



March 31st, 2026, 5:00 pm
Pivotal Conference Room

- I. **Approval of Agenda** *Welcome & Preliminaries: the focus for our meeting.*
- II. **Public Comment:** *Guests and visitors can comment, with a maximum of 3 mins. per person.*
- III. **Board Work on Ends, Linkage Activities, and Board Education (L. Rosado)**
 - a. Alan Bolter – CMHA
 - b. Representative Steve Carra
- IV. **Consent Agenda** *Ratification and approval of minutes & non-debatable items ** (L. Rosado)*
 - a. Contracts March 2026 pg. 2
 - b. Check Register February 2026 pg. 3
 - c. Meeting Minutes February 2026 pg. 6
- V. **Monitoring Reports** *Assuring Executive and Organizational Performance (C. Bullock)*
 - a. **Public Executive Limitations:** *Is the organization operating within the boundaries the Board sets?*
 1. **EL V.09** – Communication and Support to the Board pg. 9
 2. **EL V. 05** – Financials* pg. 12
 - a. Cashflow Analysis pg. 19
 - b. Q2 Investments pg. 20
- VI. **Performance on Ends:** *Is the organization on track with its vision? (C. Bullock)*
 - a. Report on Ends Accomplishments – N/A
 - b. Discussion on Implication of Ends Report- N/A
- VII. **Board Policy Review:** *Do our existing policies reflect the board’s current values (L. Rosado)*
 - a. **III.02 – Unity of Control** – Carol N. pg. 27
 - b. **III.03 – Accountability to the CEO** – Damon K. pg. 28
 - c. **III.04 – Delegation to the CEO** – Rick S. pg. 29
- VIII. **Board Decisions (Motions) Actions:** *Only the Board has the authority to make them. (L. Rosado)*
 - a. **Parking Lot GMAX**
 - b. **Board Reappointments**
- IX. **Communications:** *Keep the Board current on significant events and operations. (C. Bullock)*
 - a. **Board Skip-Level Meeting Recap (Carol, Rick, Kay, Cathi)**
 - b. **Directors' Report March 2026** pg. 31
 - c. **Letter to MDHHS** pg. 33
 - d. **April is Board Executive level reappointments**
- X. **Process Review and Adjourn:** *How did we use our time, discuss relevant information, and make decisions according to our policies? What will we do in the next meetings to improve our preparation, debate, and process for decision-making? **

*Motion required **Roll Call Vote

Recess is Available upon request.

IF YOU ARE UNABLE TO ATTEND, PLEASE GET IN TOUCH WITH THE BOARD OFFICE (269-467-1001 x 395). NEXT REGULAR MEETING: April 30th, 2026, 5 PM PIVOTAL BOARD ROOM.

Contracts for Board Meeting 3/31/2026

Clinical Contracts						
Provider Direct	Staff Responsible	Type of Service	Annual Budget Per Diem Cost	Explanation	Contract Dates	Board Approved
Psychiatry of Texas	J. Cupp	Physician Group	99221: \$85.03 99222: \$133.08 99223: \$177.32 99231: \$50.81 99232: \$80.89 99233: \$121.67 99238: \$82.61 99239: \$117.18	Physician Group	2/19/26-9/30/26	
Medical Behavioral Hospital of Michigan DBA Kalamazoo Behavioral Health Hospital	J. Cupp	Inpatient	0124: \$1014	Inpatient	1/1/26-9/30/26	
PsychPlus Associates	J. Cupp	Physician Group	99221: \$85.03 99222: \$133.08 99223: \$177.32 99231: \$50.81 99232: \$80.89 99233: \$121.67 99238: \$82.61 99239: \$117.18	Physician Group	1/1/26-9/30/26	

PIVOTAL

Disbursements
February 2026

Check Date	Check/RM #	Vendor	Amount	Description
02/06/26	RM-01917	CRETSINGER CARE HOMES LTD	21,960.71	Specialized Residential
02/06/26	RM-01918	PINE REST CHRISTIAN MHS	15,653.80	Inpatient Services
02/06/26	RM-01919	HANNAH ROBERTS	2,480.00	Contract-Mobile Crisis
02/06/26	RM-01920	TRAYBEE LLC	665.00	Contract-Mobile Crisis
02/06/26	RM-01921	MICHELLE CRITTENDEN LLC	1,580.00	Contract-Mobile Crisis
02/06/26	RM-01922	DEAR COUNTRY AFC	12,116.40	Specialized Residential
02/06/26	RM-01923	KRISTI MERRILLS PLC	2,820.00	Specialized Residential
02/06/26	RM-01924	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
02/06/26	RM-01925	GIDDINGS AFC II	11,552.15	Specialized Residential
02/06/26	RM-01926	AUTISM OF AMERICA LLC	19,516.50	Autism Provider
02/06/26	RM-01927	NYUMBANI AFC	9,695.89	Specialized Residential
02/06/26	RM-01928	KONICA MINOLTA PREMIER FINANCE	1,875.25	Printer/Copier Lease
02/06/26	RM-01929	GIDDINGS AFC HOME LLC	12,710.00	Specialized Residential
02/06/26	RM-01930	LIFETREE BEHAVIORAL HEALTH LLC	54,589.95	Autism Provider
02/06/26	RM-01931	WINDSWEPT THERAPEUTIC RIDING	620.00	CLS Provider
02/06/26	RM-01932	MIRACLE'S LAWN SERVICE	2,685.00	Snow Removal
02/06/26	RM-01933	ORBIS PARTNERS LLC	940.00	IT Subscription
02/06/26	RM-01934	ROSLUND, PRESTAGE & COMPANY, PC	187.50	Consulting fee
02/06/26	RM-01935	RILEY PUMPKIN FARM	606.00	Snow Removal
02/06/26	RM-01936	RIPPLE EFFECTS AUTISM LEARNING CENTER	40,483.50	Autism Provider
02/06/26	RM-01937	FOREST VIEW HOSPITAL	8,720.00	Inpatient Services
02/06/26	RM-01938	PLEASANT PINES	45,058.64	Specialized Residential
02/06/26	RM-01939	DATA GUARDIAN	190.00	Utilities
02/06/26	RM-01940	COMMUNITY LIVING OPTIONS	28,181.16	Specialized Residential
02/06/26	RM-01941	PLEASANT ACRES LLC	39,264.60	Specialized Residential
02/06/26	RM-01942	THE MEADOWS	37,635.55	Specialized Residential
02/06/26	RM-01943	FALCO CORPORATION	10,218.84	Specialized Residential
02/06/26	RM-01944	CLUBHOUSE INTERNATIONAL	722.02	Annual Dues
02/06/26	RM-01945	STATE OF MICHIGAN (STATE INPATIENT)	4,624.10	Inpatient Services
02/06/26	RM-01946	AGAPE AFC HOME	16,776.27	Specialized Residential
02/06/26	RM-01947	SW MI BEHAVIORAL HEALTH	16,134.00	Local Match
02/06/26	RM-01948	TWIN COUNTY COMMUNITY PROBATION CENTER	2,583.00	DRC Reimbursement
02/06/26	RM-01949	ST JOSEPH COMMUNITY CO-OP INC	39,771.76	Specialized Residential
02/06/26	RM-01950	STUART WILSON, CPA PC	4,092.40	Fiscal Intermediary
02/06/26	RM-01951	BRONSON-ACADIA JOINT VENTURE LLC	23,488.00	Inpatient Services
02/06/26	RM-01952	QLER PHYSICIAN MEDICAL GROUP	7,375.00	Contract-Psychiatry
02/06/26	RM-01953	WINGS OF HOPE LLC	5,970.00	Autism Provider
02/06/26	RM-01954	WINGS OF HOPE - STURGIS	18,034.76	Autism Provider
02/06/26	RM-01955	IRIS TELEHEALTH MEDICAL GROUP	18,921.00	Contract-Outpatient
02/06/26	RM-01956	KATHLEEN MORRILL	700.00	Homebase Supervision Nov/Dec
02/06/26	RM-01957	HARDLINE SOLUTIONS LLC	1,935.00	Maintenance
02/06/26	065544	SEMCO ENERGY GAS COMPANY	Void	1,034.30 Utilities
02/06/26	065545	LRS, LLC	Void	180.50 Utilities
02/06/26	065546	ALTERNATIVE CHOICES	Void	2,670.20 Specialized Residential
02/06/26	065547	WESTERN MICHIGAN UNIVERISTY SCHOOL OF MEDICINE	Void	600.00 Inpatient Services
02/06/26	065548	FIDELITY SECURITY LIFE (Eye Med)	Void	1,072.58 Employee Benefits
02/06/26	065549	UNITED STATES TREASURY	Void	1,305.97 941-2025 4th Q
02/06/26	065550	COMCAST	Void	669.62 Utilities
02/06/26	065551	MICHIGAN GAS UTILITIES	Void	304.79 Utilities
02/06/26	065552	CINTAS CORP	Void	300.90 Supplies
02/06/26	065553	LRS, LLC		180.50 Utilities
02/06/26	065554	SEMCO ENERGY GAS COMPANY		1,034.30 Utilities
02/06/26	065555	ALTERNATIVE CHOICES		2,670.20 Specialized Residential
02/06/26	065556	WESTERN MICHIGAN UNIVERISTY SCHOOL OF MEDICINE		600.00 Inpatient Services
02/06/26	065557	FIDELITY SECURITY LIFE (Eye Med)		1,072.58 Employee Benefits
02/06/26	065558	UNITED STATES TREASURY		1,305.97 941-2025 4th Q
02/06/26	065559	COMCAST		669.62 Utilities
02/06/26	065560	MICHIGAN GAS UTILITIES		304.79 Utilities
02/06/26	065561	CINTAS CORP		300.90 Supplies
02/13/26	RM-01958	BRANDI BELCHER	1,100.00	Contract-UM, Access
02/13/26	RM-01959	CAROL NACCARATO	306.00	Board Member Reimbursement
02/13/26	RM-01960	GRYPHON PLACE	638.38	After-Hours Emergency Service
02/13/26	RM-01961	MICHIGAN ORGANIZING COMMITTEE 925	1,480.45	Union Dues

