



# 2016-2017 Annual Report The Inter-Cooperative Council

at the University of Michigan | Founded 1932





During the Great Depression, the first co-operative house at the University of Michigan was organized by graduate students in the Student Socialist Club in 1932. The Michigan Socialist House on East Ann Street managed to cut their room and board costs down to \$2 a week through group buying and hard work.

By 1941, eleven co-ops had been established and the Inter-Cooperative Council (ICC) was started in 1937. Next in 1944, the ICC was incorporated as non-profit organization with its first Board of Directors and its first house named A.K. Stevens. The ICC grew as Owen and Osterweil were purchased.

The ICC now manages twenty houses that provide low-cost community living to over 500 students. The ICC is member owned and operated, with assistance of full-time and part-time staff members. The ICC continues to provide homes for students that embody quality living, community and social equality, safety and affordability, on-going education, shared work, and life-long friendships.

## A Brief History...

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# Cooperative Principles

The ICC abides by the following principles of cooperation, which are recognized globally:

1. Voluntary and Open Membership — Cooperatives are voluntary organizations, open to all persons, without gender, social, racial, political, or religious discrimination.
2. Democratic Member Control — Cooperatives are democratic organizations controlled by their members, who actively participate in setting policies and making decisions.
3. Members' Economic Participation — Members contribute equitably to, and democratically control, the capital of their cooperative.
4. Autonomy and Independence — Cooperatives are autonomous, self-help organizations controlled by their members.
5. Education, Training, and Information — Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives.
6. Cooperation Among Cooperatives — Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional, and international structures.
7. Concern for Community — While focusing on member needs, cooperatives work for the sustainable development of their communities through policies accepted by their members.

## ICC Mission

“We, the member-owners of the ICC, provide a home for students that equally embodies quality living, community and social equality, all within the cooperative movement. We continuously strive to maintain and improve our organization and our houses through shared work. We are committed to furthering our education by building life skills, a strong community, and personal relationships. We create and maintain a safe and affordable environment where our members feel comfortable and at home.”

- Adopted August 18 2002

## ICC Vision

“We, the member-owners of the Inter-cooperative Council, envision an affordable living community in which equal, and educated members work together to further the cooperative movement.”

-Adopted August 4, 2002

# Greetings From the ICC Board of Directors



“The more generous we are, the more joyous we become. The more cooperative we are, the more valuable we become. The more enthusiastic we are, the more productive we become. The more serving we are, the more prosperous we become.”

William Arthur Ward

# From Nick Coquillard, ICC General Manager

2016-17: A Truly Remarkable Year

Greetings to all who know and support the Inter-Cooperative Council at the University of Michigan as well as those of you who are getting to know us for the first time. I first thank the members for a truly amazing year. Together, we worked to improve and expand our connections with each other and the greater co-op community; physically renovate many aspects of our homes; revamp and modernize our policies; and serve as partners with key University of Michigan departments and the North American Students of Cooperation (NASCO), an international organization.

As you will understand and feel when you read our reports, see our photos come to life, and recognize who supports us, the ICC is a community of remarkable young adults and many others. Together, we collectively experience a formal education while learning to live in community through shared meals, shared work and organizational leadership. As a true intentional community we build our own happiness and trust, learn to work through adversity, and eventually move on from the ICC forever connected to the cooperative movement after once-in-a-lifetime experience.

The ICC is one of the most affordable student housing options in our area and an experience more than housing. We LIVE our mission by running our homes ourselves by cooking, cleaning, socializing, and planning how to make our community – and the world – a better place.

Our members completely lead our nonprofit 501(c)(3) as our board of directors and through intense committee works in the areas of diversity, finance, marketing, operations, facilities and education. Our members tirelessly work to ensure we remain affordable. Some of us learn to lead in our own, personal way – choosing to focus on our house communities and connect and lead in ways more central to oneself.

Our staff team and I are honored to be a part of the ICC community and we wholeheartedly value the progress, challenges and connections inherent in our work. We are all committed to the continued creation of our learning community and to help our members grow as leaders in their own way and in their own time.



I welcome you to enjoy our annual report and to consider supporting the ICC in any way you can whether it be by donating to the ICC, offering your time to support or educate our members, offering an opportunity to partner with you, becoming a mentor, or in other ways.

Financially sound, affordable, and full of energy and ideas, the ICC stands ready as a home where many will live as they set and make progress through their goals and become a co-oper forever.

In cooperation,

A handwritten signature in blue ink, appearing to read 'Nick Coquillard', with a stylized, flowing script.

Nick Coquillard  
General Manager

# From Becca Kephart, ICC President

D Dear Readers of this Annual Report,

What an interesting year it has been.

I've served as the President of this wonderful, complex organization we call the Inter-Cooperative Council at the University of Michigan since November 2015. I lived in Truth house from my second year studying Interarts Performance at U of M until I graduated; after that I hopped around from Truth to Escher to Ruths'. In those years I cooked, served as board representative to my house, and served as Vice President for Membership before I was elected to my current position. This has given me a fairly well-rounded view of our organization and how it operates from different perspectives.

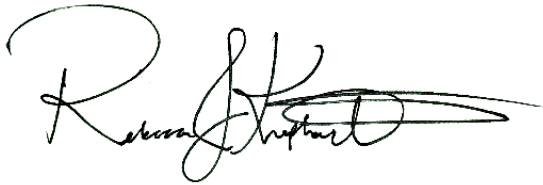
The duties of the President primarily revolve around making sure our operations as a non-profit organization happen correctly and on time: from setting executive agendas and facilitating large and small group meetings, to responding to emergencies and guiding our members and leaders through the plans our co-op predecessors dreamed of. My time as President has been one of the most valuable, intensely challenging, and oddly rewarding experiences of my life. I've had the honor of working with humble, dedicated, and interesting people I wouldn't have encountered otherwise. I've observed that our dedication, commitment, and responsibility come with stress and hardship, as well as satisfying rewards. I've discovered that as a leader, my job is to give the diverse and detailed cooperative work back to the people, the members, where it belongs. These insights will influence how I interact with the world and relate to others in leadership positions for the rest of my life.

The ICC has one constant: change. Members move in and out, step up into leadership positions in their houses, change their schedules, lean on each other in times of crisis, and make space for other members to grow. Our staff works hard to provide the support our members always need, and get us through the complex, strange world of running an influential 19-property, 550-member student housing cooperative. We seem to face the same challenges that our coop ancestors have faced, especially because the membership completely changes every 4 years or so. The communities in and between our houses are always in flux, while the age demographic of our membership mostly stays the same, and that's something our student-run business handles pretty well.

This year in particular has been challenging for a number of reasons. Personal struggles aside, I see when our members experience challenging and sometimes horrible events in their own houses. Two of our members passed away and left holes in our community bigger than a bedroom or a seat at the dinner table. Kellie Halushka, who served as our VP for Membership for the spring/summer of 2016, and Eric Kammerer, a beloved, witty and intelligent member at Truth house, are sorely missed. Their deaths have had a direct impact on me personally, and all of our members have been forced to grapple with life, death, purpose, and needs. It's been hard.

I guess the point of this letter is to reassure you. In the face of misfortune, crisis, change, and more challenges than any one person can handle, we're all here to handle it together. We lean on each other. We support each other. We make our collective goals become reality. That's what cooperation is about, and that's what keeps our spirits, houses, and communities alive.

Cooperatively yours,

A handwritten signature in black ink, appearing to read 'Rebecca J Kephart', with a large, stylized initial 'R' and a long horizontal flourish at the end.

Rebecca J Kephart

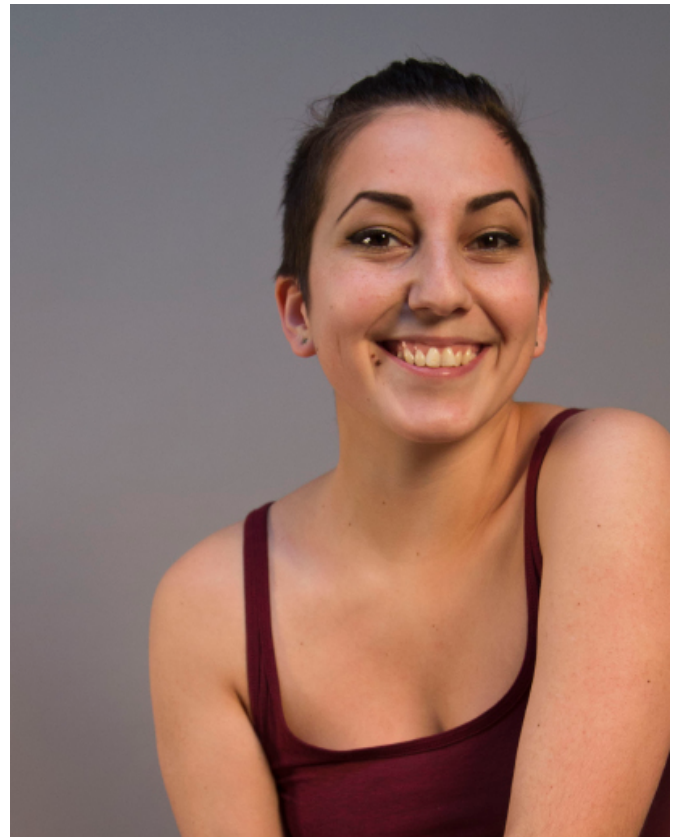
ICC President, 2016-2017

Acting President, Fall 2015

VP for Membership, Summer-Fall 2015

Board Representative to Truth House, 2014-2015

Member of the ICC, 2013-2017



# Marketing Committee

## MarCo - A Year in Review

MarCo has had an exciting and productive year! Our strategy this year was to implement our top 4 priorities:

1. Advertising on the UM campus
2. Expanding our presence on neighboring college campuses
3. Improving the social cohesiveness of our current members
4. Increase continuity of the VP Marketing position through producing training materials

We accomplished these goals in the following ways.

