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the future is here

## NEW MITA MEMBERS

### New Contractor Members

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### New Associate Members

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## Welcome Aboard

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# ARE YOU UNCOMFORTABLE YET?

I am! As we head into the fall, we embark on determining if our heavy lifting concerning promoting the need for proper infrastructure funding, something that everyone wants, but nobody wants to pay for (per the polls), will pay off! I'm still optimistic that something positive will be done to address our industries' funding cliff. And it's my sincere hope that the powers to be don't take another small swing at a large problem. A lot is on the line, especially good-paying jobs that support families and have good benefits. I've been telling anyone who will listen that our workers don't leave for other industries. They leave for different states to perform the work they used to perform in Michigan, a fate we face if lawmakers don't do the right thing. A declining population is a problem for Michigan; properly funding our industry is one way to combat this reality. It will retain workers and provide Michigan with beautiful infrastructure right down to our parks and trails that will only further serve the Growing Michigan Together Council's population goals. Don't forget that this council also recommended to the governor a per annum 3.9B funding increase for infrastructure as a measure to retain and attract people.

You might wonder why I'm optimistic about our chances. The simple reason is that MITA is getting zero pushback on the need for significant investments in our state's infrastructure. The conversations have been more about how to raise the additional dollars needed to meet

the state's needs. Yes, I'm talking in generalities. Some would think the money already exists, and we can just simply cut, cut, cut in other areas. We all know that it would take a massive overhaul of government, which we as an industry simply can't wait for, so we must play the cards at hand. So, what has MITA been doing to promote our situation?

- Building a strong PAC! A strong PAC opens doors to have conversations with lawmakers, which keeps our industry's issues at the forefront. So, thank you to the 419 of you who have invested in the MITA PAC at the time of writing this, you have my sincere gratitude!
- The Contact Your Legislator campaign this year has generated thousands of emails to lawmakers outlining our funding problems.
- MITA was at the Mackinaw Policy Conference, where the MDOT Director and I had an hour-long session in front of lawmakers and the business community. We discussed how we got to our present situation and what's needed going forward.



**Rob Coppersmith**

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Numerous individual meetings with representatives occurred, as did a joint industry party with banners, etc., advocating for better infrastructure.

- MITA conducted a large poll this spring to take the temperature of Michiganders on a variety of ideas that could potentially increase revenues. MITA has traditionally supported user fees, but as EVs and Hybrids enter the market coupled with fuel efficiencies eroding our current gas tax buying power, this dynamic has put us in a position where we must look at every opportunity to better our position. Ultimately, road usage charges (RUCs) or vehicle miles Traveled (VMTs) may be the direction our nation is headed in supporting our transportation system, but that could take years or decades to come to fruition. We simply can't afford to wait and see how this plays out.
- Weekly to Bi-weekly meetings with the Michigan Infrastructure Office

*Continued on page 8*



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Continued from page 6

(MIO) to discuss and vet ideas for increased funding based on facts, data, and polling have been ongoing since early spring. The MIO serves as the Governor's ear on our issues.

- The development of legislative district maps that show the condition of the roads in each representative area, what they currently receive for funding, and what funding for their district would look like if 3.9B of additional funding were obtained based on the formula. MITA has shared this information with our industry partners and will ensure that it is in the hands of every lawmaker.
- MITA participated in or helped facilitate numerous job site visits by lawmakers where district maps were made available to help representatives understand the need and that projects just don't happen overnight. We are also working hard to humanize our message from a job perspective during these visits.

- A TRIP report was performed in Michigan at MITA's request. The findings broke down the cost to the consumer for vehicle operating cost, safety, congestion, and the fuel spent for delays statewide. They extrapolated out some of the cost for major metropolitan areas such as Detroit (\$3,005 pp/annually), Grand Rapids (\$2,297 pp/annually), and Traverse City (\$1,787 pp/annually). It was stated that Michigan residents lose 17B annually due to those factors. A press conference was held that MITA participated in, and the resulting information was broadcast through dozens of news outlets across the state.
- August PAC Board meeting to determine the best way to spend PAC dollars pre-election. MITA also communicated with members about individual efforts to facilitate alignment and messaging.
- Dozens and dozens of media interviews that MITA has been in

and will continue to participate in concerning our issue from pothole season to the end of this legislative cycle.

I hope you're exhausted reading this! Your MITA staff has been boots on the ground for the last several years on this issue, starting with our needs report developed by the PSC, which has been the benchmark for the funding need. The bullet points above are the 10,000-foot view of MITA activity concerning our work to avert the funding cliff. Lance and I have been present at every possible function, fundraiser, or event that provides us with opportunities to discuss our issue. If you think this is an MDOT contractor problem, think again! If MDOT funding wanes, private markets will be flooded with additional bidders who are hungry to keep crews busy. With any luck, this winter, we could be celebrating a win for our industry and the saving of hundreds of jobs at the MITA Annual Conference. Never forget what's good for a contractor, is awesome for the State of Michigan! **CS**

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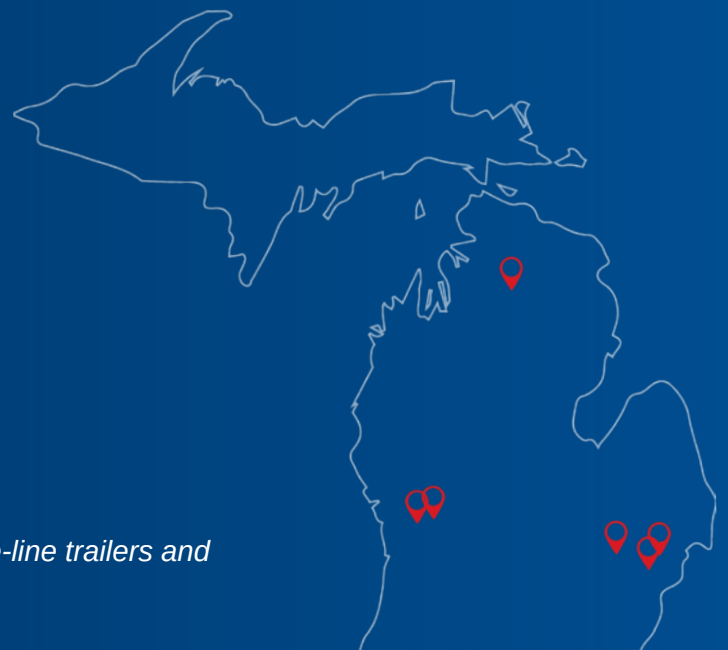
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# ELECTION SEASON IS UPON US



**Lance Binoniemi**

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517-347-8336

It is that time that comes every 2 and 4 years that we all dread. Campaign season and its fill of political yard signs, mailers, emails, newspaper endorsements, letters to the editor, radio and TV ads, fundraisers, rallies, and whatever else politicians can do to get their name out to you and the rest of the voters in their perspective district. This is one of the wildest campaign seasons that we have seen in recent memory, and the outcomes of the elections are as unpredictable as ever. Thankfully, your Government Affairs team at MITA has you covered and is strategically positioning our association to make sure that we benefit as much as we can from the outcomes of the upcoming election, whatever they may be. Please read Executive Vice President Rob Coppersmith's comments at the beginning of the magazine for any information on what the association has been doing to fight for long-term, sustainable infrastructure funding in Michigan.

Never in my lifetime have we seen a last-minute shift for the nomination for President of the United States. But that's exactly what we have seen this year with President Joe Biden stepping down from his candidacy for a second term as President. The implications of this move have yet to be seen, but it certainly shook things up at the top of the ticket at the very least and will likely have implications on those races below the top of the ticket, which is where we pay most of our attention to, further down the ticket for those who will have direct input on passing a funding solution.

The race for control of the Michigan House of Representatives will be what the association will watch the closest this fall. In the 2022 elections, Michigan Democrats, for the first time in 40 years, won majorities in the MI House and MI Senate and won the Governor's race. In both the House and Senate, democrats won their majorities by the slimmest of margins, and either chamber could easily flip back to Republican control for the next term. Michigan Senators are not up for re-election this fall and are next up in 2026.

In the August campaign filings, the most vulnerable

Democratic candidates raised significantly more money than the vulnerable Republican candidates. None of the top 10 most vulnerable House candidates were outraised by their Republican opponents, compared to 8 of the top 10 most vulnerable Republican candidates being outraised by their Democratic opponents. Having more campaign money doesn't necessarily mean a victory for a particular candidate in a close race, but it certainly doesn't hurt.

When making decisions on who to support and where the associations' PAC money should go, MITA staff takes a very strategic approach, analyzing past voting records, individual bills introduced, comments made on the campaign trail, discussions with MITA members and staff, political influence in their caucus, and several other factors when deciding who to support with PAC money. After the dust settled on campaign financing and campaigns went into full swing, the MITA PAC board, made up of MITA members, met in August to determine where the associations' political resources could have the most influence on candidates who support the heavy construction industry. The MITA membership stepped up in a HUGE way in supporting the PAC, and the PAC Board and MITA staff are determined to put those dollars to the best use possible, with the most important goal in mind: passing a long-term sustainable infrastructure funding solution.

MITA staff strongly encourages you to get involved in your local campaigns. Get to know who's on the ballot and whether they support more funding for our infrastructure. The more educated you can become, the more influence you can have on the elections, not just by your vote but also by encouraging your family, friends, and co-workers to get educated and vote for those candidates who support those issues that are most important to you and your community. **CS**



Thank you to everyone who has contributed to the MITA PAC. Your generosity is greatly appreciated. If you haven't donated to the MITA PAC yet this year, please consider making a contribution today.

It's important to note that this wouldn't be possible if it weren't for the broad base of member employees who have donated their hard-earned dollars to our PAC efforts! Collectively we can make a difference in our efforts to secure equitable, long-term, sustainable infrastructure funding solutions.