PIVOTAL				
Disbursements				
February 2026				
02/13/26	RM-01962	ST JO CO UNITED WAY	204.00	Employee Donations
02/13/26	RM-01963	HOLLY LAGO LLC	2,370.00	Contract-Mobile Crisis
02/13/26	RM-01964	TRAYBEE LLC	900.00	Contract-Mobile Crisis
02/13/26	RM-01965	ISOLVED BENEFIT SERVICES	82.69	Employee Benefits
02/13/26	RM-01966	AMANDA MILLER	50.00	Board Member Reimbursement
02/13/26	RM-01967	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
02/13/26	RM-01968	STACY LINIHAN	50.00	Board Member Reimbursement
02/13/26	RM-01969	LUIS ROSADO	50.00	Board Member Reimbursement
02/13/26	RM-01970	INSPIRATION STUDIO DESIGNS	5,014.00	Marketing/Supplies
02/13/26	RM-01971	SUSAN PATTISON	750.00	Contract-Autism Testing
02/13/26	RM-01972	DAMON KNAPP	50.00	Board Member Reimbursement
02/13/26	RM-01973	AUNALYTICS INC	504.00	IT Subscription
02/13/26	RM-01974	DONALD LOUIS KITCHEN JR	25.00	Committee Member
02/13/26	RM-01975	RILEY PUMPKIN FARM	488.00	Snow Removal
02/13/26	RM-01976	GAGAN S PC	17,066.00	Contract-Med Director
02/13/26	RM-01977	CATHI ABBS	118.85	Board Member Reimbursement
02/13/26	RM-01978	RICHARD SHAFFER	50.00	Board Member Reimbursement
02/13/26	RM-01979	WAYNE SIMMONS	25.00	Committee Member
02/13/26	RM-01980	GAIL LECOUNT	46.03	Committee Member
02/13/26	RM-01981	JENNIFER HENDRICKS	25.00	Committee Member
02/13/26	RM-01982	ISABELLA POWELL	25.00	Committee Member
02/13/26	RM-01983	ZACHARY REED	50.00	Board Member Reimbursement
02/13/26	065562	FRED'S PHARMACY	811.50	ACT Clients Pharmacy
02/13/26	065563	WASTE MANAGEMENT OF MICHIGAN	209.75	Utilities
02/13/26	065564	WEX BANK	945.53	Gas Cards
02/13/26	065565	CHASE CARD SERVICES	20,545.44	Credit Card
02/13/26	065566	FRONTIER	490.07	Utilities
02/20/26	RM-01984	BRANDI BELCHER	362.50	Contract-UM, Access
02/20/26	RM-01985	PARMETER AFC	9,361.69	Specialized Residential
02/20/26	RM-01986	PINE REST CHRISTIAN MHS	5,176.00	Inpatient Services
02/20/26	RM-01987	LYNELLE GIRTON-THRASHER	250.00	Contract-Supervision
02/20/26	RM-01988	JETSY BEAN LLC	980.00	Contract-Mobile Crisis
02/20/26	RM-01989	TRAYBEE LLC	780.00	Contract-Mobile Crisis
02/20/26	RM-01990	DEAR COUNTRY AFC	12,272.80	Specialized Residential
02/20/26	RM-01991	GREAT LAKES CLEANING SERVICE	1,050.00	Janitorial
02/20/26	RM-01992	GREATER HEIGHTS AFC	10,805.67	Specialized Residential
02/20/26	RM-01993	WMU CENTER FOR DISABILITIES	1,539.30	Autism Provider
02/20/26	RM-01994	AUTISM OF AMERICA LLC	3,381.00	Autism Provider
02/20/26	RM-01995	MAPLECREST LLC	3,183.00	Rent-Sturgis Lease
02/20/26	RM-01996	LIFETREE BEHAVIORAL HEALTH LLC	27,918.45	Autism Provider
02/20/26	RM-01997	EVERSTREAM SOLUTIONS LLC	1,675.14	IT Subscription
02/20/26	RM-01998	RIPPLE EFFECTS AUTISM LEARNING CENTER	44,551.50	Autism Provider
02/20/26	RM-01999	THE TM GROUP INC	225.00	Consulting fee
02/20/26	RM-02000	AUTISM SPECTRUM THERAPIES LLC	6,958.50	Autism Provider
02/20/26	RM-02001	GAGAN S PC	8,904.00	Contract-Med Director
02/20/26	RM-02002	CEDAR CREEK HOSPITAL	1,107.00	Inpatient Services
02/20/26	RM-02003	FOREST VIEW HOSPITAL	8,896.00	Inpatient Services
02/20/26	RM-02004	FLATROCK MANOR	51,369.27	Specialized Residential
02/20/26	RM-02005	BCA - STONECREST CENTER	23,274.00	Inpatient Services
02/20/26	RM-02006	HR ALLIANCE 1 INC	7,193.04	Fiscal Intermediary
02/20/26	RM-02007	RESIDENTIAL OPPORTUNITIES INC	107,717.25	Specialized Residential
02/20/26	RM-02008	SPECTRUM COMMUNITY SERVICES	10,743.20	Specialized Residential
02/20/26	RM-02009	ADAPT INC	286,359.39	Specialized Residential
02/20/26	RM-02010	BEACON SPECIALIZED LIVING SERVICES INC	13,950.00	Specialized Residential
02/20/26	RM-02011	STUART WILSON, CPA PC	21,623.40	Fiscal Intermediary
02/20/26	RM-02012	ST JOSEPH CO GRANGE FAIR	600.00	Sponsorship Booth
02/20/26	RM-02013	WINGS OF HOPE LLC	25,997.82	Autism Provider
02/20/26	RM-02014	BLUE CARE NETWORK OF MICHIGAN	122,976.55	Employee Benefits
02/20/26	RM-02015	RADIANT AFC	7,130.00	Specialized Residential
02/20/26	RM-02016	WINGS OF HOPE - STURGIS	5,656.79	Autism Provider
02/20/26	RM-02017	KINGDOM REST CENTER LLC	59,550.00	Specialized Residential
02/20/26	RM-02018	MRC INDUSTRIES INC	232.35	CLS Provider
02/20/26	RM-02019	GOD'S WILL AFC	21,535.00	Specialized Residential
02/20/26	RM-02020	AR ENGINEERING LLC	2,165.00	Parking Lot Schematics
02/20/26	RM-02021	HFHS-ACADIA JOINT VENTURE LLC	17,136.00	Inpatient Services

