1. City Council Regular Meeting Agenda

   Documents: 11-20-12 FINAL AGENDA.PDF

2. City Council Regular Meeting Packet

   Documents: 11-20-12 PACKET.PDF

CITY OF YPSILANTI
COUNCIL MEETING AGENDA
CITY COUNCIL CHAMBERS - ONE SOUTH HURON ST.
YPSILANTI, MI 48197
TUESDAY, NOVEMBER 20, 2012
7:00 P.M.

I. CALL TO ORDER –

II. ROLL CALL –

Council Member Jefferson	P A	Council Member Robb	P A
Council Member Moeller	P A	Council Member Vogt	P A
Council Member Murdock	P A	Mayor Schreiber	P A
Mayor Pro-Tem Richardson	P A		

III. INVOCATION –

IV. PLEDGE OF ALLEGIANCE –

"I pledge allegiance to the flag, of the United States of America, and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all."

V. INTRODUCTIONS –

VI. AGENDA APPROVAL –

VII. PRESENTATIONS –

VIII. AUDIENCE PARTICIPATION –

IX. REMARKS BY THE MAYOR –

X. MINUTES –

Resolution No. 2012-254, approving the minutes of October 30, 2012.

XI. RESOLUTIONS/MOTIONS/DISCUSSIONS –

1. Resolution No. 2012-255, approving letter of intent for potential future sale of 1.25 acres of Water Street for development of Family Dollar Store.

XII. LIASON REPORTS -

A. SEMCOG Update
B. Washtenaw Area Transportation Study
C. Washtenaw Metro Alliance
D. Washtenaw County Land Bank Authority
E. Washtenaw Urban County
F. Freight House

XIII. COUNCIL PROPOSED BUSINESS –

XIV. COMMUNICATIONS FROM THE MAYOR –

Nominations:

Ypsilanti Housing Commission
Ariel Moore (reappointment)
1 Oakwood
Ypsilanti, MI 48197
Term Expires: 12/31/2017

SmartZone Local Development Finance Authority
Bilal Saeed (new appointment)
535 Rive Ave.
Ypsilanti, MI 48197
Term Expires: 12/4/2016

Millennial Mayors Congress Representative
Morgan Cox (reappointment)
807 Charles St.
Ypsilanti, MI 48198
Term Expires: 12/4/2013

Millennial Mayors Congress Representative (Alternate)
Maia Hardy (new appointment)
201 N. Washington, Apt. 1
Ypsilanti, MI 48197
Term Expires: 12/4/2013

Ypsilanti Downtown Development Authority
Alex M. Easley (new appointment)
8500 Lawrence Ave
Ypsilanti, MI 48197
Term Expires: 7/7/2013

XV. COMMUNICATIONS FROM THE CITY MANAGER –

XVI. AUDIENCE PARTICIPATION -

XVII. REMARKS FROM THE MAYOR –

XVIII. ADJOURNMENT –

A. Resolution No. 2012-256, adjourning the City Council Meeting.

CITY OF YPSILANTI
COUNCIL MEETING AGENDA
CITY COUNCIL CHAMBERS - ONE SOUTH HURON ST.
YPSILANTI, MI 48197
TUESDAY, NOVEMBER 20, 2012
7:00 P.M.

I. CALL TO ORDER –

II. ROLL CALL –

Council Member Jefferson	P A	Council Member Robb	P A
Council Member Moeller	P A	Council Member Vogt	P A
Council Member Murdock	P A	Mayor Schreiber	P A
Mayor Pro-Tem Richardson	P A		

III. INVOCATION –

IV. PLEDGE OF ALLEGIANCE –

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A. SEMCOG Update
B. Washtenaw Area Transportation Study
C. Washtenaw Metro Alliance
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Alex M. Easley (new appointment)
8500 Lawrence Ave
Ypsilanti, MI 48197
Term Expires: 7/7/2013

XV. COMMUNICATIONS FROM THE CITY MANAGER –

XVI. AUDIENCE PARTICIPATION -

XVII. REMARKS FROM THE MAYOR –

XVIII. ADJOURNMENT –

A. Resolution No. 2012-256, adjourning the City Council Meeting.

Resolution No. 2012 – 254
November 20, 2012

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

That the Minutes of October 30, 2012 be approved.

OFFERED BY: ______________________________

SUPPORTED BY: ______________________________

YES: NO: ABSENT: VOTE:

Draft

CITY OF YPSILANTI
SPECIAL COUNCIL MEETING MINUTES
CITY COUNCIL CHAMBERS – ONE SOUTH HURON ST.
YPSILANTI, MI 48197
TUESDAY, OCTOBER 30, 2012
7:00 P.M.

I. CALL TO ORDER

The meeting was called to order at 7:04 p.m.

II. ROLL CALL

Council Member Bodary	Present	Council Member Robb	Present
Council Member Jefferson	Present	Council Member Vogt	Present
Council Member Murdock	Present	Mayor Schreiber	Present
Mayor Pro-Tem Richardson	Present (7:55)		

III. INVOCATION

The Mayor asked all to stand for a moment of silence.

IV. PLEDGE OF ALLEGIANCE

"I pledge allegiance to the flag, of the United States of America, and to the Republic for which it stands, one nation, under God, indivisible, with liberty and justice for all."

V. INTRODUCTIONS

Mayor Schreiber introduced Firefighters John roe and Lt. Madison, Police Chief Amy Walker, Executive Secretary Nan Schuette, Ward 2 Council candidate Susan Moeller, City Treasurer Kim Teamer, YHC candidate Ariel Moore, Bond Counselor Pat McGow and John Kaczor of Municipal Analytics.

VI. AGENDA APPROVAL

Council Member Murdock suggested Resolution No. 2012-230 be removed. There were no objections so the resolution was removed.

Council Member Murdock requested that Resolution No. 2012-231 be split into 3 parts. It was decided the resolution would be split at time of consideration.

On a voice vote the agenda was approved as amended.

VII. AUDIENCE PARTICIPATION

1. Attorney John Barr announced that Zack DeNoyer's Eagle Scout project for Candy Cane parking has been approved and fundraising has began. He said brochures are available

regarding the project and asked all to support the project by attending a reception on Friday, November 9th.

VIII. REMARKS FROM THE MAYOR

None

IX. RESOLUTIONS/MOTIONS/DISCUSSIONS

1. Resolution No. 2012-229, approving refunding of 2003 General Obligation Unlimited Tax Bonds. (Marilou Uy/Pat McGow)

RESOLUTION AUTHORIZING ISSUANCE OF
2012 UNLIMITED TAX GENERAL OBLIGATION REFUNDING BONDS

City of Ypsilanti
County of Washtenaw, State of Michigan

WHEREAS, the City of Ypsilanti, County of Washtenaw, State of Michigan (the "City") has previously issued its 2003 General Obligation Unlimited Tax Bonds, dated March 1, 2003, in the original principal amount of $8,465,000, of which $4,005,000, presently remains outstanding (the "Prior Bonds") to pay part of the cost of street improvements;

WHEREAS, the Revised Municipal Finance Act, Act 34, Public Acts of Michigan, 2001, as amended ("Act 34"), permits the City to refund and advance refund all or part of the outstanding securities of the City; and

WHEREAS, the City has been advised that it may achieve interest costs savings through the refunding of the Prior Bonds; and

WHEREAS, it is the determination of the City Council that the City should issue its 2012 Unlimited Tax General Obligation Refunding Bonds in the principal amount of not to exceed Four Million Three Hundred Thousand Dollars ($4,300,000) (the "Bonds") to refund all or a portion of the Prior Bonds maturing in the years 2013 through 2018 to achieve interest cost savings for the benefit of the taxpayers of the City; and

AND WHEREAS, the City desires to negotiate the sale of the Bonds to an underwriter or purchaser (the "Purchaser") within the parameters established by this Resolution.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. Authorization of Refunding Bonds; Bond Terms, Bonds of the City designated 2012 Unlimited Tax General Obligation Refunding Bonds (the "Bonds") are authorized to be issued in the aggregate principal sum of not to exceed Four Million Three Hundred Thousand Dollars ($4,300,000) for the purpose of paying the costs of refunding the Prior Bonds, including the costs incidental to the issuance, sale and delivery of the Bonds. The issue shall consist of bonds in fully-registered form of the denomination of $1,000, or multiples thereof not exceeding for each maturity the maximum principal amount of that maturity, numbered consecutively in order of registration. The Bonds will be dated as of the date of delivery (or such other date as determined at the time of sale thereof), be payable on October 1 (or such other date as determined at the time of sale thereof) in the years 2013 to 2018,

inclusive, in the annual amounts determined at the time of sale. The Bonds shall not be subject to redemption prior to maturity.

The Bonds shall bear interest at a rate or rates to be determined at the time of sale thereof, but in any event at an average interest rate not to exceed two percent (2%) per annum, payable on April 1, 2013 (or such other date as determined at the time of sale thereof), and semiannually thereafter, by check or draft mailed by the Transfer Agent (as hereinafter defined) to the registered owner of record as of the 15th day of the month prior to the payment date for each interest payment. The record date of determination of registered owner for purposes of payment of interest as provided in this paragraph may be changed by the City to conform to market practice in the future.

2. Execution of Bonds; Book-Entry-Only Form. The Bonds of this issue shall be executed in the name of the City with the facsimile signatures of the Mayor and Clerk of the City and shall have the seal of the City, or a facsimile thereof, printed or impressed on the Bonds. No Bond shall be valid until authenticated by an authorized officer or representative of the Transfer Agent. The principal of the Bonds shall be payable at the designated corporate trust office of a bank or trust company to be selected by the City Manager or Finance Director as registrar and transfer agent for the Bonds (the "Transfer Agent").

The Bonds may be issued in book-entry-only form through the Depository Trust Company in New York, New York ("DTC") and any officer of the City is authorized to execute such custodial or other agreement with DTC as may be necessary to accomplish the issuance of the Bonds in book-entry-only form and to make such changes in the Bond form within the parameters of this resolution as may be required to accomplish the foregoing.

3. Transfer of Bonds. The Transfer Agent shall keep the books of registration for this issue on behalf of the City. Any Bond may be transferred upon such registration books by the registered owner of record, in person or by the registered owner's duly authorized attorney, upon surrender of the Bond for cancellation, accompanied by delivery of a duly executed written instrument of transfer in a form approved by the Transfer Agent. Whenever any Bond or Bonds shall be surrendered for transfer, the City shall execute and the Transfer Agent shall authenticate and deliver a new Bond or Bonds, for like aggregate principal amount. The Transfer Agent shall require the payment by the bondholder requesting the transfer of any tax or other governmental charge required to be paid with respect to the transfer.

4. Debt Retirement Fund. The City Treasurer is hereby authorized to open a separate depositary account with a bank or trust company designated 2012 UNLIMITED TAX GENERAL OBLIGATION REFUNDING BONDS DEBT RETIREMENT FUND (the "Debt Retirement Fund"), the moneys to be deposited into the Debt Retirement Fund to be specifically earmarked and used solely for the purpose of paying principal of and interest on the Bonds as they mature. All proceeds from taxes levied for the Debt Retirement Fund shall be deposited into the Debt Retirement Fund as collected. Commencing with the year 2012, there shall be levied upon the tax rolls of the City for the purpose of the Debt Retirement Fund each year, in the manner required by the provisions of Act 34 an amount sufficient so that the estimated collection therefrom will be sufficient to promptly pay, when due, the principal of and interest on the Bonds becoming due prior to the next annual tax levy; provided, however, that if at the time of making any such annual tax levy there shall be surplus moneys on hand in the Debt Retirement Fund for the payment of principal of and interest on the Bonds, then credit therefor may be taken against such annual levy for the Debt Retirement Fund.

5. Use of Proceeds. The proceeds of the Bonds shall be used to pay the costs of issuance of the Bonds and to secure payment of the Prior Bonds as provided in this paragraph. Upon receipt of the proceeds of sale of the Bonds, the accrued interest, if any, shall be deposited in the Debt Retirement Fund for the Bonds. From the proceeds of the Bonds there shall next be set aside a sum sufficient to pay the costs of issuance of the Bonds in a fund designated 2012 UNLIMITED TAX GENERAL OBLIGATION

REFUNDING BOND ISSUANCE FUND (the "Issuance Fund"). Moneys in the Issuance Fund shall be used solely to pay expenses of issuance of the Bonds. Any amounts remaining in the Issuance Fund after payment of issuance expenses shall be transferred to the Debt Retirement Fund for the Bonds.

