

CITY COUNCIL EMAIL SERIES

SENT DURING

5 MAY 2008 MTG

3-14



CITY OF ANN ARBOR, MICHIGAN

100 North Fifth Avenue, P.O. Box 8647, Ann Arbor, Michigan 48107-8647

www.a2gov.org

Community Services Area

Administration (734) 794-6210
Community Development Services (734) 622-9025
Parks & Recreation Services (734) 794-6230
Planning & Development Services - Building (734) 794-6267
Planning & Development Services - Planning (734) 794-6265

October 21, 2009

Gordon Bigelow
1511 Saunders Crescent
Ann Arbor, Michigan 48103

Subject: Freedom of Information Act Request dated September 29, 2009
09-213 Bigelow

Dear Mr. Bigelow:

I am responding to your request under the Michigan Freedom of Information Act, dated September 29, 2009, received September 30, 2009, and extended to October 21, 2009. Your request for "all electronic communications, including but not limited to emails, sent to and from City Council members during the council meetings which began on May 5, 2008" is granted in part and denied in part. Your request is denied to the extent that the following redactions have occurred:

1. Information of a personal nature if public disclosure of the information would constitute a clearly unwarranted invasion of an individual's privacy. MCL 15.243(1)(a)

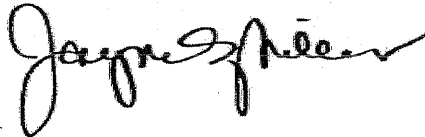
The City does not warrant or guarantee the accuracy of the information provided. Rather, it provides the documents only to comply in good faith with the Michigan Freedom of Information Act, and not for any other purpose.

If you receive written notice that your request has been denied, in whole or in part, under Section 10 of the Act, you may, at your option either: (1) submit to the City Administrator a written appeal that specifically states the word "appeal" and identifies the reason(s) for reversal of the disclosure denial; or (2) file a lawsuit in the circuit court to compel the City's disclosure of the record. If after judicial review, the circuit court determines that the City has not complied with the Act, you may be awarded reasonable attorneys' fees and damages as specified under the Act.

The Michigan Freedom of Information Act specifically provides that a public body may charge a fee for searching for and copying a public record. The cost for copying the records is \$1.55 payable to the City of Ann Arbor. Upon receipt of this amount, the documents will be released to you. Your documents may be picked up in the Community Services Office (Sixth Floor, City Hall), Monday through Friday, between the hours of 8:30 a.m. and 4:30 p.m.

If you have any questions concerning this response, please contact Carol King, City FOIA Coordinator, (734)794-6210, ext. 42198.

Sincerely,

A handwritten signature in black ink, appearing to read "Jayne S. Miller". The signature is written in a cursive style with a large initial "J" and a long horizontal flourish at the end.

Jayne S. Miller
Community Services Administrator

09-213
Bigelow

Carol King
FOIA Coordinator
City of Ann Arbor
100 N Fifth Avenue
Ann Arbor MI 48104

9/29/09

Dear Ms. King:

I am requesting all electronic communications, including but not limited to emails, sent to and from City Council members during the council meeting which began on May 5, 2008, but may have continued past midnight into the next calendar day.

Please exclude from this request any electronic communication initiated by a staff member of the city attorney's office and any documents attached to the electronic communication.

If you determine that the contents of an electronic communication, in whole or in part, is subject to a disclosure exemption under the Michigan Freedom of Information Act, please provide the electronic communication, including the header information, with the exempt portions redacted.

If you decide to invoke a FOIA exemption as the basis for withholding responsive to this request, please include in your full or partial denial of the item and the statutory provision that exempts it from disclosure that an item is exempt from disclosure under M.C.L. sec 15.243(1)(n and notes within a public body), please include an explanation of why in encouraging frank communication between officials and employee clearly outweighs the public interest in disclosure. 31 copies @ .05 = 1.55

Upon identifying the records that should be disclosed under this request, please notify me of the estimated cost of providing copies to me. I will accept the material in electronic machine readable format to reduce costs. If the costs will exceed \$25, I would like to exercise my section M.C.L. Sec. 15.233(3) right to inspect the public records prior to incurring any cost for duplication. Please contact me at 761-6458 to discuss the estimated charges and to schedule a time when I can review the documents.

Sincerely,


Gordon E. Bigelow
1511 Saunders Crescent
Ann Arbor, MI 48103

rec'd 9/30/09

King, Carol

From: Beaudry, Jacqueline
Sent: Monday, May 05, 2008 8:47 PM
To: Teall, Margie
Subject: RE: Environmental Commission appt.

I can take care of it. I think I have copies of previous appointment resolutions unless there is something specific you want me to add – just let me know and I'll include it.

Jacqueline Beaudry
City Clerk
City of Ann Arbor
734-994-2725 (p)
734-994-8296 (f)

From: Teall, Margie
Sent: Monday, May 05, 2008 8:46 PM
To: Beaudry, Jacqueline; Fraser, Roger; Dempkowski, Angela A
Cc: Naud, Matthew; 'Steve Bean'
Subject: RE: Environmental Commission appt.

Works for me, if that's o.k. Do you need me to write a resolution?

From: Beaudry, Jacqueline
Sent: Monday, May 05, 2008 8:45 PM
To: Teall, Margie; Fraser, Roger; Dempkowski, Angela A
Cc: Naud, Matthew; 'Steve Bean'
Subject: RE: Environmental Commission appt.

Margie:
I'll add to the agenda under Council business if that is acceptable to all.
Jackie

Jacqueline Beaudry
City Clerk
City of Ann Arbor
734-994-2725 (p)
734-994-8296 (f)

From: Teall, Margie
Sent: Monday, May 05, 2008 8:22 PM
To: *City Council Members (All); Beaudry, Jacqueline; Fraser, Roger; Dempkowski, Angela A
Cc: Naud, Matthew; 'Steve Bean'
Subject: Environmental Commission appt.

Mayor and Council: I'd like to bring this appointment of Summer Tucker to the Environmental Commission forward at our next Council meeting. I hope that we can vote on it at the meeting so that Ms. Tucker can attend our next Environmental Commission meeting at the end of the month. Her resume is attached. Thanks.

-Margie

King, Carol

From: Briere, Sabra
Sent: Monday, May 05, 2008 8:56 PM
To: 'rdropp [REDACTED]; Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: RE: Bicycles and red lights

Dear Mr. Drippleman,

Thank you for your comments. I agree with you completely, and as a bicyclist I stop at stop signs and stop lights. I have been firm with some of my friends who ride when they don't stop.

