



September 29th, 2026, 5 PM
ANNUAL PUBLIC HEARING
Pivotal Conference Room

- I. **Public Hearing:** Guests and visitors can comment, with a maximum of 5 minutes *per person*.
- II. **Approval of Agenda** *Welcome & Preliminaries: the focus for our meeting.* Pg 1
- III. **Public Comment:** Guests and visitors can comment, with a maximum of 3 minutes *per person*.
- IV. **Frederick Construction/Diekema Hamann Building Project Update**
- V. **Consent Agenda** *Ratification and approval of minutes & non-debatable items ** (L. Rosado)*
 - a. **Meeting Minutes August 2026** Pg 3
 - b. **Check Register August 2026** Pg 6
 - c. **Contracts September 2026** Pg 10
- VI. **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.V05 – Financial August*** Pg 21
 - 1. **Cashflow** Pg 25
- VII. **Performance on Ends:** *Is the organization on track with its vision? (C. Bullock)*
 - a. **Report on Ends Accomplishments –N/A**
 - b. **Discussion on Implication of Ends Report – IV.01 – Subpart 3**
- VIII. **Board Policy Review** *Do our existing policies reflect the board’s current values (L. Rosado)*
 - a. **VI.11 – Annual Leave Reserve – Darci S.** Pg 26
 - b. **VI.12 – Investment Policy -Carol N.** Pg 27
- IX. **Board Decisions (Motions) Actions:** *Only the Board has the authority to make them. (L. Rosado)*
 - a. **RFP Banking and Wealth Management**** Pg 32
 - b. **Strategic Plan FY 27 *** Pg 34
 - c. **FY 27 Budget**** Pg 39
 - d. **Board Calendar *** Pg 40
 - e. **CEO Executive Review- Closed Session****
- X. **Board Work on Ends, Linkage Activities, and Board Education (L. Rosado)**
 - a. **SMART Goal Payout information for FY 26** Pg 42
 - b. **1020 Millard Street Discussion** Pg 43

*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: October 27th, 2026. PIVOTAL BOARD ROOM



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- XI. Communications:** *Keep the Board current on significant events and operations.* (C. Bullock)
- a. **Director's Report September 2026** Pg 46
 - b. **Communication to Commissioners, Elected Officials** Pg 47
 - c. **Affinity Advisory Agenda/Minutes** Pg 49
 - d. **Affinity Clubhouse Upcoming Events** Pg 51
 - e. **Customer Advisory Committee Minutes** Pg 53
- XII. 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: October 27th, 2026. PIVOTAL BOARD ROOM



MEETING MINUTES OF AUGUST 25, 2026

Pivotal Conference Room

OFFICERS

PRESENT: Luis Rosado - Chair, Cathi Abbs - Vice Chair

MEMBERS

PRESENT: Zach Reed, Amanda Miller, Stacy Linihan, Darci Skrzyniarz, Rick Shaffer, Elisabeth Roberts, Damon Knapp

MEMBERS

ABSENT: Kay Decker - Secretary, Raul Morales

VISITORS: Kendra Burch; Stacy Delmark, RN; Savannah Gray. Valerie Wright; Mary Walsh; and Adam Ferris representing DHAE. Mike Frederick, Scott Comerford; Andrea Hempsted; Todd Batts; and Jon Rice representing Frederick Construction.

CALL TO ORDER

Luis Rosado, Chair, called the meeting to order at 5:00 pm.

APPROVAL OF AGENDA

A MOTION WAS MADE BY KNAPP, SUPPORTED BY REED, TO APPROVE THE AGENDA WITH AN ADJUSTMENT IN THE ORDER OF PRESENTATION. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

GUESTS, VISITORS & PUBLIC COMMENTS

No visitors' comments.

FREDERICK CONSTRUCTION/DIEKEMA HAMANN BUILDING PROJECT UPDATE

Updates given regarding project timelines, including a planned one-week delay in completion of the parking lot to allow staff to park on-site during the week of the fair. Explanations for delays were provided with board members given an opportunity to voice concerns and pose questions to representatives of Diekema Hamann and Frederick Construction. Board requested that Mike Frederick of Frederick Construction attend the September 2026 board meeting.

BOARD WORK ON ENDS, LINKAGE ACTIVITIES AND BOARD EDUCATION

Presentation by Kenda Burch, autism coordinator for Pivotal.



CONSENT AGENDA:

- a. Meeting Minutes July 2026.
- b. Check Register July 2026 - \$2,298,534.06
- c. Contracts August 2026.

A MOTION WAS MADE BY LINIHAN, SUPPORTED BY MILLER, TO APPROVE THE CONSENT AGENDA. ROLL CALL VOTE. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

EXECUTIVE LIMITATIONS

EL.V04 - Financial Planning and Budgeting.

Bullock, CEO, presented.

A MOTION WAS MADE BY SHAFFER, SUPPORTED BY REED, TO APPROVE EL.V04. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

EL.V05 - Financial July.

- i. Cashflow.
- ii. Q4 Investments Update.

Versteeg, CFO, presented with supporting commentary by Bullock, CEO.

A MOTION WAS MADE BY NACCARATO, SUPPORTED BY MILLER, TO APPROVE EL.V05. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

PERFORMANCE ON ENDS

- a. Report on Ends Accomplishments - IV.01 - Subpart 3 - Ends for Individuals Served
- b. Discussion on Implication of Ends Report - N/A

Bullock, CEO, presented.

A MOTION WAS MADE BY REED, SUPPORTED BY MILLER, TO APPROVE IV.01 - SUBPART 3 - ENDS FOR INDIVIDUALS SERVED. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

BOARD POLICY REVIEW

- a. VI.04 - Agenda Planning - Presented by Cathi Abbs, Vice Chair.

Discussion regarding language of 2A with a decision to revise the wording to: Consultations with selected groups in the ownership, or other methods of gaining ownership input, will be determined and arranged at the annual board retreat yearly.



A MOTION WAS MADE BY NACCARATO, SUPPORTED BY ABBS, TO APPROVE A CHANGE IN THE LANGUAGE OF IV.04 AND THE TIMING OF ITS EXECUTION. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

b. VI.05 - Board Chair - Not presented; Kay Decker, Secretary, absent

BOARD DECISIONS (MOTIONS) ACTIONS

RFP Architecture Medication Clinic

Ford, COO, and Bullock, CEO, presented two proposals for expansion and remodeling of the medication clinic, one from Diekema Hamann and the other from Bodwé. Contract was awarded to Diekema Hamann after board consideration.

A MOTION WAS MADE BY REED, SUPPORTED BY KNAPP, TO APPROVE RFP ARCHITECTURE MEDICATION CLINIC WITH CONTRACT AWARDED TO DIEKEMA HAMANN. ROLL CALL VOTE. SEVEN IN FAVOR, THREE OPPOSED. MOTION CARRIED.

CEO Discussion

- a. The Board discussed a possible CEO incentive payment in September for the year 2026.
- b. Board will develop parameters for future CEO incentive payment for 2027 onward.
- c. Board agreed with 2% raise for CEO starting 10/01/2026.

A MOTION WAS MADE BY REED, SUPPORTED BY KNAPP, TO APPROVE A 2% RAISE FOR THE CEO BEGINNING OCTOBER 1, 2026, WITH PARAMETERS FOR FUTURE INCENTIVE PAYMENTS TO BE DECIDED AT THE SEPTEMBER 2026 BOARD MEETING. ROLL CALL VOTE. ALL IN FAVOR/NONE OPPOSED. MOTION CARRIED.

COMMUNICATIONS

Director's Report July/August 2026.

Board Process Review and Adjourn

Meeting adjourned at 7:28 pm.

Kay Decker, Secretary

Date

Pivotal				
Disbursements				
August 2026				
Date	Check / RM #	Vendor	Amount	Description
8/4/2026	065746	STACEY DELMARK	500.00	Employee Payroll
8/7/2026	RM-02755	BRANDI BELCHER	462.50	Contract-UM/Access
8/7/2026	RM-02756	CRETSINGER CARE HOMES LTD	14,425.23	Specialized Residential
8/7/2026	RM-02757	HOLLY CERNY	507.34	Employee Reimbursement
8/7/2026	RM-02758	HOLLY LAGO LLC	450.00	Contract-Mobile Crisis
8/7/2026	RM-02759	JETSY BEAN LLC	1,260.00	Contract-Mobile Crisis
8/7/2026	RM-02760	TRAYBEE LLC	300.00	Contract-Mobile Crisis
8/7/2026	RM-02761	BRYANN BOOKS	2,700.00	Contract-Mobile Crisis
8/7/2026	RM-02762	DEAR COUNTRY AFC	12,530.40	Specialized Residential
8/7/2026	RM-02763	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
8/7/2026	RM-02764	GIDDINGS AFC II	11,552.15	Specialized Residential
8/7/2026	RM-02765	INSPIRATION STUDIO DESIGNS	4,096.33	Marketing/Supplies
8/7/2026	RM-02766	AUTISM OF AMERICA LLC	1,723.50	Autism Provider
8/7/2026	RM-02767	NYUMBANI AFC	11,939.40	Specialized Residential
8/7/2026	RM-02768	SUSAN PATTISON	1,500.00	Contract-Testing
8/7/2026	RM-02769	LIFETREE BEHAVIORAL HEALTH LLC	34,141.37	Autism Provider
8/7/2026	RM-02770	AUNALYTICS INC	504.00	Subscription-IT
8/7/2026	RM-02771	RIPPLE EFFECTS AUTISM LEARNING CENTER	43,615.50	Autism Provider
8/7/2026	RM-02772	GAGAN S PC	8,480.00	Contract-Medical Director
8/7/2026	RM-02773	FOREST VIEW HOSPITAL	14,456.00	Inpatient Services
8/7/2026	RM-02774	PLEASANT PINES	41,691.90	Specialized Residential
8/7/2026	RM-02775	DATA GUARDIAN	97.00	Utilities
8/7/2026	RM-02776	BCA - STONECREST CENTER	24,543.00	Inpatient Services
8/7/2026	RM-02777	ERICA A SAGE	467.50	Contract-OBRA
8/7/2026	RM-02778	COVERED BRIDGE HEALTHCARE	160.00	New Hire Drug Screening
8/7/2026	RM-02779	HARBOR OAKS HOSPITAL	7,821.00	Inpatient Services
8/7/2026	RM-02780	RESIDENTIAL OPPORTUNITIES INC	46,871.25	Specialized Residential
8/7/2026	RM-02781	PLEASANT ACRES LLC	43,571.04	Specialized Residential
8/7/2026	RM-02782	THE MEADOWS	26,223.48	Specialized Residential
8/7/2026	RM-02783	SPECTRUM COMMUNITY SERVICES	9,189.60	Specialized Residential
8/7/2026	RM-02784	INDIAN TRAILS CAMP	6,500.00	CLS Provider
8/7/2026	RM-02785	ADAPT INC	1,273.68	Specialized Residential
8/7/2026	RM-02786	AGAPE AFC HOME	16,776.27	Specialized Residential
8/7/2026	RM-02787	SW MI BEHAVIORAL HEALTH	16,134.00	Local Match
8/7/2026	RM-02788	RELIAS LLC	19,272.11	Employee Education/Training
8/7/2026	RM-02789	STUART WILSON, CPA PC	11,526.20	Fiscal Intermediary
8/7/2026	RM-02790	ST JOSEPH CO GRANGE FAIR	275.00	Marketing
8/7/2026	RM-02791	KENDRICK STATIONERS INC	309.67	Office Furniture
8/7/2026	RM-02792	REHMANN LLC	30,000.00	Contract-Billing
8/7/2026	RM-02793	BRONSON-ACADIA JOINT VENTURE LLC	19,581.35	Inpatient Services
8/7/2026	RM-02794	WINGS OF HOPE LLC	32,864.85	Autism Provider
8/7/2026	RM-02795	WINGS OF HOPE - STURGIS	56,181.00	Autism Provider
8/7/2026	RM-02796	IRIS TELEHEALTH MEDICAL GROUP	18,582.00	Contract-Outpatient
8/7/2026	RM-02797	HARDLINE SOLUTIONS LLC	475.00	Building Maintenance
8/7/2026	RM-02798	AUTOPARK FORD OF STURGIS	19.65	Vehicle Maintenance
8/7/2026	RM-02799	LOCUMTENENS.COM LLC	15,000.00	Contract-Outpatient
8/7/2026	RM-02800	VENTURE RESOURCING LLC	1,159.74	Leadership Development
8/7/2026	RM-02801	IMPACT SIGNS	3,553.00	Building Plaque
8/7/2026	065747	SEMCO ENERGY GAS COMPANY	108.19	Utilities
8/7/2026	065748	WASTE MANAGEMENT OF MICHIGAN	260.06	Utilities
8/7/2026	065749	HAVENWYCK HOSPITAL	8,757.00	Inpatient Services
8/7/2026	065750	FIDELITY SECURITY LIFE (Eye Med)	1,143.46	Employee Benefits
8/7/2026	065751	SWICK BROADCASTING COMPANY	900.00	Prevention Campaign
8/7/2026	065752	COMCAST	250.19	Utilities
8/7/2026	065753	THREE RIVERS AREA CHAMBER OF COMMERCE	150.00	Event Rental Space
8/7/2026	065754	INDIANA MICHIGAN POWER	355.08	Utilities
8/7/2026	065755	HEALTHSOURCE SAGINAW INC	36,399.00	Inpatient Services
8/7/2026	065756	CINTAS CORP	848.05	Supplies
8/14/2026	RM-02802	BRANDI BELCHER	200.00	Contract-Access
8/14/2026	RM-02803	GRYPHON PLACE	800.68	After-Hours Emergency
8/14/2026	RM-02804	MICHIGAN ORGANIZING COMMITTEE 925	1,429.40	Employee Union Dues
8/14/2026	RM-02805	QUILL CORPORATION	505.90	Supplies
8/14/2026	RM-02806	ST JO CO UNITED WAY	204.00	Employee Donations
8/14/2026	RM-02807	HOLLY LAGO LLC	1,890.00	Contract-Mobile Crisis

