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Organizational Documents

Completed - Oct 10 2025

If not already on file with the Michigan State Bar Foundation, upload the following documents:

- IRS Exemption Letter
- List of Current Officers and Directors
- Applicant's most current operation budget
- Applicant's most current Audit and Management Letter
- Organizational Chart
- Other - documents that pertain to funding of this project

[IRS Letter - Name Change 2014-12-02](#)

Filename: 6168fcc30927435f824d79328af74ad9.pdf Size: 351.5 kB

[MIHIA AFS 2024](#)

Filename: 9631e604d3c6402ea39e613f62f3a612.pdf Size: 454.2 kB

[2023 Updated Form 990 - signed HLT](#)

Filename: 2d58face6e3c4611a34e8cdb7592e8a0.pdf Size: 532.0 kB

[2025 MiHIA Board Member Directory with bios](#)

Filename: 0cc12f6694f144e1bc1a9adff9ea7b9b.pdf Size: 1.3 MB

[MIHIA Board Report](#)

Filename: 045d1d2dd89c42a787e0afba177d08d0.pdf Size: 813.7 kB

[2025 MiHIA Impact Report SINGLE PAGE](#)

Filename: 2af2156c5d04445eafc9a8835d26a8d8.pdf Size: 7.4 MB

Other Documents

Completed - Oct 10 2025

Please upload any other documents related to your application, such as:

- Staff resumes
- Letters of support
- Letters of recommendation
- Memorandum of understanding among project participants
- Contracts for services

[Scoggin](#)

Filename: 15b18ce293e54601a373231aa929ecba.pdf Size: 126.7 kB

[Jekel](#)

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[Stafford](#)

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[Tracy Resume 2025](#)

Filename: e7b0f769fe9d4c6895f2975c02299b25.pdf **Size:** 677.3 kB

[LOE](#)

Filename: 5719fa22f1e54ad98d00eaa032ccd6b4.pdf **Size:** 145.7 kB

[Clean Slate Collaborative Budget](#)

Filename: 132ff8421ae34dea843e41ffc41c8e83.pdf **Size:** 64.9 kB

**Michigan State Bar Foundation
Administration of Justice Grant
Assurances by Applicant**

Clean Slate Collaborative

Michigan Health Improvement Alliance

Project Title

Applicant Name

Applicant assures that:

1. It will restrict the use of Foundation funds to law-related activities and purposes that are charitable or educational within the meaning of Section 501(c)(3) of the Internal Revenue Code, as amended, and which meet the purposes of the Michigan State Bar Foundation and the proposed uses described in the grant application.
2. It will not use Foundation funds for political advocacy or otherwise attempt to influence legislation, attempt to influence action by any public officer or the courts by the carrying on of propaganda, or attempt to participate or intervene in any political campaign.
3. It will not discriminate on the basis of race, marital status, religion, sex, age, disability, sexual orientation, gender identity, or national origin in administering the programs or projects supported in whole or part by this grant.
4. It will, upon request, cooperate with all data collection and evaluation activities by the Michigan State Bar Foundation and give any authorized representative of the Foundation access to any copies of all financial records, books, papers or documents.
5. If the program is an Access to Justice Fund eligible program (as determined by the Foundation), it will cooperate with the ATJ Campaign/Fund and comply with all applicable ATJ Fund/Campaign Policies/Guidelines.
6. It will provide a copy of a financial audit prepared within the previous two years if available, or, in the alternative, a financial accounting which has been certified correct by the responsible financial official of your organization.
7. It understands and agrees that the Foundation may, at its sole discretion, award a grant of greater or lesser amount and/or for greater or lesser period of time than requested in this application.
8. It understands and agrees that the application, once received by the Foundation, becomes the property of the Foundation, which may use any or all ideas and materials contained therein or resulting there from and that this application will be available for public inspection.
9. It will advise the Foundation of any substantial changes in the project or its schedule. It understands that prolonged project delay, postponement, significant schedule or project changes not approved by the Foundation, or failure to meet grant conditions required by the Foundation can result in reduction or revocation of the Foundation's grant.
10. It will provide a final written report of how the grant money was spent and the results achieved within 60 days of completing the funded project and other interim reports on the project's status as requested by the Foundation, and it will respond to other requests for information from the Foundation.
11. It will acknowledge the Foundation's funding assistance in press releases, media contacts and printed, video, Internet, or audio material resulting from the projects supported in whole or in part by any grant awarded as directed by the Foundation.
12. For publications or conferences, it will publish a disclaimer acceptable to the Foundation that the Foundation's funding does not constitute an endorsement of the project's content by the Foundation.

I have read these assurances and understand that if this application is approved for funding, the grant will be subject to these assurances. I certify the applicant will comply with these assurances if the application is approved.

Heidi L Tracy

Marcia M. Ditmyer

Project/Program Director (Print)

Board Chairperson (Print)

HL Tracy

Marcia M. Ditmyer

Project/Program Director (Signature)

Board Chairperson (Signature)

Date: 10/10/2025

Date: 10/10/2025

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MICHIGAN HEALTH IMPROVEMENT
ALLIANCE INC
% KIM MORLEY
PO BOX 432
BAY CITY MI 48707-0432

025482

CUT OUT AND RETURN THE VOUCHER AT THE BOTTOM OF THIS PAGE IF YOU ARE MAKING A PAYMENT,
EVEN IF YOU ALSO HAVE AN INQUIRY.



The IRS address must appear in the window.

4077591934

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Use for payments

Letter Number: LTR4168C
Letter Date : 2014-11-13
Tax Period : 000000

INTERNAL REVENUE SERVICE

OGDEN UT 84201-0029



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MICHIGAN HEALTH IMPROVEMENT
ALLIANCE INC
% KIM MORLEY
PO BOX 432
BAY CITY MI 48707-0432

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In reply refer to: 4077591934
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MICHIGAN HEALTH IMPROVEMENT
ALLIANCE INC
% KIM MORLEY
PO BOX 432
BAY CITY MI 48707-0432



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Employer Identification Number: 45-2133862
Person to Contact: Ms. Wiles
Toll Free Telephone Number: 1-877-829-5500

Dear Taxpayer:

This is in response to your Sep. 25, 2014, request for information regarding your tax-exempt status.

Our records indicate that you were recognized as exempt under section 501(c)(3) of the Internal Revenue Code in a determination letter issued in January 2013.

Our records also indicate that you are not a private foundation within the meaning of section 509(a) of the Code because you are described in section(s) 509(a)(1) and 170(b)(1)(A)(vi).

Donors may deduct contributions to you as provided in section 170 of the Code. Bequests, legacies, devises, transfers, or gifts to you or for your use are deductible for Federal estate and gift tax purposes if they meet the applicable provisions of sections 2055, 2106, and 2522 of the Code.


Please refer to our website www.irs.gov/eo for information regarding filing requirements. Specifically, section 6033(j) of the Code provides that failure to file an annual information return for three consecutive years results in revocation of tax-exempt status as of the filing due date of the third return for organizations required to file. We will publish a list of organizations whose tax-exempt status was revoked under section 6033(j) of the Code on our website beginning in early 2011.

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MICHIGAN HEALTH IMPROVEMENT
ALLIANCE INC
% KIM MORLEY
PO BOX 432
BAY CITY MI 48707-0432

If you have any questions, please call us at the telephone number shown in the heading of this letter.

Sincerely yours,



Tamera Ripperda
Director, Exempt Organizations

Audited Financial Statements

Michigan Health Improvement Alliance, Inc.

*Years Ended December 31, 2024 and 2023
with Report of Independent Auditors*

Michigan Health Improvement Alliance, Inc.

Audited Financial Statements

Years Ended December 31, 2024 and 2023

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Report of Independent Auditors

Board of Directors
Michigan Health Improvement Alliance, Inc.
Midland, Michigan

Opinion

We have audited the accompanying financial statements of Michigan Health Improvement Alliance, Inc. (a not-for-profit organization) which are comprised of the statement of financial position as of December 31, 2024 and 2023, and the related statements of activities, functional expenses, and cash flows for the years then ended, and the related notes to the financial statements.

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of Michigan Health Improvement Alliance, Inc., as of December 31, 2024 and 2023 and the changes in its net assets and its cash flows for the years then ended in accordance with accounting principles generally accepted in the United States of America.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Michigan Health Improvement Alliance, Inc. and to meet our other ethical responsibilities in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Michigan Health Improvement Alliance, Inc.'s ability to continue as a going concern within one year after the date that the financial statements are available to be issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Michigan Health Improvement Alliance, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Michigan Health Improvement Alliance, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

Andrews Hooper Paulik PLC

Midland, Michigan
August 5, 2025

Michigan Health Improvement Alliance, Inc.

Statements of Financial Position

	December 31	
	2024	2023
Assets		
Current assets:		
Cash and cash equivalents	\$ 307,130	\$ 258,390
Investments	15,523	14,135
Unconditional promises to give	308,932	490,075
Prepaid expenses and other	21,500	-
Operating lease asset - current portion	1,998	-
Total current assets	<u>655,083</u>	762,600
Operating lease asset - net of current portion	<u>361,095</u>	-
Total assets	<u><u>\$ 1,016,178</u></u>	<u><u>\$ 762,600</u></u>
Liabilities and net assets		
Current liabilities:		
Accounts payable and credit card liabilities	\$ 38,003	\$ 29,176
Accrued expenses	33,634	23,859
Deferred revenue	12,414	10,000
Operating lease liability - current portion	1,998	-
Total current liabilities	<u>86,049</u>	63,035
Operating lease liability - net of current portion	<u>361,095</u>	-
Total liabilities	<u>447,144</u>	63,035
Net assets:		
Without donor restrictions	169,273	152,459
With donor restrictions	399,761	547,106
Total net assets	<u>569,034</u>	699,565
Total liabilities and net assets	<u><u>\$ 1,016,178</u></u>	<u><u>\$ 762,600</u></u>

Michigan Health Improvement Alliance, Inc.

Statement of Activities

	Year Ended December 31, 2024		
	Without	With	Total
	Donor	Donor	
	Restrictions	Restrictions	
Public support, revenue, and gains:			
Contributions	\$ 2,305	\$ -	\$ 2,305
Foundation and trust grants	133,760	324,313	458,073
Net investment income	1,490	-	1,490
Contributed nonfinancial assets	10,000	-	10,000
Program service fees	260,773	-	260,773
Rent income	4,100	-	4,100
Net assets released from restrictions	471,658	(471,658)	-
Total public support, revenue, and gains	<u>884,086</u>	<u>(147,345)</u>	<u>736,741</u>
Expenses:			
Program services:			
Program service expense	417,853	-	417,853
Support services:			
Management and general	449,419	-	449,419
Total expenses	<u>867,272</u>	<u>-</u>	<u>867,272</u>
Change in net assets	16,814	(147,345)	(130,531)
Net assets at beginning of year	152,459	547,106	699,565
Net assets at end of year	<u>\$ 169,273</u>	<u>\$ 399,761</u>	<u>\$ 569,034</u>

Michigan Health Improvement Alliance, Inc.

Statement of Activities

	Year Ended December 31, 2023		
	Without Donor Restrictions	With Donor Restrictions	Total
Public support, revenue, and gains:			
Contributions	\$ 22,911	\$ -	\$ 22,911
Foundation and trust grants	-	74,014	74,014
Net investment income	5,498	-	5,498
Contributed nonfinancial assets	10,000	-	10,000
Program service fees	308,926	132,673	441,599
Other	4,802	-	4,802
Net assets released from restrictions	875,350	(875,350)	-
Total public support, revenue, and gains	1,227,487	(668,663)	558,824
Expenses:			
Program services:			
Program service expense	751,779	-	751,779
Support services:			
Management and general	697,988	-	697,988
Total expenses	1,449,767	-	1,449,767
Change in net assets	(222,280)	(668,663)	(890,943)
Net assets at beginning of year	374,739	1,215,769	1,590,508
Net assets at end of year	\$ 152,459	\$ 547,106	\$ 699,565

Michigan Health Improvement Alliance, Inc.

Statement of Functional Expenses

Year Ended December 31, 2024

	Program	Management and General	Total
Professional fees	\$ 2,025	\$ 26,690	\$ 28,715
Conference, convention, meetings	-	1,513	1,513
Contracted services	283,709	45,860	329,569
Communications	2,745	12,293	15,038
Membership dues	-	5,403	5,403
Office expenses	-	3,063	3,063
Printing and copying	-	218	218
Supplies	9,277	228	9,505
Information technology	-	13,619	13,619
Salaries and wages	59,604	287,520	347,124
Employee expenses	8,461	49,959	58,420
Travel	3,906	3,053	6,959
Program specific costs	5,286	-	5,286
Other expenses	32,840	-	32,840
In-kind contributed rent	10,000	-	10,000
Total expenses	\$ 417,853	\$ 449,419	\$ 867,272

Michigan Health Improvement Alliance, Inc.

Statement of Functional Expenses

	Year Ended December 31, 2023		
	Program	Management and General	Total
Professional fees	\$ 780	\$ 28,817	\$ 29,597
Conference, convention, meetings	-	4,955	4,955
Contracted services	342,703	99,341	442,044
Communications	1,626	46,085	47,711
Membership dues	-	6,186	6,186
Office expenses	-	497	497
Printing and copying	4	168	172
Supplies	10,647	-	10,647
Telecommunications	35,430	2,306	37,736
Information technology	-	18,520	18,520
Salaries and wages	175,639	422,325	597,964
Employee expenses	25,256	66,465	91,721
Travel	29,113	1,216	30,329
Program specific costs	10,090	-	10,090
Other expenses	110,491	1,107	111,598
In-kind contributed rent	10,000	-	10,000
Total expenses	<u>\$ 751,779</u>	<u>\$ 697,988</u>	<u>\$ 1,449,767</u>

Michigan Health Improvement Alliance, Inc.

