



Northern Lakes Community Mental Health Authority

Board of Directors Packet

September 18, 2025



The Northern Lakes Community Mental Health Authority Board will meet on September 18, 2025, at 2715 South Townline Rd., Houghton Lake, MI 48629 & Virtually: [+1 810-258-9588](tel:+18102589588), 877 408 48#

AGENDA

- | Time | Item # |
|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1:00 p.m. | 1 Opening: <ul style="list-style-type: none">• Confirm Quorum and Pledge of Allegiance• Approval of Agenda• Conflict of Interest• Consent Agenda (Minutes)*• Appointment of Timekeeper |
| 1:05 p.m. | 2 Public Comment (may be limited to three minutes by the Board Chairperson) |
| 1:10 p.m. | 3 Report of Officers: <ul style="list-style-type: none">• Recipient Rights Director Report<ul style="list-style-type: none">○ The report is available in the Board packet• Chief Executive Officer Report<ul style="list-style-type: none">○ Dr. Curtis Cummins, Interim Chief Executive Officer• Chief Financial Officer Report<ul style="list-style-type: none">○ Kevin Hartley, Chief Financial Officer |
| 2:10 p.m. | 4 Committee Reports (Please keep reports less than 5 minutes): <ul style="list-style-type: none">• NMRE Update<ul style="list-style-type: none">○ Ruth Pilon• Executive<ul style="list-style-type: none">○ Greg McMorrow• Finance<ul style="list-style-type: none">○ Al Cambridge• Policy<ul style="list-style-type: none">○ Dave Freedman• Community Engagement & Services<ul style="list-style-type: none">○ Christal Frost Anderson & Penny Morris• Personnel<ul style="list-style-type: none">○ Ruth Pilon |
| 2:50 p.m. | 5 Unfinished Business <ul style="list-style-type: none">• CEO Selection* |
| 2:55 p.m. | 6 Announcements/Board Comments/Presentations |
| 3:00 p.m. | 7 Adjourn, Next Meeting: October 16, 2025 – Traverse City |

NOTICE: If any person with a disability needs accommodation, please call 231-942-7372 three days prior to the posted meeting date.

* Action Items



Administrative Office, 105 Hall Street, Suite A, Traverse City, MI 49684

Board of Directors Meeting Minutes

August 21, 2025

1:00 p.m.

Board Members Present: Vince Cornellier, Christal Frost Anderson, Ruth Pilon, Mark Nyman, Dean Smallegan, Ben Townsend, Penny Morris, Ty Wessell, Dave Freedman, Tony Lentych, Mary Marois, Al Cambridge, Greg McMorrow

Absent: Kim Morley, Lynn Pope, Shawn Kraves

Others Present: Kim Silbor, Kevin Hartley, Dan Mauk, Jeremiah Williams, Kendall Sidnam, Alyssa Withun, Lisa Woodcox, Erica Longstreet, April Weinrick, Marsha Brown, Alexandra Coon

Virtual Attendees: 4 unknown, Abby Schonfeld, Aimee Horton Johnson, Amanda Ritchie, Ann Ketchum, Becky Brown, Caleb Gomez, Candace Kauska-Dietrich, Christina Hasty, Cindy Evans, Danielle Oswalt, Deb Freed, Donna St. Germain, Erica Smith, Erin Barbus, Erin Brotherton, Gina Schlegel, Heather Sleight, Heidi Niederer, Janet Graham, Jennifer Edwards, Jennifer Wisniewski, Jessica Williams, Jordan Langley, Kaitlin Merritt, Karen Cass, Kari Barker, Kayla Sklener, Kellee Hoag, Kristie Maier, Lisa Holmes, Lisa Jones, Lori Stendel, Lynda Zeller, Lynn Pope, Mark Draeger, Melanie Schopieray, Melissa Bentgen, Melissa Michael, Neil Rojas, Nicole Hutchinson, Rudy Wright, Somer Quinlan, Sophorn Klingelsmith, Stacy Maiville, Sue Hamel, Tammy Heitkamp, Teri Dougherty, Terri Henderson, Tiffany Fewins, Victoria McDonald

Call to Order: 1:00 p.m.

Conflict of Interest: None.

Timekeeper: M. Marois

Approval of Agenda: Yes

The Board agreed to Mr. Lentych's request to strike "extension" from the previous minutes and replace it with "abstention" as it refers to the act of choosing not to vote based on being absent for the June Board meeting.

The Board approved the agenda.

Public Comment: None

Report of Officers:

Recipient Rights Report: Brian Newcomb, Director of the Office of Recipient Rights, gave an overview of his report to the Board. The office has completed all investigations on time; there are no open investigations. The office remains at 100% compliance. Next week the office will have its tri annual assessment performed. In three weeks, Mr. Newcomb and members of his team will attend a Recipient Rights conference that is four days long.

Interim Chief Executive Officer's Report: Dr. Curtis Cummins, Chief Medical Director & Interim CEO, presented his report to the Board. The CEO report included responses to citizen comments, dashboard report, dates of note, recent email blasts and media coverage. The full report is included in the board packet. Phase 1a of cost containment (layoffs) is complete. Phase 1b of cost containment (restructuring) is complete. The next phase of the cost containment plan will include contracts for the next FY as well as ongoing utilization management.

The Board praised the responses to citizen comments and posed the question of if the citizens are contacted after their comment with the response, this will be looked at.

The Board requests that the topic of Northern Lakes recognition be brought to the attention of Munson in relation to public releases and more, concerning the new Crisis/Access center (GTMHCAC).

Chief Financial Officer's Report: Kevin Hartley, the Chief Financial Officer of Northern Lakes, presented the financial report. The report contained a summary of variances and fluctuations, statement of net position, statement of revenue compared to budget, and contract provider activity. Mr. Hartley reviewed the different categories of the budget and identified which areas were over and under budget. The full report with specific numbers is in the Board packet.

MOTION: Accept contract changes for the month

RESULT: ADOPTED [UNANIMOUS]

MOVER: A. Cambridge

SECONDER: T. Lentych

Services for Adults with Mental Illness and Substance Use disorders:

MIA Outpatient Services: Alyssa Withun, MIA Outpatient Supervisor, gave an overview of the Adult Outpatient Therapy program. The population that they serve is Adults 18+ with severe and persistent mental illness. Assessments, treatment plans, crisis services and individual therapy are provided. Service are offered in person and through telehealth.

ACT Services: Kendall Sidnam, Behavioral Health Home & Assertive Community Treatment (ACT) Operations Manager, gave an overview of the program. ACT is a unique wraparound service that is able to provide practically all services needed for each consumer within the same team. The caseload is shared between every member of the team, each member interacts with each consumer. There is a designated psychiatrist in each county, a privilege surrounding CMH's may not have.

Grand Traverse Mental Health Crisis and Access Center: Michael Corby, GTMHCAC Behavioral Health Director, gave an update on the center. The hours have expanded to 24/7. There is an upward trend and steady increase in clients. Clients from a considerable number of different counties have been served. There are a wide range of issues that the center helps with from less severe to very severe.

PCP and Self Determination Training: Lisa Woodcox, Adult IDD Team Lead, gave an overview of self determination which is now called self-direction. The families and guardians are given a choice of who they would like to hire based around five principles. There are many resources available, and they are assisted in making sure that they stay within the yearly Medicaid budget. One of the services available is community living support which prepares the consumer for different levels of independence. A recent survey was conducted where 24 of the 25 who receive services from this program were satisfied or very satisfied.

Committee Reports:

NMRE: Ms. Pilon spoke about the upcoming PIHP bid out. Those who are currently PHIP are not allowed to put a bid in. Once this moves forward the bid-winning PIHP will be handling all contracts and there will not be capitation but a fee for service model. This change is coming from the MDHHS. Ms. Pilon encouraged the public to reflect on how this will affect consumers and the community as well as to try to have their voices heard.

Ad Hoc CEO Search: Mr. Townsend thanked Tom Bratton for the last two years of work he completed for the committee. The process of reviewing submission packets, letters and evaluations were mentioned. On August 14th there was an open meeting, during which the final two candidates were chosen to be recommended to the Board. The Board will put it to a vote at the next Board meeting following a 10:00am special meeting the same day.

Executive: Mr. McMorrow addressed the creation of future agendas, nothing else to report.

Finance: Mr. Cambridge shared that the single audit for 2024 is complete, and the committee is awaiting the arrival of the report. The recent reorganization led to \$797,000 in savings for the Agency, this has been implemented now and will be a part of next year's budget.

MOTION: Approve the contract as presented in the engagement letter from Rehman for support on financial templates as presented

RESULT: ADOPTED [UNANIMOUS]

MOVER: D. Smallegan

SECONDER: T. Lentych

MOTION: We challenge the Rehman assessment rejecting the findings of the 2018 and 2019 results due to their incorrect assumptions, we move to request a proposal from our current auditor RPC to review the Rehman assessment

RESULT: Roll Call Vote, ADOPTED [UNANIMOUS]

MOVER: D. Smallegan

SECONDER: M. Marois

MOTION: By deleting the 2018 and 2019 results of the Rehman assessment, we request settlement from the NMRE from the years 2023 and 2024, including the assumptions about years 2020, 2021 and 2022 for a net request in the amount of \$3,040,311 while we employ RPC to review the Rehman assessment.

RESULT: Roll Call Vote, ADOPTED [1 DISSENT, R. Pilon]

MOVER: D. Smallegan

SECONDER: T. Lentych

MOTION: We recognize and applaud our leadership team for their efforts in dealing with our current challenges, our current and future financial challenges and for the presentation of a draft balanced budget for 2026.

RESULT: ADOPTED [UNANIMOUS]

MOVER: D. Smallegan

SECONDER: B. Townsend

Policy: Mr. Freedman commended the staff for their hard work with CARF, word had been given to the committee that it had gone well.

Personnel: Ms. Pilon shared that the committee will be meeting next week on 8/29 to discuss the results of the surveys that have been put out and start working on the policies.

Unfinished Business: None

Public Comment:

Marsha Brown, home supervisor of a board operated home, shared a story of a consumer that the home helped find the proper treatment for. The previous treatment had negative effects and due to the homes' efforts, this consumer is now enjoying life more.

Karin Killian, a journalist, spoke about her grievances related to domestic violence, trafficking and her previous experiences with CMH.

Announcements/ Board Member Reports/ Board Association:

Mr. Cambridge shared that a local county commissioner spoke with the finance committee and encouraged them to be more aggressive when it comes to finances and the NMRE.

Ms. Morris shared that the dispute resolution committee is waiting until after this Board meeting before they move forward on their action items.

Next Meeting: September 18, 2025 – Houghton Lake

Adjournment: 3:14 p.m.

Respectfully submitted,

Alexandra Coon, Covering for Executive Administrator

Greg McMorrow, Board Chairperson

Lynn Pope, Secretary

Office of Recipient Rights Director's Report
September 2025

Dates represented	10/01/22-09/08/23	10/1/23-09/08/24	10/1/24-09/08/25
Complaints	404	504	404
OJ, No Right Inv.	61	112	78
Interventions	14	46	49
Investigations	331	349	277
Investigations Comp	331	349	249
Investigations open	0	0	28
Inv > 90 days	0	0	0
Inv < 90 days	331/331(100%)	349/349(100%)	249/249(100%)
Summary Report Avg	335/335(100%)	352/352(100%)	243/243(100%)
NLCMHA staff alleg.	82	127	103
NLCMHA Staff W/I 1 yr	24	22	24

Complaint Source

Complaint Source	Count
Anonymous	19
Community/General Public	12
Guardian/Family	18
ORR	97
Recipient	56
Staff	202
Total	404

5 Year Trends

	Abuse I & II	Abuse III	Neglect I & II	Neglect III	Services Suited to Condition	Total
FY2021	23	32	17	80	74	226
FY2022	44	46	25	152	151	418
FY2023	39	17	21	144	2	223
FY2024	29	26	4	98	0	157
FY2025	29	8	10	77	0	124

Complaints Per Provider:

October 1, 2024- September 8, 2025

See attached chart.

Notes:

None.