8/14/2026	RM-02808	TRAYBEE LLC	1,260.00	Contract-Mobile Crisis
8/14/2026	RM-02809	ISOLVED BENEFIT SERVICES	82.69	Employee benefits
8/14/2026	RM-02810	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
8/14/2026	RM-02811	MIRACLE'S LAWN SERVICE	760.00	Lawn Service
8/14/2026	RM-02812	ROSLUND, PRESTAGE & COMPANY, PC	212.50	Consulting
8/14/2026	RM-02813	GAGAN S PC	8,056.00	Contract-Medical Director
8/14/2026	RM-02814	AMN HEALTHCARE LANGUAGE SERVICES INC	489.35	Translation Services
8/14/2026	RM-02815	STATE OF MICHIGAN (STATE INPATIENT)	8,535.89	Inpatient Services
8/14/2026	RM-02816	TWIN COUNTY COMMUNITY PROBATION CENTER	4,572.00	DRC Reimbursement
8/14/2026	RM-02817	QLER PHYSICIAN MEDICAL GROUP	7,375.00	Contract-Psychiatry
8/14/2026	RM-02818	KATHLEEN MORRILL	400.00	Contract-Supervision
8/14/2026	065757	DEANA STRUDWICK	34.72	Employee Reimbursement
8/14/2026	065758	WEX BANK	1,733.05	Gas Cards
8/14/2026	065759	FRONTIER	492.64	Utilities
8/14/2026	065760	HOSPITAL NETWORK HEALTHCARE SERVICES	66.78	Biohazard disposal
8/14/2026	065761	UNITED STATES TREASURY	1,385.56	12/2025 Tax
8/14/2026	065762	GEST PRO TREE SERVICE	2,500.00	Tree Service
8/21/2026	RM-02819	BRANDI BELCHER	400.00	Contract-UM/Access
8/21/2026	RM-02820	PINE REST CHRISTIAN MHS	15,631.00	Inpatient Services
8/21/2026	RM-02821	ST JO CO TRANSPORTATION AUTHORITY	3,342.00	Clubhouse Transportation
8/21/2026	RM-02822	JETSY BEAN LLC	1,260.00	Contract-Mobile Crisis
8/21/2026	RM-02823	TRAYBEE LLC	615.00	Contract-DBT On-Call
8/21/2026	RM-02824	DEAR COUNTRY AFC	13,386.00	Specialized Residential
8/21/2026	RM-02825	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
8/21/2026	RM-02826	GREATER HEIGHTS AFC	10,805.67	Specialized Residential
8/21/2026	RM-02827	ALTERNATIVE CHOICES	3,381.20	CLS Provider
8/21/2026	RM-02828	PROFESSIONAL REHABILITATION SERVICES INC	480.00	Client Services
8/21/2026	RM-02829	AUTISM OF AMERICA LLC	2,887.50	Autism Provider
8/21/2026	RM-02830	MAPLECREST LLC	3,183.00	Lease-Sturgis
8/21/2026	RM-02831	SUSAN PATTISON	2,250.00	Contract-Testing
8/21/2026	RM-02832	KONICA MINOLTA PREMIER FINANCE	1,875.25	Contract- Printer/Copiers
8/21/2026	RM-02833	GIDDINGS AFC HOME LLC	12,710.00	Specialized Residential
8/21/2026	RM-02834	LIFETREE BEHAVIORAL HEALTH LLC	96,175.90	Autism Provider
8/21/2026	RM-02835	DONALD LOUIS KITCHEN JR	46.89	Committee Member Per Diem
8/21/2026	RM-02836	WINDSWEEP THERAPEUTIC RIDING	1,090.00	CLS Provider
8/21/2026	RM-02837	VALENZ ASSURANCE	1,894.00	Annual Subscription EPStaffCheck (Compliance)
8/21/2026	RM-02838	RIPPLE EFFECTS AUTISM LEARNING CENTER	70,905.00	Autism Provider
8/21/2026	RM-02839	GAGAN S PC	9,222.00	Contract-Medical Director
8/21/2026	RM-02840	FOREST VIEW HOSPITAL	27,800.00	Inpatient Services
8/21/2026	RM-02841	FLATROCK MANOR	70,995.99	Specialized Residential
8/21/2026	RM-02842	BCA - STONECREST CENTER	9,999.00	Inpatient Services
8/21/2026	RM-02843	HR ALLIANCE 1 INC	5,892.56	Fiscal Intermediary
8/21/2026	RM-02844	HARBOR OAKS HOSPITAL	16,511.00	Inpatient Services
8/21/2026	RM-02845	DOCTORS NEUROPSYCHIATRIC HOSPITAL	2,045.00	Inpatient Services
8/21/2026	RM-02846	RESIDENTIAL OPPORTUNITIES INC	49,996.00	Specialized Residential
8/21/2026	RM-02847	COMMUNITY LIVING OPTIONS	28,215.88	Specialized Residential
8/21/2026	RM-02848	FALCO CORPORATION	10,218.84	Specialized Residential
8/21/2026	RM-02849	WAYNE SIMMONS	25.00	Committee Member Per Diem
8/21/2026	RM-02850	INDIAN TRAILS CAMP	16,900.00	CLS Provider
8/21/2026	RM-02851	ADAPT INC	395,746.99	Specialized Residential
8/21/2026	RM-02852	KONICA MINOLTA BUSINESS SOLUTIONS	247.87	Contract- Printer/Copiers
8/21/2026	RM-02853	GAIL LECOUNT	47.05	Committee Member Per Diem
8/21/2026	RM-02854	BEACON SPECIALIZED LIVING SERVICES INC	13,950.00	Specialized Residential
8/21/2026	RM-02855	SPORTSARAMA INC	1,284.00	Affinity House
8/21/2026	RM-02856	ST JOSEPH COMMUNITY CO-OP INC	12,992.16	Specialized Residential
8/21/2026	RM-02857	STUART WILSON, CPA PC	14,791.62	Fiscal Intermediary
8/21/2026	RM-02858	Diekema Hamann Architecture, Inc.	8,478.20	Architecture
8/21/2026	RM-02859	BRONSON-ACADIA JOINT VENTURE LLC	3,785.00	Inpatient Services
8/21/2026	RM-02860	WINGS OF HOPE LLC	27,187.45	Autism Provider
8/21/2026	RM-02861	BLUE CARE NETWORK OF MICHIGAN	133,307.70	Employee Benefits
8/21/2026	RM-02862	RADIANT AFC	10,695.00	Specialized Residential
8/21/2026	RM-02863	WINGS OF HOPE - STURGIS	11,490.56	Autism Provider
8/21/2026	RM-02864	KINGDOM REST CENTER LLC	67,800.00	Specialized Residential
8/21/2026	RM-02865	HARDLINE SOLUTIONS LLC	475.00	Building Maintenance
8/21/2026	RM-02866	AUTOPARK FORD OF STURGIS	157.56	Vehicle Maintenance
8/21/2026	RM-02867	GOD'S WILL AFC	11,680.00	Specialized Residential
8/21/2026	RM-02868	BLUEBIRD MIDWEST LLC dba BLUEBIRD FIBER	1,724.61	Utilities

8/21/2026	RM-02869	TRILLIUM BEHAVIORAL PATHWAYS LLC	1,736.00	Inpatient Services
8/21/2026	065763	FRED'S PHARMACY	520.85	ACT Clients Pharmacy
8/21/2026	065764	THE DOCTORS COMPANY	639.50	Employee benefits
8/21/2026	065765	HAVENWYCK HOSPITAL	973.00	Inpatient Services
8/21/2026	065766	VERIZON WIRELESS	274.11	Utilities
8/21/2026	065767	VILLAGE OF CENTREVILLE	699.44	Utilities
8/21/2026	065768	CINTAS CORP	446.87	Supplies
8/21/2026	065769	CLIENT NAME	24.40	Client Refund
8/28/2026	RM-02870	CAMERON BULLOCK	265.21	Employee Reimbursement
8/28/2026	RM-02871	HANNAH ROBERTS	1,500.00	Contract-Mobile Crisis
8/28/2026	RM-02872	ST JO CO UNITED WAY	194.00	Employee Donations
8/28/2026	RM-02873	HOLLY LAGO LLC	900.00	Contract-Mobile Crisis
8/28/2026	RM-02874	TRAYBEE LLC	960.00	Contract-Mobile Crisis
8/28/2026	RM-02875	GREAT LAKES CLEANING SERVICE	1,150.00	Janitorial
8/28/2026	RM-02876	AMERICAN UNITED LIFE INSURANCE COMPANY	5,663.21	Employee Benefits
8/28/2026	RM-02877	MIRACLE'S LAWN SERVICE	650.00	Lawn Service
8/28/2026	RM-02878	CHRISTINE MAHER	50.00	Committee Member Per Diem
8/28/2026	RM-02879	GAGAN S PC	8,692.00	Contract-Medical Director
8/28/2026	RM-02880	KATHERINE DECKER	74.32	Board Member Per Diem
8/28/2026	RM-02881	PETER CHANG ENTERPRISES INC	12,983.11	EHR System
8/28/2026	RM-02882	KONICA MINOLTA BUSINESS SOLUTIONS	12.00	Contract- Printer/Copiers
8/28/2026	RM-02883	REHMANN LLC	30,000.00	Contract-Billing
8/28/2026	RM-02884	BRIDGETTE MULVANEY LMSW LLC	5,130.00	Contract-Mobile Crisis
8/28/2026	RM-02885	MICHAEL HOUCK	50.00	Committee Member Per Diem
8/28/2026	RM-02886	KAREN BURG	50.00	Committee Member Per Diem
8/28/2026	RM-02887	CLARK LOGIC CAPITAL LLC	6,509.28	Lease-Three Rivers
8/28/2026	RM-02888	HARDLINE SOLUTIONS LLC	400.00	Building Maintenance
8/28/2026	RM-02889	LOCUMTENENS.COM LLC	8,249.00	Contract-Outpatient
8/28/2026	RM-02890	FREDERICK CONSTRUCTION INC	29,003.26	Parking Lot Payment
8/28/2026	065770	CITY OF STURGIS	2,636.49	Utilities
8/28/2026	065771	LRS, LLC	258.78	Utilities
8/28/2026	065772	MILLER'S SIGN CO INC	2,400.00	Affinity House
8/28/2026	065773	DELTA DENTAL	8,465.71	Employee benefits
8/28/2026	065774	FARMERS STATE BANK	21,415.37	Mortgage
8/28/2026	065775	YODER'S COUNTRY MARKET	135.92	Leadership Development
		Total Amount of Non-Void Checks/RMs	2,069,962.48	
8/3/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	10.08	Employee Benefits
8/4/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	14.00	Employee Benefits
8/6/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	32.60	Employee Benefits
8/7/2026	Electronic Debit	PAYCOR INC	3,351.96	Employee Payroll
8/7/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	160.00	Employee Benefits
8/10/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	61.00	Employee Benefits
8/11/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	65.00	Employee Benefits
8/12/2026	Electronic Debit	EMPOWER	9,380.56	Employee Benefits
8/12/2026	Electronic Debit	EMPOWER	12,090.92	Employee Benefits
8/12/2026	Electronic Debit	EMPOWER	18,679.97	Employee Benefits
8/13/2026	Electronic Debit	PAYCOR INC	169.89	Employee Payroll
8/13/2026	Electronic Debit	PAYCOR INC	776.12	Employee Payroll
8/13/2026	Electronic Debit	OPTUM BANK	8,698.56	Employee Benefits
8/13/2026	Electronic Debit	PAYCOR INC	69,542.30	Employee Payroll
8/13/2026	Electronic Debit	PAYCOR INC	218,827.56	Employee Payroll
8/13/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	174.00	Employee Benefits
8/14/2026	Electronic Debit	CHASE CREDIT CARD EPAY	20,418.85	Credit Card
8/17/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	5.00	Employee Benefits
8/18/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	1,150.00	Employee Benefits
8/20/2026	Electronic Debit	TRIZETTO PROV SO DIRECT PAY	1,409.30	ACH Fees
8/20/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	1,650.00	Employee Benefits
8/24/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	103.60	Employee Benefits
8/25/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	94.00	Employee Benefits
8/27/2026	Electronic Debit	PAYCOR INC	169.89	Employee Payroll
8/27/2026	Electronic Debit	PAYCOR INC	1,329.97	Employee Payroll
8/27/2026	Electronic Debit	EMPOWER	9,403.24	Employee Benefits
8/27/2026	Electronic Debit	EMPOWER	12,397.41	Employee Benefits
8/27/2026	Electronic Debit	EMPOWER	17,571.11	Employee Benefits
8/27/2026	Electronic Debit	PAYCOR INC	66,146.84	Employee Payroll
8/27/2026	Electronic Debit	PAYCOR INC	208,671.29	Employee Payroll