### 1. Advertising on UM Campus

We have greatly increased our local advertising. This includes advertising on diag boards on UM campus on North Campus, Table tents in the Michigan Union, a large and colorful Diag Banner, decorating walkways with chalk, bus signs on UM buses, informational tabling in the Chemistry building, housing fairs, and more! Our advertisements have garnered high praise both from members and non-members. We have started Facebook advertising as well for housing and for ICC merchandise.

Furthermore, we hosted an open dinner to prospective members at Owen house, and are considering hosting another one in Kerrytown this semester. We are going to continue pursuing mass-meeting type events, as well as providing flyers to individual houses to advertise for their own spaces like we did with Escher this year.

Finally, we have been branching out to partner with other student organizations, like the Students for Sensible Drug Policy and the Spectrum Center. We volunteered at the Queer Carnival and will be tabling at the LGBTQ+ Health and Wellness Week's resource fair!

### 2. Expanding our presence on neighboring college campuses

After our focus group last year, we focused our first semester on Washtenaw Community College (WCC) and had a great experience! I and another committee member were students at WCC last semester. We held informational tabling sessions, participated in Winter Welcome Wednesday, and have been in contact with school counselors about how to continue to strengthen our relationship with WCC.

This semester, we begin pursuing relationships with Eastern Michigan University, starting with an EMU off-campus housing fair.

### 3. Improving the social cohesiveness of our current members

This year MarCo decided to host a winter formal! The ICC Polar Vortex went swimmingly in the Michigan Pendleton Room. We showcased four ICC member-led musical acts and enjoyed free snacks and formal pictures. We hope the winter formal will become an annual event! Additionally, we hope to foster a positive and collaborative climate by collaborating with other committees. For instance, this year the Winter Annual Meeting will be co-hosted by myself and the VP for Education. I have also been collaborating with the VP Facilities Management to encourage discourse among ICC social chairs. As a part of this, I created an online ICC Events Calendar that social chairs, committees, house presidents, and others can use to inform all members about upcoming events.

### 4. Increase continuity of the VP Marketing position through producing training materials

The MarCo committee has encountered difficulties in knowledge management and continuity in the past. We hope to improve this by creating a set of reusable MarCo materials that VP's can read - this includes a yearly calendar, a training document, a Google Drive full of advertising/flyering materials, and how-tos on the more complex VP MarCo tasks.

MarCo has had a wonderful year with the ICC and we are so proud of the progress our committee has made. We can't wait to see what future committees have in store!

In Cooperation,  
Alexandra Friedman  
VP for Marketing and Recruitment



# Education Committee

The Education Committee (Ed Com) has done a lot of incredible things this year! We started the year off strong with successfully facilitating the mandatory trainings in the spring/summer term- New Member Orientation, New House Officer Training, and Cooperative Leadership Training (CLT). Ed Com has done a lot of updating the Cooperative Leadership Training educational materials specifically in the Social Identity Awareness and Anti-Oppression Training based on prior member's evaluations of CLT.

Later on in the year, we additionally organized and implemented the second annual Fall Annual Meeting (FAM) with another great turnout! The Coordination Committee (CoCo) helped out stationing different tables for members to go around and speak with them about different important parts of the houses such as finances, house operations, and other important parts too! Laima, this year's VP for Diversity, and I adjusted the safe space discussion to incorporate more inclusive and communication strategies. Shortly after FAM, we began preparing for the fall term's New House Officer Training and Cooperative Leadership Training.

Additionally to the trainings, Ed Com celebrated co-op month through organizing a Cooperative Movement Lecture Event with guest speakers, the ICC's very own Susan Caya and former ICC General Manager, Jim Jones. We had over 20 members come and we enjoyed a nice Jerusalem Gardens dinner too! We also planned the very first, Spooky-oke, Karaoke and Halloween combo event to bring together the general membership and have fun.

Unfortunately not all Ed Com members could attend the North American Students of Cooperation (NASCO) Institute in November, but I came and participated in a lot of workshops regarding Anti-Oppression. To gather all the information gained from the incredible Institute, Ed Com created a resource pool for our general membership to share notes and thoughts regarding the different workshops at NASCO.

After Institute, Ed Com got to looking at this past year's training evaluations in order to implement changes for the upcoming winter trainings. We also created a document of good things to know about the ICC for new members to have in their transition to living in the ICC.

In the beginning of the New Year, Ed Com went straight to work facilitating the semester trainings. Changes were made to make the New Member Orientation more engaging for participants to ask more questions and create a more open space about being a member of the ICC. Additionally, upon the past trainings' evaluations, Ed Com developed a New House Officer Training powerpoint presentation with more self-reflective and small group activities to more fully discuss the responsibilities and power associated with being a house officer. And last but not least, Ed Com continually revamped the Cooperative Leadership training specifically in the Anti-Oppression Training through incorporating materials from the NASCO Institute and in the Mental Health Training to involve more the role of self-care in the ICC.

Apart from the trainings, Ed Com also facilitated the board audit process for the Board of Directors. We updated the survey, collated all the data, presented the findings to the Board, and directed a conversation about areas of improvement for the Board as a whole specifically in finances.



As the end of the year ends, Ed Com is putting all our energy into planning the Winter Annual Meeting (WAM) which will be themed “WAM CAMP!” We are hoping for a record number of members and alumni attending to celebrate our past year’s accomplishments and all of the hard work and cooperation from our members. Yay WAM CAMP!

My final projects that I am working on is creating a resource pool for the future leaders in the ICC to implement anti-oppression trainings within each house. Through using materials from the NASCO Institute and the University of Michigan’s Intergroup Relations Department, I hope to develop a step-by-step guide for future facilitators drawn from a cooperative effort of future members of the Education and Diversity committees and Co-ops for Healthy Relationships and Dispute Assistance and Resolution teams to be able to lead trainings for each house. It is a huge feat, and I’m not sure I will be able to fully develop this by the end of the term, yet I hope to start a foundation of resources to incorporate more dialogic tools in house governance to further encourage more inclusive and equitable spaces in the ICC.

Ed Com also is hoping to start developing a training for members who hold a Social Chair-esque position in their houses. As the ICC evolves, members discuss the importance of creating a Social Chair team to collaborate on ICC wide events. This shift is incredible, yet it could be beneficial for this team to have educational materials in order to promote future social events to be more safe, inclusive, and accessible for the ICC’s members. This training wants to incorporate more discussions about the future of the ICC and how to continue to market the ICC for prospective members and retain current members to make sure everyone feels welcomed, encouraged, and comfortable at social events to further instill more cooperation within the ICC.

In thinking about the future of the ICC, I believe it is important to reflect about my own reflection about the ICC and its direction in the future. My experience being a leader within the ICC has vastly helped me grow and learn more about myself and very important skills regarding membership, education, diversity, and cooperation. The ICC is heading in a very bright direction with the increase in CoCo Compensation from covering now 75% of ICC charges for VPs and 100% of ICC charges for the ICC President. Also implementing staff raises and incorporating a new full-time Maintenance Technician will assist in overall operations and maintenance within the ICC. With these great adjustments, does come with new implications in the general membership. Charges will be increased, and more decisions will be made to combat these financial changes. Addressing these implications to the general membership will be instrumentally needed in retaining current members, marketing to prospective members, and creating connections with future alumni.

Additionally to the overall financial changes, I think the ICC needs to critically examine the role of social justice education in our houses. Ed Com has done a lot at adjusting the training materials for this year, but as time passes, materials become outdated, and it will be important in addressing these changes to make sure the ICC trainings reflect what is occurring in the current time. In my experience, house cultural norms exist in many different shapes and forms throughout each house, and many of these norms are harming a lot of members related to social identities and the lack of awareness of systems of oppression and how to address these within our homes. I think the ICC needs to start implementing in house trainings that are led by members and incorporate the importance of understanding social identities in the role again of increasing the diversity of social identities in the ICC to further create more inclusive and equitable spaces for future members.

Other than the ICC’s need for more social justice education, I believe the ICC executive leaders need to show more support to all members in light of societal travesties and other conflicts that occur in our local community and in the world. As a housing cooperative, we engage with one another a lot and it is really important as a community to show support to one another and empower each other despite real societal issues that impact many people’s everyday health and well-being. Some examples to show support may be through organizing healing spaces and/or circle discussions, sharing resources with one another, and sending emails naming the implications of the societal events on our members and offering resources. I think it is really important to do this for our members to not only show support, but to additionally increase a better connection between the executive leaders of the organization and the general membership.

To also assist with maintaining better connections between members and the executive leaders, I suggest future leaders in the ICC to attend house meetings at the beginning of the each term to discuss again what the responsibilities of the ICC leaders are and how they can get involved with the various teams or committees if they were interested.. Despite all my suggestions for the future of the ICC, I fully believe that the ICC is heading in a bright direction. More relationships are forming between ICC Central Staff and the membership, more members are attending trainings and seeing the significance of these trainings in their lives, and more focus is going onto accessibility and diversity within the ICC. I am again so very grateful for all the experiences I had with the ICC and I hope that the future members of the ICC remember to reflect on the importance the ICC has had in our individual growth and how important it is to value each other and the marvelous staff here at the ICC. Thank you again ICC and long live cooperation!

