

AGENDA
Huron-Clinton Metropolitan Authority
Board of Commissioners Meeting
June 10, 2010, 10:30 am
Willow Metropark
Food Bar / Bath House

1. Chairman's Statement
2. Public Participation
3. Minutes – May 13, 2010
4. Financial Statements - May 2010
5. Vouchers – May 2010
6. Purchases – May 2010 (pg. 1)
7. Reports
 - A. Lower Huron
 1. Report –Communication Tower, Park Service Area (pg. 2)
 - B. Lake Erie
 1. Bids – Playground renovation (pg. 4)
 - C. Administrative Office
 1. Presentation – Social Media Marketing, Fluency Media
 2. Proposal – Social Media Marketing (pg. 6)
 3. Investment Policy Approval (pg. 24)
 - a. Pension Plan
 - b. Retiree Health Care Trust Fund
 4. Donations (5) (pg. 30)
 5. Legislative report (pg. 31)
8. Director's comments
9. Election of Officers (pg. 33)
10. Commissioners' comments
11. Motion to adjourn



HURON-CLINTON METROPOLITAN AUTHORITY

TABULATION OF BIDS

ITB No. 10-031

Title: Police Uniforms
Project Type: Purchase
Location: All Locations
Date: June 3, 2010

Bids opened May 20, 2010 at 2:00pm

Scope of Work:

Furnish, deliver, carry inventory and provide alterations on police uniforms for the Metroparks Police Department. Items are to be provided for a contract period of July 1, 2010 to June 30, 2012.

<u>Supplier</u>	<u>City</u>	<u>Amount</u>
Allie Brothers, Inc.	Livonia, Michigan	\$74,015.66
Excellent Police Equipment	Shelby Twp, Michigan	\$76,398.00
Alert Emergency Equipment	Portland, Michigan	\$10,268.42*

Notes: *Alert Emergency Equipment's bid was incomplete and only included the leather items.

INVITATION FOR BIDS WERE POSTED ON MICHIGAN INTER GOVERNMENTAL WEBSITE AND WERE SENT TO 104 REGISTERED SUPPLIERS.

RECOMMENDATION:

That ITB 10-031 be awarded to the low responsive, responsible bidder, Allie Brothers Inc. and a contract be issued in the amount of \$74,015.66 as recommended by Purchasing Manager Scott Michael and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

REPORT

Subject: Communication Tower, Park Service Area
Location: Lower Huron Metropark, Wayne County
Date: June 10, 2010

Van Buren Township, together with the Detroit Water and Sewerage Department (DWSD), is investigating the feasibility of installing a communication tower at the Lower Huron Metropark park service area. The purpose of the tower is to improve data communication from three DWSD water meter systems that are located in the vicinity of the service area. These meters provide master metering of water for Van Buren Township, Sumpter Township and Lower Huron Metropark. Currently, data communication between these meters and DWSD's radio receivers is inadequate. Van Buren Township's letter of request dated June 1, 2010 is attached.

As stated in the letter, a communication tower at the park service area could be mutually beneficial for purpose of metering water usage of the townships and Lower Huron Metropark. It may also be potentially useful for the Metroparks for co-location of in-park radio and data communications equipment, and it would be useful to the townships for their equipment co-location as well. Based on preliminary discussions, the tower would be self-supporting, 80- to 120- foot in height, and located in a non-use area of the service yard. Van Buren Township would propose to construct, own, operate and maintain the tower. A ground lease or easement from HCMA would be necessary for its placement. A co-location agreement would be developed between the townships, DWSD and HCMA, which would make co-location of communication equipment available to the parties at no cost. Commercial use of the tower would not be allowed.

To continue the investigation, DWSD must perform a transmission test to determine tower height and radio strength, and this will require a crane to be brought on site for one day. Other issues, including potential visibility of the tower from within the park and neighboring areas, and proximity to Detroit Metropolitan Airport, must also be considered.

HCMA has benefitted from a cooperative relationship with Van Buren Township and DWSD for several years. Lower Huron Metropark receives water service directly from DWSD at wholesale rates, with billing through Van Buren Township. The park receives sewer service from the South Huron Valley Utility Authority at wholesale rates, again with billing through the Township. This arrangement, in place since our Interlocal Agreement with Van Buren Township of May, 2003, has resulted in significantly reduced utility billings since that time.

RECOMMENDATION:

That the Board of Commissioners authorize staff to continue to cooperate with Van Buren Township and DWSD in investigating the feasibility of a data communication tower at the Lower Huron Metropark park service area as recommended by Chief Engineer Arens and staff.



Charter Township of Van Buren

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June 1, 2010

Dear Mr. Arens:

As we discussed at our May 20, 2010 meeting, the Detroit Water and Sewerage Department (DWSD) and Van Buren Township are investigating the feasibility of locating a communication tower in the Lower Huron Metropark service area, for the purpose of improving the data communication capability of both parties water metering systems in the area.

DWSD's metering systems which serve the Van Buren Township, Sumpter Township and Lower Huron Metropark water systems are all located near the intersection of Savage Road and Bemis Road. The existing communication system between these meters and DWSD's radio receivers is currently inadequate. Van Buren Township also operates an automatic meter reading system that lacks sufficient capabilities in the immediate vicinity. A data communication tower in this general area is needed to improve data communications and meter operations, for the benefit of all parties. A tower located at the Lower Huron Metropark service area would suit this purpose well. As we discussed at our meeting, a non-commercial, self-supporting tower in the 80-foot to 120-foot range is currently under consideration. It is our understanding that a communication tower may potentially be of use to the Metroparks for co-location of in-park radio and data communications as well.

To further investigate the feasibility of this tower and its location, a radio transmission test will be required to determine tower height and radio frequency strength. This will require the mobilization of crane-mounted test equipment on-site for one day. On behalf of DWSD, Van Buren Township respectfully requests permission from the Huron-Clinton Metropolitan Authority (HCMA) for DWSD to perform this test, and to continue to investigate the feasibility of the tower.

If permission were ultimately to be granted for the placement of this tower at the park service area, we would anticipate that a ground lease or easement would be necessary, with DWSD, Van Buren, Sumpter Township and HCMA as signatories. Van Buren Township would propose to construct, own, operate and maintain the tower. Commercial use of the tower would not be permitted, and no other co-locators would be permitted without the unanimous consent of the signatories.

We appreciate your consideration of this request. If you have any questions, please contact me at 734-699-8947.

Sincerely,

Todd S. Knepper
Director of Public Works



HURON-CLINTON METROPOLITAN AUTHORITY

TABULATION OF BIDS

Project No. 512-10C

Title: Playground Renovation
Project Type: Capital Improvement
Location: Lake Erie Metropark, Wayne County
Date: June 3, 2010

Bids opened at 2:00pm on Thursday, May 27, 2010

Scope of Work:

Furnish and install new play equipment, including three major climbing structures, for 2- to 5-year old children and 5- to 12-year olds. Provide approximately 1,500 square feet of poured-in-place rubber play surfacing and wood fiber play surfacing; concrete walks and curbing; earthwork, turf development and irrigation improvements; benches and trash receptacles; provide temporary construction access, demolition and removal of existing tot lot buildings play items and site work. Existing play items and surfaces are deteriorated, outmoded and not in compliance with current US Consumer Product Safety Commission standards.