8/27/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	44.00	Employee Benefits
8/28/2026	Electronic Debit	OPTUM BANK	8,698.56	Employee Benefits
8/28/2026	Electronic Debit	TRANSFER TO FLEX BENEFITS ACCOUNT	97.43	Employee Benefits
8/31/2026	Electronic Debit	CENTURY BANK ACH FEES	35.48	ACH Fees
Total Amount of Electronic Debits			691,430.49	
Total Disbursements			2,761,392.97	

Contracts for Board Meeting 9/29/26

Clinical Contracts						
Provider Direct	Staff Responsible	Type of Service	Annual Budget Per Diem Cost	Explanation	Contract Dates	Board Approved
Emily Goble	J. Cupp	OBRA Nursing	\$170	Nursing Assessment Portion of OBRA	8/19/26-9/30/26	
AGAPE	J. Cupp	Specialized Residential	H2016: \$65 T1020: \$115.39	Specialized Residential	10/1/26-9/30/27	
Spectrum Community Services- Paris Home	J. Cupp	Community Living Support	T1027: \$2.10	Overnight Health and Safety	10/1/25-9/30/26	
Alternative Choices	J. Cupp	Community Living Support	H2015: \$7.90	Community Living Support	10/1/26-9/30/27	
Autism of America	J. Cupp	ABA	97151: \$21.25-\$30	ABA	10/1/26-9/30/27	
			0362T: \$21.25-\$30			
			97153: \$16.50			
			97154: \$.73-\$2.19			
			97155: \$21.25-\$30			
			97156: \$21.25-\$30			
Autism Spectrum Therapies DBA Total Spectrum	J. Cupp	ABA	97157: \$1.42-\$6.00	ABA	10/1/26-9/30/27	
			97158: \$1.43-\$4.29			
			0373T: \$22.20-\$30.00			
			97151: \$21.25-\$30			
			0362T: \$21.25-\$30			
			97153: \$16.50			
Beacon-The Oaks	J. Cupp	ABA	97154: \$.73-\$2.19	ABA	10/1/26-9/30/27	
			97155: \$21.25-\$30			
			97156: \$21.25-\$30			
			97157: \$1.42-\$6.00			
			97158: \$1.43-\$4.29			
			0373T: \$22.20-\$30.00			
Community Living Options-Alamo	J. Cupp	Specialized Residential	H2016: \$300 T1020: \$150	Specialized Residential	10/1/26-9/30/27	
Community Living Options-Alamo	J. Cupp	Specialized Residential	H2016: \$145.18 T1020: \$113.20	Specialized Residential	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

Community Living Options-Oak Creek	J. Cupp	Specialized Residential	H2016: \$348.31 T1020: \$87.50	Specialized Residential	10/1/26-9/30/27	
Community Living Options-Portage Rd. Home	J. Cupp	Specialized Residential	H2016: \$151.48 T1020: \$27.60-\$78.99	Specialized Residential	10/1/26-9/30/27	
Community Living Options-Old Log Trail Home	J. Cupp	Specialized Residential	H2016: \$182.41 T1020: \$150	Specialized Residential	10/1/26-9/30/27	
Community Living Options-Alcott Center	J. Cupp	Community Living Support	H2015: \$3.79-\$15.72	Community Living Supports	10/1/26-9/30/27	
Cretsinger Care Homes-Country Place	J. Cupp	Specialized Residential	H2016: \$150 T1020: \$62.25	Specialized Residential	10/1/26-9/30/27	
Cretsinger Care Homes-East	J. Cupp	Specialized Residential	H2016: \$150 T1020: \$62.25	Specialized Residential	10/1/26-9/30/27	
Cretsinger Care Homes-Premier Living North	J. Cupp	Specialized Residential	H2016: \$200 T1020: \$43.08	Specialized Residential	10/1/26-9/30/27	
Cretsinger Care Homes-Premier Living South	J. Cupp	Specialized Residential	H2016: \$200 T1020: \$45.06	Specialized Residential	10/1/26-9/30/27	
FALCO- Allegan Enrichment Center I	J. Cupp	Specialized Residential	H2016: \$160 T1020: \$146.60	Specialized Residential	10/1/26-9/30/27	
FALCO- Allegan Enrichment Center II	J. Cupp	Specialized Residential	H2016: \$121.88 T1020: \$129.48	Specialized Residential	10/1/26-9/30/27	
FALCO- Allegan Enrichment Center III	J. Cupp	Specialized Residential	H2016: \$200 T1020: \$129.64	Specialized Residential	10/1/26-9/30/27	
Flatrock- Pierson	J. Cupp	Specialized Residential	H2016: \$400 T1020: \$158.66 T1017: \$79.57	Specialized Residential	10/1/26-9/30/27	
Flatrock- Linden North	J. Cupp	Specialized Residential	H2016: \$400-\$800 T1020: \$158.66-\$410.77 T1017: \$79.57	Specialized Residential	10/1/26-9/30/27	
Flatrock Manor	J. Cupp	Specialized Residential	H2016: \$400 T1020: \$158.66 T1017: \$79.57	Specialized Residential	10/1/26-9/30/27	
Giddings I	J. Cupp	Specialized Residential	H2016: \$250 T1020: \$75	Specialized Residential	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

Giddings II	J. Cupp	Specialized Residential	H2016: \$250 T1020: \$122.65	Specialized Residential	10/1/26-9/30/27	
Giddings III	J. Cupp	Specialized Residential	H2016: \$250 T1020: \$32.65	Specialized Residential	10/1/26-9/30/27	
God's Will	J. Cupp	Specialized Residential	H2016: \$245 T1020: \$120	Specialized Residential	10/1/26-9/30/27	
Care from the Heart	J. Cupp	Specialized Residential	H2016: \$245 T1020: \$100.17	Specialized Residential	10/1/26-9/30/27	
Greater Heights	J. Cupp	Specialized Residential	H2016: \$245 T1020: \$103.57	Specialized Residential	10/1/26-9/30/27	
Kingdom Rest Center- Martin	J. Cupp	Specialized Residential	H2016: \$250 T1020: \$50	Specialized Residential	10/1/26-9/30/27	
Kingdom Rest Center- Kimball	J. Cupp	Specialized Residential	H2016: \$250-\$500 T1020: \$50	Specialized Residential	10/1/26-9/30/27	
Lifetree Behavioral Health	J. Cupp	ABA	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50 97154: \$.73-\$2.19 97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00	ABA	10/1/26-9/30/27	
Professional Rehabilitation Services DBA Rebound	J. Cupp	ABA	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50 97154: \$.73-\$2.19 97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00	ABA	10/1/26-9/30/27	
Ripple Effect Autism Learning Center- Centreville	J. Cupp	ABA	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50	ABA	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

			97154: \$.73-\$2.19 97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00			
Ripple Effect Autism Learning Center - Sturgis	J. Cupp	ABA	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50 97154: \$.73-\$2.19 97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00	ABA	10/1/26-9/30/27	
Ripple Effect Autism Learning Center - Portage	J. Cupp	ABA	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50 97154: \$.73-\$2.19 97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00	ABA	10/1/26-9/30/27	
ROI- Great Lakes Center for Autism Treatment and Research	J. Cupp	Specialized Residential	H2016: \$1225	Specialized Residential	10/1/26-9/30/27	
ROI-Osterhout AFC	J. Cupp	Specialized Residential	H2016: \$700 T1020: \$324.75	Specialized Residential	10/1/26-9/30/27	
ROI-Elaine Home	J. Cupp	Specialized Residential	H2016: \$700 T1020: \$175	Specialized Residential	10/1/26-9/30/27	
Synthesis ABA	J. Cupp	ABA	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50 97154: \$.73-\$2.19	ABA	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

			97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00			
Wings of Hope-Three Rivers	J. Cupp	ABA/CLS/Respite	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50 97154: \$.73-\$2.19 97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00	ABA/CLS/Respite	10/1/26-12/31/26	
Wings of Hope- Sturgis	J. Cupp	ABA/CLS/Respite	97151: \$21.25-\$30 0362T: \$21.25-\$30 97153: \$16.50 97154: \$.73-\$2.19 97155: \$21.25-\$30 97156: \$21.25-\$30 97157: \$1.42-\$6.00 97158: \$1.43-\$4.29 0373T: \$22.20-\$30.00	ABA/CLS/Respite	10/1/26-12/31/26	
Parmeter AFC	J. Cupp	Specialized Residential	H2016: \$180 T1020: \$130	Specialized Residential	10/1/26-9/30/27	
Pleasant Acres	J. Cupp	Specialized Residential	H2016: \$150 T1020: \$103.32	Specialized Residential	10/1/26-9/30/27	
Pleasant Pines	J. Cupp	Specialized Residential	H2016: \$150 T1020: \$108.98	Specialized Residential	10/1/26-9/30/27	
Radiant AFC	J. Cupp	Specialized Residential	H2016: \$245 T1020: \$111.50	Specialized Residential	10/1/26-9/30/27	
St. Joseph CoOp	J. Cupp	Community Living Supports, Respite and Supported Employment	H2023: \$9.51 H2025: \$9.51 T1005: \$9.51 H2015: \$4.35-\$9.51	Community Living Supports, Respite and Supported Employment	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

The Meadows	J. Cupp	Specialized Residential	H2016: \$93.92 T1020: \$148.89	Specialized Residential	10/1/26-9/30/27	
Trotwood AFC	J. Cupp	Specialized Residential	H2016: \$245 T1020: \$111.50 H2015: \$7.85	Specialized Residential	10/1/26-9/30/27	
ADAPT	J. Cupp	Community Living Supports, Respite and Supported Employment	H205:US: \$3.73-\$4.59 (Day Programs) H2023: \$7.85 H2025: \$7.85 T1005: \$7.85 H2030: \$4.20	Community Living Supports, Respite and Supported Employment	10/1/26-9/30/27	
ADAPT-Clubhouse	J. Cupp	Clubhouse	H2030: \$4.20	Clubhouse	10/1/26-9/30/27	
Argosy	J. Cupp	Specialized Residential	H2016: \$300 T1020: \$46.02-\$115.23	Specialized Residential	10/1/26-9/30/27	
Polaris	J. Cupp	Specialized Residential	H2016: \$200-\$300 T1020: \$109.86-\$114.55	Specialized Residential	10/1/26-9/30/27	
Zenith	J. Cupp	Specialized Residential	H2016: \$200-\$300 T1020: \$107.23-\$139.36	Specialized Residential	10/1/26-9/30/27	
Midas	J. Cupp	Specialized Residential	H2016: \$200-\$300 T1020: \$111.01-\$114.69	Specialized Residential	10/1/26-9/30/27	
Rosewood	J. Cupp	Specialized Residential	H2016: \$200 T1020: \$135.29-\$202.34	Specialized Residential	10/1/26-9/30/27	
Haven	J. Cupp	Specialized Residential	H2016: \$200-\$300 T1020: \$47.05-\$89.21	Specialized Residential	10/1/26-9/30/27	
Gail Ann	J. Cupp	Specialized Residential	H2016: \$200-\$300 T1020: \$106.17-\$138.48	Specialized Residential	10/1/26-9/30/27	
Wood	J. Cupp	Specialized Residential	H2016: \$200 T1020: \$77.02-\$132.42	Specialized Residential	10/1/26-9/30/27	
Mercury	J. Cupp	Specialized Residential	H2016: \$100-\$200 T1020: \$80.55-\$110.41	Specialized Residential	10/1/26-9/30/27	
Vega	J. Cupp	CLS Home	H2015: \$4.25-\$7.85 H0043: \$	CLS Home	10/1/26-9/30/27	
Chicago Street	J. Cupp	CLS Home	H2015: \$4.25-\$7.85 H0043: \$	CLS Home	10/1/26-9/30/27	
Graceland	J. Cupp	CLS Home	H2015: \$4.25-\$7.85	CLS Home	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

