

September 2, 2016

Michael L. Henry
201 South First Street #702
Ann Arbor, Michigan 48104
Email: mikesoffice@gmail.com
Office: 734-926-5145
Cell: 917-690-0179

FILED
WASHTENAW COUNTY, MI

2016 SEP -6 A 8:38

LAWRENCE KESTENBAUM
COUNTY CLERK/REGISTER

Washtenaw County Board of Commissioners
Attn: Edwin Peart
Washtenaw County Clerk's Office
P.O. Box 8645
Ann Arbor, Michigan 48107
Email: pearte@ewashtenaw.org
Fax: 734-222-6528

Dear Washtenaw County Commissioners:

The purpose of this letter and supporting documents is to apply for appointment to the Washtenaw County Board of Commissioners. I seek to fill the vacant seat for District 9.

I have over 27 years of experience as a business leader, educator, technologist and dedicated community servant. On a daily basis – I partner well with Republicans and Democrats; conservatives and liberals; and members of the private, public and nonprofit sectors to accomplish a myriad of business successes and gains for our community.

And I have a deep passion and commitment to making Washtenaw County a better community for everyone.

Thank you for your attention and serious consideration. Feel free to contact me 24/7 via email mikesoffice@gmail.com or cell 917-690-0179 should you require additional information or feedback. I look forward to hearing from you.

Sincerely,

Michael L. Henry

Enclosures:

- Resume for Michael L. Henry
- Michael Henry's Political Affiliation, Political Leadership / Involvement
- Michael Henry's Statement Responding to the Board of Commissioners' Strategic Priorities and Budget Principles

MICHAEL L. HENRY

201 South First Street #702 • Ann Arbor, Michigan 48104

Office: 734-926-5145 • Cell: 917-690-0179 • mikesoffice@gmail.com

SUMMARY

A highly organized, analytical, and creative business leader with over 27 years of work experience. Sophisticated problem solver, keen insight, and the ability to quickly synthesize large amounts of complicated information. Clear understanding of approaches to creating simple nuanced solutions for complex problems. Experienced presenter, media professional and technology expert. Ability to work well independently, on teams, and in virtual environments.

Well-versed in sales, relationship marketing, and operations strategies and techniques. Key attributes include: exceptional writing, public speaking, and interpersonal communication skills; high energy and drive; and expert understanding of PC and Macintosh hardware, operating systems, and software.

Very active civic engagement, global citizen, and strong appreciation for experiencing different cultures. Broad and strong community connections throughout the manufacturing sector and among diverse U-M alumni populations nationwide and globally.

EXPERIENCE

CAVANAUGH ADVISORS Detroit, MI

Senior Advisor (3.5 years)

Leading a strategic business planning team of eight associates. Serving manufacturing clients, startups, import-export companies and tech firms. Major clients include: General Motors, Ford, Eaton, PSMI Corp., Kaydon, John Deere, Paragon Medical, Hawker Beechcraft and others. Notable contracts have included: creating and leading the business development department for a \$130M manufacturing company; securing \$500K of capital for an import-export firm; and securing \$500K of investor capital for a biotech start-up. Core service offerings have included: government / public relations; technology solutions; trade show operations; research; digital marketing; and training programs.

ALUMNI ASSOCIATION OF THE UNIVERSITY OF MICHIGAN Ann Arbor, MI

Chairman, African American Alumni Council (2 years); Vice Chairman, African American Alumni Council (4 years)

Responsible for a portfolio consisting of over 50 events in 10 cities for over 14,000 alumni nationwide. Liaison between alumni customers, volunteer club leaders, Alumni Association board members and staff for an active group of affinity clubs. Coordinated hospitality efforts at regular mixers, social events, and fundraising meetings for high end donors and volunteer leaders. Handled budget management, contract negotiations, invoice payments, budget reconciliation, and reporting for events ranging in cost from \$300 to \$17,000. Increased portfolio membership from 8,000 to 14,000 in less than 5 years. Created 30 new events, expanded activity to 8 new cities, and made 20 traditional events more robust, fresh, and fulfilling for participants.

ADVANCED COMMODITIES & SERVICES Detroit, MI

Chief Operating Officer (3 years); Vice President, Business Development (4 years); Account Manager (2 years)

Developed protocols, processes, and procedures to ensure efficient operation between vendors and sales staff for a business services and supply company. Managed over 30 vendor relationships to provide on time delivery of products and services to large corporations and organizations. Developed training programs, manuals, and new initiatives to educate staff and partner vendors. Coordinated with sales team to streamline processes and communication with corporate customers and prospects. Responsible for improving operations for a fast growing sales firm in a highly competitive environment. Researched new vendor opportunities and creating operating agreements with partner companies nationwide. Major clients included: U.S. Dept. of Health and Human Services; Henry Ford Health System; Westat; numerous UM depts.; L&G Industrial Products.

THE UNIVERSITY OF MICHIGAN - COLLEGE OF ENGINEERING Ann Arbor, MI

Program Coordinator / Multimedia Producer (3 years)

Responsible for researching and reporting on emerging technology, learning management systems, and distance learning solutions to senior managers. Managed a 14-person production team of audio-visual and web development professionals. Produced and directed over 30 hours of educational programming weekly. Broadcasted and delivered media via DVD, CD, and videotape to students throughout North America, South America, Europe, and Asia. Maintained websites for 10 courses each term. Facilitated online communication with hundreds of students from countries across four different continents. Managed live video conferences, web conferences, phone conferences, email groups, discussion threads, and other distance learning tools to connect students to faculty and other students. Major clients included: General Motors; Ford; Chrysler; ITT; Steelcase.

MCKENZIE & ROBY COMPANY Chicago, IL

Sales & Marketing Director (3 years)

Coordinated trade show exhibits throughout the Midwest region of the U.S. Hired, trained, and managed spokesmodels and temporary staffers to work events for a software development and consulting company. Responsible for new lead generation and relationship marketing efforts. Developed plans and strategies to effectively market a small technology firm in an overcrowded marketplace to industry customers.

THE POLO FIELDS GOLF & COUNTRY CLUB Ann Arbor, MI

Corporate and Membership Sales Associate (1 year)

Targeted area businesses and residents to meet monthly sales goals for a new country club, founded in 1995. Successfully sold membership plans to corporate buyers, small business owners, and residents with initiation fees ranging in cost from \$1,500 to \$14,000.

THE UNIVERSITY OF MICHIGAN - ROSS SCHOOL OF BUSINESS RESEARCH SUPPORT Ann Arbor, MI

Student Services Assistant II (1 year)

Handled administrative and program coordination responsibilities for the Faculty of the Future program, an intensive seminar funded by General Electric, orienting students to the Business School's doctoral curriculum. Counseled visiting students from numerous universities on academic, extracurricular, and student living resources available at the University of Michigan. Communicated with a diverse constituency of university faculty, researchers, staff, and students.

THE UNIVERSITY OF MICHIGAN - EXECUTIVE EDUCATION CENTER Ann Arbor, MI

Promotions Coordinator / Copywriter (3 years)

Co-wrote, developed, designed, and edited a 64 page four-color catalog distributed to one-half million professionals in 20 countries. Responsible for trafficking, graphics design, and editing copy for over 140 separate brochure and catalog mailings annually. Managed a \$700,000 portfolio of promotional campaigns. Coordinated all aspects of multiple promotions concurrently, including design, scheduling, media selection, budgeting, market analyses, trafficking, vendor relations, and cost management. Performed financial operations duties, including co-development of department budget, invoice payments, and budget reconciliation. Teamed with IBM consultants to develop a database management system, which facilitated the efficient operation between the marketing, registration, accounting, and materials departments and account managers within the office. Functioned as the Marketing department's troubleshooter and liaison to the Computing / Information Services department ensuring database accuracy and efficiency.

KUUMBA INC. (an arts & educational nonprofit organization) Ann Arbor, MI

Development Coordinator / Grant Writer (3 years)

Responsible for grant writing and development efforts for an arts production company with a \$70,000 annual operating budget. Wrote grant proposals, allocated funds to various projects, and submitted reports to multiple grantors. Organized volunteers to assist with major productions. Successfully lobbied university regents and administrators for allocations of \$35,000 in 1990, and \$30,000 in 1991.

DETROIT SYMPHONY ORCHESTRA - MAJOR GIFTS OFFICE Ann Arbor, MI

Fundraiser (1 year)

Responsible for reaching monthly goals to raise money for the DSO's multi-million dollar annual campaign. Successfully secured donations from patrons while educating them on the DSO's schedule, initiatives, and future goals.

THE UNIVERSITY OF MICHIGAN - SOCIOLOGY DEPARTMENT Ann Arbor, MI

Teaching Assistant (1 year)

Facilitated weekly discussions with a class of 15 students to supplement lectures given by the professor. Evaluated student papers each week and submitted final grades to the professor and registrar at the end of the term. Received excellent evaluations by students for exceptional teaching skills, techniques, and communication style.

THE UNIVERSITY OF MICHIGAN - OFFICE OF ACADEMIC MULTICULTURAL INITIATIVES Ann Arbor, MI

College Club Workshop Presenter (3 years)

Targeted high school students, at schools throughout southeastern Michigan, to recruit for UM pre-college programs. Presented workshops 2 to 3 times per week at numerous high schools. Educated students on academic requirements, financial aid, and college life at the University. Partnered with teachers and administrators to develop enriching after-school programs.

THE UNIVERSITY OF MICHIGAN - HOUSING DIVISION Ann Arbor, MI

Resident Advisor (1 year)

Led a house of 50 college students in an educational living environment. Developed, executed, and presented bi-weekly programs ranging from educational, social, healthy lifestyles, and other topics of interest to college-age students. Studied and utilized conflict resolution strategies and techniques. Exercised good judgement in emergency, conflict, and counseling situations.

THE UNIVERSITY OF MICHIGAN - PSYCHOLOGY DEPARTMENT Ann Arbor, MI

Research Assistant (2 years)

Tabulated data for studies conducted by graduate student teams and a leading psychologist in the field of memory research. Learned standard practices for developing surveys and compiling and presenting research data.

EDUCATION & TRAINING

THE UNIVERSITY OF MICHIGAN Ann Arbor, MI

- COLLEGE OF LITERATURE, SCIENCE & THE ARTS, Film/Video Studies & Communication (1989-93)
 - UNIVERSITY ACTIVITIES CENTER, Bartending Mini Course (1994)
 - EXECUTIVE EDUCATION CENTER, Executive Communication Seminar (1995)
 - TEACHING AND TECHNOLOGY COLLABORATIVE, Enriching Scholarship Seminars (2001-03)
 - INFORMATION TECHNOLOGY & COMPUTING SERVICES, Dreamweaver, GoLive, Cascading Style Sheets, Flash, HTML, Advanced MS Excel (2002-06)
- FUTURE MEDIA CONCEPTS, Final Cut Pro Editing Seminar (2002) Boston, MA

AWARDS, ACTIVITIES & AFFILIATIONS (partial list)

- Citizen Education Law Clinic (Co-Founder and Director, 2016-Present)
Arts Alliance (Board Member, 2011-Present; Immediate Past Chairman, 2014-Present; Chairman, 2012-14)
African American Downtown Festival - Award for Community Leadership (Recipient, 2013)
Alpha Kappa Alpha Sorority Inc. - Celebration of Black Men (Honoree, 2013)
Detroit Regional Chamber of Commerce (Member, 2004-Present)
Detroit Economic Club (Member, Junior Executive Council, 2003-Present)
National Association of Black Journalists (Member, 2003-Present)
Society of Satellite Professionals International (Member, 2003-Present)
The Internet Society (Member, 2003-Present)
Universal Mobile Telecommunications System Forum (Member, 2003-Present)
Congressional Black Caucus - Annual Leadership Conference (Participant, 2002-Present)
Detroit City Council - Spirit of Detroit Award (Recipient, 2006)
Detroit Symphony Orchestra Classical Roots Young Friends (Participant, 2005-07)
University Musical Society NETWORK (Participant, 2005-07)
Contemporary Friends of the Museum of African American History (Member, 2004-06)
Michigan Black Chamber of Commerce (Member, Board of Directors, 2003-06)
Black Economic Club of Detroit (Member, 2003-06)
Booker T. Washington Business Association (Member, 2003-05)
General Motors Industry Education Award for a web-based educational course (Member, 2002)
The University of Michigan - Hopwood Award for Excellence in Writing (Recipient, 1993)
Writer, Producer & Director for more than 12 theatrical stage productions (1990-2004)

SKILLS & INTERESTS

- Proficient in French (6 years of study); Basic Spanish (2 years of study).
- Travel: Europe, Guatemala, the Caribbean, Canada, and most major cities throughout the U.S.
- Strong sales, relationship marketing, hospitality, customer service, bookkeeping/auditing, and bartending skills.
- Database design and management; website architecture and design; search engine optimization and digital marketing.
- Survey development, market research, and web analytics.

Michael Henry's Political Affiliation, Political Leadership / Involvement

I am a member of the Democratic Party.

A list of my political leadership roles and involvement includes:

- Democratic Party Precinct Delegate (2014 - Present)
- Ann Arbor Democratic Party (Chair, 2012 - Present)
- Ann Arbor Democratic Party (Co-Chair, 2010 - 2012)
- Washtenaw County Democratic Party (Co-Vice Chair for Social Events, 2016 - Present)
- Washtenaw County Democratic Party Black Caucus (Member, 2013 - Present)
- 12th Congressional District Democrats (Executive Committee Member, 2013 - Present)
- Michigan Democratic Party (Executive Committee Member and Officer-At-Large, 2015 - Present)
- Michigan Democratic Party (Rules and Political Reform Committee Member, 2015 - Present)
- Michigan Democratic Party State Central Committee (Executive Committee Member and Delegate, 2014 - Present)
- Michigan Democratic Party Black Caucus (Member, 2013 - Present)
- Democratic National Committee Convention (National Delegate, 2016)

**Mike Henry's Statement Responding to the
Board of Commissioners' Strategic Priorities and Budget Principles (SPBP)**

I am grateful to live in a Community where our government leaders, officials and staff develop and work within robust guidelines such as the SPBP. The SPBP serves to create a framework for how our County develops its budget, determines its priorities, empowers staff, develops plans, justifies decisions, becomes more nimble and strategic, balances competing interests, improves quality of life for all, reaches beyond being a world-class service provider - and is aspirational with regard to its vision.