PIVOTAL				
Disbursements				
February 2026				
02/20/26	RM-02022	LOCUMTENENS.COM LLC	3,610.25	Contract-Outpatient
02/20/26	065567	CITY OF STURGIS	2,357.35	Utilities
02/20/26	065568	MAPLE HEIGHTS BEHAVIORAL HEALTH	12,000.00	Inpatient Services
02/20/26	065569	ALTERNATIVE CHOICES	2,788.70	Specialized Residential
02/20/26	065570	VERIZON WIRELESS	81.84	Utilities
02/20/26	065571	INDIANA MICHIGAN POWER	552.18	Utilities
02/20/26	065572	VILLAGE OF CENTREVILLE	712.04	Utilities
02/20/26	065573	MEDICAL BEHAVIORAL HOSPITAL OF MICHIGAN LLC	3,900.00	Inpatient Services
02/20/26	065574	CINTAS CORP	173.95	Utilities
02/27/26	RM-02023	BRANDI BELCHER	300.00	Contract-Access
02/27/26	RM-02024	HOLLY CERNY	171.60	Employee Reimbursement
02/27/26	RM-02025	HANNAH ROBERTS	1,580.00	Contract-Mobile Crisis
02/27/26	RM-02026	ST JO CO UNITED WAY	204.00	Employee Donations
02/27/26	RM-02027	RML3 LLC	1,500.00	Contract-Mobile Crisis
02/27/26	RM-02028	ST JO CO TRANSPORTATION AUTHORITY	1,854.00	Clubhouse Transportation
02/27/26	RM-02029	BRYANN BOOKS	2,250.00	Contract-Mobile Crisis
02/27/26	RM-02030	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
02/27/26	RM-02031	AMERICAN UNITED LIFE INSURANCE COMPANY	5,766.32	Employee Benefits
02/27/26	RM-02032	GAGAN S PC	8,480.00	Contract-Med Director
02/27/26	RM-02033	AMN HEALTHCARE LANGUAGE SERVICES INC	948.88	Translation Services
02/27/26	RM-02034	KATHERINE DECKER	71.75	Board Member Reimbursement
02/27/26	RM-02035	PETER CHANG ENTERPRISES INC	12,991.66	EHR System
02/27/26	RM-02036	STATE OF MICHIGAN (STATE INPATIENT)	6,154.84	Inpatient Services
02/27/26	RM-02037	REHMANN LLC	30,000.00	Contract-Billing Services
02/27/26	RM-02038	REBEKAH WAGAMAN	2,820.00	Contract-Mobile Crisis
02/27/26	RM-02039	LARRY HENNEMAN	76.83	Committee Member
02/27/26	RM-02040	KAREN BURG	50.00	Committee Member
02/27/26	RM-02041	CLARK LOGIC CAPITAL LLC	6,460.63	Rent-Three Rivers Lease
02/27/26	RM-02042	ISABELLA POWELL	50.00	Committee Member
02/27/26	RM-02043	LOCUMTENENS.COM LLC	5,215.00	Contract-Outpatient
02/27/26	065575	PETTY CASH - ANNA FARLEY	193.00	ACT Petty Cash Reimbursement
02/27/26	065576	BENJAMIN CARMICHAEL	64.50	Committee Member
02/27/26	065577	DELTA DENTAL	8,582.86	Employee Benefits
02/27/26	065578	FARMERS STATE BANK	14,955.02	Mortgage
02/27/26	065579	GRIFFIN PEST SOLUTIONS	90.00	Pest Control
02/27/26	065580	SUMMIT POINTE	8,000.00	Contract-Customer Service
		Total Amount of Non-Void Checks/RMs	1,688,787.11	
02/03/26	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	641.78	Employee Benefits
02/09/26	Electronic Debit	PAYCOR FEES	2,786.24	Employee Payroll
02/10/26	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	270.00	Employee Benefits
02/11/26	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	700.00	Employee Benefits
02/12/26	Electronic Debit	PAYCOR INC	191,482.22	Employee Payroll
02/12/26	Electronic Debit	PAYCOR INC	61,526.71	Employee Payroll
02/12/26	Electronic Debit	PAYCOR INC	651.12	Employee Payroll
02/12/26	Electronic Debit	EMPOWER	12,157.95	Employee Benefits
02/12/26	Electronic Debit	EMPOWER	8,844.64	Employee Benefits
02/12/26	Electronic Debit	EMPOWER	16,422.54	Employee Benefits
02/13/26	Electronic Debit	OPTUM BANK	8,425.92	Employee Benefits
02/17/26	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	51.00	Employee Benefits
02/18/26	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	58.00	Employee Benefits
02/19/26	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	1,389.00	Employee Benefits
02/20/26	Electronic Debit	TRIZETTO PROV SO DIRECT PAY	1,511.19	Employee Benefits
02/23/26	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	8.99	Employee Benefits
02/26/26	Electronic Debit	PAYCOR INC	198,054.85	Employee Payroll
02/26/26	Electronic Debit	PAYCOR INC	63,468.40	Employee Payroll
02/26/26	Electronic Debit	PAYCOR INC	651.12	Employee Payroll
02/26/26	Electronic Debit	EMPOWER	12,450.18	Employee Benefits
02/26/26	Electronic Debit	EMPOWER	8,944.24	Employee Benefits
02/26/26	Electronic Debit	EMPOWER	16,597.30	Employee Benefits
02/26/26	Electronic Debit	OPTUM BANK	8,445.92	Employee Benefits
02/27/26	Electronic Debit	CENTURY BANK ACH FEES	28.88	ACH Fees
		Total Amount of Electronic Debits	615,568.19	
		Total Disbursements	2,304,355.30	



MEETING MINUTES OF FEBRUARY 24th, 2026
PIVOTAL CONFERENCE ROOM

OFFICERS

PRESENT: Luis Rosado - Chair (arrived 5:03), Cathi Abbs - Vice Chair, Kay Decker - Secretary

MEMBERS

PRESENT: Amanda Miller, Elisabeth Roberts, Stacy Linihan, Darci Skrzyniarz, Carol Naccarato

MEMBERS

ABSENT: Raul Morales, Zach Reed, Damon Knapp, Rick Shaffer

VISITORS:

Stacey Delmark, Kallie Matthews, Jarret Cupp, Grae Miller, Emily Versteeg, Marie Cherry

CALL TO ORDER

Cathi Abbs, Vice Chair, called the meeting to order at 5:00 pm

REVIEW OF AGENDA

GUESTS, VISITORS & PUBLIC COMMENTS

CONSENT AGENDA:

- a. Contracts February 2026
- b. Check Register January 2026, \$2,836,987.37
- c. Meeting Minutes January 2026

A MOTION WAS MADE BY ROBERTS, SECONDED BY DECKER, TO APPROVE THE CONSENT AGENDA. ROLL CALL VOTE. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

EXECUTIVE LIMITATIONS

EL V. 01 – GLOBAL EXECUTIVE CONSTRAINTS

Bullock, CEO, presented.

A MOTION WAS MADE BY LINIHAN, SECONDED BY SKRZYNIARZ, TO APPROVE EL V. 01, GLOBAL EXECUTIVE CONSTRAINTS. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED

EL V. 05 - FINANCIALS – CASHFLOW ANALYSIS

E. Versteeg, CFO, presented. C. Bullock, CEO, commented.

A MOTION WAS MADE BY DECKER, SECONDED BY ABBS, TO APPROVE EL V. 05, FINANCIALS – CASHFLOW ANALYSIS. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

BOARD POLICY REVIEW

VI .07 - BOARD COMMITTEE PRINCIPLES

Cathi Abbs presented.

VI.08 – BOARD COMMITTEE STRUCTURE

Kay Decker presented.

III.01 – GLOBAL GOVERNANCE MGMT CONNECTION

Darci Skrzyniarz presented.

BOARD WORK ON ENDS, LINKAGE ACTIVITIES AND BOARD EDUCATION

COMMUNITY HEALTH WORKER

Kallie Matthews, a community health worker for Pivotal, explained the role of a community health worker and the services they provide to clients. She also shared statistics on the number of clients she is serving and the number who have continued to need and receive services from a community health worker for Pivotal.

AUTISM

Bullock, CEO, referred to information included in the board packet. Questions were referred to Grae Miller, Chief Clinical Officer, or Jarrett Cupp, Chief Compliance Officer.

BOARD DECISIONS (MOTIONS) ACTIONS

BOARD DATE CHANGE – APRIL

Bullock, CEO, requested formal approval to move the April board meeting from Tuesday, April 28, 2026, to April 30, 2026, as he will be out of town. Approval was granted. The courthouse will be notified of the change.

A MOTION WAS MADE BY ABBS, SECONDED BY DECKER, TO APPROVE MOVING THE APRIL 28, 2026, BOARD MEETING TO APRIL 30, 2026. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

QUALITY IMPROVEMENT PLAN (QIP) FY 26

Bullock, CEO, presented.

A MOTION WAS MADE BY LINIHAN, SECONDED BY MILLER, TO APPROVE THE QUALITY IMPROVEMENT PLAN (QIP) FY 26. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

COMMUNICATIONS

Bullock, CEO, presented the following from the board packet:

- a. Director’s report – February 2026.
- b. MDHHS Conflict-Free Access and Planning Response.
- c. Hometown Health Heroes.

MEETING ADJOURNED AT: 17:45

Signature _____
Kay Decker, Secretary

_____ Date



BOARD POLICY V.09

AREA:	Governance		
POLICY TYPE:	Executive Limitations	PAGE:	1 of 1
POLICY TITLE:	COMMUNICATION AND SUPPORT TO THE BOARD	EFFECTIVE:	09/28/2022
		REVIEWED:	03/31/2026

POLICY:

The CEO will not permit the board to be uninformed or unsupported in its work.

