



Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority
MINUTES for September 16, 2014 – REGULAR BOARD MEETING

Ann Arbor City Hall Council Chambers
301 E. Huron Street, Ann Arbor, MI 48104

Members Present: Carrie Leahy, Eric Jacobson, Stephen Rapundalo, Sally Petersen, Caryn Charter, Tom Crawford – Ex-officio, Skip Simms-Accelerator Ex-officio

Members Excused: Richard Beedon, Vince Chmielewski, Bilal Saeed, Ned Staebler, Paula Sorrell-MEDC Ex-officio

Others Present: Representatives of SPARK

I. CALL TO ORDER:

Chair Leahy called the meeting to order at 8:29 am. A quorum was present.

II. PUBLIC COMMENT:

There was no public comment.

III. APPROVAL OF THE AGENDA:

Rapundalo moved, seconded by Jacobson, to approve the agenda for this meeting in the form presented at this meeting. Motion approved unanimously.

IV. MOTIONS & RESOLUTIONS:

Minutes of the June 17, 2014 Regular Board Meeting, July 15, 2014 Regular Board Meeting, and August 21, 2014 Special Board Meeting:

Rapundalo moved, seconded by Charter, to approve the minutes of the meetings in the form presented at this meeting. Motion approved unanimously.

V. LDFA CHAIR'S REPORT:

Discussed with board the recent actions by Ann Arbor and Ypsilanti City Council's to approve a satellite Smartzone agreement; thereby meeting a qualification for a 15 year extension of the Ann Arbor/Ypsilanti SmartZone LDFA. The Board also discussed the comments provided to Chair & Treasurer at the September 8, 2014 Council Working Session for the City of Ann Arbor.

VI. LDFA TREASURER'S REPORT:

Treasurer Jacobson reviewed the 4th Quarter FY2014 LDFA Financial Report.

VII. REPORTS FROM SERVICE PROVIDERS:

Ex-Officio Simms reviewed the SPARK 4th quarter 2014 report and the Annual Report for FY2014.

VIII. OTHER BUSINESS:

- a. **Election of officers for FY2014** - Jacobson nominated Carrie Leahy as Chair, seconded by Charter. Motion approved unanimously. Leahy nominated Charter as Vice-chair, seconded by Rapundalo. Motion approved unanimously. Jacobson nominated Rapundalo as Treasurer, seconded by Charter. Motion approved unanimously.
- b. **Committee Appointments** – The committee positions are as follows:
 - **Audit** – Rapundalo (chair), Jacobson, Chemielewski, Crawford
 - **Budget/Contract** – Rapundalo (chair), Leahy, Petersen, Jacobson, Simms
 - **Metric** - Beedon (chair), Staebler, Saeed, Crawford, Simms, Sorrell
 - **Strategic Planning** – Staebler (chair), Saeed, Chmielewski, Crawford, Simms, Beedon

IX. ADJOURNMENT:

Meeting was adjourned at 10:00 am.

Respectfully Submitted,
Tom Crawford, Secretary



L DFA Board Meeting

September 16, 2014

8:15 am to 10:15 am

City of Ann Arbor

301 E. Huron Street, Ann Arbor, MI 48104

Agenda

- I. Call to Order**
- II. Public Comment**

Public comment shall be allowed at all meetings. An individual may speak for up to three (3) minutes on any item listed on the Agenda. The Chair may extend an individual's speaking time in his/her discretion. Public comment on non-agenda items may be limited in the Chair's discretion.
- III. Approval of the Agenda**
- IV. Approval of the Minutes**
 - a. June 17, 2014 Regular Board Meeting**
 - b. July 15, 2014 Regular Board Meeting**
 - c. August 21, 2014 Special Board Meeting**
- V. LDFA Chair's Report**
 - a. LDFA TIF extension update**
- VI. LDFA Treasurer's Report**
 - a. LDFA Financial Report – 4th quarter FY2014**
- VII. Reports from Service Providers**
 - a. SPARK Report – 4th quarter FY2014**
 - b. SPARK Annual Report for FY2014**
- VIII. Other Business**
 - a. Election of officers for FY2015**
 - b. Committee appointments**
- IX. Motion to Adjourn**



Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority
MINUTES for June 17, 2014 – REGULAR BOARD MEETING

Ann Arbor City Hall Council Chambers
301 E. Huron Street, Ann Arbor, MI 48104

Members Present: Caryn Charter, Eric Jacobson, Carrie Leahy, Stephen Rapundalo, Sally Petersen, Tom Crawford – Ex-officio, Skip Simms-Accelerator Ex-officio, Paula Sorrell-MEDC Ex-officio

Members Excused: Richard Beedon, Vince Chmielewski, Bilal Saeed, Ned Staebler

Others Present: Ken Bogan - City of Ann Arbor, Lisa Bies - SPARK, Luke Bonner – SPARK, Lori Emerson - SPARK, Ben Harrington – SPARK, Bill Mayer – SPARK, Liz Perpich - SPARK, Alissa Steiner - SPARK, Dave Askins - Ann Arbor Chronicle, Jerry Lax - Pear Sperleng Eggen & Daniels PC,

I. CALL TO ORDER:

Chair Leahy called the meeting to order at 8:21 am. A quorum was present.

II. PUBLIC COMMENT:

None.

III. APPROVAL OF THE AGENDA:

Other Business, item d. LDFA extension duration/satellite update, may be moved up for expediency when Jerry Lax arrives. Also, the infrastructure and audit item, indicated as part of the Chair's report, should be added to Other Business as item e. Motion approved unanimously.

IV. MOTIONS & RESOLUTIONS:

Minutes of the April 15, 2014 Regular Board Meeting:

Rapundalo moved, seconded by Charter, to approve the minutes of the meeting in the form presented at this meeting. Motion approved unanimously.

V. LDFA CHAIR'S REPORT:

Chair Leahy delivered the Chair's report, which included a briefing on the Board members' appearances before the City Councils. It was noted that the Ann Arbor City Council would like to see an independent audit of the job creation numbers and some LDFA investment in infrastructure.

VI. LDFA TREASURER’S REPORT:

Treasurer Jacobson presented the Treasurer’s report, and noted positive overall spending variances, with two exceptions (the internship program and the incubator). Those variances are within the flexibility of the contract.

VII. REPORTS FROM SERVICE PROVIDERS:

Simms presented the Service Provider report, noting the variances indicated in the Treasurer’s report, and provided an update on the expanded incubator facility.

VIII. OTHER BUSINESS:

- a. **Approval of the FY2015 meeting schedule** - Petersen moved, seconded by Charter, to approve the meeting schedule for FY2015 in the form presented at this meeting. Motion approved unanimously.
- b. **Approval of the FY2015 Ann Arbor SPARK contract** - Rapundalo moved, seconded by Jacobson, to approve the FY2015 Ann Arbor SPARK contract in the form presented at this meeting, with one minor revision (remove the brackets from page 2). Motion approved unanimously.
- c. **Approval of the FY2015 Ann Arbor Administrative Services Agreement** - Jacobson moved, seconded by Charter, to approve the FY2015 Ann Arbor Administrative Services Agreement in the form presented at this meeting, with one minor revision (change the word “secretariat” to “secretarial”). Motion approved unanimously.
- d. **LDFA extension duration/satellite update –**
 - Simms updated the board on the status of the potential satellites. Flint is no longer interested, but both Adrian and Brighton are both moving forward a possible satellite. Simms indicated the Board will know in September if it is possible to move forward with the fifteen year extension. Luke Bonner informed the Board of the steps for new satellites.
 - The Board discussed on the steps necessary to move forward with the revised TIF plan. The deadlines for adopting a revised TIF plan are March 2015 for the five year extension and June 2015 for the fifteen year extension.
 - The Contract committee will review and revise the TIF plan.
- e. **Audit of job creation numbers and LDFA Infrastructure investment –**
 - Jerry Lax will look at the enabling legislation for constraints on infrastructure spending.
 - The audit committee will check with the auditors, Abraham Gaffney, to see if they can audit the job numbers when they audit the SPARK contract in FY2015.

IX. ADJOURNMENT:

Meeting was adjourned at 10:11 am.

Respectfully Submitted,
Ken Bogan, for Recording Secretary Tom Crawford



**MINUTES – REGULAR BOARD MEETING
July 15, 2014**

Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority

**Ann Arbor City Hall Council Chambers
301 E. Huron Street, Ann Arbor, MI 48104**

Members Present: Eric Jacobson, Carrie Leahy, Sally Petersen, Stephen Rapundalo, Tom Crawford – Ex-officio, Skip Simms-Accelerator Ex-officio

Members Excused: Richard Beedon, Caryn Charter, Vince Chmielewski, Bilal Saeed, Ned Staebler, Paula Sorrell-MEDC Ex-officio

Others Present: Ken Bogan - City of Ann Arbor, Lisa Bies - SPARK, Lori Emerson - SPARK, Ben Harrington – SPARK, Bill Mayer – SPARK, Liz Perpich - SPARK, Alissa Steiner - SPARK, Dave Askins - Ann Arbor Chronicle, Kurt Riegger-Business Engines

I. CALL TO ORDER:

A quorum was not present for the meeting. The board held an informal discussion, and then adjourned.