The balance of the proceeds of the Bonds together with any moneys transferred by the City at the time of sale of the Bonds from the debt retirement funds for the Prior Bonds and any other available funds of the City, shall be held as cash or invested in direct obligations of or obligations the principal of and interest on which are unconditionally guaranteed by the United States of America or other obligations the principal of and interest on which are fully secured by the foregoing (the "Escrow Fund") and used to pay principal, interest and redemption premiums on the Prior Bonds. The Escrow Fund shall be held by a bank or trust company to be selected by the City Manager or Finance Director, as escrow agent (the "Escrow Agent") pursuant to an escrow agreement (the "Escrow Agreement") which shall irrevocably direct the Escrow Agent to take all necessary steps to call for redemption any Prior Bonds specified by the City upon sale of the Bonds, including publication and mailing of redemption notices, on any call date, as specified by the City. The investments held in the Escrow Fund shall be such that the principal and interest payments received thereon will be sufficient, without reinvestment, to pay the principal, interest and redemption premiums on the Prior Bonds as they become due pursuant to maturity or the call for redemption required by this paragraph. Following establishment of the Escrow Fund, any amounts remaining in the debt retirement funds for the Prior Bonds shall be transferred to the Debt Retirement Fund for the Bonds.

6. Bond Form. The Bonds shall be in substantially the following form:

UNITED STATES OF AMERICA
STATE OF MICHIGAN
COUNTY OF WASHTENAW

CITY OF YPSILANTI
2012 UNLIMITED TAX GENERAL OBLIGATION REFUNDING BOND

Interest Rate	Maturity Date	Date of Original Issue	CUSIP
Registered Owner:	October 1, 20___	November __, 2012	

Principal Amount: ____Dollars

The City of Ypsilanti, County of Washtenaw, State of Michigan (the "City"), acknowledges itself to owe and for value received hereby promises to pay to the Registered Owner specified above, or registered assigns, the Principal Amount specified above, in lawful money of the United States of America, [unless redeemed prior to maturity,] on the Maturity Date specified above with interest thereon (computed on the basis of a 360-day year consisting of twelve 30-day months) until paid from the Date of Original Issue specified above or such later date to which interest has been paid, at the Interest Rate per annum specified above, first payable on April 1, 2013 and semiannually thereafter. Principal of this bond is payable at the designated corporate trust office of ______________________, ________, Michigan, or such other transfer agent as the City may hereafter designate by notice mailed to the registered owner not less than sixty (60) days prior to any interest payment date (the "Transfer Agent"). Interest on this bond is payable to the registered owner of record as of the 15th day of the month preceding the interest payment date as shown on the registration books of the City kept by the Transfer Agent by check or draft mailed by the Transfer Agent to the registered owner of record at the registered address. For prompt payment of this bond, principal and interest, the full faith, credit and resources of the City are hereby irrevocably pledged.

This bond is one of a series of bonds aggregating the principal sum of $_______________, issued for the purpose of refunding all or part of the City's outstanding 2003 General Obligation Unlimited Tax Bonds.

[Bonds of this issue shall not be subject to redemption prior to maturity.]

This bond is transferable only upon the registration books of the City kept by the Transfer Agent by the registered owner of record in person, or by the registered owner's attorney duly authorized in writing, upon the surrender of this bond together with a written instrument of transfer satisfactory to the Transfer Agent duly executed by the registered owner or the registered owner's attorney duly authorized in writing, and thereupon a new registered bond or bonds in the same aggregate principal amount and of the same maturity shall be issued to the transferee in exchange therefor as provided in the resolution authorizing this bond and upon the payment of the charges, if any, therein prescribed.

This bond is payable out of the City's Debt Retirement Fund for this issue and in order to make such payment, the City is required each year to levy taxes on all taxable property within the boundaries of the City for such payment without limitation as to rate or amount.

It is hereby certified and recited that all acts, conditions and things required by law to be done, precedent to and in the issuance of this bond and the series of bonds of which this is one, exist and have been done and performed in regular and due form and time as required by law, and that the total indebtedness of the City, including this bond and the series of bonds of which this is one, does not exceed any constitutional, statutory or charter debt limitation.

This bond is not valid or obligatory for any purpose until the Transfer Agent's Certificate of Authentication on this bond has been executed by the Transfer Agent.

IN WITNESS WHEREOF, the City, by its City Council, has caused this bond to be signed in the name of the City by the facsimile signatures of its Mayor and City Clerk and a facsimile of its corporate seal to be printed hereon, all as of the Date of Original Issue.

7. Negotiated Sale. The City Council has considered the option of selling the Bonds through a competitive sale and a negotiated sale and, pursuant to the requirements of Act 34, determines in light of current market conditions based on advantages and opportunities to select and adjust terms for the Bonds, to allow better control over pricing of the Bonds, to allow more flexibility in accessing the municipal bond market, and to price and sell the Bonds at the time that is expected to best achieve the most advantageous interest rates and costs to the City.

8. Sale Order; Award. The City Manager and Finance Director are each individually authorized to select the Purchaser, negotiate the sale of the Bonds with the Purchaser, negotiate and execute a bond purchase agreement with the Purchaser and/or execute a Sale Order and take all other necessary actions required to effectuate the sale, issuance and delivery of the Bonds within the parameters authorized in this resolution.

9. Adjustment of Bond Details. The City Manager and the Finance Director are each authorized to execute and deliver a sale order approving the final terms of the Bonds, adjust the final bond details set forth herein to the extent necessary or convenient to complete the transaction authorized herein, and in pursuance of the foregoing is authorized to exercise the authority and make the determinations authorized pursuant to Section 315(1)(d) of Act 34, including but not limited to determinations regarding

interest rates, prices, discounts, maturities, principal amounts, denominations, dates of issuance, interest payment dates, redemption rights, the place of delivery and payment, designation of series, the portion or portions of the Prior Bonds to be refunded, and other matters, within the parameters established by this resolution, *provided* that a net present value savings of at least 4.00% per annum shall exist upon the sale of the Bonds.

10. Tax Covenant. The City shall, to the extent permitted by law, take all actions within its control necessary to maintain the exemption of the interest on the Bonds from general federal income taxation (as opposed to any alternative minimum or other indirect taxation) under the Internal Revenue Code of 1986, as amended (the "Code"), including, but not limited to, actions relating to any required rebate of arbitrage earnings and the expenditure and investment of Bond proceeds and moneys deemed to be Bond proceeds.

11. Qualified Tax-Exempt Obligations. The Bonds are hereby designated as "qualified tax-exempt obligations" for purposes of deduction of interest expense by financial institutions.

12. Bond Counsel. Miller, Canfield, Paddock and Stone, P.L.C. is hereby approved as bond counsel for the Bonds, notwithstanding periodic representation in unrelated matters of parties or potential parties to the transaction contemplated by this resolution, including the Purchaser.

13. Financial Advisor. The City hereby appoints Stauder, Barch & Associates, Inc., as its registered municipal advisor with respect to the Bonds.

14. Placement Agent. The City hereby appoints Hutchinson, Shockey, Erley & Co., as placement agent for the Bonds.

15. Authorization of other Actions. The Mayor, City Manager, Clerk, and Finance Director are each hereby authorized and directed to take all other actions necessary or advisable, and make such other filings with the Michigan Department of Treasury or with other parties, to enable the issuance, sale and delivery of the Bonds as contemplated herein.

16. Rescission. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same hereby are rescinded.

OFFERED BY: Council Member Robb
SUPPORTED BY: Council Member Vogt

Pat McGow of Miller-Canfield and was present to answer questions from Council. Mr. McGow said this is the second series of bonds. He said the original bonds originated in 2003 and all the bonds can be called in April however this new bond would replace them without extending the debt period.. He said the banks contacted were interested. He said Huntington National offered a 1.75% interest rate and the resolution authorizes the city manager and finance director to go with the best offer and close the deal. He said if approved, this would allow the city to move forward and realize some savings.

On roll call, the vote to approve was as follows:

Council Member Jefferson	Yes	Council Member Vogt	Yes
Council Member Murdock	Yes	Mayor Schreiber	Yes
Mayor Pro-Tem Richardson	Absent	Council Member Bodary	Yes
Council Member Robb	Yes		

VOTE:

Yes: 6 No: 0 Absent: 1 (Richardson) Vote: Carried

2. ~~Resolution No. 2012-230, approving the City of Ypsilanti's participation in the New 196 Transit Authority in Washtenaw County.~~

3. Resolution No. 2012-231, approving appointments to Boards and Commissions.

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

THAT, the following individuals be appointed to the City of Ypsilanti Boards and Commissions as indicated below:

NAME	**BOARD**	**TERM TO EXPIRE**
Arika Lycan (reappointment) 226 W. Michigan #2 Ypsilanti, MI 48197	**Human Relations Commission**	11/1/2015
John Shuler (reappointment) 316 E. Forest Ypsilanti, MI 48198	**Human Relations Commission**	11/1/2015
Andrew Cameron (reappointment) 1313 W. Cross Ypsilanti, MI 48197	**YCUA**	12/1/2015
Tabitha Boone (resident commissioner) 951 Madison Ypsilanti, MI 48197	**Ypsilanti Housing Commission**	10/21/2016
Ariel Moore (new appointment) 1 Oakwood Ypsilanti, MI 48197	**Ypsilanti Housing Commission**	12/31/2012

Council Member Murdock requested the question be divided to separate the appointments to the Ypsilanti Housing Commission.

Resolution No. 2012-231A

THAT the following individuals be appointed to the City of Ypsilanti Boards and Commissions as indicated below:

NAME	**BOARD**	**TERM TO EXPIRE**
Arika Lycan (reappointment) 226 W. Michigan #2 Ypsilanti, MI 48197	**Human Relations Commission**	11/1/2015
John Shuler (reappointment) 316 E. Forest Ypsilanti, MI 48198	**Human Relations Commission**	11/1/2015
Andrew Cameron (reappointment)	**YCUA**	12/1/2015

1313 W. Cross
Ypsilanti, MI 48197

OFFERED BY: Council Member Murdock
SUPPORTED BY: Council Member Robb

On a voice vote the motion carried and the appointments to the Human Relations Commission and YCUA were approved.

Resolution No. 2012-231B

THAT the following individuals be appointed to the City of Ypsilanti Boards and Commissions as indicated below:

NAME	**BOARD**	**TERM TO EXPIRE**
Tabitha Boone (resident commissioner) 951 Madison Ypsilanti, MI 48197	**Ypsilanti Housing Commission**	10/21/2016
Ariel Moore (new appointment) 1 Oakwood Ypsilanti, MI 48197	**Ypsilanti Housing Commission**	12/31/2012

Council Member Murdock moved, supported by Council Member Robb to table Resolution No. 2012-231B.

Council Member Murdock explained he is requesting the resolution be tabled because someone needs to be removed and the Mayor refuses to remove them so he will not vote on any appointments until the removal is made.

Council Member Bodary agreed with Mr. Murdock and said the removal should have happened long ago.

Council Member Jefferson supported the tabling and said the recovery plan called for a full qualifying board by November 1, 2012 with the removal of the one remaining member. He said a resolution for removal must come before a resolution to appoint any new members.

Mayor Schreiber explained there have been no removals because there had been a pattern of approving no appointments for a while and he wanted to make sure there was a quorum in order to conduct business.

Council Member Robb suggested the resolution be amended to include the removal of a commissioner.

Mayor Schreiber asked if he could give verbal consent to the removal.

Attorney Barr answered no and said the Mayor must recommend removal. He said the Mayor can appoint someone as temporary Chair and make the motion.

Mayor Schreiber appointed Council Member Bodary as temporary Chair of the meeting.

Mayor Schreiber recommended removal of Bernice Ethington from the Ypsilanti Housing Commission.

Council Member Murdock moved, supported by Council Member Robb to withdraw the tabling motion.

Council Member Murdock moved, supported by Council Member Robb to amend Resolution No. 2012-231B to remove Bernice Ethington from the Ypsilanti Housing Commission.

On a roll call, the vote to amend Resolution No. 2012-231B was as follows:

Council Member Murdock	Yes	Mayor Schreiber	No
Mayor Pro-Tem Richardson	Absent	Council Member Bodary	Yes
Council Member Robb	Yes	Council Member Jefferson	Yes
Council Member Vogt	Yes		

VOTE:

Yes: 6 No: 0 Absent: 1 (Richardson) Vote: Carried

Resolution No. 231B as approved reads as follows:

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

THAT, the following actions are approved regarding the City of Ypsilanti Boards and Commissions as indicated below:

NAME	**BOARD**	**TERM TO EXPIRE**
Tabitha Boone (resident) 951 Madison Ypsilanti, MI 48197	**Ypsilanti Housing Commission (APPOINTMENT)**	**10/21/2016**
Ariel Moore (new appointment) 1 Oakwood Ypsilanti, MI 48197	**Ypsilanti Housing Commission (APPOINTMENT)**	**12/31/2012**
Bernice Ethington (commissioner) 960 Monroe Ypsilanti, MI 48197	**Ypsilanti Housing Commission (REMOVAL)**	

IX. PRESENTATION OF 5 YEAR SUSTAINABILITY PLAN

City Manager Ralph A. Lange

MEMORANDUM

TO: Mayor Schreiber, City Council Members and Ypsilanti Residents:

FROM: Ralph A. Lange

RE: City of Ypsilanti Five Year Recovery Plan Executive Summary

As everyone knows, the City of Ypsilanti, along with many other local units of government in the State of Michigan, have experienced a severe reduction in general fund revenues. This already difficult situation has been greatly exacerbated by the debt incurred as a result of the Water Street redevelopment effort and the associated debt that was incurred to pay for this work.

