

## **Regional Transit Authority Applicants**

**December 21, 2012**

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To Whom It May Concern:

Please consider me for the available position on the Regional Transit Authority Board. I have a unique skill set working with a diverse group of in-need and under-served populations with a focus on improving the community and the environment at-large. I have years of experience working with youth in Ann Arbor and further experience working with at-risk populations. I am patient, understanding, and can adapt easily to changing circumstances.

I gained valuable experience working throughout this election cycle. As a Deputy Field Director for Gretchen Driskell's campaign for State Representative I organized hundreds of individuals to canvass throughout Michigan's 52nd district. This year, I also served as an Election Inspector and worked closely with city officials to successfully process over 750 voters on election day.

Previously I worked as a Volunteer Coordinator for Washtenaw Prisoner Reentry, where I coordinated outreach within the community to raise awareness and facilitate solution-based discussions. As a Youth Group Advisor at Temple Beth Emeth, I worked with young people to help them better themselves, the community, and the environment. Further, I developed educational and stimulating programs that challenged critical thinking skills and fostered growth. My leadership experience as President of The Georgia O'Keeffe Cooperative House, Membership Vice President for the Inter-Cooperative Council, and as Website Editor of the Michigan Daily gave me the training and confidence to diffuse conflicts and find the best possible solutions for everyone. I am more than comfortable working with diverse groups of people, excelling in cross-cultural communication.

Please see my résumé attached as a .pdf file for further information regarding my extensive work and leadership experience. I would appreciate it if you contact me by email at [merlosb@gmail.com](mailto:merlosb@gmail.com) or by phone at [734.649.8243](tel:734.649.8243) to schedule a meeting when you are available in which we can further discuss how I can be an asset to your team. I will contact you within the week for a follow-up. Thank you for your time; I look forward to hearing from you.

Sincerely,

Brian Merlos

# Brian Merlos

1510 Gilbert Ct. Arbor, MI, 48105  
merlosb@gmail.com ~ 734.649.8243

## *Qualifications and Capabilities*

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- Proven ability to exceed expectations beyond stated goals with exceptional flexibility and managerial skills
- Outstanding team-building and communication abilities for all aspects of business and community development
- Proficient in business technology programs including Microsoft Office Suite and Adobe Creative Suite

## *Liberal Arts and Political Sciences Education*

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University of Michigan | Ann Arbor, Michigan

September 2007- April 2011

**Bachelor of Arts in Political Science**

**Bachelor of Arts in American Culture**

Cumulative GPA: 3.315

## *Work Experience*

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**Deputy Field Director, Gretchen Driskell for State Representative** | Dexter, MI

*Election Cycle 2012*

- Promoted to a leadership role throughout one of Michigan's most competitive elections to lead and execute a successful grassroots campaign for State Representative and elect *Gretchen Driskell* with 52.86% of the vote
- Trained and organized a corps of over 700 volunteers who canvassed 20,000 doors in the election's final week
- Systematized data entry in a database implemented for efficiency, accessibility, and future replication

**Election Inspector, City of Ann Arbor** | Ann Arbor, MI

*Election Cycle 2012*

- Affirmed the Oath of Office to perform proscribed election procedures for Precinct 1 Ward 1
- Processed 761 voters and maintained accurate records throughout election day
- Maintained the City of Ann Arbor's commitment to a fair, barrier-free, and properly executed election

**Volunteer & Community Coach Coordinator, Washtenaw Prisoner Reentry** | Ann Arbor, MI

*July 2011- April 2012*

- Recruited and trained volunteers to mentor citizens returning to Washtenaw County from prison
- Organized monthly service activities to foster positive community involvement
- Certified as a Substance Abuse Recovery Coach to empower participants to overcome addiction
- Facilitated a support group for men incarcerated for a minimum sentence of 10 consecutive years by adhering to the Men's Trauma Recovery & Empowerment Model

**Youth Group Advisor, Temple Beth Emeth** | Ann Arbor, MI

*September 2008- May 2011*

- Led three youth groups, aged 8-18, hosting Jewish events that provided a safe, open space for all
- Designed educational programs and service protocols for relevant Jewish and secular themes to stimulate continued engagement beyond initial involvement

**Marketing Intern Windy City Records** | Chicago, IL

*May- August 2009*

- Established connections with insiders in the Chicago music scene and developed notoriety by building Windy City Records' reputation
- Institutionalized data analysis to guarantee return on investment when identifying musicians to venues

## *University and Community Leadership*

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**President, Georgia O'Keeffe Cooperative House** | Ann Arbor, MI

*August 2012- Present*

- Resolved conflicts with members of the house and within the organization as chief liaison to the Inter-Cooperative Council
- Fostered community building and cooperation from owner-members by emphasizing and engaging in active leadership roles between the house and Inter-Cooperative Council

**Vice President of Membership, Inter-Cooperative Council** | Ann, Arbor, MI

*May 2011-April 2012*

- Implemented policy to optimize contracting processes for incoming, outgoing, and returning members
- Organized and conducted regular housing inspections to ensure occupancy suitable as per Ann Arbor City Code

**Website Editor, *The Michigan Daily* | Ann, Arbor, MI**

*October 2007-August 2008*

- Developed the layout and copy-edited articles for Michigan's oldest student newspaper
- Strengthened leadership skills by managing a diverse team to build one of the nation's most widely read student-newspaper websites

CHARLES F. SMITH  
517 KRAUSE ST. ANN  
ARBOR, MI 48103

December 21, 2012

Lisa Moutinho  
Management Analyst  
Washtenaw County  
Main Street,  
Ann Arbor, MI 48103

RE: Application for RTA Board

Dear Ms. Moutino,

I am writing to be considered as a potential Regional Transit Authority Board member representing Washtenaw County. I am a resident of Ann Arbor and I work in Detroit. I am a professional planner with fourteen years of experience and I have been a member of the American Institute of Certified Planners (AICP) in good standing since 2007.

My interest in serving on the RTA Board comes out of my strong belief that southeast Michigan must function more effectively as a region if our state is going to experience sustainable economic growth. As our State has grown, it was often with no regard to creating efficient, affordable and connected transportation infrastructure. The intrinsic connection between land use and transportation (and the role of public transit) has been neglected for decades. Future growth and innovation will be hampered if our region does not do a better job of working to integrate land use, development, transportation, transit, capital improvements and infrastructure.

In my work as planner, I have served client communities in Oakland, Macomb, Washtenaw and Wayne Counties (in addition to many communities outside of southeast Michigan). My professional focus is on redeveloping urban areas to attract investment, jobs and talents to those areas where we have already made significant investments in infrastructure over the years. Due to the nature of redevelopment, I often work with communities on the regulatory side of things and with Downtown Development Authorities, business associations and individuals looking to start businesses. This broad experience is particularly useful when developing regional economic growth plans that must necessarily include regional transit and land use.

My professional experience working with local, county and state governments across Southeast Michigan affords me a fairly unique perspective to understand local concerns and therefore help to address these concerns on a local level while helping to shape a holistic regional vision. I have worked extensively with the City of Detroit, the Detroit Economic Growth Corporation, and Oakland County Planning and Economic Development to provide a variety of services including training for transit oriented development, capital improvement planning, placemaking and best planning practices.

Living in Ann Arbor affords me the additional perspective of living within a community that has the most effective public transportation operation in southeast Michigan. I have spoken with many in the community (and on City Council) opposed to the city's participation in any regional transportation partnership. This opposition is both short-sighted and effectively limits economic growth in Ann Arbor and Ypsilanti. My professional and personal experience working in communities across the region and encountering this attitude has helped me to develop more effective working strategies to convey the intrinsic connection between transportation, transit, land use and economic growth.

I am currently a senior professional planner at Wade Trim. For the purpose of full disclosure, I am currently under contract working with two communities within the four county RTA area – the City of Pontiac, where I oversee the Building Safety Division and the City of Gibraltar, where I am currently working with the Planning Commission to draft a waterfront overlay district. My firm has many contracts with several communities within the RTA area, however Wade Trim does not provide services related to public transit.

I have attached my resume for your consideration.

Thank you for your time and Happy Holidays,

A handwritten signature in black ink, appearing to read 'CS', written in a cursive style.

Charles "Chip" Smith, AICP

enc.

# **Charles F. Smith, AICP, ASLA**

**517 Krause St. Ann**

**Arbor, MI 48103**

**[csmith@wadetrim.com](mailto:csmith@wadetrim.com)**

**(734) 709-2022**

## **Education**

Master of Landscape Architecture, University of Michigan, 1999

Bachelor of Arts, History, Macalester College, 1992

Graduate Certificate, Local Government Management, Eastern Michigan University, 2006

## **Special Training**

Energy Efficient Land Use Planning, American Planning Association, 2009

Form-Based Code Certification, Form-Based Codes Institute, 2009

## **Professional Affiliations**

- American Institute of Certified Planners
- American Planning Association
- American Society of Landscape Architects
- Congress for the New Urbanism
- Michigan Association of Planning
- Michigan Downtown Association

## **Awards/Honors/Boards**

- Michigan Chapter ASLA Annual Conference Planning Committee
- President, University of Michigan Chapter of the SASLA
- Polokowski, Garden Club of America and Federated Garden Clubs of Michigan Scholarships

Charles (Chip) Smith is a Senior Planner in Wade Trim's Environmental Design and Planning Group. Chip has fourteen years of experience helping municipal clients with redevelopment issues, planning and policy. He is an AICP certified planner and is responsible for project management.

Chip joined Wade Trim in 2008 after spending the decade working at other consulting firms where he specialized in redevelopment, urban design, housing and market-based development strategies, land use and conservation, urban design, downtown development/redevelopment. His experience and multi-disciplinary approach makes him a valuable team member for a range of projects. Chip has also facilitated dozens of public meetings, workshops and presentations. Prior to entering the planning and urban design profession he was Assistant Director of Public Relations for the New Orleans Zephyrs and European Media Relations Manager for the World League International in London, United Kingdom.

## **Representative Project Experience**

### **Community and Economic Development and Redevelopment Experience**

Pontiac Municipal Services Project Manager, City of Pontiac – Oversee Pontiac Building and Safety Division, which includes the Planning Department and the Pontiac Federal Programs Division. Report directly to the Emergency Manager. Responsible for overseeing all aspects of these Divisions including land use planning, building permitting and inspections, business licensing, administration of CDBG, HOME, NSP and HPRP programs, economic and community development.

Michigan Development Impact Study, Michigan Association of Planning and the Michigan Department of Transportation. Chip served as project planner and researcher for this project, which was funded through the Michigan Department of Transportation. The goal of the project was to develop and promote a methodology for new development and redevelopment to better utilize existing infrastructure resources and to promote a program of legislative, funding and policy changes at the state level.

Neighborhood Stabilization Program (NSP) 1 & 2 Management and Administration, City of Highland Park, MI - Chip was the project manager for the City's NSP efforts and worked closely with Capital Access, Inc. and the Michigan State Housing Development Authority (MSHDA) on developing a redevelopment strategy for the City that includes demolition of vacant, abandoned and foreclosed properties; acquisition, rehabilitation and re-sale of houses in the City's historic district; and, land banking of vacant land for future redevelopment. The City was awarded over \$15 million in NSP 1 and 2 funding.

Master Plan and Hybrid Form-Based Zoning Ordinance, Highland Park, MI - Chip was the project manager and principal planner for the City of Highland Park's on-going Master Plan update. Highland Park is among the most challenged urban communities in the United States. The City has been struggling with fiscal issues, declining population, high unemployment and vacant properties for the past 30 years. The Master Plan created a new vision for the City and has led to the creation of a form-based zoning ordinance which allows for a greater flexibility for new development and helps to streamline the development process. The vision for redevelopment includes Transit Oriented Development (TOD) along the planned M-1 light rail line on Woodward Avenue.

Community Development Block Grant (CDBG) administration - Chip was the project manager for CDBG administration in the City of Highland Park, MI and a key member of the CDBG team in Dearborn Heights and Redford Township, MI. Chip's experience includes the preparation of the annual Action Plan, Fair Housing Studies, Capital Improvement Planning, Minor Home Repair programs and administration.

Master Plan, Pontiac, MI -Chip was the project manager and principal planner for the 2008 Pontiac Master Plan. Pontiac has long been a distressed urban community and has experienced significant population and job losses over the past 20 years. Desperate to develop a new vision for the future, Chip led a process that energized the public and built grassroots support for a sustainable city that can become a center for new economy investment and development. The fundamental elements of the plan seek to create new development opportunities in Downtown Pontiac and to create an urban agriculture program that will allow for productive use of vacant lots in shrinking and distressed neighborhoods.

Ford Road 2020 Plan, Westland, MI - Ford Road (M-153) is a key state trunk line that runs through the heart of Westland. The city's principal commercial district is along Wayne Road, however, sporadic strip commercial development extends east along Ford. These properties are typically shallow lots that lack adequate parking and many buildings are blighted or obsolete. The Ford Road 2020 Plan built on themes developed during the community design workshop and produced a market-based vision for an expanded



commercial district on Ford Road. Chip was the project manager, workshop facilitator and principal urban planner for the project.

Gardenview Estates, Detroit, MI - Gardenview Estates is planned 900-home, mixed-income development on the site of the former Herman Gardens housing project on the west side of Detroit. Working with the Detroit Housing Commission, the City of Detroit, and the U.S. Department of Housing and Urban Development, Chip managed a team of market analysts, engineers and landscape architects that prepared a neighborhood design and phasing schedule based on the residential market analysis. The plan calls for over 900 units of new rental and for-sale housing (both affordable and market-rate), a neighborhood park and on-site stormwater treatment.

Jeffries East, Detroit, MI - As a part of the Woodbridge Estates redevelopment, the former Jeffries East housing project in Downtown Detroit was razed to create new market-rate and subsidized rental housing. Chip was the project manager and principal urban planner for the project and coordinated a team of market analysts, landscape architects, developers and Detroit Housing Commission staff.

Crystal Lake Homes, Pontiac MI - Chip worked with the Pontiac Housing Commission and a consortium of local for-profit developers to create a plan for the sale and redevelopment of the former Lakeside Homes housing project on Crystal Lake in Pontiac. Chip led a team that developed four alternative site plans for the development of 90-130 single family detached homes, a neighborhood park and a senior village that includes independent and assisted living units.

## **Urban Design, Downtown and Retail Planning**

Downtown Harbor Springs Vision Plan, Harbor Springs, MI. As project manager, Chip developed a public participation strategy that included a four-day Vision Fair consisting of focus groups, design charrettes and a Vision Workshop. During the Vision Fair an estimated 500 people were directly engaged in the process, which is almost half of the City's year round population. The Vision Fair provided the foundation for the Harbor Springs Vision for Downtown, several physical improvement projects and a wide range of business development programs.

Downtown Design Guidelines, Durand, MI. Chip is the Project Manager for the development of voluntary architectural design guidelines for the downtown district in Durand. The City of Durand is an historic railroad town west of Flint. The design guidelines are intended to define the key architectural features of the historic downtown that should be replicated or preserved in new construction and renovation projects within the district.

Waterfront Design Study, Gibraltar, MI. Gibraltar is a waterfront community on the Detroit River that is defined by the City's relationship to the waterfront. The project entailed developing strategies to reduce the impact of development on water quality, identifying opportunities for kayak and canoe launches and to provide physical design recommendations for redevelopment of key parcels. Waterfront Redevelopment Study was funded by a grant from the Michigan Department of Environmental Quality.

City of Frankfort Master Plan and Hybrid Zoning Ordinance, Frankfort, MI - Frankfort is a historic community situated on the Betsie Bay and Lake Michigan. The City has an outstanding historic residential housing stock and attracts significant summer tourism. The Master Plan developed a vision for a sustainable future that strives to maintain the historic character of the City while allowing for new development that is compatible with the character and preserves the visual and physical access to the Bay. The project also included a Hybrid Form-Based Zoning Ordinance that codifies the architectural and physical character of the City and streamlines the development process.

Downtown Vision Plan, St. Clair, MI - The City of St. Clair has a unique downtown that extends for a quarter mile along the St. Clair River. The town's historic downtown was demolished as a part of one of the nation's first urban renewal projects. Chip was the project manager and principal urban planner for the project which included an innovative three-day interactive public charrette that developed the physical design framework for the plan.

Downtown Master Plan, Rochester, MI - Chip led the multi-disciplinary team that developed a vision and urban design guidelines for Downtown Rochester. Chip was the project manager, principal planner and public participation facilitator for the project. The plan proposed a new Town Center Park that will provide needed parking (underground) and additional valuable development opportunities in a space that links the Main Street retail area with the majestic Paint Creek Trail to the east.

Downtown Oxford Vision Plan, Oxford, MI - The Village of Oxford is an historic commercial corridor divided by M-24 in northern Oakland County. The 2007 Downtown Vision Plan is used by the Oxford DDA as the basis for the Business Recruitment Program and is based on a retail market analysis that includes a gap analysis, focus group input, shopper intercept surveys and phone surveys, Chip was the project manager and principal planner for this project.

Cornerstone Development Authority 2008-2012 Strategic Plan, Southfield, MI -The Cornerstone District of Southfield is the area surrounding Northland Mall and serves as the commercial center of Southfield. Chip led a strategic planning retreat for members of the Cornerstone Development Authority and key property owners within the district. Chip also prepared the urban design plan and guidelines that are part of the Strategic Plan.

Grand Haven Downtown Vision Plan, Grand Haven, MI - Urban Planner, Designer and eventually Project Manager on the Downtown Grand Haven Plan. The Vision for Downtown Grand Haven is to revitalize the heart of the community and foster a Downtown that is financially viable and competitive, physically attractive, pleasant, and energetic with an appropriate mix of new and refurbished retail, new office and service businesses, a range of additional housing options, a variety of public gathering spaces, and strengthened linkages to the waterfront of the Grand River and Lake Michigan. The Downtown Vision Plan was adopted in 2004 and serves as the overall blueprint for downtown development. It is the product of an intensive planning process involving a logical progression of meetings and workshop sessions with community stakeholders, review sessions with a project Steering Committee, and a design charrette.

Grand Haven Waterfront Strategic Plan, Grand Haven, MI - Project Manager and Planner for Plan with a goal to provide a guide to elected and appointed City officials in evaluating proposed public and private development initiatives along the Waterfront in Downtown Grand Haven, to inform and guide Waterfront property owners as well as prospective property owners and potential developers in what is needed and desired and what is likely to be approved by the Planning Commission and City Council and fulfill a voiced need by participants in both the physical and economic development processes for clear and transparent Downtown development goals and guidelines. The Waterfront Strategic Plan builds upon the concepts defined in the Downtown Vision Plan. This plan serves as the catalyst for redevelopment throughout downtown Grand Haven and several projects have been completed since the plan was adopted in early 2005. The Grand River waterfront is an unparalleled cultural, historic, natural and economic resource for the City of Grand Haven.

## **Community Planning and Public Participation**

Downtown Harbor Springs Vision Plan, Harbor Springs, MI. As project manager, Chip developed a public participation strategy that included a four-day Vision Fair consisting of focus groups, design charrettes and a Vision Workshop. During the Vision Fair an estimated 500 people were directly engaged in the process, which is almost half of the City's year round population. The Vision Fair provided the foundation for the Harbor Springs Vision for Downtown, several physical improvement projects and a wide range of business development programs.

Hamilton Dam, City of Flint, MI - Facilitated public design workshops for the removal of the Hamilton Dam and revitalization of the waterfront in Downtown Flint. The public engagement process included a two-day community workshop and 15 individual and focus group meetings with different stakeholder groups

Frankfort Master Plan and Zoning Ordinance Update, City of Frankfort, MI - Project Manager for the update of the City's Master Plan and Zoning Ordinance. Services include a city-wide vision fair, a detailed build-out analysis, development of a new Master Plan, a Complete Streets policy and an updated zoning ordinance that is a hybrid of a traditional Euclidean ordinance and a Form-Based Code .

West Stadium Boulevard Reconstruction, Ann Arbor, MI - West Stadium Boulevard is the major east-west road corridor on the west side of Ann Arbor. Chip led the public input process for this major engineering project that resulted in a road design that reduced the number of vehicle travel lanes from four to three and created new on-road bicycle lanes.

Ortonville Master Plan, Ortonville, MI - Chip played a key role in the 2007 update of the Village of Ortonville's Master Plan. He led the project's public participation component and facilitated Ortonville Future Days, a day-long planning and design public workshop. Chip also prepared the urban design plan for the historic downtown.