<u>Contractor</u>	<u>City</u>	<u>Amount</u>
1. Playworld Midstates	Holland	\$311,837.46
2. Liparato Contracting, LLC	Rockwood	\$326,329.20
3. Clark's Construction Company, Inc.	Detroit	\$338,633.63
4. KEO and Associates, Inc.	Detroit	\$356,002.74
5. F.J. LaFontaine & Sons	Farmington	\$375,825.21
6. WCI Contractors, Inc.	Detroit	\$399,344.25
Total Budget Amount for Contract Services and Administration		\$300,000.00
Proposed Work Order Amount		
Contract Amount - Playworld Midstates (Rounded)		\$312,000.00
Contract Administration plus Force Account Work		<u>\$ 10,000.00</u>
Total Proposed Work Order Amount		\$322,000.00
Funds needed from Reserve Account		\$ 22,000.00

The following contractors obtained bidding documents but did not submit a proposal:

Miracle Recreation of MI, Okemos	Angelo lafrate Construction, Warren
ABC Paving Co, Trenton	MI Recreational Construction, Howell
B. Sarkett Const. Co., Woodhaven	Saf'Play Services, Inc., Highland
J.T. Maurer Building Co., Inc., Plymouth	Heritage Irrig. & Landscaping, Westland

RECOMMENDATION:

That Contract No. 512-10C be awarded to the lowest responsible, responsive bidder, Playworld Midstates, in the amount of \$311,837.46, and that an appropriation in the amount of \$22,000 from the Reserve Account be made to cover the difference between low bid and Budget Amount as recommended by Chief Engineer Arens and staff.



HURON-CLINTON METROPOLITAN AUTHORITY

TO: Board of Commissioners
FROM: Denise Semion, Chief of Communications
SUBJECT: Presentation – Social Media Marketing
DATE: June 10, 2010

Fluency Media, of Ann Arbor, will give a short presentation on social media marketing and its importance in an agency's marketing strategies.

Fluency Media conducts social media marketing for Travel Michigan and is being recommended for Board item 7-C-2 Social Media Marketing Proposal.



HURON-CLINTON METROPOLITAN AUTHORITY

TO: Board of Commissioners
FROM: Denise Semion, Chief of Communications
SUBJECT: Proposal – Social Media Marketing
DATE: June 10, 2010

The 2010 Metroparks budget includes an additional \$97,000 for expanded marketing activities across the Metroparks. In an effort to enhance the Metroparks visibility and attract new customers, staff has been identifying strategies to enhance the organization's marketing efforts. Many of the strategies are focused on the use of social media such as Facebook and Twitter in addition to e-mail marketing to gain and retain visitors to the Metroparks.

Social media marketing is recognized as the fastest-growing and most important marketing tool. It invites collaboration and interaction with targeted communities and is a powerful incentive for brands building fan bases. Social media has emerged as a powerful instrument to increase customer engagement and loyalty, and is the number one activity on the Web. By 2010, Gen Y (people under 30) will outnumber Baby Boomers, and 90 percent of them will have joined a social network. Facebook alone added 100 million users in less than nine months. It is crucial for organizations to keep up, get ahead, and take advantage of the tremendous potential to grow and nurture social media marketing on the Web. Together, e-mail marketing and social media can provide an integrated, targeted marketing approach to build brand loyalty, increase customers and reach out to new audiences. Some statistics regarding social media:

- In the 12 month period from 2008 to 2009, users of Twitter increased from nearly a half million users to over 7 million, a 1,382 percent growth.
- In a period of 12 months, Facebook users increased 228 percent to nearly 66 million.
- As of March 2009, U.S. Facebook users were in the following age categories: 11 percent were 13-17 years of age, 35 percent were 18-25 years of age, 24 percent were 26-34 years of age, 17 percent were 35-44 years of age, and 8 percent were 45-54 years of age.
- As of August 2009, social networks and blogs were the fourth most popular online activities, exceeding personal e-mail. Sixty-seven percent of global users visit member communities and 10 percent of all time spent on the internet is on social media sites.
- As of August 2009, around 64 percent of marketers are using social media for 5 hours or more each week during campaigns, with 39 percent using it for 10 or more hours per week.
- It took radio 38 years to reach 50 million listeners. Terrestrial TV took 13 years to reach 50 million users. The internet took four years to reach 50 million people... In less than nine months, Facebook added 100 million users.
- As of August 2009, 35 to 49 year-olds make up almost 42 percent of the traffic to Twitter.com.

The Metroparks launched a major marketing initiative in April to increase our e-mail list and strategically improve our e-mail marketing program. In conjunction with our e-mail list expansion, it was determined a major initiative should be set in place to plan and implement a robust e-mail and social media marketing strategy that ties in with our newly-launched Web site.

A Request for Proposals was posted on the Michigan Inter-Governmental Web site to solicit proposals for a one-year contract, with an option for a one year renewal, to provide social media and Web marketing consulting, along with general public relations writing, to include the following specific services:

1. Develop and implement a targeted social media and online marketing strategy that supports the organizational mission and goals;
2. Develop and implement a tracking system for social media and other on-line marketing efforts;
3. Develop and implement a targeted e-mail campaign to reach and retain Web site visitors;
4. Develop and implement strategies that target specific Metroparks demographics;
5. Develop and implement additional strategies for existing Metroparks social media (Facebook, Twitter, etc);
6. Develop campaigns that may be easily customized for each of the 13 parks and 10 golf courses in the five-county Southeast Michigan region; and
7. Develop and write news releases for selected facilities or events.

Thirteen firms submitted proposals (vendor list attached). Four firms were selected to provide a presentation.

After reviewing all the proposals, presentations and interviews, it was clear that Fluency Media could offer exceptional experience and expertise in strategic planning for a robust social media and e-mail campaign. Their track record with Travel Michigan will bring extensive travel destination marketing expertise to the Metroparks. Their proposal includes providing all strategic planning and research analysis, day-to-day monitoring of the Web (Facebook, Twitter, etc) all creative concept development, writing, and design.

Fluency Media performs social media marketing for the Travel Michigan campaign, the MEDC business campaign and for many local destinations via Travel Michigan. They bring significant social media and local destination marketing expertise, and will be an ideal partner for the Huron-Clinton Metroparks. Michigan.org. is the number one visited tourism Web site in the U.S. and ranked as the number one state tourism social media program. Their work for Travel Michigan included optimizing their e-mail database and growing it from 50K to more than 200K with improved interaction rates. They leveraged databases to build social media presence which increases the return from events and media, from 0 to 40,000 fans on Facebook and nearly 5,000 Twitter followers, and a heavily visited blog. They bring deep expertise in e-mail, social media search engine marketing, and digital marketing strategy. They have extensive experience in travel and local destination marketing and a record of delivering measurable success.