Respectfully Submitted,

Ken Bogan, for Recording Secretary Tom Crawford



**MINUTES – SPECIAL BOARD MEETING
August 21, 2014**

Ann Arbor-Ypsilanti Smart Zone Local Development Finance Authority

**Ann Arbor City Hall Council Chambers
301 E. Huron Street, Ann Arbor, MI 48104**

Members Present: Eric Jacobson, Carrie Leahy, Stephen Rapundalo, Caryn Charter, Vince Chmielewski, Paula Sorrell-MEDC Ex-officio (8:55), Tom Crawford – Ex-officio, Skip Simms-Accelerator Ex-officio

Members Excused: Richard Beedon, Bilal Saeed, Ned Staebler, Sally Petersen,

Others Present: Paul Krutko – CEO SPARK, Jerry Lax, Attorney for Ann Arbor-Ypsilanti Smartzone LDFA, Jim Van Doren, Executive Director of Lenawee Now, Representatives from Adrian/Tecumseh SmartZone team, Representative from Tecumseh press

I. CALL TO ORDER:

Chair Leahy called the meeting to order at 8:20 am. A quorum was present.

II. PUBLIC COMMENT:

Jim Van Doren, Executive Director of Lenawee Now spoke. He thanked the LDFA for the opportunity and highlighted the advantages of a partnership with the Adrian/Tecumseh SmartZone.

III. APPROVAL OF THE AGENDA:

Rapundalo moved, seconded by Charter, to approve the agenda for this meeting in the form presented at this meeting. Motion approved unanimously.

IV. RECEIVE INFORMATION ON SATELLITE DISTRICTS:

Lax discussed the process of seeking a 15 year extension of the SmartZone.

Krutko pointed out that both applicants are qualified and have a relationship with their local college.

The Board discussed and evaluated the applicants on the following criteria:

CRITERIA	ADRIAN/TECUMSEH	BRIGHTON/HOWELL
1. Level & likelihood of funding	\$7.8 million	\$6.5 million
2. Strategic Advantage (complimentary to Host SmartZone)	Advanced manufacturing / Chemicals / Agricultural Tech	IT based / local business / lifestyle
3. Attractive to the State	Agriculture is new area of focus	Expanding tech based jobs
4. Preparedness to move forward in the satellite approval process	Agreement signed	Documented willingness to negotiate and sign agreement
5. History of entrepreneurship activity	New so little past experience. Focused on high-tech. Open to students and public.	Demonstrated history of start-up companies. Been in existence for a while, but not previous focus on high-tech. Historic focus on students.

V. RECOMMEND SATELLITE DISTRICT TO CITY COUNCIL:

Rapundalo moved, seconded by Chmielewski, to approve the resolution selecting Adrian/Tecumseh SmartZone as a satellite SmartZone and recommends the City Councils of Ann Arbor and Ypsilanti approve an agreement with the Adrian/Tecumseh SmartZone. Motion approved unanimously.

VI. REVIEW DRAFT TIF PLAN AMENDMENTS:

Board discussed the contract committees suggested amendments to the existing TIF and Development Plans. The edits thematically related to:

- Extending the life of the Plans by 15 years
- Clarifying terms within the document to be more clear and consistent
- Clarifying that funds may be expended anywhere within the cities of Ann Arbor or Ypsilanti
- Modifying uses of TIF proceeds to include:
 - Payments for installation of technology related infrastructure
 - Talent recruitment and retention programs
 - Utilization of grants and donations for collaborative opportunities
- Modifying bonding language to permit agreements with the city

Discussion was held to solicit Council's interest in the expansion of the TIF capture district to assist in funding the amended Plan's authorized uses, including the above.

VII. ADJOURNMENT:

Rapundalo moved, seconded by Chmielewski, to adjourn the meeting at 9:40 am. Motion approved unanimously.

Respectfully Submitted,
Tom Crawford, Recording Secretary

Smart Zone LDFA
FY 2014 FINANCIAL SUMMARY
 June 30, 2014

	<u>ACTUAL</u> Q1	<u>ACTUAL</u> Q2	<u>ACTUAL</u> Q3	<u>ACTUAL</u> Q4	Full Year	<u>BUDGET</u> Amount	Forecast vs Budget Good/(Bad)
INCOME STATEMENT							
Revenues:							
Tax Revenue	\$ 1,182,137	\$ 150,543	\$ 601,956	\$ 29,757	\$ 1,964,393	\$ 1,645,397	\$ 318,996
Miscellaneous	-	-	-	-	-	-	\$ -
Investment Income	2,897	2,970	3,317	7,905	17,090	10,250	\$ 6,840
Total Revenues	\$ 1,185,033	\$ 153,514	\$ 605,273	\$ 37,663	\$ 1,981,483	\$ 1,655,647	\$ 325,836
Expenditures:							
<u>Contracted Services</u>							
SPARK BA Direct Staffing	\$ 100,000	\$ 100,000	\$ 100,000	\$ 100,000	\$ 400,000	\$ 400,000	\$ 0
Phase II (Due Diligence)	3,635	1,200	2,000	2,100	8,935	25,000	\$ 16,065
Phase III (Intensive Service)	141,199	111,199	105,666	166,198	524,262	500,000	\$ (24,262)
Phase IV (Accelerating Opportunities)	-	5,426	-	25,000	30,426	75,000	\$ 44,574
Business Networking Events	11,067	7,187	9,798	10,841	38,892	40,000	\$ 1,108
Entrepreneurial Education	4,365	7,953	7,791	13,006	33,115	50,000	\$ 16,885
Entrepreneurs Bootcamp	22,500	-	18,500	-	41,000	50,000	\$ 9,000
Internship Support & Talent Training	30,400	34,663	25,250	23,700	114,012	100,000	\$ (14,012)
Business Software for Clients	1,497	7,500	3,750	3,750	16,497	20,000	\$ 3,503
Total Contracted Services	314,662	275,128	272,755	344,594	1,207,139	\$ 1,260,000	\$ 52,861
<u>SPARK Indirect Services</u>							
SPARK Central Business Incubator	41,516	49,030	49,777	49,790	190,113	\$ 170,000	\$ (20,113)
SPARK Central Incubator Expansion	73,945	45,480	3,780	8,207	131,412	\$ 180,000	\$ 48,588
SPARK Accounting	16,750	16,750	16,750	16,750	67,000	67,000	\$ 0
SPARK Marketing	11,453	23,737	18,854	18,083	72,127	75,000	\$ 2,873
	143,664	134,998	89,161	92,830	460,652	\$ 492,000	\$ 31,348
<u>City of Ann Arbor Services</u>							
Legal & Admin. Support	11,088	8,275	9,625	28,442	57,431	62,892	\$ 5,461
Total Expenditures	\$ 469,413	\$ 418,400	\$ 371,541	\$ 465,867	\$ 1,725,222	\$ 1,814,892	\$ 89,670
Net Increase/Decrease	\$ 715,620	\$ (264,887)	\$ 233,732	\$ (428,204)	\$ 256,261	\$ (159,245)	\$ 415,506
Memo:							
Fund Balance (6/30/2013)	\$ 649,505						
Fund Balance - Operations (Qtr End)	\$ 1,365,125	\$ 1,100,238	\$ 1,333,970	\$ 905,766	\$ 905,766	\$ 490,260	
Microloan: available to be loaned	\$ 237,245	\$ 248,285	\$ 237,374	\$ 164,849			

Fourth Quarter 2013-2014

\$193K
Support
for
companies



63
Companies
Served



7
Companies
Created



17
jobs created

180
current FTEs

Jobs



610
Event
Attendees



**Funds
Raised**
\$4.136 M
investments & grants

Ann Arbor SPARK works to advance the economy of the Ann Arbor region by establishing the area as a desired place for business expansion and location... by identifying and meeting the needs of business at every stage, from those that are established to those working to successfully commercialize innovations. For more information visit: www.annarborusa.org

SPARK@nn arbor usa

Ann Arbor-Ypsilanti Smart Zone
Local Development Finance Authority
Ann Arbor SPARK
Quarterly Report
April 1, 2014 – June 30, 2014

Boot Camp

Ann Arbor SPARK held its 24rd Entrepreneur Boot Camp March 25th and 26th at The Kensington Court in Ann Arbor. The final celebration and award ceremony was held at SPARK Central on April 23rd, 2014. The winner for this session was 6947 (malware detection software). Boot Camp integrates the Lean Startup Methodology into its curriculum to help our early stage companies assess and validate the feasibility of their business concept, build their business model, and find beta customers. Companies are guided by a “drill instructor” and are matched with mentors to assist with their pressing start-up needs and to share resources in their industries.

Uniq ID	Account Description
4115	Creator of distribution algorithm
6338	Provider of software and consulting services to OEM, Tier I & Tier II manufacturing companies.
6829	Mobile app for live audience events and venues
6918*	quenched magnetic nanocolloids
6919#	Internet-based program to manage stress
6940#	An educational class planning tool for students (college) that has shown improved grading scores.
6947#	Malware detection software
6980#*	DC Fast Charging Stations for Electric Vehicles (EVs).
6981#	Wearable heart attack detection device
7003#*	Digital tools to improve market access for the ethical apparel industry

*Denotes University of Michigan technology #Received LDFA funding +Denotes Company created

Work Accomplished

Number and identity of companies in each phase, plus relevant aspects of commercialization

14 Phase I companies were referred out due to their location or not meeting business type criteria. 11 were located outside the Ann Arbor City limits.