# Facilities Management Committee

## Background

Over the past few years, Facilities Management Committee has gone through several name changes. In 2011, members of the Development Committee and the Maintenance Committee passed a proposal to become the Sustainability Committee in an effort to shift the focus of the ICC on sustainability initiatives. Due to lack of clarity of the committee's responsibilities in the Standing Rules, the ICC board of directors decided to change the focus of the committee to major maintenance projects. This committee title was short lived as new ICC leaders decided to rename it to Major Maintenance Committee. Renovating houses and repairing long term damages to the house became more of a priority in the ICC, so the Major Maintenance Committee under Cindy Christensen focused on renovating houses the exterior and some of the interior structures of the houses. Some notable houses that have recently received renovations are Black Elk, Owen, Linder, Luther, and Osterweil.

During the Summer 2016, the Board of Directors approved the changes of several committee titles. Major Maintenance Committee was changed to the Facilities Management Committee. The reason for this change was to refine the purpose of this committee. With a growing concern to keep our houses clean and maintained, we decided that managing the conditions of our properties was an important goal. Safety issues also became a high priority this year for the ICC, which is why we wanted to protect our members from safety hazards. Facilities Management would still work with the newly formed Sustainability Team to improve sustainable practices in our houses. Facilities Management focuses on providing resources to house officers such as the Work Manager, Food Steward, Kitchen Manager, Sustainability Steward and House Presidents. We also wanted to focus on improving the ICC fire safety protocols for all of our houses especially in light of recent house fires in Gregory and Black Elk.

## Native Garden Initiative and Landscaping Projects

- Presented to the board on ICC Gardening and Landscaping
- This covered: Funding house Summer Projects, Lawn mowers, Garden Perennials and •Native Garden Initiative (NGI), Growing Vegetables, and Rain Gardens
- Encouraged multiple houses to start growing spring/summer vegetables and beautifying their gardens with perennials and native plant species.
- Provided clarity on Lawn mower policies and help houses avoid citations from the city ordinance.





From Left: Lester Garden and Owen Garden

#### Providing support for Sustainability Team

- Drafted the ICC sustainability policy in the summer and worked with Sustainability Team
- Provided help and resources to Sustainability Team and attended a meeting to talk about future projects

#### Updating Standing Rules for Chapter 4

- This chapter focuses on the committees and teams: powers, responsibilities and duties
- This was a task that was part of a summer project to restructure the entire format ICC Standing Rules
- Sustainability Team was added and the Facilities Management Purpose was revised.
- Collaborated with Staff to organize and structure this chapter.
- Worked on revising the SR Chapter 4 in a working document with Operations Management Committee (OpsCom).
- Combined Chapter 2 with Chapter 10,

#### Revised Statement of Purpose:

The Facilities Management Committee manages ICC space, infrastructure, members and policy. It shall educate members, the board, the staff and the ICC as a whole on infrastructure management of the ICC and encourage and support creative initiatives from within the ICC community to work towards infrastructure and sustainability goals.

#### Formed Committee Cabinet for SR Overhaul Changes

- OpsCom and FamCom formed a committee cabinet to work on the Standing Rule chapter restructuring.
- We spent several meetings to determine how the chapters should be organized and formatted.

#### Pilot Mock Kitchen Inspections

- Began a process to inspect kitchens to prepare houses for city-mandated kitchen inspections in the Summer.
- Most houses failed the inspection but we gave good feedback to improve the kitchen management.
- We updated the kitchen signage and passed supplies to the kitchen managers.

### Managing AC units in ICC

- FamCom contacted houses about AC unit inspections to ensure houses correctly reported the # of AC units.
- FamCom also worked on content in the SR Chapter 15 that talks about AC units charges based on feedback in the Summer.
- This was later passed in a proposal to revise Chapter 15 (now Chapter 9) to specify that AC unit cost for common spaces will be divided evenly among all of the house members.

### Fall/Winter 2016-2017

#### Institutionalization of Kitchen Management

One of the main projects FamCom has undertaken this year is the institution of mock kitchen inspections in the ICC. Committee members conducted these inspections for each ICC house according to OSEH (Occupational Safety and Environmental Health) Off-Campus Housing Kitchen Inspection guidelines. OSEH, now known as Environmental Health and Safety (EHS), conducts mandated city-inspections for small group housing units (student cooperative housing, fraternities, and sororities). These mock inspections are meant to prepare ICC houses for official kitchen inspections and to ensure that houses to comply with group housing kitchen guidelines for the health and safety of all ICC members. FamCom has and will continues to conduct these mock inspections once per house per term.

Houses are now more well-informed about kitchen management, especially for managing commercial-grade kitchens, because we have improved our training structure for kitchen managers. Additionally, FamCom has been organizing Emergency Preparation Plans for all houses and will continue to work on these in the current semester.

#### Conducted Mock Kitchen Inspections For All Non-Boarding Houses

- Created spreadsheet to keep track of mock kitchen inspections
- Delegated tasks to committee members to conduct mock kitchens inspections based on the sample OSEH Off-campus housing kitchen inspection form.
- Used this opportunity to give supplies to kitchens like meat thermometers, sanitizing test strips and kitchen signs
- Prepared houses for real kitchen inspections by providing resources and training to kitchen managers
- Provided feedback through email after the inspection to explain which areas in the kitchen or food storage rooms need to improve.
- Summary of mock kitchen inspections results: 6 houses passed the inspection and 8 houses failed in the Fall Term.
- Maintenance staff found these mock kitchen inspections to be useful information so they are aware of which areas of the kitchen to focus on before real kitchen inspections and city inspections
- Overall feedback from kitchen managers tend to agree that this was helpful for them in addressing kitchen issues.
- Baker and Nakamura passed city OSEH kitchen inspections and received the certificates.
- Most ICC Co-op kitchens have shown vast improvement from the spring summer in terms of kitchen sanitation according to our mock kitchen inspections.
- Collected model number information for maintenance staff in the process.
- Committee had a post evaluation after mock kitchen inspections to talk about how houses can improve and we made an effort to contact house[s] that may have some issues maintaining kitchen sanitation.

### Interim Assistance Committee (IAC) Policy Manual

- Brainstorm ways for improvement our transition to the interim period.
- In the process of developing the IAC policy manual which will be continued in the Winter term with OpsCom.
- Policy will provide more details about how IAC should conduct interim house inspections and how to address issues.

### Initiated Emergency Preparation Planning

- Delegated tasks to committee members to focus on emergency preparations planning
  - Created presentation on Fire Safety
  - Contacted houses to create fire evacuation plans
  - Working on fire evacuation map layout for houses.
  - Target houses for the Fall (Black Elk, Baker, Debs, Lester, Owen, Escher, Gregory, Luther, and Truth)
- Continuing research on Native Garden Initiative (NGI)
- FamCom has been looking at particular perennial plants for ground cover.
  - Pilot houses (Ruths, Linder, Black Elk) will be monitored in the later half of the winter term to see if we should work on other houses
  - Table of perennials chosen by Kaleah which will be investigated further in the winter term for the spring half-term 2017

### Researched solar insulator collectors

- Natalie is leading this research on solar insulator collectors.
- Price of heat collectors are around \$200 per house.

### Improved communication between houses and ICC maintenance staff

- Houses are more aware of contractors working in their house and when city inspections are happening.
- Maintenance staff are more aware of what maintenance issues need to be fixed through FamCom reporting problems not reported by maintenance managers.
- Reminded maintenance staff of furniture needs at Osterweil.

### Completed Bed Bug Policy and added this policy into the Maintenance policy

- Project was initially created by Kaleah Mabin former VP of Major Maintenance and then updated by Julian, VP for Facilities Management
- Approved by FamCom 10/4/16
- See additions to bed bug policy in Chapter 5 of Maintenance policy

### Finalized revisions to Chapter 15 (now chapter 9) of the Standing Rules

- Changed name from Sustainability + Maintenance to Facilities Management and Maintenance
- Proposal was passed by the Board of Directors

### Winter Season update on Composting and Snow shovelling

- Communicated with houses that the city stopped winter composting.
- Worked with houses and Sustainability Stewards to create alternative composting methods like a compost tumbler for the winter.
- Talked to members and sustainability stewards about potential options.
- Sent email about snow shovelling awareness
- Houses are required to shovel snow during snowfall
- Provided resources about free salt and sand mix
- Awareness about this issue can prevent houses from receiving citations

### Work Holiday

- Made sure houses had their work holiday and addressed key issues for work holiday (De-clutter, Deep Clean and Maintenance)
  - Created spreadsheet and sent to Work Managers and Maintenance Managers to make sure work holiday was completed
  - Encourage houses to take pictures of clean common spaces. See Black Elk's Basement below after work holiday.
  - Encouraged houses to work on work holiday projects such as painting murals or rearranging a common space for different uses.
- Evaluated ZipCar vs ICC Truck
- Determined by FamCom and Maintenance Staff that ICC Truck was a better cost-effective option than managing zipcar service for ICC.
  - Confirmed by Andrew Moran

### Strategic Plan Updates

- Tiered Strategic Plan objectives
- Created proposal to update strategic plan to include new relevant objectives to the strategic plan
- Mock kitchen inspections, emergency preparation planning and NGI are some things that will hopefully be added to strategic plan in the future

### Miscellaneous

- Cleaned various house kitchens throughout the fall and winter term.
- Attended Fall Annual Meeting (FAM) to tell members about Services and Resources that the ICC provides.
- Trained Kitchen Managers during NHOT (New House Officer Training) and conducted make up trainings afterwards.
- Enforced roof policy and safety after roof incident at Owen House's Party
- Sent warning email about issuing fines to any houses for going on the roof.
- We (FamCom) have placed labels on windows in rooms where there is roof access.
- Placed storage signs in all houses and sent an email regarding ICC's storage policy and expectations.