Recommendation:

That the Board of Commissioners authorize staff to enter into and execute a one-year contract, not to exceed \$75,000, with Fluency Media LLC. to plan, develop and implement an e-mail and social media marketing campaign for the Metroparks per proposal dated May 11, 2010 as recommended by Chief of Communications Denise Semion and staff.

Attachments: Fluency Media pricing
Fluency Media Response to RFP
Vendor Responses to RFP
2010 Metroparks Marketing Plan

Fluency Media Pricing

DESCRIPTION	NOTES	UNIT PRICE	TOTAL PRICE
Strategy Meetings		\$2,250	\$2,250
Social Set Up		\$750	\$750
Email Set up		\$2,000	\$2,000
Facebook - 9 months light	5 hrs/month, 4 posts, plus monitoring	\$750	\$6,750
Twitter - 9 months light	5 hrs/month, 10 posts, plus monitoring	\$750	\$6,750
Email – 6 months light	originally provided	\$1,300	\$7,800
Facebook - 3 months heavy	originally provided	\$2,800	\$8,400
Twitter - 3 months heavy	originally provided	\$2,600	\$7,800
Email – 6 months heavy	originally provided	\$5,200	<u>\$31,200</u>
TOTAL			\$73,700



2010

Huron-Clinton Metroparks Response to RFP

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I. INTRODUCTION

Thank you for requesting Fluency Media's participation in your RFP for a social media consultant. It is with great pleasure that we submit our response. Fluency Media is the ideal partner for Huron-Clinton Metroparks because of our:

- 1) Deep expertise in email, social media (and social media pr), search engine marketing, and digital marketing strategy;
- 2) Experience in travel and local destination marketing; and
- 3) Record of delivering measurable success.

We look forward to hearing your feedback and would truly appreciate an opportunity to present our capabilities and thoughts on your business challenges in more detail.

II. FLUENCY MEDIA OVERVIEW OF EXPERIENCE, APPROACH, & RESULTS

1. Experience

Fluency Media offers digital marketing expertise in email, social media (and social media PR), search engine marketing, and digital marketing strategy. We have particularly deep digital marketing experience in the travel and local destination sector, including our work with Travel Michigan, several dozens of Travel Michigan's local partners, a number of Las Vegas properties, and our work with Myrtle Beach Golf Holiday co-op.

2. Approach

Fluency applies a proven, rapid & strategic approach to driving success for clients:

1. Establish clear measures of success
 - Success metrics are at the heart of creating successful digital marketing efforts. However, clients typically have too much data and/or not enough insight from their current tools. We take the approach of carefully reviewing the existing performance measures, identifying gaps in best practices and future opportunities, and then clearly setting success metrics so everyone has a shared picture of success to ensure that campaigns are working toward the right set of goals.
2. Development of an integrated strategy
 - Whether we are developing a PR, Social Media, Email or other digital campaign, success in the online world is predicated on smart integration with your entire organizational marketing efforts. This doesn't mean that one firm needs to handle everything. What it does mean is that an email program and social media program can only be successful if the content is synched together to optimize frequency and content with the consumer. It also means that a process is needed to seize and make use of your calendar of events,

random daily/weekly news items, internal stories, and other collateral that are available.

3. Drive the program success through day by day/week by week optimization
 - Once success metrics have been set and a strategy has been articulated, execution becomes the gateway to achieving the results. In digital marketing, we have found the only recipe of success to be a persistent strategic approach that measures every aspect of the digital marketing effort, tests key parameters, and applies learning in each opportunity presented.

3.Results

As a metrics driven firm, we measure everything. As discussed above, our approach in developing a strategy and managing the execution is to apply learning from best practices and continual optimization throughout the life of a program. By testing and optimizing frequency, content, structure of content, we've been able to help clients achieve dramatic results such as increasing:

- Facebook and Twitter engagement by 200%+
- The size of the email database by 4x
- Exposure/impressions from email and social media by over 1000%

III. SOCIAL MEDIA AND EMAIL STRATEGY AND DELIVERABLES

1. Social media strategy process

As discussed above, our engagement process is built on 1) identifying clear measures of success; 2) developing an integrated strategy; and 3) driving success.

Project Kick Off:

The upfront strategy starts with establishing clear measures of success. This kick off period will include meetings with your team and review of existing materials to identify critical background for the program. The kick off period includes discussion and review of priorities, existing measures, and competitive benchmarks followed by development of the measures for success. At this stage we also request initial review of internal content, ranging from existing PR, internal marketing materials, past advertisements, any consumer/citizen related publications and research.

Integrated Strategy Development:

The strategy development phase starts with the “Content Audit” during which we break down the content received in the kick off and begin laying out potential scenarios, frequencies, content “types” that deserve focus, and an overall publishing calendar. We also review legal and other internal policies to synch up the strategy. As part of this process, we work with you to determine what type of training may be needed, if any, to help your staff and management become prepared to participate in the process and leverage the opportunities presented by the campaign.

Key Strategic Insights:

As we develop the social media strategy, we will seek to devise a program that meets the following best practices:

- **#1: Offer the right content at the right time in the right way:** Each social platform has its strengths and weaknesses relative to different types of content. It’s important to identify how your audience uses each platform to consume the information that Huron-Clinton Metroparks want to share.
- **#2: Encourage Contributions:** In every community there are those whose voices are louder and opinions are more heralded than others. Our strategy will call for an approach to identifying these opinion leaders, and inviting them to contribute.
- **#3: Identify and address concerns immediately:** No other marketing channel moves as fast as social media. This presents a great opportunity to gather data about your audience’s interests and concerns in real-time, and allows you to address them immediately. This is more than responding to complaints – it’s about optimizing the value of each and every post.

2. Strategy for Responses

Fluency incorporates these 5 best practices when it comes to the response strategy:

1) Establish Your Rules of Engagement – then Stick to Them:

We help you establish a formal policy of what you will and won't allow. Ahead of time, we determine the kinds of comments that you can address without doing harm, and those that must be deleted (for example, anything that has profanity, etc.). This will make it easier for multiple people to manage the page, and will make it easy to explain to fans who question why they were deleted or blocked.

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2)Never Post and Run:

If you cannot monitor the incoming comments for at least 30-60 minutes after you post, wait to post it. Those first few minutes are when you are likely to get the most views and engagement, so it's imperative that the comments don't deteriorate at this time. This doesn't mean that someone sits and stares at the page for an hour – just that the person leave it open, and check back every 10-15 minutes to see what's going on. If we catch a negative comment quickly, we have a chance to turn it around. If we check back 24 hours later and have 30 or 40 negative comments, the damage has already been done.

3)Reward Good Behavior:

Be sure to thank and encourage fans who post positive experiences and comments. Recognizing them in such a public way will only increase their good opinion of the brand, increase exposure of the positive comments, and helps turn them into evangelizers of the brand.

