance Storm Water Revisions
 Project Type: Capital Project
 Location: Lake St. Clair Metropark
 Date: May 2, 2019

Bids Received: April 16, 2019

Action Requested: Motion to Approve

That the Board of Commissioners' (1) award Contract No. 502-17-684 to the low responsive, responsible bidder, TSP services, Inc., in the amount of \$149,874.53; and (2) authorize staff to transfer funds within the Capital Project Fund as recommended by Chief of Engineering Services Mike Henkel and staff.

Fiscal Impact: This project was included in the 2018 original budget, however the project was mistakenly not identified and included with the development of the capital project fund. Funding for the project is available from two existing projects. The bids for the Hudson Mills Bridge replacement project came in \$142,500 under the budget and an additional \$8,000 is currently available from the Stony Creek Sewer Rehabilitation project, which is targeted to be bid out later this year and is still in the scope of work process.

Scope of Work: The project includes installation of drainage structures, grading, earth excavation, and restoration.

Background: The project was identified as a SAW (storm water, asset management and wastewater) project and as such the design work is currently being reimbursed through the state funded program. The grant program only reimburses for 75 to 90 percent of the design costs and does not pay for the actual construction. In order to receive reimbursement for the design portion the project the grant recipient must issue a notice to proceed for construction by Oct. 31, 2019.

This project was identified to address potential storm water runoff issues that could occur with the current site drainage configuration. The project will redirect runoff to be retained to help treat runoff from the maintenance area before entering the Black Creek.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
TSP Services, Inc.	Redford	\$149,874.53
JSS-Macomb	Shelby Twp.	\$155,551.00
Universal Consolidated Enterprises	Rochester	\$156,438.00
DP Schwehofer Excavating	St. Clair	\$156,325.00
Simone Construction Services	Sterling Heights	\$159,817.00

Budget Amounts for Contract Services

- Remaining Balance from Hudson Mill Bridge Replacement Project	\$142,000.00
- Funds allocated for Sanitary Sewer Rehabilitation at Stony Creek	<u>\$ 8,000.00</u>
- Total	<u>\$150,000.00</u>

Work Order Amount

- Contract Amount – TSP services, Inc.	\$149,874.53
- Contract Administration	<u>\$ 6,000.00</u>
- Total Proposed Work Order Amount (Rounded)	<u>\$155,875.00</u>

This project was reported and publicly advertised in the following construction reporting outlets: MITN, Construction Association of Michigan, Reed Construction Data, Construction News Corporation, Construction News Service, HCMA Website, Builders Exchange of Michigan, McGraw Hill Dodge, Builders Exchange of Lansing and Central Michigan.

HURON-CLINTON METROPARKS MONTHLY STATISTICS

April, 2019

PARK	MONTHLY VEHICLE ENTRIES				MONTHLY TOLL REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	23,459	22,772	24,339	-4%	\$ 118,328	\$ 108,288	\$ 118,809	0%
Wolcott Mill	4,751	6,656	6,358	-25%	\$ 44,017	\$ 12,010	\$ 7,339	500%
Stony Creek	33,859	30,952	39,348	-14%	\$ 215,830	\$ 185,315	\$ 236,246	-9%
Indian Springs	6,312	5,343	6,550	-4%	\$ 39,878	\$ 31,001	\$ 37,266	7%
Kensington	62,256	57,584	59,766	4%	\$ 267,240	\$ 225,863	\$ 265,946	0%
Huron Meadows	6,897	6,542	7,176	-4%	\$ 6,802	\$ 4,817	\$ 5,501	24%
Hudson Mills	16,888	16,100	17,259	-2%	\$ 53,522	\$ 41,421	\$ 53,526	0%
Lower Huron/Willow/Oakwoods	41,137	41,995	43,573	-6%	\$ 67,693	\$ 62,028	\$ 84,582	-20%
Lake Erie	17,991	17,327	18,226	-1%	\$ 75,552	\$ 71,861	\$ 79,071	-4%
Monthly TOTALS	213,550	205,271	222,596	-4%	\$ 888,862	\$ 742,604	\$ 888,286	0%