The CEO will not

1. Withhold, impede, or confound information relevant to the board’s informed accomplishment of its job.

- A. Neglect to submit monitoring data required by the board in Board-Management Delegation policy “Monitoring CEO Performance” in a timely, accurate, and understandable fashion, directly addressing provisions of board policies being monitored, and including CEO interpretations consistent with Board-Management Delegation policy “Delegation to the CEO,” as well as relevant data.

Executive Officer Response: You can find the evidence for your data monitoring within the regular updates included in your board calendar and the monthly board packets. These documents provide my formal responses to the Executive Limitations and are prepared in direct accordance with the schedule we have established together. My goal is to keep these updates transparent and consistent, so you have the information you need for effective oversight.

- B. Allow the board to be unaware of any actual or anticipated noncompliance with any Ends or Executive Limitations policy, regardless of the board’s monitoring schedule.

Executive Officer Response: To date, I am not aware of any actual or anticipated noncompliance. To keep you fully informed, I will continue to provide weekly updates detailing our activities and highlighting the essential information you need for effective decision-making. These updates are also designed to be a transparent space where I can flag potential challenges or shortcomings as soon as they arise, so we can address them proactively together.

C. Allow the board to be without decision information required periodically by the board or let the board be unaware of relevant trends.

Executive Officer Response: The board has been provided with all the necessary information to make informed decisions and fulfill its role. I have also responded promptly to any additional requests for further information from the board as a whole.

D. Present information in unnecessarily complex or lengthy form or in a form that fails to differentiate among information of three types: monitoring, decision preparation, and other.

Executive Officer Response: The information provided is concise and straightforward. I strive to avoid unnecessary complexity and simplify when needed. However, there are instances when matters can be quite intricate, and I assist the board in navigating the thought process to clarify how things operate, as well as to weigh the pros and cons of potential actions.

E. Let the board be unaware of any incidental information it requires including anticipated media coverage, threatened or pending lawsuits and material internal changes.

Executive Officer Response: At a minimum, the board chair is kept informed of any issues that could adversely impact the agency. In collaboration with the board chair, we decide what information is shared with the full board, particularly regarding sensitive matters. Regarding internal changes, I make an effort to keep the board updated, either through weekly updates or in my monthly director's reports during board meetings.

F. Let the board be unaware if, in the CEO's opinion, the board is not in compliance with its own policies on Governance Process and Board-CEO Linkage, particularly in the case of board behavior that is detrimental to the work relationship between the board and the CEO.

Executive Officer Response: I have strong opinions about how things should be run, but I strive to be respectful of the entire board and share my thoughts when necessary.

2. Withhold from the board and its processes logistical and clerical assistance.

A. Allow the board to be deprived of a workable, user-friendly mechanism for official board, officer, or committee communications.

Executive Officer Response: We have been using iPads extensively for board activities and provide printed copies of documents to enhance the effective use of the devices. I primarily communicate with the board via email, and I send mailed copies to any members without email accounts who are unable to receive electronic versions. Additionally, board members can reach out to me through various channels if there are any concerns regarding the adequacy of my work.

- B. Allow the board to be deprived of pleasant and efficient settings and arrangements for board and committee meetings.

Executive Officer Response: To my knowledge, the board room is sufficiently comfortable and there are no current needs.

3. Impede the board's holism, misrepresent its processes and role, or impede its lawful obligations.

A. Deal with the board in a way that favors or privileges certain board members over others except when (i) fulfilling individual requests for information or (ii) responding to officers or committees with respect to duties charged to them by the board.

Executive Officer Response: I have consistently sought the insights of individual board members when making decisions that pertain to their specific areas of expertise. Official matters are typically funneled through the board chair, and any course of action is determined through a collaborative decision between me and the chair. Occasionally, I engage in discussions with board members to explore ideas, gather additional data as needed, or gain alternative perspectives. While these conversations are not binding to my final decisions, they serve to enrich my understanding and provide varied viewpoints.

B. Allow the board to do its work without the necessary items on its Required Approvals agenda. Necessary items are those decisions delegated to the CEO yet required by law, regulation, or contract to be board-approved, along with applicable monitoring information.

Executive Officer Response: I am confident that the board is fully in compliance with all pertinent rules and regulations applicable to its members. This includes a thorough understanding and implementation of the governance policies, ethical standards, and compliance requirements that guide our operations and decision-making processes. Each board member has actively ensured that our practices align with both legal obligations and our organization's established guidelines, demonstrating our commitment to transparency and accountability in all our actions.



BOARD POLICY V.05

AREA:	Governance		
POLICY TYPE:	Executive Limitations	PAGE:	1 of 2
POLICY TITLE:	FINANCIAL CONDITIONS/ACTIVITIES (MARCH '26)	EFFECTIVE:	09/28/2022
		REVIEWED:	3/31/2026

POLICY:

With respect to the actual, ongoing financial condition and activities, the CEO will not cause or allow the development of fiscal jeopardy or material deviation of actual expenditures from board priorities established in Ends policies.

The CEO will not

1. Expend more funds than have been received in the fiscal year to date, with the exception of federal, state, and local required services.

Executive Officer Response: We are currently underspent in Medicaid at just over \$103k, and in the Health Michigan Plan, we are underspent (\$131k). This is a reduction from January. We did have a lot of hospitalizations. If you have noticed as well, we have not received roughly \$1.5 million in Medicaid funds that we had budgeted for as well. This is due in large part to declining eligibility and will continue to be an issue with HR bill 1 and our clients have to renew every 6 months vs annually, as is the current practice.

2. Use any long-term reserves.

Executive Officer Response- No long-term reserves have been expended.

3. Allow payroll and debts to be settled in an untimely manner.

Executive Officer Response- All debts have been settled in a timely manner.

4. Allow tax payments or other government-ordered payments or filings to be overdue or inaccurately filed.

Executive Officer Response- Tax payments are paid for through Paycor as an automatic process.

5. Make a single purchase or commitment of greater than \$20,000. Splitting orders to avoid this limit is not acceptable.

Executive Officer Response- No purchases greater than \$20,000 occurred.

6. Acquire, encumber or dispose of real estate.

Executive Officer Response- No real estate transactions have taken place.

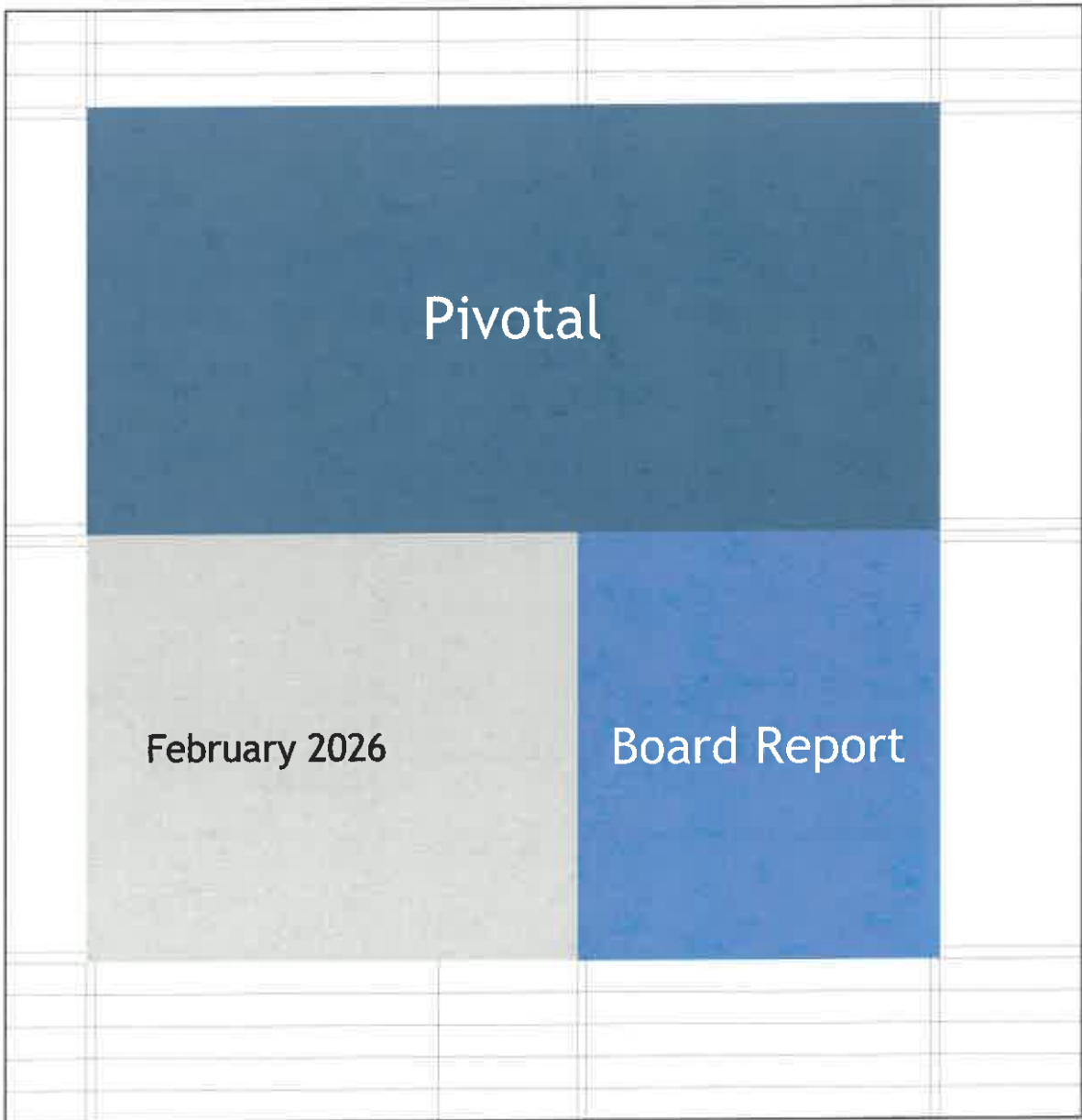
7. Allow receivables to be unpursued after a reasonable grace period.