4)Have an Editorial Calendar:

Never post without having an answer to this question: "What business goal are we trying to accomplish with this post?" Social media is not just about the conversation – it's about getting your fans to do what you want them to do. The conversation is a tactic to accomplish this goal. So make a plan that indicates what kinds of posts you want to share, when you want to share them, and what action you want your fans to take when they read them. An editorial calendar with a clear purpose will provide the necessary context needed for critical response strategies.

5)Track Responses:

There is no other marketing channel that you would engage in without tracking and reporting – social media is no different. Fluency keeps tracks of what kinds of posts, what time of day, and what day of the week we see the most engagement. We also track the various types of unsolicited responses. This data is critical in continual optimization of the response strategy and the strategi editorial calendar.

3. Description of Social Media Deliverables

Social media deliverables will include

Strategic Plan

Develop a comprehensive plan that will serve as guide for editorial tone, resource allocation, and promotion across the blog(s), facebook, and twitter and designate how to create customization for the individual locations.



Messaging Calendar

Development of messaging calendar that schedules social media posts for up to 12 months. Fluency will conduct a Content Audit with key stakeholders to assess the type and quantity of assets that can be repurposed for social media.

Social PR & Blog Creation

Fluency social media team will provide engaging content and editorial management, along with comment moderation in line with the developed strategic plan. All content will be routed for appropriate approvals. While not specifically identified as a need, Fluency will also identify SEO opportunities and ensure that content strategy aligns with key search goals.

Post/Tweet Creation and Moderation

Fluency social media team will provide engaging, neutral post content and editorial management, along with comment moderation. All content will be routed for appropriate approvals.

Guest Blogger Program

Fluency will work with Huron-Clinton Metroparks to identify opinion leaders in their community, and utilize them to build a comprehensive guest blogger program. Creating a guest blogger program reduces the need for content creation on the part of Huron-Clinton Metroparks staff, and increases the viral appeal of the content.

Reporting

Fluency will provide monthly reporting that tracks both quantitative and qualitative measures of success on each and every post and response.

Optional Opportunities

While not specifically identified in the RFP, there are significant cross-pollination and integration opportunities that can be explored. As one example, the content from the blog and twitter could be used to significantly improve the SEO rankings of the various Metroparks.

Target:

- Create a self-sustaining community that allows the local community to share their passion for Huron-Clinton Metroparks.

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Objectives:

- Create more in-depth, personal content
- Enhance engagement among consumers
- Increase travel/visit frequency to
- Fill holes in main website content
- Spotlight guest bloggers
- Respond quickly to opportunity spikes
- Obtain real-time data on consumer concerns and interests

Timeline:

Q3 – 2010 onward

4. Email Strategy & Deliverables

Email Strategy & Deliverables will include:

Strategic Plan:

In conjunction with the development of the social media plan, we will develop a comprehensive email plan that will include a strategy for personalization for the different Metroparks locations and a plan for testing and optimizing key elements of the plan including frequency, optimization, and email capture.

Email Capture/Acquisition Strategy

Development of an acquisition strategy that will include review of current email capture forms, structure of the current site, and review and recommendation of integration of opportunities that will drive maximum database capture.

Messaging Calendar

Development of messaging calendar that schedules the pace of email communications synched with key event calendars and seasonal events. The Content Audit previously discussed in the social media section will assess the type and quantity of assets that can be repurposed for email.

Email Copy & Design

Fluency social media team will provide engaging, best-practice copy and design.

Testing Matrix & Personalization Deployment

Fluency will design a personalization and testing plan that ensures improvement and optimization of email performance to increase open rates, engagement, and overall performance of the email campaign.

Reporting

Fluency will provide email specific and monthly reporting that tracks both quantitative and qualitative measures of success and tracks improvements and recommendations.

Target:

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- Build and extend an email communications program for Huron-Clinton Metroparks that maximizes database acquisition and participation.

Objectives:

- Create relevant, timely communications
- Optimize consumer communication across email and social media channels
- Efficiently build size of database
- Test/optimize email performance
- Increase travel/visit frequency
- Obtain real-time data and improve program based on insights

Timeline:

Q3 – 2010 onward

IV. EXECUTION REQUIREMENTS & QUESTIONS

1.Social Media and PR Writing Samples

As the social media agency of record for Travel Michigan blog, facebook, and twitter, we recommend a review of those properties to see examples of our social pr writing, social media posts, and other relevant content. We have also designed much of the background creative for the twitter and blog properties. Please note that we have leveraged a successful strategy in driving a significant number of guest bloggers who provide content on a regular basis. We coordinate and edit those posts while we provide the non-guest posts in their entirety.

<http://twitter.com/puremichigan>

http://www.facebook.com/PureMichigan.org?v=app_53267368995

<http://www.puremichiganblog.org/>

2.Additional Examples of Our Work

APPENDIX A: Case Studies

APPENDIX B: Email Examples/Design Writing Samples

3.Methodology for Measuring

We apply a post by post measurement methodology. On a monthly basis, we provide a summary and analysis of this measurement, breaking down posts and responses by day, time, time of week, and type of post. We test out different posts and seek to optimize the number of responses and new followers without exhausting the existing base. As such, not all posts should drive significant response and engagement. We also track and measure growth of fanbase/followers and associate these with various posts, key events, etc.

4.Approach to Risk Management

We have previously discussed our approach to risk management throughout the response. Specifically, risk management is a core part of the strategic process which identifies key policies ranging from types of responses allowed to execution of appropriate approval processes. We also find it useful in many cases to codify these policies and legal requirements in a training document and session to aid our client's team members in being prepared for potential issues.

5.Compliance with Legal Requirements

Fluency Media complies with all Internet marketing and privacy regulations and most specifically CAN SPAM when it comes to email. Our technology and services are flexible and can adjust based on the specific requirements of your organization.

6. Technology Used in Online Monitoring

For email and website traffic, we use a proprietary tracking system we developed called Net Results, which provides detailed conversion level tracking. For social media tracking and monitoring we leverage free tools such as hootsuite, facebook insights, and involver.

7. Experiences with: FB, FB apps, youtube, Digg/Reddit,

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In our client work, we have demonstrated significant experience with managing facebook programs, developing strategy, and developing facebook applications. Furthermore, we have helped clients implement specific programs to take advantage of various sharing sites such as youtube, Digg, Slideshare, and we have also helped clients take advantage of Podcasting.

8. Two Service Options

In an effort to help our clients maximize their resources, we have created two sets of services that can be applied to email, social media, and search marketing services:

1) Full Service

The full service model includes the full upfront strategy combined with Fluency manning the execution of the program. The Full Service offering works for many clients but some clients actually have staff on board who can execute their programs but they need help in ensuring the executions are being optimized. This is where Strategy + Ongoing Support service comes in.

2) Strategy+Ongoing Support

With this offering, we provide the same upfront strategy we deliver in our full service program. However, when it comes to execution, instead of Fluency manning the work, Fluency provides 10-15/hours per month of ongoing oversight, strategy, and reporting to help the client's resources execute programs in line with the strategy.