The City Manager, with the help of City staff and necessary outside consulting help, has been combing through as much City budget data as possible. The purpose of this effort was to determine as closely as feasible, the viability of the City's general fund. Part of this review also looked at the impact of the numerous transfers that are a part of the current 2012- 2013 City budget. Finally, a concerted effort was made to forecast the financial status of the following City funds five years into the future; General, Major Streets, Local Streets, Garbage and Motor Pool funds.

As a result of all of this review, a plan has been formulated to maintain the viability of the General Fund for the next approximately five years using a starting date of January 1, 2013. This plan also took into account the City's need to provide a credible level of service in the areas for which it still has direct control and responsibility. The organizational changes to the City divisions and departments will be effective the first week in January 2013.

I believe it is critical that, within my first ninety days on the job, I provide the Mayor and City Council with my first update as to the progress that has been made towards creating the City of Ypsilanti Five Year Recovery Plan. I am not asking the Mayor and City Council to take any action relative to this plan at this time.

Plan Highlights Part I:

1. The City maintains a full time work force of 81, part-time work force of 11 and up to ten interns.

2. The City's General Fund budget is projected to have a fund balance of approximately $3,100,000, as of Fiscal Year 2017-2018.

3. The City will continue to pay the full amount due to creditors for the Water Street debt during this five year period.

4. The Major Street Fund is projected to have a positive fund balance as of July 1, 2017.

5. The Motor Pool Fund is projected to have a positive fund balance as of July 1, 2017.

6. The Local Street Fund is not projected to have a positive fund balance as of July 1, 2015. A combination of additional revenues, and a reduction in expenses, will need to be achieved to correct this situation within the next several years. Approximately $220,000 per year in additional revenues, and/or reduction in expenses, starting July 1, 2015, will be necessary to ensure this fund maintains a positive balance.

7. The Garbage Fund is not projected to have a positive fund balance as of July 1, 2013. A combination of additional revenues, and a reduction in expenses, will need to be achieved to correct this situation. Approximately $240,000 per year in additional revenues, and/or reduction in expenses, starting July 1, 2013, will be necessary to ensure this fund maintains a positive balance.

8. The City will have to establish a city-wide street lighting assessment district that will be effective by no later than July 1, 2013.

9. To the maximum extent possible, transfer of funds from one fund to another fund will be eliminated.

10. Very few capital expenditures will be made during this period of time unless an additional new source of funds can be found to pay for the item or project desired (i.e.) for Major or Local Street projects a new millage or a special assessment district will have to be established to pay for the project.

11. The City moves to an asset management plan to determine what type of work will get done to what road, bridge or culvert as opposed to continuing on with a worst first approach to maintaining the City's road system.

12. This plan does not count on receiving any additional funds from competitive grant programs to meet its financial projections i.e. COPS, SAFER, etc.

13. This plan calls for the reduction of City offices, divisions and departments to the following: Division of Community Development, Division of Public Service, Division of Safety Services, Department of Clerk/Treasurer, Finance Department, Office of City Attorney and Office of City Manager.

14. The City has lost, or is projected to lose, a total of at least 15 full time employees between January 2012 and January 2013. It was determined that the City would not be able to properly function with the loss of this many employees, many of whom held key positions with the City. These 15 employees have been, or will be, replaced with seven full time employees, two part time employees and three promotions. All of these costs have been factored into this plan.

15. This plan does not request any new taxes.

16. Principles that this plan embraces include but are not limited to:

    a) Making sure that each employee is being utilized to their highest and best level of productively for the benefit of the City,
    b) New employees are hired with a benefit package that is more in line with current comparable positions in the private sector,
    c) Work towards establishing individual contracts for all non-union employees that will provide added benefit for the employee and the City,
    d) Employees are strongly encouraged to become more valuable to the City through cross training of job duties to the greatest extent feasible,
    e) The City's overhead costs are reduced to match the current and projected size of the City's work force,
    f) The City staff will work to find opportunities for joint ventures that benefit both parties within and outside the City's operations,
    g) The reorganization of City employees needs to consider both cost savings for the City and how will it improve customer service for the individuals who come in contact with the City,
    h) Manage the City's debt as cost effectively as possible,
    i) The City will have to continue to find ways to reduce costs and maintain service during the entire term of this plan so the City will be able to effectively operate after the term of this plan has expired.

Plan Highlights Part II:

It is certainly important for the City to establish a plan that will let it function and maintain a positive fund balance in the General Fund for the next five years but this is not enough if the City is to regain long term financial and service viability over the next 18 years.

As it now stands, approximately 18 years is the period of time that the City of Ypsilanti will have to deal with the negative impacts of the Water Street debt. With this in mind, what the City does to improve its financial situation during the next five years is absolutely critical to determining its financial viability during the following 13 years.

What are some of the major goals that need to be accomplished during the next five years?

1. The City's General Fund will not be able to transfer money to other funds to keep them in the black.
2. Every other fund/activity the City operates or contributes money to will have to essentially pay for itself.
3. New funding sources will have to be identified to pay for absolutely necessary capital expenditures, both infrastructure and equipment, when the Motor Pool Fund runs out of money.
4. I believe the City will have the opportunity to substantially improve its contract with Waste Management when it comes up for renewal September 19, 2014.
5. The City will have a chance to refinance (hopefully lower the interest rate) the principal part of its Water Street debt in May of 2016.
6. The City will turn over a large part of its workforce during the next five years, which will provide it with an opportunity to lower its cost per employee substantially if the correct polices are in place.
7. The City will have five more years to attract new private development to the Water Street area and lower our principal payment on the CDBG part of the City's Water Street debt.
8. The City will have five more years to secure rail service both inter-city and commuter in the Depot Town station.
9. The City will have five more years to secure new tenants for the buildings and property currently owned by Angstrom-USA.
10. The new County recreation center should be up and running in the City of Ypsilanti within five years.

**** Ypsilanti Budget Model and City Manager's PowerPoint presentation are on file in the City Clerk's Office**

City Manager Ralph Lange and John Kaczor of Municipal Analytics answered questions from Council.

Council Member Bodary suggested combining or merging with the Ypsilanti Township Fire Department . He said this should be looked into for the future and felt it was worth exploring while restructuring is occurring. He said he spoke with Supervisor Brenda Stumbo and she felt it could be worked out.

Council Member Vogt asked where the assumptions for revenue came from.

City Manager Lange replied from previous data. He added that SEMCOG helped and said he will double-check his assumptions against the County's data. He said grants will continue to flow in and will contribute also.

Mr. Kaczor added that the trend looks accurate.

Mr. Lange stated the goal is to buy time in order to get where we need to be. He said one of his goals with staff is for employees to be utilized at their highest and best use. He said YPD has officers doing service work and they should be doing more substantive work. He added that with the proposed Clerk/Treasurer combination cross-training will occur and there will be better customer service, more people and more options. He said staff is cooperating and sacrificing.

Mayor Schreiber said running the city will only 81 employees is commendable. He suggested that the Manager collaborate with Ypsilanti Township for the garbage contract since all are expiring at the same time.

Council Member Jefferson thanked City employees for their hard work and dedication.

X. AUDIENCE PARTICIPATION

1. Marla Gousseff, 1202 Collegewood, expressed concern with a possible cut in the Fire Department. She said she feels the burden should be shared with all. She said she is concerned about the trauma of staff and the public safety and loss to individuals. She said she would rather have her garbage collected every other week than have cuts to the Fire Department.

2. Susan Moeller, 1301 Roosevelt, said she is pleased to see the proposed budget. She said most in Ward 2 are against public safety and can't understand why the city would force those employees into another profession. She said she hopes Mr. Lange considers input from the Fire Department and citizens and not just consultants. She said the requirement of 2 in and 2 out is for a good reason.

XI. REMARKS BY THE MAYOR

Mayor Schreiber appreciated the comments and remarks made during audience participation. He said the garbage fund is an issue and the city must figure out how to sustain it without transferring the costs to the general fund. He thanked Ms. Moeller for her comments and said he is looking forward to her expertise on Council.

XII. ADJOURNMENT

Resolution No. 2012-232, adjourning the Special Council Meeting.

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

That the City Council Meeting be adjourned, on call, by the Mayor or two (2) members of Council.

OFFERED BY: Council Member Bodary
SUPPORTED BY: Council Member Vogt

On a voice vote the motion carried.

The meeting adjourned at 8:55 p.m.

Core Resources, Inc.
7795 Five Mile Road
Cincinnati, OH 45230-2355
Phone; (513) 731-1771

To: Ralph A. Lange, Manager, City of Ypsilanti

From: David Kitzmiller, Chief Executive Officer, Core Resources, Inc.

Date: November 14, 2012

Re: Letter of Intent to develop a Family Dollar Store at the Water Street Redevelopment Area property

Core Resources, Inc. and its wholly owned subsidiary; Ninety Nine 90, LLC ("**Core**" and the "**Buyer**") is proposing to construct a new retail store on behalf of its client; Family Dollar Stores of Michigan, Inc. ("**Family Dollar**") substantially similar to the project illustrated in **Attachment A** (the "**Project**"). The Project is proposed to be located on the parcel of land illustrated on **Attachment B** (the "**Property**") which will not exceed 1.25 acres, net of public right of ways. This Letter of Intent (the "**LOI**") will outline the terms under which Core and the City of Ypsilanti, MI (the "**City**" and the "**Seller**") will negotiate in good faith to enter into a contract to purchase (the "**Development Agreement**") for the Property.

The Property is currently owned by the City as is a portion of the City's proposed master development commonly known as (the "**Water Street Project**") as depicted in **Attachment C**. Upon full execution of the Development Agreement, Core will have the right to enter the Property to investigate the Property and to perform other due diligence investigation, permitting and feasibility analysis for a period not to exceed 180-days (the "**Buyer's Contingency Period**") as may be extended under terms to be negotiated by Core and the City in the Development Agreement.

Obligations of letter of intent: <u>This letter of intent is a non-binding agreement</u> between the City and Core to work for a term not to exceed three (3) months on the Development Agreement to transfer a portion of the Water Street Redevelopment Area substantially as depicted in Attachment B based on the terms listed below. Core is requesting this initial agreement as it is part of the City of Ypsilanti's process for transferring ownership of Water Street property, to finish conceptual design plans and to finalize other details to be included in the Development Agreement and to execute the Development Agreement.

Core is respectfully requesting upon acceptance of this letter of intent, that the City of Ypsilanti remove the portion of the Water Street Redevelopment Area described below from the market, and reserve it for the development of the Family Dollar Store substantially as depicted in Attachment A subject to the terms listed below:

1. <u>Seller:</u> City of Ypsilanti

2. <u>Buyer:</u> Ninety Nine 90, LLC, a wholly owned subsidiary of Core Resources, Inc., assignable to Family Dollar Stores of Michigan, Inc.

3. <u>Property:</u> The property is located at the northeast corner of W.

Michigan Street and S. Park Street, Ypsilanti, MI as depicted on Attachment B.

4. Purchase Price: It is understood that the Development Agreement will require the Buyer to pay Two Hundred Ten Thousand Dollars ($210,000.00) (the "**Purchase Price**"). Buyer will not require the City to extend utilities at the City's to the Property from their current locations and will pay normal and customary utility and permit fees to the City. In other words, the purchase of the Property will be a market rate, arm's length transaction, not requiring special incentives from the City.

5. Brokerage Fees: No real estate commission whatsoever will be due unless the transaction closes, at which time the total commission owed by Seller shall be paid under the terms of a separate brokerage agreement between Seller and CBRE, Southfield, MI (the "**Seller's Broker**"). The commission shall be 5% for Landmark Commercial Real Estate Services (the "**Buyer's Broker"**) and will be handled with CBRE per the existing agreement.

6. Subdivision and Lot Split; Prior to Closing, Seller shall effectuate a lot split to create a separate tax parcel for the Property in order to create a separate transferable tax parcel for the Property.