			H0043: \$185.88-\$371.76			
Ivanhoe	J. Cupp	CLS Home	H2015: \$4.46-\$8.84 H0043: \$115.82-\$311.64	CLS Home	10/1/26-9/30/27	
HR Alliance	J. Cupp	Fiscal Intermediary	H2015: \$5.84 T2025: \$150	Fiscal Intermediary	10/1/26-9/30/27	
Stuart Wilson	J. Cupp	Fiscal Intermediary	H2014: \$4.99 H2015: \$2.76-5.52 T1005: \$5.24 T2027: \$2.80-\$5.52 T2025: \$146.58	Fiscal Intermediary	10/1/26-9/30/27	
Indian Trails Camp	J. Cupp	Respite Camp	H0045: \$100-\$370	Respite Camp	10/1/26-9/30/27	
St. Joseph CoOp	J. Cupp	Community Living Supports, Respite and Supported Employment	H2025: \$9.51 H2023: \$9.51 H2015: \$4.35-\$9.51 T1005: \$9.51	Community Living Supports, Respite and Supported Employment	10/1/26-9/30/27	
Brandi Belcher	J. Cupp	Backup UM and Intakes	\$50 per hour for UM \$100 per intake and ASAM Continuum	Backup UM and Intakes	10/1/26-9/30/27	
Emily Dongvilo	J. Cupp	Dietitian	\$85 per hour	Dietitian	10/1/26-9/30/27	
Gagandeep Singh-Rana	J. Cupp	Medical Director	\$212 per hour \$5000 per year for CME -200 hour of vacation per contract year -Cost for Malpractice Insurance and Tail coverage	Medical Director	10/1/26-9/30/27	
Gryphon Place	J. Cupp	On Call Services	Per call: \$10.82 Translation services per call: \$3.50	On Call Services	10/1/26-9/30/27	
JR IT Services	J. Cupp	IT Consultant	\$150 per hour	IT Consultant	10/1/26-9/30/27	
Kathleen Morrill	J. Cupp	Children's Department Consultant	\$100 per hour	Children's Department Consultant	10/1/26-9/30/27	
Lynelle Thrasher	J. Cupp	Infant Mental Health Consultant	\$125 per hour	Infant Mental Health Consultant	10/1/26-9/30/27	
Betsy Wright	J. Cupp	Mobile Crisis	\$20 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

Hannah Roberts	J. Cupp	Mobile Crisis	\$20 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Kelly Shafer	J. Cupp	Mobile Crisis	\$20 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Michelle Crittenden	J. Cupp	Mobile Crisis	\$20 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Rayshell Losinski	J. Cupp	Mobile Crisis	\$20 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Tracey Cole	J. Cupp	Mobile Crisis	\$20 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Bridgette Mulvaney	J. Cupp	Mobile Crisis	\$30 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Bry Books	J. Cupp	Mobile Crisis	\$30 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Holly Lago	J. Cupp	Mobile Crisis	\$30 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Rebekah Wagaman	J. Cupp	Mobile Crisis	\$30 per hour Current mileage	Mobile Crisis	10/1/26-9/30/27	
Erica Sage	J. Cupp	OBRA	\$85 per assessment	OBRA	10/1/26-9/30/27	
Jim Cance	J. Cupp	OBRA	\$85 per assessment	OBRA	10/1/26-9/30/27	
Kristi Merrills	J. Cupp	OBRA	\$85 per assessment	OBRA	10/1/26-9/30/27	
Emily Goble	J. Cupp	OBRA	\$170 per assessment	OBRA	10/1/26-9/30/27	
Rayshell Losinski	J. Cupp	OBRA	\$170 per assessment	OBRA	10/1/26-12/31/26	
Sue Pattison	J. Cupp	Psych Testing	\$150 per hour	Psych Testing	10/1/26-9/30/27	
Community Inclusive Recreation	J. Cupp	Community Living Supports	H2015: \$4.51-\$6.26	Single Case Agreement	10/1/26-9/30/27	
MRC Industries	J. Cupp	Skill Building and Supported Employment	H2014: \$4.16-\$10.16 H2023: \$30.79-\$49.86 H2025: \$20.57-\$29.76	Single Case Agreement	10/1/26-9/30/27	
WMU Center for Disabilities	J. Cupp	Skill Building	H2014: \$7.81-\$16.44	Single Case Agreement	10/1/26-9/30/27	

Contracts for Board Meeting 9/29/26

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Non-Clinical Contract

Provider Direct	Staff Responsible	Type of Service	Annual Budget Per Diem Cost	Explanation	Contract Dates	Board Approved
MDHHS	C. Bullock	MDHHS Specialist	\$76,400	Eligibility Specialist	10/1/26-9/30/27	
Miscellaneous						
Provider Direct	Staff Responsible	Type of Service	Annual Budget Per Diem Cost	Explanation	Contract Dates	Board Approved
Covered Bridge Healthcare	J. Cupp	Nurse Practitioner	\$104.04 per hour	Revenue Contract	10/1/26-9/30/27	

J. Cu



BOARD POLICY V.05

AREA:	Governance		
POLICY TYPE:	Executive Limitations	PAGE:	1 of 2
POLICY TITLE:	FINANCIAL CONDITIONS/ACTIVITIES (SEPT '26)	EFFECTIVE:	09/28/2022
		REVIEWED:	09/29/2026

POLICY:

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

The CEO will not

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

Executive Officer Response: We are currently underspent in Medicaid by just over \$565,000, and in the Healthy Michigan Plan, we are overspent by \$355,490. For a total Medicaid surplus of just over \$209,000. 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. You will also note the changes to the CCBHC Settlement. As you were alerted a couple of weeks ago, our PPS-1 rate was reduced retroactively from \$373 down to \$223. The current estimated amount due back to the state sits at 2.8 million. We will not have a final number to the board until closer to our audit being completed, as PCE/State of Michigan are discussing how to handle the recoupments and rebilling's for roughly 39,000 encounters for the FY.

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 not have any debts paid in an untimely manner.

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

Executive Officer Response: Tax payments are paid 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.

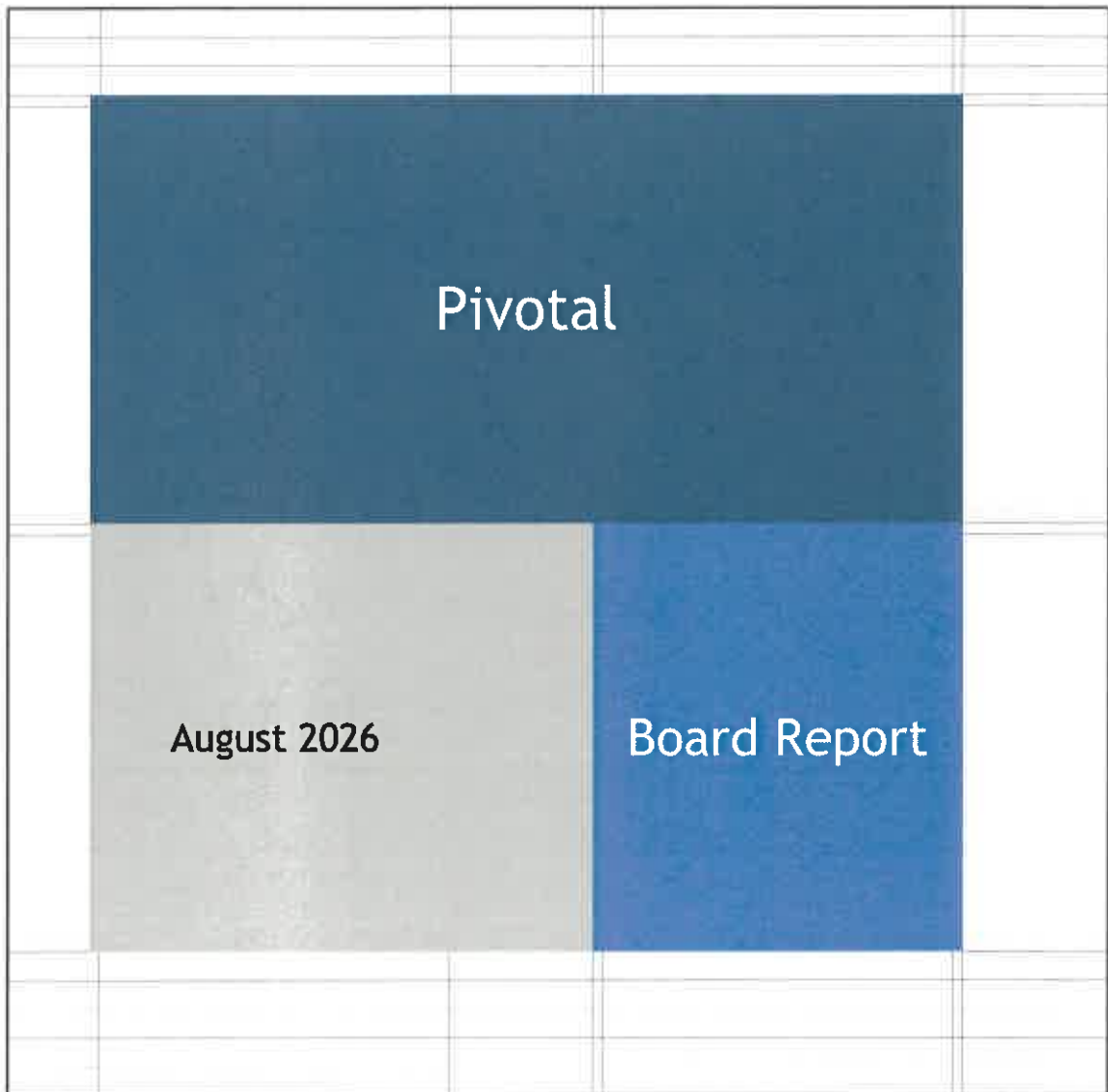
Executive Officer Response: No purchases greater than \$20,000 occurred.

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 August 31, 2026				
	Operating Fund	Projected Total Activities	Prior Year Total Activities	Favorable (Unfavorable)
Operating revenue				
SWMBH Funding				
Medicaid capitation	\$ 17,363,507	\$ 18,942,008	\$ 19,122,295	\$ (180,287)
Medicaid capitation - Settlement	565,861	617,303	660,144	(42,841)
Healthy Michigan Plan	1,517,189	1,655,115	2,290,308	(635,193)
Healthy Michigan Plan - Settlement	(355,490)	(387,807)	47,880	(435,687)
CCBHC FFS Payments	9,388,272	10,241,751	5,349,080	4,892,671
CCBHC Accrual Estimate	1,898,978	2,071,612	2,741,514	(669,902)
SUD Block Grant	120,814	131,797	81,152	50,645
Federal & State Sources				
State general fund	955,681	1,042,561	1,042,561	0
State general fund - Settlement	-	-	-	-
Federal and state grants	543,800	593,236	794,952	(201,716)
Local revenue				
County appropriation	235,829	257,268	257,268	-
Client fees	454,028	495,303	410,087	85,217
Performance Based Incentive Program	-	-	817,404	(817,404)
Rent revenue	7,360	8,029	9,960	(1,931)
Other revenue	154,902	168,984	113,865	55,119
Total operating revenue	32,850,731	35,837,161	33,738,469	2,098,692
Operating expenses				
Administration	4,875,545	5,318,776	4,730,862	587,914
Internal Services	6,422,326	7,006,174	6,113,513	(892,661)
Provider claims	15,862,221	17,304,241	16,827,204	(477,037)
Grant expenses	415,634	453,419	796,626	343,207
Vehicles	83,149	90,708	53,759	(36,949)
Facilities	656,231	715,888	600,356	(115,532)
Total operating expenses	28,315,106	30,889,207	29,122,320	(591,057)
Change in net position	4,535,625	4,947,955	4,616,149	331,806
Net position, beginning of year	13,176,209	13,176,209	8,560,060	
Net position, end of year	\$ 17,711,834	\$ 18,124,164	\$ 13,176,209	

Pivotal			
Statement of Position			
Proprietary Funds			
August 31, 2026			
	Operating Fund	Balance September 30 2025	Favorable (Unfavorable)
ASSETS			
Cash position	\$ 8,332,539	\$ 4,061,913	\$ 4,270,626
Investments	6,132,208	6,054,752	77,456
Receivables:			
Accounts receivable	37,172	44,685	(7,513)
Due from State of Michigan	1,920,325	7,872	1,912,453
Due from SWMBH	782,638	286,881	495,757
Due from other governments	42,878	64,317	(21,439)
Prepaid items	329,339	257,555	71,784
Capital assets not being depreciated	-	-	-
Capital assets being depreciated, net	2,633,950	2,289,525	344,425
Total assets	20,211,049	13,067,500	7,143,549
LIABILITIES			
Accounts payable	1,121,638	2,099,620	(977,982)
Due to MDHHS	-	-	-
Due to SWMBH	-	(3,829,290)	3,829,290
Accrued liabilities	212,673	206,224	6,449
Unearned revenue	17,725	15,976	1,749
Long-term debt:			
Due within one year	-	-	-
Due in more than one year	473,634	609,183	(135,549)
Lease liability	139,503	255,536	(116,033)
Accrued sick and vacation	534,042	534,042	0
Total liabilities	2,499,215	(108,709)	2,607,924
NET POSITION			
Net investment in capital assets	2,160,316	1,680,342	1,680,342
Unrestricted	15,551,518	11,495,867	4,055,651
Total net position	\$17,711,834	\$13,176,209	\$ 4,535,625