Executive Officer Response- Policies of uncollected funds are being followed and adhered to. Should the board wish to aggressively pursue collections, such as collection agencies, I will do so. However, current practices require you to bill repeatedly for 4 months, and if you can't or don't pay, the bill is then written off.

Pivotal				
Statement of Activities				
October 1, 2025 through February 28, 2026				
	Operating Fund	Projected Total Activities	Prior Year Total Activities	Favorable (Unfavorable)
Operating revenue				
SWMBH Funding				
Medicaid capitation	\$ 7,826,519	\$ 18,783,646	\$ 19,122,295	\$ (338,649)
Medicaid capitation - Settlement	(103,623)	(248,695)	-	(248,695)
Healthy Michigan Plan	719,512	1,726,829	2,290,308	(563,479)
Healthy Michigan Plan - Settlement	(131,488)	(315,571)	-	(315,571)
CCBHC FFS Payments	3,452,455	8,285,892	5,043,004	3,242,888
CCBHC FFS Payments	1,413,023	3,391,255	-	3,391,255
SUD Block Grant	42,651	102,362	78,969	23,394
Federal & State Sources				
State general fund	434,400	1,042,560	1,042,561	(1)
State general fund - Settlement	-	-	-	-
Federal and state grants	242,207	581,297	794,952	(213,655)
Local revenue				
County appropriation	107,195	257,268	257,268	-
Client fees	183,505	440,412	410,087	30,325
Performance Based Incentive Program	-	-	817,404	(817,404)
Rent revenue	5,410	12,984	9,960	3,024
Other revenue	68,273	163,855	113,865	49,990
Total operating revenue	14,260,039	34,224,094	29,980,673	4,243,421
Operating expenses				
Administration	2,104,680	5,051,232	4,730,862	320,370
Internal Services	2,722,926	6,535,022	6,113,513	(421,510)
Provider claims	7,001,896	16,804,550	16,867,826	63,276
Grant expenses	185,427	445,025	796,626	351,602
Vehicles	25,037	60,089	53,759	(6,330)
Facilities	299,860	719,664	600,356	(119,308)
Total operating expenses	12,339,826	29,615,582	29,162,943	188,100
Change in net position	1,920,213	4,608,511	817,730	3,790,781
Net position, beginning of year	13,176,209	13,176,209	8,560,060	
Net position, end of year	\$ 15,096,422	\$ 17,784,720	\$ 9,377,790	

Pivotal			
Statement of Position			
Proprietary Funds			
February 28, 2026			
	Operating Fund	Balance September 30 2025	Favorable (Unfavorable)
ASSETS			
Cash position	\$ 3,662,387	\$ 4,061,913	\$ (399,526)
Investments	6,102,114	6,054,752	47,362
Receivables:			
Accounts receivable	50,103	44,685	5,418
Due from State of Michigan	1,426,620	7,872	1,418,748
Due from SWMBH	4,502,566	286,881	4,215,685
Due from other governments	42,878	64,317	(21,439)
Prepaid items	275,419	257,555	17,864
Capital assets not being depreciated	-	-	-
Capital assets being depreciated, net	2,224,162	2,289,525	(65,363)
Total assets	18,286,249	13,067,500	5,218,749
LIABILITIES			
Accounts payable	1,500,007	2,140,243	(640,236)
Due to MDHHS	-	-	-
Due to SWMBH	225,364	(71,493)	296,857
Accrued liabilities	162,259	206,224	(43,965)
Unearned revenue	16,992	15,976	1,016
Long-term debt:			
Due within one year	-	-	-
Due in more than one year	547,910	609,183	(61,273)
Lease liability	203,253	255,536	(52,283)
Accrued sick and vacation	534,042	534,042	0
Total liabilities	3,189,827	3,689,710	(499,883)
NET POSITION			
Net investment in capital assets	1,676,252	1,680,342	1,680,342
Unrestricted	13,420,170	7,697,449	5,722,721
Total net position	\$ 15,096,422	\$ 9,377,790	\$ 5,718,632

Pivotal				
Statement of Activities				
Budget to Actual - October 1, 2025 through February 28, 2026				
	<u>Original Budget</u>	<u>YTD Budget</u>	<u>YTD Actual</u>	<u>Over (Under) Budget</u>
Operating revenue				
SWMBH Funding				
Medicaid capitation	\$21,525,540	\$ 8,968,975	\$ 7,826,519	\$ (1,142,456)
Medicaid capitation - Settlement	-	-	(103,623)	(103,623)
Healthy Michigan Plan	2,309,457	962,274	719,512	(242,762)
Healthy Michigan Plan - Settlement	-	-	(131,488)	(131,488)
CCBHC FFS Payments	6,057,205	2,523,835	3,452,455	928,620
CCBHC Accrual Estimate	-	-	1,413,023	1,413,023
SUD Block Grant	78,968	32,903	42,651	9,748
Federal & State Sources				
State general fund	1,042,560	434,400	434,400	-
State general fund - Settlement	-	-	-	-
Federal and state grants	758,742	316,143	242,207	(73,936)
Local revenue				
County appropriation - St Joseph County	257,268	107,195	107,195	-
Client fees	401,842	167,434	183,505	16,071
Performance Based Incentive Program	-	-	-	-
Rent revenue	2,160	900	5,410	4,510
Other revenue	225,000	93,750	68,273	(25,477)
Total operating revenue	32,658,742	13,607,809	14,260,039	652,230
Operating expenses				
Administration	5,400,000	2,250,000	2,104,680	(145,320)
Internal Services	6,700,000	2,791,667	2,722,926	(68,741)
Provider claims	19,000,000	7,916,667	7,001,896	(914,771)
Grant expenses	758,742	316,143	185,427	(130,716)
Vehicles	200,000	83,333	25,037	(58,296)
Facilities	600,000	250,000	299,860	49,860
Total operating expenses	32,658,742	13,607,809	12,339,826	(1,267,983)
Change in net position	-	-	1,920,213	1,920,213
Net position, beginning of year	13,176,209	13,176,209	13,176,209	-
Net position, end of year	\$ 13,176,209	\$ 13,176,209	\$ 15,096,422	\$ 1,920,213



