REQUEST FOR PROPOSAL

Information Services Managed Services Provider

REQUEST FOR PROPOSAL DATE: 1/29/2024

PROPOSALS DUE: 3/1/2024

RFP # 2024-1

1. INTRODUCTION

Thunder Bay Community Health Service, Inc. (TBCHS) invites and will accept bids to establish a contractual relationship with a qualified vendor to partner with TBCHS for Managed Service Provider (MSP) services.

2. OBJECTIVE

Our intent is to solicit responses from known vendors, identify qualified vendors, and to establish a contractual relationship with one vendor which best meets the needs of TBCHS by providing the highest quality service level at the most economical cost.

3. BACKGROUND

Thunder Bay Community Health Service, Inc. is a Federally Qualified Health Center (FQHC) funded with 18% federal funds from the Department of Health and Human Services Administration, and 82% non-federal sources.

The project contained in this RFP uses 100% federal and 0% non-federal resources. Thunder Bay Community Health Service, Inc. qualifies for GSA pricing and is tax-exempt, #38-2290337.

Thunder Bay Community Health Service, Inc.

4. General Information:

RFP Schedule:

RFP issued: 1/29/2024

Questions Due: 2/16/2024

Questions responded to (no later than): 2/23/2024

Proposals Due by 3/1/2024

Rating and Selection: 3/8/2024

RFP Submittal: Proposals are to be submitted in sealed envelopes, or by e-mailed zip file clearly identified with the RFP number and title, with all attachments, no later than 3/1/2024 at 5 PM.

Thunder Bay Community Health Service, Inc.

Attn: Kayla Berry

Chief Operations Officer

100 N Ripley St. Suite E

Alpena, MI 49707

Proposals must be valid for acceptance for 60 days.

Each complete submission is to include a signed original with all required attachments; three complete copies; (if mailed). A digital version can be sent using a zip file emailed to kberry@tbchs.org by the deadline for submission. All proposals are to be created using a recent version of Microsoft Office Word and/or .pdf file. Proposals delivered after the above required date and time will be received but will not be considered and will be rejected for lateness.

All proposals submitted will become property of TBCHS.

TBCHS reserves the right to reject any and all proposals.

Points of Contact: Questions and requests for clarification regarding of this RFP must be addressed via US mail or email received by 2/22/2024, to:

Thunder Bay Community Health Service, Inc.
Attn: Kayla Berry
Chief Operating Officer
100 N Ripley St. Suite E
Alpena, MI 49707
Email: kberry@tbchs.org

Questions and requests for clarifications may be sent via email, provided that the RFP number, Title and the words "question" and/or "clarification" are identified in the subject area of the email. Questions and requests without this subject identification may be considered routine emails and may not get properly addressed.

All questions and requests for clarification will be responded to on TBCHS' website www.tbchs.org (click on request for bids) to all respondents by February 22, 2024. Any responses by TBCHS that are a change in the terms, conditions, and specifications of this RFP will be posted on the website as an addendum. No communications of any kind may be considered a change in terms, conditions, and specifications in this RFP unless posted as an official addendum on the website.

Communication from any other source, other than above, should be considered as invalid about this RFP.

5. **General Terms & Conditions:**

A. **Interested Parties:** All interested vendors are invited to submit a proposal in accordance with the terms, conditions, and specifications contained herein.

B. **Tax Exemption:** TBCHS as a 501(c)3 IRS and Michigan Non-Profit Health Organization entity, is exempt from sales and use of taxes. Bidders shall inform all prospective subcontractors and suppliers from whom they expect to obtain services or supplies of the tax-exempt status of TBCHS. Following the contract award, an exemption certificate will be furnished by TBCHS if the vendor requests.

C. **Expenses:** TBCHS assumes no liability for payment of expenses incurred by proposers in the preparation and submission of proposals in response to this invitation.

D. **Non-Discrimination:** The vendor agrees not to refuse to hire, discharge, promote, or demote, or to discriminate in matters of compensation against any person otherwise qualified, solely because of race, color, religion, national origin, gender, age, military status, sexual orientation, marital status, or physical disability.

E. **Governing Law:** The laws of the State of Michigan shall govern any contract executed between the successful proposer and TBCHS. Further, the place of performance and transaction of business shall be deemed to be in the County of Montmorency, State of Michigan and in the event of litigation, the exclusive venue and place of jurisdiction shall be Montmorency County in the State of Michigan.

