



August 25th, 2026, 5 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. Frederick Construction/Diekema Hamann Building Project Update**
- IV. Consent Agenda** *Ratification and approval of minutes & non-debatable items ** (L. Rosado)*
 - a. **Meeting Minutes July 2026** pg 1
 - b. **Check Register July 2026** pg 4
 - c. **Contracts August 2026** pg 8
- V. Monitoring Reports** *Assuring Executive and Organizational Performance (C. Bullock)*
 - a. **Public Executive Limitations:** *Is the organization operating within the boundaries the Board sets?*
 - i. **EL.V04 – Financial Planning and Budgeting*** pg 9
 - ii. **EL.V05 – Financial July*** pg 11
 - 1. **Cashflow** pg 17
 - 2. **Q4 Investments update** pg 18
- VI. Performance on Ends:** *Is the organization on track with its vision? (C. Bullock)*
 - a. **Report on Ends Accomplishments – IV.01 – Subpart 3** pg 24
 - 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. **VI.04 – Agenda Planning – Cathi A.** pg 30
 - b. **VI.05 – Board Chair – Kay D.** pg 31
- VIII. Board Decisions (Motions) Actions:** *Only the Board has the authority to make them. (L. Rosado)*
 - a. **RFP Architecture Medication Clinic **** pg 33
 - b. **CEO Discussion ***
- IX. Board Work on Ends, Linkage Activities, and Board Education (L. Rosado)**
 - a. **Autism Presentation – Kendra B.**
- X. Communications:** *Keep the Board current on significant events and operations. (C. Bullock)*
 - a. **Director's Report July/August 2026** pg 72
- XI. Board 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: SEP 30th, 2026. PIVOTAL BOARD ROOM



MEETING MINUTES OF JULY 14TH, 2026

61809 Stonegate Drive, Centreville, MI 49032

OFFICERS

PRESENT: Luis Rosado - Chair, Cathi Abbs - Vice Chair, Kay Decker - Secretary

MEMBERS

PRESENT: Zach Reed, Amanda Miller, Stacy Linihan, Darci Skrzyniarz, Rick Shaffer, Elisabeth Roberts, Raul Morales (arrived at 9:15 a.m.), Damon Knapp (left at 12:30 pm)

MEMBERS

ABSENT: Carol Naccarato

VISITORS: None

CALL TO ORDER

Luis Rosado, Chair, called the meeting to order at 8:46 a.m.

APPROVAL OF AGENDA

A MOTION WAS MADE BY ABBS, SUPPORTED BY ROBERTS, TO APPROVE THE AGENDA. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

GUESTS, VISITORS & PUBLIC COMMENTS

N/A

CONSENT AGENDA:

- a. Meeting Minutes June 2026.
- b. Check Register June 2026 - \$2,212,774.88

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

EXECUTIVE LIMITATIONS

N/A

PERFORMANCE ON ENDS

N/A

BOARD POLICY REVIEW

N/A

BOARD DECISIONS (MOTIONS) ACTIONS

MH Event

Bullock, CEO, proposed a fundraising black-tie gala event, open to St. Joseph County to take place at Sturges Young Auditorium to raise awareness on mental health destigmatization to the community, with funds raised being donated to Affinity House. United Way agrees to be the banker for the funds. The ask of the board is a \$5,000 sponsorship.

A MOTION WAS MADE BY REED, SECONDED BY DECKER, TO APPROVE A ONE-TIME \$5000 DONATION TO UNITED WAY FOR EVENT SPONSORSHIP OF A MENTAL HEALTH EVENT. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

Vandoit Mobile Health

Bullock, CEO, presented a proposal for a mobile health unit. Discussion centered around amount of use, purchase options including handicap accessibility and a bathroom to be added to the original design. A question was asked and answered in the negative about whether a special license is needed to drive the unit. Decision made to purchase unit outright versus financing to save the 8% interest. Purchase of the vehicle is to be done utilizing local funds, and the CFO will work with the auditors to ensure only local funds are utilized.

A MOTION WAS MADE BY KNAPP, SECONDED BY DECKER, TO APPROVE THE PURCHASE OF THE VANDOIT VAN IN THE AMOUNT OF \$ 265,880.00 . ROLL CALL VOTE. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

Union COLA Ask

Bullock, CEO, presented. This is to be paid to all staff employed on the date of union acceptance.

A MOTION WAS MADE BY SHAFFER, SECONDED BY DECKER, TO APPROVE A ONE-TIME COLA ADJUSTMENT OF \$1400 PER STAFF MEMBER. ROLL CALL VOTE. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

BOARD WORK ON ENDS, LINKAGE ACTIVITIES, AND BOARD EDUCATION

Bullock, CEO, presented, with participation from Versteeg, CFO.

A. History 2022 to Now

- i. Budget**
- ii. Staffing**
- iii. Organizational Changes**
- iv. Clinical**
- v. CCBHC**

B. Budget Planning

- i. Revenue Projections - if available from the state**
- ii. Expense projections**
- iii. QPB projections**

C. Strategic Planning

- i. Expansion**
- ii. Med Clinic Update**

D. Inspiration Studios

- i. Marketing Update on Expenses.**

E. Banking Update

F. HR BILL 1

COMMUNICATIONS

N/A

Board Process Review and Adjourn

Meeting adjourned at 1:45 p.m.

Kay Decker, Secretary

Date

Pivotal
Disbursements
July 2026

Date	Check / RM #	Vendor	Amount	Description
7/3/2026	RM-02601	BRANDI BELCHER	400.00	Contract-Access
7/3/2026	RM-02602	CAROL NACCARATO	158.00	Board Member Per Diem
7/3/2026	RM-02603	MICHIGAN ORGANIZING COMMITTEE 925	1,429.40	Employee Union Dues
7/3/2026	RM-02604	LYNELLE GIRTON-THRASHER	250.00	Contract-Supervision
7/3/2026	RM-02605	ST JO CO UNITED WAY	204.00	Employee Donations
7/3/2026	RM-02606	TRAYBEE LLC	900.00	Contract-Mobile Crisis
7/3/2026	RM-02607	BRYANN BOOKS	2,776.13	Contract-Mobile Crisis
7/3/2026	RM-02608	AMANDA MILLER	50.00	Board Member Per Diem
7/3/2026	RM-02609	KRISTI MERRILLS PLC	1,410.00	Contract-Mobile Crisis
7/3/2026	RM-02610	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
7/3/2026	RM-02611	LUIS ROSADO	58.70	Board Member Per Diem
7/3/2026	RM-02612	DAMON KNAPP	50.00	Board Member Per Diem
7/3/2026	RM-02613	KONICA MINOLTA PREMIER FINANCE	1,875.25	Contract-Printer/Copiers
7/3/2026	RM-02614	GAGAN S PC	8,480.00	Contract-Medical Director
7/3/2026	RM-02615	CATHI ABBS	68.85	Board Member Per Diem
7/3/2026	RM-02616	KATHERINE DECKER	71.75	Board Member Per Diem
7/3/2026	RM-02617	RICHARD SHAFFER	50.00	Board Member Per Diem
7/3/2026	RM-02618	QLER PHYSICIAN MEDICAL GROUP	7,375.00	Contract-Psychiatry
7/3/2026	RM-02619	AUTOPARK FORD OF STURGIS	597.00	Vehicle Maintenance
7/3/2026	RM-02620	ZACHARY REED	50.00	Board Member Per Diem
7/3/2026	RM-02621	AR ENGINEERING LLC	2,400.00	Parking Lot Redesign
7/3/2026	065706	SEMCO ENERGY GAS COMPANY	266.79	Utilities
7/3/2026	065707	LRS, LLC	263.54	Utilities
7/3/2026	065708	CONLIN, MCKENNEY & PHILBRICK PC	877.50	Legal Fees
7/3/2026	065709	FIDELITY SECURITY LIFE (Eye Med)	1,118.07	Employee Benefits
7/3/2026	065710	SWICK BROADCASTING COMPANY	1,250.00	Prevention Campaign
7/3/2026	065711	VERIZON WIRELESS	4,186.60	Utilities
7/3/2026	065712	COMCAST	249.87	Utilities
7/3/2026	065713	FARMERS STATE BANK	4,665.00	Mortgage
7/3/2026	065714	MICHIGAN GAS UTILITIES	47.14	Utilities
7/3/2026	065715	CINTAS CORP	62.95	Supplies
7/10/2026	RM-02622	BRANDI BELCHER	100.00	Contract-Access
7/10/2026	RM-02623	CRETSINGER CARE HOMES LTD	13,959.90	Specialized Residential
7/10/2026	RM-02624	PARMETER AFC	9,059.70	Specialized Residential
7/10/2026	RM-02625	MENTALLY HERE 4 YOU LLC	4,020.00	Contract-Mobile Crisis
7/10/2026	RM-02626	TRAYBEE LLC	960.00	Contract-Mobile Crisis & DBT On-C
7/10/2026	RM-02627	DEAR COUNTRY AFC	11,776.00	Specialized Residential
7/10/2026	RM-02628	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
7/10/2026	RM-02629	GREATER HEIGHTS AFC	10,457.10	Specialized Residential
7/10/2026	RM-02630	HIP PADDERS CATERING	1,500.00	All Staff Meeting
7/10/2026	RM-02631	GIDDINGS AFC II	11,179.50	Specialized Residential
7/10/2026	RM-02632	INSPIRATION STUDIO DESIGNS	15,083.26	Marketing/Supplies
7/10/2026	RM-02633	AUTISM OF AMERICA LLC	7,735.50	Autism Provider
7/10/2026	RM-02634	NYUMBANI AFC	11,541.42	Specialized Residential
7/10/2026	RM-02635	GIDDINGS AFC HOME LLC	12,300.00	Specialized Residential
7/10/2026	RM-02636	LIFETREE BEHAVIORAL HEALTH LLC	57,986.40	Autism Provider
7/10/2026	RM-02637	AUNALYTICS INC	504.00	Subscription-IT
7/10/2026	RM-02638	RIPPLE EFFECTS AUTISM LEARNING CENTER	57,978.00	Autism Provider
7/10/2026	RM-02639	AUTISM SPECTRUM THERAPIES LLC	5,010.00	Autism Provider
7/10/2026	RM-02640	AMN HEALTHCARE LANGUAGE SERVICES INC	1,350.56	Translation Services
7/10/2026	RM-02641	PLEASANT PINES	40,347.00	Specialized Residential
7/10/2026	RM-02642	DATA GUARDIAN	97.00	Utilities
7/10/2026	RM-02643	FLATROCK MANOR	68,735.70	Specialized Residential
7/10/2026	RM-02644	BCA - STONECREST CENTER	10,908.00	Inpatient Services
7/10/2026	RM-02645	RESIDENTIAL OPPORTUNITIES INC	52,121.25	Specialized Residential
7/10/2026	RM-02646	PLEASANT ACRES LLC	43,064.40	Specialized Residential
7/10/2026	RM-02647	THE MEADOWS	21,852.90	Specialized Residential
7/10/2026	RM-02648	FALCO CORPORATION	9,889.20	Specialized Residential
7/10/2026	RM-02649	SPECTRUM COMMUNITY SERVICES	7,896.80	Specialized Residential
7/10/2026	RM-02650	INDIAN TRAILS CAMP	2,300.00	CLS Provider
7/10/2026	RM-02651	ADAPT INC	230,074.39	Specialized Residential
7/10/2026	RM-02652	AGAPE AFC HOME	15,152.76	Specialized Residential
7/10/2026	RM-02653	TWIN COUNTY COMMUNITY PROBATION CENTER	4,880.00	DRC

7/10/2026	RM-02654	ST JOSEPH COMMUNITY CO-OP INC	17,263.90	Specialized Residential
7/10/2026	RM-02655	STUART WILSON, CPA PC	18,589.98	Fiscal Intermediary
7/10/2026	RM-02656	QLER PHYSICIAN MEDICAL GROUP	7,375.00	Contract-Psychiatry
7/10/2026	RM-02657	WINGS OF HOPE LLC	19,557.55	Autism Provider
7/10/2026	RM-02658	RADIANT AFC	10,338.50	Specialized Residential
7/10/2026	RM-02659	WINGS OF HOPE - STURGIS	11,178.91	Autism Provider
7/10/2026	RM-02660	IRIS TELEHEALTH MEDICAL GROUP	20,766.00	Contract-Outpatient
7/10/2026	RM-02661	KATHLEEN MORRILL	800.00	Contract-Supervision
7/10/2026	RM-02662	HARDLINE SOLUTIONS LLC	450.00	Building Maintenance
7/10/2026	RM-02663	MRC INDUSTRIES INC	1,429.88	CLS Provider
7/10/2026	RM-02664	GOD'S WILL AFC	21,535.00	Specialized Residential
7/10/2026	RM-02665	HEATHER TEADT LLC	3,270.00	Contract-Mobile Crisis
7/10/2026	RM-02666	VENTURE RESOURCING LLC	1,159.74	Leadership Development
7/10/2026	RM-02667	PRIME QUALITY ELECTRIC, LLC	150.00	Utilities
7/10/2026	RM-02668	TECHNOLOGY MANAGEMENT CONCEPTS	112.50	Consulting
7/10/2026	RM-02669	ISSUE MEDIA GROUP	12,000.00	Content Series
7/10/2026	065716	CITY OF THREE RIVERS	139.34	Utilities
7/10/2026	065717	EMILY VERSTEEG	10.00	Employee Reimbursement
7/10/2026	065718	FRED'S PHARMACY	281.68	ACT Clients Pharmacy
7/10/2026	065719	WASTE MANAGEMENT OF MICHIGAN	260.06	Utilities
7/10/2026	065720	WEX BANK	1,620.10	Gas Cards
7/10/2026	065721	HAVENWYCK HOSPITAL	10,703.00	Inpatient Services
7/10/2026	065722	WESTERN MICHIGAN UNIVERISTY SCHOOL OF MEDICINE	480.00	Inpatient Services
7/10/2026	065723	FRONTIER	489.70	Utilities
7/10/2026	065724	COMCAST	419.70	Utilities
7/10/2026	065725	INDIANA MICHIGAN POWER	299.87	Utilities
7/10/2026	065726	MEDICAL BEHAVIORAL HOSPITAL OF MICHIGAN LLC	1,695.14	Inpatient Services
7/10/2026	065727	CINTAS CORP	537.45	Supplies
7/13/2026	RM-02670	JETSY BEAN LLC	1,795.17	Contract-Mobile Crisis
7/17/2026	RM-02671	GRYPHON PLACE	530.18	After-Hours Emergency
7/17/2026	RM-02672	ST JO CO UNITED WAY	204.00	Employee Donations
7/17/2026	RM-02673	HOLLY LAGO LLC	2,028.48	Contract-Mobile Crisis
7/17/2026	RM-02674	ST JO CO TRANSPORTATION AUTHORITY	3,726.00	Clubhouse Transportation
7/17/2026	RM-02675	JETSY BEAN LLC	480.00	Contract-Mobile Crisis
7/17/2026	RM-02676	TRAYBEE LLC	600.00	Contract-Mobile Crisis
7/17/2026	RM-02677	ISOLVED BENEFIT SERVICES	82.69	Employee benefits
7/17/2026	RM-02678	AMANDA MILLER	95.00	Board Member Per Diem
7/17/2026	RM-02679	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
7/17/2026	RM-02680	STACY LINIHAN	95.00	Board Member Per Diem
7/17/2026	RM-02681	LUIS ROSADO	109.50	Board Member Per Diem
7/17/2026	RM-02682	DAMON KNAPP	95.00	Board Member Per Diem
7/17/2026	RM-02683	ELISABETH ROBERTS	95.00	Board Member Per Diem
7/17/2026	RM-02684	GAGAN S PC	17,808.00	Contract-Medical Director
7/17/2026	RM-02685	COVERED BRIDGE HEALTHCARE	200.00	New Hire Drug Screening
7/17/2026	RM-02686	CATHI ABBS	113.13	Board Member Per Diem
7/17/2026	RM-02687	KATHERINE DECKER	118.20	Board Member Per Diem
7/17/2026	RM-02688	RICHARD SHAFFER	106.60	Board Member Per Diem
7/17/2026	RM-02689	STATE OF MICHIGAN (STATE INPATIENT)	8,804.87	Inpatient Services
7/17/2026	RM-02690	KONICA MINOLTA BUSINESS SOLUTIONS	60.00	Contract- Printer/Copiers
7/17/2026	RM-02691	BLUE CARE NETWORK OF MICHIGAN	129,916.39	Employee Benefits
7/17/2026	RM-02692	RAUL MORALES	50.00	Board Member Per Diem
7/17/2026	RM-02693	ZACHARY REED	95.00	Board Member Per Diem
7/17/2026	RM-02694	BLUEBIRD MIDWEST LLC dba BLUEBIRD FIBER	1,575.70	Utilities
7/17/2026	RM-02695	KONICA MINOLTA PREMIER FINANCE	1,875.25	Contract- Printer/Copiers
7/17/2026	RM-02696	KLINE VAN & SPECIALTY RENTAL	265,880.00	Transportation
7/17/2026	065728	VERIZON WIRELESS	939.09	Utilities
7/17/2026	065729	UNITED STATES TREASURY	618.77	09/2025 Tax
7/17/2026	065730	VILLAGE OF CENTREVILLE	707.10	Utilities
7/17/2026	065731	CINTAS CORP	141.95	Supplies
7/21/2026	065732	CHASE CARD SERVICES	22,925.31	Credit Card
7/24/2026	RM-02697	BRANDI BELCHER	400.00	Contract-UM & Access
7/24/2026	RM-02698	HOLLY CERNY	397.07	Employee Reimbursement
7/24/2026	RM-02699	PINE REST CHRISTIAN MHS	57,674.00	Inpatient Services
7/24/2026	RM-02700	HANNAH ROBERTS	1,500.00	Contract-Mobile Crisis
7/24/2026	RM-02701	ST JO CO UNITED WAY	5,000.00	Mental Heal Gala Sponsorship
7/24/2026	RM-02702	TRAYBEE LLC	1,260.00	Contract-Mobile Crisis
7/24/2026	RM-02703	DEAR COUNTRY AFC	14,168.00	Specialized Residential
7/24/2026	RM-02704	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial

7/24/2026	RM-02705	ALTERNATIVE CHOICES	4,108.00	CLS Provider
7/24/2026	RM-02706	WMU CENTER FOR DISABILITIES	1,272.95	Autism Provider
7/24/2026	RM-02707	AUTISM OF AMERICA LLC	793.50	Autism Provider
7/24/2026	RM-02708	MAPLECREST LLC	3,183.00	Lease-Sturgis
7/24/2026	RM-02709	LIFETREE BEHAVIORAL HEALTH LLC	66,903.20	Autism Provider
7/24/2026	RM-02710	DONALD LOUIS KITCHEN JR	35.64	Committee Member Per Diem
7/24/2026	RM-02711	WINDSWEPT THERAPEUTIC RIDING	1,860.00	CLS Provider
7/24/2026	RM-02712	MIRACLE'S LAWN SERVICE	4,750.00	Lawn Service
7/24/2026	RM-02713	RIPPLE EFFECTS AUTISM LEARNING CENTER	44,266.50	Autism Provider
7/24/2026	RM-02714	AUTISM SPECTRUM THERAPIES LLC	8,382.00	Autism Provider
7/24/2026	RM-02715	GAGAN S PC	8,480.00	Contract-Medical Director
7/24/2026	RM-02716	COVERED BRIDGE HEALTHCARE	40.00	New Hire Drug Screening
7/24/2026	RM-02717	HARBOR OAKS HOSPITAL	7,821.00	Inpatient Services
7/24/2026	RM-02718	RESIDENTIAL OPPORTUNITIES INC	48,971.25	Specialized Residential
7/24/2026	RM-02719	COMMUNITY LIVING OPTIONS	27,500.76	Specialized Residential
7/24/2026	RM-02720	SPECTRUM COMMUNITY SERVICES	142.50	Specialized Residential
7/24/2026	RM-02721	WAYNE SIMMONS	25.00	Committee Member Per Diem
7/24/2026	RM-02722	INDIAN TRAILS CAMP	950.00	CLS Provider
7/24/2026	RM-02723	ADAPT INC	178,847.40	Specialized Residential
7/24/2026	RM-02724	GAIL LECOUNT	47.05	Committee Member Per Diem
7/24/2026	RM-02725	BEACON SPECIALIZED LIVING SERVICES INC	13,500.00	Specialized Residential
7/24/2026	RM-02726	ST JOSEPH COMMUNITY CO-OP INC	23,814.41	Specialized Residential
7/24/2026	RM-02727	STUART WILSON, CPA PC	12,518.20	Fiscal Intermediary
7/24/2026	RM-02728	Diekema Hamann Architecture, Inc.	5,176.24	Architecture
7/24/2026	RM-02729	REBEKAH WAGAMAN	2,559.98	Contract-Mobile Crisis
7/24/2026	RM-02730	WINGS OF HOPE LLC	19,021.50	Autism Provider
7/24/2026	RM-02731	WINGS OF HOPE - STURGIS	5,460.00	Autism Provider
7/24/2026	RM-02732	KINGDOM REST CENTER LLC	56,650.00	Specialized Residential
7/24/2026	RM-02733	MRC INDUSTRIES INC	522.80	CLS Provider
7/24/2026	RM-02734	JEANNETTE RIGLING	28.00	Employee Reimbursement
7/24/2026	RM-02735	ALLISA LONGBRAKE	106.24	Employee Reimbursement
7/24/2026	065733	CITY OF STURGIS	2,325.86	Utilities
7/24/2026	065734	DEANA STRUDWICK	53.36	Employee Reimbursement
7/24/2026	065735	STURGES-YOUNG CENTER FOR THE ARTS	1,500.00	Training Fee
7/24/2026	065736	HAVENWYCK HOSPITAL	38,920.00	Inpatient Services
7/24/2026	065737	WESTERN MICHIGAN UNIVERISTY SCHOOL OF MEDICINE	1,800.00	Inpatient Services
7/24/2026	065738	DELTA DENTAL	9,155.92	Employee Benefits
7/24/2026	065739	UNITED STATES TREASURY	1,050.25	941-2026 1st & 2nd QTR
7/24/2026	065740	CINTAS CORP	93.95	Supplies
7/31/2026	RM-02736	BRANDI BELCHER	475.00	Contract-UM & Access
7/31/2026	RM-02737	JARRETT CUPP	194.38	Employee Reimbursement
7/31/2026	RM-02738	LYNELLE GIRTON-THRASHER	250.00	Contract-Supervision
7/31/2026	RM-02739	ST JO CO UNITED WAY	204.00	Employee Donations
7/31/2026	RM-02740	RML3 LLC	2,490.00	Contract-Mobile Crisis
7/31/2026	RM-02741	TRAYBEE LLC	615.00	Contract-DBT On-Call
7/31/2026	RM-02742	KRISTI MERRILLS PLC	4,260.30	Contract-Mobile Crisis
7/31/2026	RM-02743	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
7/31/2026	RM-02744	AMERICAN UNITED LIFE INSURANCE COMPANY	5,554.24	Employee Benefits
7/31/2026	RM-02745	GAGAN S PC	8,692.00	Contract-Medical Director
7/31/2026	RM-02746	PETER CHANG ENTERPRISES INC	13,029.38	EHR System
7/31/2026	RM-02747	KONICA MINOLTA BUSINESS SOLUTIONS	12.00	Contract-Printer/Copiers
7/31/2026	RM-02748	CLARK LOGIC CAPITAL LLC	6,509.28	Lease-Three Rivers
7/31/2026	RM-02749	HARDLINE SOLUTIONS LLC	1,400.00	Building Maintenance
7/31/2026	RM-02750	AUTOPARK FORD OF STURGIS	95.60	Vehicle Maintenance
7/31/2026	RM-02751	HEATHER TEADT LLC	3,315.00	Contract-Mobile Crisis
7/31/2026	RM-02752	FREDERICK CONSTRUCTION INC	130,842.59	Parking Lot Payment
7/31/2026	RM-02753	STACEY DELMARK	221.32	Employee Reimbursement
7/31/2026	RM-02754	KATHERINE FAIST-LUTZ	127.92	Employee Reimbursement
7/31/2026	065741	LRS, LLC	271.99	Utilities
7/31/2026	065742	VERIZON WIRELESS	4,155.70	Utilities
7/31/2026	065743	FARMERS STATE BANK	20,644.33	Mortgage
7/31/2026	065744	MICHIGAN GAS UTILITIES	44.84	Utilities
7/31/2026	065745	GRIFFIN PEST SOLUTIONS	97.00	Building Maintenance
Total Amount of Non-Void Checks/RMs			2,298,534.06	
7/2/2026	Electronic Debit	PAYCOR INC	169.89	Employee Payroll
7/2/2026	Electronic Debit	PAYCOR INC	776.12	Employee Payroll

Contracts for Board Meeting 8/25/26

Clinical Contracts						
Provider Direct	Staff Responsible	Type of Service	Annual Budget Per Diem Cost	Explanation	Contract Dates	Board Approved
Trillium Behavioral Pathways	J. Cupp	Inpatient Hospital	0124: \$1,236	Single Case	5/7/26-5/26/26	
Mendon School District	J. Cupp	Prevention	\$67 per hour-35 hours per week-not to exceed \$74,000	Prevention Program	7/1/26-6/30/27	
Southridge Behavioral Hospital	J. Cupp	Inpatient	0100: \$1,100	Inpatient Hospital	7/6/26-9/30/26	
Trotwood AFC	J. Cupp	Specialized Residential	H2016: \$245 T1020: \$111.50-\$233.32	Home Changed Names	8/7/26-9/30/26	
Non-Clinical Contract						
Provider Direct	Staff Responsible	Type of Service	Annual Budget Per Diem Cost	Explanation	Contract Dates	Board Approved
Miscellaneous						
Provider Direct	Staff Responsible	Type of Service	Annual Budget Per Diem Cost	Explanation	Contract Dates	Board Approved
Michigan Public Health Institute	C. Bullock	Revenue	\$80,291.00	Revenue for Care Coordination in EMR	8/6/26-9/30/26	



BOARD POLICY V.04

AREA:	Governance		
POLICY TYPE:	Executive Limitations	PAGE:	1 of 2
POLICY TITLE:	FINANCIAL PLANNING/BUDGETING (AUGUST 2026)	EFFECTIVE:	09/28/2022
		REVIEWED:	08/25/2026

POLICY:

Financial planning for any fiscal year or the remaining part of any fiscal year will not deviate materially from board's Ends priorities, risk fiscal jeopardy with the exception of federal, state, or local requirements, or fail to be derived from an annual plan.

The CEO will not allow budgeting that:

1. Risks incurring those situations or conditions described as unacceptable in the board policy "Financial Condition and Activities."

Executive Officer Response: The budget process is currently ongoing. We are working with SWMBH to ascertain the correct Medicaid budget revenues. We have not received any Medicaid projections for next year, so we have used our cost reporting to review the PPS-1 projections and are estimating our Medicaid income using current actuals, which we are then inputting into our forecasts. This is a resulting deficit from our current rate of \$364 to \$215. We are evaluating expenses and other revenue sources to ensure a manageable budget.

2. Omits credible projection of revenues and expenses, separation of capital and operational items, and disclosure of planning assumptions.

Executive Officer Response: Medicaid-only revenues are dictated by SWMBH revenue projections; GF revenue is guaranteed by the state; CCBHC revenue is calculated internally based on PPS-1 rates, historical usage, and projected expansion of service; and Grant revenue is forecasted based on usage and the staff currently employed via the grant. Expenses are forecasted and projected based on historical data, changes in expectations such as hospital visits, and changes in specialized residential placements and staffing, driven by productivity, client caseloads, and projected increases in additional clients. During the budget presentation, this will allow us to go more in depth on the projections and on why we chose to do what we did.

3. Provides less for board prerogatives during the year than is set forth in the Cost of Governance policy.

Executive Officer Response: It is my continued hope that the board will be willing to attend conferences to continue their education as board members. This will be in the budget as well. We have seen an increase over the past year in board members attending conferences, which is exciting and, hopefully, very beneficial for those who have attended. We have included the financial audit, as required by the cost of governance policy, as well as the new CCBHC Single Audit we will now have to do on top of other audits, in the budget. We are constantly looking at ways to better prepare and educate all facets of our community.



BOARD POLICY V.05

AREA:	Governance		
POLICY TYPE:	Executive Limitations	PAGE:	1 of 2
POLICY TITLE:	FINANCIAL CONDITIONS/ACTIVITIES (AUGUST '26)	EFFECTIVE:	09/28/2022
		REVIEWED:	08/25/2026

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 overspent in Medicaid by just over \$49,000, and in the Healthy Michigan Plan, we are underspent by \$259,000. For a total Medicaid surplus of just over \$208,000. We are still \$2.17 million short of Milliman's revenue expectations for FY 26. A "mid-year" rate adjustment is supposedly coming, but no further details have been provided.

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: We did have another instance where the credit card bill was not paid in a timely manner in July, which resulted in a late fee (\$40). To everyone's credit, we turned things in and paid for them on time; however, the mail system was delayed. I have instructed that, moving forward, if it is 7 days or less from the due date, I will pay it electronically once the bill and receipts have been reconciled and approved.

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

Executive Officer Response: Tax payments are paid 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.

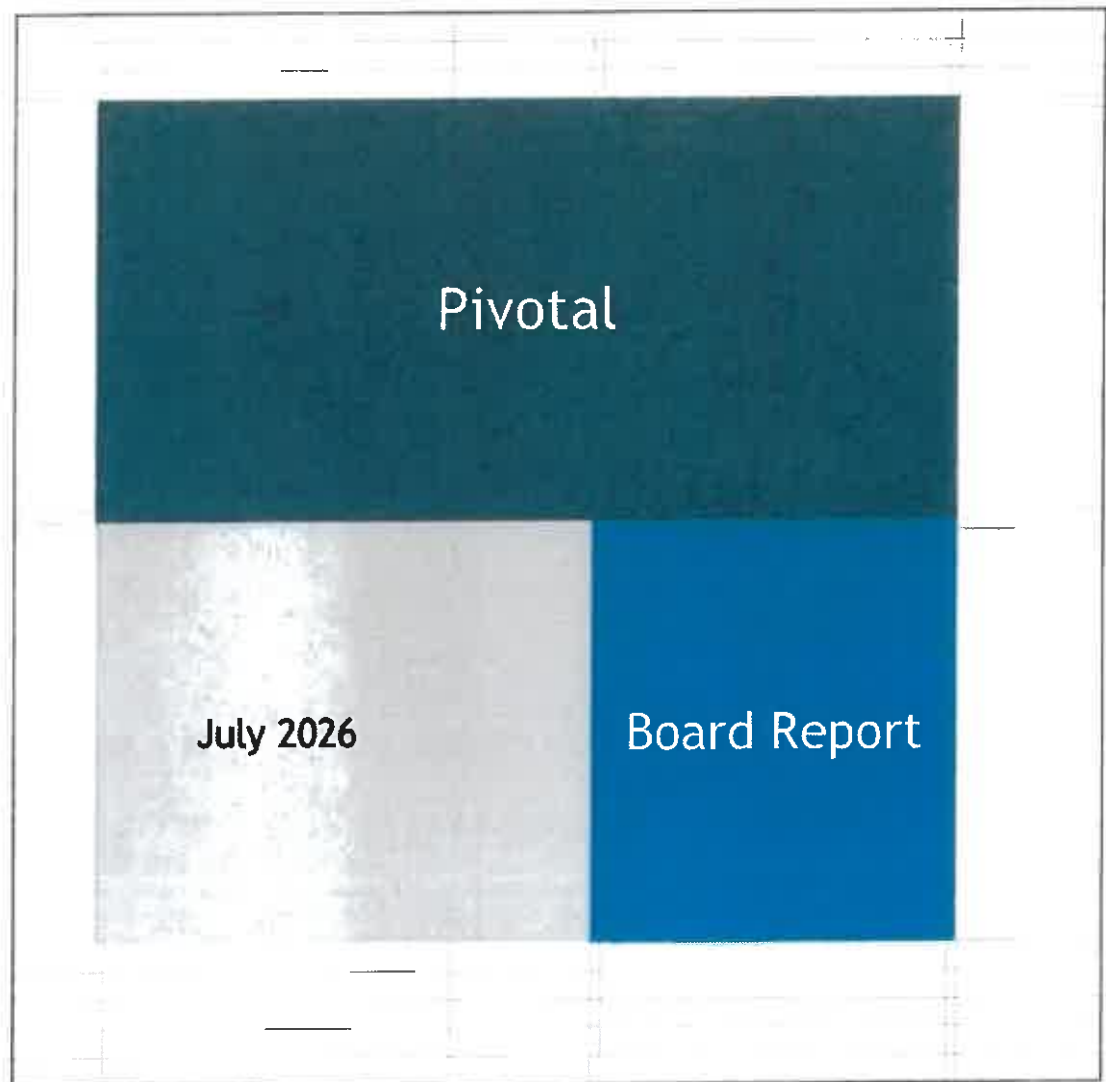
Executive Officer Response: No purchases greater than \$20,000 occurred.

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. If the board wishes to pursue collections more aggressively, such as through collection agencies, I will do so. However, current practice requires you to bill repeatedly for 4 months, and if you can't or don't pay, the bill is written off.