West Bloomfield Township Master Plan, West Bloomfield, MI - Chip led a multi-disciplinary team of landscape architects, urban planners and transportation engineers to develop the West Bloomfield Township Master Plan. The priority of the plan is the redevelopment of the Township's aging commercial district and the preservation the Township's high quality of life. To further these goals, Chip led an intensive public participation effort that built consensus for commercial design guidelines and identified critical natural resources and protection strategies.

Huntersville Scenic and Historic Preservation Strategy, Huntersville, NC - The Scenic and Historic Preservation Strategy identified the key scenic and historic resources in the Town of Huntersville. Chip facilitated a series of public workshops to develop consensus around different preservation strategies.

Town of Riverhead Comprehensive Plan, Riverhead, NY - Chip prepared the Agricultural Preservation and Natural Resource chapters of the Town's 2000 Comprehensive Plan. As a part of the planning process, Chip led four public workshops to help identify key issues and develop consensus solutions.

## **Parks and Recreation Planning**

Oakland County Trail Network, Oakland County, MI - Chip worked with the Oakland County Planning and Economic Development Services and each of the individual Oakland County trail commissions/user groups to develop a framework for resource sharing and coordination with the goal of creating a linked system of non-motorized trails throughout the County. The County's goal was to assist the formation of

such a network without taking over the development, management and maintenance of the trails. The study led to the creation of the Oakland County Trails Advisory Council in 2002.

Parks, Recreation and Open Space Plan, Ann Arbor, MI - Chip was the project manager and planner for the City of Ann Arbor's 2006 Parks, Recreation and Open Space (PROS) Plan. The recommendations in the plan grew out of input generated during a day-long Vision Fair workshop that Chip led.

Parks and Recreation Master Plan, Oakland County, MI - The 2003 Parks and Recreation Master Plan update focused on prioritizing natural area preservation in County Parks and on linking the County's non-motorized trail system. Chip conducted a series of public input sessions and meetings with Park users and staff to help guide the Plan's recommendations.

Parks and Recreation Master Plan, Washtenaw County Parks and Recreation Commission, MI - The 2004 Parks and Recreation Master Plan update utilized a telephone survey and a series of public input meetings to help identify needs and projects for the years 2004-2008. The plan led to the development of an alternative farm-themed playground at County Farm Park and the expansion of facilities at Independence Lake Park and Rolling Hills Park.

West Bloomfield Township Parks and Recreation Master Plan, West Bloomfield, MI - Chip was the principal recreation planner for the 2002 Park and Recreation Master Plan update. This plan led to the development of a number of new recreation and programs, including the West Bloomfield Township Dog Park.

## Publications

Smith, Charles, Leah Groya and Nick Lomako. "The Michigan Development Impact Study." Michigan Planner. Vol. 15, No. 2, March/April 2011

"Green Infrastructure: A Cost-effective and Environmentally Sound Complement to Traditional Underground Infrastructure Systems," Government Engineering: The Journal for Public Infrastructure, E-Newsletter. December 2010

Smith, Chip and Courtney Piotrowski. "Urban Design - Creating Mainstreet Novi". The Review. Michigan Municipal League, September - October 2008

Brabec, Elizabeth and Chip Smith. "Agricultural Land Fragmentation: the Spatial Effects of Three Land Protection Strategies in the Eastern United States". Landscape and Urban Planning 58 (2002) 255-268.

Brabec, Elizabeth and Chip Smith. "Rural Landscapes: Assessing the Effectiveness of Various Land Protection Strategies". 2000 ASLA Annual Meeting Proceedings. American Society of Landscape Architects, 2000.

Brabec, Elizabeth and Chip Smith. "Can We Protect Agricultural Land and the Scenic Rural Landscape? The Spatial Effects of Three Land Protection Strategies in the Eastern United States". Fragmentation and Land Use Planning: Analysis and Beyond, Third International Workshop on Sustainable Land Use Planning. International Studygroup on Multiple Use of Land and Land Use Planning Group, Wageningen University, 2000.

R. Caplan, C. Holben, J. Hopkins, M. Kowalski, J. Navota and C. Smith. An Evaluation of Land Preservation Policies, University of Michigan, 1999.

## Lectures and Seminars

Michigan Association of Planning Annual Planning Conference. Planners in New Roles. October 2011. October 2012

Planning, Placemaking, Form-Based Code, Transit Oriented Development and Redevelopment Ready Training for the City of Detroit, Michigan. Developed and delivered a series of three training workshops for the Detroit Planning and Development Department, the Detroit City Planning Commission and the Detroit Economic Growth Corporation. Michigan Association of Planning and the Michigan State Housing Development Authority. June 2012.

Michigan Association of Planning Annual Planning Conference. Putting Together the Leadership Team Your Community Needs to Move Forward. October 2011.

Basics of Redevelopment Planning - Training for Hamtramck Officials. Michigan Association of Planning Training. April-May 2011.

Basics of Redevelopment Planning - Training for Highland Park Officials. Michigan Association of Planning Training. March-May 2011.

Michigan Association of Planning Annual Planning Conference. Michigan Development Impact Study. October 2010.

Capital Improvement Planning Training for Professionals and Municipal Officials. Northwest Michigan Council of Governments. May 2010

Capital Improvement Planning Training for Professionals and Municipal Officials. Michigan Association of Planning. April-August 2009

Fundamentals of Urban Design. Frankfort , MI, July 2009.

Genesee Regional Planning Commission Annual Planning Conference. "Changes to the Planning and Zoning Enabling Acts". September 2008.

Ortonville Future Days. "What is Urban Design?". Ortonville, MI. November 2007

St. Clair Downtown Vision Plan Citizens Advisory Committee. "What makes a Downtown?" St. Clair, MI. May 2007.

Oakland County Planning and Economic Development Conference, "Planning for Natural Areas: From Systems to Site". West Bloomfield MI. September 2001.

Gateway to Discovery; 2000 ASLA Annual Meeting, "Rural Landscapes: Assessing the Effectiveness of Various Land Protection Strategies". St. Louis, MO. October 2000

Third International Workshop on Sustainable Land Use Planning, "Can We Protect Agricultural Land and the Scenic Rural Landscape?" Wageningen University, Wageningen, Netherlands. June 2000.

**CROSBY BEENE, Jr.**  
**cbeenejr@aol.com**

**1 Westbury Court      Ann Arbor, MI 48105**

**phone (734) 998-0288**

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December 19, 2012

Mr. Conan Smith, Chairman  
Washtenaw County Board of Commissioners  
234 Eight Street  
Ann Arbor, Michigan 48103

Subject: Application for Board Representative on the new Regional Transit Authority Board

RE:      December 17, 2012 advertisement on [www.mlive.com/ann-arbor](http://www.mlive.com/ann-arbor)

Dear Mr. Smith:

In response to the above referenced advertisement, I am forwarding you a copy of my resume via attachment for your review and consideration.

During the past twenty-five years, I have had extensive experience in program, contract, and construction management which includes: a) strategic planning; b) contract development, review, and administration; and c) procurement operations. I have effectively managed multi-million dollars projects and program activities, from project start-up through close-out, which is similar to the new Authority's efforts. My responsibilities included personnel staffing, training, managing both technical and support staff personnel. Prior to becoming a consultant providing project management services, I have served in senior level positions on the Washington, D.C. Metro System, Detroit Downtown People Mover and the modernization of Detroit Metropolitan Airport which required thorough knowledge and understanding of the Federal Acquisition Regulations and MDOT Regulations.

In addition, I have extensive experience in facility and property management activities which include:

- master planning
- design programming
- design-build programming
- design review
- constructability review
- value engineering
- construction inspections
- negotiating project labor agreements for construction
- project financing via bonds

Throughout my career, many of the projects involved costs ranging from 200 million in excess of 1 billion dollars. As a professional in transportation, I believe that my particular experience would allow me make a positive contribution to the development of a comprehensive regional transit/transportation system for southeastern Michigan.

While I maintain a strong background in project management, my greatest satisfaction includes building better channels of communication among corporate and diverse stakeholders towards maximizing program efficiency. If there are any questions, please contact me at (734) 998-0288, or by email, [cbeenejr@aol.com](mailto:cbeenejr@aol.com). I look forward to hearing from you soon.

Sincerely,

Crosby Beene, Jr.

Attachment: Resume

**C. BEENE AND ASSOCIATES**  
PROGRAM, PROJECT, CONSTRUCTION AND FACILITY MANAGERS

**CROSBY BEENE, JR**

**EDUCATION** Post Graduate Law (Government Procurement Law); 8 credit hours  
Toward L.L.M., GEORGE WASHINGTON UNIVERSITY - 1979  
Juris Doctor (J.D), SOUTHERN UNIVERSITY - 1977  
B.S.E. In Civil Engineering, SOUTHERN UNIVERSITY – 1969

**WORK EXPERIENCE**

**CONSULTANT** February 1992 to Present  
C. BEENE & ASSOCIATES, Ann Arbor, MI

Provide Program, Project, Construction, and Facility Management Services for Major Capital Improvement Programs performing such activities, but not limited to include master planning, design programming, design-build programming, design review, constructability review, value engineering, procurement, construction inspection, risk management, and community relations. Also develop, implement, administer, and monitor under utilized business enterprise programs for both design and construction projects.

**DEPUTY PROJECT DIRECTOR** March 1987 – January 1992  
M2 INTERNATIONAL, INC. Detroit, MI

Managed the Detroit Metropolitan Wayne County Airport's Phase I project of the Capital Improvement Program. Phase I expenditures was in excess of \$485 million which was the initial phase of a \$1.6 billion Capital Improvement Program. This program involved:

- The development of RFP's for A & E professional service contracts
- The development of engineering and construction documents for bidding solicitations
- Conducting the bidding and award process for Construction Contracts and responsible for contract administration for both A & E firms and Construction Contractors
- Managing all planning and scheduling activities using Primavera/Primavision software
- Managing terminal improvements, installation of new utilities for the terminal area and the abandonment of existing utilities
- Managing airfield improvements which included the construction of crosswind runway and crossover taxi-ways
- Managing site improvements which included construction of storm water retention ponds and treatment facilities and the construction of a new parking structure to accommodate eight thousand vehicles
- Managing a \$19 million Asbestos Abatement Program and other hazardous materials
- Liaison with Wayne Corporation's General Counsel and their outside legal counsel.

**CONSULTANT** July 1985 – February 1987  
C. BEENE & ASSOCIATES, Ann Arbor, MI

- Prepared contract documents for construction, architectural and engineering services
- Developed and administered construction claims processing procedures for clients, owners and or architects
- Provided technical expertise in assisting contractors, architects, and engineers in obtaining bonding and professional liability insurance

**CONSULTANT** *(continued)*

C. BEENE & ASSOCIATES, Ann Arbor, MI

July 1985 – February 1987

- Developed, designed and administered owner's coordinated insurance programs and safety and loss-control programs for projects whose construction cost were in excess of \$100 million
- Assisted in the development and publishing of construction safety manuals.

**DEPUTY DIRECTOR/MANAGER OF ADMINISTRATION**

UTDC (USA), INC., Detroit, MI

November 1982 – June 1985

Responsible to the Project Director for ensuring the \$210 million turn-key contract for delivering the Detroit Downtown People Mover System was performed under the contract as defined, budgeted, scheduled and administered in a timely and cost efficient manner. Utilized Primavera/Primavision software for scheduling and cost- control activities. Responsible for performing the cost accounting function with respect to progress payments due from Southeastern Michigan Transportation Authority and owing the subcontractors and team members. Responsible for awarding and administering all first tier subcontracts and the procurement of fixed facilities equipment. Liaison with both in-house and out-side legal counsel.

**MANAGER OF CONTRACT ADMINISTRATION AND PROJECT CONTROL**

MINORITY ENGINEERS OF LOUISIANA, Baton Rouge, LA

July 1981 – November 1982

Planned, scheduled, organized, coordinated and managed personnel relating to contract planning, procurement, modifications, disputes and close-outs including:

- Managing and directing a computer operations group and a project planning and control group
- Coordinating and reviewing the preparation of fee proposals as well as serving as Chief Negotiator for the firm
- Preparation of contracts and sub-consultant contracts which the firm had negotiated for the design of highways and bridges
- Developing a property acquisition schedule for approximately a 30-mile section of Interstate 49 for the Louisiana State Highway Department.

**CONTRACT SPECIALIST**

U.S. DEPARTMENT OF ENERGY, Washington, D.C.

July 1979 – July 1981

- Prepared procurement documents, including solicitations, contracts, grants and agreements; i.e. multi-party cooperative agreements and inter-agency agreements
- Represented the Office of Procurement as a member of independent Cost Estimate Team the included: Fiscal Year Phasing, Time Phasing Estimates for the Design Phase, and Time Phasing Estimates for construction and demonstration
- Utilized the Code of Federal Procurement Regulations, the Department of Energy Regulations, other pertinent regulation practices, standards and laws relating to Fixed Price Engineering and Design Contracts, Cost-Plus Fixed-Fee Consultant Contracts and Cost-Sharing Contracts.



**CONTRACT SPECIALIST** *(continued)*

July 1979 – July 1981

U.S. DEPARTMENT OF ENERGY, Washington, D.C.

Major responsibilities included:

- Conducting negotiations for major system acquisitions in the Synthetic Fuel and the Strategic Petroleum Reserve programs
- Served as a member of the Business Strategy Group to provide the other members input in procurement and contractual matters which were appropriate to the proposed program or project in light of factors such as new procurement techniques and procedures, special contractual circumstances related to the program or project, scheduled considerations, and source selection plans.

**CONTRACT SPECIALIST/CLAIMS NEGOTIATOR**

April 1979 – July 1979

BECHTEL ENGINEERING AND CONSTRUCTION, Washington, D.C.

- Conducted negotiations with Washington's Transit Authority (Metro) Contractors' in claims settlement and recommended approval to the client's Contracting Officer
- Prepared findings of fact and final decisions for approval by Metro's Contracting Officer
- Evaluated contract disputes involving contract interpretation, suspension or acceleration of work, delays due either to defective specification, weather or differing site conditions resulting in time extensions
- Prepared change orders or time extensions for approval by Metro's Contracting Officer.

**CONTRACT ADMINISTRATOR**

August 1977 – January 1979

CHRYSLER CORPORATION, Sterling Defense Division, Warren, MI

Served on the negotiating team for a multi-billion dollar contract for the Production Planning of the U.S. Army's M-1 Main Battle Tank which included negotiating with the Department of Army of proposed contract prices, terms and conditions through meetings; negotiating claims for unbilled costs relating to contract changes of other changed conditions; reviewing contractual documents, prior to executing and confirmation of in-house understanding and/or achievability of the obligation thereby established and/or confirmation of consistency between the contract documents and negotiated agreement.

**ADMINISTRATIVE ASSISTANT, To the  
Director of Facility Planning**

November 1974 – July 1977

SOUTHERN UNIVERSITY, Baton Rouge, LA

- Prepared capital outlay budgets for three campuses of the Southern University System
- Prepared Architectural/Engineering Programs for new construction, alterations and additions well as major repairs to all buildings (375), utilities and grounds
- Established and maintained both a Facilities Inventory Program and a Facilities Space Utilization Program that enabled the University to maximize its usage of existing facilities
- Supervised rental and leases involving university properties, i.e. rights-of-way, specialized use and Oil & Mineral leases.

**OTHER EXPERIENCE**

Ann Arbor Airport Advisory Commission Board Member

April 1996 – April 2002

**DANA DEBEL**

*5721 LeBlanc, Ann Arbor, MI48103*

*(734) 247-2271 (work); (517) 281-6766 (cell); [dana.debe@delta.com](mailto:dana.debe@delta.com)*

12/21/2012

Commissioner Conan Smith, Chairman  
Washtenaw County Commission  
220 North Main Street,  
P.O. BOX 8645  
Ann Arbor, MI 48107-8645

Dear Chairman Smith,

I am writing this letter to ask you to consider my application for appointment to the Regional Transit Authority. The goal of developing regional transit in Michigan is one that has been long on discussion but short on action over the decades. For as long as I can remember, people have been talking about a variety of ways to bring regional transit to life in Southeast Michigan, only to have the effort fail for one reason or another.

It is incredibly encouraging that the state legislature has passed and the Governor has signed legislation to not only create a Regional Transit Authority, but to also provide a funding mechanism for regional transit. However, this is only one step in a process to move transit forward. There is still significant work to be done to make a regional transit system a reality, and there are many hurdles to overcome in that process.

I look forward to discussing further your vision for Washtenaw's role in regional transit and whether or not I am the right partner to help move that vision forward for the County and the region as a whole.

Sincerely,  
Dana Debet

## **DANA DEBEL**

5721 Le Blanc, Ann Arbor, MI 48103  
(734) 247-2271 (work); (517) 281-6766 (cell); [dana.debel@delta.com](mailto:dana.debel@delta.com)

### **EDUCATION**

Michigan State University, East Lansing, Michigan  
The Eli Broad Graduate School of Management  
Masters of Business Administration; December 2006

College of Agriculture and Natural Resources  
Bachelor of Science, Environmental Science and Applications, International Development Specialization; May 1999

### **PROFESSIONAL EXPERIENCE**

**Director of State and Local Government Affairs, Delta Air Lines, Inc. Detroit, MI** 08/2007 - Present

- Lobby state and local officials for airline, focusing on Michigan, Kentucky, Ohio and Utah where Delta hubs are located
- Work with federal lobbying team and coalition partners on issues of national importance to both the airline and the industry
- Represent Delta Air Lines through civic and political participation in key communities

**Policy Director, Environmental and Energy Policy Advisor** 01/2003 – 07/2007

**Governor Jennifer M. Granholm, Lansing, MI**

- Developed, managed and oversaw implementation of Governor's major policy initiatives
- Advised and represented Governor on all policy issues, focusing on environment, energy, natural resources, telecommunications and agriculture
- Lead development of state's alternative energy business plan
- Oversaw and manage 6 full-time policy staff and 4-6 student interns and fellows
- Served as chief liaison between Governor's Office and Departments of Environmental Quality, Natural Resources, and Agriculture, and the Public Service Commission to ensure timely, accurate and efficient communication of issues
- Successfully led negotiations for and won passage of historic compromise between environmental, conservation, business, industry, agriculture and local government groups on Governor's top environmental legislative priority
- Led state delegation in successfully negotiating a multi-lateral agreement between all Great Lakes States and Ontario and Quebec on Great Lakes water management
- Developed creation of a nationally recognized energy use reduction plan for the State, saving over \$4 million
- Managed development and implementation of state strategic plan and policies in areas of environment and energy
- Facilitated conflict resolution between groups, both internal and external to state government on policy issues

**Executive Director, Michigan League of Conservation Voters, Ann Arbor, MI** 01/2002 – 01/2003

- Developed statewide political non-profit environmental organization
- Tripled organizational revenue in one year
- Managed and fundraised for three separate entities of the organization including staff and two volunteer boards
- Achieved a 80% win rate on endorsed candidates in 2002 election cycle using polling data to create strategy and message
- Facilitated and gained consensus on 2003-2004 policy agenda from all state environmental and conservation organizations
- Created and executed first ever gubernatorial forum on the environment and conservation with Detroit Free Press and Michigan Public Radio and Television, which was aired statewide and taped before a 700 person sold-out auditorium

**Environmental Policy Specialist, Environmental Policy Assistant, Scenic Michigan Intern** 02/1998 - 01/2002

**Michigan United Conservation Clubs, Lansing, MI**

- Analyzed and lobbied on environmental and conservation policies before State and Federal lawmakers and commissions to advance the goals and policies of the 60,000 members of the MUCC
- Developed and executed campaign strategies for MUCC issues that included mass media, grassroots, and coalition building
- Provided environmental and political expertise to organizational committees and membership at-large to ensure educated debate, resulting in furthering of organizations mission and policy objectives
- Organized and taught at annual MUCC education programs
- Wrote 6 feature articles and regular updates for monthly organizational magazine to keep members informed on policy issues

### **PUBLIC SERVICE AND CONTINUING EDUCATION**

*Trustee*, Western Michigan University, February 2010 - Present

*Board Member*, Michigan Economic Development Foundation, June 2009 – Present

*Chair*, Michigan Political Leadership Program, September 2007 - Present

*Board Member*, Detroit Regional Chamber of Commerce, June 2008 – Present

*Advisory Council*, Michigan Children's Trust Fund, September 2007 - 2008

*Fellow*, American Council of Young Political Leaders, Turkey, April 2008

*Participant*, The Global Marketplace, Czech Republic, Slovakia, Hungary, 2006

*Board Member*, MSU Dept. of Community, Agriculture, Recreation and Resources Studies, 2005, 2006, 2007

*Fellow*, Michigan State University Water Policy Fellowship, 2005

*Graduate*, Environmental Leadership Institute, League of Conservation Voters, 1999

### **AWARDS**

Department of Environmental Quality Appreciation Award, 2006





December 19, 2012

Chairman Conan Smith  
Washtenaw County Board of Commissioners  
234 Eighth  
Ann Arbor, MI 48103

Dear Chairman Smith:

Thank you for the opportunity to apply for the position of RTA board member representing Washtenaw County. For the past decade I have served as a member of the AATA board. During that time, I have been a leader in getting the agency to think about regional concerns. For instance, I am the one who first took the initiative when Ypsilanti originally experienced a fiscal crisis to have AATA assist the city from a payment standpoint as part of the Purchase of Service Agreement. I also initiated interest in Commuter Express Service and the Air Ride.