F. **Termination of Contract:** TBCHS may, by written notice to the successful vendor, terminate the contract if the vendor has failed to perform its service in a manner satisfactory to TBCHS, per specifications defined in the contract and/or RFP. The date of termination shall be stated in the notice. TBCHS may cancel the contract upon thirty (30) days written notice for any reason other than cause. This may include, but is not limited to, TBCHS' inability to continue with the contract due to the elimination or reduction in funding.

G. **Qualifications of the Individuals Who Will Work on the Project:** The qualifications must identify the project manager and explain how this point of contact will lead the consultant's efforts. If interviews are necessary for selection, it will be necessary for the proposed project manager to conduct a majority of the presentation and be able to answer most questions asked during the interview process. All other relevant personnel who will work on the project should be identified in this section with relevant specific experience identified. Include specific work assignments of the proposed personnel. Resumes describing the education and work experiences of the key people proposed for this assignment should be included.

H. **Confidentiality of Information:** The vendor acknowledges that they will, or may, be making use of, acquiring or adding to information about certain matters and things which are confidential to TBCHS and which information is the exclusive property of TBCHS, including, but not limited to: Internal personnel and financial information, vendor names and other vendor information (including vendor characteristics, services and agreements), purchasing and internal cost information, internal services and operational manuals, and the manner and methods of conducting TBCHS' business. Because the vendor will have access to patient information, a business associate agreement will need to be executed and signed with the contract.

6. **Proposal Preparation:**

A. **Exceptions and Deviations:** Any exceptions to or deviations from these Terms & Conditions must be identified, in writing, on an attachment to the proposal submission. TBCHS reserves the right to accept or reject, at its sole discretion, any exceptions, or deviations by the proposer.

B. Substantive Proposals: By submitting a proposal, the proposer guarantees that (1) its proposal is genuine and is not made in the interest of, or on behalf of, any undisclosed person, firm, or corporation; (2) it has not directly or indirectly induced or solicited any other respondent to put in a false or sham bid, (3) it has not solicited or induced any other person, firm, or corporation from proposing; and (d) it has not sought by collusion to obtain for itself any advantage over any other proposer or over TBCHS.

C. Minimum Qualifications: To be considered for selection, vendors must meet at least the following minimum qualifications.

  i. Established Business. Vendor must have been engaged as a place of business 5 years prior to the release of this RFP.

  ii. Customer Satisfaction, Financial Resources and Ability to Perform. Vendor must be able to show proof that they have an established satisfactory record and have sufficient financial support, equipment, and organization to ensure that they can satisfactorily execute the services to be performed per this RFP.

  iii. Legal Compliance. Vendor must be in compliance with all applicable laws, rules, regulations, and ordinances of the State of Michigan and the United States.

  iv. Insurance: The vendor shall not commence work until it has procured, maintains, and provides proof of the policies of insurances and liabilities listed below. The vendor will not be relieved of any liability, claims, or other obligations in conjunction with the signed agreement with TBCHS by reason of its failure to procure or maintain the necessary insurance and liabilities. Failure on the part of the vendor to obtain such insurance and liabilities prior to, and during the term of the contract, will constitute a breach of contract in which TBCHS has the right to and may immediately terminate the signed agreement. TBCHS reserves the right to request and receive a copy of any policy related to services provided to TBCHS.

      (a) *Commercial General Liability:* The vendor shall secure and maintain, during the term of agreed contract and for such additional time for service being performed, Commercial General Liability Insurance issued to and covering the liability of the vendor with respect to all work performed by vendor and its third-party vendors under the contract, to be written on a comprehensive policy form. This insurance shall be written in amounts not less than $1 million for each occurrence and aggregate for personal injury including death and bodily injury and $1 million for each occurrence and aggregate for property damage. This policy of insurance shall name Thunder Bay Community Health Service, Inc, its agents, officers, and employees as additional insured. This policy shall have all necessary

endorsements to provide coverage without exclusion for explosion and collapse hazards, underground property damage hazard, blanket contractual coverage's, as well as Owners' and vendors' Protective Liability (OCP) coverage. The policy shall also provide coverage for contractual liability assumed by vendor under the provisions of the contract and "Completed Operations and Projects Liability" coverage.

(b) *Workers Compensation Insurance:* The vendor shall procure and maintain Workers Compensation Insurance, fully complying with the provisions of the Worker's Compensation Act of the State of Michigan, during the period of this contract and for such additional time as work on this project is being performed.