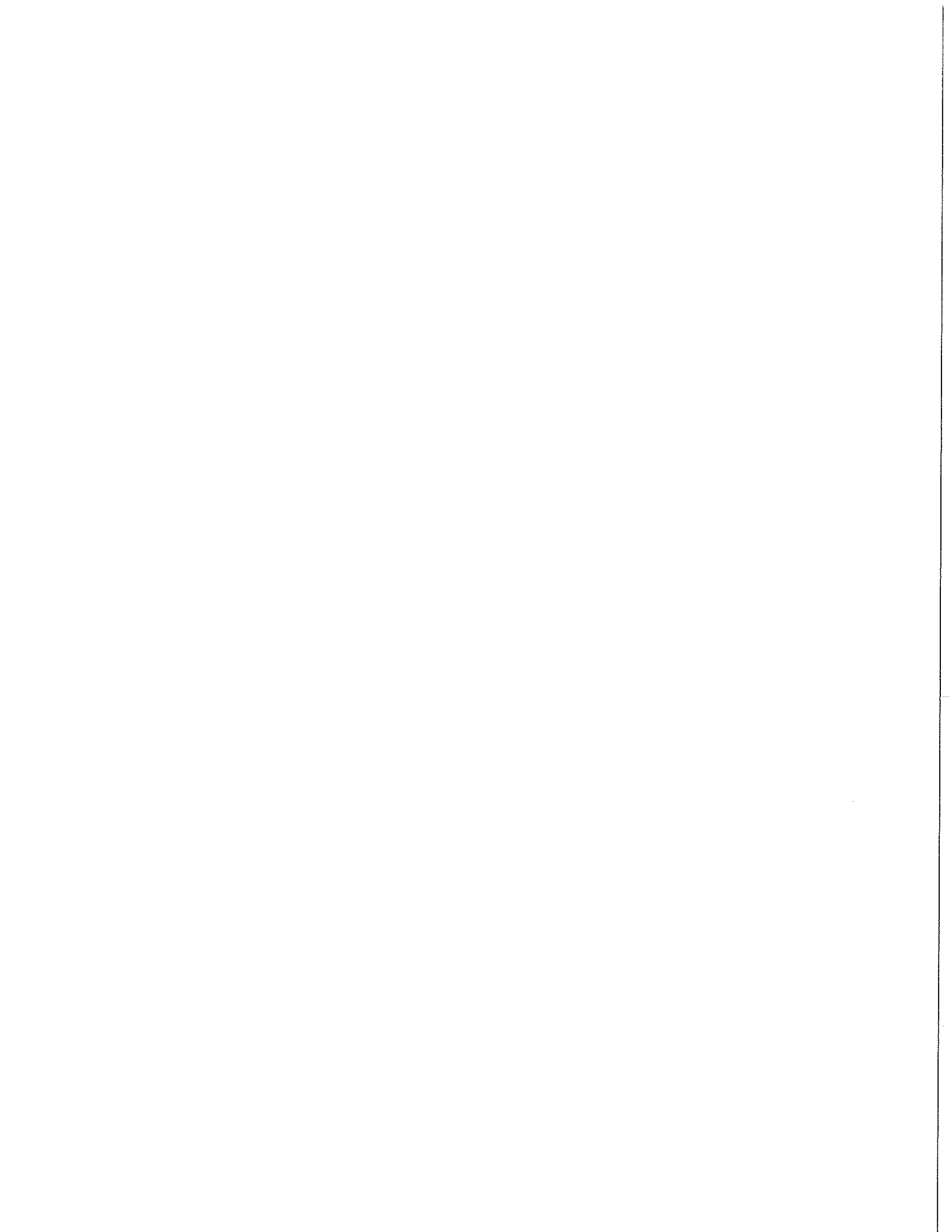
The list of "guidances" and decision-principles serve to better unify our county leadership as we deliberate a way forward that best serves our community. The major modern day challenges for governmental bodies are: How do we accomplish more for our Citizens and Communities with less?; How do we balance competing priorities, interests and philosophies?; and How do we come together to serve the greater good?

These are questions that I reflect upon, wrestle with, debate and investment large amounts of time in answering each day. I am deeply passionate and committed to making Washtenaw County a better community for everyone. I am highly encouraged by the SPBP framework that the Board uses to guide its deliberations and planning of the Administrator and staff.

I would be honored to join this distinguished legislative body to continue the important work of: making certain all of our citizens feel safe and secure; addressing the needs of children and families; increasing economic opportunity; integrating agency efforts; ensuring fiscal responsibility and long-term institutional stability.

And the decision-principles of: impacts and outcomes driving investment priorities; services being delivered by the right providers; social and financial ROI being calculated, articulated and balanced; strategically addressing immediate needs and root causes; programs being evidenced and performance based programs; and fully and appropriately funding mandates that support outcomes are all closely held values for me.

I would be honored to serve with this Board of County Commissioners. Thank you.



September 2, 2016

Michael L. Henry
201 South First Street #702
Ann Arbor, Michigan 48104
Email: mikesoffice@gmail.com
Office: 734-926-5145
Cell: 917-690-0179

FILED
WASHTENAW COUNTY, MI

2016 SEP -2 P 5:01

LAWRENCE KESTENBAUM
COUNTY CLERK / REGISTER

Washtenaw County Board of Commissioners
Attn: Edwin Peart
Washtenaw County Clerk's Office
P.O. Box 8645
Ann Arbor, Michigan 48107
Email: pearte@ewashtenaw.org
Fax: 734-222-6528

Dear Washtenaw County Commissioners:

The purpose of this letter and supporting documents is to apply for appointment to the Washtenaw County Board of Commissioners. I seek to fill the vacant seat for District 9.

I have over 27 years of experience as a business leader, educator, technologist and dedicated community servant. On a daily basis – I partner well with Republicans and Democrats; conservatives and liberals; and members of the private, public and nonprofit sectors to accomplish a myriad of business successes and gains for our community.

And I have a deep passion and commitment to making Washtenaw County a better community for everyone.

Thank you for your attention and serious consideration. Feel free to contact me 24/7 via email mikesoffice@gmail.com or cell 917-690-0179 should you require additional information or feedback. I look forward to hearing from you.

Sincerely,

Michael L. Henry

Enclosures:

- Resume for Michael L. Henry
- Michael Henry's Political Affiliation, Political Leadership / Involvement
- Michael Henry's Statement Responding to the Board of Commissioners' Strategic Priorities and Budget Principles

MICHAEL L. HENRY

201 South First Street #702 • Ann Arbor, Michigan 48104

Office: 734-926-5145 • Cell: 917-690-0179 • mikesoffice@gmail.com

SUMMARY

A highly organized, analytical, and creative business leader with over 27 years of work experience. Sophisticated problem solver, keen insight, and the ability to quickly synthesize large amounts of complicated information. Clear understanding of approaches to creating simple nuanced solutions for complex problems. Experienced presenter, media professional and technology expert. Ability to work well independently, on teams, and in virtual environments.

Well-versed in sales, relationship marketing, and operations strategies and techniques. Key attributes include: exceptional writing, public speaking, and interpersonal communication skills; high energy and drive; and expert understanding of PC and Macintosh hardware, operating systems, and software.

Very active civic engagement, global citizen, and strong appreciation for experiencing different cultures. Broad and strong community connections throughout the manufacturing sector and among diverse U-M alumni populations nationwide and globally.

EXPERIENCE

CAVANAUGH ADVISORS Detroit, MI

Senior Advisor (3.5 years)

Leading a strategic business planning team of eight associates. Serving manufacturing clients, startups, import-export companies and tech firms. Major clients include: General Motors, Ford, Eaton, PSMI Corp., Kaydon, John Deere, Paragon Medical, Hawker Beechcraft and others. Notable contracts have included: creating and leading the business development department for a \$130M manufacturing company; securing \$500K of capital for an import-export firm; and securing \$500K of investor capital for a biotech start-up. Core service offerings have included: government / public relations; technology solutions; trade show operations; research; digital marketing; and training programs.

ALUMNI ASSOCIATION OF THE UNIVERSITY OF MICHIGAN Ann Arbor, MI

Chairman, African American Alumni Council (2 years); Vice Chairman, African American Alumni Council (4 years)

Responsible for a portfolio consisting of over 50 events in 10 cities for over 14,000 alumni nationwide. Liaison between alumni customers, volunteer club leaders, Alumni Association board members and staff for an active group of affinity clubs. Coordinated hospitality efforts at regular mixers, social events, and fundraising meetings for high end donors and volunteer leaders. Handled budget management, contract negotiations, invoice payments, budget reconciliation, and reporting for events ranging in cost from \$300 to \$17,000. Increased portfolio membership from 8,000 to 14,000 in less than 5 years. Created 30 new events, expanded activity to 8 new cities, and made 20 traditional events more robust, fresh, and fulfilling for participants.

ADVANCED COMMODITIES & SERVICES Detroit, MI

Chief Operating Officer (3 years); Vice President, Business Development (4 years); Account Manager (2 years)

Developed protocols, processes, and procedures to ensure efficient operation between vendors and sales staff for a business services and supply company. Managed over 30 vendor relationships to provide on time delivery of products and services to large corporations and organizations. Developed training programs, manuals, and new initiatives to educate staff and partner vendors. Coordinated with sales team to streamline processes and communication with corporate customers and prospects. Responsible for improving operations for a fast growing sales firm in a highly competitive environment. Researched new vendor opportunities and creating operating agreements with partner companies nationwide. Major clients included: U.S. Dept. of Health and Human Services; Henry Ford Health System; Westat; numerous UM depts.; L&G Industrial Products.

THE UNIVERSITY OF MICHIGAN - COLLEGE OF ENGINEERING Ann Arbor, MI

Program Coordinator / Multimedia Producer (3 years)

Responsible for researching and reporting on emerging technology, learning management systems, and distance learning solutions to senior managers. Managed a 14-person production team of audio-visual and web development professionals. Produced and directed over 30 hours of educational programming weekly. Broadcasted and delivered media via DVD, CD, and videotape to students throughout North America, South America, Europe, and Asia. Maintained websites for 10 courses each term. Facilitated online communication with hundreds of students from countries across four different continents. Managed live video conferences, web conferences, phone conferences, email groups, discussion threads, and other distance learning tools to connect students to faculty and other students. Major clients included: General Motors; Ford; Chrysler; ITT; Steelcase.

MCKENZIE & ROBY COMPANY Chicago, IL

Sales & Marketing Director (3 years)

Coordinated trade show exhibits throughout the Midwest region of the U.S. Hired, trained, and managed spokesmodels and temporary staffers to work events for a software development and consulting company. Responsible for new lead generation and relationship marketing efforts. Developed plans and strategies to effectively market a small technology firm in an overcrowded marketplace to industry customers.

THE POLO FIELDS GOLF & COUNTRY CLUB Ann Arbor, MI

Corporate and Membership Sales Associate (1 year)

Targeted area businesses and residents to meet monthly sales goals for a new country club, founded in 1995. Successfully sold membership plans to corporate buyers, small business owners, and residents with initiation fees ranging in cost from \$1,500 to \$14,000.

THE UNIVERSITY OF MICHIGAN - ROSS SCHOOL OF BUSINESS RESEARCH SUPPORT Ann Arbor, MI

Student Services Assistant II (1 year)

Handled administrative and program coordination responsibilities for the Faculty of the Future program, an intensive seminar funded by General Electric, orienting students to the Business School's doctoral curriculum. Counseled visiting students from numerous universities on academic, extracurricular, and student living resources available at the University of Michigan. Communicated with a diverse constituency of university faculty, researchers, staff, and students.

THE UNIVERSITY OF MICHIGAN - EXECUTIVE EDUCATION CENTER Ann Arbor, MI

Promotions Coordinator / Copywriter (3 years)

Co-wrote, developed, designed, and edited a 64 page four-color catalog distributed to one-half million professionals in 20 countries. Responsible for trafficking, graphics design, and editing copy for over 140 separate brochure and catalog mailings annually. Managed a \$700,000 portfolio of promotional campaigns. Coordinated all aspects of multiple promotions concurrently, including design, scheduling, media selection, budgeting, market analyses, trafficking, vendor relations, and cost management. Performed financial operations duties, including co-development of department budget, invoice payments, and budget reconciliation. Teamed with IBM consultants to develop a database management system, which facilitated the efficient operation between the marketing, registration, accounting, and materials departments and account managers within the office. Functioned as the Marketing department's troubleshooter and liaison to the Computing / Information Services department ensuring database accuracy and efficiency.

KUUMBA INC. (an arts & educational nonprofit organization) Ann Arbor, MI

Development Coordinator / Grant Writer (3 years)

Responsible for grant writing and development efforts for an arts production company with a \$70,000 annual operating budget. Wrote grant proposals, allocated funds to various projects, and submitted reports to multiple grantors. Organized volunteers to assist with major productions. Successfully lobbied university regents and administrators for allocations of \$35,000 in 1990, and \$30,000 in 1991.

DETROIT SYMPHONY ORCHESTRA - MAJOR GIFTS OFFICE Ann Arbor, MI

Fundraiser (1 year)

Responsible for reaching monthly goals to raise money for the DSO's multi-million dollar annual campaign. Successfully secured donations from patrons while educating them on the DSO's schedule, initiatives, and future goals.

THE UNIVERSITY OF MICHIGAN - SOCIOLOGY DEPARTMENT Ann Arbor, MI

Teaching Assistant (1 year)

Facilitated weekly discussions with a class of 15 students to supplement lectures given by the professor. Evaluated student papers each week and submitted final grades to the professor and registrar at the end of the term. Received excellent evaluations by students for exceptional teaching skills, techniques, and communication style.

THE UNIVERSITY OF MICHIGAN - OFFICE OF ACADEMIC MULTICULTURAL INITIATIVES Ann Arbor, MI

College Club Workshop Presenter (3 years)

Targeted high school students, at schools throughout southeastern Michigan, to recruit for UM pre-college programs. Presented workshops 2 to 3 times per week at numerous high schools. Educated students on academic requirements, financial aid, and college life at the University. Partnered with teachers and administrators to develop enriching after-school programs.

THE UNIVERSITY OF MICHIGAN - HOUSING DIVISION Ann Arbor, MI

Resident Advisor (1 year)

Led a house of 50 college students in an educational living environment. Developed, executed, and presented bi-weekly programs ranging from educational, social, healthy lifestyles, and other topics of interest to college-age students. Studied and utilized conflict resolution strategies and techniques. Exercised good judgement in emergency, conflict, and counseling situations.

THE UNIVERSITY OF MICHIGAN - PSYCHOLOGY DEPARTMENT Ann Arbor, MI

Research Assistant (2 years)

Tabulated data for studies conducted by graduate student teams and a leading psychologist in the field of memory research. Learned standard practices for developing surveys and compiling and presenting research data.

EDUCATION & TRAINING

THE UNIVERSITY OF MICHIGAN Ann Arbor, MI

- COLLEGE OF LITERATURE, SCIENCE & THE ARTS, Film/Video Studies & Communication (1989-93)
 - UNIVERSITY ACTIVITIES CENTER, Bartending Mini Course (1994)
 - EXECUTIVE EDUCATION CENTER, Executive Communication Seminar (1995)
 - TEACHING AND TECHNOLOGY COLLABORATIVE, Enriching Scholarship Seminars (2001-03)
 - INFORMATION TECHNOLOGY & COMPUTING SERVICES, Dreamweaver, GoLive, Cascading Style Sheets, Flash, HTML, Advanced MS Excel (2002-06)
- FUTURE MEDIA CONCEPTS, Final Cut Pro Editing Seminar (2002) Boston, MA

AWARDS, ACTIVITIES & AFFILIATIONS (partial list)

- Citizen Education Law Clinic (Co-Founder and Director, 2016-Present)
Arts Alliance (Board Member, 2011-Present; Immediate Past Chairman, 2014-Present; Chairman, 2012-14)
African American Downtown Festival - Award for Community Leadership (Recipient, 2013)
Alpha Kappa Alpha Sorority Inc. - Celebration of Black Men (Honoree, 2013)
Detroit Regional Chamber of Commerce (Member, 2004-Present)
Detroit Economic Club (Member, Junior Executive Council, 2003-Present)
National Association of Black Journalists (Member, 2003-Present)
Society of Satellite Professionals International (Member, 2003-Present)
The Internet Society (Member, 2003-Present)
Universal Mobile Telecommunications System Forum (Member, 2003-Present)
Congressional Black Caucus - Annual Leadership Conference (Participant, 2002-Present)
Detroit City Council - Spirit of Detroit Award (Recipient, 2006)
Detroit Symphony Orchestra Classical Roots Young Friends (Participant, 2005-07)
University Musical Society NETWORK (Participant, 2005-07)
Contemporary Friends of the Museum of African American History (Member, 2004-06)
Michigan Black Chamber of Commerce (Member, Board of Directors, 2003-06)
Black Economic Club of Detroit (Member, 2003-06)
Booker T. Washington Business Association (Member, 2003-05)
General Motors Industry Education Award for a web-based educational course (Member, 2002)
The University of Michigan - Hopwood Award for Excellence in Writing (Recipient, 1993)
Writer, Producer & Director for more than 12 theatrical stage productions (1990-2004)

SKILLS & INTERESTS

- Proficient in French (6 years of study); Basic Spanish (2 years of study).
- Travel: Europe, Guatemala, the Caribbean, Canada, and most major cities throughout the U.S.
- Strong sales, relationship marketing, hospitality, customer service, bookkeeping/auditing, and bartending skills.
- Database design and management; website architecture and design; search engine optimization and digital marketing.
- Survey development, market research, and web analytics.

Michael Henry's Political Affiliation, Political Leadership / Involvement

I am a member of the Democratic Party.