Pivotal				
Statement of Activities				
Budget to Actual - October 1, 2025 through August 31, 2026				
	Original Budget	YTD Budget	YTD Actual	Over (Under) Budget
Operating revenue				
SWMBH Funding				
Medicaid capitation	\$ 21,525,540	\$ 19,731,745	\$ 17,363,507	\$ (2,368,238)
Medicaid capitation - Settlement	-	-	565,861	565,861
Healthy Michigan Plan	2,309,457	2,117,002	1,517,189	(599,813)
Healthy Michigan Plan - Settlement	-	-	(355,490)	(355,490)
CCBHC FFS Payments	6,057,205	5,552,438	9,388,272	3,835,834
CCBHC Accrual Estimate	-	-	1,898,978	1,898,978
SUD Block Grant	78,968	72,387	120,814	48,427
Federal & State Sources		-		
State general fund	1,042,560	955,680	955,681	1
State general fund - Settlement	-	-	-	-
Federal and state grants	758,742	695,514	543,800	(151,714)
Local revenue		-		
County appropriation - St Joseph County	257,268	235,829	235,829	-
Client fees	401,842	368,355	454,028	85,673
Performance Based Incentive Program	-	-	-	-
Rent revenue	2,160	1,980	7,360	5,380
Other revenue	225,000	206,250	154,902	(51,348)
Total operating revenue	32,658,742	29,937,180	32,850,731	2,913,551
Operating expenses				
Administration	5,400,000	4,950,000	4,875,545	(74,455)
Internal Services	6,700,000	6,141,667	6,422,326	280,659
Provider claims	19,000,000	17,416,667	15,862,221	(1,554,446)
Grant expenses	758,742	695,514	415,634	(279,880)
Vehicles	200,000	183,333	83,149	(100,184)
Facilities	600,000	550,000	656,231	106,231
Total operating expenses	32,658,742	29,937,180	28,315,106	(1,622,074)
Change in net position	-	-	4,535,625	4,535,625
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	\$ 17,711,834	\$ 4,535,625

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
SMMBH	\$ 1,623,616.83	\$ 1,736,874.35	\$ 1,731,252.07	\$ 1,750,991.30	\$ 1,420,584.92	\$ 2,074,635.27	\$ 1,778,344.89	\$ 1,756,244.34	\$ 1,753,196.92	\$ 1,405,669.63	\$ 1,924,452.62	\$ 1,473,258.86
CCBHC	\$ -	\$ 942,597.90	\$ 774,784.15	\$ 813,836.29	\$ 980,489.68	\$ 974,416.60	\$ 1,563,870.50	\$ 525,076.77	\$ 944,732.71	\$ 1,290,154.36	\$ 582,589.93	\$ -
Settlement	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,047,589.84	\$ 710,008.45	\$ -	\$ 599,107.45
General Fund	\$ 86,990.00	\$ 86,860.00	\$ 86,810.00	\$ 86,900.00	\$ 86,860.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,880.00	\$ 86,900.00	\$ 86,860.00	\$ 86,880.00
Other	\$ 79,537.04	\$ 49,514.90	\$ 144,949.75	\$ 80,292.31	\$ 76,790.34	\$ 81,120.80	\$ 115,711.50	\$ 106,966.76	\$ 104,273.36	\$ 103,648.07	\$ 104,387.60	\$ 95,230.55
County Approp	\$ 64,317.00	\$ -	\$ -	\$ 64,317.00	\$ -	\$ -	\$ 64,317.00	\$ -	\$ -	\$ 64,317.00	\$ -	\$ -
Total Revenue	\$ 1,853,750.87	\$ 2,815,866.05	\$ 2,731,865.97	\$ 2,815,316.86	\$ 2,484,744.94	\$ 3,219,052.67	\$ 3,608,123.98	\$ 2,474,510.92	\$ 5,936,657.45	\$ 3,660,667.61	\$ 2,698,320.35	\$ 2,254,476.86
Payroll/Fringe	\$ 706,614.84	\$ 713,442.33	\$ 1,236,109.74	\$ 720,279.74	\$ 757,136.21	\$ 770,985.40	\$ 652,452.48	\$ 784,742.16	\$ 789,113.31	\$ 1,326,374.68	\$ 701,014.44	\$ 832,564.98
External	\$ 2,048,912.31	\$ 1,686,386.00	\$ 1,827,907.87	\$ 2,059,795.63	\$ 1,568,935.03	\$ 1,541,686.59	\$ 1,844,735.65	\$ 2,215,005.03	\$ 2,055,730.00	\$ 2,217,569.52	\$ 2,054,734.32	\$ 1,920,128.03
Total Expenses	\$ 2,755,527.15	\$ 2,399,828.33	\$ 3,064,017.61	\$ 2,780,075.07	\$ 2,326,071.24	\$ 2,312,671.99	\$ 2,497,188.32	\$ 2,989,748.19	\$ 2,844,843.31	\$ 3,543,964.20	\$ 2,755,748.76	\$ 2,752,694.02
Net	\$ (902,176.28)	\$ 416,038.52	\$ (328,151.64)	\$ 35,251.79	\$ 158,673.70	\$ 906,380.68	\$ 1,111,935.66	\$ (515,237.27)	\$ 3,091,824.14	\$ 116,703.61	\$ (57,428.41)	\$ (489,217.15)
Beg Cash	\$ 3,785,563.20	\$ 2,883,386.92	\$ 3,799,425.44	\$ 2,973,273.80	\$ 3,009,565.59	\$ 3,168,239.29	\$ 4,074,619.97	\$ 5,186,555.63	\$ 4,661,318.36	\$ 7,753,142.50	\$ 7,669,846.11	\$ 7,812,417.70
End Cash	\$ 2,883,386.92	\$ 3,299,425.44	\$ 2,973,273.80	\$ 3,009,565.59	\$ 3,168,239.29	\$ 4,074,619.97	\$ 5,186,555.63	\$ 4,661,318.36	\$ 7,753,142.50	\$ 7,869,846.11	\$ 7,812,417.70	\$ 7,314,200.55
Investments	\$ 6,075,026.48	\$ 6,096,922.03	\$ 6,100,537.62	\$ 6,102,113.90	\$ 6,122,014.84	\$ 6,077,606.16	\$ 6,085,087.72	\$ 6,102,330.11	\$ 6,174,923.21	\$ 6,133,384.26	\$ 6,132,208.49	\$ 6,132,208.49
Total Available Cash	\$ 8,958,412.40	\$ 9,396,347.47	\$ 9,073,811.42	\$ 9,111,679.49	\$ 9,280,264.13	\$ 10,152,226.13	\$ 11,271,643.55	\$ 10,763,648.47	\$ 13,928,065.71	\$ 14,003,230.37	\$ 13,944,626.19	\$ 13,446,409.04
Key												
Actual												
Estimate												



BOARD POLICY VI.11

AREA:	Governance		
SECTION:	System Governance	PAGE:	1 of 1
SUBJECT:	ANNUAL LEAVE RESERVE	EFFECTIVE:	10/30/06
		REVIEWED:	09-29-2026

PURPOSE/EXPLANATION:

To formally document an Annual Leave Reserve Policy that will provide a uniform and systematic process of maintaining an annual leave reserve to fund the liability for each staff member's vested Paid Time Off (PTO) cost as determined at the end of each fiscal year.

The establishment of the annual leave reserve fund improves efficiencies and provides method of funding a significant liability in a manner that is not disruptive to the service delivery system and which provides a mechanism for ensuring that funds are available to cover the vested benefits of staff.

The Annual Leave Reserve Policy applies to all programs and activities operated under the auspices of Pivotal which are eligible for such reimbursement.

POLICY:

It is Pivotal's policy to establish and fund a reserve for vested staff members' Paid Time Off (PTO) leave under generally accepted accounting principles and consistent with the appropriate government accounting standards and board.



BOARD POLICY VI.12

AREA:	Governance		
SECTION:	System Governance	PAGE:	1 of 4
SUBJECT:	INVESTMENT POLICY	EFFECTIVE:	10/30/07
		REVIEWED:	09-26-2026

PURPOSE/EXPLANATION:

It is the policy of Pivotal to invest public funds in a manner which will ensure the preservation of principal while providing the highest investment return with maximum security, meeting the daily cash flow requirements of the organization and conforming to all state statutes governing the investment of public funds.

POLICY:

I. SCOPE

This policy applies to all financial assets of the organization held by the Pivotal Chief Executive Officer and Chief Financial Officer (CFO). These funds are accounted for in the Independent Annual Audit Report.

II. OBJECTIVE

The primary objectives, in priority order, of the Pivotal Chief Executive Officer and Chief Financial Officer (CFO) investment activities shall be:

- A. Safety: The safety of the principal is the foremost objective in the investment of Pivotal funds. Investments shall be undertaken in a manner that seeks to ensure the preservation of principal in the overall portfolio. To attain this objective diversification is required in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.
- B. Liquidity: The investment portfolio shall remain sufficiently liquid to enable the Chief Executive Officer and Chief Financial Officer (CFO) to meet all operating requirements that might be reasonably anticipated.

- C. Return on Investments: The investment portfolio shall be designed with the objective of attaining a rate of return throughout budgetary and economic cycles, commensurate with the investment risk constraints and the cash flow characteristics of the portfolio.
- D. Risks: Further objectives of this policy are to minimize credit and concentration risk, interest rate risk, and foreign currency risk.
 - D.1. Credit Risk (Custodial Credit Risk and Concentration Credit Risk):
Pivotal will seek to minimize custodial credit risk, which is the risk of loss due to failure of the security issuer or backer, by limiting investments to the types listed in Section V. of this investment policy. Pivotal will seek to minimize the amount of Concentration Risk, which is the risk of loss attributed to the magnitude of our investment in a single issuer by diversifying the investment portfolio so that the impact of potential losses from any one type of security or issuer will be minimized.
 - D.2. Investment Rate Risk:
Pivotal will minimize Interest Rate Risk, which is the risk that the market value of securities in the portfolio will fall due to changes in market rate, by structuring the investment portfolio so that securities mature to meet cash flow requirements for ongoing operations, and investing operating funds primarily in shorter term securities, liquid assets, money market funds, or similar investments pools and limiting the average maturity in an effort to meet cash flow requirements.
 - D.3. Foreign Currency Risk:
Pivotal is not authorized and will not hold investments subject to this kind of risk.

III. DIVERSIFICATION

The investment will be diversified by security type and institution in order that potential losses on individual securities do not exceed the income generated from the remainder of the portfolio.

IV. DELEGATION OF AUTHORITY

Management responsibility for the Investment Policy is hereby delegated to the Chief Executive Officer and Chief Financial Officer (CFO).

V. AUTHORIZED INVESTMENTS

The Chief Executive Officer and Chief Financial Officer (CFO) are authorized to invest in the following types of securities authorized by Public Act 20 of 1943, as amended:

- A. Bonds, securities, and other obligations of the United States or an agency or instrumentality of the United States.
- B. Certificates of deposit, savings accounts, deposit accounts, or depository receipts of a financial institution.
- C. Commercial paper rated at the time of purchase at the highest classification established by not less than 2 standard rating services and that matures not more than 270 days after the date of purchase.
- D. Repurchase agreements consisting of instruments in subdivision V., (A).
- E. Banker's acceptances of United States banks.
- F. Obligations of this state or any of its political subdivisions that at the time of purchase are rated as investment grade by not less than 1 standard rating service.
- G. Obligations described in subdivision 6.1 through 6.6 if purchased through an interlocal agreement under the Urban Cooperation Act of 1967. 1967 (Ex Sess) PA 7, MCL 124.501 to 124.512.
- H. Investment pools organized under the Surplus Funds Investment Pool Act, 1982 PA 367, MCL 129.111 to 129.118.
- I. Investment pools organized under the Local Government Investment Pool Act, 1985 PA 121, MCL 129.141 to 129.150.

VI. SAFEKEEPING AND CUSTODY

It shall be the responsibility of the Chief Executive Officer and Chief Financial Officer (CFO) to determine which securities will be held by a third party custodian. Securities held in safekeeping by a third party custodian shall be evidenced by a safekeeping receipt.

VII. PRUDENCE

The standard of prudence to be used by the Chief Executive Officer and Chief Financial Officer (CFO) shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Investments shall be made with judgment and care, under the circumstances then prevailing, which persons of prudence, discretion, and intelligence exercise in the management of their own

affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived.

VIII. REPORTING

The Executive Director and Financial Officer (FO) shall provide at least a quarterly report to the Pivotal Board that provides a clear picture of the status and types of investments of the current investment portfolio. This report shall be prepared in a manner that will allow the Board to ascertain whether investment activities during the reporting period have conformed to the investment policy.