Statements of Cash Flows

	Year Ended December 31	
	2024	2023
Operating activities		
Change in net assets	\$ (130,531)	\$ (890,943)
Adjustments to reconcile change in net assets to net cash from operating activities:		
Change in assets and liabilities:		
Investments - fair market value	(1,388)	(1,919)
Unconditional promises to give	181,143	415,825
Prepaid expenses and other	(21,500)	-
Accounts payable and credit card liabilities	8,827	1,712
Accrued expenses	9,775	(21,126)
Deferred revenue	2,414	10,000
Net cash from operating activities	<u>48,740</u>	<u>(486,451)</u>
Net change in cash and cash equivalents	48,740	(486,451)
Cash and cash equivalents at beginning of year	<u>258,390</u>	<u>744,841</u>
Cash and cash equivalents at end of year	<u><u>\$ 307,130</u></u>	<u><u>\$ 258,390</u></u>
Supplemental disclosures of non-cash operating activities		
Contributed nonfinancial assets	\$ 10,000	\$ 10,000

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

1. Nature of Operations and Summary of Significant Accounting Policies

Organization

Michigan Health Improvement Alliance, Inc. (MIHIA) is a Michigan nonprofit corporation. MIHIA's mission is to improve the health of people within our region through effective use of information and collaboration to establish our region as a community of health excellence through a comprehensive focus on population health, patient experience, cost of care, and provider well-being. Its programs are funded with contributions and grants from local businesses, individuals and foundations.

Basis of Accounting

The financial statements of MIHIA have been prepared in accordance with U.S. generally accepted accounting principles (U.S. GAAP), which require MIHIA to report information regarding its financial position and activities according to the following mutually exclusive net asset classifications:

Net assets without donor restrictions: Net assets that are not subject to donor-imposed restrictions and may be expended for any purpose in performing the primary objectives of the organization. These net assets may be used at the discretion of MIHIA's management and the board of directors.

Net assets with donor restrictions: Net assets subject to stipulations imposed by donors and grantors. Some donor restrictions are temporary in nature; those restrictions will be met by actions of MIHIA or by the passage of time. Other donor restrictions are perpetual in nature, whereby the donor has stipulated the funds be maintained in perpetuity.

Definitions

Promises to give – Resources that MIHIA will receive in the future, but for which a commitment has been received in the current or a prior year. Promises may be unconditional or conditional. A promise is unconditional if its receipt depends only on the passage of time or demand for performance by an organization. Unconditional promises are measured at fair market value and are recorded in the year the promise is made. A conditional promise generally depends on some future event occurring before the promisor is bound. Conditional promises are not recorded as contributions until the condition on which it depends is substantially met.

Contributions – An unconditional transfer of cash or other assets or a settlement or cancellation of its liabilities in a voluntary nonreciprocal transfer from one entity to another.

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

1. Nature of Operations and Summary of Significant Accounting Policies (continued)

Definitions (continued)

In-kind contributions – The donation of materials, supplies, property, equipment, or services to an organization.

Donor-imposed condition – A donor stipulation (donors include other types of contributors, including makers of certain grants) that represents a barrier that must be overcome before the recipient is entitled to the assets transferred or promised. Failure to overcome the barrier gives the contributor a right of return of the assets it has transferred or gives the promisor a right of release from its obligation to transfer its assets.

Program services – Activities that result in goods and services being distributed to beneficiaries that fulfill the purposes or mission for which an organization exists.

Management and general activities – Supporting activities that are not identifiable with one or more program, fundraising, or membership development activities but are indispensable to the conduct of those activities and to an organization's existence. They include oversight; business management; general recordkeeping; budgeting; financing; soliciting revenue from exchange transactions, such as government contracts; and related administrative activities. Disseminating information to inform the public of an organization's "stewardship" of contributed funds, among other activities, are management and general activities.

Fundraising activities – Supporting activities undertaken to induce potential donors to contribute money, securities, services, materials, facilities, other assets, or time. They include publicizing and conducting fund-raising campaigns; maintaining donor mailing lists; conducting special fund-raising events; preparing and distributing fund-raising manuals, instructions, and other materials; and conducting other activities involved with soliciting contributions from individuals, foundations, governments, and others.

Functional expense classification – A method of grouping expenses according to the purpose for which costs are incurred. The primary functional classifications of a not-for-profit entity are program services and supporting activities.

Natural expense classification – A method of grouping expenses according to the kinds of economic benefits received in incurring those expenses. Examples of natural expense classifications include professional services, supplies, rent, utilities, awards and grants to others, and supplies.

Net present value – The current value of an asset, taking the time value of money into consideration.

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

1. Nature of Operations and Summary of Significant Accounting Policies (continued)

Financial Statement Presentation

MIHIA reports information regarding its financial position and activities according to two classes of net assets: net assets with donor restrictions and net assets without donor restrictions.

Use of Estimates

The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect certain amounts reported in the financial statements and accompanying notes. Actual results could differ from those estimates.

Fair Value Measurements

MIHIA reports all financial instruments on a fair value basis. For MIHIA, unconditional promises to give are one type of financial instrument. Fair value is the price that would be received to sell an asset or paid to transfer a liability (exit price) in an orderly transaction between market participants at the measurement date. In determining fair value, MIHIA uses various methods, including market, income, and cost approaches. Based on these approaches, MIHIA often utilizes certain assumptions that market participants would use in pricing the asset or liability, including assumptions about risk and/or the risks inherent in the inputs to the valuation technique. These inputs can be readily observable, market corroborated, or generally unobservable inputs. MIHIA utilizes valuation techniques that maximize the use of observable inputs and minimize the use of unobservable inputs. Based on the observability of the inputs used in the valuation techniques, MIHIA is required to provide the following information according to the fair value hierarchy.

- Level 1 – Quoted prices (unadjusted) for identical assets or liabilities in active markets that the entity has the ability to access as of the measurement date.
- Level 2 – Significant other observable inputs other than Level 1 prices such as quoted prices for similar assets or liabilities; quoted prices in markets that are not active; or other inputs that are observable or can be corroborated by observable market data.
- Level 3 – Significant unobservable inputs that reflect an entity's own assumptions about the assumptions that market participants would use in pricing an asset or liability.

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

1. Nature of Operations and Summary of Significant Accounting Policies (continued)

Fair Value Measurements (continued)

In determining the appropriate levels, MIHIA performs a detailed analysis of the assets and liabilities that are subject to fair value standard. At each reporting period, all assets and liabilities for which the fair value measurement is based on significant unobservable inputs are classified as Level 3.

For the years ended December 31, 2024, and 2023, the application of valuation techniques applied to similar assets and liabilities has been consistent.

Cash and Cash Equivalents

MIHIA considers investments to be cash equivalents if they are easily convertible to cash and have a maturity when purchased of three months or less. Cash and cash equivalents consist of cash on hand, deposits in bank demand accounts, and bank money market accounts.

Contributions

Contributions received are recorded as increases in net assets without donor restrictions or net assets with donor restrictions, depending on the existence and/or nature of any donor-imposed restrictions. Contributions that are restricted by the donor are reported as an increase in net assets without donor restrictions if the restriction expires in the reporting period in which the contribution is recognized. All other donor restricted contributions are reported as an increase in net assets with donor restrictions, depending on the nature of restriction.

When a restriction expires (that is, when a stipulated time restriction ends or purpose restriction is accomplished), net assets with donor restrictions are reclassified to net assets without donor restrictions and reported in the statements of activities as net assets released from restrictions.

Contributions Receivable and Promises to Give

Unconditional promises to give that are expected to be collected within one year are recorded at net realizable value. Unconditional promises to give that are expected to be collected in future years are recorded at the present value of their estimated future cash flows. The discounts on those amounts are computed using the risk-free interest rates applicable to the years in which the promises are received. Discount amortization is included in contribution revenue. Conditional promises to give are recognized only when the conditions on which they depend are substantially met and the promises become unconditional.

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

1. Nature of Operations and Summary of Significant Accounting Policies (continued)

Revenue Recognition

Program Service Fees

Program service fees are funding from various foundations or governmental agencies. Program service fees consist of cost-reimbursement grants. The cost-reimbursement grant is a contribution and is conditioned on incurring qualifying expenses. The revenue and receivable is recorded when the qualifying expenses are incurred.

Conditional Contributions

During the year ended December 31, 2024, MIHIA received conditional contributions related to federal grants. Payment of the grants is contingent upon MIHIA incurring allowable costs in the performance of services set forth in the grant agreements. Conditional contributions were \$114,066 as of December 31, 2024.

Methods Used for Allocation of Expenses from Management and General Activities

Substantially all of MIHIA's expenses are program specific and do not require allocation among programs or activities. The financial statements report certain categories of expenses that are attributable to one or more programs or supporting functions of MIHIA. Allocations are based on the executive director's estimates of time and effort.

Reclassification

Certain amounts in the prior year financial statements have been reclassified for comparative purposes to conform with the presentation in the current year financial statements. Reclassifications had no effect on the prior year change in net assets or net asset balances as of year end.

Income Tax Status

MIHIA is exempt from federal income taxes under Section 501(c)(3) of the Internal Revenue Code. However, income from certain activities not directly related to MIHIA's tax-exempt purpose is subject to taxation as unrelated business income.

Generally, tax years from 2021 through the current year remain open to examination. Management does not believe that the results from any examination of these open years would have a material adverse effect on MIHIA.

Subsequent Events

Management has evaluated subsequent events through August 5, 2025, which is the date the financial statements were available to be issued.

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

2. Liquidity and Availability

Financial assets available for general expenditure, that is, without donor or other restrictions limiting their use, within one year of the statement of financial position date include the following:

	<u>2024</u>	<u>2023</u>
Cash and cash equivalents	\$ 307,130	\$ 258,390
Investments	15,523	14,135
Unconditional promises to give that are receivable within one year and available for unrestricted purposes	<u>308,932</u>	<u>490,075</u>
Total	<u>\$ 631,585</u>	<u>\$ 762,600</u>

MIHIA's goal is generally to maintain financial assets to cover 6 months of operating expenses. Excess cash is maintained in an interest-bearing checking account.

3. Concentrations of Credit Risk

MIHIA invests cash and cash equivalents at a high-quality bank insured by the Federal Deposit Insurance Corporation up to \$250,000. The funds exceeded Federal Deposit Insurance Corporation limits at various times during the years ended December 31, 2024 and 2023. Management believes the financial risk associated with these deposits is not significant due to the financial strength of the financial institution.

4. Unconditional Promises to Give

Unconditional promises to give are recorded as receivables and revenue at the time the unconditional promise is made by the donor. There were no long term promises to give as of December 31, 2024 or 2023. The unconditional promises to give are shown on the statement of financial position. Promises to give with due dates extending beyond one year are discounted to the anticipated net present value of the future cash flows.

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

5. Lease

Operating Lease

In 2024, MIHIA entered into a lease agreement with Standish Sterling Community School District. MIHIA leases a former school building through November 2035. The yearly lease payments begin at \$20,000 in 2025 and increase \$5,000 per year through 2035. There was no lease expense for the years ended December 31, 2024 and 2023.

The right-of-use asset and lease liability for MIHIA's leasing contract is recorded on the statement of financial position and totaled \$363,093 as of December 31, 2024, and reflects a risk-free borrowing rate of 4.43%. Below is a schedule of annual future minimum lease payments required under non-cancelable operating leases as of December 31, 2024. The weighted average remaining lease term is 10 years. The weighted average discount rate is 4.43%.

Maturity Analysis of Lease Liability

Future minimum lease payments and reconciliation to the balance sheet at December 31, 2024:

2025	\$ 20,000
2026	25,000
2027	30,000
2028	35,000
2029	40,000
Thereafter	<u>345,000</u>
Total	<u>495,000</u>
Less: amount attributable to interest	<u>(131,907)</u>
Lease liabilities recognized on the balance sheet	<u>\$ 363,093</u>

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

6. Net Assets

Net assets with donor restrictions as of December 31 consisted of the following:

	<u>2024</u>	<u>2023</u>
Time restrictions	\$ -	\$ 367,667
Specific Purpose Restrictions:		
Andy's Place	37,630	-
Dashboard 4.0 Project	-	35,463
MDHHS Children's Trust	-	44,296
MHEF Local Food Ecosystem	8,271	9,182
MHEF ARM4Health	33,155	33,797
MHEF – Fresh Food	272,972	-
Maternal/Infant Health	47,733	55,608
MLFCN – Seed Grant	-	1,093
	<u>\$ 399,761</u>	<u>\$ 547,106</u>

7. Contributed Nonfinancial Assets (In-Kind Contributions)

Contributed services from donors are valued and reported at their estimated fair value in the financial statements based on current rates for similar services. Contributed goods and supplies are valued at their estimated retail value at the time of donation. These goods and services are used in MIHIA's programs and would have to be purchased if not provided as contributions. The estimated fair value of contributed services was \$10,000 for the year ended December 31, 2024 and \$10,000 for the year ended December 31, 2023. These amounts, which represented contributed office space, are included in revenue and program expenses in the statements of activities and functional expenses. There are no associated donor restrictions on the contributed services.

Michigan Health Improvement Alliance, Inc.