V. INVESTEMENT SUMMARY

The following range of prices is based on our current understanding of the program requirements and is based on our hourly rates which are listed below this chart. Also note that we have provided two options for social media and email service: 1) full service which includes Fluency managing the social media and email from A to Z; and 2) Ongoing Assisted Support which includes Fluency providing ongoing consulting, support, and reporting to help Huron-Clinton Metroparks manage the efforts with Metroparks resources.

Program	One Time	Ongoing
Upfront Strategy & Planning (social media & email)	\$10,000-\$15,000	
Social Media Management (full service option)		\$3,500-\$5,000 per channel (channel = facebook, twitter, blog)
Social Media Ongoing Assisted Support (Strategy + Ongoing Support chosen)		\$1,000-\$2,000/channel
Email Management (full service option)		\$3,500-\$5,000 per month for 1-2 email design, copy, and execution/month
Email Management Support (Strategy+ Ongoing Support option)		\$1,000-\$2,000/month based on frequency of emails

Fluency Media's Standard Rates - 2010

Production & Quality Assurance	\$100/hour
Account & Project Management	\$100/hour
Original Design	\$150/hour
Flash Development	\$150/hour
Programming	\$180/hour
Video Editing	\$ 225/hour
Consulting & Strategic Planning	\$150/hour
Programming Consulting	\$180/hour
Search Engine Optimization	\$150/hour
New Page Copy	\$150/hour
Project Design & Architecture	\$150/hour

VI. REFERENCES

George Zimmermann

Vice President

Michigan Economic Development Corporation

(Michigan.org – The most visited State Tourism site in the US)

Phone: 517.335.1862

Email: zimmermann@michigan.org

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Gary Platte

Director, Web Analytics

Michigan Economic Development Corporation

(Michigan.org – the most visited State Tourism site in the US)

Phone: 517.335.1877

Email: platte@michigan.org

Albert L. Berriz

Director of Marketing, Media & Attraction

McKinley Properties

Phone: 734.645.7760

Email: alberriz@mckinley.com

Tom Glaszek

(Formerly Detroit Media Partnership)

Director of Advanced Media - Michigan Region

Comcast

30700 Telegraph Rd

Bingham Farms, MI 48025

Email: tglaszek@gmail.com

Maree Mulvoy

Vice President

Mr. Chain

Phone: 800.521.4496

Email: maree@mrchain.com

VII. SUMMARY

Thank you again for inviting Fluency Media to participate in this RFP. We are believers in the State of Michigan and everything our state has to offer. As marketers, we are proud of the work we have performed for the Travel Michigan campaign, the MEDC business campaign and for the many local destinations we have worked with via Travel Michigan. The opportunity to help Huron-Clinton Metroparks would not only fit with our significant social media and local destination marketing expertise but the opportunity would also be thrilling for us to help an organization that so closely benefits our direct community.

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We believe that a careful review of our response and our credentials will reveal that we are an ideal partner for Huron-Clinton Metroparks and we look forward to hearing from you and would be eager to meet with you in person, if afforded the opportunity.

Thanks again,

Ivan Frank

CMO

Fluency Media

734.302.3300 x210

e: ivan@fluencymedia.com

Tw: <http://twitter.com/ivanatfluency>

Blog: <http://www.fluencymedia.com/blog>

Follow Us: <http://twitter.com/fluencymedia>

Vendor Responses to RFP

Basso Design Group

Fluency Media LLC

Franco Public Relations Group

Frontier 3 Advertising

Marketing Associates

MarketWrite LLC

Media Genesis

Ottaway Communications

Pitchblack Media

Quill Communications

Sygnifi Networks

Xspond Incorporated

ZenaComp Incorporated

2010 Huron-Clinton Metroparks Marketing Plan

The Huron-Clinton Metroparks Communications Department promotes the Metroparks by delivering information to the public, park visitors, news media, and others, via electronic media, print publications, advertising, social media marketing and other marketing programs.

Events and programs are promoted through the Major Events Schedule; the Metroparks News, a quarterly newsletter; news releases; the Metroparks Web site, www.metroparks.com; and e-mail. Last year we contracted with a Web designer company to redesign www.metroparks.com, which launched in January 2010.

Current Marketing Program - The Metroparks Communications Department broadcasts news and information to the news media and our stakeholders via digital media, print publications, advertising, and other efforts. With the quick rise of Facebook and other social media sites, as well as e-mail marketing, we now deliver information via four types of methods: the traditional paper/print method, such as newsletters, fliers, pamphlets; face-to-face at trade shows and fairs, social media sites such as Facebook and Twitter; and e-mail. The rise of social media marketing, including Facebook, Twitter, Flickr and YouTube have quickly changed the face of communications, with conversation and two-way communication replacing traditional one-way communication.

Goal – With more than 12,000 people subscribing to our e-mail list (an increase of 2,000 since April 1, 2010), and an aggressive campaign underway to increase our e-mail list, we need to develop and execute a strategic e-mail marketing campaign that will tie in with our newsletter, Web site and Facebook page. In turn, we also need to develop and execute a strategic marketing campaign with Facebook, Twitter, YouTube and other social media marketing sites that also interface with our e-mail campaign. These elements are crucial to take full advantage of the digital marketing market.

Marketing Strategy for 2010

- Increase paid advertising with additional newspaper advertising for golf
- Continue direct mail marketing for spring and fall
- Add new advertising with Valpak
- Develop targeted e-mail lists and use e-mail for targeted marketing programs
- Increase e-mail list to 30,000 by September 2010
- Strategically plan and execute a targeted e-mail marketing plan
- Develop and implement a social media marketing strategy for Facebook, Twitter, Flickr, YouTube and other Web sites.
- Develop a 5-8 minute video promoting the Metroparks to be used during speaking engagements and on cable television.
- Focus on customer service to improve word-of-mouth promotion of a Metroparks experience.

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HURON-CLINTON METROPOLITAN AUTHORITY

TO: Board of Commissioners
FROM: David L. Wahl, Pension Trustee
SUBJECT: Investment Policy Change - Pension Plan, Retiree Health Care Trust
DATE: June 1, 2010

At the May 13, 2010 Pension Committee and Retiree Health Care Trust Board of Trustee meetings, a change was approved in the Rate of Return objective in these Plan's Investment Policies.

After reviewing past performance, current asset allocations and expected future returns due to the likelihood of an extended period of modest economic growth, both committees felt a reduction in the rate of return was in order. Balancing a lower rate of return against the impact on Authority contributions, it was felt that a 0.25 percent reduction was in order. Both committees approved recommending to the Board of Commissioners changing the rate of return objective from 8.00 percent to 7.75 percent on an average annual basis over any five-year period.

Attached are the Investment Policies for the Pension Plan and the Retiree Health care Trust Fund reflecting the 7.75 percent change.