Pivotal

Statement of Activities

October 1, 2025 through July 31, 2026

	Operating Fund	Projected Total Activities	Prior Year Total Activities	Favorable (Unfavorable)
Operating revenue				
SWMBH Funding				
Medicaid capitation	\$ 15,761,950	\$ 18,914,340	\$ 19,122,295	\$ (207,955)
Medicaid capitation - Settlement	49,660	59,592	660,144	(600,552)
Healthy Michigan Plan	1,393,488	1,672,186	2,290,308	(618,122)
Healthy Michigan Plan - Settlement	(258,765)	(310,518)	47,880	(358,398)
CCBHC FFS Payments	8,805,298	10,566,358	5,349,080	5,217,278
CCBHC Accrual Estimate	1,405,926	1,687,111	2,741,514	(1,054,403)
SUD Block Grant	113,323	135,988	81,152	54,836
Federal & State Sources				
State general fund	868,800	1,042,560	1,042,561	(1)
State general fund - Settlement				
Federal and state grants	491,079	589,295	794,952	(205,657)
Local revenue				
County appropriation	214,390	257,268	257,268	
Client fees	397,039	476,447	410,087	66,360
Performance Based Incentive Program			817,404	(817,404)
Rent revenue	8,660	10,392	9,960	432
Other revenue	116,062	139,274	113,865	25,409
Total operating revenue	29,366,910	35,240,292	33,738,469	1,501,823
Operating expenses				
Administration	4,418,647	5,302,376	4,730,862	571,515
Internal Services	5,826,112	6,991,334	6,113,513	(877,822)
Provider claims	14,013,020	16,815,624	16,827,204	11,580
Grant expenses	382,577	459,092	796,626	337,534
Vehicles	54,793	65,752	53,759	(11,992)
Facilities	601,627	721,952	600,356	(121,596)
Total operating expenses	25,296,776	30,356,131	29,122,320	(90,782)
Change in net position	4,070,134	4,884,161	4,616,149	268,012
Net position, beginning of year	13,176,209	13,176,209	8,560,060	
Net position, end of year	\$ 17,246,343	\$ 18,060,370	\$ 13,176,209	

Pivotal

Statement of Position

Proprietary Funds

July 31, 2026

	Operating Fund	Balance September 30 2025	Favorable (Unfavorable)
ASSETS			
Cash position	\$ 8,382,861	\$ 4,061,913	\$ 4,320,948
Investments	6,113,483	6,054,752	58,731
Receivables:			
Accounts receivable	37,964	44,685	(6,721)
Due from State of Michigan	1,424,367	7,872	1,416,495
Due from SWMBH	705,184	286,881	418,303
Due from other governments	21,439	64,317	(42,878)
Prepaid items	329,518	257,555	71,963
Capital assets not being depreciated	-	-	-
Capital assets being depreciated, net	2,643,211	2,289,525	353,686
Total assets	19,658,027	13,067,500	6,590,527
LIABILITIES			
Accounts payable	877,462	2,099,620	(1,222,158)
Due to MDHHS	-	-	-
Due to SWMBH	161,589	(3,829,290)	3,990,879
Accrued liabilities	183,402	206,224	(22,822)
Unearned revenue	18,918	15,976	2,942
Long-term debt:			
Due within one year	-	-	-
Due in more than one year	486,066	609,183	(123,117)
Lease liability	150,205	255,536	(105,331)
Accrued sick and vacation	534,042	534,042	0
Total liabilities	2,411,684	(108,709)	2,520,393
NET POSITION			
Net investment in capital assets	2,157,145	1,680,342	1,680,342
Unrestricted	15,089,198	11,495,867	3,593,331
Total net position	\$ 17,246,343	\$ 13,176,209	\$ 4,070,134

Pivotal

Statement of Activities

Budget to Actual - October 1, 2025 through July 31, 2026

	Original Budget	YTD Budget	YTD Actual	Over (Under) Budget
Operating revenue				
SWMBH Funding				
Medicaid capitation	\$ 21,525,540	\$ 17,937,950	\$ 15,761,950	\$ (2,176,000)
Medicaid capitation - Settlement			49,660	49,660
Healthy Michigan Plan	2,309,457	1,924,548	1,393,488	(531,060)
Healthy Michigan Plan - Settlement			(258,765)	(258,765)
CCBHC FFS Payments	6,057,205	5,047,671	8,805,298	3,757,627
CCBHC Accrual Estimate			1,405,926	1,405,926
SUD Block Grant	78,968	65,807	113,323	47,516
Federal & State Sources				
State general fund	1,042,560	868,800	868,800	
State general fund - Settlement				
Federal and state grants	758,742	632,285	491,079	(141,206)
Local revenue				
County appropriation - St Joseph County	257,268	214,390	214,390	-
Client fees	401,842	334,868	397,039	62,171
Performance Based Incentive Program				
Rent revenue	2,160	1,800	8,660	6,860
Other revenue	225,000	187,500	116,062	(71,438)
Total operating revenue	32,658,742	27,215,618	29,366,910	2,151,292
Operating expenses				
Administration	5,400,000	4,500,000	4,418,647	(81,353)
Internal Services	6,700,000	5,583,333	5,826,112	242,779
Provider claims	19,000,000	15,833,333	14,013,020	(1,820,313)
Grant expenses	758,742	632,285	382,577	(249,708)
Vehicles	200,000	166,667	54,793	(111,874)
Facilities	600,000	500,000	601,627	101,627
Total operating expenses	32,658,742	27,215,618	25,296,776	(1,918,842)
Change in net position			4,070,134	4,070,134
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	\$ 17,246,343	\$ 4,070,134

Cash Flow Analysis FY26

	Oct-25	Nov-25	Dec-25	Jan-26	Feb-26	Mar-26	Apr-26	May-26	Jun-26	Jul-26	Aug-26	Sep-26
SWMBH	\$ 1,623,616.83	\$ 1,736,874.35	\$ 1,731,252.07	\$ 1,750,991.30	\$ 1,420,584.92	\$ 2,074,635.27	\$ 1,776,344.89	\$ 1,756,244.39	\$ 1,763,190.92	\$ 1,405,659.93	\$ 1,548,308.62	\$ 1,548,308.62
COBHC	\$	\$ 947,597.90	\$ 774,764.15	\$ 833,836.25	\$ 900,489.68	\$ 974,416.60	\$ 1,563,870.50	\$ 525,076.77	\$ 944,732.71	\$ 1,290,154.38	\$ 795,450.81	\$ 795,450.81
Settlement	\$	\$	\$	\$	\$	\$	\$	\$	\$ 3,047,589.84	\$ 710,008.45	\$ 589,107.45	\$
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	\$ 96,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00
Other	\$ 78,537.04	\$ 49,514.60	\$ 144,948.75	\$ 80,792.31	\$ 76,780.34	\$ 83,120.80	\$ 115,711.59	\$ 106,309.76	\$ 104,273.98	\$ 103,848.07	\$ 85,740.75	\$ 85,740.75
County Approp	\$ 64,317.00	\$	\$	\$ 64,317.00	\$	\$	\$ 64,317.00	\$	\$	\$ 64,317.00	\$	\$
Total Revenue	\$ 1,853,350.87	\$ 2,815,666.85	\$ 2,737,865.97	\$ 2,816,316.86	\$ 2,484,744.94	\$ 3,219,052.67	\$ 3,809,123.98	\$ 2,474,510.92	\$ 5,936,667.45	\$ 3,660,667.81	\$ 3,115,487.63	\$ 2,516,380.18
Payroll/Fringe	\$ 706,614.84	\$ 713,442.33	\$ 1,236,109.74	\$ 720,229.24	\$ 757,136.21	\$ 770,985.40	\$ 652,452.48	\$ 784,742.16	\$ 789,113.31	\$ 1,376,372.68	\$ 788,838.40	\$ 788,838.40
External	\$ 2,048,912.31	\$ 1,886,386.00	\$ 1,827,907.87	\$ 2,059,795.83	\$ 1,688,935.03	\$ 1,541,686.59	\$ 1,844,736.85	\$ 2,215,006.03	\$ 2,055,730.00	\$ 2,217,589.52	\$ 1,733,335.00	\$ 1,733,335.00
Total Expenses	\$ 2,755,527.15	\$ 2,399,828.33	\$ 3,064,017.61	\$ 2,780,025.07	\$ 2,326,071.24	\$ 2,312,671.99	\$ 2,497,188.32	\$ 2,999,748.19	\$ 2,844,843.31	\$ 3,543,964.20	\$ 2,502,171.40	\$ 2,502,171.40
Net	\$ (902,176.28)	\$ 418,038.52	\$ (326,151.64)	\$ 36,291.79	\$ 158,673.70	\$ 906,380.68	\$ 1,111,935.66	\$ (525,237.27)	\$ 3,091,824.14	\$ 116,703.61	\$ 633,316.23	\$ 14,208.78
Begin Cash	\$ 3,785,563.20	\$ 2,883,386.92	\$ 3,299,425.44	\$ 2,973,273.80	\$ 3,009,565.59	\$ 3,168,239.29	\$ 4,074,619.87	\$ 5,186,555.63	\$ 4,661,318.36	\$ 7,753,142.50	\$ 7,869,846.11	\$ 8,483,162.34
End Cash	\$ 2,883,386.92	\$ 3,299,425.44	\$ 2,973,273.80	\$ 3,009,565.59	\$ 3,168,239.29	\$ 4,074,619.87	\$ 5,186,555.63	\$ 4,661,318.36	\$ 7,753,142.50	\$ 7,869,846.11	\$ 8,483,162.34	\$ 8,497,371.13
Investments	\$ 6,075,025.48	\$ 6,056,922.03	\$ 6,100,537.62	\$ 6,102,113.89	\$ 6,122,014.84	\$ 6,077,808.16	\$ 6,085,087.72	\$ 6,102,330.11	\$ 6,174,923.21	\$ 6,133,384.26	\$ 6,133,384.26	\$ 6,133,384.25
Total Available Cash	\$ 8,938,412.40	\$ 9,396,347.47	\$ 9,073,811.42	\$ 9,111,678.48	\$ 9,290,254.13	\$ 10,152,226.13	\$ 11,271,643.95	\$ 10,763,648.47	\$ 13,928,065.71	\$ 14,003,230.37	\$ 14,816,546.60	\$ 14,836,755.39
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
July 1, 2026 Through July 31, 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

July 01, 2026 through July 31, 2026

Account Name : Community Mental Health Services Agency

Account No : 6200871

Account Summary

	Current July 1, 2026 To July 31, 2026	Year To Date January 1, 2026 To July 31, 2026
<i>Beginning Market Value :</i>	\$6,174,918.21	\$6,100,337.62
<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	(\$4,551.15)
Total Payments :	\$0.00	(\$4,551.15)
<i>Investment Income :</i>		
Tax Free Income :	\$0.00	\$0.00
Taxable Interest :	\$2,028.95	\$135,300.77
Dividends :	\$1,216.73	\$3,330.85
Return of Capital (Income Assets Only) :	\$0.00	\$0.00
Other Income :	\$0.00	\$0.00
Total Investment Income :	\$3,245.68	\$138,631.62
<i>Investment Change :</i>	(\$44,784.63)	(\$101,238.83)
Total Investment Change :	(\$44,784.63)	(\$101,238.83)
<i>Ending Market Value :</i>	\$6,133,379.26	\$6,133,379.26

Portfolio Summary

July 31, 2026	Portfolio %	Cost Basis	Market Value	Estimated Ann Inc	Current Yield
Fixed Income	88.29%	5,545,722.00	5,414,994.49	245,124.60	4.53%
Money Market Funds	11.71%	718,384.77	718,384.77	25,194.47	3.51%
<i>Total Portfolio</i>	<i>100.00 %</i>	<i>6,264,106.77</i>	<i>6,133,379.26</i>	<i>270,319.07</i>	<i>4.41%</i>
<i>Net Cash</i>			<i>0.00</i>		
<i>Total Market Value</i>			<i>6,133,379.26</i>		

Portfolio Components May Not Equal 100% Due To Rounding

July 01, 2026 through July 31, 2026

Account Name : Community Mental Health Services Agency

Account No : 6200871

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							
250,000	Federal Farm Credit Banks	250,000.00	99.29	248,232.72	9,300.00	3.75%	4.05%
250,000	Federal Farm Credit Banks	250,000.00	99.00	247,490.02	9,925.00	4.01%	4.04%
250,000	Federal Home Loan Bank	250,000.00	99.39	248,480.81	10,000.00	4.02%	4.05%
100,000	Federal Farm Credit Bank	100,000.00	99.04	99,044.33	4,330.00	4.37%	1.61%
250,000	Federal Home Loan Bank	250,000.00	97.86	244,641.96	10,000.00	4.09%	3.99%
250,000	Federal Home Loan Banks	250,000.00	97.11	242,769.04	9,250.00	3.81%	3.96%
250,000	Federal Farm Credit Banks	250,000.00	98.03	245,079.82	11,250.00	4.59%	4.00%
250,000	Federal Home Loan Banks	250,000.00	96.84	242,102.64	10,725.00	4.43%	3.95%
250,000	Federal Farm Credit Bank	249,940.05	98.21	245,516.08	11,650.00	4.75%	4.00%
250,000	Federal Farm Credit Bank	250,000.00	98.18	245,458.30	11,500.00	4.69%	4.00%
250,000	Federal Farm Credit Bank	249,880.95	97.39	243,465.17	11,700.00	4.81%	3.97%
250,000	Federal Home Loan Banks	250,000.00	97.48	243,706.13	11,750.00	4.82%	3.97%
250,000	Federal Farm Credit Bank	249,450.00	98.27	245,679.94	11,925.00	4.85%	4.01%
250,000	Federal Home Loan Banks	250,000.00	97.56	243,887.91	11,875.00	4.87%	3.98%
250,000	Federal Farm Credit Bank	250,000.00	97.32	243,310.85	12,000.00	4.93%	3.97%
250,000	Federal Home Loan Banks	250,000.00	98.14	245,345.49	12,325.00	5.02%	4.00%
250,000	Federal Home Loan Bank	250,000.00	97.84	244,101.68	12,000.00	4.92%	3.98%
250,000	Federal Farm Credit Bank	250,000.00	97.38	243,452.35	12,075.00	4.96%	3.97%
250,000	Federal Home Loan Banks	250,000.00	96.91	242,283.89	11,300.00	4.66%	3.95%
500,000	Federal Home Loan Bank	500,000.00	97.92	489,588.41	25,000.00	5.11%	7.98%

July 01, 2026 through July 31, 2026

Account Name : Community Mental Health Services Agency

Account No : 6200871

Summary Of Investment Holdings

Shares or Par Value	Investment Category	Cost Basis	Unit Value	Market Value	Estimated Ann Inc	Curr Yield	% Port
Totals							
Brokered Cert. of Deposit							
50,000	First National Bank of Amer	50,000.00	98.87	49,434.22	625.00	1.26%	0.81%
50,000	JPMorgan Chase Bank	50,000.00	98.75	49,374.41	500.00	1.01%	0.81%
200,000	JP Morgan Chase Bank CD	200,000.00	99.39	198,773.82	8,000.00	4.02%	3.24%
Totals							
		300,000.00		297,582.45	9,125.00	3.07%	4.86%
Centur Bank and Trust Money Mkt							
718,384.77	Century Bank and Trust Money	718,384.77	1.00	718,384.77	25,194.47	3.51%	11.71%
Totals							
		718,384.77		718,384.77	25,194.47	3.51%	11.71%
ETF U.S. Obligations							
1,150	MFC iShares TIPS	146,451.00	107.63	123,774.50	6,119.60	4.94%	2.02%
Totals							
		146,451.00		123,774.50	6,119.60	4.94%	2.02%
Total Investments							
Plus Net Cash		6,264,106.77		6,133,379.26	270,319.07	4.41%	100.00%
Total Market Value				0.00			
				6,133,379.26			

July 01, 2026 through July 31, 2026

Account Name : Community Mental Health Services Agency

Account No : 6200871

Account Transactions

Date	Description	Amount
<i>Starting Balance</i>		\$ 0.00
<u>Dividends and Interest</u>		
07/01/2026	Interest Century Bank and Trust Money Interest From 06/01/2026 To 06/30/2026	1,975.85
07/02/2026	Interest First National Bank of Amer 1.2500% 12/30/26	53.10
07/08/2026	Dividend MFC IShares TIPS 1150 Shares @ \$1.058023	1,216.73
Sub Total		3,245.68
<u>MONEY MARKET ACTIVITY</u>		
3	Purchases (s) For	3,245.68
<i>Ending Balance</i>		\$ 0.00



BOARD POLICY IV.01

AREA:	Governance		
POLICY TYPE:	Ends Statements	PAGE:	1 of 4
POLICY TITLE:	ENDS FOR INDIVIDUALS SERVED (SP3 RESPONSE)	EFFECTIVE:	REVIEWED:

MEGA END STATEMENT

Children, adults, and families in St. Joseph County will have access to quality behavioral health services that are trauma informed, person centered and results in improved quality of life.