PARK	Y-T-D VEHICLE ENTRIES				Y-T-D TOLL REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	77,423	75,647	72,630	7%	\$ 309,783	\$ 302,230	\$ 282,107	10%
Wolcott Mill	8,935	15,017	16,029	-44%	\$ 50,373	\$ 17,396	\$ 10,453	382%
Stony Creek	86,126	106,971	104,797	-18%	\$ 492,792	\$ 462,316	\$ 538,206	-8%
Indian Springs	14,006	13,903	15,407	-9%	\$ 75,111	\$ 71,776	\$ 83,818	-10%
Kensington	174,078	171,400	169,933	2%	\$ 635,285	\$ 630,281	\$ 669,128	-5%
Huron Meadows	17,605	19,433	19,239	-8%	\$ 28,459	\$ 27,844	\$ 23,448	21%
Hudson Mills	44,368	43,576	44,223	0%	\$ 129,658	\$ 121,643	\$ 141,862	-9%
Lower Huron/Willow/Oakwoods	127,712	130,157	132,193	-3%	\$ 156,902	\$ 175,506	\$ 199,732	-21%
Lake Erie	40,274	38,210	40,334	0%	\$ 181,334	\$ 169,804	\$ 181,284	0%
Monthly TOTALS	590,527	614,314	614,784	-4%	\$ 2,059,697	\$ 1,978,796	\$ 2,130,037	-3%

PARK	MONTHLY PARK REVENUE				Y-T-D PARK REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 285,518	\$ 157,597	\$ 168,187	70%	\$ 559,863	\$ 537,780	\$ 474,000	18%
Wolcott Mill	\$ 85,901	\$ 46,252	\$ 48,047	79%	\$ 140,899	\$ 86,252	\$ 84,782	66%
Stony Creek	\$ 381,052	\$ 303,345	\$ 369,915	3%	\$ 712,968	\$ 667,147	\$ 747,839	-5%
Indian Springs	\$ 96,974	\$ 71,116	\$ 91,241	6%	\$ 144,728	\$ 138,274	\$ 170,384	-15%
Kensington	\$ 396,950	\$ 343,237	\$ 378,037	5%	\$ 871,639	\$ 869,241	\$ 883,449	-1%
Huron Meadows	\$ 62,406	\$ 51,658	\$ 59,615	5%	\$ 104,293	\$ 102,430	\$ 99,799	5%
Hudson Mills	\$ 87,076	\$ 74,946	\$ 89,287	-2%	\$ 185,822	\$ 183,385	\$ 204,387	-9%
Lower Huron/Willow/Oakwoods	\$ 108,170	\$ 106,288	\$ 131,252	-18%	\$ 232,405	\$ 249,826	\$ 271,714	-14%
Lake Erie	\$ 123,768	\$ 121,799	\$ 136,304	-9%	\$ 244,624	\$ 235,690	\$ 259,742	-6%
Y-T-D TOTALS	\$ 1,627,815	\$ 1,276,238	\$ 1,471,886	11%	\$ 3,197,241	\$ 3,070,024	\$ 3,196,096	0%

District	Y-T-D Vehicle Entries by Management Unit				Y-T-D Total Revenue by Management Unit			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Eastern	172,484	197,635	193,456	-11%	1,413,730	1,291,178	1,306,621	8%
Western	250,057	248,312	248,801	1%	1,306,482	1,293,330	1,358,019	-4%
Southern	167,986	168,367	172,527	-3%	477,029	485,516	531,456	-10%

GOLF THIS MONTH	MONTHLY ROUNDS				MONTHLY REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	1,644	1,305	1,798	-9%	\$ 44,048	\$ 38,258	\$ 52,414	-16%
Indian Springs	1,427	1,194	1,517	-6%	\$ 39,222	\$ 31,859	\$ 38,579	2%
Kensington	2,786	1,932	2,149	30%	\$ 66,206	\$ 51,254	\$ 54,753	21%
Huron Meadows	2,198	1,715	1,912	15%	\$ 54,804	\$ 46,641	\$ 53,585	2%
Hudson Mills	1,113	1,277	1,098	1%	\$ 22,598	\$ 23,560	\$ 23,010	-2%
Willow	1,037	1,221	1,228	-16%	\$ 28,641	\$ 31,115	\$ 33,469	-14%
Lake Erie	1,375	1,217	1,548	-11%	\$ 32,102	\$ 32,723	\$ 41,951	-23%
Total Regulation	11,580	9,861	11,250	3%	\$ 287,621	\$ 255,410	\$ 297,761	-3%
LSC Par 3	85	251	299	-72%	\$ 1,536	\$ 1,552	\$ 1,877	-18%
LSC Foot Golf	11	11	27	-59%	\$ 102	\$ 51	\$ 182	-44%
Total Golf	11,676	10,123	11,779	-1%	\$ 289,259	\$ 257,013	\$ 301,197	-4%