Respectfully submitted,

A handwritten signature in black ink, appearing to read "David L. Wahl".

David L. Wahl, Pension Trustee/Plan Administrator

DLW:kag
Attachments

RECOMMENDATION:

That the Board of Commissioners approve a change in the Pension Plan and the Retiree Health Care Trust Fund Investment Policies rate of return objective to 7.75 percent as prepared by Pension Trustee and Plan Administrator Wahl and recommended by staff.

**Huron-Clinton Metropolitan Authority
Employees' Retirement Plan
Statement of Pension Fund Investment Policy**

Introduction

The purpose of this statement is to update the general investment policy for the management of the assets of the Huron-Clinton Metropolitan Authority Employees' Retirement Plan.

Description of Responsibilities

The Board of Commissioners of the Huron-Clinton Metropolitan Authority, guided by the recommendations of the Pension Committee, assumes responsibility for establishing the investment policy that is to direct the investment of all pension plan assets. The investment policy has been arrived at after discussion and consideration of various investment factors and incorporates the combined judgment of the Board and Committee as to the degree of pension fund investment risk deemed appropriate.

It is the intention to invest plan assets with investment managers who will function within this policy and their judgment concerning relative investment values.

Investment Policy

The general guidelines directing investment policy will be to provide for an orderly accumulation of pension fund assets to meet future benefit payments. Accordingly, plan assets shall be invested within the following ranges:

Guarantees	25% - 60%
Bonds	5% - 40%
Equities	15% - 50%

Guarantees are intended to include guaranteed rate of return contracts and government agency debt issues. Bond investments are to carry a BAA or better rating.

Diversification

It is the intent to have pension assets broadly diversified across and within asset classes to reduce the risk of large losses in individual investments.

Liquidity

Adequate assets should be accessible on an annual basis to meet expected benefit payments.

Rate of Return

The Board has established an overall rate of return objective of 7.75 percent on an average annual basis over any five year period. The rate of return objective by segment of investments is as follows:

1. For the equity portion to exceed the performance of the S & P 500 Index by 1 percent on an average annual basis over any five year period.
2. For the bond portion to exceed the performance of the Lehman Brothers Kuhn Loeb Index by 0.3 percent on an average annual basis over any five year period.

The investment policy described above has been formulated to offer a higher likelihood of realizing this return. However, execution of the policy should be directed toward maximizing the likelihood of producing the expected rate of return, not toward maximizing the expected return. The rate of return objective is an expectation, not an absolute performance measurement standard.

Adopted on June 10, 2010 by the Huron-Clinton Metropolitan Authority Board of Commissioners.

Board of Commissioners Chairman and Pension Committee Member:

Harry E. Lester, Chairman

Anthony V. Marrocco, Secretary

Gregory J. Almas, Executive Secretary

Huron-Clinton Metropolitan Authority
Retiree Health Care Trust
Statement of Retiree Health Care Trust Fund Investment Policy

Introduction

This statement of Investment Policy is intended to satisfy the fiduciary obligations of the Board of Trustees to:

- Outline the investment related responsibilities of both the Board of Trustees and the investment manager it retains to manage the assets of the Retiree Health Care Trust Fund.
- Establish formal yet flexible investment guidelines incorporating prudent asset allocations and realistic total return goals.
- Provide the investment manager with an understanding of the guidelines and direction that the Board feels is most appropriate for the Huron-Clinton Metropolitan Authority Retiree Health Care Trust.

Description of Responsibilities

The Board of Commissioners of the Huron-Clinton Metropolitan Authority, guided by the recommendations of the Board of Trustees, assumes responsibility for establishing the investment policy that is to direct the investment of all retiree health care trust funds. The investment policy has been arrived at after discussion and consideration of various investment factors and incorporates the combined judgment of the Board of Commissioners and the Board of Trustees as to the degree of retiree health care trust fund investment risk deemed appropriate.

The Board of Trustees acknowledges its responsibilities as a retiree health care trust fiduciary. In this regard, it must act prudently and for the exclusive interest of the Huron-Clinton Metropolitan Authority retiree health care trust participants and beneficiaries.

The Board of Trustees considers the services of an investment manager as appropriate to assist in the placement of investment funds. The primary role of the Board's investment manager is to provide objective, third-party advice and counsel that will enable the Board of Trustees to make well-informed and well-educated decisions regarding the investment of the Huron-Clinton Metropolitan Authority Retiree Health Care Trust Fund's assets.

The investment manager's role is that of a non-discretionary advisor to the Huron-Clinton Metropolitan Authority Retiree Health Care Trust Fund. The investment manager acknowledges its responsibilities as a fiduciary under Act 314 of 1965, as amended. The investment manager acknowledges that it is a registered investment advisor under the Investment Advisors Act of 1940, as amended.

Description of Responsibilities (continued)

1. Evaluate the Board of Trustees' tolerance for risk.
2. Establish appropriate investment objectives based on the Board's needs and risk tolerance.
3. Determine what degree of potential market volatility should be factored into the Board's investment approach.
4. Based on all of the above, select an optimal allocation of assets and recommend investment changes as deemed appropriate.

It is the general intention of the Board of Trustees to invest assets with investment managers who will function within this policy and their judgment concerning relative investment values.

Investment Policy

The Trustee's attitude regarding Retiree Health Care Trust assets combines both preservation of capital and moderate risk-taking. The Trustees recognize that risk (i.e. the uncertainty of future events), volatility (i.e. the potential for variability of asset values) and the potential loss in purchasing power (due to inflation) are present to some degree with all types of investment vehicles. While high levels of risk are to be avoided, the assumption of a moderate level of risk is warranted and encouraged in order to allow the opportunity to achieve satisfactory results consistent with the objectives of the Retiree Health Care Trust Fund.

The general guideline directing the investment policy will be to provide for an orderly accumulation of retiree health care fund assets to meet future benefit payments.

In accordance with the Prudent Man Rule, the assets of the Retiree Health Care Trust Fund shall be invested with care, skill, prudence and diligence under the circumstances prevailing from time to time that a prudent man acting in a similar capacity and familiar with such matters would use in the investment of a fund of like character and with like aims and with due consideration given to the tax exempt status of the Huron-Clinton Metropolitan Authority Retiree Health Care Trust.

Accordingly, fund assets shall be invested within the following ranges:

Guarantees	25% - 60%
Bonds	5% - 40%
Equities	15% - 50%

Guarantees are intended to include guaranteed rate of return contracts, government agency debt issues or similar guaranteed products. The overall rating of bond investments are to carry a BAA or better rating.

Diversification

It is the intent to have Retiree Health Care Trust assets broadly diversified across and within asset classes to reduce the risk of large losses in individual investments.

Liquidity

Adequate assets should be accessible on an annual basis to meet expected benefit payments.

Rate of Return

The Board of Trustees has established an overall rate of return objective of 7.75 percent on an annualized total return over any five year period. The rate of return objective by segment of investments is as follows:

Equities – the equity portion is to exceed the performance of the S & P 500 Index by 1 percent on an annualized total return over any five year period.