Notes to Financial Statements

December 31, 2024

8. Fair Value Measurements

MIHIA uses fair value measurements to record fair value adjustments of certain assets and to determine fair value disclosures. Unconditional promises to give that are expected to be collected beyond one year are valued at fair value on a recurring basis. Financial assets valued using Level 1 inputs are calculated using quoted market prices. Fair values of assets measured on a nonrecurring basis as of December 31, 2024 and 2023 are as follows:

	Fair Value	Quoted Prices in Active Market for Identical Assets (Level 1)	Significant Other Observable Inputs (Level 2)	Significant Unobservable Inputs (Level 3)
2024				
Mutual Funds	<u>\$ 15,523</u>	<u>\$ 15,523</u>	<u>\$ —</u>	<u>\$ —</u>
2023				
Mutual Funds	<u>\$ 14,135</u>	<u>\$ 14,135</u>	<u>\$ —</u>	<u>\$ —</u>

9. Functional Allocation of Expenses

The costs of providing the services have been summarized on a functional basis in the statement of activities. Accordingly, certain costs have been allocated among the programs and supporting services benefited. Salaries and related costs are allocated based upon time studies while all other expenses are directly allocated.

10. Retirement Plan

MIHIA sponsors a SIMPLE IRA retirement plan covering all employees who meet the eligibility requirements. Contributions to the plan were \$4,476 for the year ended December 31, 2024 and \$13,129 for the year ended December 31, 2023.

Form **8879-TE**

IRS E-file Signature Authorization for a Tax Exempt Entity

OMB No. 1545-0047

For calendar year 2023, or fiscal year beginning _____, 2023, and ending _____, 20____

2023

Department of the Treasury
Internal Revenue Service

Do not send to the IRS. Keep for your records.
Go to www.irs.gov/Form8879TE for the latest information.

Name of filer MICHIGAN HEALTH IMPROVEMENT ALLIANCE	EIN or SSN 45-2133862
Name and title of officer or person subject to tax HEIDI TRACY CEO	

Part I Type of Return and Return Information

Check the box for the return for which you are using this Form 8879-TE and enter the applicable amount, if any, from the return. Form 8038-CP and Form 5330 filers may enter dollars and cents. For all other forms, enter whole dollars only. If you check the box on line 1a, 2a, 3a, 4a, 5a, 6a, 7a, 8a, 9a, or 10a below, and the amount on that line for the return being filed with this form was blank, then leave line 1b, 2b, 3b, 4b, 5b, 6b, 7b, 8b, 9b, or 10b, whichever is applicable, blank (do not enter -0-). But, if you entered -0- on the return, then enter -0- on the applicable line below. **Do not complete more than one line in Part I.**

1a Form 990 check here <input checked="" type="checkbox"/>	b Total revenue, if any (Form 990, Part VIII, column (A), line 12)	1b <u>548,824.</u>
2a Form 990-EZ check here <input type="checkbox"/>	b Total revenue, if any (Form 990-EZ, line 9)	2b _____
3a Form 1120-POL check here <input type="checkbox"/>	b Total tax (Form 1120-POL, line 22)	3b _____
4a Form 990-PF check here <input type="checkbox"/>	b Tax based on investment income (Form 990-PF, Part V, line 5)	4b _____
5a Form 8868 check here <input type="checkbox"/>	b Balance due (Form 8868, line 3c)	5b _____
6a Form 990-T check here <input type="checkbox"/>	b Total tax (Form 990-T, Part III, line 4)	6b _____
7a Form 4720 check here <input type="checkbox"/>	b Total tax (Form 4720, Part III, line 1)	7b _____
8a Form 5227 check here <input type="checkbox"/>	b FMV of assets at end of tax year (Form 5227, Item D)	8b _____
9a Form 5330 check here <input type="checkbox"/>	b Tax due (Form 5330, Part II, line 19)	9b _____
10a Form 8038-CP check here <input type="checkbox"/>	b Amount of credit payment requested (Form 8038-CP, Part III, line 22)	10b _____

Part II Declaration and Signature Authorization of Officer or Person Subject to Tax

Under penalties of perjury, I declare that I am an officer of the above entity or I am a person subject to tax with respect to (name of entity) _____, (EIN) _____ and that I have examined a copy of the 2023 electronic return and accompanying schedules and statements, and, to the best of my knowledge and belief, they are true, correct, and complete. I further declare that the amount in Part I above is the amount shown on the copy of the electronic return. I consent to allow my intermediate service provider, transmitter, or electronic return originator (ERO) to send the return to the IRS and to receive from the IRS (a) an acknowledgement of receipt or reason for rejection of the transmission, (b) the reason for any delay in processing the return or refund, and (c) the date of any refund. If applicable, I authorize the U.S. Treasury and its designated Financial Agent to initiate an electronic funds withdrawal (direct debit) entry to the financial institution account indicated in the tax preparation software for payment of the federal taxes owed on this return, and the financial institution to debit the entry to this account. To revoke a payment, I must contact the U.S. Treasury Financial Agent at 1-888-353-4537 no later than 2 business days prior to the payment (settlement) date. I also authorize the financial institutions involved in the processing of the electronic payment of taxes to receive confidential information necessary to answer inquiries and resolve issues related to the payment. I have selected a personal identification number (PIN) as my signature for the electronic return and, if applicable, the consent to electronic funds withdrawal.

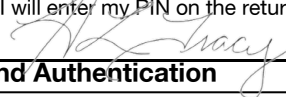
PIN: check one box only

I authorize WEINLANDER FITZHUGH PC to enter my PIN 45213
ERO firm name Enter five numbers, but do not enter all zeros

as my signature on the tax year 2023 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I also authorize the aforementioned ERO to enter my PIN on the return's disclosure consent screen.

As an officer or person subject to tax with respect to the entity, I will enter my PIN as my signature on the tax year 2023 electronically filed return. If I have indicated within this return that a copy of the return is being filed with a state agency(ies) regulating charities as part of the IRS Fed/State program, I will enter my PIN on the return's disclosure consent screen.

Signature of officer or person subject to tax



Date 09/18/2024

Part III Certification and Authentication

ERO's EFIN/PIN. Enter your six-digit electronic filing identification number (EFIN) followed by your five-digit self-selected PIN.

38033292761

Do not enter all zeros

I certify that the above numeric entry is my PIN, which is my signature on the 2023 electronically filed return indicated above. I confirm that I am submitting this return in accordance with the requirements of **Pub. 4163**, Modernized e-File (MeF) Information for Authorized IRS e-file Providers for Business Returns.

ERO's signature CORINNA SCHARF, CPA Date 09/17/24

ERO Must Retain This Form - See Instructions

Do Not Submit This Form to the IRS Unless Requested To Do So

For Privacy Act and Paperwork Reduction Act Notice, see instructions.

Form **8879-TE** (2023)

Return of Organization Exempt From Income Tax

Form 990

Under section 501(c), 527, or 4947(a)(1) of the Internal Revenue Code (except private foundations)

2023

Do not enter social security numbers on this form as it may be made public.

Open to Public Inspection

Department of the Treasury Internal Revenue Service

Go to www.irs.gov/Form990 for instructions and the latest information.

Form 990 header section A-M containing organization name, address, EIN, and tax-exempt status.

Part I Summary

Table with 3 columns: Line number, Description, and Amount. Rows include Activities & Governance, Revenue, Expenses, and Net Assets or Fund Balances.

Part II Signature Block

Under penalties of perjury, I declare that I have examined this return, including accompanying schedules and statements, and to the best of my knowledge and belief, it is true, correct, and complete.

Signature block section for officer Heidi Tracy and preparer Corinna Scharf, including dates and titles.

May the IRS discuss this return with the preparer shown above? See instructions [X] Yes [] No

Part III Statement of Program Service Accomplishments

Check if Schedule O contains a response or note to any line in this Part III [X]

1 Briefly describe the organization's mission: TO IMPROVE THE HEALTH OF PEOPLE WITHIN OUR REGION THROUGH EFFECTIVE USE OF INFORMATION AND COLLABORATION TO ESTABLISH OUR REGION AS A COMMUNITY OF HEALTH EXCELLENCE THROUGH A COMPREHENSIVE FOCUS ON POPULATION HEALTH, PATIENT EXPERIENCE, COST OF CARE, AND PROVIDER

2 Did the organization undertake any significant program services during the year which were not listed on the prior Form 990 or 990-EZ? [] Yes [X] No If "Yes," describe these new services on Schedule O.

3 Did the organization cease conducting, or make significant changes in how it conducts, any program services? [] Yes [X] No If "Yes," describe these changes on Schedule O.

4 Describe the organization's program service accomplishments for each of its three largest program services, as measured by expenses. Section 501(c)(3) and 501(c)(4) organizations are required to report the amount of grants and allocations to others, the total expenses, and revenue, if any, for each program service reported.

4a (Code:) (Expenses \$ 741,779. including grants of \$) (Revenue \$ 446,401.) MIHIA'S STRATEGY TO FULFILL OUR VISION AND MISSION IS TO SERVE AS THE REGIONAL HUB FOR SHARING HEALTH INFORMATION AND COLLABORATION AMONG MULTIPLE STAKEHOLDERS INCLUDING PATIENTS AND THEIR FAMILIES. BY PRODUCING A CALL TO ACTION ACROSS MULTIPLE PROGRAMS AND ORGANIZATIONS, OUR REGION CAN BECOME A NATIONAL LEADER AND A MODEL FOR HEALTH THAT LEADS TO A POSITIVE ECONOMIC IMPACT IN OUR REGION.

4b (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4c (Code:) (Expenses \$ including grants of \$) (Revenue \$)

4d Other program services (Describe on Schedule O.) (Expenses \$ including grants of \$) (Revenue \$)

4e Total program service expenses 741,779.

Part IV Checklist of Required Schedules

	Yes	No
1 Is the organization described in section 501(c)(3) or 4947(a)(1) (other than a private foundation)? <i>If "Yes," complete Schedule A</i>	X	
2 Is the organization required to complete <i>Schedule B, Schedule of Contributors</i> ? See instructions	X	
3 Did the organization engage in direct or indirect political campaign activities on behalf of or in opposition to candidates for public office? <i>If "Yes," complete Schedule C, Part I</i>		X
4 Section 501(c)(3) organizations. Did the organization engage in lobbying activities, or have a section 501(h) election in effect during the tax year? <i>If "Yes," complete Schedule C, Part II</i>		X
5 Is the organization a section 501(c)(4), 501(c)(5), or 501(c)(6) organization that receives membership dues, assessments, or similar amounts as defined in Rev. Proc. 98-19? <i>If "Yes," complete Schedule C, Part III</i>		X
6 Did the organization maintain any donor advised funds or any similar funds or accounts for which donors have the right to provide advice on the distribution or investment of amounts in such funds or accounts? <i>If "Yes," complete Schedule D, Part I</i>		X
7 Did the organization receive or hold a conservation easement, including easements to preserve open space, the environment, historic land areas, or historic structures? <i>If "Yes," complete Schedule D, Part II</i>		X
8 Did the organization maintain collections of works of art, historical treasures, or other similar assets? <i>If "Yes," complete Schedule D, Part III</i>		X
9 Did the organization report an amount in Part X, line 21, for escrow or custodial account liability; serve as a custodian for amounts not listed in Part X; or provide credit counseling, debt management, credit repair, or debt negotiation services? <i>If "Yes," complete Schedule D, Part IV</i>		X
10 Did the organization, directly or through a related organization, hold assets in donor-restricted endowments or in quasi-endowments? <i>If "Yes," complete Schedule D, Part V</i>		X
11 If the organization's answer to any of the following questions is "Yes," then complete Schedule D, Parts VI, VII, VIII, IX, or X, as applicable.		
a Did the organization report an amount for land, buildings, and equipment in Part X, line 10? <i>If "Yes," complete Schedule D, Part VI</i>		X
b Did the organization report an amount for investments - other securities in Part X, line 12, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VII</i>		X
c Did the organization report an amount for investments - program related in Part X, line 13, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part VIII</i>		X
d Did the organization report an amount for other assets in Part X, line 15, that is 5% or more of its total assets reported in Part X, line 16? <i>If "Yes," complete Schedule D, Part IX</i>		X
e Did the organization report an amount for other liabilities in Part X, line 25? <i>If "Yes," complete Schedule D, Part X</i>		X
f Did the organization's separate or consolidated financial statements for the tax year include a footnote that addresses the organization's liability for uncertain tax positions under FIN 48 (ASC 740)? <i>If "Yes," complete Schedule D, Part X</i>		X
12a Did the organization obtain separate, independent audited financial statements for the tax year? <i>If "Yes," complete Schedule D, Parts XI and XII</i>	X	
b Was the organization included in consolidated, independent audited financial statements for the tax year? <i>If "Yes," and if the organization answered "No" to line 12a, then completing Schedule D, Parts XI and XII is optional</i>		X
13 Is the organization a school described in section 170(b)(1)(A)(ii)? <i>If "Yes," complete Schedule E</i>		X
14a Did the organization maintain an office, employees, or agents outside of the United States?		X
b Did the organization have aggregate revenues or expenses of more than \$10,000 from grantmaking, fundraising, business, investment, and program service activities outside the United States, or aggregate foreign investments valued at \$100,000 or more? <i>If "Yes," complete Schedule F, Parts I and IV</i>		X
15 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of grants or other assistance to or for any foreign organization? <i>If "Yes," complete Schedule F, Parts II and IV</i>		X
16 Did the organization report on Part IX, column (A), line 3, more than \$5,000 of aggregate grants or other assistance to or for foreign individuals? <i>If "Yes," complete Schedule F, Parts III and IV</i>		X
17 Did the organization report a total of more than \$15,000 of expenses for professional fundraising services on Part IX, column (A), lines 6 and 11e? <i>If "Yes," complete Schedule G, Part I.</i> See instructions		X
18 Did the organization report more than \$15,000 total of fundraising event gross income and contributions on Part VIII, lines 1c and 8a? <i>If "Yes," complete Schedule G, Part II</i>		X
19 Did the organization report more than \$15,000 of gross income from gaming activities on Part VIII, line 9a? <i>If "Yes," complete Schedule G, Part III</i>		X
20a Did the organization operate one or more hospital facilities? <i>If "Yes," complete Schedule H</i>		X
b If "Yes" to line 20a, did the organization attach a copy of its audited financial statements to this return?		
21 Did the organization report more than \$5,000 of grants or other assistance to any domestic organization or domestic government on Part IX, column (A), line 1? <i>If "Yes," complete Schedule I, Parts I and II</i>		X

