

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Objective 1: Organizational Alignment

Objective: Align organization so that people at all levels understand what they do and how they contribute to the overall priorities of the organization

Performance Indicators: Results of Organizational Alignment Surveys; Evaluation of outcomes of Strategic Action Plan implementation; adjusted actions and metrics based on outcomes; preparation of next 5-Year Parks and Recreation Plan

Staff Leadership: Executive Officer and Administrative Management Team; Planning and Resource Development (PRD); Business Operations/Organizational Development (OD); Communications and Marketing (CM)

Partnership: Oakland County Human Resources (OCHR)

Administrative Management Team Tracking Responsibility: Melissa Prowse

Name	Action	Tracking Metric and Results
Organizational alignment actions	Build understanding within the entire organization of what we do, why we do it, and how everybody is a part of the organization	<input checked="" type="checkbox"/> Develop and implement internal communication strategy and tailor to each internal group by October 2018 ¹ <input type="checkbox"/> Repeat Organizational Alignment Survey in June 2019 and report results <input type="checkbox"/> Repeat Organizational Alignment Survey in June 2021 and report results
	Improve communication between Parks Commission and staff responsible for agenda items	<input checked="" type="checkbox"/> Establish a written protocol for communication between staff and Parks Commissioners by October 2018 ²
Strategic Action Plan 2018-2022	Track our success in implementing the Strategic Action Plan; adjust our actions and metrics based on outcomes ³	<input checked="" type="checkbox"/> AMT: Strategic Action Plan staff update is a standing item on AMT agenda third meeting of each month ⁴ <input checked="" type="checkbox"/> Supervisors: Planning and Resource Development (PRD) to prepare Strategic Action Plan update for standing item on supervisors' meeting every quarter ⁵ <input checked="" type="checkbox"/> Parks Commission: Provide quarterly Strategic Action Plan update within Executive Officer's Report ⁶ <input checked="" type="checkbox"/> Annual Business Meeting: Report on past year outcomes and celebrate our successes at all-staff Annual Business Meeting annually in mid-December , involve staff at all levels to present updates <input checked="" type="checkbox"/> Strategic Action Plan and updates are posted on Planning web pages (3/1/2018) <input checked="" type="checkbox"/> Incorporate results of Strategic Action Plan into the annual Dashboard and Data Book and cross-reference the two documents annually by March

Objective 1: Organizational Alignment

Legend: ■ - task completed (5.56%)

☒ - task in process (38.89%)

☐ - task not started (55.56%)

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18 tasks

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Name	Action	Tracking Metric and Results
5-Year Parks and Recreation Plan 2023-2027	Prepare next Rec Plan based on recreational need and the outcomes of previous Rec Plan	<input type="checkbox"/> PRD: Conduct Oakland County Needs Assessment Survey in June 2021 <input type="checkbox"/> AMT: Based on results of Survey, review OCPR Mission, Vision and Goals with Parks Commission and recommend updates in November 2021 <input type="checkbox"/> PRD: Develop all sections of Rec Plan in March-June 2022 <input type="checkbox"/> PRD, OD and OCHR: Facilitate meetings with each staff group to develop Strategic Action Plan 2023-2027 in March-June 2022 <input type="checkbox"/> PRD: Provide draft Rec Plan to Parks Commission in September 2022 <input type="checkbox"/> PRD: Solicit public comment on draft Rec Plan in November 2022 <input type="checkbox"/> PRD: Hold public hearing, request Parks Commission approval, request BOC approval in January 2023 <input type="checkbox"/> PRD: Submit to MDNR for approval in February 2023

¹ List of internal groups includes Parks Commission; Administrative Management Team; Supervisors; Year-round employees; Seasonal employees; and Volunteers. Action items have been identified (9/1/2018) that include:

- Review current communication methods
- Review employee feedback on improving organizational communication
- Identify gaps between current efforts and areas for improvement
- Complete implementation plan to be approved by AMT

² Potential components of protocol have been identified (9/1/2018):

- Structure this as a memo to Commission and staff
- Clarify that Parks Commission members are welcome to call staff (numbers on agenda) to communication questions and concerns
- Indicate level of staff product for each agenda item (power point, verbal review of agenda item, no presentation and available to answer questions, staff participation not needed)
- Invite Parks Commission members for participation in staff work groups when appropriate and document participation in reports to Parks Commission
- In Parks Commission meeting agenda memos, identify how the attached Planning Review identifies how the project relates to the Strategic Action Plan
- When staff provides requested information to Commissioners and it is sent by Vicki, cc staff who provided information to confirm information was sent out and to provide their email address for further questions from Commission members

³ For sustainability of reporting, the metrics for this action have been significantly simplified from the original list published in the Rec Plan (3/5/2019)

Objective 1: Organizational Alignment

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Legend: ■ - task completed (5.56%)

☑ - task in process (38.89%)

□ - task not started (55.56%)

18 tasks

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⁴ In FY2018: Updated worksheets provided in January; Reported weekly January-June 2018; Mid-year update provided in June (9/1/2018). Target reporting timeline updated from weekly to monthly (3/5/2019)

⁵ First update is scheduled for Supervisors meeting on 3/28/2019

⁶ Target reporting timeline updated from monthly to quarterly (3/5/2019)

Objective 1: Organizational Alignment

Legend: ■ - task completed (5.56%)

☑ - task in process (38.89%)

□ - task not started (55.56%)

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18 tasks

Objective 2: Accessibility and Inclusion

Objective:

ACCESSIBILITY: Implement best practices to provide recreational facilities and programs that comply with accessibility regulations and guidelines and, to the greatest extent possible, are usable by people of all abilities¹

INCLUSION: Identify underserved people and communities and any barriers that preclude access to our services; develop strategies to remove barriers

Performance Indicators: % implementation of transition plans; comparison of accessibility recommendations with implementation; outcomes of proposed Diversity, Equity and Inclusion work group; outcomes of public engagement

Staff Leadership: Planning and Resource Development (PRD); Accessibility Work Group; proposed Diversity, Equity and Inclusion (DEI) Work Group

Administrative Management Team Tracking Responsibility: Melissa Prowse (with Donna Folland, Jen Myers, and Sandy Dorey)

Name	Action	Tracking Metric and Results ²
Regulatory compliance	<p>Monitor the Department of Justice for updates in regulations and guidelines</p> <p>Complete remaining four (4) ADA Transition Plans for facilities constructed prior to 2012 federal update</p> <p>Consult on capital and maintenance projects regarding ADA compliance</p>	<p><input checked="" type="checkbox"/> Incorporate 2006 transition plan into current transition plan documentation by December 2019 (Donna); update to current guidelines (DOJ) and priorities (OCPR) as we move forward</p> <p><input checked="" type="checkbox"/> Develop a checklist from transition plans (2006 and current) and note the projects that have been reviewed for ADA compliance (Planning Reviews) and, when implemented, provided accessibility updates implementing the transition plans by December 2019 (Donna and Jen)</p> <p><input checked="" type="checkbox"/> Develop checklist of completion of transition plans for parks and facilities and timeline for completion by September 2019 and incorporate timeline into future years' Strategic Action Plan by October 2019 (Donna);</p> <p><input checked="" type="checkbox"/> Define criteria for conducting accessibility-related reviews (planning review, design review and/or post-construction assessment) by October 2019</p>
Policy and guidelines review and update	<p>Understand and access Oakland County's existing policies and procedures</p> <p>Evaluate all OCPR policies and written procedures for inclusive language</p>	<p><input checked="" type="checkbox"/> Annual review of Oakland County and OCPR policies relative to accessibility, universal access, inclusion and inclusive language; provide information to Organizational Development by the annually by October</p> <ul style="list-style-type: none"> ▪ September 2017: review of FY2018 Employee Handbook provided ▪ 7/19/2018: Oakland County review will not be done in 2018; confirmed will complete review of existing OCPR policies and any barriers identified (Melissa)
Universal design principles	<p>Provide recommendations for universal design that go beyond regulatory compliance</p>	<p><input checked="" type="checkbox"/> Provide a checklist of current best practices for universal accessibility that are incorporated into Planning Reviews (Melissa)</p> <p><input checked="" type="checkbox"/> Document implementation of universal design principles in post-construction</p>

Objective 2: Accessibility and Inclusion

Page 2.1

Legend: ■ - task completed (16.67%)

☒ - task in process (75.00%)

☐ - task not started (8.33%)

12 tasks

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Name	Action	Tracking Metric and Results ²
		assessments <ul style="list-style-type: none"> 7/19/2018: confirmed we will incorporate into ADA compliance checklists of implementation (Donna and Jen)
Diversity, Equity and Inclusion work group	Research data and methodology to identify underserved communities Access external resources and connect with similar efforts by our partners Convene a new work group with representation from the spectrum of diversity of our organization to map out strategies for being more inclusive	<ul style="list-style-type: none"> ■ Gathered data resources and external resources to help identify underserved communities (9/30/2018)³ ☑ Convene work group and identify work group tasks by December 2019⁴ ☐ Provide recommendations for inclusion by December 2020
Public input	Invite people with disabilities and from diverse communities to participate in planning	<ul style="list-style-type: none"> ■ Worked with Oakland University Political Science Department to conduct comprehensive analysis of 2017 Community Assessment survey to better understand usage of Oakland County parks by diverse populations; report results and recommendations (9/30/2018)⁵ ☑ Identify formal ADA advisory group role and tasks by October 2019

¹ See Recreation Programs and Services objective for actions and metrics regarding adaptive programs

² All metrics updated 7/19/2018; refer to *Recreation Plan 2018-2022*, page 10.6, to view original metrics, available at OaklandCountyParks.com/planning

³ Resources available here: K:\ParksRec\General\Planning Workspace\Diversity Equity and Inclusion

⁴ Prior to forming internal work group, lead staff are participating in external work groups: Metro Detroit Nature Network (MDNN) Outdoor Recreation Subcommittee and mParks Inclusion Committee.