Bonds – the bond portion to exceed the performance of the Lehman Brothers Government/Credit Index by 0.3 percent on an annualized total return over any five year period.

The investment policy described above has been formulated to offer a higher likelihood of realizing this return. However, the execution of the policy should be directed toward maximizing the likelihood of producing the expected rate of return, not toward maximizing the expected return. The rate of return is an expectation, not an absolute performance measurement standard.

Adopted on June 10, 2010 by the Huron-Clinton Metropolitan Authority Board of Commissioners.

Board of Commissioners Chairman and Pension Committee Member:

Harry E. Lester, Chairman

Anthony V. Marrocco, Secretary

Gregory J. Almas, Executive Secretary



HURON-CLINTON METROPOLITAN AUTHORITY

TO: Board of Commissioners
FROM: David Moilanen, Deputy Director
SUBJECT: May Donations
DATE: June 10, 2010

The following donations were received through May 31, 2010:

- A \$500 donation for “Wear the Gear” made by Matthew R. Wolf and the Wolf Hubert Co., LLC.
- A \$475 bench donation made by Doris Andrews for use at the Huron Meadows Golf Course.
- A \$300 bench donation made by Claudia Valeriotte for use at Stony Creek.
- A 1971 John James Audubon framed lithograph and various fossils, artifacts, minerals and animal skulls donated by Michael DeJonghe for use at the Metro Beach Nature Center.
- An insect collection and storage boxes donated by Robert Winkler for use at the Metro Beach Nature Center.

RECOMMENDATION:

That the Board of Commissioners formally accept the above donations and a letter of appreciation be sent to the donors as recommended by Deputy Director Moilanen and staff.

GEORGE M. CARR, P.C.

ATTORNEY AND COUNSELOR

327 SEYMOUR
LANSING, MICHIGAN 48933(517) 371-2577
Fax (517) 482-8866
gmcarr@carrlawfirm.com

June 3, 2010

Mr. Harry Lester, Chairman
Huron-Clinton Metropolitan Authority
13000 High Ridge Drive
Brighton, Michigan 48114-9058

Supplemental Report

Dear Chairman Lester:

The Michigan state budget appears to beginning to turn for the better based on the most recent revenue reports in Lansing. While business tax revenues continue to remain flat the sales tax receipts have shown distinct improvement. It now appears that further cuts in K-12 funding for the balance of the current fiscal year may be avoided. This is especially good news to school districts that will adjourn classes next week for the summer. Local governmental tax receipts have not shown a corresponding rebound to date.

As the legislature continues to grind away on the FY2010-2011 state budget, two issues with potential impact on the Authority have developed:

Law Enforcement Officer Qualifications-

In 2009 the Michigan Commission on Law Enforcement Standards (MCOLES) issued a controversial rule seeking to define a "regularly employed" officer. The standard adopted would require a minimum annual employment of 520 hours per year, effective in 2012. When originally proposed, the standard and potential impact was reviewed by Chief Phifer and executive staff. After review it was determined the 520 hour requirement would not have any substantive impact on HCMA full time or seasonal officers.

Subsequent to the initial rule, many local law enforcement agencies opposed the new requirement based upon hardship and usurpation of local control. On June 25, 2009 the Michigan Senate passed SB 449 in response to the MCOLES rules on a vote of 34-0. SB 449 establishes by statute the minimum employment standard at 120 hours per year and adds additional educational and training requirements for all new certified officers. The House Judiciary Committee began hearings this week on SB 449 and two additional companion House bills.

This has set up a classic fight over law enforcement standards and jurisdiction in the Legislature. Many rural and out-state law enforcement agencies strongly support the

legislative approach and lower hourly requirement. MCOLES staunchly defends its statutory authority to develop and maintain law enforcement standards without legislative oversight. We will continue to work closely with the Director and Chief Phifer to minimize any negative impact on HCMA law enforcement.

ORVs on Local Roads

In 2008 the Legislature authorized Off Road Vehicle (ORV) use of county and local road rights of way in specific northern Michigan counties and the U.P. Later in 2009 the list of eligible counties was expanded south into the Thumb. The closest ORV “eligible county” to the Authority is St. Clair County. Under the current regulatory format, county and local governments are required to “opt-in” by ordinance if they choose to open rights of way. State and federal highways remain closed.

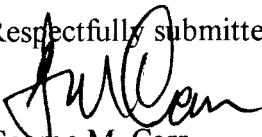
This week the House Tourism, Outdoor Recreation and Natural Resources Committee began hearings on expansion of ORV road access to the entire state. House Bills 6159-6162 comprise a bipartisan package to accomplish the expansion. This expansion brings into consideration the potential impact of any ORV expansion on the Metroparks. Executive staff is reviewing the legislation in the context of current Authority policy. Our office is working with bill sponsors and committee staffs to assure the unique status of HCMA roads and jurisdiction are properly preserved.

The House Committee staff has over 35 amendments currently proposed to the bills as introduced. We will continue to work with the Director and Executive Staff on any amendments required to maintain HCMA jurisdiction and regulatory control over park lands and roads. Should the legislation include HCMA counties, the current governmental approval process would, at a minimum, need to be amended to provide for a commission vote and vehicle park pass purchases.

We expect new versions of the legislative package in two weeks with a vote in Committee no earlier than June 30th.

Current copies of all legislation referenced are available from the Administrative Offices.

Respectfully submitted,



George M. Carr



HURON-CLINTON METROPOLITAN AUTHORITY

TO: Board of Commissioners
FROM: Gregory J. Almas, Executive Secretary
SUBJECT: Officer Elections
DATE: June 10, 2010

The Huron-Clinton Metropolitan Authority Bylaws read in part:

The Board of Commissioners shall elect a Chairman, a Vice-Chairman, a Secretary, and a Treasurer, who shall be elected by the Commissioners at the annual meeting of the Board of Commissioners.

The regular monthly meeting held in the month of June constitutes the annual meeting of the Board of Commissioners.

A list of previous office holders is attached for Commissioner reference.

(b) Special meetings of the Board of Commissioners may be called at any time by the Chairman or Secretary, or by a majority of the members of the Board of Commissioners, at such time or place as may be deemed necessary. Commissioners shall be notified in writing of the time, place and purpose of all special meetings of the Board of Commissioners at least three (3) days prior thereto. Notice of special meetings provided to the Board of Commissioners shall describe the business to be transacted at said special meeting. Any Commissioner shall be deemed to have waived such notice by his or her attendance at any such meeting.

(c) Public notice of all meetings of the Board of Commissioners shall be given and posted as required in Act No. 267, Public Acts of 1976, as amended, or other applicable State law.

(d) Closed sessions may be held in accordance with Act No. 267, Public Acts of 1976, as amended or other applicable State law.

(e) A person shall be permitted to address a meeting of the Board of Commissioners under rules established and recorded by the Board of Commissioners and in accordance with Act No. 267, Public Acts of 1976, as amended, or other applicable State law.