A list of my political leadership roles and involvement includes:

- Democratic Party Precinct Delegate (2014 - Present)
- Ann Arbor Democratic Party (Chair, 2012 - Present)
- Ann Arbor Democratic Party (Co-Chair, 2010 - 2012)
- Washtenaw County Democratic Party (Co-Vice Chair for Social Events, 2016 - Present)
- Washtenaw County Democratic Party Black Caucus (Member, 2013 - Present)
- 12th Congressional District Democrats (Executive Committee Member, 2013 - Present)
- Michigan Democratic Party (Executive Committee Member and Officer-At-Large, 2015 - Present)
- Michigan Democratic Party (Rules and Political Reform Committee Member, 2015 - Present)
- Michigan Democratic Party State Central Committee (Executive Committee Member and Delegate, 2014 - Present)
- Michigan Democratic Party Black Caucus (Member, 2013 - Present)
- Democratic National Committee Convention (National Convention Delegate, 2016)

Mike Henry's Statement Responding to the Board of Commissioners' Strategic Priorities and Budget Principles (SPBP)

I am grateful to live in a Community where our government leaders, officials and staff develop and work within robust guidelines such as the SPBP. The SPBP serves to create a framework for how our County develops its budget, determines its priorities, empowers staff, develops plans, justifies decisions, becomes more nimble and strategic, balances competing interests, improves quality of life for all, reaches beyond being a world-class service provider - and is aspirational with regard to its vision.

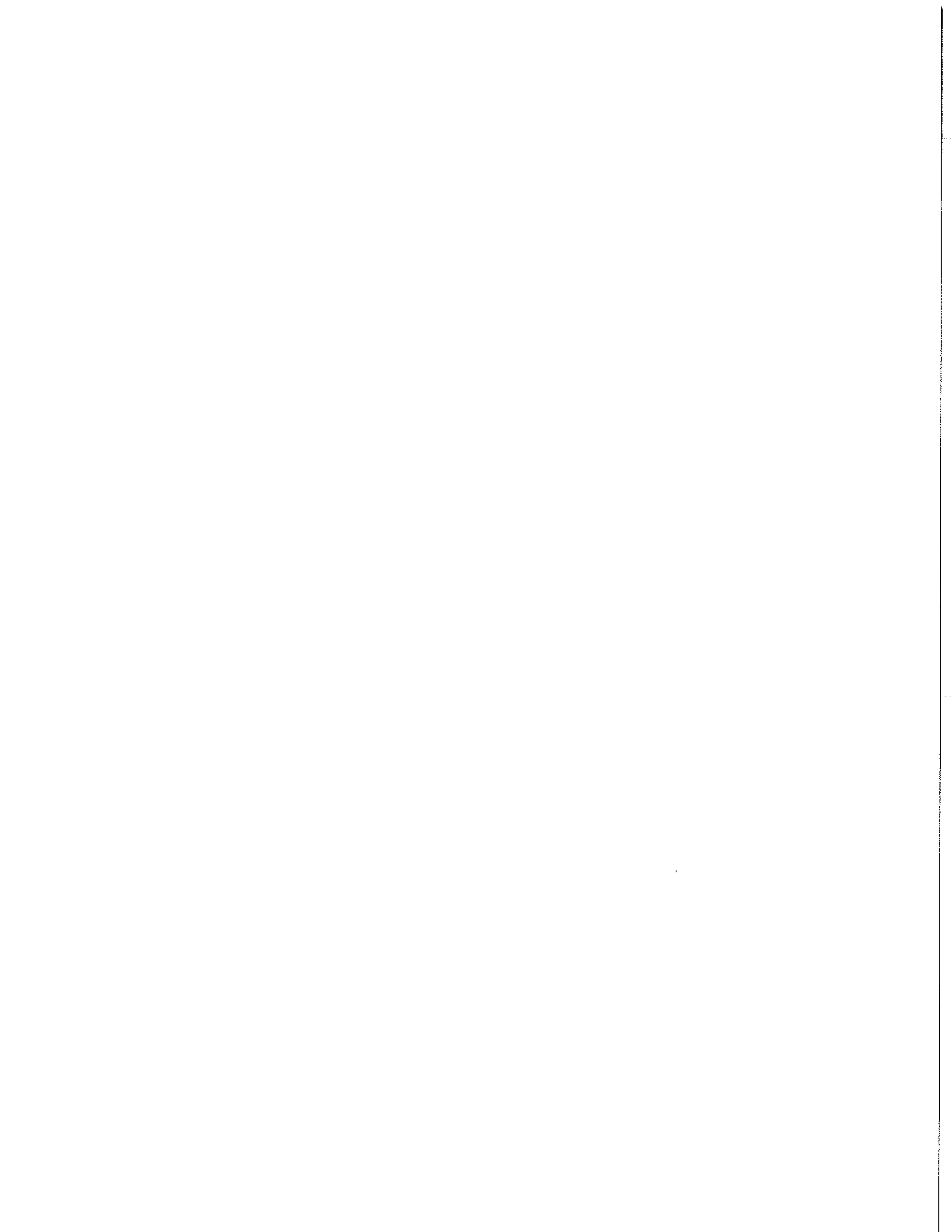
The list of "guidances" and decision-principles serve to better unify our county leadership as we deliberate a way forward that best serves our community. The modern major challenges for governmental bodies are: How do we accomplish more for our Citizens and Communities with less?; How do we balance competing priorities, interests and philosophies? and; How do we come together to serve the greater good?

These are questions that I reflect upon, wrestle with, debate and investment large amounts of time in answering each day. I am deeply passionate and committed to making Washtenaw County a better community for everyone. I am highly encouraged by the SPBP framework that the Board uses to guide its deliberations and planning of the Administrator and staff.

I would be honored to join this distinguished legislative body to continue the important work of: making certain all of our citizens feel safe and secure; addressing the needs of children and families; increasing economic opportunity; integrating agency efforts; ensuring fiscal responsibility and long-term institutional stability.

And the decision-principles of: impacts and outcomes driving investment priorities; services being delivered by the right providers; social and financial ROI being calculated, articulated and balanced; strategically addressing immediate needs and root causes; programs being evidenced and performance based programs; and fully and appropriately funding mandates that support outcomes are all closely held values for me.

I would be honored to serve with this Board of County Commissioners. Thank you.



FILED
WASHTENAW COUNTY, MI

2016 SEP -1 P 1:01

August 29, 2016

LAWRENCE KESTENBAUM
COUNTY CLERK/REGISTER

To: Washtenaw County Board of Commissioners

From: Bob King

Letter of application

I am applying to volunteer to fill a position on the Board of Commissioners, District 9.

I am a resident of District 9 living at 300 S. Revena Blvd, Ann Arbor, MI 48103.

Identification of political affiliation:

I am a member of the Michigan Democratic Party.

Thank you for your consideration,

Bob King

Resume:

Bob King retired from the United Automobile Workers (UAW) in June 2014, after completing a four-year term as president of the union. The UAW Executive Board honored him with the status of "President Emeritus" after his retirement. King served three terms as a UAW vice president. In his last term as vice president, he directed the Ford, Severstal, and Competitive Shops/Independents, Parts and Suppliers (IPS) Departments.

Known for his activism and passionate belief in social and economic justice, since retiring, King has remained very active in social justice causes in his community and globally. He serves on the Advisory Board of the 1Worker 1Vote organization which is a joint effort of the United Steelworkers and Mondragon to create and support worker cooperatives in the United States. King also serves on the board of CB2E a Detroit organization also dedicated to creating and maintaining worker cooperatives locally. He also serves on the board of Gamaliel a faith based community organizing organization that was founded in 1986 to train community and faith leaders to build political power and create organizations that unite people of diverse faiths and races.

As a UAW vice president, King played a major role in both the UAW Ford 2007 National Agreement and the 2009 modifications of the agreement. King has been a tireless advocate for workers having a strong voice in how the companies or institutions where they work are run. He has advocated for and led efforts for full collaboration between management, workers, and workers' unions in operating companies and institutions to be the most efficient and successful possible. He advocates that no one has a greater long-term interest in the success of a company or institution than the workers themselves. King also served for four years as a labor representative for IG Metall on the Supervisory Board of Opel, a General Motors European subsidiary. Serving on the Opel Supervisory Board under the German Co-determination laws further cemented

King's belief in the value of labor and management working together to create the most successful operations and the highest quality products and services.

King was first elected a UAW vice president in 1998 and assigned to lead the union's National Organizing Department. He was re-elected in 2002. During King's leadership the National Organizing Department assisted more than 80,000 workers in their efforts to join the UAW. He pioneered the use of innovative neutrality and majority sign-up agreements with employers that gave workers the right to join the UAW without employer interference. King negotiated these neutrality and majority sign-up agreements with many major automotive suppliers, allowing more than 36,000 unrepresented workers the opportunity to join the UAW.

Prior to his service as vice president, King was elected to three terms (1989-1998) as director of Region 1A, which covers most of Wayne, and all of Monroe and Washtenaw counties in Michigan.

As regional director, King mobilized 1,500 unionists to support recently organized members in a pre-dawn demonstration at Johnson Controls Inc. (JCI) in Plymouth, Mich., in 1997. This demonstration and strong solidarity from UAW customer assembly plants resulted in a major victory for these new UAW JCI members and ultimately led to all JCI Detroit 3 seating plants organizing into the UAW. The UAW and JCI built a strong relationship and bargained innovative agreements in all of the newly organized facilities.

Under his leadership, Region 1A activists mobilized caravans to show solidarity for United Steelworkers and United Mine Workers struggles for justice. In 1992 King led a caravan from Region 1A to Hamlet, N.C., to participate in the March for Justice for 25 non-union workers killed in a fire due to lax safety standards at a chicken processing factory.

In 1990 he led a delegation to El Salvador to support trade unionists and church members who were victims of a long campaign of deadly bombings, death-squad murders and disappearances carried out by Salvadoran military officers trained by the U.S. military's School of the Americas in Ft. Benning, Ga. King has long been involved in efforts to close the school because its graduates use the training received there to terrorize religious activists, community activists, trade unionists, and political activists in Latin America.

He joined UAW Local 600 in 1970 when he was hired at Ford's Detroit Parts Depot and began his electrical apprenticeship in 1972. King, a member of the UAW International Skilled Trades Advisory Committee, was elected vice president of Local 600 in 1981 and president in 1984. He was re-elected in 1987 and was twice elected chair of the UAW-Ford Negotiating Committee. While at Local 600 King was active in the fight to end apartheid, the successful campaign and legal action to open Dearborn parks, support for UAW Colt strikers, and many other social justice fights.

King has always involved members in standing up for social and economic justice. Region 1A gave strong backing to Detroit newspaper strikers and locked-

out workers. King himself was arrested several times for non-violent civil disobedience in the face of illegal and anti-worker actions of newspaper management. He set up region-wide networks to stand behind workers in other nations, from Mexico and Central America to South Africa and Haiti. He is a firm believer in union education, including strategic planning for local union leaders.

King was one of the original members of the AFL-CIO Elected Leader Task Force on Organizing. He also founded the region-wide International Labor Solidarity Network. A 1968 graduate of the University of Michigan, King received his law degree in 1973 from the University of Detroit. He served in the U.S. Army from 1968-1970. King is a life member of the NAACP, a Michigan Democratic Party precinct delegate, and a member of the Coalition of Labor Union Women.

King graduated from U of D High School in Detroit. He then attended Holy Cross College in Worcester, MA for two and a half years before transferring to the University of Michigan in Ann Arbor where he graduated in 1968. After serving two years in the U.S. Army and being honorably discharged King attended Law School at the University of Detroit Law School graduating with his JD in 1975.

Born on Aug. 18, 1946, he lives in Ann Arbor, Mich., with his wife, Moe Fitzsimons. He has five children: Jennifer, Kat, Jackson, Bernadette, and William.

Current list of past political leadership/involvement:

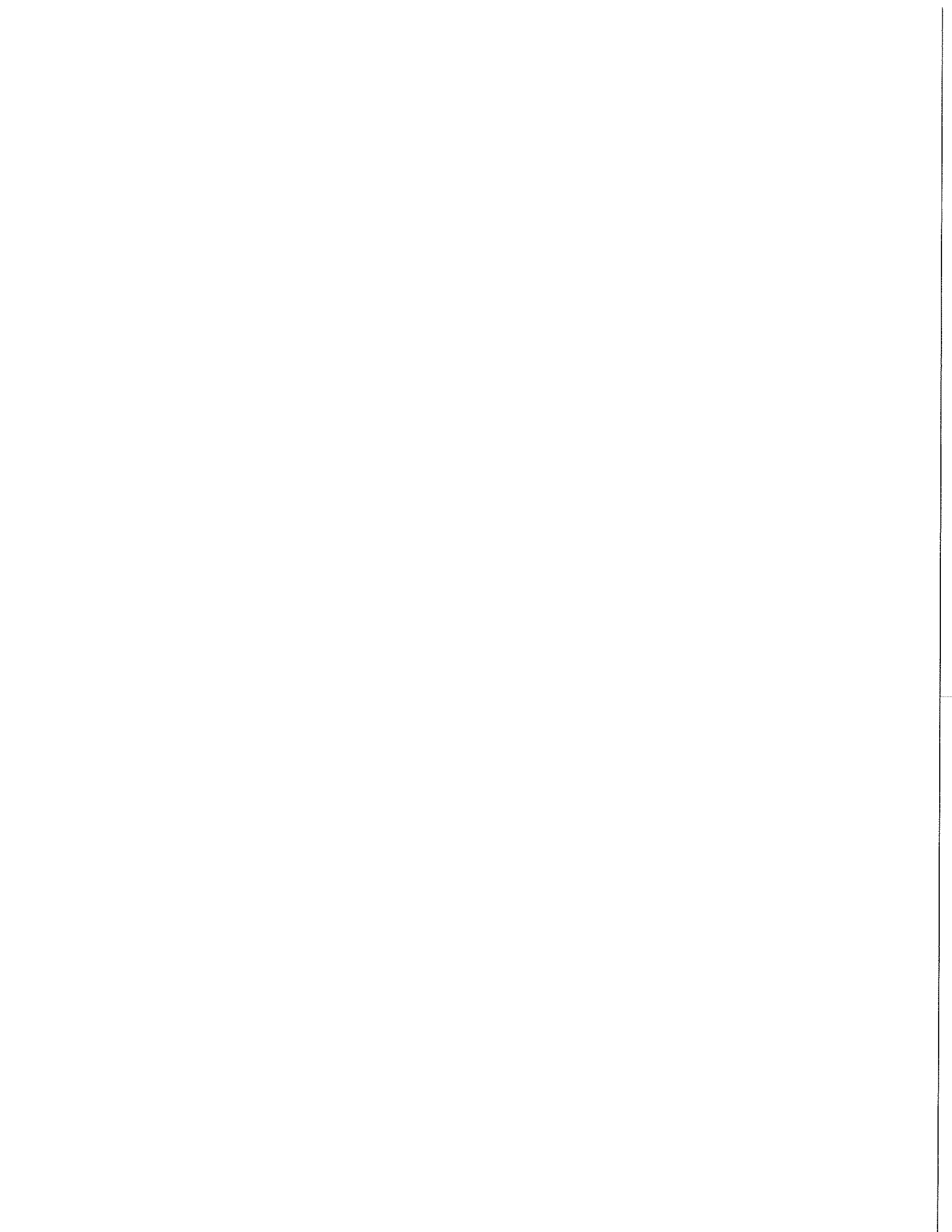
- President of the UAW with responsibility for the UAW's national political and legislative advocacy departments 2010-2014

- Executive Board of the UAW Michigan CAP (Community Action Program) which was responsible for the political endorsements and campaigns to elect UAW endorsed candidates and to advocate for legislation favorable to working families 1989-2014
- UAW Region 1A Director with responsibility for the UAW political action program in Wayne, Monroe, and Washtenaw Counties 1989-1998
- Michigan AFL-CIO Executive Board 1989-2014
- Member of the Democratic National Committee 2010-2014
- Currently active in the AFL-CIO Huron Valley Area Labor Federation political action committee (COPE)
- Currently an active member of the American Federation of Teachers Michigan and actively involved in a number of local elections with AFT MI
- Currently active in mental health advocacy both in Washtenaw County and on a broader state wide basis and an active member in the Washtenaw County Community Mental Health Labor Management Partnership

A statement of no more than 500 words responding to the Board of Commissioners' Strategic Priorities and Budget Principles

The Board of Commissioners' Strategic Priorities and Budget Principles is a well thought out and written document. Like most mission/vision statements and strategic priority documents I have been a part of developing and working to implement over the years, the real test of the document is whether its goals/values are being achieved—and in this case being achieved in our Washtenaw community. While my understanding is that a number of the goals/values of this document are being achieved, I do not think they are being fully achieved in the area of public health, mental health, and human services for the basic needs of the most at need and at risk in our community. I think that the biggest barrier to achieving our goals in these areas has been the actions of elected leaders in Lansing and at the federal level. The constant cuts to safety nets, human services, mental health and almost all services for those most in need and/or at risk in our state have made it much more difficult to achieve the

Board of Commissioners' goals/values for the health, safety, and well being of the citizens of Washtenaw County. Commissioners have been very strong and very consistent in their belief in equity and opportunity for every one in our community. I would like to be part of figuring out how we overcome the Lansing barriers and insufficient federal funding to provide the health and human services we want for all Washtenaw County residents. We will need to be even more innovative and creative in our own county budget and in finding additional sources of revenue for providing health and human services. I heard Reverend Jim Wallis articulate many years ago: "budget's are moral documents" and I believe it is our moral responsibility to provide greater funding to health and human services for Washtenaw County residents.