Sub End Statements:

1. Individuals will have access to care
2. Individuals served will demonstrate improved functioning
3. Individuals served will demonstrate improved quality of life

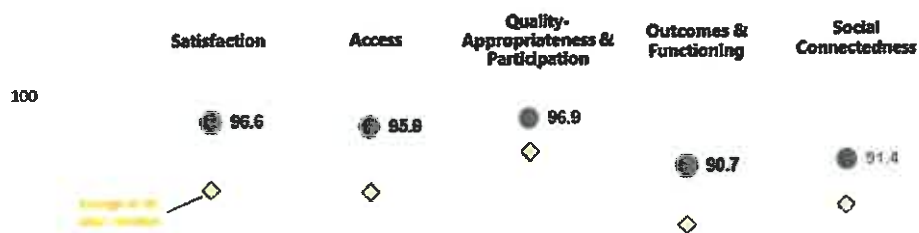
SWMBH Conducted Annual Survey Results:

Adults

St. Joseph County: Above average in all constructs in 2025 MHSIP

Dark green denotes the percentage in agreement for that construct's items

Gray bars denote the likely range where the true percentage for all St. Joseph consumers might lie (i.e., margin of error*)



50

Statistically significant difference ($p < .05$)
between this county and the others

*margin of error for St. Joe County: ± 6.3 pts
n = 244

FY	24	25	Increase/Decrease
Satisfaction:	96.8 %	96.6%	.2%
Access to Care	97.3 %	95.9 %	1.4%
Quality-Appropriateness & Participation	98.3 %	96.9 %	1.4%
Outcome & Functioning	91.3 %	90.7 %	.6%
Social Connectedness	93.0 %	91.4 %	1.6%

Adults scored above average in ALL 5 categories.

Children:

St. Joe County: On par with other counties for 2025 YSS

Dark blue denotes the percentage in agreement for that construct's items for the county

Gray bars denote the likely range where the true percentage for all the county's consumers might lie (i.e., margin of error*)



FY	24	25	Increase/Decrease
Satisfaction and Appropriateness	88.9 %	88.1 %	.7 %
Participation in Treatment	94.6 %	92.6 %	2.0 %
Access	91.0 %	90.1 %	.9%
Cultural Sensitivity	97.6 %	96.2 %	1.4 %
Outcomes	87.9 %	84.4 %	3.5 %
Social Connectedness	91.3 %	89.9 %	2.2 %

There was a decrease in scores across the board in both Adult and Children's services. While this can be alarming, overall we are doing great. In adult services, we had the highest scores across the board in the SWMBH region. Children's services also have a high positivity rate. Some of the drivers, I believe, are that the children's lower scores are due to harder access to clinicians and changes to testing/annual assessments like the MichiCANS. We also did have some frequent changes to clinicians as we leveled out our Children's team.

I believe the caseload sizes and access to clinicians have also led to some of the decreases. We are actively expanding and changing the support we offer to clinicians, as well as offering a broader range of services to our community, including support groups, youth peer services, and education for both parents and children.

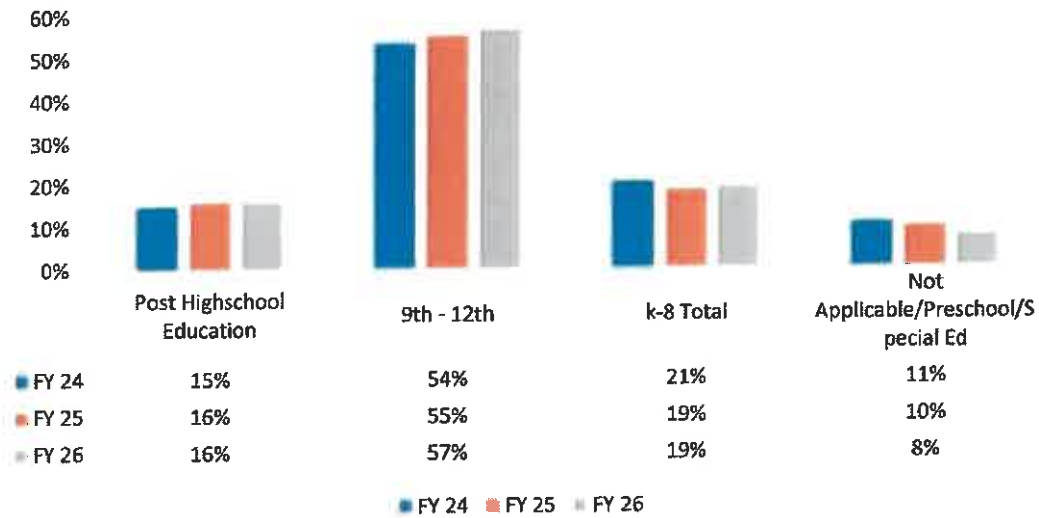
As a general reminder, we are not going to make everyone happy, our scores are something the board and the staff should be proud of. I will, with the help of staff and management continue to do what we can to ensure that everyone has a positive experience, but the truth of the matter is, we are working with people who are going through difficult times, and are sometimes at their worst. Even if we do everything perfectly, doesn't necessarily translate to a high satisfaction score.

Agency-wide:

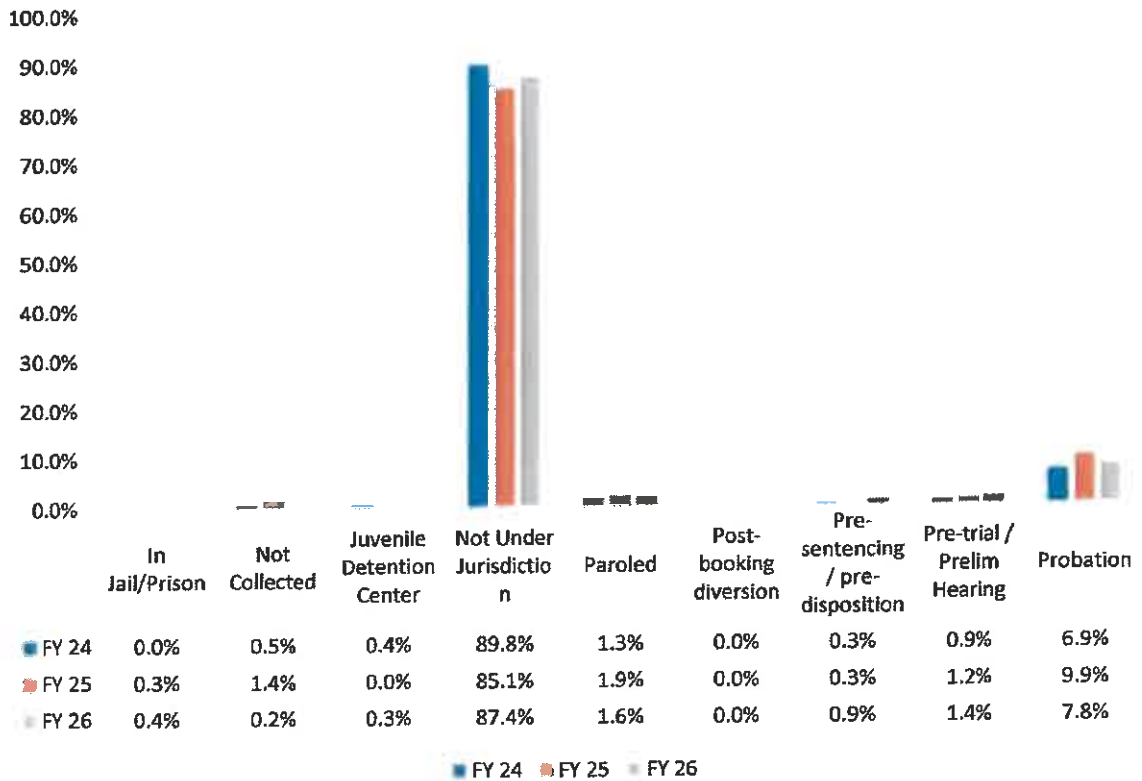
Between October 1st, 2024, and September 30th, 2025, we saw over 3587 clients. The prior year was around 3,500, so our numbers have started to level out while our clients' service requirements continue to grow, and we expand to meet those service requirements.

This number fluctuates based on clients achieving their goals, dropping out of service, or moving to new locations. The following information provides insight into the past three fiscal years.

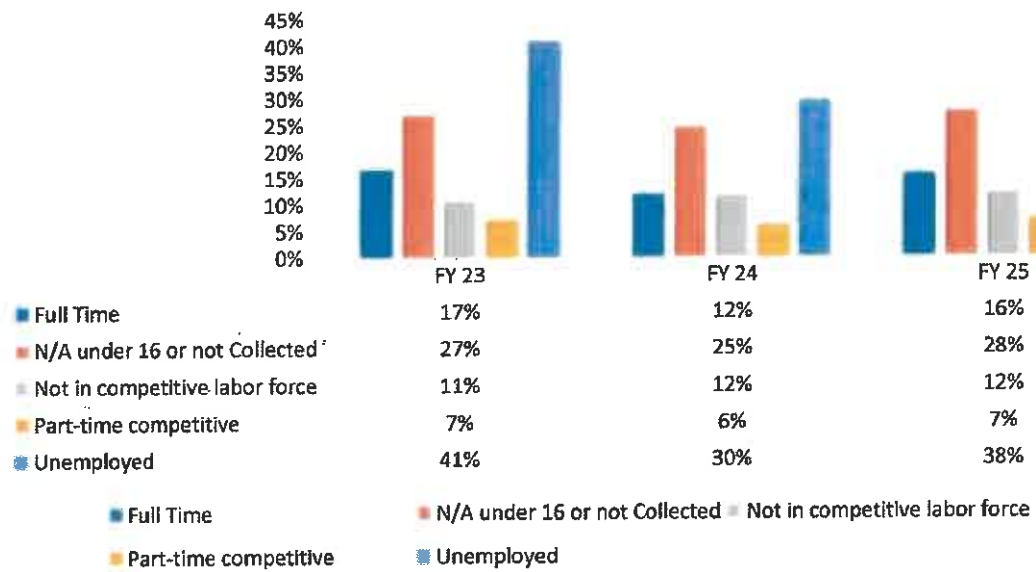
Grade level completed:



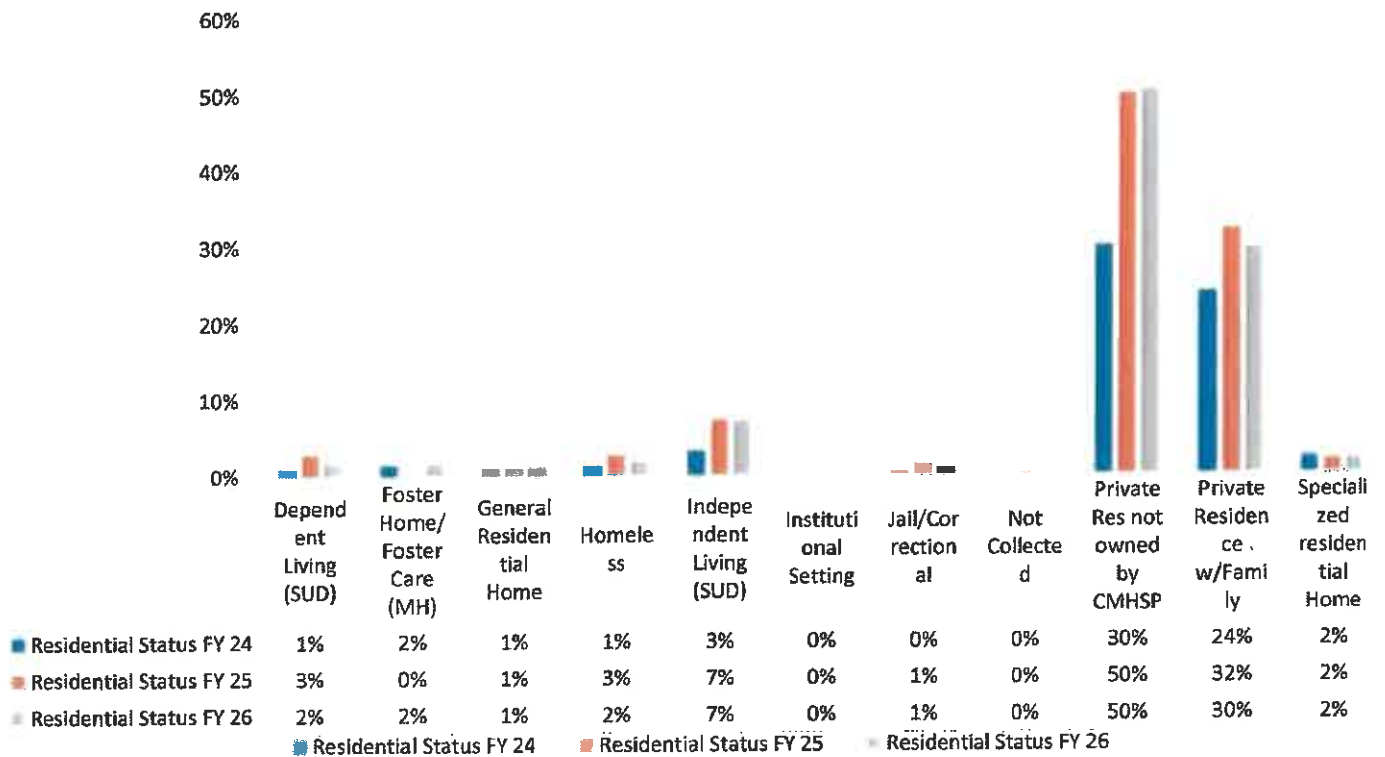
Correctional Status:



Employment Status



Residential Status



4. Individuals will have access to a variety of effective treatment options



BOARD POLICY VI.04

AREA:	Governance		
POLICY TYPE:	Governance Process	PAGE:	1 of 1
POLICY TITLE:	AGENDA PLANNING	EFFECTIVE:	09/28/2022
		REVIEWED:	8/25/2026

POLICY:

To accomplish its job products with a governance style consistent with board policies, the board will follow an annual agenda which (a) completes a re-exploration of Ends policies annually and (b) continually improves board performance through board education and enriched input and deliberation.

1. The cycle will conclude each year on September 30th so that administrative planning and budgeting can be based on accomplishing a one-year segment of the board's most recent statement of long term Ends.
2. The cycle will start with the board's development of its agenda for the next year.
 - A. Consultations with selected groups in the ownership, or other methods of gaining ownership input will be determined and arranged in the first quarter, to be held during the balance of the year.
 - B. Governance education, and education related to Ends determination, (e.g. presentations by futurists, demographers, advocacy groups, staff, etc.) will be arranged in the first quarter, to be held during the balance of the year.
3. Throughout the year, the board will attend to consent agenda items as expeditiously as possible.
4. At any meeting prior to which monitoring reports have been received, the board will ascertain by vote whether a majority of members judge the individual reports to have demonstrated fulfillment of a reasonable interpretation of the applicable policy.

CEO remuneration will be decided after a review of monitoring reports received in the last year during the month of September.



BOARD POLICY VI.05

AREA:	Governance		
POLICY TYPE:	Governance Process	PAGE:	1 of 1
POLICY TITLE:	BOARD CHAIRPERSON ROLE	EFFECTIVE:	10/25/2022
		REVIEWED:	08/25/2026

POLICY:

The Board Chair, a specially empowered member of the board, assures the integrity of the board's process.

Accordingly:

1. The assigned result of the Board Chairs job is that the board behaves consistently with its own rules and those legitimately imposed upon it from outside the organization.
 - A. Meeting discussion content will be on those issues which, according to board policy, clearly belong to the board to decide or to monitor.
 - B. Information that is for neither monitoring performance nor board decisions will be avoided or minimized and always noted as such.
 - C. Deliberation will be fair, open, and thorough, but also timely, orderly, and kept to the point.
2. The authority of the Board Chair consists in making decisions that fall within topics covered by board policies on Governance Process and Board-CEO Linkage, with the exception of (a) employment or termination of a CEO and (b) where the board specifically delegates portions of this authority to others. The Board Chair is authorized to use any reasonable interpretation of the provisions in these policies.
 - A. The Board Chair is empowered to chair board meetings with all the commonly accepted power of that position, such as ruling and recognizing.
 - B. The Board Chair has no authority to make decisions about policies created by the board within Ends and Executive Limitations policy areas. Therefore, the Board Chair has no authority to supervise or direct the CEO.

- C. The Board Chair may represent the board to outside parties in announcing board-stated positions and in stating chair decisions and interpretations within the area delegated to her or him.
- D. The Board Chair may delegate this authority but remains accountable for its use.



