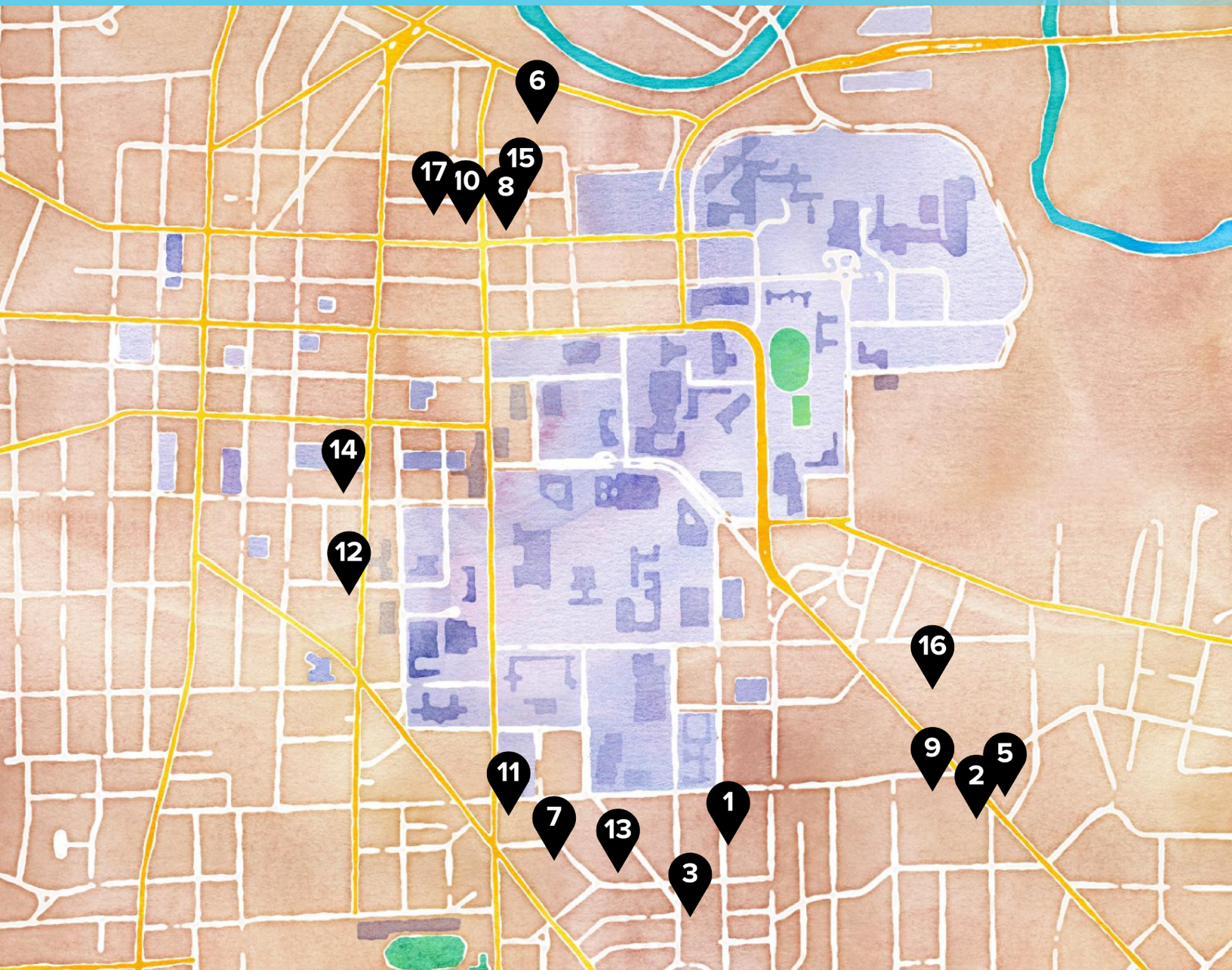




2017–2018 Annual Report Inter-Cooperative Council

at the University of Michigan | Founded 1932



1 Baker

2 Black Elk

3 Debs

4 Escher

5 Gregory

6 King

7 Lester

8 Linder

9 Luther, Ed Center

10 MichMinnies

11 Nakamura

12 Osterweil

13 Owen

14 Rochdale

15 Ruths'

16 Truth

17 Vail

A Brief History

During the Great Depression, the first cooperative 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, 11 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 now manages 16 co-ops and 21 properties that provide low-cost community living to over 500 students. The ICC is member owned and operated, with assistance of non-resident, full-time, and part-time staff members. The ICC continues to provide homes for students (and a few non-students) that embody quality living, community and social equality, safety and affordability, ongoing education, shared work, and life-long friendships.

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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

Cooperative Principles

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

1. Voluntary and Open Membership

Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, 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. The elected representatives are accountable to the membership. In primary cooperatives, members have equal voting rights (one member, one vote) and cooperatives at other levels are organized in a democratic manner.

3. Members' Economic Participation

Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing the cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

4. Autonomy and Independence

Cooperatives are autonomous, self-help organizations controlled by their members. If they enter into agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

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. They inform the general public, particularly young people and opinion leaders, about the nature and benefits of cooperation.

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.

Our Board of Directors



Board of Directors 2017-2018

Back Row

Ellen Loubert Debs Rep
Suneel Joglekar Escher Rep
Emmie Grody Owen Rep
Yosief Gheresus Baker Rep
Seth Gable King Rep

Stephan Tryban Truth Rep
Julian Tabron VP for Facilities
Rebecca Schwutke Gregory Rep
Jerod Clover Luther Rep
Seth Perry VP for Finance

Middle Row

Laima Augustaitis VP for Operations
Katie Dalman Minutes Taker
Suzette Scott Linder Rep
Joy Spencer Escher Rep

Hannah Freeland Escher Rep
Jordan Turkomani VP for Diversity
Nick Coquillard GM
Brianna Jackson Vail Rep

Bottom Row

Julia Selig Beltré VP for Marketing
Keyaria Walker MichMinnies Rep
AnneMarie Carlson Nakamura Rep
Victoria Adkins ICC President

Lydia Wandmacher MichMinnies Rep
Amanda Nelson Black Elk Rep
Josie Dykstra Osterweil Rep

Not Pictured

Toni Wang VP for Education
Lauren Blanchard Lester Rep
Darian Razdar Ruths' Rep

Victoria Adkins, ICC President



President Victoria Adkins

As ICC president, I encounter new projects and challenges every day. The process of improving my understanding of our cooperative and my skills in this role is a continuous and ever-changing journey. The most important part of this position is communicating with the Board of Directors (BoD), Coordinating Committee (CoCo), Members, and Staff. Together we support each other through tough situations and help set expectations for the ICC as a whole.

This year, from my perspective, we have been taking a critical look at our practices and evaluating how they fit into our mission. Since the Board training we have noticed the need for stronger social consciousness in our operations. Slow but steady progress has revealed itself in boardroom practices in the form of constructive briefing, participant feedback, and alternative methods for discussions. Progress can also be seen in the various proposals and discussions that have been lead by CoCo, Staff, and members. I hope future ICC leaders will continue to prioritize these actions to ensure our cooperative continues to morph and grow to meet members' needs.

The Member Assistance Program (MAP), where members from every house contribute work hours to the central organization, has undergone some structural changes. Working with Nick, the General

Manager (GM), and Yosief Gheresus Member Assistance Representative, our goal was to unfold an efficient assignment and hours-management process. While I anticipate these changes will need some time to fully develop, Yosief has been leading the implementation with dedication.

The rich and extensive history of our organization provides a strong foundation for us to build on. We have resources and institutional knowledge that span decades, encompassing different political, social, and economic eras. While we cannot harness all of it, we have members involved at every level providing perspectives, adding to the collective, and altering their house and the ICC in a unique way. Taking this into account, I believe we as the ICC are always progressing. Expectations, needs, and organizational makeup are always changing and it may seem to be a challenge for us to keep up. It often takes time to implement improvements and learn from policies, decisions, and events that don't accomplish what we originally intended. However, I would argue that in the journey to get there we're developing the space and resources for the next generation of co-ops.

The direction of the ICC is in the hands of its members and Staff. Recognizing and overcoming barriers that keep us from our ideal will only make us stronger and help us develop an organizational self-efficacy. The theme of CoCo this year was "personal growth." We need to understand how we communicate and engage with the ICC so we can do our best as leaders. Seeing the dedication of these leaders and those outside of CoCo, I am confident that the ICC is on a positive path. I see the coming years being filled with constructive dialogue about how our community operates and how we can live by our cooperative principles. I think we all owe huge thanks to our predecessors and especially to our Staff members who are supportive and dedicated to us. We all need to keep in mind that we are contributing to the ICC of tomorrow for the next groups of co-ops, as has been done for us.

In Cooperation,

A handwritten signature in black ink that reads "Victoria Adkins". The signature is fluid and cursive.

Victoria Adkins
ICC President

Nick Coquillard, ICC General Manager

The ICC: Ready For Anything

What an exciting time it is! In the middle of the many challenges in our country, including our questions around safety, student debt, social justice, sexual misconduct, and simply respecting each other, the ICC thrives as the best opportunity to affordably grow and be the best people we can be. No better place exists to live affordably and cooperatively in community while facing life's challenges and reveling in life's opportunities.

I invite you to read into our remarkable reports herein as they are a snapshot of the product of our heartfelt intentions, hopes, dreams, conflicts and questions. You will be privy to thousands of hours of collaboration rich with the spirit of our cooperative forepersons. Reflective of your daily lives, it's not always easy and fun here. We live to learn from each other, discover our differences, learn to be more vulnerable, meet our needs, reach our educational goals, and makes ends meet through jobs, internships, and other opportunities. At the end of the day, we all come out changed for life — *co-ops forever* — and better people who launch forward into their lives with a perspective few have. I love my work.

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 thank the members for a truly amazing year. Our members completely lead our nonprofit 501(c)(3) as our BoD and through intense committee work in the areas of Diversity, Finance, Marketing, Operations, Facilities, and Education. Our members tirelessly aim to ensure we remain affordable and impact our world through social justice initiatives.

This year we again 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; serve as partners with key University of Michigan departments and the North American Students of Cooperation (NASCO), an international organization, and engage with many co-ops across the nation.

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



GM Nick Coquillard

time to support or educate our members, offering an opportunity to partner with you, becoming a mentor, or in other ways. You can always reach me at gm@icc.coop or via our website, www.icc.coop.

Join us as we are ready for anything!

In Cooperation,

A handwritten signature in black ink, appearing to read 'Nick Coquillard'.

Nick Coquillard
ICC General Manager

Committee Reports



Coordinating Committee



Members

Pictured

Laima Augustaitis..... VP for Operations
Julia Selig Beltré..... VP for Marketing
Julian Tabron..... VP for Facilities
Victoria Adkins..... ICC President

Seth Perry VP for Finance
Jordan Turkomani VP for Diversity
Nick Coquillard GM

Not Pictured

Toni Wang VP for Education

Tori Turpin Minutes Taker

CoCo is made up of 8 people:

- The ICC President
- 6 Vice Presidents:
 - VP for Diversity
 - VP for Education
 - VP for Facilities Management
 - VP for Finance
 - VP for Marketing and Recruitment
 - VP for Operations
- The GM

This committee holds the responsibilities of coordinating central leadership activities and ensuring organizational actions adhere to our cooperative

values. CoCo also provides information to the BoD, as well as providing support for developing proposals that alter policies. Long and short-term organizational planning is another important focus for CoCo and assists us in meeting the goals set forth by members and the BoD.

This report outlines several key elements that CoCo has been focusing on this year.

General Conversations

- **Engaging in discussions about Board meeting structure**
From the beginning of the year CoCo has been taking feedback from Board meetings, increasing

participation, the efficiency of decisions, and the social consciousness of the space.

- **Developing relationships with Staff**

CoCo had a mini-retreat where many Staff and CoCo members got together to talk about how we all work together and the struggles we face as a group. Due to many duties we were unable to develop this further but found it a crucial component to understanding the current structure and the many perspectives of it.

- **Grappling with the challenges of limited availability with life, school, and work schedules**

Committee meeting scheduling challenges has been a frequent agenda item at CoCo. Often VPs had trouble getting meeting times where all committee members could be present.

- **Tackling problems with no structural guidelines**

Sometimes CoCo runs into issues that have no Standing Rules or previous practice precedents to guide decisions. In these instances we have been given the opportunity to delve into discussions of how we operate and what our values are.