In accordance with Section 6 of Act 20, P.A. 1943, as amended, I hereby acknowledge receipt of the Investment Policy for Pivotal and agree to comply with the terms contained therein.

Relationship Economics: Team One vs. Team Two

Based on \$7.0 million in deposits and \$6.1 million in investments | 4-week Treasury assumption: 3.68%

	TEAM ONE	TEAM TWO
Deposit balance	\$7,000,000	\$7,000,000
Deposit structure	3.25% fixed	4-week Treasury - 15 bps
Deposit rate	3.25%	3.53%
Annual deposit interest	\$227,500	\$247,100
Deposit income advantage	-	+\$19,600
Investment balance	\$6,100,000	\$6,100,000
Advisory / management fee	0.30%	0.25%
Advisory cost	\$18,300	\$15,250
Underlying expense ratio	Not specified	0.11%
Underlying expense cost	Not specified	\$6,710
Known total investment cost	\$18,300*	\$21,960
Known effective investment cost	0.30%*	0.36%
Net annual economics	\$209,200*	\$225,140

Annual Economic Difference

At a 3.68% 4-week Treasury rate, Team Two produces \$15,940 more in annual net economics under the stated assumptions.

	TEAM ONE	TEAM TWO
Deposit interest	\$227,500	\$247,100
Less: investment costs	(\$18,300)	(\$21,960)
Net annual economics	\$209,200	\$225,140

Break-Even Point

Team Two has \$3,660 more in stated annual investment costs. On a \$7.0 million deposit balance, Team Two needs approximately 5.23 bps of additional deposit yield to offset that difference. This places the combined break-even 4-week Treasury rate at approximately **3.4523%**.

At the assumed 3.68% Treasury rate, Team Two's deposit rate is 3.53%, about 22.77 bps above the combined break-even deposit rate.

* Team One investment cost assumes the stated 30 bps is all-in. Any underlying product expenses would need to be added for a fully comparable analysis.

Objective 1.1: Enhance access to timely and high quality integrated care for all community members

Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress/Updates
Coordinate widespread awareness campaigns regarding Turning Point Behavioral Health Urgent Care, as well as Pivotal resources to ensure residents know about same day access for urgent needs. This can include media awareness as well as promotional events such as targeted radio campaigns etc.	Chief Executive Officer, Chief Operating Officer, Access/Emergency Director	Ongoing through Calendar Year 2026	Reports to the board regarding media awareness, campaign results from radio/b etc.	
Expand the physical and administrative space through the facility building, satellite locations, other additions to increase service capacity.	Chief Executive Officer, Chief Operating Officer	Ongoing through Calendar Year 2026	Quarterly updates of building progress and number of increased clients.	
Publicize the Veterans Navigator Program in close collaboration with local Veterans Affairs offices to ensure veterans recognize this dedicated resource.	Veterans Navigator	Ongoing through Calendar Year 2026	Increase in client intake numbers tracking growth from veterans.	
Maintain 24/7 psychiatric consultation services at Beacon Three Rivers Hospital via the QLER Psychiatry partnership and actively educate emergency department staff to utilize this resource effectively.	Director of Access/Emergencies	Ongoing through Calendar Year 2026	Monitored in increase in client intake numbers from ER individual that have been effectively diverted and then complete post-diversion appointment	
Maximize the impact of the Jail Liaison Program by maintaining a dedicated liaison in the St. Joseph County Jail supporting community ride along efforts and enhancing diversion opportunities.	Chief Executive Officer, Access Director, Chief Clinical Officer	Ongoing through Calendar Year 2026	Number of ride-alongs completed, as well as the number of diverted individuals per quarter.	
Objective 1.2: Strengthen care coordination and collaborative health system partnerships to foster comprehensive community building.				
Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress/Updates
Establish formal written care coordination agreements and/or outreach with primary care providers, local schools, law enforcement agencies, and social service organizations to build a seamless safety net.	Clinical Directors, Chief Clinical Officer, Chief Compliance Officer	Continuous throughout 2026	Total number of active signed formal care coordination agreements with external county stakeholders and/or meetings to establish pathways for referrals for services	
Utilize community health workers and care coordinators to address social drivers of health specifically focusing on housing stability employment and food security.	Community Health Worker	Continuous throughout 2026	Number of clients whose Social Determinants of Health needs were screened and needs met.	
Ensure that the Level of Care Utilization System is consistently applied during all critical transitions and planned discharges to guarantee continuity of care.	Chief Clinical Officer	Continuous throughout 2026	Application of standardized assessment protocols at transition planning and discharge.	

Objective 2.1: Advance integrated services for co-occurring disorders while increasing community recognition of specialized pathways..

Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress/Updates
Expand specialized integrated treatment groups for individuals experiencing concurrent mental health and substance use disorders directly responding to priorities identified in the 2025 Community Needs Assessment.	Clinical Director of SUD/SUD Supervisor	Ongoing with review in Q3 2026	Percentage increase of enrolled clients with co-occurring diagnoses receiving fully integrated care models.	
Actively implement and track evidence based practices including Integrated Dual Disorder Treatment, Motivational Interviewing, Medication Assisted Treatment, and Screening Brief Intervention and Referral to Treatment.	Medical Director/ Chief Operations Officer/ Chief Clinical Officer/ Med Clinic Supervisor/BI Specialist	Ongoing with review in Q3 2026	Documented utilization rates of evidence-based practices.	
Form regional partnerships and engage in community advocacy to address county gaps in high intensity substance use treatment options such as residential or partial hospitalization services.	Chief Clinical Officer/ SUD Director	Ongoing with review in Q3 2026	Establishment of regional healthcare communication networks.	
Establish a formal written protocol to re-engage individuals who have become disconnected from treatment pathways prior to successful discharge.	Chief Clinical Officer, Clinical Directors, Clinical Supervisors	Ongoing with review in Q3 2026	Successful implementation and adherence monitoring of the clinical re-engagement protocol.	
Objective 2.2: Elevate data infrastructure and operational alignment to support state reporting and resource transparency.				
Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress and Updates
Refine information technology systems to support direct billing and reporting requirements under the direct state payment model ensuring flawless transmission of electronic claims via the designated file transfer services.	Chief Financial Officer, Reimann Billing Company	Complete by Q4 2026	Full compliance with direct state electronic claim submission specifications.	
Conduct regular quality assurance audits of assessment tools every six months to maintain high clinical fidelity and minimize unnecessary overrides.	Chief Clinical Officer	Complete by Q4 2026	Bi annual completion of quality assurance reviews with data disseminated across all leadership tiers.	
Create specialized monitoring dashboards to track penetration rates and fidelity metrics across core Certified Community Behavioral Health Clinic service areas.	Business Intelligence Manager	Complete by Q4 2026	Dashboards active and utilized by senior leadership teams to monitor fidelity for ACT, DBT, and MI.	

THEME 3: EMPLOYEE ENGAGEMENT AND RETENTION – 26/27

THEME 3: EMPLOYEE ENGAGEMENT AND RETENTION - 26/27					
Objective 3.1: Recruit onboard and retain a highly skilled culturally competent multidisciplinary team equipped for community care.					
Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress/Updates	
Implement robust workforce development initiatives designed to mitigate professional shortages in rural areas.	Human Resources Director	Ongoing through 2026	Annual staff retention and turnover metrics compared against regional healthcare benchmarks.		
Provide continuous comprehensive training to all clinical staff regarding core models and evidence based practices such as Dialectical Behavior Therapy, Parent Management Training Oregon, and Trauma Informed Care.	Chief Clinical Officer, Executive Assistant (Tracking)	Ongoing through 2026	Total documented hours of professional development and evidence based practice certifications completed by staff.		
Integrate trauma informed principles directly into the interview and onboarding processes explicitly assessing applicants regarding their knowledge of recovery oriented practices and involving service users in panel reviews.	Human Resources Director, Chief Clinical Officer, Clinical Directors, Clinical Supervisors	Ongoing through 2026	Employee satisfaction scores derived from annual workforce climate assessments.		
Address workload pressures and manage caseload distributions proactively to minimize staff burnout and optimize retention.	Clinical Directors	Ongoing through 2026	Caseload balance reviews conducted quarterly.		
Objective 3.2: Cultivate a supportive growth minded work environment focused on staff well-being and clinical excellence.					
Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress/Updates	
Establish structured predictable clinical supervision sessions that incorporate advanced skill refinement for evidence based modalities.	Clinical Directors/Clinical Supervisors	Continuous tracking quarterly	Documented completion rates of scheduled clinical supervision sessions.		
Build comprehensive workforce wellness programs that offer robust post incident debriefing protocols and internal support teams following traumatic community events.	Human Resources Director, Chief Clinical Officer, Clinical Directors	Continuous tracking quarterly	Staff utilization statistics of internal wellness and debriefing resources.		
Secure adequate operational assets including dedicated agency vehicles to support mobile crisis and community based service delivery teams.	Chief Executive Officer	Continuous tracking quarterly	Asset utilization tracking for field-based services. Community Response Vehicle.		

THEME 4: COMMUNITY ENGAGEMENT AND RESOURCE RECOGNITION FY 26/27

Objective 4.1: Maximize public awareness of behavioral health resources and actively reduce social barriers to seeking care.

Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress and Updates
Facilitate routine listening sessions town halls and focus groups with clients family members and peer advocates to capture emerging service gaps, as well as providing additional community resources for education.	Customer Advisory Committee, CHNA Update 2027	Review of all minutes to occur for annual assessment. Usually in December	Total number of community input events conducted and aggregate attendance metrics. Depends on the states new guidelines on how this is rolled out. NCI Survey	
Maintain an active diverse Customer Advisory Council to provide structured oversight regarding accessibility equity and program design.	Customer Advisory Council	Review of all minutes to occur for annual assessment. Usually in December	Active roster and meeting minutes of the functioning Community Advisory Council in board packets for review.	
Continue strong advocacy for systemic county infrastructure improvements such as the development of a localized bus line to enhance physical access to healthcare locations.	Chief Executive Officer	Ongoing FY 27	Advocacy meetings documented with county commissioners, CTA, or other resources that could be used to assist.	
Objective 4.2: Embed continuous community input and service user participation into ongoing program design.				
Action Steps	Person Responsible	Time Frame	Method for Measurement	Progress and Updates
Design and execute comprehensive public education campaigns specifically designed to reduce public misconceptions and highlight available services.	Chief Executive Officer, Inspirational Studios	Ongoing with Quarterly Updates	Public attendance numbers and participation rates at educational workshops and forums. News Articles published media campaigns etc.	
Partner with culturally specific organizations, local schools, faith communities, and law enforcement entities, to conduct targeted outreach.	Chief Executive Officer, Inspirational Studios	Ongoing with Quarterly Updates	Increased website traffic page views and media mentions across county communication channels.	
Disseminate clear accessible information regarding critical topics of public concern including suicide prevention networks and gun safety protocols utilizing evidence based models like the local outreach to suicide survivors team.	Chief Executive Officer, Inspirational Studios	Ongoing with Quarterly Updates	Broad distribution of the community collaboration blueprint to stakeholder networks.	
Create a definitive organizational blueprint that maps documented community needs directly to our collaborative partnerships reinforcing trauma informed community building.	Chief Executive Officer, Inspirational Studios	Ongoing with Quarterly Updates	Blueprint complete and presented to the board of directors.	
Publicize the fact that all insurance types are accepted and clarify accessible ancillary benefits associated with public assistance cards.	Chief Executive Officer, Inspirational Studios	Ongoing with Quarterly Updates	Marketing collateral distributed throughout St Joseph County.	

Action Steps		Person Responsible	Time Frame	Method for Measurement	Progress and Updates
Maximize the utilization of the unique prospective payment system funding structure to ensure reimbursement accurately reflects the comprehensive cost of care delivery.		Chief Financial Officer, Reimann Billing Company	Monthly and annual cycles	Key fiscal stability indicators including net operating income and cash flow metrics.	
Maintain rigorous internal controls and financial monitoring protocols to ensure pristine annual financial audits.		Chief Financial Officer	Annually	Completion of annual external financial and compliance audits with zero negative findings.	
Align financial reporting with evidence based clinical outcomes linking fidelity metrics directly to funding requests to demonstrate systemic value to state authorities.		Chief Financial Officer, Chief Operating Officer	Monthly and annual cycles	Timely submission of all required state cost settlement reports.	
Reconcile monthly billing activities against state direct payments diligently to maintain a healthy cash flow and robust operational reserves.		Chief Financial Officer	Monthly and annual cycles	Reconciliation reports presented monthly to the board.	
Objective 5.2: Optimize operational space and technology assets to maximize service impact and lower care barriers.					
Action Steps		Person Responsible	Time Frame	Method for Measurement	Progress and Updates
Optimize the utilization of newly expanded facility spaces including the Affinity House clubhouse extension ensuring the square footage effectively supports expanded clinical offerings.		Chief Operating Officer, Chief Executive Officer, Chief Clinical Officer	Bi annual review cycles	Documented utilization rates and member attendance metrics at the expanded clubhouse facility.	
Monitor program penetration rates service timeliness dynamics and client appointment no show trends continuously to inform staffing matrices and shift capacity where needed.		Chief Clinical Officer, Clinical Directors	Bi annual review cycles	Measured reduction in appointment no show rates through targeted engagement.	
Leverage advanced telehealth platforms and virtual care options to improve cost effectiveness and extend geographic reach to rural residents.		Chief Clinical Officer, Chief Operations Officer, Chief Financial Officer	Bi annual review cycles	Return on investment calculations for expanded digital and telehealth service infrastructure.	
Implement a standardized quality assurance plan that evaluates intervention effectiveness and trend data every six months disseminating results across the entire entity.		Chief Clinical Officer/Business Intelligence Manager	Bi annual review cycles	Bi annual completion of quality assurance reviews with data disseminated across all leadership tiers.	
Use clinical skills to implement engagement strategies from the very first contact to reduce client disengagement.		Chief Operating Officer, Chief Clinical Officer	Bi annual review cycles	Fewer client dropouts tracked over the fiscal year.	