Request for Proposal
Administrative

MEDICAL CLINIC REMODEL

Submitted By:

DIEKEMA HAMANN

July 31, 2026

DIEKEMAHAMANN

Cameron Bullock, MBA
Chief Executive Officer

Dear Cameron:

We believe that Diekema Hamann is a **great partner** for this remodel. Our firm's interest goes beyond viewing this as just another project. We recognize the whole person. **We are invested in you. We are relational not transactional.** Our interest in providing design services for community behavioral health along with inpatient behavioral health has roots dating back over twenty-five years. Combined with our deep and varied project portfolio in over seven healthcare systems in Michigan and two out of state, providing an extensive project list of medical clinic remodels and renovations.

This **expertise** will be brought to you from the initial programming and 3D visualization to the final punch list and record drawings. Working in a variety of healthcare and behavioral health environments allows us to not only have a broad perspective but allows us to bring best practices to you as we listen and gather the information that guides us to the most important priorities for your consumer, your team, and community.

With this project being located in the vacated space where the former Affinity Clubhouse, the East Group room, the Human Resources, and SUD Supervisor offices were housed, **our knowledge of the existing building** due to our design of the new two-story building addition, we are uniquely suited to provide a modern, functional and welcoming environment for five medical providers, four to five medical clinic staff members, inviting lobby, and dedicated reception area to complete the overall feel that Pivotal has been working toward. We will bring this **expertise** to you and your **community**.

Thank you for this opportunity.

Sincerely,



Valerie L. Wright, LEED AP
President & CEO

REQUEST FOR PROPOSAL PIVOTAL MEDICAL CLINIC REMODEL

DIEKEMAHAMANN

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1. Business Demographics	5
2. Relevant Experience	6-7
3. Proposed Services for Pivotal	8-10

1. Cover Page

Legal Business Name: Diekema Homann Architects, Inc
Address: 612 S Park Street, Kalamazoo, MI 49007
Phone Number: 269.373.1108
Fax Number: 269.373.1186
E-mail/Web Page Address: www.dhae.com
TAX ID #: 38-2133988
Owner/Contract Signer: Valerie Wright, President
Billing Entity: Diekema Homann Architects, Inc
Billing Contact: Sara Walker, 269.373.1108 ext 120

Disclosure Statements:

2. Diekema Hamann, as an organization or any staff person currently working for the us, has not been excluded from a Federal Healthcare Program.
3. Diekema Hamann has not had any disciplinary action taken or pending against the business with federal or state regulatory bodies.
4. Proof of Insurance (provided to the right)
5. Diekema Hamann does not have any affiliation or subcontracting relationships that may be sub-contracted to provide services for the vendor.

4. Proof of Insurance:

[illegible]

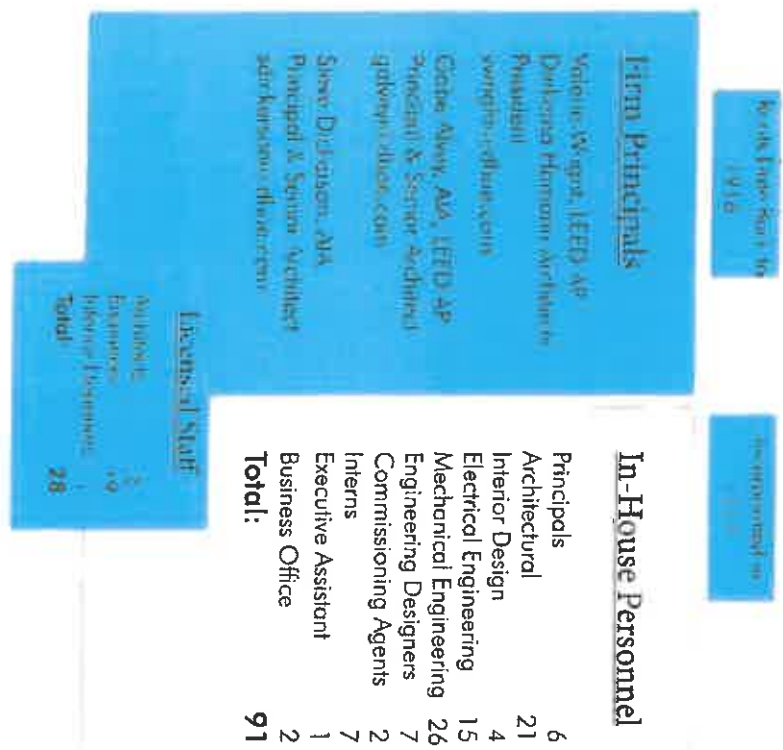
B. Proposal for Services

1. Business Demographics

The combination of Diekema Hamann's background, highly motivated professional staff, and overall firm capabilities results in a team which offers you the following:

- A single source for architectural, interior design, mechanical and electrical engineering services, and commissioning services
- A background in design and technical expertise
- A history of excellent long term working relationships with owners, contractors, and sub-consultants
- A solid track record of bringing projects of all sizes to successful completion within budget and on schedule

Diekema Hamann Architecture & Engineering



REQUEST FOR PROPOSAL PIVOTAL MEDICAL CLINIC REMODEL

DHAE ARCHITECTURE & ENGINEERING SERVICES

CORE SERVICES		
ARCHITECTURE: Architectural Design Interior Design Healthcare Planning and Programming		
COMPLEMENTARY SERVICES ARCHITECTURE: Architectural Post Review Design Audit and Concept Design LEED Design Construction Coordination Drawings		
ENGINEERING: Mechanical Engineering Plumbing Engineering Electrical Engineering		
ARCHITECTURAL SPECIFIC EXPERTISE		
ARCHITECTURE: Adaptive Reuse Building Rehabilitation Condition Survey Construction Administrative Development Strategies Feasibility Analysis Furniture Features and Equipment Graphic Design Historic Preservation Master Planning	Medical Planning/Programming Project Management Site Evaluation Strategic Planning Sustainable Design Space Planning Visioning	ENGINEERING SPECIFIC EXPERTISE MECHANICAL ENGINEERING: Energy Modeling & Analysis Central Utility Plant Design/Optimization Medical Gas and Bulk Storage Systems Lab Hazardous Exhaust Systems Lab Storage Systems Purified Water Systems Direct Digital Temperature Controls Legionella Prevention Humidification Systems
As an Architecture & Engineering firm focused on healthcare, we specialize in these types of projects: Hybrid Operating Rooms Orthopedic and Cardiovascular Surgery Suites Rehabilitation Suites Behavioral Health Biomedical Research Central Sterile Services (CSS) Outpatient USF 795, 797, & 800 Pharmacies Endoscopy Suites Simulation Labs	Radiology Equipment Installation - CT, MRI, X-Ray, Fluoroscopy, Cath Labs, Interventional Radiology (IR), Nuclear Imaging (SPECT/PET), Linear Accelerator, Magnetoencephalography (MEG) Emergency Departments Cancer Treatment Centers Medical Office Buildings & Suite Build Outs Operating Rooms Clinical Exam Suites Pre/Post/ICU Physical Therapy/Occupational Therapy Units	ELECTRICAL ENGINEERING: Normal Power Distribution Design Standby/Mission Critical Power Distribution Design Isolated Power Systems Design Fault Current, Arc Flash, and Coordination Studies Low Voltage Design/Coordination Architectural/Speedily Lighting Design Lighting Controls & Daylight Harvesting

SERVICES AND EXPERIENCE

Recent Clientele:

- | | |
|----------------------------------|--|
| Bronson Methodist Hospital | Trinity Health |
| Corewell Health | University of Michigan Health-Sparrow |
| Grand Valley State University | University of Michigan Health-West |
| Henry Ford Health | University of Notre Dame |
| Integrated Services of Kalamazoo | Veterans Administration |
| Mary Free Bed | West Michigan Cancer Center |
| Michigan Medicine | Western Michigan University |
| Pivotal | Western Michigan University School of Medicine |
| Sheridan Community Hospital | |
| Summit Pointe | |

DIEKEMAHAMANN



Project Type: Office/Business Occupancy
Allendale Medical Office Building
University of Michigan Health-West

Location:
 Allendale, Michigan

Size:
 17,453 sq. ft.

Project cost:
 \$5.675 million

Completion:
 April 2022

Client contact:
 Patrick Marrow

Client phone:
 616.634.4277

Construction Manager:
 Kasco Construction

Developer:
 Highpointe Reel Estate & Development



Project Manager: Brian Goheen
Mechanical Engineer: Meg Broccio
Electrical Engineer: Max Murray

Project Description

DHAe was tasked by Highpointe Reel Estate to design a new single story free standing medical office building for University of Michigan Health-West in Allendale Michigan. The building is 17,453 SF which includes a 2,230 sf basement for mechanical and electrical space. This left the entire 15,223 sf of the first floor available for usable space.

The first floor includes 32 Exam rooms, 6 Exam Procedure Rooms and 2 Triage exam rooms. Exam rooms typically do not have sinks or scales in the rooms, which are located in the halls outside of the rooms in alcoves. Exam Procedure and Triage do have sinks in the rooms. Also included are Lab Draw, Xray, Ultrasound, and Procedure Room. Two roof-top air handling units are located on the roof with building wide humidification provided via steam boilers in the basement. A Natural gas electrical backup generator is provided to feed lighting and select critical equipment. Reception and kiosks are designed for self-check-in and self-rooming. Staff work areas are open and connected along the south side of the building and are used by both providers and medical assistants. Four dictation rooms are provided for staff to use for touchdown quiet workspace and telehealth calls with patient.

The site includes two entrances from Becker Dr. 120 total parking spaces provided including 8 barrier free parking spaces, along with provisions next to the building for mobile diagnostic vehicle.



2. Relevant Projects

Owner:
Integrated Services of Kalamazoo

Project Delivery Method:
Design Bid Build with Miller Davis Company

Description of Services: Architectural and Engineering Services for new construction

Names of Key Staff and Consultants:
Norm Hamann, Partner-in-Charge
Katie Potts, Project Manager, Chelsea Jones, Interior Designer
Allison Corey, Architectural Support, Nuthanael Watkins, Electrical Engineer
Bret Smith, Mechanical Engineer

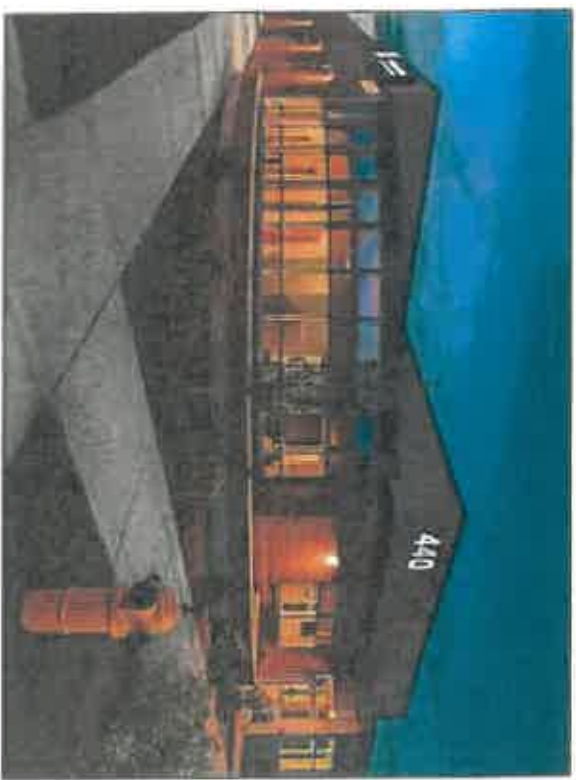
Agency Responsibilities:
Community Mental Health

Contact information for owner's representatives:
David Anderson
(269) 720-7145

Project value and Fee:
Total Cost = \$5 million
7900 sq ft

Project Highlights:
The Behavioral Urgent Care building offers treatment for mental health and substance use disorders. There are 9 treatment rooms and supporting office space for staff. The crisis entry is separate from the main entry and allows emergency personnel to help transport and get individuals into contact with mental health care in an appropriate environment other than the emergency room. The Urgent Care building helps those in mental health crises such as depression and anxiety as well as individuals with substance use problems. From the beginning, one of ISK's goals was to create a safe, calming environment that does not feel institutional.

During Schematic Design, we ran 973 simulations to optimize the building orientation, wall assembly R-value and daylighting. This was Diekema Hamann's first project since committing to AIA 2030. We focused on aligning with the 2030 goals for energy reduction. We learned about best practices and are using this project as an example for future projects in hopes of showing team members a relatable in-house project.



3. Proposed Services for Pivotal

Describe your service delivery approach, space planning methodology, and how you will meet the unique workflow requirements of a medical clinic with 5 providers and staff.

We have the skills and expertise to create an excellent and cost-effective design which will make the most efficient use of your existing building. We pride ourselves on friendly service, attention to detail, as well as exceptional and timely communication. Our goal is to ensure your satisfaction with a successful project for Pivotal and the St. Joseph County community.

We will work to develop design concepts and overall quality expectations early in the design process, to inform design discussions and to foster a well-integrated design approach. It is important several planning sessions occur to vet priorities, test fit (space plan) multiple options, and guide direction for design decisions. This exploration early in the project will help to better capture the complete scope of work for the project and align quality, expectations, and schedule.

Our project resume is broad with clinical medical projects. One featured project or projects is local to us. We researched and designed a new Primary Care prototype for Bronson Methodist Hospital for their Battle Creek Community. A couple of years after that, Bronson acquired a physician's group. They had to have space for sixty-six new healthcare providers and it was time sensitive. Since the prototype had already been completed, lessons learned documented, the team used that prototype to design and build six more primary care buildings on six different sites from Three Rivers to Richland, all during COVID. Key features for this clinical medical model were game changers for these primary cares such as a front and back door into each exam room, natural light access from end to end in hallways for daylight orientation; staff workstations were near windows; and a welcoming and more modern reception and entry were equally important to set the tone for the patient experience.

Each phase SD through CD to be signed off by owner to ensure expectations and design decisions are being met. It may be beneficial to complete a cost estimate. If desired, DHAE can facilitate that with a trusted construction partner.



3. Proposed Services for Pivotal continued

Highlight your team's specific experience in producing 3D renderings and comprehensive bidding documents.

Typical 3D images that are quick representations for clarification or for professional discipline coordination are part of the project cost. If Pivotal requires 3D photo realistic images, each image would be \$5,000 apiece based on time required and quantity of views.

Please refer to page 10 for an example of rendering capabilities based on other projects.

Having in house MEP engineering and trusted structural engineering allows for integration and coordination of bidding documents from pre-design, schematic design through bidding documents.

Describe why your services would benefit Pivotal over other competitor's services.

We believe Diekema Hammann is uniquely suited for the Pivotal renovation project. We are experts in the renovation and adaptive re-use of existing buildings and places, especially healthcare environments. Healthcare comprises 70% of our project and client projects. We are also known for "boots on the ground" field investigation.

With the technical knowledge to develop modern medical clinic spaces, as well as the ability to tackle challenges in our existing built environment, this project sits at the core of our practice. We have a proven track record for successful and challenging projects with medical and behavioral healthcare clients.

As a result of the current building expansion, DHAE has a good grasp of the existing conditions in the proposed space. We will still perform an onsite field investigation survey of the space, but we recognize there are a couple of key spaces that if protected, will save significant infrastructure costs. This knowledge will inform a comprehensive set of drawings including full mechanical, electrical and plumbing engineering designed with knowledge of the existing systems. This approach, in lieu of for example, a design-build MEP solution, provides a competitive bidding environment for all trades and a coordinated MEP approach going into construction.

Fee: \$59,500 (this includes full services; architecture, interior design, MEP, and structural services from SD through CA)

Reimbursable Expenses: \$1,500

Please Note:

This fee is based on previous experience, scope of work, and effort needed to complete the project.

