



# MUSKEGON

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## DEVELOPMENT SUMMARY

MEDC | Redevelopment Ready Communities  
Peter Allen & Associates  
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# Table of Contents

3	Executive Summary
4	Analysis
5	Goals
5	Proposal
6	Financials
13	The Deal
14	Stakeholder Response
15	MEDC Fellows Resumes

# Executive Summary



As young professionals across the United States continue to move to cities and leave the suburban lifestyle behind, downtowns that have sat dormant for decades have been reinvigorated with new residents and new energy. This proposal for 251 W. Western Ave. will help Downtown Muskegon come alive. A three-story, 21,000 square-foot mixed-use building will offer 20 market-rate housing units, ground floor destination retail, and restaurant space. On the remaining section of the block, a public plaza will feature programmed events and outdoor dining, exciting the area and the sidewalk. To move the deal forward, the development will engage Muskegon's business community, asking various stakeholders to prelease the residential units. This development, designed by students and recent graduates from the University of Michigan, will change the conversation surrounding Downtown Muskegon.

Employed by Peter Allen & Associates through a grant from the Michigan Economic Development Corporation, the Michigan Economic Development Summer Fellows were tasked with finding a creative, shovel-ready development deal for three sites located in Downtown Muskegon. The sites, all located along W. Western Ave., are controlled by the Downtown Muskegon Development Corporation, and consist entirely of vacant land. After examining the local landscape, speaking with various local stakeholders, and performing our own analysis of the sites, the Fellows proposed a shovel ready development that would serve as a catalyst for further development along W Western Ave.



# Analysis

On the positive side, the team noticed a number of preserved buildings with historic character, a well designed streetscape that is prime for redevelopment, and good timing. Urban redevelopment is a national trend, and Muskegon is poised to tap into a demographic shift that is happening across the United States. What encouraged the team the most was the enthusiasm of the stakeholders involved—Muskegon residents are proud of their hometown, and eager to see it come alive. When examining the proud history of downtown Muskegon, the team sees a city that has the ability to return to a denser, more vibrant past.

Redeveloping Muskegon, however, will face certain obstacles. Labeled a zero-hour Downtown by the team, unless there is inflated demand due to an event the city has little in the way of street action or foot traffic. Downtown Muskegon has many assets, an arena, a lake, etc., but they do not connect to each other. Moreover, many of the region's key employers are located out of the center-city, complicating stakeholder involvement. Finally, over the years, the city has not enforced strong design standards, and has allowed far too many surface parking lots to be constructed in the downtown district. The empty surface lots contribute to the desolate feel in the city.



SOURCE: Downtown Muskegon Development Corporation



SOURCE: flickr | Brandon Bartoszek



SOURCE: MEDC Fellows

# Goals

While developing the proposal, the team drafted a proposal with the following goals. The building must create a “third place” for the laptop generation—a place to hang-out and mingle, or a place to do work outside of the office. The development needed to excite the sidewalk, and connect existing assets in Downtown Muskegon. A new building needed to become a regional asset—something regional stakeholders can get behind, and Muskegon residents can be proud of. Finally, the development needed to be a catalyst for the next generation of downtown development, and spark the downtown residential market.



SOURCE: The Age Entertainment | Capital Kitchen, Australia

# Proposal

With 20 market rate apartments and a destination restaurant, the development will become a regional asset—a place where office workers can take a client for lunch or area residents can take out-of-town visitors for dinner. The building’s outdoor dining will excite the street—creating the vibrancy necessary to attract and retain young, creative professionals, increasing the viability of the restaurant and market-rate apartments, and connecting the development to other Muskegon assets, such as the Frauenthal Theatre or the L.C. Walker Arena. With its location on the corner of Western Ave. and Second St., the building will add height to the corner, and contribute to a healthier, denser downtown by uniting the urban fabric.



