

THE ECONOMIC DEVELOPMENT CORPORATION
OF THE CITY OF ANN ARBOR
Washtenaw County, Michigan

RESOLUTION OF INDUCEMENT AND INTENT
TO ISSUE REVENUE BONDS,
TO PROCEED WITH A PROJECT UNDER THE
ECONOMIC DEVELOPMENT CORPORATIONS ACT,
AND TO APPOINT BOND COUNSEL

(Glacier Hills, Inc. Project)

At a special meeting of the Board of Directors of The Economic Development Corporation of the City of Ann Arbor, Michigan, held in the City of Ann Arbor, Michigan, on the 29th day of March, 2010, at 8:00 o'clock a.m., Michigan Time, pursuant to notice duly given:

PRESENT: Members: Adams, Blakemore, Patten, Leslie, Crawford, Ranzini

ABSENT: Members: Fraser, Marshall, Warner

The following preamble and resolution were offered by Member Leslie and supported by Member Crawford:

WHEREAS, there exists in the State of Michigan and in the County of Washtenaw the need for programs to alleviate and prevent conditions of unemployment, to assist and retain local industrial and commercial enterprises, and to encourage the location and expansion of such enterprises in order to strengthen and revitalize the economy and to provide needed services and facilities to the State, to Washtenaw County and to the City of Ann Arbor; and

WHEREAS, the Economic Development Corporations Act, Act No. 338 of the Michigan Public Acts of 1974, as amended (the "Act"), provides a means for the encouragement and assistance of industrial and commercial enterprises in locating, purchasing, constructing, reconstructing, modernizing, improving, maintaining, repairing, furnishing, equipping and expanding in the State and its municipalities; and

WHEREAS, an application for financing assistance has been submitted to The Economic Development Corporation of the City of Ann Arbor (the "EDC") by Glacier Hills, Inc., a Michigan nonprofit corporation (the "Company"), which proposes to undertake a "project" within the meaning of the Act (the "Project") in the City of Ann Arbor designed for and capable of providing needed services and facilities to the residents of the City of Ann Arbor; and

WHEREAS, the Company has represented to the EDC that the costs of the Project, including construction, equipment, furniture, architectural, administrative, legal and financial costs, including legal and financial costs, are estimated not to exceed \$23,000,000; and

WHEREAS, the EDC is authorized by the Act to issue revenue bonds or revenue notes to finance the costs of the Project; and

WHEREAS, the issuance of revenue bonds by the EDC would assist the Company and induce it to establish, modernize, improve, reconstruct and/or expand its activities within the City of Ann Arbor; and

WHEREAS, all administrative, legal, financial or other costs incurred by the EDC are includable in the costs of the Project, and the Company has assured the EDC, and the financing documents will specifically provide, that the Company will reimburse the EDC for all of said costs, as incurred, and will indemnify the EDC and its members from all claims and actions of whatever kind or nature relating to the Project and any EDC bonds issued for the benefit of the Company and the Project; and

WHEREAS, the EDC deems it desirable, reasonable and necessary to commence the appropriate proceedings in order to assist in the implementation of the Project;

NOW, THEREFORE, BE IT HEREBY RESOLVED:

1. That the EDC finds that there is a public purpose in the Project.
2. That in order to induce the location of the Project in the City of Ann Arbor, subject to the provisions of this Resolution, the EDC will issue its limited obligation economic development revenue bonds in an amount presently estimated not to exceed \$23,000,000, for the purpose of paying all or part of the costs of the Project and the costs incidental to the issuance of the bonds. Such bonds will be issued pursuant to the Act provided that such documents and details pertaining to the bonds and the Company's obligations with respect thereto are prepared with provisions and details as are acceptable to and approved by this EDC and its counsel, and provided, further, that all necessary preliminary proceedings, hearings, approvals and other requirements of the Act are completed, and provided, further, that the bonds can be sold.
3. That the proceedings and agreements relating to the EDC's involvement with the Project and issuance of the bonds shall contain such provisions and details as shall absolutely and unequivocally make certain that under no circumstances will the EDC or the City of Ann Arbor or any of the City's taxpayers or citizens ever be required to pay the principal of and interest on, or any costs relating to, the bonds from tax revenues or other funds of such governmental units, and shall in addition contain provisions fully protecting the EDC and the City of Ann Arbor against any other liability and all costs relating to the bonds and the Project.
4. That by adoption of this resolution the EDC and the City of Ann Arbor assume no obligation or liability to the Company for any loss or damage that may result to the Company from the adoption of this Resolution, from costs and expenses in connection with the construction of the Project, and from costs of the issuance of the bonds. Any and all costs relating to the acquisition, financing, ownership or operation of the Project shall be paid from the proceeds of sale of the bonds or by the Company.

5. That each revenue bond, when, as, and if issued in connection with the Project, shall clearly recite in substance that the principal of, interest, and premium, if any, on such bond is payable solely from the revenues received from the Project, the Company's other activities or credit enhancement for the bonds, and the property which constitutes the Project may be pledged or mortgaged as security for the payment thereof.

6. That the firm of Butzel Long, a professional corporation, of Bloomfield Hills, Michigan, be hereby designated and retained by the EDC as bond counsel with respect to the revenue bonds or revenue notes to be issued in connection with the Project, and be authorized and directed to prepare and submit to all appropriate parties all proceedings, agreements and other documents as shall be necessary or appropriate in connection with the issuance of such bonds, to make application on behalf of the EDC to the United States Internal Revenue Service and other governmental agencies for such income tax and other rulings and approvals as may be necessary in relation to the issuance of such bonds, and the Chairperson, Secretary and Treasurer of this EDC are severally authorized to execute such powers of attorney and other documents as may be appropriate in connection with the foregoing. The legal fees of bond counsel for work done in connection with the Project shall be paid by the Company or ultimately from the proceeds of sale of such bonds but in no event shall be a cost to the EDC.

7. That the EDC makes the following declarations for the purpose of complying with the reimbursement rules of Treas. Reg. § 1.150-2 pursuant to the Internal Revenue Code of 1986, as amended, and based upon the representations of the Company contained in its application to the EDC (the contents of which are incorporated herein by this reference):

- (a) This declaration of official intent is specifically made pursuant to Treas. Reg. § 1.150-2.
- (b) The Company reasonably expects to reimburse itself for the expenditures described in (c) below with proceeds of the bonds.
- (c) The expenditures described in this paragraph (c) are for the purpose of defraying the costs of capital expenditures described in the Company's application to the EDC and paying related costs and costs of issuing the bonds.
- (d) The maximum principal amount of debt expected to be issued for the reimbursement purposes described herein is \$23,000,000.
- (e) Reimbursement of the expenditures described in (c) above with the proceeds of the borrowing described herein will occur not earlier than the date on which the expenditure is paid and not later than (1) the date that is 18 months after the date on which the expenditure is paid, or (2) the date on which the project is placed in service (but in no event more than 3 years after the original expenditure is paid), and the reimbursement will comply with the rules described in Treas. Reg. § 1.150-2(d).

(f) The expenditures described in (c) above are "capital expenditures" and costs of bond issuance as defined in Treas. Reg. § 1.150-2(d)(3).

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


YEAS: Members: Adams, Blakemore, Patten, Leslie, Crawford, Ranzini

NAYS: Members: _____

ABSENT: Members: Fraser, Marshall, Warner

ABSTENTIONS: Members: Marshall, Warner

RESOLUTION DECLARED ADOPTED:



Name: Daniel Blakemore


Title: Secretary

Board of Directors

The Economic Development
Corporation of the
City of Ann Arbor, Michigan

STATE OF MICHIGAN)
) SS.
COUNTY OF WASHTENAW)

I, Daniel Blakemore, the duly qualified and acting Secretary
of The Economic Development Corporation of the City of Ann Arbor, Michigan, do hereby
certify that the foregoing is a true and complete copy of a resolution adopted by the Board of
Directors of said Corporation at a meeting held on the 29th day of March, 2010, the original of
which is on file in my office. Public notice of said meeting was given pursuant to and in
compliance with Act No. 267 of the Michigan Public Acts of 1976, as amended.


Name: Daniel Blakemore
Title: Secretary

Dated: April 6, 2010

BH 1112693v1

EXHIBIT A

LEGAL DESCRIPTION

Property Address

1200 EARHART RD
Ann Arbor, MI 48105

Owner Information

GLACIER HILLS
1200 EARHART RD
Ann Arbor, MI 48105

Legal Information for 89-89-24-300-001

PRT OF SW 1/4 SEC 24 T25 R6E COM SW COR SEC 24 TH S 88 DEG 50 MIN 45 SEC E 75.13 FT FOR POB TH N 0 DEG 19 MIN W
1760.84 FT TH S 40 DEG 43 MIN E 805.55 FT TH SELV ALG ARC OF CUR CURVE CONCAVE SW R 2522.32 FT CHORD S 28 DEG
39 MIN 45 SEC E 1513.02 FT TH N 88 DEG 50 MIN 45 SEC W 1279.09 FT TO POB

ORIGINAL

THE ECONOMIC DEVELOPMENT CORPORATION
OF THE CITY OF ANN ARBOR
Washtenaw County, Michigan

RESOLUTION DESIGNATING PROJECT AREA
AND PROJECT DISTRICT AREA
AND REQUESTING APPOINTMENT OF
ADDITIONAL DIRECTORS

(Glacier Hills, Inc. Project)

At a special meeting of the Board of Directors of The Economic Development Corporation of the City of Ann Arbor, Michigan, held in the City of Ann Arbor, Michigan, on the 29th day of March, 2010, at 8:00 o'clock a.m., Michigan Time, pursuant to notice duly given:

PRESENT: Members: Adams, Blakemore, Patten, Leslie, Crawford,
Ranzini

ABSENT: Members: Fraser, Marshall, Warner

The following preamble and resolution were offered by Member Leslie
and supported by Member Crawford:

WHEREAS, there exists in the State of Michigan and in the County of Washtenaw the continuing need for projects to alleviate and prevent conditions of unemployment, to assist and retain local industrial and commercial enterprises, to strengthen and revitalize the economy, and to encourage the location and expansion of industrial and commercial enterprises to more conveniently provide needed services and facilities to the State, to Washtenaw County and to the City of Ann Arbor; and

WHEREAS, the Economic Development Corporations Act, Act No. 338 of the Michigan Public Acts of 1974, as amended, (the "Act") provides a means for the encouragement of such projects in the City of Ann Arbor by this Economic Development Corporation ("EDC") through the issuance of its revenue bonds or notes for the benefit of such projects; and

WHEREAS, this EDC has commenced proceedings under the Act by adoption of a Resolution of Inducement for the benefit of the captioned Project (the "Project") and desires to continue such proceedings as hereinafter provided;

NOW, THEREFORE, BE IT HEREBY RESOLVED:

1. That, in accordance with Section 8(1) of the Act, the EDC hereby designates a Project Area as set forth in "Exhibit A" annexed hereto.

RESOLUTION DECLARED ADOPTED:

Name: Daniel Blakemore
Title: Secretary
Board of Directors
The Economic Development
Corporation of the
City of Ann Arbor, Michigan

STATE OF MICHIGAN)
) SS.
COUNTY OF WASHTENAW)

I, Daniel Blakemore, the duly qualified and acting Secretary
of The Economic Development Corporation of the City of Ann Arbor, Michigan, do hereby
certify that the foregoing is a true and complete copy of a resolution adopted by the Board of
Directors of said Corporation at a meeting held on the 29th day of March, 2010, the original of
which is on file in my office. Public notice of said meeting was given pursuant to and in
compliance with Act No. 267 of the Michigan Public Acts of 1976, as amended.



Name: Daniel Blakemore
Title: Secretary

Dated: April 6, 2010

BH 1112701v1

EXHIBIT A

LEGAL DESCRIPTION

Property Address

1200 EARHART RD
Ann Arbor, MI 48105

Owner Information

GLACIER HILLS
1200 EARHART RD
Ann Arbor, MI 48105

Legal Information for 09-09-24-300-001

PRT OF SW 1/4 SEC 24 T25 R6E COM SW COR SEC 24 TH S 66 DEG 50 MIN 45 SEC E 75.13 FT FOR POB TH N 0 DEG 13 MIN W
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39 MIN 45 SEC E 1513.02 FT TH N 88 DEG 50 MIN 45 SEC W 1279.09 FT TO POB

**ECONOMIC DEVELOPMENT CORPORATION OF THE CITY OF ANN ARBOR
INITIAL APPLICATION FOR PROJECT BONDING**

1. **APPLICANTS LEGAL NAME:** Glacier Hills, Inc.
CONTACT PERSON: Ray Rabidoux
ADDRESS: 1200 Earhart Rd., Ann Arbor, MI 48105 **PHONE:** 734-929-6710
2. **PROJECT DESCRIPTION (include location and business type)**
(see attached)
3. **PROJECTED NUMBER OF EMPLOYEES:** 450
4. **AMOUNT OF EDC BONDS REQUESTED:** \$23 million maximum
5. **ESTIMATED PROJECT COMPLETION FEE:**
6. **PROBABLE PURCHASER OF BONDS:** JP MorganChase, Bank of Ann Arbor, Huntington Bank
7. **APPLICANTS LEGAL COUNSEL NAME:** Robert L. Schwartz
ADDRESS: 41000 Woodward Ave., Bloomfield Hills, MI 48304 **PHONE:** 248-593-3015
8. **APPLICANTS FINANCIAL CONSULTANT: NAME** Thomas Meyers, Ziegler Capital Markets
ADDRESS: 200 S. Wacker Dr., Suite 2000, Chicago, IL 60606 **PHONE:** 312-596-1537
9. **APPLICANTS BOND COUNSEL NAME:** Robert L. Schwartz
ADDRESS: 41000 Woodward Ave., Bloomfield Hills, MI 48304 **PHONE:** 248-593-3015
10. **PROJECT ENGINEER, ARCHITECT, OR MAJOR CONTRACTOR (circle one):**
NAME: Edmund London & Associates, Southfield, MI

I ACKNOWLEDGE THAT I HAVE REVIEWED THE EDCS GUIDELINES IN SUBMITTING THIS APPLICATION.

SIGNATURE: Ray Rabidoux **DATE:** 3/17/10

NOTE: PLEASE ATTACHE A PERSONAL OR BUSINESS HISTORY OF APPLICATN AND/OR PRINCIPAL USER.

APPLICATION RECEIVED BY: _____ **DATE:** _____

FILING FEE RECEIVED: _____ **PAYMENT TYPE:** _____

Glacier Hills' Project Description

Glacier Hills will invest approximately \$25 million to improve, refurbish and expand its existing facilities. The goal is to both maintain and enhance GH's outstanding reputation by providing the community with a superior healthcare and senior living facility.

A new two-story building of approximately 60,000 square feet will be erected on the North side of the property. It will serve as the new Care and Rehabilitation Center, designed to house an 88-bed short-term rehabilitation program that has grown over the past ten years to become Ann Arbor's first choice for short-term rehabilitation following hospitalization. It will be composed of 16 semi-private rooms and 56 private rooms, and will also house over 2,000 s.f. of therapy space, including a therapy pool. Glacier Hills currently admits and discharges over 1000 local area patients each year through this program.

The existing Manor Building, offering independent living with services and assisted living, constructed in 1973, will be renovated by expanding the assisted living dining & program space, main laundry and main kitchen areas, adding resident laundries on each floor, relocating both administrative offices and the lobby reception. The exterior of the Manor Building will have a canopy addition, including administrative on the west side of the building.

The existing south Care Center building, constructed in 1990, will be expanded to include 3,370 square feet of space to accommodate dining/lounge facilities and both the interior and exterior will be receive significant upgrades. This facility will become a Memory Care Residence, offering both skilled care and assisted living for persons with dementia.

The existing north Care Center building, constructed in 1973, will have both resident rooms and common areas upgraded, adding several private rooms. This facility will serve as the long term care nursing center, provide training and community meeting spaces and house Glacier Hills Home Care offices.

The project will include site work to increase surface parking spaces by approximately 60, to meet current and anticipated parking needs.

BRIEF HISTORY OF GLACIER HILLS

Glacier Hills began as a non-sectarian, not-for-profit corporation in 1966, sponsored by the Zion Lutheran Church of Ann Arbor, and was originally named *The Lutheran Retirement Center*. Construction of the \$8.2 million building with 226 studio apartments for 246 residents and a 70-bed nursing facility began in December, 1971. The first resident moved into an apartment in October, 1973.

The Lutheran Retirement Center was renamed the John Knox Village in December, 1976 under a management contract. In April 1979, the Board of Directors ended its affiliation with the national John Knox Village organization and chose a new name, Glacier Hills, with a broad nonsectarian appeal and local management and governance.

In October 1989, a fund-raising campaign was begun to raise \$5 million for expansion of the Nursing Center to 163 beds to serve a broader community need for more skilled care beds. The Nursing Center expansion with both private and double rooms, opened in October 1990.

The Assisted Living section of the retirement center began operating also in 1990 as one of the area's first reflecting a growing demand for a more residential setting for care support vs. a nursing home environment.

Major changes in the Nursing Center began in late 1996. A second floor unit was converted to a Subacute Unit, in response to hospital early discharge trends, to be used for short term inpatient rehabilitation for patients recovering from surgery, strokes, disease or accidents. A first floor rehabilitation suite was created for Physical, Occupational, and Recreational Therapy programs.

In January 1999, Ray Rabidoux became President and Chief Executive Officer.

The Meadows at Glacier Hills was developed and designed to build 13 free-standing duplexes housing 26 villas and a three-story apartment building with 64 one- and two-bedroom apartment homes attached to the original retirement center building. The bonds were issued and construction began in October of 2000. In August of 2002, the first villas of *The Meadows at Glacier Hills* were completed and occupied. The new *Meadows Apartments* opened for occupancy in January, 2003.

The Retirement Center was re-named *The Manor at Glacier Hills* and continues to receive refurbishing and renovation.

The nursing center was renamed *The Care and Rehabilitation Center at Glacier Hills*.

In November, 2006, the Glacier Hills Board authorized the formation of The Glacier Hills Foundation.

In January, 2007, the Glacier Hills Board authorized the formation of Glacier Hills Home Care which became accredited and certified in April, 2009, to provide Medicare-covered short term skilled home health care.

In 2008, the Glacier Hills Learning Institute was launched with the help of an anonymous Meadows resident donor.

In July, 2009, the Board endorsed a proposed Facilities project concept which would construct a new two story memory care building and add significant renovations to the Care Center and Manor buildings at an estimated cost of \$25 Mill. Detailed financial study, project cost and design efforts are underway.

Also in July, 2009, the name of the Glacier Hills campus was modernized to "Glacier Hills Senior Living Community", reflecting a growing trend in similar communities across the country.

The project endorsed by the Board of Directors in July, 2009 is planned for ground-breaking in the Summer of 2010, with an anticipated 33-month construction period to complete all phases of the project.

**GLACIER HILLS
BOARD OF DIRECTORS
PROFILES**

Members of the Board of Directors are selected for their interest in the affairs of Glacier Hills, the specific area of professional expertise each brings to the work of the Board, and the recognition for involvement in civic and philanthropic affairs.

Charles Crone, Jr. Charlie is First Vice-President & Commercial Banking Manager of the Bank of Ann Arbor. Prior to this appointment, he had retired as Regional President of Comerica Bank in Ann Arbor. He received his Bachelor's degree in economics and Master's of business administration from the University of Michigan.

Ed Hood Ed is retired from Dykema Gossett and specialized in commercial litigation. He received his BS in Political Science in 1963 and his Juris Doctor degree from The University of Michigan in 1966. He is on the IT Zone Board of Directors, member of the Washtenaw County Development Committee and member of the Arbor Hospice Corporate Development Committee.

Phyllis Adams Phyllis has been a member of Dykema Gossett PLLC, a Health Care Practice Group, since 1991. She is a member of the State Bar of MI, the American Bar Association, American Health Lawyers Association, and the Continuing Care Policy Council and Regulatory Work Group of MI Association of Homes and Services to the Aging. Phyllis serves as a faculty and a member of the Board of Directors for the Nonprofit Enterprise at Work and is also a member of the Arbor Hospice Patient and Family Care Concerns Committee.

Alan Dengiz, MD (*Medical Director*) Alan Dengiz received his Medical Degree from the University of Michigan Medical School in 1974, followed by internship and residency and one year as Chief Resident. In 1978 he joined the faculty of Washington University in St. Louis, Missouri in the section of Primary Care Internal Medicine. He returned to the University of Michigan in 1980, where he was responsible for overseeing the outpatient clinical program for the Primary Care Internal Medicine Residency Program. During this time his research interest developed in geriatric issues in primary care. In 1983 he was appointed Interim Chair of the Section of Geriatric Medicine at the University of Michigan. In 1984 he moved to St. Joseph Mercy Health System, in Ann Arbor, Michigan, to develop a comprehensive geriatric center. Dr. Dengiz has been recognized with the following awards: Michigan Geriatrician of the Year-1991, Outstanding Geriatric Community Service Award-1992, Best Doctors in Michigan in Geriatrics and Internal Medicine-1998, Best Geriatric Physicians and Best Alzheimer's Diagnostic Programs 2000-2004, Dual award for Best Geriatric Physicians and Internal Medicine Physicians 2001-2004. Dr. Dengiz has a special interest and expertise in the diagnosis and management of cognitive disorders in the elderly and has provided care to thousands of patients with dementia. He enjoys public speaking as well as directing and performing in Community Theater. He does a regular radio program answering questions on medical concerns of older adults.

David Steinberg, M.D. David received his Medical Degree from the University Chicago, Pritzker School of Medicine in 1991, followed by a four year residency in PM&R at Rehabilitation Institute of Chicago, Northwestern University. He has been a practicing physician at the Associates in Physical Medicine and Rehabilitation in Ypsilanti, MI since 1995, and has a private group practice at St. Joseph Mercy Health System where he is also the Medical Director of Rehabilitation Services, PM&R section. David is a current member of the Department of Internal Medicine Patient Safety and Quality Committee, Pain Management Committee, and Internal Medicine Section Head Committee.

George Borel George is a partner at Deloitte & Touche in Ann Arbor and has served Glacier Hills as a volunteer and as Treasurer for twenty years.

Steve Dobson Steve is currently a Board Member of the following: Washtenaw United, Way, Comerica Bank/Ann Arbor, IHA Cares Foundation, Central Regional Advisor Board/St. Joseph Mercy Health System. He is a 1969 Duke University graduate with a BA in Economics, and holds his MBA degree from University of Michigan in Insurance.

Neal W. Persky, M.D., M.P.H. Dr. Persky graduated from the University of Illinois Medical School in Chicago in 1981 and subsequently completed his residency in internal medicine at the University of Colorado in Denver. He went on to complete a fellowship in geriatric medicine and a master's of public health at the University of Michigan. Dr. Persky is board-certified in internal medicine and geriatric medicine. He is the Medical Director of the University of Michigan Program in Long Term Care at Glacier Hills. Dr. Persky has a special interest in the care of patients with dementia, the treatment of pressure ulcers and the prevention of falls.

Helen V. Berg Helen has held several positions within the healthcare field ranging from Staff Nurse, Director of Nursing, to Nursing Administrator. Helen was affiliated with Mercy Health Systems (1976-1994) where she began as Nursing Administrator (1976-1979), Vice President for Nursing and Patient Care Services (1980-1990), and Vice President of Human Resources (1990-1994). Her community involvements include member and Vice Chair of St. Joseph Mercy Hospital Board of Trustees, member and Vice Chair of Neighborhood Senior Services Board of Trustees, emeritus member of Ann Arbor YMCA Board of Trustees, and member of the Human Resources Committee of the YMCA.

Margaret Reynolds, PhD, RN, FAAN Margie graduated from The University of Michigan with her Ph.D. in 1981. She is the Director of Evidence Based Practice Clinical Operations Improvement at Trinity Health in Novi, Michigan and has been in the health field since graduating with her BSN from University of Kansas in 1967. She is an experienced nurse educator at baccalaureate, masters, and doctoral levels as well as continuing education. Margie has provided leadership and project management in the initial design, start-up or restructuring and implementation of several health care department programs.

Kathleen Dolan Advises the University of Michigan Business School and the River Gallery in Chelsea, Michigan, as well as individuals and corporations on fine art purchases and the marketing of art collections and exhibits. An accomplished lecturer, she speaks frequently to artists on how to market their work to galleries and to art

collectors on methods for overcoming the fear associated with purchasing art. Both the River Gallery and the Ann Arbor Community Art Center have hosted these lectures. At the University of Michigan Business School, she speaks to students, faculty, staff and special visitor groups on the content of the school's collection.

Stephanie Smith Stephanie received a BA and BS from University of Michigan in 1965. She retired from U of M Health System where she was the Special Projects Manager of Ambulatory Care Services Administration. During her time at U of M she worked on special projects for the outpatient clinics focusing on process change to improve customer service. She is currently President of the Bader School PTO, on the fundraising committee for Planned Parenthood, member of the Friends of University Hospitals Board of Directors, and member of the Ronald McDonald House Board of Directors.

Dale Berry Dale is the President and CEO of Huron Valley Ambulance (HVA) in Ann Arbor, Michigan and has held this position for 27 years. HVA has a staff of 600 with a \$50 million annual operating budget. Dale currently serves as Treasurer on the American Ambulance Association and holds a public appointment on the State of Michigan 911 Committee. He has served on the Ethics Committee at Glacier Hills and on the Board of the Washtenaw County Chapter of the American Red Cross.

Alene Blomquist Alene Alene completed her studies at The University of Chicago with an MA in Clinical Social Work and Social Administration. She is a Clinical Social Worker in geriatric programs in the University of Michigan Health System. Her primary role is Elder Life Specialist and Program Coordinator for the UM Hospital Elder Life Program, with goals of inpatient delirium prevention and reduction of physical de-conditioning. She is a member of the hospital adult bioethics case consultation committee. Alene has also served older adults as a social worker and care manager in hospice, home health, nursing homes and been Executive Director of an independent and assisted living complex in Chicago. She is a member of the American Red Cross Disaster Mental Health Team.

Allan Newman Allan has been an entrepreneur since starting his first company in 1971. He is the President and CEO of The Newman Group, and has founded Recellular, the world's largest recycler of cellular phones, CompuMart, the first retail computer store in Michigan, along with many other ventures. Allan is currently the President of Peace Neighborhood Center, and was a member of the advisory board of Washtenaw Community College, and a board member of Catalyst Communications and Bikestore.com. Mr. Newman received his BS in 1968 from The University of Michigan.