⁵ This is a continuing partnership. See resource folder for reports: K:\ParksRec\General\Planning Workspace\Diversity Equity and Inclusion

Objective 2: Accessibility and Inclusion

Legend: ■ - task completed (16.67%)

☑ - task in process (75.00%)

☐ - task not started (8.33%)

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12 tasks

Objective 3: Asset and Infrastructure Management

Objective: Design, construct, and maintain park system assets and infrastructure to enhance function and aesthetics of assets with the efficient use of resources

Performance Indicators: Project Database, Fiscal Services reports; results of safety and structural inspections

Staff Leadership: Facilities Maintenance and Development (FM): Project Management (PM), Building Management, Equipment Management

Administrative Management Team Tracking Responsibility: Mike Donnellon (with Donna Folland, Jen Myers, Tim Rogers and Zach Crane)

Name	Action	Tracking Metric and Results
People	Increase diversity of skillsets in project and skilled trades	<input type="checkbox"/> Acquire skills in computer-aided rendering and necessary hardware and software by October 2019
	Document the cost of in-house labor as part of project costs and recognize capacity limitations due to reduced staffing in FM and in parks	<input checked="" type="checkbox"/> Evaluate need for civil engineering and surveying skills and determine if best filled by additional staff or contracting; include in budget proposal by March 2020
		<input checked="" type="checkbox"/> Identification of need for skilled trades and determination if best filled by additional staff, additional training, or contracting completed in FY2018 ¹
People		<input type="checkbox"/> Create annual report on in-house projects; documenting costs, efficiencies and savings by October 2019
	Collaborate with universities to hire a design professional intern annually to assist with the Project Management office's workload and to help develop careers	<input checked="" type="checkbox"/> Include funding and justification for intern in annual operation budget each year beginning with budget proposal by October 2019 ²
	Collaborate with school districts with vocational programs to create opportunities for training and experience and to help develop a future workforce in skilled trades	<input checked="" type="checkbox"/> Collaborate on one project annually by October ³
Data management	Collaborate with PRD to establish Assets and Infrastructure Data Work Group; focus FM efforts on renovation of Project Database	<input checked="" type="checkbox"/> Renovated project database completed 6/30/2018
		<input checked="" type="checkbox"/> Conversion to asset-based database completed 3/1/2019
		<input checked="" type="checkbox"/> Evaluate system-wide deferred maintenance by October 2019 ⁴
	Improve structure and accessibility of electronic design files ⁵	<input checked="" type="checkbox"/> Improved structure for FM design files in place by October 2019
Data management	Establish full access to building plans and as-builts	<input checked="" type="checkbox"/> Archive project completed by October 2019
	Monitor energy management in collaboration	<input type="checkbox"/> Provide annual energy usage report for previous fiscal year in February of each

Objective 3: Asset and Infrastructure Management

Page 3.1

Legend: ■ - task completed (22.22%)

☒ - task in process 44.44%

☐ - task not started (33.33%)

18 tasks

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Name	Action	Tracking Metric and Results
	with Oakland County	year, starting February 2020
	Workforce hours – incorporate administration and operations staff hours into asset management and work order tracking	<input type="checkbox"/> Develop annual report in partnership with administration and operations staff by October 2019
Project management standards	Improve internal standards for computer-aided drawing (CAD)	<input type="checkbox"/> Standardized graphics – title block, layering and line weights – in use by October 2019⁶
	Collaborate with Planning and Resource Development (PRD) to develop facility standards manuals ⁷	<input checked="" type="checkbox"/> Provide review and input into facility standards manuals
Partnership with Park Operations on projects and facility inspections and maintenance	Support projects managed by Park Operations without delaying implementation or operation	
	Consult on projects planned and completed by Park Operations for compliance to ADA standards, code compliance, and aesthetics	<input checked="" type="checkbox"/> Monthly meetings with operational chiefs to manage joint projects and facility inspection established (3/1/2018) <input type="checkbox"/> Checklists developed from Asset Inventory that identify roles and inspection schedules do three parks annually by October
	Clarify roles and responsibilities for inspection and maintenance of fixed building equipment and kitchen equipment; provide support if staff capacity at the park is limited	<input checked="" type="checkbox"/> Consistent monthly submittal of facility inspection forms by October 2018⁸

¹ Masonry and concrete full-time staff person included in FY2019 budget; electrical full-time staff person identified in FY2020 budget request

² Target completion date updated from March 2018 to October 2019 (3/1/2019)

³ School district collaboration:

- FY2018: 3 benches constructed by students from Oakland Technical Center Northwest

⁴ Workplan is in place that identifies categories of assets and timeline for evaluation

⁵ See also Objective 7: Information and Technological Services regarding remote file access

⁶ Target completion date updated from December 2018 to October 2019 (3/1/2019)

⁷ See also Objective 12: Planning regarding facility standards

⁸ 3/21/2019: Average submittal rate for monthly safety building inspections is over 90%

Objective 3: Asset and Infrastructure Management

Page 3.2

Legend: ■ - task completed (22.22%)

☒ - task in process 44.44%)

☐ - task not started (33.33%)

18 tasks

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Objective 4: Budget and Finance

Objective: Manage finances to ensure the long-term provision of quality recreational services

Performance Indicators: Fiscal reports; budgets

Staff Leadership: AMT, Business Operations, Oakland County Fiscal Services, Oakland County Compliance Office Auditing Unit

Administrative Management Team Tracking Responsibility: Phil Castonia (with Mike Donnellon, Donna Folland, Jeff Phelps)

Name	Action	Tracking Metric and Results
Annual budget preparation	Clarify Parks Commission priorities and budgetary targets in advance of budget preparation	<input checked="" type="checkbox"/> Identify communication process and schedule to confirm and/or update priorities with Parks Commission annually in November <input checked="" type="checkbox"/> Incorporate "Enhancement Project" selection into the annual budget process and into annual budgetary targets annually in November
Net assets	Discontinue use of "Planned Use of Balance" in annual budget preparation	<input checked="" type="checkbox"/> Decrease annually and discontinue "Planned Use of Balance" by October 2019¹
Strategy for investment in park assets (Mike and Donna)	Increase reinvestment in existing assets and infrastructure to attain a target annual reinvestment rate	<input checked="" type="checkbox"/> Determine optimal rate for reinvestment in existing assets and incremental annual goals to reach this rate by October 2018
	Develop a strategy for investment in new facilities, programs and services and for replacement/retirement of aging infrastructure that will assist OCPR in improving outcomes and being current with recreational trends and changes in regulations and standards	<input type="checkbox"/> Develop strategy with input from Parks Commission by October 2019 <input type="checkbox"/> Present strategy to Parks Commission for approval by October 2020
Fiscal Compliance	Establish auditing unit that works with OCPR and reports directly to Oakland County Compliance beginning FY2018	<input checked="" type="checkbox"/> Established metrics for annual documentation of compliance with fiscal standards or correction of non-compliance (3/6/2019) ² <input checked="" type="checkbox"/> Established metrics for Grant compliance or correction of non-compliance (9/30/2018: Melissa)

¹ 9/6/2017: Commission approved the FY2018 budget with a planned used of balance forecast of \$1,565,176; actual use of balance for FY2017 was \$1,885,324; target for FY2019 budget for planned use of balance is \$1,000,000

² 3/6/2019: First annual report on compliance, with audits of individual budget centers was provided to the Parks Commission. See [March 6, 2019 Commission Agenda](#), section 10A, pages 143-186.

Objective 4: Budget and Finance

Page 4.1

Legend: ■ - task completed (25.00%)

☑ - task in process (50.00%)

□ - task not started (25.00%)

8 tasks

Objective 5: Communications and Marketing

Objective: Ensure that the public knows who we are and how they can participate

Performance Indicators: Implementation of consistent messaging and brand standards; Increased engagement with messaging; increased participation in facilities and programs

Staff Leadership: Communications and Marketing (CM)

Administrative Management Team Tracking Responsibility: Desiree Stanfield

Name	Action	Tracking Metric and Results
Brand strategy	Complete and comply with <i>Brand Standards Manual</i>	<input checked="" type="checkbox"/> Parks Commission approved <i>Brand Standards Manual</i> (1/10/2018) and updated annually ¹ <input checked="" type="checkbox"/> Protocol for internal and external use of logo in place (1/25/2018) <input checked="" type="checkbox"/> Consult with other units to apply brand standards to their products by October 2019 ² <input checked="" type="checkbox"/> Standards applied to all Communications and Marketing products and messaging (9/1/2018) <input checked="" type="checkbox"/> Apply brand standards to sign standards by December 2022 ³
Residents	Increase level of engagement regarding types of facilities that are important to residents based on results of <i>Oakland County Community Needs Assessment Survey</i>	<input type="checkbox"/> Track increased facility-specific engagement measured by website hits, social media engagement, e-marketing clicks and participation statistics interest beginning October 2019 ⁴ <input type="checkbox"/> Incorporate facility-specific engagement tracking to Annual Dashboard and Data Book beginning with FY 2019 data annually by March beginning with FY2020 data
Social media (owned)	Increase social media engagement	<input checked="" type="checkbox"/> Increase Parks and Rec Facebook page likes 15% annually by October ⁵ <input checked="" type="checkbox"/> Increase Farmers Market Facebook page likes by 15% annually by October ⁶ <input checked="" type="checkbox"/> Increase Twitter page followers by 10% annually by October ⁷ <input checked="" type="checkbox"/> Increase Instagram page followers 15% annually by October ⁸
Web site (owned)	Increase engagement with web site	<input checked="" type="checkbox"/> Increase page views and users by 1% annually by October ⁹
E-marketing (owned)	Increase e-marketing engagement	<input checked="" type="checkbox"/> Increase e-marketing subscriptions by 2% annually by October ¹⁰ <input checked="" type="checkbox"/> Updated template compatible with GovDelivery email distribution system in use 7/1/2018
Video (owned)	Update video collection, including general parks video	<input checked="" type="checkbox"/> Updated stock video in use by October 2019 ¹¹ <input checked="" type="checkbox"/> Updated general parks video by June 2019 <input type="checkbox"/> Develop YouTube channel strategy by October 2020 <input type="checkbox"/> Start tracking YouTube hits beginning October 2020 <input type="checkbox"/> Incorporate YouTube hits into annual Dashboard and Data Book reporting with FY2020 data

Objective 5: Communications and Marketing

Page 5.1

Legend: ☒ - task completed (19.05%)

☒ - task in process (57.14%)

☐ - task not started (23.81%)

21 tasks

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Name	Action	Tracking Metric and Results
Photography (owned)	Update quality of photography collection and selection of available images	■ Selected images in Media Management archived and process in place for continued maintenance, including uploading of new images 9/30/2018
Media relations (earned)	Increase earned media reach	☑ Increase earned media value by 10% annually by October ¹²

¹ Brand Standards Manual:

- 1/10/2018: Approved by Parks Commission
- 3/1/2019: Annual audit and update complete

² Target completion date updated from October 2018 to October 2019 (9/1/2018)

- Done: Incorporate into annual marketing meetings with core revenue and service areas
- Done: Work with PRD, FM and NR to assist with brand standards compliance of documents
- Done: Work with Business Operations to assist with brand standards compliance of documents
- Work with appropriate staff to review and update internal communication templates, including memo and agenda, to brand standards
- Work with appropriate staff to review and update Commission templates, including agenda and memo, to brand standards
- Work with Fiscal Services to external documents to brand standards

³ Sign standards

- 2018-2019: Branding of sign standards for trail signage complete; application to individual parks is underway

⁴ Target completion date updated from October 2018 to October 2019 (9/1/2018)

Facilities of interest include: Trails, Market, Nature Centers, Picnic Areas and Pavilions, Beaches

⁵ Increase in Parks and Recreation Facebook page likes:

- FY2018: increased 22.97%

⁶ Increase in Farmers Market Facebook page likes:

- FY2018: increased 85.55%

⁷ Increase in Twitter page followers:

- FY2018: increased 11.51%

⁸ Increase in Instagram page followers

- FY2018: increased 74.75%

⁹ Increase in web site page views:

- FY2018: increased 1.49%

¹⁰ Increase in e-marketing subscriptions:

- FY2018: increased by 8.55%

Objective 5: Communications and Marketing

Page 5.2

Legend: ■ - task completed (19.05%)

☑ - task in process (57.14%)

□ - task not started (23.81%)

21 tasks

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¹¹ Updates to stock video included:

3/52/018: Planned drone videos for Marshmallow Drop and prescribed burn

8/17/18: Developed 15, 30 and 60 second videos for Come Out and Play which also highlights Mobile Recreation Rental Units

8/17/18: Developed 15, 30 and 60 second videos for the Oakland County Fair for promotion of the 2019 fair

Targeted for June 2019: 15 second mobile recreation unit rental video

¹² Increase in earned media value:

- FY2018: increased by 114.76%

Objective 5: Communications and Marketing

Legend: ■ - task completed (19.05%)

☑ - task in process (57.14%)

□ - task not started (23.81%)

Page 5.3

21 tasks

Objective 6: Cultural and Historic Resources

***Objective:** Identify cultural and historic assets and resources and manage them appropriately to enhance the park experience*

***Performance Indicators:** Cultural and historical portfolios for each park property provided to the Parks Commission; incorporation of park historic resources into Oakland County's 200th anniversary celebration events*

***Staff Leadership:** Property Acquisition and Management Work Group (PAM) – proposed Portfolio Sub-Group that reports to PAM*

***Partnerships:** Oakland County Economic Development (OCED); Oakland County Historical Commission (OCHC)*

***Administrative Management Team Tracking Responsibility:** Melissa Prowse (with Donna Folland)*

Name	Action	Tracking Metric and Results
Cultural and historical portfolio and support for future decisions	Develop a Cultural and Historical Portfolio for each park property ¹ Report to the Parks Commission with research, analysis, and management recommendations in advance of the need to make decisions about specific assets	<input checked="" type="checkbox"/> Complete Addison, Independence and Springfield Oaks by October 2019 ² <input type="checkbox"/> Provide Addison, Independence and Springfield Oaks to Parks Commission in February 2020 ³ <input type="checkbox"/> Complete Glen and Waterford Oaks by October 2020 <input type="checkbox"/> Provide to Parks Commission in February 2021 <input type="checkbox"/> Complete Groveland, Highland, Orion and Rose Oaks by October 2021 <input type="checkbox"/> Provide to Parks Commission in February 2022 <input type="checkbox"/> Complete Catalpa, Lyon, Red and White Lake Oaks by October 2022 <input type="checkbox"/> Provide to Parks Commission in February 2023
Resource inventory	Develop and annually update an inventory of resources located on park properties ⁴	<input checked="" type="checkbox"/> Inventory completed by October 2018 and updated annually by October as cultural and historical portfolios are completed ⁵
PAM – portfolio sub-group	Report monthly to the Property Acquisition and Management Work Group	■ One member reports to PAM at their monthly meeting on the progress of the work (9/30/2018)
Sharing our history	Incorporate preserved buildings and landscape features into the park visit experience for education and enrichment ⁶	<input checked="" type="checkbox"/> Participate in the Oakland County 200 th anniversary events ⁷

¹ Cultural and Historical Portfolios include: that includes:

- Property History
- Historical Significance Analysis per National Park Service standards
- Review of Alternatives and Management Recommendations

Objective 6: Cultural and Historic Resources

Page 6.1

Legend: ■ - task completed (9.09%)

☑ - task in process (27.27%)

□ - task not started (63.64%)

14 tasks

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-
- Collection of any existing historical building and landscape plans
 - Public Engagement Plan with a timeline and recommendations for public communication

² Timeline extended from October 2018 to provide more time for completion of Independence and Springfield

³ Timeline extended from October 2018 to provide more time for completion of Independence and Springfield

⁴ Inventory includes:

- Built assets more than 50 years old
- Landscape features that relate to the historical context of the property
- Buildings and other features no longer present on the property
- Identification of any of the above items that are deemed significant to the history of Oakland County per Historical Significance Analysis

⁵ No updates in FY2018

⁶ Public Engagement Plans for each park property will guide implementation and measurement of this action. See also Objective 17: Recreation Programs and Services.

⁷ 9/30/2018: OCPR staff serve on the planning committee

Objective 6: Cultural and Historic Resources

Page 6.2

Legend: ■ - task completed (9.09%)

☑ - task in process (27.27%)

□ - task not started (63.64%)

14 tasks

Objective 7: Information and Technological Services

Objective: Provide coordinated information and technological services that support all staff units

Performance Indicators: Increased effectiveness of and access to all administrative and technology tools and services

Staff Leadership: Business Operations (BO)/Information Technology and Internal Services

Administrative Management Team Tracking Responsibility: Phil Castonia

Name	Action	Tracking Metric and Results
Digital file storage	Restructure use of county internal network drive and implement move to OneDrive cloud storage	<input type="checkbox"/> Restructure use of internal network drive by October 2019 <input type="checkbox"/> Move to OneDrive cloud storage based on OCIT timeline
Commission agenda preparation	Provide Parks Commission meeting packets digitally per BOC standards	<input checked="" type="checkbox"/> Executive Secretary: Provide bookmarked pdf documents with good-quality graphics that can be navigated quickly and easily by January 2019 ¹ <input checked="" type="checkbox"/> BO: Provide parks commissioners with iPads for viewing agenda and associated materials by November 2018 ²
Digital employee timesheets	Modernize digital employee timesheet reporting and approval using current tools available	<input type="checkbox"/> Provide recommendation to AMT by April 2020 ³ <input type="checkbox"/> Implement transition to digital format by October 2020 ⁴
Maps and geographic information services	Develop mobile-friendly interactive trail maps in cooperation with OC Economic Development and OCPR Trails Work Group	<input type="checkbox"/> Develop concepts for interactive trail maps and mobile-friendly trail maps by October 2020 <input type="checkbox"/> Evaluate concepts for feasibility and cost by October 2021
Park pass pay stations	Continue planned installation of pay stations; evaluate need for further expansion	<input checked="" type="checkbox"/> Addison Oaks pay station by October 2018 <input checked="" type="checkbox"/> Independence Oaks pay station by October 2018 <input type="checkbox"/> Highland Oaks pay station by October 2019 <input type="checkbox"/> Rose Oaks pay station in by October 2020

Objective 7: Information and Technological Services

Page 7.1

Legend: ■ - task completed (31.58%)

☑ - task in process (21.05%)

☐ - task not started (47.37%)

19 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

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Name	Action	Tracking Metric and Results
Video surveillance	Update and expand video surveillance throughout the park system	<ul style="list-style-type: none"> ■ Inventory and evaluate video surveillance installations by April 2018 ■ Identify locations and schedule for new/replacement installations by October 2018⁵
Public Wi-Fi	Determine optimal level of Wi-Fi to provide to the public at various facilities	<ul style="list-style-type: none"> ☑ Analyze outcomes of our current services – functionality, cost, satisfaction – and make recommendations for changes - report to AMT annually in October⁶
RecTrac	Continue to adapt and grow the use of RecTrac throughout the park system	<ul style="list-style-type: none"> ■ Online reservations have been rolled out (9/30/2018) ■ Monthly tracking of available RecTrac enhancements and application to issues in system is established (9/30/2018) ☐ Identify opportunities to apply RecTrac to enhance functionality and provide recommendations for internal use to BO annually by October ☑ Annual training and refreshers to staff – develop schedule and concepts by November 2018 and roll out new training in February 2019

¹ Target completion date changed from May 2018 to January 2019 (8/24/2018)

² iPads are purchased but not distributed, pending conversion to digital pdf distribution. Target completion date changed from July 2018 to November 2018 (8/24/2018)

³ Target completion date changed from April 2019 to April 2020 (8/24/2018)

⁴ Target completion date changed from October 2019 to October 2020 (8/24/2018)

⁵ June 2018: Installed 3 additional cameras at Catalpa Oaks to cover parking lot; 16-camera system installed at Red Oaks Waterpark; 3 additional cameras installed at Waterford Oaks Administrative Complex for parking lot coverage

⁶ October 2018: Change in WiFi Service Package with Comcast at Groveland Oaks campground to result in over 3x increased speeds with savings of over \$3,000 per month

Objective 7: Information and Technological Services

Page 7.2

Legend: ■ - task completed (31.58%)

☑ - task in process (21.05%)

☐ - task not started (47.37%)

19 tasks

Objective 8: Natural Resources Management

Objective: Proactively manage the ecological integrity of Oakland County Parks' natural resources in perpetuity

Performance Indicators: Increase proportion of MNFI High Priority Natural Areas that are under active natural resource management

Staff Leadership: Natural Resources Management (NR)

Administrative Management Team Tracking Responsibility: Mike Donnellon (with Sarah Cook Maylen)

Name	Action	Tracking Metric and Results
Administration and planning	Develop and execute NR staffing, training and budget workplan to promote program sustainability and growth Include long-term support for stewardship in budget planning	<input checked="" type="checkbox"/> NR staffing and budget plans in place as part of implementation plans to support lead staff and support staff, as necessary, for each program area by October 2018 ¹ <input checked="" type="checkbox"/> NR training plan in place (9/30/2018)
	Develop grant applications to help fund natural resource management	<input checked="" type="checkbox"/> Explore and apply for 1-2 relevant grants annually by October as primary or joint applicant ²
	Represent NR internally and externally to increase support and integration of NR goals and objectives	<input checked="" type="checkbox"/> Monthly participation established in all relevant OCPR meetings ³ and quarterly attendance to meeting/conferences of regional groups ⁴ (9/30/2018)
	Create natural resource management plan process outlines for all parks	<input checked="" type="checkbox"/> Natural resource management process and outlines for all parks by October 2022 ⁵
	Provide feedback and guidance to the development and update of park plans	<input checked="" type="checkbox"/> Sign off on updates to park plans: Park Baseline Analysis; Asset Inventory; and Vision and Facility Concepts in partnership with PRD – annually by October
	Collect and analyze data and conduct adaptive management	<input type="checkbox"/> Develop data-based adaptive management program or join a regional adaptive management effort by October 2019
	Develop best management practices (BMP) to use throughout the parks to supplement the actions listed for NR programs	<input type="checkbox"/> Develop 1 BMP document for each NR program annually by October
	Engage and coordinate with Parks Commission, other staff units and volunteers to increase program success through education, research and communication	<input checked="" type="checkbox"/> Develop a communication plan with relevant staff from each NR program area ⁶ <input checked="" type="checkbox"/> Monthly meetings with Citizen Science established to integrate NR with citizen science, share priorities and plan events with MSUE (9/30/2018) <input checked="" type="checkbox"/> Provide NR report to Parks Commission annually by December ⁷
Natural areas	Develop and execute a habitat assessment and prioritization tool (using regionally	<input checked="" type="checkbox"/> Collect data on 100% of parks undergoing the management planning process in the following year or as resources allow ⁸

Objective 8: Natural Resources Management

Page 8.1

Legend: ☒ - task completed (16.36%)

☒ - task in process (43.64%)