Part IV Checklist of Required Schedules (continued)

	Yes	No
22 Did the organization report more than \$5,000 of grants or other assistance to or for domestic individuals on Part IX, column (A), line 2? <i>If "Yes," complete Schedule I, Parts I and III</i>		X
23 Did the organization answer "Yes" to Part VII, Section A, line 3, 4, or 5, about compensation of the organization's current and former officers, directors, trustees, key employees, and highest compensated employees? <i>If "Yes," complete Schedule J</i>		X
24a Did the organization have a tax-exempt bond issue with an outstanding principal amount of more than \$100,000 as of the last day of the year, that was issued after December 31, 2002? <i>If "Yes," answer lines 24b through 24d and complete Schedule K. If "No," go to line 25a</i>		X
b Did the organization invest any proceeds of tax-exempt bonds beyond a temporary period exception?		
c Did the organization maintain an escrow account other than a refunding escrow at any time during the year to defease any tax-exempt bonds?		
d Did the organization act as an "on behalf of" issuer for bonds outstanding at any time during the year?		
25a Section 501(c)(3), 501(c)(4), and 501(c)(29) organizations. Did the organization engage in an excess benefit transaction with a disqualified person during the year? <i>If "Yes," complete Schedule L, Part I</i>		X
b Is the organization aware that it engaged in an excess benefit transaction with a disqualified person in a prior year, and that the transaction has not been reported on any of the organization's prior Forms 990 or 990-EZ? <i>If "Yes," complete Schedule L, Part I</i>		X
26 Did the organization report any amount on Part X, line 5 or 22, for receivables from or payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons? <i>If "Yes," complete Schedule L, Part II</i>		X
27 Did the organization provide a grant or other assistance to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor or employee thereof, a grant selection committee member, or to a 35% controlled entity (including an employee thereof) or family member of any of these persons? <i>If "Yes," complete Schedule L, Part III</i>		X
28 Was the organization a party to a business transaction with one of the following parties? (See the Schedule L, Part IV, instructions for applicable filing thresholds, conditions, and exceptions):		
a A current or former officer, director, trustee, key employee, creator or founder, or substantial contributor? <i>If "Yes," complete Schedule L, Part IV</i>		X
b A family member of any individual described in line 28a? <i>If "Yes," complete Schedule L, Part IV</i>		X
c A 35% controlled entity of one or more individuals and/or organizations described in line 28a or 28b? <i>If "Yes," complete Schedule L, Part IV</i>		X
29 Did the organization receive more than \$25,000 in noncash contributions? <i>If "Yes," complete Schedule M</i>		X
30 Did the organization receive contributions of art, historical treasures, or other similar assets, or qualified conservation contributions? <i>If "Yes," complete Schedule M</i>		X
31 Did the organization liquidate, terminate, or dissolve and cease operations? <i>If "Yes," complete Schedule N, Part I</i>		X
32 Did the organization sell, exchange, dispose of, or transfer more than 25% of its net assets? <i>If "Yes," complete Schedule N, Part II</i>		X
33 Did the organization own 100% of an entity disregarded as separate from the organization under Regulations sections 301.7701-2 and 301.7701-3? <i>If "Yes," complete Schedule R, Part I</i>		X
34 Was the organization related to any tax-exempt or taxable entity? <i>If "Yes," complete Schedule R, Part II, III, or IV, and Part V, line 1</i>		X
35a Did the organization have a controlled entity within the meaning of section 512(b)(13)?		X
b If "Yes" to line 35a, did the organization receive any payment from or engage in any transaction with a controlled entity within the meaning of section 512(b)(13)? <i>If "Yes," complete Schedule R, Part V, line 2</i>		
36 Section 501(c)(3) organizations. Did the organization make any transfers to an exempt non-charitable related organization? <i>If "Yes," complete Schedule R, Part V, line 2</i>		X
37 Did the organization conduct more than 5% of its activities through an entity that is not a related organization and that is treated as a partnership for federal income tax purposes? <i>If "Yes," complete Schedule R, Part VI</i>		X
38 Did the organization complete Schedule O and provide explanations on Schedule O for Part VI, lines 11b and 19?	X	

Note: All Form 990 filers are required to complete Schedule O

Part V Statements Regarding Other IRS Filings and Tax Compliance

Check if Schedule O contains a response or note to any line in this Part V

	Yes	No
1a Enter the number reported in box 3 of Form 1096. Enter -0- if not applicable		
b Enter the number of Forms W-2G included on line 1a. Enter -0- if not applicable		
c Did the organization comply with backup withholding rules for reportable payments to vendors and reportable gaming (gambling) winnings to prize winners?	X	

Part V Statements Regarding Other IRS Filings and Tax Compliance (continued)

Table with columns for question number, question text, and Yes/No response boxes. Includes questions 2a through 17 regarding employee counts, tax returns, gross income, foreign accounts, prohibited transactions, and charitable contributions.

Part VI Governance, Management, and Disclosure. For each "Yes" response to lines 2 through 7b below, and for a "No" response to line 8a, 8b, or 10b below, describe the circumstances, processes, or changes on Schedule O. See instructions.

Check if Schedule O contains a response or note to any line in this Part VI [X]

Section A. Governing Body and Management

Table with 3 columns: Question, Yes, No. Rows include: 1a Enter the number of voting members... 19; 1b Enter the number of voting members included... 19; 2 Did any officer, director, trustee, or key employee have a family relationship... X; 3 Did the organization delegate control over management duties... X; 4 Did the organization make any significant changes to its governing documents... X; 5 Did the organization become aware during the year of a significant diversion of the organization's assets... X; 6 Did the organization have members or stockholders... X; 7a Did the organization have members, stockholders, or other persons who had the power to elect or appoint one or more members of the governing body... X; 7b Are any governance decisions of the organization reserved to (or subject to approval by) members, stockholders, or persons other than the governing body... X; 8 Did the organization contemporaneously document the meetings held or written actions undertaken during the year by the following: a The governing body? X; b Each committee with authority to act on behalf of the governing body? X; 9 Is there any officer, director, trustee, or key employee listed in Part VII, Section A, who cannot be reached at the organization's mailing address? If "Yes," provide the names and addresses on Schedule O... X

Section B. Policies (This Section B requests information about policies not required by the Internal Revenue Code.)

Table with 3 columns: Question, Yes, No. Rows include: 10a Did the organization have local chapters, branches, or affiliates? X; 10b If "Yes," did the organization have written policies and procedures governing the activities of such chapters, affiliates, and branches to ensure their operations are consistent with the organization's exempt purposes?; 11a Has the organization provided a complete copy of this Form 990 to all members of its governing body before filing the form? X; 11b Describe on Schedule O the process, if any, used by the organization to review this Form 990.; 12a Did the organization have a written conflict of interest policy? If "No," go to line 13 X; 12b Were officers, directors, or trustees, and key employees required to disclose annually interests that could give rise to conflicts? X; 12c Did the organization regularly and consistently monitor and enforce compliance with the policy? If "Yes," describe on Schedule O how this was done X; 13 Did the organization have a written whistleblower policy? X; 14 Did the organization have a written document retention and destruction policy? X; 15 Did the process for determining compensation of the following persons include a review and approval by independent persons, comparability data, and contemporaneous substantiation of the deliberation and decision? a The organization's CEO, Executive Director, or top management official X; b Other officers or key employees of the organization X; If "Yes" to line 15a or 15b, describe the process on Schedule O. See instructions.; 16a Did the organization invest in, contribute assets to, or participate in a joint venture or similar arrangement with a taxable entity during the year? X; 16b If "Yes," did the organization follow a written policy or procedure requiring the organization to evaluate its participation in joint venture arrangements under applicable federal tax law, and take steps to safeguard the organization's exempt status with respect to such arrangements?

Section C. Disclosure

- 17 List the states with which a copy of this Form 990 is required to be filed MI
18 Section 6104 requires an organization to make its Forms 1023 (1024 or 1024-A, if applicable), 990, and 990-T (section 501(c)(3)s only) available for public inspection. Indicate how you made these available. Check all that apply.
[X] Own website [] Another's website [X] Upon request [] Other (explain on Schedule O)
19 Describe on Schedule O whether (and if so, how) the organization made its governing documents, conflict of interest policy, and financial statements available to the public during the tax year.
20 State the name, address, and telephone number of the person who possesses the organization's books and records
THE ORGANIZATION - 989-341-4789
PO BOX 100, FREELAND, MI 48623

Part VII Compensation of Officers, Directors, Trustees, Key Employees, Highest Compensated Employees, and Independent Contractors

Check if Schedule O contains a response or note to any line in this Part VII

Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees

1a Complete this table for all persons required to be listed. Report compensation for the calendar year ending with or within the organization's tax year.

- List all of the organization's **current** officers, directors, trustees (whether individuals or organizations), regardless of amount of compensation. Enter -0- in columns (D), (E), and (F) if no compensation was paid.
 - List all of the organization's **current** key employees, if any. See the instructions for definition of "key employee."
 - List the organization's five **current** highest compensated employees (other than an officer, director, trustee, or key employee) who received reportable compensation (box 5 of Form W-2, box 6 of Form 1099-MISC, and/or box 1 of Form 1099-NEC) of more than \$100,000 from the organization and any related organizations.
 - List all of the organization's **former** officers, key employees, and highest compensated employees who received more than \$100,000 of reportable compensation from the organization and any related organizations.
 - List all of the organization's **former directors or trustees** that received, in the capacity as a former director or trustee of the organization, more than \$10,000 of reportable compensation from the organization and any related organizations.
- See the instructions for the order in which to list the persons above.

Check this box if neither the organization nor any related organization compensated any current officer, director, or trustee.

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(1) HEIDI TRACY CHIEF EXECUTIVE OFFICER	40.00			X			148,026.	0.	0.	
(2) MARK KATO CHIEF OPERATIONS OFFICER	40.00			X			125,000.	0.	0.	
(3) REVEREND CRAIG TATUM SECRETARY	1.00	X		X			0.	0.	0.	
(4) JOEL STRASZ DIRECTOR	1.00	X					0.	0.	0.	
(5) GEORGE AULTMAN DIRECTOR	1.00	X					0.	0.	0.	
(6) AUGUSTINE OSAGIE DIRECTOR	1.00	X					0.	0.	0.	
(7) PAUL BERG DIRECTOR	1.00	X					0.	0.	0.	
(8) KATHY DOLLARD DIRECTOR	1.00	X					0.	0.	0.	
(9) SARAH KILE DIRECTOR	1.00	X					0.	0.	0.	
(10) DAN SCHEFFER DIRECTOR	1.00	X					0.	0.	0.	
(11) GEORGE KIKANO VICE CHAIR	1.00	X		X			0.	0.	0.	
(12) ANGELIA WILLIAMS DIRECTOR	1.00	X					0.	0.	0.	
(13) WAYNE HOFMANN DIRECTOR	1.00	X					0.	0.	0.	
(14) JESSICA YODER DIRECTOR	1.00	X					0.	0.	0.	
(15) MAUREEN DONKER DIRECTOR	1.00	X					0.	0.	0.	
(16) MARCIA MASTRACCI DITMYER CHAIR	1.00	X		X			0.	0.	0.	
(17) HURLEY COLEMAN III DIRECTOR	1.00	X					0.	0.	0.	

Part VII Section A. Officers, Directors, Trustees, Key Employees, and Highest Compensated Employees (continued)

(A) Name and title	(B) Average hours per week (list any hours for related organizations below line)	(C) Position (do not check more than one box, unless person is both an officer and a director/trustee)						(D) Reportable compensation from the organization (W-2/1099-MISC/1099-NEC)	(E) Reportable compensation from related organizations (W-2/1099-MISC/1099-NEC)	(F) Estimated amount of other compensation from the organization and related organizations
		Individual trustee or director	Institutional trustee	Officer	Key employee	Highest compensated employee	Former			
(18) DAVID BROWN TREASURER	1.00	X		X				0.	0.	0.
(19) CATHERINE BAASE, MD CHAIR EMERITA	1.00	X		X				0.	0.	0.
(20) KEVIN ALBOSTA DIRECTOR	1.00	X						0.	0.	0.
(21) ANDREAS TEICH DIRECTOR	1.00	X						0.	0.	0.
(22) TOM VEVERKA DIRECTOR	1.00	X						0.	0.	0.
(23) BRENDA COUGHLIN DIRECTOR	1.00	X						0.	0.	0.
(24) SHERI LEAMAN-CASE DIRECTOR	1.00	X						0.	0.	0.
(25) TOM MASTERSON DIRECTOR	1.00	X						0.	0.	0.
(26) MARY GREELEY DIRECTOR	1.00	X						0.	0.	0.
1b Subtotal								273,026.	0.	0.
c Total from continuation sheets to Part VII, Section A								0.	0.	0.
d Total (add lines 1b and 1c)								273,026.	0.	0.