Political giving through our PAC is one of the most effective ways to gain access to policymakers. That access is needed to advocate for our issues as lawmakers have thousands of issues that they face regularly and we need to keep ours at the forefront. A Big MITA thanks to all of you who have supported our industry! **CS**

Name	Company	Amount	Name	Company	Amount
Michael Peake	Action Traffic Maintenance, Inc.	\$100.00	April Thomas	HYMMCO	\$100.00
George Verscheure*	C. A. Hull Co., Inc.	\$110.00	Kas Rugenstein	HYMMCO	\$100.00
Patty Meyer*	Patty Meyer	\$25.00	Erin Hearn	HYMMCO	\$1,000.00
Dennis Rozanski	Dan's Excavating, Inc.	\$500.00	Donald DJ LaBean	HYMMCO	\$250.00
Joe Goodall	Dan's Excavating, Inc.	\$500.00	Derek LaBean	HYMMCO	\$2,000.00
Jeff Irvin*	Action Traffic Maintenance, Inc.	\$125.00	James Jacob	HYMMCO	\$2,000.00
TJ Peake	Action Traffic Maintenance, Inc.	\$125.00	Brian Mayer*	Ajax Paving Industries	\$50.00
Timothy Peake*	Action Traffic Maintenance, Inc.	\$125.00	Brigitte Corbin	HYMMCO	\$250.00
Michael Kalin*	Kalin Construction Company	\$100.00	Don LaBean	HYMMCO	\$5,000.00
Gerald Kalin*	Kalin Construction Company	\$250.00	Dawn LaBean	HYMMCO	\$1,000.00
Justin Peyerk	Dan's Excavating, Inc.	\$2,500.00	Remi L. Coolsaet	R.L. Coolsaet	\$500.00
Dyrris Marshall	Shadow Consultants LLC	\$1,000.00	Bob Brannan	HYMMCO	\$2,000.00
Craig Fons	GBM Companies	\$1,500.00	Bill Rizor	Hoffman Brothers, Inc.	\$2,500.00
Kelly Weber*	Action Traffic Maintenance, Inc.	\$125.00	John Zito	Zito Construction Co.	\$1,000.00
Dave Terbeek	AIS Construction Equipment	\$1,525.00	Luke Fleischmann	Michigan Pipe & Valve	\$2,500.00
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Robert Hentkowski	Dan's Excavating, Inc.	\$500.00	Michael Malloure	C. A. Hull Co., Inc.	\$12,500.00
James Doescher	Dan's Excavating, Inc.	\$1,000.00	Troy Broad	Team Elmers	\$5,000.00
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Samuel Fons	GBM Companies	\$500.00	Peter Scodeller	Scodeller	\$1,000.00
Michael Fons	GBM Companies	\$500.00	John T. Diponio	Jay Dee Contractors, Inc.	\$10,000.00
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Bruce Pung	HYMMCO	\$200.00	Rob Griggs	Ajax Paving Industries	\$250.00
Kaitlyn Deyarmond	HYMMCO	\$200.00	John Nguyen	Ajax Paving Industries	\$250.00
Austin Koin	HYMMCO	\$1,000.00	Richard Poe	Ajax Paving Industries	\$250.00
Brooke Zapczynski	Z Contractors, Inc.	\$2,500.00	Michael Connelly	Ajax Paving Industries	\$250.00

# Thank you

Thank you to everyone who has contributed to the MITA PAC this year. The money raised will be spent judiciously with input from the MITA PAC Board and also the entire MITA Board of Directors.

MITA PAC funds are given to political candidates who support initiatives that are important to the heavy highway/underground industry and to combat those candidates who are against our goal of long-term, sustainable infrastructure funding. The more these funds are targeted to the right candidates, the more our industry will thrive.



If you have any questions about how your PAC contributions are being spent, feel free to email MITA's Executive Vice President Rob Coppersmith (roboppersmith@thinkmita.org), or MITA's Vice President of Government Affairs Lance Binoniemi (lancebinoniemi@thinkmita.org).



## Long-Term Sustainable Funding Campaign 2024

The MITA Political Action Committee (PAC) is a strong contributor to the overall political voice of Michigan's heavy construction industry. MITA PAC is the most effective tool our industry has to support candidates who will fight in favor of contractors in the Michigan legislature. Your personal financial support of the MITA PAC gives all of us who care about the future of heavy construction the opportunity to have a strong influence in the political process.

Name	Company	Amount
Jennifer Bashawaty	Ajax Paving Industries	\$200.00
Dan David	Ajax Paving Industries	\$200.00
David Grabowski	Ajax Paving Industries	\$200.00
Sean Friel	Ajax Paving Industries	\$200.00
Stefany DalPra	Ajax Paving Industries	\$200.00
Jenny Johnston	Ajax Paving Industries	\$200.00
Ryan Belanger	Ajax Paving Industries	\$200.00
Hugh R Luedtke	Ajax Paving Industries	\$200.00
Sandra McMillian	Ajax Paving Industries	\$200.00
Mark Homer	Ajax Paving Industries	\$200.00
Christina O'Brien	Ajax Paving Industries	\$200.00
Brandon Fuller	Ajax Paving Industries	\$200.00
John Stevens	Ajax Paving Industries	\$200.00
Ean Ridley	Ajax Paving Industries	\$150.00
Chris Edwards	Ajax Paving Industries	\$100.00
Jerry Johnson	Ajax Paving Industries	\$100.00
Donna Enyart*	Ajax Paving Industries	\$100.00
Jason Pestridge	Ajax Paving Industries	\$100.00
Yousif Khamis	Ajax Paving Industries	\$100.00
Jerimah Wallace	Ajax Paving Industries	\$100.00
Sam Bishop	Ajax Paving Industries	\$100.00
Tyler Grabowski	Ajax Paving Industries	\$100.00
Michael Reardon	Ajax Paving Industries	\$50.00
Tanner Jeska	Ajax Paving Industries	\$50.00
Patrick O'Connor	Ajax Paving Industries	\$20.00
Kyle Meyer	Give 'Em A Brake Safety, LLC	\$50.00
Angel Ferrer	Give 'Em A Brake Safety, LLC	\$100.00
Andrew Dauksts	Give 'Em A Brake Safety, LLC	\$250.00
Chris Heyboer	Give 'Em A Brake Safety, LLC	\$200.00
Jane Anstett	Give 'Em A Brake Safety, LLC	\$250.00
Michael Heyboer	Give 'Em A Brake Safety, LLC	\$500.00
Tanya Johnson	Give 'Em A Brake Safety, LLC	\$100.00
Aaron Johnson	Give 'Em A Brake Safety, LLC	\$100.00
Dyrris Marshall	Shadow Consultants LLC	\$500.00
Jason Gauthier	Give 'Em A Brake Safety, LLC	\$250.00
Paul Kennedy	Give 'Em A Brake Safety, LLC	\$100.00
Jim Hartley	Give 'Em A Brake Safety, LLC	\$100.00
Dave Turner	C. A. Hull Co., Inc.	\$12,500.00
Kurt Shea	PK Contracting, LLC	\$4,000.00
Taylor Augustine	Michigan Paving & Materials Co.	\$500.00
Ryan O'Donnell	AnLaan Corporation	\$10,000.00
Chris Shea	PK Contracting, LLC	\$6,000.00
Nicholas Baker	AnLaan Corporation	\$10,000.00
Tyler Walls	Eagle Excavation, Inc.	\$5,000.00
Fernando Casasanta	C & P Construction Co., Inc.	\$1,000.00
Aden Shea	PK Contracting, Inc.	\$6,000.00
Chris Woolley*	C. A. Hull Co., Inc.	\$50.00
Brian Schulz	Michigan CAT	\$500.00
Joel Smeenge	Give 'Em A Brake Safety, LLC	\$100.00
Gabe Cipparrone	Cipparrone Contracting, Inc.	\$10,000.00
Ronaldo Acciavatti	Pamar Enterprises Inc.	\$2,501.00
Steve Brown	Pamar Enterprises Inc.	\$500.00
Rick Thompson	Michigan Paving & Materials Co.	\$1,000.00
Shane Lemke	Give 'Em A Brake Safety, LLC	\$250.00
Destry Farnier	Guy Hurley, LLC	\$100.00
Brian Knechtges	Guy Hurley, LLC	\$100.00
Jeremy Lemke	Give 'Em A Brake Safety, LLC	\$500.00
Jeff Boillat	Give 'Em A Brake Safety, LLC	\$100.00
BRUCE LANGRIDGE	Give 'Em A Brake Safety, LLC	\$200.00
Mark Madden	Guy Hurley, LLC	\$2,500.00
Joe Boukma	Give 'Em A Brake Safety, LLC	\$200.00
Davis McGregor	Guy Hurley, LLC	\$100.00