Exclusions:

- Authorities Having Jurisdiction Review Fees not included
- Low Voltage Systems (phone, data, access control, surveillance, etc. will be coordinated for rough-in only with co-bling, terminations, and labeling by owner/vendor) not included
- Bid alternates requiring significant additional work not included
- Construction cost estimates not included



Additional Information-Examples of Rendering Capabilities



BEFORE PHOTO



RENDERING OF AFTER



BEFORE PHOTO



RENDERING OF AFTER

REQUEST FOR PROPOSAL PIVOTAL MEDICAL CLINIC REMODEL

DIEKEMAHAMANN

612 south park street
kalamazoo, mi
t: 269.373.1108

15 ionic sw, suite 330
grand rapids, mi
t: 616.301.7373

www.dhce.com



PIVOTAL

July 31, 2026

Medical Clinic Remodel 25-04

Architectural + Engineering Services

Legal Business Name: SEVEN GENERATIONS ARCHITECTURE & ENGINEERING LLC

Address (physical and mailing): 600 E. Michigan Avenue, Suite B, Kalamazoo, MI 49007-4908

Telephone Number: (269) 927-0144 **Fax Number:** (269) 927-1300

E-mail / Web Page Address: ephillips@bodwegroup.com | www.bodwegroup.com

Tax ID Number (W-9): 45-4564959

UEI / CAGE Code: UEI: RXF9DDWVMGF5 | CAGE: 6NQG9 | SAM registration active through Jan 16, 2027

Business Designations: Michigan LLC · Tribally Owned Firm · Federally Recognized Native American Entity · Indian Economic Enterprise / Indian Small Business Economic Enterprise · Native American Owned · Minority-Owned · Self-Certified Small Disadvantaged Business · SBA 8(a)

Owner (name/title): Mno-Bmadsen (CAGE 7A7A9) — sole member/immediate owner, non-gaming investment arm of the Pokagon Band of Potawatomi Indians

Person Authorized to Sign Contracts (name/title): Ryan Odell, Vice President of Operations — rodell@bodwegroup.com, (269) 762-0965

Alternate: Karl Kowalske, President — kkowalske@bodwegroup.com, (269) 274-3740

Billing Entity Authorized to Receive Financial Reimbursement/Payment: Seven Generations Architecture & Engineering, 600 East Michigan Avenue, Suite B, Kalamazoo, MI 49007 (remittance address of record)

Billing Contact Person and Telephone Number: Emily Davison, Director of Finance — edavison@bodwegroup.com, (630) 740-6855

Billing Address (if different from above): Same as above

July 31, 2026

Mr. Cameron Bullock
Chief Executive Officer
Pivotal
677 E. Main Street
Centreville, MI 49032

Bodwé

Bodwé Professional Services Group
600 E Michigan Ave, Suite B
Kalamazoo, MI
T (269) 927-0492
www.bodwegroup.com

RE: Pivotal Medical Clinic Remodel Project

Dear Mr. Bullock,

Pivotal's vision to transform approximately 3,500 square feet of existing space into a modern, efficient medical clinic is well aligned with the Bodwe team's expertise. Designing healthcare environments requires thoughtful planning that balances patient experience, staff workflows, operational efficiency, and regulatory requirements. Our experience delivering renovations for healthcare, government, and community-focused facilities positions us as a trusted partner to help bring Pivotal's vision to life through a functional, welcoming, and enduring design.

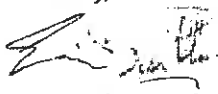
Bodwe Professional Services Group (Bodwe) is a Tribally owned 8(a) Indian Small Business Economic Enterprise (ISBEE), wholly owned by Mno-Bmadsen, the non-gaming investment enterprise of the Pokagon Band of Potawatomi. We provide integrated architecture, engineering, and planning services with experience delivering projects that improve the health, safety, and well-being of the communities they serve. Our expertise includes:

- Healthcare and medical clinic design
- Tribal and community facilities
- Municipal and government projects
- Renovation and adaptive reuse
- Collaborative planning and stakeholder engagement

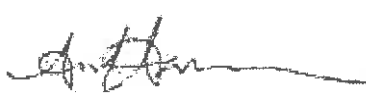
We believe the built environment should support both the people who receive care and those who provide it. Thoughtfully designed healthcare spaces improve efficiency, encourage collaboration, and create welcoming environments that promote dignity and well-being. We recognize that this project is more than a remodel. It is an investment in expanding access to care and creating a medical clinic that will serve Pivotal's staff, providers, and clients for years to come.

Thank you for considering Bodwe for this important project. We value the opportunity to partner with Pivotal in creating a medical clinic that reflects your mission of serving individuals and families throughout the community. As part of Bodwe, whose name means "to light a fire for someone," we look forward to building that fire for you.

Sincerely,



Eric Phillips
Studio Director
ephillips@bodwegroup.com
(269) 716-3903



Angela Harness
Design Lead
aharness@bodwegroup.com
(269) 716-4605

Bodwé at a Glance



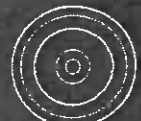
Tribally Owned Family of
Companies



Partnered with 60+ Tribes and
Delivered 250+ Projects Nationwide



Experts in Complex Renovations
and Modernization of
Aging Facilities



Leaders in Culturally
Sensitive Design



Rooted in Cultural Sustainability
& Seven Generations Thinking

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	Project Planning, Design Methodology, and Construction Services	12
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2	Specialized Experience and Technical Competence	
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	Project Assumptions and Exemptions.....	25
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The Bodwé team works hard, stays humble, and is patient. What consistently stood out is their depth of commitment and sensitivity to the cultural values and traditions inherent in Indigenous communities, the interactions and outcomes of relationships in the built environment, and for the people who will be affected.

-Marcus Winchester, Pokagon Band



SECTION 1

Experience and Qualifications



About Bodwé

Bodwé Professional Services Group (Bodwé) is a family of architecture and engineering firms specializing in projects for Indigenous communities and organizations. Bodwé is part of Mno-Bmadsen, a non-gaming investment enterprise and wholly owned instrumentality of the Pokagon Band of Potawatomi.

Mno-Bmadsen was formed to diversify the Pokagon Band's business interests and revenue streams to secure prosperity for future generations. Our mission helps create housing, education, healthcare, and cultural facilities for Pokagon citizens as well as tribal communities across the country.

At Bodwé, we are fundamentally committed to sustaining native nations and Indigenous organizations. In our work, we ensure each project is approached through a lens of cultural sustainability by way of social, environmental, and economic means. With this as a top priority in our design process, the result includes spaces that reflect and foster Indigenous culture.

Our heritage is connected through the Potawatomi Nations to all Indigenous cultures nationwide. We respect and honor these traditions and lifeways reflected in our work across Indian Country.



Bodwé

600 E Michigan Ave, Suite B
Kalamazoo, MI
T (269) 927-0492
www.bodwegroup.com

Michigan Licensure

Architecture

Karl Kowalske
Buildings Branch President
MI# 1301054562

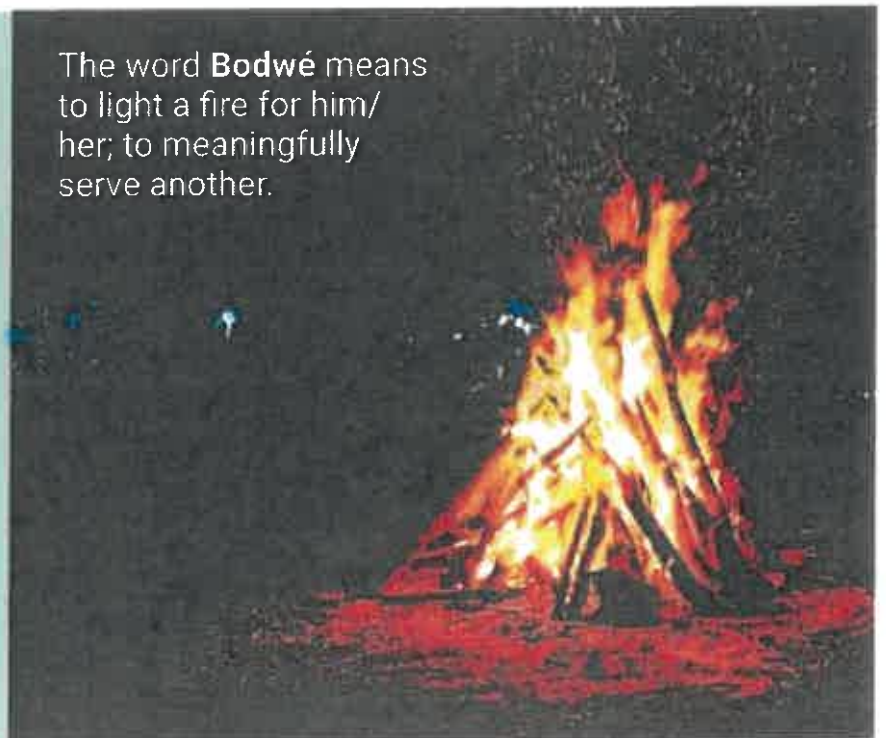
Engineering

Braden Cox
Director of MEP Engineering
MI# 6201070323

Number of Staff

200+

The word **Bodwé** means
to light a fire for him/
her; to meaningfully
serve another.



Bodwé Services



Architecture & Interior Design

- Architecture
- Construction & Oversight
- Master Planning
- Planning & Site Development
- Sustainable Design / LEED
- Strategy & Visioning
- Space Planning
- Interior Finish Selection
- Lighting Design
- Casework & Detailing
- Furniture Specification
- Signage & Wayfinding Design



Furniture, Fixtures & Equipment

- FF&E Budgeting
- Furniture Layout & Planning
- Casework Specification & Planning
- Equipment Planning
- Furniture Bidding
- Furniture Specification
- Material Selection
- Furniture Order & Installation Coordination



Environmental Graphics

- Visual Storytelling
- Interior & Exterior Logo Signage
- Wall Graphics
- Custom Murals and Artist Coordination
- Wall, Ceiling & Floor Vinyls
- ADA Room Signage
- Standard Room Signage
- Custom Glazing Film
- Metal & Acrylic Custom-Cut Pieces
- Wayfinding Signage



MEP Engineering Services

- 3D Scanning & REVIT Modeling
- HVAC System Design & Analysis
- Fire Protection Performance Specifications
- Process Piping Systems
- Power System Design
- Lighting System Design & Layout
- Arc Flash Studies
- Low Voltage Design
- Domestic Water System Design
- Boiler Specifications & Analysis



Civil and Municipal

- Zoning Administration & Plan Review
- Local Code Compliance
- Comprehensive Plan Management
- Existing Conditions Assessment
- Drainage Investigation & Improvements
- NPDES and NEPA Permitting & Compliance
- Sewage Conveyance and Water Supply

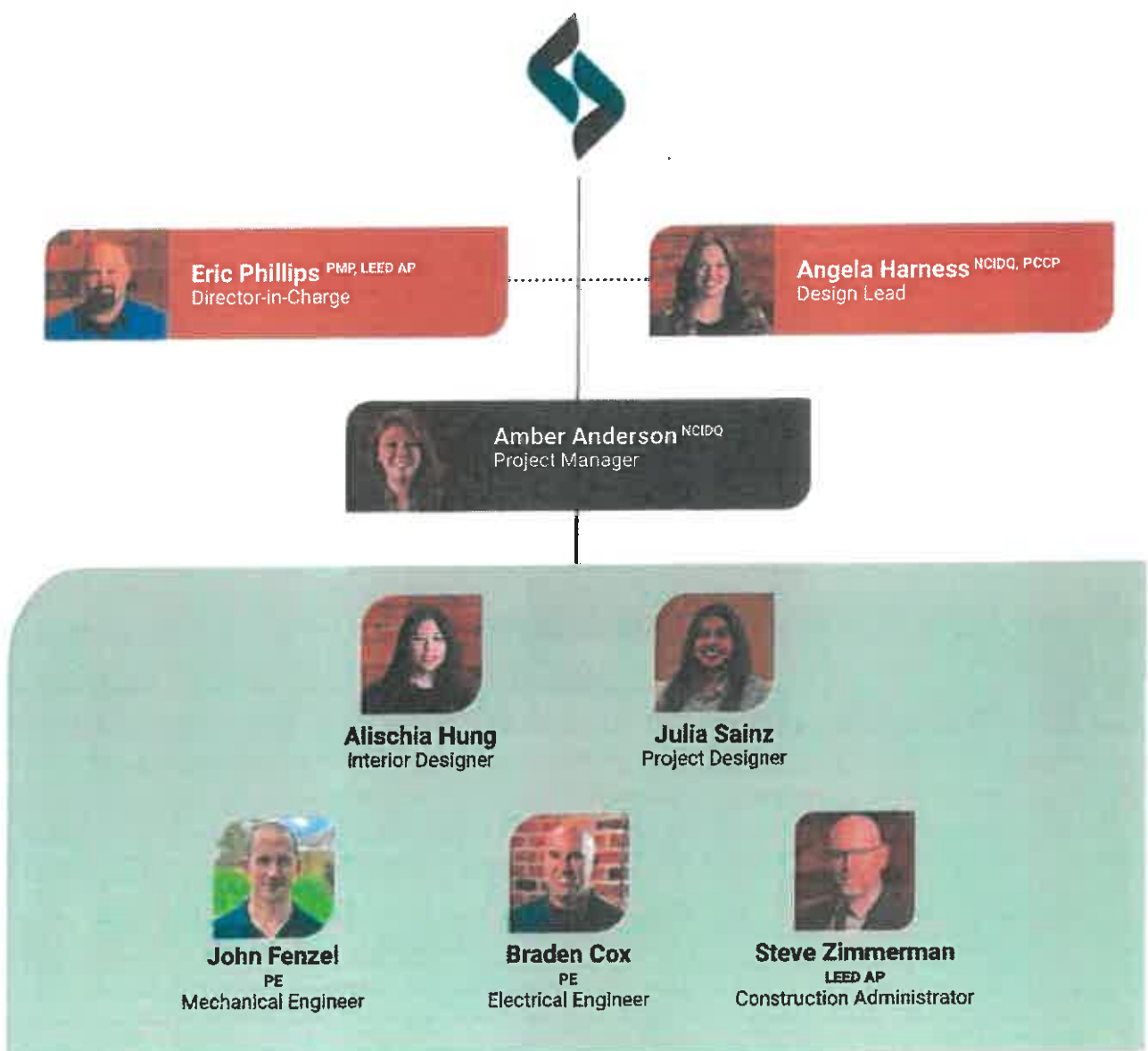


Renderings

- 3D Modeling
- Interior & Exterior Realistic Renderings
- 3D Walkthroughs

The Proposed Bodwé Team & Organization Chart

We have assembled a highly qualified team of subconsultants and key personnel who have successfully delivered numerous projects together and bring the direct, relevant experience required for this contract. With well-defined management, communication, and quality control processes, we streamline every phase of project execution while ensuring full compliance with all local, state, and federal codes and permitting requirements.



Eric Phillips PMP, LEED AP Director-in-Charge



Elevating planning and sustainable design for future-ready environments.

Eric is a seasoned Project Management Professional (PMP) with more than 20 years of experience successfully delivering complex, multi-disciplinary design projects for a broad range of clients. He is committed to advancing sustainable design principles and ensuring that each project meets high standards of quality, efficiency, and environmental responsibility. With expertise spanning the full project lifecycle, Eric has managed efforts from concept development and design through construction administration and occupancy. His approach blends strategic planning, clear communication, and hands-on coordination to guide diverse teams toward achieving client goals on time and within budget.

Education

Associates of Applied Science, Occupational Technology
Kalamazoo County Community College

Little Traverse Bay Bands of Odawa Indians (LTBBOI), Health Clinic Petoskey, MI

Project Manager. Managed the planning and design of a new healthcare clinic that consolidates primary care, dental, behavioral health, radiology, pharmacy, maternal health, rehabilitation, and administrative services into a modern, patient-centered facility. Led multidisciplinary team coordination, client collaboration, and project delivery through master planning, programming, and conceptual design to support efficient clinical workflows and culturally responsive care.

Alamo Navajo Health Center Alamo, NM

Project Manager. Managed pre-design, schematic design, cost estimating, and design-build bridging documents for a comprehensive healthcare facility serving the Alamo Navajo community. Led multidisciplinary coordination and stakeholder engagement through visioning sessions and design workshops to deliver a culturally responsive, trauma-informed environment supporting primary care, behavioral health, diagnostics, pharmacy, and community wellness services.

Angela Harness NCIDQ, PCCP Design Lead



Leading interior design with vision, precision, and people-centered impact.

Angela is a design leader whose work deeply reflects a commitment to culturally grounded, community-centered environments, particularly through her collaborations with Indigenous nations. Bringing over 14 years of experience, she has shaped interior design strategies for projects such as the Little Traverse Bay Band of Odawa Indians Health Clinic Master Plan, where she integrated biophilic elements, local patterns, natural materials, and Tribe-specific cultural values to create a healing-focused space aligned with sustainability goals. She also supported the Muscogee (Creek) Nation DOT Office Building, contributing to a modern, functional workspace rooted in cultural identity, environmental stewardship, and long-term flexibility. Across these efforts, Angela brings a thoughtful, relationship-driven approach that honors Indigenous narratives while delivering spaces that elevate wellness, community, and operational excellence.

Education

Bachelor of Science, Interior Design, Western Michigan University

Little Traverse Bay Band of Odawa Indians (LTBBOI), Health Clinic Petoskey, MI

Design Lead. Angela supported the design vision and strategy for this healthcare facility for the LTBBOI, which involved integrating biophilic and culturally rooted design elements (e.g., local patterns, textures, and natural materials) to create a healing-focused environment that reflected the Tribe's values. Design involved sustainable elements that aligned with LEED Silver goals. Angela also led the coordination of the medical equipment, furniture (FF&E), and audiovisual (AV) equipment package.