The following companies received Phase II Due Diligence assistance this quarter:

Uniq ID	Opportunity Description	Account Description	FTE	Billed support
6589	Funding and Marketing	FDA-approved light therapy device to treat pain	7	\$1100
6976	Business Assistance	Markets APIs to access its hybrid NLP meta tagging service for unstructured social media and archived content.	1	\$1000
Grand Totals (2 records)			8	\$2100

The following companies received Phase III level support:

Account	Opportunity Description	Account Description	Contract Amount	Amount Billed this Quarter	Current FTE
1282*			\$10,000	\$2,800.00	6
			\$6,400	\$800.00	
	IP Work	Spectral analysis for red blood cells	\$3,600	\$1,200.00	
			\$3,600	\$800.00	
3476*			\$6,000	\$600.00	5
	Design Specs and Consulting	High quality LED lighting that mimics sunlight	\$6,000	\$600.00	
4547			\$6,400	\$170.66	6
	Design Specs and Consulting	Advanced nanofabrication methods and a novel three dimensional (3D) approach to sensor assembly	\$6,400	\$170.66	
4791			\$20,000	\$7,250.00	4
			\$20,000	\$4,600.00	
	Ui/Ux Work	Event Management Software	\$20,000	\$2,650.00	
6356			\$5,909	\$1,900.00	1
	Business Assistance	A new marketing-based, platform-agnostic, real-time media alert solution.	\$5,909	\$1,000.00	
			\$5,909	\$900.00	
6358*			\$27,500	\$17,205.45	6
			\$10,000	\$2,500.00	
	Website Design	Developer of a smart phone case that retracts and stores a user's headphones/earbuds within a slim profile case.	\$5,000	\$5,000.00	
	PR Work		\$5,000	\$5,000.00	
	Testing Services		\$7,500	\$4,705.45	
6621			\$7,000	\$4,811.00	1.5
	Legal work		\$1,000	\$536.00	
	Business Assistance	A platform for tool owners to lease their tools to nearby renters in their area.	\$6,000	\$3,025.00	
			\$6,000	\$1,250.00	

Account	Opportunity Description	Account Description	Contract Amount	Amount Billed this Quarter	Current FTE
6680			\$31,150	\$31,150.59	1
	Digital strategic analytics foundation		\$9,100	\$9,100.00	
	Initial build of Pop-Post.com		\$1,500	\$1,500.00	
	Legal work		\$6,143	\$6,143.59	
	Sound Effects Design	Pixar" of interactive ebooks	\$2,000	\$2,000.00	
	Video Creation		\$3,500	\$3,500.00	
	Prep work for funding		\$1,907	\$1,907.00	
	Animation creation		\$7,000	\$7,000.00	
6778			\$15,000	\$6,525.00	1
			\$15,000	\$5,000.00	
	Website Design	On-line seeker-solver network that allows Startup Teams (Seekers) to access crowd-sourced Product-Market Fit Solutions	\$15,000	\$1,525.00	
6800*			\$3,250	\$3,250.00	2
	Legal/Contract work	Smart Bike - Smart Rack	\$3,250	\$3,250.00	
6804			\$10,000	\$3,750.00	2
	Business Assistance	Company management their own proprietary software	\$10,000	\$3,750.00	
6816			\$40,000	\$40,000.00	2
	Website Ui/Ux Design	Cloud based SaaS that provides hourly operational instructions to energy system operators.	\$40,000	\$24,600.00	
			\$40,000	\$15,400.00	
6859			\$21,090	\$7,030.00	2
	Website Development	Campus Software is a proprietary learning platform to sell professional development training courses	\$21,090	\$7,030.00	

Account	Opportunity Description	Account Description	Contract Amount	Amount Billed this Quarter	Current FTE
6867			\$5,000	\$1,200.00	3
	Business and funding assistance	Workstation with waste grinder and proprietary high-pressure waste micronizer, reducing particle size of food waste making it highly digestible to bacteria.	\$5,000	\$1,200.00	
6897			\$10,000	\$7,715.00	1
	Business Assistance	Software for transforming a group of manuscript files	\$10,000	\$4,065.00	
			\$10,000	\$3,650.00	
6941			\$10,000	\$3,800.00	2.5
	Business Assistance	Super-oxygenation system for waste water. It accelerates the growth of the bacteria that consumes organic waste.	\$10,000	\$3,800.00	
6955			\$10,000	\$10,000.00	1
	Business Assistance	Web application tailored for contractors	\$10,000	\$4,000.00	
			\$10,000	\$2,000.00	
6990*			\$2,500	\$2,500.00	3
	IP assistance	Facial gear that targets blood vessels called arteriovenous anastomoses (AVAs) to treat thermoregulation	\$2,500	\$2,500.00	
6996			\$10,000	\$2,500.00	3
	Business Assistance	Management of compliance throughout a patented certificate/Proof-of-Insurance lifecycle	\$10,000	\$2,000.00	
			\$10,000	\$500.00	

Account	Opportunity Description	Account Description	Contract Amount	Amount Billed this Quarter	Current FTE
7032			\$8,000	\$4,200.00	2
	Business Assistance	Technology to isolate cells from complex mixtures.	\$8,000	\$1,150.00	
			\$8,000	\$3,050.00	
7066+			\$12,900	\$5,650.00	1
	Website Design		\$6,400	\$1,050.00	
			\$4,500	\$1,000.00	
	Business Assistance	Platform to accept and manage concussion-tracking data collected from helmet sensors	\$4,500	\$1,600.00	
	Website design and IT infrastructure consulting		\$2,000	\$600.00	
			\$2,000	\$1,400.00	
7147+			\$4,000	\$2,190.00	4
	Go-to-market assistance	Extreme sport and arena creator.	\$4,000	\$2,190.00	
Grand Totals (48 records)			\$275,699	\$166,197.70	60

*Denotes University of Michigan technology or UM Student Team

+Denotes company created

Phase IV: 1 company received Phase IV level support this quarter.

Uniq ID	Opportunity Description	Account Description	FTE	Billed support
6547	Creation of a mobile application that will allow users to collect, manage, and market leads from social media.	Residential real estate organizational software	5	\$25,000
Grand Totals (1 record)			5	\$25,000

SPARK Central Incubator

Tenants are charged a license fee per seat, or person(s) using the space. Total number of Full Tenants (those in a cubicle with secure space and full privileges) in the Lower Level of SPARK Central include 6 companies with 10 seats occupied, 72% of capacity (14 seats) at the highest peak during this quarter.

The SPARK Central expanded its incubator area in September of 2013 to the 3rd Floor of SPARK. There were 3 companies that occupied shared space during Quarter 4, accounting for 16 seats.

Uniq ID	Account Description	Start Date	Exit Date	Incubator Seats	Current FTE
4547	Advanced nanofabrication methods and a novel three dimensional (3D) approach to sensor assembly	2/1/2014	7/31/2014	4	6
6881	Data Quality tools built into Excel for Automation and Cleansing before regular processing tasks	11/18/2013	6/30/2014	1	1
4791	Event Management Software	9/26/2013	9/25/2014	4	4
4243	Website for building construction project, repair and supply bids.	7/18/2011	5/31/2014	1	1
5091	Field survey and data collection software.	9/9/2013	9/9/2015	4	9
6816	Cloud based SaaS that provides hourly operational instructions to energy system operators.	10/4/2013	12/31/2014	2	2
4472*	An online platform that empowers college students to showcase their work and skills to startups.	10/17/2013	5/31/2014	8	15
7070+	Web and mobile platform that allows individuals to find their impact on public health outcomes from fossil fuel pollution.	5/16/2014	9/2/2014	1	1
0428*	Alternate energy from tidal currents	1/1/2014	12/31/2014	1	5
Grand Totals (9 records)				26	44

*Denotes University of Michigan technology or UM Student Team

Virtual Tenants

Uniq ID	Account Description	Start Date	Exit Date	Current FTE Jobs
6545	Applies predictive analytics to strategic decisions regarding intellectual property management.	2/1/2014	7/31/2014	2
1282*	Assistive technology to allow people with fine motor disabilities to interact with the mobile and touch screen	8/1/2012	5/31/2014	2.5
0338*	Spectral analysis for red blood cells	7/1/2010	12/31/2014	6
7046	Information and news aggregator and filter.	7/1/2010	12/31/2014	1
3593	DishFish Dollars (\$DF) are "Community Prosperity Coupons" that raise funds for local charities and bring customers to local retailers.	11/6/2013	6/30/2014	2
4566	Provides mobile applications for large travel destinations	5/10/2012	5/9/2014	1
6589	FDA-approved light therapy device to treat pain	8/21/2013	5/31/2014	7
6899	Electronics based metering and power line communication	4/1/2014	9/30/2014	1
0271	A Content Management (CM) solution that allows to edit and publish content	2/1/2014	7/31/2014	1
6941	Risk Management- IT security, etc.	7/1/2010	12/31/2014	3
3221	Super-oxygenation system for waste water. It accelerates the growth of the bacteria that consumes organic waste.	2/1/2014	12/31/2014	2.5
6245	Provider of advanced software solutions for sewer modeling to municipalities and engineering consultants	3/1/2012	12/31/2014	1.5
2550	Magnetic motor which is more efficient than current technologies.	5/1/2013	12/31/2014	2
2854	Patent advisor	7/1/2010	12/31/2014	1
6260	MI state incubator association	6/7/2011	1/6/2015	0.5
5557	Industrial Cluster	10/19/2013	2/18/2015	3
0386	Digital Marketing Intelligence	7/1/2012	12/31/2014	4
4227	Vision Technology w/ Sports applications	8/1/2013	8/1/2014	6
6357	Engineering services, including advanced FEA, CAD, and high-end design solutions	5/13/2011	1/12/2015	1
6600	Medical device for vision enhancement in persons with partial loss of sight	6/1/2013	5/31/2014	2
3637	Therapeutic for treatment of retinal diseases	8/1/2013	5/31/2014	2
6778	Exclusive talent based website	9/3/2013	9/2/2014	3
6405	Connects personal digital voice to everyday items.	2/21/2013	6/30/2014	5
6778	On-line seeker-solver network that allows Startup Teams (Seekers) to access crowd-sourced Product-Market Fit Solutions	6/10/2014	12/10/2014	1
6358*	Developer of a smart phone case that retracts and stores a user's headphones/earbuds within a slim profile case.	6/4/2013	6/3/2014	6
5600	Interactive flat panel displays and software.	3/21/2013	5/31/2014	5
6260	Industrial Cluster	10/19/2013	2/18/2015	3
6356	A new marketing-based, platform-agnostic, real-time media alert solution.	2/1/2013	5/31/2014	1
2821	A firmware application for collecting/analyzing multiple patient parameters in an ICU in real time	9/1/2010	5/31/2014	2.5
Grand Totals (30 records)				78.5