In Cooperation,  
Julian Tabron  
VP for Facilities Management

# Finance Committee

## Financial Report

The Finance Committee serves a critical role for the ICC. It compiles and present the ICC annual budget, pursues feasible cost-saving measures, manages payment plans, awards the Martin Luther King (MLK), Bridge, Miriam O. Zahler, and Smith scholarships, and provides financial perspective and advice to the Board. As a committee, we seek to inform and guide the Board in managing a balance between sustaining the ICC as an affordable housing option in Ann Arbor and maintaining a high level of staff service and maintenance provision for our members and their houses.

## Overview of ICC Finances

For the 16-17 Fiscal Year (FY) the ICC realized that there have been some miscalculations in projecting our income. This was made apparent in the Variance Statements as we progressed through the FY. We believe that this will lead to a cash flow deficit this FY. Next year's budgeted expenses are set for \$2.6 million. The ICC's \$1.7 million in long term debt is manageable relative to the ICC's \$6.5 million in assets and about \$4.5 million in equity. The ICC maintains a roughly \$700,000 investment fund that supports our scholarships Budget and Affordability

Affordability is still the ICC's main mission. However, we must realize that affordability is not something that can be pursued alone. We need to balance affordability with rising member expectations for their homes, staff, and accessibility to resources. The average cost of living in Ann Arbor has risen dramatically over the last few years. The ICC's charges have not reflected that increase. The ICC's charges have gone up \$12 over the past two years while the average apartment has gone up roughly \$40. It is for this reason, in combination with rising member expectations, that the Finance Committee brought a budget that proposed a \$22 increase in Central Campus monthly charges. This budget was passed. This budget included an increase in student leader scholarships.

The Finance Committee began working on this budget in October. We started with having four budget "preconciliation" meetings in which we broke the budget into four parts and dove into each in detail. These meetings were open to all interested members. We worked with staff to obtain and understand each of their requested budgets. Upon noticing a large possible charge increase we organized two Finance Town Hall meetings which were open to the general membership to educate them on the reasons behind the charge increase and what they can do to prevent this from happening in the future. A major concern of the Finance Committee is the lack of funds available in the Operating Reserve. This is something that the Finance Committee is addressing currently. We are exploring options to replenish this reserve.

## Scholarships

The ICC offers 3 different scholarships for members in financial need. All scholarship awards are distributed as reductions in ICC and house charges. Funding for the MLK and Bridge scholarships comes from the \$700,000 scholarship endowment, managed by Fidelity. Funding for the Miriam O. Zahler and Smith scholarships is provided by ICC alumni donations. Total scholarship funding available for 2016-2017 was \$45,900.

The Martin Luther King (MLK) scholarship offers up to \$2,400 to all qualifying members on a rolling basis. Through the 16-17 FY, the ICC has awarded 32 MLK Scholarships.

The Bridge scholarship exists as a one-time emergency fund for co-ops facing a sudden loss of income or unexpected financial burden. Funding was set at \$5,100 for 2016-2017. All cases are assessed on an individual basis by the committee. This year, Finance Committee awarded 4 scholarships. The Finance Committee brought a proposal to the Board of Directors that allowed the Bridge Scholarship to be available to all members of the ICC, not just students. This proposal passed.

The Miriam O. Zahler scholarship is awarded to a deserving co-oper pursuing a liberal arts degree. The Smith scholarship awards \$1,000 to each of the two winners of an essay contest open solely to returning members of the Robert Owen house. The Finance Committee awarded two Smith scholarships in accordance with their rules.

### ICC Finances and the Future

It is my belief that the ICC is financially stable. I believe that the Finance Committee needs to take a more in detailed look at the budget and should re address how we calculate our rates and utilities. This will be the primary task of the Finance Committee for the next Fiscal Year. It is also my belief that we need to offer more financial literacy training for the general membership. More members are entering the ICC with less financial literacy, so as an organization it is our duty to teach our members.

In cooperation,  
Matt Rutowski  
VP for Finance

Thank you to our Donors!

Nicholas Kuilema, Gregory 1999-2002  
Celeste Ward, Gregory 2000-02  
Stanley K. Hoo, Owen 1961-65  
Deepali (Potdar) Stark, Gregory/Stevens 1995-96  
Aaron Stark, Gregory/Debs/Lester/Ren, 1998-2005  
Charlotte Elsner, Lester/Mark VIII 1956-58  
Bernard Choden, Nakamura 1947-54  
Barbara (Goldman) Zaret, Tri-House 1966-69  
Marge Piercy, Stevens /Osterweil 1956  
Sanford Rosenzweig, Ph.D, Owen/Nakamura/Lester 1950-53  
Jose Reissig, Michigan 1946-48  
Robert E. Farmer, Jr., Michigan 1951-53  
Mark VIII 1958-60  
Lenore Sternlight, Stevens 1946-48  
Mildred (Federbush) Sacks, Lester 1945-48  
Lothar Herrman, Owen 1961-62  
Aldis Lapins, Nakamura 1965-71  
Michael McReynolds, Nakamura 1960-61  
Kenneth Buchele  
Barbara Buchele



# Statement of Financial Position

## As of April 30, 2015

### Assets

#### Current Assets

Cash and cash equivalents	\$1,054,423
Cash held for houses	14,569
Prepaid expenses	65,192
Other current assets	14,836
Total current assets	1,149,020

Fixed assets - net 4,665,822

#### Other assets

Deposits	43,806
Notes receivable	80,898
Investments - endowment fund	628,739
Total other assets	753,443

Total assets \$6,568,285

### Liabilities and Net Assets

#### Current liabilities

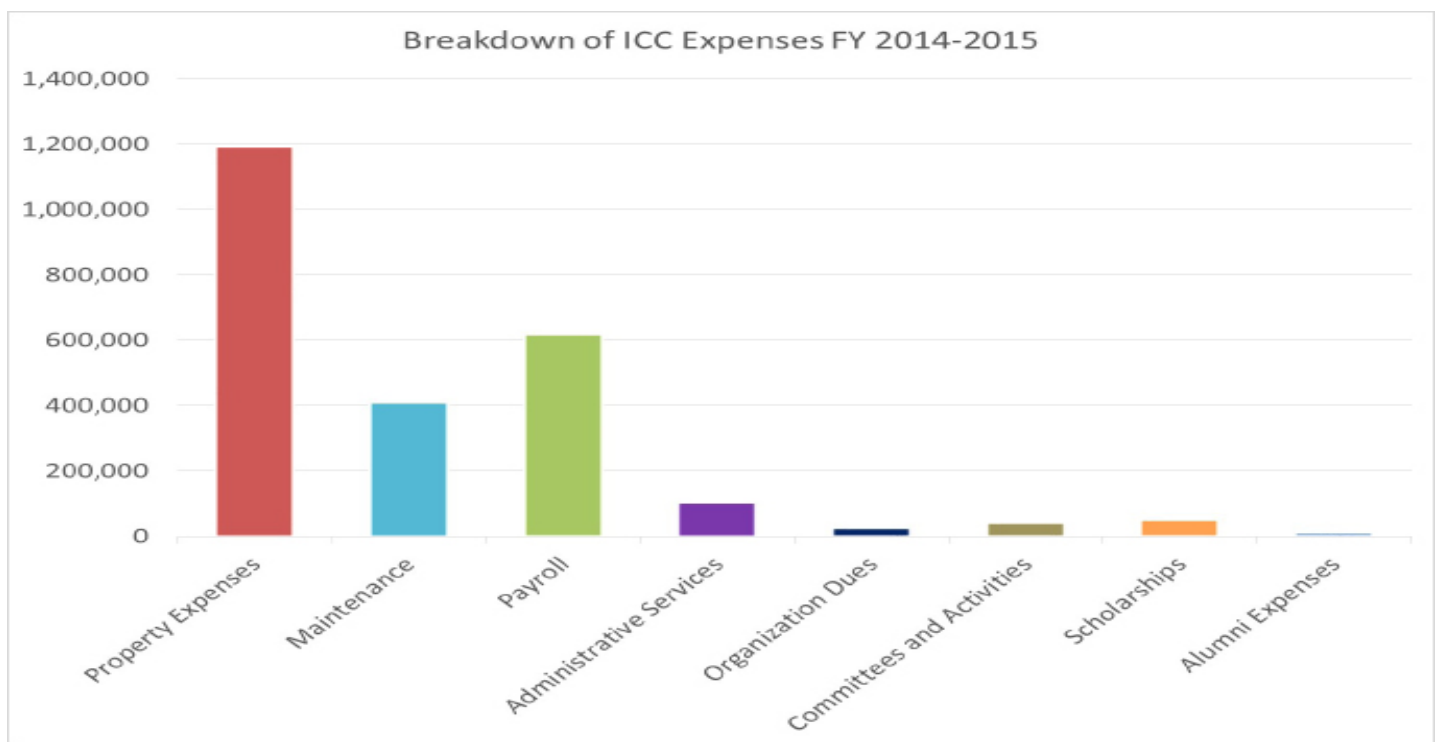
Current maturities of long term debt	\$70,977
House funds held in trust - amenities and operations	131,722
Accounts payable and accrued expenses	88,236
Total current liabilities	290,935

Long term debt - less current maturities 1,737,769

#### Net assets

Unrestricted	3,738,809
Temporarily restricted	800,772
Total net assets	4,539,581

Total liabilities and net assets \$6,568,285



## ICC Statement of Activities and Changes in Net Assets

For the Year Ended April 30, 2015

### Revenue and Support

Membership Charges - Net	\$2,426,819
Membership Fees	54,022
Interest Income	2,788
Surcharges	8,377
Contributions	13,909
Rent and Other	93,437
Special program fees	8,987
Scholarship Fund Support	21,877

Total revenue and support 2,630,216

### Operating Expenses

Program	1,867,788
Management and General	567,142
Fundraising	10,745

Total operating expenses 2,445,675

### Other Income (Loss)

Loss on house expense	(49,576)
Gain (loss) on investments	40,287

Total other income (loss) (9,289)

# Operations Committee

This year has been a follow-through year for the Operations Committee (OpsCom). My report only begins to explain all the work that OpsCom has put into the ICC this year. I'm super proud to have been able to work with them.