2 Total number of individuals (including but not limited to those listed above) who received more than \$100,000 of reportable compensation from the organization 2

	Yes	No
3 Did the organization list any former officer, director, trustee, key employee, or highest compensated employee on line 1a? <i>If "Yes," complete Schedule J for such individual</i>		X
4 For any individual listed on line 1a, is the sum of reportable compensation and other compensation from the organization and related organizations greater than \$150,000? <i>If "Yes," complete Schedule J for such individual</i>		X
5 Did any person listed on line 1a receive or accrue compensation from any unrelated organization or individual for services rendered to the organization? <i>If "Yes," complete Schedule J for such person</i>		X

Section B. Independent Contractors

1 Complete this table for your five highest compensated independent contractors that received more than \$100,000 of compensation from the organization. Report compensation for the calendar year ending with or within the organization's tax year.

(A) Name and business address	(B) Description of services	(C) Compensation
NONE		

2 Total number of independent contractors (including but not limited to those listed above) who received more than \$100,000 of compensation from the organization 0

SEE PART VII, SECTION A CONTINUATION SHEETS

Part VIII Statement of Revenue

Check if Schedule O contains a response or note to any line in this Part VIII

				(A)	(B)	(C)	(D)	
				Total revenue	Related or exempt function revenue	Unrelated business revenue	Revenue excluded from tax under sections 512 - 514	
Contributions, Gifts, Grants and Other Similar Amounts	1 a	Federated campaigns	1a					
	b	Membership dues	1b					
	c	Fundraising events	1c					
	d	Related organizations	1d					
	e	Government grants (contributions)	1e	74,014.				
	f	All other contributions, gifts, grants, and similar amounts not included above ...	1f	22,911.				
	g	Noncash contributions included in lines 1a-1f	1g	\$				
	h	Total. Add lines 1a-1f		96,925.				
Program Service Revenue	2 a	PROGRAM SERVICE REVENUE	Business Code	611430	446,401.	446,401.		
	b							
	c							
	d							
	e							
	f	All other program service revenue						
	g	Total. Add lines 2a-2f		446,401.				
Other Revenue	3	Investment income (including dividends, interest, and other similar amounts)		5,498.			5,498.	
	4	Income from investment of tax-exempt bond proceeds						
	5	Royalties						
	6 a	Gross rents	6a	(i) Real				
				(ii) Personal				
	b	Less: rental expenses ...	6b					
	c	Rental income or (loss)	6c					
	d	Net rental income or (loss)						
	7 a	Gross amount from sales of assets other than inventory	7a	(i) Securities				
				(ii) Other				
	b	Less: cost or other basis and sales expenses	7b					
	c	Gain or (loss)	7c					
	d	Net gain or (loss)						
8 a	Gross income from fundraising events (not including \$ _____ of contributions reported on line 1c). See Part IV, line 18	8a						
b	Less: direct expenses	8b						
c	Net income or (loss) from fundraising events							
9 a	Gross income from gaming activities. See Part IV, line 19	9a						
b	Less: direct expenses	9b						
c	Net income or (loss) from gaming activities							
10 a	Gross sales of inventory, less returns and allowances	10a						
b	Less: cost of goods sold	10b						
c	Net income or (loss) from sales of inventory							
Miscellaneous Revenue	11 a		Business Code					
	b							
	c							
	d	All other revenue						
	e	Total. Add lines 11a-11d						
12	Total revenue. See instructions			548,824.	0.	446,401.	5,498.	

Part IX Statement of Functional Expenses

Section 501(c)(3) and 501(c)(4) organizations must complete all columns. All other organizations must complete column (A).

Check if Schedule O contains a response or note to any line in this Part IX X

Do not include amounts reported on lines 6b, 7b, 8b, 9b, and 10b of Part VIII.	(A) Total expenses	(B) Program service expenses	(C) Management and general expenses	(D) Fundraising expenses
1 Grants and other assistance to domestic organizations and domestic governments. See Part IV, line 21 ...				
2 Grants and other assistance to domestic individuals. See Part IV, line 22				
3 Grants and other assistance to foreign organizations, foreign governments, and foreign individuals. See Part IV, lines 15 and 16				
4 Benefits paid to or for members				
5 Compensation of current officers, directors, trustees, and key employees	273,026.		273,026.	
6 Compensation not included above to disqualified persons (as defined under section 4958(f)(1)) and persons described in section 4958(c)(3)(B)				
7 Other salaries and wages	324,938.	175,639.	149,299.	
8 Pension plan accruals and contributions (include section 401(k) and 403(b) employer contributions)				
9 Other employee benefits	91,721.	25,256.	66,465.	
10 Payroll taxes				
11 Fees for services (nonemployees):				
a Management				
b Legal				
c Accounting	29,597.	780.	28,817.	
d Lobbying				
e Professional fundraising services. See Part IV, line 17				
f Investment management fees				
g Other. (If line 11g amount exceeds 10% of line 25, column (A), amount, list line 11g expenses on Sch O.)	442,044.	342,703.	99,341.	
12 Advertising and promotion				
13 Office expenses	669.	4.	665.	
14 Information technology	18,520.		18,520.	
15 Royalties				
16 Occupancy				
17 Travel	30,329.	29,113.	1,216.	
18 Payments of travel or entertainment expenses for any federal, state, or local public officials ...				
19 Conferences, conventions, and meetings	4,955.		4,955.	
20 Interest				
21 Payments to affiliates				
22 Depreciation, depletion, and amortization				
23 Insurance				
24 Other expenses. Itemize expenses not covered above. (List miscellaneous expenses on line 24e. If line 24e amount exceeds 10% of line 25, column (A), amount, list line 24e expenses on Schedule O.)				
a OTHER EXPENSES	111,598.	110,491.	1,107.	
b COMMUNICATIONS	47,711.	1,626.	46,085.	
c TELECOMMUNICATIONS	37,736.	35,430.	2,306.	
d SUPPLIES	10,647.	10,647.		
e All other expenses	16,276.	10,090.	6,186.	
25 Total functional expenses. Add lines 1 through 24e	1,439,767.	741,779.	697,988.	0.
26 Joint costs. Complete this line only if the organization reported in column (B) joint costs from a combined educational campaign and fundraising solicitation. Check here <input type="checkbox"/> if following SOP 98-2 (ASC 958-720)				

Part X Balance Sheet

Check if Schedule O contains a response or note to any line in this Part X

		(A) Beginning of year		(B) End of year
Assets	1 Cash - non-interest-bearing	744,841.	1	258,390.
	2 Savings and temporary cash investments		2	
	3 Pledges and grants receivable, net	905,900.	3	490,075.
	4 Accounts receivable, net		4	
	5 Loans and other receivables from any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		5	
	6 Loans and other receivables from other disqualified persons (as defined under section 4958(f)(1)), and persons described in section 4958(c)(3)(B)		6	
	7 Notes and loans receivable, net		7	
	8 Inventories for sale or use		8	
	9 Prepaid expenses and deferred charges		9	
	10a Land, buildings, and equipment: cost or other basis. Complete Part VI of Schedule D	10a		
	b Less: accumulated depreciation	10b		10c
	11 Investments - publicly traded securities	12,216.	11	14,135.
	12 Investments - other securities. See Part IV, line 11		12	
	13 Investments - program-related. See Part IV, line 11		13	
	14 Intangible assets		14	
	15 Other assets. See Part IV, line 11		15	
16 Total assets. Add lines 1 through 15 (must equal line 33)	1,662,957.	16	762,600.	
Liabilities	17 Accounts payable and accrued expenses	72,449.	17	53,035.
	18 Grants payable		18	
	19 Deferred revenue		19	10,000.
	20 Tax-exempt bond liabilities		20	
	21 Escrow or custodial account liability. Complete Part IV of Schedule D		21	
	22 Loans and other payables to any current or former officer, director, trustee, key employee, creator or founder, substantial contributor, or 35% controlled entity or family member of any of these persons		22	
	23 Secured mortgages and notes payable to unrelated third parties		23	
	24 Unsecured notes and loans payable to unrelated third parties		24	
	25 Other liabilities (including federal income tax, payables to related third parties, and other liabilities not included on lines 17-24). Complete Part X of Schedule D		25	
	26 Total liabilities. Add lines 17 through 25	72,449.	26	63,035.
Net Assets or Fund Balances	Organizations that follow FASB ASC 958, check here <input checked="" type="checkbox"/> and complete lines 27, 28, 32, and 33.			
	27 Net assets without donor restrictions	374,739.	27	152,459.
	28 Net assets with donor restrictions	1,215,769.	28	547,106.
	Organizations that do not follow FASB ASC 958, check here <input type="checkbox"/> and complete lines 29 through 33.			
	29 Capital stock or trust principal, or current funds		29	
	30 Paid-in or capital surplus, or land, building, or equipment fund		30	
	31 Retained earnings, endowment, accumulated income, or other funds		31	
	32 Total net assets or fund balances	1,590,508.	32	699,565.
	33 Total liabilities and net assets/fund balances	1,662,957.	33	762,600.

Part XI Reconciliation of Net Assets

Check if Schedule O contains a response or note to any line in this Part XI

1	Total revenue (must equal Part VIII, column (A), line 12)	1	548,824.
2	Total expenses (must equal Part IX, column (A), line 25)	2	1,439,767.
3	Revenue less expenses. Subtract line 2 from line 1	3	-890,943.
4	Net assets or fund balances at beginning of year (must equal Part X, line 32, column (A))	4	1,590,508.
5	Net unrealized gains (losses) on investments	5	
6	Donated services and use of facilities	6	
7	Investment expenses	7	
8	Prior period adjustments	8	
9	Other changes in net assets or fund balances (explain on Schedule O)	9	0.
10	Net assets or fund balances at end of year. Combine lines 3 through 9 (must equal Part X, line 32, column (B))	10	699,565.

Part XII Financial Statements and Reporting

Check if Schedule O contains a response or note to any line in this Part XII

- 1 Accounting method used to prepare the Form 990: Cash Accrual Other _____
If the organization changed its method of accounting from a prior year or checked "Other," explain on Schedule O.
- 2a Were the organization's financial statements compiled or reviewed by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were compiled or reviewed on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- b Were the organization's financial statements audited by an independent accountant?
If "Yes," check a box below to indicate whether the financial statements for the year were audited on a separate basis, consolidated basis, or both:
 Separate basis Consolidated basis Both consolidated and separate basis
- c If "Yes" to line 2a or 2b, does the organization have a committee that assumes responsibility for oversight of the audit, review, or compilation of its financial statements and selection of an independent accountant?
If the organization changed either its oversight process or selection process during the tax year, explain on Schedule O.
- 3a As a result of a federal award, was the organization required to undergo an audit or audits as set forth in the Uniform Guidance, 2 C.F.R. Part 200, Subpart F?
- b If "Yes," did the organization undergo the required audit or audits? If the organization did not undergo the required audit or audits, explain why on Schedule O and describe any steps taken to undergo such audits

	Yes	No
2a		X
2b		X
2c		
3a		X
3b		

Form 990 (2023)

Part II Support Schedule for Organizations Described in Sections 170(b)(1)(A)(iv) and 170(b)(1)(A)(vi)

(Complete only if you checked the box on line 5, 7, or 8 of Part I or if the organization failed to qualify under Part III. If the organization fails to qualify under the tests listed below, please complete Part III.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")	1314935.	1334701.	1066211.	883,148.	96,925.	4695920.
2 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
3 The value of services or facilities furnished by a governmental unit to the organization without charge						
4 Total. Add lines 1 through 3	1314935.	1334701.	1066211.	883,148.	96,925.	4695920.
5 The portion of total contributions by each person (other than a governmental unit or publicly supported organization) included on line 1 that exceeds 2% of the amount shown on line 11, column (f)						504,485.
6 Public support. Subtract line 5 from line 4.						4191435.

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
7 Amounts from line 4	1314935.	1334701.	1066211.	883,148.	96,925.	4695920.
8 Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources	131.	106.	4,245.	1,453.	5,498.	11,433.
9 Net income from unrelated business activities, whether or not the business is regularly carried on						
10 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)		58,594.	586.	9,198.		68,378.
11 Total support. Add lines 7 through 10						4775731.
12 Gross receipts from related activities, etc. (see instructions)					12	1,068,535.
13 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and stop here						<input type="checkbox"/>

Section C. Computation of Public Support Percentage

14 Public support percentage for 2023 (line 6, column (f), divided by line 11, column (f))	14	87.77 %
15 Public support percentage from 2022 Schedule A, Part II, line 14	15	90.19 %
16a 33 1/3% support test - 2023. If the organization did not check the box on line 13, and line 14 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input checked="" type="checkbox"/>
b 33 1/3% support test - 2022. If the organization did not check a box on line 13 or 16a, and line 15 is 33 1/3% or more, check this box and stop here. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
17a 10% -facts-and-circumstances test - 2023. If the organization did not check a box on line 13, 16a, or 16b, and line 14 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
b 10% -facts-and-circumstances test - 2022. If the organization did not check a box on line 13, 16a, 16b, or 17a, and line 15 is 10% or more, and if the organization meets the facts-and-circumstances test, check this box and stop here. Explain in Part VI how the organization meets the facts-and-circumstances test. The organization qualifies as a publicly supported organization		<input type="checkbox"/>
18 Private foundation. If the organization did not check a box on line 13, 16a, 16b, 17a, or 17b, check this box and see instructions		<input type="checkbox"/>

Part III Support Schedule for Organizations Described in Section 509(a)(2)

(Complete only if you checked the box on line 10 of Part I or if the organization failed to qualify under Part II. If the organization fails to qualify under the tests listed below, please complete Part II.)