*Denotes University of Michigan technology or UM Student Team

Hosted Networking and Educational Events

Event Name	Date	Place of Event	Approx. # of attendees		Purpose of Event	Live-Streaming Views	Archived Views (this month)
			Entrepreneurs	Total Attendees			
BioArbor	4/30/2014, 6/4/2014	SPARK - Central	0,0	46, 67	Speakers: Speakers: Brian Gallagher, SR One; Julia Owens, Atterocor and Mona Patel, Boston Scientific, Stephen Rapundalo, MichBio (moderator); Charles Bisgaier, Michigan Life Ventures; Kevin McLeod, Soccoro Medical and John Freshley, Freshly Ventures /BioArbor hosts educational networking events for the life sciences industry in the Greater Ann Arbor Area. Each monthly meeting features a networking session and an invited speaker(s) followed by a Q&A session.	1,0	1
Michigan Energy Forum	3/31/2014, 5/1/2014, 6/5/2014	SPARK - Central	4,15, 19	32, 49, 44	Speakers: Brindley Byrd, Michigan Energy Efficiency Contractors Association (Moderator); Jamie Scripps, 5 Lakes Energy; John Austin, Michigan Economic Center at Prima Civitas and Nick Shroeck, Wayne Law. Lee Gorman, Tom Lyon, Jeremiah Johnson, and Mike Delaney/Description: This is a monthly panel discussion and networking event to facilitate collaboration and networking among practitioners, policy makers, investors and professionals.	4, 5, 2	10, 48, 10
Ann Arbor OpenCoffee	4/8/2014, 5/13/2014, 6/10/2014	SPARK - Central	14, 12, 8	20, 33, 20	Description: This is a networking event for entrepreneurs, investors and those who work with innovative businesses. Come mingle with fellow community members while enjoying a bagel and coffee. Whether you are looking to meet potential employers, employees, new business partners, or just simply want to expand your networks, this event fosters connections on all levels. OpenCoffee is held monthly on the second Tuesday at SPARK Central.	NA	NA
Michigan Marketing Minds	4/8/2014, 5/13/2014, 6/10/2014	SPARK - Central	23, 21,13	53, 40,28	Speakers: Janice Milhem (moderator); Dave Hile, Hile Creative and Jeanette Gutierrez, Bidlack Creative Group; Jeff Mason, Chelsea Rhone (moderator) ; Jeff Ewald, Optimization Group and Marisa Smith, The Whole Brain Group ;Chris Grindem, The Utmost Group (moderator); Julie Seagraves, The Corner Health Center and Mary Schlitt, Food Gatherers. /Description: This is a monthly panel discussion and networking event to facilitate collaboration and networking among practitioners, policy makers, investors and professionals.	9, 6,0	8, 5

Business Accelerator Consultants Meeting	4/18/2014, 5/16/2014, 6/20/2014	SPARK - Central	9, 11,12	14, 15,19	Description: Monthly Business Accelerator Consultants meeting to update consultants on SPARK and review projects.	NA	NA
Business Law & Order	04/21/14	SPARK - Central	9	16	Speaker: Russ Brown, RD Brown PLC /Description: Business Law & Order Series will give entrepreneurs insight into some of the most important legal issues they must consider during business formation.	3	3
Show & Tell Lunch	04/22/14	SPARK - Central	6	22	Description: This is a networking event for SPARK staff and tenants to share updates, milestones and successes and to make introductions.	NA	NA
Ted Dacko Workshop	04/10/14	SPARK - Central	3	8	Speaker: Ted Dacko, Arbor Dakota/Description: The course will focus on how to establish and move a prospective customer through a formalized buying process that accomplishes specific goals in each step.	NA	NA
Connected Vehicle Hackathon	03/04/14	SPARK - Central	0	40	Description: Combined competition between Ann Arbor SPARK and nestGSV to foster greater relationships between entrepreneurs in the Autonomous Connected Vehicle space.	NA	NA
SPARK Summer Innovation Mixer	06/27/14	Top of the Park (Ingalls Mall, Ann Arbor)	31	90	Description: This event was held to give the opportunity for SPARK Employees, incubator tenants, and Stakeholders (Board of Directors, Executive Board, LDFA, Consultants, Business Development, etc.) to interface with each other.	NA	NA
Totals			210	610		3	4

Microloans:

As of 6/30/14

Micro Loans given out	\$(1,118,461.00)
repayments	\$339,415.00
Misc. expenses	\$(6105.00)
bank balance	<u><u>\$ 164,849.00</u></u>

Number of Loans to Date	Total Value of Loans Provided to Date	# of Loans Written Off in Full	# of Loans Partially Written Off	Value of Loans Written Off – Including Interest	Loans Paid Back in Full	Partial Payments of Loans	Loan Amount Repaid to Date – Including Interest
35	\$1,118,460	4	2	\$130,429	6	5	\$339,412

Microloan Notes:

- Total loans due is \$886,635, including interest accrued through 12/31/2013.
- Amount available to lend is \$164,849.
- Total current FTE for microloan companies: 126.5
- During this contract year there were ten applicants; seven were approved for a loan, see attachment A for detail.

Talent

Entrepreneur-In-Residence Program

Two companies are currently engaged in the entrepreneur-in-residence program. This program is designed to attract and retain C-level individuals to add substantial value to our companies, as well as provide to an introduction mechanism to help them achieve significant milestones.

Uniq ID	Account Description	Billed Amount	Current FTE
0428*	Alternate energy from tidal currents	\$13,700	5
4076*	Ophthalmic pharmaceuticals for vision loss due to photoreceptor cell death	\$10,000	4
Grand Totals (2 records)		\$23,700	9

*Denotes University of Michigan technology

Funds raised:

Uniq ID	Source of Funds	Amount raised
6358	Private Equity	\$250,000
4558*	Grant-GLEQ	\$2,500
7117+	Grant – GLEQ	\$5,000
4471	Private Equity	\$1,513,301
5091	Private Equity	\$900,000
3637	Private Equity	\$1,300,000
6285*	Grant – NSF Phase 1	\$150,000
6300	Grant – GLEQ	\$15,000
Grand Totals (8 records)		\$4,135,801

*Denotes University of Michigan technology

Significant Deviation from Scope of Work: None

Ann Arbor/Ypsilanti SmartZone LDFA Final Program Progress Report

Contract period July 1, 2013 through June 30, 2014

3.3 The Contractor shall provide a written Final Program Progress Report to the LDFA no later than sixty (60) days after the end of the Project Service Term. The Final Program Progress Report shall disclose: 1) a census of the annual and cumulative number of jobs created within the Service Area (as defined in Attachment A) as of June 30, 2014 (with jobs defined as the incremental increase in the number of Full Time Equivalent employees (FTEs) beginning with the date a Business Accelerator proposal is signed, or a loan is provided, or when a SPARK Central Incubator agreement is first executed, or when participation in a Boot Camp session occurs); 2) a census of the annual and cumulative number of jobs related to Business Accelerator, SPARK Central Incubator, and Boot Camp attendees that have left the Service Area because of relocation, merger, acquisition, or business failure as of June 30, 2014; 3) a census of the number and identity of current and past clients the Contractor deems no longer eligible for LDFA funded services as of June 30, 2014; and 4) a census of the number and identity of clients for which information regarding jobs creation is no longer being collected as of June 30, 2014. The Contractor shall track companies for a period of five years through an annual survey and make efforts to achieve as high a participation rate as possible. The survey will not only include questions that update standard economic development data but also ask companies who leave the area why.

Seelio Uses Incubator, Grants to Move to Stage Two Company

Seelio created an environment for college students to distinguish themselves through an online portfolio to make connections with companies looking to hire. This dynamic multimedia platform offers a visual approach for students to display their college experiences and illuminate their unique personalities.

SPARK provided Seelio grant support for legal and design assistance. Seelio also leveraged SPARK's Internship program in both 2012 and 2013. The company received microloan funds in early 2012 and a Pre-Seed investment in late 2012.

The company was a tenant at SPARK Central incubator, and moved out once its employee growth become too much for the incubator to accommodate. However, once the 3rd floor stage-two incubator space opened at SPARK Central this past year, Seelio was able to move back in and take advantage of the resources offered in the new space.