Standing Rules state that every 3 years the pet policy is up for review which just so happened to be this year. During that time houses can switch their status. We have one new pet friendly house: Lester! We noticed that there was no clear way of reporting pets in each house. In September 2016, there were a total of 8 pets reported in the ICC. This was definitely not accurate, so at the beginning of the winter term, we enacted the Pet Check KPI (Key Performance Indicator). This allows OpsCom members to go to each pet friendly house and physically see each pet that lives there as well as the state of the room. This check will continue twice per contract, at the beginning of their contract in that room and then again at the end to check if anything had changed. The goal is that more pet charges will actually be implemented as well as ensuring that pet-related damages do not go unnoticed.

Another other major project completion was the passing of the Ad Hoc Contracting Proposal. This was a multi-term project with a goal of rewriting the Standing Rules as they pertain to contracting procedures (chapters 5, 6, and 7). The intent was to better reflect the beliefs and practices of the ICC as we know them now, which included updating wordage for easier reading as well as checking the legality of some of our rules. Major changes included adding an interim contract, extending the grace period for recent grads, dropping the gender ratios sooner for more vacancies filled, and striking all language regarding homesteads. We are also were able to enact an overarching template for house constitutions for ease of access and standardization. Additionally, we researched contracting procedures and amenities for other housing organizations and companies in Ann Arbor. The goal of this was to ensure that we are staying competitive and see if there is anything we can learn or streamline based off of our competitors.

As for the rest of the term, OpsCom is not slowing down. Working with Yosief, Andy, Emmie, Karan, Ron and Jose has been an absolute pleasure and we keep each other in check so well. Though there is just over a month left with the team, we plan to do 3 main projects: implement the pet inspections into the Ops Policy, give a KPI presentation to the board, and create informational videos regarding contracting procedures and FAQs about operations. As VP, I am most excited about the videos. I believe that this implementation will allow for more actual conversation about Central Ops instead of feeling a divide between houses and central governance.

With the upkeep of the pet checks as well as reviewing the video work from our group, I believe that we are adding value to the committee as well as carving a straightforward path for those who come after us. Although there were a lot of loose strings tied up this year, there is still plenty to do.

In Cooperation,  
Olivia Crowley  
VP of Operations



# Diversity Committee

Regularly, we engage in the production and analysis of trainings of membership such as materials for member trainings and the membership survey, collaborate with the Marketing and Recruitment Committee, implement/revise the strategic plan (outlined below), and engage in staff hiring processes, as needed. Additionally and abstractly, we are tasked to aim that future policy and decision-making are adequately explored and that decisions are equitable (to all members of the ICC, present and prospective). Some of these duties and listed responsibilities of DivCom are open to many interpretations. They range in process from, including but not limited to, dismantling prejudicial systems within the ICC, educating ICC membership on leadership roles (position-specific knowledge and leadership skills), and liaising with local agencies in hopes of demonstrating the ICC's commitment to not only acknowledge but explore explicit and implicit diversity.

The Diversity Committee's duties for long-term planning are monumentally large, spreading a range of dense subject matters. Some require large infrastructure and allocation of funds planning to target the needs of members that may not always be represented, such as those of current and/or prospective members that may need additional accommodations (Physical Accessibility of the ICC). Additionally, more policy work is needed on sexual assault and conflict management systems within our organization as well as connections with community and University partners. It is important that any long-term planning we are striving for within our organization is driven by both advice from 1) experts well versed in legal and financial languages and 2) with continuous collaboration with people with many types of experiences and skill sets to critically challenge ourselves to model our cooperative values. We are very fortunate to have a team of dedicated staff members that have combined many years of professional and organization-specific knowledge, such as knowledge pertaining to the ICC's role in legal, the Ann Arbor community, and cooperative movement matters. Thank you for always being available and being our support system.

This past year some tasks were completed as expected with little variation to methods that were used from past DivComs. Conversely, other endeavors were trial and error, with outreach efforts and discussions reaching conclusions that we may need to pursue other avenues to accomplish our goals. These challenges have been noted and are growing opportunities.

Although some of our responsibilities seemed monumental at first such as those listed in the strategic plan, these long-term planning themes did not come without some guidelines and prior materials to work with.

During Spring/Summer:

When I first started my position as the VP for Diversity, the responsibilities per the strategic plan were updated to coincide with organizational goals. We also fulfilled our Standing Rule expectations of Spring/Summer leadership training. We also attempted to form more relationships with University organizations for recruitment opportunities and to spread cooperative 'hype.' This was not as simple as expected and despite personal connections, we were not able to table at any events or talk at open houses. We walk away from that summer knowing that perhaps in the future, we may need to seek out other administrators within programs. We may need to look more towards reaching students/community-members rather than the organizations that bring them together.

In Cooperation,  
Laima Augustaitis  
VP for Operations

During the Fall semester:

We started the Fall Semester eagerly trying to prioritize and pick up where we thought was best for the Accessibility Project in the ICC. I was very happy that this was already a task for DivCom because as a student here in Ann Arbor, it is clear that there are not many affordable options for student housing that is Accessible. We jumped right in under the assumption that a previous assessment of two ICC houses sufficed as official. We optimistically drafted how niche a need we were serving to the Ann Arbor and nearby college communities because a web search via Show me the Rent yields that our hypothetical competition comes at a price tag above \$1,000 monthly. We searched and searched for local grants and grants listed on the Department of Housing and Urban Development portal. The Accessibility Project was painted in a light to have been on its way to implementation with the funds we have set aside. However, the goal did not yet have an action plan. We do not nearly have enough funds yet and the organization must decide collectively if we will prioritize this overhaul in the coming years. In the same vein, two years ago DivCom was tasked to apply for two grants for infrastructure related projects. Without the expert advice (and contracting) and membership-wide conversations necessary to fill in the HOW, we cannot successfully be competitive for grants. We walked away from our grant-searching endeavors that when we want to apply for local grants, we may be more eligible if we apply for funding of educational initiatives or projects that aim to support the community and our members rather than structural alterations to houses.

We additionally performed more member trainings, facilitated cooperative leadership training, and attended NASCO institute. After institute, we deepened some of our policy based goals to those considering once again the needs of people that may not widely be represented in the ICC.

We have been collaborating in conversation with other committees in aims to consider the needs of non-traditional students (and scholarship considerations) and legal implications of the ICC. These goals carry into Winter semester.

Winter Semester:

We are ambitiously searching for ways to address concerns of gender distributions within houses. From my understanding, it seems to have come up often in the past as well. Tangible goals and plans are now in motion. More conversation still needs to be had about specifically non-traditional students such as students that fit criteria that the Center for the Education of Women uses. Perhaps further collaboration could be made with the Center and other similar organizations.

We also completed another round of trainings (w/ the Education Committee) and in collaboration with the Marketing and Recruitment Committee surveyed members with a total of 338 member responses. This feedback is invaluable and helps our organization have the voices of more members when we make decisions and further prioritize the goals of our cooperative.

After hearing audit results, we were optimistic that we have some funds put aside for accessibility modifications (Whitney House Fund). We still tackle with a similar question for funding that, as aforementioned, will only be resolved after more informed conversations where we prioritize and long-term plan for large modifications (E.g. redoing ramp and driveway and expansion of laundry facilities at Truth House, for example). I believe a long-term planning solution would involve ICC alumni and their dedication to support specific future projects. In order to give accessibility plans face values, we have reached out to the Director of Maintenance to complete more thorough assessments of the properties in consideration for modifications. Results so far have been pricey and realistic but also hopeful.

As aforementioned, many goals tiered by DivCom this term resulted in conversations and research. It has been great to discuss these concerns with the rest of Coordinating Committee, DivCom, general ICC membership, staff members, and other committees. One of our responsibilities per the Strategic Plan is to interact with membership using various 'media.' We took this sentiment to heart, and with additional goals to have something else hard copy to look at, we have decided to reignite the DivCom Zine (DivZine).

Going forward:

We are spending a lot of our current meeting times to work on the zine launch and design. The first DivZine a few years back took a different approach than the Ideal Community Issue of the Zine. Previously, it contained many definitions and has some good resources. We hope this issue goes well and that we can broaden the reach of our organization to other community members. We hope this shares our goal to work on creating safe, equitable, and safe living (and thriving) spaces.

