



**PUBLIC SECTOR
CONSULTANTS**

March 29, 2022

City Administrator
City of Ann Arbor
Procurement Unit
Ann Arbor, MI 48104

Dear City Administrator,

Public Sector Consultants (PSC) is pleased to provide this proposal to the City of Ann Arbor for Request for Proposals (RFP) # 22-28 Community Engagement Services.

PSC is uniquely qualified for this community engagement project that requires broad stakeholder input on a sensitive and potentially contentious topic. Our nonpartisan firm possesses a strong background in facilitating groups with opposing ideas and helping identify common interest to bring people together to share openly and identify innovative solutions. Our staff has extensive expertise in stakeholder interviews, small groups, community forums, and surveys. We recently worked with a local municipality to engage the community on potential services cuts due to funding shortfalls and are working with stakeholders to design a recommended model for Michigan's crisis stabilization units. As you will see in greater detail throughout the proposal, PSC is well suited to serve as a partner to the City of Ann Arbor in this work.

We look forward to discussing this proposal with you at your convenience. I may be reached at 517-331-9456 and rkuntzsch@publicsectorconsultants.com. Thank you for the potential opportunity to work together to significantly increase our understanding of the Ann Arbor community's input on unarmed crisis response.

Sincerely,

Rachel Kuntzsch
President

Enclosure

Proposal for **Community Engagement** **Services**

March 29, 2022



**PUBLIC SECTOR
CONSULTANTS**

Submitted by

Public Sector Consultants
www.publicsectorconsultants.com

Prepared for

City of Ann Arbor
www.a2gov.org

Table of Contents

- C. PROPOSED WORK PLAN** 5
- Background and Goals 5
- Scope of Work 5
- Timeline 9
- Reference 9
- A. PROFESSIONAL QUALIFICATIONS** 10
- About the Firm 10
- Staff 11
- Quality and Accessibility 13
- B. PAST INVOLVEMENT WITH SIMILAR PROJECTS** 14
- D. FEE PROPOSAL** 17
- E. AUTHORIZED NEGOTIATOR** 17
- F. ATTACHMENTS** 18
- Attachment A: Legal Status of Offeror 18
- Attachment B: Non-Discrimination Ordinance Declaration of Compliance Form 20
- Attachment C: Living Wage Declaration of Compliance Form 22
- Attachment D: Vendor Conflict of Interest Disclosure Form 24
- Attachment E: Staff Resumes 26

C. Proposed Work Plan

Background and Goals

Recent tragic, highly publicized events involving law enforcement have sparked a renewed interest in alternatives to armed law enforcement. Law enforcement in the United States is frequently challenged by the need to balance public safety, law enforcement, and community wellbeing. Law enforcement officers are expected to fill many roles, including community relations, public health, and social work. Police officers are often asked to respond to crisis situations, including those incidents involving people with behavioral health conditions and developmental disabilities. Unarmed crisis response is a promising alternative due to its potential to offer de-escalation, screening, assessment, support, and referral to services. Perceptions by stakeholders and the community of such unarmed response alternatives are largely unknown but critically important for policymakers in local communities.

A study completed in Boston investigated the key stakeholders and community members reaction to unarmed crisis intervention. When asked if they would support their town or community launching similar unarmed emergency response teams in place of police for nonviolent calls, much concern was noted. Of the 775 people who responded to the survey, 67 percent said they thought these teams would be a bad idea. Another 32 percent said they supported the idea (Osei 2021). The results of the Boston study suggest the importance of understanding perceptions of unarmed crisis intervention and supporting important efforts to engage stakeholders and the community in efforts to successfully initiate unarmed crisis intervention programs.

In April 2021, the Ann Arbor Community City Council passed a resolution (Enactment R-21-129) directing the city administrator to create an unarmed public safety response program. This resolution catalyzed important segments of the community such as faith-based organizations, students, and law enforcement to express both support and concern for the resolution. A community engagement process that objectively considers all perspectives and the community's priorities is a necessary approach to ensure all voices are heard and considered in the creation of the unarmed response program. Public Sector Consultants, as a neutral, professional, and objective facilitator, will work to engage all members of the community who have an interest in the unarmed public safety response program to ensure their voices and contributions inform the final report and recommendations.

Scope of Work

PSC proposes the following activities to engage the community and solicit thoughtful and meaningful input on the City's development of an unarmed crisis response program and to create a useful summary of the community's input and recommendations:

- Phase One: Engagement Planning
 - Host a project kickoff session with the City of Ann Arbor project team (project team)
 - Develop a stakeholder engagement plan

- Phase Two: Collect Stakeholder Feedback
 - Conduct stakeholder interviews with key civic and community leaders
 - Facilitate small groups with stakeholders such as crisis support services, human service organizations, law enforcement, and others
 - Implement a community survey
 - Hold public community forum
- Phase Three: Report on Findings and Recommendations
 - Analyze data gathered in the interviews, small groups, community forums, and community survey
 - Draft final report with key findings and recommendations and develop report dissemination plan

Phase One: Engagement Planning

Hold a Project Kickoff Session

Mid-April 2022

PSC will hold a one-hour virtual kickoff session with a project team that includes the Ann Arbor city administrator and city government representatives. The kickoff will discuss the project plan for stakeholder engagement. The meeting's purpose is to review the scope of work and timeline, confirm points of contact from each partner, identify and secure available background documents and reports, and begin to categorize stakeholders. PSC expects the kickoff session to take place in mid-April 2022, but will work with city staff to identify a mutually agreeable date and time. During this meeting, the project team will also confirm the frequency and length of time for monthly check-ins throughout the duration of the project.

Plan for Stakeholder Engagement

April to May 2022

PSC will work with the project team to plan stakeholder engagement activities with a broad range of stakeholders, including law enforcement representatives, faith-based community organizations, student university organizations, local leaders, crisis and social service providers, and others. Real and perceived racial inequalities exist in police practices and the criminal justice system across the U.S., meaning that the discussion of an unarmed crisis response team is a sensitive topic. As such, it is essential to ensure there is a thoughtful and thorough plan to 1) solicit a diverse range of voices to provide input on the new crisis response team; that 2) thoughtful strategies are employed to recruitment those voices to ensure they attend and participate, and that 3) the questions asked to capture community input are sensitive and inclusive of all participants.