PlattForm, a leading marketing and enrollment management partner for colleges and universities worldwide recently acquired Seelio. Seelio will continue to operate under its current leadership with its own distinct brand entity but will gain access to the backing and support of PlattForm's leadership team. The Seelio and PlattForm teams are excited to partner in their efforts to transform higher education and deliver a strong value to students and their universities. Seelio will continue to grow and hire employees in Ann Arbor.

The logo for Seelio, featuring the word "seelio" in a white, lowercase, sans-serif font on a green rectangular background.

<http://www.seelio.com/>

Annual Survey

The 2013-2014 survey was the most successful census in SPARK history in terms of response rate. This year, 122 companies responded to our online survey, a 47% increase from last year, which was the previous record. With 563 surveys sent, our overall response rate this year is 21.2%. The survey was sent to every company SPARK has served not only in the past five years, but all time. A reverse correlation is apparent between the response rate and the length of time since the company's receipt of service. Companies served this year responded at a rate between 43% and 56% by program, significantly higher than the average response rate for all time companies served. A full description of the methodology utilized in conducting the census is included on page 18 of this report.

Annual Jobs Created

This year SPARK served 119 companies with a deliberate, customized combination of accelerator services, incubation, microloans, or scholarship to the Boot Camp course. These companies reported the net addition 169 full-time equivalent employees from the onset of their engagements to the end of contract year.

Cumulative Jobs Created

Cumulatively, in the last five years, SPARK provided services to 231 unique companies. The subset of these companies who either responded to our survey, or remained in contact with SPARK, reported a net increase of 426 full-time equivalent employees from the onset of their engagements to the end of this contract year.

This report of jobs created is the net of reported gains and reductions in staffing for companies that received services within the time period discussed below, and are still operating inside the service area.

For the purposes of this report, cumulative is defined as the time period including this fiscal year, and extending five years prior to its start. The quality of our data diminishes sharply for companies served before this threshold due to the above mentioned trend in survey responses; we lack sufficient data to accurately account for the success of our former clients as measured by employment.

Companies SPARK has worked with over the course of this period have gained, on average, 1.84 full-time equivalent employees.

Relocated and out of business companies

Relocated Companies

In the last five years, three companies representing nine jobs have reported leaving the service area. Two of those companies relocated this year. All three companies are still registered within southeast Michigan.

Uniq ID	Account Description	Reason for Relocation	Current Jobs
1885*	Commercializing dental appliance - mouth guard.	Necessary light industrial space was not available in Ann Arbor.	6.5
6812*	On-line music competition for undiscovered performers.	Joined the Bizdom Accelerator program.	1
3052	On-site Insurance Medical Payment Solution Software.	Relocated for strategic reasons.	1.5
Grand Total			8.5

*Relocated this fiscal year

Out of Business Companies

In the last five years, nine companies have reported ceasing operations. It is challenging to generate an accurate figure of the jobs lost by these companies as they do not report their employment figures at the time of their closure. However, at the time of the initiation of their last engagement, they accounted for 20 jobs in total. This year, three companies reported that they were out of business representing six full-time equivalent employees. The disproportionate instances reported this year can most likely be attributed to the increase in survey responses.

ONL Therapeutics Spins Out of U-M, Grows in Ann Arbor

ONL Therapeutics, which was spun out of the University of Michigan Kellogg Eye Institute, develops therapeutics to prevent blindness due to retinal disorders. ONL's approach is novel and complements existing therapeutic and surgical treatments for age-related macular degeneration, diabetic retinopathy, and retinal detachment.

ONL Therapeutics has received business accelerator grant funding and talent assistance to provide guidance, clinical consulting, toxicology consulting, and regulatory assistance. ONL is also working under the leadership of a SPARK-sponsored CEO in residence. John Freshly, the former CEO of Compendia Biosciences, is engaged to lead the company and assist with raising capital as well as day-to-day operations, and creating an operational process that will enable ONL to move efficiently and predictably toward future milestones.



<http://www.onltherapeutics.com/>

Jobs Created by Program

The following tables serve as a breakdown of services provided during the fiscal year, and the associated job creation reported by the participants of each program. It is important to note the substantial overlap of programs serving any given company. Many companies receive a variety of services from SPARK as they grow, and therefore may appear on more than one of the following tables.

Retained jobs are those which the company reported at the time of the initial engagement of services. Current jobs are those jobs updated through recent contact with the company or the annual survey conducted each July and August. New jobs are the difference. FTE, for reporting purposes, means full-time equivalents. FTEs may or may not be paid and may be working for deferred compensation in cash or stock. They do not include interns or independent contractors.

This year, we asked companies about the number of independent contractors with whom they engage. Although this figure is not required to be reported by SPARK, we believe it reflects a more accurate economic impact by the start-up business.

BioLumix Hires, Ramps Up Manufacturing with Phase 4 Grant Support

In 2006, Gideon and Ruth Eden recognized their unique expertise in testing bacterial contamination and established BioLumix to assist customers in their quality assurance by offering simplified, rapid, automated, reliable solutions for microbiological quality control and assurance. Since those early days, BioLumix has developed an exclusive and patented system for microbiological testing of nutraceutical, food, meat, dairy, beverage, cosmetics, toiletry and pharmaceutical products.

BioLumix recently received Phase 4 grant funding from Ann Arbor SPARK, which has allowed them to internalize some of their manufacturing. The Phase 4 grant funding is unique in that it specifically targets growing companies that need funding to reach a specific short-term milestone, such as purchasing equipment in order to manufacture a product. BioLumix used the Phase 4 grant to purchase a new autoclave, a device used in microbiology and medical science to sterilize equipment and supplies. It plays an essential role since vials need to be clean and sterile before shipping to customers. By controlling part of its manufacturing by bringing it in-house, BioLumix was able to increase revenue and add several manufacturing jobs.

BioLumix also participated in Ann Arbor SPARK's Entrepreneur Boot Camp in 2007, and they won "Best of Boot Camp" at the conclusion of the program.



<http://www.mybiolumix.com/>

Business Accelerator

The following table lists the 77 companies that had Business Accelerator engagements in FY 2013-14, based on monthly billing; this list comprises Phases II, III, and IV support including the Executive in Residence and Internship programs.

Out of the companies that had Business Accelerator engagements this year, 56% responded to our Annual Survey.

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
6621	A platform for tool owners to lease their tools to nearby renters in their area.	2	2	0	1
4519	Platform giving independent app publishers technology for serving customized native ads and a digital marketplace that connects their apps with advertisers.	2	6	4	1
7147	Extreme sport and arena creator.	4	10	6	7
7032	Technology to isolate cells from complex mixtures.	2	1	-1	0
1885*	Commercializing dental appliance - mouth guard.	4	6.5	2.5	5
4803*	An intuitive integrated display that retrieves medical data.	3	4	1	0
6939	A medical device for the field of histology that automates a process used in tissue diagnostics.	1	4	3	0
4547	Advanced nanofabrication methods and a novel three dimensional (3D) approach to sensor assembly.	1	7	6	5
2792	Advertising tool for mobile platforms.	1	2	1	3
6511	Patented learning technology and accessories for smart phones	2	2	0	0
6545	Applies predictive analytics to strategic decisions regarding intellectual property management.	1	2	1	0
3476*	High quality, solid state lighting combining organic and inorganic materials that mimics sunlight; lower cost than other LEDs.	4	5	1	3
6301	Novel head-mounted display technology.	2	17	15	1
1646*	Software which integrates patient data for billing and quality management; and a system for monitoring and managing the use of drugs in patients.	4	2	-2	0
2752	Entry-level neurophysiology (brain signal recording) kits for students to learn about the brain.	4	14	10	3
1282*	Developer of technologies that enable integrated and standardized assessments of blood damage, particularly for red blood cells.	3	4	1	0

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
3045	Software and business management services connecting buyers and sellers with shorter, transparent supply chains.	5	7	2	2
6710	Social web app to find and share good campgrounds and camping information.	2	2	0	1
6891	A secure mobile technology that enable communication between care team and patient.	1	1	0	0
6976	Primary focus is commercialization of the proprietary language technology of CARP Technologies. Markets APIs to access its hybrid NLP meta tagging service for unstructured social media and archived content.	2	1	-1	0
3151	Wireless sensing, analysis and optimization of residential and commercial electricity use.	3	2	-1	2
6955	Web application tailored for contractors to generate estimates and streamline account management.	1	1	0	0
6522*	Development and implementation of online negotiation systems for courts and constituents.	2	3	1	3
6894	Rental marketplace for college students.	2	5	3	1
4566	Provides mobile applications for large travel destinations.	1	1	0	2
6589	FDA-approved light therapy device to treat pain.	2	1	-1	0
6897	Software for transforming a group of manuscript files. Digital publishing.	1	1	0	9
6867	Workstation with waste grinder and proprietary high-pressure waste micronizer, reducing particle size of food waste making it highly digestible to bacteria.	1	1	0	0
3769	Open source motion control and time-laps system design and sale.	2	7	5	0
6627	A product for digitally interacting with fitness equipment.	2	2	0	0
6547	Residential real estate organizational software.	5	5	0	0
2539	Hospital bed communication tablet.	3	2	-1	2
4425	Mobile loyalty system for quick service restaurants which creates a cross promotional platform with customized deals.	2	10.5	8.5	2
6356	A new marketing-based, platform-agnostic, real-time media alert solution.	2	1	-1	0
6990*	Facial gear that targets blood vessels called arteriovenous anastomoses (AVAs) to treat thermoregulation.	3	3	0	4