7. Seller's Restrictive Covenants; The Property shall be split from the existing Parcel # 11-11-09-170-029 located at the southwest corner of W. Michigan St. and S. Park St. Ypsilanti, MI 48198. The remaining 36.75 +/- acres of the parcel shall hereinafter be known as Seller's Remaining Property (the "**Seller's Remaining Property**") as identified on **Attachment D**. The Development Agreement will require the Seller to agree to place a deed restriction and enter into a restrictive covenant agreement , running with the land, on Seller's Remaining Property related to other discount retailers to be determined in the development agreement.

8. Other Buyer Obligations to be incorporated into the Development Agreement: Buyer will agree to construct the Shared Access Drive as depicted on Attachment B and will rezone the Property under the City's Planned Unit Development process using the draft form of the Water Street zoning as a guide.

9. Term: The Letter of Intent will be in effect for up to three (3) months or until the Development agreement and transfer of the property occurred, whichever is sooner.

WITNESS: ________________________ **BUYER**: **Ninety Nine 90, LLC**

BUYER: ____________________________________

DATE: _____________________________________

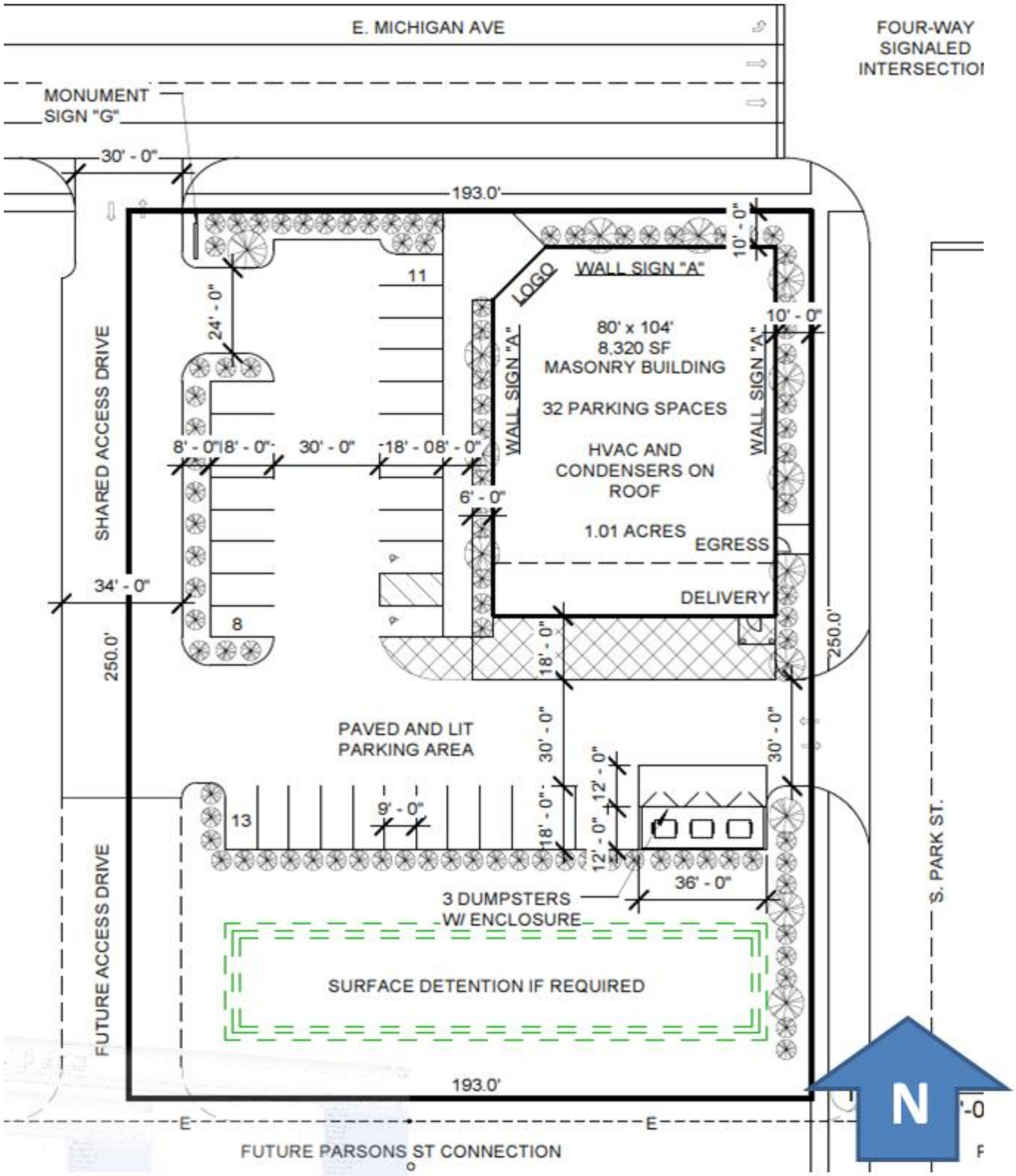
WITNESS: __________________________ **SELLER**: **City of Ypsilanti, Michigan**

SELLER: _____________________________________

DATE: _____________________________________

Core Resources, Inc.
7795 Five Mile Road
Cincinnati, OH 45230-2355
Phone; (513) 731-1771

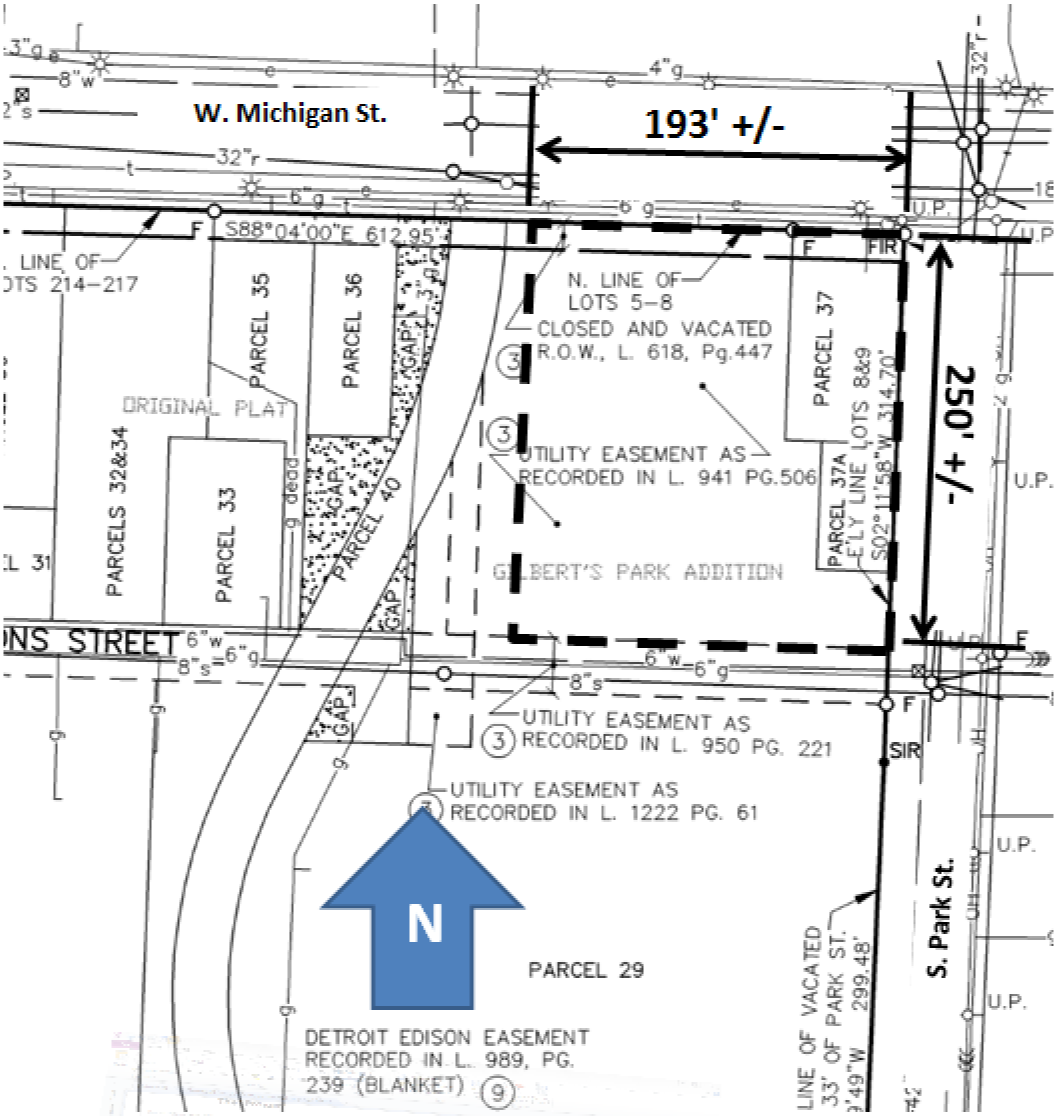
Attachment A



The "Project"

Core Resources, Inc.
7795 Five Mile Road
Cincinnati, OH 45230-2355
Phone; (513) 731-1771

Attachment B



The "Property"

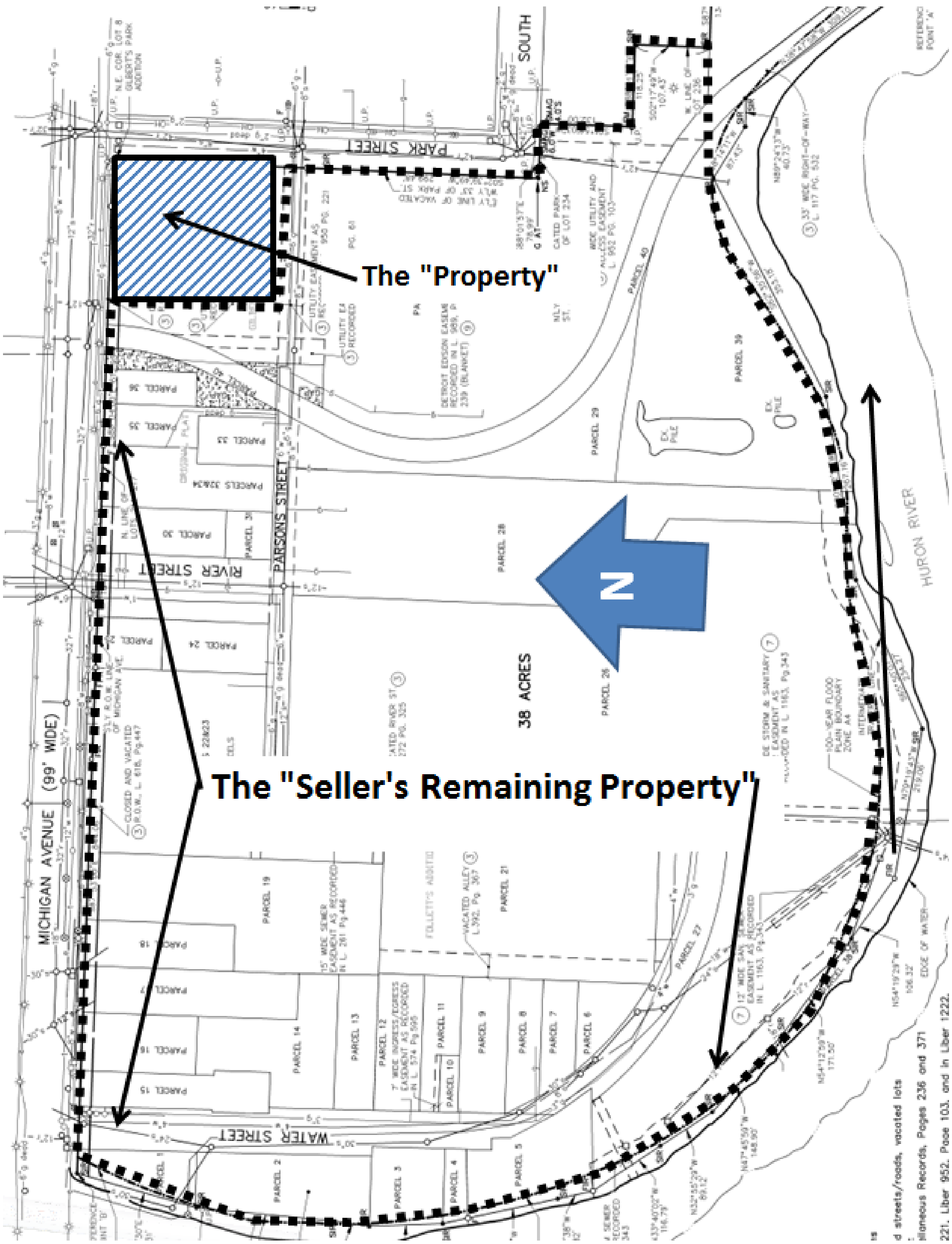
Core Resources, Inc.
7795 Five Mile Road
Cincinnati, OH 45230-2355
Phone; (513) 731-1771