☐ - task not started (40.00%)

55 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
stewardship	accepted methodology) to assess natural areas restoration and ecosystem health	
	Mitigate emerging and established threats to natural areas including invasive species	<input checked="" type="checkbox"/> Manage threats within 75% of high priority habitats ⁹
	Develop and execute restoration plans to promote the health and resilience of high priority habitats and associated ecosystem services	<input type="checkbox"/> Integrate natural area restoration plans into 100% of completed park management plans <input checked="" type="checkbox"/> Average of 200 acres burned per year ¹⁰ <input checked="" type="checkbox"/> Average of 25 acres seeded per year ¹¹ <input checked="" type="checkbox"/> Track acres sprayed per year ¹² <input checked="" type="checkbox"/> Track acres mowed per year ¹³
Forest stewardship	Update the 2014 hazardous tree removal assessment and develop risk assessment protocols	<input type="checkbox"/> Update the hazardous tree removal and develop a risk management protocol and assessment by October 2018 <input type="checkbox"/> Develop a debris management plan to roll out to 100% of parks
	Develop a comprehensive removal, replacement and planting program for hazardous, diseased and aging trees	<input checked="" type="checkbox"/> Response and assistance to 100% of severe risk tree removals established (9/30/2018) <input checked="" type="checkbox"/> Developed an ArcGIS Online reporting system for parks for request tree removals (6/1/2018) <input type="checkbox"/> Develop a response plan for 100% of requests for removal of hazardous and diseased trees from visitor use areas, trails and natural areas <input checked="" type="checkbox"/> Develop planting and replacement plans with 50% of parks annually by October ¹⁴ <input type="checkbox"/> Monitor and develop response plans for 100% of emerging forest pest and disease sightings
	Develop and execute forest restoration plans that prioritize forest health, resilience and ecosystem services	<input type="checkbox"/> Integrate forest management plans into 100% of completed park management plans
Freshwater stewardship	Develop and execute a comprehensive monitoring protocol for stream and lake water quality assessments	<input checked="" type="checkbox"/> Monitor priority lakes 2x per year for water quality and invasive species ¹⁵ <input type="checkbox"/> Develop and implement a protocol for stream monitoring by October 2018
	Mitigate emerging and established threats to freshwater resources	<input type="checkbox"/> Monitor and develop response plans for 100% of early detection aquatic invasive species (AIS) and continue contractual management of established AIS
	Develop and execute water quality enhancement plans that prioritize creation of habitat and increases in fish and wildlife populations	<input type="checkbox"/> Integrate shoreline and open water restoration plans for 100% of completed park management plans <input checked="" type="checkbox"/> Implement shoreline best practice standards on 50% of lakes and ponds to protect and improve water quality ¹⁶

Objective 8: Natural Resources Management

Page 8.2

Legend: ■ - task completed (16.36%)

☒ - task in process (43.64%)

☐ - task not started (40.00%)

55 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
Stormwater management	Participate in the Oakland County Stormwater Committee to achieve compliance with MDEQ Phase II Permit Documentation	<input type="checkbox"/> Achieve MDEQ-approved permit by October 2018 <input checked="" type="checkbox"/> Identify a minimum of 3 parks for implementation of SWIPPs ¹⁷ <input checked="" type="checkbox"/> Certify all parks in the Michigan Turfgrass Environmental Stewardship Program by October 2019 ¹⁸ <input type="checkbox"/> Perform IDEP dry weather monitoring, complete by October 2020 <input type="checkbox"/> Complete stormwater assessment mapping annually by December <input type="checkbox"/> Develop a protocol to integrate deferred maintenance of stormwater infrastructure into CIP/M management plans by October 2022 <input type="checkbox"/> Develop BMPs on stormwater infrastructure basic maintenance by October 2022
Wildlife management	Manage nuisance species in the parks to decrease negative human/wildlife interactions and improve the health and safety of the visitors and natural areas	<input checked="" type="checkbox"/> Conduct managed hunts and/or archery programs for control of whitetail deer populations at 6 parks ¹⁹ <input checked="" type="checkbox"/> Respond to 100% of requests for control of nuisance geese ²⁰ <input checked="" type="checkbox"/> Respond to 100% of beaver control requests that impact neighboring property owners or cause property damage ²¹
	Protect and increase habitat for threatened and endangered species and species of special concern in parks, based on US Fish & Wildlife Service/ Michigan Department of Natural Resources Management Guidelines	<input checked="" type="checkbox"/> Best management practices established for park wide implementation to promote 100% compliance with the Eastern Massasauga Rattlesnake CCAA (9/30/2018) ²² <input type="checkbox"/> Develop a best management practice document for park-wide implementation of BMPs to protect other identified T/E species
Horticulture	Assess and maintain swale and planting bed health and prioritize planting of native species	<input checked="" type="checkbox"/> Respond to 100% of park requests for installation of spring annuals, fall mums and swale maintenance ²³ <input checked="" type="checkbox"/> Coordinate response for 100% of park special project requests (e.g. spraying, planting design, etc.) ²⁴ <input type="checkbox"/> Develop a re-planting plan for swales, as necessary, to ensure native plant diversity and resilience by October 2019
Data analysis and integration	Design and maintain data frameworks to support NRM program implementation	<input checked="" type="checkbox"/> Continue creation of GIS datasets to support NR office and field staff ²⁵ <input type="checkbox"/> Maintain protocols for all digital and physical filing systems <input type="checkbox"/> Create 1 process document per program area for data collection and storage <input type="checkbox"/> Continue to provide data frameworks to NR staff to collect field data
	Ensure quality and distribution of NR data	<input type="checkbox"/> Perform maintenance and QA/QC on 70% of existing and 100% of new data sets to support NR program implementation <input checked="" type="checkbox"/> New Nest Watch maps and data support established to integrate citizen science data, as appropriate, into NR data sets (5/31/2018)

Objective 8: Natural Resources Management

Page 8.3

Legend: ■ - task completed (16.36%)

☑ - task in process (43.64%)

☐ - task not started (40.00%)

55 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
		<input checked="" type="checkbox"/> Share NR data sets with other organizations and contractors, as requested or necessary ²⁶
	Support data analysis and adaptive management to measure NRM program success	<input checked="" type="checkbox"/> New monitoring protocols created for each program area included updated data sets and in use to track progress towards the NR objective (6/30/2018) <input checked="" type="checkbox"/> New data layer created for elemental occurrences to establish a tracking and monitoring protocol for threatened and endangered species and species of special concern and native species; surveying by wildlife staff has started (5/31/2018) <input type="checkbox"/> Analyze data to implement adaptive management program for at least 1 program area

¹ 6/26/2018: 3 of 7 complete (forestry, stormwater management, and natural resources stewardship)

² Grants:

- FY2018: Applied for, and received, Michigan Invasive Species Grant Program Funding, as a member of the CISMA. Funds will support 1 full- and 1 part-time staff member for operation and maintenance of CISMA activities.

³ Monthly OCPR meetings include Trails Work Group meeting, RPS monthly meeting, monthly prioritization meetings with leaders, and staff specific meetings (planning, RPS, communications, operations)

⁴ Quarterly regional group meetings include Metro Detroit Nature Network (MDNN)

⁵ Park Natural Resources Plans:

- FY2018: Red Oaks completed

⁶ Communication plans:

- FY2018: Communication plans in progress for 3 of 7 program areas

⁷ Annual Reports to Parks Commission:

- FY2018: Annual report to Parks Commission 6/6/2018

⁸ Data collection:

- FY2018: 1,295 acres surveyed

⁹ Management of threats in high-priority habitats:

- FY2018: Contracted invasive species and in house invasive species work specifically focused on black and pale swallowwort. All priority reed canary grass populations have been treated

¹⁰ Acres burned per year:

- FY2018: 266 acres burned

¹¹ Acres seeded per year:

Objective 8: Natural Resources Management

Page 8.4

Legend: ■ - task completed (16.36%)

☑ - task in process (43.64%)

□ - task not started (40.00%)

55 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

- FY2018: 23 acres seeded
- ¹² Acres sprayed per year:
 - FY2018: 691 acres sprayed
- ¹³ Acres mowed per year:
 - FY2018: 26 acres mowed
- ¹⁴ Forestry planting and replacement plans
 - FY2018: Planting plans created for 6 of 13 parks
- ¹⁵ Lake monitoring:
 - FY2018: Adams, Crooked and Lake Sixteen are monitored monthly
- ¹⁶ Shoreline best practices:
 - FY2018: Addison shoreline restoration complete
- ¹⁷ Completed SWIPPs:
 - FY2018: SWIPPs completed in 2 parks
- ¹⁸ MTESP Certification:
 - FY2018: 3 parks certified
- ¹⁹ Managed archery deer hunts:
 - FY2018: Archery hunting occurred in 6 parks
- ²⁰ Nuisance geese response:
 - FY2018: Nuisance goose nest destruction and/or dog harassment occurred in 7 parks; goose round up completed in 3 parks
- ²¹ Beaver control response:
 - FY2018: Volunteer beaver trapping in 2 parks in process (2/2018); beaver dam removal and baffle installation permit submitted for Independence Oaks (3/2018)
- ²² EMR best practices - EMR communication documentation updated (observation, movement and bite response forms)
- ²³ Annual horticulture response:
 - FY2018: Spring swales cleaned and weeded; spring annuals coordinated, ordered and planted for 9 parks
- ²⁴ Special project horticulture response:
 - FY2018: Planting design for perennial installations complete for 4 parks
- ²⁵ GIS data sets created:
 - FY2018: New data sets created for forestry, natural areas, wildlife and freshwater programs and continued support of other programs
- ²⁶ Shared data:
 - FY2018: Data shared with US Fish and Wildlife Service, Michigan Natural Features Inventory, Michigan Department of Environmental Quality and Michigan Department of Natural Resources

Objective 8: Natural Resources Management

Page 8.5

Legend: ■ - task completed (16.36%)

☑ - task in process (43.64%)

□ - task not started (40.00%)

55 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Objective 9: Organizational Development

Objective: Engage qualified people who understand their roles and provide the tools they need to stay connected to the organization's goals and objectives

Performance Indicators: increased level of engagement in Annual Employee Survey; professional development plans; certifications and trainings;

Staff Leadership: AMT, Business Operations/Organizational Development

Staff Partnership: Oakland County Human Resources (HR)

Administrative Management Team Tracking Responsibility: Phil Castonia (with Stephanie Mackey)