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
6820	Management of compliance throughout a patented certificate/Proof-of-Insurance lifecycle.	2	3	1	0
6941	Super-oxygenation system for waste water. It accelerates the growth of the bacteria that consumes organic waste.	2.5	2.5	0	2
6859	Proprietary learning platform to sell professional development training courses.	3	4.5	1.5	5
6514*	A miniature biometric sensor system for patients discharged following hospitalization for heart failure, pneumonia, and heart attack.	1	2	1	0
5600	Interactive flat panel displays and software.	3	5	2	3
6230*	Barcode Surgical instruments and sponges.	2	2	0	1
4471	Software that optimizes reward program participants' behaviors.	2	6	4	3
4791	Consolidated event planning and management software platform.	4	4	0	4
4052	Creator of App for the Apple store dealing with children with disabilities.	2	1	-1	0
6355	Innovative Marketing platform.	1	1	0	7
7066	Platform to accept and manage concussion-tracking data collected from helmet sensors.	1	1	0	0
6518*	Creator of an eye drop assist device.	1	2	1	0
5645	Custom digital media content creation and delivery.	2	1	-1	0
4076*	Ophthalmic pharmaceuticals for vision loss due to photoreceptor cell death.	4	2	-2	5
5091	Field survey and data collection software.	3	9	6	5
5601	Digital content aggregation and distribution.	2	1	-1	1
4210	Supply chain software development company.	2	2	0	0
4976*	Low-cost electronic fuel injection system for the small engine market.	2	4.5	2.5	0
0269	Enables innovative companies to grow quickly and efficiently.	3	3	0	0
6680	Digital entertainment company, focused on creating dynamic stories with an emphasis on female characters that push far beyond typical stereotypes.	1	2	1	9

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
6800*	Provides bike sharing solutions to communities. Smart Bike - Smart Rack	2	5	3	2
6239	An online collaboration tool for co-creating customized, high quality books.	2	2	0	0
6684	Robotic legged locomotion technology.	1	1	0	0
6816	Cloud based SaaS that provides hourly operational instructions to energy system operators.	5	7	2	3
4472*	An online platform that empowers college students to showcase their work and skills to startups.	8	16	8	7
6558	Technical consulting, mechanical analysis, and design services.	5	5	0	0
4797	A "Brain Fitness" assessment tool that includes predictive indices for current and future cognitive function. Recommendations on improvements of cognitive function are enabled as well.	1	1	0	0
6357	Gives musicians the opportunity to compete against one another and book gigs, while increasing their fan base.	3	3	0	0
6778	On-line seeker-solver network that allows Startup Teams (Seekers) to access crowd-sourced Product-Market Fit Solutions.	2	3	1	0
2821	A firmware application for collecting/analyzing multiple patient parameters in an ICU in real time.	2	2	0	3
1587	Hand coded software for embedded systems.	5	6	1	2
6360	Drug discovery and development company focusing on recombinant proteins for the targeted systemic delivery of short interfering RNA.	1	1	0	0
6804	Supply Chain Decision Making platform that can visualize and compare supply chain ideas in real-time.	2	2	0	3
6405	Connects personal digital voice to everyday items.	2	4	2	1
4772	Cloud-based real estate tailored customer relationship management system.	7	25	18	0
6358*	Developer of a smart phone case that retracts and stores a user's headphones/earbuds within a slim profile case.	2	3	1	5

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
6834	Developer and manufacturer of high resolution sensors used for near real-time diagnostics in Food pathogen testing.	2	1	-1	2
6920	Specializes translated and culturally competent messaging.	1	3	2	0
0428*	Alternate energy from tidal currents.	2	5	3	0
6721	Personal financial data collection, anonymization to provide local recommendations.	6.5	6.5	0	5
6575	Multifunctional antioxidant molecules that have potential as therapeutic drugs for a wide variety of diseases and conditions.	5	8	3	2
6634	A software platform that collects and analyses vehicle operational data obtained from automobiles and delivers actionable marketing information to companies in the automotive aftermarket.	3	3	0	4
Grand Total (77 Records)			195	316	121

*Denotes University of Michigan technology

AdAdapted Leverages Grant Funds to Attract Additional Capital

The AdAdapted platform gives independent app publishers easy-to-use technology for serving customized native ads and a straightforward digital marketplace that connects their apps with advertisers. At the same time, AdAdapted provides a simple and efficient interface for those advertisers to find the right audience, and to streamline their efforts across multiple mid-tier apps.

This Ann Arbor IT start-up has received several business accelerator grants and Pre-Seed Fund loans. The loans have helped it with marketing, sales, IT, product development, and operational costs. AdAdapted also used grant support for patent applications, graphic design work, marketing, a new website, SEO, and branding.

Recently, AdAdapted secured \$725,000 in seed capital to scale up its platform. Investors include the University of Michigan's Zell Lurie Commercialization Fund, Belle Michigan, and Start Garden. Initially, AdAdapted plans to use the money to accelerate hiring, including a software developer and sales professional. It currently employs six people, having hired three over the last year.



<http://adadapted.com/>

Boot Camp

The following table lists all companies that attended Boot Camp this fiscal year. Fall Boot Camp was held October 16th and 17th. The spring Boot Camp session was held March 25th and 26th. Nine Boot Camp companies have received Business Accelerator Phase III engagements by June 30. Five teams were out of the University of Michigan (Center for Entrepreneurship, Medical Innovation Center, Office of Tech Transfer and Zell Lurie Institute/Ross School of Business). All companies except the first listed below received LDFA scholarship funding to attend Boot Camp. This year's Annual Survey had a 55% response rate from our 22 Boot Camp teams.

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New Jobs	Independent Contractors
6918*	Quenched magnetic nanocolloids.	1	1	0	0
6947	Malware detection software.	1	5	4	0
4115	Creator of distribution algorithm.	1	3.5	2.5	0
6338	Provider of software and consulting services to OEM, Tier I & Tier II manufacturing companies.	2	2	0	2
6980*	DC Fast Charging Stations for Electric Vehicles.	1	1	0	0
6981*#	Wearable heart attack detection device.	1	2	1	3
6919#	Internet-based program to manage stress.	1	4	3	0
6829	Mobile application for live audience events and venues.	1	1	0	1
6940	An educational class planning tool for students (college) that has shown improved grading scores.	1	1	0	0
7003*	Digital tools to improve market access for the ethical apparel industry.	1	1	0	0
6356#	A new marketing-based, platform-agnostic, real-time media alert solution.	1	1	0	0
6769	Mobile device used to aid in the management of Dysphagia (swallowing disorders) and Xerostomia.	1	1	0	0
6763#	Collaborative platform designed to modernize intraspecialty collaboration within the field of Otolaryngology (Ear, Nose and Throat).	1	1	0	0
6589	FDA-approved light therapy device to treat pain.	1	2	1	0
6710	Social web app to find and share good campgrounds and camping information.	2	2	0	1
6778#	On-line seeker-solver network that allows Start-up Teams (Seekers) to access crowd-sourced Product-Market Fit Solutions.	1	3	2	3
6621#	A platform for tool owners to lease their tools to nearby renters in their area.	1	2	1	1

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New Jobs	Independent Contractors
4243#	Website for building construction project, repair and supply bids.	1	1	0	0
6764	Subscription service in the book industry.	1	3	2	0
6804#	Supply Chain Decision Making platform that can visualize and compare supply chain ideas in real-time.	1	2	1	3
6812*	On-line music competition for undiscovered performers.	1	1	0	0
6357#	Gives musicians the opportunity to compete against one another and book gigs, while increasing their fan base.	2	3	1	0
Grand Totals (22 records)		25	43.5	18.5	14

*University of Michigan technology

Received LDFA Phase III support

MuniRent Gets Fast Start Through Boot Camp, Business Accelerator Grants

Ann Arbor-based start-up MuniRent helps local municipalities put their heavy or niche equipment up for rent to other nearby municipalities. Large cities frequently have a fleet of heavy construction equipment that sits idle in work yards and warehouses. Small municipalities often can't afford this type of heavy equipment, and rents it at premium from traditional commercial rental houses.

Recently, MuniRent signed on the cities of Milan and Chelsea and is working on signing up another 20 municipalities in the Ann Arbor region and Oakland County.

SPARK has assisted MuniRent with business accelerator grants that have helped the start-up with legal work, customer discovery, beta testing, introductions to the U.S. Federal Government Departments, and initiating funding discussions. In 2013, the company participated in Ann Arbor SPARK's Entrepreneur Boot Camp, and in 2014 it participated in the LDFA's intern matching funds program.



<https://www.munirent.co/>

Microloan

The following table lists all companies that received a Microloan from the start of the program through June 30, 2014. During the fiscal year, seven new loans were issued in amounts ranging from \$15,000 to \$50,000 totaling \$270,000. The total principal of all loans provided to date is \$1,118,460.00. The total repayments during the fiscal year were \$107,936. Two loans were repaid in their entirety, and one company went out of business necessitating a write off of their principle.

Out of the 31 companies that have received a microloan, five are now out of business. Of the 26 remaining companies, 46% responded to the Annual Survey.