Attachment C

The "Water Street Project"

Core Resources, Inc.
7795 Five Mile Road
Cincinnati, OH 45230-2355
Phone; (513) 731-1771

Attachment D



Resolution No. 2012-255
November 20, 2012

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

WHEREAS, The Ypsilanti City Council has requested that all offers related to the purchase of Water Street be presented to City Council for approval; and

WHEREAS, Ypsilanti City staff have been working with Core Resources, LLC on behalf of Family Dollar on a 1.25 acre development on the SW corner of the Water Street Redevelopment Area; and

WHEREAS: Core Resources LLC and Family Dollar have negotiated initial terms including a concept site plan and related building elevations for the potential development based on draft zoning for the Water Street Development; and

WHEREAS Core Resources, LLC has submitted a proposed Letter of Intent for purchase of 1.25 acres for $210,000 for the development of a Family Dollar Store

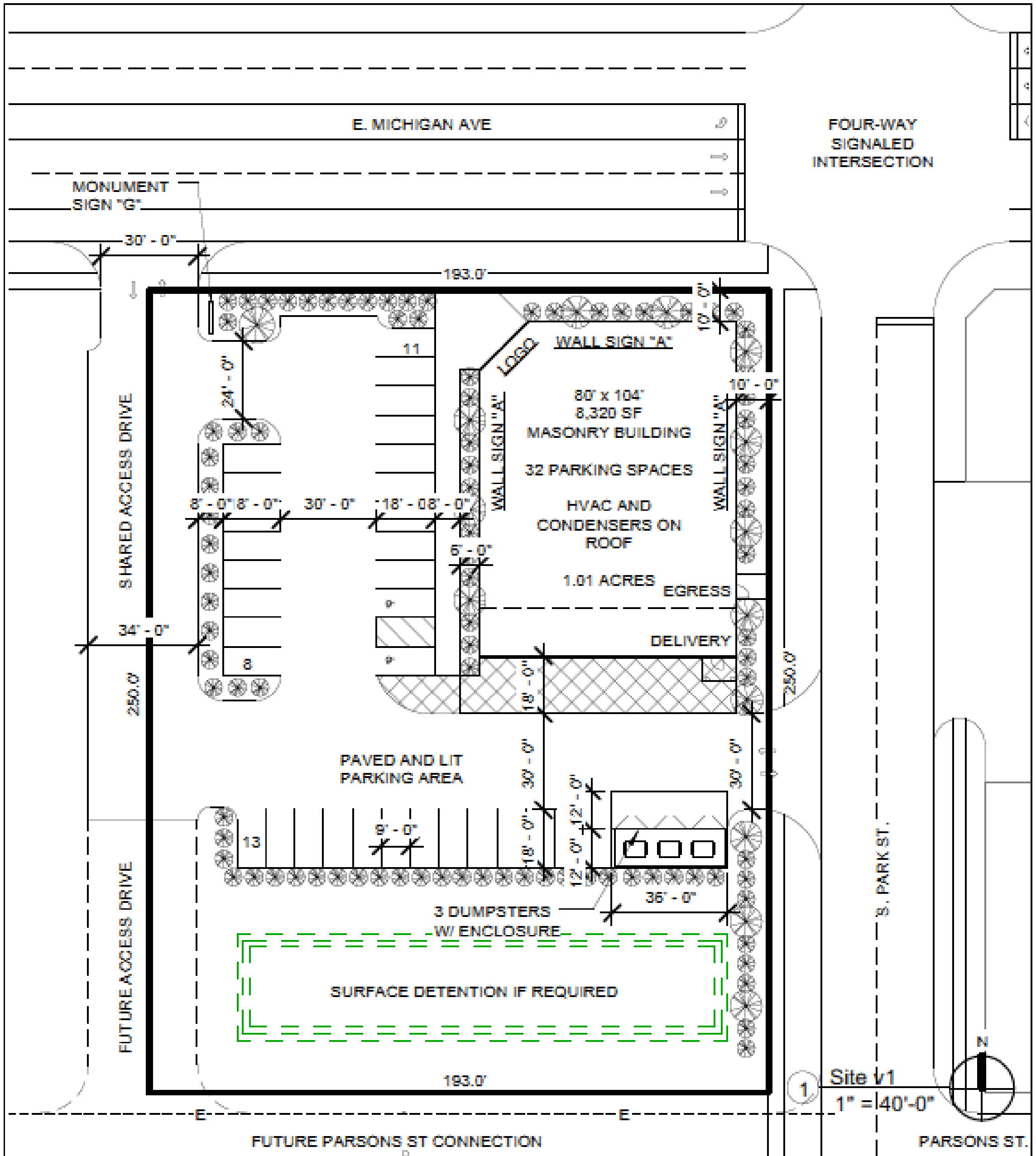
NOW, THEREFORE, BE IT RESOLVED THAT the Ypsilanti City Council approve the attached Letter of Intent with Core Resources LLC to take 1.25 acres of the Water Street Redevelopment Area off the market and continue work towards a purchase and development agreement; and

FURTHER, that the Mayor and City Clerk are authorized to sign the Letter of Intent

OFFERED BY:____

SUPPORTED BY:____

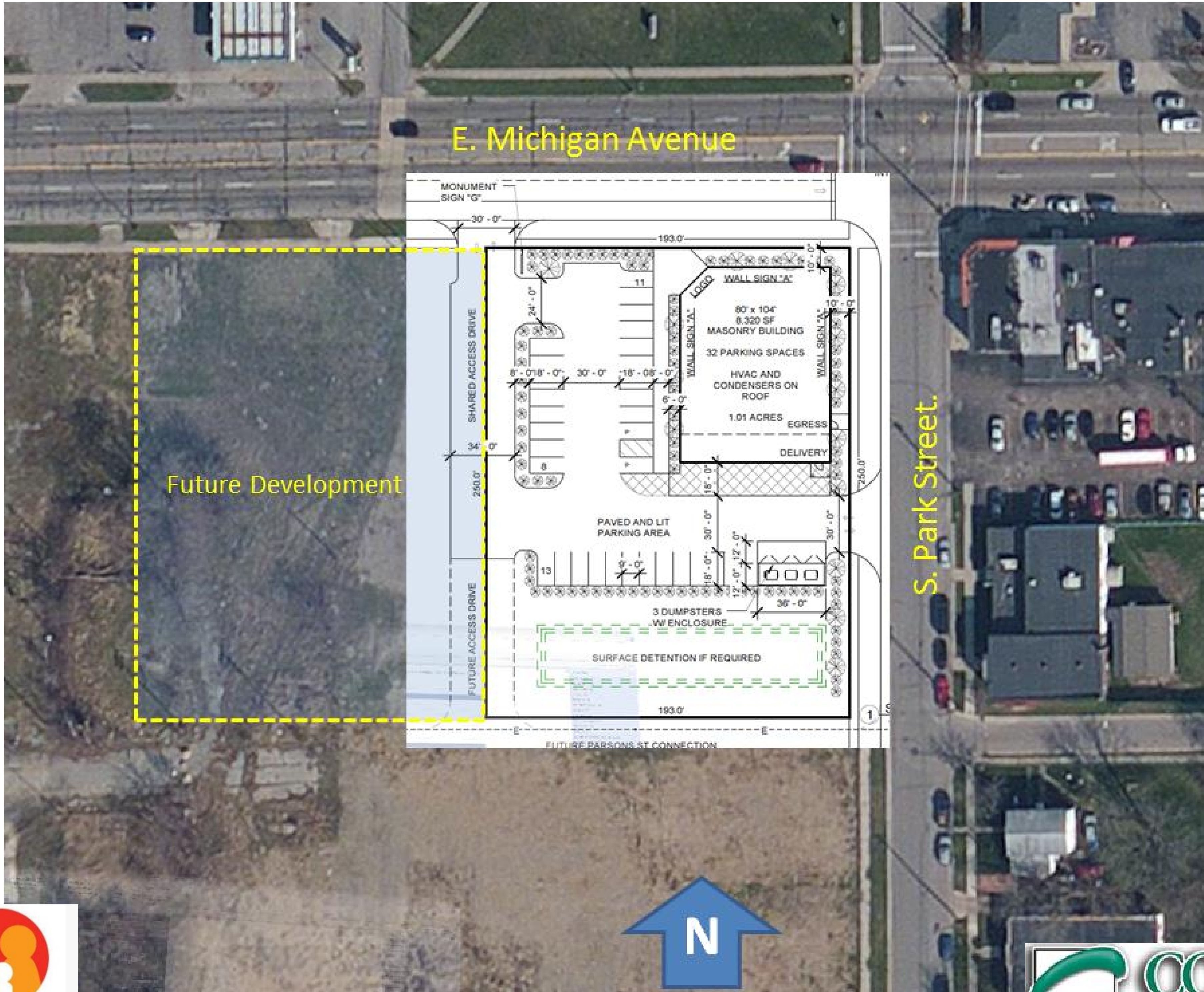
YES: NO: ABSENT: VOTE:



FAMILY DOLLAR YPSILANTI, MI	SITE PLAN		
	Project number	12-099	S1
	Date	09-18-12	
	Drawn by	JJA	
	Project Manager	BT	Scale 1" = 40'-0"

CORE RESOURCES, INC
7795 Five Mile Road
Cincinnati, Ohio 45230

Proposed Family Dollar Store – E. Michigan/S. Park St.
Ypsilanti, MI



Proposed Family Dollar Store – E. Michigan/S. Park St.
Ypsilanti, MI

Proposed Family Dollar Store – E. Michigan/S. Park St.
Ypsilanti, MI

Proposed Family Dollar Store – E. Michigan/S. Park St.
Ypsilanti, MI

Proposed Family Dollar Store – E. Michigan/S. Park St.
Ypsilanti, MI

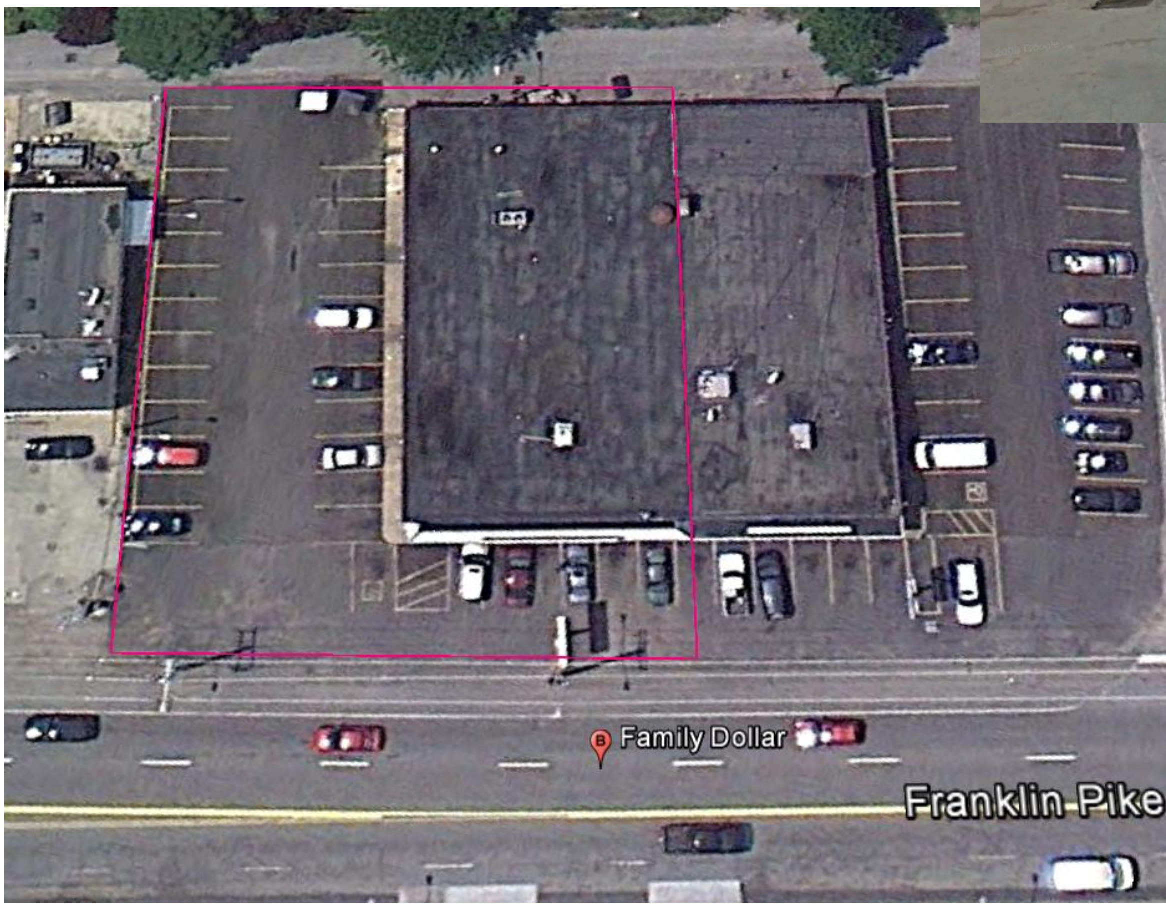
Proposed Family Dollar Store – E. Michigan/S. Park St.
Ypsilanti, MI

Proposed Family Dollar Store – E. Michigan/S. Park St.
Ypsilanti, MI

We have an average of about 2200 customers / week, 60% of our business is in the mid- afternoon/evening…our customer expenditure is about $10 so about an average shop time of 15 minutes per customer. For a 12 hour sales day, that is an average of 26 cars /hour and an average of about 6.5 customers in the store at any one time…if on a bus route in a lower income area with strong walk-up traffic, that would be less. Since we do 10% more volume in the afternoon than morning/early afternoon, 110% of 6.5 = 7.2. So the most customers in the store at one time is an average of 7.2. If it is a driving market, that would equal 7.2 cars.