I have consistently worked to ensure that AATA meets needs of the riders who rely on its service: those unable to afford a vehicle; the disabled community; and seniors. At the same time, however, I have also pushed to ensure that the service is more convenient and user-friendly to those riders who commute by choice, particularly those who commute to work. I pushed for reduced headways on the main arterials, and as recently as last month, it was my motion that increased the frequency in rush-hour service on the Number 5 route, which begins in Ypsilanti and runs through Southeastern Ann Arbor. I found the funds to increase service for the Number 5 route by savings in the Air Ride budget, a project with which I am closely affiliated, but which I knew had achieved savings as a result of better-than-expected ridership.

As an RTA member, I would be committed to ensuring that the quality of service remains high for Washtenaw County residents. I would argue that our initiatives in service outside the county demonstrate that we should not be forced to subsidize service in other counties because we are already doing our share to meet regional needs. My law firm, which employs 15 people in downtown Ann Arbor, also serves clients in an office in Troy. I routinely travel throughout Metro Detroit for work. I am intimately familiar with much of the geography and many of the communities throughout the Metro Detroit region. Therefore, I believe I would be an effective advocate for protecting Washtenaw's interests, while helping RTA to become an effective vehicle for improving public transit throughout the Metro Detroit area.

Finally, let me conclude that in my service as an AATA board member, I have always worked to listen to the views of transit professionals and members of the community from a variety of stations, including bus riders, commuters who choose not to use public transit, and business owners, as well as political leaders and non-profit groups. My initiatives and positions



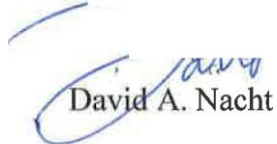
David Nacht  
Page2

advocated at AATA are informed by what I have learned from listening to others. If chosen to serve on the RTA board, I would continue to listen to ensure that good public policy is made taking into account a variety of people's and interest groups' concerns.

Thank you again for your consideration of my application.

Sincerely,  
NACHT, ROUMEL, SALVATORE,

BLANCH        = =



David A. Nacht

P.S. On December 27, I am in Fort Collins, Colorado at my sister-in-law's home. I will make myself available by video with sufficient notice as to the time.

# David A. Nacht

(734)663-7550 – office • (734)657-7754 – cell  
dnacht@nachtlaw.com

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<b>EMPLOYMENT</b>	<b>Nacht, Roumel, Salvatore, Blanchard, &amp; Walker, P.C.</b> Founder and Managing Shareholder <ul style="list-style-type: none"><li>• 15-employee employment and civil rights law firm</li><li>• Serves clients out of Ann Arbor and Troy offices</li></ul>	<b>1996-present</b>
<b>PUBLIC SERVICE</b>	<b>Ann Arbor Transportation Authority</b> Board Member <ul style="list-style-type: none"><li>• Currently treasurer</li><li>• Prior chairman</li><li>• Key initiatives include subsidizing Ypsilanti service, developing commuter express service to Canton/Chelsea, Air Ride</li><li>• Prior service on Washtenaw Metro Alliance, WATS Policy Board</li></ul> <b>Scio Township Board of Trustees</b> Trustee	<b>2003-present</b>  <b>2004-2008</b>
	<b>US Federal Court – Eastern District of Michigan (Flint)</b> Law Clerk for Honorable Stewart Newblatt	<b>1992-1994</b>
	<b>US Senator John Glenn, Washington DC</b> Staff Member, Senate Governmental Affairs Committee	<b>1987-1989</b>
<b>EDUCATION</b>	<b>The University of Michigan Law School</b> J.D. <i>with honors</i> , 1992	<b>1992</b>
	<b>Harvard College</b> B.A. <i>with honors</i> , 1987	<b>1987</b>
<b>CLASSES/SEMINARS TAUGHT</b>	<b>The University of Michigan Law School</b> Repeat Guest Lecturer	
	<b>The University of Michigan College of Engineering</b> Guest Lecturer: High Tech Entrepreneurship, 2012	<b>2012</b>
<b>VOLUNTEER SERVICE</b>	<b>Temple Beth Emeth (Ann Arbor)</b> Former Board Member  <b>American Lung Association of Michigan</b> Former Board Member  <b>Anti-Defamation League</b> Former Board Member	
<b>PAST EMPLOYMENT</b>	<b>Miller, Canfield, Paddock, &amp; Stone, Detroit</b> Associate	<b>1994-1996</b>
<b>PERSONAL</b>	Resides in Scio Township Married to Michigan State University Professor Two sons in Ann Arbor Public Schools	



December 21, 2012

Dear Ms. Moutinho,

I was reading the December 20, 2012 issue of the Ann Arbor.Com and read the article concerning the County's desire to seek applicants for representatives to the Regional Transit Board for Southeast Michigan. I am submitting a copy of my resume and this cover letter.

I believe that my education and experience in the Private Sector and Public Sector would make me a candidate to apply for one of the positions. I have educational experience in Urban Studies and Urban Planning. I have had a lifelong interest in transportation issues. Therefore I have been very disappointed in the progress or lack of progress the Southeast Michigan-Detroit Region has made in public transit. I understand the areas reliance on the auto industry but the continued resistance for all parties and areas of government to work on an area transit plan has frustrated me for years. I applaud the Legislature for this Legislation and believe it will open many doors and not to mention Federal funds to update our sadly lacking transportation system in this area of the country. I do understand that there is opposition to this action even in our area (Washtenaw County). The State in providing a funding mechanism and the legislation will greatly increase the likelihood of success. I was interested to see that economic troubles of Detroit have now opened an avenue for there to be a consolidated regional transportation authority. The Detroit Department of Transportation has been the sticking point in having a truly regional transit system that can cross city and county lines of jurisdiction.

My work experience is varied but I have had several positions that included management and believe that these experiences have given me skills in the area of leadership. I understand and know the areas of public funding. I understand the politics of any issue and that may have two or more sides to them. Furthermore with any issue or legislation there are many stakeholders that are affected by the actions of government or interest groups. I am a lifelong resident of the State of Michigan and have lived in many of the areas of Southeast Michigan that will be served by this board. I could go on but I will try and be brief and hopefully may have opportunity to expound on these matters at a later date. Thank you for the opportunity to apply and I will be looking forward to hearing from you in the next week.

Best Regards,

David Nestorak

[nestorakd1@sbcglobal.net](mailto:nestorakd1@sbcglobal.net)

1703 Gregory Street

Ypsilanti, Mi 48197

Tel. 734-482-5272-Home, 734-417-4879-Cell

**David E. Nestorak  
1703 Gregory  
Ypsilanti, Michigan 48197**

**Telephone 734-482-5272-H  
734-417-4879-C**

### **OBJECTIVE**

Seeking a career position in Public Sector or Management. Areas of responsibility may include Management, Personnel, Budgeting and /or Customer Services.

### **EXPERIENCE**

Partner Account Manager- Environmental Protections Agency-SmartWay Transport Partnership,  
Ann Arbor, MI  
April 2011- Present

Worked with partners to reduce greenhouse gases associated with freight movement from manufacturer, warehouse to markets and consumers.

- Act as a liaison between partners who are members of Supply Chain Management / Freight Industry and the EPA.
- Maintain Partners Status through customer service.
- Work with EPA staff in recruiting and related services, including Partner workshops, presentations, conferences and media events.
- Update and maintain the Partner database.
- Provide programmatic and technical assistance to stakeholders.

Owner/ Contractor- Depot Woulds, Ypsilanti, MI  
August 2002-March 2011

Owned and operated my own construction and remodeling business.

- Worked on a variety of commercial and residential projects.
- Worked as a general contractor in hiring and firing sub-contractors for specific projects.
- Estimated and budgeted projects for customers that I myself could not service due to time constraints.
- Knowledge of Universal Design principles and ADA regulations.

Departmental Specialist-Michigan Department of State, Lansing, MI  
February 1998-Present

- I served as Administrative Assistant to the Region Manager.
- I served as Labor Relations Liaison for the Region..
- I acted as the Region Representative for Labor Management Meetings.
- I acted as the Region technical resource person and assisted branch managers in areas of contract interpretation, policies and procedures.
- I assisted the District Managers in special projects and provided assistance to the Relief District Manager in managing Districts in the Managers absence.
- I assisted branch Mangers in expansion of P.C. usage in the branch offices.
- I worked with the Bureau P.C. Liaison to provide training and expand use of PCs in branch offices.
- I assisted customers with difficult complaints and helped to respond to Miller Referrals.

Branch Manager-Michigan Department of State, Lansing, MI  
March 1978-February 1998.

- Supervised and trained employees through seminars, management objective and participative management programs.
- Implemented licensing procedures for commercial and public drivers.
- Coordinated conversion from manual operations to computer operations.
- Coordinated driver and vehicle services for public and business sectors.
- Evaluated through road tests commercial and public drivers.

Field Representative-National Life and Accident Insurance Co., Southgate, MI, November 1976-March 1978.

- Increased sales volume in territory by expanding customer base.
- Marketed contracts for Life, Health and Accident policies.
- Consistently evaluated customer needs for additional services.
- Administered claims in a compassionate manner.

Child Care Worker- Lafayette Clinic, Detroit, MI, August 1972-November 1976.

- Supervised patients in ward activities.
- Consulted with doctors, nurses and social workers.
- Developed rehabilitation program for each patient.
- Submitted reports concerning patients progress.

### **EDUCATION**

Post Graduate Courses; Business/Public Administration, Eastern Michigan University, 1982-1983, Ypsilanti, Michigan.

Data Processing Courses; RPG, COBOL, Basic, Washtenaw Community College, 1980-1982, Ann Arbor Michigan.

Truck and Bus Driver Certification, Lansing Community College, 1979, Lansing, Michigan.

Bachelor of Arts, Wayne State University, 1974, Detroit, Michigan.

### **INTERESTS**

Swimming, skiing, camping, team sports, racquet sports, golf, music, theater and dancing.

**References will be furnished upon request.**

## David Weinreich

Doctoral Student  
University of Michigan  
Taubman College of Architecture and Urban  
Planning  
801 East Huron Street  
Apt. 3  
Ann Arbor, MI 48104  
(415) 533-4671 mobile  
dpwein@umich.edu

December 19, 2012

Conan Smith,  
Chair of the Washtenaw County Board of Commissioners  
220 North Main St.  
Ann Arbor, MI 48104

Dear Chairman Smith and Members of the Advisory Committee:

Ann Arbor has excellent transit service—within Ann Arbor. But the connections to the surrounding region are rather tenuous. Those who rarely leave the county may not see this as a problem. But many people from outside come here—keeping our county's economy alive. Every day the freeways and roads leading to the city are clogged. Every weekend, the parking lots are filled. Every time we have an Art Fair or a football game, the only way to get here is by car.

For transit dependents, like myself, there is no way to get to theater performances or sports games, academic or social events, in Detroit and the surrounding region, other than to wait for the next time a friend is willing to drive. Due to my medical condition, I am unable to drive, and have not done so almost 15 years. Good public transit service is a necessity for my, and means the difference between being a full fledged member of society, or one stuck at home. I have dedicated my career to improving transit opportunities for those in the same predicament as myself, and I am applying to represent our county on the new RTA because I feel very strongly about making our region more accessible for everyone.

When I was a student at the University of California, Irvine, I began a transit advocacy group that surveyed students to learn what transit needs were not being met, and we worked closely with both the university and the Orange County Transportation Authority to develop services better tailored to student needs. This resulted in a new weekend service connecting students directly to the nearest entertainment, shopping and train services. Students who were once marooned on campus after the last Friday night commuter went home suddenly were able to connect with the outside world, and the route was an instant success.

I have continued to work on improving public transportation through my research into the political and financial obstacles that often stand in the way of successful regional transit proposals. As a doctoral student at the University of Michigan, I have presented papers at

planning and transportation conferences looking at cases in other regions around the country that could provide a great deal of insight into the RTA proposal we are attempting to implement here. It would be a true honor to be able to bring some of that expertise to the current effort to create regional transit right here at home.

I believe the RTA can be most successful through a strong connection with local government leaders and activists in each municipality. I would like to see it work in concert with existing transit agencies, as a forum for dialogue between them, rather than as a new layer of government bureaucracy.

This can start with better coordination of transit proposals and of existing services. When I worked at the Metropolitan Transportation Commission (MTC) in the Bay Area, they used their body as a facilitator for regional cooperation, and I believe RTA can do this as well. Like MTC, the RTA could help local governments coordinate their applications for federal transportation grants, hopefully obtaining more federal money for the region through increased coordination and mutual support. The RTA could work with local transit agencies to implement a universal transit fare card for the region (as MTC, Chicago, New York and many other regions have done); and the RTA could help coordinate the schedules of local bus operators. None of these proposals requires expensive new infrastructure, and can be implemented relatively quickly, but would make a big difference for transit riders.

What I do not want to see is for the RTA to become too closely tied to a single infrastructure project. The bus rapid transit proposal has a great deal of potential to be implemented in a short time span, and could provide very high quality service to the entire region at a relatively low cost (much like the excellent new AirRide service, except on a larger scale). However the fixation in the RTA legislation on one particular technology—bus over rail—could be a challenge for the new RTA. We need a more open process for selecting between bus and rail, and if chosen to represent Washtenaw County on the new RTA, I would work closely with county officials to see how we can more fairly compare the two.

I would like to bring my experience—as a transit dependent, as a transit advocate, and as an academic with expertise in the politics of building cooperative regional transit proposals—to the new RTA board. I have already lobbied on the RTA measures with the Michigan Suburbs Alliance. Now I would like to convert this legislative success into an opportunity to better connect Washtenaw County to the rest of the region.

It would be a true honor to work with you to make this vision a reality.

Sincerely,

A handwritten signature in black ink, appearing to read "David Weinreich". The signature is written in a cursive, flowing style.

David Weinreich

# David Weinreich

[dpwein@umich.edu](mailto:dpwein@umich.edu)

(415) 533-4671

## Education

University of Michigan Taubman College of Architecture and Urban Planning: Doctoral Student, September 2011-Present

University of California, Irvine, MA: June 2011  
Urban and Regional Planning

University of California, Berkeley, BA: May 2001  
Majors: History & Classical Languages

## Professional Experience

President, Transportation Advocates, UCI: March 2010-July 2011

- Organized student group to respond to massive transit cuts in Orange County.
- Conducted research of student transit needs.
- Successfully lobbied for new campus shuttle service connecting students to nearest shopping and entertainment center & Irvine train station.
- Worked with Orange County Transit Authority to reduce damage from proposed cuts and find low cost ways for service to better meet student needs.

Executive Intern, Southern California Association of Governments: June-August 2010

- Research for economic conference about state of Southern California Economy.

Intern, South Coast Air Quality Management District: June-August 2010

- Office of Planning & Rule Making:
- Conducted research on implementation of SB 375 (which curbs greenhouse gas emissions through infill development requirements) and energy conservation.

District Representative, Office of State Senate Pro Tem: December 2006-2009

- Served as liaison to the Port of Oakland air quality task force, to develop ways to reduce effects of diesel pollution from ships and trucks on neighboring West Oakland communities.

Press Secretary/District Representative, Office of State Senate Appropriations Chair: December 2004-December 2006

Legislative Analyst, Office of the Speaker of the California Assembly: November 2002-December 2004

Public Information Intern, Bay Area Metropolitan Transportation Commission (MTC): July 2001-March 2002

## Academic Conference Presentations

Association of Collegiate Schools of Planning (ACSP). 53<sup>rd</sup> Annual Conference. Cincinnati, OH: "The Political Process of Financing Regional Transportation: A study of regional coordination in the San Francisco Bay Area." November 3, 2012.

"What Drives Transit Ridership in the Suburbs?" At "Making Transit Work in Suburbia" UC

Irvine. April 8, 2011

“Regional Transportation Finance. A study of the process of developing RM2, a regional finance mechanism in the politically fragmented San Francisco Bay Area.” UCTC. February 24, 2011.

“Moving Freight Forward. A Look at the Local, Regional and Federal Roles in Improving Southern California’s Air Quality Problems Caused by Goods Movement.” UCTC. March 31, 2010.

**Honors &  
Recognitions**

University of California, Irvine Department of Planning, Policy & Design Outstanding Thesis 2010 & 2011. (\$500 award)

University of California, Irvine Department of Planning, Policy & Design Masters in Urban & Regional Planning Thesis Research Grant (\$500 award)

UCI Green Initiative Fund Special Award “To David Weinreich and the Transit Advocates for Implementing the New Shuttle Route to the Spectrum.”

“Anteaters on the Move. Student group campaigns for more public transit serving campus.” UC Irvine webpage article, December 17, 2010.

“Advocating for Public Transit. Group aims to raise awareness about transit options for UC Irvine students, a big employer in the city.” Daily Pilot article. December 25, 2010.



Lisa Moutinho,

Washtenaw County Management Analyst

Lisa, I hope this finds you well.

My name is Del Robert Cagle, a resident of Whitmore Lake, Michigan.

I happened upon the appointment article while reading my google news that led me to the Ann Arbor.com.

I believe that if you were to review my resume' that you will find many of my skills, abilities, and work habits to be the qualities you are looking for in your appointments.

I have a background in manufacturing, engineering, accounting, and management. I can assume many roles.

I will keep it brief, I know you are inundated with resumes', but please, take mine into consideration.

Thank you in advance,

*Del Cagle*

Del Cagle  
(734)449-8726

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#### OBJECTIVE

Would like to join with a progressive company that will allow me to utilize my Skills, Abilities and Work Habits to add to mine and my employer's successes.

#### EMPLOYMENT HISTORY

Book-keeper/Comptroller, Action Asphalt and Concrete Whitmore Lake, MI

Responsible for Accounts Receivable activities: Weekly submission of company receivable aging reports & Customer ledgers. Weekly customer calls on open invoicing. Responsible for Accounts Payable activities, Submission of weekly Payables aging. Payment scheduling. Employee Payroll: Tracking of employee work hours, Customer Service: (Logistics) Order Acquisition & Tracking, Production Scheduling & Purchasing

Document Data Manager, Brighton NC Machine Brighton, MI

Initial entry of saleable products/item master/bill of material, filing and maintaining customer blueprints, & manufacturing specifications. Downloading and translating customer purchase orders, production schedules, advanced ship notices, NAFTA documents & transactions. Administrating customer's web portals (EDI). Enter IMDS content data. Writing and maintaining PPAPs (PFD, MCP, PFMEA, and PSW). Development and publishing of inspection records, routers, and work instructions. Installed client PCs on company's domain network server, set up e-mail accounts, performed scheduled back ups of company's server weekly. Assisted Sales Dept in large volume quotes. Coordinated ISO 9001:2000 activities, procedures and policy. Trained employees and staff.

System Administrator/Comptroller, Tronex Chemical/Torch Coatings Wixom, MI

Responsible for Accounts Receivable activities: Weekly submission of company receivable aging reports & Customer ledgers. Weekly customer calls on open invoicing. Responsible for Accounts Payable activities, Submission of weekly Payables aging. Payment scheduling. Employee Payroll: Tracking of employee work hours, Customer Service: (Logistics) Order Acquisition & Tracking, Production Scheduling & Purchasing

Department Manager, Hoffmann Filter Corp Brighton, MI

Responsible for product/job management, keeping large and small scale machine build on schedule month to month ensuring "on-time" quality delivery.