Additionally, after having more expert advice from Maintenance staff/contractors, we would like to pose skeletons of different budgets for concrete implementation of accessibility modifications. This will likely carry over into the summer because we do not want to plug in numbers without sufficient background knowledge.

Until the end of the term, I will be meeting with the Member Services Coordinator and the General Manager regularly working to revise our approach to our strategic plan goals. We learn a lot each year and it is important to incorporate new perspectives into future planning.

Additionally, on DivCom we are meeting to discuss how we can respond to member concerns and how DivCom could be or is currently is viewed as a resource to members. How can our members at large be held accountable and supported? In which ways are we limited in this?

I do not think we have much structure yet. I have a lot more perspective and maturity now to be actively in pursuit of these conversations.

The state of the Inter-Cooperative Council:

Membership Concern:

I am very concerned that membership may not feel that they are accountable to ensure that we collectively strive towards challenging oppression organizationally and in the larger community (especially in the midst of a climate where even campus is explicitly populated with acts of hate and intimidation). We should all aim to increase our depth of support and strive towards upholding our stated values. We are biased inevitably by our organizational experiences.

Decision-making Concern:

I notice that we can get carried away with the process of crossing things off of lists sometimes rather than taking time needed to work at the required pace and the with specificity.

I hope that we can more regularly adapt practices first after having already done the necessary background work that the new practices work towards modeling our cooperative, equitable values. Then, establish, healthy supportive networks ensuring that new practices are sustainable and repeatable. I want us to aim to avoid boxing ourselves into policy changes without sufficient research that changes are both 1) necessary and 2) sustainable.

# Technology Team

Thanks to the efforts of the ICC Board, Finance Committee, houses, and member assistance, Tech Team has been able to deliver significant improvements to house networks and internet service. This year, we made significant strategic investments in upgraded Wi-Fi networks and a new project to construct a dedicated fiber optic network connection to Escher House. We worked to offset the impact of those investments through cost savings from existing operations.

Here are some highlights:

- Achieved a major goal - the ICC is now a member of Merit, the nonprofit research and education network serving Michigan universities, schools, and libraries. Merit will be engineering and building a redundant, dedicated fiber optic connection to Escher House that will go into service before this fall's contract period begins. This will provide members with an exceptionally reliable, fast internet connection that is better scaled to serve the largest ICC house.
  - Deployed new, enterprise-grade Ubiquiti Wi-Fi access points to nine more locations - 15 ICC locations are now served from the centrally managed system. We completed this deployment at an average cost 33% lower than projected. This allows us to respond to outages as they occur and in some cases diagnose/fix issues remotely.
  - Delivered a member-requested Wi-Fi upgrade to Truth House with the new 50/50 funding provision for houses who elect to contribute amenities funds to further improve networks.
- Signed new two year contracts with Comcast for house internet service that achieved over \$150/month in cost savings (ICC-wide) while increasing internet speeds to our most dense central campus houses.
- Contracted for an Amazon EC2 reserved instance, reducing the monthly cost to operate the Ubiquiti Wi-Fi controller by about 30%.
  - Worked with Escher House and the ICC finance office to establish a long term service agreement for the Escher VoIP suite phones (installed last year) that reduced the cost to provide those lines nearly tenfold from the prior analog TDS phone service, and also provides nationwide long distance calling.

Looking forward to the next year, much of the team's effort will be dedicated to a successful fiber rollout and local network upgrades at Escher House, as well as a new method for house request intake. If you're an ICC alum reading this report and have an interest in assisting these efforts, the most significant necessary resource needed for network infrastructure improvement is capital. The ICC would be grateful for your financial support. If you're an ICC member reading this, and you have experience in building networks or operating them, please reach out to [tech.chair@icc.coop](mailto:tech.chair@icc.coop). As a member-supported organization, the achievements we make in this area only occur as quickly as we can devote our time to making them happen!

P.S. If you're a dedicated reader of this report, you'll recall from last year that we hoped to provide each ICC house with new Comcast modems. This process has been delayed as Comcast fell behind on their plan to deploy new DOCSIS 3.1 technology across their cable footprint. We should be able to roll modem upgrades at some point this year if their new schedule holds.

In cooperation,  
John Simpkins  
Chair of Tech Team

# WebTeam

Webteam started the last year with collaborating with Dynamic Edge to develop the new website with the support of ICC board and staffs. During the past year few key staffs has been selected to communicate ICC web needs to the developer company. Along with the progress of the new web platform, Webteam continues on plan, develop and maintain the new pages and forms on the current websites.

These are some of the few projects that Webteam has worked on them during the past year:

- Interview with few web developer and finally select Dynamic Edge.
- Webteam has set a google nonprofits for ICC, so we can have our own icc domain email address such as username@icc.coop. Also, McKinney has started to create all of our groups and email accounts on google nonprofits. We are envisioning to utilize google apps as a centralized repository system for ICC committees and teams.
- Online application and few of the housing pages temporarily moved to the Rent Manager website. We are expecting to replace these pages with the new pages that will be developed on the new website.
- Update the web content on different sections of the website based on the staffs, committees, and members requests.
- Update the cloud staff timesheet on the website, so parttime and fulltime staff can keep track of their hours, vacations (full time), sick times, and other times.
- Create several web-based forms to facilitate the communication between members, staff and committees.
- Collaborate with other teams to redesign the website.
- Work with Rent Manager to develop new forms to communicate with their databases.
- Modifying timesheet application.
- Set a cloud server on Amazon AWS system to manage the unifi routers remotely. Currently, this server has been used extensively on the new houses' wireless networks.

Finally webteam future tasks will be focused on:

- Develop required strategy, rules and regulations to transfer our current website to the new web platform.
- Develop required policy and strategy to maintain and current website.
- Create an application for online reservation of office equipment and truck.
- Create a feedback system for each pages on the website.
- Create more pages that bring our members to ICC's website.
- Create an application for members to share expertise.
- Update house pictures and graphics on the website.

# Sustainability Team

This year the sustainability team focused efforts on implementing the native garden initiative and revising ICC policies. The ICC's Native Gardening Initiative (NGI) saw its first projects this summer at Lester, Owen, Black Elk, and Linder. The NGI encourages and funds houses to implement rain gardens, and plant perennials, native plant species, and spring/summer vegetables. Other landscaping projects included providing clarity on lawn mower policies and funding for house summer gardening projects.



From Left: Lester, Owen, and Black Elk

The sustainability team also worked with the Facilities Management Committee this summer to draft formal language for its policies. Policy changes also included revising the Standing Rules Chapter 4 to incorporate the sustainability team as part of the facilities management purpose.

During the fall and winter semesters, the team continues to work on the native gardening initiatives and has begun collecting data on house utility consumption to create an ICC-wide database. With regards to the NGI it looks like Debs might be the next house to come online with a new native garden! New opportunities presented themselves for engagement, and the team is working diligently to collect utility data from all houses to create an ICC-wide comparison of house utility consumption. Such data could engage members with hard facts and can be used in conjunction with maintenance prioritization and budgeting. As always, the team discusses what stewards can do in their homes to engage housemates and improve house performance. The team is working on sharing tips and other information across houses so that stewards can better educate housemates on consumption impacts, utilities, composting, best house practices, etc. Stewards also came up with engaging events for members to learn about sustainability and the planet. During the fall semester, the team hosted a film screening of Leonardo DiCaprio's *Before the Flood* at the Ed Center. The winter semester is currently in the midsts of deciding on a selection of events from a screening of *Watermark* to an Earth Day Work Day and a clothing swap, so stay tuned!

In Cooperation,

Spring/Summer, Fall Sustainability Chair: Tegwyn John (Mich/Minnies)

Winter Sustainability Chairs: Astrid Santiago (Black Elk), Dean Fogarasi (Black Elk)



# Co-ops for Healthy Relationships

Coopers for Healthy Relationships has been very productive this year! We have been meeting for an hour and a half every week and have held retreats each semester. It being our second year, we've focused some energy honing in on our goals for the group - identifying the needs of ICC members and abilities of our team members, and coming up with creative solutions to meet those needs given our capabilities. Through this process we have affirmed our mission statement written last year, which reads:

"We are a group of ICC members dedicated to cultivating a positive institutional climate that prevents sexual violence and promotes healthy relationships. We foster conversations and provide resources to promote consent, trust and fairness. We aim to be intersectional in our approach and advocate for the continued healing and growth of our co-op community."

First semester we focused our energy on hosting our annual ICC wide speak out - a space to elevate and support voices of survivors of sexual violence. As a team, we felt the need to illuminate the realities of living in a Cooperative house, a space which is not immune to the misogynist culture of our society, especially during social events when our homes are opened up to the wider community. We felt that hosting a speak out would give space to narratives which not only need to be affirmed to validate survivors, but to reflect an honest image of the ICC and our priorities.

This semester we are focusing on promoting healthy relationships of many kinds, not limited to romantic or sexual relationships. We are focusing on more personalized, in house education rather than ICC wide events, developing workshop modules on a variety of issues that arise when living cooperatively which can be pieced together on demand to cater to unique dilemmas houses may face in the future. Furthermore, we are planning a self-care themed event for house presidents, and a tea-circle (intimate, informal educational event in various ICC houses open to all in the area) in the near future. Lastly, we are focusing on developing structures to make our parties more safe, particularly developing a training for sober monitors and compiling a list of members willing to sober monitor ICC parties.