So, we have very low parking needs. Since we can't control when customers arrive, we request a minimum of 20 spaces. We have accepted less on an exception basis. **We do view having more than 25 parking as "standard".** The top of our preference is 35 parking spaces and that is usually desired for a high volume store, I'd say over $2M.

Tom Widmeyer - Regional Vice President, Real Estate, Family Dollar Stores, Inc.



CORE
RESOURCES, INC

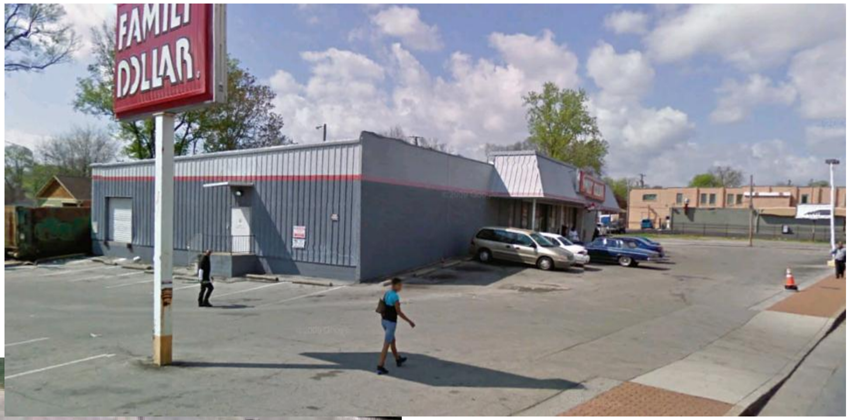
Family Dollar Stores
Nashville, TN
Sample Parking Counts 2605 Franklin Pike, Nashville, TN – 9-Cars

Tippmann Management, LLC

CORE RESOURCES, INC

Family Dollar Stores
Nashville, TN
Sample Parking Counts 836 Dickerson Pike, Nashville, TN – 14-Cars

Tippmann Management, LLC



CORE RESOURCES, INC

Family Dollar Stores
Nashville, TN

Sample Parking Counts 1015 Jefferson, Nashville, TN – 8-Cars

Tippmann Management, LLC

Family Dollar Stores
Nashville, TN

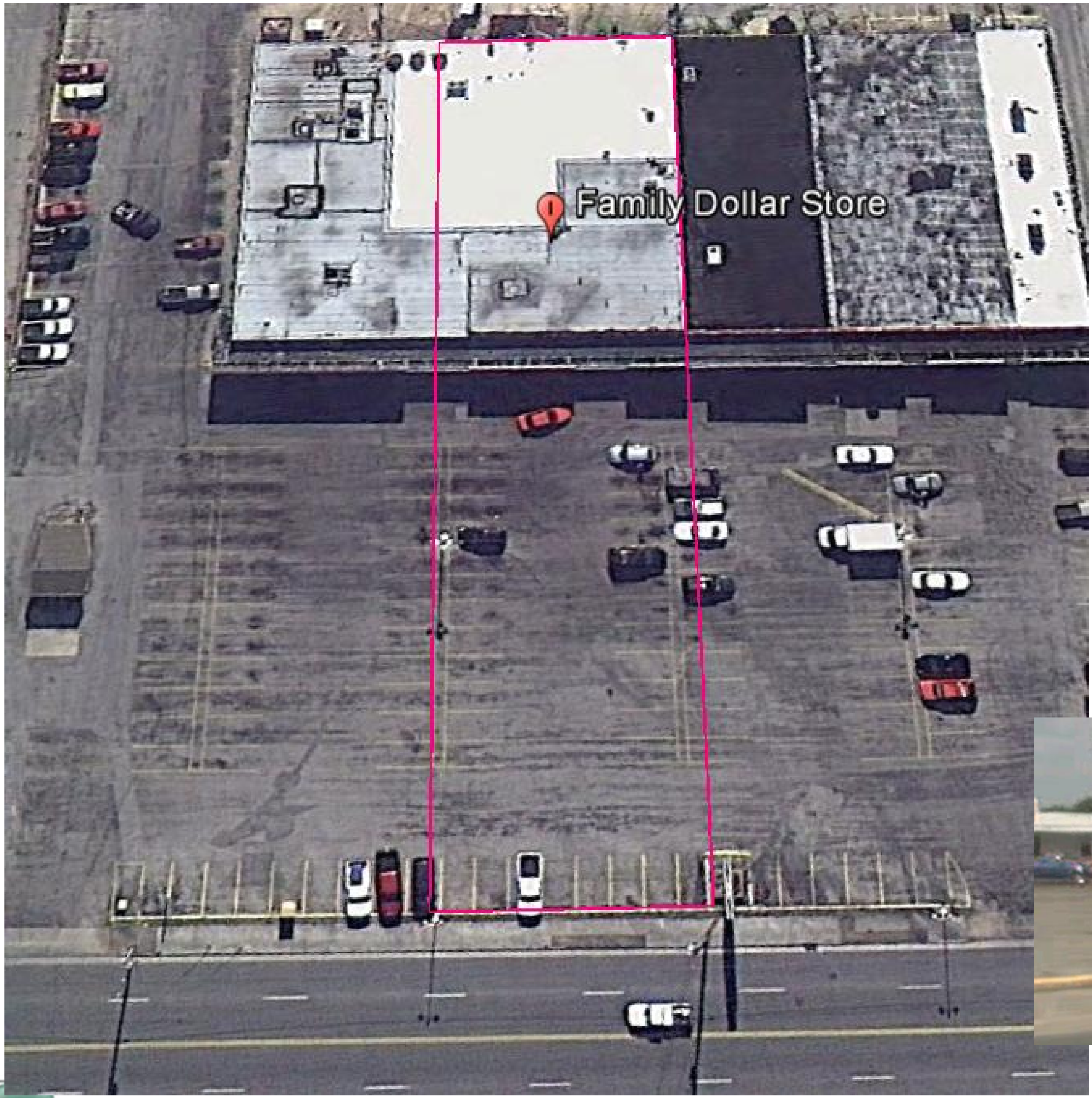
Sample Parking Counts 2600 Jefferson St., Nashville, TN – 4-Cars

Family Dollar Stores
Nashville, TN

Sample Parking Counts 1000 Woodland St., Nashville, TN – 5-Cars

CORE RESOURCES, INC

Tippmann Management, LLC



Family Dollar Stores
Nashville, TN

Sample Parking Counts 321 N. Cumberland St. Lebanon, TN – 9-Cars

Family Dollar Stores
Nashville, TN

Sample Parking Counts 405 West Trinity Lane, Nashville, TN – 12-Cars

Family Dollar Stores
Nashville, TN
Sample Parking Counts 7244 White Creek Pike, Joelton, TN – 13-Cars

Family Dollar Stores
Nashville, TN

Sample Parking Counts 2700 Gallatin Pike, Nashville, TN – 6-Cars

CORE RESOURCES, INC

Family Dollar Stores
Nashville, TN

Sample Parking Counts 2734 White Creek Pike, Nashville, TN – 6-Cars

Tippmann Management, LLC

LANDMARK
COMMERCIAL ▲ REAL ESTATE ▲ SERVICES

October 15, 2012

Ms. Teresa Gillotti
City of Ypsilanti
One South Huron Street
Ypsilanti, MI 48197

Dear Ms. Gillotti:

This letter is to confirm that Landmark Commercial Real Estate Services, Inc. represents and has procured Ninety-Nine 90, LLC as a prospective purchaser for the property located at the SWC of Michigan Avenue & Park Street, Ypsilanti, Michigan. In the event that a sale is consummated with this purchaser (or any related business entity) for the above referenced property, the undersigned agrees to pay Landmark Commercial Real Estate Services, Inc. a brokerage commission as follows:

> Five percent (5%) of the gross sales price. Said commission shall be payable at closing through escrow.

This agreement shall be valid for one (1) year from the above date, except that if negotiations continue beyond the expiration of the initial term of this agreement, you will continue to honor our position in this transaction. Please acknowledge your agreement to the terms by signing below and returning the original of this letter to me.

Owner agrees to disclose to broker and to prospective purchaser any and all information which Owner has regarding the condition of the property, including, but not limited to the presence and location of any toxic or hazardous substances, on or about the property.

The parties involved in this agreement are not to discriminate because of race, creed, color, sex, marital status, national origin, ADA, family or handicapped status.

If you have any questions or concerns regarding any of the foregoing, please feel free to contact me at (248) 488-2620.

Sincerely,

LANDMARK COMMERCIAL
REAL ESTATE SERVICES, INC.

Michael R. Lippitt
mlippitt@landmarkcres.com

MRL:jz

AGREED AND ACCEPTED THIS _______ DAY
OF ______________________________, 2012.

BY: ______________________________

RetailingToday.com Insights

A different kind of discount store

Walk through a Family Dollar store, especially a newly built or remodeled one, and it is easy to see why the company is growing like a weed and gaining market share.

The company's conveniently located stores are clean, easy to shop and carry a broad range of competitively priced brand name products. There are a few stinkers here and there, but then what retailer doesn't have some poorly run locations and inferior real estate? Generally speaking, from a store experience standpoint, Family Dollar stores are to Dollar General what Target is to Walmart and Lowe's is to Home Depot.

Family Dollar is operating in what is arguably retailing's hottest segment, and its small-format discount stores with their broad product offering and increasing emphasis on food and consumable are creating competitive chaos for a wide range of operators in other channels. Family Dollar, with its more than 7,200 stores, and Dollar General, with its more than 10,000 locations, both have the potential to open thousands more stores and along the way gain market share from the likes of Walmart, Target, Kmart, conventional supermarket operators, chain drug stores and convenience stores.

Family Dollar's value proposition is resonating with shoppers as never before, which explains the company's ability to consistently generate mid- to upper-single-digit same-store sales and grow earnings per share at a double-digit rate for the past four years. The company recently reported its 17th consecutive quarter of double-digit earnings per share growth on total third-quarter sales that increased 9.6% to nearly $2.4 billion and same-store sales that increased 5% during the period ended May 26. And with between 450 and 500 new stores due to open this year, the company is on track to end its current fiscal year in late August with more than 7,300 stores. The pace of store expansion isn't expected to slow any time soon either as Family Dollar continues to add distribution capacity to support new-store growth.

As its footprint continues to expand, Family Dollar continues to upgrade hundreds of existing stores annually with a new merchandising scheme that expands space available for frozen and refrigerated food, dry grocery and consumables, such as the 2,200 health and beauty items now available in stores. Gross margins have taken a hit in recent quarters because of the shift, and average store inventories have swelled too thanks to higher price points of HBC items, but the longer-term strategy is to gain increased customers traffic,

FDO by the numbers

There is a lot to like when it comes to the growth trajectory at Family Dollar and its record of consistency. The company just reported its 17th consecutive quarter of double-digit earnings per share growth, and the foundation is in place for more of the same.

Total sales increased 9.6% to nearly $2.4 billion, and same-store sales increased 5% during the third quarter ended May 26. Profits during the period increased 12.1% to $124.5 million, and earnings per share increased 16.5% to $1.06 compared with 91 cents the prior year. The company ended the quarter with 7,216 stores and is on track to end its fiscal year in late August with the addition of 450 to 500 new stores.