Name	Company	Amount
Matthew Mooney	Give 'Em A Brake Safety, LLC	\$40.00
Shawn Farzam	Guy Hurley, LLC	\$100.00
Bob Heuer	Guy Hurley, LLC	\$200.00
Benjamin Washabaugh	Northern Concrete Pipe, Inc.	\$1,000.00
Robert Washabaugh	Northern Concrete Pipe, Inc.	\$1,000.00
Brad Stover	Toebe Construction LLC	\$2,000.00
Andy Stover	Toebe Construction LLC	\$2,000.00
Carrie Pennington	Toebe Construction LLC	\$2,000.00
Dave Fischer	Toebe Construction LLC	\$1,000.00
Jason Fowler	Toebe Construction LLC	\$1,000.00
Andy Thelen	Toebe Construction LLC	\$1,000.00
Jason Rogers	Guy Hurley, LLC	\$500.00
Ed Boucher	Kotz Sangster	\$750.00
Nicholas Boucher	GM & Sons, Inc.	\$250.00
Will Morrison	Give 'Em A Brake Safety, LLC	\$50.00
Ron Measel	Ace Cutting Equipment & Supply Inc.	\$2,500.00
PHILLIP FUGATE	Ace Cutting Equipment & Supply Inc.	\$100.00
Giulia Mayerhoff	Cipparrone Contracting, Inc.	\$2,500.00
William Washabaugh, Jr.	Northern Concrete Pipe, Inc.	\$1,000.00
Christopher C Washabaugh	Northern Concrete Pipe, Inc.	\$1,000.00
Kirk Cooley	Fonson Company, Inc.	\$500.00
Tim McManaman	Barnsco	\$1,000.00
Kellen Branoff	Ace Cutting Equipment & Supply Inc.	\$50.00
Peter Fredericks	Koenig Materials	\$500.00
Heather Wells	M & M Excavating Company	\$100.00
Thomas Washabaugh	Northern Concrete Pipe, Inc.	\$1,000.00
James Washabaugh	Northern Concrete Pipe, Inc.	\$1,000.00
Janice Sharp	A Sharper Service, LLC	\$1,000.00
John Washabaugh	Northern Concrete Pipe, Inc.	\$1,000.00
Peter J Eberhardt IV	Ace Cutting Equipment & Supply Inc.	\$20.00
Nick Shea	PK Contracting, Inc.	\$4,000.00
M. Todd Chartier	M. L. Chartier Excavating, Inc.	\$2,500.00
Mike Lechner	Guy Hurley, LLC	\$2,500.00
Tony Cardillo	Florence Cement Company	\$100.00
Scott Kicinski	M. L. Chartier Excavating, Inc.	\$500.00
Steve Measel	Ace Cutting Equipment & Supply Inc.	\$250.00
Dan Wallenslager	Give 'Em A Brake Safety, LLC	\$20.00
Chad Dais	Rathco Safety Supply, Inc.	\$1,000.00
Eric Hamilton	Give 'Em A Brake Safety, LLC	\$100.00
Kait Measel	Ace Cutting Equipment & Supply Inc.	\$20.00
Robin Meram	F.D.M. Contracting, Inc.	\$1,500.00
Fred Meram	F.D.M. Contracting, Inc.	\$1,500.00
Bill Hartsock	Mark Anthony Contracting, Inc.	\$1,000.00
Kevin Houle	Mark Anthony Contracting, Inc.	\$500.00
Trevor Casad	AnLaan Corporation	\$150.00
Rusty Rathburn	Rathco Safety Supply, Inc.	\$3,000.00
Mike Piecuch	Florence Cement Company	\$100.00
Jennifer Brendahl	Give 'Em A Brake Safety, LLC	\$100.00
Josh Goldsworthy	AnLaan Corporation	\$250.00
Chad Loney	Rieth-Riley Construction Co.	\$5,000.00
Brian Olesky	Pamar Enterprises Inc.	\$500.00
Steve Pantaleo	Florence Cement Company	\$100.00
Steve Gregor	Florence Cement Company	\$100.00
Doreen Lanni	Florence Cement Company	\$2,500.00
Angelo S. Lanni	Florence Cement Company	\$2,500.00
Angelo Lanni Jr.	Florence Cement Company	\$1,250.00
Melinda Lanni	Florence Cement Company	\$1,250.00
Scott Bazinet	Low Construction Company	\$7,000.00
Malcolm P. Chartier	M. L. Chartier Excavating, Inc.	\$2,500.00
Megan Chartier & Kyle Wesch	M. L. Chartier Excavating, Inc.	\$2,500.00
Nicholas M. Onifer	Fonson Company, Inc.	\$500.00
Robert Hallerman	Cipparrone Contracting, Inc.	\$500.00

Name	Company	Amount
Juan Ruelas	Rathco Safety Supply, Inc.	\$1,000.00
Mary Druzinski	Mark Anthony Contracting, Inc.	\$200.00
Rick Becker	MPM/CRH	\$2,000.00
Andrew O'Connor	C. A. Hull Co., Inc.	\$1,000.00
Mike Wallenslager	Give 'Em A Brake Safety, LLC	\$150.00
Marcie Waldron		\$200.00
Gabe Pringle	Guy Hurley, LLC	\$2,500.00
	CRH Americas, Inc. PAC	\$7,500.00
Brooke Zapczynski*	Z Contractors, Inc.	\$2,500.00
Blake Zapczynski*	Z Contractors, Inc.	\$2,500.00
Brendan Fons	Fonson Company, Inc.	\$200.00
Joseph D'Agostino	Cipparrone Contracting, Inc.	\$500.00
Kevin McNeilly	Spartan Barricading & Traffic Control, Inc.	\$1,500.00
Patricia McNeilly	Spartan Barricading & Traffic Control, Inc.	\$1,000.00
Kenneth McNeilly	Spartan Barricading & Traffic Control, Inc.	\$1,500.00
Tresea McNeilly	Spartan Barricading & Traffic Control, Inc.	\$1,000.00
James Reed	C. A. Hull Co., Inc.	\$1,000.00
Don Meram	F.D.M. Contracting, Inc.	\$1,500.00
Robert Heuer	Guy Hurley, LLC	\$1,000.00
Jeff McConnell	Mid-Michigan Materials	\$500.00
Bret Sheffer	Mark Anthony Contracting, Inc.	\$500.00
Michael McCartney	M. L. Charlier Excavating, Inc.	\$500.00
Paul M Hurley	Guy Hurley, LLC	\$5,000.00
Paul Hurley, Jr.	Guy Hurley, LLC	\$1,000.00
Todd Colberg	Team Elmers	\$1,000.00
Rose Mollicone	State Barricades, Inc.	\$1,000.00
Gary P. Evangelista	Mark Anthony Contracting, Inc.	\$500.00
Tom Rizor	Hoffman Brothers, Inc.	\$2,500.00
Tracy/Tim Mattice	Lowe Construction Company	\$500.00
Kelsey Kay		\$100.00
Mike Johnson	Michigan CAT	\$1,500.00
Andrew Hughes	C&D Hughes Inc.	\$100.00
Tim Hughes	C&D Hughes Inc.	\$250.00
Brian Schulz	Michigan CAT	\$500.00
Ken Wolverton*	Give 'Em A Brake Safety, LLC	\$50.00
Amanda Wagenmaker	C.P.A. Group P.C.	\$250.00
Donald Timmer	Timmer Construction Company	\$2,500.00
Jeffrey Macdermaid	Give 'Em A Brake Safety, LLC	\$250.00
Jesse Pero	Hoffman Brothers, Inc.	\$2,500.00
Jessica Fowler	AnLaan Corporation	\$25.00
Jeremy Wallender	Give 'Em A Brake Safety, LLC	\$100.00
Jacqueline Kaltz-Coulombe	Kaltz Coulombe PLLC	\$1,000.00
Michael Phelps	Z Contractors Inc.	\$250.00
Greg Myers	AnLaan Corporation	\$150.00
Mike Mallos	Hoffman Brothers, Inc.	\$250.00
Vince Buss	Hoffman Brothers, Inc.	\$50.00
Will Morrison	Give 'Em A Brake Safety, LLC	\$50.00
Jeffrey Wilson	Mid-Michigan Materials	\$2,500.00

Name	Company	Amount
Toni Berry	C. A. Hull Co., Inc.	\$50.00
Derrick Arens	AnLaan Corporation	\$500.00
Martha Owen	C. A. Hull Co., Inc.	\$1,000.00
Curt Vogel	C. A. Hull Co., Inc.	\$1,000.00
Shawn Horejsi	C. A. Hull Co., Inc.	\$25.00
Scott Kenney	AnLaan Corporation	\$100.00
Rick Smith	C. A. Hull Co., Inc.	\$1,000.00
Jack R Dykstra II	Jack Dykstra Excavating, Inc.	\$500.00
James Dykstra	Jack Dykstra Excavating, Inc.	\$300.00
Hiram Drew	Jack Dykstra Excavating, Inc.	\$300.00
Dakota Queen	Jack Dykstra Excavating, Inc.	\$200.00
Eliot Wiener	Levy Specialty Products	\$30,000.00
Terry Erickson	Michigan CAT	\$1,000.00
Anthony Marulli	Michigan CAT	\$1,000.00
Alexander "Clay" Mallowe	C. A. Hull Co., Inc.	\$5,000.00
Benjamin J Edwards	C. A. Hull Co., Inc.	\$250.00
Zachary Underwood	C. A. Hull Co., Inc.	\$1,000.00
Donna Marshall	C. A. Hull Co., Inc.	\$50.00
Michael A. Mantini/Joel Kauzlarich	Rauhorn Electric	\$200.00
Scott Finkbeiner	Rauhorn Electric	\$2,000.00
Ugo L. Mancini	Rauhorn Electric	\$1,000.00
Mike Locke	Rauhorn Electric	\$100.00
Brandon Cohoon	Rauhorn Electric	\$100.00
Chris Drinkhorn	Rauhorn Electric	\$100.00
Adam Gohs	Rauhorn Electric	\$100.00
Joe Rutkowski	Rauhorn Electric	\$50.00
Joseph Scheuerman	Rauhorn Electric	\$200.00
Justin Walter	Rauhorn Electric	\$100.00
Todd Spina	Rauhorn Electric	\$100.00
Mike Bastian	Rauhorn Electric	\$100.00
Mitchell Coppersmith	Rauhorn Electric	\$200.00
Michael Chauvin	Rauhorn Electric	\$50.00
Chris Korte	Rauhorn Electric	\$50.00
Ellen Dobie	C. A. Hull Co., Inc.	\$100.00
Ben Stachnik	C. A. Hull Co., Inc.	\$100.00
Elias Motz	C. A. Hull Co., Inc.	\$250.00
Randy Rossow	C. A. Hull Co., Inc.	\$1,000.00
Joseph Rogers	Hardman Construction	\$1,000.00
Jack R Dykstra II	Dykstra Realty 1, LLC	\$1,000.00
Mark Stapleton	G2 Consulting Group, LLC	\$250.00
Darrell Heuker	AnLaan Corporation	\$100.00
Kayla Kirsten	C. A. Hull Co., Inc.	\$50.00
Dylan Yore	C. A. Hull Co., Inc.	\$50.00
Robert Wilson	Mid-Michigan Materials	\$2,500.00
Dan Campo	Alta Equipment Company	\$500.00
Dustin Dunigan	Dunigan Bros., Inc.	\$1,000.00

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# BLUE BOOK RATES - A TRUE CONTRACTOR COST



**Rachelle VanDeventer, P.E.**  
rachellevandeventer@thinkmita.org  
517-347-8336

As many of you may recall, in January of 2023, MITA notified our membership that we would no longer be providing Blue Book equipment rental rates as a membership service. EquipmentWatch, the company that manages Blue Book under new ownership, updated its terms of service and made it clear that it would no longer allow associations like MITA to share rates with its members. The problems with this change of terms rears its ugly head at very inopportune times for some of our members, and we continue to hear complaints and concerns on a regular basis.

Federal policy requires that actual costs be used to determine extra work costs. Since actual equipment costs are not readily available, federal regulation guidance allows states to specifically require the use of “Blue Book” to compute equipment rental rates as they have determined it to be in conformance with Federal costing principles. The federal regulation guidance also allows for states to develop their own guide or use another industry rate guide (although no other options are listed as approved or appear to exist with federal rates). It may be worth noting that when FHWA published that guidance in the 1980s, it may have been hard to foresee that another approved option would not become readily available for the DOTs to use with federal rates up to the present day.

MDOT has long specified Blue Book rates as the required equipment rental rate source for Force Account work. For the many MITA member companies that do not subscribe annually to EquipmentWatch, this did not occur as an issue since MITA was able to supply the rates to our members through our EquipmentWatch subscription. However, now, companies are being surprised that the only way they can obtain a Blue Book rental rate for Force Account reimbursement is to purchase an annual EquipmentWatch subscription (EquipmentWatch still has not responded to a MITA inquiry sent on the product, but members have reported to MITA being quoted various rates from \$3500 and up to \$4750 for an annual subscription over the past year.)

It may appear interesting to some that contractors are led to what seemingly amounts to a sole source product for equipment rental rates when there are such strict policies in place for DOTs

calling for sole source products on Federal-aid construction projects. And, since rates are no longer allowed to be shared, the current specifications amount to every contractor who needs equipment rental rates that meet federal policy to be reimbursed for Force Account costs to subscribe to an annual EquipmentWatch plan.

MITA has been discussing this concern with MDOT since early last year when the impacts of the terms change became known. MDOT has made it clear that they expect contractors to incorporate the costs of an annual subscription into their bids. If Blue Book is to remain in the MDOT specifications as is, one alternate option MITA has proposed is to include the cost of the annual subscription in the costs for the Force Account, one time per company per year when the first Force Account work is necessary. This would eliminate the need for every contractor and sub-contractor that bids MDOT federal-aid work to account for an annual EquipmentWatch Blue Book subscription in their bid costs, even though Force Account work may never be called for on many projects.

For MDOT-certified and prequalified Disadvantaged Business Enterprise (DBE) firms, there is a reimbursement program<sup>1</sup> offered through MDOT’s Office of Business Development that may cover up to 50% of the cost (\$2200 maximum) of the EquipmentWatch Blue Book annual subscription rate. A DBE may be eligible for this reimbursement if an MDOT contract requires the DBE to submit equipment rental rates for cost reimbursement. (The DBE may be required to submit contract information showing that this software is required.) To be eligible for this and other OBD Support Services reimbursements, a firm must have attended an MDOT DBE Orientation Session.

MDOT is committed to continuing discussions with industry to search for a better solution to this issue. MITA will keep the membership informed of any progress with this effort. Please feel free to send any additional suggestions/feedback at any time to [rachellevandeventer@thinkmita.org](mailto:rachellevandeventer@thinkmita.org). **CS**

<sup>1</sup> The amount of reimbursement will not exceed the fiscal year maximum allowed through these programs.



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# THE UNSEEN RAMIFICATIONS OF MIOSHA CITATIONS

by Greg Brooks and Rob Coppersmith



**Greg Brooks**

gregbrooks@thinkmita.org  
517-347-8336

The Feds have been complaining that MIOSHA fines were woefully behind federal citations for the same violations for years. They aren't wrong. The difference is that Michigan has many more officers in the field when compared to other states. Translation: Michigan contractors generally get more inspections than their counterparts in other regions. Legislation has been introduced at the demand of Federal OSHA to address the gap, which will compel MIOSHA to align its penalty scale with the Feds. Employers who receive citations in the near future will see a significant uptick in penalties, as outlined below.

As of January 2024, the federal scale is as follows:

- **Serious / Other than serious / Posting requirements** - Maximum penalty \$16,131 per violation (current MIOSHA max is \$7,000)
- **Failure to abate prior violation** - \$16,131 per day past the abatement date.
- **Willful and repeat violations** - Maximum penalty of \$161,323. (currently \$70,000)

The fines alone can be burdensome, but they are not the only costs associated with a citation.

- **Costs of abatement** - MIOSHA requires an employer to correct any violation; sometimes, this involves training, which can get costly, and sometimes, it requires changes to work practices, equipment, or tools that can be very costly in time and money. In some situations, the employer may only have from 3 days to 15 days to make these corrections, causing unexpected, substantial, and immediate costs. Late abatement can cost as much as \$16,131 per day under the new fines scale.
- **Effects on Contracts** - Any person or entity with access to the internet can look up a company's OSHA record. Many prime contractors and municipalities factor in a safety

record when considering hiring a contractor. As the name suggests, serious citations are taken seriously and can hinder a company's ability to compete for profitable work.

- **Insurance costs** - MIOSHA violations will drastically increase premiums. Companies that repeatedly get cited can become uninsurable. If the citation results in an injury, Worker's Compensation rates will be costly.
- **Retention and Recruiting** - Safety is becoming more and more of a priority with new employees. Companies with good safety programs and good safety records will be able to recruit new employees and retain them with better success.

The best way for a member to combat the oncoming fee increase is to comply with the MIOSHA standards that are directly applicable to your work. Please remember that MIOSHA standards are a minimum and you can certainly put safety practices into place that go beyond a standards requirement. Additionally, training and the retention of those records will be paramount when it comes to an appeal. An employer must be able to prove that they trained, monitored, and enforced (reprimanded) the policy they set forth in the field. Most members fail at the third component: enforcement. And don't forget training should occur all year round, not just for one day in the spring. Your best person for that is the one running the job site! If your qualified person sees a problem, they should have it corrected immediately, and if they see an employee working in an unsafe manner, that person should be retrained on the task at hand. It may not feel like it at first, but ultimately, it sends a message that their employer cares about them. **CS**





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Lansing, MI 48917  
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**Novi**

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Novi, MI 48375  
(248) 349-4800

**Lansing**

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Lansing, MI 48917  
(517) 394-2233

**Midland**

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Midland, MI 48640  
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## SPOTLIGHT ON SAFETY

# TOEBE CONSTRUCTION, LLC SIGNS PARTNERSHIP AGREEMENT WITH MIOSHA'S CET DIVISION

Toebe Construction, LLC has announced the signing of a landmark partnership agreement with the Michigan Occupational Safety and Health Administration's (MIOSHA) Consultation, Education, and Training (CET) Division. This partnership, formalized on June 17, 2024, underscores a mutual commitment to enhancing workplace safety and health standards on Toebe's US 127 Reconstruction project from I-96 to I-496.

MIOSHA partnerships are designed to foster cooperative relationships between MIOSHA and various stakeholders, including employers, employees, and their representatives. These partnerships aim to encourage and recognize voluntary efforts to identify and eliminate serious workplace hazards, ultimately reducing workplace fatalities, injuries, and illnesses. They are characterized by their voluntary nature and the inclusion of programmed inspections to ensure adherence to safety protocols.

The partnership between Toebe Construction and MIOSHA's CET Division is particularly notable as it grants Toebe comprehensive access to MIOSHA's consultation services, which was previously limited. This access is expected to be a significant advantage for Toebe, especially given the nature of their work, which involves substantial grinding, saw cutting, full-blown concrete removal, and pavement jobs. These activities pose a high risk of silica exposure, making the availability of industrial hygienists a crucial benefit.



*MIOSHA Cooperative Programs Specialist Mark Ginter shakes hands with MITA's EVP, Rob Coppersmith.*



*Vice President of Toebe Construction, LLC, shakes hands with Tarah Kile, MIOSHA Consultation Education and Training Division (CET) Director, after signing the partnership agreement—photo courtesy of Alta Equipment Company.*



Sub-contractors also signatory to this partnership include Ram Construction, J&M Construction, Give Em a Brake Safety, F and M Concrete, Dunnigan Brothers, Action Traffic Management, and the Carpenters Union. Collectively, these entities contribute to a robust safety culture, impacting an estimated 300,000 project man-hours.

The partnership agreement stipulates that MIOSHA's enforcement division will conduct job site walkthroughs and quarterly risk assessments, focusing on high-risk areas. These assessments will be scored based on loss runs for both prime contractors and subcontractors. Additionally, while MIOSHA's enforcement division will only perform annual investigations, exceptions will be made for accident investigations, ensuring timely responses to any incidents that may occur.

Andy Thelen, Vice President of Toebe Construction, expressed enthusiasm about the partnership, highlighting the enhanced access to consultation services as a significant benefit. "Having full access to MIOSHA's consultation division allows us to proactively address potential hazards and ensure the highest standards of safety for our workers," said Thelen. "The expertise of industrial hygienists is particularly valuable given the silica exposure risks associated with our work."

The primary goal of this partnership is to significantly reduce workplace accidents through cooperation, education, and training. By working closely with MIOSHA's CET Division, Toebe Construction aims to create a safer work environment not only for its employees but also for all stakeholders involved in the US 127 Reconstruction project.

This partnership exemplifies a proactive approach to workplace safety, setting a precedent for future collaborations between construction companies and safety regulatory bodies. Through such initiatives, the construction industry can continue to advance its commitment to safeguarding the health and well-being of its workforce. **CS**

*Photo Courtesy of  
Great Lakes Engineering Group.*



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By David R. de Reyna, Kotz Sangster

Firearm ownership is at the center of many legal discussions and debates in the US, including how individuals can legally procure guns. In particular, gun trusts are often used as a viable path for those looking to transfer gun ownership with

# THE ROLE OF GUN TRUSTS IN AN EVOLVING FIREARM REGULATION LANDSCAPE

less so-called “red tape” — like providing fingerprints or undergoing background checks — than other pathways.

In this overview, we’ll provide a look into the benefits of gun trusts, why they’re important, and some guidelines for drafting one.

## Benefits of Gun Trusts

Despite regulatory shifts — namely 2016’s ATF Final Rule 41F, which expands upon regulations established in the

National Firearms Act (NFA) of 1934 — gun trusts continue playing a crucial role in estate administration.

They offer unique advantages, such as the ability to create “multi-generational,” “perpetual,” or “dynasty” trusts which ensure the longevity of firearm ownership within the trust. These can help protect against pending changes in gun regulation, ensuring the passing down of assets to the appropriate trustee.

*Continued on page 22*

 A wide-angle photograph of a construction site at sunset. Several large yellow and orange pavers and rollers are working on a road surface. Workers in safety gear are visible in the background. The sky is a mix of orange, yellow, and blue.
 

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Similarly, irrevocable “asset protection” gun trusts provide safeguards against lawsuits, divorce, and creditors, akin to traditional asset protection trusts.

### **Drafting a Gun Trust**

Drafting gun trusts involves navigating potential pitfalls. For example, the grantor, trustee, and beneficiary cannot fall into the category of prohibited persons. This includes, but is not limited to:

- Someone convicted of domestic violence,
- Unlawful users of certain drugs or controlled substances,
- Someone who has been committed to a mental institution,
- Someone dishonorably discharged from the Armed Forces,
- Someone who has renounced their US citizenship,
- & others.

Additionally, the draft should give special attention to the trust document’s clarity regarding the weapon types, compliance with additional applicable laws (local, state, federal, etc.), and avoid potential name changes that would require the gun trust’s re-registration.



### **In-State and Out-of-State Transfers**

One of the fundamental aspects of managing a gun trust is facilitating both in-state and out-of-state transfers, each governed by distinct regulations.

In-state transfers necessitate compliance with the Gun Control Act of 1968, which expanded restrictions on licensing and regulating guns and established additional clarification around “prohibited persons.” It also emphasized the importance of verifying the transferee’s residency and engaging a licensed dealer. The nuances of these transactions require careful navigation to prevent accidental violations.

Many states have their own unique regulations around intrastate gun ownership transfers that gun trust drafters should also comply with.

While in-state transfers are often complex, out-of-state transfers present a unique challenge on their own. Namely, that they are generally prohibited except in cases of inheritance.

Understanding and adhering to the intricacies of these regulations is crucial to maintaining the trust’s integrity, ensuring legal compliance, and creating a viable trust with longevity.

### **Communicating with the ATF**

Effective communication with the Bureau of Alcohol, Tobacco, Firearms and Explosives (ATF) is a cornerstone of successful gun trust administration, particularly during estate settlement. Executors are encouraged to proactively engage with the ATF to inquire about a firearm’s registration status.

To initiate this communication, executors must provide documentation establishing their authority under state law, accompanied by other required documents. This proactive approach helps streamline the estate administration process and ensures that matters related to the gun trust meet all legal requirements.

### **Why Gun Trusts Matter**

Estimates show that Americans own around 393 million guns nationwide, and Gallup data from 2020 shows 32% of US adults self-report as owning a gun, though 44% reported living in a household with guns. In Michigan alone, there are 4.3 guns for every 1,000 residents. With such high circulation numbers, the legalities and regulations around gun ownership and transfer only grow more complex. Creating a successful and legally-binding gun trust requires a nuanced understanding of firearm laws and their evolution.

As the legal landscape of firearm regulation continues changing, gun trusts remain a valuable tool for firearm enthusiasts and estate administrators alike. Seeking guidance from experienced attorneys is advisable, given the penalties associated with violations of the NFA and other firearms regulation entities. In a world where the only constant is change, staying informed is paramount for navigating the complex realm of firearm ownership and transfer.

### **About David de Reyna**

*David de Reyna is the co-practice group leader of Kotz Sangster’s estate planning practice group. Throughout his career, David has garnered extensive experience assisting high, medium and modest net worth clients in transitioning their estates to their heirs or their family-owned business to the next generation.*

*David also serves as an adjunct professor at the University of Detroit Mercy School of Law. For over 25 years, he has taught numerous classes on individual tax law, business tax law, international tax law and estate planning. Additionally, he serves on various curriculum committees at the university. David is also a frequent lecturer to financial professionals and trade groups on varying estate planning related topics, including the annual Salvation Army Planned Giving Estate Planning Seminar. **CS***

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# CHAMPAGNE & MARX EXCAVATING: A LEGACY CONTINUES UNDER NEW OWNERSHIP



Champagne & Marx Excavating, a family-owned business in Saginaw, Michigan, has been a pillar of the local construction industry for over fifty years. Founded in 1973 by Tom Marx and Frank Champagne, the company has grown from its modest beginnings into a trusted name in excavation, site development, and highway construction throughout Michigan. Now, as the company enters a new chapter under the ownership of Major Contracting, its legacy of excellence, community involvement, and innovation is set to continue.

## A Legacy of Family and Community

The history of Champagne & Marx Excavating is one of family dedication and community commitment. After Frank Champagne's retirement in 1986, Tom and his wife, Ginger, took over the reins, guiding the company through years of steady growth. In 1999, they passed leadership to their three children—David Marx, Anne Coursey, and Christine Davis—who continued to build on the company's strong foundation. When David retired in 2017, Champagne & Marx became Saginaw's first women-owned excavating company. Anne and Christine took the reins, bringing a fresh perspective while staying true to the values instilled by their parents.

Under Anne and Christine's leadership, Champagne & Marx expanded its services, which now include site development,

highway construction, road building, and the installation of underground utilities. The company also operates a recycling business, mobilizing portable crushing operations across Michigan to provide recycled MDOT-certified aggregate on-site. This diversification has allowed Champagne & Marx to remain competitive and responsive to the needs of their clients while maintaining their reputation for quality and reliability.

Beyond their work in construction, Anne and Christine have ensured that Champagne & Marx remains a vital part of the community. The company has supported numerous local charities and initiatives, including "Pushing for a Cure" to end MS, Habitat for Humanity, Emmaus House, The City Rescue Mission, and Camp Fish Tales. Additionally, the Marx family established the Marx Family Endowed Engineering Scholarship at Saginaw Valley State University, supporting the next generation of engineers and reinforcing their commitment to the community.

## The Decision to Sell

After 36 years at the helm, Anne and Christine decided to sell Champagne & Marx Excavating. "Owning a business brings a lot of stress to your life," Anne acknowledged. "It's not just you and your family depending on the business's



Anne Coursey (left) and Christine Davis (right), celebrate the sale of Champagne and Marx Excavating, to Major Contracting.





success; it's 65 families who are working here." Over time, Anne noticed a decreased tolerance for risk and a growing reluctance to take on larger projects. Coupled with personal health concerns and the rapidly evolving construction industry, these factors led Anne and Christine to conclude that the best way to secure the future of Champagne & Marx was to sell the company.

Their priority was finding a buyer who would respect and build upon the legacy they had worked so hard to create. Enter Major Contracting, a company with a strong reputation in the construction industry and a shared commitment to quality and community.

### **A New Chapter with Major Contracting**

The acquisition of Champagne & Marx Excavating by brothers Mike and Dan Scappaticci of Major Contracting represents a unique opportunity for both companies. As the new owners explained, "We recognized a unique opportunity when we learned Anne and Christine were considering retiring. As we got to know the company better, we were genuinely impressed by its outstanding reputation

and its long-standing role in Michigan's construction industry."

What made Champagne & Marx particularly attractive to Major Contracting was its rich history and the dedication of its team. "They've got a dedicated, talented team, and we can see a lot of potential for working together with Major Contracting in a way that could be mutually beneficial," said the new owners.

Despite the change in ownership, Major Contracting is committed to maintaining the core operations and culture of Champagne & Marx. "Our vision for the future of Champagne & Marx Excavating is to maintain the successful operations that have been in place for the past 50 years," said Mike. "We deeply respect their existing operations, services, and company culture, and we have no plans to change them."

### **Honoring the Past and Looking Forward**

Major Contracting is keenly aware of the legacy they are inheriting. "We deeply respect the history of Champagne & Marx and its founders," Dan said. "As

we move forward, we're committed to honoring and building on the values and practices they've worked hard to establish." This includes engaging with the current employees to ensure a smooth transition. Currently, there are no plans to change employee roles, benefits, or working conditions, and the focus will be on enhancing these aspects as the company progresses.

While Major Contracting is focused on maintaining Champagne & Marx's core operations, they are also open to exploring new markets and services if they align with the company's capabilities. Additionally, they are committed to keeping Champagne & Marx deeply connected to the Great Lakes Bay Region community, building on the company's current community efforts, and seeking new ways to make a positive impact.

Importantly, Champagne & Marx Excavating will continue to operate independently from Major Contracting, allowing it to retain its unique identity while benefiting from the resources and expertise of its new parent company **CS**



# THE FUTURE IS HERE: IN-ROAD CHARGING SYSTEM INSTALLED IN DETROIT

By Aram Kalousdian

The first part of a 1-mile in-road electric charging system in Detroit was constructed in 2023 and was operational in November 2023. Associated sidewalk repairs were completed in the spring. The one-quarter-mile section on 14th Street between Marantette Street and Dalzelle Street is the nation's first wireless charging public roadway. The second part of the

project is a three-quarter-mile section on Michigan Avenue in Detroit, which is in the design phase at this writing. Electreon, of Tel Aviv, Israel is the lead contractor on the project, providing wireless charging technology and operations, and project management of the consortium. The project is part of Michigan Central, a new mobility innovation hub being

developed in partnership with the state of Michigan's Office of Future Mobility & Electrification, the Michigan Department of Transportation (MDOT), the Michigan Economic Development Corporation (MEDC), Michigan Central, Ford Motor Company, the city of Detroit, Jacobs, NextEnergy and DTE. This location allows for further testing and advancement of this next-generation technology.

The prime contractor on the 14th Street portion of the project was lafrate Construction, of Warren. lafrate Construction coordinated subcontractors and did pavement removal, aggregate base, concrete curb and concrete sidewalk. Subcontractors on the 14th Street portion of the project included Nagle Paving Company, of Novi that did asphalt paving and Rauhorn Electric Inc., of Bruce Township that installed the wireless charging system. The Michigan Avenue portion of the project will be bid at a later date.

The pilot project is North America's first public electric road system for wireless charging of electric vehicles and it will also include static (stationary) wireless charge points as well.

"In addition to market entry into the United States, the primary goals of the pilot will be to showcase the viability and effectiveness of wireless dynamic charging on public roads for multiple vehicle types and use cases in a real-world scenario—such as, but not limited to transit, buses, passenger shuttles and last-mile delivery trucks," Dr. Stefan Tongur, president of Business Development for Electreon said.

"The project will also serve as a potential first step towards much larger Electric Road Systems being considered

*Continued on page 28*



*Concrete is poured on the 14th Street wireless charging project. Photos courtesy of MDOT.*





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Work proceeds on the 14th Street wireless charging project. Photo courtesy of Rauhorn Electric Inc.

*Continued from page 26*

in multiple U.S. states and aims to build partnerships with U.S.-based vehicle and infrastructure companies in order to serve as a blueprint for future collaboration and growth.

“Electreon’s wireless charging technology is based on inductive coupling between copper coils installed below the road surface and a roadside management unit that provides the electricity through underground wires to each of the coils. In order to charge, an electric shuttle was outfitted with a special receiver to make it compatible with the electric road system.”

The wireless charging project was coordinated with an existing resurfacing and maintenance project on 14th Street. This ensured lower costs to integrate wireless charging in an existing road.

The wireless charging project included the following steps:

- Trenching conduits and management unit bases
- Management unit installation and grid connection
- Roadway trenching
- Installation of wireless charging coils and cables
- System testing
- Paving over the wireless charging system
- Opening the road to traffic



“The weather was the most significant challenge on the project. We worked the project on the best weather days that were available.” Nicholas Collins, project manager for lafrate Construction said.

Wireless electric road technology is based on magnetic resonance induction with copper coils installed under the road. The coils transfer energy to a receiver that can be mounted on any electric vehicle. **CS**

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# FEDERAL OSHA MOVES CLOSER TO HEAT STANDARD

On July 2, 2024, the Occupational Safety and Health Administration (OSHA) released the text of its highly anticipated proposed standard that, if finalized, would create the first federal standard aimed at protecting workers from exposure to heat hazards in the workplace, whether indoors or outdoors. The proposed standard will be titled Heat Injury and Illness Prevention in Outdoor and Indoor Work Settings.

## Key Requirements of Proposed Standard

The proposed standard will cover all construction companies and will be adopted by MIOSHA. The proposed standard requires employers to develop a Heat Injury and Illness Prevention Plan (HIIPP) with site-specific information to identify, monitor, and control heat hazards in their workplace. As part of the HIIPP, the proposed standard also requires employers to develop a heat emergency response plan. Additional key requirements include:

### Heat Triggers

The proposed standard requires employers to implement specific control measures if the temperature reaches an Initial Heat Trigger (a heat index of 80°F), with additional controls required when the temperature reaches a High Heat Trigger (a heat index of 90°F).

If the *Initial Heat Trigger* is met, employers must provide employees with the following:

- Drinking water that is suitably cool, in readily accessible locations, and of a sufficient quantity (one quart of water per employee per hour);
- Paid rest breaks in area(s) with cooling measures that can be taken as needed;
- Indoor work area controls (such as air conditioning or fans);
- Acclimatization protocols for new and returning employees during their first week of work;
- Effective and regular two-way communication; and
- If provided by the employer, personal protective equipment (PPE) with cooling PPE that is maintained at all times during use.

If the *High Heat Trigger* is met, employees must be provided with the controls required for the Initial Heat Trigger along with the following:

- Mandatory, paid 15-minute rest breaks every two hours in break area(s) with cooling measures;
- A system for observing employees for signs and symptoms of heat-related illness, such as a buddy system involving co-workers; and
- A hazard alert reminding employees to drink water and take breaks, among other things.


In addition to identifying heat triggers, the proposed standard provides specific guidance on how employers should identify heat hazards indoors and outdoors and corrective measures. The proposed standard requires employers to seek input and involvement of non-managerial employees and their representatives when evaluating the worksite to identify work areas where there is a reasonable expectation of exposures at or above the initial heat trigger and also in developing and updating monitoring plans for each work area to determine when employees are exposed to heat at or above the initial or high heat triggers.

### HIIPP Requirements

The HIIPP must be in writing if the employer has more than ten employees. The HIIPP must include the following elements:

- An identified heat safety coordinator who has authority to ensure compliance with the HIIPP;
- A comprehensive list of the types of work activities covered under the plan;

*Continued on page 34*



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- All policies and procedures that are adopted by the employer to comply with the requirements of the standard;
- An identification of which heat metric the employer will monitor to comply with the standard;
- Procedures on how to obtain input and involvement of non-managerial employees and their representatives in the development and implementation of the HIIPP and any other time there are any changes to or reviews of the HIIPP;
- Procedures on how the employer will review and evaluate the effectiveness of the HIIPP on an annual basis or as necessary; and
- The plan must contain emergency contact information along with procedures for responding to an employee experiencing signs and symptoms of a heat-related illness or a heat emergency.

As part of the HIIPP, the proposed standard requires employers to implement a heat emergency response plan that includes:

- Listing emergency phone numbers;
- Describing how employees can contact a supervisor and emergency medical services;
- Designating individuals to ensure heat emergency procedures are involved when appropriate;

- Describing procedures on how employees can be transported to a place where an emergency medical provider can reach them;
- Providing clear and precise directions to the worksite, including the address; and
- Implementing procedures to respond when an employee is experiencing signs and symptoms of heat-related illness including suspected heat stroke.



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The proposal also requires employers to implement additional procedures when an employee is experiencing signs and symptoms of heat-related illness, including relieving them from duty, monitoring, ensuring they are not left alone, offering on-site first aid or medical services, and providing them with ways to reduce their body temperature, among others.

### Training

Under the proposed standard, employees, supervisors, and a designated heat safety coordinator(s) must be provided with initial and annual refresher training. Employers must also provide supplemental training whenever changes occur that affect exposure to heat hazards, revisions to policies and procedures are made, or after the occurrence of a heat injury or illness.

If this standard is implemented, MITA will be able to provide all the necessary annual training required by this standard, and has included it in most annual trainings over the last few years.

### Recordkeeping

For employers with indoor worksites, the proposed standard requires that the indoor temperature monitoring data be maintained for a minimum of six months. These records can be maintained in written or electronic form.

During the rulemaking process, numerous businesses and industry groups raised significant concerns, highlighting that overly prescriptive requirements in any proposed heat standard

would be infeasible for employers. For example, business groups urged OSHA to allow flexibility for small businesses. Stakeholders also urged the Agency to not require a dedicated heat safety coordinator. It appears many of these concerns are still valid, given the text of the proposed standard.

Based on recent rulings from the U.S. Supreme Court, including a decision overruling Chevron, USA v. Natural Resources Defense Council (involving agency deference), the Agency's ability to write such a sweeping rule affecting millions of workers in the United States raises questions on whether the scope of the proposed regulation is reasonable. Also questionable is the extent to which OSHA dismissed important issues raised during the initial public comment periods and those submitted during and following the Small Business Advocacy Review Panel meetings.

### Next Steps

Once the proposed standard is published in the Federal Register, those who are interested will have 120 days to submit comments. Comments and attachments may be submitted electronically at [www.regulations.gov](http://www.regulations.gov), Docket No. OSHA-2021-0009. MITA will inform all members when the comment period becomes available. ARTBA will contest the standard using the survey results that all MITA members had the opportunity to fill out. **CS**



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BY BETH MCGINN  
 bmcginn@artba.org

# WHEN IT COMES TO WOMEN IN CONSTRUCTION, WE HAVE SOME WORK TO DO

## ARTBA RELEASES BENCHMARK REPORT ON EMPLOYMENT

The other day, while stopped in a roadway work zone, my daughter noticed a female bulldozer operator. “Look mom, the driver is a lady,” she said with excitement. I was happy she noticed a woman performing this task. It opens her mind to what is possible in her own life, and it demonstrates that no job—no matter how hard—is out of reach.

While I was glad she had this opportunity, the truth is, female construction workers are too often the exception. The same can be said in many engineering firms, quarries, factories, and agencies. Although the transportation construction industry has made great strides toward diversifying its workforce, we still have work to do.

### Data Tells the Story

ARTBA recently released a report, authored by its Chief Economist Dr. Alison Premo Black, underscoring the point. It reveals that while women accounted for nearly half (48 percent) of total U.S. employment in 2022, their share of key segments in transportation construction was significantly lower. Female employees made up 30 percent of the architectural, engineering, and design workforce; 27 percent of transportation supplier and manufacturing workforce; and only 13 percent of the highway and bridge contractor workforce. Further underscoring the point, women as a share of employment in these key industries has been relatively flat or declining since 2002.

Despite this national trend, ARTBA’s analysis did find some bright spots. Eight states have a share of women employees significantly higher than the national average. Top states for women in transportation construction are Washington, D.C. (36.5 percent); Rhode Island (31.5 percent); Massachusetts (29 percent); New Jersey (28.9 percent); California (28.9 percent);

New York (28.8 percent); Illinois (28.7 percent); and New Hampshire (28.2 percent).

“We need to do some follow-up to understand why some states are seeing larger employment gains and a growing share of women in the industry,” Dr. Black says.

### Looking for Solutions

Many in the industry believe increasing the number of women in transportation construction jobs means reaching them early in their career development and showing them the different paths and career opportunities available.

“We are always looking to attract women to Wagman through our recruiting efforts, and promoting the success of women in construction, but we are also looking to build a pipeline for the future,” said Lisa Wagman, president of Pennsylvania-based contractor Wagman, Inc. “We have women from different operational roles, including engineering and estimating, share stories of success and challenges and let girls know that there are opportunities for women in construction.”

John Derr, executive vice president at planning and design firm Gannett Fleming, agrees. “Finding qualified staff for construction projects can be a challenge in the current labor market,” says Derr. “We can show a clear path of career advancement to our female job applicants and provide new employees with mentors who have successfully advanced their career while at the firm—and this has been critical towards recruitment and growth.”

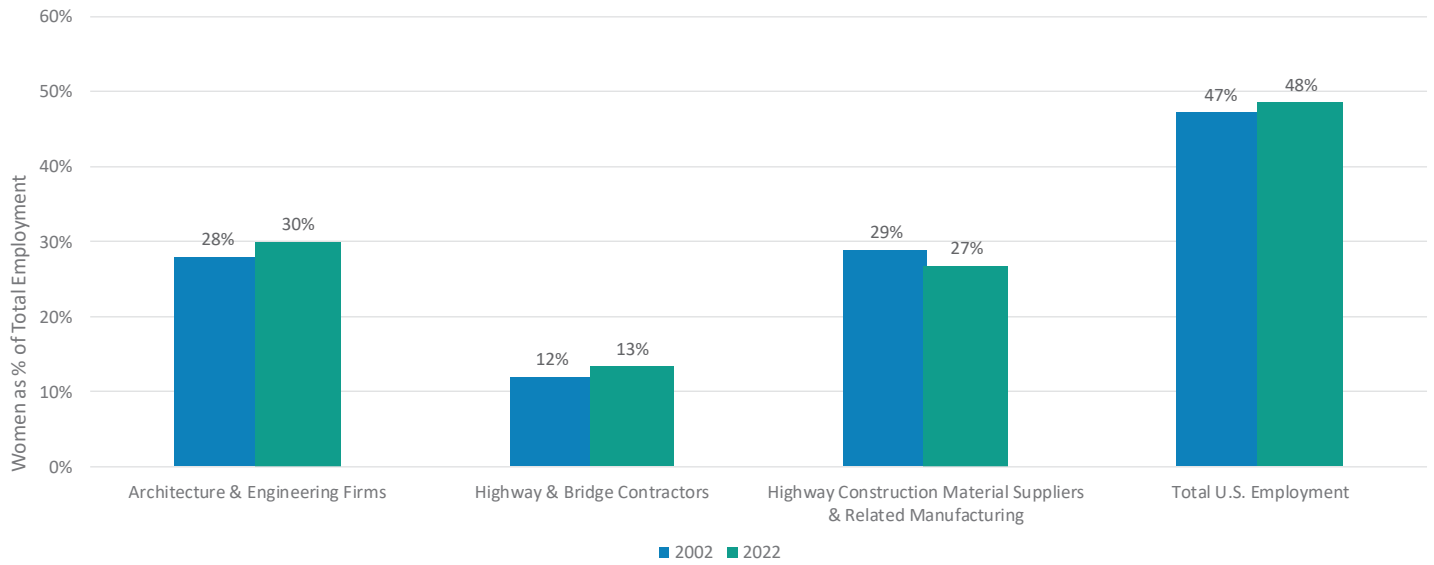
With the construction sector still struggling to fill jobs and thousands of new projects coming online thanks to the bipartisan infrastructure law, the time is right to address the issue.

“It’s a good time to take stock of where we are and chart a course to where we want to be 20 years from now,” added Black. “We hope the report will start a conversation and serve as a benchmark to measure progress.”

Increasing the number of female job applicants will help address workforce shortages. It will also provide more career opportunities to people who have been traditionally overlooked for these roles. With a little work, female bulldozer operators can be the norm rather than the exception.

**Beth McGinn is ARTBA vice president of communications.**


# Women as % of Total Employment, by Industry 2002 and 2022




Source: ARTBA analysis of U.S. Census Bureau Quarterly Workforce Indicators for key industries related to highway and bridge construction.



Editor's Note: The "Women in Transportation Construction Careers: 2024 Benchmarking Report" was a joint effort of the ARTBA Women Leaders and Workforce Development Councils. View the full report at [artba.org](http://artba.org) CS




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## MEMBER NEWS

# I-75 MODERNIZATION PROJECT EARNS ARTBA'S COMMUNITY IMPACT OF THE YEAR AWARD

This award recognizes a project that provides economic, philanthropic, or humanitarian benefit to the public and an improved quality of life for the community and/or users of the asset.

The I-75 Modernization Project in Oakland County, Mich., is part of the state's first High-Occupancy Vehicle (HOV) lane, replacing a congested and outdated freeway in Detroit's northern suburbs. For Segment 3, the Michigan Department of Transportation (MDOT) selected a Design-Build-Finance-Maintain (DBFM) in partnership with the Oakland Corridor Partners, made up of John Laing Group, AECOM Capital, and the MI75 Constructors Team (Dan's Excavating, Ajax Paving, CA Hull, and Jay Dee Contractors). AECOM also served as the lead designer for the MI75 Constructors Team. The collaborative approach allowed the project team to deploy innovations that enhanced safety, reduced cost, and delivered the 5.5 miles of urban freeway on an expedited five-year schedule. The new roadway and bridges add capacity and improve traffic flow and safety, while improved stormwater drainage will enhance resiliency and protect adjacent communities from extreme weather events throughout the flood-prone I-75 corridor. Six new pedestrian bridges and sidewalks provide safe access, connecting communities and businesses. Aesthetically pleasing noise walls, retaining walls, and bridges make the built environment more appealing. **CS**



from L to R

Sia Kusha, SVP, Group Head Project Development & Partnering, Plenary Americas; Charlie Stein, Engineering Manager, Transportation, AECOM; Matt Oumedian, Supervising Transportation Engineer, WSP USA; Jeff Clevenger, Vice President, Greater West Surface Transportation Division Manager, AECOM; Liz Cousins, Partner, Nossaman LLP



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# FESSLER & BOWMAN OPENS NEW HEADQUARTERS IN GRAND BLANC TOWNSHIP

Fessler & Bowman, one of the nation's largest specialty contractors, has officially opened its new headquarters in Grand Blanc Township. The milestone was celebrated with a ribbon-cutting event on Thursday, June 13, 2024, hosted by the Flint & Genesee Chamber of Commerce. The new building is located on Enterprise Way, off Baldwin Road, and marks a significant development in the newly established Grand Blanc Enterprise Park. The company's decision to maintain its headquarters in Genesee County, moving from Flushing after six decades, underscores its commitment to the local community.

The construction of the new headquarters was a testament to Fessler & Bowman's expertise in concrete and civil construction. Built by the company's own crews, the 80,000-square-foot facility showcases modern construction techniques and materials. The headquarters includes offices, training classrooms, a full-service shop and yard, and state-of-the-art construction vehicle simulators, providing a comprehensive environment for workforce development, administrative and operational functions.

Jim Malenich, president and chief executive officer of Fessler & Bowman, highlighted the strategic significance of the new location. "As a national corporation and a leader in the construction industry, we conducted a nationwide search to determine the location of our future corporate headquarters," said Malenich. This strategic move is not just about the relocation but also about growth and expansion within Genesee County.

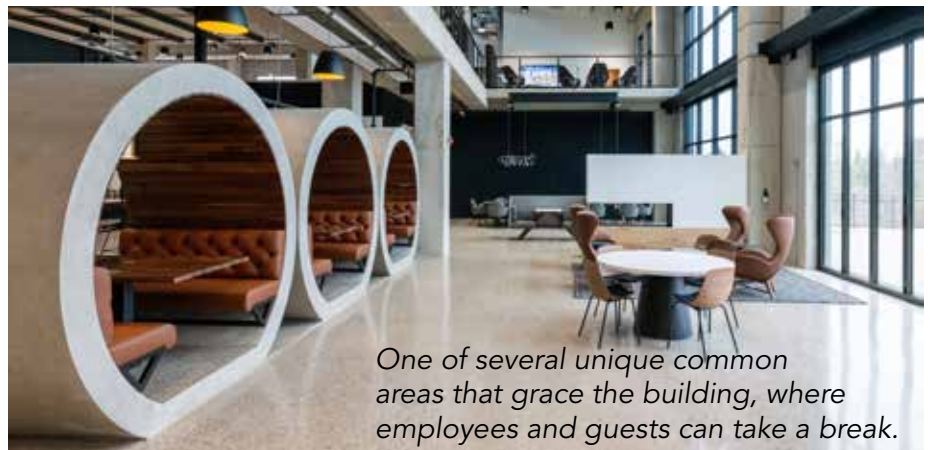
The new headquarters houses more than 100 office team members leading Michigan operations and providing corporate services for Fessler & Bowman's regional offices, supporting more than 1,000 team members constructing facilities nationwide. This decision to expand locally rather than relocate out of state speaks volumes about Fessler & Bowman's dedication to its roots and its role in the community's economic development. **CS**



*Fessler & Bowman founders and leadership pose at the ribbon cutting ceremony. From L to R: Jim Malenich - President / CEO, Carol Malenich, George Bowman - Retired, Carol Bowman, Scott Fessler - Retired, Jim LaMay - Executive Vice President, Janice Addison - Vice President, Carmen LaMay.*



*Birds eye view of Fessler & Bowman's new headquarters.*



*One of several unique common areas that grace the building, where employees and guests can take a break.*



# G2 CONSULTING GROUP ADDS TWO PROJECT MANAGERS

G2 Consulting Group, a Troy-based leader in geotechnical, environmental and construction engineering services, has promoted two long-term employees, Michael G. Dagher, P.E. and Mohamad K. Khalil, to the role of Project Manager.

"At G2, we work hard to identify, cultivate and reward talented employees," said Mark Smolinski, P.E., G2 principal. "So, it's especially gratifying to announce the promotions of Michael Dagher and Mohamad Khalil, two highly skilled engineers who have been essential to our success and growth."



Mohamad K. Khalil



Michael G. Dagher

Dagher brings a strong background in geotechnical engineering analyses and design, including soil mechanics, laboratory testing, drilling, construction quality control, pavement engineering and other areas. His strong technological background enables him to effectively leverage the latest software and applications to support complex client projects. Dagher earned his Bachelor of Science in Civil Engineering from the University of Massachusetts – Dartmouth. He is a 2022 graduate of the ACEC/Michigan Emerging Leaders Program.

Khalil has spent 11 years concentrating on geotechnical engineering, construction materials and pavement engineering in both Michigan and his native Australia. His current areas of work include bridges, concrete and bituminous roadways, tunnel construction, rail corridors, schools, hospitals, earth retention and other commercial and residential buildings. Khalil earned his Bachelor of Science in Civil Engineering from the University of Technology in Sydney, Australia. He graduated from GBA Emerging Leaders Class 5 in April 2024.

G2 Consulting has experienced business growth over the past ten years. During that period, the company's employment has grown from 35 to almost 150 across its three office locations in Troy, Ann Arbor and Chicago. In 2023, G2 was named to the *Detroit Free Press* "Top Workplaces in Michigan" list and to the 2024 Zweig Group's "Hot Firms List."

The firm's continued growth has presented opportunities for employee advancement throughout the firm. G2 emphasizes career development opportunities and launched a proprietary interactive training platform to help prepare its next generation of leaders. **CS**

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## MEMBER NEWS

# MIKE ECKERT ELECTED AS MICHIGAN SAFETY CONFERENCE BOARD CHAIR

The Michigan Safety Conference is pleased to announce that Michael Eckert, CSP, CSHM, CAWC, VP, Risk Services, Guy Hurley Insurance, has been elected as Board Chair, for a three-year term, beginning July 1, 2024. He succeeds Debbie DeNapoli, CHSP, Director of Safety Management Services, Michigan Medicine, who has been Board Chair since 2021. The Board Chair functions as the Chief Executive Officer of the conference and presides at all meetings of the Executive Committee and Board of Directors.

"I am deeply humbled by this opportunity and look forward to serving in this important role. We have a uniquely talented and highly motivated group of over 170 volunteers and an award-winning Executive Director that make this impactful event and our related activities successful each year. We have a rich history for almost a century, and I believe that our best years are ahead of us."

Eckert, a Senior Board Member, has been directly involved in the conference since 1998, serving on the Construction, Insurance, Fire/Emergency Management Divisions and multiple standing committees. He was named Safety Professional of the Year in 2004 and served as conference President in 2013. **CS**



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# LEGISLATIVE JOBSITE VISITS



With construction season in full swing, MITA and its members have been visiting job sites with legislators to help them understand how infrastructure is built and why it is important to fund our currently underfunded system properly. These visits give them a firsthand look at how critical projects are built and why proper funding is essential to prevent our system from further decline. **CS**



- 1 The MITA team took a number of legislators to the impressive US 127 Corridor project to demonstrate what funding can accomplish.
- 2 Rusty Merchant explains the need for funding at a legislative briefing in Jackson.
- 3 Legislative briefing in Lansing.
- 4 Rick Thompson, Michigan Paving Materials (standing far left) explains the impact of the funding cliff on jobs.



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# ACEC/MICHIGAN ANNOUNCES \$45,000 IN ENGINEERING SCHOLARSHIP GRANTS FOR 2024

The American Council of Engineering Companies of Michigan (ACEC/Michigan) is proud to announce that the ACEC Research Institute has awarded \$45,000 in scholarships to students in Michigan this year. The scholarships, made possible by generous donors, aim to make engineering careers more accessible to students and address the engineering workforce shortage facing the industry.

### Scholarship winners this year were:

- Karina Otten, University of Michigan, IMEG Engineering Scholarship
- Ella Smith, Lawrence Technological University, Morrissey Goodale - Diversity in STEM Scholarship
- Mason Powell, Ferris State University, NCEES Professional Licensure Scholarship
- Jacob Munger, State University POWER Engineers Empower Scholarship
- Adeline Doyle, Michigan Technological University, IMEG Engineering Scholarship

**Ron Brenke, ACEC/Michigan Executive Director**, shared his excitement about the success of Michigan applicants. "Students from Michigan colleges and universities continue to 'wow' the national judges. Michigan has regularly won the largest available scholarships and has once again been outstanding in obtaining funds to help offset expenses for students in pursuit of their engineering degrees."

**Mike Carragher, Chair of the ACEC Research Institute**, highlighted the importance of these scholarships in encouraging the next generation of engineers. "The ACEC Research Institute is committed to supporting students who are passionate about engineering but may face financial challenges. By providing these scholarships, we are investing in the future of our profession and ensuring that talented individuals are empowered to pursue their dreams."

The scholarships are given to a diverse group of students who demonstrate academic excellence, financial need, and a dedication to the field of engineering. This initiative is part of the ACEC Research Institute's broader effort to address the current shortage of engineers that are critically needed to solve complex challenges. In total, the ACEC Research Institute provided nearly \$700,000 to 97 deserving students this year.

"Engineering is at the heart of solving many of today's most pressing challenges," Carragher continued. "By making engineering education more accessible, we are not only helping

individual students but also strengthening the entire industry. These scholarships will help ensure that we have a robust pipeline of skilled engineers ready to tackle the complex issues of tomorrow."

These students will help grow the cadre of engineers that work every day to design infrastructure that makes transportation safer, create solutions to improve our environment, and design buildings that reduce our impact on the climate now and into the future.

The ACEC Research Institute's scholarship program is just one of many initiatives aimed at supporting the engineering community. Through original research, economic analysis and thought leadership, the Institute is dedicated to advancing the engineering profession and promoting its critical role in society. For more information about the ACEC Research Institute's scholarship program and other initiatives, please visit ACEC Research Institute. **CS**

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# COURT STAYS THREE PROVISIONS OF DAVIS-BACON REGULATION

On June 24, a U.S. District Court in Texas preliminarily stayed three changes to the U.S. Department of Labor's (DOL) Davis-Bacon Act regulation that took effect Oct. 23, 2023. The court's order means DOL may not enforce these provisions for the time being. They include:

- **Section 5.2** pertaining to truck drivers and materials suppliers. The final rule required truck drivers performing more than "de minimis" work on the job site to be subject to Davis-Bacon prevailing wages. Similarly, materials suppliers performing construction activities at the job site were also to be subject to the prevailing wage.

- **Section 5.5(e)** enforcing Davis-Bacon requirements on relevant federally funded construction projects by default, regardless of whether contracts explicitly included them.

Following the ruling, MDOT has acknowledged the preliminary stay with the following statement:

*The United States District Court for the Northern District of Texas issued a nation-wide preliminary injunction against several provisions of the Department of Labor's new 2023 Davis Bacon and Related Acts Rule. These affected provisions directly affect the definitions of "material supplier" and "covered transportation", and directly impact prevailing wage oversight procedures and guidance.*

Contractors should be aware that aside from the three key provisions being challenged, the remaining provisions of the Final Rule remain in effect. The preliminary injunction will remain in place until the case is fully resolved or pending a decision by the Fifth Circuit Court of Appeals, should the DOL appeal the injunction.

Until further notice, MDOT will be enforcing the previously held Truck Driver guidance which was effective prior to October 2023 for all trucking (regardless of contractor or material supplier). A truck driver's time will be covered by DBRA if the truck driver is exclusively working on the site of the work (loading and unloading onsite). If a truck driver is performing work on and off the site of the work, the driver will be covered by DBRA when the driver's time exceeds de minimis. De minimis will be defined as being exceeded when a truck driver's time on the site of work exceeds 20% of the work week.

MITA will continue to work closely with ARTBA to provide input as the legal challenges proceed.

If you have additional questions, please contact any member of the MITA engineering team:

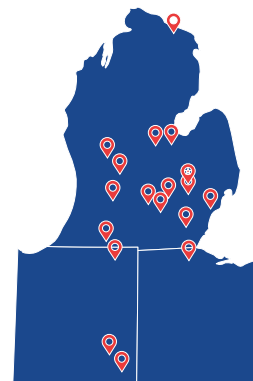
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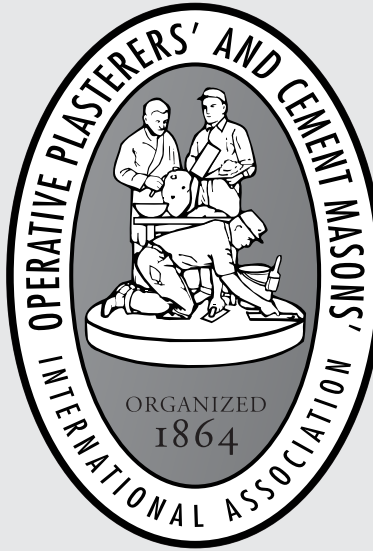
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# RISK MANAGEMENT IS STILL CRUCIAL EVEN AS INFRASTRUCTURE SPENDING BUOYS CONSTRUCTION



By Christian Coleman

Non-residential construction will be the stalwart of Michigan's construction economy in 2025 as federal and state funds pour in for infrastructure investments.

Construction starts overall, according to Dodge Construction Network, are likely to rise 7% in the new year, after a 1% increase last year. Despite continuing pressures on profitability like high interest rates, tight lending, high costs and the labor shortage, the turbulence of recent years is expected to smooth out, spelling more consistent growth and opportunity.

Big investments in infrastructure, including roads, bridges and transit, promise to keep the industry buoyed in 2025 and beyond. The Federal Bipartisan Infrastructure Law, for one, is steering \$11 billion Michigan's way, including \$7.3 billion for road repairs and \$563 million to replace and repair bridges. And the state's current, highest-ever budget (\$82 billion in total) calls for \$416 million in road repairs and \$80 million for bridge replacements.



The challenge firms face, though, is in overcoming the roadblocks on the horizon to take full advantage of the business opportunities. Here's what's ahead.

### Worker shortage saps industry's vitality

There's no sure solution to the construction industry's shortage of skilled workers. Almost 90% of construction firms can't fill open positions. Even if construction spending were to slow in 2025, some 342,000 workers will be needed to meet demand.

What can help is a sharpened focus on two fronts: safety and the wellbeing of workers.

Workplace safety is, of course, a priority in an industry that continues to report more workplace injuries than any other. Deaths from slips, trips and falls rose nearly 6% in 2021 (the most recent data available), and the Occupational Safety and Health Administration (OSHA) has accordingly expanded its oversight. Firms can strengthen their standing by addressing safety concerns on each site before work begins, and beefing up training programs that instill a culture of safety.

Also important is rethinking employee benefits. Personalized benefits that meet workers where they are create a quality employee experience that enhances engagement, boosts recruiting and retention and improves overall employee

wellbeing. The approach has led many firms to add robust employee assistance programs, mental health benefits and financial wellness programs to their lineups.

### Risk management key to resiliency threats

Defective products and faulty workmanship or maintenance account for about 18% of construction and engineering losses annually. Extreme weather delays impact 45% of construction projects worldwide each year, costing the industry billions in additional expenses and lost revenues. If inflation continues to drive up the price of materials, cost overruns will likely proliferate in 2025.

Rates for some lines of insurance will rise accordingly. However, across much of the Midwest, underwriters remain steady, even aggressive at times. The "best-in-class" risks are treated as such and still able to command favorable terms & conditions. General liability rates in high-hazard locales will rise 5% to 15% in the coming year, and builder's risk for large-frame projects in catastrophe zones, by as much as 30%. However, rates for workers' compensation, directors & officers (D&O) insurance and environmental coverage will remain flat or decline.

Firms that identify and address problems before they occur and can leverage their insurance program as a source of contingent capital will improve their long-term resilience and results. An experienced broker can help.

### About the author

Christian Coleman is the Vice President of Client Strategies at global insurance brokerage Hub International Michigan. **CS**

# MITA'S SUICIDE PREVENTION EFFORT

MITA and MIOSHA working together to prevent deaths in the construction industry.

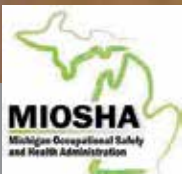
The goal is to provide training activities through:

- Jobsite Presentations
- Technical Assistance
- Disseminate Information at all Safety Trainings

The intended outcome is to saturate the industry about this new initiative and the importance of mental health. These efforts will help to prevent self-inflicted fatalities.

Be a step ahead and schedule your training today. Contact MITA Safety Director, Greg Brooks at [gregbrooks@thinkmita.org](mailto:gregbrooks@thinkmita.org).

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