I appreciate your reminder that bike riders are much more fragile than cars, and that running a red light can be a tragedy for both the bike rider and the driver who hits him/her.

When we remind drivers that bikes are vehicles, we need to remind bikers that they have to obey the rules. I'm not dismayed that someone who rode their bike through a red light when there was no oncoming traffic received a significant fine.

Thank you again,

Sabra Briere
First Ward Council member
(734)484-3600 x 237 (W)
[REDACTED]

-----Original Message-----

From: rdropp [REDACTED]
Sent: Monday, May 05, 2008 8:49 PM
To: Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: Bicycles and red lights

Dear Councilpersons,

I am watching the council meeting on CTN, and I am alarmed by the discussion I just watched concerning bicycles and red lights. I do most of my travel in the city on foot, but I am also a cyclist, and when I have to, a driver. I have had several narrow misses as I walk to work from cyclists running the stop sign on William Street as I cross First Street.

That isn't what bothers me about our lackadaisical attitude about bicycles running stop signs. I can handle that. However, I am a native of Boulder, Colorado, and that city now rigidly enforces bicycle rules including a \$100 dollar fine for running a stop sign because of a bloody accident between a high school driver and a university student on a bicycle. The university student was killed, and was unfortunately found to be completely at fault. The young driver was initially jailed before the investigation revealed he had done nothing wrong. He was obviously permanently scarred by this event, and the majority of the city residents were shocked and horrified at both the accident and the subsequent unfolding of events. I don't want a situation like this to become the way Ann Arbor becomes aware of this issue. Please, let's learn from the mistakes of others.

As a driver, we are looking primarily for other automobiles. We also expect vehicles to follow the general rules of the road. Please don't let "compassion" for bicyclists who put themselves and others at risk guide our policy. Running stop signs and stop lights is lethally dangerous.

Sincerely,

Robert Droppleman

[REDACTED]
Ann Arbor, MI 48104
[REDACTED]
[REDACTED]

King, Carol

From: Crawford, Tom
Sent: Monday, May 05, 2008 7:29 PM
To: Teall, Margie
Subject: bday

Happy b-day, margie. Cant believe you're 50! Don't you qualify for AARP now? :)

King, Carol

From: Greden, Leigh
Sent: Monday, May 05, 2008 7:28 PM
To: Teall, Margie
Subject: RE: please vote for chickens

It amazes me that the people who've raised chickens on farms all say "don't do it." The people who want this are the yuppies who say "oh it would be fun to do." This Council has, once again, become an embarrassment.

-----Original Message-----

From: Teall, Margie
Sent: Monday, May 05, 2008 7:27 PM
To: Greden, Leigh; Rapundalo, Stephen
Subject: FW: please vote for chickens

Final FYI, for now...

-----Original Message-----

From: cswhit [REDACTED]
Sent: Monday, May 05, 2008 4:58 PM
To: Teall, Margie
Subject: please vote for chickens

Hi Ms. Teall,

I would like to urge you to support the chicken ordinance. We would like to do this with our children.

Thank you,

Cathy and Marlin Whitaker
[REDACTED]

King, Carol

From: Greden, Leigh
Sent: Monday, May 05, 2008 7:23 PM
To: Hieftje, John; Higgins, Marcia; Teall, Margie; Rapundalo, Stephen
Subject: FW: chickens in Ann Arbor

FYI

From: Huda Fadel [mailto: [REDACTED]]
Sent: Monday, May 05, 2008 6:36 PM
To: Greden, Leigh
Subject: chickens in Ann Arbor

Dear Councilman,

I am a constituent of Ward 3 and have just learned that the City Council is once again considering revising the city ordinance to allow residents to raise chickens. I find this appalling and urge you not to vote in favor of such a revision. There are enough assaults on the quality of city life from increasing amounts of traffic noise to barking dogs to incessant lawn equipment and construction. Raising chickens in the back yard just adds to it. I believe it will create problems between neighbors that we do not need.

I am totally opposed to this idea and consider it a very bad use of our very high tax dollars to keep bringing it back for consideration. There are far more pressing issues our city faces. Please vote against this issue.

Sincerely,

Huda Fadel, Ph.D.
[REDACTED]

King, Carol

Subject: WXW - An Event for Women Business Leaders

Start: Wed 5/7/2008 5:00 PM

End: Wed 5/7/2008 5:30 PM

Recurrence: (none)

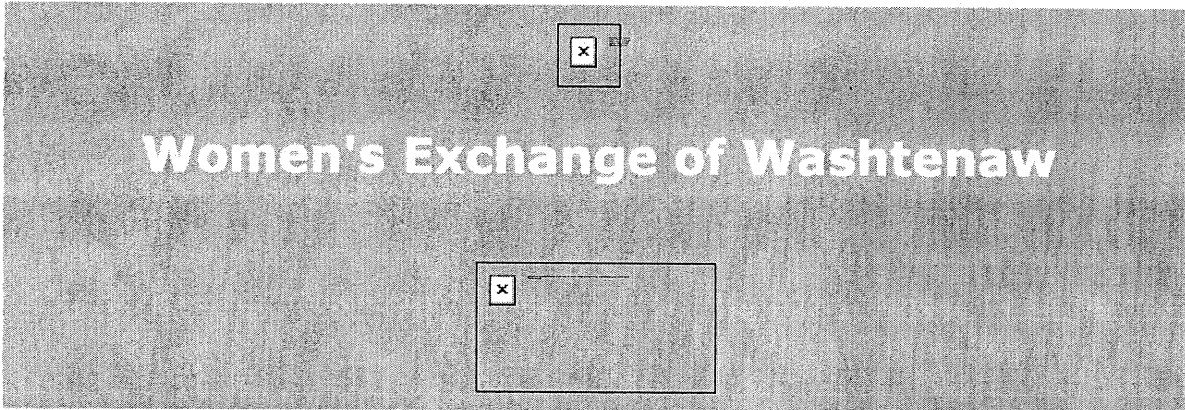
Organizer: Higgins, Marcia



WXW - An Event
for Women Busin...

King, Carol

From: Lindsay McCarthy [megan@annarborchamber.ccsend.com] on behalf of Lindsay McCarthy [lindsay@annarborchamber.org]
Sent: Friday, May 02, 2008 11:12 AM
To: Higgins, Marcia
Subject: WXW - An Event for Women Business Leaders



**Wednesday,
May 7th, 2008**

1pm - 6pm

**Kensington Court Ann
Arbor
610 Hilton Boulevard,
Ann Arbor**

**Questions? Please
contact Lindsay
McCarthy at
734.214.0109.**

**Don't forget to
join us for these
upcoming events!**

**NetWorks!
Thursday, May 8**

**New Enterprise Forum
Thursday, May 15**

**Chamber Golf Outing
Monday, May 19**

Morning Edition

Hello Marcia!