The knock on Family Dollar during the most recent quarter related to a decline in gross margins, but that appears to be a case of the company incurring some short-term pain in the name of long-term gain. As Family Dollar has expanded its assortment of food and consumables, its rate of profitability has come down. Gross margins declined to 35.8% during the third quarter compared with 36.2% the prior year. Of course the bright side of increased sales of lower-margin frequently purchased products is they do wonders for customer traffic. During the third quarter, Family Dollar's same-store sales increase was attributable to more people shopping its stores and buying more stuff per visit.

Another knock on Family Dollar is that it is not Dollar General. The company's larger rival operates roughly 3,000 more stores than Family Dollar and recently surpassed 10,000 units with the opening of its first stores and a new distribution center in California. The two companies target the same customer base with similarly sized stores offering a comparable product assortment, except Dollar General produces superior financial returns.

For example, while Family Dollar's gross margin rate declined in the third quarter, it offset the drop by reducing its expenses, but did so at a slower pace. Expenses as a percent of sales sank to 27.4% in the third quarter compared with 27.7% the prior year. As a result, the company's operating margin rate declined to 8.4% compared with 8.6% the prior year.

Continued on page 2

grow average transaction sizes and increase sales per square foot. Aiding in that effort will be the addition of cigarettes, which will be available in nearly all the company's store by year end.

Another cornerstone of the Family Dollar growth story is an emphasis on brands. Branded merchandise across a wide range of categories is regularly promoted in weekly ads and showcased in stores on endcaps. Big name brands are happy for the exposure as Family Dollar's growth has transformed the company into a far more important distribution channel than it was a decade ago or even five years ago. Brands form the foundation of the company's promotional effort and serve as an effective way for the company to convey its value proposition to lower-income and middle-income shoppers who have come to identify Family Dollar as their neighborhood discount store.

It is a fitting recognition because in many respects Family Dollar is a discount store innovator. The company's first store opened in 1959 when 21-year-old Leon Levine created the concept with a pricing philosophy that all merchandise would retail for less that $2. It was three years before Walmart, Target and Kmart opened their first discount stores.

Leon Levine ceded day-to-day operations in 1998 when his son Howard Levine became CEO, and then in 2003 the father also relinquished his chairman role to his son. Today, Howard Levine is still a relatively young man in his early 50s at the helm of a company enjoying considerable momentum thanks to a well-defined and effective strategy. Despite the fact that Family Dollar operates upwards of 7,200 units, the company is one of the few that can legitimately claim to have abundant organic growth potential throughout the United States. ●

Continued from page 1

By comparison, Dollar General's lower expense structure allows it to produce a superior operating margin even though its gross margin rate is lower than Family Dollar's. Dollar General's expenses as a percent of sale were 21.7%, its gross margin was 31.8%, and its operating margin was slightly more than 10% during the company's most recent fiscal year.

Family Dollar chairman and CEO Howard Levine knows that to close the gap the company must increase the productivity of its selling space.

"Delivering stronger shareholder returns begins with increasing sales per square foot, and this quarter, we began to implement a number of initiatives to broaden our consumable assortment and satisfy more of our customers' shopping trips," Levine said last month.

Among the initiatives to which he is referring are the addition of even more food and consumables to more stores, new brands such as Pepsi and expanded health and beauty offerings, the addition of tobacco products and Red Box movie rental kiosks.

"As planned, most of these initiatives began late in the quarter and had little impact on our third-quarter sales results. We are on schedule, and I am very pleased with the progress our teams have made in such a short period of time," Levine said. "As we complete most of these initiatives in the fourth quarter, we will have a fully competitive assortment and will be well-positioned to accelerate sales productivity further." ●

Family Dollar at-a-glance

Headquarters:	Matthews, N.C.
Chairman and CEO:	Howard Levine
Annual sales:	$8.5 billion*
Net income:	$388.4 million*
Operating margin	7.46%
Number of stores:	7,267*
Average store size:	8,500 sq. ft.

* Sales and Net Income for FY ended Aug. 27, 2011
* Store count as of May 26, 2012
Source: Company reports

All about brands

Family Dollar stores have always offered big name brands, but not like they do now.

These days, the emphasis on brands is inescapable whether it's flipping through the company's distinctive red and orange direct mail and Sunday newspaper inserts or walking through one of its more than 7,200 stores. Branded products in every category are featured at sharp price points in the weekly ads, showcased in stores with compelling presentations and called out with bold signage on endcaps and store walls.

One recent promotional piece boldly declared, "drug store brands for less!" Large photos of brands such as Scope, Colgate, Crest, Dial, Edge, Old Spice, Gillette, Luvs, Softsoap, Caress and Nice 'n Easy were featured along with coupons ranging in value from 50 cents to $1.

The increased promotional emphasis on health and beauty brands comes as Family Dollar has expanded space for the category in stores.

To draw attention to the expanded offering, the retailer is using large shelf talkers that say, "now over 2,200 health and beauty items."

The increased HBC offering is partly responsible for a surge store inventory that occurred during the company's third quarter. Average inventory per store increased by 17% during the period, and as Family Dollar filled its pipeline with higher-value health and beauty items the company's total inventory during the third quarter swelled 23% to $1.13 billion.

Family Dollar's move in the HBC space follows last September's appointment of CVS veteran Michael Bloom as president and COO. Bloom spent 20 years at CVS and was EVP merchandising, supply chain, marketing and advertising at the time of his departure. Family Dollar stores aren't likely to begin filling prescriptions any time soon, but there are certainly other CVS strategies Family Dollar may want to emulate, such as the drug chain's successful ExtraCare loyalty card program. Such vendor-funded initiatives didn't make sense in Family's Dollar's past, but now that the chain has reached a size where it represents an increasingly important distribution channel for brands, it is not beyond the realm of possibilities to think that Family Dollar has at least entertained the idea of creating a CVS-like loyalty program, and one may be under development.

Until then, shoppers in Family Dollar stores are presented with a barrage of brand messages. These run from the generic — "all your favorite brands for less," and "brands you love, savings you trust" — to more precise feature displays of sharply priced branded products such as Swiffer, Tide and Bugle Boy.

The retailer also makes use of brand logos to complement departmental identifier signage. For example, the Hanes logo is used in the apparel area, Clorox in cleaning supplies and Coke and Kraft in the food area.

Brand products dominate Family Dollar's offering for now, but over time the company's assortment could evolve the way other retailers have to include an increased offering of private brands. Evidence of this emerging trend is already visible in some stores where the company uses shelf bump-outs to showcase private-brand values against market-share leaders in categories such as peanut butter, ketchup, grated Parmesan cheese and coffee creamer. ●

A merchandising move for the ages

Family Dollar sparked outrage among healthcare advocates earlier this year when it decided to add cigarettes to its product mix. As objectionable as that decision was in some circles, Family Dollar investors will likely be cheering the move as early as this holiday season. That's the time frame in which the company expects to have cigarettes in about 6,000 of its more than 7,200 stores, up from roughly 1,300 stores at the end of the company's third quarter on May 26.

The addition of cigarettes will help improve sales, but an even bigger benefit will come from increased traffic. A higher percentage of the company's shoppers are smokers than the general population so they are likely to visit Family Dollar stores more often because they won't need to go to Walmart or a local gas station to buy cigarettes. And the company has the potential to gain new shoppers too as awareness of the availability of cigarettes at Family Dollar grows and smokers discover the breadth of the company's offering can satisfy a wide range of their other needs.

Our Flavors Are The Fuel for Soft Drink Growth

Dr Pepper Snapple owns approximately **40% of** the flavor category*

Consumer Trends have driven positive Flavored Soft Drink Growth for over 7 years

Dr Pepper Snapple has the **#1 or #2** top selling brand in 8 of 11 flavor segments*

Increase Your Flavors. Increase Your Sales.

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* Source: Nielsen thru 2012 (YTD)

Contact your DR PEPPER SNAPPLE Account Manager Today

DR PEPPER SNAPPLE GROUP

The look of leadership

Michael Bloom
President and COO

Of all the ways Family Dollar differentiates itself in the retail industry the company's consistency of leadership is probably one of the most underappreciated.

Since the company opened its first discount store in 1959 — three years before Walmart, Target and Kmart — it was either founder Leon Levine or his son and current chairman and CEO Howard Levine calling the shots.

The elder Levine built the company from a single-store operation and served as CEO until the fall of 1998 when Howard was elevated from his role as president. Leon remained as chairman for five years, but he relinquished that title to his son five years later in 2003 and retired from Family Dollar.

Howard Levine first joined Family Dollar in 1981, and he held various positions in the merchandising department, including the role of SVP merchandising and advertising, until he left the company in 1987 to become president of Best Price Clothing Stores, Inc. He held that position until 1992 before setting off to become a self-employed investment manager until 1996.

In April 1996, Levine rejoined Family Dollar as VP/gmm softlines, and by the fall of that year he had been promoted to SVP merchandising and advertising. By the spring of 1997 he was named president and COO. Eighteen months later in August 1998 he was named CEO, and when his father retired in 2003 Howard Levine added the chairman title.

While Leon and Howard Levine have brought leadership consistency to Family Dollar, the past six months have seen the company make a series of moves designed to position it for continued growth.

The most notable of these was the appointment last September of Michael Bloom as president and COO. Bloom had spent the previous 20 years with CVS Caremark, most recently serving as EVP merchandising, supply chain, marketing and advertising. At the time of his hiring, then chief merchandising officer Dorlisa Flu was named vice chair of strategy and chief administrative officer.

Two months after Bloom's hiring, Paul White was elevated to the role of chief merchandising officer after joining the company in early 2011 as SVP apparel, home and seasonal.

> "The past six months have seen the company make a series of moves designed to position it for continued growth."

Another key merchandising move involved last fall's appointment of Trey Johnson to a newly created position as SVP food. Johnson joined the company from Sears Holdings where he had created a limited assortment food concept for Kmart, and he also reportedly led the development of Walmart's short-lived Marketside format. He also held VP and SVP roles at SuperValu, Albertsons and American Stores.

Family Dollar secured more food industry expertise earlier this year when it name Mary Winston CFO. She joined the company from the Giant Eagle supermarket chain to help fill the void created by the retirement James Kelly who served as president and COO and oversaw the company's finance operations.

Statement by Ariel Moore:
Mayor Schreiber,

Thank you for your interest in nominating me to the Board of the Ypsilanti Housing Commission. I would be honored to accept your nomination and would look forward to introducing myself to the Ypsilanti City Council at its next meeting on October 16.

I believe I am well qualified to help the board advance its goals of providing "housing services for those who need it most." I received a Masters in Business Administration from the University of Michigan Business School in 2004. After graduation, I joined DTE Energy and have served in various financial management positions within the company. Before my current role, I was the Financial Controller for the Nuclear Generation business unit overseeing a combined O&M and capital budget of over $300M/ year. In 2011, I moved on to become the Manager of Nuclear Strategy with responsibility for the Nuclear Generation near-term 5-year plan through the end of the plant's operating license. In short, I have experience managing budgets and strategic plans within a regulated environment.

I am also a resident of Ypsilanti and care deeply for the health and welfare of my community. I believe we have a collective responsibility to ensure our residents have access to certain basic needs – be it clean, safe, affordable energy or clean, safe affordable housing. My goals on the Commission would be to help the board and staff create and maintain transparent, accountable financial processes that not only comply with regulations, but also build the trust of those we serve that their needs will always be supported by our funds.

Again, thank you for your nomination.

Ariel Moore

Statement by Bilal Saeed:

Mayor Schreiber,

Thanks again for thinking of me for this opportunity. I'm looking forward to the opportunity to sit on the LDFA committee, as it's an opportunity for me to make a positive impact in my community. As with our mission of iSPY Magazine (serving Ann Arbor, Ypsi and Saline), we are not in business just to make a profit, but to better our community.

This opportunity will allow me the chance to give back in a way that could have a long lasting impact, and for that opportunity I'm grateful.

As a board member of the A2Y Regional Chamber, and the chair of the young professionals group, A2Y Converge, I am always up for the chance to give back to my community.
As requested, attached is my resume for your review. If you need anything else, please let me know.

Thanks,
--
B. Saeed, Brofounder
Pakmode Media + Marketing
(734) 276. 0876

Statement by Morgan Cox and Maia Hardy:
In the coming months, the Millennial Mayors Congress will publish the local vibrancy mapping guide, which is designed to help the remaining Congress member cities through the process of vibrancy mapping. It will also revisit an original goal of the Millennial Mayors Congress—tapping a new generation of leaders to solve regional challenges.

The Congress has enlisted the help of students from the University of Michigan who will research Millennial participation on boards, commissions and councils in Congress member cities. In December, we will adopt a resolution in support of an education campaign designed to increase Millennial participation.