	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26
SMMBH	\$ 1,623,616.83	\$ 1,736,874.35	\$ 1,731,262.07	\$ 1,750,991.30	\$ 1,420,684.92	\$ 1,652,663.89	\$ 1,652,663.89	\$ 1,652,663.89	\$ 1,652,663.89	\$ 1,652,663.89	\$ 1,652,663.89	\$ 1,652,663.89
CCBHC	\$ -	\$ 942,597.90	\$ 774,784.15	\$ 833,836.25	\$ 900,489.68	\$ 690,341.60	\$ 690,341.60	\$ 690,341.60	\$ 690,341.60	\$ 690,341.60	\$ 690,341.60	\$ 690,341.60
Settlement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,047,590.00	\$ -	\$ -	\$ 1,546,912.00
General Fund	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00
Other	\$ 78,537.04	\$ 49,514.60	\$ 144,949.75	\$ 80,292.31	\$ 76,790.34	\$ 86,016.81	\$ 86,016.81	\$ 86,016.81	\$ 86,016.81	\$ 86,016.81	\$ 86,016.81	\$ 86,016.81
County Approp	\$ 64,317.00	\$ -	\$ -	\$ 64,317.00	\$ -	\$ 64,317.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 1,853,350.87	\$ 2,815,866.85	\$ 2,737,865.97	\$ 2,816,316.86	\$ 2,484,744.94	\$ 2,515,902.30	\$ 2,580,219.30	\$ 2,515,902.30	\$ 5,563,492.30	\$ 2,580,219.30	\$ 2,515,902.30	\$ 4,062,814.30
Payroll/Fringe	\$ 706,614.84	\$ 713,442.33	\$ 1,236,109.74	\$ 720,229.24	\$ 757,136.21	\$ 826,706.47	\$ 826,706.47	\$ 826,706.47	\$ 826,706.47	\$ 826,706.47	\$ 826,706.47	\$ 826,706.47
External	\$ 2,048,912.31	\$ 1,686,386.00	\$ 1,827,907.87	\$ 2,059,795.83	\$ 1,568,935.03	\$ 1,838,387.41	\$ 1,838,387.41	\$ 1,838,387.41	\$ 1,838,387.41	\$ 1,838,387.41	\$ 1,838,387.41	\$ 1,838,387.41
Total Expenses	\$ 2,755,527.15	\$ 2,399,828.33	\$ 3,064,017.61	\$ 2,780,025.07	\$ 2,326,071.24	\$ 2,665,093.88	\$ 2,665,093.88	\$ 2,665,093.88	\$ 2,665,093.88	\$ 2,665,093.88	\$ 2,665,093.88	\$ 2,665,093.88
Net	\$ (902,176.28)	\$ 416,038.52	\$ (326,151.64)	\$ 36,291.79	\$ 158,673.70	\$ (149,191.58)	\$ (84,874.58)	\$ (149,191.58)	\$ 2,898,398.42	\$ (84,874.58)	\$ (149,191.58)	\$ 1,397,720.42
Bag Cash	\$ 3,785,563.20	\$ 2,883,386.92	\$ 3,298,425.44	\$ 3,009,565.59	\$ 3,168,239.29	\$ 3,019,047.71	\$ 2,934,173.13	\$ 2,934,173.13	\$ 2,794,981.54	\$ 5,683,379.96	\$ 5,598,505.38	\$ 5,449,313.80
End Cash	\$ 2,883,386.92	\$ 3,298,425.44	\$ 2,973,273.80	\$ 3,009,565.59	\$ 3,168,239.29	\$ 3,019,047.71	\$ 2,934,173.13	\$ 2,784,961.54	\$ 5,683,379.96	\$ 5,598,505.38	\$ 5,449,313.80	\$ 6,847,034.22
Investments	\$ 6,075,025.48	\$ 6,096,922.03	\$ 6,100,537.62	\$ 6,102,113.90	\$ 6,122,014.84	\$ 6,122,014.84	\$ 6,122,014.84	\$ 6,122,014.84	\$ 6,122,014.84	\$ 6,122,014.84	\$ 6,122,014.84	\$ 6,122,014.84
Total Available Cash	\$ 8,958,412.40	\$ 9,396,347.47	\$ 9,073,811.42	\$ 9,111,679.49	\$ 9,290,254.13	\$ 9,141,062.55	\$ 9,056,187.97	\$ 8,906,996.38	\$ 11,805,384.80	\$ 11,720,520.22	\$ 11,571,328.64	\$ 12,969,049.06
Actual												
Key												
Estimate												



Trust Department
100 West Chicago Street
Coldwater, MI 49036-1158
Phone (517) 278-1569
Toll Free (888) 481-7469

Statement of Account
February 1, 2026 Through February 28, 2026
Community Mental Health Services Agency
Account Number: 6200871

Please contact your administrator
with any questions concerning your account.

Cameron Bullock

677 E. Main St.
Centreville, MI 49032

Confidential And Privileged Information

Account Summary

	Current	Year To Date
	February 1, 2026 To February 28, 2026	January 1, 2026 To February 28, 2026
<i>Beginning Market Value :</i>		
	\$6,102,113.90	\$6,100,537.62
<i>Receipts :</i>		
Cash Deposits :	\$0.00	\$0.00
Asset Deposits :	\$0.00	\$0.00
Total Receipts :	\$0.00	\$0.00
<i>Payments :</i>		
Disbursements :	\$0.00	\$0.00
Withdrawals and Distributions :	\$0.00	\$0.00
Administrative Expenses :	\$0.00	\$0.00
Total Payments :	\$0.00	\$0.00
<i>Investment Income :</i>		
Tax Free Income :	\$0.00	\$0.00
Taxable Interest :	\$3,736.69	\$7,570.31
Dividends :	\$0.00	\$0.00
Return of Capital (Income Assets Only) :	\$0.00	\$0.00
Other Income :	\$0.00	\$0.00
Total Investment Income :	\$3,736.69	\$7,570.31
<i>Investment Change :</i>	\$16,164.25	\$13,906.91
Total Investment Change :	\$16,164.25	\$13,906.91
<i>Ending Market Value :</i>	\$6,122,014.84	\$6,122,014.84

Portfolio Summary

February 28, 2026

	Portfolio %	Cost Basis	Market Value	Estimated Ann Inc	Current Yield
Fixed Income	94.02%	5,771,251.45	5,755,690.23	252,387.61	4.39%
Money Market Funds	5.98%	366,324.61	366,324.61	12,768.98	3.49%
Total Portfolio	100.00 %	6,137,576.06	6,122,014.84	265,156.59	4.33%
<i>Net Cash</i>			<i>0.00</i>		
Total Market Value			6,122,014.84		

Portfolio Components May Not Equal 100% Due To Rounding

Summary Of Investment Holdings

Shares or Par Value	Investment Category	Cost Basis	Unit Value	Market Value	Estimated Ann Inc	Curr Yield	% Port
U.S. Government Obligations							
75,000	Federal Farm Credit Bank	74,987.95	99.90	74,925.87	1,665.00	2.22%	1.22%
250,000	Federal Farm Credit Banks	250,000.00	100.04	250,101.40	9,300.00	3.72%	4.09%
100,000	Federal Home Loan Banks	100,000.00	100.02	100,017.02	4,280.00	4.28%	1.63%
250,000	Federal Farm Credit Banks	250,000.00	99.92	249,810.74	9,925.00	3.97%	4.08%
250,000	Federal Home Loan Bank	250,000.00	100.00	250,006.61	10,000.00	4.00%	4.08%
100,000	Federal Farm Credit Bank	100,000.00	100.02	100,022.01	4,520.00	4.52%	1.63%
250,000	Federal Home Loan Bank	250,000.00	99.83	249,572.52	10,000.00	4.01%	4.08%
250,000	Federal Home Loan Banks	250,000.00	100.02	250,049.63	9,250.00	3.70%	4.08%
100,000	Federal Home Loan Bank	100,000.00	100.17	100,167.97	4,800.00	4.79%	1.64%
250,000	Federal Farm Credit Banks	250,000.00	99.98	249,946.35	11,250.00	4.50%	4.08%
250,000	Federal Home Loan Banks	250,000.00	99.93	249,835.24	10,725.00	4.29%	4.08%
100,000	Federal Home Loan Bank	100,000.00	100.03	100,025.12	5,000.00	5.00%	1.63%
100,000	Federal Home Loan Bank	100,000.00	100.20	100,201.48	5,000.00	4.99%	1.64%
250,000	Federal Farm Credit Bank	249,937.50	99.89	249,719.06	11,650.00	4.67%	4.08%
250,000	Federal Farm Credit Bank	250,000.00	100.14	250,344.23	11,500.00	4.59%	4.09%
250,000	Federal Farm Credit Bank	249,875.00	100.23	250,579.87	11,700.00	4.67%	4.09%
250,000	Federal Home Loan Banks	250,000.00	100.11	250,277.99	11,750.00	4.69%	4.09%
250,000	Federal Home Loan Banks	250,000.00	100.13	250,323.67	11,875.00	4.74%	4.09%
250,000	Federal Farm Credit Bank	250,000.00	100.05	250,128.58	12,000.00	4.80%	4.09%
250,000	Federal Home Loan Banks	250,000.00	99.99	249,986.04	12,325.00	4.93%	4.08%
250,000	Federal Home Loan Bank	250,000.00	100.27	250,669.47	12,000.00	4.79%	4.09%

Summary Of Investment Holdings

Shares or Par Value	Investment Category	Cost Basis	Unit Value	Market Value	Estimated Ann Inc	Curr Yield	% Port
250,000	Federal Farm Credit Bank	250,000.00	100.10	250,245.51	12,075.00	4.83%	4.09%
250,000	Federal Home Loan Banks	250,000.00	100.69	251,714.73	11,300.00	4.49%	4.11%
500,000	Federal Home Loan Bank	500,000.00	100.10	500,482.87	25,000.00	5.00%	8.18%
Totals		5,324,800.45		5,329,153.98	238,890.00	4.48%	87.04%
Brokered Cert. of Deposit							
50,000	First National Bank of Amer	50,000.00	97.93	48,966.82	625.00	1.28%	0.80%
50,000	JPMorgan Chase Bank	50,000.00	97.73	48,865.19	500.00	1.02%	0.80%
200,000	JP Morgan Chase Bank CD	200,000.00	100.02	200,042.24	8,000.00	4.00%	3.27%
Totals		300,000.00		297,874.25	9,125.00	3.06%	4.87%
Century Bank and Trust Money Mkt							
366,324.61	Century Bank and Trust Money	366,324.61	1.00	366,324.61	12,768.98	3.49%	5.98%
Totals		366,324.61		366,324.61	12,768.98	3.49%	5.98%
ETF U.S. Obligations							
1,150	MFC IShares TIPS	146,451.00	111.88	128,662.00	4,372.61	3.40%	2.10%
Totals		146,451.00		128,662.00	4,372.61	3.40%	2.10%
Total Investments		6,137,576.06		6,122,014.84	265,156.59	4.33%	100.00%
Plus Net Cash		0.00		0.00			
Total Market Value		6,137,576.06		6,122,014.84			