# Coordinating Committee

The Board and Coordinating Committee have been busily and efficiently using their time this year. The Coordinating Committee (CoCo) is composed of the ICC President, six Vice Presidents, and the ICC's General Manager. CoCo's responsibilities lie in coordinating the progress of the organization towards both its short and long term goals; facilitating informed, intelligent, expedient and representative decision making; and making sure that ultimate control over actions of the co-op rests with the members through their representation on the Board of Directors.

## Looking Back at the Year

This year, each member of CoCo has led their committees to accomplish tremendously important work in getting our operations on track:

- Operations Management Committee led our success in reevaluating all houses' pet status, which makes Lester pet-friendly!
- Facilities Management Committee has reframed their purpose and worked to empower our houses by executing mock inspections and reviewing fire safety policies, among many other projects.
- Marketing and Recruitment Committee has been remarkably active and effective, with ads up all around campus, in several forms and media.
- The Board of Directors passed a budget spearheaded by Finance Committee and finance staff that more accurately reflects how we acquire, save, and spend money. This includes an increase in scholarships for coordinating committee members from 2017-18 and onward!
- The Board passed my personal proposal to clean up the Standing Rules, making our most central and important rules more easily navigable, more intuitive, and more accessible.
- Our ICC google system is fully in use, easing communication between central governance and houses. Most of our board-level work has been accomplished using google drive and our house officer email lists are actively used. The first semester of turnover in these house officer accounts went so smoothly, I heard almost no complaints about being able to get in contact with new officers or getting access to central information.

## What's Next?

The first priority for CoCo as we finish out this year is to train the next set of executive leaders in the ICC. This includes overseeing turnover for our own ICC google accounts, and ensuring each of our successors have ample information, guidance, and support to successfully start off the 2017-2018 term. Currently, we're executing the GM's annual evaluation with feedback from staff, members, and community partners. This helps the ICC and the GM maintain a good working relationship, establish goals for the coming year, and document the GM's presence and performance in the organization over time. Lastly, we hope to finalize a new website that integrates all digital and personnel systems we have in place. This last task is largely delegated to staff, who have had more consistent communication and relations with our contractors building the new site.

## The State and Direction of Our Organization

Our large and influential student cooperative faces many challenges trying to move towards being more affordable and socially conscious. Our #1 deficiency is consistent and timely communication. I still attribute this to our out-of-date and confusing website. Online communication between central operations of the ICC and houses, as well as with members and prospective members, have made vast improvements in the last year. Yet, we still need a functional website to pull it all together. With that critique, I want to point out that we do have our strengths: teamwork, creativity, trust, diversity of thought, and resilience are what make our cooperative outstanding and worth noticing.

The direction of our organization is always going up; every day our members make decisions that improve our organization and further our mission. The structure our cooperative ancestors have set up for us proves itself both successful and challenging, and our constantly-changing membership finds new ways every year to fill their predecessors' shoes. The Board will continue to work with our strategic plan to accomplish the goals of coopers before us, while providing unity and trust among current members. Thus I see us becoming a more creative, more collaborative, and more democratically run organization as we face challenges in social progress and affordability.



# Alumni Team

Alumni Team (AT)

“Once a member, always a member!”---Josh Deth, ICC President, 1994-95

The primary responsibilities of the ICC Alumni Team are to ensure the successful functioning of the Alumni Association and its Alumni Program. This translates into four ongoing major efforts:

Encouraging alumni to re-connect with the ICC and other alumni and cultivating these relationships through specific alumni events and activities.

Engaging alumni to share personal skills and resources with current members through the Mentorship Program and our Growing Alums Program.

Generating funds and other resources to benefit the ICC by developing and maintaining an active fundraising program.

Maintaining historical continuity and a strong sense of ICC history for current ICC members through its alumni connections.

Activities of this past year include

Alum Coffee Hours (April, May and June)

Goodbye Party for all members leaving the ICC (April)

Presented at ICC Fall Annual Meeting (FAM)

First Ever ICC Tailgate (October)

Awarding monies from the David L. Smith Scholarship Fund to two Owen House members

Purchased new database (Little Green Light) which will better meet need of alum program

Coordinated with appropriate committees and staff regarding alum participation in ICC current member events, social media and other connection projects

Published 2016 Alumni Cooperator (December)

The ICC Alumni Team welcomes opportunities to meet and celebrate those who came before us and now carry forward our ideals and beliefs. Together, with you, we aim to remember, re-create and share the passion and understanding that comes from the experience of living in a co-op community.

Alumni Team. From Left: Derek Gonyon, Nick Coquillard, Michele Laar-

# Size Management And Restructuring Team (SMART)

In the summer of 2015, ICC alumnus and former ICC staff member, Alex Green, wrote a letter to the ICC Board requesting the Board to seriously consider external expansion. As a board representative for Owen House, I, Julian Tabron, was interested in the feasibility of expansion which led to the formation of SMART. Again, this fiscal year, I assembled a team of people who also shared similar interest in expansion during the late summer of 2016 and again during the Fall 2016. While there are many reasons for the ICC to consider expansion, we were motivated by the idea of providing affordable housing to students who would not be able to afford the ICC's future living cost. The cost of living in Ann Arbor is expected to increase and major maintenance cost is expected to increase by \$300k which will increase the ICC charges in the next 5 years. If you have read the Finance Report, you may have learned that the ICC cost increased by \$20. Staff Payroll, property taxes, and annual maintenance are also expected to increase our cost in the future. Therefore, we believe that the ICC should consider expansion because it advances the first second and third purpose of the ICC which are listed below.

1. To promote the social and general welfare of the community to all University students, regardless of race, creed, color or national origin and thus influence the community to eliminate prejudice and discrimination in housing.
2. To initiate, coordinate, direct and otherwise participate in educational efforts and programs for the education of its members and others in the philosophy, principles and practices of all cooperatives.
3. To advance the cause of education by providing inexpensive board and lodging for University students with limited resources, so that those who might not otherwise be able to continue at the University because of economic need, may enjoy the fruits and the benefits of higher education.

Working under these core beliefs, SMART explored several options for expanding internally and externally that would keep our houses in compliance with Ann Arbor zoning regulations and the ICC constitution.

What is SMART? The statement of purpose, and duties and responsibilities can be found in Standing Rules 4.19. SMART does not have the power to commit the ICC to development projects; however, we can investigate properties that would be a good fit for the ICC. Purchasing and/or selling property must be approved by a referendum vote involving the ICC membership. After the formation of SMART, Nick Coquillard, the GM of the ICC attended our meetings to provide input on expansion options. SMART had four main goals for the 2015-2016 year, the first goal was to research short term expansion options as we deemed long-term expansion options would need to be considered in the future. The second goal was to create and present a proposal to the ICC Board of Directors. Our third goal is to investigate available properties or vacant space for long term expansion options (e.g. purchasing a new house or apartment). The fourth goal is to conduct a cost-benefit analysis for potential purchases for the ICC and other expansion options.

## Who is on SMART?

- Julian Tabron - VP for Facilities Management serves as the chair
- Nick Coquillard - ICC General Manager
- Kim Sorensen - member of Truth House
- Shay Vaughn - member of Black Elk house
- Moses Bisel - member of Owen house
- Matt Rutkowski - VP for Finance

During the Fall 2016, SMART looked at prospective houses and properties that were on pre-foreclosure or for sale. We created a spreadsheet to keep track of current houses that are on the market for sale. Julian gave a presentation to the Board early in the Fall 2016 about the history of student co-operative expansion and what are our options for expansion. The ICC is limited to these 5 strategies for expansion

### 1. Lease a property

#### PROS:

- Overcomes need for large amounts of time and capital.
- Leasing allows cooperatives to build an economy of scale very fast.

#### CONS:

- Control problems arise when lease provisions prove too strict, or when a landlord attempts to impose new conditions
- Landlord can terminate contract of master lease

Case Study: The ICC leased up to 11 houses from the early thirties until the mid-forties when a series of evictions prompted them to purchase houses or face extinction.

### 2. Purchase buildings similar to our houses existing structures

#### PROS:

- Aligns with ICC purposes and goals.
- Increasing membership will reduce charges and allow more opportunities for member assistance
- Strategies that require a change in what the co-op provide tend to be more controversial

#### CONS:

- Market values for housing will continue to rise
- May have to charge more to live in the newer building
- Zoning ordinance limits which areas can allow co-operative housing units.
- Need to find a property that can house more than 20+ members

### 3. Purchase an apartment building as a means of expanding the kind of services that the cooperative provides.

#### PROS:

- Effective method for addressing the problems created by ever-increasing property values
- Apartments may appeal to those are “tired” of the group house experience but are interested in still being involved with the ICC.
- Members can still be involved in the form of member assistance with fewer members doing weekly chore related tasks for general upkeep of the building.
- Attracts students who are more interested in living in an apartment but want to be involved in the ICC
- Charges can be priced higher at just the new building

#### CONS:

- Management and governance are challenges for co-ops that provide a variety housing styles.
- Strategies that require a change in what the co-op provide tend to be more controversial.
- Apartment cost are expected to be more expensive for members
- Different types of people are attracted to each option and participation level may vary on this basis

### 4. Purchase properties for co-operative housing units in Ypsilanti near EMU or WCC campus.

#### PROS:

- Houses are cheaper to purchase in Ypsilanti
- Expands without having to deal with the restrictions of Ann Arbor Zoning code
- NASCO and Campus Cooperative Development Corporation (CCDC) would be willing to help with start up co-ops in new areas.