MICHAEL MILLER, JR.

1717 Abbott Avenue Ann Arbor, MI 48103
www.michaelmillerjr.com 314.239.2785 michaelmillerjr@gmail.com

2 September 2016

Edwin Peart
Washtenaw County Clerk's Office
P.O. Box 8645
Ann Arbor, Michigan 48107

Mr. Peart,

I volunteer for the vacant position on the Washtenaw County Board of Commissioners.

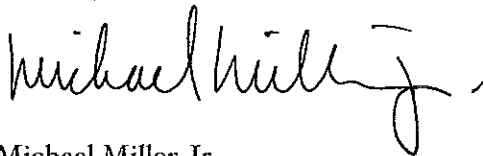
I am a Democrat residing within District 9 at 1717 Abbott Avenue.

Enclosed, you will find the requested documents, including:

- My résumé
- A current list of past political leadership/involvement
- My response to the Board of Commissioners' Strategic Priorities and Budget Principles

Please confirm receipt and let me know if you require any additional information.

Sincerely,



Michael Miller, Jr.

FILED
WASHTENAW COUNTY, MI
2016 SEP -2 P 2:12
LAWRENCE KESTENBAUM
COUNTY CLERK / REGISTER

MICHAEL MILLER, JR.

1717 Abbott Avenue Ann Arbor, MI 48103

www.michaelmillerjr.com 314.239.2785 michaelmillerjr@gmail.com

EXPERIENCE

Saint Joseph Mercy Health System 2011-Present
Chief Mission Officer

- Executive mission leader responsible for Catholic identity, mission integration, spiritual care, clinical ethics, community benefit and advocacy liaison
- Serving five hospitals in the Southeast Michigan region of Trinity Health 1,533 beds, over 12,000 employees & 2,000+ medical staff physicians
- Hired in 2011 to serve St. Joseph Mercy Ann Arbor & Livingston, promoted in 2013 to regional executive

Mercy Health Partners 2009-2011
Director, Mission Integration

- Served as mission leader with responsibility for Catholic identity, mission integration, spiritual care and clinical ethics
- Four campus hospital system with over 4,000 employees
- Managed a robust compliance program as Local Integrity/Compliance Officer and ensured rights protections for patients receiving mental health services as Recipient Rights Officer

St. Joseph Regional Medical Center 2008-2009
Administrative Fellow

- Trinity Health Mission-Focused Administrative Fellowship
- Led mission discernments, established a physician's practice in a medically underserved area and supported the clinical ethics committee
- Completed Trinity Health's *Foundations in Leadership* program

The Church of the Immacolata 2004-2008
Pastoral Associate / Director of Youth Ministry

- Responsible for youth ministry program, adult formation programs, liturgical planning and taught in the parish school of religion
- Served as an advocate in the Archdiocese of St. Louis Marriage Tribunal

Marquette Catholic High School 2002-2004
Holy Cross School 2001-2002
Theology Faculty

- Taught theology at the eighth, ninth, tenth and eleventh grade levels
- Organized and led service retreats to Matamoros, Mexico

EDUCATION

Loyola University Chicago 2015

Neiswanger Institute for Bioethics

- MA, Bioethics and Health Policy
- Emphasis: Catholic healthcare ethics

Aquinas Institute of Theology 2007

- MA, Theology
- Concentration: Liturgical Theology
- Major research in online offertory giving and the eucharistic liturgy

Loyola University New Orleans 2001

- BA, Philosophy
- Minor: Catholic Studies

AWARDS AND RECOGNITION

Crain's Health Care Heroes 2015

Finalist: Corporate Achievement

Crain's Detroit Business

Ignatian Student of the Year 2001

Loyola University New Orleans

AFFILIATIONS AND MEMBERSHIPS

Washtenaw County Board of Health

Member

Washtenaw County Community Mental Health Board

Member, ex officio

American College of Healthcare Executives

Member

PRESENTATIONS/PUBLICATIONS

Urbanski, Becky, and Michael Miller Jr. 2013. "Mission Integration in Catholic Healthcare: Two Perspectives." *Human Development* 34 (1):28-31.

Leadership Keynote: The Hospital's Role in Building Healthy Communities. Farms, Food & Health. January 29, 2016.

MICHAEL MILLER, JR.

1717 Abbott Avenue Ann Arbor, MI 48103

www.michaelmillerjr.com 314.239.2785 michaelmillerjr@gmail.com

POLITICAL LEADERSHIP/INVOLVEMENT

Saint Joseph Mercy Health System 2012-Present
Advocacy Liaison

As Chief Mission Officer for the Southeast Michigan region of Trinity Health, I coordinate advocacy efforts with local, state and federal officials. Activities include hosting visits of federal legislators at health system facilities, meetings with state legislators in Lansing and coordinating e-advocacy campaigns for health system colleagues.

Michigan Health and Hospital Association 2013-2015
Legislative Policy Panel

Represented Saint Joseph Mercy Health System on a MHA committee that reviewed healthcare legislation and provided recommendations to the MHA Board of Directors.

Washtenaw County Board of Health 2015-Present
Board Member

Appointed by the Washtenaw County Board of Commissioners in 2014 as an inaugural member of the Board of Health. Along with my colleagues, I strive to identify public health problems and concerns in the community, establish health priorities and advise the health department and the Board of Commissioners on community health issues and possible solutions.

Washtenaw County Community Mental Health Board 2015-Present
Board Member, ex officio

Joined the WCCMH Board as an *ex officio* member to represent Saint Joseph Mercy Health System. I serve as a non-voting member to provide input and support to the Board from the perspective of a health system.

Tobacco 21 2015-Present
Coalition Member

Member of a state-wide coalition to support a public health policy that advocates raising the minimum legal age for purchasing tobacco products in order to reduce disease and death caused by smoking. After a successful campaign, the Ann Arbor City Council enacted a Tobacco 21 ordinance on August 8, 2016.

MICHAEL MILLER, JR.

1717 Abbott Avenue Ann Arbor, MI 48103

www.michaelmillerjr.com 314.239.2785 michaelmillerjr@gmail.com

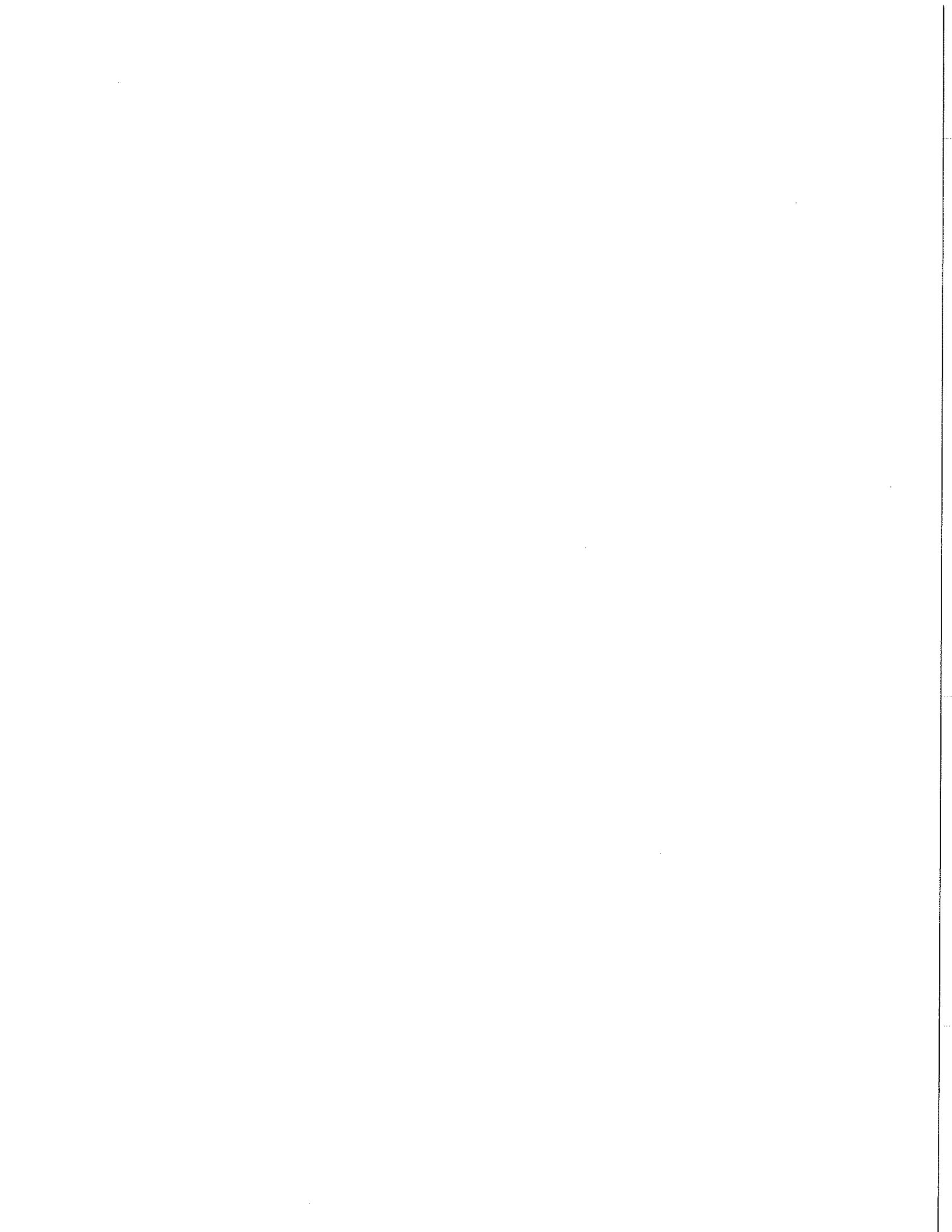
STATEMENT RESPONDING TO THE BOARD OF COMMISSIONERS' STRATEGIC PRINCIPLES AND BUDGET PRIORITIES

In my career as a healthcare mission leader executive, I am regularly called upon to support decision-making processes throughout a complex organization. For this, I am guided by our mission statement, core values and organizational identity. I am pleased to know that Washtenaw County leadership has articulated a similar structure: a vision, guidance for strategic prioritization and budget principles. This is a useful framework by which the appropriate decision-makers are empowered to allocate funds, support departmental business plans and make decisions in service of the County vision.

This vision calls us to *create world-class community*. The inclusive understanding of "community" and the aspirational nature of "world-class" are compelling. I most appreciate, however, that this vision identifies our responsibility to provide for the most vulnerable residents of our community as the county's top priority. This work – seeking out those most in need and responding to them – has been at the center of my entire professional life. Further, in this work, I have come to understand the tremendous value of multi-sector and intergovernmental partnerships in providing effective and sustainable solutions to do this work. No one individual or organization can achieve this vision alone.

The budget principles offered describe how funding decisions are to be made. The principles calling for data-driven, evidence-based outcomes are critical. In fact, anything less would be irresponsible stewardship of constrained County resources. The principal I most appreciate is calling us to address both immediate needs and root causes. If our focus is to only address the immediate needs for residents, then we would likely miss many opportunities. Alone, this reactive approach is limited, more expensive and inefficient. By also addressing root causes, we are better positioned to create a community in which our residents can thrive and are empowered to achieve their human potential.

Should I be appointed Commissioner to represent the ninth district of Washtenaw County, be assured that this shared vision, set of strategic priorities and budget principles would inform all I do in service of the entire community.



September 2nd, 2016

FILED
WASHTENAW COUNTY, MI

Washtenaw County Commission
220 N. Main Street,
Ann Arbor, Michigan, 48104

2016 SEP -2 P 3:45

Re: Charlotte Jameson, Letter of Interest for Washtenaw County Commission, District 9 Commissioner Position

LAMPSON KESTENBAUM
COUNTY CLERK/REGISTER

Dear Washtenaw County Commissioners,

Please accept my resume and letter of interest in regards to your search for a Commissioner for District 9. I am versed in many of the issues the Washtenaw County Commission is grappling with, passionate about representing my community, and committed to public service. I would welcome the opportunity to serve on the Washtenaw County Commission for the remainder of the 2015-2016 term and to collaborate with the Commission as we seek to overcome the challenges confronting our community and capitalize on the opportunities. I have dedicated my career to creating positive change and I wish to employ my professional experience and knowledge in governance, politics, and policy as an asset for the residents of District 9, the Commission, and Washtenaw County as a whole. If appointed, I am prepared to take on the role of commissioner right away, championing common sense solutions that prioritize economic growth, environmental sustainability, healthcare and human services access, government transparency, and equity and inclusivity. I also pledge to immediately begin the work of introducing myself to the residents of District 9 and integrating their thoughts and input into county decision-making.

I earned my Bachelor of Arts degree in Political Science from the University of Chicago and my Master of Science degree in Environmental Policy and Planning from the University of Michigan's School of Natural Resources and the Environment. My previous professional experience includes serving as the Political Affairs and Political Action Committee (PAC) Coordinator for Planned Parenthood Action Fund and as a Research Associate for President Obama's 2012 reelection campaign. While pursuing my masters I provided professional support to Legacy Land Conservancy and the Michigan Senate Democratic Caucus.

Currently, I work at the Michigan League of Conservation Voters (LCV) as the Government Affairs Director. In my role I develop and spearhead legislative strategy, lobby and advocate on specific environmental issues or bills, write legislative language, conduct research and policy analysis into emerging and existing issues, coordinate with staff members to develop and set organizational policy priorities, engage with the Governor's Administration and Executive Agencies, and oversee candidate and legislative education programs. On a daily basis I work to build relationships by engaging in a thoughtful and effective way with a range of people, including elected and appointed officials, senior staff, stakeholder groups, and Michigan residents. I know the ins-and-outs of the challenges presented in developing a balanced budget through my work actively tracking and weighing in throughout the appropriations process on the state level. I wholeheartedly believe that my in-depth understanding of politics and governance and my extensive, firsthand experience in policy and budget development provides me with the skill set and knowledge needed to effectively represent the interests of District 9.

My graduate level studies focused on natural resource policy, land management and conservation, air quality regulation, and water resource and protection policy. My extensive knowledge in state and federal environmental policy and my existing relationships in Lansing would be valuable tools as the Commission seeks to weigh-in on pressing environmental issues facing our county, including 1,4 dioxane contamination, siting of natural gas pipelines through our community, more robust solid waste management planning, deploying more renewable energy and energy efficiency, and initiatives that seek to expand and enhance parks, trails, and conserved land. The abundance and accessibility of our county's natural resources makes Washtenaw County truly unique in Michigan. The Huron River and our network of open and natural spaces, our parks and green spaces drive the quality of life for all residents, spur economic investment, and safeguard

public health. I understand that some of the biggest environmental challenges lie outside the Commission's authority, however I would still work to put forward ideas and solutions that ensure we continue to be effective stewards of our environment.

