



BOARD OF HEALTH – FINANCE COMMITTEE Agenda for December 6, 2021 at 2:30 PM

Hybrid Model – both physical attendance and virtual attendance available

<https://us02web.zoom.us/j/84631649153?pwd=VXNhSCs3b2Jkc1ovY0YwL3NiVkhjdz09>

1. Call to Order
 - a. Roll Call
2. Public Comment
3. New Business
 - a. CHNA Funding Letter*
 - b. Cost of living increase*
 - c. Health Officer Contract*
4. Adjournment

November 16, 2021

Dear Community Health Partner,

The purpose of this letter is to request your help in funding the **2022 Branch County Community Health Needs Assessment (CHNA)**. A community health assessment gives organizations comprehensive information about the community's current health status, needs, and issues. This information helps develop a three-year community health improvement plan by justifying how and where resources should be allocated to best meet community needs. It is a valuable tool for all social service agencies, schools, government officials and policy makers, health care organizations, and in fact any group interested in the health and well-being of Branch County residents.

This required CHNA will be conducted by the Hospital Council of Northwest Ohio (www.hcno.org) and will cost \$45,000. **As a valuable organization committed to delivering services, care, programs, education, and/or interventions to Branch County families, we invite you to help underwrite this valuable assessment and plan with a financial commitment that is meaningful and right to you and your organization.** Please note if necessary, multi-year pledges are welcomed in order to be fiscal-year friendly. Every contribution makes an impact!

A representative from our organizations will be following up with you via a phone call and/or email in the next several weeks. Until then, please do not hesitate in reaching out to either one of us with questions or to share news of your determined commitment.

We appreciate your thoughtful review of our collaborative funding request.

Sincerely,



Daniel Schwanke, President
ProMedica Coldwater Regional Hospital
daniel.schwanke@promedica.org
(517) 279-5489



Rebecca A. Burns, Health Officer
Branch, Hillsdale, St. Joseph Community
Health Agency
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January 2022 SALARY SCHEDULE - Proposed

HOURLY/PROFESSIONAL/TECHNICAL

| LEVEL | CLASSIFICATION | Hire in Rate | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | % less than Recommended in 2019 Study | Recommended Maximum 2019 Study (6 year rate) |
|-------|-----------------------------------|--------------|--------|--------|--------|--------|--------|--------|---|--|
| 1 | EH ASSISTANT CLERK | 11.84 | 12.23 | 12.63 | 13.03 | 13.42 | 13.81 | 14.21 | 3.67% | 14.75 |
| 2 | WIC BF PEER COUNSELOR | 13.32 | 13.77 | 14.22 | 14.66 | 15.11 | 15.54 | 15.99 | 3.65% | 16.6 |
| 2 | CSHCS REPRESENTATIVE | 13.32 | 13.77 | 14.22 | 14.66 | 15.11 | 15.54 | 15.99 | | |
| 2 | ADMIN SUPPORT CLERK | 13.32 | 13.77 | 14.22 | 14.66 | 15.11 | 15.54 | 15.99 | | |
| 2 | VISION/HEARING TECH | 13.32 | 13.77 | 14.22 | 14.66 | 15.11 | 15.54 | 15.99 | | |
| 2 | IMMZ CLERK | 13.32 | 13.77 | 14.22 | 14.66 | 15.11 | 15.54 | 15.99 | | |
| 2 | CLINIC CLERK TECH | 13.32 | 13.77 | 14.22 | 14.66 | 15.11 | 15.54 | 15.99 | | |
| 3 | EH ADMIN ASSISTANT | 15.06 | 15.56 | 16.05 | 16.55 | 17.06 | 17.56 | 18.06 | 3.71% | 18.76 |
| 3 | CLINIC ADMIN ASST | 15.06 | 15.56 | 16.05 | 16.55 | 17.06 | 17.56 | 18.06 | | |
| 3 | AAA Program Specialist | 15.06 | 15.56 | 16.05 | 16.55 | 17.06 | 17.56 | 18.06 | | |
| 3 | AAA OUTREACH SPECIALIST | 15.06 | 15.56 | 16.05 | 16.55 | 17.06 | 17.56 | 18.06 | | |
| 4 | AAA VOCA SPECIALIST | 17.01 | 17.58 | 18.15 | 18.72 | 19.29 | 19.85 | 20.42 | 3.68% | 21.2 |
| 4 | FISCAL SUPPORT SPECIALIST | 17.01 | 17.58 | 18.15 | 18.72 | 19.29 | 19.85 | 20.42 | | |
| 5 | OPEN GRADE | 19.24 | 19.87 | 20.51 | 21.15 | 21.80 | 22.44 | 23.08 | 3.62% | 23.95 |
| 6 | EH SANITARIAN | 21.73 | 22.45 | 23.17 | 23.90 | 24.62 | 25.35 | 26.07 | 3.69% | 27.07 |
| 6 | AAA SW CARE CONSULTANT | 21.73 | 22.45 | 23.17 | 23.90 | 24.62 | 25.35 | 26.07 | | |
| 6 | HEALTH EDUCATOR | 21.73 | 22.45 | 23.17 | 23.90 | 24.62 | 25.35 | 26.07 | | |
| 7 | SENIOR EH SANITARIAN | 24.55 | 25.37 | 26.19 | 27.01 | 27.83 | 28.65 | 29.47 | 3.57% | 30.56 |
| 7 | FINANCE AND IT SUPPORT SPECIALIST | 24.55 | 25.37 | 26.19 | 27.01 | 27.83 | 28.65 | 29.47 | | |
| 7 | COMM HEALTH SERV RN | 24.55 | 25.37 | 26.19 | 27.01 | 27.83 | 28.65 | 29.47 | | |
| 7 | PUBLIC HEALTH RN | 24.55 | 25.37 | 26.19 | 27.01 | 27.83 | 28.65 | 29.47 | | |
| 7 | ACCOUNTANT | 24.55 | 25.37 | 26.19 | 27.01 | 27.83 | 28.65 | 29.47 | | |
| 7 | EMERGENCY PREP COORD | 24.55 | 25.37 | 26.19 | 27.01 | 27.83 | 28.65 | 29.47 | | |
| 7 | IT NETWORK MANAGER | 24.55 | 25.37 | 26.19 | 27.01 | 27.83 | 28.65 | 29.47 | | |

SALARIED MANAGERIAL

| LEVEL | CLASSIFICATION | Hire in Rate | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | Year 6 | | |
|-------|--------------------------------|--------------|--------|--------|--------|--------|--------|--------|-------|-------|
| 8 | CLINIC SUPERVISOR | 27.74 | 28.66 | 29.59 | 30.52 | 31.45 | 32.36 | 33.29 | 3.67% | 34.56 |
| 8 | COMM HEALTH SERV SUPERVISOR | 27.74 | 28.66 | 29.59 | 30.52 | 31.45 | 32.36 | 33.29 | | |
| 8 | EH SUPERVISOR | 27.74 | 28.66 | 29.59 | 30.52 | 31.45 | 32.36 | 33.29 | | |
| 9 | ENVIRONMENTAL HEALTH DIR. | 32.27 | 33.34 | 34.43 | 35.50 | 36.58 | 37.65 | 38.73 | 3.66% | 40.2 |
| 9 | PREV.HEALTH/DISEASE PREV. DIR. | 32.27 | 33.34 | 34.43 | 35.50 | 36.58 | 37.65 | 38.73 | | |
| 9 | ADMINISTRATIVE SERVICES DIR. | 32.27 | 33.34 | 34.43 | 35.50 | 36.58 | 37.65 | 38.73 | | |
| 9 | AAA DIRECTOR | 32.27 | 33.34 | 34.43 | 35.50 | 36.58 | 37.65 | 38.73 | 3.66% | |

We are proposing a 2% increase. With this increase, staff will still be an average of 3.66% lower than what was recommended in an independent salary study 2 years ago, not considering any changes to the cost-of-living. The Federal Register reports the SSA provided a 1.3% cost-of-living increase to SSI benefits in December of 2020, and will provide a additional 5.9% cost-of-living increase to SSI benefits in December of 2021. This is an increase of 7.2% over the 2 year period. The last increase for staff at BHSJ was in January 1, 2020. When adding 7.2% cost-of-living to the 2019 study recommendation to adjust for the increase cost-of-living, our staff will be compensated at an average of 10.86% under the adjusted recommendation, if they receive this 2% increase. We continue to fall further behind due to budget constraints.

| | Total Wages | FICA | MERS | |
|-----------------|------------------|-----------------|-----------------|------------------|
| No Raise | 3,197,801.82 | 244,631.84 | 256,411.97 | |
| 2% Raise | 3,243,597.69 | 248,135.22 | 260,205.05 | |
| Increase | 45,795.87 | 3,503.38 | 3,793.08 | 53,092.34 |

2% Market

| Status | Position | Wage Code | Hourly Rate 10/1/2021 | Hourly Rate 1/1/2022 | Raise | Total Wages | FICA | MERS | Insurance | LSA |
|------------------------------|-----------------------------------|-----------|-----------------------|----------------------|-------|-------------|----------|-----------|-----------|--------|
| AAA | | | | | | | | | | |
| Full-75 | AAA Director | 9 | 34.80 | 35.50 | | 69,738.90 | 5,335.03 | 9,693.71 | 18,655.82 | 217.56 |
| Full-75 | VOCA Specialist-BR | 4 | 18.35 | 18.72 | | 36,456.86 | 2,788.95 | 1,822.84 | 18,655.82 | 217.56 |
| Part-45 | AAA Outreach | 3 | 15.25 | 15.56 | | 30,297.94 | 2,317.79 | 1,514.90 | 14,729.38 | 217.56 |
| Full-75 | AAA Program Specialist | 3 | 14.76 | 15.06 | | 29,324.43 | 2,243.32 | 1,466.22 | 18,655.82 | 217.56 |
| Full-75 | VOCA Specialist-TR | 4 | 16.68 | 17.01 | | 35,638.99 | 2,726.38 | 1,781.95 | - | 217.56 |
| Full-75 | AAA SW Care Consultant | 6 | 21.3 | 21.73 | | 42,317.78 | 3,237.31 | 2,115.89 | 6,179.14 | 217.56 |
| Full-75 | AAA Comm Health RN | 7 | 24.07 | 24.55 | | 47,821.07 | 3,658.31 | 2,391.05 | 18,655.82 | 217.56 |
| ADMIN | | | | | | | | | | |
| Full-75 | Health Officer | 10 | 41.85 | 42.69 | | 83,745.49 | 6,406.53 | 11,640.62 | 18,655.82 | 217.56 |
| Full-75 | Admin Service Director | 9 | 35.86 | 36.58 | | 71,844.86 | 5,496.13 | 9,986.43 | 6,179.14 | 217.56 |
| Full-75 | Fiscal Support Specialist | 4 | 17.24 | 17.58 | | 34,251.57 | 2,620.25 | 1,712.58 | 6,179.14 | 217.56 |
| Full-75 | Accountant | 7 | 25.68 | 26.19 | | 52,252.38 | 3,997.31 | 2,612.62 | 18,655.82 | 217.56 |
| Full-75 | IT Manager | 7 | 27.28 | 27.83 | | 54,198.54 | 4,146.19 | 2,709.93 | 14,729.38 | 217.56 |
| Full-75 | Admin Support Clerk | 2 | 13.06 | 13.32 | | 25,946.96 | 1,984.94 | 1,297.35 | 18,655.82 | 217.56 |
| Full-75 | Finance and IT Support Specialist | 7 | 28.89 | 29.47 | | 57,847.21 | 4,425.31 | 8,040.76 | 6,179.14 | 217.56 |
| Part-45 | Fiscal Support Specialist Biller | 4 | 16.68 | 17.01 | | 19,805.83 | 1,515.15 | - | - | - |
| CLINIC STAFF - BRANCH | | | | | | | | | | |
| Full-75 | PH/DP Director-BR | 9 | 33.75 | 34.43 | | 67,052.81 | 5,129.54 | 3,352.64 | 6,179.14 | 217.56 |
| Full-75 | Clinic Supervisor-BR | 8 | 27.2 | 27.74 | | 54,039.60 | 4,134.03 | 3,787.73 | 18,655.82 | 217.56 |
| Full-75 | Public Health RN-BR | 7 | 28.89 | 29.47 | | 60,497.21 | 4,628.04 | 8,409.11 | - | 217.56 |
| Full-75 | Public Health RN-BR | 7 | 24.87 | 25.37 | | 51,910.47 | 3,971.15 | 2,595.52 | - | 217.56 |
| Full-75 | Clinic Admin Asst-BR | 3 | 17.71 | 18.06 | | 35,785.34 | 2,737.58 | 4,974.16 | 14,729.38 | 217.56 |
| Full-75 | Clinic Clerk Tech-BR | 2 | 13.06 | 13.32 | | 25,946.96 | 1,984.94 | 1,297.35 | 6,179.14 | 197.28 |
| Full-75 | Clinic Clerk Tech-BR | 2 | 13.06 | 13.32 | | 25,946.96 | 1,984.94 | 1,297.35 | 18,655.82 | 217.56 |

| | | | | | | | | | |
|------------------------------------|--------------------------------|---|-------|-------|-----------|----------|-----------|-----------|--------|
| Full-75 | Immz Tech-BR | 2 | 13.06 | 13.32 | 25,946.96 | 1,984.94 | 1,297.35 | 6,179.14 | 197.28 |
| Part-45 | Brf Peer Counselor-BR | 2 | 13.5 | 13.32 | 15,638.40 | 1,196.34 | - | - | - |
| Full-75 | Mobile Clinic Nurse | 7 | 24.87 | 25.37 | 49,410.47 | 3,779.90 | 2,470.52 | 6,179.14 | 217.56 |
| Full-75 | Mobile Clinic Tech | 2 | 13.06 | 13.32 | 25,946.96 | 1,984.94 | 1,297.35 | 18,655.82 | 197.28 |
| Casual | Car Seat - BR | C | 20 | 20.40 | 15,912.00 | 1,217.27 | - | - | - |
| CLINIC STAFF - HILLSDALE | | | | | | | | | |
| Full-75 | Clinic Supervisor-HD | 8 | 28.1 | 28.66 | 55,827.68 | 4,270.82 | 2,791.38 | 6,179.14 | 217.56 |
| Full-75 | Public Health RN-HD | 7 | 24.87 | 25.37 | 49,410.47 | 3,779.90 | 2,470.52 | 18,655.82 | 217.56 |
| Full-75 | Comm Health RN-TR | 7 | 25.68 | 26.19 | 51,019.74 | 3,903.01 | 2,550.99 | 18,655.82 | 217.56 |
| Casual | Public Health RN-HD | 7 | 28.89 | 29.47 | 18,130.68 | 1,387.00 | - | - | - |
| Full-75 | Clinic Admin Asst-HD | 3 | 17.71 | 18.06 | 35,185.34 | 2,691.68 | 1,759.27 | 6,179.14 | 217.56 |
| Full-75 | Immz Tech-HD | 2 | 16.3 | 16.63 | 32,534.03 | 2,488.85 | 4,522.23 | 18,655.82 | 217.56 |
| Full-75 | Clinic Clerk Tech-HD | 2 | 14.81 | 15.11 | 29,423.77 | 2,250.92 | 1,471.19 | 14,729.38 | 207.48 |
| Full-75 | Clinic Clerk Tech-HD | 2 | 15.68 | 15.99 | 31,302.24 | 2,394.62 | 1,565.11 | 18,655.82 | 217.56 |
| Part-45 | Clinic Clerk Tech HD | 2 | 13.5 | 13.77 | 16,029.90 | 1,226.29 | - | - | - |
| Part-45 | Brf Peer Counselor-HD | 2 | 14.37 | 14.66 | 17,062.94 | 1,305.31 | - | - | - |
| CLINIC STAFF - THREE RIVERS | | | | | | | | | |
| Full-75 | Clinic Supervisor-TR | 8 | 32.64 | 33.29 | 65,147.52 | 4,983.79 | 9,055.51 | 14,729.38 | 217.56 |
| Full-75 | Comm Health RN-TR | 7 | 28.89 | 29.47 | 57,697.21 | 4,413.84 | 8,019.91 | 18,655.82 | 217.56 |
| Full-75 | Comm Health RN-TR | 7 | 28.89 | 29.47 | 57,547.21 | 4,402.36 | 7,999.06 | 18,655.82 | 217.56 |
| Full-75 | Clinic Admin Asst-TR | 3 | 17.71 | 18.06 | 38,135.34 | 2,917.35 | 5,300.81 | - | 217.56 |
| Full-75 | Clinic Clerk Tech-TR | 2 | 13.06 | 13.32 | 28,446.96 | 2,176.19 | 1,422.35 | - | 217.56 |
| Full-75 | Clinic Clerk Tech-TR | 2 | 13.06 | 13.32 | 25,946.96 | 1,984.94 | 1,297.35 | 18,655.82 | 197.28 |
| Full-75 | Immz Tech-TR | 2 | 13.06 | 13.32 | 28,446.96 | 2,176.19 | 1,422.35 | - | 197.28 |
| Part-45 | Brf Peer Counselor-TR | 2 | 13.06 | 13.32 | 15,507.44 | 1,186.32 | - | - | - |
| CLINIC STAFF - | | | | | | | | | |
| Full-75 | Comm Health Serv Supervisor-HD | 8 | 31.73 | 32.36 | 63,189.58 | 4,834.00 | 3,159.48 | 6,179.14 | 217.56 |
| Full-75 | V/H Tech TR | 2 | 15.68 | 15.99 | 23,360.83 | 1,787.10 | 3,247.16 | 14,729.38 | 217.56 |
| Full-75 | CSHCS Rep-BR | 2 | 14.81 | 15.11 | 29,423.77 | 2,250.92 | 1,471.19 | 6,179.14 | 207.48 |
| Full-75 | Public Health RN CSHCS-TR | 7 | 28.89 | 29.47 | 59,497.21 | 4,551.54 | 8,270.11 | 652.32 | 217.56 |
| Part-45 | CSHCS Rep-TR | 2 | 13.06 | 13.32 | 15,507.44 | 1,186.32 | - | - | - |
| Full-75 | V/H Tech-BR | 2 | 15.68 | 15.99 | 26,010.83 | 1,989.83 | 3,615.51 | - | 217.56 |
| Part-45 | V/H Tech-HD | 2 | 14.81 | 15.11 | 13,029.10 | 996.73 | - | - | - |
| ENVIORMENTAL HEALTH | | | | | | | | | |
| Full-75 | EH Director-TR | 9 | 37.97 | 38.73 | 75,586.90 | 5,782.40 | 10,506.58 | 14,729.40 | 217.56 |
| Full-75 | EH Supervisor-BR | 8 | 32.64 | 33.29 | 67,797.52 | 5,186.51 | 9,423.86 | - | 217.56 |

| | | | | | | | | | |
|--------------------------------|--------------------------------|---|-------|-------|---------------------|-------------------|-------------------|-------------------|------------------|
| Full-75 | EH Asst-BR | 3 | 16.73 | 17.06 | 33,688.33 | 2,577.16 | 4,682.68 | 18,655.82 | 217.56 |
| Full-75 | EH San-BR | 6 | 25.56 | 26.07 | 50,931.33 | 3,896.25 | 2,546.57 | 14,729.38 | 217.56 |
| Full-75 | Senior EH San-BR | 7 | 28.89 | 29.47 | 59,347.21 | 4,540.06 | 8,249.26 | 652.32 | 217.56 |
| Full-75 | EH San-TR | 6 | 23.43 | 23.90 | 46,549.55 | 3,561.04 | 2,327.48 | 6,179.14 | 217.56 |
| Full-75 | EH Asst-TR | 3 | 17.71 | 18.06 | 35,635.34 | 2,726.10 | 4,953.31 | 18,655.82 | 217.56 |
| Full-75 | EH San-TR | 6 | 23.43 | 23.90 | 46,549.55 | 3,561.04 | 2,327.48 | 6,179.14 | 217.56 |
| Full-75 | EH San-TR | 6 | 25.56 | 26.07 | 51,231.33 | 3,919.20 | 7,121.15 | 18,655.82 | 217.56 |
| Full-75 | EH Asst-HD | 3 | 17.71 | 18.06 | 37,985.34 | 2,905.88 | 5,279.96 | - | 217.56 |
| Full-75 | EH San-HD | 6 | 22.72 | 23.17 | 45,346.96 | 3,469.04 | 2,267.35 | 6,179.14 | 217.56 |
| Full-75 | EH San-HD | 6 | 22.72 | 23.17 | 45,138.96 | 3,453.13 | 2,256.95 | 14,729.38 | 217.56 |
| Full-75 | EH San-HD | 6 | 25.56 | 26.07 | 51,381.33 | 3,930.67 | 7,142.00 | 6,179.14 | 217.56 |
| Full-75 | Senior EH San-HD | 7 | 25.68 | 26.19 | 53,819.74 | 4,117.21 | 7,480.94 | - | 217.56 |
| Part-45 | EH Asst Clerk-TR | 1 | 11.61 | 11.84 | 13,785.71 | 1,054.61 | - | - | - |
| HEALTH PROMOTIONS | | | | | | | | | |
| Full-75 | Health Education Coord BR | 8 | 28.1 | 28.66 | 55,827.68 | 4,270.82 | 2,791.38 | 6,179.14 | 217.56 |
| Full-75 | Health Educator-BR | 6 | 22.01 | 22.45 | 43,728.37 | 3,345.22 | 2,186.42 | 18,655.82 | 217.56 |
| Full-75 | Health Educator-BR | 6 | 22.01 | 22.45 | 43,728.37 | 3,345.22 | 2,186.42 | 18,655.82 | 217.56 |
| Part-40 | Tela Health Health Educator-BR | 6 | 22.01 | 22.45 | 23,348.21 | 1,786.14 | - | - | - |
| Full-75 | EP Coord - BR | 7 | 28.89 | 29.47 | 57,847.21 | 4,425.31 | 8,040.76 | 14,729.38 | 217.56 |
| TEMP EMPLOYEES - VECTOR | | | | | | | | | |
| Part-30 | Vector Borne -May-Sept | C | 14 | 14 | 5,880.00 | 449.82 | - | - | - |
| Part-30 | Vector Borne May-Sept | C | 14 | 14 | 5,880.00 | 449.82 | - | - | - |
| Part-30 | Vector Borne May-Sept | C | 14 | 14 | 5,880.00 | 449.82 | - | - | - |
| COVID CLINIC STAFF | | | | | | | | | |
| Full-75 | COVID Nurse -HD | 7 | 24.87 | 25.37 | 49,410.47 | 3,779.90 | 2,470.52 | 14,729.40 | 217.56 |
| Full-75 | RN Case Investigator-TR | 7 | 24.07 | 24.55 | 47,821.07 | 3,658.31 | 2,391.05 | 18,654.84 | 217.56 |
| Part-45 | Screener - TR | 2 | 13.5 | 13.77 | 6,075.00 | 464.74 | - | - | - |
| Casual | Public Health RN-TR | 7 | 24.07 | 24.55 | 19,150.09 | 1,464.98 | - | - | - |
| Full-75 | Public Health RN-HD | 7 | 24.87 | 25.37 | 51,910.47 | 3,971.15 | 2,595.52 | - | 217.56 |
| Full-75 | COVID Supervisor | C | 40 | 40 | 78,300.00 | 5,989.95 | - | - | - |
| | | | | | - | - | - | | |
| | | | | | - | - | - | | |
| | | | | | 3,243,597.69 | 248,135.22 | 260,205.05 | 697,456.12 | 13,802.28 |
| | | | | | Total Wages | FICA | MERS | Insurance | LSA |

Social Security

Cost-Of-Living Adjustments

Automatic Determinations COLA determination SSI payment rates increase with COLA

Since 1975, Social Security general benefit increases have been cost-of-living adjustments or COLAs. The 1975-82 COLAs were effective with Social Security benefits payable for June in each of those years; thereafter COLAs have been effective with benefits payable for December.

Prior to 1975, Social Security benefit increases were set by legislation.

Social Security Cost-Of-Living Adjustments

| <u>Year</u> | <u>COLA</u> | <u>Year</u> | <u>COLA</u> | <u>Year</u> | <u>COLA</u> |
|-------------|-------------|-------------------|-------------|-------------|-------------|
| 1975 | 8.0 | 1995 | 2.6 | 2015 | 0.0 |
| 1976 | 6.4 | 1996 | 2.9 | 2016 | 0.3 |
| 1977 | 5.9 | 1997 | 2.1 | 2017 | 2.0 |
| 1978 | 6.5 | 1998 | 1.3 | 2018 | 2.8 |
| 1979 | 9.9 | 1999 ^a | 2.5 | 2019 | 1.6 |
| 1980 | 14.3 | 2000 | 3.5 | 2020 | 1.3 |
| 1981 | 11.2 | 2001 | 2.6 | 2021 | 5.9 |
| 1982 | 7.4 | 2002 | 1.4 | | |
| 1983 | 3.5 | 2003 | 2.1 | | |
| 1984 | 3.5 | 2004 | 2.7 | | |
| 1985 | 3.1 | 2005 | 4.1 | | |
| 1986 | 1.3 | 2006 | 3.3 | | |
| 1987 | 4.2 | 2007 | 2.3 | | |
| 1988 | 4.0 | 2008 | 5.8 | | |
| 1989 | 4.7 | 2009 | 0.0 | | |

| | | | |
|------|-----|------|-----|
| 1990 | 5.4 | 2010 | 0.0 |
| 1991 | 3.7 | 2011 | 3.6 |
| 1992 | 3.0 | 2012 | 1.7 |
| 1993 | 2.6 | 2013 | 1.5 |
| 1994 | 2.8 | 2014 | 1.7 |

^a The COLA for December 1999 was originally determined as 2.4 percent based on CPIs published by the Bureau of Labor Statistics. Pursuant to Public Law 106-554, however, this COLA is effectively now 2.5 percent.

The first COLA, for June 1975, was based on the increase in the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) from the second quarter of 1974 to the first quarter of 1975. The 1976-83 COLAs were based on increases in the CPI-W from the first quarter of the prior year to the corresponding quarter of the current year in which the COLA became effective. After 1983, COLAs have been based on increases in the CPI-W from the third quarter of the prior year to the corresponding quarter of the current year in which the COLA became effective.

SSI COLAs

COLAs for the Supplemental Security Income (SSI) program are generally the same as those for the Social Security program. However, COLAs for SSI have generally been effective for the month following the effective month of Social Security benefit increases. See SSI historical payment standards for more detail.

**Transmission of material in this release is embargoed until
8:30 a.m. (ET) January 13, 2021**

USDL-21-0024

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CONSUMER PRICE INDEX – DECEMBER 2020

(NOTE: This news release was reissued January 19, 2021, correcting 29 seasonally adjusted CPI-U special relative series in tables 2 and 6. Additional information is available at www.bls.gov/errata/home.htm?errataID=82899.)

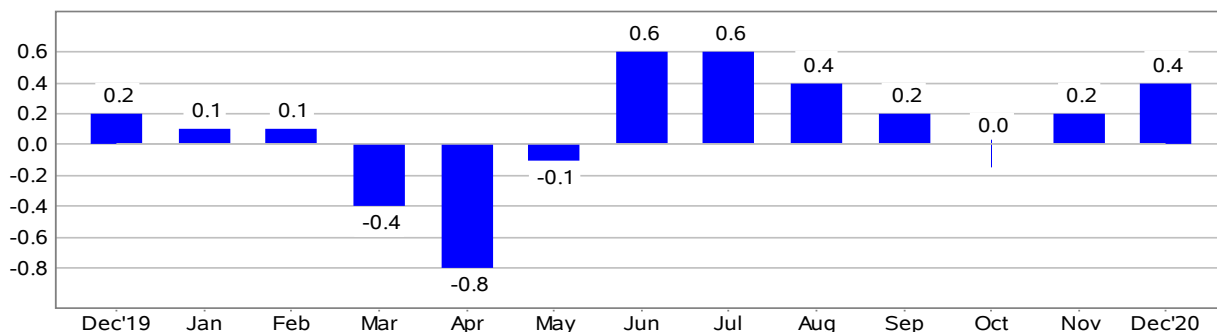
The Consumer Price Index for All Urban Consumers (CPI-U) increased 0.4 percent in December on a seasonally adjusted basis after rising 0.2 percent in November, the U.S. Bureau of Labor Statistics reported today. Over the last 12 months, the all items index increased 1.4 percent before seasonal adjustment.

The seasonally adjusted increase in the all items index was driven by an 8.4-percent increase in the gasoline index, which accounted for more than 60 percent of the overall increase. The other components of the energy index were mixed, resulting in an increase of 4.0 percent for the month. The food index rose in December, as both the food at home and the food away from home indexes increased 0.4 percent.

The index for all items less food and energy increased 0.1 percent in December after rising 0.2 percent in the previous month. The indexes for apparel, motor vehicle insurance, new vehicles, personal care, and household furnishings and operations all rose in December. The indexes for used cars and trucks, recreation, and medical care were among those to decline over the month.

The all items index rose 1.4 percent for the 12 months ending December, a slightly larger increase than the 1.2-percent rise reported for the period ending November. The index for all items less food and energy rose 1.6 percent over the last 12 months, as it did in the periods ending October and November. The food index rose 3.9 percent over the last 12 months, while the energy index fell 7.0 percent.

Chart 1. One-month percent change in CPI for All Urban Consumers (CPI-U), seasonally adjusted, Dec. 2019 - Dec. 2020
Percent change



**Transmission of material in this release is embargoed until
8:30 a.m. (ET) November 10, 2021**

USDL-21-1973

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CONSUMER PRICE INDEX – OCTOBER 2021

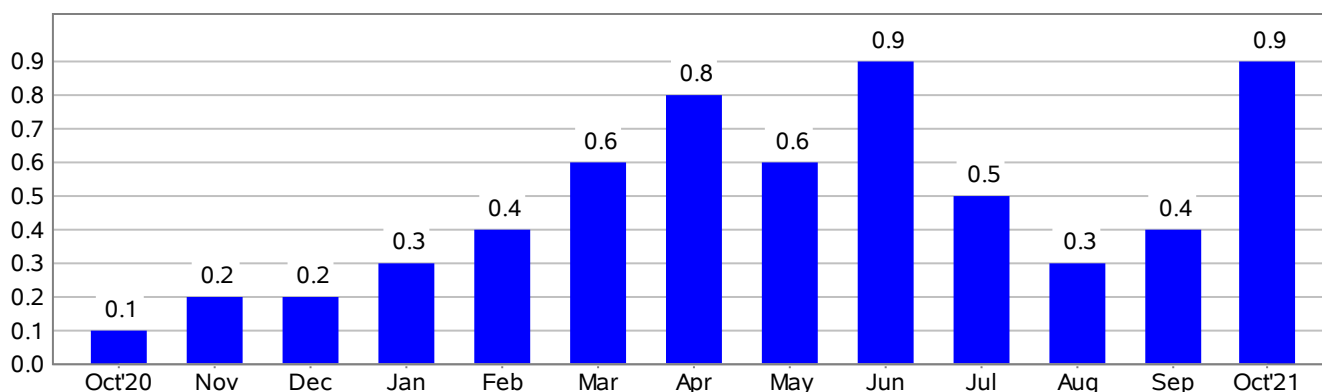
The Consumer Price Index for All Urban Consumers (CPI-U) increased 0.9 percent in October on a seasonally adjusted basis after rising 0.4 percent in September, the U.S. Bureau of Labor Statistics reported today. Over the last 12 months, the all items index increased 6.2 percent before seasonal adjustment.

The monthly all items seasonally adjusted increase was broad-based, with increases in the indexes for energy, shelter, food, used cars and trucks, and new vehicles among the larger contributors. The energy index rose 4.8 percent over the month, as the gasoline index increased 6.1 percent and the other major energy component indexes also rose. The food index increased 0.9 percent as the index for food at home rose 1.0 percent.

The index for all items less food and energy rose 0.6 percent in October after increasing 0.2 percent in September. Most component indexes increased over the month. Along with shelter, used cars and trucks, and new vehicles, the indexes for medical care, for household furnishing and operations, and for recreation all increased in October. The indexes for airline fares and for alcoholic beverages were among the few to decline over the month.

The all items index rose 6.2 percent for the 12 months ending October, the largest 12-month increase since the period ending November 1990. The index for all items less food and energy rose 4.6 percent over the last 12 months, the largest 12-month increase since the period ending August 1991. The energy index rose 30.0 percent over the last 12 months, and the food index increased 5.3 percent.

Chart 1. One-month percent change in CPI for All Urban Consumers (CPI-U), seasonally adjusted, Oct. 2020 - Oct. 2021
Percent change



BRANCH-HILLSDALE-ST. JOSEPH COMMUNITY HEALTH AGENCY



CLASSIFICATION AND COMPENSATION STUDY

MUNICIPAL CONSULTING SERVICES LLC

MUNICIPAL CONSULTING SERVICES LLC

October 25, 2019

Rebecca A. Burns, M.P.H., R.S.
Health Officer
Branch-Hillsdale-St. Joseph Community Health Agency
570 Marshall Rd.
Coldwater, MI 49036

Dear Ms. Burns,

We have completed the classification and compensation study for Branch-Hillsdale-St. Joseph Community Health Agency. This final report presents the results of the study as well as the documentation required to implement and maintain a classification and compensation system on an ongoing basis.

The report is organized in a series of sections and appendices as follows:

- Section I: Overview of the classification and compensation study;
- Section II: Results of the study and suggestions for implementation;
- Section III: Classification and compensation system maintenance;
- Section IV: Employee benefits comparison;
- Appendix A: Job analysis questionnaire;
- Appendix B: Job evaluation plan and rankings;
- Appendix C: Market survey results;
- Appendix D: Suggested grade and salary structure with additional information;
- Appendix E: Summary of employee benefits comparison.

In summary, the study has resulted in a comprehensive pay system analysis based on fundamental principles of wage and salary administration. Major tasks in the study process have included:

- Development of a list of comparable employers;
- Interviews with department heads;
- Establishment of internal positional ranking;
- Development of a market survey and analysis of the resulting survey data;
- Development of a pay grade structure and corresponding suggestions for implementation of a new compensation system.

Primary components of the completed pay system include:

- The development of a pay grade structure based on an evaluation of internal position requirements;
- Pay ranges that provide a basis for evaluating the current pay levels of employees;
- A sample progression schedule for moving employees through pay ranges;

- Comparative summary analysis of employee benefits;
- The data and information necessary for informed decision-making regarding pay and benefit levels for affected employees;
- A final report developed as a system that can be used for ongoing pay system administration.

We have appreciated the opportunity to assist Branch-Hillsdale-St. Joseph Community Health Agency in this important study. Should you have any questions related to this report please contact me at 734.904.4632.

Very truly yours,

A handwritten signature in black ink that reads "Mark Nottley". The signature is written in a cursive style with a large, stylized initial "M".

Mark W. Nottley, Principal
Municipal Consulting Services LLC

SECTION I

OVERVIEW OF THE CLASSIFICATION AND COMPENSATION STUDY

SECTION I

OVERVIEW OF THE CLASSIFICATION AND COMPENSATION STUDY

The classification and compensation analysis contained in this report has been designed specifically for job classifications in Branch-Hillsdale-St. Joseph Community Health Agency (BHSJ). It encompasses fundamental principles related to wage and salary administration and the proper evaluation of internal and external pay factors.

In the following subsections we provide information concerning the project approach, the results of the study and the components of the classification and compensation system that we are suggesting for employees.

JOB ANALYSIS AND JOB DESCRIPTION DEVELOPMENT: THE FIRST MAJOR TASK

To accurately evaluate compensation, it is necessary to gain a strong working knowledge of each affected position. To accomplish this, we performed the following tasks:

- A variety of data was requested and reviewed including job descriptions, the current pay schedule, personnel policies pertaining to pay and other information related to compensation and pay practices.
- Employees completed a job analysis questionnaire concerning their respective duties and positional requirements (see Appendix A).
- Following review of the above information, interviews were conducted with department heads to gain additional insight into each job.
- Comprehensive job descriptions were then developed for each position utilizing the assembled information. The findings, conclusions and recommendations in the report are based on the duties and responsibilities specified in the job descriptions. The job descriptions have been submitted electronically to BHSJ in a Word format to allow for any future changes to job duties or requirements.

BHSJ should retain the job analysis questionnaire for future reference purposes, and as a tool to be used to maintain accurate job descriptions.

If modifying or creating new classifications, BHSJ should employ a similar job analysis methodology (i.e. questionnaire completion, department head interview, job description development or modification).

JOB EVALUATION: ESTABLISHING INTERNAL RANKING

Following the job analysis process, we proceeded to determine the relative internal value of the studied positions. This process involved:

- Development and weighting of a job evaluation plan (see Appendix B).
- The evaluation of each position as measured against specific job evaluation factors including:
 - Education and relevant experience
 - Judgment and independence of action
 - Internal and external relations
 - Supervisory or managerial responsibility
 - Job complexity
 - Responsibility for the welfare and safety of others
 - Technology use
 - Impact on programs, services and operations
 - Document concentration
 - Work environment.
- The ranking of each position based on the resulting point totals (the ranking results are also included in Appendix B).

MARKET SURVEY: DETERMINING PAY COMPARABILITY

As a next step in the process, we proceeded to design and conduct a salary and employee benefits survey. This included the following tasks:

- A list of comparable employers was developed based on discussion with BHSJ's Health Officer and Director of Administration as well as our knowledge of health departments in Michigan. This list included similarly-sized health agencies or others that are in geographic proximity and/or share attributes held by BHSJ. (The list of surveyed health agencies is presented in Appendix C with supporting demographic data.)
- A survey instrument was then developed which provided a description of each studied position and elicited information concerning wage levels and employee benefits.
- Completed surveys were received from eleven health agencies including:
 - Barry/Eaton District Health Department
 - Berrien County Health Department
 - Calhoun County Health Department
 - Central Michigan District Health Department
 - District Health Department #10

- Jackson County Health Department
- Kalamazoo County Health and Human Services
- Lenawee County Health Department
- Mid-Michigan District Health Department
- Monroe County Health Department
- Van Buren/Cass County District Health Department.

Additionally, wage data was collected for select positions (including registered nurses) from local area community mental health agencies as well as state-wide area agencies on aging.

It should be mentioned that each organization surveyed in this study is unique in its own regard, with different organizational structures and alternative allocations of duties among employees. Further, not every employer delivers the same mix of services found in BHSJ. Consequently, we have carefully scrutinized the assembled data and used only the information that is applicable to BHSJ's positional pool.

Essentially, the focus of our market analysis was to determine the likely job market for each of BHSJ's positions. Our objective was to identify positions with similar responsibilities, requiring similar knowledge, skill and expertise. (See Appendix C for the wage survey results and all related materials.)

PAY STRUCTURE: DEVELOPING PAY GRADES AND SALARY RANGES

The job evaluation results (contained in Appendix B) and the market survey data (contained in Appendix C) provided the basis for developing a suggested grade structure and corresponding pay ranges (contained in Appendix D and discussed in Section II). Related to this:

- The grade structure organizes the classifications into nine pay grades, based on the job evaluation rating results. (The job evaluation point range parameters established for each pay grade should remain constant for ongoing program integrity.)
- Proposed salary ranges were then developed from an analysis of the salary survey. The ranges are designed to have maximum values that approximate the reported average market levels for range maximums. The widths of the pay ranges (i.e. 20%) were determined based on discussion with BHSJ and are very close to what is currently used.

OVERVIEW OF THE FOLLOWING SECTIONS OF THE REPORT

The suggested pay ranges are discussed in greater detail in the following Section II of the report along with approaches for implementation of the pay/grade structure and related pay system.

Section III of the report focuses on techniques for maintaining the pay system for ongoing use in the event that BHSJ elects to adopt the pay system.

Lastly, Section IV provides discussion regarding the comparison of employee benefits. BHSJ may find this information to be useful in evaluating the impact of employee benefits on total compensation or in comparing particular benefit levels. All employee benefit survey results are summarized in a matrix in Appendix E of the report.

SECTION II

RESULTS OF THE STUDY AND SUGGESTIONS FOR IMPLEMENTATION

SECTION II

RESULTS OF THE STUDY AND SUGGESTIONS FOR IMPLEMENTATION

In regard to implementing the compensation study results, it is our policy to provide suggestions and supporting data for consideration, but not attempt to establish compensation policies for our clients. Adoption of the study's findings is a policy matter to be decided by the Board of Health who must consider financial and other policy constraints. Within this context we offer the following.

SUGGESTED PAY GRADES AND RANGES

As discussed in Section I, job analysis and market survey provide the basis for the suggested pay grades and ranges contained in Exhibit 1 below. Midpoints are structured to reflect market averages, as determined by the market survey. The suggested grade and salary structure is also illustrated in Appendix D with information pertaining to point parameters and market averages.

Exhibit 1
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Suggested Pay Grades and Ranges

| Pay Grade | Title | Minimum of New Range | Midpoint of New Range | Maximum of New Range |
|------------------|---|-----------------------------|------------------------------|-----------------------------|
| 1 | Environmental Health Assistant Clerk | \$12.29 | \$13.52 | \$14.75 |
| 2 | WIC Breastfeeding Peer Counselor | \$13.83 | \$15.22 | \$16.60 |
| 2 | Administrative Support Clerk | | | |
| 2 | CSHCS-Representative | | | |
| 2 | Vision and Hearing Technician | | | |
| 2 | Immunization Clerk | | | |
| 2 | Clinic Clerk Technician | | | |
| 3 | Area Agency on Aging Program Specialist | \$15.63 | \$17.19 | \$18.76 |
| 3 | Area Agency on Aging Outreach Specialist | | | |
| 3 | Environmental Health Administrative Assistant | | | |
| 3 | Clinic Administrative Assistant | | | |
| 4 | Area Agency on Aging - VOCA Elder Abuse Victim Specialist | \$17.66 | \$19.43 | \$21.20 |
| 4 | Fiscal Support Specialist | | | |
| 5 | OPEN GRADE | \$19.96 | \$21.96 | \$23.95 |
| 6 | Health Educator | \$22.55 | \$24.81 | \$27.07 |
| 6 | Environmental Health Sanitarian I | | | |
| 6 | Area Agency on Aging Social Work Care Consultant | | | |

Exhibit 1
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Suggested Pay Grades and Ranges (cont'd)

| Pay Grade | Title | Minimum of New Range | Midpoint of New Range | Maximum of New Range |
|------------------|---|-----------------------------|------------------------------|-----------------------------|
| 7 | Environmental Health Sanitarian II | \$25.49 | \$28.04 | \$30.58 |
| 7 | Finance and IT Support Specialist | | | |
| 7 | Area Agency on Aging RN Care Consultant | | | |
| 7 | Community Health Services Registered Nurse | | | |
| 7 | Public Health Registered Nurse | | | |
| 7 | Accountant | | | |
| 7 | Emergency Preparedness Coordinator | | | |
| 7 | IT Network Manager | | | |
| 8 | Clinic Supervisor | \$28.80 | \$31.68 | \$34.56 |
| 8 | Community Health Services Supervisor | | | |
| 8 | Environmental Health Supervisor | | | |
| 9 | Area Agency on Aging Director | \$33.50 | \$36.85 | \$40.20 |
| 9 | Environmental Health Director | | | |
| 9 | Personal Health and Disease Prevention Director | | | |
| 9 | Administrative Services Director | | | |

In regard to the above, incumbent employees have salaries that are below or within the suggested salary ranges. These situations are discussed separately below.

Employees with wage level below the range minimum

An employee with a current wage level below the minimum of the suggested range is referred to as a “green circle.” in human resources’ terminology. For BHSJ, there are 22 positions with 40 employees with green circle status. The following Exhibit 2 specifies incumbents with current wage levels below the minimum of the suggested ranges as well as the hourly cost impact required to move each employee to the range minimum.

Exhibit 2
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Cost to Move Green-Circled Positions to Range Minimum

| Position | Current Salary | Range Minimum | Cost to Achieve Range Minimum Hourly | Estimated # of Hours per Year | Cost to Achieve Range Minimum Annualized |
|--|-----------------------|----------------------|---|--------------------------------------|---|
| WIC Breastfeeding Peer Counselor (BC) | \$13.04 | \$13.83 | \$0.79 | 1,040 | \$821.60 |
| WIC Breastfeeding Peer Counselor (AE) | \$13.04 | \$13.83 | \$0.79 | 1,040 | \$821.60 |
| WIC Breastfeeding Peer Counselor (KL) | \$12.36 | \$13.83 | \$1.47 | 1,170 | \$1,719.90 |
| Administrative Support Clerk | \$12.72 | \$13.83 | \$1.11 | 1,170 | \$1,298.70 |
| CSHCS-Representative (NE) | \$13.45 | \$13.83 | \$0.38 | 1,950 | \$741.00 |
| CSHCS-Representative (TL) | \$13.04 | \$13.83 | \$0.79 | 1,170 | \$924.30 |
| Vision and Hearing Technician (EY) | \$13.04 | \$13.83 | \$0.79 | 1,170 | \$924.30 |
| Clinic Clerk Technician (AB) | \$12.36 | \$13.83 | \$1.47 | 1,950 | \$2,866.50 |
| Clinic Clerk Technician (BE) | \$12.36 | \$13.83 | \$1.47 | 1,950 | \$2,866.50 |
| Clinic Clerk Technician (RF) | \$13.04 | \$13.83 | \$0.79 | 1,950 | \$1,540.50 |
| Clinic Clerk Technician (LH) | \$13.04 | \$13.83 | \$0.79 | 1,950 | \$1,540.50 |
| Clinic Clerk Technician (CK) | \$12.36 | \$13.83 | \$1.47 | 1,950 | \$2,866.50 |
| Area Agency on Aging Outreach Specialist | \$13.74 | \$15.63 | \$1.89 | 1,170 | \$2,211.30 |
| Environmental Health Administrative Assistant (EH) | \$14.96 | \$15.63 | \$0.67 | 1,950 | \$1,306.50 |
| Area Agency on Aging - VOCA Elder Abuse Victim Specialist (JE) | \$16.56 | \$17.66 | \$1.10 | 1,950 | \$2,145.00 |
| Area Agency on Aging - VOCA Elder Abuse Victim Specialist (DN) | \$16.12 | \$17.66 | \$1.54 | 1,950 | \$3,003.00 |
| Environmental Health Sanitarian I (BA) | \$20.82 | \$22.55 | \$1.73 | 1,950 | \$3,373.50 |
| Environmental Health Sanitarian I (BK) | \$21.44 | \$22.55 | \$1.11 | 1,950 | \$2,164.50 |
| Environmental Health Sanitarian I (BP) | \$20.24 | \$22.55 | \$2.31 | 1,950 | \$4,504.50 |
| Environmental Health Sanitarian I (AR) | \$20.24 | \$22.55 | \$2.31 | 1,950 | \$4,504.50 |
| Area Agency on Aging Social Work Care Consultant (KP) | \$20.24 | \$22.55 | \$2.31 | 1,170 | \$2,702.70 |
| Area Agency on Aging Social Work Care Consultant (AR) | \$20.24 | \$22.55 | \$2.31 | 1,950 | \$4,504.50 |
| Finance and IT Support Specialist | \$24.07 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |

Exhibit 2
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Cost to Move Green-Circled Positions to Range Minimum (cont'd)

| Position | Current Salary | Range Minimum | Cost to Achieve Range Minimum Hourly | Estimated # of Hours per Year | Cost to Achieve Range Minimum Annualized |
|--|-----------------------|----------------------|---|--------------------------------------|---|
| Community Health Services Registered Nurse | \$24.07 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Public Health Registered Nurse (MA)* | \$24.07 | \$25.49 | \$1.42 | 520 | \$738.40 |
| Public Health Registered Nurse (RD) | \$24.07 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Public Health Registered Nurse (CJ) | \$24.07 | \$25.49 | \$1.42 | 1,560 | \$2,215.20 |
| Public Health Registered Nurse (RP) | \$24.07 | \$25.49 | \$1.42 | 1,560 | \$2,215.20 |
| Public Health Registered Nurse (TS) | \$24.07 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Public Health Registered Nurse (CS) | \$24.07 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Accountant | \$23.09 | \$25.49 | \$2.40 | 1,950 | \$4,680.00 |
| IT Network Manager | \$21.44 | \$25.49 | \$4.05 | 1,950 | \$7,897.50 |
| Clinic Supervisor (DF) | \$28.03 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Clinic Supervisor (YA) | \$28.03 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Clinic Supervisor (AM) | \$28.03 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Community Health Services Supervisor | \$26.44 | \$28.80 | \$2.36 | 1,950 | \$4,602.00 |
| Environmental Health Supervisor | \$28.03 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Area Agency on Aging Director | \$30.99 | \$33.50 | \$2.51 | 1,950 | \$4,894.50 |
| Environmental Health Director | \$32.70 | \$33.50 | \$0.80 | 1,950 | \$1,560.00 |
| Administrative Services Director | \$31.93 | \$33.50 | \$1.57 | 1,950 | \$3,061.50 |
| TOTAL COST TO ACHIEVE | | | \$57.52 | | \$101,067.20 |

*Employee's annual hours were reported as casual. For calculation purposes the estimated number of hours per year is based on 10 hours per week.

It is suggested that the green-circled positions be moved to the minimum of the range, thereby assuring consistent application of the developed pay system. This could be a one-time adjustment or realized over a period of time. Summarily, the timing of these pay adjustments (if at all) will be a Board decision considered within the context of the Board's compensation philosophy and BHSJ's ability-to-pay.

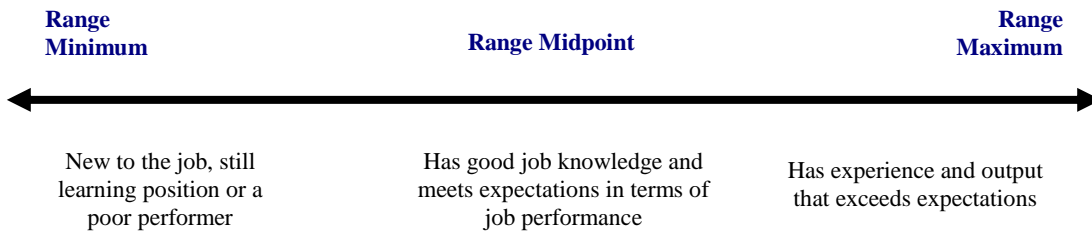
Employees with salaries falling within the range

The salaries of the other employees fall within the suggested salary ranges. Whether the wages of these employees should, or should not be adjusted, is an issue that BHSJ must consider within the larger context of compensation philosophy. In our experience, organizations have widely differing philosophies concerning pay levels. As examples:

- Some organizations choose to maintain employee wages low in relation to the market; this approach typically encourages turnover.
- Other organizations seek to maintain the midpoint level of the market, thus providing compensation at an average level.
- Some organizations prefer to move employees through an established pay range over the course of employment, sometimes exceeding the market average as a means of rewarding longer-term job commitment and job knowledge.

In regard to the above, the continuum provided in Chart 1 illustrates how compensation levels within the suggested range may be considered with regard to job knowledge and expertise and how this is philosophically linked to the salary range. Understanding this concept may assist BHSJ’s Board in considering the rationale for a step system as later discussed.

Chart 1: Continuum of Job Competency



As seen in Chart 1, newer employees who are not functioning on an independent level may be appropriately placed at or near the range minimum. Over time, training and experience on the job will typically lead to increased competency for most individuals. Employees will progressively move to the middle of the range, near the midpoint as job experience is acquired. As employees continue to acquire competency and value with passing years, it is conceivable that they would receive salaries toward the top of the range. The issue of range placement is discussed below.

CURRENT RANGE PLACEMENT: A COMPA-RATIO ANALYSIS

With the adoption of a new pay structure the range position of each incumbent can be illustrated. Related to this, we have prepared a schedule illustrating the current range position of each employee. Exhibit 3 depicts the numerical relationship between employees' current salaries and suggested range midpoints.

Exhibit 3
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Compa-Ratio Analysis

| Position | Current Wage | Recommended Mid-Point | Compa-Ratio |
|--|---------------------|------------------------------|--------------------|
| Environmental Health Assistant Clerk | \$13.45 | \$13.52 | 0.99 |
| WIC Breastfeeding Peer Counselor (BC) | \$13.04 | \$15.22 | 0.86 |
| WIC Breastfeeding Peer Counselor (AE) | \$13.04 | \$15.22 | 0.86 |
| WIC Breastfeeding Peer Counselor (KL) | \$12.36 | \$15.22 | 0.81 |
| Administrative Support Clerk | \$12.72 | \$15.22 | 0.84 |
| CSHCS-Representative (NE) | \$13.45 | \$15.22 | 0.88 |
| CSHCS-Representative (TL) | \$13.04 | \$15.22 | 0.86 |
| Vision and Hearing Technician (CA) | \$14.63 | \$15.22 | 0.96 |
| Vision and Hearing Technician (KS) | \$14.63 | \$15.22 | 0.96 |
| Vision and Hearing Technician (EY) | \$13.04 | \$15.22 | 0.86 |
| Immunization Clerk (MG) | \$16.30 | \$15.22 | 1.07 |
| Immunization Clerk (HS) | \$16.30 | \$15.22 | 1.07 |
| Immunization Clerk (JV) | \$14.96 | \$15.22 | 0.98 |
| Clinic Clerk Technician (AB) | \$12.36 | \$15.22 | 0.81 |
| Clinic Clerk Technician (BE) | \$12.36 | \$15.22 | 0.81 |
| Clinic Clerk Technician (RF) | \$13.04 | \$15.22 | 0.86 |
| Clinic Clerk Technician (JF) | \$14.63 | \$15.22 | 0.96 |
| Clinic Clerk Technician (LH) | \$13.04 | \$15.22 | 0.86 |
| Clinic Clerk Technician (SJ) | \$14.23 | \$15.22 | 0.93 |
| Clinic Clerk Technician (MT) | \$14.63 | \$15.22 | 0.96 |
| Clinic Clerk Technician (CK) | \$12.36 | \$15.22 | 0.81 |
| Area Agency on Aging Outreach Specialist | \$13.74 | \$17.19 | 0.80 |
| Environmental Health Administrative Assistant (SH) | \$16.30 | \$17.19 | 0.95 |
| Environmental Health Administrative Assistant (EH) | \$14.96 | \$17.19 | 0.87 |
| Environmental Health Administrative Assistant (BL) | \$16.30 | \$17.19 | 0.95 |
| Clinic Administrative Assistant (CC) | \$16.30 | \$17.19 | 0.95 |
| Clinic Administrative Assistant (DC) | \$16.30 | \$17.19 | 0.95 |
| Clinic Administrative Assistant (JH) | \$16.30 | \$17.19 | 0.95 |
| Area Agency on Aging - VOCA Elder Abuse Victim Specialist (JE) | \$16.56 | \$19.43 | 0.85 |
| Area Agency on Aging - VOCA Elder Abuse Victim Specialist (DN) | \$16.12 | \$19.43 | 0.83 |
| Fiscal Support Specialist (RC) | \$17.99 | \$19.43 | 0.93 |
| Fiscal Support Specialist (KM) | \$19.02 | \$19.43 | 0.98 |
| Health Educator (RA) | \$23.38 | \$24.81 | 0.94 |

Exhibit 3
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Compa-Ratio Analysis (cont'd)

| Position | Current Wage | Recommended Mid-Point | Compa-Ratio |
|---|---------------------|------------------------------|--------------------|
| Health Educator (KM) | \$24.07 | \$24.81 | 0.97 |
| Environmental Health Sanitarian I (BA) | \$20.82 | \$24.81 | 0.84 |
| Environmental Health Sanitarian I (CJ) | \$22.70 | \$24.81 | 0.91 |
| Environmental Health Sanitarian I (BK) | \$21.44 | \$24.81 | 0.86 |
| Environmental Health Sanitarian I (BP) | \$20.24 | \$24.81 | 0.82 |
| Environmental Health Sanitarian I (DW) | \$24.07 | \$24.81 | 0.97 |
| Environmental Health Sanitarian I (JY) | \$24.07 | \$24.81 | 0.97 |
| Environmental Health Sanitarian I (RZ) | \$24.07 | \$24.81 | 0.97 |
| Environmental Health Sanitarian I (AR) | \$20.24 | \$24.81 | 0.82 |
| Area Agency on Aging Social Work Care Consultant (KP) | \$20.24 | \$24.81 | 0.82 |
| Area Agency on Aging Social Work Care Consultant (AR) | \$20.24 | \$24.81 | 0.82 |
| Environmental Health Sanitarian II | \$26.71 | \$28.04 | 0.95 |
| Finance and IT Support Specialist | \$24.07 | \$28.04 | 0.86 |
| Community Health Services Registered Nurse | \$24.07 | \$28.04 | 0.86 |
| Public Health Registered Nurse (MA) | \$24.07 | \$28.04 | 0.86 |
| Public Health Registered Nurse (RD) | \$24.07 | \$28.04 | 0.86 |
| Public Health Registered Nurse (CJ) | \$24.07 | \$28.04 | 0.86 |
| Public Health Registered Nurse (RP) | \$24.07 | \$28.04 | 0.86 |
| Public Health Registered Nurse (TS) | \$24.07 | \$28.04 | 0.86 |
| Public Health Registered Nurse (CS) | \$24.07 | \$28.04 | 0.86 |
| Accountant | \$23.09 | \$28.04 | 0.82 |
| Emergency Preparedness Coordinator | \$26.71 | \$28.04 | 0.95 |
| IT Network Manager | \$21.44 | \$28.04 | 0.76 |
| Clinic Supervisor (DF) | \$28.03 | \$31.68 | 0.88 |
| Clinic Supervisor (YA) | \$28.03 | \$31.68 | 0.88 |
| Clinic Supervisor (AM) | \$28.03 | \$31.68 | 0.88 |
| Community Health Services Supervisor | \$26.44 | \$31.68 | 0.83 |
| Environmental Health Supervisor | \$28.03 | \$31.68 | 0.88 |
| Area Agency on Aging Director | \$30.99 | \$36.85 | 0.84 |
| Environmental Health Director | \$32.70 | \$36.85 | 0.89 |
| Administrative Services Director | \$31.93 | \$36.85 | 0.87 |
| OVERALL COMPA-RATIO AVERAGE | | | 0.89 |

A compa-ratio of less than one is below the range midpoint, or market average, and a number greater than one indicates a salary exceeding the midpoint. Exhibit 3 shows that BHSJ's

employees are paid (based on our assumed midpoint), on average, 0.89 of what their counterparts in comparable communities earn, or roughly 11% below the market average.

MOVING EMPLOYEES THROUGH THE RANGES OVER TIME

As previously discussed, with market competitive pay ranges in place, BHSJ will need to establish a plan for moving employees through the pay ranges over time. BHSJ has historically used a traditional step system. This type of system provides a rational basis for determining salary adjustments and moving employees through the ranges, thereby acknowledging time on the job and increased proficiency (as previously illustrated in Chart 1).

To facilitate implementation of the new pay system, the following Exhibit 4 illustrates a step-system option for Branch-Hillsdale-St. Joseph Community Health Agency.

The example step system shown in Exhibit 4 contains seven steps. As discussed earlier in the report, the pay ranges are 20% in width. In actuality, BHSJ could use any number of steps; the step system below is only an example based on what is currently used.

Exhibit 4
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Traditional Step System – 7 Step Example (20% Width)

| Grade | Minimum | | | Midpoint | | | Maximum |
|--------------|----------------|---------------|---------------|-----------------|---------------|---------------|----------------|
| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 |
| 1 | \$12.29 | \$12.70 | \$13.11 | \$13.52 | \$13.93 | \$14.34 | \$14.75 |
| 2 | \$13.83 | \$14.29 | \$14.75 | \$15.22 | \$15.68 | \$16.14 | \$16.60 |
| 3 | \$15.63 | \$16.15 | \$16.67 | \$17.19 | \$17.71 | \$18.23 | \$18.76 |
| 4 | \$17.66 | \$18.25 | \$18.84 | \$19.43 | \$20.02 | \$20.61 | \$21.20 |
| 5 | \$19.96 | \$20.63 | \$21.29 | \$21.96 | \$22.63 | \$23.29 | \$23.95 |
| 6 | \$22.55 | \$23.30 | \$24.06 | \$24.81 | \$25.56 | \$26.32 | \$27.07 |
| 7 | \$25.49 | \$26.34 | \$27.19 | \$28.04 | \$28.89 | \$29.74 | \$30.58 |
| 8 | \$28.80 | \$29.76 | \$30.72 | \$31.68 | \$32.64 | \$33.60 | \$34.56 |
| 9 | \$33.50 | \$34.62 | \$35.73 | \$36.85 | \$37.97 | \$39.08 | \$40.20 |

As noted above, the example step system shown in Exhibit 4 contains seven steps within a 20% wide range. This seven step example allows for the reflection of range midpoints at Step 4 and provides a logical pattern of increases based on the suggested range width. BHSJ provides the first step increase at six months following performance review. The employee is then awarded a step increase after each subsequent year of employment.

When considering a step system, it may be helpful to think of it as a way to join job performance and competency in a position with the appropriate pay levels or step placement (as depicted previously in the continuum shown in Chart 1). For example, new employees at BHSJ are hired at the range minimum (Step 1), in cases in which labor market conditions permit. New hires will

typically need time to become familiar with the organization and learn the nuances of the position. During this period a salary at or near the range minimum is appropriate (Steps 1 and Step 2 at six months). Ideally, employees would then move one step higher each year (presuming adequate performance and budgetary wherewithal) until midpoint is achieved. As illustrated in the previous Chart 1, at this point in the employment cycle, the employee will presumably have gained competence in the job and related duties. In following years the employee is awarded for the higher experience and expertise that has accumulated – moving one step higher each year until range maximum is achieved.

PLACEMENT OF EXISTING EMPLOYEES WITHIN THE NEW PAY GRADE STRUCTURE VIA THE STEP SYSTEM

Implementation of the new pay grade structure will be subject to the Board of Health's acceptance. Should the Board also decide to implement our suggested step system, it will be necessary to place employees on a step within the new pay structure. For employees, some salary adjustment will need to be done to align them on a step within the new system.

One common method would be to move each employee to the next highest step in his/her respective salary range. This will result in an initial pay increase that will vary from employee to employee depending on their current distance from the next highest step. However, the primary purpose of this approach is to establish the pay system and the relative positioning of each employee within a suggested step level within the new pay ranges.

While recognizing that conditions will change before actual implementation, it is our intention to provide some preliminary cost estimate for the above adjustment. A later update will be needed; our objective is to provide only a starting point.

Related to this, the following Exhibit 5 contains cost estimation for system implementation consistent with the Exhibit 4 step system illustrated above. Key features include the following:

- Green-circled employees are placed at range minimum.
- All other employees are moved to the next highest step above current wage.

As seen below, moving employees to the next highest step would result in a cost of \$118,761.50. This is the total estimated initial cost for implementation of the step system as presented.

Exhibit 5
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Costing Analysis – Move All Employees to Next Highest Step

| Position | Current Wage | Grade | Next Step | Amount | Cost to Move to Next Step Hourly | Estimated # of Hours per Year | Cost to Move to Next Step Annualized |
|--|---------------------|--------------|------------------|---------------|---|--------------------------------------|---|
| Environmental Health Assistant Clerk | \$13.45 | 1 | 4 | \$13.52 | \$0.07 | 1,170 | \$81.90 |
| WIC Breastfeeding Peer Counselor (BC) | \$13.04 | 2 | 1 | \$13.83 | \$0.79 | 1,040 | \$821.60 |
| WIC Breastfeeding Peer Counselor (AE) | \$13.04 | 2 | 1 | \$13.83 | \$0.79 | 1,040 | \$821.60 |
| WIC Breastfeeding Peer Counselor (KL) | \$12.36 | 2 | 1 | \$13.83 | \$1.47 | 1,170 | \$1,719.90 |
| Administrative Support Clerk | \$12.72 | 2 | 1 | \$13.83 | \$1.11 | 1,170 | \$1,298.70 |
| CSHCS-Representative (NE) | \$13.45 | 2 | 1 | \$13.83 | \$0.38 | 1,950 | \$741.00 |
| CSHCS-Representative (TL) | \$13.04 | 2 | 1 | \$13.83 | \$0.79 | 1,170 | \$924.30 |
| Vision and Hearing Technician (CA) | \$14.63 | 2 | 3 | \$14.75 | \$0.12 | 1,950 | \$234.00 |
| Vision and Hearing Technician (KS) | \$14.63 | 2 | 3 | \$14.75 | \$0.12 | 1,950 | \$234.00 |
| Vision and Hearing Technician (EY) | \$13.04 | 2 | 1 | \$13.83 | \$0.79 | 1,170 | \$924.30 |
| Immunization Clerk (MG) | \$16.30 | 2 | 7 | \$16.60 | \$0.30 | 1,950 | \$585.00 |
| Immunization Clerk (HS) | \$16.30 | 2 | 7 | \$16.60 | \$0.30 | 1,950 | \$585.00 |
| Immunization Clerk (JV) | \$14.96 | 2 | 4 | \$15.22 | \$0.26 | 1,950 | \$507.00 |
| Clinic Clerk Technician (AB) | \$12.36 | 2 | 1 | \$13.83 | \$1.47 | 1,950 | \$2,866.50 |
| Clinic Clerk Technician (BE) | \$12.36 | 2 | 1 | \$13.83 | \$1.47 | 1,950 | \$2,866.50 |
| Clinic Clerk Technician (RF) | \$13.04 | 2 | 1 | \$13.83 | \$0.79 | 1,950 | \$1,540.50 |
| Clinic Clerk Technician (JF)* | \$14.63 | 2 | 3 | \$14.75 | \$0.12 | 520 | \$62.40 |
| Clinic Clerk Technician (LH) | \$13.04 | 2 | 1 | \$13.83 | \$0.79 | 1,950 | \$1,540.50 |
| Clinic Clerk Technician (SJ) | \$14.23 | 2 | 2 | \$14.29 | \$0.06 | 1,950 | \$117.00 |
| Clinic Clerk Technician (MT) | \$14.63 | 2 | 3 | \$14.75 | \$0.12 | 1,950 | \$234.00 |
| Clinic Clerk Technician (CK) | \$12.36 | 2 | 1 | \$13.83 | \$1.47 | 1,950 | \$2,866.50 |
| Area Agency on Aging Outreach Specialist | \$13.74 | 3 | 1 | \$15.63 | \$1.89 | 1,170 | \$2,211.30 |
| Environmental Health Administrative Assistant (SH) | \$16.30 | 3 | 3 | \$16.67 | \$0.37 | 1,950 | \$721.50 |
| Environmental Health Administrative Assistant (EH) | \$14.96 | 3 | 1 | \$15.63 | \$0.67 | 1,950 | \$1,306.50 |
| Environmental Health Administrative Assistant (BL) | \$16.30 | 3 | 3 | \$16.67 | \$0.37 | 1,950 | \$721.50 |
| Clinic Administrative Assistant (CC) | \$16.30 | 3 | 3 | \$16.67 | \$0.37 | 1,950 | \$721.50 |

Exhibit 5
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Costing Analysis – Move All Employees to Next Highest Step (cont'd)

| Position | Current Wage | Grade | Next Step | Amount | Cost to Move to Next Step Hourly | Estimated # of Hours per Year | Cost to Move to Next Step Annualized |
|--|---------------------|--------------|------------------|---------------|---|--------------------------------------|---|
| Clinic Administrative Assistant (DC) | \$16.30 | 3 | 3 | \$16.67 | \$0.37 | 1,950 | \$721.50 |
| Clinic Administrative Assistant (JH) | \$16.30 | 3 | 3 | \$16.67 | \$0.37 | 1,950 | \$721.50 |
| Area Agency on Aging - VOCA Elder Abuse Victim Specialist (JE) | \$16.56 | 4 | 1 | \$17.66 | \$1.10 | 1,950 | \$2,145.00 |
| Area Agency on Aging - VOCA Elder Abuse Victim Specialist (DN) | \$16.12 | 4 | 1 | \$17.66 | \$1.54 | 1,950 | \$3,003.00 |
| Fiscal Support Specialist (RC) | \$17.99 | 4 | 2 | \$18.25 | \$0.26 | 1,950 | \$507.00 |
| Fiscal Support Specialist (KM) | \$19.02 | 4 | 4 | \$19.43 | \$0.41 | 1,950 | \$799.50 |
| Health Educator (RA) | \$23.38 | 6 | 3 | \$24.06 | \$0.68 | 1,950 | \$1,326.00 |
| Health Educator (KM) | \$24.07 | 6 | 4 | \$24.81 | \$0.74 | 1,950 | \$1,443.00 |
| Environmental Health Sanitarian I (BA) | \$20.82 | 6 | 1 | \$22.55 | \$1.73 | 1,950 | \$3,373.50 |
| Environmental Health Sanitarian I (CJ) | \$22.70 | 6 | 2 | \$23.30 | \$0.60 | 1,950 | \$1,170.00 |
| Environmental Health Sanitarian I (BK) | \$21.44 | 6 | 1 | \$22.55 | \$1.11 | 1,950 | \$2,164.50 |
| Environmental Health Sanitarian I (BP) | \$20.24 | 6 | 1 | \$22.55 | \$2.31 | 1,950 | \$4,504.50 |
| Environmental Health Sanitarian I (DW) | \$24.07 | 6 | 4 | \$24.81 | \$0.74 | 1,950 | \$1,443.00 |
| Environmental Health Sanitarian I (JY) | \$24.07 | 6 | 4 | \$24.81 | \$0.74 | 1,950 | \$1,443.00 |
| Environmental Health Sanitarian I (RZ) | \$24.07 | 6 | 4 | \$24.81 | \$0.74 | 1,950 | \$1,443.00 |
| Environmental Health Sanitarian I (AR) | \$20.24 | 6 | 1 | \$22.55 | \$2.31 | 1,950 | \$4,504.50 |
| Area Agency on Aging Social Work Care Consultant (KP) | \$20.24 | 6 | 1 | \$22.55 | \$2.31 | 1,170 | \$2,702.70 |
| Area Agency on Aging Social Work Care Consultant (AR) | \$20.24 | 6 | 1 | \$22.55 | \$2.31 | 1,950 | \$4,504.50 |
| Environmental Health Sanitarian II | \$26.71 | 7 | 3 | \$27.19 | \$0.48 | 1,950 | \$936.00 |
| Finance and IT Support Specialist | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Community Health Services Registered Nurse | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Public Health Registered Nurse (MA)* | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 520 | \$738.40 |

Exhibit 5
Branch-Hillsdale-St. Joseph Community Health Agency
Classification and Compensation Study
Costing Analysis – Move All Employees to Next Highest Step (cont'd)

| Position | Current Wage | Grade | Next Step | Amount | Cost to Move to Next Step Hourly | Estimated # of Hours per Year | Cost to Move to Next Step Annualized |
|--------------------------------------|---------------------|--------------|------------------|---------------|---|--------------------------------------|---|
| Public Health Registered Nurse (RD) | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Public Health Registered Nurse (CJ) | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 1,560 | \$2,215.20 |
| Public Health Registered Nurse (RP) | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 1,560 | \$2,215.20 |
| Public Health Registered Nurse (TS) | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Public Health Registered Nurse (CS) | \$24.07 | 7 | 1 | \$25.49 | \$1.42 | 1,950 | \$2,769.00 |
| Accountant | \$23.09 | 7 | 1 | \$25.49 | \$2.40 | 1,950 | \$4,680.00 |
| Emergency Preparedness Coordinator | \$26.71 | 7 | 3 | \$27.19 | \$0.48 | 1,950 | \$936.00 |
| IT Network Manager | \$21.44 | 7 | 1 | \$25.49 | \$4.05 | 1,950 | \$7,897.50 |
| Clinic Supervisor (DF) | \$28.03 | 8 | 1 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Clinic Supervisor (YA) | \$28.03 | 8 | 1 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Clinic Supervisor (AM) | \$28.03 | 8 | 1 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Community Health Services Supervisor | \$26.44 | 8 | 1 | \$28.80 | \$2.36 | 1,950 | \$4,602.00 |
| Environmental Health Supervisor | \$28.03 | 8 | 1 | \$28.80 | \$0.77 | 1,950 | \$1,501.50 |
| Area Agency on Aging Director | \$30.99 | 9 | 1 | \$33.50 | \$2.51 | 1,950 | \$4,894.50 |
| Environmental Health Director | \$32.70 | 9 | 1 | \$33.50 | \$0.80 | 1,950 | \$1,560.00 |
| Administrative Services Director | \$31.93 | 9 | 1 | \$33.50 | \$1.57 | 1,950 | \$3,061.50 |
| TOTAL COST OF IMPLEMENTATION | | | | | \$66.71 | | \$118,761.50 |

*Employee's annual hours were reported as casual. For calculation purposes the estimated number of hours per year is based on 10 hours per week.

As noted above, the total cost to move all employees to the next highest step would be \$118,761.50. This would be done as a means of correlating the wages of employees to the steps included in the new pay system. The above is only an example.

PLACING NEW EMPLOYEES IN THE STEP SYSTEM

As discussed above, original appointment to any position will ideally be made at the minimum rate of the suggested pay range. Advancement can then proceed through successive increases. However, each new hire will inevitably be unique, and may in fact represent a situation in which greater experience and expertise are objectives in recruitment. Moreover, a shortage may exist in

the labor pool for some positions, thus dictating the need to offer a higher salary. Therefore, each new hire should be assessed individually and placed at a range level consistent with BHSJ’s needs and market demands. In light of the competitive environment for some professional positions, we would suggest that BHSJ retain a high level of latitude in assessing individual situations and new hires.

HEALTH OFFICER COMPENSATION

The Health Officer has an employment contract with the Branch-Hillsdale-St. Joseph Community Health Agency and, as such, is not included in the suggested pay grade structure for administrative employees presented in Exhibit 1. However, wage data has been collected for the position (as summarized in Appendix C-2). Related to this:

- All eleven of the health departments surveyed for the study have an incumbent health officer. A comparison of base wages for the incumbents indicates the following:
 - BHSJ’s Health Officer has an hourly rate of \$38.75 based on BHSJ’s 37.5 hour workweek. The average of the eleven surveyed health departments is \$54.24 (again based on the respective agencies’ workweek). In comparison to the market average, BHSJ’s Health Officer is 30% lower on hourly wage.
 - If computed from an annual wage (as also reported by many of the survey participants) rather than being computed hourly from the general workforce weekly hours, the market average is \$112,362 as opposed to \$75,562 for BHSJ’s Health Officer or roughly 33% lower for BHSJ.

Summarily, BHSJ’s Health Officer is significantly lower on base salary than the survey sample: roughly 30%. To provide additional illustration of a competitive pay level, we have developed a pay range using the same range width as was used in Exhibit 1 for the suggested pay grade structure for other BHSJ employees. The average salary of the eleven health departments is used for the range maximum in this example; it could also be credibly argued that this number would more appropriately indicate the midpoint of the market since six of the eleven reported market salaries exceed this number. However, a significant pay disparity can still be seen using the more conservative approach.

Exhibit 6
Model Pay Range for the Health Officer Using the Market Average
As the Range Maximum (a conservative estimate)

| <u>Minimum of Range</u> | <u>Midpoint of Range</u> | <u>Maximum of Range</u> |
|-------------------------|--------------------------|-------------------------|
| \$88,294 | \$99,331 | \$110,368 |

Summarily, even using a conservatively designed salary range, BHSJ's Health Officer still has an annual salary that is \$12,732 below what would be the range minimum. Presuming satisfaction with the Health Officer's performance, this level of pay disparity could be cause for concern.

SECTION III

**CLASSIFICATION AND COMPENSATION SYSTEM
MAINTENANCE**

SECTION III

CLASSIFICATION AND COMPENSATION SYSTEM MAINTENANCE

A classification and compensation program, once designed and implemented, is not self-sustaining. It needs proper maintenance to continue to serve its purpose. Maintaining the program requires reviewing, adjusting and controlling salary structures so they continue to be effective. Key points are discussed below.

MAINTAINING THE PAY GRADE STRUCTURE

As a result of reorganization, new programs or changes in management procedures, new jobs may be established and the complexity of existing jobs may change.

For new positions, BHSJ should define the particular duties of the position and create an accurate job description (Appendix A can be used to document new duties). For altered positions, differences like increased requirements for education and/or experience, an increase in the technical nature of the job, new requirements for a specialized skill, additional supervisory responsibilities or other significant changes could warrant a reevaluation of the grade assignment. The job evaluation plan contained in Appendix B can be used to evaluate both new and altered positions for reclassification.

UPDATING THE COMPENSATION PLAN'S PAY RANGES

Economic conditions, the availability of people, and the prevailing labor market rates will all impact salary structures. To accurately reflect the labor market, the compensation plan must be reviewed and adjusted annually.

In this sense, pay adjustments will be a two-step process:

1. A general "across the " adjustment to each pay range should be made to reflect inflationary or cost of living increases;
2. Individual-level adjustments based on steps (and satisfactory performance) should then be considered.

To adjust the pay plan, BHSJ could consider utilizing the Consumer Price Index (CPI). Related, there are a number of CPI indices that are reported. If this approach is taken, BHSJ should consider the CPI-U for the Midwest Region for the annual update.

However, by all indications, the wage market is tightening and wages are increasing at a faster rate than CPI or other inflation indicators. Until such time that balance is restored to these economic indicators, BHSJ may be better served to use another metric. As one option, BHSJ

could consult the Bureau of Labor Statistics' Employment Cost Index or another reliable labor costs' metric.

Whichever approach is used, the first adjustment to the salary ranges should be made at the beginning of fiscal year (FY) 2020. It should be noted that range increases do not necessarily equate to pay increases; this latter point is a matter to be decided by BHSJ's Board of Health.

As the system ages and operations and duties continue to evolve, the pay system will eventually need major update and revision. When this becomes apparent, a full study should be conducted to check the adequacy of pay rates and the appropriateness of job descriptions. The typical life cycle of a pay plan is ten years if properly maintained.

SECTION IV

EMPLOYEE BENEFITS COMPARISON

SECTION IV

EMPLOYEE BENEFITS COMPARISON

In addition to pay data, employee benefit information was also solicited from the eleven health agencies included in our survey grouping. Ten of the eleven health agencies responded to the request for benefit data – District Health Department #10 provided limited information that was insufficient for our comparison.

The collected information (summarized in Appendix E) has not been utilized in developing the pay structure. Essentially, it is provided as supplementary information, which may assist BHSJ in determining relative comparability. Benefits can generally be viewed as a compliment to the base salary. If benefit levels are generous, an organization may choose to maintain employees at a lower level of the pay range. In contrast, lower benefit levels may be offset by higher salaries.

For the benefits comparison, we have requested the surveyed health agencies' administrative non-union offerings. In reviewing the benefits data (contained in Appendix E), we have noted the following:

PAID TIME OFF

"Paid time off" typically includes holidays, vacation leave, personal days and sick time. Findings include the following:

- A five-year employee at BHSJ receives 44 combined (potential) off-days per annum while the average five-year employee in the ten health agencies receives approximately 37 days. Much of this differential appears to be the result of the elimination of sick-time and conversion to all purpose time off (PTO) by some of the agencies.
- BHSJ allows a maximum sick-time bank of 260 hours with a buy-back provision at retirement of 100% of value, or annual buy-back of any time exceeding 260 hours. Among the surveyed health agencies, conditions and buy-backs vary significantly. Five report buy-backs at retirement at levels similar to BHSJ, but three of the five are only at 50% of value.
- For four health agencies, sick-time has been converted to all purpose time off (PTO). This is a growing practice often intended to simplify off-time and minimize or eliminate banked payouts and related future liabilities.

INSURANCE BENEFITS

Health, life and disability insurance offerings are addressed below. The specifics of health care coverage differ widely among employers making comparison of health plans a difficult task.

However, there are cost and program features that can be readily summarized or quantified and may be of interest to BHSJ. These are summarized below:

- In the past, health agencies commonly provided full-family health coverage to employees at little or nominal cost. Rising costs have since made health care cost containment a priority. With the passage of PA 152, public sector employees that have not opted out are now required to share costs either through an 80/20 cost split or the institution of premium caps. All ten of the surveyed health agencies have adopted PA 152, as has BHSJ.
- In regard to the total cost for single/family coverage for the core plan (most prevalent), BHSJ expends \$599 per annum for a single plan and \$1,812 for a family plan. The survey data contained in Appendix E illustrates the per policy cost (single/family) for all ten respondents. The average of these is \$538 for single coverage and \$1,594 for family. Related, in regard to gross cost, BHSJ is higher than the average of our sample for both single and family coverage (i.e. 11% and 13%). This information may be useful to BHSJ by providing a “snapshot” of costs among comparable employers. It should be noted that this cost comparison represents cost to the health agencies before any employee premium cost sharing, an area of cost recovery discussed in the next bullet.
- BHSJ requires employee cost sharing for health care premiums at 20% of total premium cost as do five of the ten agencies. One other is at 10% while four others have no cost sharing. While there are other factors to consider, the rough calculation of removing employee costs from the gross health care cost listed above yields a net cost estimate of \$479 single plan and \$1,449 family plan for BHSJ as compared to \$472 single and \$1,399 family for the ten surveyed health agencies. Summarily, net health care cost is much more comparable when employee cost sharing is included.
- BHSJ provides dental coverage for employees at 80% of cost borne by the employer. Seven of the ten surveyed health agencies also provide this benefit to employees with percent of cost ranging from 100% to 80% of premium cost paid by the employer. One other employer provides a flat \$1,000 maximum for dental and optical coverage and two others provide no dental coverage.
- BHSJ and five of the agencies provide optical coverage ranging from 80% to 100% of premium cost paid by the employer. Four others provide no coverage and one other employer provides a flat \$1,000 maximum for dental and optical coverage.
- BHSJ provides a \$208 monthly payment for employees opting out of BHSJ’s coverage. Nine of the responding communities also have this benefit option at levels lower than the typical premium cost. In this situation, the payment in lieu of provision can provide a cost advantage to any of these health agencies in an area of rising costs – should any employee be eligible for, and choose this option.
- BHSJ offers an IRS Section 125 Flex Benefit Plan – seven of the ten surveyed health agencies also extend this benefit. It is an innovative device for securing an employee

benefit at minimal (i.e. administrative) cost to the employer. Benefits include pre-tax treatment for dependent care and medical expenses within specified limitations.

- BHSJ provides short-term disability insurance (STD) but does not provide employer-paid long-term disability coverage (LTD). Among the surveyed health agencies, six of the ten provide STD, and four provide LTD. In some public institutions, STD is used progressively as an option to sick-time accruals and banks. Typically, this would involve conversion to a system of (all purpose) personal time off and the elimination of sick-time and related banks (as discussed earlier). The disability coverage would then serve as the compensatory method for extended sick-time occurrence. This is becoming an increasingly popular option in the public sector.
- In regard to life insurance, public sector employers often cover employees at dollar amounts lower than their private sector counterparts. This is not readily explainable since term life insurance is a relatively modest cost portion of any benefit package. BHSJ provides term life insurance of \$15,000. Some of the health agencies used in the comparison link life insurance amount to annual salary while others offer a flat dollar amount. Due to the variances in how the benefit is computed it is not possible to calculate an accurate average, but BHSJ is lower on this benefit amount than any of the nine surveyed agencies that provide life insurance.

RETIREMENT BENEFITS

Retirement plans are classified as either defined contribution (investment-based, variable) or defined benefit (traditional pension, fixed). Key findings pertaining to retirement benefits include the following:

- Three of the ten health agencies as well as BHSJ have defined contribution retirement plans for newer employees. The DC plan is a “pay as you go” approach in which accrued liability and future pension obligations are avoided. As such, it represents a transparent and portable retirement option. BHSJ provides a maximum 5% employer contribution in the DC plan. The average employer contribution for the three surveyed agencies providing this type of plan is 6.7%.
- Seven of the ten surveyed health agencies report defined benefit (DB) retirement programs for employees that are still open. These traditional plans pay a fixed pension to eligible retirees. Consistent with BHSC’s approach, the larger trend is away from DB plans as health agencies attempt to reduce future liabilities and increase financial transparency.
- Retiree health care coverage is a significant benefit offering due to the uncertainty surrounding future health care costs. With these costs increasing at double-digit rates, many communities have eliminated this benefit. BHSJ no longer provides retiree health care. Four of the ten health agencies provide this benefit though one of the four has eliminated it for new hires.

- An emerging trend involves replacing retiree health care with a Health Savings Plan (HSP). Only one of the health agencies provides HSP with a \$1,850 annual employer contribution.

LONGEVITY AND OTHER BENEFIT ISSUES

Longevity payments are found primarily in the public, as opposed to the private sector. The rationale for this compensation component is simply that tenure in the job increases job knowledge and capability and should be compensated. In this sense, longevity is closely linked to organized labor's philosophical position that pay should be based on seniority as opposed to the more discretionary notion of merit. As health agencies have become more budget conscious over the prior two decades, elimination of longevity payments has been a frequent management objective.

BHSJ provides this benefit at a maximum of \$600 per annum. Only two of the ten surveyed health agencies provide longevity pay, with the maximum benefit as high as \$1,000. Both agencies have eliminated the benefit for new hires.

OTHER BENEFIT ISSUES

Appendix E also summarizes other items that may be of interest to BHSJ including specific questions pertaining to benefit detail not discussed above. Many benefit offerings are relatively uniform between the health agencies. However, there are differences. In considering total compensation or possible areas for change, BHSJ may wish to consider focusing on those areas of greatest interest.

CLOSING AND SUMMARY

As discussed in Section II of the report, BHSJ's wage levels are below market for many positions. However, in the area of employee benefits there are areas where BHSJ is higher than the selected labor market or could potentially benefit from changes. More specifically:

- Off-time is at a higher level in BHSJ with employees receiving 44 combined (potential) off-days per annum for a five-year employee while the average five-year employee in the ten surveyed health agencies is 37. One reason for the differential is the conversion to PTO days (with elimination of sick-time) in four of the ten agencies. PTO is a growing concept in the public sector. An additional possible benefit is the elimination or reduction of the liability associated with booked sick-time. As such, PTO conversion might warrant future consideration for BHSJ.
- BHSJ provides longevity pay unlike many of the surveyed agencies. As discussed, the rationale for longevity is the value added by increased seniority. However, if BHSJ

continues to use a step system (as suggested), the concept of longevity pay may be seen as redundant since the step system is based on the same premise.

Here are also efficiencies in BHSJ's benefit package that should be noted. Specifically:

- Health care costs are contained and the 20% employee premium cost sharing ensures that both employees and the employer have a stake in maintaining affordable coverage.
- BHSJ does not offer retiree health care coverage for employees; a huge liability to carry.
- BHSJ has converted to a defined contribution plan with a relatively modest 5% employer contribution. This pay-as-you-go plan avoids the future liability of continuing with a DB plan. Further, BHSJ is comparatively low on DC contribution level by the employer in comparison to the surveyed agencies.

Summarily, over time, BHSJ's management and Board of Health, appear to have incrementally modified benefits to ensure a competitive benefit package that is also cost-sustainable. BHSJ is to be commended for its efforts in this area. The additional suggestions that we have made could be future considerations to further these efforts.

As noted, benefits can generally be viewed as a compliment to the base salary. If benefit levels are generous, an organization may choose to maintain employees at a lower level of the pay range. In contrast, lower benefit levels may be offset by higher salaries. For BHSJ, in comparison to the survey group, there does not appear (on average) a level of difference that should significantly influence management decisions on base wage levels either negatively or positively. However, there are always continuing opportunities to tailor a benefit package to achieve cost savings. BHSJ has taken advantage of some and will undoubtedly continue on this path. Related to this, the comparative data may be useful in revealing some trends that are of interest to BHSJ.



LETTER OF AGREEMENT
January 24, 2019

LETTER OF AGREEMENT, by and between Rebecca Burns and the Branch-Hillsdale-St. Joseph Community Health Agency for the position of Health Officer.

This is intended to be a binding contract by and between the parties effective January 1, 2019 through December 31, 2021. Either party may terminate this agreement with or without cause upon giving a 60-day notice to the other party of the intention.

The agreed upon base salary by both parties shall be \$75,568 for each year of this contract. During the terms of this contract the Health Officer shall be granted any percentage increase in pay as approved by the Board of Health for employees of this agency.

The Board of Health shall evaluate the performance of the Health Officer annually. Upon a satisfactory evaluation, the Board of Health may award up to \$3,500.00 in merit pay.

It is hereby agreed by both parties that the Health Officer position shall be a full-time position. The duties of the position shall be defined in the job description created by the Agency and in compliance with the requirements of the State of Michigan.

It is hereby agreed by both parties that Rebecca Burns, a current employee of this Agency, will retain her current fringe benefits which are consistent with the benefits listed in the Agency's Personnel Policies; health insurance, life insurance, disability insurance, MERS, etc.

It is hereby agreed by both parties that Rebecca Burns shall be paid the agency rate per mile for necessary business travel for the completion of her assigned duties in accordance with the Agency's Travel Policy.

It is hereby agreed by both parties that Rebecca Burns shall retain her current accrued vacation and sick time and earn future vacation and sick time in compliance with the Personnel Policies of the Agency at the rate of 10 years or more of service.

It is hereby agreed by both parties that Rebecca Burns shall be reimbursed the amount of expenses incurred for the successful completion of trainings, classes, or conferences taken as deemed necessary for the position.

It is hereby agreed by both parties that if termination of this contract becomes necessary with or without cause that Rebecca Burns shall be paid any and all accrued time (vacation and sick leave) upon termination earned to date.

Letter of Agreement – January 24, 2019
Page 2 of 2

The terms of this contract may continue for 60 days after December 31, 2021 as long as it is mutually agreed by both parties.



Don Vrablic, Chair, Board of Health

Date: 01.24.2019



Rebecca Burns, MPH, RS, Health Officer

Date: 1-24-2019

BRANCH-HILLSDALE-ST. JOSEPH COMMUNITY HEALTH AGENCY



CLASSIFICATION AND COMPENSATION STUDY

MUNICIPAL CONSULTING SERVICES LLC

the labor pool for some positions, thus dictating the need to offer a higher salary. Therefore, each new hire should be assessed individually and placed at a range level consistent with BHSJ's needs and market demands. In light of the competitive environment for some professional positions, we would suggest that BHSJ retain a high level of latitude in assessing individual situations and new hires.

HEALTH OFFICER COMPENSATION

The Health Officer has an employment contract with the Branch-Hillsdale-St. Joseph Community Health Agency and, as such, is not included in the suggested pay grade structure for administrative employees presented in Exhibit 1. However, wage data has been collected for the position (as summarized in Appendix C-2). Related to this:

- All eleven of the health departments surveyed for the study have an incumbent health officer. A comparison of base wages for the incumbents indicates the following:
 - BHSJ's Health Officer has an hourly rate of \$38.75 based on BHSJ's 37.5 hour workweek. The average of the eleven surveyed health departments is \$54.24 (again based on the respective agencies' workweek). In comparison to the market average, BHSJ's Health Officer is 30% lower on hourly wage.
 - If computed from an annual wage (as also reported by many of the survey participants) rather than being computed hourly from the general workforce weekly hours, the market average is \$112,362 as opposed to \$75,562 for BHSJ's Health Officer or roughly 33% lower for BHSJ.

Summarily, BHSJ's Health Officer is significantly lower on base salary than the survey sample: roughly 30%. To provide additional illustration of a competitive pay level, we have developed a pay range using the same range width as was used in Exhibit 1 for the suggested pay grade structure for other BHSJ employees. The average salary of the eleven health departments is used for the range maximum in this example; it could also be credibly argued that this number would more appropriately indicate the midpoint of the market since six of the eleven reported market salaries exceed this number. However, a significant pay disparity can still be seen using the more conservative approach.

*Exhibit 6
Model Pay Range for the Health Officer Using the Market Average
As the Range Maximum (a conservative estimate)*

| <u>Minimum of Range</u> | <u>Midpoint of Range</u> | <u>Maximum of Range</u> |
|-------------------------|--------------------------|-------------------------|
| \$88,294 | \$99,331 | \$110,368 |

Summarily, even using a conservatively designed salary range, BHSJ's Health Officer still has an annual salary that is \$12,732 below what would be the range minimum. Presuming satisfaction with the Health Officer's performance, this level of pay disparity could be cause for concern.



December 12, 2019 – Board of Health Meeting Minutes

The Branch-Hillsdale-St. Joseph Community Health Agency Board of Health meeting was called to order at 9:00 a.m. by Al Balog, with the Pledge of Allegiance to the Flag of the United States and roll call as follows: Tom Matthew, Terri Norris, Kathy Pangle, and Al Balog.

Also present from BHSJ: Rebecca Burns, Dr. Vogel, Theresa Fisher, Paul Andriacchi, Laura Sutter, Kali Nichols, and Brenae Corbeil.

Ms. Norris moved to approve the agenda with the addition of one item of new business, AAA delegate to the Michigan Senior Advocates Council, with support from Ms. Pangle. The motion carried.

Ms. Norris moved to approve the minutes from the October 24, 2019 meeting with support from Ms. Pangle. The motion carried.

Public comment:

- None

Rebecca Burns, Health Officer, reviewed her monthly report. Items discussed: Budget Amendment #1, Comprehensive Compensation Study, Personnel Policy Changes, AAA County Appropriations, Strategic Plan, New Software Updates, Health Promotion & Education Updates, Staff Vacancies/New Staff, Hepatitis A Outbreak, and Health Department Leases.

Dr. Vogel, Medical Director reviewed his monthly report. This month's report is on Vitamin D Deficiency.

Committee Reports:

- Committee of the Whole – Minutes from November 19, 2019.
 - Ms. Norris moved to approve the minutes from the November 19, 2019 Committee of the Whole meeting with support from Ms. Pangle. The motion carried.
- Finance Committee – Did not meet.
- Program, Policy, and Appeals Committee – Did not meet.

Financial Reports/Expenditures

- Ms. Norris moved to approve the expenditures with support from Mr. Matthew. The motion carried.

Unfinished Business

- None at this time.

New Business:

- Ms. Norris moved to approve the changes to the Personnel Policy Manual with support from Ms. Pangle. The motion carried.
- Ms. Norris moved to approve the proposed Budget Amendment #1 with support from Ms. Pangle. The motion carried.
- Ms. Norris moved to appoint Steve Todd as the AAA Delegate to the Michigan Senior Advocates Council with support from Mr. Matthew. The motion carried.

Departmental Reports

- Environmental Health
- Area Agency on Aging
- Personal Health & Disease Prevention

Ms. Pangle moved to enter closed session with support from Ms. Norris. The motion passed with the following roll call vote: Ms. Pangle, aye; Ms. Norris, aye; Mr. Matthew aye; and Balog, aye.

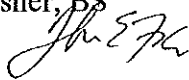
At 11:25 the meeting returned to open session.

Ms. Norris moved to increase the base salary for the Health Officer, beginning January 1, 2020, to \$81,613.44 per year, which is an 8% increase over the current salary, supported by Ms. Pangle. The motion passed with the following roll call vote: Ms. Pangle, aye; Ms. Norris, aye; Mr. Matthew, aye; and Balog, aye.

Ms. Norris moved to pay a one-time merit bonus to the Health Officer in the amount of \$3,500.00 as allowable in her contract, with support from Mr. Matthew. The motion passed with the following roll call vote: Ms. Pangle, aye; Ms. Norris, aye; Mr. Matthew, aye; and Balog, aye.

Ms. Norris moved to adjourn the meeting with support from Ms. Pangle. The motion passed and the meeting was adjourned at 11:37 AM.

Respectfully Submitted by:
Theresa Fisher, BS



2019/2020 SALARY SCHEDULE

HOURLY/PROFESSIONAL/TECHNICAL

| <u>LEVEL</u> | <u>CLASSIFICATION</u> | <u>Hire in Rate</u> | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> |
|--------------|-----------------------------------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 1 | EH ASSISTANT CLERK | 11.61 | 11.99 | 12.38 | 12.77 | 13.16 | 13.54 | 13.93 |
| 2 | WIC BF PEER COUNSELOR | 13.06 | 13.50 | 13.94 | 14.37 | 14.81 | 15.24 | 15.68 |
| 2 | CSHCS REPRESENTATIVE | 13.06 | 13.50 | 13.94 | 14.37 | 14.81 | 15.24 | 15.68 |
| 2 | ADMIN SUPPORT CLERK | 13.06 | 13.50 | 13.94 | 14.37 | 14.81 | 15.24 | 15.68 |
| 2 | VISION/HEARING TECH | 13.06 | 13.50 | 13.94 | 14.37 | 14.81 | 15.24 | 15.68 |
| 2 | IMMZ CLERK | 13.06 | 13.50 | 13.94 | 14.37 | 14.81 | 15.24 | 15.68 |
| 2 | CLINIC CLERK TECH | 13.06 | 13.50 | 13.94 | 14.37 | 14.81 | 15.24 | 15.68 |
| 3 | EH ASSISTANT | 14.76 | 15.25 | 15.74 | 16.23 | 16.73 | 17.22 | 17.71 |
| 3 | CLINIC ADMIN ASST | 14.76 | 15.25 | 15.74 | 16.23 | 16.73 | 17.22 | 17.71 |
| 3 | AAA Program Specialist | 14.76 | 15.25 | 15.74 | 16.23 | 16.73 | 17.22 | 17.71 |
| 3 | AAA OUTREACH SPECIALIST | 14.76 | 15.25 | 15.74 | 16.23 | 16.73 | 17.22 | 17.71 |
| 4 | AAA VOCA SPECIALIST | 16.68 | 17.24 | 17.79 | 18.35 | 18.91 | 19.46 | 20.02 |
| 4 | FISCAL SUPPORT SPECIALIST | 16.68 | 17.24 | 17.79 | 18.35 | 18.91 | 19.46 | 20.02 |
| 5 | OPEN GRADE | 18.86 | 19.48 | 20.11 | 20.74 | 21.37 | 22.00 | 22.63 |
| 6 | EH SANITARIAN | 21.30 | 22.01 | 22.72 | 23.43 | 24.14 | 24.85 | 25.56 |
| 6 | AAA SW CARE CONSULTANT | 21.30 | 22.01 | 22.72 | 23.43 | 24.14 | 24.85 | 25.56 |
| 6 | HEALTH EDUCATOR | 21.30 | 22.01 | 22.72 | 23.43 | 24.14 | 24.85 | 25.56 |
| 7 | SENIOR EH SANITARIAN | 24.07 | 24.87 | 25.68 | 26.48 | 27.28 | 28.09 | 28.89 |
| 7 | FINANCE AND IT SUPPORT SPECIALIST | 24.07 | 24.87 | 25.68 | 26.48 | 27.28 | 28.09 | 28.89 |
| 7 | COMM HEALTH SERV RN | 24.07 | 24.87 | 25.68 | 26.48 | 27.28 | 28.09 | 28.89 |
| 7 | PUBLIC HEALTH RN | 24.07 | 24.87 | 25.68 | 26.48 | 27.28 | 28.09 | 28.89 |
| 7 | ACCOUNTANT | 24.07 | 24.87 | 25.68 | 26.48 | 27.28 | 28.09 | 28.89 |
| 7 | EMERGENCY PREP COORD | 24.07 | 24.87 | 25.68 | 26.48 | 27.28 | 28.09 | 28.89 |
| 7 | IT NETWORK MANAGER | 24.07 | 24.87 | 25.68 | 26.48 | 27.28 | 28.09 | 28.89 |

SALARIED MANAGERIAL

| <u>LEVEL</u> | <u>CLASSIFICATION</u> | <u>Hire in Rate</u> | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | <u>Year 6</u> |
|--------------|--------------------------------|---------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| 8 | CLINIC SUPERVISOR | 27.20 | 28.10 | 29.01 | 29.92 | 30.83 | 31.73 | 32.64 |
| 8 | COMM HEALTH SERV SUPERVISOR | 27.20 | 28.10 | 29.01 | 29.92 | 30.83 | 31.73 | 32.64 |
| 8 | EH SUPERVISOR | 27.20 | 28.10 | 29.01 | 29.92 | 30.83 | 31.73 | 32.64 |
| 9 | ENVIRONMENTAL HEALTH DIR. | 31.64 | 32.69 | 33.75 | 34.80 | 35.86 | 36.91 | 37.97 |
| 9 | PREV.HEALTH/DISEASE PREV. DIR. | 31.64 | 32.69 | 33.75 | 34.80 | 35.86 | 36.91 | 37.97 |
| 9 | ADMINISTRATIVE SERVICES DIR. | 31.64 | 32.69 | 33.75 | 34.80 | 35.86 | 36.91 | 37.97 |
| 9 | AAA DIRECTOR | 31.64 | 32.69 | 33.75 | 34.80 | 35.86 | 36.91 | 37.97 |

Adopted by the Board of Health December 12, 2019 - Effective January 1, 2020



Local Public Health Department Salary Survey

| Health Department | Health Officer Salary Range | Population | Per Capita Income |
|---------------------------------|-------------------------------------|----------------------|-------------------|
| Branch-Hillsdale-St. Joseph CHA | \$81,607.50 ('19 contract \$75,568) | 151,547 | \$25,716 (avg) |
| Berrien County HD | \$94,894 - \$127,167 | 154,316 | \$30,864 |
| Kalamazoo County HD | \$110,780 - \$135,948 | 261,670 | \$31,975 |
| Cass/VanBuren DHD | \$110,000 - \$120,000 | 127,176 | \$29,672 (avg) |
| Mid-Michigan DHD | \$98,093 - \$115,190 | 187,503 (3 counties) | \$27,526 (avg) |
| Barry-Eaton DHD | \$108,326 | 171,598 | \$32,593.50 (avg) |
| Allegan County HD | \$86,944 - \$126,089.60 | 120,502 | \$29,215 |
| Central Michigan DHD | \$107,000 - \$114,000 | 117,594 (5 counties) | \$24,211 (avg) |
| Calhoun County HD | | 134,310 | \$28,175 |
| Lenawee County HD | \$80,721.05 - \$92,866.59 | 99,423 | \$27,850 |



December 6, 2021

Re: Health Officer Agreement/Contract

Commissioners,

Health Officers employed at single county health departments report to a County Administrator and I have not found an example of one of these that are employed by contract. Health Officers employed at a district health department (a district health department is formed as specified in the Public Health Code) generally have an agreement or contract. There are 4 agreements/contracts provided from the following: BHSJCHA, Barry Eaton DHD, Central Michigan DHD, Cass/VanBuren DHD. The examples do not include current salary rates with the exception of Cass/VanBuren DHD. Salary amounts for Central Michigan DHD and Barry Eaton DHD are as follows:

From Central Michigan District Health Department Health Officer on 10/6/21:

It's basically the same contract instead of the amount. The board wanted to get me competitive with other Health Officer's, so they gave me a 21K raise over three years. 7K a year. I should be at \$107K now, topping out at \$114K next October 1, which will be the last year of the contract.

From Barry Eaton District Health Department Health Officer on 10/8/21:

My current wage is \$108,326

Provided a new agreement is to be offered, the document will be drafted that resembles the current agreement unless new elements or other changes are to be made. This document will be prepared for the December 9th Board of Health meeting.

Rebecca A. Burns, MPH, RS



LETTER OF AGREEMENT
January 24, 2019

LETTER OF AGREEMENT, by and between Rebecca Burns and the Branch-Hillsdale-St. Joseph Community Health Agency for the position of Health Officer.

This is intended to be a binding contract by and between the parties effective January 1, 2019 through December 31, 2021. Either party may terminate this agreement with or without cause upon giving a 60-day notice to the other party of the intention.

The agreed upon base salary by both parties shall be \$75,568 for each year of this contract. During the terms of this contract the Health Officer shall be granted any percentage increase in pay as approved by the Board of Health for employees of this agency.

The Board of Health shall evaluate the performance of the Health Officer annually. Upon a satisfactory evaluation, the Board of Health may award up to \$3,500.00 in merit pay.

It is hereby agreed by both parties that the Health Officer position shall be a full-time position. The duties of the position shall be defined in the job description created by the Agency and in compliance with the requirements of the State of Michigan.

It is hereby agreed by both parties that Rebecca Burns, a current employee of this Agency, will retain her current fringe benefits which are consistent with the benefits listed in the Agency's Personnel Policies; health insurance, life insurance, disability insurance, MERS, etc.

It is hereby agreed by both parties that Rebecca Burns shall be paid the agency rate per mile for necessary business travel for the completion of her assigned duties in accordance with the Agency's Travel Policy.

It is hereby agreed by both parties that Rebecca Burns shall retain her current accrued vacation and sick time and earn future vacation and sick time in compliance with the Personnel Policies of the Agency at the rate of 10 years or more of service.

It is hereby agreed by both parties that Rebecca Burns shall be reimbursed the amount of expenses incurred for the successful completion of trainings, classes, or conferences taken as deemed necessary for the position.

It is hereby agreed by both parties that if termination of this contract becomes necessary with or without cause that Rebecca Burns shall be paid any and all accrued time (vacation and sick leave) upon termination earned to date.

Letter of Agreement – January 24, 2019

Page 2 of 2

The terms of this contract may continue for 60 days after December 31, 2021 as long as it is mutually agreed by both parties.



Don Vrablic, Chair, Board of Health

Date: 01.24.2019



Rebecca Burns, MPH, RS, Health Officer

Date: 1-24-2019

CONTRACTUAL AGREEMENT**Between****Danielle Persky****and the****Van Buren/Cass District Health Department****I. Purpose:**

This contract is executed by and between the Van Buren/Cass District Health Department (the Department) and Danielle Persky (Health Officer) for the purpose of providing direction and leadership for the department as required by the public health code (Act 368 of Public Acts of 1978) Part 24 Local Health Department

II. Position Description and Responsibilities:

A. The Health Officer agrees to the following conditions, but not limited to:

1. Meet the qualifications as set forth in MCL 2428 Sec.2428.
 - a. A local health department shall have a full-time local health officer appointed by the local governing entity or in case of a district health by the district board of health. The local health officer shall possess professional qualifications for administration of a local health department as prescribed by the department.
 - b. The local health officer shall act as the administrative officer of the board of health and local health department and may take actions and make determinations necessary or appropriate to carry out the local health department's functions under this part or functions delegated under this part and to protect the public health and prevent disease.
2. The Health Officer shall recruit a full staff of professional and technical health workers. This activity shall be guided by established specifications for certain health workers included in the State Administrative Code and Human Resource Compliance with all applicable government regulations.
3. Design, enhance and implement public health programs to effectively and efficiently meet the needs of the Van Buren/Cass District Health Department's service area.
4. Share information with the community and other health personnel, institutions and organizations ensuring that whenever feasible they have an opportunity to be involved in the development and/or implementation of county supported programs.
5. Assist in the preparation of program plans and budget for all public health services.

- 6. Provide documentation for all spending of public funds according to the priorities that have been established.
- 7. Organize and lead a well-prepared staff of nurses, sanitarians, support staff and other public health professionals to carry out established programs.
- 8. Assure that the department adheres to and is in compliance with applicable laws, rules, regulations, policies and procedures that govern public health departments and its programs.
- 9. Maintain a close working liaison with the Michigan Department of Health and Human Services and other state and federal agencies.

B. The Board of Health agrees to the following conditions:

- 1. Beginning August 11, 2021, reimburse the Health Officer the amount of \$110,000.00 with increases to be determined by the board.
- 2. Reimbursement shall be made in 26 equal payments in accordance with current payroll policies and procedures.
- 3. The Health Officer shall be eligible for all employee benefits and wage increase as outlined in the annual employment plan.
- 4. Provide reimbursement for travel expenses in accordance with current travel policy.

III. Agreement Period:

This agreement shall be in effect July 15, 2021 until full Health Officer status has been met. This agreement may be terminated by failure of either party to carry out the terms of this agreement.

IV. Amendments:

This contract may be amended by mutual agreement of both parties. Such amendments shall be attached to and become part of this agreement.

V. Signatures:

 Don Hanson Chairperson
 District Board of Health

 Danielle Persky
 Health Officer

Date

Date

EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT, is entered into this day July 26, 2012, by and between the BARRY-EATON DISTRICT HEALTH DEPARTMENT BOARD ("Board"), AND COLETTE SCRIMGER ("Employee").

WITNESSETH:

WHEREAS, the Board requires the services of a qualified person to serve as the Barry-Eaton District Health Department's Health Officer; and

WHEREAS, the Employee desires to provide such services and is qualified to perform the same.

NOW, THEREFORE, for and in consideration of the mutual covenants hereinafter contained, IT IS HEREBY AGREED between the parties as follows-

- I. **Employment.** The Employee shall be employed as Health Officer of the Barry-Eaton District Health Department ("Department"), upon the terms and conditions hereinafter set forth. It is expressly understood and agreed by the Board and the Employee that the Employee shall be an "at-will" employee of the Board. Either the Employee or the Board may terminate this agreement with or without cause.

- II. **Duties.** The Employee shall perform such duties and responsibilities as required and directed by the Board in accordance with the Board's Bylaws and also in accordance with the laws of the State of Michigan, and shall perform such other duties and functions as may be required. The Employee's duties are summarized in the Health Officer Position Description, which is attached to this agreement as Exhibit "A".

- III. **Term.** The term of this Agreement shall be for a period commencing on the 29th day of September 2012, and continuing until terminated by either the Board or Employee, with or without cause, upon ninety (90) days prior written notice to the other party. Such notice shall not be required if the Employee is terminated by the Board for "just cause" as defined below. In the event the Board terminates this agreement less than one year from date of execution, the Employee shall continue to receive the salary indicated herein for a period of ninety (90) days from the date the employee is notified of termination unless the employee is terminated for "just cause." For the purposes of this agreement "just cause" is defined as:
 - Conviction of or pleading guilty to a felony;
 - Embezzlement;
 - Dishonesty;
 - Theft;
 - Misappropriation of funds;
 - Incompetency or neglect of duty;
 - Reporting to work or working in an intoxicated condition;
 - Illegal activity on the Department's premises during work or non-work hours;

- Breach of section 9 of this agreement regarding non-discrimination.

In the event the Board terminates this Agreement as authorized herein, it shall have the option of either requiring the Employee to continue to perform services under this Agreement until the effective date of termination, or to require the Employee to cease employment and the performance of services at any time during the ninety (90) day notice period. If the Employee is required to cease employment and performance of services during the ninety (90) day notice period, the employee shall continue to receive the salary and benefits set forth in this Agreement until the effective date of the termination, provided the Employee does not obtain other employment nor receive unemployment benefits during this period and provided that the Employee is not terminated for "just cause" as defined above. Should the Employee obtain other employment, or receive unemployment benefits, the salary and benefits shall cease upon the effective date of the receipt of such other employment or unemployment benefits.

IV. **Return of Property.** Upon termination of employment, the Employee shall return all documents, correspondence, files, papers or property of any kind, of all type or nature pertaining to the Board, which the Employee may possess or control, and shall sign a statement verifying return of such property.

V. **Compensation.**

- A. Effective September 29, 2012, the Board shall pay, and the Employee shall receive, an annual salary at Wage Band M-6, Step 3 on the Agency Salary Schedule of Eighty Seven Thousand, Eight Hundred Seventeen Dollars and Sixty Cents (\$87,817.60) to be paid in bi-weekly installment payments for services rendered pursuant to this Agreement. Upon completion of an Executive Development program, employee is to be moved to Wage Band M-6, Step 4 on the Agency Salary Schedule with an annual salary of Eighty Nine Thousand, Nine Hundred Eighty Dollars and Eighty Cents (\$89,980.80). An annual review is to be done by the Board prior to employee's anniversary date and next step increase. It is agreed between the parties that the Employee is exempt from the overtime provisions of the Federal Fair Labor Standards Act and that the Employee shall not be entitled to and shall not receive overtime compensation. In the event of termination of employment, the Employee's salary shall be pro-rated to the effective date of termination.
- B. The Board may further increase the salary and/or other benefits of the Employee in such amounts and to the extent as the Board, in its sole discretion, may desire.

VI. **Other Compensation.**

- A. In addition to the above identified annual salary, the Employee shall receive an annual \$2,000 contribution to a deferred compensation plan or equivalent vehicle established under the program offered by the agency. The contribution will be made on or before December 31st of each year. This will represent the current year's contribution.

VII. **Fringe Benefits** The Employee shall be entitled to the following fringe benefits under the same terms as provided to all non-union employees by the Board:

1. Health Insurance (including; hospital, surgical and medical care expense benefits; major medical expense benefits; disability insurance and dental/optical expense benefits).
2. The employee is eligible for the waiver of medical insurance provisions as available to other Board employees.

3. Sick leave accrual, use and payment for unused accumulation consistent with the provisions of the Personnel Policies of the Board of Health.
4. The employee shall be entitled to earn 24 days paid vacation per calendar year, which may not exceed 240 hours of accumulation without the expressed approval of the Board.
5. Upon termination, as provided for in Section 3, the employee shall be paid at their current rate of pay, for all accrued annual leave. In the case of death of the employee, salary for accrued annual leave shall be paid to the beneficiary designated, along with any other compensation due.
6. Professional Liability Insurance.
7. Retirement Benefits under the current Barry-Eaton MERS Plan for management employees.
8. Travel Reimbursement consistent with the provisions of the Personnel Policies of the Board of Health.
9. Life Insurance to be afforded at one time the employee's annual pay rounded to the next thousand and to increase with future salary increases.

- VIII. **Professional Development.** The Employee may attend professional meetings at the local, state, and national level, as outlined in the job description. However, out of state travel and travel that exceeds a total expenditure of \$1500.00 must have the prior approval of the Chairman of the Board. Travel for the purposes of this section shall include conference registrations, airfare, hotel, meals, etc. The Board agrees, within budget limitations, and subject to the Board's approval, to pay for the professional dues and subscriptions of the Employee necessary for the Employee's continuation and full participation in national, state and local associations and organizations necessary and desirable for the Employee's continued professional participation, growth and advancement and for the good of the Department.
- IX. **Mileage Reimbursement.** The Employee shall be reimbursed for motor vehicle mileage incurred in the course of Department business at a rate per mile as established by the Board when the Employee must drive his own vehicle.
- X. **Non-Discrimination** The Employee, as required by law, shall not discriminate against any person seeking services from the Department or against any employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment, or matters directly or indirectly related to employment because of a handicap that is unrelated to the individual's ability to perform the duties of a particular job or position, or because of race, color, height, weight, marital status, religion, national origin, age, or sex. Breach of this covenant may be regarded as a material breach of this Agreement.
- XI. **Employees Best Efforts** The Employee agrees that all services required by this agreement will be performed faithfully and to the best of the employee's ability, experience and talents. The Employee shall report to the Board and such other representatives as may be designated by the Board.
- XII. **Outside Employment** The Employee shall not engage in any employment or business outside of this Agreement, except when approved in advance by the Board and under the following circumstances:

- A. The Employee, while engaging in outside or supplemental employment shall:
1. Not use the Department's facilities as a source of referral for private customers or clients.
 2. Not be engaged in outside employment during the Employee's regular working hours.
 3. Not use the name of the Department or its members as a credential in advertising or soliciting customers or clients.
 4. Not use the Department's supplies, facilities, staff or equipment in conjunction with any outside or supplemental employment or private practice.
 5. Maintain a clear separation of outside or supplemental employment from activities performed for the Department.
 6. Not cause any conflict of interest, or any possible appearance of conflict of interest, or any impairment of the independent and impartial performance of the Employee's duties.
- B. The Board and Department shall not be liable, either directly or indirectly, for any activities performed during outside or supplemental employment.
- XIII. **Compliance With The Law** The Employee shall perform all duties and obligations hereunder in complete compliance with all applicable federal, state and local laws, ordinances, rules and regulations.
- XIV. **Complete Agreement** This Agreement constitutes the complete agreement concerning the employment arrangement between the parties and shall, as of the effective date hereof, supersede any and all prior contracts, oral or written, between the parties, if any. It is understood and agreed that this Agreement shall supersede and take precedence over any other document, handbook, benefit plan or other material which could otherwise be construed as being contractual in nature, whether in existence prior to, currently or subsequent to the execution of this Agreement, unless such other document, handbook, plan or material is made expressly applicable to the Employee by this Agreement or by formal action of the Board. It is further understood that no Board personnel has authority to enter into any employment contract with the Employee for any specified period of time, or to make any agreement contrary to the provisions herein, except when the same is approved by a formal action of the Board.
- XV. **Applicable Law** This Agreement shall be construed according to the laws of the State of Michigan.
- XVI. **Waivers** No failure or delay on the part of either of the parties to this Agreement in exercising any right, power, or privilege hereunder shall operate as a waiver thereof, nor shall a single or partial exercise of any right, power or privilege preclude any other or further exercise of any other right, power or privilege.
- XVII. **Assignments or Subcontracting** The Employee may not assign, subcontract or otherwise transfer any duties and/or obligations under this Agreement.

XVIII. **Modification of Agreement** Modifications, amendments, or waivers of any provisions of this Agreement may be made only by the written mutual consent of the parties hereto.

XIX. **Disregarding Titles** The titles of the sections set forth in this Agreement are inserted for the convenience of reference only and shall be disregarded when construing or interpreting any of the provisions of this Agreement-

XX. **Invalid Provisions** If any provision of this Agreement is held to be invalid, the remainder of the Agreement shall not be affected thereby, except where the invalidity of the provision would result in the illegality and/or unenforceability of this Agreement.

XXI. **Certification.** The persons signing this Agreement on behalf of the parties hereto certify by their signatures that they are duly authorized to sign this Agreement on behalf of said parties and that this Agreement has been authorized by said parties.

IN WITNESS WHEREOF, the authorized representatives of the parties hereto have fully executed this Agreement on the day and year first above written.

WITNESSED BY:

BARRY-EATON DISTRICT HEALTH DEPARTMENT - BOARD OF HEALTH:

J. Donnini July 30, 2012
Date

Joseph C. Brehler
Joe Brehler, Board Chairperson

EMPLOYEE:

J. Donnini 7/31/12
Date

Colette Scrimger
Colette Scrimger

NOTARY

Janey S Donnini
Notary Public, State of Michigan
County of Barry
My Commission Expires: 8/16/2017
Acting in the County of: Eaton

Central Michigan District Board of Health

Health Officer Contract

THIS AGREEMENT, made this ____ day of _____, 2013 by and between the **Central Michigan District Board of Health** (hereinafter called the "BOARD") and **Steven C. Hall** (hereinafter called "Health Officer") is as follows:

WITNESSETH:

WHEREAS, the BOARD wishes to retain the services of STEVEN C. HALL as HEALTH OFFICER; and

WHEREAS, STEVEN C. HALL wishes to be employed by the BOARD in the capacity of HEALTH OFFICER and has credentials and experience acceptable to the Employer and the Michigan Department of Community Health; and

WHEREAS, it is to the advantage of both the BOARD and the HEALTH OFFICER to specify the conditions under which the HEALTH OFFICER is to work and to be compensated.

NOW THEREFORE, it is mutually agreed by the parties as follows:

1. EMPLOYMENT

The BOARD hereby employs STEVEN C. HALL as the HEALTH OFFICER and STEVEN C. HALL hereby accepts such employment upon the terms and conditions hereinafter set forth.

2. TERMS

The BOARD appointed and employed the HEALTH OFFICER and enters into this contract beginning August 12, 2013 extending through September 30, 2015, unless terminated earlier as provided hereunder. The HEALTH OFFICER is employed at the will and pleasure of the BOARD. In the event that the BOARD shall terminate this Agreement, the HEALTH OFFICER shall be entitled to thirty(30) days written notice, 90(Ninety) days of severance pay and 90(Ninety) days of continued health insurance coverage, unless the BOARD terminates for just cause. In the case of a just cause termination, the BOARD is not obligated to pay the severance pay and insurance, but the HEALTH OFFICER is entitled to accrued, but unpaid benefits.

In the event the HEALTH OFFICER shall terminate this Agreement, the BOARD shall be entitled to thirty (30) days written notice of the termination. Thirty (30) days notice shall be a prerequisite to HEALTH OFFICER'S receiving accrued,

but unpaid benefits. Failure to provide thirty (30) days written notice to the BOARD by the HEALTH OFFICER shall void the responsibility of the BOARD to pay accrued, but unpaid benefits unless otherwise approved by the BOARD.

The following shall be considered “just cause” and shall be grounds for the immediate termination of this agreement by the BOARD:

1. conviction of or pleading guilty or nolle contender to a felony;
2. embezzlement;
3. dishonesty;
4. theft;
5. misappropriation of funds;
6. incompetence or neglect of duty;
7. reporting to work or working in an intoxicated condition;
8. illegal activity on health department premises during work or non-work hours;
9. insubordination;
10. violation of any part of this agreement

The parties agree that the above is not intended to be an exhaustive definition of “just cause” for termination of employment.

In the event the HEALTH OFFICER’S employment is terminated by the majority vote of the BOARD for just cause and the HEALTH OFFICER disputes same, that dispute shall be submitted to binding arbitration in accordance with the Employment Dispute Resolution Rules established by the American Arbitration Association. The arbitrator shall have no authority to neither add to, subtract from, or modify this Agreement, nor provide the HEALTH OFFICER any compensation or benefits in excess of those, which are authorized under this Agreement. Further, the arbitrator shall have no authority to award compensation to the HEALTH OFFICER for a period beyond the expiration of this Agreement which is September 30, 2015.

3. COMPENSATION

For all services rendered by the HEALTH OFFICER, the BOARD shall pay the HEALTH OFFICER an annual salary of \$82,000.00 for the period of August 12, 2013 to September 30, 2014. The BOARD shall negotiate the annual salary of the HEALTH OFFICER for the period of October 1, 2014 to September 30, 2015. The HEALTH OFFICER shall be paid in the same manner and intervals as regular non-union, management employees. The BOARD shall evaluate the HEALTH OFFICER annually in October of each year. In the event of termination, the HEALTH OFFICER shall be paid pro-rata to the effective date of termination.

4. DUTIES

The attached job description of the HEALTH OFFICER'S responsibilities, attached hereto as **Exhibit "A"**, is the HEALTH OFFICER'S current responsibilities and may be relied upon by the HEALTH OFFICER. The BOARD may from time to time, by resolution alter the HEALTH OFFICER'S responsibilities, provided that such alterations shall not be effective until a copy of such resolution shall be delivered to the HEALTH OFFICER. The HEALTH OFFICER, to the best of his ability, will follow department policy, rules and regulations. The HEALTH OFFICER is exempt from the Fair Labor Standards Act (FLSA) overtime provision and she may be required to work overtime without additional compensation. While the HEALTH OFFICER is not entitled to overtime, his schedule may be flexed if the workload allows.

5. HEALTH OFFICER'S BEST EFFORTS

The HEALTH OFFICER agrees that at all times he will faithfully and to the best of his ability, experience and talents perform all the duties that may be required of him. The HEALTH OFFICER shall report to the BOARD and such specific Board members as may be designated by the BOARD from time to time in its discretion.

6. FRINGE BENEFITS

The HEALTH OFFICER shall be entitled to health insurance, life insurance, sick leave, holiday pay, retirement, professional fees, mileage reimbursement for department business, personal leave days, and vacation days during each year of the term of this contract as outlined in the CMDHD Non-Union Salaried Employees Information sheet shown as Exhibit "B".

7. OUTSIDE EMPLOYMENT

The HEALTH OFFICER must receive written approval of the BOARD before engaging in outside or supplemental employment. In no case shall outside or supplemental employment conflict with or impair the HEALTH OFFICER'S responsibilities to the BOARD.

8. WAIVER OF BREACH

A waiver of the BOARD of a breach of any provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach.

9. ASSIGNMENT

This Agreement is not assignable by either party hereto.

10. NON-DISCRIMINATION

The HEALTH OFFICER agrees not to discriminate against an employee or applicant for employment with respect to hire, tenure, term, conditions or privileges of employment because of race, color, religion, national origin, age, sex, sexual orientation, handicap, height, weight, or marital status. Breach of this covenant shall be regarded as a material breach of the contract and shall be considered just cause for termination.

The BOARD agrees not to discriminate against the HEALTH OFFICER with respect to hire, tenure, term, conditions or privileges of employment because of race, color, religion, national origin, age, sex, sexual orientation, handicap, height, weight, or marital status.

11. RETURN OF DOCUMENTS

Upon termination/resignation of employment, the HEALTH OFFICER agrees to return to the BOARD all documents, correspondence, papers and other property pertaining to the BOARD then in the HEALTH OFFICER'S possession.

12. PREVIOUS AGREEMENTS

This Employment Agreement thereto hereby supersedes all previous Agreements and any Amendments and the same shall be null and void.

WITNESSED BY:

CENTRAL MICHIGAN DISTRICT
BOARD OF HEALTH CHAIR

EMPLOYEE