Respectfully submitted,

Brian Newcomb, Director of Recipient Rights

Provider Report October 1, 2024 – September 8, 2025

Program	Substantiated	Pending	Not Substantiated	NA
Access	0	0	1	0
Beacon Home at Washburn	8	1	2	0
Beacon Home at Woodland	2	0	2	0
Elmwood AFC	16	4	3	0
Frances Specialized Residential	1	0	0	0
Hope Network Gardner Home	1	0	1	0
Hope Network Neo Breton	0	1	0	0
Hope Network Neo Rockford	3	0	1	0
J. Cole Enterprises, LLC	0	0	0	1
Lake Shore AFC, LLC	1	0	0	0
Montclair Specialized Residential Services	1	0	1	0
R.O.O.C., Inc.	1	0	0	0
Seasons of Life AFC Home, LLC	0	0	5	0
Spectrum Freedom Residence	1	0	0	0
Spectrum Skyway Home	0	1	0	0
Wright Street AFC Home	6	0	1	0
AuSable In Home Care, LLC	1	0	0	0
Beacon Home at Trolley Center	3	0	1	0
Beacon Specialized Living Services, Inc.	2	0	0	0
Benton AFC	0	0	1	0
Brightside Living - Whispering Oaks	0	0	2	0
Cedar Valley AFC	12	0	1	0
Club Cadillac	0	0	1	0
Great lakes Center for Autism	1	0	0	0
Hickory Hill AFC LLC	0	1	3	1
Hope Network Neo Birdsong	1	1	2	0
Hope Network Neo Grandville	0	1	0	0
Hope Network Neo Wyoming	4	0	0	0
Hope Network Rivervalley 1	1	0	2	0
IDD Children's Case Management	0	0	2	0

Jones Lake AFC Home	5	0	0	0
Mama T's AFC	2	0	0	0
Outpatient Services	0	0	1	1
Packard Specialized Residential	1	0	1	0
Psychiatric Services	0	0	0	1
Real Life Living Services	0	0	3	0
Safehaus	1	0	2	0
Serenity AFC	0	0	4	0
Shepler's AFC Home	0	1	0	0
TC Office/Grand Traverse County	9	0	4	0
Beacon Silverview	6	1	0	1
ComForCare	0	0	5	1
Compassionate Care Home Health Services, Inc.	1	0	1	0
Danes AFC	4	0	1	0
Grand Traverse Industries, Inc.	0	0	1	0
Grayling Office/Crawford County	0	0	2	0
Hickory Hollow Specialized Residential LLC	0	1	2	0
Hope Network Westlake VIII	3	0	0	0
IDD Adult Case Management	10	1	8	0
Magnolia Care AFC West	1	0	0	0
MI Independent Living, LLC	1	1	5	0
MIA Case Management	3	1	1	0
Mid-Michigan Specialized Residential	1	0	1	0
Oakridge Specialized Residential	1	0	0	0
Pearl Street Home	5	1	2	1
Peer Support	0	1	1	0
Shur Care AFC Home, LLC	0	0	1	0
Specialized Personal Recovery Services, LLC	1	0	0	0
Summerfield AFC	3	0	0	0
TLK AFC Home, Inc.	0	0	1	0
Assertive Community Treatment	2	3	2	3
Beacon Anchor Point North	2	0	2	0
Beacon at Ossineke	0	0	1	0

Beacon Fife Lake	3	0	0	0
Beacon Home at Cogswell	3	0	2	0
Beacon Home At Ludington	7	2	4	1
Beacon Mission Point	8	4	3	0
Beacon Wave Crest	2	0	0	0
Brightside Living - Lake Shore	1	1	1	1
Cadillac Office/Wexford County	2	1	1	0
Crisis Services	2	0	0	1
Evergreen Home	0	0	1	0
Grand Traverse Mental Health Crisis and Access Center	0	2	1	0
Heart and Soul Living LLC	4	0	3	0
Hillcrest AFC	1	0	5	0
Hope Network Neo Bristol	5	0	1	0
Hope Network West Michigan - Cadillac Center	1	0	0	0
Lake Shore AFC	1	0	1	0
Lincoln House LC	1	0	3	0
MI Independent Living SIP - Northland	1	0	0	0
Northern Lakes CMH Authority	43	4	27	0
Ohana AFC	2	0	1	0
Seneca Place Home	15	1	1	0
Spectrum Community Services SIP - Bremmer	5	2	1	0
Spectrum Community Services SIP - Kentucky	3	0	0	0
Westwood Specialized Residential	0	4	0	0
Woodland AFC Home	1	1	0	0
Wright's AFC Home, LLC	1	0	2	2

Interim Chief Executive Officer's

Report to the Board September 18th, 2025

Public Comment:

Marsha Brown, home supervisor of a board operated home, shared a story of a consumer that the home helped find the proper treatment for. The previous treatment had negative effects and due to the homes' efforts, this consumer is now enjoying life more.

Response: *"Thanks for sharing this success story with us. It is powerful to hear."*

Karin Killian, a journalist, spoke about her grievances related to domestic violence, trafficking and her previous experiences with CMH.

Response: *"If you have specific concerns regarding our services, please contact our Customer Service Department for assistance. Thank you."*

Grants of Significant Value: None.

Dashboard Report: See attachment.

Community Connections/Meetings:

- September 2, GTMHCAC Leadership Team meeting
- September 12, NLCMHA Public Hearing
- September 16, NMRE Operations Committee meeting

Media Coverage: See links and attachments below

<https://www.9and10news.com/2025/08/11/two-developmentally-impaired-adults-start-up-a-sack-lunch-program-for-those-in-need/>

https://www.cadillacnews.com/news/from-seed-to-success-club-cadillac-munson-healthcare-partner-to-grow-job-opportunities/article_27c3a161-2e91-4262-b5c1-c3856d118e60.html

<https://upnorthlive.com/news/local/grand-traverse-countys-mental-health-crisis-centerprogresses-to-phase-three-operations>

https://www.record-eagle.com/news/local_news/grand-traverse-county-mental-health-center-notes-rise-in-patient-volume/article_00ec52f8-396c-4ea2-83af-173871e81478.html

Mental Health Center Sees Increasing Numbers, Prepares for Residential Unit Expansion – web link not available, article attached.

https://www.facebook.com/watch/live/?ref=watch_permalink&v=654714777658518

Respectfully submitted,

Curtis Cummins, Interim CEO

						FY2025 Monthly Team Efficiency					
	Expected	October	November	December	January	February	March	April	May	June	July
ACT	35%	17.71%	19.02%	17.74%	14.45%	19.34%	20.06%	18.03%	21.80%	17.42%	16.84%
CPSS	30%	20.76%	19.14%	18.59%	20.57%	19.95%	18.73%	21.46%	19.76%	23.62%	28.32%
ES	30%	5.37%	4.33%	4.70%	4.73%	3.81%	4.94%	3.75%	3.87%	3.58%	4.74%
IDD Adult	30%	10.99%	12.38%	13.73%	12.11%	13.66%	12.61%	12.67%	13.89%	15.92%	17.69%
IDD Child	30%	16.65%	26.22%	15.00%	22.57%	26.65%	23.63%	23.55%	27.63%	22.02%	19.84%
MIA CSM	30%	19.30%	21.98%	22.95%	24.96%	25.08%	24.69%	24.35%	25.10%	24.22%	24.28%
MIA OP	50%	38.64%	41.43%	35.68%	37.52%	43.86%	46.16%	43.97%	42.62%	40.50%	43.66%
SED HB	30%	19.22%	18.66%	18.30%	19.97%	16.53%	16.17%	20.24%	21.48%	25.04%	22.32%
SED OP CSM	35%	28.11%	29.48%	23.12%	25.87%	29.42%	26.27%	29.11%	28.70%	27.18%	27.14%
SED PTP	30%	20.76%	20.33%	17.32%	19.48%	17.63%	21.64%	23.33%	17.74%	21.48%	28.10%

FY2025 Monthly Access Timeliness, Request to Assessment										
	October	November	December	January	February	March	April	May	June	July
Within 14 days	51	58	45	70	70	72	71	62	49	75
Outside 14 days	18	8	10	12	12	10	16	16	12	6
Consumer Cancelled/Rescheduled	9	10	5	10	9	10	10	11	6	11
Consumer Requested outside 14 days	9	3	6	0	1	9	9	4	5	3
Consumer No Showed	35	19	17	23	18	28	18	22	21	17
Consumer Chose to Not Pursue Svcs	0	0	0	0	0	0	0	0	0	0
Other (denial, no follow up)	15	11	24	15	13	12	23	17	11	9
FY2025 Monthly Access Timeliness, Assessment to Service										
	October	November	December	January	February	March	April	May	June	July
Within 14 days	55	45	42	53	55	52	68	60	48	63
Outside 14 days	3	3	3	3	3	3	7	0	2	2
Consumer Cancelled/Rescheduled	1	2	3	6	1	4	9	2	2	3
Consumer Requested outside 14 days	3	3	4	1	6	4	10	8	13	5
Consumer No Showed	13	17	9	11	16	11	11	9	13	10
Consumer Chose to Not Pursue Svcs	0	0	2	2	1	0	1	2	3	4
Other (denial, no follow up)	7	6	9	0	6	17	10	12	7	3
Monthly % seen in 14 Days	94.8%	93.8%	93.3%	94.6%	94.8%	94.5%	90.7%	100.0%	96.0%	96.9%
Referrals for Denied Initial Clinical Assessments, FY25										
	October	November	December	January	February	March	April	May	June	July
External Mental Health Provider	7	2	6	3	2	1	1	4	3	1
External SUD Provider	3	1	2	6	0	0	0	0	0	0
No Referral	3	3	1	0	2	3	3	7	0	2
Other Community Services	4	5	3	5	6	4	1	1	1	5
FY2025 Mobile Crisis Response Times, Monthly										

	October	November	December	January	February	March	April	May	June	July	August
30 Minutes or Less	10	14	6	11	13	17	11	6	5	3	4
31 Minutes to 1 Hour	7	1	6	3	2	2	5	0	1	1	1
Over 1 Hour	8	3	3	6	2	2	2	4	0	0	0
FY2025 Inpatient Readmission Rate											
Admissions in 30 Days Readmitted											
October	73	7	10%								
November	60	5	8%								
December	48	2	4%								
January	62	7	11%								
February	42	8	19%								
March	51	11	22%								
April	60	3	5%								
May	44	0	0%								
June	48	6	13%								
July	44	4	9%								
TOTAL			10%								

