



December 4, 2013

Commissioner Yousef Rabhi, City Manager Steve Powers

Thank you again for your sharing candid feedback and perspective during our executive team meeting. We share your commitment to making the Ann Arbor region a world-class place to live, work and play. We know that you share our pride in the work that Ann Arbor SPARK does to attract, retain and grow jobs and investments in the region.

We know that there's been confusion and misinformation about Ann Arbor SPARK's finances recently propagated by those who have misread our financial statements. While we plan to directly address those concerned by this misinformation, this situation has led us to believe that more proactive communications about our finances is the right way to move forward.

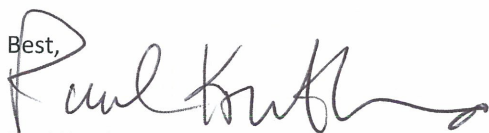
Ann Arbor SPARK is revising its communications plan with an increased focus on explaining how we use funding from a variety of public sources in conjunction with private funding—and sharing the results of our work. This will be a deliberate, ongoing communications process and a focus of our communications efforts in 2014.

In the meantime, we will be taking the following steps which will provide more information to the public

- We have posted our most recent financials on our website.
- We are developing a "Frequently Asked Questions About SPARK" summary to be posted on our website.
- We are preparing to post our 2013 Financial Statements upon completion by our Auditors in Spring 2014.
- We are requesting your help in being placed on an upcoming Board of Commissioners and City Council agenda at that time to answer any questions in these public forums about our financial statements.
- We will develop a Use of Funds Quarterly Report to elected officials, on activities supported by public funding provided to SPARK.
- As we have done in the past, we will continue to respond to specific questions from elected officials at any time.

We believe this proactive approach to communications will bring clarity to the role SPARK plays in advancing the regional economy - creating companies and supporting companies that are making investments here to ultimately create more jobs. In addition, more transparency and information should address the one-off questions that have generated a significant drain on our limited internal resources – specifically, our team's time, as of late.

As always, we welcome your feedback and input, and appreciate your support of Ann Arbor SPARK's efforts to create prosperity in the region.

Best,


Paul Krutko
President and CEO

Cc: Tim Marshall
Sumi Kailasapathy
Dan Smith
Jane Lumm

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