As you are well aware, Washtenaw County faces serious funding pressures made all the more difficult by decisions at the state level. The Commission has done a good job to balance the budget, highlight ongoing and emerging funding challenges, and support critical workforce training and economic development programs.. But more must be done to sustainably fund human services, especially mental health care and addiction care, protect public safety, and fulfill our obligation to our retirees. I am committed to make decisions that aim to meet the complex needs of the community, while also placing the county on sound fiscal footing for the future. It is not an easy task with the options facing the county and the diminishing resources coming in from the state, but, as you know, these are critical needs that must be met in order to safeguard the overall welfare of our residents. Our community is made stronger by ensuring all residents, but especially those most vulnerable, have access to the services they need to excel and have a high quality of life. Through my work with Michigan LCV, I have a proven track record of being able to forge difficult compromises and make tough political decisions in order to achieve a greater end goal and I would bring that experience to the table as the Commission debates the future of public safety and human services programs in Washtenaw County.

Another area where limited resources are acutely felt is Michigan's aging infrastructure. Across Michigan we are seeing the impacts of disinvestment in our infrastructure with the Flint Water Crisis being a prime example of the terrible impact that cost cutting and mismanagement and negligence can have on public health and wellbeing. I have been immersed in the legislative debate in Lansing around Michigan's crumbling infrastructure. Washtenaw County doesn't face the scale of the ongoing public health crisis in Flint, but our neighborhoods have not been spared the need for infrastructure maintenance and upgrades. These issues are not the county's alone to deal with and I will continue to call on the state to provide additional revenue sources to local governments to meet infrastructure needs. At the same time, we can take a proactive approach on the county level and look to spark economic growth and the creation of good paying jobs by making needed investments in roads, non-motorized and public transit, and our drainage and water infrastructure.

There are numerous talented and driven individuals that are applying to fill the vacancy representing District 9 and you face a tough decision ahead. My grasp of the political process, my experience making difficult decisions and finding the common ground needed to forge sound compromises, and my ability to work well with a diverse spectrum of people, makes me a strong applicant for District 9 Commissioner. If selected, I would be deeply honored to represent the interests of District 9 residents on the Commission and to put my skills to work on their behalf.

I look forward to discussing my qualifications and interest in the position with you further.

Sincerely,
Charlotte Jameson

352 Cloverdale St
Ann Arbor, MI 48105
Cjameson11@gmail.com
Cell: 919-215-7133

CHARLOTTE JAMESON

352 Cloverdale St, Ann Arbor, MI 48105

Phone: 919-215-7133, Email: cjameson11@gmail.com

Political Affiliation: Democrat

EDUCATION

University of Michigan, School of Natural Resources and Environment (Ann Arbor, MI)

- **Masters of Science**, Environmental Policy and Planning, April 2014
- **Master's Project**: Fostering Implementation of a Regional Water Conservation Plan in the Roaring Fork Valley, Completed April 2014
- **Environmental Policy and Planning Track Leader**, April 2013- April 2014
- **Field of Study Council Student Representative**, September 2013- April 2014
- **Graduate Student Instructor**, August 2013- December 2013

University of Chicago (Chicago, IL)

- **Bachelor of Arts**, Political Science, June 2008
- **Academic Honors**: Dean's List, 2004-2006; 2007-2008
- **President National Organization for Women University of Chicago Chapter**, June 2007-June 2008

Berlin Consortium for Germanic Studies (Berlin, Germany)

- **University of Chicago Study Abroad Program**, Freie Universitaet (Free University, Berlin, Germany), 2006-2007 Academic Year

PROFESSIONAL EXPERIENCE

Michigan League of Conservation Voters, Government Affairs Director (Ann Arbor, MI), May 2014-Present

- Develop and spearhead legislative strategy aimed at garnering defensive and proactive wins on environment issues
- Directly lobby and advocate on legislations pertaining to environmental priorities
- Draft legislative language and conduct research and policy analysis into emerging and existing issues
- Assist in the development of organizational policy priorities to streamline and maximize the allocation of organizational resources toward high impact areas
- Engage with the Governor's Administration and Executive Agencies on administrative actions or rulemaking
- Plan and oversee all candidate and legislative education programs
- Interface and collaborate with grassroots leaders and environmental and conservation organizations to achieve shared goals
- Write and give written and oral testimony in legislative committees
- Oversee the Government Affairs department, including hiring and managing staff and interns and establishing a departmental budget

Michigan Senate Democratic Caucus, Policy Analyst Assistant (Lansing, MI), January 2014- April 2014

- Track legislation moving through the Michigan Senate Natural Resources, Environment, and Great Lakes Committee and write policy memos for State Senate Democrats outlining the legislation's economic and regulatory impacts
- Help monitor the Senate's budget process governing funding for the Michigan Department of Natural Resources and Michigan Department of Environmental Quality and conduct program analysis of the budget legislation

- Attend Senate Committee and stakeholder meetings
- Draft amendment and legislative language

Legacy Land Conservancy, Policy and Communications Associate (Ann Arbor, MI) February 2013-August 2013

- Tracked Michigan and federal legislation dealing with natural and working lands conservation and resource management
- Researched and wrote legislative and policy updates for the Legacy website and monthly membership newsletter
- Developed and administered a survey of landowners to fulfill requirements under a Clean Water Act Section 319 grant
- Drafted and edited communication material to priority landowners outlining the benefits of land protection through conservation easements
- Assisted with land management, restoration, and conservation efforts on Legacy's nature preserves

Obama For America, Research Associate (Chicago, IL) September 2011–November 2012

- Conducted extensive campaign research for the 2012 Obama campaign on agriculture policy, the US Department of Agriculture, rural communities/issues, food and nutrition, and the initiatives of the First Lady
- Collaborated with other research team members to develop and conduct joint research projects and to combine research into multi-issue portfolios targeted to specific constituencies
- Fact-checked and edited speeches, candidate questionnaires, talking points, advertisements, and other campaign materials
- Provided research and response material to negate attacks on the President around agriculture, food and rural issues
- Served as point person at campaign meetings for all questions about the administration's federal agriculture agenda

Planned Parenthood Action Fund, Political Affairs and PAC Coordinator (Washington D.C) May 2009-September 2011

- Built and maintained a database of electoral and candidate research for the Action Fund and PAC
- Conducted extensive electoral targeting work and researched and drafted electoral targeting memos
- Conducted opposition research and coordinated its use in campaigns and materials
- Monitored overall electoral landscape and wrote high level briefings on races and candidates
- Researched and drafted copy of electoral and political web content for Plannedparenthoodaction.org, the facebook page, and twitter feed
- Assisted in the development of long term electoral goals and action plans
- Coordinated and helped run five independent expenditure campaigns in state legislative races
- Managed the PAC budget and was point on disbursing and tracking funds
- Staffed Action Fund Board of Directors and Political Action Committee
- Managed Political Affairs intern and entry level staff, including hiring interns, developing work plans and guiding their progress on projects

Environment America, Energy Associate (Boston, MA) September 2008-April 2009

- Researched and wrote a report outlining the benefits of updated building codes and energy efficiency retrofits, making the case for buildings to be zero energy by 2030
- Reviewed state building energy code legislation and wrote ideal template legislative language for the state organizations to push
- Wrote grant reports and managed funds, including distribution of funds to state organizations

POLITICAL LEADERSHIP/INVOLVEMENT

- Canvass Office Director in support of President Obama's 2008 election, Harrisburg PA (independent expenditure side)
- Research Associate, Obama for America 2012, Chicago IL
- Student Representative Graduate Employee's Organization, School of Natural Resources and Environment, 2014
- Volunteer in support of David Haener 2014 23rd District State Representative election (independent expenditure side)
- Volunteer in support of Abdullah Hammoud 2016 15th District State House election (independent expenditure side)

Statement in Response:
2012/2013 Strategic Priorities and Budget Decision Principles

Over the last few years the economy has slowly improved and the unemployment rate in Michigan and in Washtenaw County has continued to decline. However, despite the more positive economic outlook and an overall increase in the state general fund, local governments across Michigan continue to face tight budgets due largely to declines in state revenue sharing and constraints on local and regional revenue generation. In light of inaction by state government to overhaul municipal financing, local governments will continue to need to be innovative, creative, and efficient in their operations. Strategic planning, as evidenced in the Board's 2012/2013 Strategic Priorities and Budget Decision Principles, is critical to help the County Commission navigate difficult and unpopular budget decisions and prioritize resources. The Commission's strategic budget planning process is also an opportunity to promote greater transparency through thorough public engagement. Many of the points in the 2012/2013 document remain relevant, however I would recommend the following changes be made to better reflect current and emerging issues and improve the Commission strategic planning process going forward.

Planning for Mental Health and Substance Abuse Programs

I agree with the re-alignment of the Commission's vision for the county to focus on the backbone of the Commission's duty- providing a citizen safety net for all county residents, especially those most vulnerable, through critical safety, security and human services programs. Thus, most aspects of guidance one and guidance two should remain funding priorities. However, recent funding cuts and mandates from the state level have made funding for programs targeted toward "improv[ing] mental health and the reduction of substance abuse" difficult to sustain despite the fact that this form of care that is at the heart of maintaining public health and safety. In future strategic plans this funding priority could benefit from individual consideration and a dedicated, well thought-out set of principles. This would allow the County to chart clear path forward with measurable goals specifically for mental health and substance abuse programs and ensure that this health care is prioritized despite ongoing funding challenges.

Addressing Housing Affordability

The note around improving house programs in guidance two should be expanded and revised to include a mention of housing affordability. As Washtenaw's economy continues to improve, the County and the Ann Arbor area in particular face an affordability crisis. A full housing program should capitalize on innovative opportunities to increase affordable housing options. In doing so, the budget priorities would align with the 2015 report on affordable housing need and ensure that inequity is not compromising quality of life for residents.

Creating a Vision for Land Use Programs

Missing from the current version are details that provide a vision and guidance for the county's land use programs. The county's natural resources, including our parks and recreational areas, are quality of life and economic drivers; therefore not articulating principles around land programs is a missed opportunity to assess the impacts and benefits they provide.

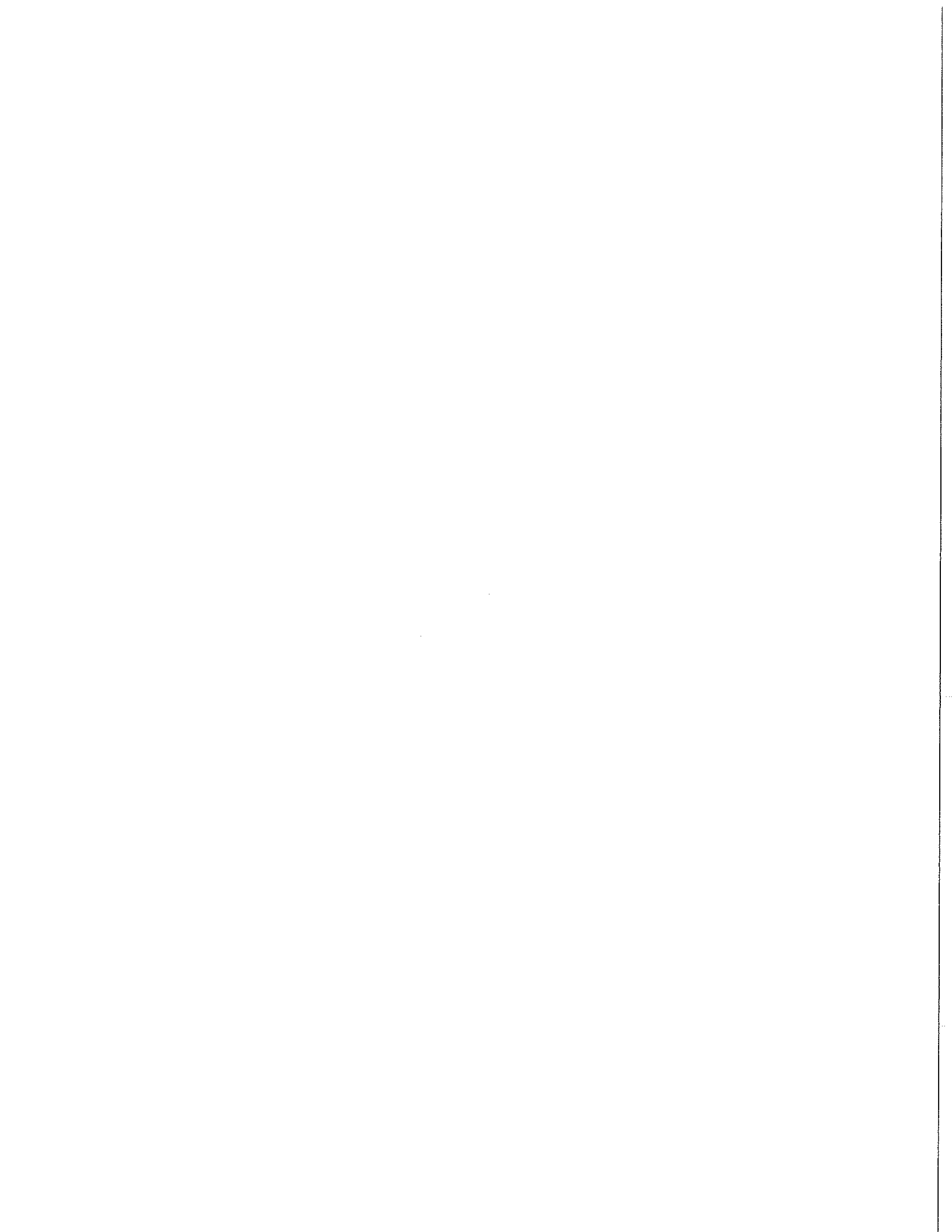
Evaluating Funding for Mandated Programs

The blanket recommendation to fund mandated programs at the minimum level seems misplaced in this strategic plan. Funding for mandated programs, like any other programs the county leads or partners on, should be evaluated and prioritized against how those programs assist in meeting the Commission's articulated guidances.

Developing Measurable Goals to Support Decision-Making and Public Engagement

Finally, I support and applaud the Commission for seeking to move towards an "impacts" and "outcomes" decision-making model for resources allocation. However, to fully realize the true potential of impacts driven budgeting, I would encourage the Commission to craft more measurable goals and language. Additionally,

strategic planning should be an iterative process whereby stakeholders and residents are re-engaged at the culmination of a budget year when some of the impacts of budget allocations are quantified. In this way, the Commission and the general public has the tools needed to reflect and re-evaluate budget allocations and program effectiveness.



Elizabeth V. Janovic

1720 Longshore Drive, Ann Arbor, Michigan 48105 • 574-514-3867 • evjanovic@gmail.com

FILED

WASHTENAW COUNTY, MI

September 1, 2016

2016 SEP -2 A 11: 14

LAWRENCE KESTENBAUM
COUNTY CLERK/REGISTER

Washtenaw County Board of Commissioners
c/o Edwin Peart
pearte@ewashtenaw.org

Dear Commissioners,

I am applying for the opening on the Washtenaw County Board of Commissioners representing District 9. I am a resident of District 9, a practicing attorney and mediator in Washtenaw County, and a Democrat. I am a member of the Michigan Democratic Party and the Washtenaw County Democratic Party.

I have been politically involved all of my life. When I was a kid, I would go with my dad to election night parties for Republicans and Democrats, saving the Democrats for last. I worked at polling sites for countless elections during elementary, junior high, and high school. By second grade, I was convinced that Election Day should be a national holiday. I attended more political and county commissioner meetings than I can recall or count. My past and current direct political involvement are as follows:

- Democratic Precinct Delegate, 2016, 2014
- Washtenaw County Community Action Board, 2013 to present
- Washtenaw County Citizens' Advisory Council to the Juvenile Drug Court, 2013 to present
- Intern for U.S. Senator Carl Levin, 2005

My past and current leadership and community involvement are as follows:

- Jim Toy Community Center Board of Directors, 2016 to present
- Change for Kids (nonprofit organization), 2009 through 2013
- Civil Air Patrol, Michigan External Aerospace Education Officer 2005 through 2008
- Michigan State University College of Law Student Bar Association President, 2006 to 2007
- U.S. Army Reserves, Platoon Leader, 2000 to 2004

Enclosed are my resume and my Statement Responding to the Board of Commissioners' Strategic Priorities and Budget Decision Principles. Thank you to the Board for considering my application. Please contact me if you require any additional information.