	FY2025 Monthly Service Information for Crawford County											
Area of Service	October	November	December	January	February	March	April	May	June	July	August	September
Additional Supports (Homebased, Respite, Residential, Clubhouse and Nursing)	\$ 21,277.25	\$ 20,778.19	\$ 22,469.55	\$ 27,757.25	\$ 22,618.15	\$ 29,706.13	\$ 38,540.06	\$ 34,495.29	\$ 36,403.41	\$ 31,598.59		
Autism Services	\$ 34,638.86	\$ 29,203.67	\$ 25,683.47	\$ 24,501.77	\$ 23,010.98	\$ 22,365.20	\$ 18,789.53	\$ 22,391.52	\$ 28,427.51	\$ 22,619.11		
Case Management, ACT and Treatment Planning	\$ 51,339.48	\$ 45,393.55	\$ 37,104.14	\$ 48,628.52	\$ 37,613.76	\$ 51,992.93	\$ 48,725.63	\$ 54,318.75	\$ 48,127.59	\$ 79,962.72		
Community Living Supports	\$ 340,000.93	\$ 335,303.82	\$ 337,538.57	\$ 368,818.78	\$ 348,682.87	\$371,896.84	\$ 347,576.59	\$363,828.86	\$385,163.52	\$225,748.14		
Crisis Services, Assessments and Testing	\$ 16,524.00	\$ 18,663.00	\$ 14,965.00	\$ 19,952.20	\$ 11,570.00	\$ 23,479.00	\$ 17,271.00	\$ 17,752.26	\$ 12,991.00	\$ 13,017.81		
Evaluation and Management Physician Level	\$ 23,783.55	\$ 22,600.14	\$ 19,529.58	\$ 23,456.03	\$ 22,946.15	\$ 24,457.93	\$ 23,373.12	\$ 29,035.74	\$ 22,458.56	\$ 17,487.11		
Psychiatric Inpatient	\$ 36,687.34	\$ 45,282.24	\$ 70,589.82	\$ 65,509.37	\$ 10,989.11	\$ 36,020.66	\$ 42,471.90	\$ 10,119.58	\$ -	\$ -		
Psychotherapy and Outpatient Services	\$ 23,542.00	\$ 20,281.40	\$ 14,407.36	\$ 21,069.54	\$ 20,452.72	\$ 18,432.00	\$ 25,271.74	\$ 24,150.26	\$ 20,651.38	\$ 37,132.64		
Vocational & Skills Building, Family and Health Services	\$ 3,036.69	\$ 2,454.29	\$ 1,972.52	\$ 4,221.29	\$ 3,657.02	\$ 2,813.52	\$ 3,175.25	\$ 2,969.09	\$ 3,134.31	\$ -		
Other	\$ 1,248.00	\$ 1,404.00	\$ 936.00	\$ 624.00	\$ 936.00	\$ 1,404.00	\$ 2,184.00	\$ 2,964.00	\$ 2,028.00	\$ 3,075.48		
Total	\$ 552,078.10	\$ 541,364.30	\$ 545,196.01	\$ 604,538.75	\$ 502,476.76	\$582,568.21	\$ 567,378.82	\$562,025.35	\$559,385.28	\$430,641.60	\$ -	\$ -
Number of Registered People Receiving Services	173	190	176	181	175	192	195	196	176	162	-	-
Average Cost per Registered Person Served	\$ 3,191.20	\$ 2,849.29	\$ 3,097.70	\$ 3,339.99	\$ 2,871.30	\$ 3,034.21	\$ 2,909.63	\$ 2,867.48	\$ 3,178.33	\$ 2,658.28	#DIV/0!	#DIV/0!
Service Transactions Provided	27,152	25,693	23,655	26,213	22,933	25,170	24,347	25,765	24,875	7,605		
Average Cost per Transaction	\$ 20	\$ 21	\$ 23	\$ 23	\$ 22	\$ 23	\$ 23	\$ 22	\$ 22	\$ 57	#DIV/0!	#DIV/0!
Count of Adult IDD	41	41	42	41	40	39	38	39	38	28		
Count of Child IDD	9	9	10	11	12	11	16	9	9	12		
Count of Adult SMI	102	114	100	105	95	114	111	120	102	97		
Count of Child SED	21	26	24	24	28	28	30	28	27	25		
Total	173	190	176	181	175	192	195	196	176	162	-	-
IDD Adult Cost	\$ 285,652.48	\$ 266,819.42	\$ 256,121.10	\$ 279,945.85	\$ 260,749.39	\$268,822.36	\$ 255,580.46	\$ 268,125.88	\$258,135.22	\$132,130.12		
IDD Child Cost	\$ 68,864.60	\$ 59,659.81	\$ 63,791.69	\$ 70,269.21	\$ 62,269.04	\$ 62,921.90	\$ 62,682.83	\$ 63,567.48	\$ 66,346.77	\$ 34,034.66		
Adult SMI Cost	\$ 167,825.02	\$ 188,154.07	\$ 193,848.22	\$ 221,689.69	\$ 153,527.33	\$214,651.95	\$ 210,825.53	\$ 191,868.99	\$196,001.29	\$226,893.58		
Child SED Cost	\$ 29,736.00	\$ 26,731.00	\$ 31,435.00	\$ 32,634.00	\$ 25,931.00	\$ 36,172.00	\$ 38,290.00	\$ 38,463.00	\$ 38,902.00	\$ 37,583.24		
Total	\$ 552,078.10	\$ 541,364.30	\$ 545,196.01	\$ 604,538.75	\$ 502,476.76	\$582,568.21	\$ 567,378.82	\$562,025.35	\$559,385.28	\$430,641.60	\$ -	\$ -
Adult IDD Cost per consumer	\$ 6,967.13	\$ 6,507.79	\$ 6,098.12	\$ 6,827.95	\$ 6,518.73	\$ 6,892.88	\$ 6,725.80	\$ 6,875.02	\$ 6,793.03	\$ 4,718.93	#DIV/0!	#DIV/0!
Child IDD Cost per consumer	\$ 7,651.62	\$ 6,628.87	\$ 6,379.17	\$ 6,388.11	\$ 5,189.09	\$ 5,720.17	\$ 3,917.68	\$ 7,063.05	\$ 7,371.86	\$ 2,836.22	#DIV/0!	#DIV/0!
Adult SMI Cost per consumer	\$ 1,645.34	\$ 1,650.47	\$ 1,938.48	\$ 2,111.33	\$ 1,616.08	\$ 1,882.91	\$ 1,899.33	\$ 1,598.91	\$ 1,921.58	\$ 2,339.11	#DIV/0!	#DIV/0!
Child SED Cost per consumer	\$ 1,416.00	\$ 1,028.12	\$ 1,309.79	\$ 1,359.75	\$ 926.11	\$ 1,291.86	\$ 1,276.33	\$ 1,373.68	\$ 1,440.81	\$ 1,503.33	#DIV/0!	#DIV/0!
Total	\$ 3,191.20	\$ 2,849.29	\$ 3,097.70	\$ 3,339.99	\$ 2,871.30	\$ 3,034.21	\$ 2,909.63	\$ 2,867.48	\$ 3,178.33	\$ 2,658.28	#DIV/0!	#DIV/0!

	FY2025 Service Information For Grand Traverse County											
Area of Service	October	November	December	January	February	March	April	May	June	July	August	September
Additional Supports (Homebased, Respite, Residential, Clubhouse and Nursing)	\$ 142,538.83	\$ 132,193.35	\$ 126,612.25	\$ 176,647.89	\$ 144,982.65	\$ 171,175.96	\$ 177,311.00	\$ 171,588.23	\$ 143,909.99	\$ 166,794.13		
Autism Services	\$ 147,433.75	\$ 141,304.64	\$ 147,770.67	\$ 175,935.66	\$ 136,598.30	\$ 159,651.04	\$ 171,791.76	\$ 155,831.42	\$ 127,145.45	\$ 112,319.12		
Case Management, ACT and Treatment Planning	\$ 224,190.15	\$ 203,765.79	\$ 186,712.54	\$ 246,925.13	\$ 233,840.40	\$ 246,053.98	\$ 275,784.18	\$ 265,969.37	\$ 249,607.72	\$ 342,875.77		
Community Living Supports	\$ 1,356,540.86	\$1,261,550.98	\$1,294,086.70	\$1,389,204.91	\$1,231,167.88	\$1,443,864.21	\$1,383,396.24	\$ 1,402,753.04	\$1,326,919.40	\$1,092,864.79		
Crisis Services, Assessments and Testing	\$ 120,799.00	\$ 118,088.40	\$ 95,997.90	\$ 145,495.26	\$ 113,891.24	\$ 137,205.38	\$ 140,831.63	\$ 132,241.96	\$ 120,420.83	\$ 269,332.88		
Evaluation and Management Physician Level	\$ 90,963.54	\$ 92,165.52	\$ 87,081.15	\$ 102,744.18	\$ 97,883.99	\$ 96,862.17	\$ 108,325.23	\$ 102,889.93	\$ 93,943.22	\$ 75,655.04		
Psychiatric Inpatient	\$ 278,034.33	\$ 264,549.73	\$ 137,901.69	\$ 255,878.70	\$ 186,791.11	\$ 174,074.56	\$ 229,672.33	\$ 121,612.94	\$ 148,363.91	\$ 63,179.54		
Psychotherapy and Outpatient Services	\$ 148,479.55	\$ 122,378.93	\$ 107,725.70	\$ 131,789.89	\$ 119,965.05	\$ 137,158.70	\$ 136,306.84	\$ 138,169.58	\$ 125,957.16	\$ 374,616.33		
Vocational & Skills Building, Family and Health Services	\$ 67,030.81	\$ 57,307.51	\$ 50,039.84	\$ 69,722.09	\$ 62,145.45	\$ 62,337.76	\$ 61,805.93	\$ 65,776.45	\$ 66,087.42	\$ 29,373.24		
Other	\$ 12,561.68	\$ 9,081.16	\$ 8,669.05	\$ 9,058.44	\$ 10,290.00	\$ 9,059.76	\$ 15,047.40	\$ 12,614.06	\$ 12,047.49	\$ 13,219.02		
Total	\$ 2,588,572.50	\$2,402,386.01	\$ 2,242,597.49	\$2,703,402.15	\$2,337,556.07	\$2,637,443.52	\$2,700,272.54	\$ 2,569,446.98	\$2,414,402.59	\$2,540,229.86	\$ -	\$ -
Number of Registered People Receiving Services	939	953	898	1,000	958	988	1,023	1,030	1,015	986	-	-
Average Cost per Registered Person Served	\$ 2,756.73	\$ 2,520.87	\$ 2,497.32	\$ 2,703.40	\$ 2,440.04	\$ 2,669.48	\$ 2,639.56	\$ 2,494.61	\$ 2,378.72	\$ 2,576.30	#DIV/0!	#DIV/0!
Service Transactions Provided	113,030	102,093	99,978	110,891	98,763	110,366	105,512	104,113	79,317	51,920		
Average Cost per Transaction	\$ 23	\$ 24	\$ 22	\$ 24	\$ 24	\$ 24	\$ 26	\$ 25	\$ 30	\$ 49	#DIV/0!	#DIV/0!
Count of Adult IDD	259	270	259	274	265	272	280	280	279	264		
Count of Child IDD	64	70	66	65	75	75	71	83	84	69		
Count of Adult SMI	512	506	472	541	498	523	538	530	518	530		
Count of Child SED	104	107	101	120	120	118	134	137	134	123		
Total	939	953	898	1,000	958	988	1,023	1,030	1,015	986	-	-
IDD Adult Cost	\$ 1,216,586.11	\$1,128,977.74	\$ 1,127,929.59	\$1,244,403.62	\$1,094,533.14	\$1,267,892.73	\$1,213,911.75	\$ 1,238,444.17	\$1,158,171.40	\$ 999,264.40		
IDD Child Cost	\$ 238,733.36	\$ 228,568.23	\$ 240,300.70	\$ 272,191.54	\$ 234,649.97	\$ 269,503.52	\$ 282,891.39	\$ 276,879.77	\$ 228,602.17	\$ 222,589.17		
Adult SMI Cost	\$ 950,275.07	\$ 891,257.13	\$ 730,333.99	\$ 999,929.64	\$ 847,389.77	\$ 934,655.65	\$ 993,931.33	\$ 861,512.37	\$ 824,067.65	\$1,067,620.60		
Child SED Cost	\$ 182,977.96	\$ 153,582.91	\$ 144,033.21	\$ 186,877.35	\$ 160,983.19	\$ 165,391.62	\$ 209,538.07	\$ 192,610.67	\$ 203,561.37	\$ 250,755.69		
Total	\$ 2,588,572.50	\$2,402,386.01	\$ 2,242,597.49	\$2,703,402.15	\$2,337,556.07	\$2,637,443.52	\$2,700,272.54	\$ 2,569,446.98	\$2,414,402.59	\$2,540,229.86	\$ -	\$ -
Adult IDD Cost per consumer	\$ 4,697.24	\$ 4,181.40	\$ 4,354.94	\$ 4,541.62	\$ 4,130.31	\$ 4,661.37	\$ 4,335.40	\$ 4,423.01	\$ 4,151.15	\$ 3,785.09	#DIV/0!	#DIV/0!
Child IDD Cost per consumer	\$ 3,730.21	\$ 3,265.26	\$ 3,640.92	\$ 4,187.56	\$ 3,128.67	\$ 3,593.38	\$ 3,984.39	\$ 3,335.90	\$ 2,721.45	\$ 3,225.93	#DIV/0!	#DIV/0!
Adult SMI Cost per consumer	\$ 1,856.01	\$ 1,761.38	\$ 1,547.32	\$ 1,848.30	\$ 1,701.59	\$ 1,787.10	\$ 1,847.46	\$ 1,625.50	\$ 1,590.86	\$ 2,014.38	#DIV/0!	#DIV/0!
Child SED Cost per consumer	\$ 1,759.40	\$ 1,435.35	\$ 1,426.07	\$ 1,557.31	\$ 1,341.53	\$ 1,401.62	\$ 1,563.72	\$ 1,405.92	\$ 1,519.11	\$ 2,038.66	#DIV/0!	#DIV/0!
Total	\$ 2,756.73	\$ 2,520.87	\$ 2,497.32	\$ 2,703.40	\$ 2,440.04	\$ 2,669.48	\$ 2,639.56	\$ 2,494.61	\$ 2,378.72	\$ 2,576.30	#DIV/0!	#DIV/0!