- Implemented a successful JIT inventory system improving accurate on-time delivery.
- Developed Quality process for company products.
- Reduced Customer complaint log over 100%.

#### EDUCATION & TRAINING

Associates, Technologies, Washtenaw Community College, MI

## HONORS, AWARDS, PROFESSIONAL ORGANIZATIONS

Graduated PTK Phi Theta Kappa

- PTK Phi Theta Kappa

Gerald R. Ford  
School of Public Policy

December 20, 2012

RTA Board Advisory Committee  
c/o Conan Smith, Chair  
Washtenaw County Board of Commissioners  
220 North Main  
Ann Arbor, MI 48104

Dear Advisory Committee Members:

Please consider my application to serve on the new Southeast Michigan Regional Transit Authority board.

I am a resident of Ann Arbor and a native of Southeast Michigan. In both my personal and professional life, I am committed to the long-term health and vitality of the region and the state. Personally, I am a citizen, homeowner, community member, taxpayer, and parent with deep roots in Washtenaw County and Southeast Michigan. I grew up in Birmingham, attended UM for undergraduate and graduate school, and returned to Ann Arbor in 2001. My extended family lives throughout the region, and I have a strong sense of the region's history and social/economic/political dynamics.

Professionally, I am a Professor of Public Policy in the Ford School at UM. Much of my recent research focuses on questions of regional governance – how decision-makers create and implement public policies that transcend formal jurisdictional boundaries. I teach courses on state and local government, intergovernmental relations, and economic and community development policy, and have published academic and applied research papers on intergovernmental cooperation and regional transportation policy. In my teaching, I regularly teach project-based courses in which I supervise student team projects with real client organizations, many of which are communities or non-profit organizations in Southeast Michigan, and many of which are involved in transportation and economic development policy. These projects allow me to develop strong and lasting ties with the client organizations and to learn about a wide range of public policies from the perspectives of diverse stakeholders.

For the past four months, I have been organizing a major event that is directly relevant to the RTA. I am the faculty director responsible for the planning and implementation of a

large-scale role-playing simulation that will involve 150 Ford School Masters students in early January. The topic of the simulation is regional transit in Southeast Michigan. Specifically, the students will take the perspectives of diverse decision-makers and stakeholders at the state, regional and local levels involved in the RTA. Now that the legislation has passed, their task will be to consider questions of governance, implementation, and funding. Over 30 experts are scheduled to participate in the event, including Governor Snyder. It promises to be an exciting three days!

In organizing this event, I have closely examined the complex policy and political issues involved in the RTA. I have reviewed the history of regional transit in Southeast Michigan, carefully studied the several RTA bills, and followed their political fates. I have talked with dozens of decision-makers and stakeholders. I have learned a great deal and look forward to working through issues of governance, implementation and funding with my students. I would welcome the opportunity to apply this knowledge on the RTA board.

In conclusion, it would be an honor and a privilege to serve on the RTA board. If appointed, I will do my best to contribute constructively to the board's difficult and important work, and will strive to promote an appropriate balance between the needs and interests of the County and the region as a whole.

Thank you for your consideration.

Sincerely,

A handwritten signature in black ink, appearing to read 'Elisabeth R. Gerber', written in a cursive style.

Elisabeth R. Gerber  
Jack L. Walker Jr. Professor of Public Policy  
University of Michigan  
734-647-4004  
ergerber@umich.edu

**ELISABETH R. GERBER**  
**CURRICULUM VITAE**

Gerald R. Ford School of Public Policy  
The University of Michigan  
5228 Weill Hall, 735 S. State St.  
Ann Arbor, MI 48109- 3091

Phone: (734) 647-4004  
Fax: (734) 763-9181  
[ergerber@umich.edu](mailto:ergerber@umich.edu)

**PROFESSIONAL APPOINTMENTS**

2012-present Jack L. Walker Jr. Professor of Public Policy, University of Michigan  
2009-present Professor of Political Science, University of Michigan (by courtesy)  
2008-present Research Associate, Center for Political Studies, University of Michigan  
2001-2012 Professor of Public Policy, University of Michigan  
2001-2006 Director, State and Local Policy Center, University of Michigan  
1999-2000 Visiting Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford  
1998-2001 Associate Professor of Political Science, University of California, San Diego  
1995-2002 Adjunct Fellow, Public Policy Institute of California, San Francisco  
1993-1998 Assistant Professor of Political Science, University of California, San Diego  
1991-1993 Assistant Professor of Political Science, California Institute of Technology

**EDUCATION**

Ph.D., Political Science, University of Michigan, 1991  
M.A., Political Science, University of Michigan, 1989  
B.A., Political Science and Economics, University of Michigan, 1986, With High Honors and High Distinction

**BOOKS**

*Michigan at the Millennium*, co-edited with Charles L. Ballard, Paul N. Courant, Douglas C. Drake, and Ronald C. Fisher. 2003. East Lansing, MI: Michigan State University Press.

*Voting at the Political Fault Line: California's Experiment with the Blanket Primary*, co-edited with Bruce E. Cain. 2002. Berkeley: University of California Press.

*Stealing the Initiative: How State Government Responds to Direct Democracy*, with Arthur Lupia, Mathew McCubbins, and D. Roderick Kiewiet. 2000. New York: Prentice-Hall.

*The Populist Paradox: Interest Group Influence and the Promise of Direct Legislation*. 1999. Princeton: Princeton University Press.

**RESEARCH ARTICLES**

“Political Homophily and Collaboration in Regional Planning Networks,” with Adam Henry and Mark Lubell. Forthcoming, *American Journal of Political Science*.

“Partisanship and Local Climate Policy.” Forthcoming, Spring 2013. *Cityscape*.

- “When Mayors Matter: Estimating the Impact of Mayoral Partisanship on City Policy,” with Daniel Hopkins. 2011. *American Journal of Political Science*. 55:2, 326-339.
- “Prospects for Expanding Regional Planning Efforts,” with Carolyn Loh. 2011. *Urban Studies* 48:11, 2303-2319.
- “Balancing Regionalism and Localism: How Institutions and Incentives Shape American Transportation Policy,” with Clark C. Gibson. 2009. *American Journal of Political Science* 53:3, 633-48.
- “Explaining Horizontal and Vertical Cooperation in Michigan,” with Jered B. Carr and Eric Luper. 2009. In *Sustaining Michigan*. Richard W. Jelier and Gary Sands, editors. East Lansing, MI: Michigan State University Press. 207-36.
- “Cooperative Municipal Service Provision: A Political-Economy Framework for Understanding Intergovernmental Cooperation,” with Clark C. Gibson. Forthcoming. In *Resource Sharing in Urban Areas*, Jered Carr, ed. Washington, DC: Georgetown University Press.
- “Evaluating the Effects of Direct Democracy on Public Policy: California’s Urban Growth Boundaries,” with Justin H. Phillips. 2005. *American Politics Research* 33:2, 310-330.
- “Beyond the Median: Voter Preferences, District Heterogeneity, and Representation,” with Jeffrey B. Lewis. 2004. *Journal of Political Economy* 112:6, 1364-1383.
- “Authority Migration: Defining an Emerging Research Agenda,” with Kenneth Kollman. 2004. *PS: Political Science and Politics* 37:3, 397-401.
- “When Does Government Limit the Impact of Voter Initiatives: The Politics of Implementation and Enforcement,” with Arthur Lupia and Mathew McCubbins. 2004. *Journal of Politics* 66:1, 43-68. Reprinted in Japanese in *The Law Review of Kansai University*, Sept 2004.
- “Direct Democracy and Land Use Policy: Exchanging Public Goods for Development Rights,” with Justin H. Phillips. 2004. *Urban Studies* 41:2, 463-479.
- “Minority Rights in Direct Democracy,” with Zoltan Hajnal. 2004. In *Principles and Practice of American Politics*, 2<sup>nd</sup> ed. S. Kernell and S. S. Smith, eds. Washington, DC: CQ Press.
- “Development Propositions, Interest Group Endorsements, and the Political Geography of Growth Preferences,” with Justin H. Phillips. 2003. *American Journal of Political Science* 47:4, 625-639.
- “Tyranny of the Majority? Racial and Ethnic Minorities in Direct Democracy,” with Zoltan L. Hajnal and Hugh Louch. Forthcoming. In *Diversity in Democracy*, G. Segura and S. Bowler, eds. Charlottesville: University of Virginia Press.
- “Michigan in the 21<sup>st</sup> Century,” with Charles Ballard, Paul Courant, Doug Drake, and Ron Fisher.” 2003. Introductory chapter for *Michigan at the Millennium*. C. Ballard, P. N. Courant, D. C. Drake, R. Fisher, and E. R. Gerber, eds. East Lansing: Michigan State University Press.
- “An Empirical Approach to Understanding the Dynamics of Cabinet Government,” with Torbjorn

- Bergman and Scott Kastner. Forthcoming. In *Coalition Governance in Western Europe*. K. Strom, W. Muller, and T. Bergman, eds. London: Oxford University Press.
- “Minorities and Direct Legislation: Evidence from California Ballot Proposition Elections,” with Zoltan L. Hajnal and Hugh Louch. 2002. *Journal of Politics* 64:1, 154-177.
- “Direct Democracy in American States and Localities.” 2002. In *Developments in American Politics*, 4<sup>th</sup> edition. G. Peele, C. J. Bailey, and B. E. Cain, eds. New York: St. Martin’s Press.
- “California’s Blanket Primary Experiment,” with Bruce E. Cain. 2002. Introductory chapter for *Voting at the Political Fault Line*. B. E. Cain and E. R. Gerber, eds. Berkeley: University of California Press, 3-11.
- “Strategic Voting and Candidate Policy Positions in a Blanket Primary.” 2002. In *Voting at the Political Fault Line*. B. E. Cain and E. R. Gerber, eds. Berkeley: University of California Press, 192-213.
- “The Logic of Reform: Assessing Initiative Reform Strategies.” 2001. In *Dangerous Democracy*. L. Sabato, H. Ernst, and B. Larson, eds. Boulder, CO: Rowman & Littlefield, 143-172.
- “Money in the Initiative and Referendum Process: Evidence of its Effects and Prospects for Reform,” with Elizabeth Garrett. 2001. In *The Battle over Citizen Lawmaking*. M. D. Waters, ed. Durham, NC: Carolina Academic Press, 73-95.
- “California’s Experience with the Blanket Primary.” Forthcoming. In *Congressional Primaries and the Politics of Representation*. P.F. Galderisi, M. Ezra, and M. Lyons, eds. Lanham, MD: Rowman & Littlefield, 143-160.
- “Legislative Responses to Referendum,” with Simon Hug. 2001. In *Referendum Democracy: Citizens, Elites, and Deliberation in Referendum Campaigns*. M. Mendelsohn and A. Parkin, eds. Toronto: MacMillan/St. Martin’s Press, 191-210.
- “Voter Competence in Direct Legislation Elections,” with Arthur Lupia. 1999. In *Citizen Competence*. S. Elkins and K. Soltan, editors. University Park, PA: Penn State University Press, 147-160.
- “Minority Representation in Multi-member Districts” with Rebecca B. Morton and Thomas A. Rietz. 1998. *American Political Science Review* 92:1, 127-144.
- “Primary Election Systems and Representation” with Rebecca B. Morton. 1998. *Journal of Law, Economics, and Organization* 14:2, 304-324.
- “Pressuring Legislatures Through the Use of Initiatives.” 1998. In *Citizens as Legislators: Direct Democracy in the United States*, S. Bowler, T. Donovan, and C. Tolbert, eds. Columbus: Ohio State University Press, 191-208.
- “Legislative Response to the Threat of Popular Initiatives.” 1996. *American Journal of Political Science* 40:1, 99-128.
- “Legislatures, Initiatives, and Representation: The Effects of State Legislative Institutions on Policy.” 1996. *Political Research Quarterly* 49:2, 263-286.



- “Term Limits, Responsiveness and the Failures of Increased Competition,” with Arthur Lupia. In *Legislative Term Limits: Public Choice Perspectives*, B. Grofman, ed. Boston: Kluwer Academic Publishers, 87-99.
- “Campaign Competition and Policy Responsiveness in Direct Legislation Elections,” with Arthur Lupia. 1995. *Political Behavior* 17:3, 287-306.
- “Reforming the California Initiative Process: A Proposal to Increase Flexibility and Legislative Accountability.” 1995. In *Constitutional Revision in California*. B. E. Cain and R. Noll, eds. Berkeley: University of California Press, 291-312.
- “Coalitional Prospects in a Multi-Racial Society: African-American Attitudes Towards Other Minority Groups,” with Bruce E. Cain and Byran O. Jackson. 1994. *Political Research Quarterly* 47: 277-294.
- “Endogenous Preferences and the Study of Institutions,” with John E. Jackson. 1993. *American Political Science Review* 87:3, 639-656.

#### OTHER PUBLICATIONS

- “Regional Governance in Michigan.” 2005. CLOSUP/ Ann Arbor Area Chamber of Commerce Policy Report, University of Michigan, Ann Arbor. [www.umich.edu/~closup](http://www.umich.edu/~closup).
- “Authority Migration.” 2004. *PS Research Symposium*, edited with Kenneth Kollman, in *PS: Political Science and Politics*.37:3, 397-431.
- “Growth Management Policy in California Communities.” 2003. CLOSUP Policy Report, Gerald R. Ford School of Public Policy, University of Michigan, Ann Arbor. [www.umich.edu/~closup](http://www.umich.edu/~closup).
- “Privatization: Issues of State and Local Infrastructure.” 2003. CLOSUP/OTPR Policy Report, Gerald R. Ford School of Public Policy, University of Michigan, Ann Arbor. [www.umich.edu/~closup](http://www.umich.edu/~closup).
- “Linking Science, Planning, and Policy-Making for Sustainable Development In the Great Lakes Basin” with Richard K. Norton, Robert Marans, Guy Meadows, and John O’Shea. 2002. Prepared for the University of Michigan Great Lakes Initiative.
- “Ballot Initiatives and the Politics of Implementation: Assessing Prospects for Reform.” 2000. Policy Paper, Public Policy Institute of California, San Francisco.
- “States Respond with Initiative Reform.” 2001. In *Proceedings of the Committee on the Future of Western State Legislatures*. M. L. Cooper, ed. San Francisco: Council of State Governments - West.
- “Interest Group Influence in the California Initiative Process.” 1998. Background Paper, Public Policy Institute of California, San Francisco.
- “The Consequences of Primary Election Laws in the American States.” 1997. Expert

Report, *California Democratic Party v. Bill Jones*. United States District Court for the Eastern District of California. No. CIV-S-96-2038 DFL PAN.

#### TEACHING EXPERIENCE

Lower division undergraduate courses: Political Inquiry  
Upper division undergraduate courses: Interest Group Politics, Understanding Direct Legislation, State and Local Politics, Political Representation  
Graduate courses: American Politics, Advanced Statistical Analysis, State and Local Policy, Integrated Policy Exercise, Community and Economic Development, Ph.D. Policy Seminar, Applied Policy Seminar, Program Evaluation

#### AWARDS AND FELLOWSHIPS

American Academy of Arts & Sciences, Elected 2012  
Ford School Diversity Center Award, 2011  
Graham Institute Award, "Great Lakes Climate Change Integrated Assessment," 2010-2013  
National Science Foundation Grant, SES-0961868, "Local Resource Management Institutions and the Malleability of Conservation Beliefs and Actions," 2010-2012  
National Science Foundation MMS Mid-Career Fellowship, 2009-2010  
Rackham Spring/Summer Research Grant, 2008  
Michigan State University Center for Community and Economic Development Grant, 2007  
National Science Foundation Grant, SES-0648205, "EITM Summer Training Institute," 2007-2010  
National Science Foundation Grant, SES-0452281, "Balancing Competing Interests in American Regional Governance Date," 2005-2007  
National Science Foundation Grant, SES-0001866, "The New Politics of Land Use," 2000-2001  
Center for Advanced Study in the Behavioral Sciences, Fellow, 1999-2000  
Public Policy Institute of California Grant, 1998-2000  
John M. Olin Foundation Faculty Fellow, 1995-1996  
Hellman Faculty Fellowship, UCSD, 1995  
Heinz Eulau Award for best paper in the *American Political Science Review*, 1993  
CQ Award for best paper presented in legislative studies at the meeting of the American Political Science Association, August 1992  
Gerald R. Ford Dissertation Fellowship, University of Michigan, 1990-1991  
Rackham Dissertation Fellowship, University of Michigan, 1989-1990  
University Fellowship, University of Michigan, 1987-1988

#### CONFERENCE PRESENTATIONS

American Political Science Association: 1988, 1989, 1992, 1993, 1994, 1995, 1997, 1998, 1999, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010, 2011  
Midwest Political Science Association: 1991, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2000, 2002, 2003, 2004, 2005, 2006, 2007, 2009, 2010, 2011, 2012  
Political Methodology Annual Meeting: 1989, 1991, 1992, 1993, 1994, 1995, 1997, 1999  
Western Political Science Association: 1991, 1993  
Public Choice Society Annual Meeting: 1993, 1994, 1995, 2002  
Western Economics Association: 1993  
State Politics and Policy Conference: 2004, 2005  
NTC/GRA: 2005

## INVITED LECTURES

Institute of Governmental Studies, University of California, Berkeley, CA, 1990  
Department of Political Science, University of California, Davis, CA, 1990  
Department of Political Science, University of California, Los Angeles, CA, 1990  
Division of Humanities and Social Sciences, Caltech, Pasadena, CA, 1990  
Department of Political Science, Duke University, Durham, NC, 1990  
Department of Political Science, Yale University, New Haven, CT, 1990  
Department of Political Science, Massachusetts Institute of Technology, Cambridge, MA, 1990  
Department of Political Science, University of Rochester, Rochester, NY, 1990  
Department of Politics, Princeton University, Princeton, NJ, 1991  
Division of Humanities and Social Sciences, Caltech, Pasadena, CA, 1992  
Institute of Governmental Studies, University of California, Berkeley, CA, 1992  
Hoover Institution, Stanford, CA, 1992  
Department of Political Science, University of California, San Diego, CA, 1992  
Conference of the Society for Social Choice and Welfare, University of Caen, France, 1992  
Summer Undergraduate Research Fund (SURF) Seminar, Caltech, Pasadena, CA, 1992  
Division of Humanities and Social Sciences, Caltech, Pasadena, CA, 1992  
Department of Political Science, University of California, Davis, CA, 1992  
Department of Political Science, University of California, Riverside, CA, 1993  
Social Sciences Seminar, University of California, Irvine, CA, 1993  
American Political Institutions Project, University of California, San Diego, CA, 1993  
Applied Economics Workshop, Department of Finance and Business Economics, University of Southern California, Los Angeles, CA, 1993  
Department of Political Science, University of Iowa, Iowa City, IA, 1993  
Department of Political Science, University of California, San Diego, CA, 1994  
California Constitution Revision Commission, Sacramento, CA, 1994  
“Issue Forum on Constitutional Reform,” San Diego, CA, 1994  
Hoover Institution, Stanford, CA, 1994  
Southern California Political Economy Workshop, Irvine, CA, 1994  
Political Economy of the Good Society Conference on Citizen Competence, Washington, DC, 1995  
Shambaugh Conference on Experimental Tests of Formal Theory in Political Science, Iowa City, IA, 1995  
California Constitutional Reform Conference, Berkeley, CA, 1995  
Summer Workshop on the Analysis of Political Institutions, Northwestern University, Evanston, IL, 1995  
Institute of Governmental Studies, University of California, Berkeley, CA, 1995  
Graduate School of Public Policy, University of California, Berkeley, CA, 1995  
Department of Political Science, Washington University, St. Louis, MO, 1995  
Institute of Governmental Studies, University of California, Berkeley, CA, 1996  
Graduate School of Public Policy, University of California, Berkeley, CA, 1996  
Department of Political Science, University of California, Los Angeles, CA, 1997  
Field Institute Workshop, San Francisco, CA, 1997  
Center for Social and Behavioral Research, University of California, Riverside, CA, 1997  
NYU Law School Faculty Symposium, New York, NY, 1997  
Department of Political Science, Columbia University, New York, NY, 1997  
Stanford Law Review Symposium on Law and the Political Process, Stanford, CA, 1997  
University of California, Irvine, Symposium on Open Primaries, Irvine, CA, 1997