Pivotal				
FY 27 BUDGET PROPOSED				
	FY 26	Aug-26	FY 26	FY 27
	Proposed	Month	Year End	Proposed
	Budget	End	Annualized	Budget
Operating revenue				
SWMBH Funding				
Medicaid capitation	\$21,525,540	\$17,363,507	\$19,111,852	18,914,340
Medicaid capitation - Settlement		565,861		
Healthy Michigan Plan	2,309,457	1,517,189	3,172,305	1,672,186
Healthy Michigan Plan - Settlement		(355,490)		
CCBHC-Prepayment	6,057,205	9,388,272	10,241,751	9,019,083
CCBHC - Settlement		1,898,978	(2,625,586)	
SUD Block Grant	78,968	120,814	78,969	78,968
Federal & State Sources				
State general fund	1,042,561	955,681	1,042,561	1,042,560
Federal and state grants	758,742	543,800	593,236	506,984
Local revenue				
County appropriation - St Joseph County	257,268	235,829	257,268	257,268
Client fees	401,842	454,028	500,212	400,000
Performance Based Incentive Program				
Other revenue	227,159	162,262	169,746	250,000
Total funding	32,658,742	32,850,731	32,542,314	32,141,389
Operating expenses				
Administration	5,400,000	4,875,545	5,312,225	6,010,514
Internal	6,700,000	6,422,326	7,012,719	7,001,044
Provider Claims	19,000,000	15,862,221	16,750,105	17,587,611
Grant expenses	758,742	415,634	453,415	446,737
Vehicles	200,000	83,149	90,707	100,470
Facilities	600,000	656,231	715,886	995,014
Total operating expenses	32,658,742	28,315,106	30,335,058	32,141,389
Change in net position	0	4,535,625	2,207,256	0
Net position, beginning of year	13,176,209	13,176,209	13,176,209	15,383,465
Net position, end of year	\$13,176,209	\$17,711,834	15,383,465	15,383,466

BOARD CALENDAR 2025/2026

MONTH	MONITORING REPORTS ON EL POLICIES	MONITORING REPORTS ON ENDS	POLICY REVIEW BOARD EDUCATION	Board Member Reviewer	OTHER/REPORTS/ACTIONS
JANUARY	EL V.08 - Compensation and Benefits	IV.01 SP1 Review SP 4	PR - VI.06 Board Code of Conduct	Luis R	Investment Update Q2
	EL V.05 Financial Condition and Activities				
FEBRUARY	EL V.01 Global Executive Constraint	Review SP1	PR- VI.07 Board Committee Princ. PR- VI.08 Board Committee Struct PR -III.01 Global Governance-MGMT	Cathi A Kay D Darci S	Approve CIP
	EL V.05 Financial Condition and Activities				
MARCH	EL V.09 Comm. and Support to the Board		PR- III.02 Unity of Control PR- III.03 Accountability to the CEO PR-III.04 Delegation to the CEO	Carol N Damon N Rick S	
APRIL	EL V.05 Financial Condition and Activities EL V.02 Treatment of Consumers	IV.01 SP 2	PR-VI.01 Global Governance Comit. PR-VI.03 Board Job Description	Elizabeth R Zach R	Selection of Officers Mental Health Code Compliance Check Financial Audit Review Investment Update Q3
MAY	EL V.05 Financial Condition and Activities EL V.07 Asset Protection	Review SP2	PR- VI.09 Cost of Governance By Laws - Mission Vision	Amanda M Raul M Stacy L	
JUNE	EL V.05 Financial Condition and Activities		PR-VI.10 Recipient Rights Adv Comm	Luis R	
JULY	EL V.05 Financial Condition and Activities				
AUGUST	EL V.04 Financial Planning/Budgeting	IV.01 SP 3	PR- VI.04 Agenda Planning PR-VI.05 Board Chairperson Role	Cathi A Kay D	Investment Update Q4
SEPTEMBER	EL V.05 Financial Condition and Activities	Review SP3			
			VI.11 Annual Leave Reserve Policy	Darci S	Approve Budget Annual Executive Officer Review Board Calendar set for following year Public Hearing Investment Update Q1
OCTOBER	EL V.05 Financial Condition and Activities EL V.06 Emergency CEO Succession EL V.03 Treatment of Staff		VI.12 Investment Policy PR-III.05 Monitoring CEO Performance	Carol N Damon K	
NOVEMBER	EL V.05 Financial Condition and Activities				
		IV.01 SP 4	PR-VI.02 Global Governance Style	Rick S.	Compliance/HR/AA Training Board Calendar set for following year
DECEMBER	EL V.05 Financial Condition and Activities				

Color Key: Approved/Accepted/Completed Not Applicable/Added after date passed Not accepted/Not approved

BOARD CALENDAR 2027

MONTH	MONITORING REPORTS ON EL POLICIES		MONITORING REPORTS ON ENDS		POLICY REVIEW		BOARD EDUCATION		Board Member Reviewer	OTHER/REPORTS/ACTIONS	
	EL V.08 - Compensation and Benefits	IV.01 SP1 Review SP 4	PR - VI.06 Board Code of Conduct	Kay D	Investment Update Q2						
JANUARY	EL V.05 Financial Condition and Activities										
	EL V.01 Global Executive Constraint	Review SP1	PR- VI.07 Board Committee Princ.	Amanda M	Approve QIP						
FEBRUARY			PR- VI.08 Board Committee Struct	Carol N							
			PR-III.01 Global Governance-MGMT	Damon K.							
	EL V.05 Financial Condition and Activities										
MARCH	EL V.09 Comm. and Support to the Board		PR- III.02 Unity of Control	Darci S.							
			PR- III.03 Accountability to the CEO	Elisabeth R.							
			PR-III.04 Delegation to the CEO	Raul M.							
APRIL	EL V.05 Financial Condition and Activities	IV.01 SP 2	PR-VI.01 Global Governance Comit.	Zach R.	Selection of Officers						
	EL V.02 Treatment of Consumers		PR-VI.03 Board Job Description	Stacy L	Mental Health Code Compliance Check						
					Annual HIPAA/Compliance Training						
					Financial Audit Review						
MAY	EL V.05 Financial Condition and Activities	Review SP2			Investment Update Q3						
	EL V.07 Asset Protection		PR- VI.09 Cost of Governance	Rick S							
			By Laws -	Luis							
			Mission Vision	Cathi A							
JUNE	EL V.05 Financial Condition and Activities		PR-VI.10 Recipient Rights Adv Comm	Kay D							
JULY	EL V.05 Financial Condition and Activities										
AUGUST	EL V.04 Financial Planning/Budgeting	IV.01 SP 3	PR VI.04 Agenda Planning	Amanda M	Investment Update Q4						
	EL V.05 Financial Condition and Activities		PR-VI.05 Board Chair/Person Role	Carol N							
SEPTEMBER		Review SP3									
			VI.11 Annual Leave Reserve Policy	Damon K	Approve Budget						
	EL V.05 Financial Condition and Activities		VI.12 Investment Policy	Darci S	Annual Executive Officer Review						
OCTOBER	EL V.06 Emergency CEO Succession		PR-III.05 Monitoring CEO Performance	Luis R.	Board Calendar set for following year						
	EL V.03 Treatment of Staff				Investment Update Q1						
NOVEMBER	EL V.05 Financial Condition and Activities	IV.01 SP 4	PR-VI.02 Global Governance Style	Cathi A	Compliance/HIPAA Training						
					Board Calendar set for following year						
DECEMBER	EL V.05 Financial Condition and Activities										

Color Key: Approved/Accepted/Completed Not Applicable/Added after date passed Not accepted/Not approved



SMART GOAL PAYOUT INFORMATION

FY 26

Total Staff	85	
Left before payout:	7	8%
Zero Goals – earned \$0:	4	5%
One Goal – earned \$600:	6	7%
Two Goals - earned \$1200:	16	19%
Three Goals - earned \$1800:	52	61%
		100%



485 E. Columbia Avenue, Suite 12
Battle Creek, MI 49014
269-965-1444

www.bmaappraisals.com
Admin@bmaappraisals.com

August 12, 2026

Pivotal Board of Directors
677 E Main St
Centerville, MI 49032

RE: 1020 Millard St
Three Rivers, Michigan 49093

To whom it may concern:

In accordance with your request, attached is my appraisal report of the above referenced property. I have inspected the property, gathered the necessary data and performed analyses on that data in order to formulate an estimate of value for the subject property.

This appraisal was completed in accordance with my best understanding of the *Uniform Standards of Professional Appraisal Practice* (USPAP) regulations. The appraisal assignment was not based on a requested minimum valuation, a specific valuation, or the approval of a loan.

This is a restricted appraisal report that is intended to comply with the reporting requirements set forth under Standards Rule 2-2(b) of the *Uniform Standards of Professional Appraisal Practice* for a restricted appraisal report. It presents conclusions of the data, reasoning, and analyses that were used in the appraisal process to develop the appraiser's opinion of value. Supporting documentation concerning the data, reasoning, and analyses is retained in the appraiser's file. The intended use of this appraisal is to assist the client in evaluating a potential acquisition of the subject property. The depth of discussion contained in this report is specific to the needs of the client and for the intended use stated. The appraiser is not responsible for unauthorized use of this report.

August 12, 2026

Based on my investigation and analysis of the data gathered with respect to this assignment, it is my carefully considered opinion that the estimated market value of the fee simple estate in the subject as of July 22, 2026, is:

Four Hundred Fifty Thousand Dollars
(\$450,000)

This letter must remain attached to the appraisal report, which contains 41 pages plus related exhibits, in order for the value opinion set forth to be considered valid. Please note the Assumptions and Contingent Conditions on Pages 9 and 10.

Thank you for the opportunity to be of service in this matter. If you have any questions regarding the method of appraisal, the value concepts, or the indicated value, please contact me at your convenience.

Respectfully submitted,
BRATCHER MOREHART & ASSOCIATES

A handwritten signature in black ink, appearing to read 'GEB', is positioned below the typed name.

George E. Bratcher, Jr., MAI, ASA
Certified General Appraiser
Michigan License No. 1205000203

CLARK LOGIC CAPITAL



Dear Pivotal,

We are writing to inform you that we are willing to sell the property located at 1020 Millard St., Three Rivers, MI 49093 (Parcel No. 75-051-399-082-00) for a purchase price of \$900,000.00.

If you are interested in discussing this opportunity, please let me know at your earliest convenience, but no later than July 31, 2026. We would be happy to discuss the details and, if appropriate, begin the sale process.

We look forward to hearing from you.

Thank you,



Matt Conlee

Director of Real Estate

Clark Logic

matt@clarklogic.com

Director's Report September 2026

Administrative

- Attended CTA Board meeting
- Attended meeting with TR Emergency Room and us. We discussed information sharing and how the Mental Health Code allows us to share information to coordinate care.
- Met with Sturgis Bank and Trust and Southern Michigan Bank and Trust for the final review of the RFPs prior to our presentation to the board for final approval at the September board meeting.
- Met with DH for the Med Clinic Remodel.
- Paving has been completed for Phases 1 and 2, and the base layer is completely done
- Attended HSC Commission
- Attended SWMBH Operations Committee
- Attended SWMBH Board Meeting
- Attended PCE Michigan Behavioral Health Summit
- Attended Meeting with Venture Capital - leadership consultant
- Attended OAC for the new building project
- Attended Covered Bridge Finance and Board meeting
- Attended SJC Attendance and Truancy Task Force
- Attended the first meeting for Med Clinic Remodel.
- Attended a 2-day directors' forum in Lansing.
- Attended Guidance Group - System Strengthen

Clinical

- Community Resource Vehicle has arrived. It will be at the fair all week, at Project Connect, and then at the Affinity Clubhouse 5 K.