#### CONS:

- Affordable housing in Ypsilanti are more competitive because cost are generally low.
- Ann Arbor and Ypsilanti co-ops may experience some disconnect due to distance.

### 5. Increase the membership by converting multiple single and double rooms to double and triples.

#### PROS:

- Increases ICC membership
- Decrease ICC charges per person
- More members available for member assistance
- Short term process that is not costly

#### CONS:

- Affects internal house structure which could lead to social issues
- Less available singles and/or doubles rooms in the house
- Less available common spaces in house.
- Must be in compliance with housing code.



Some of the members of SMART have been focusing on sources of funding for the ICC.

SMART focus areas of funding:

- HUD grants and mortgage insurance
- UM Credit Union and Bank of Ann Arbor
- NASCO
- Central Student Government
- Current Members and Alumni - Donate on the ICC website or through Amazon Smile.

Moses has focused on looking for grant funding for SMART and developing a criteria for ICC grant funding guidelines.

Although it has been determined that the ICC is not currently ready for external expansion, we continued to explore another alternative for maintaining affordable housing through expansion--mainly internal expansion as a means of optimizing space and cost. We have created an internal expansion proposal which aims to increase the occupancy in Gregory and Owen house in an effort to increase our membership by 4 members. Luther houses aims to convert one room from a single to a double and another room from a double to a single. This proposal needs to be approved by the ICC board of directors and the affected houses.

Highlights of the Internal Expansion Proposal

Gregory: Convert Room 21 to a triple room and Room 36 to a triple room. Net increase = 2

Luther (1520 Hill Street): Convert Room 17 to a double room. An extra window will be installed in Room 17 during the summer as part of the major maintenance work that will be done on Luther House 1520. Room 15 will be converted from a double room to a single room. Net increase = 0

Owen: Convert Room 4 and Room 10 from a double room to a triple room. Increasing the house size capacity to 25. Net increase = 2

\*Estimated Increase in House Income Fall/Winter 2018-2019

Gregory:  $31 \text{ (members)} * 136 \text{ (house charges)} * 8 \text{ (months)} = \$33,976$  compared to expected house income = \$31,784

Luther: House income will remain the same.

Owen:  $25 \text{ (members)} * 124 \text{ (house charges)} * 8 \text{ (months)} = \$24,800$  compared to expected house income = \$22,816

\*\*Estimated Increase in ICC Income Fall/Winter 2017-2018

Total increase in membership = 4 members

Total increase in ICC Fall/Winter Revenue assuming that these rooms are filled =  $486 \text{ (ICC charges+utilities for next year)} * 4 \text{ (members)} * 8 \text{ (months)} = \$15,552$

\*Assumption: The house charges will remain the same from 2016-2017. Houses will be filled to capacity. This also does not include borders..

\*\*Assumption: the estimated increase in ICC charges will be roughly \$20. Rooms will be filled to full capacity.

ICC engagement plan with the city of Ann Arbor and future goals

SMART will continue to engage with the city of Ann Arbor to change zoning policies and fight property taxes. Members of SMART hope to establish a strong relationship with the City Council, Planning Commission, zoning board of appeals (ZBA), and Downtown District Authority (DDA) to increase the likelihood of receiving approval for future projects involving the ICC. We will engage with the zoning board of appeals to see what are our options to establish correct zoning for most of our houses. As of now, we have 12 properties that are too small to conform to zoning rules. See the list below.

1. Black Elk 4269 sqft
2. Debs 3390 sqft
3. King 3133 sqft
4. Lester 3321 sqft
5. Linder 3684 sqft
6. Michigan - 3634 sqft
7. Minnies 3548 sqft
8. Half of Luther (1510) 4951 sqft
9. Osterweil 2500 sqft
10. Owen 4967 sqft
11. Ruths 2597 sqft
12. Vail 4346 sqft

We hope the ICC will consider external expansion. Once the ICC stabilizes its budget, determine the amount in the capital development fund, allocate enough funds for purchasing a house, and create a strategic plan for expansion, we can seriously consider expansion for the ICC. One of the properties that we are looking into is currently a Bed and Breakfast - 921 E Huron St. which could be an apartment style building. Potentially, this property could hold 13+ people which would be ideal for organization. If the ICC wants to be serious about expansion, we need to work together, as a determined NPO, to help maintain affordability in the ICC.

# Capital Improvements

We accomplished several exciting things this year in maintenance. Our work spans from training and mentoring maintenance managers to completing city housing inspections to general stewardship of our historic homes. Some of our more prominent projects are shown in the accompanying photos.

This year we began replacement of Luther's old wood fire escapes. We completed the first phase on 1510 Hill St. in 2016 and will be completing the second phase on 1520 Hill St. in 2017. The new escapes are built out of galvanized grated metal that comply with modern building codes and will last for generations to come. Alongside that, they address our fire escape issues with rot, deterioration, slippery moss growth, and snow and ice build-up. We are also reducing the overall footprint of the fire escapes through consolidation, and reducing the prevalence of connections to the siding and roofing, allowing us to better restore and maintain the siding and roofing. Additionally, we added a new basement egress to 1510 Hill that greatly improves safety and access to maintenance department facilities.



Luther fire escape before



Luther fire escape after



Luther's basement after





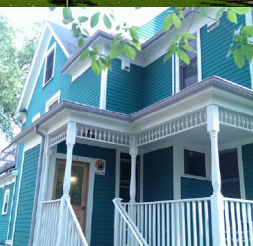


On the interiors of Luther, we have been working to optimize use of the basements. We have completed renovations of the 1520 Hill basement for a new music room, exercise space, bike storage, and much improved bathroom, laundry room, and bedrooms. This includes work to floors, walls, ceilings, lighting; sound-proofing, and mold-proofing. We are currently renovating the 1510 Hill basement for improved maintenance department facilities.

At Osterweil, we installed a brand-new roof, including new sheathing and shingles. On the interiors, we worked to improve basement lounge areas with improvements to walls, flooring, lighting, and furniture. We also improved bathroom facilities on the 2nd floor. Truth house received an overhaul of their 1st floor group bathroom facilities, with significant upgrades to shower, sink, and toilet areas. Finally at Escher, we made improvements to all 76 half bathrooms including work on bath fans, toilets, sink supports, and shut-off valves.



Osterweil after

# ICC Properties 2017

	Name & Address	Max # Residents	Year Built	Floor Area (sqft)	Year Acquired
	Black Elk <i>908 Baldwin</i>	22	1900	5,293	1986
	Ella Baker Graduate House <i>917-923 S. Forest</i>	48	1907	9,057	1956-1964
	Eugene V. Debs <i>909 E. University</i>	23	1905	4,022	1967
	Karl D. Gregory <i>1617 Washtenaw</i>	30	1908	7,254	1995
	Coretta Scott King Apartments <i>803 E. Kingsley</i>	10	1897	4,040	1956
	Muriel Lester <i>900 Oakland</i>	15	1910	3,150	1952
	Benjamin Linder <i>711 Catherine</i>	20	1894	3,344	1988

# ICC Properties 2017

	Name & Address	Max # Residents	Year Built	Floor Area (sqft)	Year Acquired
	Luther Buchele <i>1510 Hill</i>	25	1897	6,181	1986
	Luther Buchele <i>1520 Hill</i>	25	1892	5,200	1986
	Michigan <i>315 N. State</i>	19	1874	4,578	1957
	Minnies <i>307 N. State</i>	24	1886	4,903	1970
	John Nakamura <i>807 S. State</i>	29	1900	5,624	1948
	North Campus (Escher) <i>1500 Gilbert Court</i>	155	1970	53,000	1970
	Harold Osterweil <i>338 E. Jefferson</i>	12	1928	2,724	1946

# ICC Properties 2017

	Name & Address	Max # Residents	Year Built	Floor Area (sqft)	Year Acquired
	Ruths' <i>321 N. Thayer</i>	12	1901	3,000	1994
	Sojourner Truth <i>1507 Washtenaw</i>	53	1963	13,299	1970
	Stephen T. Vail <i>602 Lawrence</i>	23	1853	9,057	1961
	Moses Coady Education Center <i>1522 Hill</i>	Meeting Space	1897	2,196	1986
	Rochdale Center <i>337 E. William</i>	Offices	1896	2,286	1994
	<b>TOTAL</b>	<b>545</b>		<b>148,208</b>	

# Art in the ICC



Mural in Linder



Mural in Nakamura



Mural in Linder

Mural in Gregory



# ICC Staff Members



Nick Coquillard  
General Manager



Ronald Nelson  
Director of  
Housing Services



Geoff Mayers  
Director of  
Maintenance



Susan Caya  
Alumni Outreach  
Coordinator



Danny Edwards  
Maintenance  
Technician



Andrew Moran  
Maintenance  
Technician



McKinney V. Parrish  
Director of Member  
Services



Mohammad Esmaeili  
Information  
& Technology  
Coordinator



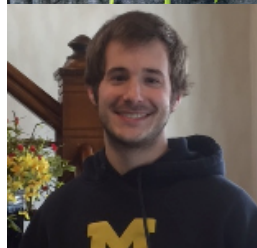
Karin Keim  
Director of  
Financial Services



Patti Kardia  
Member Services  
Coordinator



Kaylee Yaeger  
Financial Services  
Coordinator



Nick Maue  
Housing Services  
Coordinator