Account Transactions

Date	Description	Amount
	<i>Starting Balance</i>	\$ 0.00
	<u>Dividends and Interest</u>	
02/02/2026	Interest	53.10
	First National Bank of Amer 1.2500% 12/30/26	
02/02/2026	Interest	631.44
	Century Bank and Trust Money	
	Interest From 01/01/2026 To 01/31/2026	
02/03/2026	Interest	938.38
	Federal Farm Credit Banks 4.0700% 08/16/28	
02/20/2026	Interest	2,113.77
	Federal Home Loan Bank 5.0700% 09/18/34	
	Sub Total	3,736.69
	<u>Sales, Maturities or Redemptions</u>	
02/03/2026	Sell	50,000.00
	Federal Farm Credit Banks 4.0700% 08/16/28	
	50000 PV @ \$100.00	
	Cost Basis Removed \$49,742.64	
	FULL CALL	
02/20/2026	Sell	100,000.00
	Federal Home Loan Bank 5.0700% 09/18/34	
	100000 PV @ \$100.00	
	Cost Basis Removed \$100,000.00	
	FULL CALL	
	Sub Total	150,000.00
	<u>Miscellaneous</u>	
02/03/2026	Accretion - Adjust Cost on Taxlots	
	Federal Farm Credit Banks 4.0700% 08/16/28	
	Adjust Cost Of \$43.37	
	[Bond Disc Acct] FULL CALL	
	Sub Total	0.00
	<u>MONEY MARKET ACTIVITY</u>	
4	Purchases (s) For	153,736.69

February 01, 2026 through February 28, 2026
Account Name : Community Mental Health Services Agency
Account No : 6200871

Account Transactions

Date	Description	Amount
<i>Ending Balance</i>		\$ 0.00



BOARD POLICY III.02

AREA:	Governance		
POLICY TYPE:	Board-Management Delegation	PAGE:	1 of 1
POLICY TITLE:	UNITY OF CONTROL	EFFECTIVE:	09/28/2022
		REVIEWED:	3/31/2026

POLICY:

Only officially passed motions of the board are binding on the CEO.

Accordingly:

1. Decisions or instructions of individual board members, officers, or committees are not binding on the CEO except in rare instances when the board has specifically authorized such exercise of authority.
2. In the case of board members or committees requesting information or assistance without board authorization, the CEO can refuse such requests that require, in the CEO's opinion, a material amount of staff time or funds or is disruptive.



BOARD POLICY III.03

AREA:	Governance		
POLICY TYPE:	Board-Management Delegation	PAGE:	1 of 1
POLICY TITLE:	ACCOUNTABILITY OF THE CEO	EFFECTIVE:	09/28/2022
		REVIEWED:	3/31/2026

POLICY:

The CEO is the board's only link to operational achievement and conduct, so that all authority and accountability of staff, as far as the board is concerned, is considered the authority and accountability of the CEO.

Accordingly:

1. The board will never give instructions to persons who report directly or indirectly to the CEO.
2. The board will not evaluate, either formally or informally, any staff other than the CEO.
3. The board will view CEO performance as identical to organizational performance, so that organizational accomplishment of board stated Ends and avoidance of board proscribed means will be viewed as successful CEO performance.



BOARD POLICY III.04

AREA:	Governance		
POLICY TYPE:	Board-Management Delegation	PAGE:	1 of 1
POLICY TITLE:	DELEGATION TO THE CEO	EFFECTIVE:	09/28/2022
		REVIEWED:	3/31/2026

POLICY:

The board will instruct the CEO through written policies which prescribe the organizational Ends to be achieved, and describe organizational situations and actions to be avoided, allowing the CEO to use any reasonable interpretation of these policies.

Accordingly:

1. The board will develop policies instructing the CEO to achieve specified results, for specified recipients at a specified relationship between cost and results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Ends policies. All issues that are not Ends issues as defined above are Means issues.
2. The board will develop policies that limit the latitude the CEO may exercise in choosing the organizational means. These limiting policies will describe those practices, activities, decisions and circumstances that would be unacceptable to the board, even if they were to be effective. These policies will be developed systematically from the broadest, most general level to more defined levels; they will be called Executive Limitations policies. The board will never prescribe organizational means of the CEO.
 - a. Below the global level, a single limitation at any given level does not limit the scope of any foregoing level.
 - b. Below the global level, the aggregate of limitations on a given level may embrace the scope of the foregoing level, but only if justified by the CEO to the board's satisfaction.
3. As long as the CEO uses *any reasonable interpretation* of the board's Ends and Executive Limitations policies, the CEO is authorized to establish all further policies, make all decisions, take all actions, establish all practices and develop all activities. Such decisions of the CEO shall have full force and authority as if decided by the board.

The board may change its Ends and Executive Limitations policies, thereby shifting the boundary between board and CEO domains. By doing so, the board changes the latitude of choice given to the CEO. But as long as any particular delegation is in place, the board will respect and support the CEO's choices.

March 2026

Administrative

- Held the Skip Level meeting with my staff and the board volunteers.
 - I will have the board members who attended this give an update at the next board meeting.
 - I think it was beneficial to the board and my staff to hear and give insight on where improvements can be made, and bottlenecks in processes and procedures, and most importantly, where I can make improvements for the betterment of the agency.
- Attended an IBNR and AP discussion with the auditors; we are looking to finally finalize our audit.
 - We are working with Richard on some issues that were discovered with our templates. Emily has been working with him, and once corrected, Richard and I will have a conversation about expectations and processes moving forward.
- Attended the Hometown Hero Presentation in Lansing on Wednesday
 - Also met with Steve Carra prior to the meeting to start a discussion regarding the RFP and the rebid, etc.
- Attended the CMHA System Strengthening and Improvement Guidance Group, which is a CMHA-led workgroup to help make positive changes to the system that will help prevent future rebids, hopefully.
- Attended Book of Golden Deeds via the Exchange Club of Sturgis.
- Attended HSC Meeting
- Attended Operations Committee Meeting
- Attended a meeting with the Sheriff's department.
- Attended the SMWBH Board meeting virtually.
- Attended the MiPlan board meeting in Lansing.
- Attended the CEO Planning Retreat for Directors
- Attended a meeting with the state. I had previously sent you the letter I sent to them for your information.
- Attended the United Way Celebration Campaign
- Attended CBH Finance/Regular Board Meeting
- Attended Sturgis Chamber Board Meeting
- Attended Small groups discussion meeting with CMHA/Providers/PIHP and CMH's.
- Attended the Directors forum in Lansing.

Clinical

- Met with Sturgis Eastwood to discuss some issues with referrals, which have been taken care of.

Human Resources

Open Positions:

- Outpatient Therapist
- Outpatient Therapist (Casual/Part Time)
- Home-Based Therapist
- Adult Case Manager (New Position)

Pending:

- Adult Case Manager

Transfers:

- BHUC Nurse – Stacy Delmark

Resignations:

- Kristy Barkley (June 5th Retirement)
- Kim Fultz (April 30th Retirement)



March 4th, 2026

Sent Via Email:

Kristen Morningstar: morningstark@michigan.gov

Megan Groan: GroenM2@michigan.gov

Director Hertel: HertelE@michigan.gov

Dear Director Hertel, Ms. Morningstar, and Ms. Groan,

I want to thank you for the invitation to discuss the state's recent system rebid efforts. However, I must share that the experience felt less like a meaningful dialogue and more like a procedural requirement to be checked off. The limited window for discussion and the lack of official documentation from the session left many of us concerned that the feedback from over 40+ experienced professionals was not being truly integrated into the state's future plans.

It is difficult to reconcile a massive redesign of a multi-billion-dollar system when the stated rationale was based on feedback from less than one percent of the consumers we serve. This disconnect makes it feel as though the partnership we are told is valued is actually being dismantled. Because I believe these issues are too important to leave unaddressed, I have memorialized my responses to the four key categories on your agenda below.