Sincerely,

Elizabeth Janovic

Enclosures

Elizabeth Janovic

Statement Responding to the Board of Commissioners' Strategic Priorities and Budget

Decision Principles:

Since the Strategic Priorities and Budget Decision Principles document was written in 2012, we have seen even deeper cuts to local funding by the State of Michigan, making this document essential to local government. The Board of Commissioners were almost prophetic in their strategy and direction to the administration. The development of a plan that supports long term stability is the only way to ensure the realistic prosperity of our community. Washtenaw County has progressed very well in many respects (achieving AAA bond rating in 2014 and banning transgender discrimination in 2016, for example), and there are also places where we have much work to do (infrastructure, severely impacted by the State's failure to fund). We can continue to lead the State in health and human services by working creatively to care for the mentally ill and those afflicted with substance abuse issues, as well as to divert those same individuals, when possible, from the county jail. The nation is heading in this direction, and we can lead. Creatively sharing assets, and ensuring that overlapping services are not redundant and wasteful, is brilliant. It is unnecessary to double up on the services that are provided when we could provide other services with those same funds – especially when funds are limited.

Washtenaw County truly IS a world class place to live. We have some of the best primary and secondary educational opportunities anywhere; we grow new ideas and businesses faster than other communities grow weeds; we enjoy an extraordinary standard of living. We should always strive to make it as good for all of our residents as it is for most. We are THE place to be in Michigan. And yet we can not only make it better, we can make it the best. That is what draws people here. That's the pull from mountain views, Silicon Valley, and sandy

beaches – our forward thinking standards, services, professionalism, and above all, over-arching emphasis on humanity that gives us character and strength as a community. The statement of Strategic Priorities and Budget Decision Principles says that we are here for the long haul, and we are prepared to support our extraordinarily diverse community with a proven method for how to get it done. I fully support those priorities and principles, and want to see our community grow.

ELIZABETH V. JANOVIC

Ann Arbor, MI
574-514-3867 • evjanovic@gmail.com

EXPERIENCE

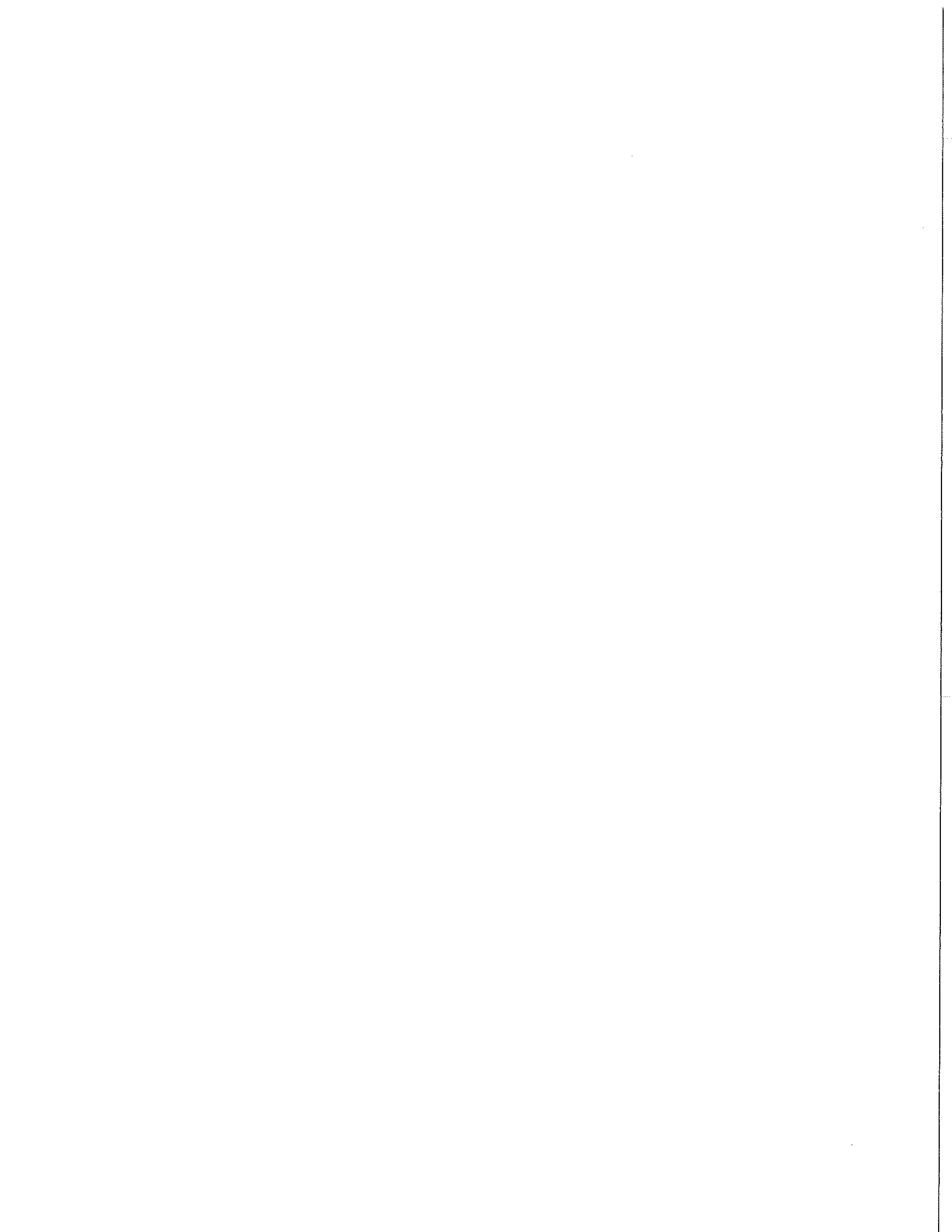
- 2013-Present** Wilson P. Tanner III, PLC Ann Arbor, MI
Attorney
- Litigation and non-litigation, including mediation and negotiation, handling of family, criminal, business, civil, and copyright infringement matters.
 - Drafting and reviewing contracts and business partnership agreements.
- 2011-2013** Kaufman Borgeest & Ryan, LLP New York, NY
Associate Attorney
- Second seating medical malpractice trials and participating in trial preparation.
 - Reviewing and summarizing medical records and preparing reports to clients in accordance with their guidelines.
 - Addressing systemic issues from a risk management perspective through evaluation of hospital policies and procedures.
- 2009-2011** Knovel Corporation New York, NY
Corporate Counsel
- Drafting, reviewing, and negotiating contracts – supplier, customer, and service agreements.
 - Managing outside counsel and meeting with the executive team to discuss status of cases and legal issues affecting the company.
 - Managing trademark, copyright, and patent issues – including policing international IP violations, and overall company IP strategy.
- 2008-2009** Hino Motors Manufacturing USA, Inc. Farmington Hills, MI
Assistant General Counsel
- Drafting and reviewing contracts – residential and commercial leases, supplier agreements, and service agreements.
 - Managing outside counsel.
 - Managing legal issues for HR, including interviewing, layoffs, immigration, development of company policies, and standardization of the employee handbook.
- 2005-2007** Michigan State University College of Law East Lansing, MI
Lab Assistant
- Conducting legal research and assisting with Lexis and Westlaw training sessions.
- 2005** United States Senate – Senator Carl Levin Lansing, MI
Summer Legal Intern
- Communicating daily with constituents, managing casework, and providing support for grant applications.
 - Developing a legal aid resources web page as a resource for Senator Levin's Michigan and D.C. staff.
- 2000-2004** 428th U.S. Army Reserves Military Police Co. South Bend, IN
Platoon Leader
- Responsible for all activities, training and counseling of 40 platoon members.
 - Developing and implementing a basic training course for new recruits.

EDUCATION

- 2009-2011** New York University New York, NY
Music Business
- Completed 12 credit hours in the Master's Degree program.
- 2004-2007** Michigan State University College of Law East Lansing, MI
Juris Doctor
- President of the Student Bar Association and Editor of the Entertainment and Sports Law Journal. Completed an internship with the Dispute Resolution Center.
- 1999-2003** Saint Mary's College Notre Dame, IN
B.B.A. with a secondary education teaching certification
- Participant in the Saint Mary's College Rome Program. Recipient of the U.S. Army National Scholarship, SMC Presidential Scholarship and Dean's List.

LICENSE

- 2008** State of Michigan Lansing, MI
- Bar admission
 - Civil mediation certification



Jen Eyer
1515 Hanover Ct.
Ann Arbor, MI 48103
(734) 846-1566
jeneyer@gmail.com
[LinkedIn.com/jeneyer](https://www.linkedin.com/in/jeneyer)

Aug. 29, 2016

FILED
WASHTENAW COUNTY, MI

2016 AUG 30 A 8:42

LAWRENCE KESTENBAUM
COUNTY CLERK/REGISTER

Dear commissioners,

As a veteran communications leader who has spent more than two decades working in the civic sphere, I am declaring my fervent interest in serving District 9 on the Washtenaw County Board of Commissioners.

Over the course of my 20-year career in journalism, I developed a deep understanding of legislative and governmental processes and an ability to build connections with people on both sides of the aisle. Though I couldn't run for political office while working as a journalist, I have been serving the community in non-partisan, volunteer ways – most notably as president and various other board positions on the Dicken Elementary School PTO since 2008. At Dicken, which has been a Title I school during that time, the PTO has developed a strong focus on equity, supporting programs that help every child come to school ready to learn and achieve their full potential. I will bring that perspective and focus on equity to the Board of Commissioners.

I have a deep knowledge of the district, having lived in the Dicken neighborhood for nearly all of my post-college life. My husband and I bought a home in the neighborhood in 2000 – a “three-year home” that we stayed in for 12 years before moving a mere four blocks away. Over the years we have eschewed potential opportunities to relocate to larger cities because none held a candle to what we have here in Ann Arbor: A strong neighborhood school that not only gives our kids an excellent education, but also provides the fabric of our social lives. Walkable neighborhoods, public transportation, and safe public spaces that allow our children, now 13 and 10, to fully capitalize on their burgeoning independence. A compassionate community that shares our progressive values, works to address economic inequality and supports programs to ensure the basic needs of the most vulnerable are met.

When it comes to governance, I am an outspoken advocate of the belief that governing requires consensus, and I have put that belief into practice in my various community leadership positions. Those who hold public office are obligated to listen to all parties – particularly those with whom they disagree – and solve difficult problems with compromises that reflect the needs of the entire community. Listening, seeking information, and being fair, sensitive and open minded are skills I honed over decades as a journalist. The county has many pressing issues to address, from hiring a new administrator, to building its tax base in the face of declining state revenues, to its nascent initiative addressing inequity among our communities. I will add another rational voice to this already excellent group of commissioners, and immediately begin the work of listening, discussing and solving problems for the people of District 9 and all of Washtenaw County.

Growing up in a family that regularly discussed political issues and current events around the dinner table, I've been tuned in to politics for as long as I can remember. My father, now retired, was a union electrician and worked as a general foreman on government building projects around Lansing. We'd talk about things like the downsizing of MIOSHA under Gov. John Engler and the specific ways that it made him less safe on the job. He never missed an opportunity to teach me the value that the union brought to him, our family and the middle class – lessons that shaped my political views going forward.

I began pursuing civic engagement through an internship with Democratic Congressman Howard Wolpe in 1992. When I entered college at the University of Michigan, I planned to study political science, but then I fell in love with journalism and the idea of using my writing skills to inform, expose problems and effect positive change. Politics has always remained a passion, though, and that was behind my decision to leave journalism and begin a new career in public affairs. I have the good fortune now of working directly for political candidates and organizations that I believe in.

In May I took on a new role as vice president of Vanguard Public Affairs, a progressive firm where I currently provide strategic counsel to a congressional campaign as well as some of the state's largest organizations in education, health care and civil rights. I divide my work days between Ann Arbor and Lansing, where I often meet with legislative and other statewide leaders. Newly free from the journalistic requirement to be non-partisan, I have joined the Michigan Democratic Party and consider myself a progressive Democrat. And now, after a long career serving my community through local journalism and volunteer work, I'm eager to take an active role in politics by running for elected office myself.

Sincerely,

A handwritten signature in black ink, appearing to read "Jen Eyer". The signature is fluid and cursive, with the first name "Jen" and last name "Eyer" clearly distinguishable.

Jen Eyer

Jen Eyer

1515 Hanover Court, Ann Arbor, MI 48103 | 734.846.1566 | jeneyer@gmail.com
[LinkedIn.com/in/jeneyer](https://www.linkedin.com/in/jeneyer) | [Facebook.com/jeneyer](https://www.facebook.com/jeneyer) | [Twitter.com/jeneyer](https://twitter.com/jeneyer)

KEY SKILLS AND EXPERIENCE

Strategic thinker | Award-winning writer | Confident public speaker | Communications leader

PROFESSIONAL EXPERIENCE

Vice President

VANGUARD PUBLIC AFFAIRS, Lansing, Mich. (May 2016 - present)

Provide strategic communications counsel aimed at achieving legislative, regulatory and reputational goals for leaders across Michigan in the public, non-profit and private sectors. Current work includes managing communications for Lon Johnson's congressional campaign, providing strategic counsel and advocacy for Middle Cities Education Association, developing and executing a strategic communications plan for the ACLU's Fair Justice / Smart Justice initiative, and executing a storytelling campaign for Ottawa Area ISD.

Director of Community Engagement, News Leader

MLIVE MEDIA GROUP, THE ANN ARBOR NEWS, Ann Arbor, Mich. (Jan. 2012 – April 2016)

Created, refined and implemented engagement strategy for the largest news company in Michigan. As news leader of The Ann Arbor News, I managed the team of reporters and photographers, set editorial direction, and was the newsroom's liaison to the community.

Leadership: Managed team of community engagement specialists in news hubs across Michigan, and later, reporters and photographers in Ann Arbor. Worked with other executives to create strategies for growth, resource management, and communication.

Editorials: Led the statewide editorial board, composed of the company's top leadership and editors, in developing consensus on editorial positions. Met regularly with legislators, lobbyists and public relations professionals to stay abreast of latest legislative actions. Won APME Best Editorial Writer for 2014 and 2015.

Community outreach and marketing: Regularly spoke on behalf of company at local and statewide appearances. Developed network of thought leaders to write columns on statewide topics.

Social media: Trained all reporters and editors statewide on social media best practices. Led staff managing MLive's 55 branded social media accounts. Developed strategies/campaigns that built brand equity, and increased followers, engagement and referrals.

Director of Audience Engagement

ANNARBOR.COM, Ann Arbor, Mich. (2009-2012)

Led community team responsible for all aspects of reader engagement, including:

Community engagement: Managed internal community team as well as team of more than 50 community contributors. Coached leaders of community organizations on how to use social media to market their messages. Spoke regularly on behalf of AnnArbor.com, and appeared weekly on the Lucy Ann Lance Show.

Social media: Directed AnnArbor.com's social media efforts, creating campaigns and processes that built brand equity, and increased followers, engagement and referrals.

Project management: Led web development projects for editorial department. Created project management process adopted by the entire organization.

Senior news producer, reporter

MLIVE.COM, THE ANN ARBOR NEWS, Ann Arbor, Mich. (2000 - 2009)

Managed, trained and mentored news team. Directed homepage and news coverage of major news events such as 9/11 and hurricane Katrina. Forged strong relationships with newspaper editors, resulting in increased cooperation between local news teams and MLive. Wrote business stories for The Ann Arbor News.

Managing editor, FCN Online

FORD MOTOR COMPANY, Dearborn, Mich. (1999 - 2000)

Managed daily operations of Ford's intranet news site for employees worldwide. Assisted Internal Communications managers with developing communications strategies during Firestone tire recall.

Suburban Life editor/government reporter

THE TROY ECCENTRIC, THE BRIGHTON ARGUS (1998 - 1999)

Covered local government beat. Recruited and managed community contributors, edited copy, designed pages.

