

County of Washtenaw, MI



REQUEST FOR INFORMATION

#6200

**Wireless Washtenaw
Private Sector Partnership**

Prepared By:

Washtenaw County Purchasing
Administration Building
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WASHTENAW COUNTY

Finance Department
Purchasing Division

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REQUEST FOR INFORMATION # 6200

June 7, 2005

Washtenaw County Purchasing Division on behalf of Wireless Washtenaw Project Team is issuing a sealed RFI #6200 for Wireless Washtenaw – Private Sector Partnership.

Sealed Responses: Interested parties will deliver one (1) original and ten (10) hardcopies (1 unbound), and one copy on CD in Adobe Reader PDF format, which are clearly marked as such and must contain one original signature to the following address:

**Washtenaw County
Administration Building
Purchasing Division
220 N. Main St. Room B-35
P.O. Box 8645
Ann Arbor, MI. 48107**

by 3:00 p.m. EST on WEDNESDAY, JUNE 29, 2005

This submission shall include the entire Request For Information document, requested attachments, and any amendments if issued.

Responses received after the above cited time will be considered late and are not acceptable unless waived by the Purchasing Manager.

- The envelope must be clearly marked "SEALED RFI # 6200".
- Please direct purchasing and procedural questions regarding this RFI to Robert Devault at 734-222-6760 or devaultb@ewashtenaw.org
- Please direct technical questions regarding this RFI to Uma Harithsa, IT Project Manager at 734-222-3578 or harithsau@ewashtenaw.org

Thank you for your interest.

Table of Contents

1	Introduction	4
2	Background	5
2.1	Washtenaw County Background	5
2.2	Wireless Washtenaw Overview	6
2.2.1	Vision.....	7
2.2.2	Objectives	7
2.2.3	Goals	8
2.2.4	Collaborators.....	8
2.2.5	Project Target Milestones	9
2.2.6	Potential Available Assets	9
3	RFI Guidelines	10
3.1	RFI Intent.....	10
3.2	RFI Schedule	10
3.3	Response Submission Deadline.....	10
3.4	Late Responses, Modifications, or Withdrawal	11
3.5	RFI Questions and Clarifications	11
3.6	RFI Addendum.....	11
3.7	Reasonable Accommodations	11
3.8	Preparation of Responses	11
3.9	Private Sector Partnership Forum	12
3.10	Confidential Information	12
3.11	Right to Request Additional Information.....	12
3.12	Response Preparation Costs	12
3.13	Oral Presentations	12
4	Response Format	13
4.1	Introduction.....	13
4.2	Executive Summary (Section 1)	13
4.3	Business Model (Section 2).....	14
4.4	Technical Solution (Section 3)	14
4.5	Coverage & Implementation Plan (Section 4)	15
4.6	Proof of Technology & Pilot Program (Section 5).....	15
4.7	Private Sector Partner Profile & Background (Section 6).....	16
5	Required Forms	17
5.1	Response Signature Page.....	17
6	Appendix A – Washtenaw County Geographic and Demographic Profile	18
7	Appendix B – Map of Potential Assets	20

1 Introduction

Key stakeholders within Washtenaw County have recently formed a high-tech, progressive initiative entitled "Wireless Washtenaw" to achieve wireless high speed internet access throughout Washtenaw County, equally available in urban, suburban, rural and mobile settings in 2007. The benefits of this initiative are substantial, facilitating economic development within the County, expanding the provision of internet service to county constituents and visitors, facilitating the rapid expansion of the County's growing mobile workforce, and providing for significant collaboration and cooperation between government, business and education. This initiative is focused on improving the quality of life for Washtenaw County residents and businesses by creating a collaborative forum between key stakeholders to develop a viable County-wide solution. Key stakeholders include Washtenaw County, local cities, villages and townships, local universities, educational partners, IT and economic development organizations, local hospitals, and the State of Michigan. Following are some key features of the project team's vision for implementation of wireless internet access within the County

1. One of the most important goals of this project is to provide access to wireless high speed internet across the County in 2007. This encompasses urban, suburban, rural and mobile residents, businesses and visitors with equal priority. We anticipate that any solution brought forth by private sector partners would include a component of rural, suburban, urban and mobile service provision to make it an attractive option for the project team to pursue. We value your input into suggesting possible means for accommodating our county-wide access goal to create a win-win solution for all invested parties.
2. The intent of this project is to provide wireless internet access without spending public, taxpayer dollars; however to contribute to the success of this venture the public sector will entertain the use of some of its assets already in place. This may require the formation of a separate legal entity to handle the administration of such a long-term project. The details of this entity are unknown to date, as the Wireless Washtenaw project teams are at the beginning phases of formation. The outcome of this is anticipated to be a unique form of public/private partnership, with sufficient private funding for successful implementation.
3. We envision this project making available the provision of a base level of "free" wireless internet bandwidth for all residents, businesses and visitors in the County-wide service area. Additionally, we would anticipate an array of "for-fee" service options in the County-wide service area, eligible to those who wish to pay for advanced service features. The service should be financially viable and plan for periodic upgrades as technology evolves.

The intent of this Request for Information is to extend the project team's partnership to include the private sector - those companies who are able to provide the technology and high quality service to the constituents of Washtenaw County. Another reason is to determine the level of interest in providing this service to our constituents. Consider this your first invitation to participate and provide input to the process with the Wireless Washtenaw team. We look forward to your responses and future ongoing dialogue regarding this exciting and innovative initiative!

2 Background

2.1 **Washtenaw County Background**

Washtenaw County is situated in southeastern Michigan approximately 30 miles west of Detroit and boasts of the following public entities:

Cities

- Ann Arbor (County Seat)
- Chelsea
- Milan
- Saline
- Ypsilanti

Villages

- Barton Hills
- Dexter
- Manchester

Townships

- | | |
|---------------|--------------|
| • Ann Arbor | • Pittsfield |
| • Augusta | • Salem |
| • Bridgewater | • Saline |
| • Dexter | • Scio |
| • Freedom | • Sharon |
| • Lima | • Superior |
| • Lodi | • Sylvan |
| • Lyndon | • Webster |
| • Manchester | • York |
| • Northfield | • Ypsilanti |

Public Institutions of Higher Education

- The University of Michigan
- Eastern Michigan University
- Washtenaw Community College

The County spans a space of 720 square miles. In 2000 the population was over 322,000, with projected growth of 87,853 by 2020, representing a 27% increase. The number of households is also projected to increase to 169,613 by 2020, an increase of 35 percent. It is one of the few Michigan Counties that continues to grow at a moderate rate. Over the next 20 years, job growth is projected to increase by 20.5 percent, from the current 232,175 jobs in the County to 279,741 by 2020 (an increase of 47,566 jobs). Also, Washtenaw County's median household income as reported by the 2000 U.S. Census was \$51,990, exceeding the median household income for the State of \$44,667. Please refer to Appendix A for further geographical and demographic information related to Washtenaw County.

More information about Washtenaw County can be found on the County's website at:

<http://www.ewashtenaw.org/>

Or from the U.S. Census Bureau, at:

<http://quickfacts.census.gov/qfd/states/26/26161.html>

2.2 Wireless Washtenaw Overview

Wireless Washtenaw is an exciting new initiative for the Washtenaw community. The goal for this project is to provide a wireless network for the urban, suburban, rural and mobile settings in 2007. Objectives include providing citizens and visitors a pleasant, seamless wireless Internet experience; supporting economic development and improving the quality of life in Washtenaw County; serving as a model for other communities to observe, learn from and use the knowledge gained to promote similar services in their own communities; and providing a model of cooperation and collaboration between government, business and education. The project team, including local universities, the local IT Zone, the City of Ann Arbor, the Washtenaw Development Council, local units of government, and the State of Michigan, is committed to having a series of pilots throughout the County by the end of the 2005.

The benefits of this initiative are nearly endless. Wireless Washtenaw will help facilitate the jobs of today while positioning the County for the jobs of tomorrow. As businesses go high-tech and more high-tech firms locate and relocate their businesses within the County, the residents of the County must be prepared to fill the jobs those businesses have to offer. Government agencies will also benefit from increased efficiencies when providing services to the public. This project will complement SPARK, the new regional collaborative initiative aimed at doubling the number of technology companies and tripling the number of technology jobs in the region by 2010.

For further information on Wireless Washtenaw, please refer to the Wireless Washtenaw website at:

<http://wireless.ewashtenaw.org>

2.2.1 Vision

The following diagram illustrates the Vision of Wireless Washtenaw:



2.2.2 Objectives

The objective of the Wireless Washtenaw initiative is to **provide wireless high speed internet access for Washtenaw County equally available in urban, suburban, rural and mobile settings in 2007**, including:

- To provide citizens and visitors a pleasant, seamless wireless Internet experience.
- To provide a blend of "free" and "for fee" services.
- To support economic development and improve the quality of life in Washtenaw County.
- To serve as a model for other communities.
- To be a model of cooperation and collaboration between government, business and education

2.2.3 Goals

The purpose of developing a community wireless broadband network in Washtenaw County is to leverage the local infrastructure and regulatory authority to partner with private providers, community institutions, businesses, and community organizations to:

- Provide an economic development tool to attract and retain businesses
- Reduce the digital divide
- Improve government service delivery
- Facilitate wireless technology use for our citizens and visitors
- Create a seamless wireless infrastructure to attract and retain young professionals
- Establish a wireless broadband network without a burden on taxpayers

2.2.4 Collaborators

Wireless Washtenaw project collaborators include:

- Community / Public
- Washtenaw County
- University of Michigan
- Eastern Michigan University
- Washtenaw County Cities
- Washtenaw County Villages
- Washtenaw County Townships
- Michigan Township Association
- City of Ann Arbor
- Ann Arbor IT Zone
- Ann Arbor Chamber of Commerce
- Washtenaw Intermediate School District
- Washtenaw County Road Commission
- State of Michigan
- University of Michigan Hospital
- Washtenaw Development Council
- Washtenaw Community College
- Ann Arbor and Ypsilanti DDA
- Washtenaw County Libraries
- Merit
- Internet2
- NAAEE
- AACC

2.2.5 Project Target Milestones

The following matrix details a high-level project timeline for Wireless Washtenaw. Specific project timelines will be developed with successful Respondent(s) after selection.

Milestone	Estimated Timing
RFI Release	June 7, 2005
RFI Responses Due	June 29, 2005, 3pm EST
RFP Release	Late July 2005
RFP Responses Due	August 2005
Partner Selection(s)	October 2005
Pilot Program(s)	November – December 2005
Evaluate pilot(s) and begin County-wide deployment	2006
County-wide Deployment	2007

These dates are only estimates and the County reserves the right to alter the schedule as it deems appropriate.

2.2.6 Potential Available Assets

To assist with the implementation of Wireless Washtenaw, the public sector plans to collect and pool their respective assets. An inter-governmental agreement is currently being drafted to achieve this goal. The potential inventory of current assets includes:

- Traffic Signals
- Government Buildings
- Public Educational Buildings
- Public Towers – Communication, Water, Electrical, Storm
- Private Communication Towers (Respondents will be responsible for co-location agreements with Private Communication Tower Companies)
- Dark Fiber
- Poles – Light, Antenna, Traffic
- Geospatial Data (location-based inventory of assets)

A general map of the potential assets is included in Appendix B. More detailed maps will be provided in the RFP, which is expected to be issued in late July 2005.

3 RFI Guidelines

3.1 RFI Intent

It is the intent of Washtenaw County (“the County”), through this Request for Information to gather information and establish a refined list of private sector partners who will receive a subsequent Request for Proposal. **Interested parties who do not submit a response to this Request for Information will not be eligible to respond to the subsequent Request for Proposal.**

3.2 RFI Schedule

The following matrix details the anticipated timing of the milestones related to the RFI process:

Milestone	Date
RFI Release	June 7, 2005
Private Sector Partnership Forum	June 7, 2005, 8:30am EST
Deadline for Questions and Clarifications	June 24, 2005, 3pm EST
RFI Responses Due	June 29, 2005, 3pm EST
Oral Presentations (at discretion of the County)	July 5 through July 15, 2005
Estimated Issuance of RFP	Late July 2005

3.3 Response Submission Deadline

One (1) original and ten (10) hardcopies (1 unbound), and one copy on CD in Adobe Reader PDF format of your response, clearly marked “Wireless Washtenaw Private Sector Partnership RFI Response” must be received and stamped by the Purchasing Division of the Finance Department of Washtenaw County no later than **June 29 at 3:00 PM EST.**

Responses should be addressed to:

County of Washtenaw
 Attention: Mr. Robert Devault, Purchasing Manager
 220 N. Main
 PO Box 8645
 Ann Arbor, MI 48107-8645
 Phone: 734-222-6760
 Email: devaultb@ewashtenaw.org

Responses may be either mailed or hand-delivered. If the proposal is sent by mail or commercial express service, the respondent shall be responsible for actual delivery of the responses to the proper Washtenaw County office before the deadline. All responses become the property of Washtenaw County. The content of all responses shall be held confidential and sealed until after the submission deadline.

All responses must contain the wording: **SEALED RFI #6200** on the package. Responses received after the deadline will not be accepted. Responses may not be delivered via facsimile or e-mail.

3.4 **Late Responses, Modifications, or Withdrawal**

Responses received after the date and time indicated will be considered late and are not accepted unless waived by the Purchasing Manager. If a response is considered late, then the response will be returned unopened to the Respondent identified on the response envelope. Returned responses will not be considered a submitted response and thus will preclude the respondent from being eligible to respond to the forthcoming Request for Proposal.

Responses may be withdrawn or modified in writing prior to the submission deadline. Responses that are resubmitted or modified shall be resealed and submitted to the previously identified Washtenaw County Purchasing Division contact prior to the response submission deadline.

3.5 **RFI Questions and Clarifications**

Please direct purchasing and procedural questions regarding this RFI to Robert Devault at 734-222-6760 or devaultb@ewashtenaw.org. Please direct technical questions regarding this RFI to Uma Harithsa, IT Project Manager at 734-222-3578 or harithsau@ewashtenaw.org.

Questions and clarifications will be received from interested parties until Friday, June 24 at 3:00 pm EST.

3.6 **RFI Addendum**

Washtenaw County may issue addendum(s) to the RFI, based on questions and clarifications received from interested parties. Any forthcoming addendum(s) and / or County responses to questions and clarifications will be posted to the Wireless Washtenaw website at the following address:

<http://wireless.ewashtenaw.org/>

Interested parties are responsible to check this site frequently for updates. Please refer to the following Section for Reasonable Accommodations.

3.7 **Reasonable Accommodations**

The County will provide reasonable accommodations, including the provision of informational material in an alternative format, for qualified individuals with disabilities upon request. If an interested party needs accommodations at the Private Sector Partnership Forum or for this RFI, please contact Robert Devault of the Washtenaw County Purchasing Division at 734-222-6760 or devaultb@ewashtenaw.org.

3.8 **Preparation of Responses**

Responses shall be prepared in accordance with the Response Format detailed in Section 4. Proposals not complying with this format may be considered non-responsive and may be removed

from consideration on this basis. Electronic copies of this document and related attachments are available from the Wireless Washtenaw website to facilitate the preparation of your response.

3.9 **Private Sector Partnership Forum**

The Wireless Washtenaw Private Sector Partnership Forum was held on June 7, 2005 at 8:30am EST at the following location:

Michigan Information Technology Center (MITC).
1000 Oakbrook Dr.
Ann Arbor, MI 48104

The Forum detailed the Wireless Washtenaw initiative and the public-private partnership that is vital to the success of this initiative. The Forum was an opportunity for potential partners in the private sector to learn more about the project and provide feedback on the Wireless Washtenaw Team's plans.

3.10 **Confidential Information**

Information contained in the partner's response that is company confidential must be clearly identified in the response itself. The County will be free to use all information in the partner's response for purposes of the Wireless Washtenaw initiative. The partner understands that any material supplied to the County may be subject to public disclosure under the Freedom of Information Act.

3.11 **Right to Request Additional Information**

The County reserves the right to request any additional information that might be deemed necessary after the completion of this document.

3.12 **Response Preparation Costs**

The partner is responsible for any and all costs incurred by the partner or his/her subcontractors in responding to this request for information, including, but not limited to: information gathering, system design and document preparation. The County will not be responsible for any such costs.

3.13 **Oral Presentations**

Partners who submit a response to this RFI may be invited, at the discretion of the County, for oral presentations to discuss and clarify their response at the County's discretion. Such meetings are expected to occur between July 5 and July 15, 2005. Partners will be contacted by the County, to coordinate logistics and agenda for such presentations.

4 Response Format

4.1 Introduction

To facilitate the analysis of responses to this RFI, the interested parties are required to prepare their response in accordance with the instructions outlined in this section.

As mentioned earlier in the document, the Wireless Washtenaw Project Team desires a collaborative approach with potential private sector partners and your response to this RFI is considered invaluable to the process. The context of your response should be targeted on replying to the Wireless Washtenaw initiative as a whole, which is reiterated below.

The goal for this project is to provide a wireless network for the urban, suburban, rural and mobile settings in 2007. Objectives include providing citizens and visitors a pleasant, seamless wireless Internet experience; supporting economic development and improving the quality of life in Washtenaw County; serving as a model for other communities to observe, learn from and use the knowledge gained to promote similar services in their own communities; and providing a model of cooperation and collaboration between government, business and education. The project team, including local universities, the local IT Zone, the City of Ann Arbor, the Washtenaw Development Council, local units of government, and the State of Michigan, is committed to having a series of pilots throughout the County by the end of the 2005.

Responses shall be prepared as simply as possible and provide a straightforward, concise description of the organization's capabilities and recommendations to satisfy the requirements of the RFI. *EMPHASIS SHOULD BE CONCENTRATED ON ACCURACY, COMPLETENESS, AND CLARITY OF CONTENT.* All parts, pages, figures, and tables should be numbered and labeled clearly. The response should be organized as follows:

Section	Title
	Response Signature Page (from Section 5 of RFI)
1	Executive Summary
2	Business Model
3	Technical Solution
4	Coverage & Implementation Plan
5	Proof of Technology & Pilot Program
6	Private Sector Partner Profile & Background

Instructions relative to each part of the response to this RFI are defined in the remainder of this section.

4.2 Executive Summary (Section 1)

This part of the response to the RFI should be limited to a brief narrative not to exceed two (2) pages. The summary should contain as little technical jargon as possible, and should be oriented toward non-technical personnel.

4.3 Business Model (Section 2)

The vision and objectives of the Wireless Washtenaw are outlined above. There are many similar initiatives in the State and across the Country; however, the business model for vendor cost recovery tends to vary across the various initiatives. Wireless Washtenaw has been developed with the expectation that the implementation and ongoing costs of the wireless network will not be funded using public finances. It is not the intent of Washtenaw County or other project stakeholders to own or operate the wireless network. In this section, please provide a narrative on the business model you feel will provide long-term success for this initiative and the private sector partner(s) selected to implement the solution. This narrative may include any of your ideas and comments including responses to the 13 items listed below:

1. Given the goal to provide wireless Internet access for all residents, business, and visitors throughout the County, please identify your strategy for providing a blend of “free” and “for fee” services. Describe what would be provided for “free” and what would be “for fee”.
2. How does this type of arrangement fit with your current business model?
3. Would this be viable for you as a private business entity?
4. Would your proposed business model have the ability to serve the diverse service demands of the different geographic regions in the County?
5. Articulate how you would expect your business model would recoup the costs associated with the roll-out of the project and provides a long-term sustainable business for the private sector partner(s) involved.
6. How would your proposed model provide for inter-partner involvement?
7. How flexible is your business model to allow for influence or feedback from different stakeholders such as, government, business, and education?
8. What would you anticipate the fee structure to be for this “free” and “for fee” type of arrangement?
9. Who would own/make the capital expenditures for this initiative?
10. Describe how customer support would be provided. Describe how you would encourage or deliver hardware/software required for customers to use the wireless network.
11. Describe how you would assess the level of demand and profitability for each level of service you’d offer.
12. If you ran a pilot, describe what information you would be looking to learn to validate your proposal.
13. If your proposal includes the collaboration of various partners to own & operate the network, describe how the group would be structured, how each would benefit, and how the group would maintain their respective interests as technology changes.

4.4 Technical Solution (Section 3)

Wireless Washtenaw has clear objectives for this initiative but has chosen not to specify solution(s). Instead, the expectation is to leverage the collective knowledge of the community, industry, and private sector partners to accomplish the vision. However, the project team would like a standards based approach to ease interoperability across the County. In this section, please be specific in your proposed or recommended solution to accommodate the Wireless Washtenaw objectives. Minimally, please address the following areas:

1. Provide a brief overview of the general technology infrastructure that would be leveraged for your potential solution. Please provide a conceptual design of your potential solution.

2. Wireless access must be provided for “consumer-based” technologies with appropriate wireless support. What experience would users encounter? For example, is there specific technology, software, or other special configuration needs that users would need to address to obtain access?
3. Would your envisioned solution support both outdoor and indoor wireless access? Please explain.
4. What is the best and worst communication speeds expected for both outdoor and indoor access?
5. What provisions would be needed to provide network security?
6. Is there specific access, infrastructure, assets, or other needs the solution would require that leverages existing solutions? For example, right of way issues, leveraging existing fiber networks, electrical needs, etc.

4.5 Coverage & Implementation Plan (Section 4)

Washtenaw County covers a diverse geographic region that encompasses urban, suburban, rural and mobile landscapes. A key element of the project is the assurance that wireless Internet access is provided to the entire County. In this section, please describe how you would implement your solution across the County. The expectation is that your narrative would encompass a brief recap of key infrastructure identified in the previous section plus additional narrative on the approach for implementation. Some questions to consider include:

1. Do different community types have unique infrastructure needs? What are they? How would they be addressed?
2. Would the County be segmented into different logical service areas? How would those segments/districts be created?
3. How can seamless coverage between segments (or zones) be accomplished to accommodate mobile workers? Additionally, how can interoperability be accomplished between multiple providers?
4. What other unique considerations must be addressed to get County-wide coverage?
5. What would an ideal timeline be for County-wide rollout? Is the stated goal of 2007 achievable?
6. What physical access is needed to assets during implementation? Would multiple visits to the same asset be required for tuning, upgrades, or adjustments to technology?
7. What involvement from Wireless Washtenaw, the County, or other stakeholders would be required for successful implementation?

4.6 Proof of Technology & Pilot Program (Section 5)

Several phases of the project are expected over time. Part of the selection process is expected to include a proof of technology (demonstration) phase and a pilot program. We anticipate that the proof of technology phase will be very limited in terms of coverage area and duration. The pilot(s) is expected to cover a sample from each geographic type and would include all elements of a county-wide implementation, as outlined in the objectives. The first pilot(s) is planned to begin late in calendar year 2005. This phase in the implementation process is an important element of learning to ensure a successful county-wide project. Please share your thoughts or expectations about how these tests should be conducted to maximize the value received in conducting the tests. Some areas to consider in preparing your response include:

1. Is the 2005 timing realistic for the pilot programs?
2. What geographic regions should be included?
3. What goals other than those described in section 4.3 would you like accomplished with the pilot program?
4. How long should each test phase be?
5. What barriers to you foresee in these test phases?
6. In the pilot program, how would you expect to engage the public?

4.7 Private Sector Partner Profile & Background (Section 6)

In the following section you are required to provide information about your company and experience.

1. Organization Name.
2. Who at the company has primary responsibility over wireless-related services?
3. Address of primary service location for Washtenaw County.
4. Where is the company's headquarters?
5. In a formal proposal, would you anticipate being the primary partner or a subcontractor?
6. Please provide a brief overview of your company.
7. What experience do you have in other initiatives such as Wireless Washtenaw?
8. What other types of Government or Public Sector work has the company done in the past?
9. Does your organization participate in any industry standard groups?
10. Please describe your organization's wireless technology experience.
11. If Private Sector Partner oral presentations are desired by the Wireless Washtenaw team, are you available between July 5 and July 15, 2005?

5 Required Forms

5.1 Response Signature Page

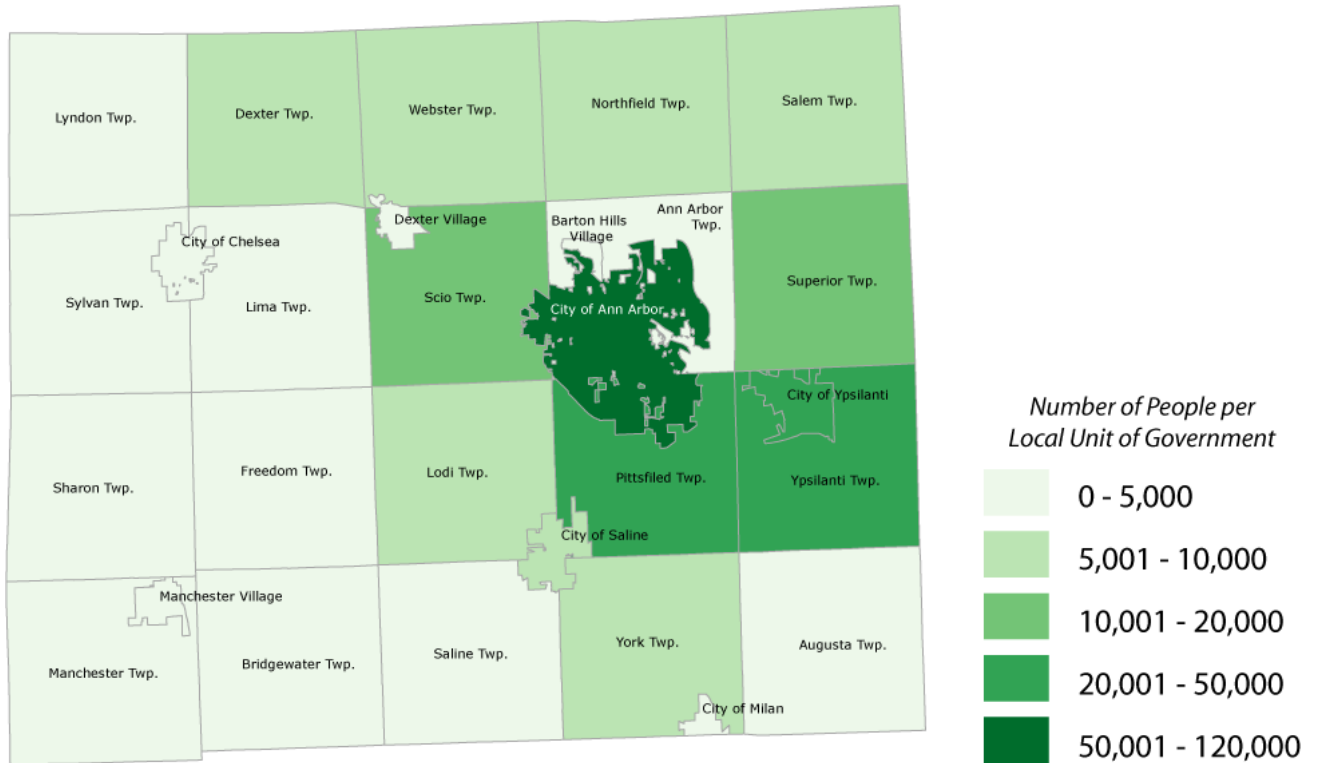
_____ Signature	_____ Company Name
_____ Print Name	_____ Company Address
_____ Title	_____ City State Zip
_____ Telephone #	_____ Fax #
_____ Email Address	<u>CHECK ONE</u>
_____ Federal Tax ID#	Partnership _____
	Non-Profit Corp. _____
	Profit Corp. _____
	Other: _____

The above individual is authorized to sign on behalf of company submitting response.

6 Appendix A – Washtenaw County Geographic and Demographic Profile

Current Population in 2000

Source: Southeast Michigan Council of Governments (SEMCOG) Population Forecast 2004



Demographic Data for Washtenaw County

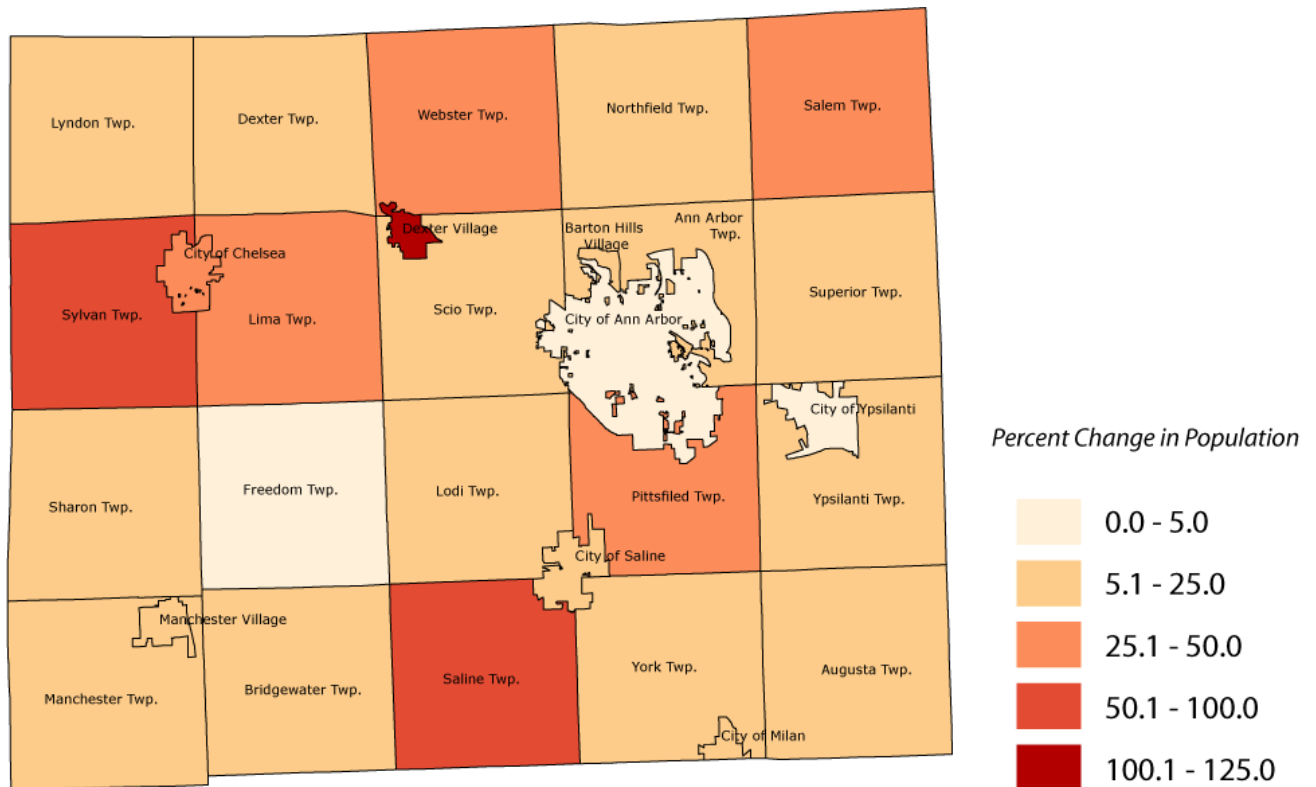
Source: Southeast Michigan Council of Governments (SEMCOG) Population Forecast 2004

NAME	POP2000	POP2010	% CHANGE 2000-2010
Ann Arbor Twp.	3763	4235	12.54318
Augusta Twp.	4813	5802	20.54851
Barton Hills Village	335	356	6.26866
Bridgewater Twp.	1646	2027	23.14702
Dexter Twp.	5248	5533	5.43064
Dexter Village	2338	4775	104.23439
Freedom Twp.	1562	1638	4.86556
Lima Twp.	2517	3291	30.75089
Lodi Twp.	5710	6597	15.53415
Lyndon Twp.	2728	2998	9.89736
Manchester Twp.	1942	2219	14.26365
Manchester Village	2160	2610	20.83333
Northfield Twp.	8252	9396	13.86331

Pittsfield Twp.	29801	41044	37.72692
Salem Twp.	5562	7787	40.00360
Saline Twp.	1302	2202	69.12442
Scio Twp.	13421	16660	24.13382
Sharon Twp.	1678	2016	20.14303
Superior Twp.	10740	13120	22.16015
Sylvan Twp.	2734	5312	94.29407
Webster Twp.	5198	7492	44.13236
York Twp.	7392	8398	13.60931
Ypsilanti Twp.	49182	56638	15.16002
City of Ann Arbor	115012	117048	1.77025
City of Chelsea	4398	5575	26.76216
City of Milan	3065	3742	22.08809
City of Saline	8034	9600	19.49216
City of Ypsilanti	22362	23308	4.23039
	322895	371419	

Projected Population in 2010

Source: Southeast Michigan Council of Governments (SEMCOG) Population Forecast 2004



For more information on Washtenaw County demographics, go to:

http://www.ewashtenaw.org/government/departments/planning_environment/planning/sf1data.html

7 **Appendix B – Map of Potential Assets**