Women's Exchange of Washtenaw

Wednesday, May 7
Kensington Court Ann Arbor
610 Hilton Boulevard, Ann Arbor
1pm - 6pm

The Women's Exchange of Washtenaw (WXW) is a program for area businesswomen making vital contributions to the local economy. At WXW events, attendees will network, collaborate, swap experiences and have a great time in this a dynamic, innovative and interactive format.

- Featured Panelists:
- Marcie Brogan, CEO, Brogan & Partners
Convergence Marketing
 - Michelle Crumm, Co-Founder/Chief Business
Officer, Adaptive Materials Inc.
 - Carol A. Goss, President/CEO, The
Skillman Foundation
 - Eileen Spring, Executive Director, Food
Gatherers

The dynamic panel will be led by Gretchen Driskell, Mayor of Saline, who is a local, successful businesswoman. Following the panel discussion, attendees will have the choice to attend one of four fun and interactive breakout sessions.

- Breakout sessions include:
- Relationship Building (Beyond Networking)
 - Visioning: Creating a Path for Your Company
 - The Challenges of Managing Growth
 - Learning to Lead and Creating Culture

A happy hour will round out the afternoon, offering a personal, informal

Wednesday, May 21

**Get Connected
Thursday, May 22**

**Blood Drive
Wednesday, May 28**

opportunity for further exchange.

Cost: \$50 / \$25 for students (includes refreshments and one happy hour ticket)

want to register?

Sincerely,

Lindsay McCarthy,

Director of Programs and Events

Ann Arbor Area Chamber of Commerce

Forward email to a friend



Email Marketing by



This email was sent to mhiggins@a2gov.org, by lindsay@annarborchamber.org
[Update Profile/Email Address](#) | Instant removal with [SafeUnsubscribe™](#) | [Privacy Policy](#).
Ann Arbor Area Chamber of Commerce | 115 West Huron Street | 3rd Floor | Ann Arbor | MI | 48104

King, Carol

From: Kunselman, Stephen
Sent: Monday, May 05, 2008 8:52 PM
To: 'rdropp [REDACTED] Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: RE: Bicycles and red lights

Thanks for sharing your experiences. I agree that we do not want to inspire a lackadaisical attitude about riding bikes. Steve

-----Original Message-----

From: rdropp [REDACTED]
Sent: Monday, May 05, 2008 8:49 PM
To: Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: Bicycles and red lights

Dear Councilpersons,

I am watching the council meeting on CTN, and I am alarmed by the discussion I just watched concerning bicycles and red lights. I do most of my travel in the city on foot, but I am also a cyclist, and when I have to, a driver. I have had several narrow misses as I walk to work from cyclists running the stop sign on William Street as I cross First Street.

That isn't what bothers me about our lackadaisical attitude about bicycles running stop signs. I can handle that. However, I am a native of Boulder, Colorado, and that city now rigidly enforces bicycle rules including a \$100 dollar fine for running a stop sign because of a bloody accident between a high school driver and a university student on a bicycle. The university student was killed, and was unfortunately found to be completely at fault. The young driver was initially jailed before the investigation revealed he had done nothing wrong. He was obviously permanently scarred by this event, and the majority of the city residents were shocked and horrified at both the accident and the subsequent unfolding of events. I don't want a situation like this to become the way Ann Arbor becomes aware of this issue. Please, let's learn from the mistakes of others.

As a driver, we are looking primarily for other automobiles. We also expect vehicles to follow the general rules of the road. Please don't let "compassion" for bicyclists who put themselves and others at risk guide our policy. Running stop signs and stop lights is lethally dangerous.

Sincerely,

Robert Droppleman

[REDACTED]
Ann Arbor, MI 48104
[REDACTED]

King, Carol

From: Rapundalo, Stephen
Sent: Monday, May 05, 2008 8:59 PM
To: 'rdropp [REDACTED]'; Hieftje, John; Lowenstein, Joan; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: 'Julie'; 'nancy@getdowntown.org'
Subject: RE: Bicycles and red lights
Attachments: Rapundalo, Stephen.vcf

I couldn't agree more - traffic laws are for everyone - period, and should be enforced as such.

Stephen

Stephen Rapundalo
City Council - Ward 2
City of Ann Arbor
3106 Bluett Road
Ann Arbor, MI 48105

Tel: (734) 476-0648

Email: srapundalo@a2gov.org <<mailto:srapundalo@a2gov.org>>

-----Original Message-----

From: rdropp [REDACTED]
Sent: Monday, May 05, 2008 8:49 PM
To: Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: Bicycles and red lights

Dear Councilpersons,

I am watching the council meeting on CTN, and I am alarmed by the discussion I just watched concerning bicycles and red lights. I do most of my travel in the city on foot, but I am also a cyclist, and when I have to, a driver. I have had several narrow misses as I walk to work from cyclists running the stop sign on William Street as I cross First Street.

That isn't what bothers me about our lackadaisical attitude about bicycles running stop signs. I can handle that. However, I am a native of Boulder, Colorado, and that city now rigidly enforces bicycle rules including a \$100 dollar fine for running a stop sign because of a bloody accident between a high school driver and a university student on a bicycle. The university student was killed, and was unfortunately found to be completely at fault. The young driver was initially jailed before the investigation revealed he had done nothing wrong. He was obviously permanently scarred by this event, and the majority of the city residents were shocked and horrified at both the accident and the subsequent unfolding of events. I don't want a situation like this to become the way Ann Arbor becomes aware of this issue. Please, let's learn from the mistakes of others.

As a driver, we are looking primarily for other automobiles. We also expect vehicles to follow the general rules of the road. Please don't let "compassion" for bicyclists who put

themselves and others at risk guide our policy. Running stop signs and stop lights is lethally dangerous.