Name	Action	Tracking Metric and Results
Employee recruitment and retention	Recruit and retain employees	<input type="checkbox"/> Evaluate recruiting processes annually by December (Sue Wells) <input checked="" type="checkbox"/> Launch social media initiative in partnership with HR in 2018, evaluate results and provide recommendations for following year by October 2018 ¹ <input checked="" type="checkbox"/> Annual review of employee materials – handbook, references binders, orientation process – is established <input checked="" type="checkbox"/> Create onboarding checklist by October 2018 ²
	Establish well-defined expected performance levels for customer service	<input type="checkbox"/> Create an overall plan for customer service by October 2019 ³ <input checked="" type="checkbox"/> Establish customer service metrics using park survey card results tracked over time - partner with PRD to establish survey work group by October 2019 ⁴
Performance standards	Establish well-defined expected performance levels for maintenance and operations	<input checked="" type="checkbox"/> Create an overall plan for administration and operations manuals, identifying staff roles and responsibilities for creating manuals, by October 2018 ⁵ <input type="checkbox"/> Create a plan for incorporating manuals into staff training by October 2019 ⁶ , as they are developed, and track annually by December
	Performance review (Sue Wells)	<input checked="" type="checkbox"/> Document that supervisors receive training on conducting performance appraisals of their full-time staff within one year of supervisor's hire date <input checked="" type="checkbox"/> Track completion of performance appraisals for full-time staff within last 12 months and document in annual Dashboard and Data Book annually by March ⁷ <input type="checkbox"/> Evaluate performance appraisal tools from other agencies/departments for potential update of the tool used by OCPR and report findings to AMT by December 2019 ⁸
Policy	Organizational Development will track and maintain all policies	<input checked="" type="checkbox"/> Formal policy communication system, including policy acknowledgement forms and reports, in use by October 2018 ⁹ <input checked="" type="checkbox"/> Review and audit policies and procedures annually by December ¹⁰
	Propose code of conduct policy for use by Commission and staff	<input type="checkbox"/> Review Oakland County code of conduct and identify gaps by October 2020 <input type="checkbox"/> Write department-specific Commission policy of code of conduct by October 2021

Objective 9: Organizational Development

Page 9.1

Legend: ■ - task completed (8.00%)

☑ - task in process (60.00%)

☐ - task not started (32.00%)

25 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
	Monitor telework policy developments at county level	<input type="checkbox"/> Update AMT on county policy annually in December
Professional development	Develop organization-wide training plans to address performance need	<input checked="" type="checkbox"/> Conduct annual professional development planning meetings with staff, report on percent participation annually in October <input checked="" type="checkbox"/> List of current certifications, professional organizations and staff that play an active role in each, update annually in October
Employee wellness	Support the health and physical fitness of Oakland County employees	<input checked="" type="checkbox"/> Documented participation on the HR Oakfit Wellness committee, report annually by December¹¹ <input checked="" type="checkbox"/> Continued support of Oakfit Wellness events, report on percent participation annually by December <input type="checkbox"/> Make a proposal to BOC to offer discounted facility access to Oakland County employees by October 2019
Volunteer recruitment and retention	In consultation with supervisors, identify where there are needs for volunteers	<input checked="" type="checkbox"/> List for filling new and existing volunteer opportunities and increasing existing volunteer opportunities is provided annually by October
	Promote growth areas by increasing Volunteer Match social media engagement to advertise opportunities and recognize volunteers	<input checked="" type="checkbox"/> Establish baseline and targets for measuring volunteer recruitment using Volunteer Match database by October 2019¹²
	Measure volunteer satisfaction through retention statistics and survey results	<input checked="" type="checkbox"/> Establish baseline and targets for measuring volunteer retention using Volgistics database by October 2019¹³ <input checked="" type="checkbox"/> Develop and implement a volunteer survey plan by October 2020¹⁴

¹ 1/8/2018: Social media initiative in process for recruitment; 7/20/2018: Confirmed this metric is on track to meet timeline

² 7/20/2018: Confirmed this metric is on track to meet timeline

³ Timeline extended from October 2018 to 2019

⁴ 7/20/2018: Confirmed work on this metric will commence in September 2018 (Donna, Stephanie); Timeline extended from October 2018 to 2019

⁵ 2/21/2018: Inventory of current operations manuals in process

⁶ Target completion year changed from 2018 to 2019

⁷ Annual target date changed from December to March

⁸ Added by Sue Wells 8/23/2018

⁹ 7/20/2018: Confirmed this metric requires consultation with Dan (Donna has scheduled meeting)

Objective 9: Organizational Development

Page 9.2

Legend: ☒ - task completed (8.00%)

☒ - task in process (60.00%)

☐ - task not started (32.00%)

25 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

¹⁰ 9/5/2017: Policy audit materials provided to Executive Officer

¹¹ 3/8/2018: HR Oakfit presentation to supervisors scheduled

¹² Target completion year changed from 2018 to 2019

¹³ Target completion year changed from 2018 to 2019

¹⁴ Target completion year changed from 2019 to 2020

Objective 9: Organizational Development

Legend: ■ - task completed (8.00%)

☑ - task in process (60.00%)

□ - task not started (32.00%)

Page 9.3

25 tasks

Objective 10: Parks and Facilities – Maintenance, Operation and Sustainability

***Objective:** Operate, maintain and improve parks to increase attendance and improve its sustainability within the park system*

***Performance Indicators:** Park statistics and trends: visit numbers; park user survey results; park fiscal trends; and cost recovery calculations for services*

***Staff Leadership:** North and South Park Operations; Planning and Resource Development (PRD); Fiscal Sustainability Work Group*

***Administrative Management Team Tracking Responsibility:** Tom Hughes (with Donna Folland)*

Name	Action	Tracking Metric and Results
In-house construction projects	Evaluate scope of project; adjust to changes in scope and collaborate with FM for support for compliance and documentation	<input checked="" type="checkbox"/> Documentation of project scope, project manager assignment, and project status in Plan and Project Inventory database for every project, complete update annually by December beginning December 2019
Building equipment: fixed and kitchen	Plan inspections and maintenance in collaboration with FM Equipment Management	<input type="checkbox"/> Documentation of completed work for every project in FM Equipment Management files
Environmental sustainability	Continue to increase the environmental sustainability of park operation	<input checked="" type="checkbox"/> Evaluate available funding resource as part of annual budget process and fund Green Initiative internal grant program as resources allow annually by December¹ <input checked="" type="checkbox"/> Continue to replace standard lighting with LED as replacements are needed <input checked="" type="checkbox"/> Monitor advances in maintenance equipment (mowers, etc.) and replace with models with increased emission controls and energy efficiency as suitable models become available, track as part of capital equipment management <input checked="" type="checkbox"/> Establish recycling programs in each staffed park – all staffed parks have recycling dumpsters and bins ² (9/30/2018)
Vehicle and Trail Counters ³	Create a system-wide plan for placement of counters to facilitate improve participation data	<input checked="" type="checkbox"/> Complete Vehicle and Trail Counter Plan by October 2019
Archery	Facility planning ⁴	<input checked="" type="checkbox"/> Complete Archery Planning Review by October 2019
Beaches	Facility planning ⁵	<input type="checkbox"/> Complete Beach and Beach Alternatives Planning Review by October 2019
Biking and Skating	Facility planning ⁶	<input type="checkbox"/> Complete Biking and Skating Planning Review by October 2020 <input checked="" type="checkbox"/> Complete BMX Course Alternatives Planning Review by October 2019
Camping	Facility planning ⁷	<input type="checkbox"/> Complete Camping and Cabins Alternatives Planning Review by October 2020
Canoe and Kayak Launches	Facility planning ⁸	<input checked="" type="checkbox"/> Complete Canoe and Kayak Launches Alternatives Planning Review by October 2018

Objective 10: Parks and Facilities – Maintenance, Operation and Sustainability

Page 10.1

Legend: ☒ - task completed (7.89%)

☒ - task in process (57.89%)

☐ - task not started (34.21%)

38 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
Cell Towers	Facility planning ⁹	<input checked="" type="checkbox"/> Partner with Natural Resources to identify potential cell tower placement by October 2020
Concessions and Grill Rooms	Facility planning ¹⁰	<input type="checkbox"/> Complete recommendations for current facilities by October 2018
Conference Centers	Facility planning ¹¹	<input checked="" type="checkbox"/> Complete alternatives study by October 2018 <input type="checkbox"/> Timeline for contract review and update by October 2018
Court Games	Facility planning ¹²	<input checked="" type="checkbox"/> Complete alternatives study by October 2019
Disc Golf	Facility planning ¹³	<input checked="" type="checkbox"/> Complete alternatives study by October 2019 <input checked="" type="checkbox"/> Complete standards manual by October 2019
Dog Parks	Facility planning	<input checked="" type="checkbox"/> Complete standards manual by October 2018
Equestrian activities	Facility planning ¹⁴	<input type="checkbox"/> Complete alternatives study by October 2020
Fairs and expositions	Facility planning ¹⁵	<input checked="" type="checkbox"/> Established and improved attendance reporting statistics for Oakland County Fair in annual Dashboard and Data Book (9/30/2018)
Farmers market	Facility planning ¹⁶	<input type="checkbox"/> Complete alternatives study by October 2019
Field sports	Facility planning ¹⁷	<input checked="" type="checkbox"/> Complete alternatives study by October 2020
Fitness	Facility planning ¹⁸	<input type="checkbox"/> Complete alternatives study by October 2019
Golf courses	Facility planning ¹⁹	<input checked="" type="checkbox"/> Complete standards manual by October 2020 <input type="checkbox"/> Complete alternatives study by October 2020
Maintenance and storage needs	Facility planning ²⁰	<input type="checkbox"/> System-wide evaluation by October 2020
No-mow areas	Facility planning ²¹	<input checked="" type="checkbox"/> Evaluate annually by February (NR and North/South chiefs)
Picnic and activity pavilions	Facility planning ²²	<input type="checkbox"/> Complete Pavilion Alternatives Planning Review by October 2020
Playgrounds	Facility planning ²³	<input checked="" type="checkbox"/> Complete Playground Alternatives Planning Review by October 2018
Rental facilities	Facility planning ²⁴	<input checked="" type="checkbox"/> Complete rental facilities alternatives planning review by October 2019
Rental houses	Facility planning ²⁵	<input checked="" type="checkbox"/> Complete rental house alternatives planning review by October 2020
Roads	Facility planning ²⁶	<input type="checkbox"/> Complete cost analysis by October 2020
Signage	Facility planning	<input checked="" type="checkbox"/> Complete Sign Standards Manual by October 2019
Trails	See Trails Action Plan	

Objective 10: Parks and Facilities – Maintenance, Operation and Sustainability

Page 10.2

Legend: ☒ - task completed (7.89%)

☒ - task in process (57.89%)

☐ - task not started (34.21%)

38 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
Vending machines	Facility planning ²⁷	<input type="checkbox"/> Develop a monitoring plan by October 2020
Waterparks	Facility planning ²⁸	<input checked="" type="checkbox"/> Complete waterpark alternatives planning review by October 2019
Winter activities	Facility planning ²⁹	<input checked="" type="checkbox"/> Complete winter activity alternatives planning review by October 2020

¹ FY2018: funding for program not budgeted; FY2019: funding for program not budgeted

² Added 8/24/2018

³ New action added 9/30/2018

⁴ Archery: Evaluate and make recommendations going forward; potential to add archery facilities and activities as an off-season activity where we allow bow hunting in season; consider a focus on hunting and archery for young people; implement in partnership with NR to control the deer population and provide a safe experience