- **Navigating leader burnout**

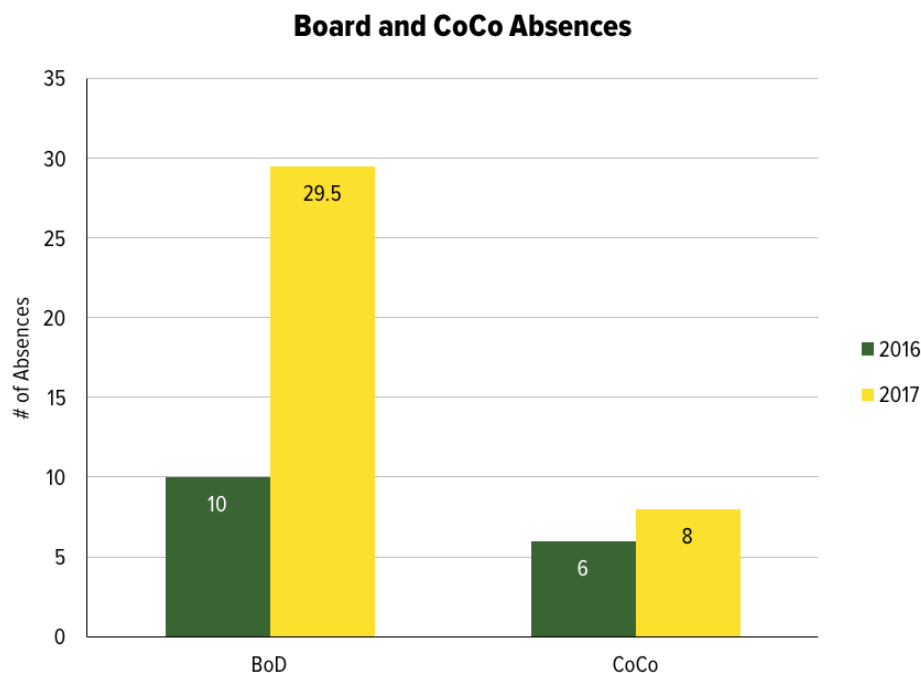
Feeling burnt out or having a lot of responsibilities (especially all at one time) is a frequent occurrence for CoCo members. After the first semester CoCo was able to take time to discuss burnout and how we could address it. This should always be an ongoing discussion however

CoCo was able to touch on a few key aspects that contribute to this, for example, struggling on administrative tasks such as finding meeting times.

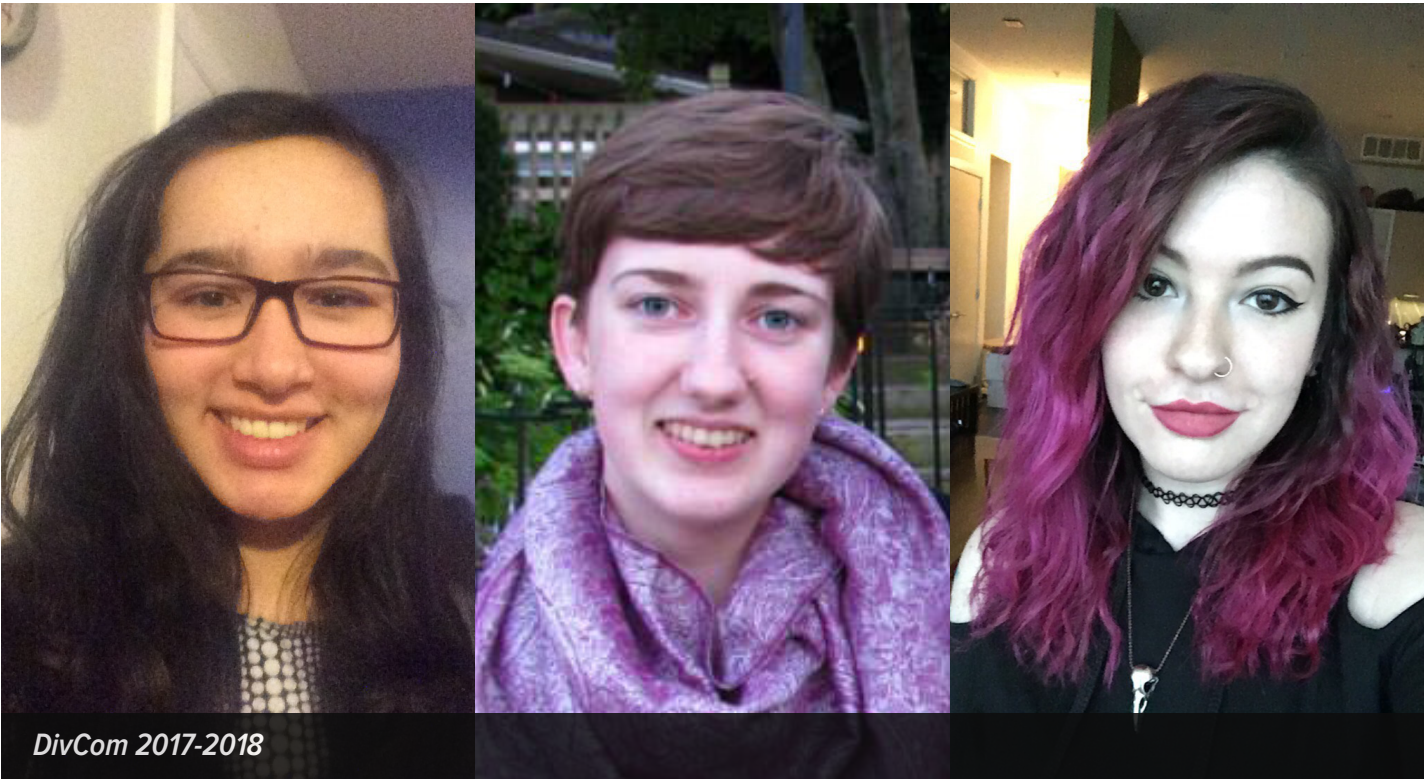
Board and CoCo Actions

- Updating Standing Rules to reflect current Alumni Team Practices.
- Approving phases of a lobbying process for property tax exemption.
- Reducing Luther House capacity by one person for a more comfortable occupancy.
- Refining the house theming in the Standing Rules with Operations Committee.
- Approving a loan for the Brick and Mortar Collective.
- Pursuing several options to generate more income in the Spring/Summer contract season: closing the Minnies' side of MichMinnies for Airbnb/Summer program, and hosting the Telluride Program in Gregory.
- Passing Standing Rule changes, suggested by Diversity Committee, to develop pathways for addressing sexual misconduct.

In cooperation,
Victoria Adkins
ICC President



Diversity Committee



Members

Jordan Turkomani VP for Diversity
Josie Dykstra Osterweil Rep

Sarah Saks-Fithian..... Member Assistant from Debs

Since the beginning of my term in September 2017, my committee has accomplished a great deal despite having a shortened timeline - a big thank you to Toni Wang, VP for Education, who stepped up to help put on Fall trainings in the absence of a VP for Diversity. Diversity Committee (DivCom) has focused our efforts on improving our sexual misconduct policy in order to make the ICC a more survivor-centered organization.

We spent the first month conducting research. We examined other co-ops' policies and our own, hoping to better understand the limitations of our own policies and to see if other organizations had policies we could model ours after. We struggled to make sense of our Standing Rules, with all their cross-referencing and convolutedness, and found nothing that dealt specifically with sexual assault except for the definition of consent. Around this time McKinney, the Director of Member Services, began attending our meetings. She has been extremely valuable to DivCom and I cannot thank her enough! Additional

shoutouts to Maya Menlo, Becca Kephart, Ana Leon, Logan Drummond, King members '14-'15, Coopers for Healthy Relationships (CHR) '15-'16 and '16-'17, DivCom '15-'16, and Heather Skye Colohan, whose past work was a huge help.

With McKinney's thorough knowledge of the Standing Rules, we uncovered a number of procedures that can be set in motion by survivors if they so choose. These procedures had long been in existence but were little-known and scattered throughout the difficult-to-parse Standing Rules. We decided to organize these procedures into a more accessible format, resulting in the survivor options flowchart. We also realized these options are also applicable to other sensitive situations, which we refer to under the blanket term "criminal and prejudicial behavior."

During this process we also uncovered some problems with the Standing Rules, and presented a two-part proposal to the BoD that corrects those issues. The first part of the proposal rearranges

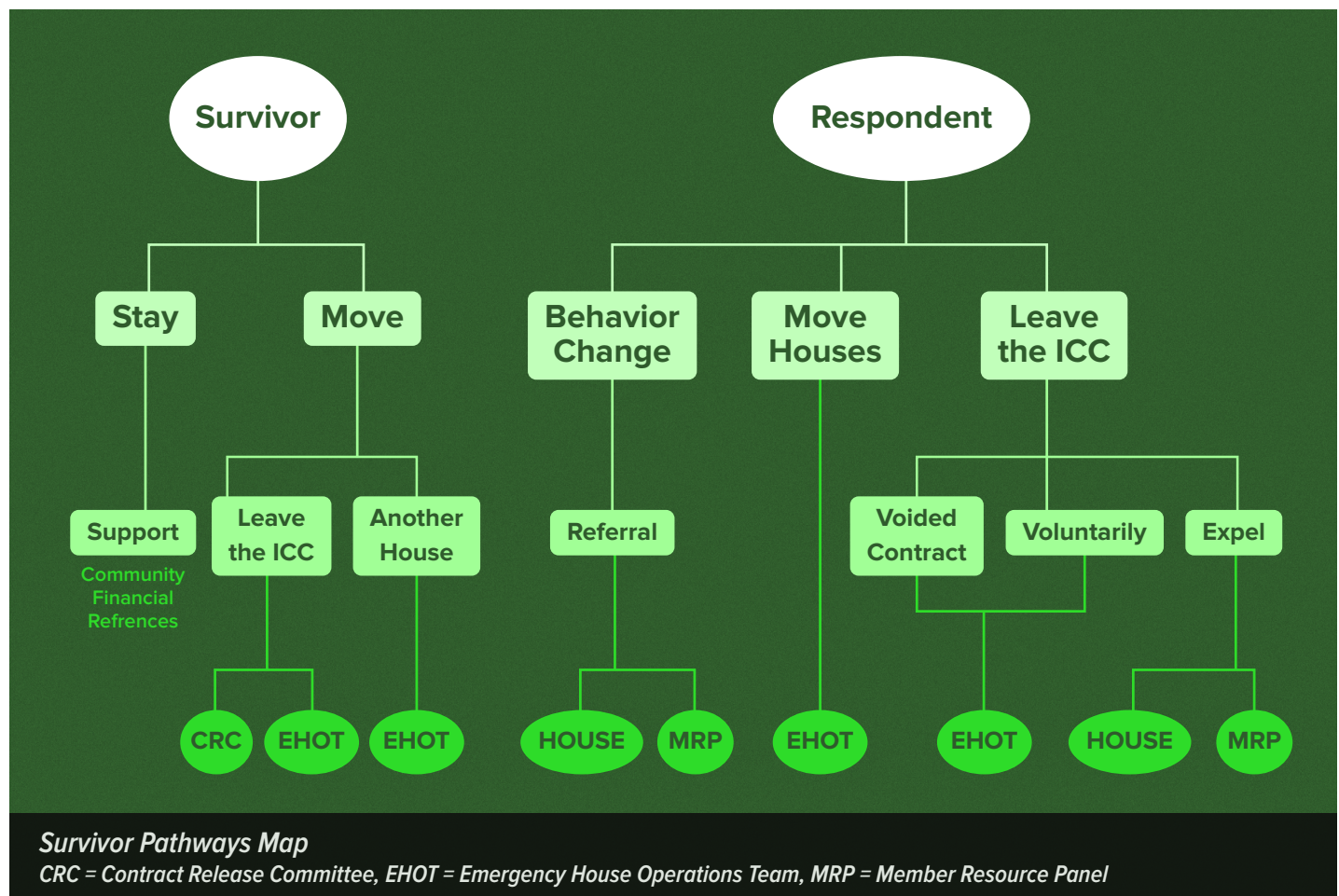
committees that deal with sexual misconduct cases to more equitably distribute responsibilities, affecting the makeup of Emergency House Operations Team and Member Resource Panel. The second part makes minor changes to the Standing Rules, offering clarification and emphasis, and correcting inconsistencies and likely errors. The proposal went through Kwunsensus on March 11th!

For the remainder of the term, we plan to institutionalize and build upon the work we have done so far. We aim to raise awareness of the survivor pathways by putting informational posters in all the houses, and ensuring that the information becomes a permanent part of orientations, first house meetings, and trainings. We will also begin drafting policy for Contract Release Committee, Emergency House Operations Team, and the Member Resource Panel, a long-term project which we hope will be continued by a future DivCom.