Submission Information and Documents: The following information and documents shall be included in the proposal submission:

(1) Name of company, address, telephone number, facsimile number, email address, website URL, and contact person's name.
(2) Vendor awarded the contract must submit a completed and signed IRS Form W-9 to TBCHS before contract begins.

7. **Signatures:** The proposal must be submitted in ink, signed by an officer or person qualified to bind the proposing company.

8. **Withdrawal of Proposal:** A Proposer may withdraw its own proposal at any time prior to the proposal due date and time as identified herein. After that date and time, no proposer may withdraw its proposal for any reason. All proposals shall be valid for a period not less than 60 calendar days after the proposal due date.

9. **Selection:**
    A. **Vendor Selection:** No proposal will be considered unless it is complete. All proposals submitted will be first screened to determine minimum vendor qualifications as outlined in this RFP. The proposals will be ranked, based on total cost and the ability of the proposing vendor to provide the required services effectively. Proposals that do not meet these minimum requirements will automatically be rejected and shall not undergo further evaluation.
    B. **Right of Acceptance and Rejection:** TBCHS reserves the right to accept or reject any or all proposals and to waive any formalities, informalities, and deviations, which, in its opinion, best serve the interests of TBCHS. TBCHS is not bound to accept the lowest priced proposal but will select the proposal that represents the best value for TBCHS.
    C. **Negotiation:** Subsequent to the Proposal due date, TBCHS reserves the right to negotiate terms and conditions with proposers. TBCHS reserves the right to

negotiate modifications to a proposal with a single proposer without obligation to negotiate similar modifications with other proposers.

10. **Key Personnel:** TBCHS prefers a single account relationship manager. In the vendor's proposal, list names, titles and locations of the primary and backup employees who will be assigned to TBCHS' account. Also include certifications, education, experience, and qualifications of personnel. The vendor must establish one person to serve as project manager and liaison to the TBCHS project manager. TBCHS looks to the vendor to inform the needs of the project, maintain and cohesive schedule, and coordinate, oversee and manage work produced. Therefore, the vendor must establish a work schedule for all parties to ensure timely completion of the project. In addition to the start and completion of various assessment stages, the schedule shall also show percentages of work to be completed at any given time, as well as significant dates that will serve as check points to determine compliance with approved schedule.

QUALIFICATIONS OF THE INDIVIDUALS WHO WILL WORK ON THE PROJECT:

The qualifications must identify the project manager and explain how this point of contact will lead the consultant's efforts. If interviews are necessary for selection, it will be necessary for the proposed project manager to conduct a majority of the presentation and be able to answer most questions asked during the interview process. All other relevant personnel who will work on the project should be identified in this section with relevant specific experience identified. Include specific work assignments of the proposed personnel. Resumes describing the educational and work experiences of the key people proposed for this assignment should be included.

11. **Competitive Position:** Describe what differentiates the vendor's service from the other competitors. Include in the discussion how the vendor keeps abreast of current and future trends. Discuss the vendor's approach to communication and issue resolution

12. **Customer References:** Provide references from at least three (3) customers to which the vendor has provided the services required under this RFP. These should be recent customers with needs comparable to those of TBCHS. Select a mix of long-standing and new customers. Health care references are preferred. FQHC references within the State of Michigan would be ideal. References should include a contact name, phone number, and e-mail address for reference.

13. **Scope of Service:** Thunder Bay Community Health Service, Inc. is seeking a qualified Managed Service Provider (MSP) to partner with. The MSP will work closely with Thunder Bay in the day-to-day monitoring of all network activity and performance, metrics measurement, analysis, documenting of current network functionality, performance, and security. Daily overall network health reports will be submitted to the IT Manager, calling out specifically any anomalies of concern. They will be responsible for making periodic recommendations for future hardware upgrades, IT staffing, and security improvements to TBCHS' network in a prioritized format. These recommendations will be reviewed by

the IT Manager, in conjunction with the IT team and/or IT Steering Committee as appropriate. If approved, the MSP will implement the recommended changes.

The TBCHS network covers lower northeast Michigan, detailed in addendum #3. There are two data centers: the Alpena data center with infrastructure such as firewalls, phone systems, main file servers, WLC, and backup services; and the Las Vegas data center, providing EMR application servers, and file and backup services. A private circuit connects Las Vegas, Alpena, Cheboygan Middle School and the main clinics in Rogers City, Onaway, Hillman , Atlanta, and Fairview. Three of the remaining sites use VPNs with internet we provide, and the rest connect via VPN using our host's infrastructure. Additionally, all main clinic sites, as well as the data centers, have separate internet connections. Basic Network Specs:

*Please see addendum #1 & #2 listing network hardware and software on the network.

Service Requirements

As part of this RFP, TBCHS has requirements for the following services. We realize that not every MSP will be able to provide all the services listed below, but we encourage you to respond regardless.

- **Help Desk Support -** The MSP should offer superior 24x7x365 Help Desk support from Tier One to Three services utilizing industry best practice processes and procedures.

- **Server & Network System Monitoring** – The MSP must provide 24x7 monitoring of TBCHS's server & network system with proactive communication and escalation protocols based on the severity of any unscheduled outages.

- **Patch Management Services & Preventative Maintenance** – The MSP must provide management of critical security and system patches to all servers and systems on the network to ensure TBCHS' IT systems and resources are properly managed and maintained.

- **Business Continuity and Disaster Recovery –** The MSP must be able to support TBCHS' ability to recover based on the Recovery Time Objective (RTO) and Recovery Point Objective (RPO) agreed upon by organizational constituents. In addition, backup and redundancy should be used to support this need.

- **Remote Backup** – The MSP must execute a nightly backup plan for the critical servers, including a regularly-tested recovery process.

- **Email System Management** - TBCHS requires the management and administration of TBCHS' Office 365, and its component systems, for all users.

- **Antivirus, AntiSpam & Antispyware Protection** – TBCHS is looking for solutions to defend against security threats including phishing, malware, spam, viruses.

- **On-Site Support –** When needed, the MSP should have the ability to deploy onsite resources to assist in issues which cannot be resolved through remote access to in-house systems.

- **Networking Support** - TBCHS requires proactive management and monitoring of our switches, firewalls, routers and Wi-Fi systems, and other networking equipment as identified by TBCHS.

- **Security Systems Monitoring –** MSP must provide proactive monitoring and management of TBCHS' security systems, including firewalls, intrusion prevention, secure remote access, and any implementations of advanced security solutions TBCHS may utilize.

- **Vendor Management –** The MSP should be able to manage other vendors which may be contracted for by TBCHS and serve as the key point of contact unless escalated.

- **Warranty and Asset Inventory Management** – TBCHS expects the MSP to maintain a hardware and asset inventory that includes Desktops, Laptops, Servers, Printers/Scanners, Fax Machines, and notify TBCHS of any potential service or warranty issues. The MSP must also assist with managing the lifecycle of TBCHS' devices and maintain an equipment inventory to ensure our systems are always current.

- **Software Licensing Control** – Oversight of automatic renewal of software applications and maintenance of appropriate documentation.

- **Procurement Management** – The MSP must assist with the selection of commercially rated equipment, order placement, order tracking, shipping, equipment returns, and sourcing and ordering of replacement parts.

- **PC Deployment** – Delivery and setup of machines on-site.

- **Desktop and Laptop Support -** MSPs must include their ability to support existing and future desktop and laptop hardware. This includes maintenance and repair, replacement for failed equipment, and the acquisition and provisioning for new equipment as needed.

- **Printers, Copiers, and Scanners -**The MSP must be able to support existing printers, copiers and scanner related network-printing issues.

- **Desktop Software Standardization and Software Licensing and Upgrades –** MSP must have a process for identifying standardization and management of desktop images and ensuring that staff are using current products as well as current OS and browser versions.

- **Lifecycle Management of Hardware Units** – The MSP should have processes for end-of-life notification, replacement, and asset decommissioning/disposal.

- **Break Fixes and Installation** – The MSP should offer planned and on-call break/fix services, including emergency response to server issues.

- **Move, Add, Change (MAC)** – TBCHS is looking for the MSP to help with any changes to the location, configuration of existing equipment or software, and installation of additional equipment or software as needed.

- **Mobile Device Support -** In addition to laptops and desktops, some staff use mobile phones and tablets. The MSP will need to support secure provisioning (and ongoing support of that provisioning) of any mobile device into the company network. In the event the device is lost, the corporate mail and contact data should be able to be easily wiped from the device while preserving individual's personal information. A Mobile Device Management strategy / system recommendation should be considered and included in response to this RFP.

- **Reporting –** The MSP should provide relevant reporting not only based on their performance from a help desk perspective but also regarding system health, uptime, and assist in keeping an accurate hardware inventory to inform ongoing planning of maintenance, warranties, and refresh schedules.

- **Technology Strategy Planning** – The MSP will work with current IT staff to develop a long-term strategic technology plan. The plan will take advantage of new and existing technologies to produce a pragmatic and effective future roadmap that enables the organization to fulfill its overall mandate in the community.

- **Account Management –** The MSP must offer an internal escalation process in tandem with TBCHS to ensure the ability to have multiple points of contact available if needed depending on the items or issue encountered.

- **Project Management –** The MSP should be able to offer project management and technical engineering resources to assist with technical projects as identified by the MSP or TBCHS.

- **Solution Design** – The MSP must provide solution packages (e.g., hardware, software, licensing) and associated consolidation of data.

- **Service Levels –** The MSP should identify service level agreements or objectives and report back on a regular basis to TBCHS on their ability to meet these agreements or objectives.

- **IT Policy Review and Development** – The MSP should be able to assist in the development of customized policies related to the use of technology.

- **Hosting -** The MSP should offer services relative to hosting or co-location of equipment, either directly or through partners.

- **Onboarding and Offboarding Staff -** The MSP must have processes and procedures in place to onboard or offboard team members in a timely and efficient manner.

- **Compliance –** The MSP must use systems that comply with published Payment Card Industry Security (PCI) Standards. In addition, the MSP should also support rules and regulations as provided by relevant governing organizations as identified by regulatory or grant based requirements.

- **Scalability –** The MSP must be able to offer a model where scaling up or down from a systems and cost perspective is simple and nimble.

- **Multi-Factor Authentication (MFA)** – MSP must be able to provide and manage a Multi-Factor Authentication (MFA) solution to provide an easy-to-use method to verify user identities at login and to protect logins with multi-factor authentication.

- **End-User Security Awareness Training** – The MSP should offer Security Awareness Training to teach TBCHS' staff and employees about current threats, terms, standards, and compliance to help them avoid a security incident.

- **Vulnerability Testing** - The MSP should offer vulnerability tests, both internally and externally, to determine what flaws and potential threats exist from the outside, or perimeter, of TBCHS' business network.

- **Managed SOC-as-a-Service** - The MSP should offer Managed SOC-as-a-Service to monitor TBCHS' environment and ensure proactive detection and response to threats, intrusions, and attacks.

- **Special Projects** – MSP must be willing to participate in IT projects as they arise.

14. The information provided in the response should be consistent with best practices, and incorporated into a final report with recommendations for what services the vendor can provide to TBCHS.

15. COST PROPOSAL: The submittal shall include "PROJECT FEE" containing the estimated hours by task and a not to exceed lump sum fee. If filed by email, put the fee schedule in a separate file named "Project Fee." If additional or alternative efforts are recommended these should be broken out separately from the primary tasks.

16. QUESTIONS FOR MSP

1.0	General
1.1	Q. What are the general types of organizations your clients represent? A.
1.2	Q. Why do you believe that you are a good fit with our organization? A.
1.3	Q. Describe your onboarding/implementation process and approach if you were selected? A.
1.4	Q. Do you conduct QBRs and what is the nature of those meetings? A.
1.5	Q. How do you typically work with IT Management at clients who have staff members? A.

1.6	Q. What do you feel your overall strengths and differentiators are? A.
1.7	Q. Do you serve clients with 24 X 7 requirements? A.
1.8	Q. What services do you offer besides the core services of a Managed Service Provider? A.
1.9	Q. What type of training do you offer either during onboarding or ongoing? A.
1.10	Q. What do you feel are your biggest hurdles to a successful relationship? A.
1.11	Q. What training resources are available for team members? A.
1.12	Q. What type of general expertise can you provide in key technology areas? A.
1.13	Q. What differentiates your organization from your competitors in the marketplace? A.

2.0	**Processes**
2.1	Q. Do you use in-house or contracted resources for services? A.
2.2	Q. Describe your process for migrating Thunder Bay Community Health Service to your organization? A.
2.3	Q. What Thunder Bay Community Health Service resources would you require (i.e., information, data, staff resources, communication) during initial migration and ongoing? A.
2.4	Q. Outline the methods by which clients can access you (i.e. online, by phone, etc.). A.
2.5	Q. Describe the escalation and account management process. A.
	Q. Where is/are your support center(s) located?

2.6	A.
2.7	Q. How involved is your team with creating project plans/testing during technical projects? A.
2.8	Q. Do you follow ITIL or other processes aligned with industry standard practices? A.
2.9	Q. Do you participate in drills or tests i.e. DR, IRP, etc.? A.
2.10	Q. How do you notify users of maintenance windows or system outages? A.
2.11	Q. What types of diagrams would you typically create/maintain? A.
2.12	Q. Do you offer knowledge bases for common issues and how are they utilized? A.
2.13	Q. What is your willingness or ability to support the security systems, phone systems, audio/visual systems? A.
2.14	Q. How often do you conduct DR testing? A.

3.0 Technology	
3.1	Q. What types of monitoring agents would you use for end user devices? A.
3.2	Q. What is the back-end help desk system you use? A.
3.3	Q. Do you offer managed firewalls or other managed technology? A.
3.4	Q. Do you offer MDM or other mobile management technology? A.
3.5	Q. Do you offer a SIEM or other security-based technology? A.

3.6	Q. Do you have tools to provide system uptime metrics?
	A.
3.7	Q. What tools do you use for network monitoring?
	A.
3.8	Q. What tools do you use for system monitoring or general health level of end user devices?
	A.
3.9	Q. Do you offer or partner for laptop encryption?
	A.
3.10	Q. If hosting/co-location is an option please describe details of option i.e. services, vendor partners, etc.
	A.
4.0 Communication	
4.1	Q. Describe fully your technical support options including the assistance request process, escalation process, support hours, response times, staffing levels, staff expertise, and physical location of the help desk.
	A.
4.2	Q. Please provide details on your standard reporting capabilities.
	A.
4.3	Q. Describe any documentation and support (e.g., user manuals, online help, interactive demos, web-based seminars, and online knowledge base) that will be available, both from the technical perspective and the end user perspective.
	A.
4.4	Q. What options are available for user training and technical training that may be required by staff?
	A.
4.5	Q. Describe any user groups, websites, newsletters, conferences, or any other means you support for sharing information and soliciting service feedback.
	A.
4.6	Q. How do you monitor customer satisfaction and quality assurance on an ongoing basis and how might we benefit from this process?
	A.
4.7	Q. The TBCHS user base varies considerably in its level of technical sophistication. Please describe your experience in successfully supporting users that may be remote and possess limited technical skills.
	A.

Locations

Hillman Clinic	15774 State Street Hillman, MI 49746
Atlanta Clinic	11899 M32 W Atlanta, MI 49709
Atlanta Community Schools	10500 County Road 489 Atlanta, MI 49709
Onaway Clinic	21258 W. M68 Onaway, MI 49765
Rogers City Clinic	205 S. Bradley Hwy Rogers City, MI 49779
Rogers City Elementary School	532 W. Erie Street Rogers City, MI 49779
Rogers City High School	1033 West Huron Ave. Rogers City, MI 49779
Fairview Clinic	1910 E. Miller Rd. Fairview, MI 48621
Fairview Area Schools	1879 E. Miller Rd. Fairview, MI 48621
Cheboygan School-Based Health Center	905 W. Lincoln Ave. Cheboygan, MI 49721
Cheboygan Inverness Academy	7461 N. Straits Hwy Cheboygan, MI 49721
Cheboygan East Elementary School	440 Garfield Ave. Cheboygan, MI 49721
Cheboygan High School	801 W. Lincoln Ave Cheboygan, MI 49721
Mackinaw City Public Schools	609 West Central Ave. Mackinaw City, MI 49701
Onaway School-Based Health Center	4549 M33 Onaway, MI 49765
Inland Lakes School-Based Health Center	4363 S. Straits Hwy Indian River, MI 49749
Inland Lakes Elementary School	6800 W. Wilson Rd. Indian River, MI 49749
Wolverine Middle/High School	13131 Brook St. Wolverine, MI 49799
Wolverine Elementary School	5993 Sholes St. Wolverine, MI 49799
Vanderbilt Area School	947 Donovan Street Vanderbilt, MI 49795
Johannesburg Lewiston Area Schools	10854 M32 E. Johannesburg, MI 49751

Lewiston Elementary School	4580 Montmorency Street Lewiston, MI 49756
Mio School Wellness Center	1110 8th Street Mio, MI 48647
Hale Area Schools	311 N. Washington Hale, MI 48739
Posen Consolidated Schools	10575 Michigan Ave. Posen, MI 49776