⁵ Beaches: Provide quality beaches; Groveland and Independence are designed well and are sustainable; Addison was not sustainable and has been closed; Identify alternatives for water recreation at other locations

⁶ Biking and Skating: Maintain focus of mountain bike trails at Addison; Track BMX trends and consider closing feature or make more of an open recreation element; skate park and challenge course at Groveland are popular with families; evaluate opportunities at other parks

⁷ Camping: Evaluate data and trends to consider adding more cabins; look at other models for cabins; and repurposing of group sites; explore rustic camping at a lower cost expansion of camping at Addison

⁸ Canoe and Kayak Launch Sites: Analyze operational needs and costs of developing launch sites and incorporate into proposed White Lake Oaks Water Trail

⁹ Cell Towers: Always evaluate grant agreement requirements before entering new cell tower agreements; evaluate potential opportunities that do not violate grant agreements and deed restrictions – these are good revenue sources for supporting the parks

¹⁰ Concessions and Grill Rooms: Develop a plan to improve cost recovery for grill rooms, including trailer and beer cart; consider options including both contractor management and in-house management

¹¹ Conference Centers: Evaluate continued need for conference centers; look at alternate uses; continue with contracted vendors; reevaluate when contracts expire; considering potential benefits of in-house management

¹² Court Games: Track platform tennis trends; Sand volleyball – more opportunity if we look at summer leagues – maybe a good option for Catalpa; Look at trends and what's available locally

¹³ Disc Golf: Evaluate trends and survey other OCPR sites for potential additional disc golf facilities

¹⁴ Equestrian activities: Evaluate permanent camping area for Addison; make a long-term plan to fully separate equestrian trail use from mountain bike trail use; evaluate equestrian trail connectivity between parks

Objective 10: Parks and Facilities – Maintenance, Operation and Sustainability

Page 10.3

Legend: ■ - task completed (7.89%)

☑ - task in process (57.89%)

□ - task not started (34.21%)

38 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

-
- ¹⁵ Fairs and expositions: Continue to expand usage (number of events and types of events) at Springfield Oaks fairgrounds; monitor and evaluate 4-H contract; monitor Oakland County Fair attendance statistics
- ¹⁶ Farmers market: Look at pop-up satellite locations in parks – mobile farmers market – evaluate potential locations (i.e. campgrounds); increase data collection and analysis at farmers market – better understanding of different types of users
- ¹⁷ Field sports: Evaluate trends and user statistics annually; consider other types of field sports – e.g. lacrosse
- ¹⁸ Fitness: Identify uses of facilities for organized runs and fitness events – e.g. developing maps and packages for 5K runs; forecast potential cost recovery; evaluate new models of outdoor adult fitness equipment
- ¹⁹ Golf: evaluate trends among all user types; promote junior golf at our facilities – in-house or external management; look at providing grill room and golf packages to help promote both components; continue to identify alternate uses and special events; commence in FY2017 to comparatively evaluate 9-hole v 18-hole golf statistics and look at 3-year trend; look at long-term sustainability and identify potential alternate uses for golf courses as trends indicate
- ²⁰ Evaluate needs for equipment storage and cold storage to increase life of equipment; continue current inventory practices – with each supervisor knowing their park's equipment and materials inventory; dispose of excess equipment and materials per county policy; make usable equipment and materials available to other parks before disposing; make sure planning reviews and project plans have input from maintenance and operations to forecast adjustments in maintenance and storage needs
- ²¹ No-mow areas: work with NR to encourage increased amount of no-mow areas
- ²² Pavilions: Look at trends and newer models when proposing new pavilions; Consider audience when planning size of pavilions – smaller pavilions may be more appropriate in some situations
- ²³ Playgrounds: Evaluate trends and newer ideas for playgrounds – i.e. water misting pad, intergenerational facilities, adult play structures; Always incorporate universal access into new structures; Maintain staff certifications and playground inspections
- ²⁴ Rental spaces: Evaluate opportunities for creating additional rental spaces for smaller gatherings and weddings (i.e. current adjustments being made at Wint Nature Center); See also Objective 16: Revenue Management and Development/ Rental facilities
- ²⁵ Rental houses: Evaluate against grant compliance requirements; Evaluate efficacy of using park staff resources for maintenance of rental houses and management of tenants; Develop long-term alternate plans for uses of rental houses in park plans
- ²⁶ Roads: Evaluate relative costs of maintaining gravel on the main routes through parks (grading, chloriding, difficulty of snow removal, etc.) and the costs of asphalt paving
- ²⁷ Vending Machines: Monitor usage and revenue; Vending areas need to have better signage and be visible to visitors; Consider strategic placement – i.e. hot chocolate and coffee machines in dog parks with winter use
- ²⁸ Waterparks: Look at adding elements that don't require lifeguards; More concrete deck space and more shade is desirable
- ²⁹ Winter activities: Evaluate feasibility of maintaining some trails year-round in consultation with Risk Management; Look at opportunities for winter camping

Objective 10: Parks and Facilities – Maintenance, Operation and Sustainability

Page 10.4

Legend: ■ - task completed (7.89%)

☑ - task in process (57.89%)

□ - task not started (34.21%)

38 tasks

Objective 11: Parks and Facilities – New Investment in Assets and Infrastructure

Objective: Operate, maintain and improve parks to increase attendance and improve its sustainability within the park system

Performance Indicators: Planning review for every project, completion or progress on projects

Staff Leadership: Facilities, Maintenance and Development (FM); North and South Park Operations; Planning and Resource Development (PRD)

Administrative Management Team Tracking Responsibility: Mike Donnellon

A list of proposed projects is provided in the *5-Year Parks and Recreation Master Plan 2018-2022*. See pages 10.24-25. These projects were based on the *FY2017-2022 Capital Improvement Program and Maintenance Management Plans*. The *Recreation Plan* is available at OaklandCountyParks.com/Planning.

For a current list of proposed projects please see the most recent version of the *Capital Improvement Program and Maintenance Management Plans*, also available at OaklandCountyParks.com/Planning.

Objective 12: Parks and Facilities – Reinvestment in Assets and Infrastructure

Objective: Operate, maintain and improve parks to increase the attendance and improve its sustainability within the park system

Performance Indicators: Planning review for every project, completion or progress on projects

Staff Leadership: Facilities, Maintenance and Development (FM); North and South Park Operations; Planning and Resource Development (PRD)

Administrative Management Team Tracking Responsibility: Mike Donnellon

A list of proposed projects is provided in the *5-Year Parks and Recreation Master Plan 2018-2022*. See pages 10.24-25. These projects were based on the *FY2017-2022 Capital Improvement Program and Maintenance Management Plans*. The *Recreation Plan* is available at OaklandCountyParks.com/Planning.

For a current list of proposed projects please see the most recent version of the *Capital Improvement Program and Maintenance Management Plans*, also available at OaklandCountyParks.com/Planning.

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Objective 13: Planning

***Objective:** Support the development and management of sustainable facilities and programs with relevant data and best practices*

***Performance Indicators:** Planning products: 5-Year Recreation Plan; park plans; planning reviews; facility standards manuals; public engagement reports; annual dashboard and data book; Strategic Action Plan annual reports*

***Staff Leadership:** Planning and Resource Development (PRD)*

***Administrative Management Team Tracking Responsibility:** Melissa Prowse*

Name	Action	Tracking Metric and Results
National park and recreation standards	Remain current on park and recreation standards by the Commission on the Accreditation of Park and Recreation Agencies (CAPRA) and track compliance	<input type="checkbox"/> Update Chapter 11 – Alignment with Standards with compliance status annually by March beginning March 2019
Public engagement	Establish new Survey Work Group in partnership with Business Operations/ Operational Development to explore relationship between survey data and park operation	<input type="checkbox"/> Establish Survey Work Group by October 2019
	Fully launch park and facility survey card program	<input checked="" type="checkbox"/> Create overall phased park survey plan for AMT approval and implement by April 2019¹
	Conduct continuing Recreation Plan public and stakeholder engagement	<input checked="" type="checkbox"/> Create annual plan for periodic planning workshops annually by January² <input checked="" type="checkbox"/> Create 3-year plan for engagement with Oakland County community leaders by April 2019³
Data management	Build capacity to improve timeliness and consistency of data management	<input checked="" type="checkbox"/> Staff review of draft annual Dashboard and Data Book annually in December⁴ <input checked="" type="checkbox"/> Commission receipt and website posting annual Dashboard and Data Book annually in March⁵
Service portfolio	Continue to build the mix of services available in our park system and to track cost recovery throughout the system	<input checked="" type="checkbox"/> Park staff and AMT review of updated cost recovery statistics annually in December⁶
Facility standards and operations manuals	Develop facility standards manuals and coordinate with operations manuals generated by Park Operations	<input checked="" type="checkbox"/> Create and overall plan and schedule for completion of Standards/Operations Manuals by October 2018⁷

Objective 13: Planning

Page 13.1

Legend: ■ - task completed (26.67%)

☒ - task in process (53.33%)

☐ - task not started (20.00%)

15 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
Project planning	Conduct timely and comprehensive project planning	■ Planning reviews created for 100% of capital and maintenance projects, property acquisition projects, and facility planning projects , invite input from: <i>Operations and maintenance staff and Communications and Marketing staff</i>
Park baseline analyses	Update annually; split into two documents – park baseline analysis and park history ⁸	☑ Annual review and update of park baseline analyses annually by December ⁹
Park plans	Update park plans annually and link with capital improvement and maintenance planning	☑ Updated park plans available to staff annually in December ¹⁰ ☐ Updated park plans provided to Commission and posted on website annually in March
Grant planning	Provide annually updated 5-year grant plan	☑ Update plan in association with 5-year capital and maintenance planning and provide to AMT annually in October ¹¹ ■ Provide updated plan to Parks Commission for approval annually in November ¹²

¹ Timeline extended from April 2018 to 2019

² Annual planning workshops:

- FY2018: Disc golf; playing courts and sports fields

³ Timeline extended from April 2018 to December 2019

⁴ Staff review of annual Dashboard and Data Book:

- FY2018: Distribution for comment in February 2018
- FY2019: Distribution for comment in December 2018

⁵ Distribution of annual Dashboard and Data Book to Parks Commission

- FY2018: Distribution and online posting of FY2017 Data Book in April 2018
- FY2019: Distribution and online posting of FY2017 Data Book in April 2019

⁶ This is completed annually as part of the annual Dashboard and Data Book staff review

⁷ For manuals plan and timeline, see Objective 10: Maintenance, Operations and Sustainability

⁸ See Objective 6: Cultural and Historic Assets for history analysis metrics

⁹ Park baseline review and update:

- FY2018: in process, but not completed for all parks

¹⁰ Metric may be adjusted as Asset Inventory is completed to merge the park plan process with this process

¹¹ Grant plan:

Objective 13: Planning

Legend: ■ - task completed (26.67%)

☑ - task in process (53.33%)

☐ - task not started (20.00%)

Page 13.2

15 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

- FY2018: Grant plan forecast incorporated into project database and CIP/Maintenance Management Plans FY2019-2023; LWCF grant proposals submitted for ORN and IND (4/1/2018) were not funded; low score due to conversions
- FY2019: No grant application planned for LWCF or MNRTF until conversions are resolved

¹² Grant plan is provided as part of the *Capital Improvement and Maintenance Management Plans* that are submitted to the Commission in September.