Managing editor

INGHAM NEWSPAPERS, East Lansing, Mich. (1997 - 1998)

Managed editorial and production departments for three weekly newspapers. Covered government beats.

Capitol reporter, THE STATE NEWS, EAST LANSING, Mich. (1995 - 1996)

COMMUNITY AND POLITICAL INVOLVEMENT

- Communications consultant, Lon Johnson for Congress — present
- Ann Arbor Public Schools Blue Ribbon Committee — Jan. 2016 - present
- Dicken Elementary School PTO board — 2008 – present. Various positions, including president.
- A2Y Chamber Converge committee member — 2012-13
- United Way Young Leaders Society — 2011-12
- Girl Scouts troop leader — 2008-11
- President, Glacier Way Co-op Preschool — 2007-08
- Ann Arbor Art Center Marketing Committee — 2004-05
- Intern, Congressman Howard Wolpe — 1992. Provided constituent services.

EDUCATION & INTERNSHIPS

- Michigan State University — graduated in May 1997. Bachelor's in Journalism with specialty in French.
- Alliance Francaise, Paris, France — 1996
- University of Michigan — 1992-93. Transferred to MSU for journalism program.
- Agence France-Presse, Paris, France — 1996. Wrote stories using raw dispatches from French wire.

SUMMARY OF SKILLS AND AWARDS

- Top-notch communications and leadership skills
- Thorough knowledge of social media and web publishing tools
- Confident public speaker. See TEDx talk: bit.ly/jeneyer-tedx
- Speak and read French fluently
- Best editorial writer: 2014 and 2015 Michigan Associated Press Media Editors contest, top division
- Best news column: 2011 Associated Press news-writing contest
- APME community engagement award for innovative "Ballot Bash" series

Response to BOC Strategic Priorities and Budget Decision Principles

After struggling with a decade of falling revenues due to state reductions and property tax decline, the board in 2012 decided to refocus its budget approach from one of managing cuts to one of strategic investments designed to grow the county's tax base.

Rather than simply setting priorities, they developed a policy framework that not only outlined the general types of programs and services the board believes are most vital, but also defined the impacts and outcomes that are most desired and by which the programs should be measured to determine success.

I recall being impressed with the board's proactive approach, which is, at least in my experience, not often seen from governing bodies. Done transparently and with robust stakeholder input, this approach has three advantages. First, it focuses investment on the programs most connected to the desired outcomes. Second, it outlines measures for determining a given program's effectiveness. And third, by ensuring that funding decisions are based on transparent, agreed-upon principles, the community's trust in its government officials and elected leaders can be enhanced.

What is unclear from the 2012/13 document is the board's role in the measurement process. Further, some of the statements lack the degree of specificity necessary to measure success.

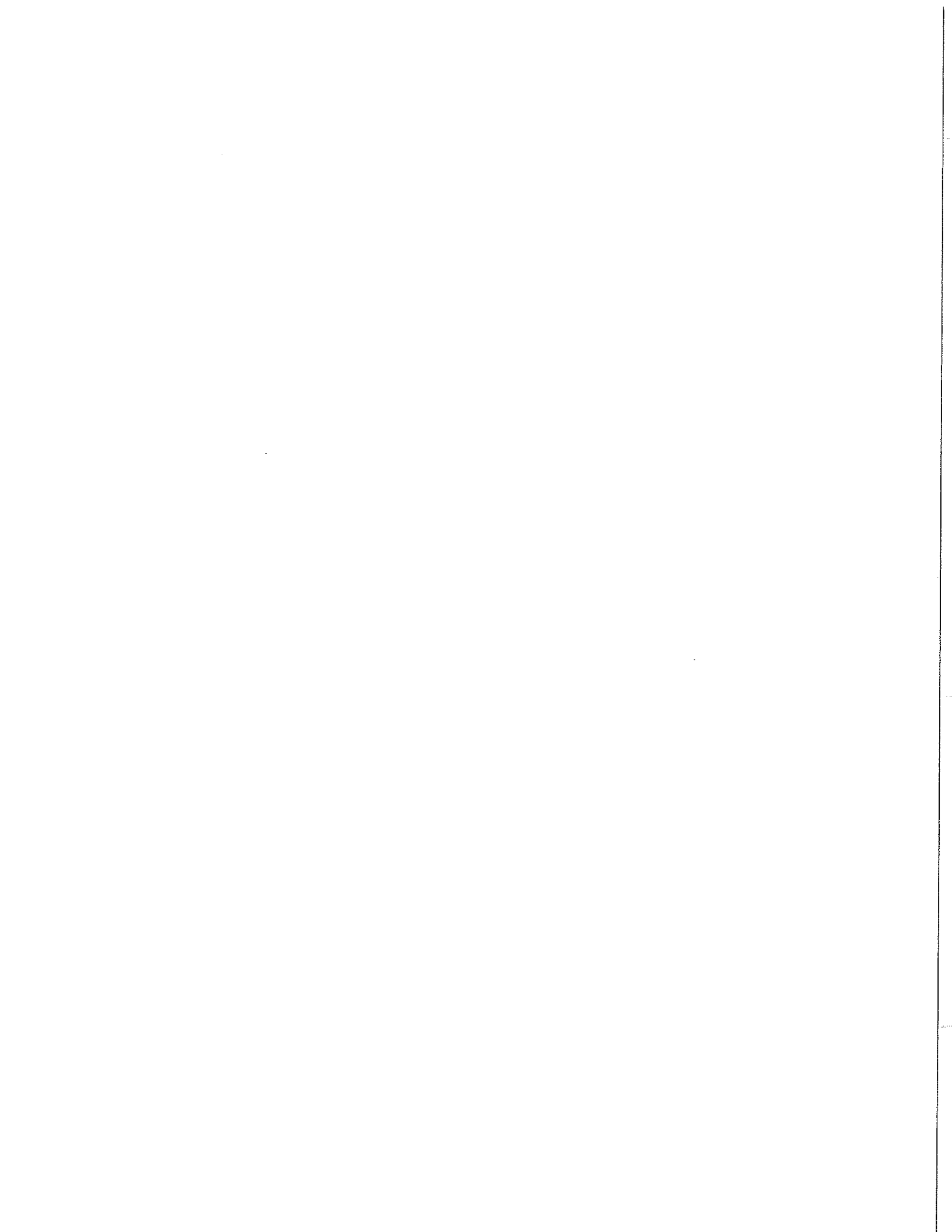
The board built upon this new direction in 2014 during its unprecedented four-year budget planning process. They set four new priorities and further defined a set of sample desired community outcomes under each. For example, the measures went from the vague "Ensure job development across the spectrum of education and ability" to the specific "Every community throughout Washtenaw County exceeds the Statewide employment rate." This is an important measure to set as the board works to address inequity between communities.

A natural next step would be to publish end-of-year summaries of programs funded under each priority, and the outcomes achieved, to close the loop on the public process.

The 2012/13 document also explicitly empowered staff to get creative in finding solutions to budget problems, pursuing partnerships where possible in order to improve services even as revenues decline.

An excellent example of this is the mental health initiative currently in the works between the Sheriff's Office, CMH and the state. Back in January I had a detailed conversation with Sheriff Clayton and Trish Cortes about the initiative, which struck me as an innovative way to address critical issues surrounding police interaction with people who have mental health conditions – a vulnerable population. By engaging stakeholders throughout the community, and even at the state level, the county is leading the development of a program that not only has a greater chance of success than if done alone, but also longer-term stability when costs are shared.

It's the type of program that seems to be a direct outgrowth of the work the board began with its strategic budget priorities in 2012, and it's the type of direction that I would continue to support and hone if chosen to serve as the commissioner for District 9.



Jeremy Peters
830 W Huron St
Ann Arbor, MI 48103

FILED
WASHTENAW COUNTY, MI
2016 AUG 25 P 10:21
LAWRENCE REST
COUNTY CLERK/

To Whom It May Concern:

I write in application for the recently vacated opening on the Washtenaw County Board of Commissioners, for District 9. I believe that my previous municipal and volunteer experiences make me a compelling candidate for the position. As a Washtenaw County resident for the past 17 years, this county is a place I love, and one that I would be thrilled to help thrive. Striving to balance the strategic initiatives, competing policy needs, and budget pressures of a municipality is no easy task, but this challenge is one I am more than willing to take on.

I come to the position with a background in municipal planning, serving as a member of and Secretary to the City of Ann Arbor's Planning Commission from 2013 to 2016. In this role I was certified as a Citizen Planner by the MSU Extension. From July 2016 forward, I am serving on the City of Ann Arbor's Zoning Board of Appeals. As a planner, I became aware of the reality of setting and implementing policy, the real effects those policies have on citizens, and the realities and unpredictability of funding sources, including the many sources that often meld to fund a single project. This awareness of municipal finance will prove highly beneficial to the position I am applying for.

Furthermore, I am an entrepreneur at heart. I helped co-found, and continue to operate a business that has grown the careers of local musicians, while a profit thanks to efficient resource management. In addition, I previously sat on the Board of Directors of the Ann Arbor/Ypsilanti Chamber of Commerce and its Public Policy Committee. My history in both realms will benefit the Commission's efforts in economic development and budgeting.

Lastly, I have a deep-seeded and long term interest in service, volunteering for non-profits focused around childhood education and health. To this end, I am the Vice-President of the Board of Directors of 826michigan, an Ann Arbor based non-profit. 826michigan's mission is to serve as a tutoring and creative writing resource for Detroit, Ypsilanti, and Ann Arbor students, in partnership and collaboration with the public schools in each area. It is my hope to use my background as a fiduciary and structural resource for a growing non-profit to benefit the Board.

It is with joy that I submit this cover letter, resume, and other materials in order to apply to be District 9's next County Commissioner. Please feel free to contact me by mail, at the address above, by email at jeremy@jeremypeters.org, or by phone at 734-709-6684 with any questions, concerns, or to ask for any references.

Sincerely,



Jeremy Peters

Jeremy Peters
830 W Huron St
Ann Arbor, MI 48103

To Whom It May Concern:

I hereby identify myself politically as a Democrat. I have been a dues-paying member of the Michigan Democratic Party for over a decade, and would regularly attend local Democratic Party meetings were it not for work conflicts.

Sincerely,



Jeremy Peters

Jeremy Peters
830 W Huron St
Ann Arbor, MI 48103

To Whom It May Concern:

Please find, below, a chronological listing of my political involvement and leadership.

- Appointee, Zoning Board of Appeals, City of Ann Arbor, 2016-Present
- Mbr, Gov Relations Committee, American Assoc of Independent Music, 2015-Present
- Mbr, A2DDA Partnerships Committee, 2015-2016
- Digital Team, Warren Evans for Wayne County Executive, 2014
- Appointee, City Planning Commission, City of Ann Arbor, 2013-2016
- Treasurer & Digital Team, B for Art (Citizens for Art in Public Places), 2012
- Volunteer, Obama for America, 2012
- Digital Team, Jocelyn Benson for Secretary of State, 2010
- Volunteer, Field Organizer & Regional Poll Check Dir, Obama for America, 2008
- Comm Dir & Exec Board Mbr, MI Democratic Party Youth Caucus, 2006-2012
- Delegate, Young Democrats of America National Convention, 2004
- Donor, Club Mbr, & Convention Attendee, Michigan Democratic Party, 2000-Present
- Elected Representative, LSA Student Government, Univ of Michigan, 2000-2002
- Member, Univ of Michigan College Democrats, 1998-2004
- Volunteer, Kerry / Edwards, 2004
- Intern, Jim Blanchard for Governor, 2002
- Volunteer, Gore / Lieberman, 2000
- Volunteer, Ian Whitney for State Representative, 1998

Sincerely,



Jeremy Peters

Jeremy Peters
830 W Huron St
Ann Arbor, MI 48103

In light of the structural deficiencies in funding that exist, the outlook for attempting to meet the strategic priorities within budgetary constraints seems grim. Further exploration, however, allows Washtenaw County to make stronger, cost-efficient, and realizable strides toward the strategic priorities it has chosen, without walking away from them.

Lansing's demonstrable unwillingness to adequately fund local municipalities further adds constraints and confusion to the budgeting equation. Nevertheless, in this somewhat less than cheery outlook, the Board can direct the County Administrator to present a budget that focuses on real actions to improve the quality of life of its residents.

Specifically, the four focuses, or priorities, are strong, in that:

- A) Washtenaw County can invest resources to ensure a community safety net through health and human services. Of these investments, I am particularly interested in promoting those that are proactive in nature, and focus on early interaction or intervention, especially with children, where those investments can show the highest long-term return.
- B) Washtenaw County can invest in increasing economic opportunity and develop our workforce by supporting programming which lowers our countywide unemployment rate, provides job creators with access to resources and capital, ensures that workforce costs are manageable to allow job seekers to affordably access workplaces here, and that infrastructure improvements allow historically underserved populations and geographic areas to compete regionally. Furthermore, I believe the county can focus on high-need job training and marketing, allowing seekers whose skills may not match the market other opportunities outside those which require a four-year degree or more.
- C) Washtenaw County can invest in infrastructure and mobility improvements for all county residents, moving resources, people, and information across the county in ways appropriate and efficient for all communities and residents, while investing in and partnering regionally to find economies of scale in implementation. These investments should be multi-modal in nature, and should never focus on a single mode as the only or best option, while focusing on the research-based reality that transportation cost is a major driver of housing in-affordability.
- D) Washtenaw County can invest in minimizing not only the county's environmental impact, but those of its communities and its citizens, by focusing on services which reduce carbon emissions, preserve our natural resources, value open space, reuse whenever possible, and clean environmentally comprised sites.

Lastly, it is important to state that from a fiduciary standpoint, the goals as expressed in the decision principles for budget allocation are not only thorough, but logical, and focus on evidence-based, goal-oriented, outcome-driven, efficiency-oriented, and immediate and long-

Jeremy John Peters | 830 W Huron St | Ann Arbor, MI | 48103
jeremy@jeremypeters.org | 734-709-6684 | @jeremypeters

EDUCATION

University of Michigan | 1998 - 2004 | Ann Arbor, MI
College of Literature, Science, & the Arts

- Bachelor of Arts in Political Science & Music, GPA: 3.4
- Class Honors, Winter 1999; Mortarboard Nat'l Honor Soc; LSA Student Gov't, Men's Glee Club, Friars, Dance Marathon

EXPERIENCE

V4 Holdings, LLC / Ghostly Songs, LLC | 2003 - Present | Ann Arbor, MI

Music Publishing Director • 50+ hr/wk

- Built music publishing & licensing division while rising from intern to division director managing staff of 2
- Sold and actively maintained partnerships and licenses to +2,000 clients for +\$5m
- Developed and built MVP of D2C Music Library (Gholicense)
- Produce, execute, manage, and sustain large-scale partnerships with [adult swim], Google, Sony PlayStation & Others
- Produce & manage all creative, client relations, contracts, payments, & negotiations for IP uses (Fortune 100s, etc)
- Manage division's financials and an annual budget of \$500k+, incl. P/L, royalties, invoicing, & HR
- Developed and manage internal systems to encapsulate licensing data, musical metadata, and intellectual property assets
- Engaged to speak on issues of music and commerce at SXSW, CMJ, A2IM Indie Week, and other festivals
- Music-supervised the EMMY Award winning documentary film "MEDORA" which aired on PBS's Independent Lens

University of Michigan – School of Music, Theatre and Dance | 2015 - Present | Ann Arbor, MI

LEO Lecturer I • 6+ hr/wk

- Developed and teach curriculum for classes in arts administration and entrepreneurship, including:
 - ARTSADMN 406/506, Sec 003 – Special Topics: "The Recording Industry"
 - ARTSADMN 406/506, Sec 007 – Special Topics: "EXCEL Record Industry Workshop" w/ Innovate Blue
- Panelist on issues surrounding copyright, entrepreneurship, and experiential learning in the arts