In cooperation,
Jordan Turkomani
VP for Diversity

“My years in the ICC have shown me the opportunities for growth, the power of truly democratic decision-making, and need for conflict-resolution skills that come with intentional communal living. Black Elk and Debs have given me such a strong community, grounding me and functioning as a family when I need it. I have made friends who have watched me grow in radical ways, and who have gotten me through some struggles and crises. Getting to know someone while you are already living under the same roof can be wild, but the co-ops have been foundational to the most incredible relationships I have. If I had lived anywhere else during this tumultuous time as a student and my year post-graduation, it’s hard to say if I would be the person I am today.”

Amanda Nelson
Black Elk, 2015 — present
Debs, Spring/Summer 2015 & 2016



Education Committee

Members

Toni Wang VP for Education
Ellen Loubert Debs Rep

Suzette Scott Linder Rep
Briana Jackson Vail Rep

Education is a vital component of living within our cooperative homes. In addition to our cooperative principles, the ICC is a registered 501(c)(3) nonprofit. That means the Federal Government and the State of Michigan recognize the impact our educational programming has not only on our members but our community at large. Without a Vice President in place for the second half of the term, Patti Kardia (Member Services Coordinator), CoCo and the above BoD reps have been ensuring we're still making progress on our programming. I'll keep this short and sweet as I believe our statement of purpose and data speaks volumes to the successes we've seen in Education and Training.

Working at the speed of cooperation,
McKinney V Parrish
Director of Member Services

Our program can be categorized into three distinct educational efforts:

Education for successful management of our co-op houses and organization as a whole by training:

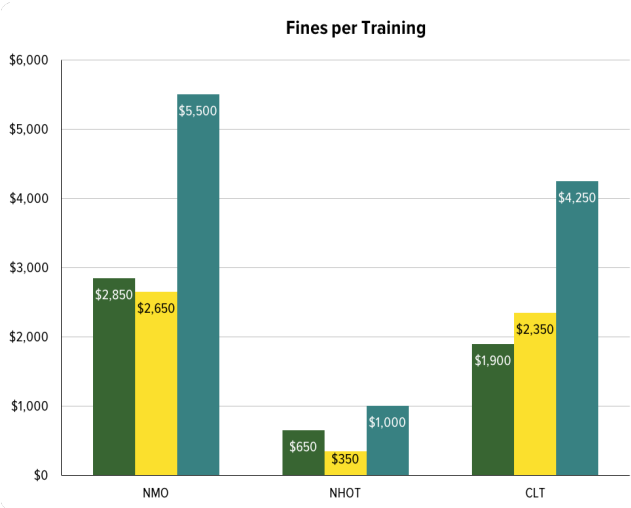
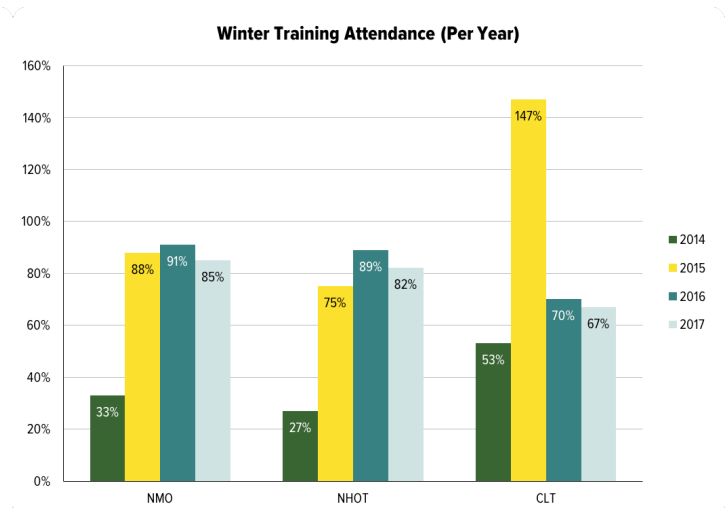
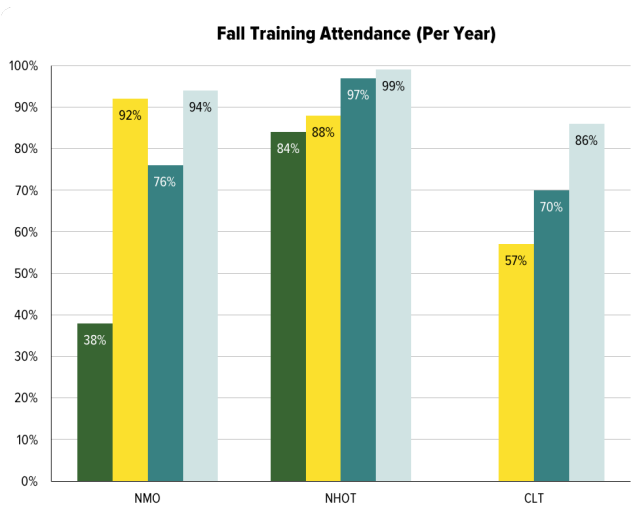
- House officers
- New members
- Board members
- Coordinating Committee

Education to improve and enhance knowledge and skills in:

- Conflict resolution and problem solving
- Handling issues of sexual harassment
- Mental health and disabilities
- Understanding of ICC policies and procedures

Education to promote cooperative principles and practices and a better understanding of the cooperative movement by:

- Providing scholarships/funds for attendance at NASCO Institute as well as information and networking about and with other cooperatives



Facilities Management Committee



Members

Pictured

Andrew Moran Maintenance Coordinator
Julian Tabron..... VP for Facilities Management
Lauren Blanchard Lester House Rep

Not Pictured

Seth Gable..... King House Rep
Darian Radzar Ruths' House Rep
Minh Tran Gregory House Rep
Geoff Mayers Director of Maintenance

Background

Over the past few years, Facilities Committee (FamCom) has gone through several name changes. In 2011, members of the Development Committee and the Maintenance Committee passed a proposal to merge and change their name to the Sustainability Committee in an effort to shift the focus of the ICC to sustainability initiatives. Due to lack of clarity of the committee's responsibilities in the Standing Rules, the BoD decided to change the focus of the committee to major maintenance projects. This committee title was short-lived as new 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 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 BoD 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 the 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. In the past, several ICC properties caught on fire and burned down which forced the organization to shut down these properties. Steven House burned down in 2004 and Zeno House burned down in 2009 as a result of a couch fire caused by an improperly disposed cigarette.



In an effort to prevent these incidents from occurring in the future, FamCom shifted its focus to improve the fire safety protocols for all of our houses especially in light of recent house fires in Black Elk (2011) and Gregory (2014). Outlined in the Strategic Plan objectives for 2017-2018, FamCom prioritized the development of emergency plan layouts for natural disasters, active shooters, and fire incidents. In order to fulfill these tasks, we will continue to work

with house leadership to create a floor layout for each floor in the house, so people can exit the property safely in the event of a fire. We keep records of this information on the houses' Google Drive folder so members can access it and update the information over time.

FamCom focuses on providing resources to house officers such as the Work Manager, Food Steward, Kitchen Manager, Sustainability Steward and House Presidents.



Zeno House fire

Spring/Summer 2017

Native Garden Initiative and Landscaping Projects

During the Spring, FamCom spent some time researching ways for members to access plant nurseries. Our goal was to find potential vendors and free, accessible resources so members can start their garden work early in the Spring. The VP for Facilities presented an gardening and landscaping presentation to the BoD at the first Spring term Board Meeting so members can educate their houses on how to access the ICC landscaping funds, gardening options, and free city resources such as compost and mulch. We also provided clarity on lawn mower policies and help houses avoid citations from the city ordinance.

Managing air conditioning (AC) units in ICC

As per ICC Standing Rules, FamCom is in charge of managing AC units during the Spring/Summer term. We contacted houses prior to AC unit inspections to ensure houses correctly reported the correct number of AC units. All houses were inspected during the months of June, July, and August. We found a few issues of members incorrectly installing AC units and houses underreporting AC units. We will look

into prorating AC unit charges and providing helpful resources (such as signs) of how to correctly install an AC unit. FamCom will present a proposal to the BoD to amend the AC units charges calculations based on feedback from this Summer.

Fall/Winter 2017-2018

Strategic Plan Updates

Here are the new Annual Objectives added to the Strategic Plan for 2017-2018.

1. Develop an emergency preparation plan for natural disasters, active shooters, and fire incidents. Work with house leadership to create a layout of evacuation plans and procedures for various emergency situations. Finalize and add emergency/evacuation plans for all ICC properties (I6) – FamCom, Maintenance Managers. (NEW, 8/6/17)
2. Continue Native Garden Initiative (NGI) and monitor the progress of pilot houses from the Summer of 2016. NGI focuses on introducing native perennials on the exterior of the property for the purpose of maintaining ground cover that does not exceed the 12 inch limit mandated by the city community standards. This project will focus on growing perennial plants on some of our houses during Spring/Summer. (I7) – FamCom (NEW, 8/6/2017)
3. Organizational Management: Improve the overall kitchen management in all ICC houses to meet OSEH Group Housing Kitchen Guidelines. Educate members on proper kitchen sanitation, equipment usage, and food safety. Provide resources to Kitchen Managers so they can develop effective and organized systems that are easy for members to follow. FamCom will continue to monitor these systems by conducting mock kitchen inspections to prepare houses for OSEH city kitchen inspections and provide feedback on how to improve kitchen management. (O6) - FamCom, EdCom, Kitchen Managers, Maintenance Staff (NEW, 8/6/2017)

Institutionalization of Kitchen Management

One of the main projects FamCom has undertaken this year is the institution of mock kitchen inspections. Committee members conducted these inspections for each house according to Environmental Health and Safety (EHS). They conduct mandated

city-inspections for small group housing units such as student cooperative housing, fraternities, and sororities. These mock inspections are meant to prepare houses for official kitchen inspections and to ensure that houses comply with group housing kitchen guidelines for the health and safety of all ICC members. FamCom has and will continue to conduct these mock inspections once per house per term.

Thanks to Geoff Mayers and previous members of FamCom our Kitchen Managers are well-informed about kitchen management, especially for managing commercial-grade kitchens. As of recently, Kitchen Managers are now required to attend New House Officer Training (NHOT). The Director of Maintenance (Geoff Mayers) and the VP for Facilities (Julian Tabron) led the Kitchen Manager trainings. We provided them with folders that contain the description and guides for proper kitchen upkeep and we usually give them some free cleaning supplies to help them deep clean areas of their kitchen. We have improved our training structure for Kitchen Managers. In addition to, FamCom provides resources to Kitchen Managers EHS food safety guides via email and our Google Drive which contains all the training resources that will help them effectively take care of their kitchen.

Each term we conduct mock kitchen inspections for all non-boarding houses to simulate and prepare houses for real city kitchen inspections. FamCom manages a spreadsheet to keep track of mock kitchen inspections and OpsCom uses this information to track how well houses are doing operationally for their Key Performance Indicators (KPIs). The VP for Facilities delegates tasks to committee members to conduct mock kitchens inspections. We use the sample EHS off-campus housing kitchen inspection form to determine if a house should pass or fail the inspection and then we provide feedback of what areas of the kitchen management need to improve. Inspectors also use this opportunity to give supplies to kitchens like meat thermometers, sanitizing test strips, and required EHS kitchen signs.

Mock kitchen inspections are currently ongoing so we cannot report the results for the 2018 Winter term. Some of our members failed to inspect all of the kitchens that they were assigned so we have some missing data from 2017. In the past, Maintenance Staff have found these mock kitchen inspections

to be useful so they are aware of which areas of the kitchen houses need to focus on before they prepare the houses for real kitchen inspections.

Emergency Preparation Planning

The current VP for Facilities delegated tasks to committee members to focus on emergency preparations planning. This process may take several years to complete since current FamCom members are working with the Maintenance Managers in their own houses to create a layout. Fire extinguisher locations, escape routes, and an outside meeting location will be displayed on the emergency plan layout. Our goal is to make these legible and easy to interpret in a fire situation. As we finalize the emergency preparation layouts, we will laminate and place them on each floor of the house. The current houses that we are working on are Gregory, Owen, Lester, Ruths', and Truth House. We hope to finish this project by the end of the Winter term 2018.

Floor Type Survey

The Housing Department requested for FamCom to collect floor type information for every habitable private room in the ICC. Previous members in the Spring/Summer terms requested this information but we were unable to provide it. As a response, we created a short floor type survey and distributed it to houses. We collected this data in a spreadsheet for every house in the ICC. In general, most of the houses have carpet, hardwood, tile, or laminate flooring. Since Escher House had a low response rate, the VP for Facilities went around the rooms to determine the floor types for members who did not fill out the survey. Once we finish collecting this information, we will submit it to the Housing Department so prospective members know what type of flooring is in each room.