Diversity, equity, and inclusion (DEI) is a critical factor in any strategic planning process. PSC is committed to deepening its understanding of DEI principles, both internally and externally. PSC strives to achieve both personal and organizational growth by providing training, education, and peer support to everyone in the firm. Improving cultural competency is also important for PSC's external work. The training, education, and peer support that has benefited the firm internally is transferable to PSC's external work with clients and would be integrated into this project. Specifically, PSC would ensure that all engagement work is viewed from an equity and cultural sensitivity lens. PSC's past work has embraced DEI strategies, including developing bilingual surveys; ensuring accommodations for Michiganders who

are Deaf, DeafBlind, Hard of Hearing, or English-language learners; and facilitating focus groups and board sessions on cultural competencies and supporting exploited communities.

PSC and the city staff who are on the project team will collaboratively identify which stakeholder groups and specific stakeholders should be invited to participate in an interview or small groups and who to engage to support recruitment for the community input sessions. The individuals need to represent a diversity of voices that may be impacted by the implementation of the new unarmed crisis response service. PSC will work with the project team to identify the best approach to recruit those individuals, including whether invitations should come from PSC, the City of Ann Arbor, or another organization. PSC will also work with the project team to identify the key questions to be asked of each group, including questions related to their perceived concerns, expectations, and priorities for this initiative and/or their thoughts on implementation strategies.

Using the input from the meetings with the project team, the deliverables for this stage will include a written engagement plan that outlines which audiences will be recruited for each engagement activity, the main goal of each recruitment activity, details on the recruitment approach, and the timeline for each activity. The project team will be responsible for providing PSC a contact list of proposed interviewees and invitees for the small groups. The contact list should include names, formal and informal organizational roles (if applicable), email addresses, and telephone numbers if available.

Phase Two: Collect Stakeholder Feedback

While specifics regarding which activities are aimed at which audiences will be determined in coordination with City of Ann Arbor staff, PSC envisions using a combination of interviews, small groups, and community forums. The individual interviews with key leaders and stakeholders identified in the RFP will be helpful to identify main concerns to establish key questions to ask in the small groups and community forums. PSC will seek stakeholder feedback related to services provided, program structure, implementation costs, and other issues that may emerge as data is collected.

The activities may be conducted in a different order than they appear in this proposal and may be conducted simultaneously. PSC routinely considers the best method to ensure participation when engaging stakeholders and will make recommendations on the best means to reach an individual or group. PSC will conduct personal outreach to secure interviews and use efforts such as social media, public service announcements, and direct contact with community leaders to encourage small-group participation.

Individual Interviews

June 2022

PSC will conduct up to ten one-hour stakeholder phone interviews. The purpose of these interviews will be to directly engage stakeholders who have a specific interest in the program and investigate their perspective on unarmed crisis response. These interviews will gather stakeholders' perspectives on the benefits and challenges of the current system, moving to an unarmed crisis response system, and collaboration between law enforcement and mental health systems as well as identify processes that could be used to engage community stakeholders throughout the development and implementation process. Interviews will be used to engage community leaders who can offer direct feedback in closed settings to understand the operating environment, as well as build initial support for this inclusive process and

encourage others to participate. PSC will create an interview guide for the project team's approval, schedule and conduct the interviews, and incorporate the deidentified results in the final report.

Small Groups

July 2022

PSC will host up to 15 small groups via Zoom, each lasting up to two hours. Each small group should have between eight and 12 participants. During these facilitated conversations, PSC will ask individuals to assess the successes and shortcomings of the current crisis and law enforcement response system to identify the existing strengths and challenges of these systems. PSC will work with the project team to identify key organizations from diverse backgrounds to include in the small groups. PSC will prepare a discussion guide for the project team's review and approval, develop an email notification to be sent to stakeholders in advance of the small groups, schedule and conduct the small groups, and incorporate the deidentified results into the final report.

Community Forums

August 2022

PSC will conduct up to four in-person community forums open to the public to gather additional thoughts and perspectives about crisis response, including departmental structure and budget prioritization. PSC will intentionally design and execute these forums in a way that ensures the sessions actively and effectively engage participants in constructive dialogue. The forums will provide the opportunity for the community of Ann Arbor to participate in the process and express their interest in the program. PSC will ensure all public forum meeting notifications are compliant with the Americans with Disabilities Act (ADA) (Web Content Accessibility Guidelines 2.0) and distributed through both traditional public notification methods (e.g., email list, social media) and through the networks of community-based organizations. PSC will select meeting locations that are accessible and conveniently located in the community. PSC will also host two virtual forums to ensure those with transportation issues have an opportunity to participate. Forums will be promoted in conjunction with the city by using websites, social media, and other media outlets. PSC will also announce the forums to community partners to encourage participation.

Optional Service: Community Survey

July and August 2022

In some circumstances, it can be challenging to gather perspectives from stakeholders, whether due to Zoom fatigue, busy schedules, or other reasons. If desired, PSC will design and conduct a community survey seeking broad input, thoughts, and opinions about the impact of crisis response services. Typically, a survey is intended to capture perspectives not explored during previous engagement activities and provide an additional mode of input for those who may not be able to participate in other sessions. PSC will work with the project team to identify content for the development of an optional survey tool for gathering feedback from the general community. PSC will consult with project team members to develop questions to determine what works well, what could be improved, and anything needed in service delivery. The survey will provide opportunities for several closed questions but will be limited to no more than two open-ended questions.

PSC will conduct the survey online using Qualtrics and will work with the project team to develop email-based survey distribution and a communication plan designed to follow up at specified intervals to ensure a robust response rate. Prior to sending out the survey, PSC will work with the project team to develop a

contact list of organizations, including contact names, formal and informal organizational roles (if applicable), and email addresses. Following the survey closure, PSC will analyze the data and incorporate the deidentified results into the final report. If timing allows, the survey results could be presented in one of the community forums at the conclusion of the project. The objectives of this meeting include sharing the results transparently with the community to build trust with the various interest groups and discussing potential solutions if needs/challenges are identified.