Sincerely,

Robert Droppleman

[REDACTED]
Ann Arbor, MI 48104
[REDACTED]
[REDACTED]

King, Carol

Full Name: Rapundalo, Stephen
Last Name: Rapundalo
First Name: Stephen
Department: Mayor

Business Address: Mayor's Office
Mayor's Office, 100 N Fifth Avenue, Third Floor
Ann Arbor, MI 48104
USA

E-mail: SRapundalo@ci.ann-arbor.mi.us
E-mail Display As: SRapundalo@ci.ann-arbor.mi.us

Council

King, Carol

From: Rapundalo, Stephen
Sent: Monday, May 05, 2008 7:31 PM
To: Greden, Leigh
Subject: FW: 100-unit recommendation document
Attachments: HHSAB 100-Unit Recommendation May 1st.doc; Rapundalo, Stephen.vcf

Importance: High

Stephen

Stephen Rapundalo
City Council - Ward 2
City of Ann Arbor
3106 Bluett Road
Ann Arbor, MI 48105

Tel: (734) 476-0648
Email: srapundalo@a2gov.org

From: Jennifer Hall [mailto:hallj@ewashtenaw.org]
Sent: Monday, May 05, 2008 12:14 PM
To: Barbara Eichmuller; Cadena, Candace; Thompson, Damon; David Blanchard - HHSAB; kristie@annarborchamber.org; Teall, Margie; Callan, Mary Jo; Ned Staebler; Ramirez, Anthony; Robyn Konkle - HHSAB; mithani@millercanfield.com; Stephan Pontoni; Rapundalo, Stephen; srapundalo@michbio.org; tmyers@mwfcu.org; lwechter@hotmail.com
Subject: 100-unit recommendation document
Importance: High

Hello all,

Attached is the current draft recommendation doc. Please e-mail me back whether you are okay with this being made public tomorrow or whether you would like to have another meeting on Tuesday, May 6th, at 6 pm. The meeting must be posted by close of business today. If we do not hear from you, we will assume that you are okay with the document as is.

Thanks for all of your hard work on this.

Jennifer Hall
Housing Manager
Office of Community Development
Washtenaw County
734 622.9006 phone
734 622 9022 fax
hallj@ewashtenaw.org

MEMORANDUM

TO: Mayor and City Council

FROM: Housing and Human Services Advisory Board

DATE: May 19, 2008

SUBJECT: Housing and Human Services Advisory Board recommendations for replacement of 100 units of affordable housing on the former Y site

Attached for City Council review are recommendations from the Housing and Human Services Advisory Board (HHSAB), which call for the replacement of 100 units of affordable housing on the former Y site, or another similarly suited downtown site.

Background

On December 3, 2007 City Council requested that the Housing and Human Services Advisory Board (HHSAB) recommend options for development of 100 units of affordable housing for residents at the former Y site per Resolution R-07-583. The resolution directed the HHSAB to gather relevant information from, at a minimum: the public through one public hearing; the Shelter Association of Washtenaw County; the Washtenaw Housing Alliance; the Downtown Development Authority; and other stakeholders and sources as appropriate. City Council resolved that, at a minimum, the following specific issues be addressed in a written report summarizing options and recommendations to City Council on or before May 31, 2008:

- Whether the 100 units should be located on the former Y site, or elsewhere;
- Whether the 100 units should be developed on one site, or dispersed in a variety of locations;
- Whether the 100 units should be located in the downtown area, outside the downtown area, or dispersed both inside and outside the downtown;
- Likely requirements and possible sources of funding for development of 100 units of affordable housing, including provision of social services for housing residents;
- Whether nonprofit developers, for-profit developers, and social service providers in the community have sufficient capacity to develop and provide services for 100 units of affordable housing within the next four (4) years; and
- Any other challenges or opportunities related to the development of 100 units of affordable housing for low-income residents.

The HHSAB examined key elements and issues and consulted with local as well as outside experts over the course of eleven meetings and two public hearings to determine the viability of developing affordable housing on the former Y site, as well as other viable sites throughout the City. The discussion of the HHSAB focused on creating and enhancing a foundational understanding of the related issues in order to form this recommendation. The HHSAB examined the following key issues: community need; financial implications; available options for affordable housing and related service provision; and potential opportunity costs.

Considerations

The HHSAB utilized the following reference materials during its process to form the recommendations below:

- The AATA Downtown Transit Center Joint Development Feasibility Study from October 2000;
- The City Council Resolutions, dated August 2000, October 2003, and December 2003 authorizing first right of refusal and purchase of the YMCA property;
- The RFP issued in December 2004 for the sale and redevelopment of the former Y site for replacement of 100 units of affordable housing;
- The City Council Resolution approving selection of HDC, LLC and HOPE Network as purchaser and redevelopers of the YMCA property;
- The proposal submitted by HOPE Network describing the services they planned to deliver to residents in the proposed redeveloped housing (William Street Station);
- Executive Summary of HDC/HOPE Network's proposed financing for William Street Station;
- Income and demographic information about the former Y residents;
- An inventory of existing affordable housing units in the City of Ann Arbor, including location and demographics;
- Continuum of Care Data describing the local characteristics of those who are homeless in Washtenaw County;
- Participant testimony from an HHSAB-convened Public Hearing in February 2008 and May 2008;
- The Corporation for Supportive Housing description of Supportive Housing;
- Washtenaw Housing Alliance Planning Considerations Regarding Replacement of 100 "Y" Units Report, dated March 2008;
- A meeting with the Ann Arbor Downtown Development Authority;
- A meeting with the Ann Arbor Area Transit Authority;
- Testimony from the Director of the Shelter Association of Washtenaw County;
- Feasibility analysis of 5 alternative acquisition properties including site visits and financial analysis; and
- Staff report with potential funding sources for affordable housing development, other current and future demands on City resources for affordable housing, and potential City HOME funds and Ann Arbor Housing Trust Fund revenue for future affordable housing demands.

In addition to these materials and extensive expert knowledge provided by staff, the HHSAB carefully considered presentations from the Corporation for Supportive Housing, the Michigan State Housing Development Authority, Synod Residential Services, the Washtenaw Housing Alliance, and dialogue with the Downtown Development Authority, the Ann Arbor Transportation Authority, and other expert and Ann Arbor residents' testimony. Having been further informed by and mindful of the City of Ann Arbor and Washtenaw County Housing Needs Assessment and the context provided by the Blueprint to End Homelessness, the HHSAB recommends the following:

- 1) that the former YMCA site be redeveloped with 100 units of affordable housing;
- 2) that these units be targeted to very-low-income single adults (please see the finance section regarding the reason for setting the income limits at 50% AMI), persons who are homeless, and those who have the greatest challenges to achieving and maintaining stable housing;
- 3) that the redeveloped units maximize opportunities for residents through services and community supports, and have a central entrance to maximize resident safety;

- 4) that another comparable downtown site would be an acceptable alternative if already held secure by the City of Ann Arbor or Washtenaw County, and
- 5) that, should the former YMCA site be sold for use other than redevelopment of 100 units of affordable housing, the net equity shall be committed to future supportive housing at an alternative downtown location.