Santa Ana Pueblo (Tamaya), Tamaya Cultural Heritage Center Sandoval County, NM

Design Lead. Angela led the culturally responsive design for the 20,000 SF Cultural Heritage Center on Tribal Trust Land, collaborating closely with Tribal leadership and the Tribal Historic Preservation Office. Responsibilities include facilitating charrettes/visioning workshops, ensuring interior environment reflect Tamaya cultural values, and supporting the integration of energy-efficient, adaptable design strategies. Angela also contributed to cultural sustainability planning and ensured compliance with Tribal and state requirements to prepare the project for future construction.

Amber Anderson **LEED AP, NCIDQ** Project Manager, Senior Interior Designer



Transforming complex project needs into purposeful and enduring spaces.

Amber is an Interior Designer with 18 years of experience creating spaces for Indigenous tribes, federal agencies, private developers, and commercial clients. She leads with a collaborative, client-first approach — balancing creativity, cultural sensitivity, and practical solutions to deliver projects that honor vision, budget, and schedule. Guided by a design philosophy that blends functionality with storytelling, Amber creates environments that reflect identity, foster connection, and enhance well-being. She is proficient in Autodesk Revit with Enscape, MasterSpec, MasterWorks, and Adobe Creative Suite, bringing both technical precision and artistic insight to every project.

Education

Bachelor of Arts, Interior Design, Kendall College of Art & Design

Ponca Tribe of Indians of Oklahoma, White Eagle Health Clinic White Eagle, OK

Project Manager/Senior Interior Designer. The project team provided design drawings to renovate and expand the current healthcare facility and design a new 3,000 SF building addition. Administrative offices were moved to the new addition. The renovation involved relocating a dental clinic and dialysis centers and adding new exam rooms, massage and therapy rooms, a conference room and updating the reception area. Space was created for a new behavioral health department.

Saginaw Chippewa Indian Tribe, Supportive Housing Complex Mount Pleasant, MI

Senior Interior Designer. Mixed-use, 16-unit apartment complex that provides individuals and their families with safe, affordable housing and assistance while recovering from substance abuse disorders. The supportive housing complex will offer affordable one- to three-bedroom apartment units. In addition, the complex will feature office space for supportive services, community laundry room, community kitchen, conference rooms and public restrooms. Outdoor space includes a playground, large stone firepit, basketball court and a 32-space parking lot.

Alischia Hung Interior Designer



Designing functional, meaningful spaces that elevate the way people live, work, and heal.

Alischia is an interior designer with 6 years of experience whose work blends functionality, innovation and detail-orientation to create environments that promote well-being and meet user goals simultaneously. Alischia is a creative, detail-oriented and hardworking project technician. She has a strong passion for photo-realistic renderings and enjoys using creative ways to solve design problems. She brings a collaborative and detail-driven approach to every project, contributing her expertise across all phases of design.

Education

Bachelor of Science, Interior Design, Western Michigan University

VA Ann Arbor, Healthcare System Primary Care Upgrades Ann Arbor, MI

Interior Designer. The project team renovated 17,000 SF of the existing primary care suite that will include new patient exam rooms, waiting rooms, staff shared work areas and back of house functions. A new outpatient urology suite with three procedure rooms, exam rooms, clean utility room, soiled utility room and staff workroom will be provided. In addition, the VA asked the design team to redesign the orientation of clinical corridors to provide more patient waiting rooms off the main hallway.

Sheridan VA Medical Center, B71N Primary Care Unit & Women's Health Expansion & Renovation

Sheridan, WY

Interior Designer. The project team provided design services to remodel 12,000 SF of existing space to bring it up to current standards and add 10,000 SF of space to provide more space for specialty clinics and providers, as well as classes for group sessions, patient education and overall health and wellness. The newly expanded space will allow the MRI suite to be located within the building and women's healthcare services to be expanded.

Julia Sainz Project Designer



Designing healing
and functional
environments.

Julia believes the built environment has the power to support healing, connection, and community. Her experience includes contributing to culturally significant projects where thoughtful engagement and respect for place shape the design process. She assists with interior design, space planning, visualization, and project documentation, bringing a collaborative and detail-oriented approach to every phase of design. Passionate about creating welcoming and functional environments, she is excited to apply her skills to local healthcare projects that improve the experience of patients, providers, and the communities they serve.

Education

Bachelor of Science, Interior Design, Western Michigan University

Santa Ana Pueblo (Tamaya), Tamaya Cultural Heritage Center Sandoval County, NM

Project Designer. Julia participated in the culturally responsive design for the 20,000 SF Cultural Heritage Center on Tribal Trust Land, collaborating closely with Tribal leadership and the Tribal Historic Preservation Office. Responsibilities include creating materials for charrettes/visioning workshops, ensuring interior environment reflected Tamaya cultural values, and supporting the integration of energy-efficient, adaptable design strategies.

St. Joseph Medical Office Building As-Building St. Joseph, MI

Project Designer. The project team completed full scanning, as-building and marketing drawings for a 26,000 SF building consisting of 11 existing suites that serve office and medical clients. Julia was responsible for documenting all relevant information, creating a 3D model of existing conditions of the building and providing marketing level diagrams and floor plan for the use of the building ownership team in future leasing endeavors.

John Fenzel PE Mechanical Engineer



Precision-driven
mechanical engineering
for complex, regulated,
and mission-critical
environments.

John brings 11 years of experience supporting Indigenous communities through thoughtful, high-performance HVAC and plumbing design. His work spans numerous Indian Health Service projects—including emergency department expansions, bulk oxygen system redesigns, dental and optometry clinics, and comprehensive women's health renovations—where he provided technically rigorous solutions that aligned with community needs and federal standards. John has also contributed to culturally significant educational environments such as the Cove Day School Replacement for the Bureau of Indian Education, delivering fully coordinated, construction-ready designs that strengthen long-term infrastructure resilience.

Education

Bachelor of Science, Mechanical Engineering, Virginia Tech

Alveda E. Lutz VA Medical Center, Building 1 4th Floor Primary Care Renovations Saginaw, MI

Mechanical/Plumbing Engineer. The project team provided full design services to renovate 17,900 SF of clinical space to provide additional primary care space that will feature new waiting rooms, exam rooms, a procedure room, and a consultation room. Support functions, such as workrooms, were also be provided. The team also completed significant HVAC system upgrades, including renovating the existing HVAC system to accept an enhanced filtration system to meet new VA standards. John finalized ductwork and hydronic piping designs, updated fin tube and VAV box selections and reviewed controls drawings.

Indian Health Service, Quentin N. Burdick Memorial Healthcare, Emergency Department Expansion & Renovation Belcourt, ND

Mechanical/Plumbing Engineer. The team provided design drawings and cost estimates to expand this emergency department by 6,500 SF and renovate 5,115 SF of existing space. Programming will provide space for a new waiting room, secure waiting room, restrooms, examination rooms, trauma room, treatment bay and isolation room, triage center, patient rooms, staff workstations, nurse's station, staff lounge, staff lockers, ambulance garage, clean supply storage, dispatcher, EMT workrooms, staff shower facility and more. In addition, three specialty rooms for behavioral health, an airborne isolation room and an OB/GYN room, will need a designated treatment space.

Braden Cox PE
Electrical Engineer



Engineering solutions that serve people, purpose, and progress.

Braden brings a deep portfolio of work serving Indigenous nations across the United States for over 26 years. He has led electrical design for housing, healthcare, cultural, educational, government, and economic-development facilities for tribes including the Bay Mills Indian Community, Ho-Chunk Nation of Wisconsin, Pokagon Band of Potawatomi, Saginaw Chippewa Indian Tribe, Sault Ste. Marie Tribe of Chippewa Indians, Little Traverse Bay Bands of Odawa Indians, Ponca Tribe of Oklahoma, Lower Sioux Indian Community, Poarch Band of Creek Indians, Noo-Kayet Investments, and many more. His work spans elder housing, medical clinics, supportive housing, cultural arenas, cannabis enterprises, industrial facilities, aviary and rehabilitation centers, master plans, tiny homes, and comprehensive school replacements, reflecting both technical excellence and a long-standing commitment to supporting tribal sovereignty, community wellness, and sustainable development.

Education

MS Civil Engineering, University of Colorado, Boulder
BS Environmental Engineering, Syracuse University

Bureau of Indian Affairs, Hopi Adult Detention Center
Keams Canyon, AZ

Electrical Engineer. Providing design-build services for a 27,300 SF, 60-bed adult detention center that will feature a drive-through vehicular Sallyport to accommodate two police vehicles and a 24-passenger transportation bus. The project will be designed to meet LEED Silver certification. Braden was responsible for project management, project oversight and mentorship of junior engineers, performing fieldwork for both mechanical and electrical design, and providing a mechanical system review.

Bureau of Indian Education, Many Farms High School
Many Farms, AZ

Electrical Engineer. The design team provided full A&E services to renovate the existing school to deliver a 129,613 SF facility that will house 431 students. Work also entailed designing a new gymnasium, kitchen/dining room, dormitory and staff living quarters. The design team also provided design drawings to renovate the school's athletic fields. Braden was responsible for project management, project oversight and mentorship of junior engineers, and performing fieldwork for both mechanical and electrical design.

Steve Zimmerman LEED AP
Construction Administrator



Building reliable outcomes through unwavering attention to detail.

Steve is a seasoned construction services leader with more than 36 years of experience supporting Tribal Nations across the country through estimating, bid phase guidance, construction administration, and project management. A citizen of the Pokagon Band of Potawatomi, Steve has led and supported projects for numerous Indigenous communities, including the S'Klallam, Pokagon Band, Mno-Bmadsen enterprises, Saginaw Chippewa Indian Tribe, Sault Ste. Marie Tribe of Chippewa Indians, Sokaogon Chippewa Community, Little Traverse Bay Bands of Odawa Indians, Washoe Tribe, Ho-Chunk Nation, and Poarch Band of Creek Indians. His work spans housing, healthcare, cultural, behavioral health, retail, conservation, and economic development projects, where he consistently delivers accurate cost opinions, ensures transparent and culturally aligned project execution, and provides rigorous quality and administrative oversight to protect Tribal resources and advance long-term community goals.

Education

Bachelors of Science, Biology, University of Michigan

Sault Ste. Marie Tribe of Chippewa Indians, Industrial Manufacturing Building

Sault Ste. Marie, MI

Construction Administrator for a 20,000 SF industrial manufacturing building. Steve ensured timely review of contractor submittals and responses to inquiries, conducted periodic construction observations, and provided field reports. He assisted in certifying contractor pay applications and ensured proper validation and review of change requests and related documents. Additionally, he oversaw quality inspections at substantial and final completion, including thorough documentation of punchlist deficiencies for correction.



Steve is a Tribal Member of the Pokagon Band of Potawatomi



Project Planning, Design Methodology, and Construction Services

Pivotal's vision for a modern, efficient medical clinic begins with a design process centered on the people who will use it every day. Our approach balances patient comfort, provider workflows, staff collaboration, and operational efficiency to create an environment that supports quality care while remaining flexible for future growth.

Working closely with Pivotal's leadership and stakeholders, we will transform approximately 3,500 square feet of existing space into a welcoming clinic that accommodates five medical providers and supporting staff. Through thoughtful space planning, integrated building systems, and immersive 3D visualization, we will create a cohesive design that supports clinical operations, enhances the patient experience, and provides comprehensive construction documents for a successful competitive bid and seamless project delivery.

Our team is prepared to partner with Pivotal throughout every phase of the project, maintaining open communication and a collaborative design process from programming through construction administration. At key milestones, we will engage staff and stakeholders to validate design decisions, refine workflows, and ensure the clinic reflects operational priorities. This collaborative process helps deliver a healthcare environment that is functional, welcoming, and aligned with Pivotal's mission of serving individuals and families throughout the community.

Integrated A-E Design Approach

Our integrated architectural and engineering team coordinates architecture, interiors, structural, mechanical, electrical, plumbing, and technology systems from the earliest stages of design. Our team is intentionally structured to function as a cohesive unit, ensuring alignment between building systems, environmental controls, and fixture requirements, from the earliest stages of design.

To support informed decision-making throughout design, Bodwe develops high-quality, immersive 3D renderings that allow stakeholders to visualize the clinic before construction begins. These renderings facilitate meaningful feedback, confirm design intent, and build confidence that the finished environment will meet operational goals and user expectations.

Successful healthcare projects require more than technical expertise. They require listening, collaboration, and an understanding of how people interact with their environment. Our role is to guide Pivotal through a responsive, transparent design process that balances patient experience, staff efficiency, regulatory requirements, and budget considerations, resulting in a medical clinic that serves the organization and its community for years to come.

Renderings

From concept to construction, visualization drives confident decision-making. Bodwe's immersive 3D renderings transform ideas into tangible experiences, allowing stakeholders to explore the future clinic before it is built. By making design concepts accessible and easy to understand, renderings generate engagement, build consensus, and validate key planning decisions early in the process. They also provide an opportunity to refine workflows, evaluate patient and staff interactions, and ensure the finished environment aligns with Pivotal's vision for a welcoming, efficient, and functional medical clinic.



Sample Renderings

We can generate conceptual renderings to determine how a space should look and feel, or generate final renderings for stakeholders to accurately portray how a space will appear once it's been built. Using final renderings for approval prior to proceeding ahead to construction is a great way to establish stakeholder, employee and visitor engagement.





AIHFS Health Clinic Final Rendering

Project Management & Communications

Our Bodwé team will maintain a transparent and collaborative management structure throughout the project. Regular coordination meetings, milestone reviews, schedule tracking, cost monitoring, and consultant coordination will support efficient project delivery and responsiveness to priorities. We recognize the importance of maintaining momentum toward the required project schedule and will work proactively to support timely decision-making and coordinated document development.

Project Schedule

We have provided an anticipated project schedule later in this document that responds to both the RFP and on site conversations.

SECTION 2

Specialized Experience and
Technical Competence

Relevant Project Experience

Bodwé offers over thirteen years of specialized A-E experience supporting clients through culturally responsive planning, design, renovation, and construction administration. Our team has delivered numerous modernization projects for community, wellness, cultural, educational, and government facilities—many of them occupied buildings requiring careful phasing, stakeholder engagement, and alignment with cultural values.

Our work is rooted in a community-first design approach, integrating identity, language, art, and storytelling into the built environment. We lead engagement sessions, visioning workshops, and collaborative design reviews to ensure that renovated spaces reflect community priorities, support wellness, and honor tradition. This experience directly aligns with the goals of the Pivotal Medical Office, particularly in creating flexible spaces that support staff operations and visitor experience.

Bodwé also brings strong expertise in operational reconfiguration, adaptive reuse, and wellness-centered design, routinely renovating older facilities into modern, code-compliant, and culturally meaningful spaces. Our portfolio includes multiple projects for veterans, community wellness programs, and ceremonial or memorial environments.

Our capacity to deliver the project in a timely manner is supported by a robust multidisciplinary team, including architecture, interior design, civil, structural, MEP, environmental consulting, cost estimating, and construction administration—all in-house for streamlined coordination. We maintain strong

staffing availability, an established project management framework (including Master Project Schedules, cloud-based BIM collaboration, integrated cost modeling, and QA/QC systems), and a proven record of managing multi-phase, federally funded Tribal projects on time and on budget. Bodwé's financial strength further ensures our ability to operate successfully under deliverable-based contracting.

Due to the size and structure of our firm, we are unable to provide a detailed breakdown of our current internal workload. However, we want to reassure you that **with more than 200 dedicated staff members across our organization, we have the capacity, expertise, and resources necessary to successfully deliver your project.** Our team is fully committed to providing the level of quality, responsiveness, and support your project deserves.

Our project experience provided on the following pages have been completed within the last six years.

Bodwé's Relevant Experience in Summary



Serviced more than 60+ Tribes over 250 Projects Nationwide



Experts in Complex Renovations and Modernization of Aging Facilities



Expertise in Culturally Sensitive Design



Full-Service A-E Capabilities Supporting Complex Renovations



Deep Experience Delivering Culturally Oriented Community, Wellness, and Gathering Spaces



Grace Health, East Clinic Buildout

Battle Creek, Michigan



Size
7,700 sf

Services

Interior Design, FF&E, Architecture,
MEP, Healthcare, Exam Room
Spaces, Signage / Wayfinding,
Office / Administrative, Staff
& Patient Circulation, Flexible
Layouts, Nursing Staff Spaces

Completion
2022

Client Contact

Chris Davis
Director of Facilities
Grace Health
181 W. Emmett St
Battle Creek, MI 49037
O: (269) 441-3401

Patient-centered design that enhances clinical care and staff efficiency.