	FY2025 Service Information For Leelanau County											
Area of Service	October	November	December	January	February	March	April	May	June	July	August	September
Additional Supports (Homebased, Respite, Residential, Clubhouse and Nursing)	\$ 13,103.72	\$ 14,706.07	\$ 11,046.73	\$ 18,001.76	\$ 16,987.41	\$ 20,175.20	\$ 22,586.82	\$ 16,534.72	\$ 16,420.34	\$ 14,386.86		
Autism Services	\$ 5,093.32	\$ 5,503.00	\$ 5,959.00	\$ 8,554.75	\$ 9,542.50	\$ 11,539.79	\$ 11,346.00	\$ 12,270.00	\$ 11,440.75	\$ 7,345.75		
Case Management, ACT and Treatment Planning	\$ 22,856.42	\$ 21,511.25	\$ 18,732.00	\$ 17,367.68	\$ 18,915.95	\$ 19,465.47	\$ 21,277.29	\$ 17,536.22	\$ 14,669.17	\$ 24,959.69		
Community Living Supports	\$ 167,145.77	\$ 157,792.30	\$ 158,902.24	\$ 169,351.80	\$ 147,824.12	\$ 170,850.34	\$ 157,247.67	\$ 164,577.82	\$ 142,738.72	\$ 120,287.98		
Crisis Services, Assessments and Testing	\$ 14,409.00	\$ 14,236.00	\$ 5,373.00	\$ 4,163.00	\$ 6,796.00	\$ 7,101.00	\$ 12,338.00	\$ 12,107.00	\$ 6,794.00	\$ 9,177.92		
Evaluation and Management Physician Level	\$ 5,857.39	\$ 8,511.11	\$ 5,922.14	\$ 6,871.14	\$ 7,691.52	\$ 6,993.34	\$ 11,171.56	\$ 8,690.91	\$ 5,513.82	\$ 5,818.93		
Psychiatric Inpatient	\$ 7,496.40	\$ 38,742.72	\$ 14,110.32	\$ 11,519.66	\$ 20,903.28	\$ -	\$ 3,527.58	\$ 23,749.46	\$ -	\$ 9,751.00		
Psychotherapy and Outpatient Services	\$ 10,801.96	\$ 6,786.74	\$ 9,301.18	\$ 10,099.18	\$ 9,606.28	\$ 8,070.56	\$ 10,509.28	\$ 8,824.00	\$ 13,036.68	\$ 28,128.44		
Vocational & Skills Building, Family and Health Services	\$ 7,943.79	\$ 5,873.15	\$ 4,915.89	\$ 9,023.47	\$ 8,364.57	\$ 7,984.43	\$ 7,151.92	\$ 8,843.68	\$ 8,013.49	\$ 3,141.63		
Total	\$ 254,707.77	\$ 273,662.34	\$ 234,262.50	\$ 254,952.44	\$ 246,631.63	\$ 252,180.13	\$ 257,156.12	\$ 273,133.81	\$ 218,626.97	\$ 222,998.20	\$ -	\$ -
Number of Registered People Receiving Services	91	98	93	88	91	94	96	93	82	88	-	-
Average Cost per Registered Person Served	\$ 2,798.99	\$ 2,792.47	\$ 2,518.95	\$ 2,897.19	\$ 2,710.24	\$ 2,682.77	\$ 2,678.71	\$ 2,936.92	\$ 2,666.18	\$ 2,534.07	#DIV/0!	#DIV/0!
Service Transactions Provided	11,960	10,315	10,449	12,112	11,542	12,518	12,293	11,297	9,322	4,780		
Average Cost per Transaction	\$ 21	\$ 27	\$ 22	\$ 21	\$ 21	\$ 20	\$ 21	\$ 24	\$ 23	\$ 47	#DIV/0!	#DIV/0!
Count of Adult IDD	40	37	37	38	37	39	40	40	41	38		
Count of Child IDD	3	4	4	4	4	5	4	3	4	5		
Count of Adult SMI	37	44	42	37	41	41	42	39	29	33		
Count of Child SED	11	13	10	9	9	9	10	11	8	12		
Total	91	98	93	88	91	94	96	93	82	88	-	-
IDD Adult Cost	\$ 183,840.28	\$ 170,595.09	\$ 167,462.58	\$ 182,693.91	\$ 163,462.65	\$ 187,418.07	\$ 175,822.97	\$ 183,388.99	\$ 160,749.16	\$ 128,486.90		
IDD Child Cost	\$ 7,729.32	\$ 24,184.00	\$ 7,363.00	\$ 9,989.56	\$ 11,646.50	\$ 15,500.79	\$ 15,098.00	\$ 13,996.00	\$ 12,146.75	\$ 10,842.79		
Adult SMI Cost	\$ 50,942.23	\$ 68,332.53	\$ 49,150.74	\$ 38,863.89	\$ 58,963.48	\$ 37,068.27	\$ 50,104.15	\$ 52,605.82	\$ 36,086.38	\$ 67,955.47		
Child SED Cost	\$ 12,195.94	\$ 10,550.72	\$ 10,286.18	\$ 23,405.08	\$ 12,559.00	\$ 12,193.00	\$ 16,131.00	\$ 23,143.00	\$ 9,644.68	\$ 15,713.04		
Total	\$ 254,707.77	\$ 273,662.34	\$ 234,262.50	\$ 254,952.44	\$ 246,631.63	\$ 252,180.13	\$ 257,156.12	\$ 273,133.81	\$ 218,626.97	\$ 222,998.20	\$ -	\$ -
Adult IDD Cost per consumer	\$ 4,596.01	\$ 4,610.68	\$ 4,526.02	\$ 4,807.73	\$ 4,417.91	\$ 4,805.59	\$ 4,395.57	\$ 4,584.72	\$ 3,920.71	\$ 3,381.23	#DIV/0!	#DIV/0!
Child IDD Cost per consumer	\$ 2,576.44	\$ 6,046.00	\$ 1,840.75	\$ 2,497.39	\$ 2,911.63	\$ 3,100.16	\$ 3,774.50	\$ 4,665.33	\$ 3,036.69	\$ 2,168.56	#DIV/0!	#DIV/0!
Adult SMI Cost per consumer	\$ 1,376.82	\$ 1,553.01	\$ 1,170.26	\$ 1,050.38	\$ 1,438.13	\$ 904.10	\$ 1,192.96	\$ 1,348.87	\$ 1,244.36	\$ 2,059.26	#DIV/0!	#DIV/0!
Child SED Cost per consumer	\$ 1,108.72	\$ 811.59	\$ 1,028.62	\$ 2,600.56	\$ 1,395.44	\$ 1,354.78	\$ 1,613.10	\$ 2,103.91	\$ 1,205.59	\$ 1,309.42	#DIV/0!	#DIV/0!
Total	\$ 2,798.99	\$ 2,792.47	\$ 2,518.95	\$ 2,897.19	\$ 2,710.24	\$ 2,682.77	\$ 2,678.71	\$ 2,936.92	\$ 2,666.18	\$ 2,534.07	#DIV/0!	#DIV/0!

	FY2025 Service Information For Missaukee County											
Area of Service	October	November	December	January	February	March	April	May	June	July	August	September
Additional Supports (Homebased, Respite, Residential, Clubhouse and Nursing)	\$ 23,179.01	\$ 20,895.68	\$ 18,217.61	\$ 26,085.43	\$ 20,931.92	\$ 29,330.26	\$ 31,041.85	\$ 28,510.06	\$ 27,382.50	\$ 19,782.81		
Autism Services	\$ 15,587.10	\$ 11,418.77	\$ 11,111.75	\$ 22,011.50	\$ 22,744.01	\$ 25,254.46	\$ 21,668.49	\$ 25,814.85	\$ 24,279.25	\$ 21,182.58		
Case Management, ACT and Treatment Planning	\$ 26,583.67	\$ 20,549.63	\$ 21,207.03	\$ 22,186.02	\$ 22,587.14	\$ 26,554.30	\$ 28,351.06	\$ 35,117.38	\$ 37,522.93	\$ 56,282.75		
Community Living Supports	\$ 422,946.32	\$ 402,977.41	\$ 409,528.67	\$ 419,866.47	\$ 379,893.96	\$ 413,987.92	\$ 398,937.56	\$ 406,068.57	\$ 400,166.03	\$ 395,443.71		
Crisis Services, Assessments and Testing	\$ 11,419.00	\$ 10,984.00	\$ 14,725.20	\$ 3,775.00	\$ 11,591.75	\$ 11,324.00	\$ 17,768.48	\$ 8,778.00	\$ 9,611.00	\$ 19,568.88		
Evaluation and Management Physician Level	\$ 12,741.30	\$ 12,531.43	\$ 12,509.81	\$ 13,552.60	\$ 15,206.98	\$ 15,214.85	\$ 14,979.89	\$ 15,333.16	\$ 15,438.13	\$ 14,147.29		
Psychiatric Inpatient	\$ 10,455.40	\$ 39,778.33	\$ 23,110.32	\$ 13,745.35	\$ -	\$ 43,163.77	\$ 144,062.39	\$ 8,883.00	\$ 18,109.00	\$ 22,214.00		
Psychotherapy and Outpatient Services	\$ 17,868.90	\$ 11,207.68	\$ 10,984.28	\$ 16,721.21	\$ 12,310.00	\$ 14,106.00	\$ 15,770.12	\$ 24,796.12	\$ 22,426.12	\$ 43,867.66		
Vocational & Skills Building, Family and Health Services	\$ 17,968.16	\$ 16,115.51	\$ 13,025.94	\$ 17,938.48	\$ 14,058.04	\$ 14,698.25	\$ 11,347.05	\$ 10,489.71	\$ 13,224.57	\$ 11,652.85		
Other	\$ 3,567.33	\$ 2,141.64	\$ 1,950.00	\$ 2,853.11	\$ 1,985.64	\$ 825.11	\$ 2,229.11	\$ 2,003.14	\$ 4,008.88	\$ 1,560.51		
Total	\$ 562,316.19	\$ 548,600.08	\$ 536,370.61	\$ 558,735.17	\$ 501,309.44	\$ 594,458.92	\$ 686,156.00	\$ 565,793.99	\$ 572,168.41	\$ 605,703.04	\$ -	\$ -
Number of Registered People Receiving Services	127	129	125	116	127	134	132	136	131	134	-	-
Average Cost per Registered Person Served	\$ 4,427.69	\$ 4,252.71	\$ 4,290.96	\$ 4,816.68	\$ 3,947.32	\$ 4,436.26	\$ 5,198.15	\$ 4,160.25	\$ 4,367.70	\$ 4,520.17	#DIV/0!	#DIV/0!
Service Transactions Provided	27,280	24,307	24,026	25,960	23,990	28,065	20,867	20,396	17,327	13,716		
Average Cost per Transaction	\$ 21	\$ 23	\$ 22	\$ 22	\$ 21	\$ 21	\$ 33	\$ 28	\$ 33	\$ 44	#DIV/0!	#DIV/0!
Count of Adult IDD	45	44	43	43	46	46	45	45	44	43		
Count of Child IDD	15	11	10	11	10	10	11	14	9	8		
Count of Adult SMI	49	58	60	46	53	59	52	52	52	59		
Count of Child SED	18	16	12	16	18	19	24	25	26	24		
Total	127	129	125	116	127	134	132	136	131	134	-	-
IDD Adult Cost	\$ 394,449.03	\$ 367,979.92	\$ 368,587.39	\$ 388,264.41	\$ 353,723.30	\$ 392,900.24	\$ 381,499.64	\$ 384,176.51	\$ 395,386.15	\$ 378,519.36		
IDD Child Cost	\$ 30,328.64	\$ 19,500.30	\$ 18,977.49	\$ 29,723.50	\$ 28,678.58	\$ 33,436.66	\$ 62,309.67	\$ 34,539.34	\$ 29,065.37	\$ 27,314.18		
Adult SMI Cost	\$ 116,342.52	\$ 140,362.36	\$ 135,386.73	\$ 119,408.26	\$ 95,860.56	\$ 138,784.77	\$ 189,379.94	\$ 110,032.14	\$ 113,081.89	\$ 162,632.62		
Child SED Cost	\$ 21,196.00	\$ 20,757.50	\$ 13,419.00	\$ 21,339.00	\$ 23,047.00	\$ 29,337.25	\$ 52,966.75	\$ 37,046.00	\$ 34,635.00	\$ 37,236.88		
Total	\$ 562,316.19	\$ 548,600.08	\$ 536,370.61	\$ 558,735.17	\$ 501,309.44	\$ 594,458.92	\$ 686,156.00	\$ 565,793.99	\$ 572,168.41	\$ 605,703.04	\$ -	\$ -
Adult IDD Cost per consumer	\$ 8,765.53	\$ 8,363.18	\$ 8,571.80	\$ 9,029.40	\$ 7,689.64	\$ 8,541.31	\$ 8,477.77	\$ 8,537.26	\$ 8,986.05	\$ 8,802.78	#DIV/0!	#DIV/0!
Child IDD Cost per consumer	\$ 2,021.91	\$ 1,772.75	\$ 1,897.75	\$ 2,702.14	\$ 2,867.86	\$ 3,343.67	\$ 5,664.52	\$ 2,467.10	\$ 3,229.49	\$ 3,414.27	#DIV/0!	#DIV/0!
Adult SMI Cost per consumer	\$ 2,374.34	\$ 2,420.04	\$ 2,256.45	\$ 2,595.83	\$ 1,808.69	\$ 2,352.28	\$ 3,641.92	\$ 2,116.00	\$ 2,174.65	\$ 2,756.49	#DIV/0!	#DIV/0!
Child SED Cost per consumer	\$ 1,177.56	\$ 1,297.34	\$ 1,118.25	\$ 1,333.69	\$ 1,280.39	\$ 1,544.07	\$ 2,206.95	\$ 1,481.84	\$ 1,332.12	\$ 1,551.54	#DIV/0!	#DIV/0!
Total	\$ 4,427.69	\$ 4,252.71	\$ 4,290.96	\$ 4,816.68	\$ 3,947.32	\$ 4,436.26	\$ 5,198.15	\$ 4,160.25	\$ 4,367.70	\$ 4,520.17	#DIV/0!	#DIV/0!