Winter Seasonal Updates on Composting and Snow Shoveling

FamCom has been communicating with house officers that the city stopped Winter composting. Sustainability Stewards have worked to create alternative composting methods like a compost tumbler for the Winter. For example, the Sustainability Steward of Owen House, Caitlyn Nalley, proposed to her house to approve the purchase of two additional composters through the house amenities funds. We found a composter on Amazon that was easy to



assemble and large enough to get the house through the Winter season composting.



Composter for Owen House

Other seasonal updates focused on snow shoveling awareness. Historically, houses do a poor job shoveling the snow during the Winter. This year was no exception. While snowfall was notably heavy during the Winter months, houses struggled to create clear paths for their mail carriers. House leadership was warned that they could receive citations if people filed complaints to the community standards unit of the Ann Arbor Police Department. At least one house has reported that their house received a citation for failing to shovel the snow adequately after the 24 hour snow period.

The VP for Facilities sent an annual Winter seasonal email update providing information about the importance of shoveling the snow which includes a diagram provided by the city of Ann Arbor. This diagram shows which areas need to have a clear path to avoid receiving a citation. This email also include information on where to obtain free salt and sand mix, which are provided at various Ann Arbor parks for anyone to access as long as they bring a bucket and a shovel. As a response to the poor snow management, the VP for Facilities worked with Director of Maintenance to create a sign which addresses the importance of snow shoveling and provides a diagram of which areas need to be shoveled. We laminated these signs and we will ensure that they are distributed to each house and placed in a conspicuous space.

Future Goals for ICC

Major Maintenance has been one of the primary concerns for the ICC in recent years due to our aging buildings. Most of our properties are over a century old so we will be spending a large portion of our income on renovating our properties to prolong their use. The city of Ann Arbor requires these aging properties to conform to building code, so our Maintenance Staff have been working with building inspectors to replace old existing infrastructures. For example, we had to replace both fire escapes at Luther House 1510 and 1520 because the older wooden fire escape violated the municipal fire code. FamCom seeks to work with the Alumni Team to address these growing concerns so we can start a fundraising campaign to aid in costly renovation projects. ICC charges are expected to increase in the foreseeable future and Major Maintenance projects are the driving expense which threatens the affordability of the ICC. We want to reach out to external sources of funding so we can keep the ICC affordable for members.

Other goals are focused on maintaining cleanliness in the houses. Some houses still struggle to keep their common spaces clean and presentable. This is an ongoing issue since house members have control over their cleanliness. Many members still do not understand the importance of keeping their houses clean. We want to attract prospective members by showing presentable common spaces, which is why we emphasize the importance of productive work holidays. Keeping the houses clean can help keep the costs low in the ICC. Some houses risk receiving fines when they do not keep their common space rooms clean, especially prior to city inspection. Our goal is to improve in these areas by motivating members to be more accountable for their actions. Moving forward, we hope the FamCom can find new strategies to promote safety, maintenance stewardship, and cleanliness in their houses.

In cooperation,
Julian Tabron
VP for Facilities

Finance Committee



Members

Jerod Clover Rep from Luther
Karin Keim Director of Financial Services
Stephan Tryban..... Rep from Truth
Lydia Wandmacher Rep from MichMinnies
Amanda Nelson Rep from Black Elk
Seth Perry VP for Finance

The Finance Committee (FinCom) serves a critical role in the ICC. It compiles and presents the annual budget; pursues feasible cost-saving measures; manages payment plans; awards the Martin Luther King (MLK), Bridge, Miriam O. Zahler, and David L. Smith scholarships; and provides financial perspective and advice to the BoD. As a committee, we seek to inform and guide the BoD 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.

Financial Report

In this year's report we have included the financial statements from our 2014-2015 financial audit. We are working diligently to get the final audited and approved numbers for subsequent years, but for transparency's sake we do not want to report estimates instead of actuals. It stands to say that we are in fact financially healthy. Our \$1.7 million in long-term debt is manageable relative to our \$6.5 million in assets and approximately \$4.5 million in equity. We maintain an investment fund, roughly \$750,000, that supports our member scholarships.

Next Year's Budget

FinCom's 2017-18 Fiscal Year (FY) has been a continuation of the great work done by the previous iteration of the committee. We expanded upon the budgetary reform work of the past year to reach a point that FinCom believes will help stabilize the organization in the long run. For many years we have had quite unpredictable fluctuations in our charges. The committee did research this year to help guide us in on our mission to provide not just affordable housing, but to push the organization towards sustainable affordability. Looking back, over the past 24 years, of Central Campus charges, the average charge increase has been 3.01% from year to year. The more astounding observation is that there has been a standard deviation of 2.50% in those years. To combat this volatility FinCom has done work to write this fact down in as many places as possible so that it is not lost, and so that future iterations of the ICC see a more predictable and sustainable change in charges over the years. Next year there will be another above average rate change of \$16 for Fall/Winter Central Campus rooms. This additional charge is helping to add additional part-time help in the Finance Office, increasing the Maintenance budget, and covering well-earned raises for our full-time Staff.

Scholarships

Our biggest area of concern outside of the budget are member scholarships. We offer three 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 is provided by alumni donations

and our scholarship investment fund. Total scholarship funding available for 2017-2018 was \$49,900. The MLK scholarship offers up to \$2,400 to all qualifying members on a rolling basis. Through the 17-18 FY, we awarded 24 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 \$4,990 for 2017-2018. All cases are assessed on an individual basis by the committee. This year, FinCom awarded two Bridge scholarships.

Other Areas

FinCom, with major support from MSC Patti Kardia held its first financial literacy trainings! One was held over the Summer and another during the Fall semester with plans for another in the Winter semester. It has been a long standing goal to help educate our members with financial survival skills. We hope to continue and further develop this framework to better suit the needs of college students and soon to be graduates.

With help from the BoD and previous iterations of FinCom we were able to help out the new Brick & Mortar Collective in Detroit with a loan of \$10,000! As we are the largest co-op in the Midwest, and especially Michigan, we see it as our financial duty to aid smaller cooperatives and keep the cooperation among cooperatives thriving! Huge thanks to all the members of Brick & Mortar for attending multiple BoD meetings to see this through.

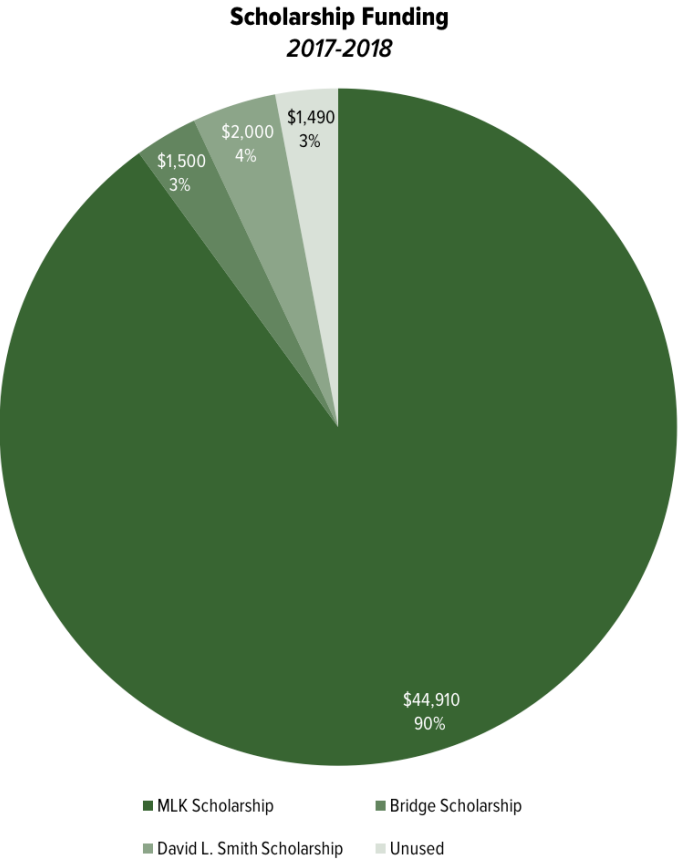
The Future

I personally believe that the future of the ICC remaining affordable will not be with the squeezing of wallets, however sometimes that is needed. It will come through a shift towards sustainable affordability with more financial aid and more opportunities for the redistribution of wealth within our organization. We are an organization blessed with brilliant and empathic people. The ICC will continue to thrive as long as we truly listen to them.

In cooperation,
Seth Perry
VP for Finance

Karin Kiem
Director of Financial Services

Amie Gook
Finance Coordinator



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

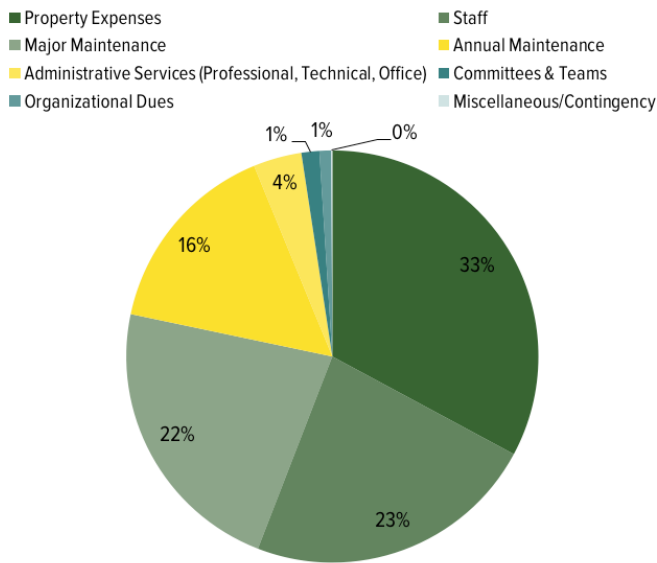
Net Assets

Unrestricted.....	\$3,738,809
Temporarily Restricted	\$800,772
Total Net Assets	\$4,539,581
Total Liabilities and Net Assets.....	\$6,568,285

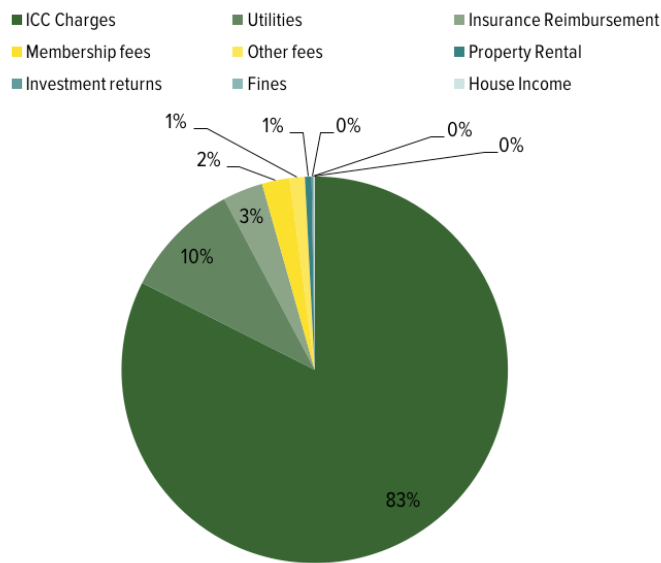
Statement of Activities and Changes in Net Assets

For the Year Ended April 30, 2015

Expense by Category, FY 14-15



Sources of Revenue, FY 14-15



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)

Marketing Committee



Members

Rebecca Schwutke Gregory Rep
Hannah Freeland Escher Rep
Suneel Joglekar Escher Rep

Julia Selig Beltré VP for Marketing
Sadie Mae Alpern Member Assistant from Debs

Marketing and Recruitment Committee (MRC) has been busy this year!

One thing we focused on this year was merchandising. We revamped an old Guff Love design for t-shirts, produced buttons/pins with LGBTQ+ flags which featured a simplified version of our ICC logo, and printed LGBTQ+ race/ethnicity-inclusive ICC stickers. From now on we have decided to create t-shirts that are printed with the year they were released so that current members and alumni can enjoy and collect ICC shirts by year.

We have successfully advertised both at the University of Michigan and at Washtenaw Community College and devised ways on how to communicate with students from different campuses. This included promotional tables, flyers, table tents, and more. Conversations with Staff and Counselors at Washtenaw Community College to refer students looking for housing to the ICC are ongoing. We are prepar-

ing for advertising at Eastern Michigan University next Fall.