Drip.com | 2013 – 2016 | Ann Arbor, MI and Brooklyn, NY

Independent Copyright & Business Analyst • 6+ hr/wk

- Consult venture funded by Expa on issues of copyright and clearance surrounding musical copyright
- Provide direct licensing services for Drip.com with Performing Rights Organizations internationally
- Built MySQL queries using Metabase to create reporting dashboard, cutting time needed to create report by 95%

Quite Scientific Records, LLC | 2006 - Present | Ann Arbor, MI

Partner & Co-Founder • 15+ hrs/wk

- Released, to date, nearly 60 recordings with international distribution and press recognition
- Produce & manage all third-party licenses and industry partnerships

University of Michigan – Center for Health Communications Research | 2001 - 2004 | Ann Arbor, MI

Computer Consultant I • 20 hrs/wk (in-school) / 40 hrs/wk (summers)

- Built survey data collection tool and database for Public Health researchers
- Edited video, graphics, and websites for optimization and to update content
- Provided technical support to lab employees on the Macintosh platform

ADDITIONAL AND VOLUNTEER

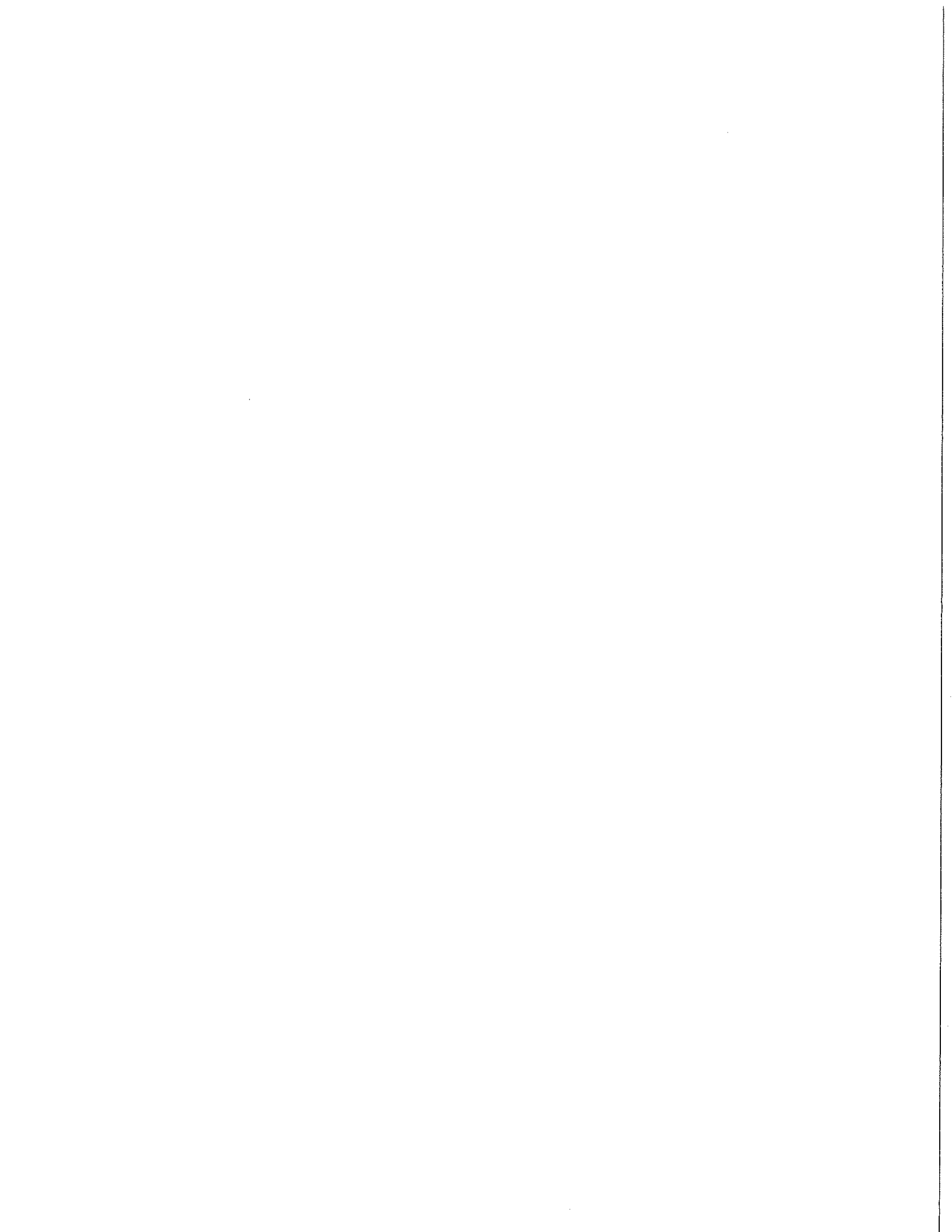
- Vice President and Finance Committee, Board of Directors, **826michigan.org**
- Member, Governmental Relations Committee, **American Association of Independent Music**
- Secretary & Commissioner, **Ann Arbor City Planning Commission**
- Professional Singer, **Christ Church Grosse Pointe & Audivi**
- Past Involvements: Co-Organizer, **Mittenfest**; Board of Directors, **A2Y Chamber of Commerce**; Field Organizer, **Obama for America**; Mentor, **The Neutral Zone Youth Owned Enterprises**

MEMBERSHIPS

National Academy of Recording Arts & Sciences (Voting Member), Future of Music Coalition, Fellow of Society of St. Cecilia, Early Music America, University of Michigan Alumni Association, American Planning Association, & Michigan Association of Planners

SOFTWARE/TECH

Mac & PC Literate, MS Office, Google Docs, QuickBooks, Keynote, Adobe Creative Suite, Filemaker, Logic, ProTools, Final Cut, New Media Tools (CMS, WordPress, Mail Chimp, Twitter, Facebook, MySpace, Blogs), MySQL



Daniel J. Ezekiel
523 4th St., Ann Arbor, MI 48103
<dan.ezekiel24@gmail.com>
H: <734.663.7269>, C: <734.709.6024>

FILED
WASHTENAW COUNTY, MI
2016 AUG 29 A 11: 16
LAWRENCE KESTENBAUM
COUNTY CLERK/REGISTER

August 22, 2016

Washtenaw County Board of Commissioners
200 N. Main St.
Ann Arbor, MI 48104

Dear Commissioners,

I wish to be considered for the District 9 vacancy on your board. I am a recently retired science teacher, a member of the Washtenaw County Parks and Recreation Commission, and a former three-term charter member and chair of the Ann Arbor Greenbelt Commission.

My party affiliation is Democrat.

If you appoint me, I look forward to hitting the ground running, working with you and learning from you. Please contact me if you have questions; I'm glad to speak or meet with any or all of you.

Thank you for considering my application,

Dan Ezekiel

Resume:

DANIEL J. EZEKIEL
523 4th St., Ann Arbor, MI 48103
<dan.ezekiel24@gmail.com>
Home: <734.663.7269>, Cell: <734.709.6024>

Education:

1987 - 1993:

Eastern Michigan University, School of Education, MA, Education Leadership

1974 - 1981:

University of Michigan, School of Natural Resources, B.Sc. and Teaching Certificate

Graduate of Ann Arbor Pioneer H.S., 1973, National Outdoor Leadership School,
Wyoming 1971 and Alaska 1973

Work experience:

1987-2016:

Ann Arbor Public Schools
2555 S. State St.
Ann Arbor Michigan, 48104

Responsibilities: Science Teacher at Forsythe
Middle School, Science Dept. Chair, Volleyball Coach,
Academic Competition Coach, Building Union Rep

1983-1987:

School District of Beloit, WI
1633 Keeler Avenue
Beloit, WI, 53511

Responsibilities: Science Teacher at Lincoln/McNeel Jr.
High School, Volleyball Coach, Academic Competition
Coach, Building Union Rep

Previous Government Experience

2014-present

Washtenaw County Parks and Recreation Commission
Commissioner

2004-2013:

City of Ann Arbor Greenbelt
Advisory Commission

Charter member of commission advising City Council
about farmland and open space to preserve through
millage funding. Vice Chair, 2010-11, Chair 2011-13

During my tenure, the Ann Arbor Greenbelt Commission, the first commission of its kind in the Midwest, established bylaws, criteria for evaluating land nominations, forged partnerships with other agencies, and made recommendations that led to the preservation of over 4000 acres of farmland and open space, leveraging city money with outside funding, matching dollar for dollar.

Community Involvement:

As a college student, I helped start Recycle Ann Arbor, the midwest's first curbside recycling pickup. I volunteered with the organization for the next 5 years, driving a recycling truck and conducting its first fundraising campaign, culminating in the purchase of its first baler and first specialized recycling truck.

My wife, children, and I long took our turn feeding the homeless, first as part of the interfaith rotating meal, and later at the Delonis Center. My wife and I taught a workshop about interfaith marriage for many years at St. Mary Student Parish.

I'm a longtime blood donor and have donated 100 units of blood.

I led the opposition to a school district attempt to defund environmental education in 2001, culminating in the successful retention of the program.

I have participated in numerous political campaigns (most recently Barb Fuller's primary campaign for State Representative) and worked countless hours advocating for the 1993 Ann Arbor Solid Waste millage, the 1998 county land preservation millage, and the 2003 Ann Arbor Greenbelt millage.

I have coached many youth sports, including volleyball and soccer. I coached the academic competitions Knowledge Master and Thinking Cap at Forsythe Middle School for decades, and my teams won over two dozen state championships.

I was the staff contact person for the Forsythe Science Fair for 29 years and, under my leadership, the fair grew to be the largest in Michigan, with 500+ entries, 75 scientist judges, and hundreds of parent volunteers.

My wife and I are rain garden wardens for two rain gardens in our neighborhood.

Personal interests:

Bicycling (3000+ miles per year), guitar and singing, travel, camping, family time, reading, softball, volleyball, gardening, photography, nature, birding, science.

Response to Strategic Priorities and Budget Principles

Dan Ezekiel

523 4th St., Ann Arbor, MI 48103

<dan.ezekiel24@gmail.com>

H: <734.663.7269>, C: <734.709.6024>

Commissioners,

I have read and absorbed the content of this document. As a longtime public school teacher, I am painfully aware of the need to try to fulfill a public mission, meeting important needs, in an era of dwindling resources. As a homeowner and rental-property owner here, I also insist on the need to squeeze the most “bang” out of every taxpayer’s hard-earned dollar. Commissioners, I’m impressed with the strategic thought and vision that went into the construction of this plan and find myself in agreement with every point.

I have a strong stake in maintaining and improving this vibrant community. I’ve lived in Washtenaw County almost all the time since 1964. I attended elementary, middle, high school and college here, worked most of my career here. My wife Tina and I raised a family here, which now includes our adult children and our two young grandsons, all of whom live in the county.

As a college student, I helped start and build an innovative recycling nonprofit, Recycle Ann Arbor, the first curbside recycling collection in the midwest. I campaigned for the successful 1993 Ann Arbor Solid Waste Millage, the unsuccessful 1998 county farmland preservation millage, and the successful 2003 Ann Arbor Parks and Greenbelt Millage. I served as a charter member of the Ann Arbor Greenbelt Commission for nine years, including two years as chair. I currently serve on the Washtenaw County Parks and Recreation Commission. From these efforts, I learned some life principles that bear on these budget priorities:

1. Address immediate needs. I’m aware of the great human needs in our community. My family long volunteered to feed the homeless. As a career public educator, I know the diverse population of youth and families in the county. I’ve taught students ranging from highly privileged to highly disadvantaged.

I always taught students from diverse income levels, but as Ann Arbor accepted more school-of-choice students, I met many students from the southeast section of the county. Some of their family stories showed a depth of great need.

The county is often the safety net of last resort for people in need, or through the courts and sheriff’s department, for people who have made bad choices and are having the worst day of their lives. Leveraging outside funding, forming strong partnerships, and fostering the creativity of county staff directly impacts the lives of people in great need; the importance of these efforts can’t be overstated.

2. Address the root causes of problems. As a person of 60 years, grandparent of children in the county, and a graduate of the U of M School of Natural Resources, I take a long view of what's important. If I would add one element to the budget priority document, it would be that of sustainability, both of our initiatives and of our community itself.

Building bike paths (or recycling systems) is great, but I've learned to be equally concerned that, at the outset, we consider who will maintain them, where the money will come from to sustain them for the next generation or two. Feeding hungry people is vital, but equally vital is figuring out how our community can overcome the challenges (e.g., health, mental health, substance abuse, institutional racism, isolation of the elderly, poor personal choices) that made the clients dependent, so that in future, the clients will provide for themselves and their families and have resources to help others in need.

Actions often have unanticipated consequences, conditions change rapidly, no one has a crystal ball to read the future. Still, it's always wise to ask, "How will this action (or inaction) affect our county not only next week and next year, but 20 years, 50 years, and 100 years from now?"

Our state can't be its best when its largest city and many rural areas are hurting and under-resourced, and so it is with the county. We should strive to empower those voiceless, isolated, or in need, not only for their own benefit but for ours. We can't know the future, but our best chance comes when we invest our limited resources to empower citizens and families to reach their potential. The choices we make about our land and resources must be dedicated to healthy, productive ways of living that preserve and enhance both our human community and the environment in which it thrives.

I'm proud to be a citizen of Washtenaw County. Many of the things we do here are world class, and I want to maintain those and strive to move more efforts into that realm. The county government is and can be a driver of those efforts.

County Commissioners have an often thankless task, making hard choices about what to do with limited resources. No decision will make everyone happy. My dad served a term on Ann Arbor City Council in the 1980's; I well remember the thick briefing book he read before meetings, the many phone calls from constituents at all hours, about every topic, including those over which he had no control. I appreciate your service, and I aim to join you with my eyes open to the challenge and with a positive outlook and willingness to learn, if you choose to appoint me. My goal would be to help bring about a future that all county citizens are proud to be part of. Thank you for your consideration.

Current list of past political leadership/involvement:

Dan Ezekiel
523 4th St., Ann Arbor, MI 48103
<dan.ezekiel24@gmail.com>
H: <734.663.7269>, C: <734.709.6024>

Previous Government Experience:

2014-present

Washtenaw County Parks Commissioner
And Recreation Commission

2004-2013:

City of Ann Arbor Greenbelt Charter member of commission advising City Council
Advisory Commission about farmland and open space to preserve through
 millage funding. Vice Chair, 2010-11, Chair 2011-13

During my tenure, the Ann Arbor Greenbelt Commission, the first commission of its kind in the Midwest, established bylaws, criteria for evaluating land nominations, forged partnerships with other agencies, and made recommendations that led to the preservation of over 4000 acres of farmland and open space, leveraging city money with outside funding, matching dollar for dollar.

Previous Political Involvement:

I come from a political family. My parents took my siblings and I to a protest at a Cadillac dealer that wouldn't sell to African Americans when I was about six years old. Liberal Ann Arbor lions, like Mayors Ed Pierce and Bob Harris and Councilmember Leroy Cappaert, were family friends.

I've worked for more political candidates than I can list, beginning with working door-to-door for Democratic candidates, including Wes Vivian and Zolton Ferency, in 1966, at age 10. I was a volunteer in my father's City Council campaigns in 1981 and 1983, learning valuable lessons from our family friend Mimi Harris about the importance of getting out every last vote. I worked for President Obama's campaign in Michigan in 2008, in Michigan and Toledo in 2012.

As a college student in 1978, I helped start and build an innovative recycling nonprofit, Recycle Ann Arbor, the first curbside recycling collection in the midwest. Besides driving a recycling truck as a volunteer, I conducted RAA's first fundraising campaign, culminating in the purchase of the first specialized recycling truck in the midwest, as well as RAA's first baler. Though a proud Democrat, this effort taught me how to work across the aisle for an important cause. I particularly remember the indispensable help I received from GOP Mayor Lou Belcher and Council member Joyce Chesbrough.

I campaigned for the successful 1993 Ann Arbor Solid Waste Millage, the unsuccessful 1998 county farmland preservation millage, and the successful 2003 Ann Arbor Parks and Greenbelt Millage.

I was a building union representative, for the Beloit, Wisconsin Education Association and the Ann Arbor Education Association, in the 1980's, and I have remained active in the union. This year, I gave a well-received speech to the Ann Arbor Board of Education, about contract negotiations.