	FY2025 Service Information for Roscommon County											
Area of Service	October	November	December	January	February	March	April	May	June	July	August	September
Additional Supports (Homebased, Respite, Residential, Clubhouse and Nursing)	\$ 40,150.08	\$ 38,283.68	\$ 42,613.50	\$ 56,659.37	\$ 28,657.81	\$ 44,518.45	\$ 43,223.74	\$ 43,807.74	\$ 40,698.72	\$ 48,069.92		
Autism Services	\$ 6,402.63	\$ 12,182.44	\$ 23,061.13	\$ 25,491.84	\$ 29,722.65	\$ 34,926.67	\$ 35,670.82	\$ 33,342.10	\$ 34,564.20	\$ 26,776.79		
Case Management, ACT and Treatment Planning	\$ 69,978.41	\$ 68,717.09	\$ 58,985.52	\$ 71,312.52	\$ 73,637.88	\$ 80,763.22	\$ 92,571.79	\$ 90,874.34	\$ 72,585.40	\$ 126,961.68		
Community Living Supports	\$ 455,029.46	\$ 459,308.40	\$ 459,977.64	\$ 499,852.74	\$ 492,121.09	\$ 527,188.56	\$ 533,095.49	\$ 544,635.31	\$ 523,856.15	\$ 453,331.56		
Crisis Services, Assessments and Testing	\$ 33,226.44	\$ 21,118.20	\$ 18,900.00	\$ 9,897.00	\$ 13,968.00	\$ 19,756.00	\$ 21,743.00	\$ 22,345.88	\$ 13,281.88	\$ 15,721.72		
Evaluation and Management Physician Level	\$ 41,079.65	\$ 38,539.57	\$ 33,706.28	\$ 43,659.85	\$ 39,773.27	\$ 36,405.81	\$ 38,151.69	\$ 37,547.99	\$ 34,408.13	\$ 32,626.76		
Psychiatric Inpatient	\$ 163,299.57	\$ 67,176.28	\$ 39,337.28	\$ 37,090.50	\$ 47,968.15	\$ 30,255.64	\$ 12,797.79	\$ 58,830.58	\$ 31,250.40	\$ 24,720.00		
Psychotherapy and Outpatient Services	\$ 62,292.22	\$ 63,030.22	\$ 51,921.72	\$ 67,623.40	\$ 67,652.08	\$ 57,797.30	\$ 55,814.56	\$ 66,677.65	\$ 53,899.66	\$ 94,416.58		
Vocational & Skills Building, Family and Health Services	\$ 12,406.31	\$ 10,296.30	\$ 7,278.28	\$ 12,130.10	\$ 10,863.10	\$ 7,546.30	\$ 12,096.05	\$ 12,400.88	\$ 11,543.51	\$ 7,801.38		
Other	\$ 1,301.10	\$ 1,875.30	\$ 1,146.99	\$ 3,496.68	\$ 2,123.72	\$ 1,872.00	\$ 2,555.60	\$ 3,043.67	\$ 3,144.44	\$ 2,096.87		
Total	\$ 885,165.87	\$ 780,527.48	\$ 736,928.34	\$ 827,214.00	\$ 806,487.75	\$ 841,029.95	\$ 847,720.53	\$ 913,506.14	\$ 819,232.49	\$ 832,523.26	\$ -	\$ -
Number of Registered People Receiving Services	303	305	304	299	295	294	292	304	301	270	-	-
Average Cost per Registered Person Served	\$ 2,921.34	\$ 2,559.11	\$ 2,424.11	\$ 2,766.60	\$ 2,733.86	\$ 2,860.65	\$ 2,903.15	\$ 3,004.95	\$ 2,721.70	\$ 3,083.42	#DIV/0!	#DIV/0!
Service Transactions Provided	23,728	22,018	21,197	25,611	25,300	27,435	26,376	25,773	25,169	11,146		
Average Cost per Transaction	\$ 37	\$ 35	\$ 35	\$ 32	\$ 32	\$ 31	\$ 32	\$ 35	\$ 33	\$ 75	#DIV/0!	#DIV/0!
Count of Adult IDD	66	67	67	61	62	61	63	62	65	59		
Count of Child IDD	22	24	19	19	21	21	20	23	19	19		
Count of Adult SMI	163	160	173	165	163	162	158	164	160	146		
Count of Child SED	52	54	45	54	49	50	51	55	57	46		
Total	303	305	304	299	295	294	292	304	301	270	-	-
IDD Adult Cost	\$ 376,318.71	\$ 355,501.74	\$ 347,014.03	\$ 391,962.95	\$ 364,783.31	\$ 382,097.71	\$ 398,523.72	\$ 419,193.53	\$ 386,105.26	\$ 327,521.39		
IDD Child Cost	\$ 55,693.35	\$ 31,982.66	\$ 39,560.97	\$ 47,198.46	\$ 49,278.41	\$ 58,150.23	\$ 60,508.67	\$ 69,798.51	\$ 53,653.77	\$ 59,729.33		
Adult SMI Cost	\$ 370,280.93	\$ 295,158.44	\$ 298,704.64	\$ 319,944.03	\$ 329,073.04	\$ 322,016.51	\$ 310,869.59	\$ 353,763.10	\$ 314,733.35	\$ 363,035.65		
Child SED Cost	\$ 82,872.88	\$ 97,884.64	\$ 51,648.70	\$ 68,108.56	\$ 63,352.99	\$ 78,765.50	\$ 77,818.55	\$ 70,751.00	\$ 64,740.11	\$ 82,236.89		
Total	\$ 885,165.87	\$ 780,527.48	\$ 736,928.34	\$ 827,214.00	\$ 806,487.75	\$ 841,029.95	\$ 847,720.53	\$ 913,506.14	\$ 819,232.49	\$ 832,523.26	\$ -	\$ -
Adult IDD Cost per consumer	\$ 5,701.80	\$ 5,306.00	\$ 5,179.31	\$ 6,425.62	\$ 5,883.60	\$ 6,263.90	\$ 6,325.77	\$ 6,761.19	\$ 5,940.08	\$ 5,551.21	#DIV/0!	#DIV/0!
Child IDD Cost per consumer	\$ 2,531.52	\$ 1,332.61	\$ 2,082.16	\$ 2,484.13	\$ 2,346.59	\$ 2,769.06	\$ 3,025.43	\$ 3,034.72	\$ 2,823.88	\$ 3,143.65	#DIV/0!	#DIV/0!
Adult SMI Cost per consumer	\$ 2,271.66	\$ 1,844.74	\$ 1,726.62	\$ 1,939.05	\$ 2,018.85	\$ 1,987.76	\$ 1,967.53	\$ 2,157.09	\$ 1,967.08	\$ 2,486.55	#DIV/0!	#DIV/0!
Child SED Cost per consumer	\$ 1,593.71	\$ 1,812.68	\$ 1,147.75	\$ 1,261.27	\$ 1,292.92	\$ 1,575.31	\$ 1,525.85	\$ 1,286.38	\$ 1,135.79	\$ 1,787.76	#DIV/0!	#DIV/0!
Total	\$ 2,921.34	\$ 2,559.11	\$ 2,424.11	\$ 2,766.60	\$ 2,733.86	\$ 2,860.65	\$ 2,903.15	\$ 3,004.95	\$ 2,721.70	\$ 3,083.42	#DIV/0!	#DIV/0!

	FY2025 Service Information for Wexford County											
Area of Service	October	November	December	January	February	March	April	May	June	July	August	September
Additional Supports (Homebased, Respite, Residential, Clubhouse and Nursing	\$ 138,522.89	\$ 120,468.45	\$ 97,535.82	\$ 110,383.02	\$ 106,813.66	\$ 132,151.67	\$ 135,836.94	\$ 133,459.25	\$ 126,782.81	\$ 152,956.28		
Autism Services	\$ 79,658.42	\$ 84,127.70	\$ 68,418.85	\$ 82,952.29	\$ 73,293.01	\$ 89,412.00	\$ 98,899.52	\$ 99,043.80	\$ 87,917.56	\$ 82,965.75		
Case Management, ACT and Treatment Planning	\$ 132,697.17	\$ 118,022.32	\$ 104,506.21	\$ 125,600.46	\$ 116,258.56	\$ 124,316.26	\$ 139,593.76	\$ 145,173.49	\$ 126,545.84	\$ 209,482.44		
Community Living Supports	\$ 820,165.42	\$ 783,990.73	\$ 810,395.28	\$ 800,342.19	\$ 769,514.50	\$ 860,176.11	\$ 852,229.18	\$ 857,988.31	\$ 812,672.44	\$ 805,719.62		
Crisis Services, Assessments and Testing	\$ 40,404.57	\$ 54,620.20	\$ 38,509.00	\$ 46,071.42	\$ 44,227.12	\$ 48,562.32	\$ 43,538.00	\$ 43,384.00	\$ 47,784.48	\$ 66,471.33		
Evaluation and Management Physician Level	\$ 75,070.68	\$ 59,875.95	\$ 52,446.95	\$ 65,307.94	\$ 67,471.91	\$ 67,878.51	\$ 79,954.89	\$ 59,913.05	\$ 56,325.62	\$ 55,458.74		
Psychiatric Inpatient	\$ 154,568.67	\$ 253,032.78	\$ 110,235.22	\$ 121,542.41	\$ 71,833.46	\$ 78,386.68	\$ 157,954.41	\$ 61,987.29	\$ 48,299.37	\$ 16,660.50		
Psychotherapy and Outpatient Services	\$ 97,327.88	\$ 76,171.47	\$ 63,291.06	\$ 107,089.30	\$ 110,916.17	\$ 97,316.45	\$ 131,976.88	\$ 117,590.61	\$ 120,249.01	\$ 234,577.50		
Vocational & Skills Building, Family and Health Services	\$ 63,163.20	\$ 53,676.43	\$ 48,048.71	\$ 65,355.67	\$ 61,541.46	\$ 53,193.68	\$ 53,347.43	\$ 50,252.93	\$ 52,373.02	\$ 51,265.49		
Other	\$ 10,239.60	\$ 8,257.93	\$ 6,156.61	\$ 7,609.29	\$ 7,419.89	\$ 7,073.27	\$ 10,254.06	\$ 8,844.36	\$ 9,168.07	\$ 7,510.99		
Total	\$ 1,611,818.50	\$ 1,612,243.96	\$ 1,399,543.71	\$ 1,532,253.99	\$ 1,429,289.74	\$ 1,558,466.95	\$ 1,703,585.07	\$ 1,577,637.09	\$ 1,488,118.22	\$ 1,683,068.64	\$ -	\$ -
Number of Registered People Receiving Services	558	551	501	541	530	543	584	558	542	515	-	-
Average Cost per Registered Person Served	\$ 2,888.56	\$ 2,926.03	\$ 2,793.50	\$ 2,832.26	\$ 2,696.77	\$ 2,870.10	\$ 2,917.10	\$ 2,827.31	\$ 2,745.61	\$ 3,268.09	#DIV/0!	#DIV/0!
Service Transactions Provided	58,733	51,648	50,763	56,199	54,005	61,121	58,591	56,876	53,275	45,776		
Average Cost per Transaction	\$ 27	\$ 31	\$ 28	\$ 27	\$ 26	\$ 25	\$ 29	\$ 28	\$ 28	\$ 37	#DIV/0!	#DIV/0!
Count of Adult IDD	124	124	119	123	118	124	129	121	121	121		
Count of Child IDD	55	59	53	56	54	56	59	61	61	51		
Count of Adult SMI	282	264	239	264	262	262	277	261	250	244		
Count of Child SED	97	104	90	98	96	101	119	115	110	99		
Total	558	551	501	541	530	543	584	558	542	515	-	-
IDD Adult Cost	\$ 762,628.55	\$ 810,202.60	\$ 735,918.68	\$ 751,147.64	\$ 716,053.26	\$ 767,572.14	\$ 748,339.38	\$ 737,281.83	\$ 704,686.00	\$ 719,200.66		
IDD Child Cost	\$ 121,410.56	\$ 158,460.61	\$ 108,631.79	\$ 129,034.58	\$ 117,966.26	\$ 132,299.15	\$ 145,629.85	\$ 155,020.36	\$ 134,703.39	\$ 136,315.70		
Adult SMI Cost	\$ 582,126.66	\$ 533,562.21	\$ 487,868.26	\$ 504,840.73	\$ 490,111.72	\$ 519,486.76	\$ 621,325.30	\$ 548,691.98	\$ 519,053.54	\$ 642,400.32		
Child SED Cost	\$ 145,652.73	\$ 110,018.54	\$ 67,124.98	\$ 147,231.04	\$ 105,158.50	\$ 139,108.90	\$ 188,290.54	\$ 136,756.56	\$ 129,675.29	\$ 185,151.96		
Total	\$ 1,611,818.50	\$ 1,612,243.96	\$ 1,399,543.71	\$ 1,532,253.99	\$ 1,429,289.74	\$ 1,558,466.95	\$ 1,703,585.07	\$ 1,577,750.73	\$ 1,488,118.22	\$ 1,683,068.64	\$ -	\$ -
Adult IDD Cost per consumer	\$ 6,150.23	\$ 6,533.89	\$ 6,184.19	\$ 6,106.89	\$ 6,068.25	\$ 6,190.10	\$ 5,801.08	\$ 6,093.24	\$ 5,823.85	\$ 5,943.81	#DIV/0!	#DIV/0!
Child IDD Cost per consumer	\$ 2,207.46	\$ 2,685.77	\$ 2,049.66	\$ 2,304.19	\$ 2,184.56	\$ 2,362.48	\$ 2,468.30	\$ 2,541.32	\$ 2,208.25	\$ 2,672.86	#DIV/0!	#DIV/0!
Adult SMI Cost per consumer	\$ 2,064.28	\$ 2,021.07	\$ 2,041.29	\$ 1,912.28	\$ 1,870.66	\$ 1,982.77	\$ 2,243.05	\$ 2,102.27	\$ 2,076.21	\$ 2,632.79	#DIV/0!	#DIV/0!
Child SED Cost per consumer	\$ 1,501.57	\$ 1,057.87	\$ 745.83	\$ 1,502.36	\$ 1,095.40	\$ 1,377.32	\$ 1,582.27	\$ 1,189.19	\$ 1,178.87	\$ 1,870.22	#DIV/0!	#DIV/0!
Total	\$ 2,888.56	\$ 2,926.03	\$ 2,793.50	\$ 2,832.26	\$ 2,696.77	\$ 2,870.10	\$ 2,917.10	\$ 2,827.51	\$ 2,745.61	\$ 3,268.09	#DIV/0!	#DIV/0!