We also hosted our second annual Open House Dinner at MichMinnies during the Fall term in which prospective members were able to meet cur-



2nd Annual Open House Dinner at MichMinnies

rent co-opers, share a meal, and tour our Kerrytown houses.

Another event planned for this year is our second annual ICC Prom! Last year was a success and this year we are going bigger and bolder at the Rogel Ballroom at the University of Michigan Union on April 14th. You can expect to see ICC bands and local performers playing throughout the night.

When it comes to informational and training materials, I reorganized MRC’s Google Drive to make it more accessible and all relevant day-to-day materials are located in the same folder. Thanks to the work of the Creative Communications Team (ICC-T) we were also able to launch a new website and a comprehensive brand guide that includes fonts, colors, house descriptions, and relevant historical facts.

Thanks to these events and the hard work of our committees and teams, the ICC has managed to gain and retain a stable membership throughout the year!

What comes next? Airbnb! To temporarily tackle our low Summer occupancy, we will be opening half of MichMinnies (Minnies) as an AirBnB. We expecting to gain more money and offset expense/income, create affordable short-term rentals in the downtown Ann Arbor area, and educate our guests on the ICC and the cooperative movement.

In cooperation,
Julia Selig Beltré
VP for Marketing and Retention



Best Part of Living in a Co-op 2016 -2017 Exit Survey			
Community 149	Food 30	Affordability 16	Varying Cultures 16
The people The co-ops are genuinely an amazing place to live, with the friendliest and most welcoming people I’ve ever lived with	No need to cook by myself Healthy food options Many kind people	It was highly cost-efficient!	The best part was meeting people from different backgrounds

Operations Committee

Members

Laima Augustaitis..... VP for Operations
Joy Spencer Escher Rep

Annemarie Carlson..... Nakamura Rep
Emmie Grody..... Owen Rep

I expected to spend many Operations Management Committee (OpsCom) meetings this year discussing Standing Rule content. This is because last year the restructuring overhaul was completed by an Ad-Hoc committee, Staff, and CoCo members. This year began very theoretical:

- The OpsCom policy manual was updated and KPIs were detailed to include how things were done last year.
- Contractual elements were adjusted, such as the gender representation in Rent Manager.
- House theming definitions were clarified.
- KPI standardization was tested for officer evaluations and accountability.
- Spring/Summer boarding was discussed presentation-style (later operationally was changed to automatic no boarding for simplification).
- Chapter 12 of the Standing Rules was put under a lot of scrutiny.

Additionally, other duties of OpsCom came to fruition. The nature of OpsCom is both operational and priority driven. Things happen! It was not uncommon to be 'on call' for unexpected events. I have jumped into the car with Ron (Director of Housing Services) to respond to prospective members' concerns. I have inspected houses many times, even outside of routine KPI checks. Additionally, we have had emergency meetings as a committee. I was so glad to see everyone show up when it was necessary. My committee members in BoD meetings (Emmie and Annemarie) have been so active and knowledgeable about what is going on in the organization. They are strong presenters and I am confident that they will continue in other ventures with the same passion and success. The ICC President and I talk every day about what we hope to see or to bounce ideas off of each other (we also live together which makes sense that the ICC comes up). As a member of CoCo you truly do get very absorbed into what is happening with our members. We are members too and sometimes other members forget that! I care a

lot about people and their safety. I worry sometimes but other times feel good knowing that we have a dedicated and communicative Staff and membership. I am incredibly grateful for this.

To wrap up this year we finally are trying to find the time once again to line by line go through Standing Rules. Chapter 12 needs updating because we have run into the most issues here. We will be bringing a presentation to the last BoD meeting to show our progress on KPI completion. Some houses are doing very well! It really helps that we have almost two years of almost-complete data when looking at the newest KPIs. Finally, we are doing a fun project on looking more into Central Student Government funding at the University of Michigan. We want to update house emergency preparedness and first aid items on hand. This goes very well in conjunction with FamCom's completion of mock kitchen inspections.

I want to give many thanks to a very supportive CoCo and Ron. I always learn a lot.

The State of the ICC

I am very concerned about party culture and how that tends to advertise the ICC to prospective members. This in itself is isolating and can represent a toxic and insensitive living environment. I am very saddened sometimes when I hear people talking about wanting to move to a co-op because they went to a party where the house ended up getting trashed. People trash our houses sometimes. Often it is the very people who live there. We have long waitlists and it is anxiety-provoking to be on a waitlist. Not everyone can comfortably remain on a waitlist nor can others wait until the Fall to receive a scholarship. I wish the ICC was more accessible to low-income students.

In cooperation,
Laima Augustaitis
VP for Operations

Team Reports



Alumni Team

Members

Moses Bisel Team Chair
Michael Tang Team Member from Nakamura
Jacob Rothman Former Team Chair
Michele Laarman Team Member from Linder

Derek Gonyon Former Team Member from Escher
Susan Caya Alumni Outreach Coordinator
Nick Coquillard GM

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

The Alumni Team has one primary responsibility and that is to ensure and maintain the successful functioning of the Alumni Association and its Alumni Program. This translates into four ongoing efforts:

- Encouraging alumni to reconnect with the ICC and fellow alumni and cultivating these relationships through specific alumni events and activities.
- Engaging alumni to share personal skills and resources with current members.
- 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 members through its alumni connections.

Activities of this past year have included:

- Alum Coffee Hours at Argus Farm Stop (June) and Kerrytown Sweetwaters Café (October).
- ICC Chicago get-together (June) at the Production Facility and Taproom of Revolution Brewing (owned and managed by former member Josh Deth).
- Educational presentations for the BoD (June and September).
- Phi Sigma Sigma tour of Truth House.
- Participation and presentation at the Fall Annual Meeting (FAM).
- Developing and offering an Alumni Engagement Collaborative Space at NASCO Institute.
- Awarding of monies from the David L. Smith Scholarship Fund to two Owen House members.

- Attended, with invited Alums, the 2017 Winter Annual Meeting.
- Planned Goodbye Party in April 2017 for members leaving the co-op as graduates.
- Helped to promote free workshops on computer programming developed and taught by ICC Alum, Ray Batra.
- Production and publishing of the 2017 Alumni Cooperator.
- Revision of ICC Standing Rules regarding the Alumni Association/Program.

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, recreate, and share the passion and understanding that comes from the experience of living in a co-op community.

In cooperation,
Susan Caya
Alumni Outreach Coordinator

“Living in the co-ops has been an amazing experience. There is always someone around to swap stories with and learn from. Having a sense of family in my home away from home really helps me cope with my mental health struggles.”

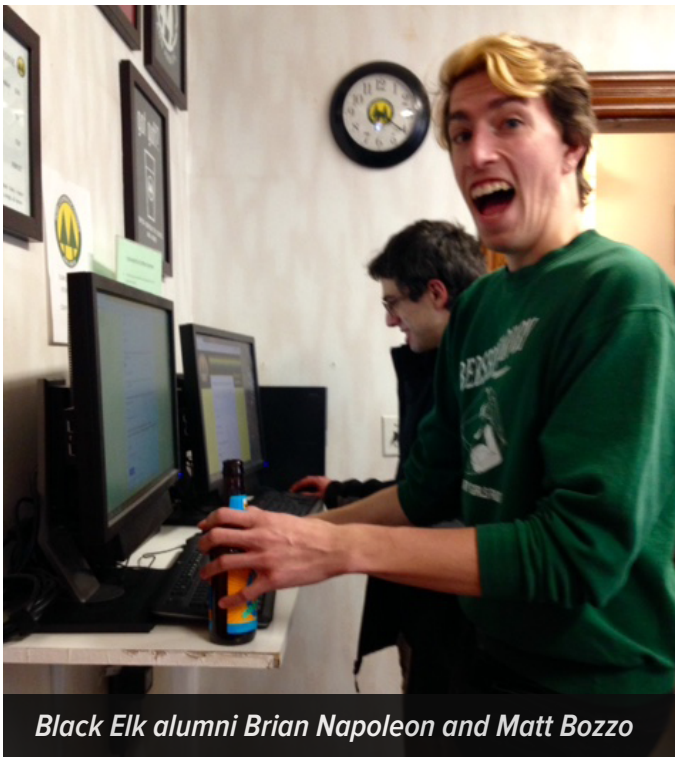
Taylor Lascko
Black Elk, 2017 — present



Davi and Greg Napoleon



Eve Silberman (Nakamura) and Kittie Morelock (Vail)



Black Elk alumni Brian Napoleon and Matt Bozzo



Derek Gonyon, Michele Laarman, Nick Coquillard



Nick Taylor, Michael Burton, Jay Miller



Elizabeth Rohr and a friend



Managed by ICC Alumni Laura (Matney) Barch

Thank You to Our Donors

Kittie Morelock

Vail 1962-65

Vincent C. Lai, PhD. Scientist Emeritus, US Geological Survey

Owen 1958-60

Arlene Weisz

Lester 1968-69

David and Susan Gitterman

(David) Pickerill 1970-73

L. Jorn and Louise L. Dakin

(L. Jorn) Michigan 1959-61

The Charitable Giving Card Program of The Community Foundation of Middle Tennessee

Charlotte Schwimmer Elsner

Lester 1956-58/Mark VIII

Barbara Goldman Zaret

Tri-House 1966-69

Phil Zaret

Nakamura 1963/Tri-House 1963-69

Marge Piercy

Stevens 1955/Osterweil 1955-57

Sanford Rosenzweig, Ph.D

Owen/Nakamura/Lester 1950-53

Jose L. Reissig

Michigan 1946-48

Robert Farmer, Jr.

Michigan 1951-53/Mark VIII 1958-60

Mildred Federbush Sacks

Lester 1945-48

Lothar Herrman

Owen 1961-62

Aldis Lapkins

Nakamura 1965-71

Mike McReynolds

Nakamura 1960-61

Celeste Ward

Gregory '00-'02

Nick Kuilema

Gregory '99-'02

Charles Sewell

Bernard Choden

Nakamura 1947-54

Hattula Moholy-Nagy

Owen 1952-53/Osterweil 1953-55

Leonore Sternlight

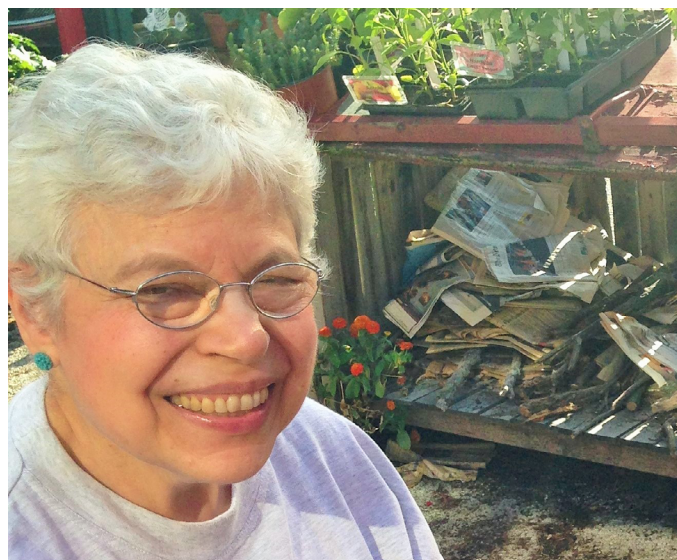
Stevens 1946-48

Hattula Moholy-Nagy

Owen 1952-53/Osterweil 1953-55

Leonore Sternlight

Stevens 1946-48



Kittie Morelock



Black Elk Alumni Matt Bozzo, Astrid Santiago, Brian Napoleon, and Dean Fogarasi

Co-ops for Healthy Relationships



Members

- Kim Sorenson.....Fall Team Chair
Angelique HenryFall Team Chair

This year, there was some shade directed towards Coopers for Healthy Relationships (CHR) as we did not have an active (read: visible) team. This resulted in some folks questioning the validity or longevity of the newly formed team. Society tends to place a large importance on **how seen** and **how loud** a movement is and **how much it can produce**. While there were not formal meetings, due to member turnover and Staff advising more teams/committees than time allowed, the work of CHR and spirit of the team were definitely present this year as you can see in the DivCom report. Therefore, I'm going to take the time to amplify and give eternal pinecones to the members who helped make this year's work possible.

In 2015 CHR was born; we worked off the following:

- We are no better than Greek Life
 - Co-op elitism is very real and gets in the way of our work. We do not live in some alternative utopia—we have very real problems and need to talk about them.