These recommendations are elucidated below, organized into five subheadings: location, target population, site characteristics, finances and supportive services.

Location

The HHSAB recommends redeveloping the existing Y-site with 100 units of affordable housing. If this is not possible, the City should hold the former YMCA site for affordable housing until at least 100 units are secured at an alternative suitable downtown location for the target population. If the City sells the site, the net equity should be committed to future affordable housing and providing social services at the alternate downtown 100-unit location(s).

Rationale:

- Creating 100 additional units in a downtown location is consistent with the stated intent of the City's initial purchase of the "Y" site in 2003, with the recommendations articulated in the City's "Affordable Housing Needs Assessment," and in the community's "Blueprint to End Homelessness;" The loss of the former Y without redevelopment as planned on that site has created a substantial gap in the community's homelessness response system by reducing an already scarce stock of permanent housing. An adequate supply of affordable housing – for people of all incomes and needs – is essential to ending, or at least ameliorating – homelessness in a community.
- The City currently owns the property and has already overcome neighborhood opposition to approve 100 affordable units on the site. The financial, political, and neighborhood challenges in securing site approvals for a high-density, service-enhanced housing development indicate that success in advancing replacement of these 100 units as described will be achievable on a publicly owned site;
- A downtown location can best absorb a hard-to serve population with the least neighborhood impact, in part because the scale and density involved is most consistent with existing downtown development.
- The current downtown resident association supports this location;
- The AATA is currently the primary transportation option for this population and the Blake Center is adjacent to the site. This location is crucial to residents accessing off-site services, especially since navigating the complex bus system has proven to be difficult for many of the people this project would be serving (see Target Population below);
- The building design elements associated with service delivery, front desk staffing, and a high concentration of units (described below in *Site Characteristics*) are more normative in downtown development and would be much more difficult to achieve in a site outside the downtown area;
- There has been significant investment in creation of "market rate" housing units in the downtown area over the past decade, and many of the lower-cost units that historically had been available in near-downtown areas have been lost to gentrification. Failure to replace the "Y" units in the downtown area will leave the downtown with a significant shortfall in housing options for very low-income residents;
- Although the per-unit cost of development on the "Y" site is higher than on some alternative locations, the higher cost is justified by the unique benefits afforded by the site to the community and to potential residents of the 100 units.

- Alternative sites throughout the City were explored, but none appeared to be as well-suited for the specific population for whom these 100-units are targeted, nor the service model most needed in the community. However, these sites have definite potential to fulfill the other housing needs as called for in the Blueprint to End Homelessness, including developing affordable housing for families, or populations with fewer service needs. The Office of Community Development will continue to encourage and support the development of one or more of these sites.

Target Population

The HHSAB recommends that these units be targeted to very low-income single adults who have the greatest challenges to achieving and maintaining stable housing. The population housed should include, but not be limited to those who: are homeless or chronically homeless; have a disability or health issue including HIV/AIDS; are veterans; have a mental illness or are chemically dependent; or are on probation or parole.

Rationale:

Success in the community's "Blueprint to End Homelessness" is contingent upon creating permanent affordable housing options, including those for the most difficult to house. Without access to such housing, many who are homeless will keep cycling through the emergency shelter, healthcare, and justice systems, at a substantially higher cost to the community than developing and supporting permanent housing;

The closing of the former Y has left a documented gap in housing placement options in the homelessness response system, specifically related to those with the characteristics described above. Some important examples of this gap include: growing wait lists for housing provided by Avalon, the Ann Arbor Housing Commission, and Michigan Ability Partners, and longer psychiatric in-patient stays for individuals who were either homeless prior to hospitalization or could not return to their former housing setting.

While this population should be the target for tenancy, Council should not pre-determine which units should be set-aside for specific populations. It is critical to give the developer maximum flexibility to blend funding sources with population restrictions to create a healthy, financially viable project.

Site Characteristics

The HHSAB recommends that the site maximize opportunities for on-site services and provide a secure environment for residents. The site should have a front desk or centralized entrance, and as much as feasible, should be designed with common/community space, counseling offices, and meeting rooms to accommodate and support site-based delivery of services.

Rationale and Additional Characteristics:

- Research-based "best practices" have demonstrated that a single/controlled entrance with front desk security works most effectively when housing and providing services to the "hardest to house" individuals described above. This approach increases the likelihood that tenants with a history of housing failure in more open settings can succeed in achieving housing stability. A single/controlled entrance minimizes the impact of risky behavior, illegal activities, and unwanted or predatory guests entering the building;
- A single multi-unit site affords economies of scale and efficiencies for supportive services and operating functions. The Corporation for Supportive Housing cites at least 60 units as the threshold for achieving such efficiencies;

- The economics of successfully developing and maintaining a “front desk” calls for a minimum number of units to afford needed core staffing – generally no fewer than 60 units to enable 24/7 coverage;
- Having at least 60 residents in a single site will facilitate possibilities for integration of existing public/mainstream funding and resources for provision of mental health services, employment supports, substance abuse recovery, and similar support – including site-based case management. Washtenaw Community Support and Treatment Services (CSTS) has re-affirmed its commitment to provision of site-based supports for “Y” replacement units, but has also underscored the importance of a site-specific “critical mass” in order to make such services economically feasible and sustainable;
- Synod Residential Services – the agency with which the City contracted to provide support services to the former Y tenants – emphasized the difficulty of managing a “hard to serve” population in a scattered site housing model, and the need for substantial services staffing to distribute medication and to maintain a “front-desk” model to assure tenant safety;
- Building in ample community/common space will maximize services to tenants, foster community and social interaction among tenants, and minimize negative impact on the surrounding area;
- The site must have easily accessible transportation, primarily utilizing AATA, but with private options such as vans available also;
- The site should have onsite or nearby parking spaces for some tenants, site staff, and visiting service providers.

Finances

The HHSAB understands that the most significant funding source for any large-scale affordable housing project – whether downtown or elsewhere – is the *Low-Income Housing Tax Credit Program*. MSHDA has prioritized permanent supportive housing and housing for the homeless over the last 3 years under the leadership of the previous MSHDA Director. Ann Arbor housing developers have benefited from this alignment with Ann Arbor priorities. Although MSHDA’s current LIHTC priorities exclude Washtenaw County (among many other counties) from the general funding round, Washtenaw County projects are still eligible for the set-aside for permanent supportive housing projects. The project, as recommended, would be considered permanent supportive housing.