IV. Quorum

A majority of the members of the Board of Commissioners then in office shall constitute a quorum for the transaction of business. The concurrence of a majority of the members of the Board of Commissioners then in office shall be sufficient for the passage of any resolutions, but no business shall be transacted unless there are then in office at least a majority of the full number of Commissioners fixed by law.

V. Officers of Board of Commissioners

The Board of Commissioners shall elect a Chairman, a Vice-Chairman, a Secretary, and a Treasurer, who shall be elected by the Commissioners at the annual meeting of the Board of Commissioners. The term of each office shall be for one (1) year, expiring at the time of the following annual meeting of the Board of Commissioners or until their successors are elected; provided, however, should either the Secretary or the Treasurer be a non-member of the Board of Commissioners, the Secretary's or Treasurer's term of office shall be at the will and pleasure of the Board of Commissioners. The Chairman and Vice-Chairman shall be members of the Board of Commissioners.

In the event of a vacancy occurring in the office of Chairman, the Vice-Chairman shall assume the duties and responsibilities of Chairman until a new Chairman is elected by the Board of Commissioners. In the event of a vacancy in any of the offices hereinbefore mentioned, the Board of Commissioners at any subsequent regular meeting may fill said vacancy for the remainder of the unexpired term.

VI. Chairman

(a) The Chairman shall preside at all meetings of the Board of Commissioners, and shall have a vote upon all resolutions as a Commissioner.

(b) The Chairman shall sign, with the Secretary or Executive Secretary, in the name of the Authority, all contracts and legal documents approved by the Board of Commissioners.

HURON-CLINTON METROPOLITAN AUTHORITY COMMISSION OFFICERS

YEAR	SECRETARY	TREASURER	VICE CHAIRMAN	CHAIRMAN
5/15/1941 to 01/08/43		R. Bruce McPherson (Resigned)	Oscar A. Kaufman	Harry B. Earhart
01/08/43 to 06/14/46		George W. Trendle	Oscar A. Kaufman	Harry B. Earhart
06/14/46 to 06/10/48		John H. Nunneley	George W. Trendle	Oscar A. Kaufman
06/10/48 to 06/14/50		R. Clare Cummings	John H. Nunneley	George W. Trendle
06/14/50 to 06/12/52		Herbert L. Frisinger	R. Clare Cummings	John H. Nunneley
06/12/52 to 06/10/54		Oscar A. Kaufman	Herbert L. Frisinger	R. Clare Cummings
06/10/54 to 07/12/54		John W. Connolly	Oscar A. Kaufman (died 07/12/54)	Herbert L. Frisinger
07/12/54 to 06/14/56		John W. Connolly	Charles H. Sutton	Herbert L. Frisinger
06/14/56 to 06/13/57		William E. Kreger	John W. Connolly	Charles H. Sutton
06/13/57 to 06/12/58		Olga M. Madar	William E. Kreger	Charles H. Sutton
06/12/58 to 06/09/60		Frank J. Hojnacki	John H. Nunneley	William E. Kreger
06/09/60 to 01/12/61		R. Clare Cummings	Frank J. Hojnacki (died 12/24/60)	John H. Nunneley
01/12/61 to 10/12/61		Herbert L. Frisinger	R. Clare Cummings	John H. Nunneley (Resigned 10/12/61)
10/12/61 to 06/14/62		Herbert L. Frisinger	Charles H. Sutton	R. Clare Cummings
06/14/62 to 06/11/64		Charles H. Sutton	Herbert L. Frisinger	R. Clare Cummings
06/11/64 to 12/10/64		Bruce L. Monks (Resigned 12/04/64)	Charles H. Sutton	Thomas S. Welsh
12/10/64 to 06/08/67		Kurt R. Keydel	Charles H. Sutton	Thomas S. Welsh
06/08/67 to 06/13/68		Kurt R. Keydel	James Clarkson	Charles H. Sutton
06/13/68 to 06/11/70		Eugene J. Ellison	Kurt R. Keydel	James Clarkson
06/11/70 to 06/08/72		William E. Kreger	Eugene J. Ellison	Kurt R. Keydel
06/08/72 to 06/13/74		Jesse R. Rutherford	William E. Kreger	Eugene J. Ellison
06/13/74 to 06/10/76		Clifton W. Heller	Jesse R. Rutherford	William E. Kreger
06/10/76 to 12/09/76		Thomas S. Welsh	Clifton W. Heller	Jesse R. Rutherford (died 11/23/76)
12/09/76 to 06/14/79		Charles R. Shafer	Thomas S. Welsh	Clifton W. Heller
06/14/79 to 06/11/81		Jeanette S. Weiss	Charles R. Shafer	Thomas S. Welsh
06/11/81 to 06/10/82		James B. Cosgrove	Jeanette S. Weiss	Charles R. Shafer
06/10/82 to 06/07/84		Kurt R. Keydel	James B. Cosgrove	Jeanette S. Weiss
06/07/84 to 10/11/84		John C. Hertel	Kurt R. Keydel (Appt expired 9/19/84)	James B. Cosgrove
10/11/84 to 11/08/84		---	John C. Hertel	James B. Cosgrove
11/08/84 to 06/13/85		James Clarkson	John C. Hertel	James B. Cosgrove
06/13/85 to 06/11/87		Harry E. Lester	James Clarkson	John C. Hertel
06/11/87 to 06/08/89		Robert W. Marans	Harry E. Lester	James Clarkson
06/08/89 to 06/13/91		James Young	Robert W. Marans	Harry E. Lester
06/13/91 to 06/17/93		Thomas S. Welsh	James Young	Robert W. Marans
06/17/93 to 06/08/95		James Clarkson	Thomas S. Welsh	James Young
06/08/95 to 06/05/97		William E. Kreger	James Clarkson	Thomas S. Welsh
06/05/97 to 10/09/97		Jeanette S. Weiss (Appt expired 10/30/97)	William E. Kreger	James Clarkson
10/09/97 to 06/03/99		Robert W. Marans	William E. Kreger	James Clarkson
06/03/99 to 02/10/00		Thomas S. Welsh (died 01/21/00)	Robert W. Marans	William E. Kreger
02/10/00 to 06/07/01		John C. Hertel	Robert W. Marans	William E. Kreger
06/07/01 to 06/05/03		James Young	John C. Hertel	Robert W. Marans
06/05/03 to 01/13/05		James Clarkson	William E. Kreger	James Young
01/13/05 to 06/09/05		James Clarkson	William E. Kreger	John C. Hertel
06/09/05 to 08/11/05		Harry E. Lester	James Clarkson (died 05/06/05)	William E. Kreger
08/11/05 to 06/14/07		Harry E. Lester	John C. Hertel	William E. Kreger
06/14/07 to 06/18/09		Peter S. Walters	Harry E. Lester	John C. Hertel
06/18/09 to	Anthony V. Marrocco	Robert W. Marans	Peter S. Walters	Harry E. Lester