





# OFFICIAL PROGRAM

Sept. 24-26, 2024 | Grand Traverse Resort









# POWERING MIGHGAN FORWARD

In our increasingly electrified society, that's where a resilient grid matters most. ITC is working every day and investing in our state's infrastructure to modernize the grid. That means safe, secure, reliable electricity to power our energy future. At ITC, we're always working for the greater grid. Learn more at www.itcmichigan.com.



FOR THE GREATER GRID.



### WELCOME TO YOUR ANNUAL CONFERENCE.

For more than 125 years now, the Michigan Association of Counties has been a member-oriented, member-driven organization, designed to help elected county leaders be the best public officials they can. This year's event is no different.

Based on feedback from our members, the conference is once again "Up North" after a couple of years in the southern half of the state. Our home for the next couple of days, the Grand Traverse Resort, always has scored highly with members for its facilities and layout.

And the registration fee for members this year is \$415, which is \$10 LESS than what was charged for the 2019 Annual Conference, which was our last visit to the Grand Traverse Resort.

#### **HOW IS THIS POSSIBLE?**

Part of the answer is before you this week, in the exhibit hall and in conference materials. There you will find the dozens of Michigan and national firms that support MAC's efforts through sponsorships and booths. Quite frankly, without their support and partnership, we would not be able to offer you so much content for such a price.

And there is much to see and do at this year's gathering:

- A Networking Reception and Strolling Dinner will give you the opportunity to catch up with colleagues and meet this year's exhibitors on Tuesday evening.
- Three Plenary sessions are centered on helping commissioners in their daily lives, whether through wellness advice from leading experts or responding to the recent trend of personal threats on elected officials.

- The 2024 President's Banquet will feature the installation of Wayne County's Melissa Daub as MAC President, followed by the "Motown" stylings of Denise Davis & the Motor City Sensations.
- An array of breakout sessions will give you every opportunity to learn the latest on key policy issues affecting counties, from how to properly use your opioid settlement dollars to the consequences of recent legal decisions on tax foreclosures.

As always, the entire MAC staff will be on hand to assist in any way we can to ensure the best possible conference experience for you and your guests. Do not he sitate to ask.

As MAC's 115th Board President and seventh Executive Director, we are proud to welcome you to the Annual Conference and, most importantly, proud to call you "colleague."

Enjoy the conference!

**Jim Storey**Board President

Jim Storey

**Stephan W. Currie** Executive Director

### **AGENDA AT A GLANCE**

### TUESDAY | SEPTEMBER 24, 2024

TIME	EVENT	ROOM
12:00 PM - 6:30 PM	Registration Desk Open	Governors Prefunction
1:00 PM - 2:00 PM	OPTIONAL SESSION: Women of MAC	Mackinac Room
2:00 PM – 3:00 PM	MACSC Board Meeting	Tower A
3:30 PM - 4:30 PM	MAC Board Meeting	Tower C
5:00 PM - 6:30 PM	Networking Reception and Strolling Dinner	Governors AB

### WEDNESDAY | SEPTEMBER 25, 2024

TIME	EVENT	ROOM
7:30 AM	Registration Desk Opens	Governors Prefunction
7:30 AM - 9:00 AM	Breakfast	Governors CD
9:00 AM - 10:00 AM	PLENARY SESSION: Novel Approach to Improving Health, Safety and Wellness in Employees	Governors CD
10:00 AM - 10:45 AM	Networking with Exhibitors	Governors AB
10:45 AM - 11:45 AM	Workshop - Fund a Better Way with MI Funding Hub	Peninsula A
10:45 AM - 11:45 AM	Sponsored Workshop - Eyes on the Water: Enbridge Straits Maritime Operations Center	Peninsula BC
10:45 AM - 11:45 AM	Workshop - Youth in Government	Mackinac A
10:45 AM - 11:45 AM	Workshop - County Parks: Doing Much More Than You Think	Mackinac BC
11:45 AM - 1:15 PM	Lunch and PLENARY SESSION: FBI Election Crimes Coordinator Program and Current Threat Environment for Elected Officials	Governors CD
1:15 PM - 2:00 PM	Networking with Exhibitors	Governors AB
1:15 PM - 1:45 PM	Credentials Committee Meeting	Tower A
2:00 PM - 3:00 PM	Workshop - Tax Foreclosure Litigation: Class Actions and Impact of Supreme Court Ruling On Remaining Proceeds Claims	Peninsula A
2:00 PM - 3:00 PM	Workshop - 911 Systems – Cyber Threat Protection and Response	Peninsula BC
2:00 PM - 3:00 PM	Workshop - Key Roles and Responsibilities of County Officials  During an Emergency	Mackinac A
2:00 PM - 3:00 PM	Workshop - How Can Your Local Community Foundation Assist Your County with Opioid Settlement Funds?	Mackinac BC
3:15 PM - 3:45 PM	MAC Regional Caucuses	Region 1 - Peninsula A Region 2 - Peninsula BC Region 3 - Mackinac A Region 4 - Mackinac BC Region 5 - Tower A Region 6 - Tower B
5:00 PM - 6:00 PM	Cocktail Reception	Governors EF
6:00 PM - 7:00 PM	President's Banquet	Governors EF
7:00 PM - 9:00 PM	Entertainment - Denise Davis & The Motor City Sensations	Governors EF
9:00 PM - 11:00 PM	President's Hospitality Suite	Guest Suite 1456

### **AGENDA AT A GLANCE**

### THURSDAY | SEPTEMBER 26, 2024

TIME	EVENT	ROOM
7:30 AM	Registration Desk Opens	Governors Prefunction
7:30 AM - 8:30 AM	Breakfast	Governors CD
8:30 AM - 9:30 AM	PLENARY SESSION: Laughter is Medicine	Governors CD
9:45 AM - 10:45 AM	PLENARY SESSION: MAC Annual Business Meeting and MAC Legislative Update	Governors CD
10:45 AM - 11:00 AM	Boxed Lunches To Go	Governors CD
10:45 AM - 11:15 AM	MAC Board Meeting & Swearing-in of MAC Board Members	Tower C



**NETWORK:** MAC2024! PASSWORD: MAC2024!

## TIPS TO IMPROVE YOUR CONFERENCE EXPERIENCE

### **YOUR BADGE IS YOUR FRIEND!**

Name badges are required at all times for conference events. You obtain your badges at registration. If you lose your badge, please go directly to the Conference Registration Desk

#### **EXHIBITOR BINGO**

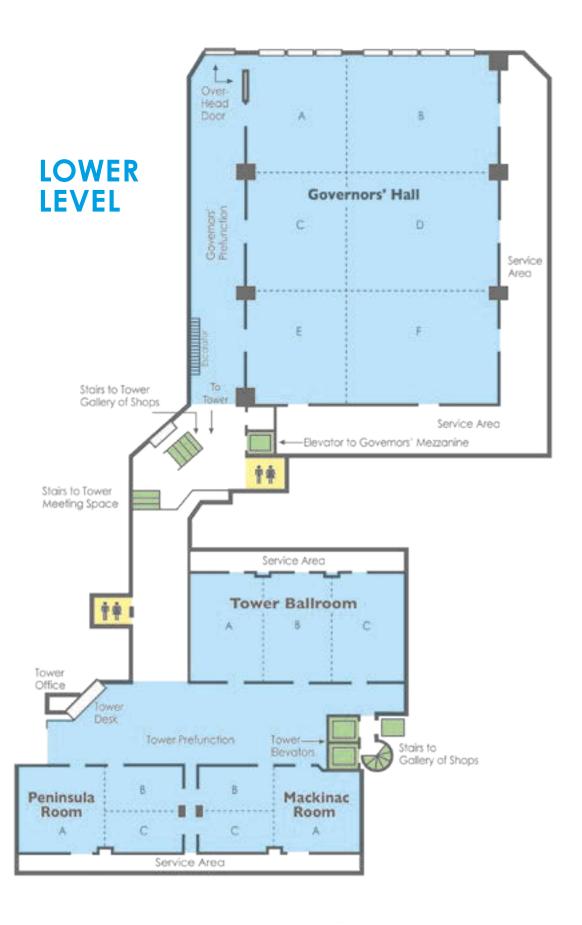
As you visit each exhibit, have the representative initial next to his/her booth name listed on the card provided in your conference registration bag. When you have visited all the exhibitors, turn in this card to the Registration Desk to be included in the prize drawing.

Forms are due at the Registration Desk by 2 p.m. on Sept. 25. Prizes will be handed out during the last plenary session on Sept. 26. MAC's Service Corp. is sponsoring two grand prizes of \$250 in cash at the drawing.

#### **'100 PERCENT COUNTIES'**

As a membership organization, MAC wants to take every opportunity to honor our member counties who go the extra mile to participate. Therefore, at the end of the final plenary session on Sept. 26, we will recognize those county boards that delivered 100 percent attendance at this year's event. Commissioner honorees will be mailed a \$25 gift card, courtesy of MAC Service Corp., a few weeks after the conference.

### **GRAND TRAVERSE RESORT MAP**



### **EVENT SPONSORS**

The Michigan Association of Counties extends its appreciation to its 2024 Corporate Partners for their generous support of MAC events and activities throughout the year.

### **HURON SPONSORS**







### **ONTARIO SPONSORS**





### **ERIE SPONSORS**









### ST. CLAIR SPONSORS







### **KEYNOTE SPEAKERS**

### **DANNY ADAMS**"THE FACILITATOR OF FUN"

In 30+ years of performance and improvisational comedy Danny has become a master of engaging, including and connecting with audiences. He is famous for his 'Kristin and Danny' viral lip sync videos that garnered over 500 million views and brings the same hilarity to every event in diverse and unique ways — from side-splitting appearances from special character appearances to audience-inclusive games. Danny's ability to read the room, combined with his unique gifting of comedic timing is a rousing joy to experience.

### KAYLEE BARKER FEDERAL BUREAU OF INVESTIGATION

Kaylee Barker is a special agent with the Federal Bureau of Investigation (FBI). She is currently assigned to the Public Corruption Squad in the Detroit Division, where she works on public corruption and civil rights and serves as the election crimes coordinator. Prior to becoming a special agent, she was an intelligence analyst with the FBI. As an intelligence analyst, she worked on the Complex Financial Crimes Squad.

### **DEENA BOSWORTH** *MAC*

Deena Bosworth joined MAC in 2011 and became director of governmental affairs in December 2013. Bosworth leads an advocacy team of three that is monitoring more than 400 separate bills in the current legislative session in Lansing. Bosworth previously served as director of legislative relations for the Michigan Attorney General's Office, as assistant county administrator with the Charlotte County Board of Commissioners in Florida and as legislative director and senior policy adviser for the Michigan House Republican Caucus. She has a B.A. in anthropology from Western Michigan University.

### STEVE KEMPKER OTTAWA COUNTY

Steve Kempker began his law enforcement career with the City of Holland Police Department in 1980. He joined the Ottawa County Sheriff's Office in October 1989 and, after serving in a variety of roles, was elected sheriff in November 2016. He has been a part of many law enforcement organizations, including the Michigan Association of Traffic Accident Investigators, Office of Highway Safety Planning and the West Michigan Criminal Justice Training Consortium. He is a member of the state Mental Health Diversion Council and serves on the Michigan HIDTA Board under the federal Office of Drug Control and Policy. Kempker is a graduate of Muskegon Community College, Kalamazoo Valley Police Academy and the National Sheriffs Institute.

### RYAN RICH MICHIGAN STATE POLICE

Ryan Rich is a critical infrastructure protection specialist with the Michigan State Police's Intelligence Operations Center. In his 20 years of experience with the Michigan State Police, he has served as an undercover narcotics officer, as a member of the Emergency Support Team and as a member of the governor's security detail.



**Stephan Currie**Executive Director

### **MAC STAFF**

Stephan Currie, Executive Director

Deena Bosworth, Director of Governmental Affairs

Tammi Connell, Director of Member Events

Amanda Despins, Governmental Affairs Assistant

Amy Dolinky, Technical Adviser, Opioid Settlement
Funds Planning and Capacity Building

Vickki Dozier, Executive Assistant

**Madeline Fata,** Governmental Affairs Associate **Kristina Garner,** Coordinator of Blue Cross and COBRA Services

Samantha Gibson, Governmental Affairs Associate

Derek Melot, Director of Communications and Marketing

Jamie Pemberton, Director of Finance

Gabriel Zawadzki, Director, Grant Services Program

### **KEYNOTE SPEAKERS**

### DR. JOEL ROBERTSON ROBERTSON HEALTH

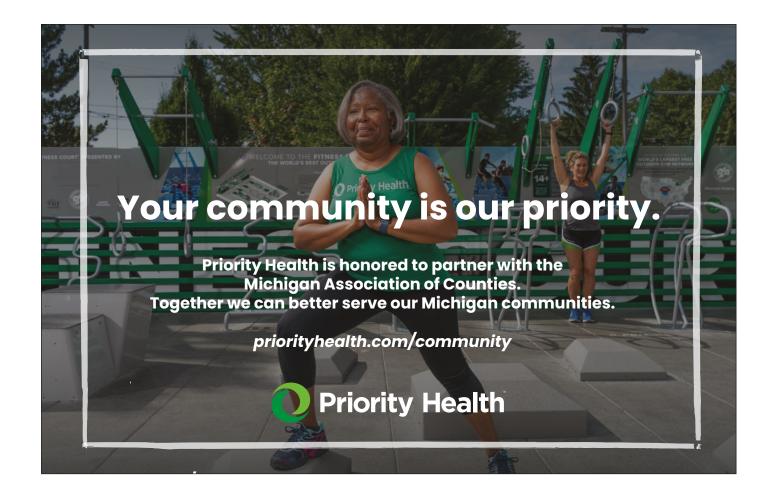
Dr. Joel Robertson is the founder and CEO of Robertson Health, a network of for-profit and nonprofit companies with a mission to provide precision medicine and artificial intelligence in the areas of Health, Wellness and Performance. He has written 14 books, including "Peak Performance Living" and "Natural Prozac." He holds a bachelor's degree in pharmacy from Ferris State University and a doctorate in pharmacy from the University of Michigan.

### NISHAWN SPILLER FEDERAL BUREAU OF INVESTIGATION

Nishawn Spiller is an intelligence analyst with the Federal Bureau of Investigation (FBI). She is currently assigned to the Public Corruption Squad in the Detroit Division, where she works on public corruption and civil rights and serves as the intelligence election crimes coordinator. Prior to her assignment on the Public Corruption Squad, she worked on the Complex Financial Crimes Squad.

### AL VANDERBERG KENT COUNTY

Al Vanderberg has served as county administrator/controller of Kent County since August 2021. Previously, he served as county administrator of Ottawa County; as deputy county administrator/controller of Kent County; as city manager of South Haven; and as assistant city manager of Greenville. He was appointed by Gov. Rick Snyder to the Michigan Municipal Services Authority Board of Directors and Executive Committee and was appointed by Gov. Snyder and reappointed by Gov. Gretchen Whitmer to the Michigan Child Lead Exposure Elimination Commission. He earned a bachelor's degree in political science from the University of Michigan and a master's degree in public administration from Michigan State University.



### MAC CORPORATE PARTNERS

The Michigan Association of Counties extends its appreciation to its 2024 Corporate Partners for their generous support of MAC events and activities throughout the year.



















### **EXECUTIVE**



### **ASSOCIATE**

Delta Dental

DTE

Guidehouse

ITC

Municipal Employees' Retirement System of Michigan Michigan Municipal Risk Management Authority



Your county's membership with Michigan Association of Counties enables you to take advantage of the following programs and services to save you money.

### **OUR PARTNERS INCLUDE:**

- Workers' Compensation Insurance
- Deferred Compensation Plans
- Life Insurance & Disability Benefits
- Grant Services
- Employee Benefits Programs
- Health Insurance Administration
- COBRA Administration and Billing
- Procurement Services
- Telecommunication Services and Bill Analysis

Give us a call today at 800-336-2018 or visit www.micounties.org to find out more!















# Gallagher Is a Proud Supporter of the Michigan Association of Counties

### You serve the public, we serve you.

For more than 40 years, Gallagher's benefit consultants have ensured organizations like yours are remaining competitive without compromising the wellbeing of your most important asset — your people. Our passion is to provide customized insurance programs, benefits, and HR solutions tailored to your unique needs. We're here to work through every challenge to drive better outcomes and help you build the confidence to handle whatever comes next.

Chadd Hodkinson
Senior Area Vice President
P: (517) 898 7752
E: chadd\_hodkinson@ajg.com

Jeff Nielson
Area Vice President
P: (248) 496 0912
E: jeff\_nielson@ajg.com



### **SPECIAL EVENTS**

### WELCOME RECEPTION AND STROLLING DINNER

SEPT. 24, 5:00 P.M.-6:30 P.M.

Join your fellow attendees for complimentary beverages and food as you stroll the conference Exhibit Show. Be sure to wear your conference badge to ensure quick access.

### EXHIBITOR SHOW AND BINGO

SEPT. 25, 9:00 A.M.- 2:00 P.M.

Visit with representatives of nearly 30 firms that specialize in products and services useful to county governments. Don't forget to have your Exhibitor Bingo card stamped to enter a drawing for one of two \$250 cash prizes provided by the MAC Service Corp. (Attendees can even get their cards stamped during the Welcome Reception on Tuesday evening.) Completed cards are due at the registration desk by 2 p.m. on Sept. 25; winners will be drawn during the last plenary session on Sept. 26.

### **COCKTAIL RECEPTION**

Sept. 25, 5:00 P.M-6:00 P.M.

After a busy day of conference sessions, attendees are invited for cocktails prior to the 2024 President's Banquet. Be sure to wear your conference badge to ensure quick access.

### PRESIDENT'S BANQUET

Sept. 25, 6:00 P.M.-7:00 P.M.

The traditional President's Banquet will feature a spectacular meal and the oath of office and inaugural address of Melissa Daub of Wayne County as MAC's 116th Board President.

### **ENTERTAINMENT**

Sept. 25, 7:00 P.M.-9:00 P.M.

Denise Davis & The Motor City Sensations

### PRESIDENT'S HOSPITALITY SUITE

Sept. 25, 9:00 P.M.-11:00 P.M.

Join newly inaugurated President Melissa Daub in her suite for beverages and light snacks to close out the evening.





# CONFERENCE CHRONOLOGY

### TUESDAY, SEPT. 24

### 12:00 PM - 6:30 PM - Registration Desk Opens

**Room: Governors Prefunction** 

Keep in mind that there is only one OPTIONAL session scheduled during the day. Otherwise, we begin festivities with a Strolling Dinner and Reception at 5:00 PM.

1:00 PM - 2:00 PM

#### **OPTIONAL SESSION: WOMEN OF MAC**

Room: Mackinac Room

Hosted by Incoming MAC President Melissa Daub

A social gathering to bring all Women of MAC to a central location to advocate for committee attendance and build strong community networks across the state.

2:00 PM - 3:00 PM

#### **MACSC BOARD MEETING**

Room: Tower A

3:30 PM - 4:30 PM

#### **MAC BOARD MEETING**

Room: Tower C

The MAC Board of Directors will hold a regular meeting. MAC members may attend.

5:00 PM - 6:30 PM

### NETWORKING RECEPTION AND STROLLING DINNER

**Room: Governors AB** 

Enjoy complimentary beverages and food while strolling through the 2024 Exhibitor Show.

### WEDNESDAY, SEPT. 25

7:30 AM – Registration Desk Opens Room: Governors Prefunction

7:30 AM - 9:00AM - Breakfast Room: Governors CD 9:00 AM - 10:00 AM

### PLENARY: NOVEL APPROACH TO IMPROVING HEALTH, SAFETY AND WELLNESS IN EMPLOYEES

**Room: Governors CD** 

Speakers: Dr. Joel Robertson, Robertson Health, Sheriff Steve Kempker, Ottawa County, and Al Vanderberg, Kent County

In today's challenging cultural climate, marked by political divisiveness, social inequalities, and increased violence, stress and mental health issues are on the rise, with significant impacts on both personal well-being and workplace productivity. Despite the availability of well-being programs, engagement remains low, with only 11% of employees highly engaged. Al Vanderberg, Kent County administrator, and Ottawa County Sheriff Steven Kempker have partnered with Robertson Brain Health to address these challenges. Since 2019, their initiative has projected over \$20 million in health care savings across two counties, with Robertson's personalized approach showing high participant satisfaction and significant health improvements. Dr. Robertson will present how this innovative, Al-driven program is revolutionizing employee well-being with a ""one size fits one"" model, leading to better health outcomes and cost savings.

10:00 AM - 10:45 AM

#### **NETWORKING WITH EXHIBITORS**

Room: Governors AB

10:45 AM - 11:45 AM

### WORKSHOP: FUND A BETTER WAY WITH MI FUNDING HUB

Room: Peninsula A

Speaker: Shanna Draheim, Michigan Municipal League

It's no secret – grants can have a meaningful impact on the communities we live in. But many places lack the capacity to track and access funding. Enter MI Funding Hub: an online grant navigation tool and free technical assistance center for local leaders to help identify, plan, and apply for grants. The Michigan Municipal League's Shanna Draheim will provide information and answer questions related to the new MIFundingHub.org resource.

# CONFERENCE CHRONOLOGY

### WEDNESDAY, SEPT. 25 CONTINUED

10:45 AM - 11:45 AM



### SPONSORED WORKSHOP: EYES ON THE WATER: ENBRIDGE STRAITS MARITIME OPERATIONS CENTER

Room: Peninsula BC

Speakers: Paul Meneghini, Enbridge, Mike Davanzo, Enbridge, John Malnar, Delta County, and Bryce Tracy, Mackinac County

As Enbridge prepares to build the Great Lakes Tunnel under the Straits of Mackinac and move its Line 5 pipeline off the lakebed, protecting the Straits while preventing potential Line 5 anchor strikes takes priority. Staffed 24/7 and overseen by a veteran Coast Guard captain, the one-of-a-kind Enbridge Straits Maritime Operations Center (ESMOC) showcases technology that is advancing maritime traffic safety while ensuring the safe, reliable operation of Line 5, a critical pipeline that delivers light crude oil and natural gas liquids (NGL) on which our five-state region depends. Going well beyond its Enbridge purpose, the ESMOC interfaces with emergency responders of all levels to support the safety of people, ships, and infrastructure throughout the Straits region.

Join Enbridge for a virtual tour of the ESMOC's nerve center, Straits radar system and camera network – guided by our ESMOC operations director and with commentary from Delta County's John Malnar and Mackinac County 911 Coordinator Bryce Tracy.

#### 10:45 AM - 11:45 AM

#### **WORKSHOP: YOUTH IN GOVERNMENT**

Room: Mackinac A

#### Speaker: Mary Burleson, YMCA Michigan

YMCA Michigan Youth in Government (MYIG) is a model state legislative program for middle and high school students. Often run as a club at schools and YMCAs across the state, students work towards attending the Lansing Conference held at the State Capitol. The program helps teens cultivate skills in public discourse, decision making and civic participation. They also experience character development through practicing the YMCA core values of Caring, Honesty, Inclusion, Respect and

Responsibility. Through hands-on collaboration with diverse peers, YMCA MYIG helps teens transform classroom lessons into tangible outcomes. The program also offers a platform for teens to develop and express their opinions while contributing to their communities.

#### 10:45 AM - 11:45 AM

### WORKSHOP: COUNTY PARKS: DOING MUCH MORE THAN YOU THINK

**Room: Mackinac BC** 

Speaker: John Chase, Grand Traverse County Parks and Recreation

As with so much in American life, the demands on park and recreation programs and staff have changed greatly. Hear from a recreational expert on the important role parks play, how departments are leveraging community relationships, and demonstrating value to create vibrant places to live, work and play.

#### 11:45 AM - 1:15 PM

#### **LUNCH AND PLENARY**

**Room: Governors CD** 

**Session 1 - FBI Election Crimes Coordinator Program** 

### Speaker: Kaylee Barker and Nishawn Spiller, Federal Bureau of Investigation

In this session, we will delve into the critical roles that Election Crime Coordinators play in ensuring the integrity of our election processes. Participants will gain an understanding of how these coordinators work closely with local, state, and federal agencies to detect and prevent election-related crimes. Additionally, we will explore the FBI's involvement in safeguarding elections, highlighting their collaborative efforts to address and mitigate threats. The session will also cover the important work of the Threats to Election Workers Task Force, which is dedicated to protecting those who administer our elections from intimidation and violence. Attendees will leave with a clearer perspective on the multifaceted approach taken to secure our democratic processes and the safeguards in place to protect those involved in administering elections.

## 'AN EXTRAORDINARY' ADVANTAGE



A combination of human and artificial intelligence driven solutions in insurance, reinsurance, cyber services, and more.

www.acrisure.com/greatlakes

# **CONFERENCE CHRONOLOGY**

### WEDNESDAY, SEPT. 25 CONTINUED

#### Session 2 - Current Threat Environment for Elected Officials

#### Speaker: Ryan Rich, Michigan State Police

This presentation will provide an overview of the current threat landscape for elected officials and candidates, highlighting key concerns identified by the Michigan Intelligence Operations Center (MIOC) for the upcoming November elections. Additionally, it will explain the function of fusion centers, the mechanisms for Suspicious Activity Reporting (SAR), and offer contact information. Attendees will learn how to access updated information and intelligence bulletins.

1:15 PM - 2:00 PM

### **NETWORKING WITH EXHIBITORS**

**Room: Governors AB** 

1:15 PM - 1:45 PM

#### **CREDENTIALS COMMITTEE MEETING**

Room: Tower A

2:00 PM - 3:00 PM

# WORKSHOP: TAX FORECLOSURE LITIGATION: CLASS ACTIONS AND IMPACT OF SUPREME COURT RULING ON REMAINING PROCEEDS CLAIMS

Room: : Peninsula A

#### Speakers: Ted Seitz, Dykema Gossett

Ted Seitz from Dykema Gossett PPLC will discuss the recent Michigan Supreme Court Ruling in the Schafer v. Kent County and Hathon v State of Michigan cases and how that ruling, along with pending class actions and other cases, will impact the financial exposures counties face. The two Michigan Supreme Court cases address the retroactive application of the Supreme Court's earlier Rafaeli decision regarding surplus proceeds on tax foreclosed properties, the statutory claim process, and class action liability.

2:00 PM - 3:00 PM

### WORKSHOP:: 911 SYSTEMS – CYBER THREAT PROTECTION AND RESPONSE

Room: Mackinac BC

Speakers: Jeffery Troyer, Michigan State 911 Committee, and Jon Moored, Kalamazoo County Consolidated Dispatch Authority

Local 911 systems are information hubs and the essential link for residents and visitors to access emergency services. This critical infrastructure is being targeted by cybersecurity threats at unprecedented levels and the time is now to prepare and implement prevention solutions! This session will discuss

best practices for preventing or mitigating the impact of a cybersecurity event and prepare your governmental unit's response.

2:00 PM - 3:00 PM

### WORKSHOP: KEY ROLES AND RESPONSIBILITIES OF COUNTY OFFICIALS DURING AN EMERGENCY

Room: Mackinac A

Speakers: Jenifier Boyer, Midland County Emergency Management, and Gregg Bird, Grand Traverse County Emergency Management

Get an in-depth look at the core of Emergency Management at the county level and the role and responsibilities of elected officials. This session will review the current process within Michigan of emergency declarations and how to advocate for your community within that system to meet your unique needs brought on by a disaster.

2:00 PM - 3:00 PM

### WORKSHOP: HOW CAN YOUR LOCAL COMMUNITY FOUNDATION ASSIST YOUR COUNTY WITH OPIOID SETTLEMENT FUNDS?

Room: Mackinac BC

Speakers: Katelyn Videto, Community Foundation of Southeast Michigan, and Marissa Natske, Community Foundation of Southeast Michigan

Community foundations, also known as community trusts or funds, are grantmaking public charities that are dedicated to improving the lives of people in a defined local geographic area, often defined by county borders. They bring together the financial resources in their communities to support nonprofits, and they play a key role in identifying and solving community problems. Often, a key focus of a community foundation is on building a permanent, endowment fund, which occurs when money received from the community is invested and managed to assure a steady stream of income for grants and other charitable activities.

Community foundations are expert grant makers and have established infrastructure to bring in and grant out dollars from various sources. They are trusted entities and hold strong relationships with nonprofits throughout their regions. These skills and functions can be an asset to counties on any day, but especially now as opioid settlement funds are flowing into communities. During this session, we will discuss how to approach your local community foundation, what services they often provide, and how they might be able to assist with local planning and distribution of opioid settlement funds.





### 911 EMS Solutions for Michigan

AmeriPro EMS is a proven partner to the communities it serves, bringing pivotal change to an out-dated medical transport industry through techenabled, high-quality service. AmeriPro EMS is also a wise investment when it comes to emergency services, delivering value-ads like:

- Customized, Cost-Effective EMS Partnerships for County Governments
- \* Industry-Compliant Business Practices that are Transparent an Fair
- Responsible, Dependable Service Providers
   Delivering High-Quality Patient Care 24/7/365
- \* A True Value for Taxpayers and Municipalities

### OUR EMS-RELATED SERVICES INCLUDE:

Critical Care Transport

ALS/ BLS Transport

Bariatric Transport

Secure Online Booking

& Invoicing Portals

Emergency Management

Consulting

Disaster Planning & Project Implementation

### OUR STATE-OF-THE-ART EQUIPMENT INCLUDES:

Paramedic Advanced Life Support Ambulances

**New Quick Response Vehicles** 

**Zoll® X Series Cardiac Monitors** 

**Zoll EMV+® Ventilators** 

Sapphire® Transport Infusion Pumps

**LUCAS® Devices on 911 Units** 



To learn how AmeriPro EMS can benefit your county contact Brian Bishop, Partner Integration Director, via email at brianbishop@ameriprohealth.com, call (859) 481-1411, or scan the QR code at left.



# **CONFERENCE CHRONOLOGY**

### WEDNESDAY, SEPT. 25 CONTINUED

3:15 PM - 3:45 PM

#### **MAC REGIONAL CAUCUSES**

Region 1 - Peninsula A

Region 2 - Peninsula BC

Region 3 - Mackinac A

Region 4 - Mackinac BC

Region 5 - Tower A

Region 6 - Tower B

County commissioners attending the conference may participate in their regional caucuses to fill five seats on the MAC Board of Directors. For more information on the elections, see page 27.

5:00 PM - 6:00 PM

#### **COCKTAIL RECEPTION**

**Room: Governors EF** 

6:00 PM - 7:00 PM

#### **PRESIDENT'S BANQUET**

**Room: Governors EF** 

The banquet will feature the installation and inaugural address of Wayne County's Melissa Daub as the 116th Board President of MAC.

7:00 PM - 9:00 PM

### ENTERTAINMENT: DENISE DAVIS & THE MOTOR CITY SENSATIONS

**Room: Governors EF** 

Denise Davis is a dynamic singer and entertainer from Detroit whose high-energy performances excite audiences wherever she and her veteran backup musicians appear!

9:00 PM - 11:00 PM

### PRESIDENT'S HOSPITALITY SUITE

**Room: Guest Suite 1456** 

### THURSDAY, SEPT. 26

7:30 AM – Registration Desk Opens Room: Governors Prefunction

7:30 AM - 8:30 AM - Breakfast Room: Governors CD



#### 8:30 AM - 9:30 AM

#### **PLENARY: LAUGHTER IS MEDICINE**

**Room: Governors CD** 

Speaker: Danny Adams, "The Facilitator of Fun"

This presentation will leave you filled with laughter! The interactive session speaks to the importance of laughter, and how it is a strong contributor to productivity in the workplace, not to mention your overall health. All of us have stress in our jobs and personal lives, and it is good to be reminded to take a break and laugh!

9:45 AM - 10:45 AM

### PLENARY: MAC ANNUAL BUSINESS MEETING MAC LEGISLATIVE UPDATE

**Room: Governors CD** 

Speakers: MAC Board President Jim Storey, Allegan County, and Deena Bosworth, MAC Director of Governmental Affairs

The Annual Business Meeting will review and approve the 2024-25 MAC Policy Platforms. Only county commissioners registered for the conference may vote on the platforms.

Following the Business Meeting, Director of Governmental Affairs Deena Bosworth will present a Legislative Update.

10:45 AM - 11:00 AM

#### **BOXED LUNCHES TO GO**

**Room: Governors CD** 

10:45 AM - 11:15 AM

### MAC BOARD MEETING & SWEARING-IN OF MAC BOARD MEMBERS

Room: Tower C

### **EXHIBITORS**

### **123NET** 123.net

123NET delivers high-quality fiber internet, colocation and business voice services. Moreover, in 2021, 123NET began offering the fastest fiber-to-the-home solutions to Michigan residents. For 25 years, 123NET has invested in Michigan's infrastructure. They've partnered with communities and carriers to enhance fiber networks. This connects business, residents and communities throughout the state.

### **ABILITA** (MAC Executive Partner) abilita.com

Abilita has worked with more than 25 percent of Michigan counties and is endorsed by MAC to help alleviate telecom frustrations. Whether it is an audit to reduce costs, get inventory of services or help with your phone system upgrade we can help! Our consultants have decades of experience and are known as the Experts. Contact us to learn how we can help your county!

### **ABONMARCHE BYCE / SECURITECTURE** abonmarche.com / www.securitecture.com

Abonmarche Byce and Securitecture offer consulting engineer and architectural services including civil, structural, mechanical, electrical, architectural, interior design, master planning, justice planning, security consulting, and building commissioning. Let us show you how we put our experienced team to work for your building and planning solutions.

### **ACRISURE** (MAC Premier Partner) acrisure.com

We know how complex employee benefits can be, that's why we're here. 44North specializes in employee health benefits providing 24/7 service to our clients and their employees. We improve lives by becoming an extension of your HR team without adding to your payroll.

#### **AMERICAN FIDELITY**

### americanfidelity.com

American Fidelity provides employer cost-savings solutions and supplemental insurance benefits to county governments. Acting as an extension of the HR department, we educate, enroll and support the development of robust, competitive insurance packages' all while ensuring seamless administration and employee satisfaction. As experts in employer benefit solutions, our salaried account managers deliver year-round support and always offer a different perspective' a different opinion.

#### **AMERIPRO HEALTH**

### ameriprohealth.com

We go the last mile to meet the transformational needs in healthcare and patient care. AmeriPro Health makes the "last-mile" health care delivery more efficient and valuable to rapidly deliver better patient outcomes, more efficient care, and unprecedented access to the right care, in the right place, at the right time. We are at the front lines of healthcare and your partner in quality patient care experience.

### **BLUE CROSS BLUE SHIELD OF MICHIGAN** (MAC Premier Partner)

#### bcbsm.com

Blue Cross Blue Shield of Michigan is an independent licensee of the Blue Cross and Blue Shield Association. We're the largest health insurer in Michigan, serving 4.5 million people here and 1.6 million more in other states. And we have the largest network of doctors and hospitals in Michigan: 152 hospitals and more than 33,000 doctors. We commit to being our members' trusted partner by providing affordable, innovative products that improve their care and health.

#### **BS&A SOFTWARE**

#### bsasoftware.com

BS&A offers ERP software and implementation experts.

### COMCAST xfinity.com

Comcast is a global media and technology company. From the connectivity and platforms we provide, to the content and experiences we create, we reach hundreds of millions of customers, viewers, and guests worldwide. We deliver world-class broadband, mobile, and entertainment that delight customers and technology that powers the future under the business entities of Xfinity and Comcast Business.

### **DTE ENERGY** (MAC Associate Partner) dteenergy.com

DTE Energy will host a booth highlighting the importance of renewable energy across the state. Handouts will be provided on these topics, along with DTE's commitment to job creation and improving communities. Moreover, attendees will receive complimentary swag during the event.

### **EXHIBITORS**

### **GALLAGHER** (MAC Premier Partner) ajg.com

For more than 90 years, Gallagher has provided insurance, risk management and consulting services to businesses, communities and people around the globe, so you can protect what matters most. We live a culture defined by The Gallagher Way, our set of shared values and guiding tenets. A culture driven by our people, over 30,000 strong, serving our clients with customized solutions that will protect them and fuel their futures. Around the globe and across a full spectrum of services.

#### **HPS**

#### hpsgpo.com

HPS is a group purchasing organization that serves the needs of more than 4,800 Members in 37 states. We negotiate the best prices possible with vendors/manufacturers for every type of product our members would need.

### ITC (MAC Associate Partner) itc-holdings.com

ITC projects range in size from small-scale substation upgrades to large-scale green field transmission projects that serve as the backbone of regional electricity systems. ITC's investments in power transmission infrastructure lower electricity costs, improve service reliability and safety, and increase economic activity and tax revenues for customers, stakeholders, and communities.

### KARHU CYBER

### karhucyber.com

Karhu Cyber provides advanced Managed Security Services (MSSP) to protect county governments against evolving cyber threats. Our solutions include 24/7 network monitoring, incident response, threat intelligence, and compliance management, safeguarding critical infrastructure and sensitive data. With a deep understanding of local government challenges, Karhu Cyber is your trusted partner in enhancing cybersecurity resilience.

#### MACSC

### micounties.org/macsc

The Michigan Association of Counties Service Corporation (MACSC) was established in 1986 to provide services to Michigan Association of Counties members through the development and maintenance of a variety of programs and services. Our services are not limited to counties but are available to the various county entities and other agencies within counties.

### **MANQUEN VANCE**

#### manquenvance.com

For nearly 20 years, Manquen Vance has served as specialized experts in municipal employee benefits. Manquen Vance continues to provide strategic benefits administration, plan strategy and account management, and benefit plan financial information exclusively to our local communities. Manquen Vance has been recognized as a premier benefits broker and consultant by a wide variety of municipal clients who value our unmatched knowledge of the local government sector.

### MICHIGAN MUNICIPAL RISK MANAGEMENT AUTHORITY

#### mmrma.org

Michigan Municipal Risk Management Authority (MMRMA) provides comprehensive coverage and superior risk management services and resources to over 420 Michigan governmental entities, including 69 of the 83 counties in the state. A member-driven organization founded in 1980, MMRMA is an award-winning leader in the national public entity pooling industry. MMRMA's members, Board of Directors, service providers, and staff work together every day to continue that tradition of excellence.

### MICHIGAN STATE INDUSTRIES michigan.gov/msi

Michigan State Industries (MSI) is a manufacturer operating within the Michigan Department of Corrections that has been providing work opportunities to prisoners since 1943, one of fifty such programs in the nation. MSI offers products and services such as garments, signs, janitorial products, printing services, dental, optical, specialty and more!!

### MUNICIPAL EMPLOYEES' RETIREMENT SYSTEM OF MICHIGAN

(MAC Associate Partner)

#### mersofmich.com

The Municipal Employees' Retirement System (MERS) of Michigan is an independent, professional retirement services company created to administer retirement plans for Michigan's local units of government on a not-for-profit basis. Our robust platform of services includes retirement plans, strategies for managing other post-employment benefits (OPEB), investment services, and group life and disability insurance.

# We're building a path to a better future.



We've set new environmental and social goals, and we're serious about achieving them. We've always been a forward-thinking company, focusing on the changes we can make today so tomorrow is better for everyone. That's why we're committing to **net-zero emissions by 2050.** 

A brighter future also means building a workplace where everyone is included. We're elevating our diversity efforts, with a focus on increasing representation of women, Black and Indigenous people and other groups throughout our organization.

How are we holding ourselves accountable? By tying our compensation directly to our progress on these goals.

Our commitment extends to the work we're doing to protect the environment here in Michigan, by replacing the Line 5 pipelines in the Straits of Mackinac inside a new tunnel, buried deep below the lakebed.

We are Enbridge – North America's largest energy infrastructure company – and we believe when the energy you invest in life meets the energy we deliver, a brighter future happens.

Learn more at Enbridge.com/ESGgoals.



### **EXHIBITORS**

#### **PARS**

#### pars.org

Public Agency Retirement Services (PARS) is a national leader in the design and administration of retirement plans and trust solutions for municipalities. Our innovative programs include one of the country's largest and most successful Section 115 trust programs that is uniquely designed to allow local government agencies to prefund both retiree health care (OPEB) and/or pension obligations. Now serving over 500 agencies.

### **PFN**

### pfnllc.net

PFN provides service to the government, industrial, health care, education, public safety and carrier sectors. Our services and product offerings are designed to be used where telecommunications are considered mission critical. Our network stability and up-time are second to none. We customize product offerings to fit our customer's needs and operations. In addition to providing highest quality networks, significant competency in the regulatory aspects of the market sectors we serve.

### **PRIORITY HEALTH**

### priorityhealth.com

With over 30 years in business, Priority Health is the second-largest health plan in Michigan, offering an extensive portfolio of health benefits options for employer groups and individuals, including Medicare and Medicaid plans. Serving more than 1.3 million members each year, we continue to be recognized as a leader for quality, customer service, transparency and product innovation. Our goal is to help members get the most out of their health plan by making it easy to access affordable coverage, care and tools to better understand their plan, and save money.

### **REHMANN** (MAC Premier Partner) rehmann.com

At Rehmann, our professionals leverage years of experience to help you provide the best value to your communities with the resources you have. We are the trusted advisor team for government entities, K-12 education, higher education, and not-for-profit entities. Whether you provide education services, medical services, services to members, or general services to your community, we help you meet the challenges of an evolving landscape.

### **SMART HOMES AND SMART OFFICES**

#### smartofficesandsmarthomes.com

Technology is our medium but working hard, being passionate about our jobs and serving our stakeholders is the foundation of everything we do. Our Smart Offices is proud to be the MIDEAL vendor for AV/Conference Room technology. We specialize in simple, easy conferencing setups that provide an excellent user experience, and a highly polished presentation experience. We also provide surveillance, door access, IT and web design services. Elevate your technology with Smart Offices!

#### **STRYKER**

#### stryker.com

Together, we save lives. You work in a demanding, fast-paced environment. You need durable, powerful, connected devices to help save lives and coordinate teams to deliver the highest quality of care. Stryker Emergency Care is the global leader in pre-hospital emergency medical equipment, and provides the devices you need to deliver the best care possible in the highest-stakes environments.

### THE SKILLMAN CORPORATION

#### skillman.com

The Skillman Corporation, founded in 1972, is a construction management firm that prides itself on building relationships, not just buildings. Our employee-owners work side-by-side with our clients to develop plans, so their projects run efficiently and effectively. With Skillman, you get an unbiased viewpoint to help you choose the right plans and solutions for your building project. We have worked with clients in the Higher Education, K-12, Municipal and Healthcare markets for over 52 years.

### **TOWERPINKSTER**

### towerpinkster.com

TowerPinkster is an award-winning multi-discipline design firm full of creative professionals committed to collaboration, quality and integrity.

#### **EXHIBITOR BINGO**

As you visit each exhibit, have the representative initial next to his/her booth name listed on the card provided in your conference registration bag. When you have visited all the exhibitors, turn in this card to the Registration Desk to be included in the prize drawing. Forms are due at the Registration Desk by 2 p.m. on Sept. 25. Prizes will be handed out during the last plenary session on Sept. 26. MAC's Service Corp. is sponsoring two grand prizes of \$250 in cash at the drawing.



### **MACPAC: COUNTIES UNITED**

MAC appreciates the support of its members and others for MACPAC, the only political action committee in Michigan organized to support incumbent state legislators who have proven themselves as allies of county government and local public services.

#### **PLATINUM**

Jack Shattuck Ionia County
James Maike Newaygo County
Stephan Currie MAC Staff

### GOLD

Stan Ponstein Kent County Rick Schaffer St. Joseph County Douglas Johnson Otsego County Joseph Bonovetz Gogebic County Art Jeannot Benzie County Bryan Kolk Newaygo County Deena Bosworth MAC Staff Madeline Fata MAC Staff Samantha Gibson MAC Staff Tim Stoll Branch County William Miller Oakland County

#### **SILVER**

James Storey Allegan County Donald O'Farrell Iosco County Alisha Bell Wayne County Dennis Poirier, Sr. Bay County Gail Patterson-Gladney Van Buren County Jack Tany Saginaw County John Malnar Delta County John Taylor Kalamazoo County Joseph Palamara Wayne County Julie Wuerfel Berrien County Karen Moore Gladwin County Ken Mitchell Clinton County Kristina Garner MAC Staff Linda McClune-Gobler MACSC Board Mary Babcock Huron County Melissa Daub Wayne County Monica Sparks Kent County Neil Ahrens **Emmet County** Renee Beniak MCMCFC Staff Robert Showers Clinton County Sam Hopkins MACSC Board Sarah Lucido Macomb County Terence Frewen Ionia County Terry Marecki Wayne County Vaughn Begick Bay County William Sarkella Sanilac County James Stewart MACSC Board

#### **MEMBER**

Karen Cunningham Benzie County Barbara Kramer Dickinson County Mark DeYoung Allegan County Doug Zylstra Ottawa County Earl Poleski Jackson County Gretchen Janssen Houghton County Janice McCraner Manistee County Monica Schafer Ingham County Raymond Steinke Mecosta County Ron Baker Montcalm County Vickki Dozier MAC Staff Brian Gutowski **Emmet County** Carol Hennessy Kent County Dean Kapenga Allegan County Donald Arquette Lake County Gary Taylor Wexford County Linda Howard Mecosta County Michael Kruithoff Newaygo County Roseann Marchetti Cass County william LaHaie Alpena County Beverly Brown Genesee County Carolyn Brummund Alcona County Thomas Young Tuscola County



Learn more about our Counties United initiative on Sept. 26 after the MAC Legislative Update.

Or make an immediate online donation by using the QR code



A collaborative procurement program for shared services and products.



CoPro+ is a shared services solution program that saves time and money by taking a strategic and integrated approach to procurement. Created in response to requests for collaborative procurement support for counties, local governments and schools by offering the following:

- Expert procurement analysis and organizational support in every phase of the procurement process
- + Statewide cooperative that offers a variety of publicly bid and competitively priced contracts to choose from when fulfilling a service or product need
- On-call procurement professional support 24/7 to your staff

### Benefits

### The + Makes the Difference

- + No user fees/no cost to participate
- Free Strategic Procurement Assessment Report
- Expert professionals with more than 150 years of public procurement experience
- Dividends shared with CoPro+ members
- + Reduced workload for staff
- + Guaranteed savings
- Quality commodity and service contracts

### **ELECTIONS & PLATFORMS**

#### **BOARD ELECTIONS WILL FILL 5 SEATS**

Five seats on the MAC Board of Directors will be filled on Sept. 25 at the 2024 Annual Conference.

The commissioners who filed for seats in this cycle are:

- Region I, Seat A John Malnar, Delta County; Craig Reiter, Schoolcraft County
- Region II, Seat A Bryan Kolk, Newaygo County (I)
- Region III, Seat A Rick Shaffer, St. Joseph County (I)
- Region V, Seat B Sarah Lucido, Macomb County (I)
- At-large, Seat C Melissa Daub, Wayne County (I)



Although only one candidate filed for some of the seats, regional caucuses must be held, per MAC By-laws, to elect the candidate.

#### **ELECTION PROCEDURES**

- 1. Only commissioners who register for the Annual Conference may participate in the regional caucuses that fill these seats.
- 2. Regional Board seats are filled by elections in which each COUNTY gets ONE vote. At-large seats are filled with each attending commissioner casting one vote in each caucus; the winning at-large candidate must have majorities in at least four of the six caucuses.

#### **POLICY PLATFORM VOTES**

MAC's Annual Business Meeting will be held on Thursday, Sept. 26 at 9:45 a.m. in the ballroom. County commissioners who are registered for the conference may participate as voting members in the business meeting, which includes review and approval of MAC's 2024-25 policy platforms. Drafts were posted to MAC's website in August.

According to MAC's By-laws (Article III, Section 6): "An amendment to the MAC Platform may be presented from the floor during the annual meeting. Such amendment will require a 2/3 majority vote of the members at the meeting at which a quorum is initially established to be adopted."

Each commissioner may cast one vote per platform. Passage is by a majority vote of eligible commissioners in the Business Meeting.

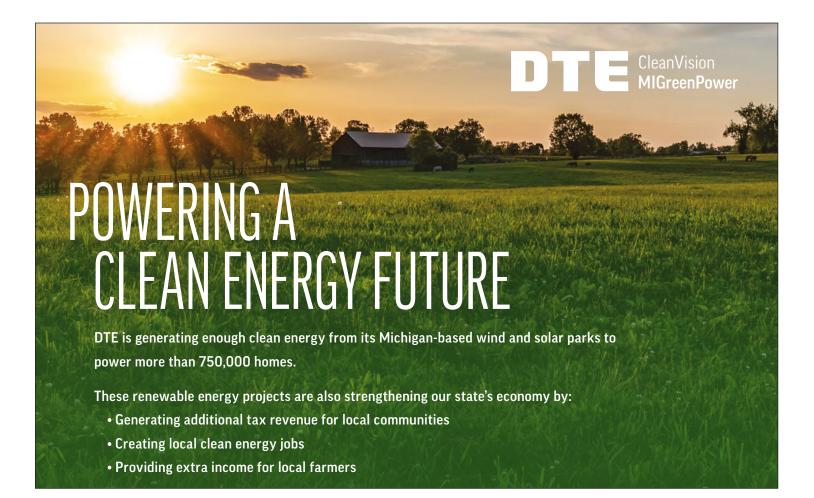


County Commissioner Academy is a professional development program for commissioners incorporating a series of events and workshops focused on the day-to-day responsibilities of a Michigan county commissioner.

Participants earn continuing education "hours" by attending designated events and workshops. "Certification" is offered at two different levels: "Certified" is reached at 10 hours over a two-year cycle, while "Advanced" is reached with 20 hours over a four-year period.

Commissioners attending the 2024 Annual Conference earn 3 credit hours for CCA.

MAC honors an annual graduating "class" of commissioners at the Legislative Conference each year.





# BUILDING SUCCESS STORIES ONE PROJECT AT A TIME.







WWW.SKILLMAN.COM

8120 MOORSBRIDGE ROAD | PORTAGE, MICHIGAN 49024 | 269.350.5757

### **MAC BOARD OF DIRECTORS**



PRESIDENT
Jim Storey
Allegan County/Region III



FIRST VICE PRESIDENT
Melissa Daub
Wayne County/At-large



**SECOND VICE PRESIDENT Antoinette Wallace**Region 5, Macomb County



IMMEDIATE PAST PRESIDENT Stan Ponstein At-large, Kent County



**DIRECTOR Vaughn J. Begick**Region 6, Bay County



Joe Bonovetz
Gogebic County/Region I



DIRECTOR
Bryan Kolk
Newaygo County/Region II



**Sarah Lucido**Macomb County, Region V



**DIRECTOR William Miller**Oakland County/At-large



DIRECTOR
Ken Mitchell
Clinton County/Region IV



DIRECTOR
Donald "Jay" O'Farrell
losco County/Region VI



**DIRECTOR Joseph Palamara**Wayne County appointee



**DIRECTOR Richard Schmidt**Manistee County/Region II



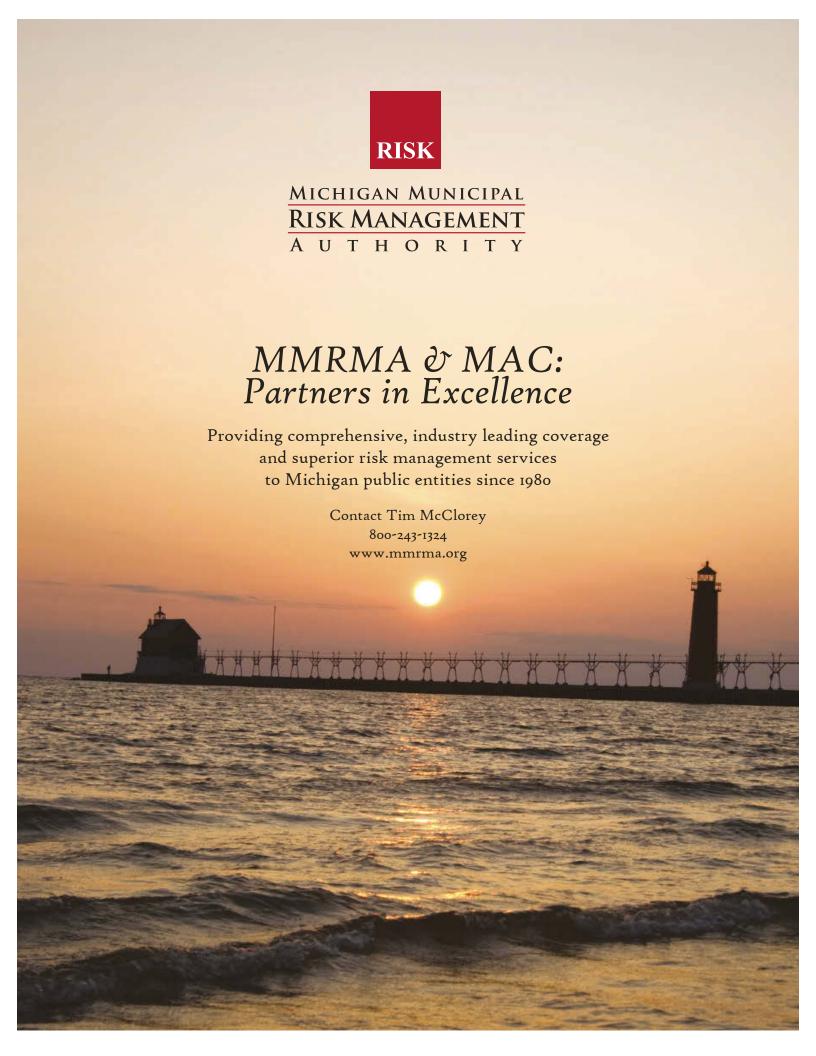
DIRECTOR
Rick Shaffer
St. Joseph County/Region III

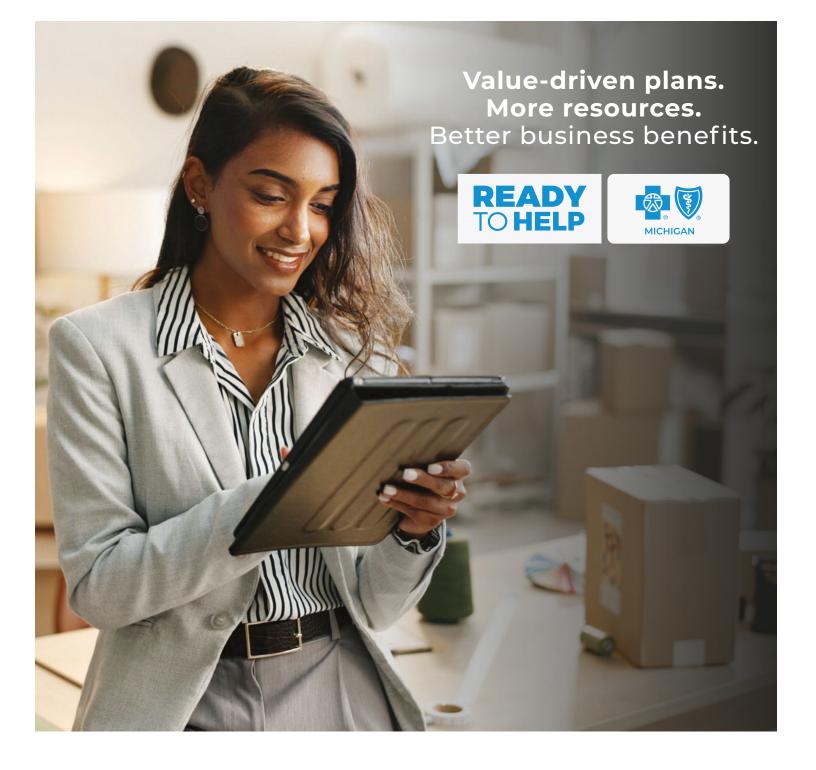


DIRECTOR
Joe Stevens
Dickinson County/Region I



DIRECTOR
Dwight Washington
Clinton County, Region IV





At Blue Cross, we know you want the best for your employees. That's why we're ready to help with plans designed to fit any budget, and coverage you can use anywhere, thanks to one of the largest networks of doctors and hospitals in Michigan. From maternity and menopause to mental health and virtual care, we offer whole health coverage and solutions that you and your team can trust.

Attracting better talent starts with having better benefits, and we're ready to help. bcbsm.com/employers





### Moving America Forward with Next-Generation Broadband

Comcast is proud to partner with cities and states across the nation, working to connect every American and fueling innovation and growth.

### FASTEST, MOST TRUSTED NETWORK IN AMERICA



### CONNECTING THE MOST AMERICANS

Delivering Gig speeds to more urban, rural, and suburban homes and businesses than anyone else. Connected 1M+ new homes this year; on track to connect a million more in 2024



### TRUSTED PARTNER

Powering the nation's most mission-critical organizations like the Department of Defense, Department of Homeland Security, and FEMA.

### COMCAST BUSINESS

### POWERING LOCAL INFRASTRUCTURE

Connecting hospitals, schools, and first responders - and more small businesses in America than any other provider.



#### PIONEERING CONNECTIVITY SINCE 1963

Proven track record of innovation — from our first network in Tupelo, MS to pioneering the use of fiber as you know it today. Powering the future of

streaming, gaming, remote

work and more.

### READY FOR THE FUTURE, TODAY



#### FUTURE READY FIBER NETWORK

Built with enough fiber to circle the globe 12 times, carrying data 99% of the way to its final destination over fiber.



#### FAST TODAY, FASTER TOMORROW

Boosting speeds 20 years in a row, and rolling out Multi-Gig speeds across the US now.



### RELIABILITY YOU CAN COUNT ON

Over 99.9% network reliability keeping everyone connected, in and out of the home, with 23 million WiFi hotspots and innovative products like Storm Ready Wifi.



#### SECURE AT EVERY MOMENT

Protecting customer data with a global team of cybersecurity experts. Plus, security that's built right into our products and network. Anything connected is protected.

### DOING WHAT NO OTHER NETWORK CAN



#### NO NEIGHBORHOOD LEFT BEHIND

Providing the same services, regardless of income level or demographics. Not all internet providers can say the same.



### PATENTED SMART TECHNOLOGIES

AI infused throughout the network that can detect and fix issues before they impact customer experience, rerouting traffic and data as necessary at a moment's



### THERE WHEN YOU NEED US

Hundreds of engineers and technicians from neighboring states that can be deployed when disasters hit. Getting customers back online



### COMMITTED TO YOUR PRIVACY

As an internet service provider, we do not track the websites you visit or apps you use; and we do not sell information that identifies who you are to anyone.

## Track Record of Success

Not a one-time construction project, but a decades-long relationship.

### PROMISES MADE, PROMISES KEPT

Delivering on commitments and continued investments — \$20B investment made since 2018.

### FINANCIAL STABILITY

Equipped to navigate volatile economic conditions with a high degree of financial flexibility and robust capital. Strong balance sheet supported by investment grade ratings.

### READY & RELIABLE WORKFORCE

Complemented by sophisticated supply chains and relationships with trusted construction teams and suppliers.

#### ON TIME, ON BUDGET

Expertise to help stretch taxpayer dollars further and at lower risk.

### ADDRESSING ADOPTION

Investment in digital skills programs like Digital Navigators, and other lowcost offerings to ensure everyone in the community gets online.