Section A. Public Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
1 Gifts, grants, contributions, and membership fees received. (Do not include any "unusual grants.")						
2 Gross receipts from admissions, merchandise sold or services performed, or facilities furnished in any activity that is related to the organization's tax-exempt purpose						
3 Gross receipts from activities that are not an unrelated trade or business under section 513						
4 Tax revenues levied for the organization's benefit and either paid to or expended on its behalf						
5 The value of services or facilities furnished by a governmental unit to the organization without charge						
6 Total. Add lines 1 through 5						
7a Amounts included on lines 1, 2, and 3 received from disqualified persons						
b Amounts included on lines 2 and 3 received from other than disqualified persons that exceed the greater of \$5,000 or 1% of the amount on line 13 for the year						
c Add lines 7a and 7b						
8 Public support. (Subtract line 7c from line 6.)						

Section B. Total Support

Calendar year (or fiscal year beginning in)	(a) 2019	(b) 2020	(c) 2021	(d) 2022	(e) 2023	(f) Total
9 Amounts from line 6						
10a Gross income from interest, dividends, payments received on securities loans, rents, royalties, and income from similar sources						
b Unrelated business taxable income (less section 511 taxes) from businesses acquired after June 30, 1975						
c Add lines 10a and 10b						
11 Net income from unrelated business activities not included on line 10b, whether or not the business is regularly carried on						
12 Other income. Do not include gain or loss from the sale of capital assets (Explain in Part VI.)						
13 Total support. (Add lines 9, 10c, 11, and 12.)						

14 First 5 years. If the Form 990 is for the organization's first, second, third, fourth, or fifth tax year as a section 501(c)(3) organization, check this box and **stop here**

Section C. Computation of Public Support Percentage

15 Public support percentage for 2023 (line 8, column (f), divided by line 13, column (f))	15	%
16 Public support percentage from 2022 Schedule A, Part III, line 15	16	%

Section D. Computation of Investment Income Percentage

17 Investment income percentage for 2023 (line 10c, column (f), divided by line 13, column (f))	17	%
18 Investment income percentage from 2022 Schedule A, Part III, line 17	18	%

19a 33 1/3% support tests - 2023. If the organization did not check the box on line 14, and line 15 is more than 33 1/3%, and line 17 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

b 33 1/3% support tests - 2022. If the organization did not check a box on line 14 or line 19a, and line 16 is more than 33 1/3%, and line 18 is not more than 33 1/3%, check this box and **stop here**. The organization qualifies as a publicly supported organization

20 Private foundation. If the organization did not check a box on line 14, 19a, or 19b, check this box and see instructions

Part IV Supporting Organizations

(Complete only if you checked a box on line 12 of Part I. If you checked box 12a, Part I, complete Sections A and B. If you checked box 12b, Part I, complete Sections A and C. If you checked box 12c, Part I, complete Sections A, D, and E. If you checked box 12d, Part I, complete Sections A and D, and complete Part V.)

Section A. All Supporting Organizations

	Yes	No
1 Are all of the organization's supported organizations listed by name in the organization's governing documents? <i>If "No," describe in Part VI how the supported organizations are designated. If designated by class or purpose, describe the designation. If historic and continuing relationship, explain.</i>		
2 Did the organization have any supported organization that does not have an IRS determination of status under section 509(a)(1) or (2)? <i>If "Yes," explain in Part VI how the organization determined that the supported organization was described in section 509(a)(1) or (2).</i>		
3a Did the organization have a supported organization described in section 501(c)(4), (5), or (6)? <i>If "Yes," answer lines 3b and 3c below.</i>		
b Did the organization confirm that each supported organization qualified under section 501(c)(4), (5), or (6) and satisfied the public support tests under section 509(a)(2)? <i>If "Yes," describe in Part VI when and how the organization made the determination.</i>		
c Did the organization ensure that all support to such organizations was used exclusively for section 170(c)(2)(B) purposes? <i>If "Yes," explain in Part VI what controls the organization put in place to ensure such use.</i>		
4a Was any supported organization not organized in the United States ("foreign supported organization")? <i>If "Yes," and if you checked box 12a or 12b in Part I, answer lines 4b and 4c below.</i>		
b Did the organization have ultimate control and discretion in deciding whether to make grants to the foreign supported organization? <i>If "Yes," describe in Part VI how the organization had such control and discretion despite being controlled or supervised by or in connection with its supported organizations.</i>		
c Did the organization support any foreign supported organization that does not have an IRS determination under sections 501(c)(3) and 509(a)(1) or (2)? <i>If "Yes," explain in Part VI what controls the organization used to ensure that all support to the foreign supported organization was used exclusively for section 170(c)(2)(B) purposes.</i>		
5a Did the organization add, substitute, or remove any supported organizations during the tax year? <i>If "Yes," answer lines 5b and 5c below (if applicable). Also, provide detail in Part VI, including (i) the names and EIN numbers of the supported organizations added, substituted, or removed; (ii) the reasons for each such action; (iii) the authority under the organization's organizing document authorizing such action; and (iv) how the action was accomplished (such as by amendment to the organizing document).</i>		
b Type I or Type II only. Was any added or substituted supported organization part of a class already designated in the organization's organizing document?		
c Substitutions only. Was the substitution the result of an event beyond the organization's control?		
6 Did the organization provide support (whether in the form of grants or the provision of services or facilities) to anyone other than (i) its supported organizations, (ii) individuals that are part of the charitable class benefited by one or more of its supported organizations, or (iii) other supporting organizations that also support or benefit one or more of the filing organization's supported organizations? <i>If "Yes," provide detail in Part VI.</i>		
7 Did the organization provide a grant, loan, compensation, or other similar payment to a substantial contributor (as defined in section 4958(c)(3)(C)), a family member of a substantial contributor, or a 35% controlled entity with regard to a substantial contributor? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
8 Did the organization make a loan to a disqualified person (as defined in section 4958) not described on line 7? <i>If "Yes," complete Part I of Schedule L (Form 990).</i>		
9a Was the organization controlled directly or indirectly at any time during the tax year by one or more disqualified persons, as defined in section 4946 (other than foundation managers and organizations described in section 509(a)(1) or (2))? <i>If "Yes," provide detail in Part VI.</i>		
b Did one or more disqualified persons (as defined on line 9a) hold a controlling interest in any entity in which the supporting organization had an interest? <i>If "Yes," provide detail in Part VI.</i>		
c Did a disqualified person (as defined on line 9a) have an ownership interest in, or derive any personal benefit from, assets in which the supporting organization also had an interest? <i>If "Yes," provide detail in Part VI.</i>		
10a Was the organization subject to the excess business holdings rules of section 4943 because of section 4943(f) (regarding certain Type II supporting organizations, and all Type III non-functionally integrated supporting organizations)? <i>If "Yes," answer line 10b below.</i>		
b Did the organization have any excess business holdings in the tax year? <i>(Use Schedule C, Form 4720, to determine whether the organization had excess business holdings.)</i>		

Part IV Supporting Organizations (continued)

Table with 3 columns: Question, Yes, No. Row 11: Has the organization accepted a gift or contribution from any of the following persons? Sub-rows 11a, 11b, 11c.

Section B. Type I Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the governing body, members of the governing body, officers acting in their official capacity, or membership of one or more supported organizations have the power to regularly appoint or elect at least a majority of the organization's officers, directors, or trustees at all times during the tax year? Row 2: Did the organization operate for the benefit of any supported organization other than the supported organization(s) that operated, supervised, or controlled the supporting organization?

Section C. Type II Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Were a majority of the organization's directors or trustees during the tax year also a majority of the directors or trustees of each of the organization's supported organization(s)?

Section D. All Type III Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Did the organization provide to each of its supported organizations, by the last day of the fifth month of the organization's tax year, (i) a written notice describing the type and amount of support provided during the prior tax year, (ii) a copy of the Form 990 that was most recently filed as of the date of notification, and (iii) copies of the organization's governing documents in effect on the date of notification, to the extent not previously provided? Row 2: Were any of the organization's officers, directors, or trustees either (i) appointed or elected by the supported organization(s) or (ii) serving on the governing body of a supported organization? Row 3: By reason of the relationship described on line 2, above, did the organization's supported organizations have a significant voice in the organization's investment policies and in directing the use of the organization's income or assets at all times during the tax year?

Section E. Type III Functionally Integrated Supporting Organizations

Table with 3 columns: Question, Yes, No. Row 1: Check the box next to the method that the organization used to satisfy the Integral Part Test during the year (see instructions). Sub-rows a, b, c. Row 2: Activities Test. Answer lines 2a and 2b below. Sub-rows a, b. Row 3: Parent of Supported Organizations. Answer lines 3a and 3b below. Sub-rows a, b.

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations

1 Check here if the organization satisfied the Integral Part Test as a qualifying trust on Nov. 20, 1970 (*explain in Part VI*). **See instructions.**
 All other Type III non-functionally integrated supporting organizations must complete Sections A through E.

Section A - Adjusted Net Income		(A) Prior Year	(B) Current Year (optional)
1	Net short-term capital gain	1	
2	Recoveries of prior-year distributions	2	
3	Other gross income (see instructions)	3	
4	Add lines 1 through 3.	4	
5	Depreciation and depletion	5	
6	Portion of operating expenses paid or incurred for production or collection of gross income or for management, conservation, or maintenance of property held for production of income (see instructions)	6	
7	Other expenses (see instructions)	7	
8	Adjusted Net Income (subtract lines 5, 6, and 7 from line 4)	8	

Section B - Minimum Asset Amount		(A) Prior Year	(B) Current Year (optional)
1	Aggregate fair market value of all non-exempt-use assets (see instructions for short tax year or assets held for part of year):		
a	Average monthly value of securities	1a	
b	Average monthly cash balances	1b	
c	Fair market value of other non-exempt-use assets	1c	
d	Total (add lines 1a, 1b, and 1c)	1d	
e	Discount claimed for blockage or other factors (<i>explain in detail in Part VI</i>):		
2	Acquisition indebtedness applicable to non-exempt-use assets	2	
3	Subtract line 2 from line 1d.	3	
4	Cash deemed held for exempt use. Enter 0.015 of line 3 (for greater amount, see instructions).	4	
5	Net value of non-exempt-use assets (subtract line 4 from line 3)	5	
6	Multiply line 5 by 0.035.	6	
7	Recoveries of prior-year distributions	7	
8	Minimum Asset Amount (add line 7 to line 6)	8	

Section C - Distributable Amount			Current Year
1	Adjusted net income for prior year (from Section A, line 8, column A)	1	
2	Enter 0.85 of line 1.	2	
3	Minimum asset amount for prior year (from Section B, line 8, column A)	3	
4	Enter greater of line 2 or line 3.	4	
5	Income tax imposed in prior year	5	
6	Distributable Amount. Subtract line 5 from line 4, unless subject to emergency temporary reduction (see instructions).	6	
7	<input type="checkbox"/> Check here if the current year is the organization's first as a non-functionally integrated Type III supporting organization (see instructions).		

Part V Type III Non-Functionally Integrated 509(a)(3) Supporting Organizations (continued)

Section D - Distributions		Current Year
1	Amounts paid to supported organizations to accomplish exempt purposes	1
2	Amounts paid to perform activity that directly furthers exempt purposes of supported organizations, in excess of income from activity	2
3	Administrative expenses paid to accomplish exempt purposes of supported organizations	3
4	Amounts paid to acquire exempt-use assets	4
5	Qualified set-aside amounts (prior IRS approval required - provide details in Part VI)	5
6	Other distributions (describe in Part VI). See instructions.	6
7	Total annual distributions. Add lines 1 through 6.	7
8	Distributions to attentive supported organizations to which the organization is responsive (provide details in Part VI). See instructions.	8
9	Distributable amount for 2023 from Section C, line 6	9
10	Line 8 amount divided by line 9 amount	10

Section E - Distribution Allocations (see instructions)	(i) Excess Distributions	(ii) Underdistributions Pre-2023	(iii) Distributable Amount for 2023
1	Distributable amount for 2023 from Section C, line 6		
2	Underdistributions, if any, for years prior to 2023 (reasonable cause required - explain in Part VI). See instructions.		
3	Excess distributions carryover, if any, to 2023		
a	From 2018		
b	From 2019		
c	From 2020		
d	From 2021		
e	From 2022		
f	Total of lines 3a through 3e		
g	Applied to underdistributions of prior years		
h	Applied to 2023 distributable amount		
i	Carryover from 2018 not applied (see instructions)		
j	Remainder. Subtract lines 3g, 3h, and 3i from line 3f.		
4	Distributions for 2023 from Section D, line 7: \$		
a	Applied to underdistributions of prior years		
b	Applied to 2023 distributable amount		
c	Remainder. Subtract lines 4a and 4b from line 4.		
5	Remaining underdistributions for years prior to 2023, if any. Subtract lines 3g and 4a from line 2. For result greater than zero, explain in Part VI. See instructions.		
6	Remaining underdistributions for 2023. Subtract lines 3h and 4b from line 1. For result greater than zero, explain in Part VI. See instructions.		
7	Excess distributions carryover to 2024. Add lines 3j and 4c.		
8	Breakdown of line 7:		
a	Excess from 2019		
b	Excess from 2020		
c	Excess from 2021		
d	Excess from 2022		
e	Excess from 2023		

Schedule B
(Form 990)

Department of the Treasury
Internal Revenue Service

Schedule of Contributors

Attach to Form 990, 990-EZ, or 990-PF.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Name of the organization

MICHIGAN HEALTH IMPROVEMENT ALLIANCE

Employer identification number

45-2133862

Organization type (check one):

Filers of:

Section:

Form 990 or 990-EZ

501(c)(3) (enter number) organization

4947(a)(1) nonexempt charitable trust **not** treated as a private foundation

527 political organization

Form 990-PF

501(c)(3) exempt private foundation

4947(a)(1) nonexempt charitable trust treated as a private foundation

501(c)(3) taxable private foundation

Check if your organization is covered by the **General Rule** or a **Special Rule**.