Phase Three: Report on Findings

September and October 2022

PSC will prepare the final report with recommendations that summarizes and incorporates the collected data from important community stakeholders and establishes recommendations for strengthening unarmed crisis response services. PSC will work with the project team to identify a dissemination plan appropriate for the Ann Arbor community. PSC will prepare a presentation for the community to share the findings and recommendations. Both the report and the presentation will be shared privately with the project team prior to community presentation.

PSC recognizes the importance of visual appeal and formatting in ensuring the final deliverable is valuable and subsequently used for creating and implementing plans. 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 visually appealing infographics, to support findings. PSC will work with the project team to determine appropriate branding and design for the report. The report will be made available to the project team by the agreed-upon date.

Timeline

Tasks will begin immediately upon the acceptance of this proposal. The project will be completed by October 2022. The following table outlines PSC’s proposed budget for this scope of work.

| Task | Timeline |
|---|----------------------------|
| Hold kickoff session | Mid-April 2022 |
| Develop stakeholder engagement plan | April to May 2022 |
| Conduct interviews | June 2022 |
| Facilitate focus groups | July 2022 |
| Hold community forums | August 2022 |
| Implement community survey | July and August 2022 |
| Draft final report and dissemination plan | September and October 2022 |

Reference

Osei, Zipporah. August 12, 2021. “Readers are Skeptical of Sending Unarmed Response Teams in Place of Officers.” *Boston.com*. Accessed March 25, 2022.
<https://www.boston.com/news/community/2021/08/12/readers-dont-support-unarmed-emergency-response-teams/>



A. Professional Qualifications

About the Firm

Public Sector Consultants is an independent, nonpartisan public policy consulting firm based in Lansing, Michigan, with a mission to improve the quality of life for residents of Michigan and beyond. We achieve this through the development and implementation of innovative, actionable public policies. PSC was established in 1979 in Lansing, Michigan and filed as a corporation with the State of Michigan in 1982. For more than 40 years, PSC has relied on unbiased, nonpartisan research to deliver enduring outcomes. We are a certified Women-owned Small Business that has served hundreds of government agencies, nonprofit organizations, and regulated industries through a full suite of professional services aimed at solving problems, improving systems, and empowering action.

At PSC, we believe in the power of good public policy shaped by thoughtful discourse and rigorous research for the benefit of all. We are committed to an intentional, ongoing understanding of systemic inequities, their causes, and their cures, ensuring our work is culturally responsive and inclusive. Clients call on PSC to help them better understand complex issues, make informed decisions, and develop effective strategies for making change.

Our skilled team provides deep expertise and bold insight to navigate policy decisions and guide projects and programs from conception to completion. We work to bridge the gap between what's real and what's ideal by concentrating on our clients' most critical needs and opportunities. We don't just follow best practice—we create it.

Public Sector Consultants provides the following services:

- **Research:** We collect, analyze, and interpret information to help clients understand complex issues and develop effective strategies.
- **Evaluation:** We crystalize objectives, determine strategy, and expand positive impacts by exploring the issues, the environments our clients work in, and the populations clients serve.
- **Facilitation:** We take in numerous and diverse inputs and lived experiences, expertly challenge assumptions and biases, and build an inclusive environment to engage people and land on realistic solutions.
- **Strategy:** We advise clients on striking a balance between strategic direction and effective action. We counsel clients on defining value, grappling with policy issues, and working together for progress.
- **Implementation:** We support program operations as we work with our clients to build capacity, design valuable systems, and grow good ideas into successful outcomes.
- **Communication:** We connect clients to the right audience with our relationships in government, public affairs, and the media.

Staff

Scott Dzurka

Vice President

Scott Dzurka is a vice president at Public Sector Consultants. In this role, he uses his past experience leading statewide associations to identify opportunities for PSC to collaborate with other entities to improve health outcomes and advance human potential. Specifically, he manages large-scale projects with public- and private-sector clients in health and human services; facilitates and provides strategic counsel for partnerships, task forces, coalitions, and healthcare and human services organizations; conducts research, analysis, and focus groups on health policy issues; and monitors state and national public policy activities.

Prior to joining the firm, Scott served for nine years as the president/chief executive officer of the Michigan Association of United Ways—an organization focused on the human services sector. There, his responsibilities included implementing the association’s strategic plan, leading program and product development, and overseeing all finances and fundraising activities. In addition, Scott provided policy advocacy support, represented the United Way network on several state government committees and nonprofit boards, and developed relationships on behalf of the network with governmental, labor, and corporate entities. Before that, he held leadership roles at the Michigan Association of Community Mental Health Boards and the Michigan Association of Counties.

Scott holds an AA in Business from Delta College, a BS in Public Administration from Michigan State University, and an MA in Business Administration with a focus on Management from Northwood University. He is also certified by the Project Management Institute as a Project Management Professional (PMP).

Katie Van Dorn

Senior Consultant

Katie Van Dorn is a senior consultant at Public Sector Consultants. She conducts research and analysis for the firm and its clients on a variety of health and human services topics, including behavioral health, health and dental insurance coverage, public and population health, cancer survivorship, as well as healthy aging and caregiving. Katie designs and conducts program evaluations; writes research and evaluation reports; facilitates large and small groups, including community engagement and strategic planning sessions; conducts surveys and key informant interviews; and monitors state health policy.

Prior to joining PSC in 2013, Katie worked for more than five years with the Community Mental Health Authority of Clinton, Eaton, and Ingham Counties. While with Community Mental Health, she had an integral role in the quality assurance and evaluation efforts for a federal grant program that brought several child-service agencies together to help youth with serious emotional challenges.

Katie holds a BA *cum laude* in Psychology from Hope College.

David Wingard

Senior Consultant

David Wingard is a senior consultant at Public Sector Consultants. As a senior consultant, David develops research reports, strategy documents, grant applications, and other client deliverables; plans and facilitates meetings, focus groups, and events; and cultivates new business by identifying project opportunities and prospective clients, meeting with prospects and clients, and writing proposals. Additionally, David manages multiple projects concurrently—including directing the scope of work, collaborating with team members to complete project tasks, and managing client expectations—to ensure high-quality project deliverables are completed on time and on budget. David has expertise in quantitative research and program evaluation, which he applies in many of the projects he touches at PSC. He is also currently an adjunct faculty member in the College of Health and Human Services at Western Michigan University and serves as codirector of the Michigan Practice Based Research Network, which conducts applied scientific research studies and leads an annual research symposium on a variety of health and human service topics.