In addition, the developer will need to secure funds from MSHDA, the Federal Home Loan Bank, and other private and public sources, including a significant financial contribution from the City. All financial resources are contingent on availability, funder priorities, market conditions and competitive applications. The City’s financial contribution for construction will likely be \$2 million to \$3.5 million, depending on the ability of the developer to secure other funding. The City’s contribution for construction will likely be a combination of federal HOME funds and Ann Arbor Housing Trust Funds. These funds will not need to be committed for 2-3 years, after a developer is selected, a site-plan is approved, and other financial resources are secured. The Ann Arbor Housing Trust Funds will only be available if existing approved PUD project cash-in-lieu contributions are received in the next 2-3 years.

It is important to note that the HHSAB only examined the cost to build or acquire property for the provision of 100 units of affordable housing. The operational revenues and expenses were not fully evaluated.

A critical housing priority for the Office of Community Development is preserving existing affordable rental units. The OCD is working with both Avalon and Washtenaw Affordable

Housing Corporation to complete Capital Needs Assessments to determine the level of re-investment that is needed in the next couple years. Michigan Ability Partners and Community Housing Alternatives properties are all either new or recently rehabilitated. Consequently, a lag-time of 2-3 years to redevelop 100 units on the Y-site would enable the OCD to reinvest in existing rental properties for 2 years.

The target population's incomes are expected to average close to 15% AMI, which means affordable rents would need to be around \$215/month. However, \$215/month will not provide enough revenues to cover expenses. Therefore, the project will need to set the income target at 50% AMI in order to secure project-based Section 8 vouchers with rents at the 50% AMI level of approximately \$720/month. The tenants will pay 30% of their incomes and the project-based Section 8 vouchers will cover the remaining rent. Otherwise, the developer will need to set-aside approximately \$2 million in an operating deficit reserve up front to cover the annual operating losses.

The HHSAB understands that development costs for 100 units of affordable housing on the former YMCA site will be more expensive than some other potentially available parcels. However, development on this site may afford several benefits that counterweigh these costs including:

- 1) Development of affordable housing on this site is consistent with community priorities, demonstrated by past Council actions and precedent, and by the near unanimous citizen input which was received by this committee in the form of public comment during the previous five months;
- 2) Developing a tower model with 100 units will bring economies of scale, thereby saving operating and support services costs into the future and, in some cases; making it possible to provide services where it has not been economically feasible at scattered sites;
- 3) Similarly, developing adjacent to the AATA Blake Transit Center will create dramatic savings in project transportation costs into the future;
- 4) The City has site control of the former Y parcel, it is not currently slated for any alternative project, and neighbors have already indicated acceptance of a project placing multiple units of affordable housing on the site. The confluence of these factors make this site optimal, and the need for all these pieces suggest a great obstacle for the acquisition of another site for the same purpose.

Supportive Services & Existing Community Capacity

The proposed 100 replacement units will require intensive support services that should be tied to a successful bid for redevelopment. Optimally, the developer – whether non-profit or for-profit – should partner with existing service providers to maximize efficiencies and expertise, minimize duplication, and facilitate resident integration into the community. As outlined by the Corporation for Supportive Housing, key supportive housing services for tenants should generally include:

- Case Management, Advocacy, and Life Skills;
- Education and Vocational Training;
- Employment Training and Support;
- Mental & Physical Healthcare and Treatment;
- Transportation Assistance; and
- Recovery Supports.

The City of Ann Arbor and Washtenaw County have a number of proven and effective nonprofit service providers. With additional resources, these providers have the capacity to deliver the recommended services. Efforts to raise additional resources are already underway. Most

promising is the County Board of Commissioners' recently chartered Task Force on Sustainable Revenues for Supportive Housing Services that is charged with developing feasible recommendations for community review by July, 2008. We should look to the efforts of this Task Force to provide guidance for a complementary funding strategy for the long-term funding that will be needed for these 100 replacement units.

Using the figure identified by the Blueprint planning process as an average cost for provision of supportive housing services (\$5,000/unit /year), there will be a need for substantial commitment to service expenses for these replacement units. Concentrating these units in a single site, however, will help to reduce this aggregate cost.

Funding for development of these units in the most efficient and effective manner will necessitate mobilization of a broad mix of public and private funding commitments. The February 19th presentation by representatives of the Corporation for Supportive Housing to the HHSAB highlighted several examples of the kind of leveraging and sources that will be needed – including assignation of site-based Section 8 vouchers to support services and operations, and secure long-term rent affordability.

Recommendation:

Based on the information provided above, the HHSAB recommends that City Council charge the City Administrator with re-issuing an RFP to develop 100 units of permanent supportive housing on the former YMCA site.

The HHSAB recognizes that Council's decision to accept, reject, or amend this recommendation will be based on a complex array of issues that includes financial and neighborhood considerations. Alternative options are presented below for Council's reference and consideration.

Alternatives:

1. Council directs the City Administrator to research and recommend an alternative downtown or near downtown location (within ½ mile of the DDA district) for 100 units of permanent supportive housing by October 2008.
 - a. PROS
 - i. Accessibility to public transportation and many support services
 - ii. The City and County both own surface parking lots that could be developed as affordable housing, with underground public parking
 - iii. A stand-alone facility would make the financing less complicated than a mixed-use development
 - iv. Proceeds, after paying off debts, from the sale of the YMCA site could be used to provide support service to these units
 - b. CONS
 - i. Potential neighborhood opposition
 - ii. The City will need to secure the site if it is not currently owned by the City
2. Council directs the City Administrator to issue a Request for Qualification to select a developer to work with the Office of Community Development to develop 100 units of permanent supportive housing on one or two sites anywhere in the City, including the downtown. Council directs the OCD to work with the HHSAB to draft an RFQ for Council by October 2008.
 - a. PROS

Deleted: Administrator

- i. Selecting the developer first enables the City to select a developer that specializes in Permanent Supportive Housing
 - ii. The Developer will be responsible for securing the site
 - iii. A stand-alone facility will make the financing less complicated than a mixed-use development
 - iv. An Acquisition project will not require site plan approval and neighborhood support
 - v. A 100 unit project outside the downtown will be 30% to 50% less expensive than a downtown project
 - vi. A greater number of units can be developed outside the downtown at a lower cost than in the downtown
 - vii. Proceeds, after paying off debts, from the sale of the YMCA site could be used to provide support service to these units
- b. CONS
- i. Permanent loss of affordable housing for very-low income households in the downtown, which further polarizes the income mix in the downtown toward high-income households
 - ii. Potential neighborhood opposition to an acquisition project due to the visibility of this process and the population to be served
 - iii. Subject to market availability of suitable existing apartments and/or vacant land
 - iv. A two-site solution would have higher annual operating and support service costs than one site
 - v. Does not take advantage of downtown public transportation hub and support services

Through this process, the HHSAB has developed an advanced understanding of the issues involved in the development of supportive housing, and recommends that Council utilize the HHSAB's expertise as a recommending body for any RFP or RFQ that is issued.