Note: Only a section 501(c)(7), (8), or (10) organization can check boxes for both the General Rule and a Special Rule. See instructions.

General Rule

For an organization filing Form 990, 990-EZ, or 990-PF that received, during the year, contributions totaling \$5,000 or more (in money or property) from any one contributor. Complete Parts I and II. See instructions for determining a contributor's total contributions.

Special Rules

For an organization described in section 501(c)(3) filing Form 990 or 990-EZ that met the 33 1/3% support test of the regulations under sections 509(a)(1) and 170(b)(1)(A)(vi), that checked Schedule A (Form 990), Part II, line 13, 16a, or 16b, and that received from any one contributor, during the year, total contributions of the greater of **(1)** \$5,000; or **(2)** 2% of the amount on (i) Form 990, Part VIII, line 1h; or (ii) Form 990-EZ, line 1. Complete Parts I and II.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, total contributions of more than \$1,000 *exclusively* for religious, charitable, scientific, literary, or educational purposes, or for the prevention of cruelty to children or animals. Complete Parts I (entering "N/A" in column (b) instead of the contributor name and address), II, and III.

For an organization described in section 501(c)(7), (8), or (10) filing Form 990 or 990-EZ that received from any one contributor, during the year, contributions *exclusively* for religious, charitable, etc., purposes, but no such contributions totaled more than \$1,000. If this box is checked, enter here the total contributions that were received during the year for an *exclusively* religious, charitable, etc., purpose. Don't complete any of the parts unless the **General Rule** applies to this organization because it received *nonexclusively* religious, charitable, etc., contributions totaling \$5,000 or more during the year \$ _____

Caution: An organization that isn't covered by the General Rule and/or the Special Rules doesn't file Schedule B (Form 990), but it **must** answer "No" on Part IV, line 2, of its Form 990; or check the box on line H of its Form 990-EZ or on its Form 990-PF, Part I, line 2, to certify that it doesn't meet the filing requirements of Schedule B (Form 990).

For Paperwork Reduction Act Notice, see the instructions for Form 990, 990-EZ, or 990-PF.

Schedule B (Form 990) (2023)

Name of organization MICHIGAN HEALTH IMPROVEMENT ALLIANCE	Employer identification number 45-2133862
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Part I Contributors (see instructions). Use duplicate copies of Part I if additional space is needed.

(a) No.	(b) Name, address, and ZIP + 4	(c) Total contributions	(d) Type of contribution
1	CITY OF BAY CITY 301 WASHINGTON AVENUE BAY CITY, MI 48708	\$ 74,014.	Person <input checked="" type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)
_____	_____ _____ _____	\$ _____	Person <input type="checkbox"/> Payroll <input type="checkbox"/> Noncash <input type="checkbox"/> (Complete Part II for noncash contributions.)

Name of organization MICHIGAN HEALTH IMPROVEMENT ALLIANCE	Employer identification number 45-2133862
---	---

Part II Noncash Property (see instructions). Use duplicate copies of Part II if additional space is needed.

(a) No. from Part I	(b) Description of noncash property given	(c) FMV (or estimate) (See instructions.)	(d) Date received
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____
		\$ _____	_____

Name of organization MICHIGAN HEALTH IMPROVEMENT ALLIANCE	Employer identification number 45-2133862
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Part III Exclusively religious, charitable, etc., contributions to organizations described in section 501(c)(7), (8), or (10) that total more than \$1,000 for the year from any one contributor. Complete columns (a) through (e) and the following line entry. For organizations completing Part III, enter the total of exclusively religious, charitable, etc., contributions of **\$1,000 or less** for the year. (Enter this info. once.) \$ _____
Use duplicate copies of Part III if additional space is needed.

(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	
(a) No. from Part I	(b) Purpose of gift	(c) Use of gift	(d) Description of how gift is held
(e) Transfer of gift			
Transferee's name, address, and ZIP + 4		Relationship of transferor to transferee	

SCHEDULE D (Form 990)

Department of the Treasury Internal Revenue Service

Supplemental Financial Statements

Complete if the organization answered "Yes" on Form 990, Part IV, line 6, 7, 8, 9, 10, 11a, 11b, 11c, 11d, 11e, 11f, 12a, or 12b. Attach to Form 990.

Go to www.irs.gov/Form990 for instructions and the latest information.

OMB No. 1545-0047

2023

Open to Public Inspection

Name of the organization MICHIGAN HEALTH IMPROVEMENT ALLIANCE Employer identification number 45-2133862

Part I Organizations Maintaining Donor Advised Funds or Other Similar Funds or Accounts. Complete if the organization answered "Yes" on Form 990, Part IV, line 6.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include total number at end of year, aggregate value of contributions, grants, and end of year, and two yes/no questions about donor property and grant fund usage.

Part II Conservation Easements. Complete if the organization answered "Yes" on Form 990, Part IV, line 7.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include purpose of easements, a table for lines 2a-2d (Total number, acreage, certified historic structures, and historic structures), and questions about monitoring, expenses, and reporting requirements.

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets. Complete if the organization answered "Yes" on Form 990, Part IV, line 8.

Table with 3 columns: Question, (a) Donor advised funds, (b) Funds and other accounts. Rows include questions about reporting requirements for art and historical treasures, and a table for revenue and assets included.

LHA For Paperwork Reduction Act Notice, see the Instructions for Form 990. Schedule D (Form 990) 2023

Part III Organizations Maintaining Collections of Art, Historical Treasures, or Other Similar Assets (continued)

- 3 Using the organization's acquisition, accession, and other records, check any of the following that make significant use of its collection items (check all that apply).
- a Public exhibition
 - b Scholarly research
 - c Preservation for future generations
 - d Loan or exchange program
 - e Other _____
- 4 Provide a description of the organization's collections and explain how they further the organization's exempt purpose in Part XIII.
- 5 During the year, did the organization solicit or receive donations of art, historical treasures, or other similar assets to be sold to raise funds rather than to be maintained as part of the organization's collection? Yes No

Part IV Escrow and Custodial Arrangements Complete if the organization answered "Yes" on Form 990, Part IV, line 9, or reported an amount on Form 990, Part X, line 21.

- 1a Is the organization an agent, trustee, custodian, or other intermediary for contributions or other assets not included on Form 990, Part X? Yes No
- b If "Yes," explain the arrangement in Part XIII and complete the following table:
- | | Amount |
|---------------------------------|--------|
| c Beginning balance | 1c |
| d Additions during the year | 1d |
| e Distributions during the year | 1e |
| f Ending balance | 1f |
- 2a Did the organization include an amount on Form 990, Part X, line 21, for escrow or custodial account liability? Yes No
- b If "Yes," explain the arrangement in Part XIII. Check here if the explanation has been provided in Part XIII

Part V Endowment Funds Complete if the organization answered "Yes" on Form 990, Part IV, line 10.

	(a) Current year	(b) Prior year	(c) Two years back	(d) Three years back	(e) Four years back
1a Beginning of year balance					
b Contributions					
c Net investment earnings, gains, and losses					
d Grants or scholarships					
e Other expenditures for facilities and programs					
f Administrative expenses					
g End of year balance					

- 2 Provide the estimated percentage of the current year end balance (line 1g, column (a)) held as:
- a Board designated or quasi-endowment _____%
 - b Permanent endowment _____%
 - c Term endowment _____%
- The percentages on lines 2a, 2b, and 2c should equal 100%.
- 3a Are there endowment funds not in the possession of the organization that are held and administered for the organization by:
- | | Yes | No |
|--|--------|----|
| (i) Unrelated organizations? | 3a(i) | |
| (ii) Related organizations? | 3a(ii) | |
| b If "Yes" on line 3a(ii), are the related organizations listed as required on Schedule R? | 3b | |
- 4 Describe in Part XIII the intended uses of the organization's endowment funds.

Part VI Land, Buildings, and Equipment

Complete if the organization answered "Yes" on Form 990, Part IV, line 11a. See Form 990, Part X, line 10.

Description of property	(a) Cost or other basis (investment)	(b) Cost or other basis (other)	(c) Accumulated depreciation	(d) Book value
1a Land				
b Buildings				
c Leasehold improvements				
d Equipment				
e Other				

Total. Add lines 1a through 1e. (Column (d) must equal Form 990, Part X, line 10c, column (B)) 0.

Part VII Investments - Other Securities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11b. See Form 990, Part X, line 12.

(a) Description of security or category (including name of security)	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1) Financial derivatives		
(2) Closely held equity interests		
(3) Other		
(A)		
(B)		
(C)		
(D)		
(E)		
(F)		
(G)		
(H)		
Total. (Col. (b) must equal Form 990, Part X, line 12, col. (B))		

Part VIII Investments - Program Related.

Complete if the organization answered "Yes" on Form 990, Part IV, line 11c. See Form 990, Part X, line 13.

(a) Description of investment	(b) Book value	(c) Method of valuation: Cost or end-of-year market value
(1)		
(2)		
(3)		
(4)		
(5)		
(6)		
(7)		
(8)		
(9)		
Total. (Col. (b) must equal Form 990, Part X, line 13, col. (B))		

Part IX Other Assets

Complete if the organization answered "Yes" on Form 990, Part IV, line 11d. See Form 990, Part X, line 15.

(a) Description	(b) Book value
(1)	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 15, col. (B))	

Part X Other Liabilities

Complete if the organization answered "Yes" on Form 990, Part IV, line 11e or 11f. See Form 990, Part X, line 25.

1. (a) Description of liability	(b) Book value
(1) Federal income taxes	
(2)	
(3)	
(4)	
(5)	
(6)	
(7)	
(8)	
(9)	
Total. (Column (b) must equal Form 990, Part X, line 25, col. (B))	

2. Liability for uncertain tax positions. In Part XIII, provide the text of the footnote to the organization's financial statements that reports the organization's liability for uncertain tax positions under FASB ASC 740. Check here if the text of the footnote has been provided in Part XIII ...

**SCHEDULE O
(Form 990)**

Department of the Treasury
Internal Revenue Service

Supplemental Information to Form 990 or 990-EZ

Complete to provide information for responses to specific questions on
Form 990 or 990-EZ or to provide any additional information.
Attach to Form 990 or Form 990-EZ.
Go to www.irs.gov/Form990 for the latest information.

OMB No. 1545-0047

2023

Open to Public
Inspection

Name of the organization

MICHIGAN HEALTH IMPROVEMENT ALLIANCE

Employer identification number

45-2133862

FORM 990, PART I, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

COLLABORATION TO ESTABLISH OUR REGION AS A COMMUNITY OF HEALTH

EXCELLENCE THROUGH A COMPREHENSIVE FOCUS ON POPULATION HEALTH, PATIENT

EXPERIENCE, COST OF CARE, AND PROVIDER WELLBEING.

FORM 990, PART III, LINE 1, DESCRIPTION OF ORGANIZATION MISSION:

WELLBEING.

FORM 990, PART VI, SECTION B, LINE 11B:

THE 990 IS REVIEWED AND APPROVED BY MIHIA TREASURER, BOARD CHAIR, AND CEO.

ADDITIONALLY, THE BOARD OF DIRECTORS REVIEW THE 990 ON AN ANNUAL BASIS.

FORM 990, PART VI, SECTION B, LINE 12C:

A CONFLICT OF INTEREST FORM IS COMPLETED ANNUALLY BY ALL BOARD MEMBERS.

FORM 990, PART VI, SECTION B, LINE 15A:

THE OFFICER COMPENSATION IS EVALUATED BY COMPARING TO EQUIVALENT POSITIONS

IN THE GREAT LAKES BAY REGION.

FORM 990, PART VI, SECTION C, LINE 19:

DOCUMENTS ARE AVAILABLE UPON REQUEST.

FORM 990, PART IX, LINE 11G, OTHER FEES:

CONTRACTED SERVICES:

PROGRAM SERVICE EXPENSES

342,703.

MANAGEMENT AND GENERAL EXPENSES

99,341.

For Paperwork Reduction Act Notice, see the Instructions for Form 990 or 990-EZ.

Schedule O (Form 990) 2023

LHA 332211 11-14-23

Name of the organization MICHIGAN HEALTH IMPROVEMENT ALLIANCE	Employer identification number 45-2133862
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FUNDRAISING EXPENSES 0.

TOTAL EXPENSES 442,044.

TOTAL OTHER FEES ON FORM 990, PART IX, LINE 11G, COL A 442,044.

PART XII LINE 2C

THE PROCESS HAS NOT CHANGED FROM THE PRIOR YEAR.



Board Member Directory

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Kevin Albosta

*VP Consulting Services, Chief Financial Officer
Covenant HealthCare*

Email

kalbosta@chs-mi.com

Phone

(989) 583-2769 (W)

Admin

Chris McMahon

cmcmahon@chs-mi.com, (989) 583-6006

Preferred method of contact

Admin

Board Member Since

2018

Board Committee

Finance



Kevin Albosta began his career at Covenant HealthCare in 2002 and is currently the Vice President/Chief Financial Officer. With more than 30 years' experience in a financial leadership role, Kevin has extensive experience in budgeting processes, leading strategic financial initiatives, and new venture financial analysis. Albosta holds a Bachelor of Business Administration from Saginaw Valley State University and a Masters of Business Administration from Central Michigan University. He currently also serves as the CEO of Covenant HealthCare Partners, Inc. and is a member of the Healthcare Financial Management Association.