GOLF Y-T-D	GOLF ROUNDS Y-T-D				GOLF REVENUE Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Stony Creek	1,644	1,331	1,861	-12%	\$ 44,048	\$ 38,903	\$ 54,046	-18%
Indian Springs	1,427	1,208	1,591	-10%	\$ 39,222	\$ 32,435	\$ 40,318	-3%
Kensington	2,786	2,022	2,279	22%	\$ 66,206	\$ 53,499	\$ 57,687	15%
Huron Meadows	2,198	1,732	2,030	8%	\$ 54,804	\$ 47,043	\$ 56,613	-3%
Hudson Mills	1,113	1,288	1,144	-3%	\$ 22,598	\$ 23,771	\$ 23,966	-6%
Willow	1,037	1,249	1,237	-16%	\$ 28,641	\$ 31,780	\$ 34,520	-17%
Lake Erie	1,375	1,225	1,604	-14%	\$ 32,102	\$ 33,001	\$ 43,353	-26%
Total Regulation	11,580	10,055	11,747	-1%	\$ 287,621	\$ 260,432	\$ 310,504	-7%
LSC Par 3	85	251	305	-72%	\$ 1,536	\$ 1,552	\$ 1,892	-19%
LSC Foot Golf	11	11	28	-61%	\$ 102	\$ 51	\$ 192	-47%
Total Golf	11,676	10,317	12,282	-5%	\$ 289,259	\$ 262,035	\$ 313,964	-8%

AQUATICS THIS MONTH	PATRONS THIS MONTH				MONTHLY REVENUE			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	0	0	0	-	\$ -	\$ -	\$ -	-
Stony Creek Rip Slide	0	0	0	-	\$ -	\$ -	\$ -	-
KMP Splash	0	0	0	-	\$ 1,400	\$ 1,600	\$ 1,200	17%
Lower Huron	0	0	0	-	\$ -	\$ -	\$ -	-
Willow	0	0	0	-	\$ -	\$ -	\$ -	-
Lake Erie	0	0	0	-	\$ -	\$ -	\$ -	-
TOTALS	0	0	0	-	\$ 1,400	\$ 1,600	\$ 1,200	17%

AQUATICS Y-T-D	PATRONS Y-T-D				REVENUE Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair	0	0	0	-	\$ -	\$ -	\$ -	-
Stony Creek Rip Slide	0	0	0	-	\$ -	\$ -	\$ -	-
KMP Splash	0	0	0	-	\$ 3,300	\$ 2,200	\$ 2,297	44%
Lower Huron	0	0	0	-	\$ -	\$ -	\$ -	-
Willow	0	0	0	-	\$ 200	\$ -	\$ -	-
Lake Erie	0	0	0	-	\$ -	\$ -	\$ -	-
TOTALS	0	0	0	-	\$ 3,500	\$ 2,200	\$ 2,297	52%