<https://www.9and10news.com/2025/08/11/two-developmentally-impaired-adults-start-up-a-sack-lunch-program-for-those-in-need/>

Two developmentally impaired adults start up a sack lunch program for those in need

[Jodi Miesen](#)

08-11-2025 at 08:22:13 PM EDT

CADILLAC —Two Cadillac women, with developmental delays, have come up with a way to give back to a community.

They are starting up a sack lunch program for veterans and anyone who wants or needs a free meal.

Nikki Padgett and Jessie Duddles, both in their 40's, have mental impairments that put them at the age of 14 developmentally.

The two live with Padgett's mom, Joann Padgett but have jobs and do things independently of Joann, including a once a week shopping trip with their caseworker, Angie Boven

Boven said the two ladies were taking weekly shopping trips with her to work on their social skills when the two had decided recently they had enough stuff and wanted to try something new.

"It all started in the little kitchen of their mom, the guardian. We were thinking of different ways to expand and what we could do and stay in the community. and I threw the idea out there. How about helping something, whether it be animals, people? And it took off like wildfire.," said Boven.

She said soon '1 Meal At a Time' was born. The program provides sack lunches and gives them out every Monday from 11 to 1 across from the Wexford County Public Library.

Nikki's mom Joann said both women have their challenges, but they have jobs with the help of Hope Network.

"Jess is on the spectrum of autism and has anxiety and a lot of depression, which is certainly an issue we deal with almost daily. Nikki is just she's disabled as far as her chronological logical age. She's 41 and Jessie's 47," said Joann.

Joann said it's been great to witness them both come out of their shells, passing out lunches and getting to know people.

"It just makes me happy to see them doing something other than sitting in their rooms. They don't watch TV at all. They sit on the front porch and talk," said Joann.

Jessie said her favorite part is handing out the sandwiches and making a difference in the community.

"It's been great. It was hard on the first day. It was a nervous wreck for me and Nikki.. And it's easier today," said Jessie.

Nikki said she's also enjoying the experience, especially making people smile. When asked if she was getting a lot of smiles. She responded that she was.

Boven said it not only helps those in need but also helps the two ladies.

"Their depression doesn't seem to be as high for situations. And if they get a situation that they feel is really stressful, they're focusing more on this project to where it's just not even focusing on them. It takes their mind to other things and their mind is just going, 'How can I help? Next, what can we do next?'," said Boven.

Joann said the leftover sandwiches went to Cadillac's Salvation Army for the New Hope Shelter. Padgett said they are still taking donations, monetary or food to keep the program going. For more info on how to donate, please click [here](#).

https://www.cadillacnews.com/news/from-seed-to-success-club-cadillac-munson-healthcare-partner-to-grow-job-opportunities/article_27c3a161-2e91-4262-b5c1-c3856d118e60.html

From seed to success: Club Cadillac, Munson Healthcare partner to grow job opportunities

- [By Rick Charmoli Cadillac News](#)

CADILLAC — A year ago, the seeds of a partnership were planted and now those seeds have bloomed.

It happened on a warm early May evening in 2024, when Club Cadillac celebrated its 30th anniversary with an open house and the unveiling of its new greenhouse. The event honored the milestone and welcomed back past directors — including the clubhouse’s first, Betty Wilson — while guests wandered the mostly empty greenhouse, a gift from the Cadillac Leadership Class.

Among those in attendance were Club Cadillac Director Amy Kotulski, Munson Healthcare South Region Human Resources Director Bobbi Pontz and Munson Healthcare South Region President Peter Marinoff.

What began as casual conversations about community and opportunity has now blossomed into a program that’s changing lives — one job at a time.

This summer, Club Cadillac and Munson Healthcare Cadillac Hospital have partnered through the transitional employment program, giving clubhouse members the chance to build skills, confidence and careers within the hospital’s walls. WildFlour Bakery is also employing a clubhouse member as part of the program.

One of those members is 21-year-old TJ Rogner.

Rogner works four days a week — two in grounds maintenance and two in the hospital cafeteria — doing everything from making wraps and salads to pulling weeds and running a weed whip. It’s his first job, though he brought some experience from working in the clubhouse kitchen and helping at home.

“Amy thought I’d be a good fit for the program,” Rogner said, recalling how Kotulski first approached him about the opportunity.

And if someone else were considering joining Club Cadillac?

“I would tell them that they should join,” Rogner said without hesitation. “It helps your mental stability. It actually helps you in a lot of different areas.”

Pontz sees the program as more than a job placement — it’s a stepping stone.

“Being in human resources, anytime we can hire people from our community who want to live and breathe and stay in the community, that benefits us,” Pontz said. “Partnering with Club Cadillac to find the top employee that they train, sponsor, assist and help grow is just a win-win. They make sure that employee has an amazing experience so that they do stay.”

She hopes some participants might start in entry-level roles and eventually train for more specialized hospital positions — perhaps earning phlebotomy certification or becoming a medical lab scientist.

“Ultimately, I’m hoping Club Cadillac will bring us people who truly want to work with others, because that’s what hospitals are about,” Pontz said. “You’re here for the patients, you’re here for each other.”

For Kotulski, the collaboration represents the kind of community support that helps dismantle the stigma surrounding mental illness.

“One in four people live with mental illness,” she said. “That doesn’t mean they can’t work or don’t want to work. Most people, working gives them that sense of meaning and purpose that helps them in their recovery. Employment is a road to recovery for mental illness.”

Munson Healthcare also made a \$5,000 donation to Club Cadillac, which will be used to meet member needs — from housing support to education costs and training opportunities.

While the transitional employment program is still in its early stages, Kotulski said they hope to expand it — possibly adding clerical and reception roles for members who can’t be on their feet all day.

“Our goal is to have about four to five positions at any given time,” she said. “Right now, we have three, so there’s room to grow. The more our members are out in the community, the more enriched the community is, and the more enriched our members are.”

It’s a vision rooted in that greenhouse gathering over a year ago — where an idea took root, nurtured by people who believed in it.

Now, a year later, the partnership is blooming, offering new opportunities and fresh starts. And like any healthy garden, with care and commitment, the hope is that it will keep growing — season after season.

As for Rogner, having his first job is something he is happy and excited about. He summed up the experience in two words: “It’s awesome.”



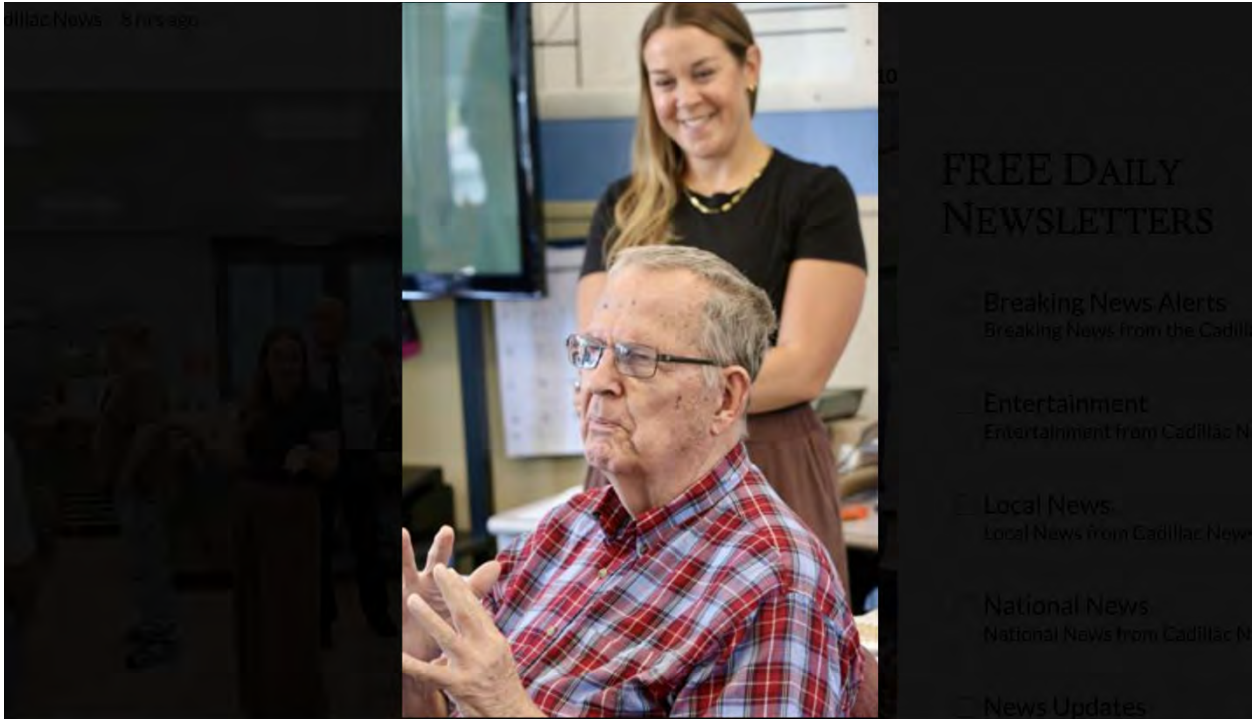
Club Cadillac Director Amy Kotulski, center, gave a tour of the facility to a group of people from Munson Healthcare on Wednesday, Aug. 13, 2025, before those individuals worked a few of the jobs club members do daily.



Top left, Munson Healthcare Manager of Nursing Services/Emergency Department Miranda Dykhouse works in the kitchen of Club Cadillac during a recent visit to the facility by Munson Healthcare leadership on Wednesday, Aug. 13, 2025.



TJ Rogner, 21, is one of the Club Cadillac members who is benefiting from the transitional employment program that seeks to place clubhouse members in jobs, including recently at Munson Healthcare Cadillac Hospital.



Club Cadillac Director Amy Kotulski listens as clubhouse member James Bouwma talks to leadership from Munson Healthcare who were taking a tour of the facility on Wednesday, Aug. 13, 2025.



Stephanie Williams, Munson Healthcare senior community health coordinator, listens to a Club Cadillac member talk about what the daily schedule entailed during a tour of the facility by Munson leadership on Wednesday, Aug. 13, 2025.



Jake Frederick, Munson Healthcare director of Food and Nutrition Services, Soexo, looks at one of the cherry tomato plants growing inside the Club Cadillac greenhouse during a tour of the facility on Wednesday, Aug. 13, 2025.



On Wednesday, Aug. 13, 2025, members of Munson Healthcare's leadership team presented Club Cadillac with a check for \$5,000 to help with clubhouse members' needs. They also toured the facility and worked some of the jobs at the clubhouse that members do



This summer, Club Cadillac and Munson Healthcare Cadillac Hospital have partnered through the transitional employment program, giving clubhouse members the chance to build skills, confidence and careers within the hospital's walls.



Club Cadillac member TJ Rogner, center, worked the snack stand on Wednesday, Aug. 13, 2025, as members of Munson Healthcare's leadership team toured the facility. Rogner is also working at Munson Healthcare Cadillac Hospital as part of a partnership between Club Cadillac and Munson Healthcare.

https://www.record-eagle.com/news/local_news/grand-traverse-county-mental-health-center-notes-rise-in-patient-volume/article_00ec52f8-396c-4ea2-83af-173871e81478.html

GRAND TRAVERSE COUNTY: Mental health center notes rise in patient volume

- By Aly Kleidon akleidon@record-eagle.com
- Aug 23, 2025
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TRAVERSE CITY — The Grand Traverse Mental Health Crisis and Access Center acknowledged a rise in the volume of patients it's serving since the implementation of Phase II in the center's plan to offer more comprehensive mental health care in northern Michigan.