Uniq ID	Account Description	Loan Amount	Date of Investment	Return to Date	Retained FTE Jobs	Current FTE Jobs	New Jobs	Indep. Contractors
4519	Platform giving independent app publishers technology for serving customized native ads and a digital marketplace that connects their apps with advertisers.	\$50,000	7/26/2013	\$0	2	6	4	1
1885*	Commercializing dental appliance - mouth guard.	\$15,000	5/27/2010	\$17,195	1	6.5	5.5	5
2804	Assessment tool for determining a corporation's capability to be successful in strategic partnering with another organization	\$10,000	10/22/2009	\$0	1	1	0	0
3600	A web-based, toll-free superhighway for the multidirectional exchange of Intellectual Property, Technology and Products	\$25,000	12/20/2010	\$9,841	2	3	1	6
3045	Software and business management services connecting buyers and sellers with shorter, transparent supply chains.	\$10,000 \$40,000	1/8/2010 7/20/2010	\$13,326 \$50,906	2	7	5	2
2610	Online management system for automotive incentives	\$25,000	3/16/2011	\$0	3	0	-3	0
4141	Creator of online portal to connect care consumers and care providers	\$10,237 \$9,223	10/10/2011 12/15/2011	\$3,718 \$0	4	0	-4	0
4552	Child Care facility backend and customer facing software.	\$25,000	9/10/2012	\$0	3	3	0	0
4591	Web-based and mobile attendee matchmaking software and mobile conference guide for professional events.	\$50,000	11/6/2012	\$6,000	1	2	1	0

Uniq ID	Account Description	Loan Amount	Date of Investment	Return to Date	Retained FTE Jobs	Current FTE Jobs	New Jobs	Indep. Contractors
0338	Information and news aggregator and filter.	\$29,000	6/17/2010	\$0	1	1	0	1
3418	Children's financial learning program	\$50,000	9/15/2010	\$0	2	2	0	1
4425	Mobile loyalty system for quick service restaurants which creates a cross promotional platform with customized deals.	\$40,000	1/19/2012	\$0	1	10.5	9.5	2
2679	Development of therapies for treatment of bone-related conditions	\$28,000	8/31/2011	\$6,720	3	2	-1	0
3105*	Electrical test and measurement instrumentation	\$35,000 \$15,000	3/4/2010 1/28/2011	\$18,400 \$0	2	2	0	0
4791	Seamless, consolidated event planning and management software platform.	\$50,000	4/18/2014	\$0	2	4	2	4
2181	Web-based marketing services for education organizations and related non-profit and government entities	\$25,000	12/14/2009	\$0	1	0	-1	0
2868	Online community that sells access to musicians in the form of virtual shares	\$45,000	8/13/2010	\$0	3	0	-3	0
2578	Manufactures and develops solid state lighting systems for commercial and industrial applications	\$25,000	5/9/2011	\$0	3	1	-2	0
5091	Field survey and data collection software.	\$50,000	7/23/2013	\$0	2	9	7	5
6680	Digital entertainment company, focused on creating dynamic stories with an emphasis on female characters that push far beyond typical stereotypes.	\$25,000	2/19/2014	\$0	1	2	1	9
6800*	Provides bike sharing solutions to communities. Smart Bike - Smart Rack	\$50,000	6/9/2014	\$0	2	5	3	2
1585	Educational software engines	\$30,000 \$20,000	9/8/2009 4/27/2010	\$0 \$0	4	5	1	0
3010*	Faster and more effective Integrated Circuit (IC) design quality control software.	\$45,000	10/12/2011	\$0	3	6	3	1
2153	Designer, manufacturer, sales and marketer of specialized video equipment for shooting sports and outdoors industry.	\$25,000	4/13/2010	\$17,300	2	0	-2	0
3176	Online system measuring student learning confidence to increase knowledge retention.	\$25,000	6/22/2010	\$0	1	1	0	0

Uniq ID	Account Description	Loan Amount	Date of Investment	Return to Date	Retained FTE Jobs	Current FTE Jobs	New Jobs	Indep. Contractors
4472*	An online platform that empowers college students to showcase their work and skills to startups.	\$50,000	6/11/2012	\$61,448	7	16	9	7
2838*	Software for tracking vehicles using mobile phone GIS	\$45,000	11/1/2010	\$57,600	2	10	8	0
6778	On-line seeker-solver network that allows Start-up Teams (Seekers) to access crowd-sourced Product-Market Fit Solutions.	\$15,000	4/9/2014	\$0	2	3	1	0
1982	Web site design, social media	\$50,000	11/9/2009	\$65,958	5	12	7	2
2880	SaaS for independently practicing therapists(SaaS)	\$47,000	2/24/2011	\$11,000	3	5	2	0
6358*	Developer of a smart phone case that retracts and stores a user's headphones/earbuds within a slim profile case.	\$30,000	4/18/2014	\$0	3	3	0	5
Grand Totals (31 records)		\$1,118,460		\$339,412	74	128	54	53

* University of Michigan technology Blue loans are paid in full

Message Blocks Grows at SPARK Central, Uses Grants to Hire Local Talent

Message Blocks is a SPARK Central 3rd floor incubator tenant that has developed a single platform for meeting planners to manage all the details of an event.

The company won "Best of Boot Camp" in spring 2013, and has experienced accelerated growth ever since. After outgrowing their initial cube in the SPARK Central incubator, it moved up the new 3rd floor office space. Message Blocks has received several business accelerator grants, along with a microloan that will help them develop version two of their product and hire local employees.

"Three years ago I quit my job in Washington D.C. and moved back to Michigan to pursue my idea for a start-up. I met with various incubators across the state, and after a pivotal conversation about support offerings with the SPARK Entrepreneur Services Team, I chose to locate my business at SPARK Central. Since then, they've plugged me into the necessary programs and resources my company needs to thrive, including Ann Arbor SPARK's Entrepreneur Boot Camp and business accelerator. The growth and success my company is experiencing wouldn't be possible without Ann Arbor SPARK."

-Len Gauger, Founder and CEO



<https://www.messageblocks.com/>

Incubator Clients

The following table lists all companies that are or were Incubator clients this year. Virtual and seated clients are reported together. Fourth-three percent of this year's clients responded to our Annual Survey.

This fiscal year SPARK expanded the incubator by leasing a large suite on the third floor of the same building. Our renovations converted this suite into a modern, collaborative office space to serve our larger Stage Two clients; complementing our Stage One incubator on the first floor. In addition to the work space, this new addition includes three private meeting spaces, two lounge spaces, two "phone booths", and a kitchen. Currently, this space is occupied by three growing, successful clients.

SPARK Central graduates for this fiscal year include: AppKey Inc., Local Orbit LLC, and TurtleCell LLC. All three are still located in the City of Ann Arbor.

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
4547#	Advanced nanofabrication methods and a novel three dimensional (3D) approach to sensor assembly.	2	7	5	5
6545	Software platform applies predictive analytics to strategic decisions regarding intellectual property management.	1	2	1	0
4431*	Assistive technology to allow people with fine motor disabilities to interact with the mobile and touch screen.	1	2.5	1.5	0
1282*	Developer of technologies that enable integrated and standardized assessments of blood damage, particularly for red blood cells.	1	4	3	0
3045	Software and business management services connecting buyers and sellers with shorter, transparent supply chains.	5	7	2	2
4409	Software solution provides for real-time claims adjudication between the provider and payer and is HIPPA 5010 compliant.	1	1	0	0
2203	Online clothing inventory management that allows targeted retailer interaction.	1	1	0	0
3593	DishFish Dollars (\$DF) are "Community Prosperity Coupons" that raise funds for local charities and bring customers to local retailers.	1	2	1	0
6522*	Online legal warrant settlement software.	2	3	1	3
4566	Provides mobile applications for large travel destinations.	1	1	0	2
6881	Data Quality tools built into Excel for Automation and Cleansing before regular processing tasks.	1	1	0	0
6589	FDA-approved light therapy device to treat pain.	1	2	1	0
0338	Information and news aggregator and filter.	1	1	0	1
7046	Electronics based metering and power line communication.	1	1	0	0
6899	A Content Management solution that allows editing and publishing content.	1	1	0	0
2539	Hospital bed communication tablet.	1	2	1	2

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
4255	Developers of physically secure computers.	2	2	0	0
6356	A new marketing-based, platform-agnostic, real-time media alert solution.	1	1	0	0
0271	Risk Management- IT security company.	1	3	2	0
6464*	A mobile app that allows users to record and share 12-sec sound clips with their networks.	1	1.5	0.5	0
6941	Super-oxygenation system for waste water. It accelerates the growth of the bacteria that consumes organic waste.	2.5	2.5	0	2
3221	Provider of advanced software solutions for sewer modeling to municipalities and engineering consultants.	3	4	1	0
5600	Interactive flat panel displays and software.	3	5	2	3
6245	Magnetic motor which is more efficient than current technologies.	2	2	0	2
2550	Patent adviser.	1	1	0	1
4791#	Seamless, consolidated event planning and management software platform.	1	4	3	4
4243	Website for building construction project, repair and supply bids.	1	1	0	0
2854	Michigan state incubator association.	0.5	0.5	0	0
6260	Photonics industry association.	0	3	3	0
6635	A VIP lead generation service for the disaster restoration industry.	3	3	0	3
5557	Digital Marketing Intelligence.	1	3	2	6
5091	Field survey and data collection software.	2	9	7	5
6763	Collaborative platform designed to modernize intra-specialty collaboration within the field of Otolaryngology (Ear, Nose and Throat).	1	1	0	0
5601	Digital content aggregation and distribution.	1	1	0	1
0386	Vision Technology w/ Sports applications.	6	6	0	0
4227	Engineering services, including advanced FEA, CAD, and high-end design solutions.	1	2.5	1.5	0
6600	Medical device for vision enhancement in persons with partial loss of sight.	1	2	1	1
3637	Therapeutic for treatment of retinal diseases.	2	2	0	6
3616	Gasoline systems**	4	4	0	0
6816	Cloud based SaaS that provides hourly operational instructions to energy system operators.	2	7	5	3
4472*#	An online platform that empowers college students to showcase their work and skills to startups.	8	16	8	7