Objective 13: Planning

Legend: ■ - task completed (26.67%)

☑ - task in process (53.33%)

□ - task not started (20.00%)

Page 13.3

15 Tasks

Objective 14: Property Acquisition and Management

Objective: Acquire property for recreation and natural resource protection and manage all property-related actions in compliance with relevant policies, regulations and agreements

Performance Indicators: Track OCPR acreage annually; Track Oakland County recreation acreage annually; Grant inspection reports completed every 5 years

Staff Leadership: Property Acquisition and Management (PAM) Work Group

Administrative Management Team Tracking Responsibility: Melissa Prowse (with Donna Folland)

Name	Action	Tracking Metric and Results
Administration and planning	Manage inventory of potential lands for acquisition	<ul style="list-style-type: none"> ■ Updated inventory is reviewed at monthly PAM meetings (9/30/2018) ☑ Provide regular closed session updates to the Parks Commission annually by December ☑ Maintain communication with key landowners, document in PAM inventory annually by December
	Employ innovative methods to increase park and recreation land, especially in the highly-urbanized areas of southeast Oakland County	<ul style="list-style-type: none"> ■ In addition to purchase, consideration of lease, management contracts, conservation easements and other methods are documented as alternatives in acquisition planning reviews (9/30/2018) ■ As appropriate, refer opportunities are referred to local communities and documented in PAM Inventory (9/30/2018)
	Manage acquisition process per best practices established by PAM and in compliance with BOC rules	<ul style="list-style-type: none"> ■ Planning reviews are conducted for all potential acquisitions (9/30/2018) ■ Corporation Counsel is consulted on all actions with documentation in PAM meeting notes (9/30/2018) ☑ Update PAM checklist to include planning by Parks Operations staff for future operations and maintenance tasks and costs for each potential acquisition by October 2018¹
Acquisition priority	Focus on areas adjacent to existing parks ²	<ul style="list-style-type: none"> ■ Acquisition priorities and budget implications are documented within acquisition planning reviews (9/30/2018) ☐ Incorporate acquisition into park plans and create scopes for implementing priorities beginning June 2019³
Property management	PAM to review all property-related actions, including removal of assets, leases, licenses and other agreements, for impacts on the community, natural resources, OCPR budgets and operations; and for compliance with county policy, regulations, and grant agreements	<ul style="list-style-type: none"> ■ PAM review is documented in PAM meeting notes (9/30/2018) ■ PAM review of the identification and resolution of existing conversions of grant-assisted property per MDNR procedures is documented in PAM meeting notes (9/30/2018)

Objective 14: Property Acquisition and Management

Page 14.1

Legend: ■ - task completed (66.67%)

☑ - task in process (25.00%)

☐ - task not started (8.33%)

12 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

¹ This process is still being developed

² Acquisition of adjacent land prioritizes expansion of:

- Natural resource protection
- Natural resource management
- Trail connectivity
- Green infrastructure connectivity
- Access to an existing park

³ Timeline has been added

Objective 14: Property Acquisition and Management

Legend: ■ - task completed (66.67%)

☑ - task in process (25.00%)

□ - task not started (8.33%)

Page 14.2

12 Tasks

Objective 15: Recreation Programs and Services

Objectives:

- Provide a range of recreational programs, special events and mobile units that respond to public need
- Enhance recreation in local communities with recreational programs, special events and mobile units
- Provide experiences that inspire respect and appreciation for the natural world

Performance Indicators: Documentation of programs provided and attendance; programs are geographically well-distributed; cost recovery trends in each program area compared to targets; feedback on survey cards

Staff Leadership: Recreation Programs and Services (RPS)

Administrative Management Team Reporting Responsibility: Brandy K. Sotke-Boyd

Name	Action	Tracking Metric and Results
Data management	Continue to expand reporting metrics	■ Added section to Data Book with RPS attendance numbers and RAPP statistics (3/1/2018)
Marketing	Explore packaging current programs and program tracks (nature, fitness, etc) to different audiences and demographics – e.g. grandparents, seniors, parents; home school families	<ul style="list-style-type: none"> ■ 3 program tracks identified to promote to new audiences 9/30/2018 ■ Packages and promotions developed in partnership with Communications and Marketing (9/30/2018)
Recreation Assistance Partnership Program	Increase partnership opportunities and resources for community-based programs and events	<ul style="list-style-type: none"> ☑ \$200,000 is requested annually to provide more opportunities to our community partners¹ ■ Mobile recreation season has been extended to include spring and fall (May-October) beginning May 2018 ■ Recruitment from local HS, Colleges, and community residents to aid in pre- and post-season staffing needs is in place beginning May 2018
Adaptive recreation	Provide programs for teens that bridge to adult adaptive recreation programs	■ New programs developed for teens with developmental disabilities developed in partnership with relevant agencies and in location of higher demand and expansion of kids with disabilities programs that bridges between kids and adults programming (9/30/2018) ²
	Offer clinics and expos for people with physical disabilities to develop leisure skills and life enrichment using our facilities or other agency facilities	☑ New clinics and expos for people with physical disabilities – add 6 clinics (increase of 3 focused on our kayak launches) by October 2018; add 3 focused on archery by October 2022 – total 9 clinics by October 2023 ³
Adventure camps	Establish a licensed day camp program that makes use of our facilities and mobile recreation units and that complements community camp and recreation experiences	<ul style="list-style-type: none"> ■ Compliant with licensing requirements, updated annually by August⁴ ☑ Establish baseline and 3-year phased targets for attendance and cost recovery by October 2019⁵
Citizen science	Coordinated program planning, data collection, and	■ Monthly coordination meetings with Natural Resources for program planning,

Objective 15: Recreation Programs and Services

Page 15.1

Legend: ■ - task completed (55.88%)

☑ - task in process (41.18%)

□ - task not started (2.94%)

34 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
and stewardship	messaging by RPS and NR	data collection planning and messaging established in FY2018
	Stewardship Programs and Wildlife Education: increase the number and diversity of programs; build new partnerships; participate in local and regional efforts	<input checked="" type="checkbox"/> Collaborate with partners on 1-2 new programs annually to diversify stewardship programming and wildlife education
Mobile recreation	Coordinate maintenance, safety and training for operation of recreation with FM/Equipment Management	<input checked="" type="checkbox"/> Regular meetings with FM/Equipment Management for service of recreation equipment established in FY2018: weekly in season (May-August) and as needed off-season
	Adjust services and equipment to respond to demand, current trends, needs of individual communities, and availability of new, more interactive equipment	<input checked="" type="checkbox"/> Community need and recreational trends monitored annually through Northwest Parks and Recreation Association (NWPRA) meetings
	Rotate, replace and acquire equipment; select equipment and plan for operation that works with staff capacity and train staff to interact with participants to provide the best experience; place older units semi-permanently in parks and training park staff to operate	<input checked="" type="checkbox"/> Update equipment replacement and acquisition forecast as part of capital equipment plan annually by October ⁶ <input checked="" type="checkbox"/> Internal staff audits conducted ongoing and adjust as needed; at least one per staff per year; all staff annually by October⁷
Nature education	Build new program areas in home schools, senior services	<input checked="" type="checkbox"/> Nature programs outreach adjusted to senior centers by October 2019 <input checked="" type="checkbox"/> Establish new home school programs by October 2019 <input type="checkbox"/> Set home school program targets based on outcomes by October 2020
	Explore inter-generational programming, such as day-camps for grandparents and grandchildren – provide the same content with adjustments for language and physical capacity between the generations	<input checked="" type="checkbox"/> Inter-generational – baseline of 1 per year per nature center – increase promotion to increase participation and cross-promote with Active Adults programming ⁸
	Develop pop-up programs in neighborhood and community parks in southeast Oakland County	<input checked="" type="checkbox"/> Plan for nature education pop-up programs was developed and pilot launched (9/30/2018) ⁹ <input checked="" type="checkbox"/> Evaluate capacity for nature education pop-up programs and set targets (9/30/2018) ¹⁰
	Provide more hands-on activities at Farmers Market – ie. “nature tables” and other short-term conversational programming	<input checked="" type="checkbox"/> Farmers Market nature education plan is in place ¹¹
	Provide programming input to guide design of updated nature exhibits	<input checked="" type="checkbox"/> Exhibits at Wint and Red that enhance programming and encourage exploration in the parks; evaluate the number of programs that tie into exhibits annually by October¹² <input checked="" type="checkbox"/> Methodology to link exhibits to park features and outdoor elements is in place ¹³
	Increase programs and services with seniors as a growing target market Develop activity programs that promote health and	<input checked="" type="checkbox"/> Full complement of historical and cultural tours using OCPH historic assets marketed to history groups and libraries with seniors as a target market in at least 4 park locations (9/30/2018) ¹⁴

Objective 15: Recreation Programs and Services

Page 15.2

Legend: ☒ - task completed (55.88%)

☒ - task in process (41.18%)

☐ - task not started (2.94%)

34 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
	wellness to our residents, including senior community Be mindful of senior component in special events (universal access) – make adjustments in physical capacity requirements as needed	<ul style="list-style-type: none"> ■ Active programs – 2 new programs have been launched¹⁵ ☑ Active programs – evaluate need for additional programs and establish targets
	Inventory events in southeast Oakland County and identify opportunities for partnership and gaps in service	<ul style="list-style-type: none"> ■ Completed inventory of special events in southeast corner of the county and communicated with relevant organizations to identify gaps in service (3/1/2018)
Special events	Identify external events that can be used as special event and programming themes – e.g. eclipse	<ul style="list-style-type: none"> ■ Research calendar of events, special holidays and unique natural events completed (5/30/2018) ■ Annual calendar of possible special events ideas is generated annually by December
	Revenue centers – design events to take advantage of facilities such as conference centers and golf courses and increase exposure of these facilities	<ul style="list-style-type: none"> ☑ Track and use 6 designated days at our banquet facilities annually¹⁶ ☑ Keep current on national trends for programming at revenue centers; adapt the program list and create new programs as needed annually

¹ Allocation by Parks Commission for RAPP:

- FY2018: \$200,000 allocated
- FY2019: \$200,000 allocated

² New programs for teens with development disabilities include:

- FY2018: Bowling Berkley, DNR Outdoor Center, Red, White and Blue Social, 4H Adaptive Day, Cider Mill

³ Clinics and expos for people with physical disabilities include:

- FY2018: Need update

⁴ Compliance with camp licensing requirements met in the following years:

- License received July 2018

⁵ Tracking mechanism in place 9/30/2018

⁶ Updates to capital equipment forecast include:

- 2018: Determined 3 inflatables need to be replaced, 1 replacement was approved in FY2019 budget

⁷ Internal audits:

- FY2018: need update and numbers

⁸ Intergenerational nature programs:

- FY2018: Grandparent/child mini-camps at both nature centers

⁹ Nature pop-up programs:

- FY2018 – pilot: 2 pop-ups were held (Ferndale, Royal Oak), 1 was cancelled due to weather

¹⁰ Capacity depends on staff levels; target is 2-3 nature pop-ups per season if staffing allows

Objective 15: Recreation Programs and Services

Legend: ■ - task completed (55.88%)

☑ - task in process (41.18%)

□ - task not started (2.94%)

Page 15.3

34 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

¹¹ Pilot Farmers Market programs were tested at Oakland County Farmers Market; fees and charges for external programs approved by Parks Commission, outreach to offer programs to community farmers markets in Oakland County is underway

¹² Exhibit construction is mostly complete at Wint and Red Oaks nature centers; completion expected in 2019

¹³ Example of exhibit linking to parks: beaver exhibits with reference to park locations to see beaver dams

¹⁴ Historical and Cultural Tours held at:

- FY2018: Addison, Independence, Springfield, Farmers Market

¹⁵ New Active Programs include:

- FY2018: Trailblazers, Afterhours swim

¹⁶ Programs at banquet facilities:

- FY2018 – 9 programs: Garden tour (Addison), Time for Tea (Ellis Barn), Sockhop (Springfield Activity Center), Pop In and Play (Lyon and White Lake), Glow on the Road (Lyon and White Lake), Adaptive Snowman Social (White Lake), and Jingle Bell Ball (White Lake)

Objective 15: Recreation Programs and Services

Legend: ■ - task completed (55.88%)

☑ - task in process (41.18%)

□ - task not started (2.94%)

Page 15.4

34 Tasks

Objective 16: Revenue Management and Development

***Objective:** Provide relevant revenue-generating services and alternative funding that enhance the park experience*

***Performance Indicators:** Fiscal reports; conference center and grill room reports; sponsorship and donation reports; grant submissions and approvals*

***Staff Leadership:** Business Operations/Food and Beverage, Group and Facility Sales; Planning and Resource Development*

***Administrative Management Team Tracking Responsibility:** Phil Castonia (with Melissa Prowse)*

Name	Action	Tracking Metric and Results
Food and Beverage	Develop protocol for food trucks in parks and ensure all parks are compliant	<input type="checkbox"/> Develop food truck protocol by October 2019¹
	Develop a plan to improve cost recovery for grills rooms, including trailer and beer cart; consider options including both contractor management and in-house management	<input type="checkbox"/> Recommendations and plan in place by October 2020
	Review day use concession operations; evaluate opportunities for expansion using vendors and/or in-house management and coordinate with capital improvements	<input checked="" type="checkbox"/> Recommendations and plan synchronized with capital improvements as they are planned and implemented <input checked="" type="checkbox"/> Evaluate attendance and make recommendations if indicated by changes in attendance annually by December
	Review current alcohol sales and potential future sales that would enhance the recreational experience	<input type="checkbox"/> Conduct review and make recommendations by October 2020
	Synchronize waterpark concession operation updates with capital improvements	<input type="checkbox"/> Recommendations and plan synchronized with capital improvements as they are planned and implemented
Group and facilities sales	Evaluate need for centrally-managed marketing, promotion and sales of all Commission rental assets	<input type="checkbox"/> Decision to fill group and facility sales business representation position or leave vacant by October 2019
Rental facilities	Explore opportunities for rental of additional facilities	<input type="checkbox"/> Conduct review and make recommendations by October 2020
	Formalize rental packages for specific recreation and social events	
	Offer optional add-ons to rental packages that are a cross-marketing	

Objective 16: Revenue Management and Development

Page 16.1

Legend: ■ - task completed (8.33%)

☑ - task in process (16.67%)

☐ - task not started (75.00%)

12 tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
	opportunities See also Objective 10: Parks and Facilities – Maintenance, Operations and Sustainability/Rental facilities	
Sponsorship program (Melissa)	<p>Determine what opportunities exist to increase sponsorship sales organization wide</p> <p>Utilize Oakland County Business Survey to determine sponsorship viability</p> <p>Determine feasibility of evaluating OCPR assets to determine sponsorship value for various programs, events, facilities</p> <p>Create consistent approach and protocol for sponsorship solicitation</p> <p>Create procedures for tracking and evaluating sponsorship</p> <p>Consider naming rights for popular and well-attended parks facilities (i.e. Farmer's Market)</p> <p>Work with proposed Group Sales Coordinator to coordinate packages and offerings to potential sponsors</p> <p>Cross-market and promote additional opportunities to sponsors including group sales, group vehicle permit sales, corporate picnics, etc.</p>	<p>■ Decision was made to hire part-time resource to focus on sponsorship sales and relationship management (9/30/2018)</p> <p>□ Established protocol for sponsorship solicitation and management by October 2019</p> <p>□ Recommendations on naming rights for key facilities by October 2019</p> <p>□ Packages developed to offer potential sponsors by October 2019</p>
Grant program	See Objective 10: Planning/Grant planning	

¹ Timeline extended from October 2018 to 2019

Objective 16: Revenue Management and Development

Page 16.2

Legend: ■ - task completed (8.33%)

☑ - task in process (16.67%)

□ - task not started (75.00%)

12 tasks

Objective 17: Trail Management and Development

Objective: Develop and maintain high-quality park trails that meet the approved Trail Standards, serve a variety of trail users, and connect, where possible, with the regional trail network

Performance Indicators: Surveys; connections/promotion with regional trails; trail plans within park plans; Trail Standards Manual; prioritization of trail projects for funding; updated trail maps

Staff Leadership: Trails Work Group

Administrative Management Team Tracking Responsibility: Melissa Prowse (with Donna Folland)

Name	Action	Tracking Metric and Results
Communication ¹	Provide regular updates to AMT and Parks Commission to communicate trail standards, project priorities, and maintenance needs	<input checked="" type="checkbox"/> Provide update at AMT meeting after Trails WG meeting <input checked="" type="checkbox"/> Provide annual update to Parks Commission and provide additional updates as appropriate ²
Trail Standards Manual	Develop and maintain Oakland County Parks and Recreation Trail Standards Manual ³	<input checked="" type="checkbox"/> Review <i>Trail Standards Manual</i> and make updates annually by December⁴ <input checked="" type="checkbox"/> Document AMT review and approval annually by December⁵
Trail Assessment Protocol	Develop and implement a <i>Trails Assessment Protocol</i> for assessing park trails and recommending maintenance and CIP projects ⁶	<input type="checkbox"/> Develop formal Trails Assessment Protocol and incorporate into <i>Trail Standards Manual</i> (9/30/2018) <input type="checkbox"/> Complete trail assessment for all parks using ArcGIS Online (12/31/2017) and incorporate into Trail Plans as they are completed <input checked="" type="checkbox"/> Establish protocol for updates to trail assessments and using assessments to guide prioritization and design of future trail projects
Trail Development	Build and maintain park trails that meet the identified Trail Standards	<input type="checkbox"/> Trail development planning process is formalized as part of <i>Trail Standards Manual</i> (9/30/2018) <input type="checkbox"/> Updated trail mileage is provided annually by November for inclusion in annual <i>Dashboard and Data Book</i> (9/30/2018) <input checked="" type="checkbox"/> Staff reports the completion of new trail projects to the Oakland County Trails Water and Land Alliance at their quarterly meetings ⁷
Maintenance of Existing Trails ⁸	Maintain existing trails	<input checked="" type="checkbox"/> Develop maintenance standards as part of Trail Standards Manual by October 2019 <input checked="" type="checkbox"/> Develop maintenance calculators to forecast future operations budget needs for proposed trails by October 2019

Objective 17: Trail Management and Development

Page 17.1

Legend: ☒ - task completed (23.53%)

☒ - task in process (76.47%)

☐ - task not started (0.00%)

17 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

Name	Action	Tracking Metric and Results
Park Trail Plans	Develop a Park Trail Plan for each park in priority order ⁹	<input checked="" type="checkbox"/> Develop all park trail plans by October 2020 ¹⁰ <input checked="" type="checkbox"/> Provide recommendations for prioritization of trail projects to AMT annually by November 1 for budget planning ¹¹
Trail/Park Maps	Implement a family of mapping products for each park with trails in priority order ¹²	<input checked="" type="checkbox"/> As trail information is updated , update interactive maps on Web site with trail types and other trail data in coordination with OCIT ¹³ <input checked="" type="checkbox"/> As trail information is updated , create updated handout maps, kiosk and trailhead maps, and website maps <input checked="" type="checkbox"/> As trail information is updated , Communications and Marketing will integrate updated maps into documents/brochures/promotion and maintain trail-related web site materials ¹⁴

¹ New action added 9/30/2018

² Updates to Park Commission

- FY2018: Update at 3/2018 Parks Commission meeting

³ Components of Trail Standards Manual include:

- Design standards and specifications
- Signage/map standards
- Operation and maintenance standards
- Natural resource management standards
- Accessibility standards
- Trail assessment protocol

⁴ Updates to Trail Standards Manual:

- FY2018: completion of equestrian, mountain bike, and rustic specifications

⁵ AMT review and approval of updated Trail Standards Manual

- FY2018: Updated Manual was not brought to AMT for review and approval

⁶ Trail Assessment Protocol includes:

- Current conditions including trail width, surface type
- Accessibility concerns
- NR concerns
- User concerns

⁷ Reports to TWLA:

Objective 17: Trail Management and Development

Page 17.2

Legend: ■ - task completed (23.53%)

☑ - task in process (76.47%)

□ - task not started (0.00%)

17 Tasks

STRATEGIC ACTION PLAN: Oakland County Parks and Recreation Master Plan 2018-2022

Last updated by Folland, Donna L on 3/27/19

- FY2018: Reported on opening of Independence Oaks Safety Path

⁸ New action added 9/30/2018

⁹ Park Trail Plan priority order:

1. Addison Oaks
2. Independence Oaks
3. Orion Oaks
4. Waterford Oak s
5. Groveland Oaks
6. Highland Oaks
7. Rose Oaks
8. Red Oaks
9. Lyon Oaks
10. Springfield Oaks
11. Catalpa Oaks
12. White Lake Oaks

¹⁰ Park Trail Plans:

- FY2018: Park trail plan content and format approved by Work Group
- FY2019: Addison and Independence in process

¹¹ Trails Work Group recommendations and Capital and Maintenance project budgets:

- FY2018: Recommendations included in FY2019 budgets

¹² See priority order listing above

¹³ Web site interactive map updates:

- FY2018: Addison Oaks updated

¹⁴ Communications and Marketing actions:

- FY2018: Communications and Marketing reviewed park trail maps online, addressing needs of users for mobile use, joint project with GIS/planning, removed duplicate and outdated maps; collaborated in wayfinding project – creating updated maps for Addison Oaks and creating trail signage standards

Objective 17: Trail Management and Development

Page 17.3

Legend: ■ - task completed (23.53%)

☑ - task in process (76.47%)

□ - task not started (0.00%)

17 Tasks