George Aultman

*Vice President of Strategic Development
Vantage Plastics*

Email

george.aultman@vantageplastics.com

Phone

(989) 944-1465 (C), (989) 846-1029 (W)

Preferred method of contact

Phone

Board Member Since

2024

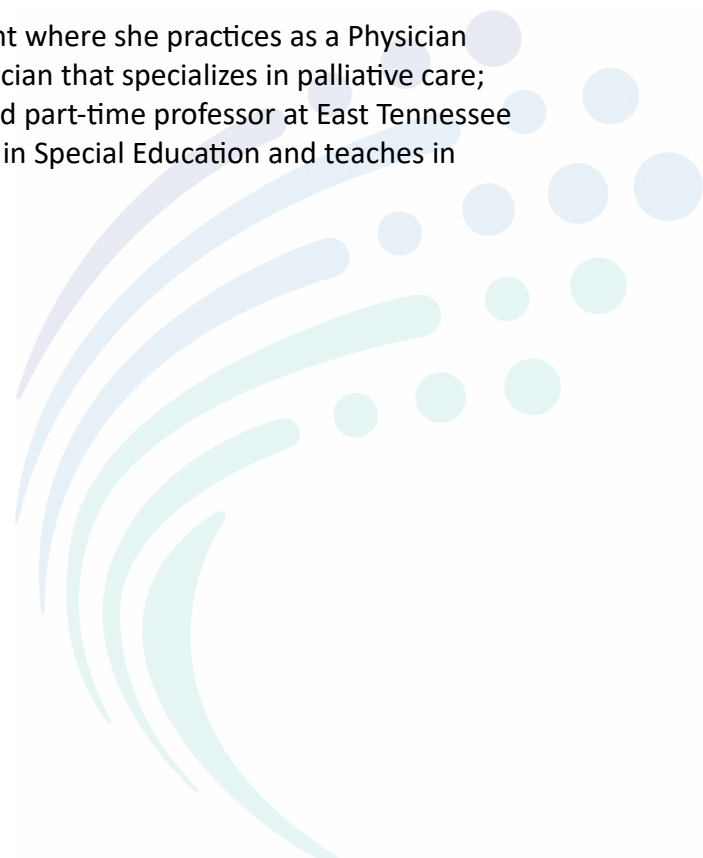
Board Committee



George Aultman co-founded Vantage Plastics in 1996 with his brother Paul and served as a Director of the Board. He spent 35 years in private practice as a Chartered Financial Consultant (CHFC) and a Certified Advisor for Senior Living (CASL). After retiring from the financial services field in 2016, he took the position of Vice President of Sales and Marketing with Vantage Plastics. Since taking over this position, sales have grown by 268%.

George holds an MSA from Central Michigan University specializing in personnel and employee relations. He has served on many civic groups and has held several positions within the faith community including that as a Stephen Minister, which is a trained volunteer position to help provide support and individual counseling as a caregiver for individuals challenged by a wide variety of life events.

George and his wife Deborah currently live in Mt. Pleasant where she practices as a Physician Assistant. They have three daughters: Ashley, an ER physician that specializes in palliative care; Whitney, a Doctor of Pharmacology in clinical practice and part-time professor at East Tennessee State University; and Paige, who holds a master's degree in Special Education and teaches in Essexville.



Catherine Baase, MD

*Former Chief Health Officer
The Dow Chemical Company*

Email

cbaase2@gmail.com

Phone

(989) 245-1543 (C)

Preferred method of contact

Email, phone, or text

Board Member Since

2011

Board Committee

Strategic Impact



Dr. Baase is the Board Chair Emerita of the Michigan Health Improvement Alliance. She also serves as a member of the National Advisory Board of the University of Michigan Institute for Healthcare Policy and Innovation. Dr. Baase is a member of the Stewardship Council of Raising the Bar - an initiative funded by RWJF to set bold new principles for the role that healthcare systems and institutions should play in achieving optimal health and well-being, and practical guidance for applying them. She is a member of the National Alliance to impact Social Determinants of Health (NASDOH) and serves as a senior advisor to HealthBegins-focused on upstream efforts in healthcare. She is also on the Susan and Henry Samueli College of Health Sciences Advisory Board at UC Irvine. Dr. Baase served for many years as a member of the Roundtable on Population Health Improvement of the National Academy of Sciences, Engineering, and Medicine and serves as the initial chair of its Business Collaborative.

Catherine Baase retired from her role as Chief Health Officer and Global Director of Health Services for The Dow Chemical Company, a position she held for 20 years of her 32 years with Dow. Under her leadership, their health programs were extensively recognized for their innovation and achievement around the world. She has co-authored more than 30 publications and received many awards for leadership in the health field. Throughout her career, Dr. Baase has been involved across the landscape of health including public health, healthcare, health policy, health promotion, and occupational health. She is a Fellow in the American College of Occupational and Environmental Medicine and a Fellow in the American Academy of Family Physicians. Dr. Baase is married with four children and eight grandchildren.

Dr. Paul Berg, MD, MHA

*Senior Vice President, Chief Medical Officer
MyMichigan Health*

Email

paul.berg@mymichigan.org

Phone

(989) 839-1634 (W)

Admin

Sarah Heckman

sarah.heckman@mymichigan.org, (989) 488-5464

Preferred method of contact

Email or Admin

Board Member Since

2024

Board Committee



Dr. Paul Berg was appointed to his current position as Senior Vice President and Chief Medical Officer at MyMichigan Health effective December 1, 2022. In his new role, Dr. Berg oversees administration for medical staff, graduate medical education, continuing medical education, clinical quality, patient safety, performance improvement and innovation, regulatory compliance, MyMichigan Medical Group, population health, as well as risk and claims. Dr. Berg is a board-certified family physician who has been with MyMichigan since 2005 and has served as president of MyMichigan Medical Group since February 2018.

Paul received his Medical Degree from Michigan State University College of Human Medicine in East Lansing, and completed his family practice residency at MyMichigan Medical Center Midland. He holds a Master of Science in Healthcare Administration and Leadership from Saginaw Valley State University. Paul is a member of the American Academy of Family Physicians, the American College of Healthcare Executives, the American Society for Risk Management and the Midland County Medical Society.



David Brown

*Vice President and Sr. Commercial Lender
Isabella Bank*

Email

dbrown@isabellabank.com

Phone

(989) 245-9148 (C)

Preferred method of contact

Email, phone, or text

Board Member Since

2021

Board Committee

Finance (Chair), Executive (Treasurer)



David Brown is a Saginaw native and alum of Bridgeport High School and Northwood University. David is the Vice President and Commercial Loan Officer for Isabella Bank. He has over 22 years of experience in banking. Additional training and continued education includes the Perry School of Banking and The Dale Carnegie Leadership Training program. David volunteers in the community with organizations such as the READ Association, Junior Achievement. In addition, David currently serves on the Grant Distribution Committee for the Saginaw Community Foundation and the Underground Railroad Board. With the support of his beautiful wife Devonya, they raise their three children and are active within their local church. His passion includes financial literacy education for youth.



Hurley J. Coleman, III

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Saginaw County Community Action Committee*

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Board Member Since

2022

Board Committee

Governance (Chair), Executive



Hurley J. Coleman, III, is a resident of the city of Saginaw. He currently serves as the Executive Director of Saginaw County Community Action Committee, Inc. He has worked with various prominent organizations while living in the Great Lakes Bay Region. He currently serves as the assistant pastor of the World Outreach Campus and co-pastor of St. Luke Temple Ministries alongside his wife, Tanyika Coleman. He was a sales and business development manager for Garber Automotive. He served as the Coordinator of the Saginaw County Disproportionate Minority Contact in partnership with System Max Care and Saginaw County Mental Health. He also served as the regional coordinator for Amachi Michigan Mentoring Program. He serves on the STARS advisory board and the Saginaw Community Foundation’s Diversity, Equity, and Inclusion Committee. He is a graduate of Bowling Green State University and he received his masters from Central Michigan University. He is married to Tanyika Coleman and they have three children.



Marcia Mastracci Ditmyer, PhD, MBA, MS

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Saginaw Valley State University*

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Board Member Since

2022

Board Committee

Executive (Board Chair), Strategic Impact



Dr. Ditmyer has more than 40 years as a healthcare professional with more than 18 years in higher education. She completed her Ph.D. from University of Toledo in Ohio and is a Master Certified Health Education Specialist. She holds an MBA from Central Michigan University and an MS from California College for Health Sciences.

Dr. Ditmyer began as the Dean for the College of Health and Human Services at Saginaw Valley State University August 30, 2021. She came to SVSU from the University of Nevada, Las Vegas, School of Dental Medicine where she worked since 2003. She last held the position as Professor in Residence with Emeritus and Associate Dean for Education where she provided oversight for the educational programs, academic policies and administration, program evaluation, and shared governance. In her tenure with UNLV, she gained inter-professional experience working within a variety of health science professions, including medicine, dental, nursing, community/public health, occupational therapy, physical therapy, kinesiology & nutrition sciences, social work, and mental health counseling.

Dr. Ditmyer is well published in the areas of behavioral health sciences and oral health, to help better understand and translate the integration of oral health and general population health across the lifespan. At UNLV, she facilitated the establishment of an inter-professional academic health center and most recently spearheaded the COVID-19 Response Team, using evidence-based best practices to maintain the continuity of education, while ensuring a safe and healthy environment for faculty, staff, students, and patients.

In addition to her work in academics, Dr. Ditmyer worked several years in business and industry leading operations, managing and leading an organization in good times, as well as in times of crisis or change. Ditmyer's experience and expertise are wide-ranging, from risk mitigation to building partnerships across a variety of stakeholders, embracing strategic thinking, building strong relationships, and developing collegial, humanistic work environments. Her training in building resilience is a critical component to population health and a sustainable infrastructure that is critical to reduce future risks after a crisis.

Kathy Dollard

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Board Member Since

2024

Board Committee

Strategic Impact



Dr. Kathy Dollard is a Charlevoix native who received her bachelor's degree from Alma College in psychology and Spanish and earned her doctorate degree in clinical psychology from Central Michigan University. Along with being a licensed psychologist, Dr. Dollard is also a Certified Advanced Alcohol and Drug Counselor. She worked at Partners in Change, a group psychology practice, for the first five years after graduate school. In 2005, she left private practice to work in the public mental health sector, joining Community Mental Health for Central Michigan as outpatient supervisor. In 2008, Kathy was promoted to Program Director for Midland County. In her role, she chaired several community-wide councils including Midland County Health and Human Services Council, Midland Area Partnership for Drug Free Youth, and Midland County Domestic and Sexual Violence Coordinating Committee.

In January 2017, Dr. Dollard joined MyMichigan Health as the Director of the Behavioral Health Service Line, the first person in this role. She's developed multi-year strategic plans for behavioral health services and implemented several initiatives including integrated behavioral health in primary care settings, and Approved Autism Evaluation Center (AAEC) and applied behavioral analysis (ABA) program for children with autism, a behavioral health telehub to address the needs of patients in mental health crisis in emergency departments and other settings, a Partial Hospitalization Program, initiatives to address loneliness and Zero Suicides initiatives. She also serves on various councils and committees working on the problem of substance use disorders and overdose, including MIHIA's Substance Use Disorder Strategy Steering Committee. She serves on the Board of the Northern Michigan Opioid Response Consortium, Midland Kids First Board, is Vice-Chair of the Board of the ROCK Center for Youth Development and serves on the steering committee of the Great Lakes Bay Mental Health Partnership.

Kathy has been living in Midland since 1992 and enjoys spending time with family, gardening, traveling and reading, and she is the proud mom of Maddie who is graduating with honors from U of M soon.

Maureen Donker

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Mayor, City of Midland*

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Board Member Since

2021

Board Committee

Governance



Maureen Donker has served on the Midland City Council since 2007. She was elected Mayor by her fellow Council members in 2009 and has served continuously since then. Maureen is employed as the Executive Director of the Reese Endeavor, a local non-profit that provides housing for individuals with special needs. She also facilitates the Cabot Corporation Community Advisory Panel at their Midland location. Maureen currently serves as the Chair of the Michigan Municipal League Worker's Compensation Board of Directors. Locally, she serves on the Board of Directors of the Arnold Center, Midland Center for the Arts' Board of Directors, Midland Center for the Arts' Matrix: Midland Advisory Board, Midland County Health and Human Services Council and MyMichigan Health Advisory Council. Maureen is a proud, life-long resident of Midland. She is a graduate of Northern Michigan University and the Great Lakes Bay Leadership Institute. She and her husband Norm have two children, Erin and Jon.



Wayne Hofmann

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Wade Trim

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Board Member Since

2022

Board Committee

Fund Development (Chair)



Born and raised in the Great Lakes Bay Region, Wayne Hofmann is committed to efforts that enable our communities to thrive and prosper. With a background that includes engineering, community planning, construction, and project finance, he seeks to bring insight, resources, and relationships together to solve complex problems and fulfill community needs. Wayne is the Infrastructure Finance Director of Wade Trim, a civil engineering and community master planning firm serving 9 states. In his role, he assists community leaders and decision makers in identifying civic needs and priorities and developing funding strategies to support those efforts.

Previously he worked as Project Development Lead for Spence Brothers and was awarded the Great Lakes Bay Ruby Award, recognized as an outstanding Professional “Under 40” in the region. He is very active in the community, having served as past Chair of Bay Future, Inc., and the Great Lakes Bay Economic Club, and as President of the Saginaw Basin Land Conservancy. He is also Co-Founder of Infuse Great Lakes Bay, an organization that seeks to enable incremental, residential, and historic redevelopment in the eight-county Great Lakes Bay Region. The organization seeks to build municipal resiliency by rebuilding the tax base of communities throughout the region by revitalizing its physical assets and contributing to place-making in traditional downtowns, midtowns, and neighborhoods.



Sarah Kile

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Board Member Since

2024

Board Committee

Strategic Impact, Governance



Sarah Kile is the Director of Community and Partner Engagement at Michigan 211 where she proudly serves all of Michigan to make 211 more accessible to the most vulnerable among us. