

BOARD OF HEALTH – FINANCE COMMITTEE

Agenda for October 17, 2022 at 11:00 AM

Meeting Location: Branch County Courthouse, Commissioner’s Meeting Room,
31 Division St., Coldwater, MI

1. Call to Order
 - a. Roll Call

2. Public Comment

3. New Business
 - a. Coldwater Building Lease
 - b. CHNA Bids
 - c. Cost of Living Increase
 - d. Employer Sponsored Health Insurance

4. Public Comment

5. Adjournment

Public Comment:

For the purpose of public participation during public hearings or during the public comment portion of a meeting, every speaker prior to the beginning of the meeting is requested but not required to provide the Board with his or her name, address and subject to be discussed. Each speaker will be allowed to speak for no more than three (3) minutes at each public comment opportunity. Board of Health By-laws, Article V, Section 3

Board of Health Update
Lease Negotiations with Branch County

Direction from Board of Health meeting of September 22nd.

- Finish paying the debt from the remodel
- Establish \$1 per year rent once debt is paid
- Establish a capital improvement fund as developed for the other 2 buildings

Activities since the 9/22 Board of Health meeting.

- Held an in-person meeting with Administrator Norman, Commissioner Houtz, Theresa Fisher, and Rebecca Burns on October 4th
 - Administrator Norman presented a new Proposed Lease which he indicated was a response to Health Dept. board member requests. His proposal uses present value/future value as the premise for bond repayment. The proposal, which he presented to the Branch County Commissioners and was unanimously accepted is:
 - Beginning in 2024 the County will transfer \$300 of the monthly installment of \$5,6694.28 and retain that amount in a Capital Improvement Fund (CIF). Beginning in 2029 the County will transfer \$500 of the monthly installment of \$5,6694.28 and retain that amount in a Capital Improvement Fund (CIF). Beginning in 2033 the County will transfer \$800 of the monthly installment of \$5,6694.28 and retain that amount in a Capital Improvement Fund (CIF). Beginning in 2038 the County will transfer \$2,000 of the monthly installment of \$5,6694.28 and retain that amount in a Capital Improvement Fund (CIF). The CIF will be capped at \$74,000.00. If funds are used then they will be replenished up to the cap. The usage of these funds will be determined by the Lessor based on input from the Lessee. At the end of the lease term, or any extension thereof, the funds in the CIF become the unrestricted property of the Lessor. The amount in the CIF will be used solely for the purpose of fulfilling the Lessee's 60% maintenance responsibility. The County Board at the time of the completion of payment and-or end of this lease will determine the Community Health Agency's request to lease the building for \$1.00 annually. The current lease will terminate Dec. 31, 2039.
 - Administrator Norman also outlined the current Board of Health proposal as:
 - Beginning in 2024 the County will transfer \$2,000 of the monthly installment of \$5,6694.28 and retain that amount in a Capital Improvement Fund (CIF). The CIF will be capped at \$74,000.00. If funds are used then they will be replenished up to the cap. The usage of these funds will be determined by the Lessor based on input from the Lessee. At the end of the lease term, or any extension thereof, the funds in the CIF become the unrestricted property of the Lessor. The amount in the CIF will be used

solely for the purpose of fulfilling the Lessee's 60% maintenance responsibility. The County Board at the time of the completion of payment and-or end of this lease will determine the Community Health Agency's request to lease the building for \$1.00 annually. The current lease will terminate Jun. 30, 2041.

- I expressed Board of Health wishes in light of the new proposal; CIF fund to be held by the health department not the county and lease to pay off the remaining bond obligation.
- I followed up in email on October 5th; requesting that Branch County allow the health department to hold the CIF fund.
- October 6th, Branch County Commissioners met in a work meeting and voted to move the county proposal to the full board meeting on October 11, 2022 where the proposal language was voted and approved.

Health Officer Recommendation: Accept the most recent offer outlined by Administrator Norman and unanimously approved by the Branch County Commissioners.

Reason for Recommendation:

1. This proposal meets most intentions of the Board of Health
 - a. it completes repayment of the bond
 - b. it establishes a slow reduction in amount paid in rent while moving some funds into a Capital Improvement Fund
 - c. it provides lessee input on use of the CIF
 - d. although it does not promise rent of \$1 per year, it specifies that this will be considered at the end of the lease term.
2. \$68,331.36/year for 13,800 sq ft equates to \$4.95 per sq ft per year. The establishment of the CIF lowers that cost per sq ft. Other commercial real estate in the Coldwater area is renting for more and would need modification to accommodate the health agency. The Northern Health Foundation still exists and could assist with a building project but the cost to build currently is very high with a similar square footage costing upwards of \$1.5 to 2 million.
3. The lease for our Coldwater location is not comparable to our other two facilities in Hillsdale and Three Rivers. The Hillsdale and Three Rivers facilities were built and paid for by the health department. Because the health agency had been advised legally that it could not own property, the arrangement to transfer ownership to the county once the mortgage obligation was retired was made. I am grateful that Hillsdale and St. Joseph Counties acknowledged this fact and provided an annual rental rate of \$1. In Coldwater, the health department occupies a county developed and owned building. The health department did not arrange for the construction of the building, nor did it pay the original bond or mortgage. Paying rent for the space seems a reasonable acknowledgement of these facts.
4. The lease offers coming from the county are not improving to benefit the health department.

Lease Ended on April 30, 2020 - Currently Month-to-Month								
Balance of Debt after 20 years per Admin. Norman \$1,020,525.28								
Year	Monthly CIF	# of Months	Amt to CIF	CIF Total if Unspent	Monthly Rent	# of Months	Total to Debt	Debt Remaini
2020 May-Dec	0.00	0.00	0.00	0.00	5,694.28	8.00	45,554.24	974,971.04
2021	0.00	0.00	0.00	0.00	5,694.28	12.00	68,331.36	906,639.68
2022 Jan-Oct	0.00	0.00	0.00	0.00	5,694.28	10.00	56,942.80	849,696.88

2022 Nov-Dec	0.00	0.00	0.00	0.00	5,694.28	2.00	11,388.56	838,308.32
2023	0.00	0.00	0.00	0.00	5,694.28	12.00	68,331.36	769,976.96
2024	300.00	12.00	3,600.00	3,600.00	5,394.28	12.00	64,731.36	705,245.60
2025	300.00	12.00	3,600.00	7,200.00	5,394.28	12.00	64,731.36	640,514.24
2026	300.00	12.00	3,600.00	10,800.00	5,394.28	12.00	64,731.36	575,782.88
2027	300.00	12.00	3,600.00	14,400.00	5,394.28	12.00	64,731.36	511,051.52
2028	300.00	12.00	3,600.00	18,000.00	5,394.28	12.00	64,731.36	446,320.16
2029	500.00	12.00	6,000.00	24,000.00	5,194.28	12.00	62,331.36	383,988.80
2030	500.00	12.00	6,000.00	30,000.00	5,194.28	12.00	62,331.36	321,657.44
2031	500.00	12.00	6,000.00	36,000.00	5,194.28	12.00	62,331.36	259,326.08
2032	500.00	12.00	6,000.00	42,000.00	5,194.28	12.00	62,331.36	196,994.72
2033	800.00	12.00	9,600.00	51,600.00	4,894.28	12.00	58,731.36	138,263.36
2034	800.00	12.00	9,600.00	61,200.00	4,894.28	12.00	58,731.36	79,532.00
2035	800.00	12.00	9,600.00	70,800.00	4,894.28	12.00	58,731.36	20,800.64
2036	800.00	12.00	9,600.00	80,400.00	4,894.28	12.00	58,731.36	-37,930.72
2037	800.00	12.00	9,600.00	90,000.00	4,894.28	12.00	58,731.36	-96,662.08
2038	2,000.00	12.00	24,000.00	114,000.00	3,694.28	12.00	44,331.36	-140,993.44
2039	2,000.00	12.00	24,000.00	138,000.00	3,694.28	12.00	44,331.36	-185,324.80
Overpayment of Debt \$185,324.80 using the current proposal from Admin. Norman presented to the Branch Commissioners								

LEASE CONTRACT

THIS LEASE between the County of Branch, hereinafter called the Lessor, and the Branch-Hillsdale-St. Joseph Community Health Agency (P.A. 367), hereinafter called the Lessee, witnesseth that: the parties hereto for the considerations hereinafter mentioned covenant and agree as follows:

Location

1. The Lessor hereby leases to the Lessee and the Lessee hereby rents from the Lessor the premises described as Human Service Building, 570 Marshall Road, located at Coldwater, Michigan, for the term of years beginning on May 1, 2000, and ending on April 30, 2020. It is understood by both parties that the Lessee will occupy 60% of said premises.

Rent

2. The Lessee agrees to pay to the Lessor as rent for said premises the total sum of \$68,331.36 annually in monthly installments of \$5,694.28. All other charges and sums accruing to the Lessor hereunder shall be construed as rent.

3. The Lessor agrees to pay the cost of maintenance of said premises. Maintenance costs shall include, by way of example, but shall not be limited to, all costs of preventative maintenance including such items as ballasts, filters, bulbs, lubrication of equipment per manufacturers specifications, etc., snow removal from the parking lots and sidewalks upon the accumulation of two inches or more by the morning after the snow, grounds maintenance including grass cutting, leaf raking, landscaping, and reasonable litter removal, structural repairs not covered by any fire and casualty insurance coverage including new roofing, etc. as needed to maintain said premises in as good a condition of repair as when Lessee took possession of said premises, and any other items of repair or maintenance not specifically mentioned herein. The cost of maintenance shall include, but shall not be limited to, the actual cost of all materials, hired contractors or laborers, the labor costs for the County Complex Supervisor and staff attributable to maintenance of the premises described herein, and the pro rata portion of costs of equipment attributable to employment in the maintenance of said premises. Sixty (60%) percent of costs of said maintenance attributable to said premises shall be paid to the Lessor by the Lessee.

4. The Lessor agrees to maintain property, fire, and casualty insurance and premises liability insurance on said premises, and shall identify Lessee as a named insured on said policy, as part of the general insurance of Lessor. Sixty (60%) percent of costs of said insurance attributable to said premises shall be paid to the Lessor by the Lessee.

Description of Premises

5. The Lessee agrees that said premises shall be used as an office and clinic for Lessee's business, and for no other purpose; and that said premises shall be used and occupied in

a careful, safe and proper manner; that no use, trade or occupation which is known in insurance as extra or especially hazardous shall be permitted therein; that no waste shall be committed or permitted upon nor any damage be done to said premises and building or by reason of the business conducted in said premises by the Lessee; and the Lessee will, at its own expense, during the continuance of this Lease, and any renewal thereof, keep the said premises and every part thereof in as good repair, and at the expiration of the term, yield and deliver up the same in like condition as when taken reasonable wear and use thereof alone excepted.

Unlawful Use

6. The Lessee shall not conduct or permit to be conducted on said premises any business nor permit any act which is contrary to or in violation of the laws of the United States of America or of the State of Michigan or of the ordinances of the said city, nor of the laws, rules and regulations of any governmental authority, and the Lessee agrees that in the use and occupancy of the premises the Lessee will comply with all the provisions of the Building Code and the ordinances of the said city, and the laws of the State of Michigan, pertaining to such use and occupancy. If the Lessor shall elect (and it is expressly given the right so to do) to declare a forfeiture of this Lease by reason of a default on the part of the Lessee in any of the Lessee's covenants in this paragraph, the Lessee agrees to indemnify and save harmless the Lessor and said premises against all cost, damages and expenses, including all loss of rental or other loss suffered by the Lessor on account thereof and incurred in connection with the defense of any suits or actions arising directly or indirectly from any violation of said laws or ordinances now in force or hereinafter enacted.