Munson Healthcare's Chief Operating Officer Laura Glenn provided an update to the Grand Traverse County Board of Commissioners earlier this week about the center's increased number of patients now that services have expanded. The center houses a partnership between Munson Healthcare and the Northern Lakes Community Mental Health Authority. Each entity serves as an operator for different services offered at the center, which received \$5 million from the county's American Rescue Plan Act funding to establish and address mental health care in the region. Phase II kicked off July 7 and opened the Psychiatric Urgent Care, which Glenn said brings a psychiatrist to the location and medically expands the services offered at the center.

"This is the first time these services are being offered in northern Michigan," Glenn told commissioners during Wednesday's regular meeting. "This is the first psychiatric urgent care north of Grand Rapids and it's a brand new service to our community."

The center added a 'living room' to the facility for patients and caregivers, as well as round-the-clock availability seven days a week. Glenn highlighted that the number of contacts has increased with the accessibility. The COO explained that from Phase I's implementation in January, the center counted 277 contacts through July 6, spanning across 20 Michigan counties. Between the start of Phase II in July and Aug. 8, Glenn said the center saw 108 patient contacts and 58 psychiatric urgent care visits.

"What you should take away from this is that our volume is increasing," Glenn said. "We are serving more individuals at that location."

District 9 Commissioner Penny Morris questioned why a representative from NLCMHA wasn't available during Wednesday's presentation with Glenn to provide updated information. Glenn noted that the authority is still active in the center's operations and planning as they solidify new leadership.

“They’re in the midst of a leadership transition and really because Phase II is the urgent care and ARPA dollars, this is where the fiduciary (Munson) has been driving this forward and volunteering to provide updates,” Glenn said.

Glenn said the partnership still remains strong and efficient, which has been the goal from the beginning. The authority’s interim CEO Dr. Curtis Cummins serves on the center’s leadership team and is active in the planning of the next two phases set to be implemented, Grand Traverse County Administrator Nate Alger said.

“Our whole goal with Northern Lakes is to share resources, be as efficient as we can to ensure the sustainability of these services for our community,” she said, noting that a successful crisis services continuum helps alleviate patients going to the emergency room, decompresses local jails and helps reduce the need for in-patient admissions over time.

According to data provided by Glenn, the center has spent just under \$4 million of the \$5 million in ARPA funding allotted for renovations, staff expansion and recruitment and rolling out Phases I and II. Funding still remains for some capital improvements and operational costs, such as community outreach and program development.

Phases III and IV are set to bring nine adult beds and six pediatric beds to new crisis residential units. Munson is working with Northern Lakes to staff and operate the units, with construction for the pediatric unit expected to begin in the fall.

“I’m really encouraged by the progress,” Glenn said of the next steps. “The preliminary licensing approval was a very big deal and a very big step forward. Our focus now is bringing the crisis residential units online.”

https://www.facebook.com/watch/live/?ref=watch_permalink&v=654714777658518

WATCH: Town hall addressing mental health services in Northern Michigan

UpNorthLive News is organizing a town hall event focusing on the pressing need for expanded mental health services in Northern Michigan.

The event features a panel of healthcare providers, lawmakers, and other experts who will discuss the current state of mental health services and explore potential improvements:

Toni Stanfield: Psychologist and Co-founder of Before, During, and After Incarceration (BDAI)

Senator John Damoose: MI 37th Senate District

Laura Glenn: Chief Operating Officer, Munson Healthcare

Dr. Joe Santangelo: Chief Medical Officer, Munson Healthcare

Mental Health Center Sees Increasing Numbers, Prepares for Residential Unit Expansion

By Beth Milligan

Eight months into its launch, the Grand Traverse Mental Health Crisis and Access Center – a partnership between Munson Healthcare and Northern Lakes Community Mental Health Authority (NLCMHA) – is seeing an increasing volume of patients for its initial services, including 24/7 care and northern Michigan’s first psychiatric urgent care. The center is now preparing for its next major expansion: bringing nine adult and six pediatric crisis residential beds online.

Munson COO Laura Glenn provided a recent update to Grand Traverse County commissioners on the center’s progress since [opening in January](#) at 410 Brook Street on the Munson Medical Center campus in Traverse City. The county is a significant funding partner for the project, [committing \\$5 million in American Rescue Plan Act \(ARPA\) funds](#) to the center. Just under \$4 million of that funding has been spent to date, Glenn said.

In [phase one](#), which ran from January to June, the center offered services including crisis phone screening, mobile crisis services, face-to-face crisis intervention, psychiatric preadmission screening, peer support services, and referrals to outpatient therapy. The facility operated Sunday-Thursday 8am-8pm. During those six months, there were 277 service contacts with individuals from 20 counties – with the majority from Grand Traverse County, Glenn said.

On July 7, the center launched phase two of services and expanded hours to 24/7. New offerings now available include a “living room” model of care facilitated by NLCMHA, which offers a “safe, home-like, non-clinical setting where people can receive crisis intervention, stabilization services, and support from staff who have their own experience with mental illness or substance use disorder,” according to [Munson’s website](#).

The facility also launched a new psychiatric urgent care, which is the only such urgent care north of Grand Rapids and one of only a handful in Michigan, Glenn said. The urgent care is operated by Munson Monday-Friday 8am-5pm and has a full-time psychiatrist on staff. Psychiatric urgent care is “an intermediate level of care between community-based services and hospital care services that can often prevent urgent situations from escalating,” the website notes.

In the first month of phase two, there have been 58 urgent care visits and 108 crisis center contacts, according to Glenn. “Our volume is increasing,” she said. “We are serving more individuals in that location.” She reminded commissioners that the goal of the center is to provide a complete “crisis continuum” – with the facility being the missing piece locally until its opening – and to divert individuals experiencing mental health crises from the emergency room or jail. Glenn said the center has been able to successfully resolve most of the crises it’s handled, connecting individuals with continued support services in the community after leaving the facility. Only 10 visits have resulted in in-patient admissions, she said.

The center is now working on its next major expansion, or its final third and fourth phases. Those will include bringing nine adult crisis residential beds online first – to be operated by NLCMHA – followed by six pediatric crisis residential beds operated by Munson. The adult beds are already built out and are now in the licensing process, Glenn said. Co-locating multiple services under one roof has made the licensing process more complicated, she noted, though “it’s the right thing for sustainability long term.” Phase four just cleared a “major hurdle” in the last month in receiving preliminary licensing approval for the pediatric beds. The design for the pediatric portion of the building is completed and the project bid out, with construction anticipated to start this fall, Glenn said.

“I’m really encouraged by the progress,” she said. Glenn noted that no other such pediatric beds are available in northern Michigan, with Traverse City serving as the region’s first such facility. Crisis residential beds are “just one step below the level of care” that’s provided at Munson’s in-patient unit, which has 17 beds, Glenn said.

According to Glenn, the center’s goal is to ramp up patient volumes over the next few years. She estimated at a “fully mature” state that the psychiatric urgent care would average 10 patients a day, for instance. Approximately 40 percent of facility patients right now are covered by Medicaid, she said, with the rest under Medicare or private insurance. In response to commission questions, Glenn acknowledged that Medicaid percentage could potentially shift under federal work requirements coming in the future. The number one question facing the center – and its pro forma – is how many patients will come through its doors in the coming years, which for now is based only on projections, Glenn said.

“What we’re doing is really unique,” she said. “The biggest unknown right now is truly what those patient volumes are going to look like.” Commissioners also asked about the partnership with NLCMHA and why that organization’s representatives hadn’t been included as part of the presentation group at the meeting. Glenn noted that NLCMHA is going through a leadership transition and that the updates she was giving at the meeting were primarily focused on services for which Munson is the provider and fiduciary. County Administrator Nate Alger assured commissioners that NLCMHA Interim CEO Dr. Curtis Cummins is part of the center’s leadership team and has been “very actively involved” with the facility. Glenn also said Munson and NLCMHA are collaborating frequently to ensure the viability of the center, since the ARPA agreement entails a minimum 10-year commitment to provide services at that location.

“We have a very vested interest and commitment...in making sure these services are sustainable long term for the community,” she said.

<https://upnorthlive.com/news/local/grand-traverse-countys-mental-health-crisis-center-progresses-to-phase-three-operations>

Grand Traverse County's mental health crisis center progresses to phase three operations

by Alli Baxter

Thu, August 21st 2025 at 10:47 AM

GRAND TRAVERSE COUNTY, Mich., (WPBN/WGTU) -- Grand Traverse County Commissioners received an update from Munson Healthcare officials Wednesday on the new Mental Health Crisis Center that opened in January.

Munson officials reported they are moving into phase three of operations.

The center has been open for [almost eight months](#).

“We have kind of reached the point where this is the first time that these services are being offered in northern Michigan. This is the first psychiatric urgent care, really, north of Grand Rapids,” Munson Healthcare Chief Operating Officer Laura Glenn said.

The center is a joint venture with Munson Healthcare and Northern Lakes Community Mental Health.

Right now, the center is moving from phase two to phase three operations.

- **Latest:** [Grand Traverse Mental Health Center expands to 24/7 operations, adds urgent care](#)

Part of phase two was expanding access to center to 24/7 care.

“We saw 58 urgent care visits and over 100 crisis center contacts. So, what you should take away from this is our volume is increasing,” Glenn said. “And so, with the expansion to 24/7, with the opening of the urgent care, we are serving more individuals in that location. And our goal, again, has been to address those behavioral health crises upstream, avoid emergency department visits, decompress our jails, and ultimately reduce the need for inpatient admissions within this community.”

Glenn said in the first six months of operation, the center saw almost 280 individuals from 20 different counties.

The majority of patients Glenn said are from Grand Traverse County.

“So, what is up next? Phases three and four bring crisis residential beds to the crisis center,” Glenn said.

She said the plan is to add nine adult psychiatric beds.

She notes the licensing process to do this is taking longer than expected, with no set date to move into phase three yet.

“Because of the fact that we are co-locating multiple services under one roof, it's the right thing for sustainability long term, makes the licensing process complicated,” Glenn said.

- **'The future's really exciting':** [Crisis center growing to meet community needs](#)

In the next three years, Glenn said the goal is to ramp up volumes to see more patients a day.

For now, she said staff are pleased with how things are going.

“I would say our experience to date is that the majority of crises are able to be resolved,” Glenn said. “Individuals are referred for follow up within the community, and we've only had 10 visits that have resulted in an inpatient admission.”

Glenn also spoke about the nationwide issue of Medicaid users losing coverage.

She estimates 10 to 20% of Medicaid users will start paying out of pocket.

It's an issue she said needs to be talked about more with community organizations.

#

Northern Lakes CMH

July 2025

Preliminary
Board Report

Northern Lakes CMH

Summary of Variances and Fluctuations

October 1, 2024 through July 31, 2025

II. Operating revenue

- **Medicaid Capitation** - Estimated Medicaid expenses are approximately **\$2.1M MORE** than the capitated payments received from NMRE resulting in a current **OVERSPEND**. **The positive news is that we continue to receive** rate recalculations from prior months resulting in more Medicaid and HMP revenue, therefore, decreasing our deficit.
- **Healthy Michigan Capitation** - Estimated Healthy Michigan expenses are approximately **\$2.8M GREATER** than the capitated payments received from NMRE resulting in an **OVERSPEND**.
- **General Fund Capitation** - Estimated expenses are approximately **\$3M MORE** than the capitated payments received resulting in an **OVERSPEND**.
- **Grant Revenues** - Grant revenues and expenses are tracking as expected.

IV. Operating expenses

- **Salaries, wages and fringes** - Salaries and fringes are approximately \$1.1M under budget. Total directly operated expenses are about \$1.1M under budget through July.
- **CMH Provider Network Contractual Services** - are about \$3.1 M over budget through July. Mostly driven by residential contracts and CLS providers.