- The main problem of the ICC right now is that the community doesn't admit that sexual assault happens in co-ops and to our members. **Shatter that myth!**
- We need to work with Greek Life and approach our problems similarly to how they're approaching theirs.
- Speak Outs, Diversity Peer Educators=Social Chairs, mandated sober monitor training, required bystander intervention workshops, etc.
- This work needs to be framed as a **movement** dedicated to shifting cultural norms within our houses. It can't be thought of as a committee in the ICC, but rather grassroots organizing.
 - We need to interacting with members at the house level **more** than with the BoD.
 - Destigmatize involvement in the ICC.
 - Be transparent in the work we are doing! Post the meeting minutes on a Facebook page or email list.
 - It's okay to shame the ICC, as an organization, into being better. Acknowledging that we have problems means that we care.

I am happy to report that significant strides have been made since the traumatic 2015-16 consent **definition** proposal BoD meeting. Our environment reflected much of what you see in the world today regarding sexual misconduct: disbelief of survivors, unfounded legal liability concerns, false reporting fear, and a complete lack of acknowledgment or accountability of the harm perpetuated **in our community and by our community**.

We spent the next two years learning from that experience:

- Identifying barriers faced
 - Burden of proof for sexual misconduct
 - Legal standards
 - Liability
 - How many lawsuits have occurred?
 - 0 in 4 years
 - Haven't found any on initial searches

- How many survivors have left our communities vs. respondents?
 - Too many
- Challenging our narratives of power
 - What power dynamics and identities distracted from the goal—a **definition** not **judicial process**
 - Who had power to disrupt?
 - Hint: Cis-White-Men
 - Why is sexual misconduct held to a higher standard of proof/liability
 - Than alcohol or other drugs (AoD)?
- Leveraging the cooperative and University of Michigan work that has been done in other communities
- Communicating on a social/emotional level at the BoD
 - Challenging structures and utilizing multiple learning styles to access and contribute to the discussion

The result of this work plus the **extreme** dedication of the smallest DivCom in four years = a **massive** change to our accountability systems within our community. As always, there is more work to be done on the policy side of life—helping our leaders navigate the systems, informing our members of their options, and holding folks accountable when harm is perpetrated. Cheers to **working together** to make our homes more inclusive and safe for the radical exploration of student and professional life that the ICC offers!!

“Work hard in silence, let your success be the noise.”

— Unknown

Start by believing,
McKinney V Parrish
Director of Member Services



Creative Communications Team

Members

Aleah Pisarz..... Communications Coordinator
Claire DensonLuther House
Stephanie Trierweiler Vail House

Melissa Newman.....Luther House
McKinney V Parrish Director of Member Services

At the end of September we launched our brand new website! Several of our Member Assistance team members helped to edit and proofread all of the information.

In cooperation,
Aleah Pisarz
Communications Coordinator

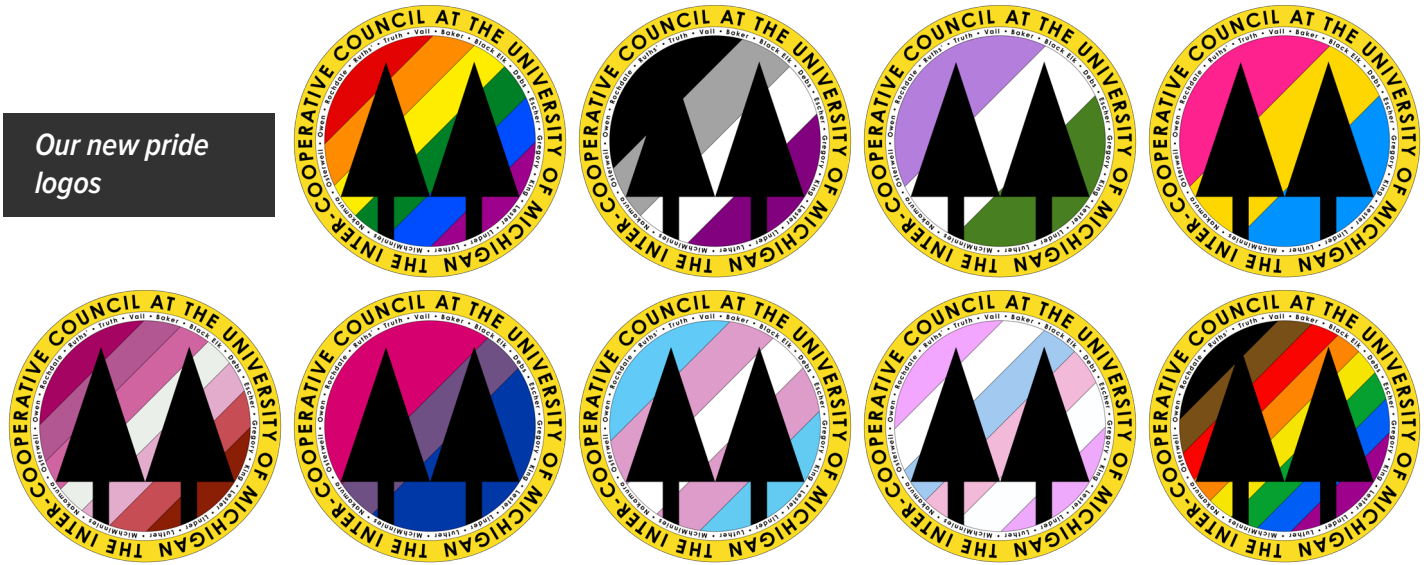
We also created a Brand Book that helps us represent ourselves internally and externally. It includes things like official colors, fonts, logos, community partnerships, house information, a glossary of terms we use often, and so much more.

We created physical media like new envelopes, letter-heads, business cards, and infographics and posters to help members better understand some cooperative concepts. We also created digital media such as Facebook and Google Form banners and diversity logos that represent a range of genders and sexualities (seen below - in order: pride, asexual, genderqueer, pansexual, lesbian, bisexual, transgender, intersex, intersectional pride).

We even created an ICC-T logo - a cool, sweet glass of iced tea (“take a sip”)! The yellow and green on the stripes of the straw and on the label match 2 of our official colors from the new Brand Book.



Our new ICC-T logo



Our new pride logos

Dispute Assistance and Resolution Team



Members

Kyle Storey Truth House
Nicole Buccalo Baker House
Andrea Cruz Team Chair

The DART Advisor Core

The Dispute Assistance and Resolution Team (DART) Advisor Core is who initially receives and assigns Requests for Assistance (RFAs). We consist of the Director of Member Services (McKinney V Parrish) who is the Staff advisor, and the team chair (Andrea Cruz).

Highlights

- Trained DART team members on different issues in order to better facilitate conflicts in the ICC using redacted/old case files and NASCO trainings.
- Organized the paper referral and expulsion paper records and created a comprehensive referral and expulsion tracking list in Rent Manager.
- (In progress) Updating and clarifying the language and the referral and expulsion process detailed in Chapter 16 of the Standing Rules.
- Updated the Member Guide to the Referral and Expulsion Process, including the referral and expulsion forms in the Appendix, for distribution to all the houses and the ICC website.

Fall 2017

In the Fall term, the DART team met biweekly to work on understanding and filling in the gaps in the

referral and expulsion process, and created drafts of workflow diagrams for the referral and expulsion process. The team also responded to RFAs.

Winter 2018

In the Winter term, DART team continued to hold biweekly meetings and to discuss redacted, old case files and apply conflict resolution skills. We also worked on a Standing Rules proposal to the BoD to suspend the automatic contract voiding that occurs when a member is placed on referral. The team has continued to respond to RFA requests.

Some Trends in the RFAs

- Sexist language
- Failure to communicate discontent
- Failure to complete work hours and pay ICC and House charges

Other Trends

We felt it worthy to note that it seems House Presidents carry a significant weight when it comes to house conflicts. They are often the ones reaching out to DART and facilitating the dialogue between members of the house.

Advice to Members

- Communicate with each other
- Be proactive about your problems

Reminders

In DART, we are not arbiters nor judges. We work to make the members' desired actions concerning conflict resolution move forward.

Next Steps

- Bring the proposed changes to Chapter 16 of the Standing Rules to the BoD in Fall 2018.
- Continue to redact sensitive information from old case files for training purposes.

In cooperation,
Andrea Cruz
DART Team Chair

Size Management and Restructuring Team

Members

Julian Tabron..... Team Chair, VP for Facilities
Nick Coquillard GM
Josh Hedgecock..... Luther House
Geoff MayersDirector of Maintenance

Julia Selig Beltr ..... VP for Marketing
Moses BiselAlumni Team Chair
Dan Michniewicz ICC Alumnus

Background

In the summer of 2015, ICC alumnus and former Staff member, Alex Green, wrote a letter to the BoD requesting that they 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 activation of the Size Management and Restructuring Team (SMART). Again in the previous 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 is projected to increase \$15-\$20 next year. Staff Payroll, property taxes, and annual maintenance are also expected to increase our cost in the future. Therefore, we believe that the ICC should seriously 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 is an ICC team that investigate properties that would be a good fit for ICC. SMART does not have the power to commit the ICC to development projects. After conducting a cost benefit analysis, SMART will recommend to the ICC to purchase a property which must be approved by a membership vote referendum. 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 BoD. Our third goal was to investigate available properties or vacant space for long term expansion options (e.g. purchasing a new house or apartment). The fourth goal was to conduct a cost-benefit analysis for potential purchases for the ICC and other expansion options.

Why I, Julian Tabron, serve on SMART

My goal is to help the ICC continue to provide the most affordable housing option in the city of Ann Arbor. The city of Ann Arbor has increasingly become less and less affordable due to several factors. The city has approved many luxury high rise apart-

ment projects in the last five years. The property taxes are expected to increase in the area and the city has attracted more affluent people of a higher social classes in recent years. Therefore, this shift in demographics has attracted investors to build luxury properties to cater towards upper middle class students and young professionals in the area. As the population continues to grow, affordable housing options have dwindled making it very difficult for students and low income people to find suitable housing near the downtown area. I envisioned the ICC will offer more spaces to cater towards lower income people who need affordable housing. I have met with the current President of the University of Michigan, Mark Schlissel, to express our concerns with the affordable housing dilemma in Ann Arbor.

As a loyal member to the ICC, I believe expansion is our best option to grow as an organization, so we can increase our membership and provide more spaces for affordable housing. Serving on this team for almost three years has been a great challenge, but I believe every year has helped us get closer to our goal. As you read this report, you will get a taste of the hurdles that we have to overcome to expand, but I feel that we are in a better position currently and we have made significant progress in this span of time.

SMART Strategic Plan Annual Objectives

- Continue to engage with city government regarding zoning ordinances and city codes that affect the ICC (I3) – GM, CoCo, SMART
- Continue ongoing research and propose potential expansion strategy (F7) – GM, SMART
- Pursue avenues for property tax exemption / reduction (F2, F7) – GM, CoCo, SMART
- Continue pattern of engagement in City Government; maintain directory of contacts in / affiliated with Ann Arbor government (P2) – GM with SMART

ICC Expansion Options

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 BoD 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 five strategies for expansion. Julian will give another updated presentation to the BoD in 2018 on current SMART goals.

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 us 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:

- Properties are cheaper to purchase in Ypsilanti.
- Expands without having to deal with the restrictions of Ann Arbor Zoning code.
- Ypsilanti Zoning code is more flexible for the ICC.
- 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 travel 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

Affordable Housing Fund (through the City of Ann Arbor)

- Must be reviewed by the Housing and Human Services Advisory Board.
- Must be approved by City Council.

HUD grants and mortgage insurance

- HUD provides federal mortgage insurance to finance cooperative housing projects.
- Apply for HUD grants requires a grant writer.

UM Credit Union and Bank of Ann Arbor

- Generally, banks will not lend more than 75 or 80% of the cost of a project.

NASCO and specifically NDS (NASCO Development Services)

- Kagawa fund available for Development Projects.
- Provides services for development projects.

Central Student Government

- CSG provides funding for Student Organizations Current Members and Alumni

- Donate on the ICC website or through Amazon Smile.
- People who choose the Inter-Cooperative Council as a non-profit organization (NPO) to donate to can do so through purchases that they make on Amazon Smile.

Moses has focused on looking for grant funding for SMART. He developed a memorandum of understanding that was presented to the BoD in a Summer 2017 meeting.

Although it has been determined that the ICC is not currently ready for external expansion, we continued to research available options in the housing market. The main barrier that prevents the ICC from expanding is the missing information of how much money is available in the Development Fund. When the ICC wants to consider expansion or renovation projects, it may draw funds from the Development Fund which was designed to aid in large scale capital fund projects. We are currently waiting to hear from the auditors to determine the amount of funds available in the Development Fund.