PARK	Seasonal Activities this Month				Monthly Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair								
Welsh Center	3	5	3	0%	\$ 1,700	\$ 2,750	\$ 2,325	-27%
Shelters	39	37	34	15%	\$ 8,625	\$ 7,925	\$ 8,000	8%
Boat Launches	0	147	157	-	\$ -	\$ -	\$ -	-
Marina	0	0	2	-	\$ -	\$ -	\$ 14	-
Mini-Golf	0	0	0	-	\$ -	\$ -	\$ -	-
Wolcott								
Activity Center	6	6	7	-14%	\$ 2,950	\$ 2,000	\$ 1,217	142%
Stony Creek								
Disc Golf Daily	1,336	1,337	1,811	-26%	\$ 4,525	\$ 4,461	\$ 5,583	-19%
Disc Golf Annual	47	31	39	22%	\$ 2,800	\$ 1,705	\$ 2,087	34%
Total Disc Golf	1,383	1,368	1,850	-25%	\$ 7,325	\$ 6,166	\$ 7,670	-4%
Shelters	48	37	51	-6%	\$ 10,875	\$ 8,325	\$ 11,470	-5%
Boat Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Boat Launches	88	0	12	654%	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	8	4	6	41%	\$ 1,225	\$ 700	\$ 900	36%
Event Room	6	3	4	50%	\$ 13,200	\$ 5,200	\$ 7,733	71%
Kensington								
Disc Golf Daily	2,031	1,951	2,507	-19%	\$ 6,093	\$ 5,853	\$ 7,521	-19%
Disc Golf Annual	40	43	37	7%	\$ 2,160	\$ 2,365	\$ 2,007	8%
Total Disc Golf	2,071	1,994	2,544	-19%	\$ 8,253	\$ 8,218	\$ 9,528	-13%
Shelters	61	59	49	24%	\$ 13,850	\$ 13,275	\$ 12,167	14%
Boat Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Huron Meadows								
Shelters	4	0	2	71%	\$ 800	\$ -	\$ 533	50%
Hudson Mills								
Disc Golf Daily	881	947	1,084	-19%	\$ 2,643	\$ 2,841	\$ 3,253	-19%
Disc Golf Annual	25	43	36	-30%	\$ 1,500	\$ 2,345	\$ 1,928	-22%
Total Disc Golf	906	990	1,120	-19%	\$ 4,143	\$ 5,186	\$ 5,181	-20%
Shelters	7	15	16	-57%	\$ 1,400	\$ 3,000	\$ 3,267	-57%
Canoe Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	69	162	125	-45%	\$ 207	\$ 486	\$ 375	-45%
Disc Golf Annual	1	4	2	-57%	\$ 60	\$ 220	\$ 128	-53%
Total Disc Golf	70	166	127	-45%	\$ 267	\$ 706	\$ 503	-47%
Shelters	39	35	38	2%	\$ 8,600	\$ 7,550	\$ 8,433	2%
Lake Erie								
Shelters	11	11	8	32%	\$ 2,400	\$ 2,700	\$ 1,867	29%
Boat Launches	2,668	2,935	2,782	-4%	\$ -	\$ -	\$ -	-
Marina	0	114	38	-	\$ 12,428	\$ 14,028	\$ 12,098	3%