Uniq ID	Account Description	Retained FTE Jobs	Current FTE Jobs	New FTE Jobs	Independent Contractors
6357	Gives musicians the opportunity to compete against one another and book gigs, while increasing their fan base.	3	3	0	0
6778	On-line seeker-solver network that allows Start-up Teams (Seekers) to access crowd-sourced Product-Market Fit Solutions.	1	3	2	0
4383*	New material for cooling and power generation applications.	2	2	0	0
2821	A firmware application for collecting/analyzing multiple patient parameters in an ICU in real time.	2	2	0	3
6405	Connects personal digital voice to everyday items.	1	4	3	1
6264	Software-enabled hardware solution for controlling, automating, and incorporating renewable energy into off-grid power systems.	2	4	2	3
6358*	Developer of a smart phone case that retracts and stores a user's headphones/earbuds within a slim profile case.	2	3	1	5
7070	Web and mobile platform that allows individuals to find their impact on public health outcomes from fossil fuel pollution.	1	1	0	3
0428*	Alternate energy from tidal currents.	3	5	2	0
2945	Energy monitoring technology for residential applications.	1	1	0	1
Grand Totals (51 records)		91	153.5	62.5	78

*University of Michigan technology

Stage 2 incubator client

** Had previously been reported as 1,300 FTEs. Only four seats are located in the Incubator, so only four FTEs are being counted as being in Ann Arbor. Monthly reports to the MEDC also count only four FTEs.

TurtleCell Uses Business Accelerator Grants to Bring Product to Market

TurtleCell, creator of the first protective case for the iPhone 5 and 5s with retractable headphones, recently graduated from its incubator space in SPARK Central to a new office in Ann Arbor. Prior to SPARK Central, TurtleCell, which was founded by graduates from the University of Michigan, was incubated at TechArb. The company recently released its TurtleCell product on TurtleCell.com. TurtleCell currently has six employees, and is expecting to double its staff in the next 12 months.

Ann Arbor SPARK has supported TurtleCell through a range of entrepreneurial services. Not only was the company incubated at SPARK Central, Ann Arbor SPARK helped it refine its business plan and pitch, ultimately helping the company become better positioned to win the "People's Choice" award at the Accelerate Michigan Innovation Competition. TurtleCell has also been able to raise more than \$350,000 in seed funding. Recently, the company used business accelerator grants to build its new website, execute paid search initiatives, refine its design specifications, and conduct product testing.

"Before Paul and I brought TurtleCell to Ann Arbor SPARK, we knew that we were missing something. We always felt that Ann Arbor had the talent we were looking for, but we didn't have a way to utilize it. SPARK was the bridge that connected TurtleCell to our great community and has been instrumental in our success up to this point." - Nick Turnbull, CEO of TurtleCell



<https://www.turtlecell.com/>

Ann Arbor SPARK 2013-2014 LDFA Annual Report

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Methodology utilized in the census

Ann Arbor SPARK collects and reports jobs data from its clients as required by its contract. Ann Arbor SPARK goes beyond the requirements of its contract to capture jobs data via a formal survey as well as asking for and recording data when client meetings take place.

Contractor uses Salesforce.com as its Customer Relationship Management system to record data about companies. Information about all companies is gathered through a variety of methods.

1. A procedure was implemented in late 2008 requiring all entrepreneurs requesting assistance of Ann Arbor SPARK for Business Acceleration services, incubator space or Boot Camp to fill out an online form which could be accessed through the SPARK website. Basic information including name, address, phone, email and brief description of company are required. This information is automatically fed into our CRM system.
2. An effort is made to connect with all inquiries within 48 hours. In an initial communication, additional data gathered by SPARK personnel determines if the entrepreneur meets minimum criteria to warrant further discussion and assistance. At that time, a better description of the person's needs are captured and put into the system.
3. We capture the jobs or full-time equivalent workers that a company had at the time of an engagement of any kind. This number becomes our retained jobs number and is not altered. However, for reporting purposes it is possible the retained jobs number can change for a company if that company takes advantage of multiple services and their FTE count changes between those services. For example, when a company attends Boot Camp there may be only one employee, the entrepreneur. When that company returns for Business Accelerator services there may be two or three partners/employees. So when reported based on Boot Camp attendees the retained jobs is one. When reporting on business accelerator clients, the retained jobs are two or three.
4. Throughout the year 'current jobs' is collected anecdotally. When SPARK employees meet entrepreneurs in the community or in more formal sessions we try to get an FTE update and record that new information in the CRM system. A more formal attempt to capture all company information is done through an annual survey. This survey of all SPARK engaged clients is sent asking for several pieces of data including current employment and new hires the previous year. Unfortunately the response to our surveys has been less than 100%. The response rates for each of the four areas are listed in each section.
5. To calculate the number of new hires for a company we merely subtract the retained jobs for the particular service we provided from the current job count which gives us the added jobs since that particular engagement.

Contractor continues to refine procedures to capture data more efficiently, accurately and timely.

Software

2.3 Licensed Software. Contractor may obtain licensed software products or services that allows for improved data collection or metric reporting, and/or offer clients improved productivity tools. Contractor shall submit invoices for actual cost to the LDFA on a monthly basis with the annual expense not to exceed a gross amount of \$20,000. Contractor shall report the program or service acquired in the next following quarterly report including the type and purpose. A summary of usage shall be included in the Final Program Progress Report consistent with Article 3.3 of the agreement.

Usage

The software line in our budget was used to subscribe to two different services as iterated below. At fiscal year-end it was \$3,503 under budget.

1. **Clicktools:** \$1,497 – Online survey creation and distribution apparatus which automatically inputs responses into our CRM. This is the instrument we use to conduct the annual survey.
2. **In4Grants:** \$15,000 – Grant research, application, and coordination platform available to clients.

Glossary

In an effort to reduce redundancy and unnecessary complication, SPARK and the LDFA keep definitions of terms consistent as between the LDFA and Michigan Economic Development Corporation. Included for clarity and reference are applicable definitions provided by the Michigan Economic Development Corporation:

Companies Served

The number of TECH companies that contractor provided services to; including mentoring, consulting, training, etc.

Full-Time Equivalent

FTEs may or may not be paid and may be working for deferred compensation in cash or stock. They do not include interns or independent contractors.

Jobs Created

Number of jobs created by the companies that contractor served or are incubator clients; does not include contract positions.

Jobs Retained

Number of jobs retained by the companies that contractor served or are incubator clients; does not include contract positions. Basically includes the number of positions or employees at the companies that have been retained because of the funding from the incubator or because of the services that the incubator provided.

New Companies Created

Number of new companies created as a result of contractor's involvement. Companies can be defined as sole proprietorship, LLC, Corp, etc. Involvement can mean: 1) contractor provided services or funding to the company, 2) the company is located in contractor's incubator, 3) the company is a university spin-out, 4) contractor spoke with the newly formed company and provided them help with the next steps in building his/her company for example other resources, training classes, etc., or 5) contractor spoke with the CEO/CTO prior to the company formation.

Tech Company

A business in which research and development brings forth an innovative product or process. The innovation typically involves intellectual property that contributes to a strong competitive advantage in the marketplace, and serves as a foundation for a high rate of growth.

**Ann Arbor/Ypsilanti SmartZone LDFA
Board of Directors
FY 2014**

Municipality	Member	LDFA Title	Term Starts		Term Ends
Ann Arbor	Carrie Leahy	Chair	7/1/2012		6/30/2016
Ann Arbor	Sally Petersen	City Council seat	7/1/2012		6/30/2016
Ann Arbor	Richard Beedon		7/1/2013		6/30/2017
Ann Arbor	Eric Jacobson	Treasurer	7/1/2013		6/30/2017
Ann Arbor	Stephen Rapundalo		7/1/2011		6/30/2015
Ann Arbor	Ned Staebler	Vice-Chair	7/1/2011		6/30/2015
Ypsilanti	Bilal Saeed		7/1/2012		6/30/2016
Ypsilanti	Caryn Charter		7/1/2013		6/30/2017
Ypsilanti	Vince Chmielewski		7/1/2011		6/30/2015
Ex-officio	Tom Crawford	Recording Secretary			
Ex-officio	Skip Simms				
Ex-officio	Paula Sorrell				

**Ann Arbor/Ypsilanti SmartZone LDFA
Board of Directors - Committee Positions
FY 2014**

Member	Budget/		Metrics	Strategic Planning
	Audit	Contract		
Carrie Leahy		X		
Sally Petersen				
Richard Beedon			XX	X
Stephen Rapundalo	X	X		
Ned Staebler			X	XX
Eric Jacobson	XX	XX		
Bilal Saeed			X	X
Caryn Charter				
Vince Chmielewski	X			X
Tom Crawford	X		X	X
Skip Simms		X	X	X
Paula Sorrell			X	

Note:

XX Chair

X Member