Sponsored by: Housing and Human Services Advisory Board (Edward Staebler, David Blanchard, Council Member Margie Teall, Council Member Stephen Rapundalo, Barbara Eichmuller, Robyn Konkel, Kristine Martin, Soni Mithani, Teresa Myers, Stephen Pontoni, Anthony Ramirez, Laurie Wechter)

Prepared by: Mary Jo Callan, Community Development Director
Jennifer Hall, Community Development Housing Manager
Candace Cadena, Community Development Human Services Coordinator

Reviewed by: Jayne Miller, Community Services Area Administrator

King, Carol

Full Name: Rapundalo, Stephen
Last Name: Rapundalo
First Name: Stephen
Department: Mayor

Business Address: Mayor's Office
Mayor's Office, 100 N Fifth Avenue, Third Floor
Ann Arbor, MI 48104
USA

E-mail: SRapundalo@ci.ann-arbor.mi.us
E-mail Display As: SRapundalo@ci.ann-arbor.mi.us

Council

King, Carol

From: Suarez, Ron
Sent: Monday, May 05, 2008 8:57 PM
To: 'rdropp [REDACTED] Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra
Cc: Julie; nancy@getdowntown.org
Subject: RE: Bicycles and red lights

My concern is that whatever rules we enforce are done so in a consistent fashion and that we do a good job of communicating to our citizens what our position is with respect to enforcement.

I certainly do not approve of cyclists running lights in high traffic areas.

- Ron Suarez

-----Original Message-----

From: rdropp [REDACTED]
Sent: Monday, May 05, 2008 8:49 PM
To: Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: Bicycles and red lights

Dear Councilpersons,

I am watching the council meeting on CTN, and I am alarmed by the discussion I just watched concerning bicycles and red lights. I do most of my travel in the city on foot, but I am also a cyclist, and when I have to, a driver. I have had several narrow misses as I walk to work from cyclists running the stop sign on William Street as I cross First Street.

That isn't what bothers me about our lackadaisical attitude about bicycles running stop signs. I can handle that. However, I am a native of Boulder, Colorado, and that city now rigidly enforces bicycle rules including a \$100 dollar fine for running a stop sign because of a bloody accident between a high school driver and a university student on a bicycle. The university student was killed, and was unfortunately found to be completely at fault. The young driver was initially jailed before the investigation revealed he had done nothing wrong. He was obviously permanently scarred by this event, and the majority of the city residents were shocked and horrified at both the accident and the subsequent unfolding of events. I don't want a situation like this to become the way Ann Arbor becomes aware of this issue. Please, let's learn from the mistakes of others.

As a driver, we are looking primarily for other automobiles. We also expect vehicles to follow the general rules of the road. Please don't let "compassion" for bicyclists who put themselves and others at risk guide our policy. Running stop signs and stop lights is lethally dangerous.

Sincerely,

Robert Droppleman

[REDACTED]
Ann Arbor, MI 48104
[REDACTED]



King, Carol

From: Teall, Margie
Sent: Monday, May 05, 2008 9:13 PM
To: [REDACTED]; Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: RE: Bicycles and red lights

Mr. Droppleman: This is very valuable input. I would add that there is a public forum on biking in our community on Wednesday night at the DDA office, 150 S. Fifth at 7:00 pm. There will be a panel, and it is sponsored by the Bicycling and Walking Coalition. "Same Road- Same Rules" is the idea that came out of the forum last year. -Margie

-----Original Message-----

From: rdropp [REDACTED]
Sent: Monday, May 05, 2008 8:49 PM
To: Hieftje, John; Lowenstein, Joan; Rapundalo, Stephen; Greden, Leigh; Kunselman, Stephen; Higgins, Marcia; Anglin, Mike; Teall, Margie; Easthope, Christopher; Briere, Sabra; Suarez, Ron
Cc: Julie; nancy@getdowntown.org
Subject: Bicycles and red lights

Dear Councilpersons,

I am watching the council meeting on CTN, and I am alarmed by the discussion I just watched concerning bicycles and red lights. I do most of my travel in the city on foot, but I am also a cyclist, and when I have to, a driver. I have had several narrow misses as I walk to work from cyclists running the stop sign on William Street as I cross First Street.

That isn't what bothers me about our lackadaisical attitude about bicycles running stop signs. I can handle that. However, I am a native of Boulder, Colorado, and that city now rigidly enforces bicycle rules including a \$100 dollar fine for running a stop sign because of a bloody accident between a high school driver and a university student on a bicycle. The university student was killed, and was unfortunately found to be completely at fault. The young driver was initially jailed before the investigation revealed he had done nothing wrong. He was obviously permanently scarred by this event, and the majority of the city residents were shocked and horrified at both the accident and the subsequent unfolding of events. I don't want a situation like this to become the way Ann Arbor becomes aware of this issue. Please, let's learn from the mistakes of others.

As a driver, we are looking primarily for other automobiles. We also expect vehicles to follow the general rules of the road. Please don't let "compassion" for bicyclists who put themselves and others at risk guide our policy. Running stop signs and stop lights is lethally dangerous.

Sincerely,

Robert Droppleman
[REDACTED]
Ann Arbor, MI 48104
[REDACTED]

King, Carol

From: Teall, Margie
Sent: Monday, May 05, 2008 8:22 PM
To: *City Council Members (All); Beaudry, Jacqueline; Fraser, Roger; Dempkowski, Angela A
Cc: Naud, Matthew; 'Steve Bean'
Subject: Environmental Commission appt.
Attachments: Summer_Tucker.doc

Mayor and Council: I'd like to bring this appointment of Summer Tucker to the Environmental Commission forward at our next Council meeting. I hope that we can vote on it at the meeting so that Ms. Tucker can attend our next Environmental Commission meeting at the end of the month. Her resume is attached. Thanks.