ICC engagement plan with the city of Ann Arbor

Current SMART work has focused on engaging with city council members to discuss changes to the zoning ordinances. Before we get into details about these zoning districts we will define zoning and why this is relevant to the ICC. Zoning is the process of dividing land in a municipality into zones (e.g. residential, industrial) in which certain land uses are permitted or prohibited. The type of zone determines whether the planning permission for a given development is granted. Zoning may specify a variety of outright and conditional uses of land. It may also indicate the size and dimensions of land area as well as the form and scale of buildings. These guidelines are set in order to guide urban growth and development. In the city of Ann Arbor's zoning code, they assign areas to specific zoning districts (e.g. R2, D1, C1, and etc.) Each zoning district permits a particular type of property. For example, student cooperative housing is permitted in R2B (Two-family Dwelling and Student Housing District).

Most of our properties are located in the R4C and R2B zoning districts. R4C (Multiple Family Residential District) is intended for properties located in the central area of the city of Ann Arbor in close proximity to the central business district and the University of Michigan campus. Cooperative housing units may apply for a special exception use (SEU) for R4C but we have not been able to do this to ensure that we comply with zoning ordinance. Luckily, we have obtained these R4C properties prior to the zoning laws were created which indicates that these properties were "grandfathered in" meaning that these houses are exempt from the new rule clause. However, one of our current problems is that we have

12 properties that are too small to conform to zoning rules for R2B.

• Black Elk	4269 ft ²
• Debs	3390 ft ²
• King	3133 ft ²
• Lester	3321 ft ²
• Linder	3684 ft ²
• Luther (1510)	4951 ft ²
• Michigan	3634 ft ²
• Minnies	3548 ft ²
• Osterweil	2500 ft ²
• Owen	4967 ft ²
• Ruths'	2597 ft ²
• Vail	4346 ft ²

While it is somewhat problematic to have most of these properties listed as too small to conform to zoning laws, it is beneficial in some cases like Ruths' and King. Ruths' House is classified as a duplex which means it is not subjected to small group kitchen inspections. King House is an apartment style property so it shouldn't be treated like our other group housing units. The city of Ann Arbor restricts co-ops to D1, D2, and R2B zoning areas, but we are also allowed to request a special exception use (SEU) from the city of Ann Arbor for R4 zoning areas. For the 12 properties that are too small to conform to the zoning code, this means that our houses cannot be expanded or structurally altered to prolong the life of the building. If the structure is destroyed, it cannot be rebuilt. These restrictions prevent the ICC from easily purchasing small and medium size buildings.

ICC Zoning Districts

House	Address	Zoning District
Black Elk	902 Baldwin	R2B
Baker	917 S. Forest	R4C
Baker	923 S. Forest	R4C
Debs	909 E. University	R4C
Escher	1500 Gilbert Ct.	R2B
Gregory	1617 Washtenaw	R2B
King	803 E. Kingsley	R4C
Lester	900 Oakland	R4C
Linder	712 Catherine	R4C
Luther	1510 Hill	R2B
Luther	1520 Hill	R2B

House	Address	Zoning District
Michigan	325 N. State	R4C
Minnies	307 N. State	R4C
Nakamura	807 S. State	R4C
Osterweil	388 E. Jefferson	R4C
Owen	1017 Oakland	R4C
Ruths'	321 N. Thayer	R4C
Truth	53 Washtenaw	R2B
Vail	602 Lawrence	R4C
Ed. Center	1522 Hill	R2B
Rochdale	337 E. William	D1

In a previous SMART meeting, we found another issue in the zoning code pertaining to the Special Exception Use clause. When applying for the Special Exception Use, the rule states:

“The Applicant’s name, address and interest in the application as well as the name, address and interest of every Person having a legal or equitable interest in the land covered by the application.”

— Unified Development Code 5.29.5 Special Exception Use

This presents an additional issue because more than 500 members have equitable interest in the property, so does this mean that every single member must have their name on the application or can the application be on behalf of the entire ICC organization?

SMART has engaged with two city council members of Ann Arbor to change zoning policies. Dan and Julian have met with Zach Ackerman (3rd District Ward) and Jack Eaton (4th District Ward) to address these zoning issue. 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 have sent a follow-up email to Mr. Ackerman and Mr. Eaton and they will review the information in preparation for future meetings. We were told that they will help us get this onto the Planning Commission’s work plan. We will engage with the planning staff to see what are our options are to establish correct zoning for our properties.

Property Tax Exemption Progress

In July 2017, after many years of research and information gathering, the ICC agreed to challenge the legal interpretation that the ICC should not be paying certain property taxes. The ICC partnered with Student Housing Cooperative (SHC at Michigan State) and hired lobbyist Brian Donovan from Collective Seeds Consulting Cooperative to organize a campaign to change Michigan laws or interpretation of the tax tribunal to include shared living housing cooperatives that are owned by the cooperative in the personal residence exemption from property tax. Two proposals were written and passed by the BoD in the Fall of 2017 to approve the hiring of Brian Donovan and initiate the first two steps in the three step process to receive property tax exemption.

If we are successful in amending the current Michigan definition of cooperative housing so we can be eligible for property tax exemption status, we can reduce our property tax expense by \$66,000-\$70,000 (current estimate). It is important to note that SMART would use this opportunity to invest available funds to use for future expansion opportunities. The GM is leading this objective so we recommend reading his report for more information and updates on our progress.

Future Goals, Prospective Properties and Recommendations

We hope the ICC will consider other external expansion options. Once the ICC stabilizes its budget, determines the amount in the capital development fund, allocates enough funds for purchasing a house, and creates a strategic plan for expansion, we can seriously consider expansion. One of the properties that we are currently looking into is 806 E Kingsley (pictured below) which could be used as a multi-family dwelling unit. Potentially, this property could hold 10+ people as it currently holds nine bedrooms which would be ideal for another small house that is close to the University of Michigan campus. 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.

SMART also recommends expanding to Ypsilanti and establishing a presence on the EMU campus. This would mean purchasing several properties in the Ypsilanti area, so these future co-ops can create a cooperative community there. Future SMART

members should engage with city government and EMU officials to gauge the interest and demand for cooperative housing in Ypsilanti. In the recent meetings, we have seriously considered expansion into Ypsilanti due to the reasons mentioned in option four of the “ICC expansion options” section of this report.



Current property interest, 806 E Kingsley

In the letter presented by Alex Green, he envisioned expansion happening in the downtown area of Ann Arbor. This could look like a large scale apartment complex that offers affordable housing to students and non-students. A project of this scale could provide rooms for 50-100+ people which could increase our membership significantly. From previous experience engaging with city council, they seem to be more open to inclusivity of non-students who need affordable housing. If we were to suggest a plan to city council, perhaps they would be open to approving the use of the affordable housing fund for our use. However, if the ICC wants to choose this route, we need to make changes to our non-student approval rules/process (at least for apartment type housing). In order to do this, I recommend the removal of the non-student approval process which deters prospective members from choosing the ICC.

In cooperation,
Julian Tabron
VP for Facilities
SMART Team Chair

“Living in a co-op is like having a big family. It’s really special to have 21 friends that you can come home to every day. Living in a co-op gives me somewhere I can call home in Ann Arbor, which is something I wouldn’t be able to say if I had decided to live in a studio apartment.”

Kate Derringer
Black Elk, 2016 — present

Sustainability Team



Members

Pictured

Kevin Dunn.....	Escher Steward
Nataly Figueroa.....	Team Chair
Caitlyn Nalley	Owen Steward
Karana Wickens.....	Gregory Steward
Anna Cooleybeck	Lester Steward
Katie Romero	Luther Steward

Not Pictured

Michele Laarman.....	Linder Steward
Kyle Lough.....	Vail Steward
Michael Tang.....	Nakamura Steward
Rhona Thomson	Vail Steward
Ian Campbell.....	Debs Steward
Maeve Gillis.....	Nakamura Steward

During the Fall, the Sustainability Team focused most of its efforts on planning and running our Clothing Trade and Swap event. The event encouraged the reuse of clothing as a way to reduce consumption of new clothing items that have associated processing and travel waste. The event also increased the visibility of the ICC as a sustainability-oriented organization within the larger University of Michi-

gan as the event was advertised to other University environment and sustainability groups. For the event, we collected clothing by placing donation bins in our own houses and a University Michigan residence hall. We also accepted clothing during the event. We advertised the event by creating and sharing a Facebook event, informing our house members, and posting flyers around the university campus. The event was very successful, we collected a lot of clothes and a lot of people attended the event. We donated the remaining clothes to the Kiwanis Thrift Store in Ann Arbor.

In addition, the Sustainability Team fostered sustainability within their own houses. The team discussed what Stewards could do in their homes to engage housemates in sustainability initiatives - for example, to decrease waste and electricity. The Sustainability Stewards also share tips and other information with one another to better educate housemates on consumption impacts, composting, recycling, and other sustainable house practices. Stewards also came up with engaging events for members to learn about sustainability and the planet, such as screenings for movies about environmental issues.

In the Winter, the Sustainability team is working on another ICC wide event and helping a student organization, SHADE, to plan another Clothing Trade and Swap.

In cooperation,
Nataly Figueroa
Sustainability Team Chair

Technology Team

Members

John Simpkins	Tech Contractor Consultant
Russell Kuczwara	Team Chair
Nolan Rector-Brooks	Member Assistant from Escher House
Jon Takeshita	Member Assistant from Escher House
Jack Bowman.....	Member Assistant from Linder House

The 2017-18 year was one of execution on long-standing goals for the ICC's network technology position, building on the strategic framework outlined in last year's report. We achieved all of our major strategic objectives to modernize network technology, and have created an organizational structure that integrates continuing upkeep and service delivery with maintenance functions, uses the ICC's scale to achieve cost savings, and continues to increase the performance of network services across the ICC.

Highlights

- The Tech Team dissolved and has been replaced by a collaborative group led by John Simpkins (Tech Contractor Consultant) and Mohammad Esmaeili (Technology & Web Coordinator), with consultation from Geoff Mayers (Director of Maintenance) and interested members from multiple houses. This shift reflects John's transition from member to contractor, the integration of network technology efforts across all our properties, and the shift of ICC network technology to a core house maintenance function.
- Construction of the dedicated fiber link at Escher House was completed in July, and the House officially transitioned from Comcast to Merit prior to the beginning of the Fall/Winter term. Escher House Tech Team completed an in-place upgrade to Escher's WiFi infrastructure, replacing old consumer-grade routers with Unifi APs.
- All remaining ICC locations upgraded their WiFi networks and the entire ICC now has coordinated WiFi service.
- Amazon EC2 instance upgraded to t2.small from t2.micro to reflect the increased usage of the WiFi controller this past year. Using reserved instance pricing, this upgrade was achieved at minimal additional cost. The instance now also






hosts a UNMS controller that has the capability to manage EdgeRouters deployed across the ICC (currently Escher).

- As discussed in previous years, the ICC's analog landline provider, Windstream, announced they would be discontinuing landline telephone service. Working with the City of Ann Arbor, Honeywell, Geoff Mayers, and the ICC's fire system contractor, we transitioned centrally managed fire alarms from analog notification to internet-based alarming. We transitioned the ICC office from a patchwork telephone system to a modern VoIP system and attained a slightly lower monthly cost for service by switching to local provider, TelNet Worldwide. Additionally, we obtained significant cost savings by decommissioning the remaining central campus landlines.
- Comcast contracts were once again renegotiated all ICC houses now receive 150/20 Mbps internet service (up from 50/10, 75/10, and 100/20 depending on the house) and all houses are being billed at the same lower rate. Interim modem upgrades were completed to keep houses current as DOCSIS 3.1 equipment continues to see delayed availability.

For next year, priorities will be the establishment of a continuing funding strategy as equipment begins to become obsolete, complete integration with the Maintenance ordering/stock system, the implementation of an RFA category specific to network technology, and training activities to support network issue triage at the house level in collaboration with Staff.