PARK	Seasonal Activities Y-T-D				Seasonal Revenue Y-T-D			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St. Clair								
Welsh Center	31	30	20	52%	\$ 23,725	\$ 21,150	\$ 15,342	55%
Shelters	114	98	91	25%	\$ 28,525	\$ 23,675	\$ 23,517	21%
Boat Launches	1	163	175	-99%	\$ -	\$ -	\$ -	-
Marina	0	0	2	-	\$ -	\$ -	\$ 14	-
Mini-Golf	0	0	0	-	\$ -	\$ -	\$ -	-
Wolcott								
Activity Center	13	25	27	-52%	\$ 10,450	\$ 9,150	\$ 7,050	48%
Stony Creek								
Disc Golf Daily	1,581	1,555	2,310	-32%	\$ 5,275	\$ 5,115	\$ 7,105	-26%
Disc Annual	85	67	86	-2%	\$ 4,780	\$ 3,665	\$ 4,648	3%
Total Disc Golf	1,666	1,622	2,396	-30%	\$ 10,055	\$ 8,780	\$ 11,753	-14%
Shelters	135	100	127	6%	\$ 30,475	\$ 22,500	\$ 27,187	12%
Boat Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Boat Launches	88	0	15	500%	\$ -	\$ -	\$ -	-
Indian Springs								
Shelters	19	8	13	46%	\$ 3,125	\$ 1,500	\$ 2,367	32%
Event Room	11	16	19	-41%	\$ 20,800	\$ 25,800	\$ 32,200	-35%
Kensington								
Disc Golf Daily	2,838	2,604	3,737	-24%	\$ 8,514	\$ 7,812	\$ 11,210	-24%
Disc Annual	125	110	103	22%	\$ 6,715	\$ 5,950	\$ 5,533	21%
Total Disc Golf	2,963	2,714	3,839	-23%	\$ 15,229	\$ 13,762	\$ 16,743	-9%
Shelters	179	168	150	20%	\$ 40,400	\$ 37,800	\$ 37,970	6%
Boat Rental	0	0	0	-	\$ -	\$ -	\$ -	-
Huron Meadows								
Shelters	11	9	9	22%	\$ 2,200	\$ 1,800	\$ 1,867	18%
Hudson Mills								
Disc Golf Daily	1,364	1,482	1,937	-30%	\$ 4,092	\$ 4,446	\$ 5,810	-30%
Disc Annual	92	125	108	-15%	\$ 5,400	\$ 6,715	\$ 5,793	-7%
Total Disc Golf	1,456	1,607	2,045	-29%	\$ 9,492	\$ 11,161	\$ 11,603	-18%
Shelters	23	40	42	-45%	\$ 4,600	\$ 9,400	\$ 8,800	-48%
Canoe Rental	0	0	0	-	\$ -	\$ -	\$ 1,572	-
Lower Huron / Willow / Oakwoods								
Disc Golf Daily	233	383	209	11%	\$ 699	\$ 1,149	\$ 627	11%
Disc Annual	7	10	5	50%	\$ 420	\$ 530	\$ 250	68%
Total Disc Golf	240	393	214	12%	\$ 1,119	\$ 1,679	\$ 877	28%
LH Shelters	110	121	114	-4%	\$ 24,200	\$ 26,700	\$ 25,192	-4%
Lake Erie								
Shelters	24	20	21	13%	\$ 5,200	\$ 4,500	\$ 4,767	9%
Boat Launches	3,568	3,829	3,844	-7%	\$ -	\$ -	\$ -	-
Marina	0	114	38	-	\$ 23,428	\$ 24,196	\$ 23,579	-1%

INTERPRETIVE FACILITIES

PARK	Monthly Patrons Served				YTD Patrons Served			
	(total program participants and non-program visitors)				(total program participants and non-program visitors)			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	17,270	15,967	18,674	-8%	35,094	34,894	37,060	-5%
Wolcott Mill	1,493	5,275	3,362	-56%	5,385	11,975	9,180	-41%
Wolcott Farm	12,689	30,553	17,951	-29%	16,532	37,260	22,352	-26%
Stony Creek	15,772	14,346	16,149	-2%	47,010	46,086	51,312	-8%
Eastern Mobile Center	2,949	7,370	5,034	-41%	4,235	10,037	7,335	-42%
Indian Springs	7,528	5,749	7,142	5%	15,593	5,749	13,231	18%
Kens NC	28,181	25,751	27,701	2%	77,336	25,751	60,364	28%
Kens Farm	30,517	30,122	32,285	-5%	62,998	30,122	54,244	16%
Western Mobile Center	1,149	911	1,231	-7%	4,026	3,514	4,010	0%
Hudson Mills	3,425	2,707	3,247	5%	13,700	2,707	9,455	45%
Oakwoods	14,527	11,352	12,979	12%	39,269	35,341	39,866	-1%
Lake Erie	14,740	12,221	13,226	11%	40,151	24,925	36,087	11%
Southern Mobile Center	7,422	1,699	1,570	373%	4,699	4,923	3,874	21%
Totals	157,662	164,023	160,550	-2%	366,028	273,284	348,369	5%