Alterations

7. The Lessee shall make no alterations in or additions or improvement to said premises without first obtaining the written consent of the Lessor and all additions and improvements made by the Lessee (except only movable office furniture and fixtures) shall become the property of the Lessor on the termination of the Lease or the occupancy of the premises.

Subletting and Assignments

8. The Lessee agrees that neither said premises nor any part thereof shall be sublet nor shall this lease be assigned without the prior written consent of the Lessor first having been obtained. No assignment for the benefit of creditors or by operation of law shall be effective to transfer any rights to the said assignee without the written consent of the Lessor first having been obtained. If the Lessee shall be declared insolvent or bankrupt, or if any assignment of the property of the Lessee shall be made for the benefit of creditors or otherwise, or if the Lessee's leasehold interest herein shall be levied upon under execution, or seized by virtue of any writ of any court of law, or if a petition be filed to declare the Lessee bankrupt or a Trustee in bankruptcy or a Receiver be appointed for the Lessee, whether under the operation of the State or of the Federal statutes, then the Lessor may at its option immediately and without notice to the Lessee or any assignee, transferee, receiver, trustee or any other person or persons, terminate this lease and immediately repossess said premises, using such force as may be necessary without being deemed guilty of any manner of trespass or forcible entry or detainer. The Lessee expressly waives the service notice of intention to terminate this lease or repossess said premises,

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or of any demand for payment of rent or any other notice or demand prescribed by any law of the State of Michigan, and agrees that the simple breach of any of the covenants herein shall of itself constitute a wrongful detainer of said premises by the Lessee within the meaning of the statutes of the State of Michigan governing forcible entry and detainer.

If the rent at any time shall not be paid when due, then that part of the rental sum covenanted to be paid by the Lessee under Section 2 hereof, which has not been paid to the Lessor, shall immediately become due and payable at the election of the Lessor without notice to the Lessee and in case the said Lessee is declared bankrupt or voluntarily offers to creditors terms of composition, or in case a receiver is appointed to take charge of and conduct the affairs of the Lessee, such claim for unpaid rent so due and payable under this Lease shall be considered liquidated damages and shall constitute a debt provable in bankruptcy or receivership.

Default

9. If the Lessee shall abandon or vacate said premises before the end of the term of this Lease, or if default shall be made by the Lessee in the payment of said rent or any installment or part thereof, or if the Lessee shall fail to observe or perform any of the Lessee's agreements in this Lease, then and in each and every instance of such abandonment, vacation, or default, the Lessee's right to enter said premises shall be suspended, and the Lessor may at its option and without notice enter said premises, change the locks on the doors of said leased premises, and may remove and exclude the Lessee from the said building (the Lessee hereby expressly agreeing not to enter in or upon said premises while in default in any respect hereunder), or the Lessor may at its option and without notice, enter said premises, remove any signs of said Lessee therefrom, and re-let the same as it may see fit, and that for the purpose of such re-letting the said Lessor is authorized to make any repairs, changes, alterations or additions in and to said leased premises as may be necessary in the sole opinion of the Lessor for the purpose of such re-letting. If a sufficient sum shall not be realized from such re-letting to cover the rent remaining unpaid by the Lessee, and the cost of expenses of repairs, changes, alterations or additions, and the expense of such re-letting, and the cost of collecting the rent accruing therefrom, then the Lessee will pay such deficiency upon demand. Any action taken by the Lessor under the provisions of this paragraph shall not be construed as an eviction of the Lessee, nor as a termination of this Lease, nor as a waiver of any claims for damages which the Lessors might have by reason of the Lessee's default. The Lessor may at its option in the event of default cancel this Lease, and avail itself of all privileges of entry mentioned above, as well as any other privileges of entry, and from and after due notice of such cancellation, all estate, rights, title and interest of the Lessee in said premises shall cease, anything herein contained to the contrary notwithstanding, without, however, waiving in any way any claims for damages which the Lessor might have against the Lessee by reason of such default.

Damage to Lessee's Property

10. All personal property of any kind or description whatsoever upon or in the said premises shall be at the Lessee's sole risk, and the Lessor shall not be liable for any damage either to person or property sustained by the Lessee or other persons, or for damage or loss suffered by the business or occupation of the Lessee due to the building or any part thereof becoming out of repair or arising from any acts or neglect of co-Lessees or other occupants of the building, or of other employees or the employees of Lessor or of other persons, or from

bursting, overflowing or leaking of water, sewer or steam pipes or from the heating or plumbing fixtures, or from electric wires, or from gas, or odors, or caused in any other manner whatsoever except in the case of willful neglect on the part of the Lessor.

Payments After Termination

11. No payment of money by the Lessee to the Lessor after the termination of this Lease, in any manner, or after the giving of any notice by the Lessor to the Lessee, shall reinstate, continue or extend the terms of this Lease or affect any notice given to that Lessee prior to the payment of such money, it being agreed that after the service of notice of the commencement of a suit or after final judgment granting the Lessor possession of said premises, the Lessor may receive and collect any sums of rent due or any other sums of money due under the terms of this Lease, and the payment of such money, whether as rent or otherwise, shall not waive said notice or in any manner affect any pending suit or any judgment theretofore obtained. If the Lessee shall fail to remove all effects from said premises upon termination of this Lease for any cause whatsoever, the Lessor may, at its option, remove the same in any manner that the Lessor shall choose, and store said effects without liability to the Lessee for loss thereof, and the Lessee agrees to pay the Lessor on demand any and all expenses incurred in such removal, including court costs and attorney's fees and storage charges on such effects for any length of time the same shall be in the Lessor's possession, or the Lessor may, at its option, without notice, sell said effects, or any of the same, at private sale and without legal process, for such price as the Lessor may obtain and without legal process, for such price as the Lessor may obtain and apply with proceeds of such sale upon any amounts, due under this Lease, from the Lessee to the Lessor and upon the expense incident to the removal and sale of said effects.

Renewal

12. If either party to this Lease shall fail to serve written notice upon the other party at least sixty (60) days prior to the end of the term set forth in Section 1 hereof, then this Lease shall be renewed on a month-to-month basis from such date; and, the rental to be paid by the Lessee during such renewal period shall be at the same monthly rate as last stipulated in Section 2 hereof, and all other terms and conditions herein set forth shall apply during such renewal period; and in like manner, this Lease shall be renewed from month to month until terminated by either party by written notice served upon the other party not less than thirty (30) days prior to the end of any such renewal period; provided, however, that should the aforesaid notice be so served by either party upon the other, in time to be effective as of the date aforesaid in Section 1 hereof, or should such notice be so served to be effective at the end of any renewal period hereof, then the Lessee agrees to deliver up and surrender to the Lessor possession of said premises at such termination.

Damage by Fire

13. In case said premises shall be so damaged by fire or other casualty (not caused by the act or negligence of the Lessee or any of its servants, agents or employees) as to be rendered untenable, and shall not be repaired by the Lessor and put in tenable condition within sixty (60) days from the time the Lessee gives the Lessor full and complete possession of the premises so damaged for the purpose of making such repairs, it shall be optional with either party to terminate this Lease by a written notice to the other at the end of such time, in which case such

rent as shall be due from the Lessee to the Lessor up to the date of the fire or other casualty if the Lessee wholly vacates the premises at the time or up to such date thereafter that the Lessee wholly vacates and ceases to use said premises, shall be paid by the Lessee to the Lessor at the rate herein provided. In case such damage is repaired and the premises made tenantable within such sixty (60) days provided herein, no right to terminate this lease for such cause shall exist, but the rent shall abate for the period during which the premises remained untenable and unused in any way by the Lessee.

Alterations Required By Authorities

14. If the Lessor shall be required by the municipality, or by any order or decree of any court or of any other governmental authority or for any other reason, to repair, alter, remove, reconstruct or improve any part of the leased premises or of the said building, then such work may be done by and at the expense of the Lessor, and the Lessee hereby waives all claims for damages because of such work. The Lessor will take steps to minimize disruption of Lessee operations during said alterations.

Waivers

15. No waiver of any condition in this Lease shall be implied from the Lessor's omission to declare a forfeiture on account of its violation if such violation be continued or repeated, and no express waiver shall affect any other than the condition specified and that only as specifically stated, and the same shall not be deemed to imply or constitute a subsequent waiver of such condition or covenant.

16. All rights and remedies of the Lessor shall be cumulative, and none shall be exclusive of any other rights or remedies allowed by law or by the terms of this Lease.

17. If more than one joins in the execution hereof as Lessee, or if the Lessee be a person or a firm or a corporation or an association of any sort, the pronouns and relative words herein used shall be read as if written in the plural, the masculine, the feminine, or the neuter respectively, as the case may be.

Rules and Regulations

Janitors

18. Any person employed by the Lessee, with the Lessor's consent, to do janitor work, shall, while in said building and outside of said premises, be subject to, and under the control and direction of the County Complex Supervisor of said building (but not as agent or servant of said supervisor or of the Lessor).

Pass Key

19. The Lessor may retain a pass key to the leased premises and be allowed admittance thereto at all times to inspect the premises, and to do such other things as are necessary and proper in connection with management or maintenance of such premises.

Alterations and Repairs

20. The Lessor may enter the said premises at all reasonable hours for the purpose of exhibiting the same, or making any repairs, alterations, or additions which the Lessor shall deem necessary for the safety, preservation, or improvement of said premises or of said building, and the Lessor shall be allowed to take all materials into and upon said premises that may be required to make such repairs, improvements and additions or any alterations for the benefit of the Lessee without in any way being deemed or held guilty of an eviction of the Lessee; and the rent stipulated to be paid shall in no wise abate while said repairs, alterations or additions are being made; nor shall the Lessee be entitled to maintain a set-off or counterclaim for damages against the Lessor by reason of loss or interruption to the business of the Lessee because of the doing of any such work. All such work shall be done during ordinary working hours, or if any such work is, at the request of the Lessee, to be done during any other hours, the Lease Lessee shall pay for any extra cost occurring because of such request.

Electric Lamps

21. The first installation of electric light lamps in the premises will be made by the Lessor in the manner and of the style and voltage customary in said building. Thereafter the Lessee shall replace and maintain such installation of electric light lamps and shall notify the Lessor through a County Complex work order. The Lessee shall be responsible for the replacement costs.

Locks and Keys

22. No additional locks shall be placed upon the doors of the premises. The Lessee upon termination of this Lease shall surrender and deliver to the Lessor all keys to said premises which are in the possession of the Lessee or its agents, employees or others permitted to occupy said premises by the Lessee.

Additional Rules

23. The Lessor reserves the right to make such other further and reasonable rules and regulations as in its judgment may from time to time be necessary or desirable for the safety, care, appearance and cleanliness of the premises and for the preservation of good order and prestige therein.

24. All of the terms, conditions and covenants to be observed and performed by the parties hereto shall be applicable to and binding upon their several heirs, executors, administrators, successors, legal representatives and assigns, as the case may be.

25. The leased premises contains approximately 13,800 square feet and shall be established as sixty percent of the building at 570 Marshall Road.

Utilities

26. The Lessee is responsible for 60% of all utilities – electrical, sewer and water on said premises.

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Trash Removal

27. Lessee is responsible for removal of trash from the Lease premises.

28. Lessee to carry own contents insurance.

29. Lessee may, upon 90 days written notice, terminate this lease if the funding for Branch-Hillsdale-St. Joseph Community Health Agency from all funding sources combined falls more than 10% below the funding levels as existed the effective date of this Lease, provided that Lessee vacates said premises upon the effective date of such termination of Lease.

IN WITNESS WHEREOF the parties to this lease have subscribed their names hereto this _____ day of _____, _____.

THE BRANCH-HILLSDALE-ST. JOSEPH
COMMUNITY HEALTH AGENCY

Agent for the Lessee

By: _____

[Handwritten Signature]
Title

Witnesses:

Maurice S. Petzler

Title

Deena K. Holcomb

Title

COUNTY OF BRANCH

Witnesses:

W. [unclear]

By: _____

Chairperson, Board of Commissioners

[Handwritten Signature]

Clerk

LEASE CONTRACT

Between

County of Branch and Branch-Hillsdale-St. Joseph Community Health Agency

THIS LEASE between the County of Branch, hereinafter called the Lessor, and the Branch-Hillsdale-St. Joseph Community Health Agency (P.A. 367), hereinafter called the Lessee, witnesseth that: the parties hereto for the considerations hereinafter mentioned covenant and agree as follows:

Location

1. The Lessor hereby leases to the Lessee and the Lessee hereby rents from the Lessor the premises described as Human Service Building, 570 Marshall Road, located at Coldwater, Michigan, for the term of years beginning on May 1, 2020, and ending on April 30, 2040. It is understood by both parties that the Lessee will occupy 60% of said premises.

Rent

2. The Lessee agrees to pay to the Lessor as rent for said premises the total sum of \$68,331.36 annually in monthly installments of \$5,694.28. All other charges and sums accruing to the Lessor hereunder shall be construed as rent.

3. The Lessor agrees to pay the cost of maintenance of said premises. Maintenance costs shall include, by way of example, but shall not be limited to, all costs of preventative maintenance including such items as ballasts, filters, bulbs, lubrication of equipment per manufacturers specifications, etc., snow removal from the parking lots and sidewalks upon the accumulation of two inches or more by the morning after the snow, grounds maintenance including grass cutting, leaf raking, landscaping, and reasonable litter removal, structural repairs not covered by any fire and casualty insurance coverage including new roofing, etc. as needed to maintain said premises in as good a condition of repair as when Lessee took possession of said premises, and any other items of repair or maintenance not specifically mentioned herein. The cost of maintenance shall include, but shall not be limited to, the actual cost of all materials, hired contractors or laborers, the labor costs for the County Complex Supervisor and staff attributable to maintenance of the premises described herein, and the pro rata portion of costs of equipment attributable to employment in the maintenance of said premises. Sixty (60%) percent of costs of said maintenance attributable to said premises shall be paid to the Lessor by the Lessee.

4. The Lessor agrees to maintain property, fire, and casualty insurance and premises liability insurance on said premises, and shall identify Lessee as a named insured on said policy, as part of the general insurance of Lessor. Sixty (60%) percent of costs of said insurance attributable to said premises shall be paid to the Lessor by the Lessee.

5. Beginning in 2024 and continuing for the remainder of the lease term the County will transfer \$2,000.00 of the monthly installment of \$5,694.28 and retain that amount in a Capital

Improvement Fund (CIF). The CIF will be capped at \$74,000.00. If funds are used then they will be replenished up to the cap. The usage of these funds will be determined by the Lessor based on input from the Lessee. At the end of the lease term, or any extension thereof, the funds in the CIF become the unrestricted property of the Lessor.

Description of Premises

6. The Lessee agrees that said premises shall be used as an office and clinic for Lessee's business, and for no other purpose; and that said premises shall be used and occupied in a careful, safe and proper manner; that no use, trade, or occupation which is known in insurance as extra or especially hazardous shall be permitted therein; that no waste shall be committed or permitted upon nor any damage be done to said premises and building or by reason of the business conducted in said premises by the Lessee; and the Lessee will, at its own expense, during the continuance of this Lease, and any renewal thereof, keep the said premises and every part thereof in as good repair, and at the expiration of the term, yield and deliver up the same in like condition as when taken reasonable wear and use thereof alone excepted.

Unlawful Use

7. The Lessee shall not conduct or permit to be conducted on said premises any business nor permit any act which is contrary to or in violation of the laws of the United States of America or of the State of Michigan or of the ordinances of the said city, nor of the laws, rules and regulations of any governmental authority, and the Lessee agrees that in the use and occupancy of the premises the Lessee will comply with all the provisions of the Building Code and the ordinances of the said city, and the laws of the State of Michigan, pertaining to such use and occupancy. If the Lessor shall elect (and it is expressly given the right so to do) to declare a forfeiture of this Lease by reason of a default on the party of the Lessee in any of the Lessee's covenants in this paragraph, the Lessee agrees to indemnify and save harmless the Lessor and said premises against all cost, damages and expenses, including all loss of rental or other loss suffered by the Lessor on account thereof and incurred in connection with the defense of any suits or actions arising directly or indirectly from any violation of said laws or ordinances now in force or hereinafter enacted.

Alterations

8. The Lessee shall make no alterations in or additions or improvement to said premises without first obtaining the written consent of the Lessor and all additions and improvements made by the Lessee (except only movable office furniture and fixtures) shall become the property of the Lessor on the termination of the Lease or the occupancy of the premises.

Subletting and Assignments

9. The Lessee agrees that neither said premises nor any part thereof shall be sublet nor shall this lease be assigned without the prior written consent of the Lessor first having been obtained. No assignment for the benefit of creditors or by operation of law shall be effective to transfer any rights to the said assignee without the written consent of the Lessor first having been obtained. If the Lessee shall be declared insolvent or bankrupt, or if any assignment of the property of the Lessee shall be made for the benefit of credits or otherwise, or if the Lessee's leasehold interest

herein shall be levied upon under execution, or seized by virtue of any writ of any court of law, or if a petition be filed to declare the Lessee bankrupt or a Trustee in bankruptcy or a Receiver be appointed for the Lessee, whether under the operation of the State or of the Federal statutes, then the Lessor may at its option immediately and without notice to the Lessee or any assignee, transferee, receiver, trustee or any other person or persons, terminate this lease and immediately repossess said premises, using such force as may be necessary without being deemed guilty of any manner of trespass or forcible entry or detainer. The Lessee expressly waives the service notice of intention to terminate this lease or repossess said premises, or of any demand for payment of rent or any other notice or demand prescribed by any law of the State of Michigan, and agrees that the simple breach of any of the covenants herein shall of itself constitute a wrongful detainer of said premises by the Lessee within the meaning of the statutes of the State of Michigan governing forcible entry and detainer.

If the rent at any time shall not be paid when due, then that part of the rental sum covenanted to be paid by the Lessee under Section 2, hereof, which has not been paid to the Lessor, shall immediately become due and payable at the election of the Lessor without notice to terms of composition, or in case a receiver is appointed to take charge of and conduct the affairs of the Lessee, such claim for unpaid rent so due and payable under this Lease shall be considered liquidated damages and shall constitute a debt provable in bankruptcy or receivership.

Default

10. If the Lessee shall abandon or vacate said premises before the end of the term of this Lease, or if default shall be made by the Lessee in the payment of said rent or any installment or part thereof, or if the Lessee shall fail to observe or perform any of the Lessee's agreements in this Lease, then and in each and every instance of such abandonment, vacation, or default, the Lessee's right to enter said premises shall be suspended, and the Lessor may at its option and without notice enter said premises, change the locks on the doors of said leased premises, and may remove and exclude the Lessee from the said building (the Lessee hereby expressly agreeing not to enter in or upon said premises while in default in any respect hereunder), or the Lessor may at its option and without notice, enter said premises, remove any signs of said Lessee therefrom, and re-let the same as it may see fit, and that for the purpose of such re-letting the said Lessor is authorized to make any repairs, changes, alterations or additions in and to said leased premises as may be necessary in the sole opinion of the Lessor for the purpose of such re-letting. If a sufficient sum shall not be realized from such re-letting to cover the rent remaining unpaid by the Lessee, and the cost of expenses of repairs, changes, alterations or additions, and the expense of such re-letting, and the cost of collecting the rent accruing therefrom, then the Lessee will pay such deficiency upon demand. Any action taken by the Lessor under the provisions of this paragraph shall not be construed as an eviction of the Lessee, nor as a termination of this Lease, nor as a waiver of any claims for damages which the Lessors might have by reason of the Lessee's default. The Lessor may at its option in the event of default cancel this Lease, and avail itself of all privileges of entry mentioned above, as well as any other privileges of entry, and from and after due notice of such cancellation, all estate, rights, title and interest of the Lessee in said premises shall cause, anything herein contained to the contrary notwithstanding, without, however, waiving in any way any claims for damages which the Lessor might have against the Lessee by reason of such default.

Damage to Lessee's Property

11. All personal property of any kind or description whatsoever upon or in the said premises shall be at the Lessee's sole risk, and the Lessor shall not be liable for any damage either to person or property sustained by the Lessee or other persons, or for damage or loss suffered by the business or occupation of the Lessee due to the building or any part thereof becoming out of repair or arising from any acts or neglect of co-Lessees or other occupants of the building, or of other employees or the employees of Lessor or of other persons, or from bursting, overflowing or leaking of water, sewer or steam pipes or from the heating or plumbing fixtures, or from electric wires, or from gas, or odors, or caused in any other manner whatsoever except in the case of willful neglect on the part of the Lessor.

Payments After Termination

12. No payment of money by the Lessee to the Lessor after the termination of this Lease, in any manner, or after the giving of any notice by the Lessor to the Lessee, shall reinstate, continue or extend the terms of this Lease or affect any notice given to that Lessee prior to the payment of such money, it being agreed that after the service of notice of the commencement of a suit or after final judgment granting the Lessor possession of said premises, the Lessor may receive and collect any sums of rent due or any other sums of money due under the terms of this Lease, and the payment of such money, whether as rent or otherwise, shall not waive said notice or in any manner affect any pending suit or any judgment theretofore obtained. If the Lessee shall fail to remove all effects from said premises upon termination of this Lease for any cause whatsoever, the Lessor may, at its option, remove the same in any manner that the Lessor shall choose, and store said effects without liability to the Lessee for loss thereof, and the Lessee agrees to pay the Lessor on demand any and all expenses incurred in such removal, including court costs and attorney's fees and storage charges on such effects for any length of time the same shall be in the Lessor's possession, or the Lessor may, at its option, without notice, sell said effects, or any of the same, at private sale and without legal process, for such price as the Lessor may obtain and without legal process, for such price as the Lessor may obtain and apply with proceeds of such sale upon any amounts, due under this Lease, from the Lessee to the Lessor and upon the expense incident to the removal and sale of said effects.

Renewal

13. If either party to this Lease shall fail to serve written notice upon the other party at least sixty (60) days prior to the end of the term set forth in Section 1 hereof, then this Lease shall be renewed on a month-to-month basis from such date; and, the rental to be paid by the Lessee during such renewal period shall be at the same monthly rate as last stipulated in Section 2 hereof, and all other terms and conditions herein set forth shall apply during such renewal period; and in like manner, this Lease shall be renewed from month to month until terminated by either party by written notice served upon the other party not less than thirty (30) days prior to the end of any such renewal period; provided, however, that should the aforesaid notice be so served by either party upon the other, in time to be effective as of the date aforesaid in Section 1 hereof, or should such notice be so served to be effective at the end of any renewal period hereof, then the Lessee agrees to deliver up and surrender to the Lessor possession of said premises at such termination.

Damage by Fire

14. In case said premises shall be so damaged by fire or other casualty (not caused by the act or negligence of the Lessee or any of its servants, agents or employees) as to be rendered untenable, and shall not be repaired by the Lessor and put in tenable condition within sixty (60) days from the time the Lessee gives the Lessor full and complete possession of the premises so damaged for the purpose of making such repairs, it shall be optional with either party to terminate this Lease by a written notice to the other at the end of such time, in which case such rent as shall be due from the Lessee to the Lessor up to the date of the fire or other casualty if the Lessee wholly vacates the premises at the time or up to such date thereafter that the Lessee wholly vacates and ceases to use said premises, shall be paid by the Lessee to the Lessor at the rate herein provided. In case such damage is repaired and the premises made tenable within such sixty (60) days provided herein, no right to terminate this lease for such cause shall exist, but the rent shall abate for the period during which the premises remained untenable and unused in any way by the Lessee.