The project team provided A-E services to expand clinical services by building out a portion of the 13,555-SF second floor of the East Clinic, a priority that was identified via Grace Health's facility master plan in 2021. The main project goal was not to only expand clinical services but improve upon their existing patient care model.

Grace Health's executive team explored many different patient and staff flow concepts that the design team completed, and ultimately decided upon the proposed patient-centered care team model, which will provide efficiencies to the care team by locating all providers, nursing, and support staff within shared work areas. The separation of staff and patient circulation will also promote increased privacy and improved signage/wayfinding.

The project's buildout of existing shelled space included the following renovations and modifications:

- Refreshed finishes to complement branding
- Acoustic insulated interior partitions
- Improved exam room layout and casework
- Doors with acoustic seals
- Accent bulkhead and linear LED lighting
- Ergonomic, flexible layout for staff spaces

Little Traverse Bay Bands of Odawa Indians, Health Clinic

Petoskey, Michigan



Size
84,000 sf

Services
Interior Design, FF&E, Architecture, MEP, Healthcare, Exam Room Spaces, Signage / Wayfinding, Office / Administrative, Staff & Patient Circulation, Flexible Layouts, Nursing Staff Spaces

Design Completion
2026

Client Contact
Amanda Swiss
Little Traverse Bay Bands
aswiss@ltbbodawa-nsn.gov
O: (231) 242-1591

Culturally grounded design that strengthens health and community.

The Little Traverse Bay Bands of Odawa Indians (LTBB) had outgrown their existing Health Park, which no longer supported efficient clinical operations or the delivery of comprehensive healthcare services. Our team partnered with LTBB to develop master planning, programming, and conceptual design for a new healthcare clinic designed to provide modern, technologically advanced, and culturally responsive care.

The new facility houses a broad range of clinical and support services, including primary care, dental, behavioral health, radiology, pharmacy, maternal child health, wellness, physical therapy, outreach programs, and administrative offices. The planning approach implemented a team-based model of care, allowing multiple healthcare professionals to collaborate efficiently while improving patient experience and operational effectiveness.

In alignment with the Tribe's commitment to environmental stewardship and cultural connection to natural materials, the building incorporates mass timber elements as part of its structural and architectural expression.

Exposed wood components reinforce a sense of warmth, durability, and biophilic connection, while supporting sustainable construction practices.

The use of engineered timber systems contributes to reduced embodied carbon, responsible material sourcing, and a high-performance building envelope suited to the climate conditions of northern Michigan. Timber elements are integrated in a manner consistent with healthcare code requirements, balancing fire safety, structural performance, and long-term durability.

The design demonstrates how modern healthcare facilities can successfully integrate wood-based structural systems while meeting the rigorous technical and life-safety standards required for clinical environments.

Indian Health Service, Alamo Navajo Health Center

Alamo, New Mexico



Size
64,000 sf

Services
Charrettes / Architecture, Project Management, BIM, Interior Design, FF&E, Schematic Design, Charrettes / Workshops, Site Analysis, RFP Bridging Documents, Trauma Informed Design

Design Completion
2026

LEED Status
LEED Gold Certification

Trauma-informed design that promotes healing, wellness and community.

Our project team provided pre-design, schematic design, cost estimating, and design-build bridging documents for the new Alamo Navajo Health Center, a comprehensive healthcare facility serving the Alamo Navajo community.

Working closely with stakeholders through visioning sessions, design charrettes, and user workshops, the team developed a facility that balances clinical functionality with a welcoming, healing environment. The center includes primary care, behavioral health, wellness and community health programs, diagnostic services, pharmacy, administrative offices, conference rooms, staff support spaces, exam and consultation rooms, and employee amenities.

A key project goal was creating a trauma-informed and culturally responsive environment that promotes safety, dignity, and well-being. The design incorporates natural materials, warm colors, abundant daylight, and connections to nature through a central courtyard and restorative gathering spaces. The team worked to reduce potential stressors and provide accessible, comfortable environments for patients, visitors, and staff.

Throughout the design process, Bodwé collaborated with end users to ensure the facility reflected community values while supporting modern healthcare delivery. The result is a patient-centered facility that fosters healing, supports staff wellness, and creates a sense of belonging for all who use the space.

A designated outdoor garden space was designed to improve mental and physical well-being. Therapeutic and healing gardens are used to benefit not only the person recovering from an illness, but also their family, friends, and caregivers. Plants and walking paths were specifically designed to provide the benefits of physical activity, along with contemplative moments.

There are five types of therapeutic gardens – healing, enabling, meditative, rehabilitative, and restorative. The healing garden functions as an outdoor room, combining water, sound, and lighting elements to encourage wildlife and create a sensory experience, while seating areas provide attractive focal points and places for relaxation.

BIA Southwestern Indian Polytechnic Institute Library Renovation

Albuquerque, New Mexico



Size
16,000 sf

Services
Project Management, Planning,
Building Assessment, Programming,
Architecture, Construction
Documents, Cost Estimating

Completion
2022

Client Contact
Mary Jane Johnson
Bureau of Indian Affairs
maryjane.johnson@bia.gov
(505) 803-4259

Sustainable library renovation that supports learning, community, and cultural expression.

Southwestern Indian Polytechnic Institute (SIPI) is a public tribal land-grant community college located on a 164-acre campus and serving students from more than 120 tribes. Its 16,000 SF library (Building 104), constructed in 1969 as one of the original campus buildings, is outdated and in need of major upgrades. Interior finishes are worn, doors and roofing systems have reached end-of-life, restrooms require full renovation, and the HVAC system must be replaced.

Bodwé provided A&E services to deliver complete construction documents for the renovation, including site and building assessments, spatial planning, programming, schematic design, cost estimating, and final document production. Engagement sessions with college representatives and user groups helped define goals and program needs.

The renovated library will include new conference rooms, offices, a writing lab, study rooms, tutoring spaces, a math lab, collaboration areas, a lounge, workrooms, storage, restrooms, and

an updated reference desk. The design supports after-hours access to academic support spaces and emphasizes natural light, improved circulation, openness, and cultural expression through color, materials, orientation, and form. Interior artwork and sustainable, durable, low-maintenance materials are incorporated throughout.

All major building systems were modernized, including new electrical distribution, lighting, telecommunications, security, fire protection, HVAC, and plumbing. Upgrades include a new IT room, updated data and access control systems, rewired security, a reconfigured fire alarm and sprinkler system, a new 24,000 CFM chilled-water air handling unit with VAV systems, new ductwork and controls, and efficient plumbing with new piping and low-flow fixtures.



Shawnee Tribe, Downtown Office Space Renovation & Buildout

Miami, Oklahoma



Size
13,632 sf

Services
Interior Design, Project Coordination,
Project Management, QA/QC,
Construction Administration, ADA
Accessibility, Code Compliance, BIM

Completion
2025

Client Contact
Cheryl Barton
Executive Director, Compliance
32 A Street SE, Suite 112
Miami, OK 74354
O: (918) 981-2523

Culturally Grounded Design for Modern Tribal Workplaces

Bodwé provided comprehensive project management and design services for the renovation and buildout of multiple downtown office spaces for the Shawnee Tribe. Services included expedited space planning, design coordination, construction administration, QA/QC, signage, culturally significant artwork selection, furniture layout and specifications, and close collaboration with staff and Tribal leadership to ensure culturally relevant and cost-effective solutions.

We delivered A-E design services for three office buildings, including two two-story facilities and one single-story facility. The team also assisted with furniture selection, specification, bidding, procurement, and installation oversight for lobby/reception areas, offices, conference rooms, and Tribal Council spaces.

Building 27 (B27)

This single-story building houses behavioral health functions and a safe room. Etched glass panels along the corridor provide daylight while maintaining privacy. Conference spaces feature controlled access, and light finishes create a welcoming, energy-efficient environment.

Building 29 (B29)

B29 includes conference rooms and Tribal Council Chambers designed for private, closed-door sessions. Work included a new dais platform with a ramp, staff seating relocation, and full renovation of an existing restroom to meet ADA accessibility requirements.

Building 32 (B32)

B32 supports Human Resources and Finance/Accounting operations. Upgrades included controlled access at each entrance, three new HR offices, a new reception area, conference room, safe room, and refreshed IT suite with new flooring and paint.

SECTION 3

Professional Fees



Fixed Price Fee Proposal, Reimbursables, and Scope of Services

Pivotal is transforming approximately 3,500 square feet of existing space into a modern medical clinic. The project will create an efficient, patient-centered environment that includes exam and support spaces, a welcoming lobby and reception area, and the infrastructure necessary to support quality healthcare delivery.

Bodwé will provide comprehensive architectural and engineering services from project programming through bidding, including schematic design, design development, construction documents, high-quality 3D renderings, permitting support, and bidding assistance. Our coordinated approach will deliver a complete, code-compliant design package that meets Pivotal's operational, regulatory, and long-term facility goals.

Identification of Key Project Budget Data

Identifying how the project is funded, the total project budget, how construction and design contingencies should be addressed, likely general contractor project award date, and other crucial project information helps us to keep the project on schedule and on budget.

Compensation

Our fee for Basic Services is proposed as a Lump Sum Fixed Fee in the amount of **\$39,000** as outlined below.

We anticipate a budget of **\$1,500** in reimbursable expenses for this project.

Total Basic Services: \$40,500 (Plus Reimbursables)

BASE SERVICES (SEE SCOPE OF WORK FOR PHASES)

This includes the core architectural, interior design and engineering services required to deliver the project as defined in the RFP and the site visit, based on current assumptions.

- As-Building
- Architecture & Interior Design
- Mechanical, Electrical and Plumbing Engineering
- Fire Protection Design (Performance Specification)
- AV and Low Voltage (Performance Specification)
- Bidding Support
- Construction Administration Services

We believe that the provided base services amount to a comprehensive set of biddable and constructible design documents. Any identified services known from relevant experience that are in-addition-to base services have been carried in the next section 'Supplemental Services'.

SUPPLEMENTAL SERVICES

These services include additional or specialized services that may be required as project scope, systems, or requirements are further defined during the design process. Our fee approach is to provide you with clarity of all services that may aid Pivotal in execution of this project and/or areas of design that we believe will serve to enhance the design process. Any of the following services can be added directly to the Total Basic Services cost for a complete fee.

- **FF&E Services** **\$ 3,500**
Existing documentation and new furniture bidding, coordination with construction drawings, selection of finishes, schedule and design goals alignment with the project.
- **Signage & Wayfinding Services** **\$ 2,500**
Includes room signage, wayfinding, accessibility (ADA), logo and exterior logo design as well as coordination with fabricators for the area of work.

Project Assumptions and Exemptions

We have made the following assumptions that may require further verification. Please note the following for our design effort:

Project Assumptions:

- The project budget is currently unknown and will be determined as the project advances.
- Basic service fee assumes existing drawings to some degree will be supplied to architectural project team for use in developing renovation plans.
- Reimbursable expenses are budgeted are in addition to our basic services costs. This would cover the project from pre-design phase through the project construction and close-out.
- On-site meetings: We have budgeted **three (3) on site trips during the Design / Construction Documentation Phase** of the project and **three (3) on site trips during Construction Administration**. Any other requested meetings during the Design phases would be performed virtually.

Project Exceptions:

- LEED criteria, submission and certification
- Third Party construction testing services
- Necessary construction permits and plan review costs
- Lead survey, construction abatement air monitoring
- Destructive investigation services
- Multiple or separated bid packages
- Civil engineering, surveys, or landscape design
- Full fire protection design (beyond performance specs)
- Private utility design



Proof of Insurance Coverage

Bodwé Professional Services Group maintains comprehensive insurance coverage appropriate for the professional architectural and engineering services described in this proposal. Included with this submission is a sample Certificate of Insurance demonstrating our current coverage. Upon award of the contract, Bodwé will issue a project-specific Certificate of Insurance naming Pivotal as required and incorporating all applicable coverage limits, endorsements, and contractual insurance provisions.

See next page for sample Certificate of Liability Insurance.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

6/17/2026

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Gibson Insurance Agency Inc 202 South Michigan St., Suite 1400 South Bend IN 46601		CONTACT NAME: Danielle Hunt PHONE: 574-245-3552 FAX: 574-236-6399 E-MAIL: dhunt@thegibsonedge.com ADDRESS: thegibsonedge.com
INSURED Seven Generations Architecture and Engineering, LLC 600 E Michigan Street Suite B Kalamazoo MI 49007		INSURER(S) AFFORDING COVERAGE INSURER A: Massachusetts Bay Insurance Company NAIC # 22306 INSURER B: Arch Insurance Company 11150 INSURER C: Citizens Insurance Company of America 31534 INSURER D: Hanover America Insurance Company 36064 INSURER E: INSURER F:

COVERAGES		CERTIFICATE NUMBER: 109436130		REVISION NUMBER:	
THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.					
INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR LTR	POLICY NUMBER	POLICY EFF DATE	POLICY EXP DATE
A	☒ COMMERCIAL GENERAL LIABILITY CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: POLICY ☒ PROJECT ☒ LOC OTHER:		ZDW J574384 03	1/1/2026	1/1/2027
				LIMITS	
				EACH OCCURRENCE \$ 1,000,000	
				DAMAGE TO RENTED \$ 1,000,000	
				MED EXP (Any one person) \$ 10,000	
				PERSONAL & ADV INJURY \$ 1,000,000	
				GENERAL AGGREGATE \$ 2,000,000	
				PRODUCTS - COMP/OP AGG \$ 2,000,000	
				\$	
C	AUTOMOBILE LIABILITY ANY AUTO OWNED AUTOS ONLY X HIRED AUTOS ONLY SCHEDULED AUTOS X NON-OWNED AUTOS ONLY		A7W J550828 03	1/1/2026	1/1/2027
				COMBINED SINGLE LIMIT \$ 1,000,000	
				BODILY INJURY (Per person) \$	
				BODILY INJURY (Per accident) \$	
				PROPERTY DAMAGE (Per person) \$	
				\$	
C	☒ UMBRELLA LIAB EXCESS LIAB DED RETENTION \$	☒ OCCUR CLAIMS-MADE	U7W J574383 03	1/1/2026	1/1/2027
				EACH OCCURRENCE \$ 10,000,000	
				AGGREGATE \$ 10,000,000	
				\$	
D	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N	WZW J574393 03	1/1/2026	1/1/2027
				X PER \$100,000 OTH-	
				E.L. EACH ACCIDENT \$ 1,000,000	
				E.L. DISEASE - EA EMPLOYEE \$ 1,000,000	
				E.L. DISEASE - POLICY LIMIT \$ 1,000,000	
B	Prof & Pollution Liability Alaska WC (per statute)		PAAEP0094108	1/1/2026	1/1/2027
				Limit / Deductible 5,000,000; 100,000	
				Accident/Disease Lmts 1,000,000	

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101. Additional Remarks Schedule, may be attached if more space is required)

Subject to policy terms, conditions, and exclusions.

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Gibson Insurance Agency

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ACORD 25 (2016/03)

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Bodwé

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July and August Directors' Report 2026

Administrative

- Attended the Legislative update at HSC
- Attended SWMBH Ops Comm (x4)
- Attended Beacon Health Systems Advisory Council meeting
- Attended SWMBH's board meeting
- New date for building completion is December 7th, 2026
- I did a security walkthrough with the MMRMA Risk Management company to give us some ideas on how to bolster security in our three locations.
- Met with the CMHA Rural Health Transformation Grant initiative.
- Attended Exchange club.
- Attended ELEOS executive business review.
- Attended inter-Regional Meeting (x4)
- Went and saw the new Community Response Vehicle with S. Ford. Should be ready for the Fair.
- We are going to unveil this van during the fair and will be in Barn 42.
- Second Wave Media has completed their first story, and it is out for viewing.
- Appraisal for the Three Rivers Building has been ordered and completed; they will be getting us a report in 2-3 weeks.

Clinical

- Attended all staff Training at Sturges Young
- Hiring for all positions is currently ongoing; we have contracted with an LMSW to help fill in for a therapist leaving, and we hope that this placement works out, as then we would be able to buy out the contract for permanent placement at Pivotal.

Human Resources

Open Positions:

- Outpatient Therapist
- Access Care Manager I/II x (2)
- Youth Peer Support (New Position)
- ACT Advocate (Replacing Kristi Merrills)
-

Pending:

- Kristi Merrills- Outpatient Clinical Supervisor (TBD)

Transfers:

- CCBHC Case Manager – Emily Goble 9/7/2026.
- Cahil Krajniak – Psych NP – 9/7/2026
- Med Clinic Director – Prabhjot Grewal 9/7/2026
- Centralized Care Coordinator (New Position) James Alderson – (TBD)

Resignations:

- Heather T. – Outpatient – Went to ISD as a school therapist
- Nichole Frazier – Access Director – Went to Odyssey Behavioral Healthcare