David holds a BA in European History from Houghton College, an MSW from Western Michigan University, and a PhD in Interdisciplinary Health Science from Western Michigan University.

Pam Sanders

Consultant

Pamela Sanders is a consultant at Public Sector Consultants. Most recently, she has been with the firm since September 2011, but she also worked for PSC from February 1998 to May 2001 as a research assistant. Pamela now works with the health and human services team, conducting research, analyzing data, writing reports, and helping to staff client meetings. She leads PSC's survey design and administration, primarily using Qualtrics, and is also adept at using IMPLAN. Prior to joining PSC, she held positions as an accounting and human resources assistant and an office manager.

Pamela holds a BS in Political Science, with a concentration in Public Administration, from Central Michigan University.

Laurel Tilot-Jezowski

Diversity, Equity, and Inclusion (DEI) Specialist and Senior Editor

Laurel Tilot-Jezowski is the diversity, equity, and inclusion specialist and senior editor at Public Sector Consultants. They are a member of PSC's DEI Committee and focus their everyday priorities via an equity lens, offering guidance to staff in areas of DEI such as communications, awareness, company culture, cultural competency, and engagement. They are responsible for reviewing the firm's internal and external communications materials, ensuring they are accurate, well written, objective, and focused. As senior editor, they also mentor and train in-house and external editing staff, providing guidance and creating materials to improve understanding of PSC brand voice, tone, and style. In addition, Laurel creates training materials, workshop resources, marketing copy, social media postings, and public talking points.

Prior to joining PSC in 2015, Laurel worked at the Central Michigan University Writing Center as a consultant and as the Writing Across the Curriculum coordinator. In these roles, they worked with up to 1,500 students yearly, leading workshops and coaching in writing techniques.

Laurel holds a BA in English with a concentration in Critical Theory and Writing from Alma College and an MA in English Language and Literature from Central Michigan University. They are certified in Diversity, Equity, and Inclusion through eCornell, Cornell University's online education department.

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, designers, and formatters, ensures writing accuracy, consistency, and flow. They also make sure the content is well formatted and designed to help tell the intended story. Furthermore, all projects involving data analytics are subject to an internal quality control and quality assurance process to ensure a robust, accurate analysis. These quality control checks come standard with all PSC services and have already been accounted for in this proposal's timeline and budget.

B. Past Involvement with Similar Projects

Millage Priorities. Client: Genesee Health System. Contact: Jacob Miller, Assistant Contract Manager, jmiller3@genhs.org

In 2021, Genesee County passed a ten-year mental health millage that will be managed by the Genesee Health System (GHS). The millage is intended to provide county residents who are often underserved in mental healthcare spaces with sustained, long-term funding for services that would not typically be funded through traditional sources, with a focus on preventative and urgent/emergency services.

To ensure the assessment was data driven and responsive, PSC gathered and analyzed both quantitative and qualitative data on social determinants of health, physical and mental health trends, and community priorities. PSC's qualitative approach centered on community and stakeholder engagement to understand the needs and priorities of those who make use of the county's mental health services, including families; caregivers; members of the Deaf, DeafBlind, and Hard of Hearing community; those living with substance use disorders; and others. PSC hosted community forums, providing interpretation services where needed; conducted interviews; fielded a survey; facilitated focus groups in different parts of the county; created English and Spanish communications materials; and produced and disseminated a press release, social media, newspaper advertisements, and a public service announcement on a local television station. Each method of outreach was carefully developed to ensure the widest range and most accessible language was used for best impact in the county and to garner the most diverse participant input possible. The final report provided funding prioritization recommendations that GHS could use to direct resources to where they are most needed. This project started in August 2021 and ended in January 2022.

Planning for Crisis Services in Michigan. Client: Michigan Department of Health and Human Services. Contact: Jon Villasurda, State Assistant Administrator, 320 South Walnut Street, Lansing, Michigan 48913, villasurdaj@michigan.gov

The Michigan Department of Health and Human Services (MDHHS) engaged PSC to review Michigan's current infrastructure for mobile crisis services and crisis stabilization units (CSUs) for children and adults and make recommendations for successfully expanding these two services across the state. In addition to researching best practices and analyzing data to inform recommendations, PSC facilitated a large stakeholder group to obtain input on the best model for CSUs in Michigan and will begin facilitating a similar group for crisis stabilization services in the coming months. PSC has also worked with MDHHS to convene ad hoc committees and listening sessions with specific populations (e.g., rural services providers and people with lived experience) to provide recommendations on specific aspects of mobile crisis services and CSUs. This work will result in certification rules and guidelines for establishing CSUs and mobile crisis services in Michigan. This work began in June 2021 and will conclude in September 2022.

988 Planning Grant Stakeholder Facilitation. Client: Michigan Department of Health and Human Services. Contact: Krista Hausermann, Strategic Initiative Specialist, hausermannk@michigan.gov

The Michigan Department of Health and Human Services has received a grant from Vibrant Emotional Health (Vibrant) to develop a plan that ensures statewide capacity to receive and respond to calls made to a new national three-digit number for mental health crisis and suicide response (988). The Behavioral Health and Developmental Disabilities Administration within MDHHS asked PSC to support the development of the plan through facilitation of a 988 stakeholder coalition and completion of a draft plan. The work began in February 2021 and concluded in September 2021.

The Future of Medicine 2.0. Client: Michigan State Medical Society. Contact: Benjamin Louagie, Chief Operating Officer, 120 West Saginaw Street, East Lansing, Michigan 48823, blouagie@msms.org

The Michigan State Medical Society (MSMS) engaged PSC to update its 2005 Future of Medicine study for the current era. This new study, the Future of Medicine 2.0, emphasized the voice of physicians—those on the front lines treating patients day in and day out as well as those who have taken on leadership positions in health systems, health plans, and provider networks (e.g., accountable care organizations), among others—and included additional stakeholders, such as purchasers and leaders in other health professions. For this study, PSC conducted 60 interviews with physicians and other stakeholders, inviting them to describe where they thought the field of medicine should be in the next five years, what role physicians could play in bringing about that change, and related questions. Following the interviews, PSC summarized the responses and presented the findings at the MSMS summer conference. The work began in December 2020 and concluded in July 2021.

Community Engagement. Client: City of East Lansing. Contact: Eilis Siede, eseide@cityofeastlansing.com

In January 2018, the City of East Lansing staff and the East Lansing City Council sought community input on potential budget changes to improve its long-term fiscal health. The City retained Public Sector Consultants to help design a community input process that demonstrated current budget constraints, showcased potential options for service reductions and additional revenue, and gathered input on residents' preferences. PSC met with city staff to gather information on the overall goals of this community engagement process, current budget constraints, and options for potential cuts and/or additional revenue options.

PSC then created and implemented a community survey and facilitated two community input sessions in January 2018. Given the gravity of decisions about the future of public services in East Lansing, PSC used a three-phased approach to facilitation and data collection. First, PSC grounded stakeholders with relevant, fact-based information on the status of the city's budget and on feasible service reductions and revenue options. Second, PSC held small group discussions between residents and other stakeholders during the community meetings. Finally, PSC asked residents and stakeholders to combine their understanding of the facts with their own vision for the city's future and give input on East Lansing's priorities through a survey, which allowed them to express their individual priorities. The survey was provided to community session participants immediately after the session and also made available online through the city's website and social media platforms. PSC documented the key findings in a final report and distributed it to the city council. This work began in January 2018 and concluded in February 2018.

Psychiatric Inpatient Bed Analysis. Client: Lenawee Community Mental Health Authority. Contact: Jaclyn Bradley, jbradley@lcmha.org

The Lenawee Community Mental Health Authority engaged Public Sector Consultants to analyze where individuals living in Lenawee County are receiving behavioral health crisis services following the closure of the inpatient psychiatric care unit within the county. In collaboration with a third party, PSC reviewed Medicaid data to identify where Lenawee County residents are receiving emergency department and inpatient behavioral health services across the state. PSC summarized key findings into a report and shared it with the community to consider possible actions they can take to ensure local access to care. This work began in June 2019 and concluded in March 2020.

D. Fee Proposal

The fee proposal is in a separate envelope, apart from the rest of the proposal.

E. Authorized Negotiator

Rachel Kuntzsch, president of Public Sector Consultants, and Julie Metty Bennet, CEO of Public Sector Consultants, are authorized to negotiate the agreement with the City of Ann Arbor. Their contact information is below:

Rachel Kuntzsch, rkuntzsch@publicsectorconsultants.com, 517-331-9456

Julie Metty Bennet, jbennett@publicsectorconsultants.com, 517-331-9461

F. Attachments

Attachment A: Legal Status of Offeror

**ATTACHMENT A
LEGAL STATUS OF OFFEROR**

(The Respondent shall fill out the provision and strike out the remaining ones.)

The Respondent is:

- A corporation organized and doing business under the laws of the state of Michigan, for whom Rachel Kuntzsch bearing the office title of President, whose signature is affixed to this proposal, is authorized to execute contracts on behalf of respondent.*

*If not incorporated in Michigan, please attach the corporation's Certificate of Authority

- ~~• A limited liability company doing business under the laws of the State of _____, whom _____ bearing the title of _____ whose signature is affixed to this proposal, is authorized to execute contract on behalf of the LLC.~~
- ~~• A partnership organized under the laws of the State of _____ and filed with the County of _____, whose members are (attach list including street and mailing address for each.)~~
- ~~• An individual, whose signature with address, is affixed to this RFP.~~

Respondent has examined the basic requirements of this RFP and its scope of services, including all Addendum (if applicable) and hereby agrees to offer the services as specified in the RFP.

 Date: 3/29/22
Signature

(Print) Name Rachel Kuntzsch Title President

Firm: Public Sector Consultants

Address: 230 N. Washington Square, Suite 300, Lansing, MI 48933

Contact Phone 517-484-4957 Fax 517-484-6549

Email rkuntzsch@publicsectorconsultants.com

Attachment B: Non-Discrimination Ordinance Declaration of Compliance Form

**ATTACHMENT B
CITY OF ANN ARBOR DECLARATION OF COMPLIANCE**

Non-Discrimination Ordinance

The "non discrimination by city contractors" provision of the City of Ann Arbor Non-Discrimination Ordinance (Ann Arbor City Code Chapter 112, Section 9:158) requires all contractors proposing to do business with the City to treat employees in a manner which provides equal employment opportunity and does not discriminate against any of their employees, any City employee working with them, or any applicant for employment on the basis of actual or perceived age, arrest record, color, disability, educational association, familial status, family responsibilities, gender expression, gender identity, genetic information, height, HIV status, marital status, national origin, political beliefs, race, religion, sex, sexual orientation, source of income, veteran status, victim of domestic violence or stalking, or weight. It also requires that the contractors include a similar provision in all subcontracts that they execute for City work or programs.

In addition the City Non-Discrimination Ordinance requires that all contractors proposing to do business with the City of Ann Arbor must satisfy the contract compliance administrative policy adopted by the City Administrator. A copy of that policy may be obtained from the Purchasing Manager

The Contractor agrees:

- (a) To comply with the terms of the City of Ann Arbor's Non-Discrimination Ordinance and contract compliance administrative policy.
- (b) To post the City of Ann Arbor's Non-Discrimination Ordinance Notice in every work place or other location in which employees or other persons are contracted to provide services under a contract with the City.
- (c) To provide documentation within the specified time frame in connection with any workforce verification, compliance review or complaint investigation.
- (d) To permit access to employees and work sites to City representatives for the purposes of monitoring compliance, or investigating complaints of non-compliance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services in accordance with the terms of the Ann Arbor Non-Discrimination Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Non-Discrimination Ordinance, obligates the Contractor to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract.

Public Sector Consultants

Company Name


Signature of Authorized Representative

3/29/22
Date

Rachel Kuntzsch, President

Print Name and Title

230 N. Washington Square, Suite 300, Lansing, MI 48933

Address, City, State, Zip

517-484-4954/rkuntzsch@publicsectorconsultants.com

Phone/Email address

Questions about the Notice or the City Administrative Policy, Please contact:

Procurement Office of the City of Ann Arbor

(734) 794-6500

Attachment C: Living Wage Declaration of Compliance Form

**ATTACHMENT C
CITY OF ANN ARBOR
LIVING WAGE ORDINANCE DECLARATION OF COMPLIANCE**

The Ann Arbor Living Wage Ordinance (Section 1:811-1:821 of Chapter 23 of Title I of the Code) requires that an employer who is (a) a contractor providing services to or for the City for a value greater than \$10,000 for any twelve-month contract term, or (b) a recipient of federal, state, or local grant funding administered by the City for a value greater than \$10,000, or (c) a recipient of financial assistance awarded by the City for a value greater than \$10,000, shall pay its employees a prescribed minimum level of compensation (i.e., Living Wage) for the time those employees perform work on the contract or in connection with the grant or financial assistance. The Living Wage must be paid to these employees for the length of the contract/program.

Companies employing fewer than 5 persons and non-profits employing fewer than 10 persons are exempt from compliance with the Living Wage Ordinance. If this exemption applies to your company/non-profit agency please check here No. of employees

The Contractor or Grantee agrees:

- (a) To pay each of its employees whose wage level is not required to comply with federal, state or local prevailing wage law, for work covered or funded by a contract with or grant from the City, no less than the Living Wage. The current Living Wage is defined as \$14.05/hour for those employers that provide employee health care (as defined in the Ordinance at Section 1:815 Sec. 1 (a)), or no less than \$15.66/hour for those employers that do not provide health care. The Contractor or Grantor understands that the Living Wage is adjusted and established annually on April 30 in accordance with the Ordinance and covered employers shall be required to pay the adjusted amount thereafter to be in compliance with Section 1:815(3).

Check the applicable box below which applies to your workforce

- Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage without health benefits
- Employees who are assigned to any covered City contract/grant will be paid at or above the applicable living wage with health benefits

- (b) To post a notice approved by the City regarding the applicability of the Living Wage Ordinance in every work place or other location in which employees or other persons contracting for employment are working.
- (c) To provide to the City payroll records or other documentation within ten (10) business days from the receipt of a request by the City.
- (d) To permit access to work sites to City representatives for the purposes of monitoring compliance and investigating complaints or non-compliance.
- (e) To take no action that would reduce the compensation, wages, fringe benefits, or leave available to any employee covered by the Living Wage Ordinance or any person contracted for employment and covered by the Living Wage Ordinance in order to pay the living wage required by the Living Wage Ordinance.

The undersigned states that he/she has the requisite authority to act on behalf of his/her employer in these matters and has offered to provide the services or agrees to accept financial assistance in accordance with the terms of the Living Wage Ordinance. The undersigned certifies that he/she has read and is familiar with the terms of the Living Wage Ordinance, obligates the Employer/Grantee to those terms and acknowledges that if his/her employer is found to be in violation of Ordinance it may be subject to civil penalties and termination of the awarded contract or grant of financial assistance.

Public Sector Consultants

Company Name

230 N. Washington Square, Suite 300

Street Address



Signature of Authorized Representative

3/29/22

Date

Lansing, MI 48933

City, State, Zip

Rachel Kuntzsch, President

Print Name and Title

517-484-4954/rkuntzsch@publicsectorconsultants.com

Phone/Email address

Attachment D: Vendor Conflict of Interest Disclosure Form

ATTACHMENT D



VENDOR CONFLICT OF INTEREST DISCLOSURE FORM

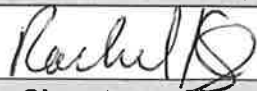
All vendors interested in conducting business with the City of Ann Arbor must complete and return the Vendor Conflict of Interest Disclosure Form in order to be eligible to be awarded a contract. Please note that all vendors are subject to comply with the City of Ann Arbor's conflict of interest policies as stated within the certification section below.

If a vendor has a relationship with a City of Ann Arbor official or employee, an immediate family member of a City of Ann Arbor official or employee, the vendor shall disclose the information required below.

1. No City official or employee or City employee's immediate family member has an ownership interest in vendor's company or is deriving personal financial gain from this contract.
2. No retired or separated City official or employee who has been retired or separated from the City for less than one (1) year has an ownership interest in vendor's Company.
3. No City employee is contemporaneously employed or prospectively to be employed with the vendor.
4. Vendor hereby declares it has not and will not provide gifts or hospitality of any dollar value or any other gratuities to any City employee or elected official to obtain or maintain a contract.
5. Please note any exceptions below:

| Conflict of Interest Disclosure* | |
|--|--|
| Name of City of Ann Arbor employees, elected officials or immediate family members with whom there may be a potential conflict of interest. | () Relationship to employee |
| | () Interest in vendor's company |
| | (x) Other (please describe in box below) |
| Elizabeth Riggs, a senior consultant at PSC, is Vice Chair of the Greenbelt Advisory Commission. Through that role, she has professional relationships with Remy Long, city staff, and Julie Grand, city council member. PSC staffs Michigan Saves who is currently a fiscal agent for the Ann Arbor Aging in Place Efficiently grant program. This program is administered by city staff, with Michigan Saves managing the fiscal components. | |

*Disclosing a potential conflict of interest does not disqualify vendors. In the event vendors do not disclose potential conflicts of interest and they are detected by the City, vendor will be exempt from doing business with the City.

| I certify that this Conflict of Interest Disclosure has been examined by me and that its contents are true and correct to my knowledge and belief and I have the authority to so certify on behalf of the Vendor by my signature below: | | |
|--|---------------------|--|
| Public Sector Consultants | 517-484-4954 | |
| Vendor Name | Vendor Phone Number | |
|  | 3/29/22 | Rachel Kuntzsch, President |
| Signature of Vendor Authorized Representative | Date | Printed Name of Vendor Authorized Representative |

Attachment E: Staff Resumes



Scott W. Dzurka

Vice President

Education

Northwood University, MA in Business Administration with a focus in Management
Michigan State University, BS in Public Administration
Delta College, AA in Business

Position with Firm

2017–present **Vice President.** Manages large-scale projects with public and private sector clients in health and human services. Provides leadership within PSC's health division. Supervises and mentors staff. Facilitates and provides strategic counsel for partnerships, task forces, coalitions, and healthcare and human services organizations. Conducts research, analysis, and focus groups on health policy issues. Monitors state and national public policy activities.

Previous Professional Experience

2007–2016 **President/Chief Executive Officer,** *Michigan Association of United Ways*, Lansing, Michigan. Provided leadership to organization representing 63 United Ways statewide. Implemented the association's strategic plan and managed all employees and contractors. Oversaw finances and fundraising activities, including grant and foundation support, with a budget exceeding \$3 million. Provided policy advocacy support on behalf of the association to increase United Way financial support. Served in a leadership capacity as representative of the United Way network on several state government committees and nonprofit boards. Developed relationships and acted as spokesperson on behalf of the network with governmental, labor, and corporate entities.

2001–2007 **Associate Director,** *Michigan Association of Community Mental Health Boards*, Lansing, Michigan. Participated in the association's leadership team responsible for making decisions on budget and operations. Managed association employees and oversaw contracts with consultants. Designed and directed statewide training programs and products for the association. Worked with membership and the executive board on long-term planning. Coordinated activities between membership and state departments. Built relationships with various components of membership (including service provider agencies and county commissioners), state and federal legislators, and other advocacy organizations.

1995–2001 **Legislative Coordinator**, *Michigan Association of Counties*, Lansing, Michigan. Planned, directed, coordinated, and evaluated concerns of county commissioners on a variety of state and federal issues. Lobbied state and federal elected officials to ensure the needs of counties were voiced and considered in policy development. Kept in contact with lobbyists from other associations to build consensus on positions. Maintained a high level of knowledge on a wide range of legislation affecting Michigan counties through active participation in association conferences, committees, and frequent meetings with legislators. Communicated with county commissioners and staff to develop positions on state and federal policies and legislation. Policy issues of focus included human services, judiciary, transportation, and labor.

1994–1995 **Assistant Legislative Coordinator**, *Michigan Association of Counties*, Lansing, Michigan. Assisted county lobbyists with research and information requests to forward to state legislators and county commissioners. Planned legislative conferences attended by more than 500 county officials.

Professional Certifications

- Project Management Institute, certified Project Management Professional (PMP)

Professional and Community Activities

- Commissioner for City Commission of Auburn, Michigan, November 1989–1992
- Knights of Columbus Council #3281, Grand Knight, 2012–2014
- United Way Worldwide Council of States, Chair, 2013–2015

Awards and Honors

- Delta College, Colling’s Award of Excellence, 1993



Katie Van Dorn

Senior Consultant

Education

Hope College, BA in Psychology

Position with Firm

2017–present **Senior Consultant.** Conducts policy research and analysis on a wide variety of topics, including oral health, behavioral health, public and population health, health engagement, health insurance, and early childhood. Develops proposals, designs and conducts program evaluations, writes research and evaluation reports, and conducts interviews and surveys. Facilitates strategic planning sessions, focus groups, and community forums. Compiles and analyzes data.

2013–2017 **Consultant.**

Previous Professional Experience

2011–2013 **Behavior Specialist,** *Community Mental Health Authority of Clinton, Eaton, and Ingham Counties*, Lansing, Michigan. Formulated individualized treatment plans with measurable goals and objectives to address behavior concerns. Partnered with families to develop comprehensive strategies to meet individual needs. Maintained clinical documentation related to consumer treatment and intervention. Coordinated regular parenting classes and maintained a resource library for parents and clinicians.

2009–2011 **Quality Assurance Coordinator,** *Community Mental Health Authority of Clinton, Eaton, and Ingham Counties*, Lansing, Michigan. Monitored client intake process. Facilitated agency, parent, and youth focus groups. Coordinated and facilitated workgroups involving management from multiple partner agencies.

2007–2009 **Youth Coordinator,** *Community Mental Health Authority of Clinton, Eaton, and Ingham Counties*, Lansing, Michigan. Created, implemented, and facilitated weekly youth focus groups. Participated in multilevel workgroup meetings, working toward achieving positive mental health outcomes for program youth.

2006–2007 **Prevention Specialist,** *The Guidance Center*, Southgate, Michigan. Planned and facilitated drug and alcohol education activities for youth involved in juvenile justice programs in Wayne County. Worked with local school districts to provide supplementary health education to middle school students.

Professional Associations

- Member of Michigan Association of Evaluation, 2013 to present



David Wingard

Senior Consultant

Education

Houghton College, BA in European History
Western Michigan University, MSW, CSW, LMSW
Western Michigan University, PhD in Interdisciplinary Health Science

Position with Firm

2022–present **Senior Consultant.** Conducts research and analysis; produces reports, strategy documents, and grant applications; plans and facilitates meetings, focus groups, and events; and develops and prepares proposals. Applies expertise in quantitative research and program evaluation to a variety of projects, cultivates new business for the firm, and manages multiple projects concurrently, including directing the scope of work and managing client expectations.

Previous Professional Experience

- 2015–present** **Director, Michigan Health Analytics LLC,** North Muskegon, Michigan. Incorporated private company to conduct independent evaluations and provide consulting services to nonprofit human service organizations lacking the capacity to do internal research. Evaluated a Michigan Department of Corrections–funded program for Mediation Restorative Justice of Muskegon.
- 2010–present** **Adjunct Faculty, Western Michigan University,** Kalamazoo, Michigan. Serves as a part time instructor and on PhD student/candidate dissertation committees. Teaches research and health policy courses in the College of Health and Human Services, both online and in traditional classroom settings.
- 2013–2022** **Director of Research and Strategic Development, TrueNorth Community Services,** Fremont, Michigan. Directed all organizational data, research, and evaluation efforts. Provided support to the CEO and board of directors through trend analysis and strategic planning. Led writing of successful grants up to \$25,000,000. Developed new strategic opportunities with partnerships in business and healthcare, including Spectrum Health and Consumers Energy. Conducted policy analysis and advocacy initiatives with state-level policymakers at the Michigan Department Health and Human Services (MDHHS) and Michigan Public Service Commission. Presented to the Michigan Legislature and MDHHS leadership as well as at national conferences, including National Energy and Utility Affordability Coalition and American Council for an Energy-Efficient Economy (ACEEE). Conducted trend analyses and recommended new opportunities for growth and

organizational development to the CEO and board. Currently working with Western Michigan University faculty to conduct case studies for the Centers for Disease Control and Prevention.

2008–2013 **Program Officer**, *TrueNorth Community Services/ACEEE*, Fremont, Michigan. Supervised program directors and participated in leadership efforts at the organization. Led quality management initiatives, wrote and assisted with writing grants, and participated in program development efforts. Designed and led research initiatives to measure organizational outcomes. Participated in the development of annual budget processes and development and implementation of organizational strategic planning.

2003–2005 **Program Supervisor**, *Crossroads Adolescent Substance Abuse Program*, Muskegon, Michigan. Provided clinical and professional supervision for a team of master’s-level therapists providing treatment to Muskegon County youth. Ensured clinical quality and managed all aspects of the program. Provided outreach trainings and worked closely with referring agencies, including Community Mental Health, MDHHS, and family court to facilitate service delivery.

Publications

- “Restructuring the Michigan Child Care Fund: Reducing Costs and Improving Outcomes,” with others. 2014. *Michigan Journal of Public Health* 7(1).

Reports

- *Analysis of Screening Scores: Data from 2019, 2020, and 2021*
- *Quality of Life in Michigan Low-income Households Participating in Self-sufficiency Programming*. 2021
- *Social Isolation in Michigan Low-income Households Participating in Self-sufficiency Programming*. 2020.



Pamela Sanders

Consultant

Education

Central Michigan University, BS in Political Science with a concentration in Public Administration

Position with Firm

- 2018–present** **Consultant.** Conducts research and analysis for the firm and its clients on a wide range of health and human services topics. Assists with developing data collection tools and meeting reporting. Provides support to the health and human services team on various projects.
- 2016–2018** **Project Assistant.** Provided support on various projects on the health and human services team. Compiled and analyzed qualitative and quantitative survey data. Wrote meeting summaries. Provided support to the team by assisting in research, meeting scheduling, and event planning.
- 2011–2016** **Executive Assistant.** Provided support to the health and human services team by assisting in research, meeting scheduling, and event planning.
- 1998–2001** **Research Assistant.** Researched a variety of subjects. Tracked and analyzed state legislation. Wrote pieces for various Public Sector Consultants publications. Performed data analysis. Aided in staffing client meetings and conferences. Performed bookkeeping duties for clients. Provided clerical support to the health and human services team.

Previous Professional Experience

- 2006–2011** **Accounting Assistant, Pro-Tec Equipment, Charlotte, Michigan.** Handled accounts payable and accounts receivable. Managed payroll and human resources. Managed production inventory. Prepared various tax returns.
- 1995–1997** **Office Manager, Microform Systems Inc., Lansing, Michigan.** Handled accounts payable and receivable. Supervised office staff.
- 1994–1995** **Administrative Assistant, Microform Systems Inc., Lansing, Michigan.** Assisted with payroll. Edited and prepared final drafts of sales proposals. Performed data entry and word-processing tasks. Performed reception duties.
- 1992** **Administrative Intern, City of Mt. Pleasant, Mt. Pleasant, Michigan.** Interned in the city manager's office. Participated in specific projects and research, including work with a volunteer group on an historic preservation ordinance.



Laurel Tilot-Jezowski

Diversity, Equity, and Inclusion Specialist and Senior Editor

Education

Alma College, BA in English with a concentration in Writing and Critical Theory
Central Michigan University, MA in English Language and Literature with a concentration in Critical Theory

Position with Firm

- 2021–present** **Diversity, Equity, and Inclusion Specialist and Senior Editor.** Responsible for working with administration, consulting, and production staff to assist with the development and organization of the firm’s internal and external diversity, equity, and inclusion (DEI) plans and initiatives and champion the firm’s writing standards in all materials produced. Ensures that all materials reflect the firm’s commitment to DEI, quality, professionalism, and objectivity and mentors all PSC staff in the development of both their awareness of DEI resources and initiatives and their writing skills. Provides communications expertise and DEI strategy to project teams and internal committees, staying up to date on language usage, writing resources, and communication best practices.
- 2019–2021** **Senior Editor.** Responsible for copyediting and proofreading company research, surveys, and analytical products, as well as proposals and promotional materials. Ensures that they are well written, accurate, properly researched, objective, concise, and focused. Works with staff to polish and strengthen writing skills by creating group and individual writing workshops and other resources. Mentors and trains in-house and external editing staff, providing guidance and creating materials to improve developmental editing abilities and understanding of PSC brand voice, tone, and style. Writes internal and external documents as needed and manages in-house style guide.
- 2015–2019** **Editor.**

Previous Professional Experience

- 2014–2015** **Writing Across the Curriculum Coordinator, Central Michigan University, Mount Pleasant, Michigan.** Designed and delivered orientations, writing workshops, and presentations for graduate and undergraduate students of various disciplines for Central Michigan University’s writing center. Trained consultant staff in delivery of orientation and workshop material. Managed consultant classroom presentation schedule.

2013–2014 **Writing Center Consultant**, *Central Michigan University*, Mount Pleasant, Michigan. Worked one-on-one with visiting writers at various stages of the writing process to improve the clarity, development, and organization of their work.

2009–2010 **Staff Writer**, *The Almanian*, Alma, Michigan. Interviewed students and wrote editorial articles for student-run newspaper. Drafted and revised short articles on deadline.

Certifications

- Diversity and Inclusion Certificate, eCornell University, 2021

Technical Skills

- Microsoft Office Suite

Presentations

- “Anxiety in the Writing Center: Combating Perfectionism and Facilitating Agency.” October 2014. Presenter, Midwest Writing Centers Association.

Publications

- Review of Frenchy Lunning’s *Mechademia: Origins*. January 2016. *Journal of the Fantastic in the Arts*.



**PUBLIC SECTOR
CONSULTANTS**

230 N. Washington Square
Suite 300
Lansing, MI 48933