SOURCE: TripAdvisor | The Aulde Dubliner



# Financials

For a 7% return on cost, each 1 bedroom unit must command rents of \$823 per month\*. In a market where \$600 per month is the going rate for a comparable apartment, we have a gap of over \$200 that needs to be covered. We plan to prelease units at these higher-than-market rates to the stakeholder companies in Muskegon. These companies can charge their employees current market rates and will have to subsidize the difference necessary to support new construction. We expect these market rates to rise steadily over the next several years as downtown Muskegon becomes a more vibrant and lively downtown. For the companies preleasing these apartments, leasing these units to employees at a loss is an investment in the future of their creative class employees. Young creative professionals want to live in downtowns with coffee shops, restaurants and bars within walking distance. For this to become a reality in Muskegon, 251 Western Ave. must jump start the live-work-play ecosystem directly downtown at market rates. These companies will also have an exit strategy, as these apartments will be built to condo specs. The companies can sell these rental units to their employees as the market justifies. Lastly, it is important to note that these numbers include no financing or tax credit exemptions, so the gap between required rents and current rents could be considerably smaller. None of these cost saving subsidies, such as the Michigan Community Revitalization Program (MCRP), have been applied in order to show the true costs and required revenues of the development.

\*The residential required rents in our “Corporate Recommendation” tab are 35% higher than the rents in our “Cost Justified Rents” tab because the landlord will pay out 35% of residential rents towards operating expenses.

# Financial Details | Corporate Recommendation

MCRP Link: <http://www.michiganadvantage.org/Michigan-Community-Revitalization-Program-Projects/>

	<b>Required Rents for Specified Unleveraged Returns</b>					
	<b>Residential 1br</b>		<b>Residential 2br</b>		<b>Retail</b>	
<b>Desired Return on Cost:</b>	<b>Per SF</b>	<b>Per Unit</b>	<b>Per SF</b>	<b>Per Unit</b>	<b>Per SF</b>	<b>Per 900 SF Unit</b>
7%	\$18.13	\$823 per month	\$18.13	\$1,344 per month	\$13.43	\$12,084
9%	\$23.31	\$1,058 per month	\$23.31	\$1,729 per month	\$17.26	\$15,537
	<b>Rent Subsidy Required for Development Feasibility</b>					
	<b>Residential 1br</b>		<b>Residential 2br</b>		<b>Retail</b>	
	<b>Per SF</b>	<b>Per Unit</b>	<b>Per SF</b>	<b>Per Unit</b>	<b>Per SF</b>	<b>Per 900 SF Unit</b>
<b>Required Rents (7% Return)</b>	\$18.13	\$823 per month	\$18.13	\$1,344 per month	\$13.43	\$12,084
<b>Current Rents</b>	\$13.21	\$600 per month	\$12.13	\$900 per month	\$10.00	\$9,000
<b>Rent Subsidy Required</b>	<b>\$4.92</b>	<b>\$223 per month</b>	<b>\$5.99</b>	<b>\$444 per month</b>	<b>\$3.43</b>	<b>\$3,084</b>

# Financial Details | Muskegon Community Dashboard

## Key Assumptions

251 Western Ave	Site Sq Ft (Half of Lot)	10857	<a href="http://downtownmuskegon.org/development/downtown-muskegon-development-corporation">http://downtownmuskegon.org/development/downtown-muskegon-development-corporation</a>	
	Total Construction Sq Ft	25628	Sidock RSM	Means
	Per SF (NNN)	%	Total Cost	Source
Land Costs	\$9.99		\$108,500	<a href="http://downtownmuskegon.org/development/downtown-muskegon-development-corporation">http://downtownmuskegon.org/development/downtown-muskegon-development-corporation</a>
<b>Construction Hard Costs</b>				
Base Construction	\$131.09	100%	\$3,359,575	Sidock RSM
Contractor Fees	\$19.66	15%	\$503,936	Sidock RSM
Architectural Fees	\$10.49	8%	268,765.96	Sidock RSM
Contingency	\$10.49	8%	\$268,766	Turner Construction
Total Hard Costs	\$171.73		\$4,401,043	
<b>Soft Costs</b>				
Financing	\$4.59	3.5%	\$117,585	Averages of past Peter Allen deals
Marketing	\$1.31	1%	\$33,596	Averages of past Peter Allen deals
Developer	\$3.93	3%	\$100,787	Averages of past Peter Allen deals
Legal	\$0.26	0.2%	\$6,719	Averages of past Peter Allen deals
Total Soft Costs	\$10.09		\$258,687	
<b>Total Construction Costs</b>	\$191.82		\$4,915,856.42	
<b>Rents</b>				
Residential 1br	\$13.21	\$600.00 per month	\$129,600.00	Grand Rapids Rents (4 years ago)
Residential 2br	\$12.13	\$900.00 per month	\$21,600.00	Grand Rapids Rents (4 years ago)
Retail	\$10.00		\$64,370.00	
<b>Vacancy</b>				Local Landlords/Local Appraisers/Local Brokers
Residential 1br		7%	\$10,283.31	
Retail		10%	\$6,437.00	
<b>Operating Costs (Residential)</b>		35%	\$52,920.00	Jon Rooks
<b>Operating Costs (Retail)</b>		50%	\$32,185.00	Jon Rooks

# Financial Details | Summary of Site Financials

The biggest issue here is the discrepancy between the cost to build the residential units, versus the market rents. The gap in the retail rental and construction will largely solve itself if we can get a higher construction efficiency. There is about a three million dollar discrepancy overall, meaning we need to increase building efficiency from the current level of 74% to 85-90%. Over 25% of the development is currently attracting zero rents which is destroying the developments feasibility.

Change the blue numbers in cells B21, D21 and F21 to see what construction costs are justified under different Return on Cost scenarios. 8% is used in the template, but anything at or above 7% is considered favorable.

## Rent Justified Costs

	Residential 1br		Residential 2br		Retail	
	Per SF	Total	Per SF	Total	Per SF	Total
<b>Current Market Rents (annual unless otherwise noted)</b>						
Retail NNN					\$10.00	
Residential 2nd + 3rd Floor Gross Rent	\$13.21	\$600.00 per month	\$12.13	\$900.00 per month		
Residential Unit SF	545		890			
Less Operating Costs	35%		35%		50%	
Incl. taxes, insurance, maint. (=30-40% of gross rents)	\$4.62	\$45,360	\$4.25	\$7,560	\$5.00	\$32,185
<b>Rents</b>						
Triple Net Rent Equivalent	\$8.59	\$84,240	\$7.89	\$14,040	\$10.00	\$64,370
Vacancy						
<b>Return on Cost (= to Triple Net Rents/Total Cost)</b>						
%	8%		8%		8%	
Per SF	\$107.34	\$1,471,584	\$98.60	\$245,264	\$125.00	\$1,012,500
<b>Therefore Justifiable 100% Construction Budget</b>						
Per SF	\$107.34	\$1,471,584	\$98.60	\$245,264	\$125.00	\$1,012,500

# Financial Details | Summary

## Cost Justified Rents

	Residential 1br		Residential 2br		Retail	
	Per SF	Total	Per SF	Total	Per SF	Total
Land Cost	\$10	\$145,713	\$10	\$16,190	\$10	80,952
Base Construction	\$131	1,911,292	\$131	212,366	\$131	\$1,061,829
Contractor Fees	\$20	286,694	\$20	31,855	\$20	\$159,274
Architectural Fees	\$10	152,903	\$10	16,989	\$10	\$84,946
Contingency	\$10	152,903	\$10	16,989	\$10	\$84,946
Soft Costs (marketing, finance, legal, develop) (estimate)	\$10	147,169	\$10	16,352	\$10	\$81,761
<b>Total Costs Per SF</b>	<b>\$192</b>	<b>\$2,796,675</b>	<b>\$192</b>	<b>\$310,742</b>	<b>\$192</b>	<b>\$1,553,708</b>
<b>Triple Net Rent Equivalents Required to Justify Above Costs</b>						
7% Yield	\$13	\$140,082	\$13	\$15,565	\$13	\$86,430
9% Yield	\$17	\$180,106	\$17	\$20,012	\$17	\$111,125

# Financial Details | Pro Forma

<b>Gross Rents</b>			all dollar figures per sf
Residential 1br		\$600.00 per month	\$13.21
Residential 2br		\$900.00 per month	\$12.13
Retail		\$10.00 per sf	\$12.00
Less Vacancy			7%
Less Operating Expenses			35%
<b>NOI</b>			
Residential 1br			\$7.99
Residential 2br			\$7.34
Retail			\$11.16
<b>Total Construction Cost Justifiable Per SF**</b>			
Residential 1br			\$170.00
Residential 2br			\$170.00
Retail			\$180.00
<b>Return on Cost Projections</b>			
Residential 1br			4.70%
Residential 2br			4.32%
Retail			6.20%

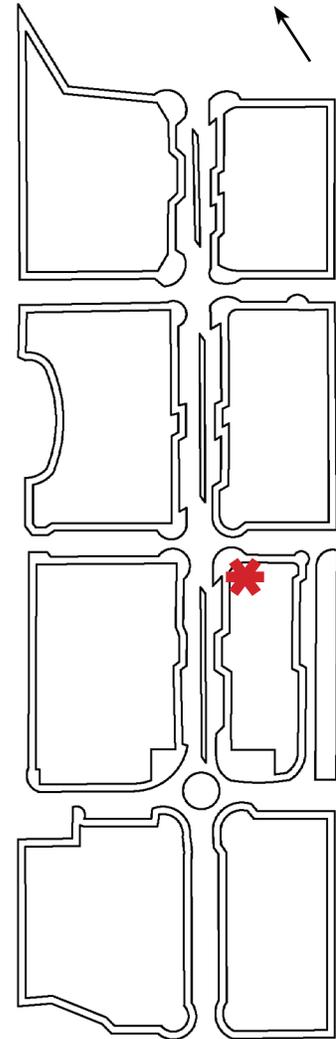
**\*\*Includes Land, Hard and  
Soft Costs**

## Financial Details | Gross Leasable Area

<b>Additional Site Information</b>	
<b>Average Sq Ft of 1 br unit</b>	545
<b>Average Sq Ft of 2 br unit</b>	890
<b>Quantity of 1 br units</b>	18
<b>Quantity of 2 br units</b>	2
<b>Total Sq Ft of Development</b>	24300
Sq Ft of Floor 1	8100
Sq Ft of Floor 2	8100
Sq Ft of Floor 3	8100
<b>Total Leasable Sq Ft of Development</b>	18029
Leasable Sq Ft of Floor 1	6437
Leasable Sq Ft of Floor 2	5796
Leasable Sq Ft of Floor 3	5796
<b>Construction Efficiency</b>	74.19%

# The Deal

Financially the development depends on support from the Muskegon business community. By doing so, the Muskegon business community will be able to achieve the triple bottom line—investing in community, investing in the built environment, and investing in their talent pool. First, this development will continue the Muskegon area business community’s tradition of philanthropy and civic engagement. Second, the development will improve the built environment of the city—making a vacant, desolate corner come alive. Finally, by preleasing the 20 residential units, the Muskegon business community will be able to remain competitive in today’s marketplace. While the local business community has contributed to the downtown in the past, this contribution will mark a paradigm shift for downtown Muskegon and the recruiting efforts of all local stakeholders.



# Stakeholder Response

The MEDC Fellows' presentation generated a positive response from Muskegon stakeholders, who raised important questions regarding the project's financing and economic assumptions.

Many stakeholders, who represented major local employers, expressed interest in the proposal, and agreed that a more in-depth analysis of the financials was necessary before moving forward.

A stakeholder with real estate experience made the point that the current demand could support the proposed amount of residential units. Muskegon Community College expressed great interest and support in the initiative. Other professionals and developers who attended echoed the need for this project to fill the void of market rate apartments currently in Downtown Muskegon.

The proposal was well received, with stakeholders taking a "trust but verify" approach. This encouraging response validates the team's proposal as a realistic shovel ready project. Overall, the team enjoyed working with the Muskegon community, and would welcome the opportunity to keep working with Muskegon area stakeholders to move this proposal forward.



SOURCE: Ed Garner



# MEDC Fellows | Resumes

# Peter C. McGrath

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <i>Masters of Urban Planning, Graduate Certificate in Real Estate Development, May 2013</i> <ul style="list-style-type: none"><li>• Coursework: Real Estate Finance, Real Estate Essentials, Public Finance, Planning Law, Methods and Practices of Economic Development, Chicago Urban Design Studio, History of American Planning</li><li>• Partnered with Action Sports Detroit and Detroit Sports Commission: researched and composed sections of Detroit's bid to host ESPN's Summer X Games</li><li>• Case Competitions: 2013 ULI Hines Competition, Department of Energy Better Buildings Competition</li><li>• Awarded: Vandongen Scholarship, UM-ULI Jeff Blau Scholarship, and BA 517 People's Choice Award</li><li>• Appointed: Graduate Student Research Assistant and Graduate Student Instructor</li><li>• Elected: Rackham Student Government Representative and Volunteer Corps Committee Chair</li></ul>	<b>ANN ARBOR, MI</b>
	<b>WAYNE STATE UNIVERSITY</b> <i>Masters of Arts: American History, 2012</i> <ul style="list-style-type: none"><li>• Masters Essay: Eminent Domain: Taking and Remaking Detroit</li><li>• Awarded: 2010 Kelley Research Grant and 2011 Graduate Professional Scholarship</li></ul>	<b>DETROIT, MI</b>
	<b>JOHN CARROLL UNIVERSITY</b> <i>Bachelor of Arts: Major—History, Minor—Business, 2007</i>	<b>UNIVERSITY HEIGHTS, OH</b>
<b>SKILLS</b>	Financial modeling, public and real estate finance; Econometric, demographic, and market analysis; Computer Programs: Microsoft Office Suite—Excel, Word, PowerPoint, and Access, Adobe In Design and Illustrator, Google Earth and Sketch-Up, STATA and R; Communication: experienced writer and editor, confident public speaker.	
<b>EXPERIENCE</b>	<b>GRAHAM SUSTAINABILITY INSTITUTE</b> <i>Graduate Intern with Focus: HOPE, Detroit, MI, Summer 2012</i> <ul style="list-style-type: none"><li>• Developed a thorough inventory of the community's commercial properties using data from CoStar, Sanborn Fire Maps, tax and title records, interviews, and windshield surveys</li><li>• Performed a feasibility study regarding a rails-to-trails project in Northwest Detroit—analyzing costs, entitlements, community engagement, and design possibilities</li><li>• Developed a corridor improvement plan with the Linwood Business Owners Association</li><li>• Facilitated visioning sessions and analyzed development strategies for the Paul Robeson Academy site</li><li>• Implemented a HUD financed façade improvement program in partnership with Focus: HOPE, the City of Detroit, local contractors, and neighborhood business owners</li></ul>	<b>ANN ARBOR, MI</b>
	<b>UNIVERSITY OF MICHIGAN—URBAN PLANNING DEPARTMENT</b> <i>Graduate Student Research Assistant, September 2011 to May 2012</i> <ul style="list-style-type: none"><li>• Assisted Professor June Manning Thomas, Ph.D., with research for her forthcoming book, <i>Mapping Detroit</i></li><li>• Researched historic and current political, demographic, and economic trends in Southeastern Michigan, synthesized this data to examine the impact of local governance on housing values and quality of life issues</li><li>• Worked closely with contributing authors to ensure editorial continuity and factual accuracy</li></ul>	<b>ANN ARBOR, MI</b>
	<b>ROMAN CATHOLIC ARCHDIOCESE OF DETROIT</b> <i>Administrative Support Staff: Chancellor's Office, HR Office, Properties Office, June 2009 to August 2011</i> <ul style="list-style-type: none"><li>• Research assistant to the Chancellor and Vicar General, investigated best practices procedures for Archdiocesan operations and topics related to the organization's real estate holdings</li><li>• Coordinated hundreds of marriage dispensations cases—an assignment that required a high-level of organization, an eye for detail, and excellent interpersonal skills</li><li>• Initiated, designed, and completed the computerization of HR records from a paper-based system to a Microsoft Access database—saving hundreds of man-hours during an organizational restructuring</li><li>• Point person for the Archdiocese's film location agreements: liaison between major film production companies, the Archdiocese, contractors, and government organizations</li></ul>	<b>DETROIT, MI</b>
	<b>DETROIT HISTORICAL SOCIETY</b> <i>Volunteer Research and Archives Assistant, January 2008 to February 2009</i> <ul style="list-style-type: none"><li>• Tracked down the histories of various Detroit area companies, buildings, and people</li><li>• Designed tours for student groups and composed complimentary informational materials</li></ul>	<b>DETROIT, MI</b>
<b>ADDITIONAL</b>	Member: Ross School of Business Real Estate Club, Urban Land Institute, and Detroit Irish-American Club; Community Outreach: organized hundreds of volunteer hours on behalf of the Rackham Graduate School, member and fundraiser for the Crohn's and Colitis Foundation.	

# PAIGE SHESTERKIN

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## EDUCATION

- University of Michigan, Ann Arbor, MI** **September 2012**
- Masters of Urban Planning and Graduate Certificate in Real Estate Development Candidate
  - Concentration of Study: Physical Planning and Design
  - Projected graduation: Spring 2014
  - Urban Planning Student Association Executive Board Member
  - Jeff Blau Scholarship Winner, University of Michigan/Urban Land Institute Real Estate Forum (UM/ULI) (2012)
  - Member of First Place Team for UM/ULI Real Estate Forum Student Case Competition (2012)
  - Participant in Urban Land Institute/Gerald D. Hines Student Urban Design Competition (2013)
- Aquinas College, Grand Rapids, MI** **August 2008-2012**
- Bachelor of Science, majors in Sustainable Business and Spanish
  - International perspectives of sustainability fieldwork experience, Costa Rica (May 2012)
  - Nominee for Aquinas College Most Outstanding Woman Student (2012)
  - Study abroad experience, University of Salamanca International Courses, Salamanca, Spain (Fall 2010)

## EXPERIENCE

- MEDC Consultant; *Peter Allen & Associates*, Ann Arbor, MI** **May 2012-Present**
- Conducting real estate feasibility studies in coordination with the MEDC Redevelopment Ready Communities® Program for various Michigan communities
  - Working with a multi-disciplinary team of University of Michigan students to provide an analysis and proposal for potential real estate development opportunities in specific Michigan cities
  - Contribute to concept and development vision; coordinate final document and presentation deliverables
- Business Analyst; *Rockford-Construction*, Grand Rapids, MI** **January 2012-May 2012**
- Researched and analyzed trade patterns of West Michigan to support the creation of an advanced energy center and intermodal logistics hub
  - Created and introduced sustainability plan for the proposed advanced energy center and intermodal logistics hub
- Energy Analyst; *Bazzani Associates Inc.*, Grand Rapids, MI** **January 2012-May 2012**
- Conducted energy audit for real estate developer's portfolio of LEED certified buildings
  - Completed USGBC Building Performance Partnership energy report
- Director of Sustainability; *Student Senate*, Aquinas College, Grand Rapids, MI** **August 2011-May 2012**
- Directed and maintained standing sustainability committee of nine student senators
  - Supported committee members in the review of recommendations to incorporate long-term sustainability on campus
  - Organized and sponsored campus events to promote sustainability education and awareness
- Intern; *AKT Peerless Environmental and Energy Services*, Detroit, MI** **2009/2010/2011**
- Worked directly with the Detroit/Wayne County Port Authority
  - Evaluated sustainable projects for potential recipients of US EPA Brownfield Assessment funds
  - Researched grant opportunities, transportation logistics and market opportunities for sustainable technologies and economic development

## ADDITIONAL

- Skilled proficiency in Microsoft Suite, Adobe Create Suite, Geographical Information Systems
- Competent in AutoCAD, SketchUp, STATA, RStudio, LaTeX
- Youth mentor at Community Action Network-Hikone, Ann Arbor, MI

# FRANK JOSEPH KOZIARA III

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<b>EDUCATION</b>	<b>UNIVERSITY OF MICHIGAN</b> <b>Stephen M. Ross School of Business</b> Bachelor of Business Administration, April 2014 <ul style="list-style-type: none"><li>• Emphases in Entrepreneurial Studies and Management &amp; Organizations</li><li>• BBA Preferred Admit to Ross (26% Admission Rate)</li></ul> <b>College of Literature, Science, and the Arts</b> <ul style="list-style-type: none"><li>• Honors Program (2010-11)</li></ul>	<b>Ann Arbor, MI</b>
<b>EXPERIENCE</b> <b>2013-Present</b> <b>Summer</b>	<b>PETER ALLEN &amp; ASSOCIATES, INC. MEDC FELLOWS PROGRAM</b> <b>MEDC Fellows Secretary &amp; Treasurer</b> <ul style="list-style-type: none"><li>• Conducted real estate development feasibility studies in coordination with the MEDC Redevelopment Ready Communities program in specific cities throughout Michigan</li><li>• Assembled feasibility study deliverables with an interdisciplinary team of University of Michigan students with backgrounds in Urban Planning, Architecture, Economics and Business</li></ul>	<b>Ann Arbor, MI</b>
<b>Summer 2012</b>	<b>CLOTHES HORSE</b> <b>Product Management Intern</b> <ul style="list-style-type: none"><li>• Created fit comparison visualizations from database garment data that were sent to e-commerce retailers to show how their apparel fit relative to their competitors</li><li>• Queried Microsoft SQL Server databases to generate product performance reports in Excel</li><li>• Analyzed the performance of web product features via A/B testing and made data-driven product improvement recommendations</li><li>• Implemented a web scraping solution for identifying potential customers, utilizing the XML and XPATH languages</li></ul>	<b>New York, NY</b>
<b>2011-2012</b>	<b>MUSIC MATTERS, STUDENT ORGANIZATION PUBLICITY &amp; ADVERTISEMENT</b> <b>Chairman and Founding Member</b> <ul style="list-style-type: none"><li>• Managed over 40 individuals, creating several subcommittees responsible for the different aspects of the committee, displaying the ability to delegate and to maximize the productivity of a group</li><li>• Planned and implemented social media strategy, created the club banner, flyers, and leaflets for recruiting events, and designed merchandise for club members, highlighting skills in multi-tasking and handling diverse responsibilities</li></ul>	<b>Ann Arbor, MI</b>
<b>2011-Present</b>	<b>MICHIGAN INTERACTIVE INVESTMENTS, LTD.</b> <b>Member</b> <ul style="list-style-type: none"><li>• One of approximately 60 members responsible for managing the \$16,000 diversified portfolio of the undergraduate investment club</li><li>• Pitched a stock to the entire club after extensive research and preparation, demonstrating the ability to synthesize quantitative and qualitative data into an fundamentally sound argument, in addition to the communication and presentation skills acquired during the process</li><li>• Active participant in market discussions that impact investment decisions</li></ul>	<b>Ann Arbor, MI</b>
<b>ADDITIONAL</b>	<ul style="list-style-type: none"><li>• Central Student Government representative for the Stephen M. Ross School of Business</li><li>• Program in Entrepreneurship Certificate candidate</li><li>• Involved in politics, worked on successful state representative campaign in 2010</li><li>• Blues and jazz music aficionado. Favorite artists include Miles Davis, Wes Montgomery, B.B. King, and Stevie Ray Vaughan</li></ul>	

**OBJECTIVE:**

Seeking eventual employment in real-estate or land use/law related fields.

**EDUCATION:**

*University of Michigan*

- Master of Urban Planning '14.....6.1 GPA (9.0 Scale )
- Political Science major '11.....3.3 GPA

*Wayne State University*

- Mandarin Chinese.....4.0 GPA

*Howell High School '07*.....3.3 GPA

**PROFESSIONAL EXPERIENCE:**

Summer 2012

- **Michigan Economic Development Corporation (MEDC) Fellowship/Peter Allen**.....Michigan
  - Toured many cities in Michigan as a team consultant regarding distribution of state funds for redevelopment projects.

Summer 2011

- **Shadowed prosecuting attorneys of Livingston County**.....Livingston Co. MI
  - Introduction to the various aspects of criminal law.

Spring/Summer 2011

- **Intern Michigan House of Representatives** .....Lansing MI
  - Under Rep. Mark Ouimet of 52<sup>nd</sup> District.

Summer 2010/2012

- **Southwestern Co.**.....Nashville, TN
  - Door-to-door sales in educational products.

Summer 2008/2009

- **Dealer Auto Parts**.....Redford, MI
  - Improvement in customer relations and clerical work.

Autumn 2006-Summer 2007

- **Old Navy**.....Howell, MI
  - Improvement upon skills in sales, customer service and financial responsibility.

**SKILLS:**

- Proficient in all of Microsoft Office
- Basic knowledge of programming, data manipulation and GIS
- Good understanding on many aspects of real estate finance
  - ARGUS

**AWARDS AND SCHOLARSHIPS:**

- Michigan promise
- Graduated high school cum laude
- Norman Jameson local scholarship
- Deans List: multiple semesters 2009-2013
- UM Sustainability Award: for accomplishments in TruMich

**EXTRACURRICULAR:**

- Publicity Director/ VP/President: The University of Michigan Ballroom Dance Club Board (2009-2013)
- Treasurer: TruMich Alternative Transit Group (2011)
- New inductee: Real Estate Club at Ross School of Business (2012/13)
- New member: Real Estate Law Club at The University of Michigan Law (2012/13)
- Residence Hall Staff at The University of Michigan: Resident Advisor (2013-2014)

# Acknowledgements

Michigan Economic Development Corporation  
Redevelopment Ready Communities

Michigan Municipal League

Michigan State Housing Development Authority

Downtown Muskegon Development Corporation

Muskegon Area First

Muskegon Chamber of Commerce

City of Muskegon

Muskegon community stakeholders

Peter Allen & Associates

MEDC Fellows

