



DATE

The Honorable XXXXXXXX
P. O. Box 30013
Lansing, MI 48909

Dear XXXXX:

Representing more than 240 aging service organizations across the state, we at LeadingAge Michigan look forward to working with you to address the rapid aging of Michigan's population. For more than a century, our members have served Michigan's older adults and their families with a commitment to quality, compassion, and community reinvestment.

But now we face increasing challenges as the Baby Boomer generation continues to age. Demand for housing, healthcare, long-term services and supports, transportation, and workforce resources will continue to accelerate while the growth of the working-age population slows. These demographic realities impact every department of state government, every local community, and virtually every Michigan family.

Michigan needs to take a comprehensive approach to address these issues, and we are asking for the development of a **Multisector Plan for Aging, driven by a Governor's Cabinet on Aging**. By coordinating the separate agencies that regulate and fund long-term services and supports, we can collaboratively address the fragmented policies that currently impact the system.

This is **Michigan's Opportunity** to align state agencies around common goals and build greater transparency, quality, and resident protections with incentives that reward results. A well-designed Multisector Plan can:

- **accelerate technology-enabled aging** through public/private partnerships that provide speed and scale to foster innovation, artificial intelligence, remote patient monitoring, predictive analytics, and statewide deployment of innovations that work.
- **Modernize regulations to reduce unnecessary administrative burdens** while improving safety, access, and quality.
- **Advance greater accountability, value, and performance** through public reporting of consistent outcome-based measures across the system.
- **Support and Sustain Mission-Based, Resource-Committed Providers.** LeadingAge Michigan's mission-based, resource-committed providers reinvest every available dollar into resident care, workforce, safety, innovation, and quality rather than distributing earnings to shareholders. Michigan will preserve the property tax exemptions that have supported more than a century of recognized charitable service under state law. Protecting these community assets reduces long-term public costs, leverages private philanthropy, strengthens local economies, and improves the quality of life for older Michiganders.

David E. Herbel
President & CEO

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Park Village Pines

Stacey Johnson
Trinity Health Senior Communities

Nicole Maag
Brio Living Services

Ashley Martin
Fox Run

Christina Matzke
Sunset Senior Communities

Dave Morin
Samaritas

Timothy Myers
Raybrook Manor (Holland Home)

Dana Prince
St. Ann's

Percell Smith
Clark Retirement

Achieving this vision requires a coordinated, whole-of-government strategy that aligns healthcare, housing, workforce development, technology, and economic policy around the needs of an aging population. Sustaining our workforce through education, career pathways, innovative recruitment and retention strategies, and technology is a critical issue that also must be addressed. If we delay now, too many older adults will slip into preventable crisis, guaranteeing higher future costs to the system. And fortunately, Michigan already possesses an extraordinary foundation on which to build.

LeadingAge Michigan's not-for-profit members have been delivering measurable results for generations. Many have served their communities for more than 100 years, evolving from traditional nursing homes into organizations that coordinate care and services through affordable senior housing, assisted living, home- and community-based services, adult day care, PACE, hospice, home health, skilled nursing, and continuing care retirement communities. These organizations are employers of choice, affordable housing developers, community anchors, and trusted partners that reinvest every available dollar back into their mission rather than distributing profits to shareholders.

These organizations are enduring community assets, built through charitable giving, local governance, and decades of reinvestment. Michigan's longstanding recognition of their charitable mission through property tax exemption has allowed these organizations to continually strengthen neighborhoods, expand affordable housing, modernize campuses, invest in their workforce, and provide services that often extend well beyond what the marketplace alone would support. We must sustain their mission.

Today, our membership represents more than \$1.1 billion in annual revenue while reinvesting more than \$700 million annually back into Michigan communities through affordable housing, independent living, workforce development, capital improvements, expanded services, and innovative programs that improve the lives of older adults.

The LeadingAge Michigan mission is simple: **To advance the mission of our members to enhance the lives of seniors.** Our vision is equally clear: **To be the voice of aging services in Michigan.**

Our members stand ready to partner with you, and as your administration establishes its priorities, we ask that you recognize the unique public value of Michigan's not-for-profit, mission-based aging services organizations. We must preserve the policies that have enabled these charitable institutions to serve their communities for generations.

For a detailed discussion of the Michigan LTSS system, we have provided our 2026 Report - ***Michigan's Aging Opportunity: Advancing the Vision***. We welcome the opportunity to meet with you and your leadership team early in your administration to discuss how LeadingAge Michigan can serve as a trusted partner in building the nation's premier aging services system.

Congratulations again on your election. We look forward to working together to make Michigan the premier place to grow older.

Respectfully,



David E. Herbel
President/CEO