

SERVICE CONTRACT  
**Center for Healthcare Research & Transformation - CHRT (V#361490)**

CONTRACT is made this 1<sup>st</sup> day of April 2022, by the COUNTY OF WASHTENAW, a municipal corporation, with offices located in the County Administration Building, 220 North Main Street, Ann Arbor, Michigan 48107 ("County") and Center for Healthcare Research & Transformation, d.b.a. Center for Health and Research Transformation - CHRT located at 4251 Plymouth Rd., Arbor Lakes 1, Ste 2200 Ann Arbor, MI 48105-3640 ("Contractor").

In consideration of the promises below, the parties mutually agree as follows:

ARTICLE I - SCOPE OF SERVICES

The Contractor has developed and will provide the following evaluation for Washtenaw County's LEADD initiative of work in conjunction with the Washtenaw County Sheriff's Office. Detailed work is outlined in attachment A – Statement of Work.

ARTICLE II - COMPENSATION

Upon completion of the above services and submission of invoices the County will pay the Contractor an annual amount not to exceed Seventy Thousand three hundred eighty six dollars and zero cents (\$70,386.00)

ARTICLE III - REPORTING OF CONTRACTOR

Section 1 - The Contractor is to report to Sheriff and LEADD Coordinator and will cooperate and confer with him/her as necessary to insure satisfactory work progress.

Section 2 - All reports, estimates, memoranda and documents submitted by the Contractor must be dated and bear the Contractor's name.

Section 3 - All reports made in connection with these services are subject to review and final approval by the County Administrator.

Section 4 - The County may reasonably review and inspect the Contractor's activities, to the extent they relate to the provision of services under this contract, during the term of this contract.

Section 5 - When applicable, the Contractor will submit a final, written report to the County Administrator.

Section 6 - After reasonable written notice to the Contractor, the County may review any of the Contractor's internal records, reports, or insurance policies to the extent they relate to the provision of services under this contract.

ARTICLE IV – TERM

This contract is for a three (3) year term which begins on the date of this contract and ends on September 30, 2024, with an option to extend for two (2) additional one (1) year periods.

ARTICLE V - PERSONNEL

Section 1 - The Contractor will provide the required services and will not subcontract or assign the services without the County's written approval.

Section 2 - The Contractor will not hire any County employee for any of the required services without the County's written approval.

Section 3 - The parties agree that all work done under this contract shall be completed in the United States and that none of the work will be partially or fully completed by either an offshore subcontractor or offshore business interest either owned or affiliated with the Contractor. For purposes of this contract, the term, "offshore" refers to any area outside the contiguous United States, Alaska or Hawaii.

#### ARTICLE VI - INDEPENDENT CONTRACTOR

Contractor and the County shall, at all times, be deemed to be independent contractors and nothing herein shall be construed to create or imply that there exists between the parties a partnership, joint venture or other business organization. Either party shall hold no authority, express or implied, to commit, obligate or make representations on behalf of the other party and shall make no representation to others to the contrary.

Nothing herein is intended nor shall be construed for any purpose as creating the relationship of employer and employee or agent and principal between the parties. Except as otherwise specified in this contract, Contractor retains the sole right and obligation to direct, control or supervise the details and means by which the services under this contract are provided.

Contractor shall not be eligible for, or participate in, any insurance, pension, workers' compensation insurance, profit sharing or other plans established for the benefit of the County's employees. Contractor shall be solely responsible for payment of all taxes arising out of the Contractor's activities in connection with this contract, including, without limitation, federal and state income taxes, social security taxes, unemployment insurance taxes and any other tax or business license fees as required. The County shall not be responsible for withholding any income or employment taxes whatsoever on behalf of the Contractor.

#### ARTICLE VII - INDEMNIFICATION AGREEMENT

The Contractor will protect, defend and indemnify County, its officers, agents, servants, volunteers and employees from any and all liabilities, claims, liens, fines, demands and costs, including reasonable legal fees, of whatsoever kind and nature which may result in injury or death to any persons, including the Contractor's own employees, and for loss or damage to any property, including property owned or in the care, custody or control of County in connection with or in any way incident to or arising out of the occupancy, use, service, operations, performance or non-performance of work in connection with this contract resulting in whole or in part from negligent acts or omissions of contractor, any sub-contractor, or any employee, agent or representative of the Contractor or any sub-contractor.

To the extent permitted by Michigan law, County will protect, defend and indemnify the Contractor, its officers, agents, servants, volunteers and employees from any and all liabilities, claims, liens, fines, demands and costs, including reasonable legal fees, of whatsoever kind and nature and for loss or damage to any property, including property owned or in the care, custody or control of the Contractor in connection with this contract resulting in whole or in part from negligent acts or omissions of County, any sub-contractor, or any employee, agent or representative of the County. This paragraph is no way waives or limits the County's defenses or immunities as a governmental entity.

ARTICLE VIII - INSURANCE REQUIREMENTS

The Contractor will maintain at its own expense during the term of this contract the following insurance:

1. Workers' Compensation Insurance with Michigan statutory limits and Employers Liability Insurance with a minimum limit of \$100,000 each accident for any employee.
2. Commercial General Liability Insurance with a combined single limit of \$1,000,000 each occurrence for bodily injury and property damage. The County shall be added as "additional insured" on general liability policy with respect to the services provided under this contract.
3. Automobile Liability Insurance covering all hired and non-owned vehicles with Personal Protection Insurance and Property Protection Insurance to comply with the provisions of the Michigan No Fault Insurance Law, including residual liability insurance with a minimum combined single limit of \$1,000,000 each accident for bodily injury and property damage.

Insurance companies, named insured's and policy forms may be subject to the approval of the Washtenaw County Administrator, if requested by the County Administrator. Such approval shall not be unreasonably withheld. Insurance policies shall not contain endorsements or policy conditions which reduce coverage provided to the County. Contractor shall furnish the Washtenaw County Administrator with satisfactory certificates of insurance or a certified copy of the policy, if requested by the County Administrator.

No payments will be made to the Contractor until the current certificates of insurance have been received and approved by the Administrator (if requested). If the insurance as evidenced by the certificates furnished by the Contractor expires or is canceled during the term of the contract, services and related payments will be suspended. Contractor shall furnish the certification of insurance evidencing such coverage and endorsements at least ten (10) working days prior to commencement of services under this contract. Certificates shall be addressed to the Washtenaw County c/o: Washtenaw County Sheriff's Office 2201 Hogback Rd., Ann Arbor, MI 48105 **CONTRACT #54047** and shall provide for written notice to the Certificate holder of cancellation of coverage.

ARTICLE IX - COMPLIANCE WITH LAWS AND REGULATIONS

The Contractor will comply with all applicable federal, state and local regulations, including but not limited to all applicable OSHA/MIOSHA requirements and the Americans with Disabilities Act.

ARTICLE X - INTEREST OF CONTRACTOR AND COUNTY

The Contractor promises that it has no interest which would conflict with the performance of services required by this contract. Contractor will uphold ethical standards and is prohibited from: (a) holding or acquiring an interest that would conflict with this Contract; (b) doing anything that creates an appearance of impropriety with respect to the award or performance of the Contract; (c) attempting to influence or appearing to influence any County employee by the direct or indirect offer of anything of value; or (d) paying or agreeing to pay any person, other than employees and consultants working for Contractor, any consideration contingent upon the award of the Contract. Contractor must immediately notify the County of any violation or potential violation of these standards. This Section applies to Contractor, any parent, affiliate, or subsidiary organization of Contractor, and any subcontractor that performs activities in connection with this Contract.

#### ARTICLE XI - CONTINGENT FEES

The Contractor promises that it has not employed or retained any company or person, other than bona fide employees working for the Contractor, to solicit or secure this contract, and that it has not paid or agreed to pay any company or person, other than bona fide employees working for the Contractor or a sub-contractor, any fee, commission, percentage, brokerage fee, gifts or any other consideration contingent upon or resulting from the award or making of this contract. For breach of this promise, the County may cancel this contract without liability or, at its discretion, deduct the full amount of the fee, commission, percentage, brokerage fee, gift or contingent fee from the compensation due the Contractor.

#### ARTICLE XII - EQUAL EMPLOYMENT OPPORTUNITY

The Contractor will not discriminate against any employee or applicant for employment because of race, creed, color, sex, sexual orientation, national origin, physical handicap, age, height, weight, marital status, veteran status, religion and political belief (except as it relates to a bona fide occupational qualification reasonably necessary to the normal operation of the business).

The Contractor will take affirmative action to eliminate discrimination based on sex, race, or a handicap in the hiring of applicant and the treatment of employees to the extent required by law.

All solicitations or advertisements for employees who will perform services under this contract, placed by or on the behalf of the Contractor, will include an equal opportunity employer/affirmative action statement.

#### ARTICLE XIII - LIVING WAGE

The parties understand that the County has enacted a Living Wage Ordinance that requires covered vendors who execute a service or professional service contract with the County to pay their employees under that contract, a minimum of either \$14.82 per hour with benefits or \$16.52 per hour without benefits. Contractor agrees to comply with this Ordinance in paying its employees. Contractor understands and agrees that an adjustment of the living wage amounts, based upon the Health and Human Services poverty guidelines, will be made on or before April 30, 2023 and annually thereafter which amount shall be automatically incorporated into this contract. County agrees to give Contractor thirty (30) days prior written notice of such change. Contractor agrees to email project staff regarding the County's Living Wage requirements.

#### ARTICLE XIV - EQUAL ACCESS

The Contractor shall provide the services set forth in Article I without discrimination on the basis of race, color, religion, national origin, sex, sexual orientation, marital status, physical handicap, or age.

#### ARTICLE XV - OWNERSHIP OF DOCUMENTS AND PUBLICATION

All documents developed as a result of this contract will be freely available to the public. None may be copyrighted by the Contractor. During the performance of the services, the Contractor will be responsible for any loss of or damage to the documents while they are in its possession and must restore the loss or damage at its expense. Any use of the information and results of this contract by the Contractor must reference the



Contract # 54047  
project sponsorship by the County. Contractor will recognize the County, as appropriate in accordance with scholarly standards, in any publication of the results of the services provided under this contract.

ARTICLE XVI - ASSIGNS AND SUCCESSORS

This contract is binding on the County and the Contractor, their successors and assigns. Neither the County nor the Contractor will assign or transfer its interest in this contract without the written consent of the other.

ARTICLE XVII - TERMINATION OF CONTRACT

Section 1 - Termination without cause. Either party may terminate the contract by giving thirty (30) days written notice to the other party.

ARTICLE XVIII - PRACTICE AND ETHICS

The parties will conform to the code of ethics of their respective national professional associations.

ARTICLE XIX- CHANGES IN SCOPE OR SCHEDULE OF SERVICES

Changes mutually agreed upon by the County and the Contractor will be incorporated into this contract by written amendments signed by both parties.

ARTICLE XX - CHOICE OF LAW AND FORUM


This contract is to be governed by the laws of Michigan. The parties agree that the proper forum for litigation arising out of this contract is in Washtenaw County, Michigan.

ARTICLE XXI - EXTENT OF CONTRACT

This contract represents the entire agreement between the parties and supersedes all prior representations, negotiations or agreements between the parties with respect to the subject-matter herein whether written or oral.

ARTICLE XXII – ELECTRONIC SIGNATURES

All parties to this contract agree that either electronic or handwritten signatures are acceptable to execute this agreement.

ATTESTED TO:  
  
By: Signed by Deputy E. Golembiewski for L. Kestenbaum 10/28/2022  
Lawrence Kestenbaum (DATE)  
County Clerk/Register

WASHTENAW COUNTY  
By:  10/27/2022  
Gregory Dill (DATE)  
County Administrator

APPROVED AS TO CONTENT:

By: Jerry L. Clayton  
Jerry L. Clayton (DATE)  
Sheriff

CONTRACTOR

By: Terrisca Des Jardins  
Terrisca Des Jardins (DATE)  
CHRT – Executive Director

APPROVED AS TO FORM:

By: Michelle K. Billard 10/26/2022  
Office of Corporation Counsel (DATE)  
Office of Corporation Counsel

Q 540478

## LEADD Evaluation – CHRT Statement of Work

The Center for Health and Research Transformation (CHRT) developed the following evaluation of Washtenaw County's LEADD Initiative of work in conjunction with the Sheriff's Office. The evaluation will be guided by four core aims, which cover a three-year project period. These aims are outlined below and accompanied by a description of activities for achieving that aim.

**Aim 1a: To identify Washtenaw LEADD's outputs, outcomes, and metrics for measuring success.**

CHRT will work with the LEADD Program Coordinator and internal stakeholders to finalize a logic model and data framework for the LEADD initiative. These two documents will serve to clearly outline the outputs, outcomes, and data metrics that will be used for evaluation in measuring the success of the initiative. The logic model will include outputs/outcomes that align with the goals of National LEADD Support Bureau (NSB), as well as site-specific outputs/outcomes to address the issues unique to Washtenaw County. The data framework, a spreadsheet template provided by NSB, will outline data metrics to be collected and tracked to measure the success of each output/outcome. Once the output, outcomes, and data metrics are finalized and agreed among relevant stakeholders, CHRT can proceed with establishing a data collection protocol for ongoing evaluation.

**Aim 1b: To establish data collection protocols that will provide infrastructure for continuous, multi-year evaluation of LEADD's implementation.**

CHRT will establish data use agreements (DUAs) for disclosures of protected health information (PHI) and/or personally identifiable information (PII) to ensure that all parties adhere to privacy and security requirements. The data framework will further document the specific data source, responsible party, and frequency of collection for each metric, as agreed upon by CHRT and LEADD's stakeholders. Additional details on data collection protocols, including existing data sources, are provided in the Methodology section below.

**Aim 2: To evaluate the implementation of Washtenaw LEADD, documenting any barriers, learnings, and adaptations made throughout the course of the initiative.**

CHRT will collect and analyze data to monitor the implementation of the LEADD initiative in Washtenaw County. Specifically, we will undertake the following activities:

- Use project records to measure key activities and outputs related to LEADD implementation, such as workforce training, referrals, and program enrollment. Develop monthly data dashboards to regularly share progress on key metrics of interest with project leadership and staff.
- Conduct qualitative interviews with key stakeholders, such as members of the PCG and OWG, LEADD staff, and program participants, to identify perceived barriers and facilitators to implementing LEADD in Washtenaw County.
- Document organizational changes made to support the initiative (new methods, cultural changes, budget allocations, public commitments, data sharing agreements, etc) using



policy change forms. Document stages of change, estimated impact, key stakeholders involved, and any contextual information.

- Conduct Fidelity Self-Assessment Tool reviews with project leadership and staff to identify areas of alignment with and diversion from the national LEAD model.

We will begin by monitoring LEADD implementation in Ypsilanti Township. As the LEADD initiative expands to other jurisdictions throughout Washtenaw County, we will conduct these same data collection and analysis activities in these new jurisdictions. This data will reveal the processes underlying Washtenaw LEADD and, in turn, factors that may contribute to or impede LEADD's success. These learnings can be used to make adaptations to organizational policy and operational protocol to ensure that the LEADD initiative is effective and sustainable across Washtenaw County. These learnings will also provide a roadmap for future LEADD efforts for jurisdictions in Washtenaw County as well as nationally.

**Aim 3: To evaluate the impact of Washtenaw County LEADD on participant, program, and systems-level outcomes.**

CHRT will collect and analyze data to assess the impact of Washtenaw County LEADD on participant, program, and systems-level outcomes. These outcomes will be determined in consultation with Washtenaw County LEADD Leadership and Staff, as well as the national LEAD Support Bureau. Although the strategies used to collect and analyze these outcomes will depend on the specific outcomes considered, we plan to:

**3.1. Identify, access, and analyze existing data sources.**

We plan to leverage project data and other existing data sources to measure **client outcomes**, such as:

- Reduced criminal legal system contact
- Reduction in unmet social needs, such as housing instability
- Improved health status, including mental health
- Improved access to primary care
- Reduced hospitalization and emergency department utilization

**Program outcomes** such as:

- Increased LEADD budget, including increased sustainable funding
- Expansion of LEADD throughout Washtenaw County
- Improve the proportionate representation of various demographics in the LEADD program, including by race/ethnicity.

And **systems outcomes** such as:

- Increase in the number of individuals exhibiting behavioral health disorders who are evaluated and receive non-criminal justice system related community support services
- Reduction in number of individuals suspected of low-level criminal offenses in the criminal justice system (jail, court, probation).
- Reduction of disproportionate criminal justice system contact for African Americans and other individuals of color with behavioral health disorders that are suspected of low-level criminal offenses



### **3.2. Design, collect, and analyze surveys of participants and other key stakeholders.**

We plan to work with case managers to collect survey data from participants at baseline and follow-up. Some key measures could include, but are not limited to, substance use frequency, quality of life, psychological symptoms, social needs, and satisfaction with LEADD.

Depending on the agreed-upon outcomes for the evaluation, we could also conduct surveys of other key stakeholders. Notably we could collect data from officers regarding their perceptions of LEADD's target population (individuals with behavioral health disorders who are suspected of being engaged in low-level criminal behavior) as well as their satisfaction with the LEADD initiative. We could also survey community partners to measure their perceptions of and satisfaction with the LEADD initiative.

### **3.3. Conduct interviews with participants and other key stakeholders.**

We will conduct interviews with a sample of participants to understand their experiences with LEADD, as well as their perceptions regarding the impact the LEADD program has had on their lives. We will also interview other key stakeholders, such as officers, to better understand their perspectives on the LEADD program and the impact that the program has had on their work.

We will begin by conducting these data collection and analysis activities for Ypsilanti Township. As the LEADD initiative is expanded to other jurisdictions within Washtenaw County, we will also work with these new townships to establish and implement data collection and analysis activities.

**Aim 4: To share findings from the evaluation with key audiences, including both internal stakeholders (e.g. LEADD leadership and staff) and external stakeholders (e.g. community partners and members).**

In order to share findings from the evaluation, we will conduct the following activities:

- *Develop and share monthly data dashboards:*

We plan to develop a data dashboard to provide monthly updates on key metrics of interest, such as number referred, number enrolled, and the demographics of program participants. These data dashboards will be shared monthly with LEADD leadership and staff to facilitate conversations about progress and barriers to implementing LEADD in Washtenaw County.

- *Prepare evaluation reports:*

We plan to deliver an interim report at the end of both Year 1 and Year 2 of the evaluation. As part of these interim reports, we will report on key activities undertaken over the past year as part of the evaluation. We will discuss implementation progress, identified barriers to implementation, and any adaptations made to overcome barriers to implementation. We will also present preliminary analyses of client, program, and system outcomes. The key audience for these interim reports will be internal stakeholders (i.e. LEADD leadership and staff).

At the end of Year 3, we will deliver a comprehensive LEADD Evaluation Report. As part of the report, we will discuss key lessons learned throughout the course of implementing LEADD. We will discuss the impact of the initiative on client, program, and system level outcomes. The CHRT Evaluation Team will work with the CHRT Communications Team to format the LEADD Evaluation Report, along with a one-page visual summary of key findings from the evaluation. The audience for the report and one-page visual summary will be both internal and external stakeholders.

- *Establish and implement a Communications Plan to share findings with internal and external stakeholders:*

CHRT's communications team proposes to work with the LEADD project coordinator to develop a comprehensive communications plan—as requested in the national LEAD toolkit—that would help the project coordinator keep key internal and external LEADD stakeholders informed and engaged. The CHRT Communications Team would ensure that the communications plan is reflective of Washtenaw LEADD's priority communication goals. The communications plan would include an annual calendar of communications outputs, such as email updates for key internal stakeholders, talking points for internal and external stakeholders, presentations for important community groups (police officers, neighborhood groups, political leaders, etc.), and press releases to mark program milestones. In addition, CHRT's Communications Team would work with the project coordinator to develop media response protocols, including worksheets for working with the media and protocols for handling media requests off to colleagues, to share information about the LEADD program with public news outlets.

Other deliverables the CHRT Communications Team could incorporate into the communications plan to increase public awareness about the LEADD program and its goals include:

- Professional photographs to use in promotional materials, such as news articles, social media posts, etc.
- Social media posts sharing stories about the LEADD program and linking to online resources about the program.
- Digital advertising to reach targeted audiences as they visit specific web pages, news outlets, stores, magazines, etc.
- A detailed press release announcing a project milestone (such as one year of operation) with data and quotes from police officers and individuals directly impacted by the LEADD program.
- An op-ed that could be pitched to media outlets (the communications team would interview the project manager or Sheriff and provide the WCSO with the full, verbatim transcript, as well as an edited op-ed suitable for pitching).

In addition, should the Washtenaw County Community Mental Health agency renew CHRT's millage communications contract in the coming year, CHRT would likely be able to generate some content (one or two stories, one or two social media posts) for the

project manager to share with various stakeholders, free of charge to the Sheriff's Office. Next year's project proposal for millage communications is still under development.

Expanded Year One Activities

Since a grant from the Community Foundation of Southeast Michigan is covering a portion of the Year One activities, CHRT proposed an expanded set of activities to the Sheriff's Office, which they subsequently approved. These activities include the following:

Year 1	
Activity	Description
Host a Graduate Education Diversity Internship (GEDI) Intern to work on the LEADD Evaluation	<p>The GEDI program provides paid internship and training opportunities during the academic year and works to engage and support students from groups traditionally under-represented in the field of evaluation. The goals of the GEDI Program are to:</p> <ul style="list-style-type: none"><li>• Expand the pool of graduate students of color and from other under-represented groups who have extended their research capacities to evaluation.</li><li>• Stimulate evaluation thinking concerning under-represented communities and culturally responsive evaluation.</li><li>• Deepen the evaluation profession's capacity to work in racially, ethnically and culturally diverse settings.</li></ul> <p>To learn more about the GEDI program, check out their website at: <a href="https://www.eval.org/gedi">https://www.eval.org/gedi</a>.</p> <p>Based on the GEDI intern's expertise and interests, we will work with them to develop and execute a project to support the LEADD Evaluation.</p> <p>In the event we are not matched with an intern, we will collaborate with the Washtenaw County Sheriff's Office to determine how to reallocate these funds.</p>
Increased Data Compliance Specialist Support	<p>To expand the capacity of CHRT's Data Compliance Specialist to provide more direct support and guidance to the Washtenaw LEADD team regarding Data Use Agreements (DUAs) and regulatory data compliance.</p>
Enhanced communication with the National Support Bureau (and its partners), and the LEAD Proof of Concept Sites	<p>To expand our capacity to communicate with the National Support Bureau (and its partners) and other LEAD Proof of Concept Site Evaluation Partners (e.g. Detroit LEAD). Some anticipated topics for these communications include:</p> <ul style="list-style-type: none"><li>• Evaluation metrics</li><li>• Barriers to implementation</li><li>• Data dashboard and report development</li></ul>



Survey of community partners (i.e., Community Leadership Team and/or local service agencies)	To support the development and implementation of a survey of community partners (i.e., Community Leadership Team and/or local service agencies). This data collection will enable us to assess outcomes such as community perceptions, stakeholder relationships, and service capacity.
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**Year One Timeline**

The timeline for the entire year is provided below, with the understanding the initial contract and budget will cover the period of April 1, 2022 – September 30, 2022.

Year 1: April 2022 – March 2023

	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>1. Project Kickoff</b>	X											
Establish/ maintain regular meetings with Washtenaw LEADD project leadership and staff	X	X	X	X	X	X	X	X	X	X	X	X
Finalize the Logic Model / Data Framework				X								
Prepare/ Submit IRB				X								
<b>2. Establish and document a baseline for current policies and operational protocol</b>	X	X										
Review operational protocol and other Washtenaw LEADD Documents	X	X										
Review Fidelity Self-Assessments with project staff	X	X										
<b>3. Develop data collection tools</b>				X	X							
Develop a policy change report template				X	X							
Develop surveys (i.e. client, officer)				X	X							
<b>4. Establish Data Access</b>	X	X	X	X	X							
Map and identify relevant data systems	X	X	X	X	X							
Establish data use agreements/ ensure compliance	X	X	X	X	X							
Establish/test data sharing process				X	X							



	April	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar
<b>5. Data Collection</b>				X	X	X	X	X	X	X	X	X
Monthly data transfers				X	X	X	X	X	X	X	X	X
Field Surveys				X	X	X	X	X	X	X	X	X
Collect policy change forms				X			X			X		
Interviews with key project stakeholders								X	X	X		
<b>6. Data Cleaning and Analysis</b>				X	X	X	X	X	X	X	X	X
<b>7. Data Reporting</b>				X	X	X	X	X	X	X	X	X
Monthly Data Dashboards				X	X	X	X	X	X	X	X	X
Share Interim Report												X
<b>8. Communications (CHRT Communications Team)</b>												
Develop communications plan	X	X	X									
Implement Communications Activities				X	X	X	X	X	X	X	X	X

Budget

First Six Months of Year One: April 1, 2022 - September 30, 2022

			Hours	Hourly Rate	Total
<b>Aim 1: To identify Washtenaw LEADD’s outputs, outcomes, and metrics for measuring success. (all of the evaluation planning, data planning)</b>					
<b>A.</b>					
Terrisca Des Jardins	Executive Director		1	\$260	\$260
Melissa	Team Lead		10	\$225	\$2,250
Marissa	Senior Analyst		0	\$100	\$0
Ivana/Jennifer	Team Lead		50	\$225	\$11,250
Jonathan	Senior Analyst		54	\$100	\$5,400
Poonam	Analyst		55	\$80	\$4,400
			170	<i>Aim 1 Subtotal</i>	\$23,560
<b>Aim 2: To evaluate the implementation of Washtenaw LEADD, documenting any barriers, learnings, and adaptations made throughout the course of the initiative.</b>					
<b>B.</b>					
Terrisca Des Jardins	Executive Director		0.3	\$260	\$86
Melissa	Team Lead		10.2	\$225	\$2,302
Marissa	Senior Analyst		40.6	\$100	\$4,059
Ivana/Jennifer	Team Lead		0.0	\$225	\$0
Jonathan	Senior Analyst		11.9	\$100	\$1,188
Poonam	Analyst		21.1	\$80	\$1,690
			84	<i>Aim 2 Subtotal</i>	\$9,324

C. **Aim 3: To evaluate the impact of Washtenaw LEADD on participant, program, and systems-level outcomes.**

Terrisca Des Jardins	Executive Director	0.4	\$260	\$104
Melissa	Team Lead	6.2	\$225	\$1,395
Marissa	Senior Analyst	10.8	\$100	\$1,080
Ivana/Jennifer	Team Lead	0.0	\$225	\$0
Jonathan	Senior Analyst	9.8	\$100	\$980
Poonam	Analyst	14.6	\$80	\$1,168
		42	<i>Aim 3 Subtotal</i>	\$4,727

D. **Aim 4: To share findings from the evaluation with key audiences, including both internal (i.e. LEADD staff, the Operational Workgroup, and the Policy Coordinating Group) and external (community partners and members) stakeholders.**

Erin	Director	5.0	\$125	\$625
Gregory	Senior Project Manager	20.0	\$85	\$1,700
Elisabeth	Senior Communications Specialist	4.0	\$75	\$300
TBD	U-M Graduate Student Interns	5.0	\$30	\$150
			<i>Aim 4 Subtotal</i>	\$2,775

E. **Other Costs**

GEDI Internship				\$25,000
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F.	Total Direct Costs			\$65,386
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G.	Indirect costs (20% x \$25,000)			\$5,000
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			<b>Total</b>	\$70,386
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