Conflict of Interest

As the CEO of Pivotal, I see daily how our status as a governmental entity, rather than a private, for-profit business, serves as the most fundamental safeguard for the individuals we support. In a private-sector model, a conflict of interest often arises from the need to generate profit for shareholders, which can create perverse incentives to "cherry-pick" lower-need individuals or deny expensive treatments. However, within our public system, that incentive is functionally non-existent because CMHs and PIHPs are public trusts designed for community health, not capital accumulation.

The financial architecture of our system further reinforces this lack of conflict through the mandatory cost-settlement process. Unlike private insurers that might retain unspent premiums as profit, our organizations operate under a "use it or lose it" reality. Any funds not utilized for service delivery are either returned to the state or placed into highly restricted reserves, such as an Internal Service Fund, which can only be used for future care. This means that withholding or reducing services provides no financial benefit to the organization or its leadership. The system is intentionally designed so that our fiscal health is measured by how



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effectively we deploy resources to meet community needs, rather than how much we can save by denying care.

Furthermore, we operate under a statutory mandate to serve all residents within our geographic area who meet the criteria for a serious mental illness, developmental disability, or serious emotional disturbance, regardless of their insurance status or ability to pay. This "safety net" requirement is a unique hallmark of being a governmental body. Because we are legally prohibited from turning people away based on their revenue potential, the traditional conflict of choosing "profitable" patients over "expensive" ones is removed. Our mission is dictated by the Person-Centered Planning process and clinical necessity, ensuring that the individual's goals—not a balance sheet—drive the delivery of care.

Ultimately, the Michigan Mental Health Code relies on transparency and the empowerment of the individual to address any perceived organizational bias. Through the Open Meetings Act, FOIA requirements, and a robust, independent dispute resolution process, our operations are subject to a level of public scrutiny that is simply not present in the private sector. By focusing on these existing statutory protections and the strength of the Person-Centered Planning process, we can continue to ensure that the public's interests are always prioritized.

Conflict Free Access and Planning

The essential structure of Michigan's public behavioral health system, specifically regarding the intentional design of Community Mental Health (CMH) agencies as a "one-stop shop" for our community. At Pivotal, we see every day how this integrated model allows us to wrap around the individuals we serve with a level of coordination that is difficult to replicate in a fragmented system. When we consider divesting treatment planning from service delivery, we must account for the human cost. Forcing consumers to navigate multiple disconnected agencies for their planning and their care creates a complex administrative hurdle that many of our most vulnerable citizens simply shouldn't have to clear. It's an unnecessary burden that can disrupt the continuity of care that is so vital to long-term recovery and stability.

This integrated approach is only possible because of our unique standing as governmental entities. Unlike private providers, PIHPs and CMHs do not operate under a profit-driven model in which expanding services might lead to higher margins. In our world, there is no financial incentive to "over-plan" or "under-serve" because any unspent funds are strictly regulated and returned to the system, rather than being pocketed as profit. Our organizational health is not tied to a balance sheet in the traditional sense; instead, it is tied to our ability to meet the clinical needs of our community effectively and efficiently.



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Ultimately, our actions are guided by two clear North Stars: medical necessity and our legal mandate to provide services. As public safety-net providers, our priority is to ensure that every individual receives the exact level of care they need to live a fulfilling life. The current model allows us to keep the focus where it belongs, on the person's goals and clinical requirements, without the interference of the financial pressures that typically complicate private-sector care. I truly believe that by maintaining this integrated, governmental structure, we are providing the most responsible and compassionate path forward for the people of Michigan.

Access to Services

When you look at the design of the CMH and CCBHC models, it's clear they were built to solve one of the biggest problems in healthcare: the "maze" of finding help. The "No Wrong Door" philosophy isn't just a catchy phrase; it's a commitment that, regardless of where a person starts their journey, they will be met with the same level of care and immediate assistance. Whether someone walks into one of our clinics for a walk-in intake, calls our request-for-services line, or presents at a local Emergency Room, the system is designed to catch them. By integrating these access points, we remove the burden from the individual to figure out which "door" is the right one.

This approach is especially powerful when you consider the role of Behavioral Health Urgent Care (BHUC) centers and our partnerships with hospitals. In a traditional system, an ER visit for a mental health crisis often ends with a long wait and a referral that might never be followed up on. In our model, we are right there, providing the bridge from the crisis to ongoing care. Because we are a "one-stop shop," we can transition someone from an emergency assessment to a full intake and then directly into treatment planning without them having to re-tell their story to five different agencies. This seamless handoff is critical for people in crisis, as it keeps them engaged in the system exactly when they are most vulnerable.

Ultimately, the goal of this integrated access is to meet people where they are, both physically and emotionally. By providing multiple, low-barrier entry points, we make it as easy as possible for someone to say, "I need help." Since our mandate is to serve everyone regardless of their situation, we can focus entirely on getting them the right level of support as quickly as possible. This model doesn't just provide services; it provides a safety net that is always open, ensuring that no one falls through the cracks simply because they didn't know which door to knock on.

Roles and Responsibilities (PHIP v. CMHSP)

As we navigate the evolving landscape of the now rescinded 2025 RFP, it is vital to ground our discussions in the statutory realities of the Michigan Mental Health Code, as recently reaffirmed by Judge Christopher P. Yates.



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The Code is clear: CMHSPs are the primary governmental entities responsible for ensuring a comprehensive array of mental health services for all citizens in our geographic areas, regardless of their ability to pay. This "safety net" mandate includes 24/7 crisis stabilization, preadmission screening, oversight of recipient rights, and individualized treatment planning. These are not mere "provider" functions; they are core public responsibilities that require CMHSPs to maintain robust, financially supported networks of local providers.

Judge Yates' recent opinion underscores a fundamental tension in the failed RFP: the attempt to classify essential CMHSP duties as "non-delegable managed care functions" reserved solely for PIHPs. As the court noted, it is "impractical, if not impossible," for CMHSPs to fulfill their statutory duties, such as 24/7 emergency screening or protecting recipient rights, without the ability to enter into and fund financial contracts with hospitals and other clinical partners. Because Medicaid funding accounts for up to 95% of many CMHSP budgets, stripping this administrative and contracting authority effectively limits our ability to meet our legal obligations to the public.

Furthermore, our status as governmental entities removes the financial incentives that often lead to conflicts of interest in private systems. We do not "profit" by withholding care; rather, we are driven by medical necessity and our legal mandate to serve everyone. The "one-stop shop" model, where planning and delivery are integrated, is not a conflict; it is a design feature that ensures individuals do not fall through the cracks of a fragmented system.

I urge the Department to ensure that any future procurement model respects the statutory firewall provided by CMHSPs. Our ability to provide a "No Wrong Door" approach, whether through our Behavioral Health Urgent Care centers, walk-in intakes, or ER partnerships, depends on maintaining the administrative and fiscal tools necessary to manage a local system of care.

Provider Network and Contracting

As we move forward from the rescission of the previous draft, it is essential to recognize that the ability of Community Mental Health (CMH) agencies and Prepaid Inpatient Health Plans (PIHPs) to hold and manage local contracts is not just an administrative function; it is the very "teeth" of our system.

In his January 2026 opinion, Judge Yates made it clear that a CMHSP cannot fulfill its statutory mandates without the flexibility to enter into financial contracts with a diverse network of providers. Whether we are managing 24/7 crisis stabilization, performing preadmission screenings for the local ER, or ensuring the protection of recipient rights, our authority is rooted in these contractual relationships. Without the power to negotiate and fund these agreements



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directly, our ability to hold providers accountable to the high standards of the Mental Health Code is effectively neutralized. As the Court noted, payment is the necessary consideration that ensures provider cooperation and system integrity.

While I firmly believe that local control over these contracts is vital to meeting the specific needs of our community here at Pivotal, I also want to acknowledge that a more unified, consistent approach across the state is certainly not out of the realm of possibility. We all share the goal of reducing administrative duplication and ensuring that every Michigander receives the same high-quality care, regardless of their zip code. There are undoubtedly opportunities to streamline our processes and create a more cohesive statewide framework.

However, any movement toward unification must preserve the local "teeth" that allow us to respond to a crisis in real-time. Judge Yates highlighted that Medicaid funding is the lifeblood that enables us to maintain these essential provider networks. If that funding and the accompanying contracting authority are pulled too far away from the local level, we risk creating a system that is administratively uniform but operationally hollow.

Ultimately, I would love to be proven wrong in my concern that these meetings are merely procedural hurdles. My hope is that we can move toward a genuine, two-sided attempt to fix the system together rather than pursuing a one-sided redesign. I am fully committed to the mission of serving our community and would welcome the opportunity to engage in a deeper, more collaborative conversation if the state is willing to join us in that spirit.

Cameron Bullock, MBA
Chief Executive Officer

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CC: CMHA Robert Sheehan
CMHA Alan Bolter
Pivotal Board of Directors



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