In cooperation,
John Simpkins
Tech Contractor Consultant

ICC Properties

	Name & Address	Max # Residents	Year Built	Floor Area (ft ²)	Year Acquired
	Ella Baker Graduate House 917 S. Forest Ave.	16	1909		1964
	Ella Baker Graduate House 923 S. Forest Ave.	16	1892/93	9,057 Total	1964
	Black Elk 902 Baldwin Ave.	23	1895	5,293	1986
	Eugene V. Debs 909 E. University Ave.	23	1904	4,022	1967
	Escher 1500 Gilbert Ct.	150	1970	48,514	1970
	Karl D. Gregory 1617 Washtenaw Ave.	29	1909	7,254	1996
	Coretta Scott King Apartments 803 E. Kingsley St.	9	1889	3,145	1953

	Name & Address	Max # Residents	Year Built	Floor Area (ft ²)	Year Acquired
	Muriel Lester 900 Oakland Ave.	15	1909	3,150	1952
	Benjamin Linder 711 Catherine St.	20	1894	3,344	1989
	Luther Buchele 1510 Hill St.	25	1884	6,181	1984
	Luther Buchele 1520 Hill St.	25	1897	5,200	1984
	Michigan 315 N. State St.	19	1874	4,578	1951
	Minnies 307 N. State St.	24	1882	4,903	1970
	John Nakamura 807 S. State St.	29	1906	5,624	1952

	Name & Address	Max # Residents	Year Built	Floor Area (ft ²)	Year Acquired
	Harold Osterweil 338 E. Jefferson St.	12	1926	2,724	1948
	Robert Owen 1017 Oakland Ave.	23	1900	6,031	1947
	Ruths' 321 N. Thayer St.	12	1901	3,000	1994
	Sojourner Truth 1507 Washtenaw Ave.	53	1963	13,299	1970
	Stephen T. Vail 602 Lawrence St.	23	1853	5,498	1961
	Moses Coady Education Center 1522 Hill St.	Meeting Space	1897	2,196	1986
	Rochdale 337 E. William St.	Offices	1896	2,286	1994
Total:		546		145,299	

Maintenance



Our primary focus this year was a continuation of the exterior work on Luther House. While last year was centered around the 1510 Hill St. building, this year we concentrated on the 1520 Hill St. building. The biggest piece of our work was to replace the multiple antiquated wood fire escapes with a single consolidated steel escape. This greatly improved safety by creating a non-flammable escape free-standing from the house and with minimal passage across roofs. The steel grating used for the stairs nearly eliminated issues of snow, ice, moss growth, and rot which plagued the old wooden stairs. The galvanization of the steel and the elimination of numerous roof and siding penetrations from the old escape greatly reduced our ongoing maintenance issues.



In researching the project, we also discovered some major issues around the dining room annex at the southeast corner of the building as well as the bedroom above. At some point in the building's history

these rooms were repurposed from an old two-story porch. Unfortunately, during the time of these renovations, little was done to the support structure of these spaces. This entire section of the building was standing on rotted old wooden posts and presented some real dangers with the passage of time. We used steel beams to prop up the house and build a proper foundation under this section of the building. We also restored and sealed the adjacent fieldstone walls and added foundation and gutter drain pipes for proper water management.



We made a number of other improvements to the exterior of Luther. This included replacing flat roofs, caulking and painting all of the windows, repairing wood porches, and more. There were also continued developments to the Maintenance Department facilities in the basement of 1510 Hill allowing for improved efficiency and service.

Luther was our centerpiece project this year, but there was also no shortage of capital improvement to other houses throughout the ICC. Truth House's flooring was replaced throughout the first-floor common spaces and considerable improvements were made to the bathrooms and laundry rooms. Linder House received a full roof replacement. Lester House saw improvements to its basement laundry room and bathroom. Various plumbing, heating, electrical, carpentry, and masonry improvements were made throughout the ICC.

This year the city of Ann Arbor made some big changes to the housing inspection process. The fees for housing inspections have greatly increased. As an offset, they've offered that any property that passes

on the initial inspection (or with only a record-check as follow-up) will receive an extra year on its resulting certificate of occupancy. We are very proud to say that all eight of our housing inspections this fiscal year have passed on the first inspection with only a record-check as follow-up. We believe this shows how hard we've worked to make our homes habitable and safe as well as the trust we've built with the housing department.

However, the challenges we face are significant. All of our homes except two are over 100 years old. They are full of deteriorating cast-iron drain pipes, antiquated braided-cloth electrical wiring, leaking fieldstone foundations, aging commercial kitchen equipment, and much more. We've built a great team and are doing our best to continually whittle away at these challenges and ensure the co-ops will thrive for many more years to come.

In cooperation,
Geoff Mayers
Director of Maintenance



Truth's bathroom renovation



Lester's basement laundry room



Truth's new flooring



Linder's new roof

Full-Time Staff Members



Patti Kardia.....	Member Services Coordinator
Nick Coquillard	General Manager
Karin Keim	Director of Financial Services
Ron Nelson.....	Director of Housing Services
McKinney V Parrish	Director of Member Services
Geoff Mayers	Director of Maintenance



Andrew Moran	Maintenance Coordinator
Danny Edwards.....	Maintenance Technician
Deric Droplich	Maintenance Technician

Part-Time and House Staff Members



Part-Time Staff

Nick Maue	Front Desk Coordinator
Aime Gook	Finance Coordinator
Aleah Pisarz.....	Communications Coordinator

Not Pictured

Susan Caya.....	Alumni Outreach Coordinator
Mohammad Esmaelli	Technology & Web Coordinator
John Simpkins	Tech Contractor Consultant

House Staff

Not Pictured

Lynn Noellert	Escher Chef
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FOURward

A love letter to the last four years of cooperation



Courtesy of Queen Bey

FORWARD

*“Forward
Best foot first just in case
When we made our way ‘til now
It’s time to listen, it’s time to fight
Forward
Now we’re going to **hold doors open** for a while
Now **we can be open** for a while
Forward”*
— Beyoncé

Dearest co-op community,

In 2014 I had the privilege of joining the ICC community as a non-resident Staff member. Membership drove, nay demanded, the presence of a social worker on Staff. There was organizational trauma and turmoil to address and they wanted support to progress forward. It took a lot of patience and member input for me to finally sort out what a “Director of Member Services” is let alone **does**. I’m happy to report, **FOUR** years later, I’m finding my groove and place within our community. It is entirely overwhelming to join a movement (not **only** an employer) of **25,000+** passionate individuals and carry on their stewardship legacy.

One major lesson I’ve learned is every year, 550 members form a **deep connection to their specific co-op house**. I absolutely love the strength, support and passion that exudes from our 16 unique co-ops. There has been a lot of discussion on how to create that same level of support for the entirety of “the ICC.” So I’m hoping to use this platform to shift this narrative of “the ICC” as an ambiguous adminis-

trative entity to the **foundation** that allows for the **connection** to specific co-op homes. **What happens to one of us, impacts us all.**

Therefore, welcome to my house, **Rochdale**. We’re located at 337 E. William and offer four floors of chaotic cooperation in service of our community. Our amenities include a convenient downtown location, multiple open office spaces, cable/internet, multiple computers, printing and duplication, delicious candy, crafts and HERstory (archives, organizational data, etc.) We’re proud to introduce the newly renovated basement that includes a shower!! Now folks can bike and/or exercise to the House without smelling up the joint.

Our leadership team consists of:

Our President..... GM Nick
Our Board Rep..... DMS MvP
Our Work Manager..... DHS Ron & HSC Nick
Our Treasurers..... DFS Karin

Aime
Our Maintenance Manager..... DM Geoff
Outside Maintenance Managers Danny
Andrew
Deric

Our Education and Food Steward..... MSC Patti
Our Social Chair..... ARC Susan
Our Tech Steward..... TC Mohammad

Our 47 housemates every year:

Veterans CoCo
First and second year housemates..... BoD and HPs

As one could imagine, **we face similar strength, support, passion and challenges as most houses.**

We have to do dish raids after committee and team meetings, we hold meetings that last for hours on end, we struggle with folks doing their work chores (Member Assistance Program), we never have enough parking, we laugh, cry, and discuss cooperation for **far too many hours** than humanly possible. We learn from the various backgrounds, degrees and experiences that walk through our doors yearly. We try our best and yet **we can always do better, be better, as a community.**

Like our houses, Rochdale is stabilizing after a few bumpy years of disorganization and overall

non-profit chaos. The growth and challenges you've read in these pages did not magically come into fruition during the 2017-2018 year. Over the last **four** years we've accomplished the following by working together:

- Developed a strategic plan
- Implemented a knowledge management system
 - Thank you Google Nonprofit
 - Pinecones to Ali Z
- Restructured the Maintenance Department
 - Added two full-time employees
 - Purchased one new truck
 - Increased passing rate **and** length of inspections
 - Reclarified Kitchen Manager positions and support
- Finally rolled out the new website
- Restructured the Standing Rules!!!
 - Broken into three chapters and reorganized for digestion
 - Pinecones to Chris K, Becca K, Ron and the BoD for their efforts and trust to make this long-term idea come true
- Switched to electronic contract signing
 - Including the ability to pay with debit/credit cards
- Tackled continuity of our leadership
 - Three out of the four last CoCo cohorts made it through until the end of the year!
 - BoD turnover is no longer the **expectation** from Fall to Winter

- The BoD turnover in the past three years has been only at houses with more than one representative, meaning no knowledge lost!
- House officers are staying in position for the year and attending trainings!
- Tackled the **fake news** that plagues our transient membership by updating
 - New member orientations
 - Content on the website
 - Access to centralized organizational practices and information storage
 - Deep analysis of our finances
- Elevated our Alumni community
 - (Re)hired part-time ICC Historian Susan C
 - Updated the Standing Rules
 - Created robust annual events

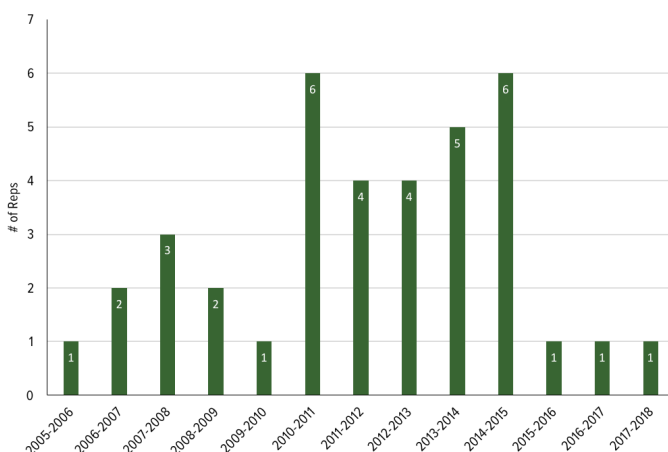
This list is clearly not exhaustive, as I'm writing this the day of print (shocker), though hopefully these massive feats warm your cooperative hearts and instill the notion of our unrelenting pursuit of true cooperation.

While I'm so so, so incredibly proud of these wins, **we need to work harder in the next four years** to address our failures. As a genderqueer LGBTQ+ individual, I have **never** felt the amount of support our ICC community provides, in employment or personal endeavors. While I benefit from the experience of our Predominately White Institution (PWI), our marginalized folks who are in dire need of **affordable and inclusive** spaces often do not. Affordability does not stop at price; **we need to evaluate the risk our people of color and lower socioeconomic folks** take on **if** they're able to obtain a contract.

In the four years I've been a part of this community, I have witnessed (and I'm sure contributed to) the harm we perpetrate against the folks who most deserve our support. This takes place in disbelief of experiences, silencing voices in decision making, inhibiting access to critical information, allowing uncooperative members to maintain their contracts while we have massive waitlists... this list can go on and on. Though I am not the author of these experiences, **I can use my privilege to elevate their voices and honor my ethics** as a National Association of Social Workers member.

I have the utmost confidence we can turn those L's into W's if we **acknowledge our role, listen to our**

Board Rep From Fall to Winter Turnover



impacted members and **actively work to disrupt the oppressive systems** within the ICC. I am truly honored and forever grateful for the folks who were willing to let me in and share their truths.

Ana L.....MichMinnies
 Angelique H Owen
 Andrea CBaker
 Andrea H.....MichMinnies
 Becca KTruth
 Emily P.....Linder
 Jasmine R..... Ruths'
 Jose M.....Luther
 Karen H Lester
 Kavitha I Gregory
 Kevin G.....Baker
 Nick SNakamura
 Patrick P..... Baker/Escher
 Sara S.....MichMinnies
 Shay V Black Elk
 Suneel J..... Escher
 Toni W Debs/Ruths'
 Pedro C Gregory
 Yosief G.....Baker

*“Hundreds of thousands of people are **trying to figure out what it means to join a movement**. If we demonstrate that to be a part of a movement, you must believe that people cannot change, that transformation is not possible, that it’s more important to be right than to be connected and interdependent, we will not win.*

*If **our movement is not serious about building power**, then we are **just engaged in a futile exercise of who can be the most radical**.*

*This is a moment for **all of us** to remember **who we were** when we stepped into the movement — to remember the organizers who were patient with us, who disagreed with us and yet stayed connected, who smiled knowingly when our **self-righteousness consumed us**.”*

—Alicia Garza

I’m looking forward to the hard work the next four years will bring.

In cooperation,
 McKinney V Parrish
 Director of Member Services



“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.”

Rebecca Kephart
 Truth, 2015 —2016