-Margie

SUMMER TUCKER

2028 WINEWOOD AVENUE, ANN ARBOR MI 48103

SUMMERT [REDACTED]

SUMMARY OF QUALIFICATIONS

- **Project Management** Eight years of experience developing work scopes, and building client and community relationships by ensuring project success through innovative resource and grant administration and direction.
- **Program Coordination** Superior capacity for team-building, budgeting, multi-tasking and logistics management. Strong attention to detail as well as the ability to focus on the overall goal and how to best incorporate it into the design of the program.
- **Administration & Marketing** Outstanding capacity to plan programming; write and edit proposals, meeting materials, and grants; build strategic communications and marketing plans; and produce effective, targeted marketing materials
- **Multicultural Communication** Over nine years of experience working with people from diverse racial, political, and socio-economic backgrounds throughout the world. Each position I have held has incorporated a facet of international partnership, exchange, or impact.

PROFESSIONAL EXPERIENCE

12/05-present

University of Michigan-Center for Chinese Studies

Ann Arbor, MI

Administrator

- Organized a large-scale town and gown multi-cultural green event for over 3000 people including management of fundraising, publicity, logistics, timelines, budget, and evaluation.
- Collaborated with local environmental organizations and municipal government to develop progressive, interactive, eco-education components into event including paperless processing, pre-event green education piece to participate, biodegradable supplies, bio-diesel used for public transport, and educational signage covering local, regional, and Chinese water issues, transportation, energy, and food.
- Collaborated with U-M Alumni Association to plan and organize Major Annual Alumni event in Beijing, China. Organized a 12 member U-M delegation to China for this event including itinerary development, scheduling, in-country logistics, and site visits by liaising with the International Relations Office at Peking University.
- Work with Director to strategize development efforts. Manage all endowments and gifts of over 8 million USD.
- Prepare budget projections and plans, grant applications, proposals, and status reports. Initiate corrective action when required.
- Coordinate with outside contractors and businesses to support receptions, seminars, colloquia, and other academic events. Support program coordinator in organizing travel, visa, housing, and related matters for diplomatic personnel and other Center guests.
- Regularly host visiting international delegations, scholars, and artists and introduce them to the UM model of higher education.
- Supervise a staff of five. Manage all aspects of personnel including interviewing, hiring, payroll, training, and evaluation of staff. Develop staff meeting materials, agendas and work assignments and maintain personnel records.

- Created a new identity for the Center by working with a team of designers to develop a comprehensive and cohesive publicity toolkit that included a brochure, newsletter, letterhead, flyer templates, and other outreach materials.
- Worked with a team of faculty and staff to define and create the financial model and organizational and governance structures of a new Joint Institute. Navigated both the UM and Peking University organizations and liaise with top officials to negotiate agreements and build the infrastructure of the joint institute.
- Administer grant and research awards including faculty research fellowships, instructional seed grants and student funding.
- Serve on management committee, attend regular meetings, and carry out actions based on committee decisions.
- Negotiated both basic contracts such as water, office supplies, moving and trucking services, and electronics disposition and more complex contracts for publications and institution building between University of Michigan and Peking University in China.
- Attend Center Executive Committee meetings, provide detailed budget information to committee and make financial recommendations.
- Developed and implemented training for first comprehensive administrative management and student services databases for the Chinese Center by working with the staff and faculty to identify needs.

4/05-12/05

University of Michigan International Center

Ann Arbor, MI

Administrative Manager

- Prepare International Center annual budget projections and reconcile monthly budget detail for multiple accounts.
- Worked with the Associate Director to develop plan for front desk improvement project to increase capacity for handling call volume, provide more efficient customer intake and triage, and ensure consistency and accuracy of information disseminated.
- Improved work study and temporary staff business processes by developing a management system including a web-based time clock and intranet announcement log as well as protocol for hiring, training, and assignments.
- Ensure department compliance with all University of Michigan, Division of Student Affairs, and International Center policies and procedures.
- Coordinate all International Center personnel responsibilities including timesheets, vacation requests, payroll issues, hiring, and records maintenance.

11/00-8/03

RRS, Inc.

Ann Arbor, MI

Project Manager

- Facilitated statewide Municipal Consortium to develop best practice guidelines and influence policy on household hazardous waste.
- Worked with clients to develop programs and write grants for application to both public and private agencies.
- Managed public relations and organized events for clients at industry conferences and events.
- Designed marketing and educational materials for environmental Consortium representing over 650,000 Michigan residents.
- Wrote Requests for Proposals for resource management clients and participated in bid process. Negotiated client contracts and developed work scopes.
- Created a reuse and recycling database of statewide vendors and services to provide an information clearinghouse to county residents.
- Coordinated production of newsletters and brochures for public outreach projects.

- Developed and managed project budgets and grants of over \$1 million for consulting firm.
- Allocated human resources and monitored project budget compliance and milestone completion.

7/98 - 7/00

U.S. Peace Corps

Suriname, South America

Community Development Volunteer

- Worked with a local women's group to initiate an agricultural project to improve nutrition and crop yield by growing more vegetables.
- Managed Non-Governmental Organization (NGO) team to design, budget, and implement a national AIDS program. Program completed in conjunction with UNAIDS and intended to educate and provide health services to a national population of over 400,000 people.
- Created an informational brochure to market a non-profit to international funding agencies.
- Developed and ran a comprehensive management training course for a local women's group.
- Served as the coordinator of a village project to petition the government for electrification.

8/01 - 10/01

Emily's List

Lansing, MI

Field Coordinator

- Coordinated the WOMEN VOTE! Canvassing project in the Michigan 8th Congressional District.
- Wrote and distributed correspondence to local, state and national government agencies, businesses and non-profits.
- Interviewed and hired staff for the canvassing project.
- Developed and ran training seminar for 30 employees.
- Organized volunteers and staff to distribute literature and collect petitions at weekly political events.

7/96 - 7/98

Pop Entertainment

East Lansing, MI

Student Director

- Solely responsible for planning budgets and securing funding and technical support services for campus events.
- Promoted musical events using aggressive multi-media campaigns including radio, print media, and web-based advertising, and bulk emails.
- Recruited and trained student volunteers to promote and produce shows.
- Served as liaison between Pop Entertainment and Michigan State University.

EDUCATION & COMPUTER SKILLS

5/98

Michigan State University

East Lansing, MI

- B.A. Political Science & International Relations

5/03

Washtenaw Community College

Ypsilanti, MI

- Visual Arts Program, 3.9 GPA
- Knowledge of both PC and Mac environments
- Proficient with Microsoft Office Suite, Photoshop