Northern Lakes CMH

Statement of Net Position

July 31, 2025

	(Unaudited) 7/31 2025	(Unaudited) 7/31 2024	Favorable (Unfavorable)
ASSETS & DEFERRED OUTFLOWS			
Current:			
Cash and cash equivalents	\$ 6,072,884	\$ 3,830,413	\$ 2,242,471
Investments	-	8,461,079	(8,461,079)
Due from other governmental units	17,911,397	15,439,260	2,472,137
Prepaid items	1,192,408	1,019,683	172,725
Total current	25,176,689	28,750,436	(3,573,747)
Noncurrent:			
Capital assets not being depreciated	1,786,125	1,786,125	-
Capital assets being depreciated, net	3,951,745	4,526,114	(574,369)
Deferred outflows - Pension	1,416,119	1,416,119	-
Total noncurrent	7,153,989	7,728,358	(574,369)
Total assets and deferred outflows	32,330,678	36,478,794	(4,148,116)
LIABILITIES & DEFERRED INFLOWS			
Current			
Accounts payable	6,334,562	6,903,941	569,378
Accrued wages and related liabilities	(225,498)	1,459,096	1,684,595
Due to other governmental units	1,211,693	1,742,135	530,442
Unearned revenue	178,349	19,984	(158,366)
Other current liabilities	(4,574)	11,619	16,193
Compensated absences, due within one year	202,381	202,381	-
Lease liability, due within one year	587,091	598,724	11,633
Total current liabilities	8,284,005	10,937,880	2,653,875
Noncurrent			
Compensated absences, due beyond one year	1,146,847	1,146,847	-
Lease liability, due within one year	15,061	102,850	87,789
Net pension liability	4,639,399	4,639,399	-
Deferred inflows - Pension	(683,732)	(683,732)	-
Total noncurrent liabilities	5,117,575	5,205,364	87,789
Total liabilities and deferred inflows	13,401,579	16,143,244	2,741,665
NET POSITION			
Net investment in capital assets	6,375,206	6,375,206	-
Internal Service Fund Balance	654,322	(4,022,033)	(4,676,355)
Current Year to date Change in Net Position	(1,106,758)	986,724	2,093,481
Unrestricted	12,697,876	12,898,700	200,824
Total net position	\$ 18,620,647	\$ 16,238,597	\$ 2,382,050

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Northern Lakes CMH

Statement of Revenues, Expenses compared to Budget

October 1, 2024 through July 31, 2025

	(Unaudited) 7/31 2025	(Unaudited) 7/31 2024	YTD Budget 7/31 2025	Favorable (Unfavorable)
Revenues				
Medicaid Sources				
Medicaid	\$ 55,704,069	\$ 63,644,978	\$ 53,979,118	\$ 1,724,951
Medicaid - Settlement	<u>2,123,011</u>	<u>4,991,233</u>	-	2,123,011
	57,827,080	68,636,211	53,979,118	3,847,962
Healthy Michigan	4,517,523	4,899,354	3,422,569	1,094,954
Healthy Michigan - Settlement	<u>2,862,604</u>	<u>3,778,797</u>	-	2,862,604
	7,380,127	8,678,151	3,422,569	3,957,558
State General Fund	2,421,240	2,980,487	2,421,239	1
Grants	835,545	1,590,335	1,872,213	(1,036,668)
County appropriations	855,617	1,026,740	855,617	(0)
Northern Healthcare Management	40,891	10,313,829	-	40,891
Other revenue	<u>2,512,434</u>	<u>3,642,197</u>	<u>2,687,869</u>	<u>(175,435)</u>
Total operating revenue	71,872,933	96,867,950	65,238,625	6,634,308
Employed Workforce and Agency Expenditures				
Personnel	23,861,904	29,462,152	24,995,839	(1,133,935)
Admin Contracts	1,588,897	1,183,443	1,310,133	278,764
Direct Operations	1,713,863	3,541,297	2,678,116	(964,253)
Contractual Servcies	1,659,982	2,444,544	798,078	861,903
Transportation	511,280	630,949	868,045	(356,765)
Occupied Space	<u>1,393,920</u>	<u>1,440,196</u>	<u>1,181,254</u>	<u>212,666</u>
Total Directly Provided & Agency Oversight	30,729,845	38,702,582	31,831,465	(1,101,620)
Contracted Provider Expenditures				
Autism Services Providers	3,359,753	4,075,774	3,381,878	(22,125)
Clinical Contract Providers	281,899	695,198	1,918,698	(1,636,799)
Daytime Activities Contract Providers	6,117,271	7,213,468	4,994,644	1,122,627
FI Provided Self Determination	1,627,508	1,839,872	1,637,730	(10,222)
Inpatient Services	5,020,058	8,361,445	5,963,333	(943,274)
Theraputic Contract Providers	309,145	504,890	357,722	(48,577)
Residential Contracts	21,060,486	22,933,677	17,581,640	3,478,846
CLS Providers	4,025,641	3,695,903	2,706,076	1,319,565
Northern Health Care Mgt Services	(23,769)	6,883,300	28,254	(52,023)
Northern Health Care Mgt Respite	-	(63)	-	-
Client Transportation Providers	<u>471,852</u>	<u>975,182</u>	<u>534,188</u>	<u>(62,336)</u>
Total Contracted Provider Expenditure	42,249,845	57,178,645	39,104,163	3,145,683
Total operating expenses	72,979,690	95,881,226	70,935,628	2,044,063
Change in net position	<u><u>(1,106,758)</u></u>	<u><u>986,724</u></u>	<u><u>(5,697,003)</u></u>	<u><u>4,590,245</u></u>
YTD NMRE Cost Settlement	4,985,615	8,770,030		
	<u><u>(6,092,373)</u></u>	<u><u>(7,783,306)</u></u>	<u><u>(5,697,003)</u></u>	<u><u>(395,370)</u></u>

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Northern Lakes CMH

Summary of Provider Network Contract Activity

October 1, 2024 through July 31, 2025

Provider Network Category	YTD Budget 7/31/2025	YTD 7/31/2025	Budget to Actual Inc/(Dec)	YTD 3/31/2024	Variance from PY Inc/(Dec)	% Change
Houghton Lake Drop In - Drop In Centers	\$	\$	\$	\$	\$	#DIV/0!
Kandu Island - Drop In Centers	\$	143,567	\$	\$	143,567	#DIV/0!
Contracted Clinical Services - OBRA Screening	\$	-	\$	156,973	(156,973)	(100.00)%
Contracted Clinical Services - Behavior Treatment	\$	196,850	\$	205,707	(8,857)	(4.31)%
Client Specific Contract - Partial Day	\$	87,263	\$	247,512	(160,249)	(64.74)%
Client Specific Contract - Residential	\$	94,167	\$	315,271	(221,103)	(70.13)%
Client Specific Contract - MCTT & ACT Teams	\$	41,985	\$	47,540	(5,555)	(11.69)%
Client Specific Contract - Emgcy Serv/Outpatient	\$	2,709	\$	19,313	(16,604)	(85.97)%
Client Specific Contract - DD CSM Team	\$	208	\$	13,288	(13,081)	(98.44)%
Client Specific Contract - Managed Care	\$	-	\$	88	(88)	100.00 %
Client Specific Contract - Club Cadillac	\$	1,381	\$	35,591	(34,210)	100.00 %
Contr Psych's - Med Clinic	\$	905,213	\$	1,127,872	(222,660)	(19.74)%
Client Transportation - Partial Day	\$	308,807	\$	459,823	(151,016)	(32.84)%
Total Clinical Contract Providers (less grant activity)	\$ 2,452,887	\$ 1,782,150	\$ (670,736)	\$ 2,628,978	\$ (846,827)	(32.21)%
Autism Services - Partial Day	\$	3,057,395	\$	3,699,467	(642,072)	(17.36)%
Autism Services - Residential	\$	281,432	\$	313,797	(32,365)	(10.31)%
Autism Services - Emgcy Serv/Outpatient	\$	1,459	\$	7,956	(6,497)	(81.67)%
Autism Services - DD CSM Team	\$	19,467	\$	54,427	(34,960)	(64.23)%
Total Autism Providers	\$ 3,381,878	\$ 3,359,753	\$ (22,125)	\$ 4,075,647	\$ (715,894)	(173.57)%
Hope Network - Partial Day	\$	795,523	\$	993,123	(197,600)	(19.90)%
Hope Network - Residential	\$	2,378,008	\$	3,076,522	(698,514)	(22.70)%
Hope Network - MCTT & ACT Teams	\$	9,066	\$	15,406	(6,341)	(41.16)%
Hope Network - Emgcy Serv/Outpatient	\$	2,860	\$	5,850	(2,990)	(51.11)%
Hope Network - DD CSM Team	\$	1,381	\$	2,464	(1,084)	100.00 %
Hope Network - PT/OT/ST Only	\$	838	\$	322	516	100.00 %
R.O.O.C. Inc - Partial Day	\$	35,606	\$	65,745	(30,139)	(45.84)%
R.O.O.C. Inc - Residential	\$	627,299	\$	581,575	45,725	7.86 %
Grand Traverse Industries - Partial Day	\$	708,257	\$	864,022	(155,765)	(18.03)%
Grand Traverse Industries - Residential	\$	1,558,434	\$	1,608,208	(49,774)	(3.10)%
Total Daytime Providers	\$ 4,994,644	\$ 6,117,271	\$ 1,122,627	\$ 7,213,237	\$ (1,095,966)	(59.10)%
Community Inpatient Hospital - Inpatient	\$	4,556,303	\$	6,810,231	(2,253,927)	(33.10)%
Crisis Residential - Residential	\$	169,781	\$	146,370	23,411	15.99 %
County - State Fac - Inpatient - State	\$	197,152	\$	-	197,152	#DIV/0!
County - Forensic Ctr - Inpatient - State	\$	96,822	\$	-	96,822	#DIV/0!
Total Inpatient Providers / State Hospital Inpatient	\$ 5,963,333	\$ 5,020,058	\$ (943,274)	\$ 6,956,601	\$ (1,936,543)	#DIV/0!
Self Determination - Residential	\$	1,580,701	\$	1,836,606	(255,905)	(13.93)%
Self Determination - DD CSM Team	\$	46,807	\$	(0)	46,807	#####
Total Fiscal Intermediary Providers	\$ 1,637,730	\$ 1,627,508	\$ (10,222)	\$ 1,836,606	\$ (209,098)	#DIV/0!
Child and Family Services - MIC Client Support Service	\$	147,408	\$	245,557	(98,148)	(39.97)%
Child and Family Services - Residential	\$	4,884	\$	3,700	1,184	100.00 %
Child and Family Services - Mobile Crisis	\$	156,852	\$	237,096	(80,244)	(33.84)%
Total Fiscal Intermediary Providers	\$ 357,722	\$ 309,145	\$ (48,577)	\$ 486,353	\$ (177,209)	26.19 %
M.I. Residential Contracts - Residential	\$	1,094,825	\$	1,457,663	(362,838)	(24.89)%
Residential Contracts - Residential	\$	12,263,468	\$	19,392,099	(7,128,631)	(36.76)%
Beacon Specialized Living Center - Residential	\$	3,331,944	\$	3,748,259	(416,315)	(11.11)%
Beacon Specialized Living Center - MCTT & ACT Teams	\$	-	\$	5,232	(5,232)	(100.00)%
Beacon Specialized Living Center - Emgcy Serv/Outpatient	\$	460	\$	1,685	(1,225)	(72.70)%
Beacon Specialized Living Center - Behavior Treatment	\$	-	\$	630	(630)	(100.00)%
Lake Shore - Residential	\$	711,028	\$	652,119	58,910	9.03 %
Summerfield - Residential	\$	482,142	\$	525,011	(42,869)	(8.17)%
East Bay - Residential	\$	345,097	\$	437,106	(92,008)	(21.05)%
Lincoln House - Residential	\$	339,735	\$	420,531	(80,796)	(19.21)%
Fort Road - Residential	\$	266,868	\$	344,842	(77,974)	(22.61)%
New Horizons - Residential	\$	314,340	\$	566,022	(251,683)	(44.47)%
Elmwood - Residential	\$	344,554	\$	425,883	(81,329)	(19.10)%
Cedar Valley Home - Residential	\$	266,245	\$	420,058	(153,813)	(36.62)%
Hab Waiver Supports - Residential	\$	647,469	\$	1,084,206	(436,737)	(40.28)%
Hab Waiver Supports - SIP Homes	\$	94,308	\$	116,928	(22,620)	(19.35)%
Total Residential Providers	\$ 17,581,640	\$ 20,502,482	\$ 2,920,842	\$ 29,598,273	\$ (9,095,791)	(30.73)%
Community Living Supports - Partial Day	\$	43,178	\$	74,311	(31,133)	(41.90)%
Community Living Supports - Residential	\$	2,171,860	\$	1,902,053	269,806	14.19 %
Community Living Supports - MCTT & ACT Teams	\$	-	\$	1,316	(1,316)	(100.00)%
MI Independent SIP - SIP Homes	\$	101,343	\$	101,950	(607)	(0.60)%
MI Independent SIP - SIP Homes	\$	105,566	\$	165,894	(60,327)	(36.36)%
MI Independent SIP - SIP Homes	\$	104,466	\$	102,452	2,014	1.97 %
Spectrum SIP - SIP Homes	\$	173,739	\$	181,148	(7,409)	(4.09)%
Spectrum SIP - SIP Homes	\$	198,205	\$	250,903	(52,698)	(21.00)%
Spectrum SIP - SIP Homes	\$	90,729	\$	183,794	(93,065)	(50.64)%
Woodland TC Home - SIP Homes	\$	94,308	\$	125,106	(30,798)	(24.62)%
Brickways - Residential	\$	-	\$	49,289	(49,289)	(100.00)%
Total CLS Providers	\$ 2,706,076	\$ 3,083,394	\$ 377,318	\$ 3,138,215	\$ (292,177)	(9.31)%
	\$ 39,075,908	\$ 41,801,762	\$ 2,725,853	\$ 55,933,911	\$ (14,369,506)	(25.69)%

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