511 Thomas Street
Ypsilanti, MI 48198

Morgan E. Cox

(morgan.e.cox@gmail.com)

(734) 272 - 5105

Education

Eastern Michigan University **Ypsilanti, MI**
Certification in TESOL (Teachers of English to Speakers of Other Languages) April 2009

University of Michigan—MAC Program **Ann Arbor, MI**
Master of Arts in Education with Secondary Certification August 2005

University of Michigan **Ann Arbor, MI**
Bachelor of Arts in English & History May 2004

Work Experience

Grants and Administration **August 2011 – Present**
The Hope Foundation Ann Arbor, MI

- Grants and Programs

Classroom Teacher, 9th – 12th Grades **September 2006 – August 2011**
Northville Public Schools—Northville High School Northville, MI

- *English and Social Studies Departments*
- *English Learners' Program*

Unit Lead/Youth Worker, YMCA Beacons Program **September 2005 – August 2006**
Minneapolis Public Schools Minneapolis, MN
Anne Sullivan Communication Center (K-8)

- *Youth Programs Coordinator (4th and 5th grades)*
- *Youth Programs Worker (Kindergarten)*

Student Teacher, 9th Grade **September 2004 – June 2005**
Detroit Public Schools—Western International High School Detroit, MI

- *9th grade English Language Arts*

Youth Programs Coordinator, 3rd & 4th Grades **January 2003 – April 2004**
The Detroit Project (University of Michigan) Detroit, MI
Detroit Public Schools – Burt Elementary

MAIA HARDY

201 N. WASHINGTON APT 1, YPSILANTI, MI 48197
734-748-6407
MAIAFHARDY@GMAIL.COM

EDUCATION

EASTERN MICHIGAN UNIVERSITY, YPSILANTI, MI

9/2010- CURRENT

BACHELOR OF SCIENCE CANDIATE

URBAN AND REGIONAL PLANNING MAJOR, NON-PROFIT MANAGEMENT MINOR

SCHOOLCRAFT COMMUNITY COLLEGE, LIVONIA, MI

9/2008-6/2010

LIBERAL ARTS TRANSFER DEGREE

RELEVANT EXPERIENCE

AVALON HOUSING- EDUCATIONAL INTERNSHIP/CONTRACT WORK

2/2011- CURRENT

Advocate tenant organization efforts by designing and distributing bi-monthly tenant newsletter. Assist communications/fundraising director by organizing and planning events. Design marketing material and annual report to increase donations. Evaluated organizational performance using mail-in survey methodology. Presented survey findings to staff, tenants and board.

DOWNTOWN ASSOCIATION OF YPSILANTI- EDUCATIONAL INTERNSHIP

4/2012-8/2012

Assisted Executive Director and President in securing sponsors for annual “Crossroads” event. Designed and distributed sponsorship packet and promotional material for “Crossroads” event. Wrote press releases for community outreach to increase organizational awareness and volunteers.

THE Q HAIR STUDIO- RECEPTIONIST

12/2005-CURRENT

Manage front desk. Answer telephone calls and book appointments. Inventory management and sales. Handle customer service problems and conflict resolution between employees.

SELECTED WORK

ASKING YPSI, ACADEMIC SERVICE LEARNING GRANT

1/2012

Co-coordinated project with a successful grant that was awarded to create three interactive art projects on Eastern Michigan University’s campus and in the City of Ypsilanti. Project sought to “bridge” the gap between the city and the university. Website: askingypsi.weebly.com

SYNERGY! ENERGY! RESEARCHER AND PRESENTER

12/2011-3/2012

Study sponsored by Eastern Michigan University on how public and private partnerships can increase sustainability in Downtown Ypsilanti. Surveyed local business owners in Downtown Ypsilanti to asses their current understanding and implementation of sustainability practice. Presented findings at the Eastern Michigan University Undergraduate Symposium (3/30/2012) and at the Michigan Association of Planning Student Conference in Detroit, MI (3/16/2012).

SERVICE AND VOLUNTEER ACTIVITES

P.L.A. C.E (PLANNING AWARENESS CLUB OF EASTERN), VICE PRESIDENT

9/2012- CURRENT- VICE PRESIDENT

9/2011-9/2012- TREASURER

Assist President with organizing club activities and events. Encourage and provide volunteer opportunities for urban planning students. Arrange and assist students in attending relevant conferences and workshops. Facilitated miscellaneous program efforts.

MEMBERSHIPS

AMERICAN PLANNING ASSOCIATION (APA)

9/2012-CURRENT

MICHIGAN ASSOCIATION OF PLANNING (MAP)

9/2011-CURRENT

NONPROFIT LEADERSHIP ALLIANCE (NLA)

9/2010-CURRENT

*REFERENCES AVAILABLE UPON REQUEST.

Bilal Saeed

535 Rive Ave., Ypsilanti, MI 48197 (734) 276.0876 bilal@pakmode.com

PROFESSIONAL SUMMARY

Young professional with diverse marketing background including sports, entertainment and digital marketing. Other areas of expertise include sales, client and partner relations, project management, operations, strategic business development, budget management, and leadership skills. Driven by passion and entrepreneurial spirit with the ability to work independently or in a team environment. Results driven individual who keeps ethics high on the priority list.

Key Strengths

- Creating Strategic Partnerships
- Developing Marketing Solutions for Clients
- Project Management Lead

PROFESSIONAL EXPERIENCE

Pakmode Publications, LLC – Ypsilanti, MI 1/2008-current
Brofounder

- Manage sports marketing clients; including all 3 EMU Athletic contracts
- Head of Pakmode Media + Marketing's Sales team
- Create strategic partnerships for iSPY Magazine and EMU Athletics
- Increased sales for EMU Athletics sponsorships by 47% in year 1 and 55% in year 2

Eastern Echo, Eastern Michigan University 4/2004-12/2007
Director of Advertising & Marketing

- Increased readership of publication by 37% between 9/2004-12/2007
- Increased revenues by 45% in 2007→ $350,000 to $509,000

Quicken Loans- Livonia, MI 5/2005-8/2005
Marketing & Sales Intern

- Worked directly with VP of Marketing to implement new media marketing efforts

Luxottica Retail- Ann Arbor/Laurel Park, MI 12/2002-4/2004
Assistant Regional Sales & Operations Manager

- Managed advertising and marketing strategies for entire Southeast Region of Michigan
- Awarded Manager of the Year for Midwest Region 2003

EDUCATION AND PROFESSIONAL DEVELOPMENT

Bachelor of Business Administration; *Major: Entrepreneurship*
Eastern Michigan University Ypsilanti, MI Graduated in April 2008
Awarded Gabriel Godfrey Scholarship for Outstanding Business Accomplishments as a Student

Alex M. Easley
8500 Lawrence Ave Ypsilanti, MI 48197
morganclothing1396@yahoo.com

November 13, 2012

I am writing to express my interest in a seat on the YDDA. I would bring to this position strong leadership abilities and a commitment to serving the City of Ypsilanti.

My mission as a board member is to provide service to the city decision making process with fairness to meet the needs in the four districts.

Sincerely

Alex M. Easley

Alex M. Easley
8500 Lawrence Ave Ypsilanti, MI 48197
Home ph # 734-3697221
morganclothing1396@yahoo.com

SUMMARY OF QUALIFICATIONS

• Trained with 14 years of experience providing services to diverse groups of children and families in all areas of ministry.
• Minster, with the ability to provide individual spiritual growth based on assessment, to promote kingdom maturity.
•Trained in non profit administration with the ability to oversee staff and manage departments.
•Trained in hurt, rage and emotional maltreatment, identifying homeless youth, and substance abuse in adults and youth.

EDUCATION

Bachelors Degree International Business, Eastern Michigan University (expected graduation Dec, 2014)

Associate Degree General Studies, *Washtenaw Community College,* August 2009

Ministry Experience

Pastor
House of Prayer, Ypsilanti MI Aug 11 - present

- Planted a church in Ypsilanti MI.
- Develop strategies for discipleship and outreach ministry.
- Work in all aspects of ministry (prayer, communion, baptisms, and child-dedications) as needed.
- Develop Sunday school, devotion services, prayer meeting, bible study, and Sunday services.
- Attend court with members and write letters of recommendation.
- Provide direction to the families according to the word of God to receive Christ as their personal Lord and Savior.
- Develop messages and program materials lead by the Holy Spirit.

Pastor’s Assistant
St. Mary’s Missionary Baptist Church, Ypsilanti MI Aug 08 - 11

- Responsible for managing community operations in the church, working under the leadership of the Pastor.
- Coordinate schedules, and supervise the building staff during times when the Pastor is not available.
- Interface with various department leaders in the church to ensure quality service in the ministry.
- Facilitate Anger Management class..
- Develop outreach ministry in at risk communities.
- Provide services to local churches by hosting and performing revivals.

- Perform premarital counseling, marriage ceremonies, and funeral services in the local church.

Assistant Superintendant (Sunday school)
St Mary's Missionary Baptist Church, Ypsilanti, MI Feb 03 - 07
- Established positive supportive relationship with teachers, staff, and administration by promoting spiritual growth.
- Responsible for looking after the budget.
- Handled the tasks of supervising and evaluating the performance of the staff to achieve the goals of the ministry.
- Oversee and administered the use of the property, facilities and funds in the interest of the teachers and students.

Teacher (Sunday school)
St. Mary's Missionary Baptist Church, Ypsilanti, MI Feb 05 - 06
- Responsible for implementing Sunday school programs.
- Transform and nurtured children's spiritual growth and development.
- Lead students in Sunday morning sessions and attends training sessions, when required.
- Work cooperatively with Co-leaders as well as with Education Ministry Team Leader.

Additional Employment

Owner
New Hope Community Services-*Self Employed*, Ypsilanti, MI Feb 11 - present
- Control personnel and payroll system to fulfill administration and staff requirements..
- Responsible for designing and applying strategies, managing personnel, and payroll department.
- Perform hiring, training, monitoring employee.

  .

Owner
Morgan Clothing-*Self Employed*, Ypsilanti, MI Feb 10 - present
- Manage all features of business, including service, sales, buying, and accounting.
- Maintain the outline of work to generate better efficiency.
- Interview potential candidates for employment.
- Submit payroll hours for employees.

Motor Coach Operator Apr 03 - Jan 10
Bianco Travel & Tours, Taylor, MI

- Possess valid commercial Driver's License Class B P endorsement.
- Transport seniors, adults, and children to and from various locations in the United States.
- Perform a complete visual safety check of each coach driven on a daily basis, completing daily pre and post trip checklists.
- Read maps, and follow written and verbal geographic directions.

Sales Representative Jun 98 - 05
Jubba's Clothing, Ypsilanti, MI

- Responsible for managing the daily operations of the store.
- Demonstrated creative skills with recognized window displays and in store lay out for buying appeal.
- Ensured superior customer service and employee moral.
- Supervised merchandising and loss-control.
- Effectively developed vender relationships and ensured timely delivery of merchandise.

Resolution No. 2012 – 231A
October 30, 2012

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

THAT, the following individuals be appointed to the City of Ypsilanti Boards and Commissions as indicated below:

NAME	BOARD	TERM TO EXPIRE
Arika Lycan (reappointment) 226 W. Michigan #2 Ypsilanti, MI 48197	**Human Relations Commission**	11/1/2015
John Shuler (reappointment) 316 E. Forest Ypsilanti, MI 48198	**Human Relations Commission**	11/1/2015

OFFERED BY: Council Member Vogt

SUPPORTED BY: Council Member Bodary

YES: 6 NO: 0 ABSENT: 1 (Richardson) VOTE: Carried

Resolution No. 2012 – 231
October 30, 2012

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

THAT, the following individuals be appointed to the City of Ypsilanti Boards and Commissions as indicated below:

NAME	BOARD	TERM TO EXPIRE
Arika Lycan (reappointment) 226 W. Michigan #2 Ypsilanti, MI 48197	**Human Relations Commission**	11/1/2015
John Shuler (reappointment) 316 E. Forest Ypsilanti, MI 48198	**Human Relations Commission**	11/1/2015
Andrew Cameron (reappointment) 1313 W. Cross Ypsilanti, MI 48197	**YCUA**	12/1/2015
Tabitha Boone (resident commissioner) 951 Madison Ypsilanti, MI 48197	**Ypsilanti Housing Commission**	10/21/2016
Ariel Moore (new appointment) 1 Oakwood Ypsilanti, MI 48197	**Ypsilanti Housing Commission**	12/31/2012

OFFERED BY: ______________________________

SUPPORTED BY: ______________________________

YES: NO: ABSENT: VOTE:

Resolution No. 2012-256
November 20, 2012

RESOLVED BY THE COUNCIL OF THE CITY OF YPSILANTI:

That the City Council Meeting be adjourned, on call, by the Mayor or two (2) members of Council.

OFFERED BY: ____

SUPPORTED BY: ____

YES: NO: ABSENT: VOTE: