AGENDA

1. Review RFP responses for NMC Lobbyist
   • 1:30-2:30pm  Acuitas
   • 3:00-4:00pm  Northern Strategies
   • 4:00-5:00pm  Kelley Cawthorne

2. Other Items for Discussion
A. NMC issued an RFP for consulting services:
   a. RFP released: May 29, 2015
   b. Proposals due to NMC on: June 12, 2015
   c. Second RFP released: July 6, 2015
   d. Proposals due to NMC on: July 20, 2015

B. Summary of scope of work requested:
   a. Monitor legislative and regulatory activities of Michigan legislature to include committee hearings, regular and special legislative sessions.
   b. Assist with proposals for State funding initiatives. Primary project will be the annual Capital Outlay Project request.
   c. Develop and evaluate strategies for the support, opposition or amendment of pending legislation.
   d. Testify if asked and lobby before the Legislature on the College’s behalf.
   e. Written summary report shall be submitted at the end of the month.

C. NMC received responses from:
   a. Kelley Cawthorne – David Gregory
   b. Northern Strategies 360, LLC – Gabriel Schneider
   c. Acuitas, LLC – Sarah Hubbard

D. Committee:
   a. Tim Nelson
   b. Two Vice Presidents (Cotto, Cook)
   c. Board members of the Revenue Funding Study Group
Northwestern Michigan College

Business Office

REQUEST FOR PROPOSAL
For
Contract for Consulting Services- Lobbyist

RELEASE DATE:
July 6th, 2015

DUE DATE AND TIME:
July 20th, 2015

PROJECT CONTACT:

Vicki Cook
VP Finance & Administration
1701 E Front Street
Traverse City, Michigan 49686
Phone: (231) 995-1144
Email: vcook@nmc.edu
NOTICE!

RIGHT TO REJECT: Northwestern Michigan College (“NMC”) reserves the right to accept or reject any and all proposals, to negotiate terms of proposal(s) with successful vendor(s), to accept a proposal that is not the lowest cost, and to accept the proposal(s) that is in the best interest of NMC.

WITHDRAWAL OF ANY PROPOSALS is prohibited for a period of ninety (90) days after the proposal due date.

LATE, INCOMPLETE AND NON-CONFORMING PROPOSALS: NMC reserves the right to reject without evaluation late, incomplete or otherwise non-conforming proposals.

COMPLETE PROPOSALS: All proposals must contain terms of purchase and delivery in writing. NMC will negotiate the actual delivery terms and timetable with the successful vendor(s), but each proposal must include the anticipated time frame during which NMC may reasonably expect materials and equipment to be delivered. NMC will not be responsible for any ancillary charges, costs, and/or fees not expressly delineated in the terms of the proposal.

QUESTIONS: Prospective bidders are solely responsible for understanding the requirements of this RFP. Questions regarding any part of this proposal should be submitted in writing to the Project Contact. All questions and answers will be made available to all prospective bidders. Prospective bidders who direct questions and inquiries about this RFP to persons at NMC other than the Project Contact invite disqualification of their proposals.
INTRODUCTION

This Request for Proposal is released by Northwestern Michigan College Purchasing Department on behalf of the Northwestern Michigan College to enter into a contract for Consulting Services - Lobbyist as set forth herein. Northwestern Michigan College is a publicly funded community college that serves people, organizations and businesses. Founded in 1951, NMC is a fully accredited community college offering 77 transfer, career degree and certificate programs. NMC has over 640 employees all working to help learners succeed. We serve more than 50,000 learners annually throughout the Grand Traverse region and beyond.

NMC offers associate degrees and professional certificates, and bachelor’s degrees through the Great Lakes Maritime Academy. Eight partner universities grant baccalaureate, graduate and doctoral degrees through our University Center. NMC’s extensive Extended Education program offers a wide array of non-credit classes to more than 10,000 local residents annually.

In addition to the main campus, we have four other satellite campuses in the Grand Traverse area and are also home to Dennos Museum Center, Hagerty Conference Center, Lobdell’s our teaching restaurant, Rogers Observatory, and WNMN 90.7 FM Community Radio.

SECTION 1
GENERAL INFORMATION

Northwestern Michigan College (“NMC”) is accepting bids for Consulting Services - Lobbyist as set forth herein. Contract period to start August 31, 2015 to August 31, 2016, with 2 (1) year options to extend.

The requirements included in this proposal are complete. The representations made by NMC herein are accurate, true and complete to the best of our knowledge. NMC prefers to work with only one (1) contact person throughout the proposal process. Please appoint one (1) representative for your firm as your contact for NMC. This person will be responsible for all communications with NMC that relate to this Request for Proposal. Additionally, please note that all contact between your firm and NMC must be handled between your representative and the Project Contact. This requirement will be strictly enforced.

Your final proposal must be complete and presented in its entirety. All conditions, terms, costs, charges and fees must be included in the proposal. Should NMC accept your proposal, any terms, conditions, costs, charges and/or fees excluded from your proposal at the time of submission shall remain excluded and will become the responsibility of the winning bidder.
All proposals must be submitted in writing and must be signed by a representative who is duly authorized to make such representations to NMC on behalf of your firm. Your proposal will form the basis of a purchase contract with NMC and should include all equipment and materials that, in your judgment, are necessary to meet the requirements of this proposal.

The requirements of this proposal are non-severable. In other words, they may not be separated for the purpose of bidding on a single part of the established requirements. NMC has a strong preference to purchase a single vendor solution. If, in your judgment, NMC would be better served by a multi-vendor solution, you may offer that as an alternate proposal, however, you must certify that all equipment in your proposal will meet all other specifications in this Request for Proposal. Your proposal should include a single-vendor approach.

Northwestern Michigan College is a Michigan Constitutional corporation located in Traverse City, Michigan in Grand Traverse County, and is subject to the laws of the State of Michigan. Our official address and principal place of business is 1701 East Front Street, Traverse City, Michigan 49686. Additional information about NMC can be obtained by going to https://www.nmc.edu

Northwestern Michigan College is a tax exempt institution, granted such status by the authority of the State of Michigan. Likewise, NMC is exempt from Federal Excise Tax (tax-free registry number: 38-6027348) and Michigan General Sales Tax, under Public Act 167 of 1933 § 4., as amended. DO NOT INCLUDE MICHIGAN SALES TAX OR ANY FEDERAL EXCISE TAXES IN YOUR QUOTATION.

SECTION 2
TERMS AND CONDITIONS

2.01. Your complete and entire response to this RFP must be received by NMC in writing on or before July 20th, 2015. Return one (1) original and two (2) copies of your response to this RFP. Your response should include all requested and required information, as well as any supporting data needed to complete your response. Late responses and responses received by facsimile will not be considered. Bidders are solely responsible for confirming that their responses were received in a timely way. NMC will not pay for, reimburse, or otherwise accept any delivery charges incurred by bidders in connection with this RFP.

2.02. Questions, uncertainties, noted discrepancies and omissions regarding this RFP shall be reported immediately in writing to the Project Contact by July 13th, 2015. Should any reported issues require clarification, written instructions or an addendum to the RFP will be distributed to all potential bidders. NMC will not accept any responsibility for any oral interpretation of the requirements. Bidders should rely only on the written
responses of NMC. Questions submitted less than 48 hours prior to the due date for proposals cannot be responded to.

2.03. NMC reserves the right to solicit additional information from bidders to aid our determination of the bid that best meets the needs of NMC. If our request for additional information on a proposal is not met in a timely way, NMC reserves the right to reject the proposal as non-conforming.

2.04. NMC reserves the right to reject or accept any bids, in part or whole; select bidders whose proposals best meet the needs of NMC without respect to the lowest cost proposal; and negotiate terms of the proposal to ensure the best interests of NMC are met. NMC does not assume any contractual obligations or duties as the result of issuing this RFP. No employment relationship will be assumed between NMC and the successful bidder.

2.05. Bidders are not entitled to use NMC’s name, service mark(s), trademarks or trade names without the express written permission of NMC.

2.06. By submitting a response to this RFP, bidders certify that no actual or potential conflicts of interest exist between the bidder and NMC under this agreement. Each bidder agrees to inform NMC immediately, should a change in conditions occur that would produce an actual conflict of interest or the appearance of a conflict of interest. Further, by submitting a response, bidder certifies that the bidder has neither provided any private inducements or consideration to any NMC trustee, officer, employee, or agent in return for favorable treatment with respect to the award of this proposal, nor accepted any private inducements or consideration from any College trustee, officer, employee or agent in connection with this RFP. Should any such unauthorized transactions be discovered, the bidder will be considered in breach of its agreement with NMC, and the agreement between the bidder and NMC is immediately void. Under these circumstances, NMC will cooperate fully with law enforcement to determine whether such a breach has violated any laws of the State of Michigan or the United States of America. This clause will survive the termination and/or expiration of this agreement without respect to the cause or reason for a breach of this type.

2.07. NMC expressly states that the bidder is a supplier or independent contractor of NMC and is not an agent, partner or employee of NMC. The bidder is not entitled to wages, tax withholding, Workers’ Compensation, unemployment compensation, or any benefits of employment extended to regular employees of NMC. The bidder is not an agent of NMC, and may not bind NMC to any contracts or represent to anyone that the bidder has any such authority.

2.08. The laws of the State of Michigan shall govern the interpretation and performance of this agreement. Any action brought to enforce any provision of this agreement shall be brought in the appropriate court in The State of Michigan. All bidders, their successors or assigns expressly agree to bring any claims, demands, or actions asserted against the Board of Trustees of Northwestern Michigan College, its trustees, officers,
employees or agents only to the Michigan Court of Claims. The bidder, its successors or assigns consent to the jurisdiction of the Grand Traverse Circuit County Court for the State of Michigan with respect to any claims arising under this agreement against Northwestern Michigan College.

2.09. The bidder must comply with all applicable State and Federal OSHA laws, standards and regulations with respect to the performance of this agreement.

2.10. NMC will evaluate each bid received using the following criteria, listed here in no particular order of importance:

a. The bidder’s ability to satisfy each term and condition fully.

b. Compliance with the specifications stated herein.

c. Experience with delivering the requirements of the specification.

d. Cost (including pricing and price protection).

e. Ability to provide service for those items in the specification deemed to require an ongoing service contract of technical expertise, demonstrated or demonstrable with respect to the specification.

f. References from previous customers for work of similar scope.

g. Other factors not specifically expressed here that are relevant to determining which proposal will succeed.

2.11. Proposals may not be withdrawn for ninety (90) days from the time of issue. After ninety (90) days, proposals may be withdrawn by way of a written request directed to the Project Contact. Successor proposals may not be substituted for a withdrawn proposal. Withdrawal of a proposal constitutes disqualification from the bid process, should NMC not render a decision within ninety (90) days of the response due date.

2.12. Once the successful proposal has been determined and awarded, either party may withdraw from this agreement by giving the other party at least thirty (30) days’ prior written notice of the termination date. Termination or cancellation of this agreement does not affect the collection, enforcement or validity of any accrued obligations between the bidder and NMC.

2.13. Once the successful proposal has been determined and awarded, modifications deemed necessary to correct errors found to be the sole fault of the bidder and to satisfy performance of the agreement shall be made expeditiously and at no additional cost to NMC. This clause will survive the termination and/or expiration of this agreement without respect to the cause or reason for the error.
2.14. No information, report, etc. developed in connection with this RFP may be reproduced without NMC’s prior written consent. No portion of this RFP may be reproduced without NMC’s prior written consent.

2.15. Company agrees to maintain comprehensive general liability insurance, including contractual liability, with limits not less than $2 million per occurrence and $3 million aggregate; professional liability (i.e., blanket crime, employee dishonesty, errors and omissions, etc…) insurance with minimum limits of $1 million per occurrence and $3 million aggregate; automobile liability for owned, non-owned and hired vehicles with a combined single limit of $500,000; and Workers’ Compensation to statutory limits as required by the State of Michigan. Company agrees to have the Board of Trustees of Northwestern Michigan College added as an additional insured with respect to comprehensive general liability and provide the College with 30 days written notice of any material changes in the above insurance. Company shall provide the College with a certificate of the above insurance coverage and amounts if awarded the contract.

2.16. The successful bidder must perform all work unless NMC specifically approves subcontracting in writing prior to the commencement of any work related to this RFP.

2.17. The successful bidder is an independent contractor, licensed and bonded as necessary, and is solely responsible for employment, acts, omissions, insurance, control and direction of its employees. The bidder agrees to indemnify and hold harmless Northwestern Michigan College, its trustees, officers, employees and agents from any and all damages, injury, loss, claims, demands, or causes of action in the event that the bidder fails or neglects to provide appropriate insurance coverage for its employees while working in performance of this contract at Northwestern Michigan College, including but not limited to payment of any claims.

2.18. Any personal injury to the bidder, its successors, assigns, employees, agents, subcontractors or third parties or any property damage incurred in the performance of this agreement shall be the responsibility of the bidder. The bidder agrees to restore or make whole any loss of or damage to the property of Northwestern Michigan College incurred during the performance of this agreement.

2.19. Bidder warrants that all equipment offered for sale to NMC are all new materials, genuine products of the chosen manufacturer, delivered in original packaging with all parts and manuals, able to be registered for warranty purposes by NMC, eligible for the full manufacturer’s warranty period and warranted as described by the manufacturer. Materials that do not conform to this specification will be rejected by NMC and the bidder will be required to replace them with conforming materials at no additional cost to NMC.
2.20. Bidder agrees to accept NMC’s standard payment terms, which are Net 30. Prices quoted in bidder’s response shall be FOB Northwestern Michigan College unless otherwise specified. All items on the bidder’s response will be itemized, and all charges and discounts shall be clearly shown.

2.21. All responses to this RFP become the sole property of NMC and are subject to Freedom of Information Act requests.

SECTION 3
SCOPE OF WORK

Northwestern Michigan College is seeking to identify a single company for Consulting Services-Lobbyist Services as set herein.

3.01. Monitor Legislative and regulatory activities of the Michigan Legislature to include committee hearings, regular and special legislative sessions.

3.02. Assist with proposals for State funding initiatives. A primary project will be the annual Capital Outlay Project request. This will require submittal of annual request and discussions with state committee members and legislators.

3.03. Develop and evaluate strategies for the support, opposition or amendment of pending legislation.

3.04. Testify if asked and lobby before the Legislature on the College’s behalf.

3.05. Represent NMC in the legislative process relating to budget and policy.

3.06. Assist with specific legislative initiatives.

3.07. Compliance with all laws and regulations for lobbying activities as stated in Michigan Law to include registration as a lobbyist for the college if required by state and federal law or regulation.

3.08. Provide all files and work products to NMC in a timely manner.

3.09. A written summary report shall be submitted at the end of the (week or month) summarizing the status of NMC’s legislative priorities.
SECTION 4
VENDOR QUALIFICATION CRITERIA

4.01. Firm Overview
   a. Provide an organizational chart or narrative of your firm’s structure and ownership. Include the number of years the company has operated.

4.02. Experience
   a. List experience with in the last five (5) years.
   b. Provide 3 references; include the company name, address, a contact, and their phone number.
   c. Experience with State of Michigan annual Capital Outlay Project Request and evaluation process. (or similar process)
   d. List any potential conflicts of interest.

4.03. Pricing
   a. List all fees and reimbursable expenses.

SECTION 5
FORM OF PROPOSAL

All responses to this RFP shall contain the signature page as a cover sheet, the complete and entire proposal, and any necessary documentation to support your proposal. Staple or otherwise bind each copy of your proposal and return it to NMC by the due date and time listed on Page One of this Request for Proposal.
SIGNATURE PAGE

THIS SIGNATURE PAGE MUST BE RETURNED TO ENSURE A VALID PROPOSAL. PROPOSALS SUBMITTED WITHOUT THIS SIGNATURE PAGE CAN BE RENDERED INVALID. NORTHWESTERN MICHIGAN COLLEGE’S STANDARD TERMS AND CONDITIONS SHALL APPLY.

TERMS: __NET 30__ E.I.N. ____________

COMPANY NAME: ________________________________

SIGNATURE: ____________________________________

PRINTED NAME: _________________________ TITLE: _______________________

PHONE#: ___________________________ FAX#: _______________________

CONSULTING FEE: $ _________________

REIMBURSABLE EXPENSES:

1. __________________
2. __________________
3. __________________

OTHER COSTS: $ __________________
Proposed Timeline for Lobbyist RFP

Release Date: July 6th, 2015

Questions Due by: July, 13th, 2015

Responses Due Date: July, 20th, 2015

Evaluation of Proposals Completed by: July 24th, 2015

Interviews Scheduled for: July 27th, 2015 thru August 7th, 2015

Evaluation of Interviews Completed by: August 14th, 2015

Board of Trustees Approval of Recommendation: August 24th, 2015

Contract Awarded: August 31st, 2015
Consulting Services - Lobbyist  
Summary of responses

<table>
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<tr>
<th>Vendor</th>
<th>Contact</th>
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<td>Acuitas</td>
<td>Sarah Hubbard</td>
<td>Lansing</td>
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<td>Appropriation experience 1 university</td>
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<td>Kelley Cawthorne</td>
<td>David Gregory</td>
<td>Lansing</td>
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<td>$2,000 (a)</td>
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<td>Northern Strategies 360, LLC</td>
<td>Gabriel Schneider</td>
<td>Traverse City</td>
<td>2015</td>
<td>Advocate for community college in Levin's district. Secured funding for NMC Skilled trades grand</td>
<td>$4,500 (b)</td>
<td>$500 (b)</td>
</tr>
</tbody>
</table>

(a) Proposal is for a retainer for one year at rate of $4,000 per month.  
Reimbursement for mileage, travel and entertainment not to exceed pre-authorized maximum of $2,000

(b) Proposal $150 per hour not to exceed 30 hours per month.  
Travel costs including but not limited to lodging, meals, mileage and airfare not to exceed $500 per month
SIGNATURE PAGE

THIS SIGNATURE PAGE MUST BE RETURNED TO ENSURE A VALID PROPOSAL. PROPOSALS SUBMITTED WITHOUT THIS SIGNATURE PAGE CAN BE RENDERED INVALID. NORTHWESTERN MICHIGAN COLLEGE’S STANDARD TERMS AND CONDITIONS SHALL APPLY.

TERMS: NET 30  E.I.N.  20 8338312

COMPANY NAME: Acuistas, LLC

SIGNATURE: ____________________________

PRINTED NAME: Sarah Hubbard  TITLE: Principal

PHONE#:  517.853.1236  FAX#:  517.853.1093

CONSULTING FEE: $2500.00 Per Month

REIMBURSABLE EXPENSES:

1. None

2. ____________________________

3. ____________________________

OTHER COSTS: $ None
A Proposal to Northwestern Michigan College

Table of Contents

Letter of Introduction ................................................................. 4
Understanding Your Needs .......................................................... 5
Issue in Brief – Capital Outlay ....................................................... 6
Significant Relationships of Interest ............................................... 7
Recent Legislative Accomplishments ............................................. 8
Engagement Scope ....................................................................... 10
Approach .................................................................................. 11
Why Acuitas ............................................................................... 12
Working with You ....................................................................... 13
Pricing ....................................................................................... 18
References .................................................................................. 19
Potential Conflict of Interest ......................................................... 20
July 20, 2015

Vicki Cook
VP Finance & Administration
Northwestern Michigan College
1701 E. Front St.
Traverse City, MI 49686

Dear Ms. Cook,

Thank you for your interest in Acuitas government relations consulting. We have the resources needed to advance the issues impacting Northwestern Michigan College. The following document provides evidence of how Acuitas can add value to your team by proactively building legislative, fiscal and regulatory support for Northwestern Michigan College and the services you provide.

Our experience related to education policy issues and financial support is significant and growing. Current representation of Eastern Michigan University and University of Detroit-Mercy has allowed us to become very close to key policy-makers in the higher-education arena. Current and past representation of groups like StudentsFirst, the Michigan Association of School Boards, the Michigan Elementary and Middle School Principals Association, and Education Trust – Midwest give us a greater understand of all of the issues leading up to higher education.

When you partner with Acuitas, you can expect access and understanding of the Appropriation and Capital Outlay process as well as strong insight into your public policy agenda. Additionally, we would be happy to assist you with any strategic communications, events, conferences, campaign finance, and reporting you might need.

If you have any questions about our proposal or our firm, please contact us at 517-853-1236; kkorpi@acuitasllc.com or shubbard@acuitasllc.com.

We look forward to working with you.

All the best,

KEVIN W. KORPI, PRINCIPAL

SARAH HUBBARD, PRINCIPAL
Understanding Your Needs

INSIGHT AND INFORMATION

Founded in 2006, Acuitas is owned by Kevin Korpi, Principal and Sarah Hubbard, Principal. Andrea Cascarilla and Robert O’Meara serve as Legislative Directors. The Principals and Legislative Directors are all registered with the State of Michigan as Lobbyist Agents. Acuitas is a registered Lobbying firm. The team is supported by legislative assistants, an office manager and an active group of interns. Full biographies of the primary contacts for this project can be found below.

Acuitas has a proven track record of success. We continuously navigate the Michigan legislature, executive branch and state agencies such as the Department of Education, Department of Technology, Management and Budget and Department of Talent and Economic Development utilizing our strong relationships with current legislators and executive branch officials.

Specifically, Acuitas will help you monitor legislative, appropriations, and regulatory activity to deliver business intelligence on local, state and federal levels. This knowledge base includes strategic business contacts in a wide range of industries. With Michigan’s constantly revolving door of legislators, Acuitas has the insight and experience to immediately help with all public affairs activities related to the needs and goals of Northwestern Michigan College.

At Acuitas, we think strategically, enhancing Northwestern Michigan College’s value. We recognize that our role as your independent public affairs consulting firm is to advise you proactively, not reactively, so that you can achieve metrics, goals and develop projects. We view our company as an integral part of your success.

We believe Acuitas will add value to your firm by providing guidance, information and solutions that will help you reach your goals. Our team has a full understanding of the governmental, regulatory, and appropriations process, procedures and issues so we can identify opportunities for you and your institution. We know that government relations is not done in a vacuum. Strategic communications and education efforts are equally important. In that regard we have a great deal of experience integrating various issues into key legislative debates.
ISSUE IN BRIEF – CAPITAL OUTLAY

We are uniquely positioned to hit the ground running with your issues – and especially with your Capital Outlay legislative request. Based on our research, we’ve identified the NMC request below:

Northwestern Michigan College: Multi-Disciplinary Student Learning & Simulation Center. The $20.0 million project includes renovation of the current West Hall building on campus and expansion to provide for an additional 35,000 square feet for a Student Learning and Simulation Center. The Center would include learning spaces designed to promote interactive learning experiences; simulation based experiential learning; and dynamic teaching. The Center would integrate relevant Student Services and Learning Support functions, space for student organizations, and simulation-based experiential learning and dynamic teaching.

Unfortunately this project has suffered from a lack of support within Michigan’s Capital Outlay process and has dropped in priority from 6th to 14th based on legislative evaluation criteria. As your lobbying firm, we can help position and explain the importance of your request to key players and work to influence the evaluation criteria in a manner that will be beneficial to NMC.

We’ve worked in the past – and continue to work with – Eastern Michigan University in support of their Capital Outlay needs. We support their efforts to explain their program to legislators and position it for success in anticipation of a significant Capital Outlay bill in the future.

Appropriations

Acuitas has significant experience identifying and accessing sources of funding for our clients in the appropriations process. In the last five years, we’ve helped clients go from zero funding from the appropriations process to millions. We’ve also helped existing recipients of funds increase their share from the state. Below are a few examples of our appropriations successes:

- **Representing Eastern Michigan University**, Acuitas worked with the Legislature and Lt. Governor Calley to secure funding for an Autism Center on campus beginning in 2011. We have protected and increased that amount regularly. Annually we support EMU day at the Capitol and appropriations and have worked to garner millions of dollars in state funds.
- **Representing the Nurse-Family Partnership**, Acuitas restored funding for programs around the state after being zeroed out by then Governor Granholm. NFP now enjoys $1.5 M in General Fund support annually and also receives support from other smaller funds targeted to health care.
• Representing University of Detroit – Mercy, Acuitas restored partial funding for the UDM Dental School after it was eliminated by Governor Snyder in his Fiscal Year 2016 budget proposal. We are continuing to work to restore the full funding amount through creative sources of insurance re-imbursement, philanthropy and anticipated supplemental appropriations budget opportunities.

• Representing Verso Paper, Acuitas ear-marked $250,000 in funding for a critical and strategic project for the company. This funding was recently approved by the Michigan Administrative Board.

Significant Relationships of Interest

Acuitas has close relationships with government officials at the local and state level and members of the Michigan Congressional delegation. We have strong personal and professional relationships with legislative leadership, the Governor, the Governor’s top advisors and members of the executive branch including top officials in state departments throughout Michigan government.

Our relationship matrix is extensive, including members of the legislature such as Senate Appropriations Chairman Dave Hillenbrand, House Appropriations Chairman Al Pscholka, House and Senate Community College Subcommittee Chairmen Senator Darwin Booher and Representative Paul Muxlow, Capital Outlay Chairwoman Nancy Jenkins along with a variety of state elected officials such as Senator Wayne Schmidt and Representative Lee Chatfield. Additionally, Acuitas has close relationships with many other top leaders within Governor Snyder’s cabinet such as DEQ Director Dan Wyant, MI Department of Treasury Director Nick Khouri, DNR Director Keith Creagh, DHHS Director, Nick Lyons, and key staff at all levels of government.

The Acuitas team has cultivated key relationships with current and emerging legislative leaders so that we are well positioned both in the current legislative process. With term limits in Michigan, we are always a step ahead of new legislative players by identifying talent early and cultivating relationships. Further, we continually work with business leaders throughout the state such as the Traverse City Area Chamber of Commerce, Michigan Lake Carriers Association, AT&T, Blue Cross Blue Shield of Michigan, the Michigan Forest Products Council, the Composting Council of Michigan, Michigan Dental Hygienists Association among many others.

With Acuitas being involved in a variety of issue areas our team has been able to build a strong reputation of success through the annual budget process, Capital Outlay process, and similar evaluation opportunities. We at Acuitas believe that we have demonstrated to current and past clients that we have the tools needed to effectively advocate for and deliver success on the various issues areas impacting Northwestern Michigan College.
The current state of play is to capture and advance the opportunity of favorable legislation pertaining to funding opportunities the Capital Outlay process (SB 116-Booher), workforce and economic development, and community college appropriations. Additionally, many areas of policy continue to be raised before the legislature. A close working relationship with the Michigan Community Colleges Association will be very important for your lobbying firm to be successful. We’ve worked closely in the past with MCCAA President Mike Hansen and Legislative Director Erin Schor.

A critical path forward will include monitoring legislation, building relationships, strategic communication and coordinated efforts with key stakeholders at the state and local level in an effort to progress specific legislative, educational, business, regulatory and environmental measures.

Recent Legislative Accomplishments (Past 5 Years)

The entire Acuitas team works closely on strategic issues. We are committed to the advocacy outcomes that allow you to make sound decisions. Through the services outlined in this proposal, we can help you grow your influence in Michigan and engage in advocacy efforts that position Northwestern Michigan College for success. For example, recent major legislative initiatives championed by Acuitas include:

- **Representing the Northern Michigan Chamber Alliance,** we actively provide input and communicate policy positions on numerous pieces of legislation across the process. We’ve developed close relationships with the northern Michigan legislative delegation and key business leaders.

- **Representing the Downtown Detroit Partnership,** we worked to pass legislation to advance the implementation of a business improvement zone in the City of Detroit.

- **Representing StudentsFirst,** Acuitas succeeded in passing comprehensive education and teacher tenure reform measures.

- **Representing the City of Escanaba by establishing the sixth Next Michigan Development Zone in Michigan’s Upper Peninsula,** Acuitas helped to enact Senate Bill 397 and House Bill 4782 amending the Next Michigan Development Act of 2010 to allow the board of the Michigan Strategic Fund to designate a sixth Next Michigan Development Zone.

- **Representing AT&T,** we assisted in efforts to pass regulatory reforms facilitating the transfer of new wireless technologies into the marketplace.
• **Representing the Lake Carriers' Association**, Acuitas advanced the Association's priorities that provided for cost effective and science based ballast water and invasive species regulation to assure the free flow of shipping. We helped facilitate a highly successful onsite visit from legislators and staff of a Great Lakes freighter.

• **Representing the Michigan Forest Products Industry**, Acuitas assisted in the approved changes to the qualified forest properties act and commercial forest act to aid local governments and private forest land owners to encourage sustainable forest practices.
Engagement Scope of Services

Acuitas recognizes the opportunity for Northwestern Michigan College and the valuable services you provide within Michigan. Building support at all levels of government, as well as within the business community, is critical to the advancement of your issues. Acuitas can provide valuable insight. To that end, we propose the following scope of services:

Government Relations Consulting, Monitoring and Lobbying

- Enhance visibility, recognition and facilitate engagement opportunities between Northwestern Michigan College and various governmental and nongovernmental entities.
- Seek financial support for Northwestern Michigan College through the community college appropriation process as well as the annual Capital Outlay process.
- Work with your team to direct public affairs advocacy and lobbying towards Governor Rick Snyder and the Michigan Legislature. Maintain open and strong relationships with members of the Appropriations Committee and the Capital Outlay Committees as well as the other committees between the House and Senate.
- Research strategic business development and environmental partnerships to better apply Northwestern Michigan College's strategic goals and objectives.
- Assist in strategic communications, briefings, talking points, testimony, letters and community activities to advance Northwestern Michigan College legislative priorities.
- Testify (when needed) and lobby before the Legislature on Northwestern Michigan College's behalf.
- Direct public affairs lobbying before the Governor's administration, state lawmakers, federal policymakers, departments and commissions as needed.
- Support federal efforts with outreach to Michigan Congressional Delegation.
- Share actionable intelligence and regularly communicate developments of interest to leadership.
- Maintain a written summary report that will be submitted at the end of each month summarizing the status of NMC's legislative priorities.
- Comply with all laws and regulations for lobbying activities as stated in Michigan Law to include registration as a lobbyist for the college if required by state and federal law or regulation.
- Others as directed by client.
Approach

Our approach has three phases. In all cases, we tailor our approach to the specific needs and circumstances of our clients.

Phase 1—Pre-Engagement, Assessment and Advocacy Plan
- Assess objectives and current operations.
- Gain understanding of client's business.
- External environment.
- Internal environment.
- Preliminary analytical review.
- Determine desired outcomes and efficiencies.
- Define engagement scope.

Phase 2—Deliverables: Public Affairs, Communications and Advocacy
- Based on the outcomes in phase 1, the team will provide a strategy for achieving your objectives in the public policy arena. We will also maintain and enhance significant partnerships with the State of Michigan and other units of government, national trade groups, business affiliations and environmental entities.

Phase 3—Ongoing Representation and Continuous improvement
- Continuously review and provide feedback on goals & objectives.
- Further enhance Northwestern Michigan College’s reputation and influence among policy makers.
- Monitor and engage in assigned policy areas.

“I’ve known Kevin and Sarah for over 15 years and watched them both partner with clients and customers to shape public policy. Working together, Acuitas offers their very best in support of client needs. They have strong relationships with the Governor, both parties and the business community statewide.”

Richard Blouse, Jr., Former President & CEO
Detroit Regional Chamber
Why Choose Acuitas

PERSONAL ATTENTION AND EFFECTIVE REPRESENTATION

Acuitas continues to build positive, productive partnerships with our clients and earn their trust through the execution of internal team building, external public affairs and communications. Acuitas will be dedicated to identifying emerging opportunities to accomplish defined goals, establish time frames for completion of tasks and manage your team's evolving expectations through the engagement. Our reputation as fair, persuasive advocates with Republicans and Democrats alike enables us be powerful advocates for you at all levels of government.

WE DRIVE RESULTS

Acuitas is uniquely positioned to excel in engagement with Northwestern Michigan College. Our proven track record of success on state, local and federal issues translates to unparalleled access to key decision makers. With over 60 cumulative years of experience in all issue areas our knowledge in government, means your public affairs team will be positioned for success.

STRATEGIC INSIGHT

At Acuitas, we build long-term relationships in the face of the revolving door of term limits. Our fresh perspective inside the process of government allows us to craft creative solutions. Acuitas can offer insight on how to navigate the new leadership in the House and Senate to better protect your strategic interests. As lawmakers return from summer recess, key legislative priorities identified by Northwestern Michigan College will be discussed at great length which will continue throughout the current legislative session. Those issues include Michigan’s competitive Capital Outlay process and the ongoing debate of granting community college’s 4-year degree authority.

COMMUNICATION

Communication is imperative. Our team of lobbyists is available to you any hour of the day and night. We provide 24-hour service and real-time communication as well as monthly updates. Ongoing communication throughout the engagement process means our team will have a solid understanding of your company’s strategic interests, working together to assure Northwestern Michigan College continues to grow and thrive.
Working with You

We are proactive in providing valuable business solutions; we bring an experienced team in order to expand capacity, effectiveness and expertise during your engagement.

Sarah Hubbard, Principal

Sarah began attending political events with her locally elected father while still in elementary school. Today, she is known as one of the leading legislative strategists working in Michigan government relations and has been recognized by *Inside Michigan Politics*.

As Senior Vice President of Government Relations at the Detroit Regional Chamber for 17 years, Hubbard managed all aspects of local, state and federal lobbying and relationship management including strategic advice and access on behalf of over 20,000 members and affiliates. Also, she managed the Chambers' political fundraising and financial contribution activities in support of hundreds of Federal, State and local candidates for public office.

At the federal level, Sarah has developed national coalitions around issues concerning U.S. / Canada immigration issues, health care and automotive concerns. Her work in Washington D.C. primarily focuses on the Michigan Congressional delegation, but she also enjoys significant relationships with many trade associations and the Canadian Embassy. Sarah has also lobbied internationally in Ottawa, Canada and has many relationships with Canadian public officials and stakeholders across the country.

Sarah’s primary areas of expertise include: Appropriations, U.S. / Canada policy issues, Michigan Tax Policy, Economic Development, Transportation Infrastructure, Health Care, Communications, Social Media, Coalition Building, Grassroots Strategy, and General Business Issues. Prior to the Chamber, Sarah spent 3 years as a Legislative Assistant in the Michigan House of Representatives with then State Representative Willis C. Bullard Jr.

Sarah received her Bachelors of Arts from the University of Michigan, Master of Public Administration from Western Michigan University and her Master of Business Administration from the University of Michigan Ross School of Business.

She formerly served on the board of directors of the Public Affairs Council, the American Chamber of Commerce Executives, the Woodrow Wilson Centers’ Canada Institute, and the University of Michigan Alumni Association.

*Crain’s Detroit Business* named Sarah in their “40 Under 40” class as well as a “Woman to Watch” in recognition of her work on behalf of businesses in the Detroit region.
Kevin W. Korpi, Principal

Kevin's 20+ years of experience in the legislative process, politics, governmental relations and association management provides him with the experience to ably guide your needs. He has been ranked one of the most effective lobbyists in Lansing by Inside Michigan Politics.

Through strategic counsel and direction, Kevin has successfully helped clients access needed economic development funds at the state and federal levels.

Kevin formerly served as the Director of Government Relations for the Michigan Chamber of Commerce – one of Michigan’s premier trade associations. There he represented over 7,000 business members regarding their environmental and energy policy concerns.

As Vice President for Public Affairs for the Grand Rapids Area Chamber of Commerce, Kevin specialized in the issues of West Michigan business. There he worked closely with business leaders from some of Michigan’s largest companies and most prominent private investors.

Kevin learned the legislative process from the inside as Legislative Director for then Representative Ken Sikkema, as well as in a variety of other senior level political positions including successful campaigns for the U.S. Senate.

In parallel with his work with Acuitas, Kevin holds the position of executive director for the Michigan Forest Products Council. Kevin's primary areas of expertise include appropriations, energy policy, environmental regulation and permitting, economic development, business taxation, and natural resource based issues.

Kevin is a native of Ironwood, Michigan. He earned a Masters Degree in Labor & Industrial Relations from Michigan State University and received an undergraduate degree from Western Michigan University (cum laude) with a B.S. in Political Science.
Robert W. O'Meara, Legislative Director

Robert's experience and knowledge with the Michigan Legislature has equipped him with the necessary skills to address a variety of legislative and advocacy needs.

Prior to joining Acuitas LLC, Robert proudly served the Michigan House of Representatives as a Policy Advisor & Associate Appropriations Advisor for Speaker Jase Bolger and the Republican Caucus since 2011. While on staff, Robert was not only significantly involved with the advising of Michigan's $49.5 billion budget, but Robert was also responsible for the $1.4 billion Higher Education Budget, and the $335.9 million Community College budget.

Along with aiding the Appropriations Committee, Robert was also responsible for various policy committees, including the committee of Oversight and Government Operations, which focused on a variety of issues including labor, economic development, as well as governmental transparency, and accountability.

Robert is a native to Washington D.C. and moved to East Lansing, Michigan in the summer of 1999. Robert graduated with his Masters in Public Policy and Administration from Northwestern University in May of 2013 and completed his undergraduate degree at Adrian College in May of 2010 (magna cum laude). While at Adrian, Robert spent time as the Adrian College Law Club President, was an active member of the Student-Athletic Academic Committee, and was the Captain of the Men's Lacrosse team for three years.
Andrea Cascarilla, Legislative Director

Andrea has a well-earned reputation as an effective policy professional and is highly respected in Capitol circles with nearly 25 years of experience in the Michigan Legislature.

Andrea’s first exposure to the legislative process was as a college intern with then State Representative Gregory E. Pitoniak. While still a student at Michigan State University she was asked to join Pitoniak’s full time staff as his Legislative Aide. There she specialized on appropriations, insurance, economic development and corrections policy issues.

Andrea’s knowledge and experience were retained by former State Representative and Senator Raymond E. Basham whom she served as Chief of Staff. Responsible for all policy, communications and issue advocacy efforts, Andrea broadened her expertise into the areas of transportation, labor, natural resources and the environment. In this capacity she played a direct role in the passage of three of Gongwer News Service’s top ten most significant laws enacted that decade.

Just prior to joining Acuitas LLC, Andrea served as Chief of Staff for Senator Hoon-Yung Hopgood. In addition to her extensive policy work in the areas of education, energy and telecommunications, Andrea was the lead staff managing appropriations for the $13.4 billion K-12 School Aid Budget as well as the budgets for the Departments of Education, Natural Resources, Environmental Quality, and Agriculture and Rural Development.

Andrea is a native of Ludington, Michigan. She earned her Bachelor’s Degree in Economics with an emphasis in public finance from Michigan State University. Appointed in 2009 to the Delta Township Planning Commission, Andrea continues to serve in that capacity today.
Anthony Antonelli, Legislative Assistant

Tony Antonelli handles client based needs as they relate to legislative issues. He maintains an open dialog with legislative and executive offices, along with any other entity Acuitas clients have a vested interest in.

Tony frequently covers legislative committee hearings on behalf of Acuitas and communicates actions of the various legislative bodies to clients with same-day reporting.

Tony's knowledge in client advocacy ranges from experience in the Michigan legislature to representing clients in our nation's capital. Before joining Acuitas, Tony interned in both Lansing and Washington DC. During the latter, he maintained client interests during ongoing hearings for the Dodd-Frank Wall Street Reform and Consumer Protection Act.

Tony is a Michigan native and a graduate from the James Madison College at Michigan State University. He majored in International Relations and holds an additional degree in Psychology.

Kailey Forbes, Director of Operations

Kailey Forbes is responsible for planning, directing and coordinating client activities and office operations. Prior to joining the Acuitas team, Kailey worked as the Research Analyst and Scheduler for Attorney General Bill Schuette. Kailey's work experience has provided her with the knowledge to develop and implement strategies for achieving business and legislative objectives.

Native to Grand Rapids, Michigan, Kailey graduated from James Madison College at Michigan State University where she majored in International Relations with a specialization in Spanish. During her four years at Michigan State, Kailey participated as a member of the varsity cheerleading team, in addition to interning at the University of Detroit Mercy's immigration law clinic.

Kailey gives back to the Lansing community as an avid volunteer and supporter of charitable groups such as St. Vincent Catholic Charities, Special Olympics Michigan and the Capital Area Humane Society.
Pricing Structure

Outlined below are our fees for the services described in the engagement scope on page seven. We work with you to ensure the proposed services are focused, targeted and deliver results. We are confident the value proposition will meet your needs.

If adjustments to scope are made, then fees in most cases need to be adjusted as well. In any case, changes to scope and/or fees will not be made without prior approval. Our total fee for consulting services is detailed below. It is our desire to establish a long-term relationship with you that will provide services for many years.

Acuitas engagement letters include a 30 day notice provision that enables either party to exit the arrangement.

<table>
<thead>
<tr>
<th>SERVICES</th>
<th>2015-2016</th>
</tr>
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<tbody>
<tr>
<td>Government Relations</td>
<td>$2,500 per month</td>
</tr>
<tr>
<td>Consulting, Monitoring &amp; Lobbying</td>
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Our goal is to provide results for Northwestern Michigan College. As we have attempted to illustrate through this proposal, the benefit of our firm goes beyond traditional services to tremendous support for long term success and value gained from a true partnership.
Potential Conflict(s) of Interest

There are no known or potential financial or personal Conflicts of Interest between Acuitas, LLC or its staff and Northwestern Michigan College.

Based on the stated RFP Scope of Work and General Information provided and NMC’s indication that work to support Capital Outlay projects is the primary responsibility of the Government Relations Consultant, we are unaware of any potential Conflicts of Interest.

However, if Scope and/or primary focus changes, it is possible that someday current Acuitas client Eastern Michigan University and Northwestern Michigan College might have a difference of opinion regarding legislative initiatives. In most cases, differences of opinion between clients are on issues of lesser concern and have little impact on the ability of the Firm to represent the client.

It is the policy of Acuitas to notify affected clients of any significant conflicts of interest amongst them and to work to mediate said conflicts if possible. In the rare event conflicts cannot be resolved, Acuitas will separate the work of primary contacts representing clients in order to continue representing their interests fairly before the legislative body.
SIGNATURE PAGE

THIS SIGNATURE PAGE MUST BE RETURNED TO ENSURE A VALID PROPOSAL. PROPOSALS SUBMITTED WITHOUT THIS SIGNATURE PAGE CAN BE RENDERED INVALID. NORTHWESTERN MICHIGAN COLLEGE’S STANDARD TERMS AND CONDITIONS SHALL APPLY.

TERMS: NET 30

COMPANY NAME: Northern Strategies 360, LLC

E.I.N. 47-1817632

SIGNATURE: [Signature]

PRINTED NAME: Gabriel TS Schneider

TITLE: Principal

PHONE#: (517) 449-6453

FAX#: NA

CONSULTING FEE: $150/hour not to exceed 30 hours per month for a rate of $4,500 per month, $54,000/year.

REIMBURSABLE EXPENSES:

1. Travel costs including but not limited to lodging, meals, mileage and airfare not to exceed $500/month.

OTHER COSTS: none

NORTHWESTERN MICHIGAN COLLEGE
June 10, 2015

REQUEST FOR PROPOSAL
Consulting Services-Lobbyist Services

Page 1 of 6 Pages
June 10, 2015

Mr. Don Loeffler, Purchasing Manager
Northwestern Michigan College Purchasing Office
1701 E. Front Street
Traverse City, MI 49686

Dear Mr. Loeffler:

Northern Strategies 360 is pleased to provide this response to the Request for Proposal for Contract for Consulting Services-Lobbyist Services for Northwestern Michigan College (NMC).

**Firm Overview**
Northern Strategies 360 is a comprehensive government affairs consulting firm that offers its clients legislative lobbying, monitoring, advocacy and compliance services at all levels of government. In short, we open doors and walk clients through, ensuring that an investment in Northern Strategies 360 results in NMC’s goals and objectives being met.

Founded in January, 2015, Northern Strategies 360 is owned by Gabriel TS Schneider who brings over 11 years of both state and federal legislative policy experience to the firm as Principal of the company. We also maintain a suite of interconnected services through our network of affiliated consultants who are experts in their fields including legislative policy, marketing/public relations, legal affairs, native American issues, fund development and grant writing. As a result, we are able to respond quickly and adapt to a client’s needs.
Designated Representative/Contact
Gabe Schneider, Principal of Northern Strategies 360 will be the designated representative/contact and lead lobbyist for this contract.

- **Gabe Schneider**, Principal
  Northern Strategies 360
  148 E. Front Street, Suite 203
  P.O. Box 184
  Traverse City, MI 49685
  Ph: 517-449-6453
gabe@northernstrategies360.com

Experience
Within the last five years, Gabe Schneider, Founder and Principal at Northern Strategies 360 has worked for U.S. Senator Carl Levin as his Regional Representative for Northern Michigan. In this capacity, Gabe provided legislative support and services including legislative tracking, providing legislative updates and advocated on behalf of Northwestern Michigan College, North Central Michigan College, Alpena Community College, Kirtland Community College and Baker College in Cadillac. He also worked closely with the State of Michigan on legislative issues including forming close relationships with current and former state and federal legislators.

In his capacity with U.S. Senator Carl Levin, Gabe also worked as the primary point of contact with Northwestern Michigan College and the Great Lakes Maritime Academy on many appropriations requests including securing funding for the completion of the Great Lakes Campus Harbor ($2.3M) and retrofitting of the T/S State of Michigan ($3.7M). This work included successfully advocating for specific funding to be included in seven annual funding bills from FY03 through FY10. The federal appropriations process is the federal equivalent to the State of Michigan annual appropriations process including the annual capital outlay process.

In his role as Principal at Northern Strategies 360, Gabe was instrumental in writing and coordinating a State of Michigan Community College Skilled Trades Equipment Fund grant for Northwestern Michigan College, which resulted in NMC receiving over $2 million dollars (the largest grant award in the College’s history) for the purchase of equipment to be used in high skill, high wage and high demand occupation training. He also successfully lobbied the State Legislature for the inclusion of $36 million dollars in funding in the FY16 annual budget for rural hospitals and rural obstetrics services on behalf of Munson Healthcare after this funding was eliminated in the Governors FY16 budget request.

References
- **The Honorable Carl Levin**
  Former U.S. Senator
  (Contact information available upon request)
• The Honorable Wayne Schmidt
  State Senator, 37th District
  P.O. Box 30036
  Lansing, MI 48909
  Ph: (517) 373-2413

• The Honorable Larry Inman
  State Representative, 37th District
  (Member of the House Appropriations Subcommittee on Community Colleges)
  P.O. Box 30014
  Ph: (517) 373-1766

• James Callahan, Chief of Staff
  The Honorable Phil Potvin (Member of the Joint Capital Outlay Subcommittee)
  P.O. Box 30014
  Lansing, MI 48909
  Ph: (517) 373-1747

• Paul M. Shirilla, Vice President and General Counsel
  Munson Healthcare
  1105 Sixth Street
  Traverse City, MI 49684
  Ph: 231-935-6704

Proposed Scope of Services
Northern Strategies 360 proposes the following scope of Consulting Services-Lobbyist
Services including but not limited to:

• Support and Service to the President
  • Monitor legislative and regulatory activities of the Michigan Legislature
    as well as the federal legislature including committee hearings, regular and
    special legislative sessions.
  • Work with the President to provide focus and context around current
    legislative and administrative activities at the state and federal levels
    including the development and evaluation of strategies for the support,
    opposition or amendment of pending legislation.
  • Work with the President on developing and enhancing legislative and
    administrative relationships including testifying and lobbying before the
    legislature on behalf of NMC and representing NMC in the legislative
    process.
  • Northern Strategies 360 will look to match the interests of the President
    with statewide and national community college conversations and
    initiatives that would further the goals of NMC.
  • Northern Strategies 360 will work to identify opportunities for the
    President to become engaged in regional, statewide or national events that
    would further the goals and objectives of NMC.
• Support and Service to the Vice Presidents
  o Work to develop, submit support and enhance NMC’s capital outlay requests including lobbying and building support within the state legislature amongst the Northern Michigan delegation and all relevant committee members and legislative leaders.
  o Work to pursue additional opportunities for funding capital outlay projects including but not limited to extending relationships that would be beneficial to NMC and seeking and applying for state or federal grant funds.
  o Work to identify and pursue funding opportunities for research, development, enhancement and the growth of NMC academic program areas.
  o Northern Strategies 360 will work to build and enhance relationships within the region, state and throughout the country that will support a continued leadership role for NMC.
  o Northern Strategies 360 will support outreach activities including forums, summits and conferences to ensure broad national and potentially international participation.

Deliverables
Northern Strategies will ensure that the full scope of services as outlined above is met. This includes:

• In-person representation of NMC at all required legislative and administrative functions in Lansing or any other location within or outside of Michigan.
• Northern Strategies 360 will also participate in all required College functions including but not limited to President’s Council meetings, Board of Trustees Meeting and interdepartmental meetings where legislative strategy development or legislative updates are required.
• Northern Strategies 360 will coordinate legislative outreach activities with the Michigan Community College Association and American Association of Community Colleges where applicable/appropriate.
• Northern Strategies 360 will provide all files and work products to NMC in a timely manner and will provide/submit a written summary report at the end of the week and month summarizing the status of NMC’s legislative priorities.
• Northern Strategies 360 will ensure compliance with all laws and regulations for lobbying activities as stated by Michigan Law including the registration as a lobbyist for the college if required by state and federal law or regulation.
• Currently Northern Strategies 360 and Gabe Schneider are both registered as lobbyists with the State of Michigan.

Conflicts of Interest
Northern Strategies 360 does not see any conflicts of interest in providing lobbying services to Northwestern Michigan College.
Pricing
Northern Strategies 360 charges a rate of $150 per hour in addition to expenses related to travel for services provided. This rate includes all printing and other material expenses.

Terms:
- Contract period to start July 1, 2015 to June 30, 2016 with 2 (1) year options to extend.
- For this contract period, services would be rendered at a rate of $150 per hour for 30 hours per month for a total of $4,500 per month or $54,000 per year.
- Additional agreed upon time required to complete the scope of services above the 30 hours per month will be charged at a rate of $150/hour.
- Northern Strategies 360 will provide bi-weekly reports with its invoices for all work.
- Northern Strategies 360 will submit for NMC approval a written estimate for projects and/or professional services outside of the scope of this agreement.

Attachments
- CV of Gabriel TS Schneider, Principal of Northern Strategies 360
- Traverse Magazine December 2009 Feature Interview
Education

B.A. International Relations/Specialization in Environmental Economics. Michigan State University, James Madison College, East Lansing, Michigan

Experience

- Founder and Principal, Northern Strategies 360, LLC January 2015- Present
- Regional Representative, U.S. Senator Carl Levin 2009-2015
- Community Affairs Specialist, U.S. Senator Carl Levin 2003-2009
- Internship, Michigan Environmental Council May 2002-October 2002
- Administrative Assistant, MSU Internal Medicine Residency Program 1999-2003

Volunteer Work

- Vice President, Adams Chapter Trout Unlimited 2014- Present
- Director, Adams Chapter Trout Unlimited 2005-2014

Professional Experience

- Gabe founded Northern Strategies 360 in 2015 to leverage his experience, relationships and knowledge gained from over eleven years of working with diverse legislative, regulatory and bureaucratic systems. To date, Northern Strategies 360 has had clients as diverse as institutions of higher education, healthcare providers and non-profit organizations all of whom have benefited from the strategic government relations services provided by Northern Strategies 360.

- Prior to founding Northern Strategies 360, Gabe spent over 11 years working for U.S. Senator Carl Levin working in the Senator's Northern Lower Michigan Regional office located in Traverse City, Michigan and serving a region consisting of 18 counties in the tip of the mitt. In this capacity, Gabe represented the Senator's constituents through policy, knowledge, outreach activities, public speaking and casework. Duties included constituent services, research, extensive policy knowledge of local, state and federal issues, advising the Senator on matters related to Northern Lower Michigan and the Great Lakes, database management and the supervision of one employee.
Gabe Schneider became Senator Carl Levin’s new top man in Michigan’s Northern Lower Peninsula in late August after serving six years under longtime aide Harold Chase, who moved to D.C. Our sources at Sleeping Bear Dunes National Lakeshore told us Schneider is known to snowboard the forested dunes, cast a fly rod, mountain bike, be out there rocking the landscape. Sounds like our kind of senate aide. We thought we’d better find out if it’s true.

Verify the rumors—do you board the dunes?
I like to put on snowshoes, strap my board over my back and hike to the top of hills in the park. Then I put my snowshoes on my back and snowboard down. Two of the places I enjoy the most are Pyramid Point—not the face, that’s dangerous with the mix of shifting snow and shifting sand you have to be cautious—but a bowl to the northeast a bit. And I like boarding the dune climb. When the conditions are right, on fresh snow, it’s not too sandy and the boarding can be great there. In Traverse City, I like up behind Building 50 and the hill at Rogers Observatory.

Where did the interest in the outdoors come from?
I grew up in the country outside of Bath, Michigan. We had 40 acres. Not a working farm, more a hobby farm with some goats, chickens and geese. I had two brothers.
Up North

and when you have three boys in the country, you are basically outdoors all the time. I went to Michigan State, James Madison College, and studied international relations with a specialization in environmental economics. I've just always been interested in the natural world.

What about when the snow is gone?
I had never fly fished before coming here, but there are so many streams with high quality water, that has got me out exploring. Just like with snowboarding, fly fishing just gives me an excuse to explore what's out there. My father-in-law has always fly fished and he gave me some basics. That's been great. I've gotten involved with the local Trout Unlimited chapter, doing stream bank restoration, organizing stream events and that sort of thing.

Give us a flyover of the new job—what do you actually do?
Well, my title is regional representative. We have seven offices in the state, and each office has two staff. I head the office here. Our office covers 18 counties, from Traverse City to Alpena and north to the bridge. We have to know about so many different policy areas, transportation, environmental, forest service, national park, Thunder Bay Marine Sanctuary... You never know what will come in over the transom. Our job, though, is generally monitoring controversial issues rather than trying to influence them. People come to us expecting us to tell the agencies what to do, but that isn't our role, nor do we have the legal authority to do that. The agencies need to be fair, hear the public. You need the process. That's more our job, making sure the process is fair and open and people are allowed to comment.

How does the love of the outdoors influence your work?
It helps in my being aware of those issues as they come up, and it's a joy to work on them, but we don't have the time to give one issue more attention than others just because we have an interest in it.—J.X.
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departments

9 Editor's Note
13 Up North
   Our favorite
   French hairstylist advises on
   a holiday coiffure;
   Gabe Schneider,
   the snowboarding
   senator tells
   D.C. what's what
   with local foods;
   Northern Bookshelf
   gift ideas.
17 December Events
   Dozens of ways
   to make holiday
   memories.
23 Travel
   Escape Up North
   for a weekend of
   shopping and small-
   town warmth.
25 Up in Michigan
   I'll give you a goat if
   you make my web-
   site ... bartering in
   the North Country.
49 Dining
   Sublime small
   plates for lighter
dining during the
   season of feasts.
61 In Season
   Olives with orange
   and fennel
63 Wine
   Fizzy wines for your
   festivities and a Q&A
   with Larry Mawby,
   the North's spar-
   kling-wine savant.
64 Into the North
   Wind & Sea

ON THE COVER:
BIG AIR ON THE SLOPES
June 12, 2015

**VIA ELECTRONIC MAIL**

Mr. Dan Loeffler  
**NMC Purchasing Officer**  
1701 Front St.  
Traverse City, MI 49686

**Re: Proposal for Consulting Services – Lobbyist**

Dear Mr. Loeffler:

Attached please find the proposal of Kelley Cawthorne for Consulting Services – Lobbyist. Also attached is the required signature page and a copy of our firm brochure.

We have a proven track record of capital outlay success, having secured over $95 Million in state share funding ($222 Million total project cost) for our clients.

As Suttons Bay native, I am eager for the opportunity to help my hometown community college advance its interests in Lansing.

Please contact me at your convenience if you require any further information. Thank you for considering Kelley Cawthorne as your partner in shaping change.

Regards,

David Gregory
EXECUTIVE SUMMARY

- With over $100 Million in state funds to date, Kelley Cawthorne has an impressive record of securing capital outlay and other funding for post-secondary building projects.

- Kelley Cawthorne has a powerful combination of big firm resources and hometown connections to the Grand Traverse region.

SCOPE OF WORK

Kelley Cawthorne accepts the scope of work as described in Section 3 of the RFP with a primary emphasis on securing capital outlay funding.

FIRM OVERVIEW (Sec. 4.01)

Kelley Cawthorne is consistently recognized as one of Michigan’s most effective lobbying organizations by Inside Michigan Politics and MIRS News as are many of its individual lobbyist including Dave Ladd, Rob Elhenicky, and Melissa Yutzey. See firm brochure attached to this email.

The firm’s co-founders are Frank J. Kelley and Dennis O. Cawthorne. Mr. Kelley, Michigan’s “Eternal General,” was elected statewide a record ten (10) times. Mr. Cawthorne, a Manistee native, served as Republican Leader in the Michigan House and merged his well-established lobbying firm into what became Kelley Cawthorne in 1999.

Rob Elhenicky, David Gregory, and Dave Ladd completed their purchase of Kelley Cawthorne from the founders in 2011. Mr. Cawthorne remains active with the firm as a consultant. Mr. Gregory has deep roots in the Grand Traverse region as the grandson of a downtown Traverse City merchant and a graduate of Suttons Bay High School.

The firm has grown considerably since its founding with a diverse ten (10) person lobbying team and an affiliated boutique law firm specializing in campaign finance and regulatory issues. In addition to its headquarters near the State Capitol, the firm recently opened an office in Midtown Detroit to serve its growing client base.
WHY KELLEY CAWTHORNE?

- Over $100 Million in state share capital outlay and tax credit funding secured for our post-secondary clients. We have secured over $95 Million ($225 Million total project cost) in state share funding for ten (10) capital outlay projects. See Attachment A for details. We have secured the vast majority of that, $74 Million ($172 Million total project cost), in the last three (3) capital outlay bills beginning in 2005. We also have just over $10 Million in state share funding pending for two (2) projects which have been recommended for approval by the governor in his FY 2015 and FY 2016 budget proposals. See Attachment B for details. This breaks down as follows:
  - Four (4) projects for Henry Ford College ("HFC") totaling $29 Million in state share funding.
  - Two (2) projects for West Shore Community College ("WSCC") totaling $7.4 Million in state sharing funding since 2005.
    - WSCC has one (1) recommended project at $2.15 Million in state share funding pending for FY 2015.
    - Prior to retaining Kelley Cawthorne WSCC had not received a capital outlay project in thirteen (13) years.
  - Two (2) projects for Wayne State University ("WSU") totaling $45 Million in state sharing funding since 2005.
  - One (1) project for Lake Superior State University ("LSSU") at $9 Million in state share funding since 2010.
    - LSSU has one (1) recommended project at $7.75 Million in state share funding pending for FY 2016.
    - Prior to retaining Kelley Cawthorne LSSU had not received a capital outlay project for twelve (12) years.
  - We also secured $12 Million in statutorily earmarked historic tax credits for a public-private partnership involving Ferris State-Kendall College of Design in Grand Rapids (details below).

- Creative Public-Private Partnership Experience. In 2009, we were the lead lobbyist for The Christman Company in passing tax credit legislation to secure $12 Million in critical gap financing for a public-private partnership between Christman, Ferris State/Kendall College of Design, and the City of Grand Rapids. We were successful in specifically earmarking a first-of-its kind special historic tax credit which allowed the partnership to convert the blighted Old Federal Building in downtown Grand Rapids into a leading edge design instructional facility for Ferris-Kendall. See 2009 PA 192.
• **We are committed to Northern Michigan and the Grand Traverse region.** Northern Michigan isn’t just a place we vacation, it’s a place we call home. David Gregory graduated from Suttons Bay and his family still lives in the Grand Traverse region. Dennis Cawthorne is originally from Manistee and he has been a businessman and summer resident of Mackinac Island for 50 years. We also represent clients whose interests are vital to the Grand Traverse Region such as the Northern Michigan Legislative Association, a coalition of ISD’s stretching from Clare to the Eastern U.P. (includes the Traverse Bay Area ISD), and the Michigan Wine Producers Association, the trade association which represents Leelanau and & Old Mission-based wineries among others. This hometown background gives us an understanding of NMC’s needs and a personal interest in its success which others firms lack.

• **A unique approach.** Many see government relations as simply a matter of politics. We believe lobbying is a professional calling to ethically advance the business and institutional interests of our clients. Fees paid to us are an investment on which we actively seek a positive return. This is evidenced by our demonstrated success in securing capital outlay and other funding for our education clients.

• **We are diverse.** Diversity in lobbying used to mean having both Democrat and Republicans. Now it means having a firm which reflects the make-up of the state’s executive and legislative branches. Our team includes four (4) female and two (2) African-American lobbyists among our ten (10) person roster. We also have former elected officials, former legislative staffers, former cabinet members, lawyers, and even an active pastor. In a chaotic, term-limited legislative environment our diversity is a vital strength.

**EXPERIENCE (Sec. 4.02)**

• **Last five (5) years.** As one of Michigan’s largest multi-client firms we are active on virtually every major issue in Lansing. Recent accomplishments include:

  o Passage of the first major reform of the Snyder era, repeal of item pricing on behalf of Wal Mart.

  o Preserving the right to binding arbitration for Michigan firefighters during the contentious “Right to Work” debate.

  o Successfully preserving the financial integrity and independent governance of the Detroit Police and Fire Retirement System during the historic “Grand Bargain” legislation related to Detroit’s bankruptcy.

• **Capital Outlay Experience.** As detailed above, we have secured over $95 Million ($225 Million total project cost) in state share funding for ten (10) community college and university capital outlay projects with $74 Million ($172 Million total project cost) in state share funding coming since 2005. See Attachment A.
• References.
  - Mike Hill, Superintendent, Traverse Bay Area ISD, (231) 922-6212
  - Cameron Brunet Koch, President, North Central Michigan College, (231) 348-6601
  - Thomas Pleger, President, Lake Superior State University, (906) 635-2202
  - Michael Ennis, Board of Trustees, West Shore Community College, (231) 845-6211
  - Renze Hoeksema, Director, State Government Affairs, DTE Energy, (517) 371-2350.

• Potential Conflicts. We have for many years successfully represented community colleges and state universities. One reason is that we have focused almost exclusively on appropriations and capital outlay issues which, as between universities and community colleges, have not been competitive. We currently represent:

  • West Shore Community College (“WSCC”). WSCC has a capital outlay project previously recommended by the governor and likely to be taken up in a supplemental appropriations bill this year. If that is the case, it is likely that our representation of WSCC will end when our current contract expires in early 2015. Please note this will be the third capital outlay project we have secured for WSCC since 2005.

  • Henry Ford College (“HFCC”). We have secured four (4) capital outlay projects for HFC since 1992.

  • Lake Superior State University (“LSSU”). We have done Higher Ed appropriations and capital outlay work for LSSU since 2009. In that time, we have secured one capital outlay project and significantly improved their profile and effectiveness in the Capitol. We also expect to secure a second capital outlay project in the near future as the governor recommended LSSU’s Freshwater Research Lab in his FY 2016 budget proposal.

  • Wayne State University (“WSU”). We have represented WSU and its medical school on Higher Ed appropriations, DCH appropriations, and capital outlay issues since 2000. Since 2005 we have secured two (2) capital outlay projects for WSU.

FEE PROPOSAL

We propose a standard one (1) year retainer agreement at a market-based fee of Four Thousand Dollars ($4,000) per month. We further propose mileage reimbursement for travel to NMC’s campus and for meals and entertainment specifically related to an NMC issue. The combined pre-authorized maximum for such reimbursement would be Two Thousand Dollars ($2,000).
## Attachment A

<table>
<thead>
<tr>
<th>Approved capital outlay projects for Kelley Cawthorne clients</th>
<th>Planning Authorization</th>
<th>Total Cost</th>
<th>State Share</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>HENRY FORD COLLEGE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Patterson Technology Center</td>
<td></td>
<td>$15,985,000</td>
<td>$6,150,000</td>
</tr>
<tr>
<td>Learning Resource Ctr/Health Care Ed Ctr</td>
<td></td>
<td>$25,144,800</td>
<td>$10,448,400</td>
</tr>
<tr>
<td>Building Renovations</td>
<td>PA 265 of 1999</td>
<td>$9,856,000</td>
<td>$4,928,000</td>
</tr>
<tr>
<td>Science Building Improvements</td>
<td>PA 278 of 2008</td>
<td>$15,000,000</td>
<td>$7,500,000</td>
</tr>
<tr>
<td><strong>HFC Subtotal</strong></td>
<td></td>
<td>$65,985,800</td>
<td>$29,026,400</td>
</tr>
<tr>
<td><strong>LAKE SUPERIOR STATE UNIVERSITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School of Business Building</td>
<td>PA 329 of 2010</td>
<td>$13,500,000</td>
<td>$9,000,000</td>
</tr>
<tr>
<td><strong>LSSU Subtotal</strong></td>
<td></td>
<td>$13,500,000</td>
<td>$9,000,000</td>
</tr>
<tr>
<td><strong>NORTH CENTRAL MICHIGAN COLLEGE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Health Education and Science Center Project</td>
<td>PA 329 of 2010</td>
<td>$10,428,400</td>
<td>$5,214,200</td>
</tr>
<tr>
<td><strong>NCMC Subtotal</strong></td>
<td></td>
<td>$10,428,400</td>
<td>$5,214,200</td>
</tr>
<tr>
<td><strong>WAYNE STATE UNIVERSITY</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Engineering Development Center</td>
<td>PA 10 of 2005</td>
<td>$27,350,000</td>
<td>$15,000,000</td>
</tr>
<tr>
<td>Multidisciplinary Biomedical Research Building</td>
<td>PA 329 of 2010</td>
<td>$90,414,700</td>
<td>$30,000,000</td>
</tr>
<tr>
<td><strong>WSU Subtotal</strong></td>
<td></td>
<td>$117,764,700</td>
<td>$45,000,000</td>
</tr>
<tr>
<td><strong>WEST SHORE COMMUNITY COLLEGE</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Student Learning Center</td>
<td>PA 10 of 2005</td>
<td>$7,899,400</td>
<td>$3,949,700</td>
</tr>
<tr>
<td>Arts &amp; Sciences Center/Remodeling &amp; Additions</td>
<td>PA 278 of 2008</td>
<td>$6,900,000</td>
<td>$3,450,000</td>
</tr>
<tr>
<td><strong>WSCC Subtotal</strong></td>
<td></td>
<td>$14,799,400</td>
<td>$7,399,700</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td></td>
<td>$222,478,300</td>
<td>$95,640,300</td>
</tr>
</tbody>
</table>
## ATTACHMENT B

<table>
<thead>
<tr>
<th>Pending Capital Outlay Projects for Kelley Cawthorne clients which have been recommended for approval by governor</th>
<th>Total Cost</th>
<th>State Share</th>
<th>Institution Share</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>LAKE SUPERIOR STATE UNIVERSITY</strong> <em>Center for Freshwater Research Education.</em> The project was ranked first among FY 2015-16 university requests by the DTMB.</td>
<td>$10,500,000</td>
<td>$7,875,000</td>
<td>$2,625,000</td>
</tr>
<tr>
<td><strong>WEST SHORE COMMUNITY COLLEGE</strong> <em>Technical Center Renovation and Addition:</em> The project was ranked first among community college requests by the DTMB in FY 2014-15. Therefore, the DTMB did not score the project for the FY 2015-16 process, and is continuing to recommend the project in FY 2014-15 (Supplemental Letter 2015-4).</td>
<td>$4,302,500</td>
<td>$2,151,250</td>
<td>$2,151,250</td>
</tr>
<tr>
<td><strong>Grand Total:</strong></td>
<td><strong>$14,802,500</strong></td>
<td><strong>$10,026,250</strong></td>
<td><strong>$4,776,250</strong></td>
</tr>
</tbody>
</table>
KELLEY CAWTHORNE

SIGNATURE PAGE

THIS SIGNATURE PAGE MUST BE RETURNED TO ENSURE A VALID PROPOSAL. PROPOSALS SUBMITTED WITHOUT THIS SIGNATURE PAGE CAN BE RENDERED INVALID. NORTHWESTERN MICHIGAN COLLEGE’S STANDARD TERMS AND CONDITIONS SHALL APPLY.

TERMS: _NET 30_    E.I.N. _34-2028059_    
COMPANY NAME: __Kelley Cawthorne, LLC ____________________________

SIGNATURE: ____________________________

PRINTED NAME: __David Gregory ____________________________
TITLE: _______Member _________
PHONE#: ___(517) 371-1400 ____________
FAX#: ______________(517) 371-3207 ______

CONSULTING FEE: $____ 4,000 per month____________________

REIMBURSABLE EXPENSES:

1. _____Mileage for travel to NMC campus & Meals/Entertainment up to $2,000 total on a pre-authorized basis __________________________

2. ____________________________

3. ____________________________

OTHER COSTS: $____ 0 ________
SERVICES
We advocate. We negotiate. We work the Capitol — inside & out.

STRATEGIC POSITIONING
We do more than report to you. We anticipate the future. We identify your critical success factors. We analyze the key issues that affect your business. We ensure you are ready to exceed expectations. We help you win more contracts and more awards.

STATE LOBBYING
We get it right. We deliver something everyone can be happy with. We work closely with your chief operation executive, the legislative leaders, and the political operations to present your case. We make sure you are heard.

FEDERAL & LOCAL CONDUCTING
Your business needs to be understood and valued. We directly work with Michigan’s influential Congressional delegations, the majority of whom have been elected to the Michigan House of Representatives, and with a variety of federal agencies. We do business with every level of government in Michigan.

MULTISTATE LOBBYING CAMPAIGNS
Our experience is unmatched. We have a deep network of lobbyists in other states. We can help you manage your lobbying campaigns on a multi-state basis. We are experts in maintaining a consistent message across states.

NETWORKING & BUSINESS DEVELOPMENT
We make connections. Our clients range from Fortune 500 and non-profit educational institutions to health care providers, local government, and associations. We bring you access to key decision-makers and key contacts.

REGULATORY & LEGAL SERVICES
Have a problem with the law? We’ve been working on legal issues for a long time. We’ve handled numerous regulatory matters including licensing, tax law, and insurance. Our experienced attorneys are here to help you.

LEGISLATIVE MONITORING & DRAFTING
We track bills in Detroit and we can also identify significant legislation prior to formal introduction, giving you a real edge. Our team of lawyers and lobbyists is well-established and community leaders which is often considered at other lobbying firms.

CAMPAIGN FINANCE & NON-PROFIT STRATEGIES
We’re on the leading edge of the state’s campaign finance law. Our expert campaign finance consultants ensure your campaign or non-profit runs smoothly and that you stay within the limits of federal and state regulations.

SPECIAL EVENT PRODUCTION
We have a unique blend of business savvy, event management, and public relations. We can help you plan and execute any event, from small meetings to large galas.

OUR TEAM
We’re known for our unique background and strong skills. Our bipartisan lobbying team includes former statewide elected officials, legislators, and staff. We also have lawyers, entrepreneurs, community organizers, and real estate developers — even a pastor. This diversity makes us Terrance fighters and expert strategists. We also love what we do.

BRIAN THIBODEAU
Executive Vice President/General Counsel
A former legislative staffer and in-house counsel in Lansing, he is a respected lobbyist and an expert in legislative issues.

MELissa MURPHY
Senior Vice President/Chief Development Officer
A former legislative staffer and in-house counsel in Lansing, she is a knowledgeable lobbyist and an expert in legislative issues.

DAVID GREGORY
Senior Vice President/Deputy General Counsel
A former legislative staffer and in-house counsel in Lansing, he is an expert in legislative issues.

DAVE LADD
Senior Vice President/Executive Director
A former legislative staffer and in-house counsel in Lansing, he is an expert in legislative issues.

BRITT H. HENDERSON
Senior Vice President/Chief Operating Officer
Recognized as a top lobbyist in healthcare, he has extensive experience in state and federal lobbying.

CASTLE LINDSETH
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he is a top lobbyist in Michigan and a member of Governor’s Executive Cabinet.

MARC B. CUMMINGS
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he represents a major Detroit district.

RANDI KISSEL
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he represents a major Detroit district.

ALAN L. MCCONNELL
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he represents a major Detroit district.

ROBERT L. KELLEY
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he represents a major Detroit district.

Barbara J. Kennedy
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, she represents a major Detroit district.

Thomas J. Kennedy
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he represents a major Detroit district.

Frank L. Kennedy
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he represents a major Detroit district.

Dennis J. Kennedy
Senior Vice President/Chief Financial Officer
Recognized as a top lobbyist in healthcare, he represents a major Detroit district.