Human Resources

Open Positions:

- Outpatient Therapist
- Access Care Manager II
- Youth Peer Support (New Position)

Pending:

- ACT Advocate – (9/28/26)
- Access Care Manager I (10/5/2026)

Transfers:

- Centralized Care Coordinator (New Position) James Alderson – (TBD)
- Kristi Merrills- Outpatient Clinical Supervisor (TBD)

Resignations:

- Kenneth Martin – Adult Clinical Supervisor
- Lauren Falkenstein – WSS Coordinator



PIVOTAL

Certified Community Behavioral Health Clinic
677 E Main Street
Centreville, MI 49032

September 20th, 2026

To: Community Leaders, Elected Officials, and County Commissioners of St. Joseph County

SUBJECT: Announcement of Pivotal Mobile Community Response Vehicle & Emergency Integration Opportunity

I am pleased to share an exciting new development at Pivotal that strengthens our shared capacity to serve and safeguard the residents of St. Joseph County. On July 14th, our Board formally approved the expenditure to acquire a dedicated Community Response Vehicle, designed to deliver mobile mental and behavioral health services support and crisis intervention directly into our towns and neighborhoods.

In recent years, the necessity of integrating mental health co-response into broader public safety and emergency frameworks has become clear. Emergencies, public gatherings, and community challenges rarely exist in isolation from behavioral health needs. Having dedicated mental health professionals available alongside traditional responders significantly improves outcomes for everyone involved:

During natural disasters and severe emergencies, individuals often experience sudden trauma, severe acute stress, and severe displacement anxiety. Traditional first responders must focus primarily on physical safety, structural control, and medical triage. Deploying behavioral health co-responders ensures immediate psychological first aid, de-escalation, and emotional stabilization on site, helping individuals process trauma in real time and preventing long term mental health crises.

In routine outreach, mobile co-response bridges critical care gaps for rural or isolated residents who face transportation, technology, or stigma barriers. Delivering proactive care directly into the community allows us to address behavioral health needs early, reducing unnecessary emergency department visits and law enforcement contacts.

To ensure this resource is completely dependable under any circumstance, the Community Response Vehicle is fully self-sustaining. Built with integrated solar power, a robust backup battery system, and satellite internet connectivity, the unit can deploy anywhere in St. Joseph County and remain fully operational even during widespread power outages or infrastructure disruptions.



Main Office
677 E. Main Street
Centreville, MI 49032

Three Rivers Office
1020 Millard Street
Three Rivers, MI 49093

Sturgis Office
1555 E. Chicago Rd., Suite A
Sturgis, MI 49091

Phone: 269.467.1000 • Crisis Line: 1.800.622.3967 • www.PivotalStJoe.org





We are reaching out to inform you that this mobile resource is available to support your local municipality, emergency management, and community safety initiatives. Inclusion of this vehicle in your local crisis response or emergency planning is completely voluntary. Our goal is simply to provide another collaborative tool that enhances community resilience and provides compassionate support to the citizens we serve.

If you would like to discuss how this vehicle can complement your existing emergency protocols or if you wish to arrange a demonstration for your leadership team, please feel free to contact me directly.

Sincerely,

Cameron Bullock, MBA

Cameron Bullock, MBA
Chief Executive Officer

677 E Main Street
Centreville, MI 49032
269.503.2814

cbullock@pivotalstjoe.org



Main Office
677 E. Main Street
Centreville, MI 49032

Three Rivers Office
1020 Millard Street
Three Rivers, MI 49093

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Affinity House Advisory Board Agenda

Present: Jo, Rick, Stacy, Karen, Adam, Isabel, Travis, Gail, Jessica, Jacob, Liz A., Max, Holly

Absent: Liz R., Cory

1. **Call to Order:** 12:13pm
2. **Approval of Agenda:** Adam motioned, Liz supported
3. **Approval of Minutes:** Adam motioned, Liz supported
 - a. 11.a. should say "Contact Adam if you would like to purchase 50/50 tickets"
4. **Banking Account:**
 - a. CMHAM grant was given to Clubhouse (in restricted funds) instead of going to Pivotal's account, which is why there is a discrepancy in the bank account information. Clubhouse restricted funds = \$17,475.01
 - b. Clubhouse purchased a new grill yesterday. Expect to see more expenses in the coming months, due to not having a full kitchen until December/January.
5. **Accreditation Updates:**
 - a. In this month's board packet, is the action plan created from the 2-week comprehensive training.
6. **Employment:**
 - a. GOCC Fitness Center is back open. Clubhouse Member, Matthew has stepped back from his position at SJCTA and will be filling the position at GOCC.
 - b. Clubhouse Member John has picked up the extra shifts at SJCTA, due to Matthew switching to GOCC. John is now working 3 days per week.
 - c. Clubhouse Member Tim is having difficulty obtaining a dishwashing position at Beacon. Rick will work with Holly/Staff at Beacon to acquire this position.
 - d. Stacy requested a table be added to the agenda, to display how many employed individuals. See below.

Transitional Employment	
Supported Employment	
Independent Employment	
7. **Education:**
 - a. Two members enrolled at GOCC. Three other members expressing interest in attending GOCC.
8. **Advisory Board:**
 - a. Max recently switched job positions. He will have a conversation with Holly and the Sherriff's office to determine if he is able to continue to be on the board.
 - b. Clubhouse/Board Member Ron has stepped down from the Clubhouse board. Clubhouse members, Karen and Isabel presented to the other members and agreed Karen and Isabel can serve on the Clubhouse Board.
 - c. Adam motioned to add Stacy and Jacob to the Clubhouse Advisory Board. Liz A seconded. It was a unanimous vote by the board. Welcome to the board Stacy and Jacob!!
 - d. Jessica is stepping down from Clubhouse board. Today is her last meeting.
9. **Fundraising:**
 - a. October 3rd – Affinity House 5k – Board members are encouraged to help with this event.
 - b. October 5th – Culver's Fundraiser – Board members are encouraged to help with this event.
 - c. Cameron has been working on the Shattered Silhouettes event. January 29, 2027 @ 6pm. Includes dinner, live music, & testimonies.

10. Advocacy:

- a. Participating in Project Connect – Members will be serving lunch and running an advocacy table for Affinity House
- b. September 25th – On the radio with Mike Styles @ 9am.
- c. Holly presenting to CIT on October 6th. CIT members will then be engaging with members throughout the work-ordered day.
- d. Member Jen has been working on contacting local agencies for other speaking engagements.

11. For the good of the order:

- a. Building renovation expected to be completed in December. However, when Holly met with the foreman, he is thinking it would more likely be completed in January.
- b. Clubhouse will be getting port-a-potties to use, as Med Clinic is in need of the Pivotal bathrooms.
- c. Affinity House is scheduled to host the Clubhouse Michigan Meeting. Firm Foundations has agreed to let Affinity House host in their space, if the new construction is not done.

12. Meeting Adjourned: 12:59pm

Next Meeting: November 18th @ 12:00pm

***Standard 33 – International Clubhouse** - The Clubhouse has an independent board of directors, or if it is affiliated with a sponsoring agency, has a separate advisory board comprised of individuals uniquely positioned to provide financial, legal, legislative, employment development, consumer and community support and advocacy for the Clubhouse.

Advisory Board Mission Statement - 'The Advisory Board will be comprised of individuals who are actively engaged in supporting Affinity House to become integrated into the community through employment, advocacy, and fundraising events.'



MAKE YOUR *Meal Matter*

MONDAY • OCTOBER 5 • 5-8PM

Join us in supporting Affinity House, as 15% of all sales will be donated.

Affinity House is a community based service dedicated to supporting and empowering people living with mental illness. Affinity house offers a collaborative, restorative environment where individuals can recover by gaining access to opportunities for employment, socialization, education, skill development, housing, and overall improved wellness.



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Three Rivers, MI 49093
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AFFINITY HOUSE

5K

RUN/ WALK

STOMPING OUT STIGMA AGAINST MENTAL HEALTH

OCTOBER 3RD 2026

GLEN OAKS COMMUNITY COLLEGE

62249 SHIMMEL RD. CENTREVILLE, MI 49032

8AM PACKET PICK-UP AND REGISTRATION

9AM START TIME

\$25
REGISTRATION
WITH T-SHIRT
UNTIL 9/12

FOR ANY QUESTIONS OR ANYONE
WITH A DISABILITY WHO NEEDS
SPECIAL ACCOMMODATIONS TO
ATTEND THIS EVENT,
PLEASE CONTACT AFFINITY
HOUSE AT: 269-467-1923

\$30
REGISTRATION
T-SHIRT NOT
INCLUDED
9/13-10/3

ALL PROCEEDS GO TO AFFINITY HOUSE

AFFINITY HOUSE IS A COMMUNITY BASED SERVICE
DEDICATED TO SUPPORTING AND EMPOWERING
PEOPLE LIVING WITH MENTAL ILLNESS. AFFINITY
HOUSE OFFERS A COLLABORATIVE, RESTORATIVE
ENVIRONMENT WHERE INDIVIDUALS CAN RECOVER BY
GAINING ACCESS TO OPPORTUNITIES FOR
EMPLOYMENT, SOCIALIZATION, EDUCATION, SKILL
DEVELOPMENT, HOUSING AND IMPROVED WELLNESS.



SCAN QR CODE TO REGISTER



St. Joseph County
United Way

PIVOTAL CUSTOMER ADVISORY COMMITTEE MINUTES

September 14, 2026

Present: Jen H., Donnie K., Isabella P., Wayne S.

Absent: Gail L., Lacey S.

Facilitated by: Marie C.

The meeting was called to order at 10:40 AM. Designated Isabella as note taker and Donnie as timekeeper.

ANNOUNCEMENTS

- **Upcoming events:** Provided information about September Fresh Food Distributions, Project Connect, United Way Volunteer Center, and the Affinity House 5K fundraiser.
- **Community resources:** Provided copies of the latest SJCHC Community Help Card.
- **Public hearing:** Annual public hearing during next board meeting on 9/29. Encouraged members to attend (Jen, Wayne, Isabella, and Marie tentatively planning to be there).
- **Committee recruitment:** Marie invited Nancy W. to the next CAC meeting. She is the mother of 2 children currently receiving services and is interested in sharing her experiences. This meets our longtime goal of having a parent representative on the committee and also addresses Objective 4.1 of the 26/27 Strategic Plan to "maintain an active diverse Customer Advisory Council to provide structured oversight regarding accessibility, equity, and program design."

MEMBER FEEDBACK

- **Affinity House:** Membership continues to grow, which can sometimes cause stress and anxiety when areas get too noisy and crowded, but they are making the most of it and have come up with creative ideas to prepare meals while the kitchen is unavailable. They look forward to volunteering at Project Connect again this year.
- **Med Clinic:** One member reached out to her doctor with a concern about her medication causing adverse effects and wanted to ask about possible adjustments to her treatment. She did not receive a response until 3 days later. When she did hear back, she felt that staff were not open to her questions or concerns and was frustrated that a new medication was sent to the pharmacy without her knowledge or consent. Another member was surprised to hear that he had been transferred to another prescriber without being given a reason for doing so or a chance to state his preferences. He is open to meeting with the new prescriber but felt that receiving a phone call about the change was unexpected and would have preferred first receiving a letter in the mail. A third member reports being discharged from Med Clinic services and would like to reinstate them, as he feels that his primary care provider is not as knowledgeable or effective in helping him with medication management.

- **Reception:** Member stated that it heightens his anxiety when other people are talking loudly on their phone or watching videos with speakers on. He asked if it would be possible to post signs about silencing phones and taking calls outside or just inside the entrance. Another member stated that reception staff was unaware of today's meeting when they came to check in. They were open to Marie's suggestion of providing staff with a list of future meeting dates and membership roster, along with a reminder email the morning of each meeting.
- **Sturgis office:** Member reported that the Conference Room used for Peer Support groups have sliding doors that do not close all the way, and private conversations can be heard in the hallway even with the white noise machine on. Asked about possible soundproofing solutions to help group participants feel more comfortable sharing openly.
- **Other feedback:** Member reported that staff at the out-of-county AFC where her son resides has been refusing to transport him to appointments in Centreville and asked if that was allowed. Her son prefers seeing his outpatient therapist in person vs. telehealth. Another member mentioned that their case manager is transferring to another department, but she has not been given details about the transition period and would like to know who her new CSM will be and when they will hear from them.

CUSTOMER SERVICE:

- Lacey was not present at the meeting but met with Marie beforehand and provided feedback to share with committee members.
- She reported that many of her customer calls have involved changes in service providers. Several callers were not given adequate notice or did not understand the reasons for the change. Marie asked if there is a standardized process or order for notifying clients (e.g. when do their current providers disclose, how much notice before the change takes effect, do they receive written notice or a phone call first, and how is the client involved in transition planning)

SWMBH CUSTOMER ADVISORY COMMITTEE:

Donnie reported that minutes from the most recent meeting are not yet available, so he will share any relevant information next month.

NEXT MONTH

- We will meet again on Monday, October 12, from 10:30 AM-11:30 AM in the Pivotal Main Office Conference Room.

The meeting was adjourned at 11:30 AM.