Department of Political Science, University of California, San Diego, CA, 1997  
Nordic Relations with the EU Conference, Bornholm, Denmark, 1998  
Department of Political Science, Yale University, New Haven, CT, 1998  
Law, Economic, and Organization Workshop, Yale Law School, New Haven, CT, 1998  
Coalition Government in Parliamentary Democracies Conference, University of Vienna,  
Austria, 1998  
A Century of Citizen Lawmaking Conference, Initiative and Referendum Institute, Washington,  
DC, 1999  
Coalition Government in Parliamentary Democracies Conference, University of Siena, Italy,  
1999  
Council of State Governments - West, Sun Valley, ID, 1999  
Department of Political Science, University of Pennsylvania, Philadelphia, PA, 1999  
Department of Political Science, Duke University, Durham, NC, 1999  
Liberty Fund conference on Democracy and Leadership, Durham, NC, 1999  
UCSD Civic Collaborative, San Diego, CA, 2000  
Department of Political Science, Duke University, Durham, NC, 2000  
Coalition Government in Parliamentary Democracies Conference, University of Kent at  
Canterbury, UK, 2000  
Center for Advanced Study in the Behavioral Sciences, Stanford, CA, 2000  
Department of Political Science, Duke University, Durham, NC, 2000  
Department of Political Science, Brigham Young University, Provo, UT, 2000  
National Direct Democracy Conference, Institute for Governmental Studies, University of  
Virginia, Charlottesville, VA, 2000  
Political Institutions Workshop, Institute for Social Research, University of Michigan, Ann  
Arbor, 2000  
Gerald R. Ford School of Public Policy, University of Michigan, Ann Arbor, 2001  
Department of Political Science, UCSD, La Jolla, CA, 2001  
Department of Political Science, Penn State University, State College, PA, 2001  
Critical Issues Symposium, Florida State University, Tallahassee, FL, 2001  
Political Accountability Conference, Princeton University, 2002  
Columbia Elections Conference, Department of Politics, New York, NY, 2002  
Department of Politics, New York University, 2002  
Department of Political Science, Rice University, Houston, TX, 2003  
Economic Dinner Group, University of Michigan, Ann Arbor, 2003  
Authority Migration Conference, University of Michigan, Ann Arbor, 2003  
Legislative Staff Training, Wayne State University, State Policy Center, 2003  
Coalition Governance Conference, University of Barcelona, Spain, 2003  
UM State Outreach Workshop with Saginaw Leaders, 2003  
Huron Clinton Metropolitan Authority Board of Commissioners, Brighton, MI 2004  
Economic Dinner Group, University of Michigan, Ann Arbor, 2004, 2005  
Blueprint to End Homelessness, Washtenaw County, MI, 2004  
Political Institutions and Public Policy Workshop, Yale University, 2005  
Political Science Department Distinguished Speakers Series, University of Notre Dame, 2005  
Michigan Land Use Summit, Lansing, MI, 2005  
Resource Sharing in Urban Areas Conference, Detroit, MI, 2005  
American Politics Seminar, Department of Political Science, UCLA, 2005  
American Politics Research Workshop, Government Department, Harvard University, 2006  
Department of Political Science Distinguished Speakers Series, Florida State University, 2006  
Department of Political Science American Politics Workshop, Michigan State University, 2006  
Roundtable on Local Govt and Regional Governance, University of Illinois, Chicago, 2007

American Politics Research Group, UNC-Chapel Hill, 2007  
Coordination of Fragmented Authority Workshop, Florida State University, 2007  
American Constitution Society Symposium, UM Law School, 2007  
Rena Sivitanidou Annual Research Symposium, USC Law School, 2007  
University of Michigan, Gerald R. Ford Fellows Reunion Conference, 2007  
Yale University, Leitner Seminar in Political Economy, 2008  
University of Michigan, CPS, Workshop on Democratic Politics, 2008  
University of Minnesota, Department of Political Science Workshop, 2008  
Columbia University, Center for Urban Research and Policy, 2008  
Harris School of Public Policy, Political Economy Workshop, 2008  
Ohio State University, Visions in Methodology Workshop, 2008  
University of Michigan, Ford School of Public Policy, 2009  
University of Michigan, Center for Political Studies, Interdisciplinary Workshop on Politics and Policy, 2009  
University of Iowa, Department of Political Science seminar, 2009  
National Science Foundation, EITM Summer Institutes workshop, 2009  
UCLA, Symposium Honoring the Work of Daniel Hays Lowenstein, 2010  
University of Michigan, Center for Political Studies, Interdisciplinary Workshop on Politics and Policy, 2010  
University of Chicago, Harris School of Public Policy, Distinguished Lecturer Series, 2010  
Georgetown University, Department of Political Science seminar, 2010  
University of Michigan Political Networks Workshop, 2010  
University of Michigan Spatial Analysis Seminar, 2011  
University of Michigan Wolverine Caucus, 2011  
University of Virginia, Department of Political Science seminar, 2011  
Midwest Political Science Assn, Chicago, IL, presenter, 2011  
Political Networks Conference, Ann Arbor, MI, keynote speaker, 2011  
ICPSR Roundtable, Ann Arbor, MI, panelist, 2011  
APSA Annual Meeting, Seattle, WA, presenter, 2011  
RSQE Conference, Ann Arbor, MI, moderator, 2011  
Cornell Political Economy Workshop, Ithaca, NY, presenter, 2011  
UNC American Institutions Seminar, Chapel Hill, NC, presenter, 2012  
UMN Political Science Dept Workshop, Minneapolis, MN, presenter, 2012  
FSU Symposium on Local Sustainability, Tallahassee, FL, participant, 2012  
Georgetown University Government Dept Seminar, Washington, DC, presenter, 2012  
USC Governance Salon, Price School of Public Policy, Los Angeles, CA, presenter, 2012

#### CONFERENCES SPONSORED/ ORGANIZED

California's 'Blanket/Open' Primary Conference, Berkeley, CA, June 1998  
Political Methodology meetings, San Diego, CA, July 1998  
Privatization: Issues of State and Local Infrastructure Conference, co-sponsored with UM's Office of Tax Policy Research, Ann Arbor, Nov 2002  
Affordable Housing Conference, co-sponsored with UM's European Union Center, Ann Arbor, May 2003  
Authority Migration Conference, co-sponsored with UM's Center for Political Studies, Ann Arbor, May 2003  
Trends and Prospects in the Michigan Economy: Economic Policy, co-sponsored with MSU's Institute for Public Policy and Social Research and WSU's State Policy Center, Lansing, March 2004

Trends and Prospects in the Michigan Economy: Tax Policy, co-sponsored with MSU's Institute for Public Policy and Social Research and WSU's State Policy Center, Lansing, May 2004  
Great Lakes Economic Future Conference, co-sponsored with the Brookings Institution, Ann Arbor, March 2005  
State Politics and Policy Conference, co-sponsored with Michigan State University and State Politics and Policy Quarterly, East Lansing, May 2005  
Where Do We Go From Here: An Agenda-Setting Conference for the Economic Issues Facing Michigan, co-sponsored with The Center for Michigan, Ann Arbor, March 2006  
American Political Science Association, co-chaired with David Lake, Chicago, Aug/Sept 2007  
Complexity Mini-conference (hosted), Ford School of Public Policy, University of Michigan, July 2008  
EITM Summer Institutes (PI), Ann Arbor, MI, July 2009  
Big Ideas Conference (hosted and moderated), Ann Arbor, MI, Sept 2010  
Political Networks Conference (co-hosted), Ann Arbor, MI, June 2011

#### MEDIA APPEARANCES

Interview, *Out of the Blue*, Big Ten TV, January 2012  
Guest Interview, *Stateside*, Michigan Public Radio, June 2004  
Guest Appearance, *The Body Politic*, UCSD-TV, May 1998  
Guest Appearance, *These Days*, KPBS-TV, Feb 1998  
Guest Appearance, *Coffee In Del Mar*, San Diego Public Television, Feb 1997  
Guest Appearance, *The Body Politic*, UCSD-TV, Oct 1996

#### PROFESSIONAL ACTIVITIES

Chair, Gladys M. Kammerer Award Committee, APSA, 2012-2013  
Vice President: Midwest Political Science Association, 2010-2012  
Treasurer: Midwest Political Science Association, 2011-2013  
Associate editor: *American Journal of Political Science*, 2010-2014  
Co-editor: *American Political Science Review*, 2008  
Co-chair: American Political Science Association Annual Meeting, 2007  
Member: Political Methodology Career Award Committee, American Political Science Association, 2006-2007  
Co-chair: Political Economy Section, American Political Science Association Annual Meeting, 2006  
Member: Pi Sigma Alpha Award Committee, Midwest Political Science Association, 2005-2006  
Chair: James Madison Award Committee, American Political Science Association, 2004-2005  
Member: Midwest Political Science Association Nominations Committee, 2004-2005  
Member: Political Science Advisory Panel, National Science Foundation, 2002-2003  
Member: Executive Council, Midwest Political Science Association, 2000-2003  
Member: Governing Council, Inter-University Consortium for Political and Social Research, 2002-2004  
Member, National Advisory Board, Initiative & Referendum Institute, 2002-2006  
Chair: Political Economy Section, American Political Science Association, 2000-2002  
Member: American Political Science Association, Midwest Political Science Association, Public Choice Society  
Member: Editorial Board, *Legislative Studies Quarterly*, 1995-2002; *Political Research Quarterly*, 1996-1999; *Political Behavior*, 1997-2000; *Political Analysis* 1998-2000, 2004-2006; *State*

*Politics and Policy Quarterly*, 2000-2004; *Journal of Politics* 2001-2004, 2012-2014; *Journal of Theoretical Politics* 2002-2005, 2010-2014; *American Politics Review* 2004-2006; *American Political Science Review* 2007-2009, *California Journal of Politics and Policy* 2008-2012

Member: Political Organizations and Parties Award Committee, 2000

Officer: Secretary/Treasurer, Political Economy Section, APSA, 1996-2000.

Expert witness: *California Democratic Party v. Bill Jones*. USDC Eastern District of California No. CIV-S-96-2038. 1997

Chair: Gosnell Award Committee, American Political Science Association, 1997

Chair, Political Methodology Section, American Political Science Association Annual Meeting, 1996.

Chair: CQ Prize Committee, 1994

Officer: Member-At-Large, Legislative Studies Section, APSA, 1993-95

Referee: *American Political Science Review*, *Political Behavior*, *American Journal of Political Science*, *Political Analysis*, *Legislative Studies Quarterly*, *Political Research Quarterly*, *Social Science Quarterly*, *Journal of Law, Economics, and Organization*, *American Economic Review*, *State Politics and Policy Quarterly*, *Journal of Politics*, *Election Law Journal*.

#### ACADEMIC SERVICE

Aug 2012-present Member, Michigan MORE Mentoring Committee, UM

Aug 2012-present Member, Provost's Faculty Advisory Committee, UM

Sept 2010-June 2012 Co-chair, Ford School Open Policy Search, UM

Mar 2009-present Member, Rackham Continuous Enrollment Policy Workgroup, UM

Sept 2008-June 2010 Chair, Ford School MPP Curriculum Review Committee, UM

July 2008-June 2009 Member, Ford School Executive Committee, UM

Sept 2008-Jan 2009 Member, International/Comparative Policy Search Committee, UM

Jan 2008-Mar 2008 Member, Ford School Admissions Committee

Sept 2007-Jan 2008 Member, International/Comparative Policy Search Committee, UM

Sept 2006-Feb 2007 Member, Provost's Accountability Indicators Workgroup, UM

Sept 2006-Jan 2007 Chair, International Policy Search Committee, UM

2005-March 2005 Chair, University Advisory Committee, SNRE, UM

2004-Feb 2005 Member, Public Management Search Committee, UM

October 2003-Feb 2004 Chair, International Policy Search Committee, UM

October 2002-Feb 2003 Chair, International Policy Search Committee, UM

July 2002-June 2004 Member, Ford School Executive Committee, UM

Sept 2000-June 2001 Member, Department Budget Committee, UCSD

July 1998-June 1999 Member, Committee on Educational Policy, UCSD

October 1998-April 1999 Member, International Relations Search Committee, UCSD

October 1997-April 1998 Member, International Relations Search Committee, UCSD

October 1996-June 1999 Department Graduate Committee, UCSD

January 1995-June 1999 Department Space Committee, UCSD

July 1994-August 1995 Chair, California Constitutional Revision Project

December 1992-June 1994 Comm on Undergraduate Academic Standards and Honors, Caltech

August 1992-July 1994 Co-director, Program in Race, Politics, and Region, Caltech

August 1992-July 1994 Freshman Faculty Advisor, Caltech

August 1992 New Student Orientation Faculty Participant, Caltech

#### THESES

"Legislative Politics and the Direct Ballot: Comparing Policy Outcomes Across Institutional

Arrangements.” Submitted in partial fulfillment of the requirement for the degree of Doctor of Philosophy (Political Science) in the University of Michigan, 1991.

“Interest Group Effectiveness: A Research Proposal for Measurement and Estimation.” Submitted in partial fulfillment of the requirements for the degree of Master of Arts (Political Science) in the University of Michigan, 1989.

“Industrial Conflict in the British Coal Industry: The National Strike of 1984-1985.” Senior Honors Thesis, submitted in partial fulfillment for the degree of Bachelor of Arts (Economics and Political Science) in the University of Michigan, 1986.



## John P. Waterman

10582 Saline-Milan Rd. Saline,  
Michigan 48176  
[jwaterman@bikeprogram.org](mailto:jwaterman@bikeprogram.org)  
734-658-8347

December 21, 2012

Dear County Commissioners,

I would like to submit my name for consideration as one of the Regional Transit Authority Representatives for Washtenaw County. Independent transportation is the greatest barrier faced by individuals with disabilities and a strong transit system is the solution. During the past twenty five years, I have dedicated much of my life to improving transportation options for individuals with disabilities as a special education teacher and the Executive Director of Programs to Educate All Cyclists (PEAC), a non-profit organization whose mission is to empower the lives of individuals with disabilities through cycling and active transportation education.

Currently, I am training young adults aged 14 to 26 with cognitive impairments to use the fixed route bus system through PEAC's *Active Transportation Initiative*. Through this program, PEAC staff has worked with over 300 individuals on independent travel skills, including using the fixed route instead of the para-transit system. This program increases the students' independence while saving the transit system money. Through a partnership with local school districts, this project is being implemented at one-tenth the cost per student as traditional travel training.

My experience training students with disabilities to use the transit system provides me with a unique user perspective, and my position as the founder and executive director of PEAC provides me with the business perspective needed to run an agency. During my tenure, I was involved with the development of a new agency and the excitement of the startup. In the recent economic crisis, I made the difficult decision to keep PEAC afloat despite severe financial challenges. The agency is now stronger because of the decisions and sacrifices that occurred during the crisis.

I believe the representation of any group of citizens holds a responsibility that is greater than personal knowledge. As a representative for individuals with disabilities on the Washtenaw Area Transportation Study (WATS) Technical Committee, I have been developing connections with advocacy groups, service providers and individuals to both gather and share knowledge about transportation in Washtenaw County. Acquiring the knowledge to make an informed decision requires extra effort, but provides support to make difficult decisions on behalf of the citizens of Washtenaw County.

The Regional Transit Authority has the potential to improve the transit throughout Southeastern Michigan. The challenge of making sure the Washtenaw County needs are addressed will be great as our current transit system is better than other systems in the region. As a representative of Washtenaw County, I will be dedicated to the advancement of transit in Washtenaw County and make sure funds are not diverted to other areas.

Thanks for your consideration as Washtenaw County Representative for the Regional Transportation Authority. If you need any additional information please email me at [jwaterman@bikeprogram.org](mailto:jwaterman@bikeprogram.org) or call me at (734) 658-8347.

Sincerely,

John P. Waterman

# JOHN PATRICK WATERMAN

10582 Saline-Milan Rd.  
Saline, Michigan 48176  
(734) 658-8347  
jwaterman@bikeprogram.org

## **PROFESSIONAL OBJECTIVES:**

Assist individuals with disabilities to use active modes of transportation for travel. Develop a national cycling program for individuals with disabilities.

## **PROFESSIONAL EXPERIENCES:**

**Michigan Department of Transportation:** Safe Routes to School Network Provider and Coalition Member (2005 - 2011); Co-authored Safe Routes to School White Paper for the inclusion of students with disabilities (2009); Mobility Options Task Force (2003 to 2005); Transportation Enhancement Projects (2001-2006 research project regarding the feasibility of an assessment to determine the level of independence for individuals with disabilities while cycling; 1999 Demonstration Project that trained individuals with disabilities cycling skills)

**Complete Streets Coalition:** Held the first mobility audit for the City of Saline (2011); Presented to the Michigan Legislature regarding the importance of including individuals with disabilities into the planning process of street infrastructure design (2010)

**SEMCOG/SMART:** Developed and implemented the Active Transportation Initiative, which trains young adults with cognitive impairments to walk, bike and used fixed route transit (2010 to present).

**Washtenaw Area Transportation Study (WATS):** Member of Technical committee representing individuals with disabilities (2012).

**Athletes with Disabilities Network:** Member 2006 to present, supporting athletes with disabilities and honoring outstanding athletes through the National Athletes with Disabilities Hall of Fame.

**League of American Bicyclists:** National Education Committee 2005 to present, League Certified Instructor 2004 to present; Michigan Delegation Committee for National Bike Summit (2008 to date).

## **EMPLOYMENT**

**Executive Director:** Programs to Educate All Cyclists (PEAC) - Developed and implemented cycling programs for individuals with disabilities to enhance integration, recreation, fitness and transportation opportunities. Managed contracts with Michigan Department of Education, SMART, Governor's Council for Physical Fitness, C-S, Mott Children's Hospital, and Easter Seals of Michigan. Presented at numerous national conferences and was a member of the planning committee for the first National Safe Routes to School Conference. Developed a coalition of disability advocates for Michigan's Safe Routes to School Program (2004-2009).

**Director and Founder:** The Arc Bicycle Program - Developed and implemented cycling programs for individuals with disabilities to enhance integration, recreation, fitness and transportation opportunities. (1988-2004).

**Teacher:** Wayne-Westland Community Schools; Westland, Michigan (September 1991-August 2002). Taught elementary students in a self-contained, special education classroom. Middle school teacher consultant and 7th grade team leader. Authored state grant to implement inclusive education program for special education department.

**Teacher:** Calhoun Intermediate School District; Marshall, Michigan (September 1986-August 1991). Taught academic, recreational, vocational and life skills to students ages 3-26 with T.M.I., S.M.I., and

S.X.I. Developed employment and life skills program for adults with moderate disabilities at the local community college.

### **HONORS AND AWARDS:**

**Michigan Bike Educator of the Year** (2008); League of Michigan Bicyclist – Michigan bike education.  
**Communicator's Award** (2003); The Arc Michigan -Improving the lives of individuals with disabilities.  
**Presidential Award** (2002); The Arc Michigan -Improving the life of individuals with disabilities.  
**Governor's Conference on Physical Fitness Award** (2000); State of Michigan - Getting Communities Moving.  
**North American Safety Award** (1998); National Safety Council - Improving the lives of individuals with disabilities.  
**United States Boggs-Mitchell Award** (1997); The Arc United States - Integrated Recreation.  
**Michigan Integrated Recreational Program of the Year** , (1991,1994, and 1997); Arc/Michigan.  
**Calhoun County Teacher of the Year** (1990); Arc/Calhoun County.

### **PROFESSIONAL PREPARATION**

**Graduate:** Western Michigan University; Kalamazoo, Michigan (Fall 1987 to Winter 1991).  
Major: Educational Leadership; Research, Assessment and Evaluation.

**Undergraduate:** Eastern Michigan University; Ypsilanti, Michigan (Fall 1982 to Spring 1986).  
Double Major: Special Education, Mentally Impaired. & Emotionally Impaired.

December 21, 2012

Lisa Moutinho  
Washtenaw County Management Analyst  
Ann Arbor, MI 48104

Re: Regional Transit

Dear Ms. Moutinho:

Please consider this my application for appointment to the Regional Transit Authority Board. I am attaching a current CV.

I grew up in Highland Park, MI where I lived for the first 18 years of my life. I am very familiar with the Detroit Metropolitan area and, as a child, actually rode around the city on the DSR (and in street cars when they still ran down Woodward Ave.). In 1983, I graduated from Wayne State University's Law School. For part of the time that I was in law school, I commuted with other people in a van to Detroit. For another part of law school, I took Amtrak to Detroit and then got on an inner-city bus at the train depot downtown for the law school. Unfortunately, Amtrak started raising prices and then changed the schedule in 1982 or so, making it impossible for me to continue relying on the train. At that point (in 1982-83), there were approximately 200 people from the Ann Arbor area boarding the train each day for Dearborn or Detroit.

I served on the Saline Area School Board for 12 years and was president of the Board at one point. The Saline Area School District covers approximately 100 square miles, and bus transportation for students is important as there is no public transportation in that area of the county. I was on the Board when budget challenges forced us to retrofit buses instead of replacing them and also forced us to redesign routes to achieve further economies.

Meanwhile, my husband retired from Northwest Airlines after a 37 year career as an airline pilot. Through him, I have become aware of many additional issues affecting transportation. Also, I won a significant case involving the ADA in the Sixth Circuit Court of Appeals and am sensitive to the needs of the disabled.

It would be a privilege to serve on the Regional Transit Authority Board. If you would like any further information, please let me know.

---

Marian L. Faupel  
FAUPEL LAW  
2452 E. Stadium, Suite 301  
Ann Arbor, MI 48104  
734/677-0776

## CURRICULUM VITAE

of

**MARIAN L. FAUPEL**

Michigan License # P 35666

### **EDUCATION**

J.D., Wayne State University Law School  
June 1983

A.B., University of Michigan  
May 1965. Major: English. Minors:  
Latin, Psychology.

### **ADMISSIONS**

Michigan  
Indiana, *pro hac vice*  
Florida, *pro hac vice*  
U.S. District Court for the Eastern District  
of Michigan  
U.S. Supreme Court

### **ACADEMIC APPOINTMENTS**

Adjunct Professor, Family Law, Wayne State University Law  
School, from 2003 through 2012.

### **LEGAL EXPERIENCE**

Litigation experience in the following Michigan Counties:  
Washtenaw, Wayne, Oakland, Mason, Genesee, Ingham,  
Macomb, Livingston, Kalamazoo, Branch (by assignment),  
Court of Claims, Calhoun, Monroe, Lenawee, Huron,  
Marquette, and Jackson. Appeared Pro Hac Vice in complex  
mortgage foreclosure case in Fort Walton Beach, Florida and  
custody case in Fort Wayne, Indiana.

Federal Jury trials and/or summary judgment

*Coster v. Booras*, Case # 5:91-cv-60489-GL, United States  
Federal District Court for the Eastern District of Michigan.  
Securities fraud case tried to jury verdict in 1992 of  
\$782,000.

*Davison v. Van Wert, et al*, 837 D.Supp.235 (1993), United States Federal District Court for the Eastern District of Michigan. First Amendment case tried to jury verdict in 1996 of \$1,200,000.

Sixth Circuit Reported Appeal: *Johnson v. City of Saline*, 151 F.3d 564 (1998), United States Federal District Court for the Eastern District of Michigan. Americans with Disabilities Act case; prevailed in appeal to Sixth Circuit Court of Appeals; settled case in July 2000.

*In re Clausen* ("Baby Jessica Case"), 442 Mich 648 (1993). Washtenaw County Circuit Court (1993). Prevailed on appeal to Michigan Court of Appeals, Michigan Supreme Court, and United States Supreme Court. Motion for summary disposition filmed by ABC's "20/20." Entire trial broadcast live by Court TV to over 8,000,000 households nationally. Later appearances related to case on "Good Morning, America"; Court TV; "Larry King Live"; "Kelly & Company", a/k/a "Company" (on WXYZ, the Detroit ABC affiliate); "Spotlight on the News" (on WXYZ); "Inside Edition"; and "Sonja." Repeated participation on radio programs by telephone interview (including program from Perth, Australia on 6PR). Featured as attorney in profile pieces in October 1993 in The American Lawyer and The American Bar Association Journal. Family Law Expert for Court TV in New York City on November 29 and 30, 1993 regarding custody trial in Cleveland, Ohio.

*Unthank v Wolfe*, 483 Mich 964 (2009)

*Harvey v Harvey*, 237 Mich App 432 (1999) (mentions Faupel's 1991 law review article)

*Watkins v Manchester*, 220 Mich App 337 (1996)

*In re MKK*, 286 Mich App 546 (2009)

*In re MKK*, 780 NW2d 839 (Mich 2010)(leave denied)

*In re MKK*, 486 Mich 909, 780 NW2d 839 (2010)

*Anderson v Anderson*, Docket # 286774

*Cain v EMU, Docket #240672*

*Connin-Hillis, Docket #265787*

*Deaton v Deaton, Docket #233475*

*Metcalf v Tompkins, Docket # 228011*

*Rasmussen v Casamatta, Docket # 276038*

### Legal Affiliations

2007 to present

**Faupel, Fraser & Fessler**

Shareholder and President

May 1990 to 2007

**Faupel & Associates**

2452 E. Stadium, Suite 301  
Ann Arbor, Michigan 48104  
Telephone: (734) 677-0776

Sole shareholder of professional corporation practicing in areas of real estate, complex commercial litigation, family law, and constitutional law.

May 1988 to May 1990

**Schlüssel, Lifton, Simon,  
Rands, Galvin & Jackier, P.C. (dissolved)**

101 N. Main, Suite 400  
Ann Arbor, Michigan 48104  
Telephone: (313) 930-9600

Of counsel. Work concentrated in commercial and domestic litigation; franchising; real estate; and secured transactions, including foreclosure law.

September 1986 to May 1988

**Rose, Schmidt, Chapman, Duff & Hasley**

**Burnham, Connolly, Oesterle & Henry\***  
(dissolved)

\*Note: The attorneys with Rose, Schmidt in Michigan formed a new firm as of February 1, 1987 known as Burnham, Connolly, Oesterle & Henry with which I associated as of that date.

121 W. Washington, Suite 300  
Ann Arbor, Michigan 48104  
Telephone: (313) 761-1870

Practice as Associate Attorney in areas of property taxation and exemption, commercial litigation, franchise law, real estate, and family law.

May 1984 to September 1986

**Hill, Lewis, Adams, Goodrich & Tait**

201 E. Catherine, Suite 3  
Ann Arbor, Michigan 48104  
Telephone: (313) 663-2100

Ann Arbor office closed in 1986. Hill Lewis now known as Clark Hill and maintains its principal office in Detroit, Michigan.)

Practice as Associate Attorney in areas of corporate law, bankruptcy, family law, commercial litigation, property taxation and exemption, real estate, and franchising. Drafted franchise agreement, uniform franchise offering circular, and various other documents for a national franchisor.

August 1983 to April 1984

**Smith, Hirsch, Brody & Weingarden** (dissolved)  
1100 Fisher Building  
Detroit, Michigan 48202  
Telephone: (313) 874-4600



As Associate Attorney, had pre-trial litigation experience, including drafting of complaints, answers, and other pleadings; motions; briefs; affidavits; research memoranda; settlement agreements; and mediation summaries. Conducted formal and informal discovery, including personal search of public records. Engaged in study of four major commercial leases preliminary to development of new standard commercial lease form for the firm.

April 1982 to June 1983

**Wayne Law Review.** As Survey Editor, had total responsibility for the 1982 Annual Survey of Michigan Law, an 850-page survey of twenty-one areas of Michigan law. Responsibilities included solicitation of practitioner-authors, editing of articles, oversight of technical process, and supervision of junior Review members.

October 1981 to April 1982

**Michigan Court of Appeals.** Assigned to Judges William Beasley, Michael Kelly, and Jerome Bronson. Responsibilities: research memos and library maintenance.

Summer 1981

**14th Judicial District Court.** Law Clerk to Judge Kenneth Bronson. Responsibilities and opportunities: opinion drafting in civil and criminal matters; research and drafting of jury instructions; observation of pre-trial conferences, sentencing, probation interviews, and trials.

### **SEMINARS ATTENDED**

2005 Understanding the New Bankruptcy Reform Act: What Every Lawyer Needs to Know through the Institute for Continuing Legal Education, Ann Arbor, MI

- 2005 Completed Civil Mediation Training (40 hours) through the  
Institute for Continuing Legal Education, Ann Arbor, MI
- 1991 Dunn & Bradstreet--Management Seminar
- 1991 Homeward Bound Seminars (Real Property Law Section, State  
Bar of Michigan)
- 1990 ABA--Forum Committee on Franchising (New Orleans)
- 1989 Professional Education Systems, Inc.  
Michigan Mortgage Foreclosures
- 1988 ABA - Forum Committee on Franchising (Atlanta)
- 1986 Northwest Center for Professional Education  
Tax Structuring for Real Estate After  
1986 Tax Reform
- 1986 ABA - Forum Committee on Franchising (San Antonio)
- 1985 Illinois Institute for Continuing Legal Education  
Real Estate Syndications
- 1985 Institute of Continuing Legal Education  
How to Create and Advise a Small Corporation
- 1985 Institute of Continuing Legal Education  
Michigan Court Rule Seminar
- 1985 National Business Institute, Inc.  
Foreclosure and Repossession
- 1984 Institute of Continuing Legal Education  
Getting Ahead in Law Practice in  
the '80s (Institute on Law Office  
Management)
- 1984 Northwest Center for Professional Education  
Tax Planning for Real Estate  
Development and Syndication
- Professional Education and the Continuing Legal Education  
Division  
Commercial Lending Seminar

- 1984 Real Property Law Section, State Bar of Michigan and the  
Institute of Continuing Legal Education  
Real Estate Sales Transactions
- 1983 Federal and State Bar  
Federal and State Court Seminar for  
New Attorneys
- 1983 Lexis Advanced Training
- 1982 Michigan Trial Lawyers Association  
District Court Criminal Practice  
Seminar How to "Win" at Mediation
- 1978 Real Estate Program  
University of Michigan  
Appraisal of Real Estate

**PUBLICATIONS**

Faupel, Jurisdictional Issues in a Divorce,  
Res Ipsa Loquitur, the Washtenaw  
County Bar Magazine, published monthly (2010).

Faupel, Michigan Family Law Journal, State Bar of Michigan,  
Special Edition, Expert Witnesses, "Using Experts in Domestic  
Cases," at 4-8, (2000).

Family Law, 1995 Ann. Survey of Mich. Law, 42 Wayne L.  
Rev. 897 (1996).

Family Law, 1994 Ann. Survey of Mich. Law, 41 Wayne L. Rev.  
939(1995).

Faupel, The "Baby Jessica Case" and the Claimed Conflict  
Between Children's and Parents' Rights, 40 Wayne L. Rev. 285  
(1994).

Family Law, 1993 Ann. Survey of Mich. Law, 40 Wayne L. Rev.  
793 (1994).

Real Property, 1991 Ann. Survey of Mich. Law, 38 Wayne L.  
Rev. 1185 (1992).

Family Law, 1990 Ann. Survey of Mich. Law, 37 Wayne L. Rev. 857 (1991).

Family Law, 1989 Ann. Survey of Mich. Law, 36 Wayne L. Rev. 611 (1990).

Commercial Transactions and Contracts,  
1988 Ann. Survey of Mich. Law,  
35 Wayne L. Rev. 361 (1989).

Taxation, 1987 Ann. Survey of Mich. Law,  
34 Wayne L. Rev. 1075 (1988).

Real Property Law, 1986 Ann. Survey of Mich. Law,  
33 Wayne L. Rev. 767 (1987).

Real Property Law, 1985 Ann. Survey of Mich. Law,  
32 Wayne L. Rev. 805 (1986).

Trusts, 1985 Ann. Survey of Mich. Law,  
32 Wayne L. Rev. 943 (1986).

Family Law, 1984 Ann. Survey of Mich. Law,  
31 Wayne L. Rev. 597 (1985).

Author of a seven-part series on foreclosure by advertisement in Res Ipsa Loquitur, the Washtenaw County Bar Magazine, published monthly. Also authored series in Res Ipsa Loquitur on how to foreclosure on real property pursuant to a civil judgment.

History of the Annual Survey of Michigan Law and a Statistical Analysis of the Supreme Court of Michigan During the Survey Period, 29 Wayne L. Rev. 279 (1983).

Casenote, Right of Contribution - Equal Pay Act - Title VII - Collective Bargaining Agreement - Liability of Union to Employer for Contribution to Backpay Award, 28 Wayne L. Rev. 1521 (1982).

## **PRESENTATIONS**

Presenter at Michigan Association of School Administrators 1986 Fall

Conference in Traverse City, Michigan. Topic: "How to Negotiate Your Exit."

Frequent Presenter of University of Michigan Retirement Seminars, sponsored through Human Resources Department.

Presenter at Oakland County Bar Association Employment Section on "AIDS in the Workplace" (Spring 1993)

Presenter at Detroit Hellenic Bar Association on DeBoer v. Schmidt case (Fall 1993)

Presenter at Oakland County Bar Association Juvenile Law Section on DeBoer v. Schmidt case (Summer 1993)

Presenter at Washtenaw County Trial Lawyers Association meeting on DeBoer v. Schmidt case (Fall 1993)

Presenter at Michigan Registers of Deeds Convention in Ann Arbor in August 1989. Topic: "Sheriff's Deeds"

Originator and Host of "Ask the Attorney," a live, weekly television show broadcast by Saline Visions/TV 22 in Saline, MI and environs. Show has approximately 8,000 viewers and has been on the air continuously from Summer 1989 to Summer 1995.

**OTHER**  
**EXPERIENCE**

1965-70\*

**Teacher.** Subjects taught: English, Latin, Communication Arts, G.E.D., Title I. Advisor to student groups and publications. Districts: Red Bank High School, Red Bank, N.J.; Elizabethtown High School, Elizabethtown, Ky.; St. John High School (now closed), Ypsilanti, Mich.

1967-68\*

**Personnel Specialist.** U.S. Army Signal School, Ft. Monmouth, N.J. GS-7. Secret Clearance. Responsibilities: job classification, retirements, and placement.

1971-74

**Journalist.** Saline Reporter, Saline, Mich.

\*Accompanied husband in U.S. Army from 1966-69.

## **COMMUNITY SERVICE**

**1978-1990, Trustee, Saline Area Board of Education.** Budget: approximately \$15 million. Enrollment: approximately 3,000. Participated in labor negotiations with new and existing certified and non-certified bargaining units; initiated energy program, saving district over \$300,000; attended national and local conferences on administrative evaluations, budget preparation, and curriculum development. Past Director of **Washtenaw School Officers Association.**

From 1970 through 1980, extensive community involvement including Chairman, Industrial Business Development Commission; Member, Tax Board of Review (completed six-year study of commercial and industrial tax assessments); Jury Duty (Circuit Court); Vice President, United Fund; President, Friends of the Library. Public Relations Consultant to Saline Community Hospital, Red Cross, Saline Area Schools, and numerous political candidates.

## **HONORS**

### **Wayne Law Review**

Survey Editor, 1982-83  
Junior Member, 1981-82

William D. Traitel Scholarship (1982-83)  
Wayne State University Law School

2008 Recipient of the 5<sup>th</sup> Annual William Barber Distinguished Alumni Award from the Wayne Law Review

Kappa Tau Alpha, National Honorary Journalism Society

Nominated for Distinguished Service Award and Woman of the Year, Saline Area Jaycees, Saline, Mich.

Certificate of Achievement presented by the  
Washtenaw County Bar Association on April 30,  
1986

One of the Twelve 1994 Recipients of the Detroit  
News' "Michiganians of the Year Award," given in  
the past to, inter alia, Mary Fisher; Rosa Parks; Judge  
Damon J. Keith; Bo Schembechler; and Lee Iacocca.

### **BAR ASSOCIATION ACTIVITIES**

From 1985 to 1995, Editor of Washtenaw County Bar  
Association Magazine, Res Ipsa Loquitur,  
published monthly and mailed to over 800 attorneys  
in Washtenaw County.

Twice elected member of Representative Assembly  
of Michigan Bar Association, representing 22nd  
Judicial Circuit (Washtenaw County)1987 to 1993).

### **PERSONAL**

Married since March 27, 1965 to Kirk A. Faupel, a  
retired Captain for North Central Airlines, then  
Republic Airlines, now Northwest Airlines; formerly  
Master Executive Chairman of the Republic Pilots  
ALPA Group from 1985 to 1990. Mother of Corey  
Faupel, owner of CTC Technologies (an Ann Arbor  
computer hardware company). Mother-in-law to my  
best friend, Tracie Faupel (she and I went to Europe  
alone twice!); and grandmother to two of the smartest  
and cutest children on earth: Caden (born 2003) and  
Nina (born 2005).

December 21, 2012

Mr. Conan Smith  
Chairman,  
Washtenaw County Board of Commissioners

Ms. Lisa Moutinho  
Washtenaw County Management Analyst

RE: Washtenaw County Representative for the Transit Board

Dear Mr. Smith, and Ms. Moutinho

Please accept my resume as my desire to be appointed to the position of the Washtenaw County representative to the Southeast Michigan Regional Transit Authority board.

I have many years of business leadership and knowledge of transportation issues and concerns. I am a registered Washtenaw County voter and not otherwise connected with the county.

Highlights of why I should be considered:

- I am a member of the Economic Development Corporation of the County of Washtenaw. I understand this county our need to be part of the Southeast Michigan Regional Transit Authority.
- I am experienced with over 30 years in leadership roles in numerous diverse environments. Through my experiences I gained a wealth of understand people and how the decisions of this transit authority can affect everyone in the county (not just Ann Arbor).
- I understand how to communicate and collaborate and build consensus with challenging participants.
- I have transportation experience and understand schedules, routes, union contracts, and union negotiations.
- I also have extensive experience and a graduate degree in financial and budget activities and have been directly responsible for developing extensive budgets and plans (both long and short term), and managing the execution of those plans.

I look forward to meeting with you to discuss the position further.

Sincerely,

Michael S Simon  
6224 Wilson Road,  
Ann Arbor, MI 48108  
734-347-0633



**MICHAEL S. SIMON**

6224 Wilson Rd., Ann Arbor, MI 48108

(734) 944-4495

(734) 347-0633 (Cell Phone)

(734) 944-4496 (fax)

E-mail address: [msimon1@chicagobooth.edu](mailto:msimon1@chicagobooth.edu)

**INTRODUCTION**

I am an experienced, highly motivated visionary leader who is ready to utilize my business leadership skills, my diverse interrelationship building experience and excitement building sales and presentation abilities to have a significant positive impact on your organization. I feel I am the leader you are looking for.

- I successfully lead a dental health care group through its first accreditation from the Accreditation Association of Ambulatory Health Care (AAAHC). The only general dental group in Michigan to achieve this distinction.
- I possess solid team building experience with a visionary style and I have proven that I can build coalitions between diverse groups.
- I have extensive experience in presentations (internal and external) including key note speaker, press releases, and being the “face” of the group.
- I have lead strategic planning, and orchestrated restructuring and reorganizations required to meet changing markets and economic conditions with an eye to exceeding goals and shareholder expectations in financial performance such as EBITDA.
- I possess a diversified business knowledge lending to quick identification of areas of concern, understanding of the complexities of the culture, developing coalitions, building teams and meeting the challenges of the industry that bring effective solutions with limited ramp up time.
- I have international business experience in Europe, South/Central America’s, Caribbean, Japan and Korea.
- I have lead significant growth in a number of diversified businesses through sales approaches and channel reengineering, product review and improvement, acquisitions, denovo facilities, and marketing/advertising efforts.
- I have worked with labor unions having been involved in contract negotiations and workforce management.

Operations Management  
 Sales Management  
 Negotiations  
 People Management  
 Strategic Planning  
 Business Analysis

Financial Management  
 Strategic Planning  
 Team Building  
 Asset Management  
 Quality Initiatives  
 Process Reengineering

International Operations and Relations  
 Building Strategic Alliances  
 Project Management  
 Labor Union Relations  
 Facility Management  
 Product Development

**EDUCATION**

BA, St Mary’s College, Moraga CA., Business

MBA, University of Chicago Graduate School of Business, Chicago IL

**PROFESSIONAL EXPERIENCE HIGHLIGHTS**

**AMERICAN DENTAL PARTNERS MI, (NASDAQ ADPI)**

2/2005 to Present

**Director of Operations (Michigan)**

I direct the operations with P&L responsibility, for a 6 office nationally affiliated Dental Health group in SE Michigan with 150 employees. Responsibilities include, operational performance, financial reporting, production, marketing, forecasting and planning (1, 3 and 5 year plans), billing, insurance relations and negotiations, collections, staffing/ training, Doctor relationships, and provide the lead in new practice acquisitions within the Michigan Area.

- I expanded the Mission, Vision and Values statement for the group and brought it to all the employees.
- I lead major process reengineering initiatives such as conversion to a PTO policy conversion, management structure, forecasting and planning processes and tools, and compensation package programs.
- I directed and lead the group through its first AAAHC accreditation – first general dental group in Michigan to be accredited. I created and lead the team of Doctors and staff that developed the process flow (protocol) manual governing the complete operations from clinical to administrative, quality improvement initiatives and peer review processes.

- Created and fostered cooperation and collaboration with the diverse staff and Doctor group that resulted in the group being awarded the Affiliate of the Year. Member of the Board of Directors for Michigan

**Michael S. Simon**

**Page 2**

**MAG, A DIVISION OF COPART INC (CPRT).** Fairfield CA.

4/2002 to 12/2004

**Regional Manager.**

**This new division was closed and properties liquidated or reallocated**

I directed the operations; with full P&L responsibility for all 6 retail/wholesale auctions located in the eastern US. I directed 6 General Managers and 3 other staff with over 450 total employees. Over \$75 million in sales.

- Lead the operations integration for two large acquisitions in the eastern US.

**HITACHI CREDIT AMERICA CORP.,** (Hitachi LTD, Japan) 777 W. Putnam, Greenwich CT

6/2000 to 4/2002

**Vice President, General Manager Small Ticket Division**

I managed all aspects and had P&L responsibility for this US division from sales to operations (credit, staffing, planning, documentation etc.).

**METROTRANS CORP.,** Griffin GA.

5/1997 to 11/1999

**Vice President Finance**

**Metrotrans was liquidated through bankruptcy.**

I created and directed a \$40 million a year in-house finance division including sales and operations. I negotiated and managed the innovative funding agreements that maximized revenues and limited residual risk. I also directed the shipping and transportation division, relevant accounting and finance functions, member of the ISO 9000 certification team, and was a member of the senior plant operations committee and the international product manufacturing initiative for this vehicle manufacturing company.

**BUDGET RENT A CAR CORPORATION, WORLD HEADQUARTERS,** Lisle IL.

2/1982 to 5/1997

**Director Fleet Operations, (International Fleet Operations)**

I provided operations and administrative management support for all US Corporate locations, franchisee, and specific foreign operations. I reviewed, analyzed, and effected changes in operations to meet company criteria and exceed expected financial results. I provided strategic planning, fleet logistics expertise, sales and marketing, budgeting and forecasting, facility expansion, acquisition analysis, union relations and negotiations, and fiscal control. I lead the efforts to standardize international operations, and negotiated with vendors worldwide. Experienced in foreign currency exchange, governmental interaction, and the bartering process throughout Europe, South America and the Pacific Rim countries.

- I lead the efforts to implement the newly developed PC based computerized business planning and control program to corporate and international franchises located in Central and South America, Japan and the Caribbean.
- Provided management support on business processes, operations, financial issues, and complete fleet management for US locations and International Franchise operations (International Operations for Europe, Latin America, and the Pacific Rim.)
- I negotiated national and international purchase agreements with major automotive and truck and bus manufacturers and financial programs for over \$500 million that reduced holding costs year over year.
- Experienced in process reengineering.
- I managed the 250 nationwide bus fleet from setting RFP's, specifications, acquisition, usage, maintenance and disposal.
- Experienced in international business and the challenges of working with Political idocyincranicies, regulations and cultural environments from Franchises in Japan to bartering in Korea to dealing with small businesses in South America and Europe.

**Budget Rent a Car – Corporate Director of Sales**

I had direct supervision and P&L responsibility for sales operations located in 15 states, doing \$350 million in revenues. I had 26 direct reports, with over 400 total employees in the division. I developed the strategic plan, financial analysis and forecasting, financial control and reporting, performed market analysis and controlled all advertising and marketing efforts.

**Other positions with Budget Rent a Car**

Area Manager Northern CA, City Manager Oakland CA. Airport Manager Denver, CO

Experienced in direct sales, sales management and finance.

Military Experience: USAF Honorable discharge

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CARLISLE

WORTMAN  
associates, inc.

605 S. Main Street, Ste. 1  
Ann Arbor, MI 48104

(734) 662-2200  
(734) 662-1935 Fax

December 20, 2012

Conan Smith, Chair  
Washtenaw County Board of Commissioners

Dear Conan:

I would like to be considered for appointment to be a representative of the soon to be formed RTA.

I think it is important to have representatives who understand the importance of transit in moving both our County and region forward, particularly the undeniable relationship between transit and economic development.

I believe you are aware of the work I did with AATA in advancing the Countywide Transit Plan. Having worked throughout Southeast Michigan, I also think I can be a strong voice for representing Washtenaw County's position in the region.

Regardless of whom you appoint, I remain an advocate of better public transportation and will continue to work to see its implementation.

Sincerely,

CARLISLE/WORTMAN ASSOC., INC.

Richard K. Carlisle, PCP, AICP

President





RICHARD K. CARLISLE , PCP, AICP, PRESIDENT has been practicing community planning for more than thirty years. During this time, he has been instrumental in guiding development of diverse communities throughout southeast Michigan, drafting planning and zoning enabling legislation, establishing state-wide community planning policy, and guiding education and growth in both state and national planning associations. His involvement demonstrates his commitment to the deliberate and sustainable growth of Michigan communities.

## EDUCATION

Columbus, OH, 1973-1974

MS, School of Natural Resources | Ohio State University

Graduate Study, City and Regional Planning Program |  
Georgia Institute of Technology

BS, Social Studies | Miami University

## EXPERIENCE

President, Carlisle|Wortman Associates, Inc.  
Ann Arbor, MI, 1991-Present

President, Code Enforcement Services, Inc.  
Ann Arbor, MI, 1999-2008

Owner, Carlisle Associates, Inc.  
Ann Arbor, MI, 1988-1991

Independent Contractor, Richard K. Carlisle, PCP  
Ann Arbor, MI, 1985-1988

Vice President, Community Planning & Management, P.C.  
Ann Arbor, MI, 1982-1985

Associate, Ayres, Lewis, Norris & May, Inc.  
Ann Arbor, MI, 1977-1982

County Drain Commissioner, Washtenaw County  
Ann Arbor, MI, 1976-1977

Planner, Great Lakes Basin Commission  
Ann Arbor, MI, 1975-1976

Planner, Ohio Department of Natural Resources



## **CREDENTIALS**

Registered Professional Community Planner,  
State of Michigan | License No. 552

American Institute of Certified Planners |  
Membership No. 15344

## **HONORS**

Michigan Association of Planning, Presidents Award  
2011

Oakland County Heritage Partner Award, 2003

Michigan Society of Planning Officials, Honor Award:  
1981, 1988, 1995, 1998, 2000, 2009

American Society of Landscape Architects, Michigan  
Chapter Merit Award, 1988

## **PROFESSIONAL AFFILIATIONS**

American Planning Association

American Institute of Certified Planners

Michigan Association of Planning

Planners in Private Practice, Michigan Chapter

Urban Land Institute, Associate Member



## PUBLICATIONS AND PRESENTATIONS

Speaker, "Placemaking and Quality Communities for an Aging Population"  
Michigan Association of Planning, Spring Institute, 2012

Speaker, "Toolbox for Growth"  
Michigan Municipal League, Educational Conference, 2010-2012

Moderator, "Transit-Oriented Development District"  
Birmingham/Troy Charette, 2010

Speaker, "Sustainable Economic Development"  
Clinton River Watershed Council, Annual Conference, 2008

Speaker, "Low Impact Development"  
Michigan Water Environment Association, 2004

Author, "Open Space Preservation: Creating a System of Green Infrastructure"  
MAP Smart Growth Tactics, Issue No. 4, 2004

Speaker, "Integrating Water and Natural Resource Protection into the Planning Process"  
SEMCOG - Oakland and Macomb Counties, 2003

Presenter and Panel Member  
Huron River Watershed Council, State of the Huron Annual Conference, 2003

Presenter / Panel Member, "Phase II Stormwater Workshop for Southeast Michigan"  
SEMCOG, 2002

Presenter, "Smart Growth"  
National Association of Environmental Professionals, National Conference 2002

Author, "Leadership Perspectives"  
Michigan Planner, 2001-2002

Presenter / Panel Member, International Council of Shopping Centers  
Michigan Annual Conference, 2000

Presenter, "9th Pollution Prevention Roundtable"  
MDEQ, 1998

Presenter, "Importance of Signs"  
SEMCOG Seminar, 1998

## PROFESSIONAL ACTIVITIES

Washtenaw County  
Reimagining Washtenaw Ave Co-Chair, 2009-2011

Michigan Municipal League  
Municipal Official Trainer, 2007-present

Governor's Land Use Council  
Resource Team Technical Advisor, 2003

Washtenaw County  
Planning Director Search Committee, 2002

University of Michigan, School of Urban Planning  
Chair Search Committee, 2001-2002

Michigan Society of Planning  
President, 2000-2001  
Board of Directors, 2000-2002

American Planning Association  
Chapter President's Council, 2000-2001

Michigan Society of Planning Officials  
Vice President, 1999-2000  
Treasurer, 1998-1999  
Board of Directors, 1996-2000  
Training Workshop Instructor, 1986-1988

Planners in Private Practice, Michigan Chapter  
Vice-Chair, 1992-1995  
Member, 1993-present

Ann Arbor Sign Board of Appeals  
Chair and Member, 1988-1996

Eastern Michigan University  
Adjunct Professor, 1986

Michigan Subdivision Control Act Study Committee,  
1984-1985

University of Michigan  
Guest Lecturer, 1980-present



21 December 2012

Commissioner Conan Smith  
Washtenaw County Board of Commissioners  
c/o Lisa Moutinho, [moutinhl@ewashtenaw.org](mailto:moutinhl@ewashtenaw.org)

Dear Commissioner Smith:

I am writing to volunteer my service as one of Washtenaw County's appointees to the Southeast Michigan Regional Transit Authority board. The RTA offers Washtenaw significant opportunities to advance our transit goals, but also substantial challenges to be negotiated. I can offer a unique combination of familiarity with the legislation, understanding of our own local services and plans, and the regional relationships necessary to successfully navigate the RTA's startup phase:

- *Intimate understanding of the RTA:* While the RTA legislation is only newly signed, I've spent more than a year working with the Governor's staff, FTA officials, legislators, and regional partners in the messy process of crafting and passing the bills, including extensive conversations with AATA and WATS staff on the particular local interests. From this vantage, I am familiar with not just the opportunities—and flaws—in the legislation, but also the context and background of its various pieces.
- *Local planning context:* I have been involved in AATA's planning, and supporting land use work, through my formal roles at the City of Ypsilanti, both in the past as planning & development staff and currently on the Planning Commission: advising on proposed service changes, serving on the Technical Advisory Committee for the *Moving You Forward* process, working on every stage of the ReImagine Washtenaw process, and authoring Ypsilanti's Complete Streets ordinance.
- *Regional relationships:* I have direct relationships with transit stakeholders throughout the RTA area, including the transit agencies, local governments, activist groups, and the County administrations and commissions of all three other counties involved. I sit on the management team of the state-wide Transportation for Michigan advocacy coalition and manage the Michigan Suburbs Alliance's involvement in the Woodward Rapid Transit Alternatives Analysis currently underway.
- *User experience:* Finally, I am myself a long-time transit rider, from high school trips on AATA's old Chelsea-Dexter line in the 1990s, to time spent as a transit commuter on the east coast, to ten years as a two-adult-one-car household in Ann Arbor and Ypsilanti.

To ensure that Washtenaw County and AATA's experience and successes can inform and lead the RTA's efforts, rather than being hindered by them, we will need appointees who can work positively and proactively from the very beginning. Based on the factors noted above, I am especially well-equipped for that task. I would be honored to serve as an appointee to the board, though will also commit my support to any other appointees you select.

Sincerely,

Richard Murphy  
406 Florence Street, Ypsilanti, MI 48197

# Richard Murphy

t: 866-960-8803 x708 e: [murph@suburbsalliance.org](mailto:murph@suburbsalliance.org)

## PROFILE

Holistic approach to placemaking and community development combines transportation and land use planning, community engagement, and coalition-building. Experience in municipal government, regional agencies, and research positions brings issue awareness, leadership, and community sensitivity, while background in engineering & computer science provides analytical, problem-solving attitude.

## EXPERIENCE

### **Programs Director, Michigan Suburbs Alliance, Ferndale, Michigan** **February 2010-Present**

- Leading “Green Anchors” program to model green building as affordable housing and neighborhood revitalization strategy
- Championing corridor land use and transportation planning efforts for Woodward Avenue
  - Designed five-community Transit-Oriented Development corridor planning project in Oakland County
  - Won \$2 million in 2011 FTA Discretionary Livability funding to prepare Alternatives Analysis and Draft EIS for “Woodward Corridor Rapid Transit” project
  - Leading expanded public engagement process for rapid transit alternatives analysis
- Served on management team of statewide Transportation for Michigan (Trans4M) advocacy coalition
  - Identified and designed campaigns to advance state transportation policies supporting equitable economic development, placemaking, and accessibility
  - Coordinated coalition responses to proposed regional transit authority
- Designed and secured funding for local climate action planning projects in three metro Detroit communities

### **Planning Manager & City Planner, City of Ypsilanti, Michigan** **June 2006-February 2010**

- Staffed Planning Commission, Zoning Board of Appeals, Historic District Commission, and Recreation Commission
  - Facilitated development process, including site selection, zoning compliance & site plan review, and incentive identification
  - Designed ordinance amendments to clarify and streamline development process and support current city priorities
- Represented city in Washtenaw Avenue corridor process, Greenway Advisory Committee, and other regional efforts
- Managed development of Ypsilanti’s first Non-motorized Transportation Plan and 2008-2013 Parks & Recreation Master Plan
- Recruited and managed paid interns and volunteers

## SELECTED PRESENTATIONS AND PUBLICATIONS

- *Transit-oriented development: The Bruce Wayne to LEED-ND’s Batman*. Presentation at US Green Building Council, Detroit Chapter, workshop, June 2012
- *TOD for all: Equity considerations for transit corridor planning*. Feature article for *Michigan Planner* magazine, February 2012
- *Get out of your own way: Zoning should not impede a vital community*. Presentation at Michigan Association of Planning conference, October 2011
- *Shifting the cycle: How transportation decisions create (or destroy) housing choices*. Presentation at Fair Housing Center of West Michigan annual meeting, April 2011

## APPOINTED AND VOLUNTEER POSITIONS

### **Planning Commission Vice-Chair, City of Ypsilanti, Michigan** **October 2010-Present**

- Additionally serving on city’s Master Plan and Non-Motorized Transportation Advisory committees

### **Campaign Co-Chair, Keep Ypsi Rollin’, Ypsilanti, Michigan** **June 2010-November 2010**

- Convened campaign committee in support of ballot proposal for a new charter millage to fund public transit

## EDUCATION

### **Master of Urban Planning - Transportation Planning concentration** **2004-2005**

University of Michigan - Taubman College of Architecture and Urban Planning, Ann Arbor, MI

- Additional course work in real estate development, community organizing, and social entrepreneurship

### **Bachelor of Science - Computer Engineering** **1998-2002**

University of Michigan College of Engineering, Ann Arbor, MI

- Focus on artificial intelligence & machine learning, with additional work in aerospace engineering

December 19, 2012

Chairman Conan Smith  
Washtenaw County Board of Commissioners  
220 North Main  
Ann Arbor 48104

Good Morning!

I wish to be appointed to the Regional Transit Authority Board.

Since becoming State Representative, I have made transportation in Michigan my main focus. That interest went well beyond the road and bridge funding about which I have become known as the "go to" person in the legislature.

I have been very supportive of the transit options being developed in SE Michigan and in Washtenaw County. I was asked to attend the Governor's Regional Transit Authority Task Force meeting in Mayor Bing's office in 2011 at which you and the other county executives met with Governor Snyder and Mayor Bing to kick off the RTA effort.

My strong analytical skills, broad and diverse background and non-confrontational, collaborative style would be very helpful on the RTA Board.

Now with my term ending at the end of the year, I seek opportunities to apply my educational background, experience and leadership style to new challenges. I look forward to the opportunity to answer any questions you may have.

**Sinti**

Rick Olson  
525 Judd Road  
Saline, MI 48176  
734-944-0794  
517-673-6846 cell  
olson@peakeffectiveness.com

## Richard Thomas (“Rick”) Olson

525 Judd Road  
Saline, MI 48176  
olson48176@comcast.net

734-944-0794 Home  
734-646-5286 Cell

### **EDUCATION**

<b>Degree Received</b>	<b>Major/Minor/Hours</b>	<b>Institution</b>	<b>Location</b>
PhD. Candidate Completion aborted due to heavy job workload	Education Administration, 38 credits earned	Michigan State University	East Lansing, Michigan
Juris Doctor	Law	Stanford Law School	Palo Alto, California
Masters (Ph.D ABD)	Agricultural Economics	University of California, Davis	Davis, California
B.S.	Agricultural Economics	Michigan State University	East Lansing, Michigan

### **PROFESSIONAL EXPERIENCE**

**State of Michigan** <http://repolson.com/>  
**State Representative, District 55**

**January, 2011 – December, 2012**

Representing about 90,000 residents to reinvent Michigan. Serving on Banking and Financial Services, Tax Policy and Transportation Committees, plus Chair (2011)/Alternate Chair (2012) of the Joint Committee on Administrative Rules. Focused on Transportation Funding, MPERS Reform and consulting with Education Committee members re education bills.

Significant work product includes:

- Michigan’s Economic Challenges: Status and Potential Solutions, January 26, 2011
- The MPERS Contribution Rates Projected Are More Than the Employers Can Bear: An Overview, History and Potential Solutions, April 12, 2011
- K-12 Projected Financial Results With Proposed Funding and Selected Additional Local School District Budget Cuts, April 19, 2011
- Michigan’s Roads Crisis: What will it cost to maintain our roads and bridges?, September 19, 2011
- Achieving Greater Student Achievement in Our K-12 Schools: A Legislator’s Perspective, December 29, 2011
- Michigan’s Roads Crisis: What Will It Cost to Maintain Our Roads and Bridges? 2012 Update, March 22, 2012
- Frequent blog postings on “Representative Rick Olson Reports from Lansing” at <http://repolson.blogspot.com/>

**State Representative Candidate**

**September, 2009 to November, 2010**

Campaigned full-time to win an unfavorable district from starting as a complete unknown to a 53% winner in the 2010 election. Successfully planned and executed a \$125,000 marketing campaign vs. a candidate campaign that spent over \$700,000 against me.

**Mortgage 1, Inc.** <http://responsiblelending4u.com/>  
**Mortgage Banker/Financial and Credit Score Coach**

**May, 2009 to September, 2009**

Help people save money on refinance and new home loans through low cost loan programs

and improving credit scores.

**Harper Woods Schools  
Business Manager**

**May, 2007 through June, 2008**

Oversaw all financial, business and operational functions of 1279 student public school district. Shepherded the completion of a \$30 million bond project which included the construction and move in of a new 600 student middle-high school. Wore many hats in this small district, including picking up critical hands-on tasks when staff cuts left no one else to do them, including installing and administering the PESG contract substitute teacher/AESOP automated sub calling system and processing free and reduced lunch applications.

**Peak Effectiveness <http://peakeffectiveness.com/>  
Business and Executive Coach**

**June, 2006 through Present**

Coach high-performing business owners, executives and professionals to achieve the results that they really want in their personal and business lives more quickly and easily.

**Adrian Public Schools  
Business Manager**

**May, 2000 through June, 2006**

Oversaw all financial, business and operational functions of a 4000 student public school district. Led about 100 employees in the accounting, food service, student transportation, custodial, maintenance and technology services. Participated in all Central Office decisions affecting all aspects of district administration. Over 48% of Adrian's school children qualify for free or reduced price lunch. About 22% are Hispanic, 6% African American, 72% Caucasian, and less than 1% Native American and Asian Pacific Islander.

- Provided staff support to the APPLE Committee which developed and passed a community based and community supported \$50 million bond proposal to improve district facilities. Managed the implementation of the Bond Project.
- Led Facilities Planning Committee through the School Restructuring Project to recommend a school closure and reconfiguration of the district's middle schools, including 37 presentations to employee, parent and community groups in 5 weeks.
- Improved employee relations through open, personal negotiations using Interest Based Bargaining with six employee groups, including teachers.
- Led community and employee groups through budget reduction processes with minimal public resistance in the face of declining enrollment and revenues.
- Supervised extensive improvements and management refinements in the custodial/maintenance, transportation and food service areas, including, but not limited to, enhanced work order systems, point-of-sale system, benchmarking study committees, etc.
- Improved administration – employee relations and performance with only six grievances filed among the 100 employees since May 15, 2000.
- Lobbied for school funding improvements through the MSBO presentations, representing the district in Proposal A forums, and e-mail, mail, phone, and personal contacts with elected officials.

**Internet Business Center, <http://ibizcenter.com> December, 1998 to June, 2000**  
**Owner/Editor** (Business was terminated upon employment at Adrian Public Schools.)

- Developed comprehensive, subscription-based web site for small to medium sized businesses to learn how to use the Internet in their businesses.
- Performed research, writing, web site design, marketing, and coordinated other professionals adding sophisticated features to the site to implement tactics in the marketing plan.

**Genetipork USA, Inc., Morris, MN August, 1996 to December, 1998**  
**Vice President of Finance**

Responsible for all financial functions of an emerging national swine genetics company: budgeting, forecasting, accounting oversight and internal controls, financial reporting and monitoring, capital solicitation, business planning, and risk management. Evolved to general business management of the company.

- Led and oversaw the development of the Human Resources Department to provide needed assistance to company owned and managed operations. Drafted employee handbooks, employment contracts, performance appraisal forms, safety training modules and policies, interviewing questions, job descriptions, etc.
- Developed comprehensive business and marketing plans for company to guide day to day decision making, doubling sales two years in a row to over \$20 million in sales.
- Prepared SWOT analysis and analysis of organizational structure to identify areas for improvement or exploitation.

**ValAdCo Cooperative, Renville, MN September, 1994, to April, 1996**  
**President/Chief Financial Officer, then President**

Responsible for all elements of the cooperative, a "new generation", limited membership farmer cooperative.

- Led cooperative through growth from 1250 to 8,750 sows, farrow to finish, including developing the comprehensive business plan.
- Developed integrated financial/production information system, budgeting and monitoring computer module to be used for proactive management decision making.
- Led the semi-annual "production audit" process, utilizing existing staff, and consulting veterinarians to fine-tune the production practices to enhance production.

**Ag Capital Company, Fargo, ND October, 1991 to September, 1994**  
**Agricultural Loan Officer**

**Red Tart Cherry Industry, Lansing, MI February, 1989 to June, 1991**  
**Manager**, Red Tart Cherry Division, Michigan Agricultural Cooperative Marketing Association ("MACMA", an affiliate of Michigan Farm Bureau),  
**Secretary/Manager** of United Cherry Producers Association

**Hartman and Olson Financial Consultants, Wenatchee, WA June, 1984 to February, 1989**  
**Certified Financial Planner, registered securities representative and principal**

(The next six experiences working for or related to the State of Washington were a series of assignments requested or selected by my two mentors: Don Moos (then Director of the Department of Ecology) and Earl Tilly (then Chairman of the Republican Caucus, House of Representatives).)

**CH2M Hill, Bellevue, WA** **Summer, 1984**  
**Consulting Economist**

**High-Level Nuclear Waste Management Office** **Spring, 1984**  
**Department of Ecology, Olympia, WA**  
**Management consultant, attorney and technical analyst**

**Republican Caucus** **1981, 1983 and 1984 Legislative Sessions**  
**House of Representatives, Olympia, WA** **and Campaign Seasons**  
**Attorney; Campaign Manager**

**Legislative Budget Committee, Washington State Legislature** **Summer, 1982**  
**Consultant**

**Governor's Cabinet Task Force on Water Resources** **August, 1981 to July, 1982**  
**Governor's Office, State of Washington, Olympia, WA**  
**Executive Director**

**Attorney General's Office, State of Washington, Olympia, WA** **Summer, 1981**  
**Assistant Attorney General**

**Kiesz, Gaukroger & Woollett, P.S., Wenatchee, WA** **1978 to January, 1981**  
**Attorney**

**MACMA, Lansing, MI** **1973 to 1975, Summer of 1976**  
**Agricultural economist**

## **CONTINUING EDUCATION**

Passed the Michigan State Bar Exam, July, 2009, sworn in February, 2010.

Issues Framing Workshop, June, 2009

Public Deliberation: Addressing Community Issues, March, 2009

CoachU Core Essentials Program, 2007

Leadership Through Group Conversations: Administrators Coaching Groups For Sustained Change, 2004

Langford Quality Learning, 2002

Coaching for Excellence, 2002 - 2004 Organizational Dynamics Associates

Diversity Training, June, 2002.

Numerous MSBO seminars since May, 2000, in CFO credential program

Numerous seminars and independent learning throughout my career



## **ACTIVITIES, INTERESTS AND AWARDS**

MPSERS Reform Work Group

2012 Individual Award from the Michigan Transportation Asset Management Council, for demonstrating outstanding leadership and vision in advancing the principles of transportation asset management in Michigan

Informal leader of the group of 17 State Representatives who sponsored bills in the Transportation Funding bill package

Governor's Work Group on Infrastructure

Governor's Task Force on Regional Transit Authority

Sponsor/organizer, Road and Bridge Maintenance Best Practices Conference, July, 2011

Member of the Michigan State Bar Association

Moderate public policy discussions utilizing the National Issues Forum "deliberative dialogue" method, supported by website I created: <http://comingtogether.us.com/>

Created a web site <http://k12schoolfinance.net> which contains a "Michigan School Finance Primer", as well as other useful resources for school business managers

Presenter at MSBO Annual meeting, April, 2006 on "Negotiations Strategy"

Member of cast for "The Fiddler on the Roof", "Arsenic and Old Lace", "Calamity Jane", "Best Little Whorehouse in Texas" and "Oklahoma"

Member of "Over 20" Hockey League Team, Winter & Spring, 2005

Presenter at MSBO Annual meeting, May, 2003, "Controlling Costs/Generating Revenue" and "Explaining Budget and Revenue Issues to Your Community"

Presenter to Monroe Lenawee School Business Officials, June, 2002 regarding Proposal A

Presenter at MSBO Annual meeting, May, 2002: "The Interplay of Proposal A and Schools of Choice in Michigan: What Are the Intended and Unintended Effects?"

Presenter at MSBO Annual meeting, May, 2001: "A Successful Profit Sharing Plan for Our Food Service Program"

Member & Treasurer of the Board of Directors, Children's Museum of Lenawee

Lenawee Area Chamber of Commerce and Adrian Chamber of Commerce member

Adrian Kiwanis Club member, 2000-2006

Big Brother to a 15 year old boy in the Big Brother/Big Sister Program, 2000- 2002

Assisted conducting a personal development program, Portland, Toronto, and Wenatchee, WA, 1988-91

Co-Chairman, School Bond Levy Election Committee, 1988 (successful)

Kiwanis Club President, Wenatchee, WA, 1987-88

"Kiwanian of the Year" award, Wenatchee, WA, 1988

Toastmasters Member, 1975-84, held offices of President and Vice President

"Outstanding Contributor to Wenatchee Youth Hockey" award, Wenatchee, WA, 1987

Hockey coach, 13 years. Soccer coach, 8 years. Little League baseball coach, three years

Marathon runner (completed three, personal best 3:08:14)

Mountain climber (including Mount McKinley, 20,320' in 1977)

Private pilot, licensed 1975

12/19/12

Ms. Moutinho,

I am interested in being considered for appointment as one of the persons to represent Washtenaw County as a Member of the Regional Transit Authority Board.

My resume is attached and if references are also required to be submitted a this time, please let me know.

Sincerely,

*Ruth Ann Jamnick*

7776 Lake Crest Drive

Ypsilanti MI 48197

734.485-5182

[rajamnick@sbcglobal.net](mailto:rajamnick@sbcglobal.net)

**Ruth Ann Jammick**  
7776 Lake Crest Drive  
Ypsilanti, Michigan 48197  
[rajammick@sbcglobal.net](mailto:rajammick@sbcglobal.net)  
734.485-5182

### **Summary of Qualifications**

Strong leader who motivates others and directs top-level strategic initiatives at the local, regional and state levels. Demonstrated experience in working with local elected officials and other high level decision makers to address complex issues. Skilled coalition builder who accomplishes mutual goals, including board, staff, external stakeholders and corporate entities. Excellent communicator and presenter. Strategic thinker adept at simplifying complex issues, focusing discussion and achieving a common vision. Creative, dependable, and enthusiastic change agent with a proven track record in improving efficiencies, containing costs, and increasing revenues. Comfortable with a wide diversity of people and personalities.

#### ***Experience***

##### Supervisor, Charter Township of Ypsilanti

December, 2004 to November, 2008

In a Charter Township, the Supervisor is comparable to a full time Mayor or Chief Executive Officer. In general terms, the duties and responsibilities are for the day to day operations.

Specifically they include: oversee enforcement of township ordinances; manage public improvement projects, including those on public buildings and other township properties; oversee terms and conditions of township contracts; chair the township board meetings; serve as ex-officio member of all township board committees; prepare and administer the annual budget under direction from the township board; serve as the purchasing agent, make recommendations to the township board; administer all township departments; serve as personnel director; perform other duties not assigned to another official and other duties as assigned by the township board. In large townships, such as the Charter Township of Ypsilanti, many of these responsibilities are assigned to staff, but the oversight remains with the Supervisor. The Supervisor is the Chief Assessor for the township however because the Charter Township of Ypsilanti requires a Level IV assessor, and Supervisors have not been appropriately certified, we have historically hired an assessor.

##### State Representative, 54<sup>th</sup> District, Michigan Legislature

January 1999 to December 2004

Ted Heusel WAAM Radio, Monthly Guest Commentator

##### 54th District State Representative Michigan Legislature

Committee Responsibilities

##### 1999/2000 Session

Local Government & Urban Affairs, Committee Member

Tax Policy, Committee Member

Transportation, Committee Member

Women In Government, Legislative Exchange, Republic of Ireland

Resume, Ruth Ann Jamnick  
Page 84

2001/2002 Session

Local Government & Urban Affairs, Democratic Vice-Chair  
Redistricting & Elections, Committee Member  
Transportation, Committee Member  
Manufactured Housing Reform Work Group  
Redistricting & Elections Committee, National Conference of State Legislators

2003/2004 Session

Local Government & Urban Affairs, Democratic Vice-Chair  
Transportation, Committee Member  
Annexation Legislation Work Group  
Manufactured Housing Reform Work Group  
Redistricting & Elections Committee, National Conference of State Legislators

Governor Granholm Appointments  
Task Force on Local Government Finance, 2005  
Michigan State Boundary Commission, 2006 to April, 2011

Michigan Mobile Home Commission Appointment  
Site Plan Review Subcommittee  
November 2008 to present

Treasurer  
Charter Township of Ypsilanti  
November, 1976 to December 2004

Secretary/Receptionist  
Washtenaw County Road Commission  
Early 1970's to November 1976

Clerk, Supervising Clerk, Deputy Treasurer  
Charter Township of Ypsilanti  
June 1960 to early 1970's

***Leadership Experience***

District 25 Director  
Michigan Townships Association  
January 2007 to 2009

District 18 Director  
January 1987 to December 1999  
Townships Association, President-elect of the Michigan Association  
Unable to serve when elected to the Michigan House of Representatives

***Recognition***

Athena Award, Ypsilanti Area Chamber of Commerce Women's Council  
Distinguished Service Award, Association of Independent Colleges & Universities of Michigan  
Distinguished Service Award, Ypsilanti Area Chamber of Commerce  
Leadership Award, Brown Chapel AME Church  
Legislator of the Year Award, Manufactured Home Owners Legislative Association of Michigan  
Legislator of the Year Award, Michigan Townships Association  
Michigan Women, Excellence in 2003, Muchmore, Harrington, Smalley & Associates, Inc.  
Woman of the Year, Michigan Chapter Women Transportation Seminar

***Community Service***

Aerotropolis Governmental Advisory Council  
Aerotropolis Governmental Legislation Work Group  
Ann Arbor Area Convention & Visitors Bureau  
Ann Arbor Review, Leaders Speak Series  
(May 29, 2008 \* The Future of Ypsilanti)  
Ann Arbor Spark Local Government Committee  
Depot Town Association Treasurer  
Eastern Washtenaw Leaders Group  
Full Circle Community Center  
NAACP Ypsilanti/Willow Run Branch, Community Outreach Chair  
Ypsilanti City DDA, Economic Revitalization Committee/Community Representative  
Ypsilanti City DDA, Operations and Finance Committee  
Ypsilanti Area Chamber of Commerce  
Ypsilanti Area Visitors & Convention Bureau  
Ypsilanti Township SEMCOG Delegate  
Washtenaw County Accommodations Bureau  
Washtenaw County CEO Group (Mayors, Presidents, Supervisors)  
Washtenaw County Police Services Steering Committee  
Washtenaw County Michigan Townships Association Chapter  
Washtenaw County Sheriff's Department, Citizens Police Academy  
Washtenaw Development Council Board  
Washtenaw United Way (Treasurer, Secretary, Board Chair)  
Washtenaw United Way Leaders Group  
Washtenaw Area Transportation Group (WATS), Policy and Technical Committees  
Willow Run/Ypsilanti NAACP Finance Committee

***Education***

St. Thomas High School, Ann Arbor  
Cleary College, Secretarial Curriculum B

***References***

Available on request

## URRICULUM VITAE

### WENDY A. WOODS

#### OFFICE

Michigan Community Scholars Program  
West Quad  
University of Michigan  
Ann Arbor, MI 48109  
PH: (734) 936-1202 / FAX: (734) 936-1203  
[wwoods@umich.edu](mailto:wwoods@umich.edu)

#### HOME

2034 Liberty Heights  
Ann Arbor, MI 48103  
(734) 663-7093 or (734) 717-4680 (cell)

#### EDUCATION

M. S., Natural Resources, 1989, University of Michigan, Ann Arbor, MI; B.S., Natural Resources, 1987, University of Michigan, Ann Arbor, MI; Wittenberg University, 1967-1969, Springfield, OH.

#### PROFESSIONAL POSITIONS

*Associate Director and Adjunct Lecturer*, Michigan Community Scholars Program, University of Michigan, 2003 to present; *Academic Standards Board Member*, Literature, Science, and the Arts, University of Michigan, 1997 to 2003; *Academic Advisor*, Literature, Science, and the Arts, University of Michigan, 1995 to 2003; *Adjunct Lecturer*, College of Literature, Science and the Arts, University of Michigan, 1996; *Visiting Assistant Professor*, College of Environmental Science and Forestry, State University of New York, Syracuse, New York, 1992; *Policy Analyst*, Bureau of Land Management, Washington, DC, Summer, 1990; *Policy Analyst*, Congressional Research Service, Library of Congress, Washington, DC, Summer, 1989.

#### PUBLICATIONS

Wendy A. Woods and Betsy A. Cody. "CRS Report for Congress: Environmental Activities of Selected Organizations." Congressional Research Service. The Library of Congress. 1989. Washington, DC. Also published *Global Environment: What Should the United States Do to Improve the Global Environment?* National Debate Topic, 1992-93. Compiled by the Congressional Research Service, Library of Congress. 102d Congress, 2d Session/ Senate Document No. 102-13. US Government Printing Office. Washington, DC 1992. pp. 179-230.

"The Law of the Sea Treaty: Implications and Potential as an International Instrument in the Sustainability of Ocean Resources" in Tania Hurie, Melissa Nagel, Jennifer Punttenney, Nompumelelo Tshabalala, Tara Ward, and Wendy Woods. *Resource Sustainability: Practices and Promises*. University of Michigan, April, 1989. Master's Seminar Document. pp. 259-296.

#### PRESENTATIONS

"Modeling Diverse Democracy: Exploring Intentional Practice in Two Learning Communities." Presenter. . American Association of College and Universities. 2006 Annual Meeting . Diversity and Learning: A Defining Moment. Philadelphia, PA. 2006

"Engaging the Whole of Service-Learning, Diversity, and Learning Communities." Panelist and Presenter. American Association of College and Universities. 2005 Annual Meeting . Liberal Education and the New Academy. San Francisco, CA. 2005

“It Takes a Village – Or a Living Learning Community”. Panelist and Presenter. Michigan Association of College Admissions Counselors. Eastern Michigan University. Ypsilanti, MI. 2005

“Integrated Approaches to Civic Engagement and Community Based Learning. American Association of Colleges and Universities. Pedagogies of Engagement. Chicago, IL. 2004.

“Service, Community, Diversity: Win- Win for Students.” National Academic Advising Association Great Lakes Regional Conference. Chicago, IL. 2004.

#### RECOGNITION

Delegate, African American Academics trip to Israel. Invited by the Government of Israel Ministry of Foreign Affairs to tour Israel and receive briefings on educational institutions, environmental issues and innovative land use and planning. June, 2012

University of Michigan Distinguished Diversity Leaders Award. MCSP Staff award, 2009.

Ann Arbor Chapter of National Association of Negro Business and Professional Women’s Clubs, Inc. Community Service Award. 2006.

Ginsberg Center Award for Community Service and Social Action. University of Michigan. Outstanding Staff Member. 2005.

Midwest Region Social Action Award. Delta Sigma Theta Sorority, Inc. Chicago, IL. 2002

#### PUBLIC ENGAGEMENT AND COMMUNITY SERVICE

Ann Arbor City Planning Commission, 2007 to present. Executive Committee; Ordinance Revisions Committee; Master Plan Review Committee.

Ann Arbor City Council, 2001 to 2007. Service on Planning Commission, Environmental Commission, Energy Commission, Parks Advisory Commission, and Mayor’s Downtown Marketing Task Force.

Community and University Board service on Girl Scouts of Huron Valley Council, Ann Arbor Ecology Center, the Emerson School, and Young Peoples Theater; and the Advisory Committee of University Musical Society.

Member of Ann Arbor (MI) Chapter of The Links, Inc.; Ann Arbor Alumnae Chapter of Delta Sigma Theta Sorority, Inc.; National Association of Negro Business and Professional Women’s Clubs, Inc.; N.A.A.C.P.; American Association of University Women; and The Sierra Club.

2034 Liberty Heights  
Ann Arbor, MI 48103  
December 21, 2012

Lisa Moutinho  
Washtenaw County Management Analyst  
Washtenaw County  
Ann Arbor, MI 48107

Dear Ms. Moutinho,

I am writing to indicate my interest in serving on the Southeast Michigan Regional Transit Authority Board. A resident of Ann Arbor for over four decades, I have taken an active interest in the growth, well-being, and sustainable development of our community. I have close to twenty years of civic service in policy building and application in municipal governance and related areas. I served over six years on Ann Arbor City Council. In addition I have served on various boards and commissions including the Solid Waste Commission, the Environmental Commission, the Energy Commission, and the Parks Advisory Commission. Currently I am the Vice-Chair of the Ann Arbor Planning Commission.

I bring to my civic involvement my background in environmental policy and management acquired at the University of Michigan School of Natural Resources and Environment. During my graduate work I held internships in Washington, DC at the Congressional Research Service (CRS) and the Bureau of Land Management. Those experiences enriched my understanding of natural resources planning and policy and intergovernmental cooperation.

Service on the Southeast Michigan Regional Transit Authority Board would give me the opportunity to apply my passion and professional skills to this important challenge. Developing a transportation infrastructure to keep pace with technological innovations of our time is a fundamental issue before us. At this juncture in Michigan's history, regional approaches to an array of issues offer both great promise and great challenge.

Attached please find my resume. I can be reached via my email, [wwoods@umich.edu](mailto:wwoods@umich.edu) or via my cell phone 734-717-4680. I thank you for your consideration of my application to participate in this endeavor.

Sincerely,

Wendy A. Woods