PARK	Monthly Revenue				YTD Revenue			
	Current	Previous	Prev 3 Yr Avg	Change from Average	Current	Previous	Prev 3 Yr Avg	Change from Average
Lake St Clair	\$ 1,776	\$ 1,984	\$ 2,307	-23%	\$ 7,115	\$ 4,976	\$ 7,371	-3%
Wolcott Mill	\$ 233	\$ 3,259	\$ 2,377	-90%	\$ 2,472	\$ 8,010	\$ 5,931	-58%
Wolcott Farm	\$ 34,516	\$ 22,212	\$ 21,707	59%	\$ 38,824	\$ 28,032	\$ 27,939	39%
Wagon Rides	\$ -	\$ 2,572	\$ 3,370	-	\$ -	\$ 3,495	\$ 3,909	-
Livestock/Produce	\$ 1,354	\$ 1,521	\$ 955	42%	\$ 28,367	\$ 8,462	\$ 8,148	248%
FARM TOTAL	\$ 35,870	\$ 26,305	\$ 26,032	38%	\$ 67,191	\$ 39,989	\$ 39,996	68%
Stony Creek	\$ 1,466	\$ 3,154	\$ 2,651	-45%	\$ 6,828	\$ 7,843	\$ 8,100	-16%
Eastern Mobile Center	\$ 950	\$ 1,625	\$ 717	33%	\$ 4,213	\$ 8,275	\$ 3,492	21%
Indian Springs	\$ 2,372	\$ 2,110	\$ 3,592	-34%	\$ 5,393	\$ 6,281	\$ 7,694	-30%
Kens NC	\$ 2,386	\$ 879	\$ 1,506	58%	\$ 7,931	\$ 5,305	\$ 7,466	6%
Kens Farm	\$ 6,399	\$ 6,905	\$ 4,990	28%	\$ 24,711	\$ 31,968	\$ 23,464	5%
Wagon Rides	\$ 2,932	\$ 2,828	\$ 4,491	-35%	\$ 4,621	\$ 6,325	\$ 8,789	-47%
Livestock/Produce	\$ -	\$ 480	\$ 655	-	\$ 815	\$ 1,604	\$ 2,284	-64%
FARM TOTAL	\$ 9,331	\$ 10,213	\$ 10,136	-8%	\$ 30,147	\$ 39,896	\$ 34,538	-13%
Western Mobile Center	\$ 1,856	\$ 1,750	\$ 1,624	14%	\$ 10,444	\$ 9,725	\$ 6,613	58%
Hudson Mills	\$ 2,909	\$ 517	\$ 1,086	168%	\$ 7,317	\$ 5,241	\$ 5,294	38%
Oakwoods	\$ 1,745	\$ 945	\$ 1,225	42%	\$ 4,785	\$ 2,997	\$ 3,782	27%
Lake Erie	\$ 1,251	\$ 488	\$ 1,032	21%	\$ 2,410	\$ 2,995	\$ 4,532	-47%
Southern Mobile Center	\$ 250	\$ 1,850	\$ 675	-63%	\$ 4,835	\$ 6,924	\$ 3,493	38%
Totals	\$ 62,395	\$ 55,078	\$ 54,960	14%	\$ 161,079	\$ 148,457	\$ 138,301	16%

BREAKDOWN OF ATTENDANCE	ON-SITE Programs and Attendance				OFF-SITE Programs and Attendance			
	CURRENT YEAR		PREVIOUS YEAR		CURRENT YEAR		PREVIOUS YEAR	
	Programs	Attendance	Programs	Attendance	Programs	Attendance	Programs	Attendance
Lake St Clair	90	3,522	76	2,119	3	54	-	-
Wolcott Mill	17	392	13	605	-	-	1	350
Wolcott Farm	92	8,788	117	6,716	2	1,000	1	36
Stony Creek	44	1,747	35	1,096	-	-	-	-
Eastern Mobile Center					41	2,949	38	7,370
Indian Springs	42	3,071	32	1,440	5	200	6	358
Kens NC	20	524	15	352	2	27	20	406
Kens Farm	140	6,988	145	10,235	-	-	-	-
Western Mobile Center					43	1,149	42	911
Hudson Mills	7	567	10	207	11	358	-	-
Oakwoods	20	630	17	290	12	2,587	2	71
Lake Erie	16	460	10	241	17	2,959	3	140
Southern Mobile Center					29	2,723	44	1,699
Totals	488	26,689	470	23,301	165	14,006	157	11,341

BREAKDOWN OF ATTENDANCE	OTHER VISITORS (Non-programs)	
	Current	Previous
Lake St Clair	13,694	13,848
Wolcott Mill	1,101	4,320
Wolcott Farm	2,901	23,801
Stony Creek	14,025	13,250
Indian Springs	4,257	3,951
Kens NC	27,630	24,993
Kens Farm	23,529	19,887
Hudson Mills	2,500	2,500
Oakwoods	11,310	10,991
Lake Erie	11,321	11,840
Totals	112,268	129,381

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

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

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