Alterations Required by Authorities

15. If the Lessor shall be required by the municipality, or by any order or decree of any court or of any other governmental authority or for any other reason, to repair, alter, remove, reconstruct or improve any part of the leased premises or of the said building, then such work may be done by and at the expense of the Lessor, and the Lessee hereby waives all claims for damages because of such work. The Lessor will take steps to minimize disruption of Lessee operations during said alterations.

Waivers

16. No waiver of any condition in this Lease shall be implied from the Lessor's omission to declare a forfeiture on account of its violation if such violation be continued or repeated, and no express waiver shall affect any other than the condition specified and that only as specifically stated, and the same shall not be deemed to imply or constitute a subsequent waiver of such condition or covenant.

17. All rights and remedies of the Lessor shall be cumulative, and none shall be exclusive of any other rights or remedies allowed by law or by the terms of this Lease.

18. If more than one joins in the execution hereof as Lessee, or if the Lessee be a person or a firm or a corporation or an association of any sort, the pronouns and relative words herein used shall be read as if written in the plural, the masculine, the feminine, or the neuter respectively, as the case may be.

RULES AND REGULATIONS

Janitors

19. Any person employed by the Lessee, with the Lessor's consent, to do janitor work, shall, while in said building and outside of said premises, be subject to, and under the control and direction of the County Complex Supervisor of said building (but not as agent or servant of said supervisor or of the Lessor).

Pass Key

20. The Lessor may retain a pass key to the leased premises and be allowed admittance thereto at all times to inspect the premises, and to do such other things as are necessary and proper in connection with management or maintenance of such premises.

Alterations and Repairs

21. The Lessor may enter the said premises at all reasonable hours for the purpose of exhibiting the same, or making any repairs, alterations, or additions which the Lessor shall deem necessary for the safety, preservation, or improvement of said premises or of said building, and the Lessor shall be allowed to take all materials into and upon said premises that may be required to make such repairs, improvements and additions or any alterations for the benefit of the Lessee without in any way being deemed or held guilty of an eviction of the Lessee; and the rent stipulated to be paid shall in no way abate while said repairs, alterations or additions are being made; nor shall the Lessee be entitled to maintain a set-off or counterclaim for damages against the Lessor by reason of loss or interruption to the business of the Lessee because of the doing of any such work. All such work shall be done during ordinary working hours, or if any such work is, at the request of the Lessee, to be done during any other hours, the Lease Lessee shall pay for any extra cost occurring because of such request.

Electric Lamps

22. The first installation of electric light lamps in the premises will be made by the Lessor in the manner and of the style and voltage customary in said building. Thereafter the Lessee shall replace and maintain such installation of electric light lamps and shall notify the Lessor through a County Complex work order. The Lessee shall be responsible for the replacement costs.

Locks and Keys

23. No additional locks shall be placed upon the doors of the premises. The Lessee upon termination of this Lease shall surrender and deliver to the Lessor all keys to said premises which are in the possession of the Lessee or its agents, employees or others permitted to occupy said premises by the Lessee.

Additional Rules

24. The Lessor reserves the right to make such other further and reasonable rules and regulations as in its judgment may from time to time be necessary or desirable for the safety, care, appearance and cleanliness of the premises and for the preservation of good order and prestige therein.

25. All of the terms, conditions and covenants to be observed and performed by the parties hereto shall be applicable to and binding upon their several heirs, executors, administrators, successors, legal representatives and assigns, as the case may be.

26. The leased premise contains approximately 13,800 square feet and shall be established as sixty percent (60%) of the building at 570 Marshall Road.

Utilities

27. The Lessee is responsible for 60% of all utilities – electrical, sewer and water on said premises.

Trash Removal

28. Lessee is responsible for removal of trash from the Lease premises.

29. Lessee to carry own contents insurance.

30. Lessee may, upon 90 days written notice, terminate this lease if the funding for Branch-Hillsdale-St. Joseph Community Health Agency from all funding sources combined falls more than 10% below the funding levels as existed the effective date of this Lease, provided that Lessee vacates said premises upon the effective date of such termination of Lease.

IN WITNESS WHEREOF the parties to the lease have subscribed their names hereto this _____ day of _____, 2020.

THE BRANCH-HILLSDALE-ST. JOSEPH
COMMUNITY HEALTH AGENCY
Agent for the Lessee

Witnesses:

By: _____
Rebecca Burns, Health Officer

Name Title

Name Title

COUNTY OF BRANCH

Witnesses:

By: _____
Ted Gordon, Chairperson
Board of Commissioners

Name Title

Name Title

Community Health Needs Assessment (CHNA) Proposal

Presented by: Rebecca A. Burns, Health Officer

Purpose:

The fundamental purpose of public health is defined by three core functions: assessment, policy development and assurance. Community health assessments (CHAs) provide information for problem and asset identification and policy formulation, implementation, and evaluation. CHAs also help measure how well a public health system is fulfilling its assurance function.^{1,2}

A CHA should be part of an ongoing broader community health improvement process. A community health improvement process uses CHA data to identify priority issues, develop and implement strategies for action, and establish accountability to ensure measurable health improvement, which are often outlined in the form of a community health improvement plan (CHIP).³ A community health improvement process looks outside of the performance of an individual organization serving a specific segment of a community to the way in which the activities of many organizations contribute to community health improvement.³

A variety of tools and processes may be used to conduct a community health improvement process; the essential ingredients are community engagement and collaborative participation. Below you will find a description of the steps in a CHA/CHIP, and links to additional resources for each of the six steps.² Reference: <https://www.naccho.org/programs/public-health-infrastructure/performance-improvement/community-health-assessment>

Proposal:

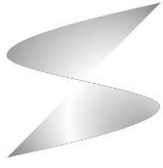
BHSJCHA sought bids from 3 different entities with experience in conducting Community Health Needs Assessments. Three proposals were submitted but one has been withdrawn due to a change in the availability of that consultant.

The two remaining bids are from Marcus Cheatham, PhD, sole proprietor of Social Data, LLC and Public Sector Consultants. Both are provided as attachments for your perusal.

Recommendation:

BHSJCHA has been awarded grant funds for the work of completing a CHNA and the resulting Community Health Improvement Plan (CHIP) and have budgeted \$50,000 in the original budget. Both bidders have experience in this work and come recommended.

I am recommending that BHSJCHA enter into contract with Marcus Cheatham, PhD of Social Data, LLC for a cost of \$27,000. Approval by the Board of Health is requested at the October meeting.



October 6, 2022

**Proposal for a Community Health Needs Assessment
and Community Health Improvement Plan
For the Branch-Hillsdale-St. Joseph Community Health Agency**

This is a response to a request for proposals from the Branch-Hillsdale-St. Joseph Community Health Agency (BHSJ-CHA) for consulting services for a community health needs assessment (CHNA) and a community health improvement plan (CHIP). BHSJ-CHA has just completed a strategic planning process and wants to ensure the plan is implemented effectively. Therefore, it is seeking broad, inclusive participation of the public in assessing community health needs and the formulation of strategies for addressing those needs. In addition, the CHNA and CHIP should meet the requirements of relevant accrediting bodies including the Public Health Accreditation Board (PHAB) and Michigan's Local Public Health Accreditation Program (MLPHAP).

This proposal is from Marcus Cheatham, PhD, sole proprietor of Social Data, LLC. Dr. Cheatham has extensive experience leading CHNA and CHIP projects. While working at Michigan State University he helped develop CHNA and CHIP models that were later used by many Michigan health departments and he has led numerous such projects during his career as a local public health administrator.

This proposal is for a CHNA and CHIP based on broad community participation as well as participation by people from vulnerable populations to ensure health interventions truly address local needs. The CHNA will include a thorough analysis of all relevant health data including both point-in-time and trend analysis. The vendor is aware of and has worked with all applicable data including survey data, vital records, hospital data, school reports, social service data, the US Census, etc. Furthermore, where available, data will be broken out by population groups to identify those most in need of public health interventions. The vendor will ensure that data prompt the community to think about health disparities and that CHIP strategies

address the needs of vulnerable populations. Data will be accompanied by clear, easy-to-interpret graphics and a narrative explaining the significance of the findings in ways that will engage the general public. Based on the findings of the CHNA, the CHIP will be aimed at explaining and supporting health department and community partners' most urgent health improvement strategies.

The proposed cost of this project is \$27,000. This includes all travel to the district, participation in on-site meetings, virtual meetings, the vendor's equipment and associated fees, and support from a graduate student if the vendor secures one. There will be no additional charges from the vendor.

To complete this project the vendor requires some assistance from the agency. Required assistance includes the identification of venues for community meetings, set up of technology for meetings, assistance identifying community participants, assistance identifying key informants, help identifying focus group members, and help with agency social media to publicize meetings and surveys.

We recommend using existing community meetings such as a community collaborative body if available for CHNA and CHIP meetings. Use of existing meetings can help bolster participation and is respectful of people's time. We also recommend beginning with CHNA planning at the county level (three meetings) to garner local support and ending with a single, final district-wide meeting that braids the three CHIPs together. The district-wide meeting is intended to strengthen the agency's identity and foster cross-county collaboration.

The tables below constitute a proposal for how the CHNA and CHIP projects could be structured including a budget, time line and list of deliverables. These details are subject to change pending discussions with agency staff during work plan development. We recommend creating one CHNA and one CHIP document both of which have an attachment for each of the three

counties in the jurisdiction. The attachments will highlight data unique to each county and all specific county-level CHIP strategies.

The vendor's hourly rate is \$130. This includes costs for travel, communication, equipment and fees, planning, set-up, tear down and documentation. Project documents will be delivered as full-color print-ready pdf files. The vendor will work with the agency and make changes as necessary to ensure that all documents print correctly and display attractively on-line.

Not included in this proposal are costs for agency staff time or the rental of venues for meetings if desired.

The vendor will follow all health protocols including COVID restrictions as prescribed by BHSJ-CHA and restrictions will not delay the production of the project deliverables.

List of Deliverables

- Written work plan
- Initial data set for Kick Off
- Kick-Off Meeting(s) with preliminary data to identify gaps in knowledge
- Key informant interviews conducted
- Key informant interview notes
- Focus Group facilitation
- Focus group transcripts
- Draft of CHNA(s) for mark-up
- CHNA Presentation and identification of priorities
- Community priority list
- Final Dataset
- Draft of CHIP(s) for mark-up
- Districtwide CHIP Planning meeting
- Final publication quality CHNAs and CHIPs

Proposed Time Line

Month	Task	Explanation
2022		
November	Work Plan Development	Meet with agency staff to finalize detailed plans. Key questions: Finalize process and dates, county vs. district meetings, participant list, key informant list, focus group recruitment, approve survey design
	Data Collection	Vendor builds preliminary county and district data sets to be used for Kick-Off
December	County Kick-Off Meetings	Kick-Off meetings with community partners. Partners will see preliminary data. The meetings will address the questions "What else do we need to know?" Identify and collect missing data and reports at this stage.
2023		
January	Key Informant Interviews	Vendor conducts interviews with critical community partners identified by the health department to build support for CHIP goals.
	Community Survey	On-line survey to allow for broad community participation is active
February	Focus Groups	Structured interviews with community members representing vulnerable populations
March	Draft CHNA delivered	Vendor makes changes requested by health department
April	CHIP Planning Meeting	Unveil final CHNA data and use it to begin the CHIP planning process. Key question is "Given what you have seen, what do we need to do now to improve health in our jurisdiction?" Incorporate partners plans at this stage.
May	Creation of final CHNA and CHIP documents	Writing of final publication-quality CHNA and CHIP documents
June	CHIP Presentation	Release of final CHIP document and wrap-up meeting with detailed implementation planning.

Proposed Budget		Hourly rate:*	\$130	
Activity	Explanation	Hours	Line Item	
Work Plan Development	Meet with agency staff to finalize plan	2	\$260	
Community Meetings				
Project Kick-Off	Three county level meetings	9	\$1,170	
CHNA Presentation	Three meetings or one TBD	3	\$390	
CHIP Planning	Final district-wide meeting	3	\$390	
Key Informant Interviews	Vendor conducts interviews by phone or Zoom	15	\$1,950	
Community Survey	Survey hosted by vendor after approval by agency	6	\$780	
Focus Groups	Focus groups facilitated and transcribed by vendor	15	\$1,950	
Assess Response	Use social media to gather responses to final documents (PHAB requirement)	3	\$390	
Collection of raw data	Major effort by vendor to pull all required data.	85	\$11,050	
Production of graphics	Vendor produces attractive easily understood graphics.	20	\$2,600	
Report revisions	Vendor edits documents as required by agency	6	\$780	
Incentives for focus groups	Gift cards	16x50	\$800	
Graduate Student	Cost of paid internship		\$4,490	
				\$27,000

*Hourly rate is inclusive of travel, equipment, fees etc. There are no additional charges from vendor.



**PUBLIC SECTOR
CONSULTANTS**

September 29, 2022

Proposal for **Community Health Needs Assessment**

Branch-Hillsdale-St. Joseph Community Health Agency

Submitted by
Katie VanDorn
Director

Public Sector Consultants
230 N. Washington Square
Suite 300
Lansing, MI 48933



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We Understand You

PSC is a women-owned public policy consulting firm that has served hundreds of government agencies, nonprofits, associations, and regulated industries. We have helped our clients communicate complex issues and solutions for more than 40 years. PSC has assisted dozens of communities in addressing the causes and effects of social determinants of health through community needs assessments and is well positioned to serve the Branch-Hillsdale-St. Joseph Community Health Agency in this role.

Our Team

At PSC, we understand that we benefit from the sum of our individual differences, self-expression, and life experiences. Our clients also benefit from having access to different perspectives and a broad range of problem-solving approaches. We are scholars and athletes, number crunchers and poets, big thinkers and meticulous doers, fierce introverts and charismatic extroverts. Regardless of the individual passions that drive us, we all enjoy the creative problem-solving process, bringing our collective skills to bear on important topics and helping our clients achieve their goals.



Project Lead

Sarah Himes Greer

Senior Consultant

Sarah Himes Greer wants to live in a world where individuals and families have the resources and support they need to lead a healthy, safe, and fulfilling life. As a senior consultant, she gathers stakeholder feedback, offers insight with thoughtful research, and offers strategic counsel for a variety of clients in the health and human services sphere. When she's not analyzing survey results or facilitating a discussion group, you can find her working on her prize-winning embroidery projects or doing messy art projects with her kids.



Project Support
Michelle Gagliardi

Consultant

After years of frustrating hoop-jumping to access healthcare, Michelle Gagliardi knew she wanted to help people have the confidence, knowledge, and resources to access healthcare equitably. As a consultant, she works with clients on gathering and analyzing data and bringing groups together for strategic planning and visioning. Michelle's current projects include increasing access to healthy food programs and addressing treatment gaps for women with chronic health conditions. When she's not working with partners to ideate healthcare change, you can find her either in the backcountry on a thrill-seeking adventure or in the kitchen whipping up a not-so-followed recipe. [Learn more about Michelle.](#)



Project Oversight and Guidance
Katie Van Dorn

Director

Katie Van Dorn wants to live in a world that lifts up humble inquiry and thoughtful problem solving. As a director, she conducts qualitative and quantitative research and analyzes findings for a variety of health and human service clients and projects. Katie also facilitates stakeholder engagement sessions from interviews to focus groups to large community forums, letting her innate sense of curiosity help her lead people to innovative solutions to tricky health policy challenges. When she's not researching, analyzing, or facilitating for work, you can find her hiking beautiful trails in the woods or tending her booming vegetable garden. [Learn more about Katie.](#)

Project Scope

The Branch-Hillsdale-St. Joseph Community Health Agency's (BHSJ's) mission is to promote optimal health to prolong life by preventing disease and assuring the protection of the public's health in our community and environment. County residents have long experienced diverse health needs, and COVID-19 has continued to change the needs of the community, resulting in increased challenges accessing community health resources. The BHSJ seeks a Community Health Needs Assessment (CHNA) to better understand residents' major health needs and directly address vulnerable populations' health problems.



PSC has assisted dozens of communities in addressing the causes and effects of social determinants of health through community needs assessments and is well positioned to serve the BHSJ in this role.

PSC proposes conducting a CHNA for Branch, Hillsdale, and St. Joseph Counties that identifies community needs related to health resource availability and the built environment across diverse and vulnerable populations. PSC proposes the following tasks to meet the counties' needs related to the CHNA:

Task one: Facilitate planning meeting with the BHSJ

Task two: Collect and analyze quantitative data

Task three: Gather community input

Task four: Identify and prioritize major health needs

Task five: Prepare a final report

Task One: Facilitate Planning Meeting with the BHSJ

December 2022

PSC will hold a one- to two-hour virtual or in-person meeting with the BHSJ project team to prepare for all the CHNA components. At the meeting, PSC and the BHSJ project team will review the scope of work and timeline and identify available materials. Additionally, PSC and the BHSJ project team will discuss methods for additional data collection and consider focus areas for the final report.

PSC proposes establishing a regular meeting schedule with the project team to ensure consistent communication and adherence to timelines. PSC recommends 60-minute, twice monthly meetings with the project team to share progress, confirm findings, review document drafts, and determine next steps. PSC will develop agendas and facilitate these meetings.

Task Two: Collect and Analyze Quantitative Data

December 2022–March 2023

PSC will gather and collect data to create a profile of Branch, Hillsdale, and St. Joseph County residents and their health needs. PSC will review demographic and health trend data already collected by the BHSJ and other entities in the tri-county region, ensuring that this information covers research on social determinants of health (e.g., socioeconomic status, health resource availability, the built environment, behavioral risk factors, and other applicable data). PSC will supplement information already gathered with material from a variety of sources, which may include the following:

- Michigan Behavioral Risk Factor Surveillance System
- [2021 County Health Rankings—Centers for Disease Control and Prevention](#)
- [The 2021 ALICE Report—Michigan Association of United Ways](#)
- [PLACES: Local Data for Better Health—Centers for Disease Control and Prevention](#)
- [2021 Kids Count in Michigan Data Book: A Better Future is Possible](#)
- [Branch County Community Health Assessment](#)
- [St. Joseph County Community Health Needs Assessment](#)
- [Coldwater Regional Hospital 2019 Community Health Needs Assessment](#)
- [Community Health Needs Assessment for the Hillsdale Community Health Center](#)

The analysis will include a comparison of Branch, Hillsdale, and St. Joseph Counties to national and state trends. PSC will prepare data tables and summarize key findings, which will also be included in the final report.

Task Three: Gather Community Input

January–April 2023

Following the BHSJ review of the data analysis summary, PSC will engage community members to identify and prioritize community health needs. In collaboration with the BHSJ project team, PSC will determine gaps in information and perspective and determine the most appropriate methods for obtaining additional community and stakeholder input, most likely a stakeholder survey and/or discussion groups.

Community Survey

January 2023–March 2023

PSC will develop a survey that builds on findings from the quantitative data analysis. The survey will focus on community members' health needs and concerns, as well as their use of existing community health services; if desired, the survey can include questions to identify how the COVID-19 pandemic affected their needs and how they access and use services. The survey will be limited to one-open ended response; the rest of the questions will be closed ended. PSC will revise the draft survey based on discussions with and feedback from BHSJ project team. The BHSJ project team will have the opportunity to test the survey prior to distribution. PSC will work with the BHSJ project team to create a survey distribution plan that BHSJ can use to share the survey to reach residents throughout its jurisdiction. The distribution plan could include sending the survey through text messages, if possible, based on client contact information available from the BHSJ.

PSC will program the survey online using Qualtrics and analyze the results using best practices in a mixed-methods approach. PSC will calculate descriptive statistics using quantitative data from the survey, explore descriptive data across demographic groups, and use appropriate statistical methods to identify any relationships between demographic subgroups and service needs. A frequency report for each question will be included in the final report. Qualitative survey responses will be summarized by key themes.

Community Discussion Groups

February 2023–April 2023

Discussion groups are an effective strategy for obtaining direct input from community members and discussing issues in greater detail. PSC will facilitate up to four 90-minute discussion groups with community representatives. If it is safe to do so, PSC will host in-person discussion groups; if needed, PSC can also host virtual sessions. Each of the discussion groups should include eight to 12 people who have a shared lived experience (e.g., individuals who all receive services from a certain community organization or clinic, those with low incomes, minorities, individuals who are uninsured, or older adults). The final makeup of discussion groups will be determined in consultation with the BHSJ project team. PSC will provide light refreshments and a \$25 gift card will be offered to all discussion group participants to thank them for their time.

Using preliminary survey findings, PSC will prepare a set of discussion questions that are designed to identify each community's health needs and determine which needs are unmet. Discussion group participants will be asked to identify current community resources and potential strategies for addressing priority health issues.

As with the interview responses, PSC will summarize the feedback in aggregate and will not report individual responses. The summary will be included in the full report.

Task Four: Identify and Prioritize Major Health Needs

May 2023

Quantitative and qualitative data will present a picture of a variety of health needs and issues facing Branch, Hillsdale, and St. Joseph Counties and will be the foundation for identifying and prioritizing major health needs. PSC will facilitate a half-day session that will identify the health needs for each county within the BHSJ region and then prioritize those health needs in each area in hopes of identifying three to five priorities per county. The session will include a structured discussion with the BHSJ project team, additional BHSJ leadership members, and if desired, the six members of the BHSJ Board of Health. Invited attendees will receive and be requested to review the data analysis and community input summaries prior to the session. During the meeting, PSC will facilitate a discussion about the data— including how the three-county region compares to the state—and will review disparities in health behaviors and outcomes to identify the major health needs.

To prioritize the major health needs, PSC will propose a set of criteria to be refined in consultation with BHSJ project team. Criteria might include the magnitude and severity of the health problem, historical trends, impact on vulnerable populations, existing resources to address these challenges, and others. PSC will facilitate a prioritization activity during the session to apply the criteria and identify three to five priority health needs per county. Following the meeting, PSC will prepare a summary of the process along with a list of all identified health needs, noting those that were prioritized as the most pressing to address, along with the criteria used for prioritization. The summaries of health needs identification and prioritization will be included in the final report.

Task Five: Prepare a Final Report

May 2023–June 2023

PSC will prepare a final report that describes the assessment process, summarizes the quantitative and qualitative data used to identify health needs, and the identified and prioritized health needs. The report will include the following components:

- Executive summary, highlighting key findings and the prioritized health needs
- Description of the process and methodology used to analyze the data
- Narrative analysis and visual display (e.g., graphs and charts) of the data collected through publicly available data and the community survey
- Narrative summary of thematic analysis of qualitative data from the community survey and discussion groups
- Description of the process and methodology used to identify priorities

- Key findings, pressing and prevalent issues, and resources/strengths identified through the data analysis and prioritization session with BHSJ leadership
- List of identified community health needs and those that have been prioritized

PSC recognizes the importance of visual appeal and formatting in ensuring the final deliverable is valuable and subsequently used for its intended purpose. PSC employs a team of professional editors and graphic designers to support the development of all project deliverables. The report will use both narrative and visual aids, including tables, charts, and a visually appealing infographic, to support findings. PSC will present the final report to the BHSJ Board of Health to help support the utilization of the report and encourage conversations among stakeholders. PSC will work with the BHSJ project team to determine appropriate branding and design for the final report. The final report will be made available to the BHSJ before the agreed-upon date in June 2023.

Our Services

Our best work happens when aspiration meets innovation, candor fuels collaboration, and partnerships empower people. We serve a wide range of clients who seek out our services because of our extensive content knowledge, as well as our ability to forge consensus, engage the public in meaningful ways, and put policy into practice.

Research

To get a full grasp on the challenges you face, you need impartial research that is thorough, thoughtful, and rigorous. Our ability to collect, analyze, and interpret information helps you better understand complex issues, make informed decisions, and develop effective strategies for making change. The research results may not always tell you what you want to hear, but we'll give you the best information and analysis available so you can make the best possible decisions. We let the data – not opinions or anecdotes – inform the outcome.

Facilitation

You likely already know that one of the most effective ways to shape policy decisions is to demonstrate that a significant number of people with diverse perspectives agree on the best path forward. We understand that finding common ground can be delicate work. Our emphasis on collaboration, trust, and tolerance for diverging opinions helps you focus on finding untapped opportunities. Using proven processes to take in numerous inputs and lived experience, then expertly challenge assumptions, we build an inclusive environment to authentically engage people of all walks of life and land on real-world solutions for your toughest challenges.

Strategy

Your strategy should evolve over time as you learn more about the issues you're confronting. We know that navigating uncertainty and mobilizing for change requires a solid plan with sound advice and clear direction. Our strategic guidance enables you to make practical decisions within context. In some cases, we may draw on our diverse networks and deep roots in government and public affairs. In other cases, we work with you to develop and refine policy recommendations to advance your goals. We advise boards and task forces on how to strike the right balance between strategic direction and effective action. We counsel organizations and coalitions on defining value, grappling with policy issues, and working together to make progress.

Communication

It's not just what you're saying—it's how you're saying it and who's hearing it that really resonates. We can show you how to amplify project outcomes using innovative methods and tried-and-true tactics. Our editorial staff reviews every piece of content we produce to make sure your communications are articulate and accurate. Our designers make anything in print or pixels look polished and professional. With longstanding relationships in government, public affairs, and the media, we can help connect you and your message to policymakers and thinkers.

Want More?

We work with organizations and companies across private, public, and social sectors to design and define good public policy that is inclusive and actionable. As your project and needs evolve, our support can evolve with you. Consider these additional services to help you achieve your goals.

Evaluation

If you really want to figure out what is and isn't working for your organization, programs, or initiatives, you need a systematic, unbiased assessment that gets under the hood. With reliable intel from interviews, focus groups, and surveys, we work with you to sort through the results and figure out how to move forward. We help you crystalize your objectives, determine strategies, and identify how to expand positive impacts. We strongly believe in engaging a diverse mix of people in this process and deeply value inclusion at every step. We take the time to learn about the issues you struggle with, the environments you work in, the populations you serve, and the funders who hold you accountable.

Implementation

Sometimes you simply need an extra hand to guide an initiative or program as it goes out into the world. When you work with us, you benefit from our full suite of services, including our exceptional operational and management expertise. We blend our content knowledge with our process planning know-how to help you turn sound research into highly effective initiatives. Our services go beyond conventional consulting by supporting program operations. We work with you to build capacity, design valuable systems, and grow good ideas into successful outcomes.

Quality and Accessibility

There is no substitute for quality. PSC has delivered thousands of projects to clients who rely on information to make decisions that affect people's lives. That is why PSC believes in creating content that is thorough and accurate with a high presentation value. To do this, all content, whether produced in house or externally, goes through a production process that incorporates client feedback. Our production team, made up of editors and designers, ensures writing accuracy, consistency, and flow. They also make sure the content is well formatted and designed to help tell the intended story. This quality control check comes standard with all PSC services and has already been accounted for in this proposal's timeline and budget.

PSC is also committed to producing content that is accessible to everyone. If your project needs to comply with the Americans with Disabilities Act (ADA), PSC can meet that requirement. This optional service ensures your content meets Web Content Accessibility Guidelines. To access this amenity, simply let your PSC contact know the content needs to be ADA compliant before this agreement is executed and they will adjust the project's timeline and budget accordingly.

Diversity, Equity, and Inclusion

For over 40 years, PSC has contributed meaningfully to public policy discussions and decisions that deeply affect Michigan communities. Our mission is to make Michigan a better place, and we can only get there through a sustained commitment to diversity, equity, and inclusion (DEI). Our leaders are directly involved in DEI implementation, our staff engages in continuous learning, and the projects we work on connect us with communities looking for a strong partner—not a savior. We embrace the difficult conversations, using best practice and experience-informed skill to guide our clients toward inclusive, equitable solutions for all. Our in-house DEI Committee and our DEI specialist assist with development and organization of DEI initiatives and support staff directly so the lens remains a fixture in our internal decision making and external project work. For clients, this support could look like a nuanced examination of survey data, culturally competent outreach to at-risk communities, or even a deep dive into an organization's internal policies to ensure they're equitable for everyone.

Project Timeline and Budget

We will get started on your project immediately upon the acceptance of this proposal. The total cost of this project is \$51,900, which includes \$1,600 for community participant incentives. The project will be completed by June 30, 2023. The following table outlines our proposed budget for this scope of work.

Facilitate Planning Meeting and Ongoing Communication	Timeline	\$8,940
<ul style="list-style-type: none"> Internal preparation, planning, and communication 	December 2022	\$2,585
<ul style="list-style-type: none"> Kick off meeting and twice monthly ongoing client meetings 	December 2022–June 2023	\$6,355
Collect and Analyze Quantitative Data	Timeline	\$11,230
<ul style="list-style-type: none"> Review and analyze publicly available local, state, and national data along with any client provided datasets 	December 2022–March 2023	\$8,170
<ul style="list-style-type: none"> Create charts and visual representations of available data 	December 2022–March 2023	\$3,060
Gather Community Input: Survey	Timeline	\$10,610
<ul style="list-style-type: none"> Draft, program, distribute survey 	January 2023–March 2023	\$4,635
<ul style="list-style-type: none"> Analyze survey and create visuals 	March 2023–May 2023	\$5,975
Gather Community Input: Discussion Groups	Timeline	\$12,990
<ul style="list-style-type: none"> Prepare discussion group materials and facilitate sessions 	February 2023–March 2023	\$7,010
<ul style="list-style-type: none"> Incentives, participant food and drinks 	February 2023–March 2023	\$1,600
<ul style="list-style-type: none"> Qualitative thematic analysis 	March 2023–May 2023	\$4,380
Identify and Prioritize Health Needs	Timeline	\$3,015
<ul style="list-style-type: none"> Initial health needs report 	April 2023	\$1,040
<ul style="list-style-type: none"> Prioritizing health needs facilitated conversation 	April 2023	\$1,975
Prepare Final Report	Timeline	\$5,115
<ul style="list-style-type: none"> Prepare final report 	May 2023–June 2023	\$2,395
<ul style="list-style-type: none"> Develop presentation and present report to BHSJ board 	May 2023–June 2023	\$2,720
Total		\$51,900



Get Results—Not Just Reports

You're here because you value informed analysis and thoughtful discussion. We partner with people and organizations who want to make lasting change that creates the greatest good. It feels different to work with us because we bring a fresh perspective, mutual trust, and infectious energy to every project.

50+

MASTER MINDS

500+

PROJECTS DONE

90+

CLIENTS SERVED

Prior Experience

Macomb Community Action Community Needs Assessment.

Client: Macomb County–Macomb Community Action.

Contact: Ernest Cawvey, Director, 586-469-6999, ernest.cawvey@macombgov.org

In September 2020, Macomb Community Action (MCA) contracted with PSC to conduct a community needs assessment that met federal requirements and established a framework for assessing the needs of disproportionately affected populations, monitoring progress toward MCA's mission, and identifying key focus areas for its future work. The data MCA shared with PSC included more than 200 responses to stakeholder surveys, input from community focus groups, and interviews with community partners, as well as quantitative data describing Macomb County's population characteristics. PSC analyzed the data obtained by MCA, obtained supplementary data as needed, and compiled all the data into a [final report](#) in accordance with the Community Action Partnership Organizational Standards on community assessments. PSC presented the needs assessment to the MCA board of directors in December 2020.

Area Agency on Aging Community Needs Assessment.

Client: Kalamazoo County.

Contact: Samantha Carlson, Director of Older Adult Services, 269-373-5187, sacarl@kalcountry.com

PSC worked with the Region 3A Area Agency on Aging to update its multiyear area plan by conducting a [community needs assessment](#) for Kalamazoo County's older adult population. The assessment identified population needs—specifically those that have the greatest social and economic need—with a focus on psychosocial services to assist in safe, independent community living; affordable and healthy food; housing (including accessibility); transportation; medical care; and socialization. The plan complied with State of Michigan Aging and Adult Services Agency standards.

All activities were conducted in partnership with Kalamazoo County leadership to ensure that the assessment met the needs of the community and accurately reflected the community based on the data collected and shared. This work began in September 2019 and concluded in March 2020. PSC presented the needs assessment to the board of commissioners in May 2020.

Community Assessment Update.

Client: FiveCAP.

Contact: Mary Trucks, Executive Director, 231-757-3785, fivecap@fivecap.org

FiveCAP is one of 30 community action agencies in Michigan. As such, it is required to conduct a community assessment every three years to identify the needs of the population it serves. Its community assessment data was last updated in October 2015 by PSC, and FiveCAP sought PSC's assistance again in 2018 to collect and organize data as well as provide a brief analysis. Data collection and analysis involved three key steps. First, PSC developed a list of data collection measures to confirm that the desired information would be gathered. Second, PSC collected data from the U.S. Census Bureau, the Michigan Department of Health and Human Services, and FiveCAP to obtain trend data for each measure. In some cases, PSC calculated rates or percentages to provide data that was useful for comparison. Finally, PSC prepared data tables and a summary analysis to highlight key findings for the [final version of the assessment](#), which was delivered in September 2018.

Census and Needs Assessment for Michigan’s Deaf, DeafBlind, and Hard of Hearing Communities.

Client: Michigan Department of Civil Rights.

Contact: Anne Urasky, Division on Deaf, DeafBlind and Hard of Hearing Director, 313-437-7035, uraskya@michigan.gov

In July 2017, the Michigan Department of Civil Rights engaged PSC and its project partner, Madonna University, to conduct a census and needs assessment for Michigan’s Deaf, DeafBlind, and Hard of Hearing (DDBHH) communities. The project entailed a statewide survey to determine incidence of individuals with hearing loss to determine the size of the DDBHH communities. This survey of 3,600 households was conducted to yield population estimates for nine geographic regions and the state overall.

PSC also conducted a comprehensive needs assessment of Michigan’s DDBHH communities. Working with a steering team of eight individuals, the project team developed a survey to gather information about demographics, communication preferences and needs, education and employment experiences, health status, housing and transportation needs, access to services, and preferences for state policies and programs. Working under the project name Not Without Us, PSC developed a website and marketing materials that were shared with organizations that serve the DDBHH communities and individuals who volunteered as ambassadors to encourage survey response. The website, fully compliant with the ADA, housed links to two versions of the survey—one that included American Sign Language translation of all survey questions and response options and a text-only version optimized for use with screen readers and other translation tools. More than 800 responses were collected and analyzed to better understand the needs, preferences, and experiences of people who are Deaf, DeafBlind, and Hard of Hearing. The project concluded in February 2020.

Thank You

We appreciate the opportunity to propose this impactful work and look forward to the possibility of building a partnership to make lasting change. PSC knows community needs assessments. We've helped clients—like Macomb Community Action Agency—understand the health needs in their community and make data driven decisions.

PSC is looking forward to gathering community feedback through survey and discussion groups, analyzing available data, and helping BHSJ prioritize their community's health needs through data driven decision making.

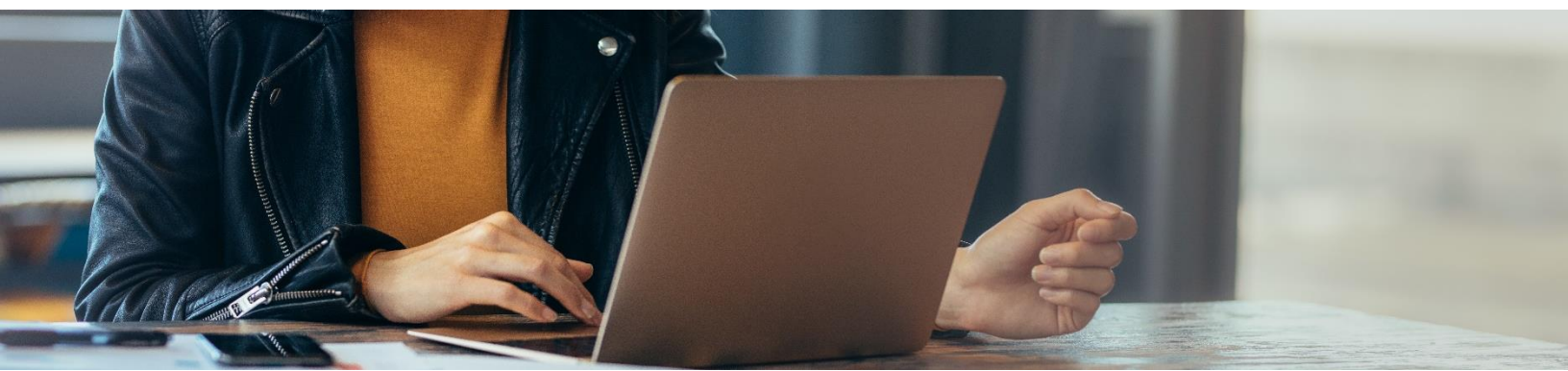
Together, we can achieve remarkable results.

Reach Katie VanDorn at KVanDorn@publicsectorconsultants.com and 517-331-9474.



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Cost-of-Living Adjustment (COLA) Proposal

The employees of the Branch-Hillsdale-St. Joseph Community Health Agency work hard and have been undercompensated for their work for many years. The Agency must continue its efforts to reach a wage scale that is competitive, which would help the Agency maintain current staff and recruit new staff. The Agency was already in a deep hole without the high inflation rates, but now has further to climb to be competitive. To prevent losing the small gains already achieved in 2020, the Agency is recommending approval of the attached salary schedule, which increases regular employee compensation by 5%, retroactive to October 1, 2023 for employees who are still employed by BHSJ on November 4, 2022.

History of Wage Increases

The local Health Department (LHD) went many years without a cost-of-living adjustment (COLA), which caused the employees fall behind other agencies and the private sector. Much of this can be attributed to the devastating cuts to local appropriations between 2009 and 2013. These cuts equaled a 33.3% reduction in local appropriations. Some of these losses have been regained, and the LHD is currently funded at 20% lower than it was in 2009. These overwhelming cuts put the LHD in a position where it was not able to provide COLA increases. Over the course of ten years (2010 – 2019), the LHD staff received one across the board \$0.50 cent increase in April of 2013, a 1% increase in 2017, and a 1% increase in 2018, but the other seven years the employees did not receive any COLA increases. The lack of COLA increases caused the employees to steadily fall farther behind.

To identify how much these years without a COLA increase had put BHSJ employees behind, BHSJ contracted with Municipal Consulting Services LLC to complete an independent Classification and Compensation Study in late 2019. The study encompassed fundamental principles related to wage and salary administration and the proper evaluation of internal and external pay factors. Utilizing the information gathered from eleven other local health departments in Michigan, a suggested pay grades and ranges scale was created, which revealed that BHSJ was significantly behind other local health departments in compensation.

Due to budget constraints, the Agency wasn't able to implement the scale suggested in the 2019 study, but did implement a scale that was an average of 5.54% lower than the recommended ranges, which became effective on January 1, 2020. In an effort to prevent staff from losing those small gains, staff received a 2% COLA increase, on January 1, 2022, which left staff on average 3.66% under what was recommended in 2019.

Inflation

Inflation rates began climbing in 2021 and have continued to be high, despite the federal government's efforts to reduce them. The latest numbers for September put inflation at 8.2%, which is the worst it has been in forty years. Inflation has increased an average a cumulative total of 14.2% since BHSJ implemented the new scale, but wages have only increased by 2% in the same time

period. Thus, leaving the BHSJ staff with 12.2% reduced buying power. Absorbing this type of inflation is very difficult for staff when they are already compensated below the recommended amount. The increase to wages in 2021 has been completely erased by the high inflation and staff are further behind than they were when the agency began trying to correct the issue.

Inflation Rates

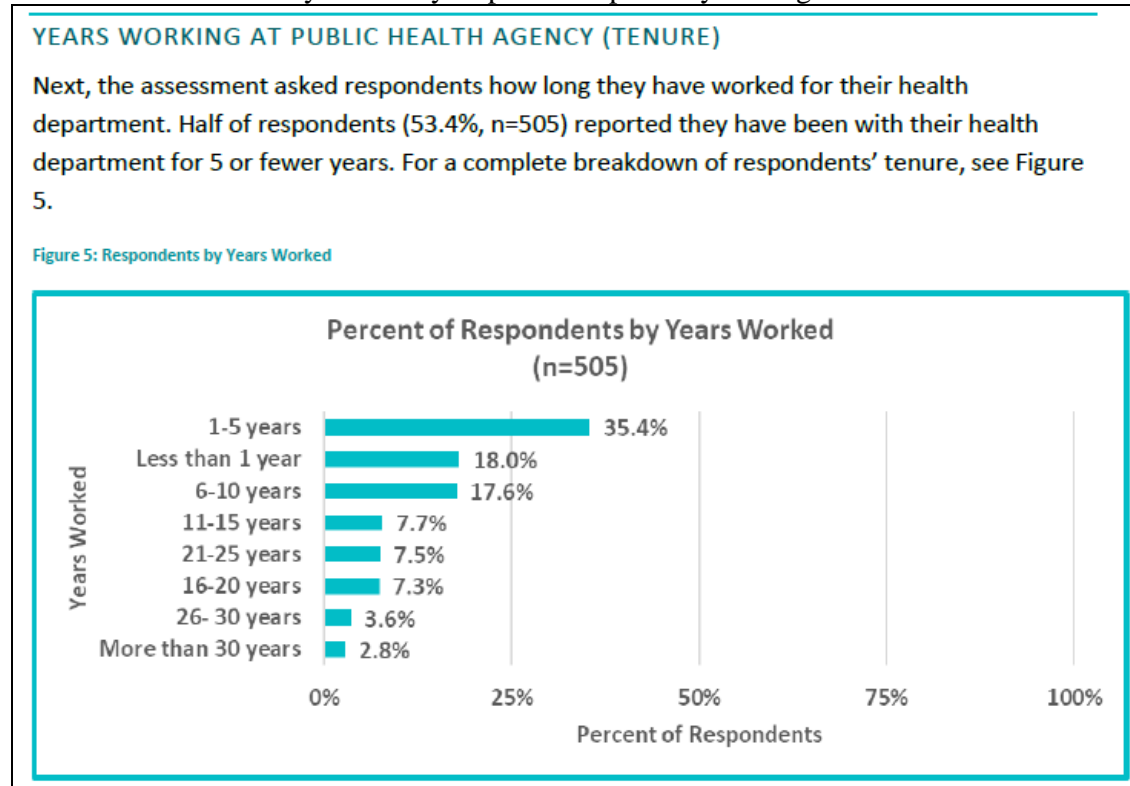
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Ave
2022	7.5	7.9	8.5	8.3	8.6	9.1	8.5	8.3	8.2				8.3
2021	1.4	1.7	2.6	4.2	5	5.4	5.4	5.3	5.4	6.2	6.8	7	4.7
2020	2.5	2.3	1.5	0.3	0.1	0.6	1	1.3	1.4	1.2	1.2	1.4	1.2
Total Average Inflation since 2020:													14.20%

<https://www.usinflationcalculator.com/inflation/historical-inflation-rates/>

Employee Retention and Recruitment

BHSJ has seen more employee turnover than other LHDs in the region. This is evidenced by 2022 Assessment Survey Summary Reports which were prepared by Michigan Public Health Institute after surveying the ten health departments in the region. The report indicates that across the region, 53.4% of staff had worked for their LHD for 5 years or less, while at BHSJ the number is considerably higher at 70.4%. BHSJ has lost 17% more staff than other LHDs in the region. This information, along with the many comments about the inadequacy of the pay scale seen in both the employee satisfaction survey results and the strategic planning documents may point to inadequate compensation as the reason BHSJ staff are leaving at a higher rate than from other LHDs in the region.

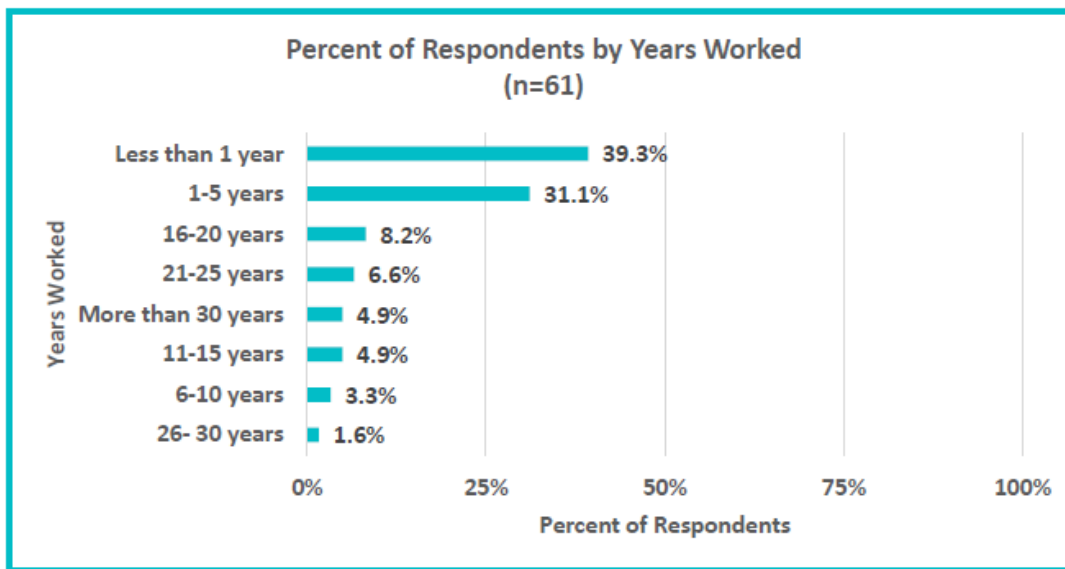
Regional Data from Southwest Michigan Regional Workforce Development
2022 Assessment Survey Summary Report – Prepared by Michigan Public Health Institute



YEARS WORKING AT PUBLIC HEALTH AGENCY (TENURE)

Next, the assessment asked respondents how long they have worked for BHSJCHA. A majority of respondents (70.4%, n=61) reported being with their health department 5 years or less. For a complete breakdown of respondents' tenure, see Figure 5.

Figure 5: Respondents by Years Worked



BHSJ also struggles to find qualified candidates to fill open positions. Often times, potential candidates refuse an interview due to the starting wage. For a recent IT job, the Agency received 8 resumes, of those 8, only 4 had the qualifications and experience required on the job posting, but none of those 4 accepted an interview when advised of the starting wage. In other areas, the agency cannot even get people to apply. The Agency has been trying to recruit a nurse, for an open position, since March. BHSJ has become a stepping stone for people to gain experience before moving on to a more lucrative position. The continuous training of new, unexperienced staff, only to see them leave, puts a heavy burden on the existing staff, adds additional cost to the Agency, and negatively impacts BHSJ's ability to meet minimum program requirements and provide good service to residents.

Compensation Increases

BHSJ must increase wages in an effort to keep up with other employers, which should help with both retention and retaining new staff. If BHSJ cannot compete with wages, it will not be able to retain or recruit good talent.

The Michigan Civil Service Commission approved a 3-year collective bargaining agreement last December which provides a 5% COLA to all State union and non-union employees, which went into effect on October 1, 2022. <https://apnews.com/article/business-lifestyle-michigan-gretchen-whitmer-state-governments-b617ac7d02279ff40ea209f4111c34c0>

The Agency received a letter from the Michigan Department of Health and Human Services in September advising that the Agency will be receiving an increase to the WIC Residential and WIC Breastfeeding budgets for a total increase of \$26,134. The letter indicates:

The Michigan WIC Division is pleased to provide increased funding to help counteract the effects of rising prices in the economy. Each Michigan WIC Local Agency is receiving an increase of 5% of FY2024 budgeted salary and wages. We encourage you to use this additional funding to increase salaries or hire additional staff, however, the funds may be utilized for other WIC purposes designated by your Local Agency.

The letter does indicate that this is one-time funding, but it goes to show the intent of the funding is to increase wages. There is a lot of work going on to increase funding for LHDs at the state level and BHSJ has already been advised to expect additional revenues in other areas. Until budgets are set, there is no way to know if this funding will or will not be sustained in the coming years.

The Social Security Administration has seen large COLA increases in the last 2 years. <https://www.ssa.gov/cola/> People who receive Social Security received a 1.3% increase in January of 2021, 5.9% increase in January of 2022, and will receive an 8.7% increase in January of 2023. The cumulative total over the 3-year period is an increase of 15.9%, while BHSJ staff have received only 2% in the same time frame. According to a Fact Sheet published by the Social Security Administration (<https://www.ssa.gov/news/press/factsheets/colafacts2023.pdf>), with this COLA increase the estimated average monthly Social Security benefit payable in January of 2023 will be \$1,827 per month, which equals the income someone making \$10.54 per hour would make. This is only \$1.30 per hour less than the hire in rate for BHSJ employees on level 1 of the pay scale and it is widely accepted that working people incur expenses that retired people do not (weekly transportation to and from work, child care, and professional clothing, etc.).

Medicaid

BHSJ currently has full-time employees who defer the agency sponsored group health insurance for themselves, or their children, because they are compensated at a rate so low that they qualify for Medicaid under the current income guidelines.

Conclusion

To keep existing talent and have the ability to recruit new qualified employees, BHSJ should approve the attached salary schedule, which increases regular employee compensation by 5%, retroactive to October 1, 2023 for employees who are still employed by BHSJ on November 4, 2022. The Agency will pay for this increase through a variety of funding sources including the small increase to local appropriations, utilizing the increased allocations from the MDHHS, utilizing the increased allocations from ELGE, unspent Medicaid Cost Based Reimbursement dollars (in qualifying programs only), and other budget adjustments.

October 2022 SALARY SCHEDULE - Showing Proposed 5% Increase

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>	<u>% more than Recommended in 2019 Study</u>	<u>Recommended Maximum 2019 Study (6 year rate)</u>	<u>Recommended Max 2019 Study adjusted for inflation +13%</u>
1	EH ASSISTANT CLERK	12.43	12.84	13.26	13.68	14.09	14.50	14.92	1.15%	14.75	16.67
2	WIC BF PEER COUNSELOR	13.99	14.46	14.93	15.39	15.86	16.32	16.79	1.16%	16.6	18.76
2	CSHCS REPRESENTATIVE	13.99	14.46	14.93	15.39	15.86	16.32	16.79			
2	ADMIN SUPPORT CLERK	13.99	14.46	14.93	15.39	15.86	16.32	16.79			
2	VISION/HEARING TECH	13.99	14.46	14.93	15.39	15.86	16.32	16.79			
2	IMMZ CLERK	13.99	14.46	14.93	15.39	15.86	16.32	16.79			
2	CLINIC CLERK TECH	13.99	14.46	14.93	15.39	15.86	16.32	16.79			
3	EH ADMIN ASSISTANT	15.81	16.33	16.86	17.38	17.92	18.44	18.97	1.11%	18.76	21.20
3	CLINIC ADMIN ASST	15.81	16.33	16.86	17.38	17.92	18.44	18.97			
3	AAA Program Specialist	15.81	16.33	16.86	17.38	17.92	18.44	18.97			
3	AAA OUTREACH SPECIALIST	15.81	16.33	16.86	17.38	17.92	18.44	18.97			
4	AAA VOCA SPECIALIST	17.86	18.46	19.05	19.65	20.25	20.84	21.44	1.14%	21.2	23.96
4	FISCAL SUPPORT SPECIALIST	17.86	18.46	19.05	19.65	20.25	20.84	21.44			
5	OPEN GRADE	20.20	20.86	21.54	22.21	22.89	23.56	24.24	1.20%	23.95	27.06
6	EH SANITARIAN	22.81	23.57	24.33	25.09	25.85	26.61	27.37	1.13%	27.07	30.59
6	AAA SW CARE CONSULTANT	22.81	23.57	24.33	25.09	25.85	26.61	27.37			
6	HEALTH EDUCATOR	22.81	23.57	24.33	25.09	25.85	26.61	27.37			
7	SENIOR EH SANITARIAN	25.78	26.64	27.50	28.36	29.22	30.08	30.94	1.25%	30.56	34.53
7	FINANCE AND IT SUPPORT SPECIALIST	25.78	26.64	27.50	28.36	29.22	30.08	30.94			
7	COMM HEALTH SERV RN	25.78	26.64	27.50	28.36	29.22	30.08	30.94			
7	PUBLIC HEALTH RN	25.78	26.64	27.50	28.36	29.22	30.08	30.94			
7	ACCOUNTANT	25.78	26.64	27.50	28.36	29.22	30.08	30.94			
7	EMERGENCY PREP COORD	25.78	26.64	27.50	28.36	29.22	30.08	30.94			
7	IT NETWORK MANAGER	25.78	26.64	27.50	28.36	29.22	30.08	30.94			

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>	<u>% more than Recommended in 2019 Study</u>	<u>Recommended Maximum 2019 Study (6 year rate)</u>	<u>Recommended Max 2019 Study adjusted for inflation +13%</u>
8	CLINIC SUPERVISOR	29.13	30.10	31.07	32.04	33.02	33.98	34.96	1.15%	34.56	39.05
8	COMM HEALTH SERV SUPERVISOR	29.13	30.10	31.07	32.04	33.02	33.98	34.96			
8	EH SUPERVISOR	29.13	30.10	31.07	32.04	33.02	33.98	34.96			
9	ENVIRONMENTAL HEALTH DIR.	33.89	35.01	36.15	37.27	38.41	39.53	40.67	1.16%	40.2	45.43
9	PREV.HEALTH/DISEASE PREV. DIR.	33.89	35.01	36.15	37.27	38.41	39.53	40.67			
9	ADMINISTRATIVE SERVICES DIR.	33.89	35.01	36.15	37.27	38.41	39.53	40.67			
9	AAA DIRECTOR	33.89	35.01	36.15	37.27	38.41	39.53	40.67			
									1.16%		

Lighthouse Insurance Group, Inc.

Branch Hillsdale St Joseph Community Health Agency

Medical Insurance Fully Insured Benefits and Cost Analysis

1/1/2023

Insurance Company		Blue Cross Blue Shield							
Type of Plan		SB PPO 80% \$1,000/\$2,000 Deductible		SB PPO 80% \$1,000/\$2,000 Deductible		SB PPO 80% \$1,500/\$3,000 Deductible		SB PPO 80% \$1,500/\$3,000 Deductible	
In Network									
Deductible		\$1,000/\$2,000		\$1,000/\$2,000		\$1,500/\$3,000		\$1,500/\$3,000	
Coinsurance Maximum		\$2,500/\$5,000		\$2,500/\$5,000		\$2,500/\$5,000		\$2,500/\$5,000	
Out of Pocket Maximum		\$6,350/\$12,700		\$8,150/\$16,300		\$6,350/\$12,700		\$8,150/\$16,300	
Office Visit		\$30 Copay		\$30 Copay		\$30 Copay		\$30 Copay	
Virtual Visit		\$30 Copay		\$30 Copay		\$30 Copay		\$30 Copay	
Preventive		100%		100%		100%		100%	
Specialist Visit		\$30 Copay		\$30 Copay		\$30 Copay		\$30 Copay	
Urgent Care		\$30 Copay		\$30 Copay		\$30 Copay		\$30 Copay	
Inpatient & Outpatient		80% after deductible		80% after deductible		80% after deductible		80% after deductible	
Advanced Imaging		80% after deductible		80% after deductible		80% after deductible		80% after deductible	
Emergency Room		\$150 copay per visit (copay waived if admitted)		\$150 copay per visit (copay waived if admitted)		\$150 copay per visit (copay waived if admitted)		\$150 copay per visit (copay waived if admitted)	
Ambulance		80% after deductible		80% after deductible		80% after deductible		80% after deductible	
Prescription Drug		\$20/\$60/50% (\$80min /\$100max)		\$20/\$60/50% (\$80min /\$100max)		\$20/\$60/50% (\$80min /\$100max)		\$20/\$60/50% (\$80min /\$100max)	
Premium		Current		10/1/2022		1/1/2023		Current	
		10/1/2022		1/1/2023		10/1/2022		1/1/2023	
Single		4	\$668.13	\$692.08	\$668.05	19	\$643.66	\$666.40	\$641.83
Double		3	\$1,593.25	\$1,651.37	\$1,603.31	6	\$1,534.31	\$1,589.56	\$1,540.41
Family		2	\$2,016.34	\$2,087.44	\$2,004.15	13	\$1,943.21	\$2,010.70	\$1,925.51
ESTIMATED MONTHLY			\$11,484.95	\$11,897.31	\$11,490.43		\$46,697.13	\$48,338.06	\$46,468.86
ESTIMATED YEARLY			\$137,819.40	\$142,767.72	\$137,885.16		\$560,365.56	\$580,056.72	\$557,626.32
% DIFFERENCE				3.59%	0.05%			3.51%	-0.49%
Combined Annual Oct 2022		\$722,824.44							
Combined Annual Jan 2023		\$695,511.48							
Combined Difference		-3.78%							

SB HSA 80% \$1,500/\$3,000 Deductible	SB HSA 80% \$3,000/\$6,000 Deductible
\$1,500/\$3,000	\$3,000/\$6,000
N/A	N/A
\$4,000/\$8,000	\$6,900/\$13,800
80% after deductible	80% after deductible
80% after deductible	80% after deductible
100%	100%
80% after deductible	80% after deductible
80% after deductible	80% after deductible
80% after deductible	80% after deductible
80% after deductible	80% after deductible
80% after deductible	80% after deductible
80% after deductible	80% after deductible
80% after deductible	80% after deductible
\$20/\$60/50% (\$80min /\$100max) *after deductible	\$20/\$60/50% (\$80min /\$100max) *after deductible
1/1/2023	1/1/2023
\$596.22	\$500.84
\$1,430.94	\$1,202.01
\$1,788.68	\$1,502.52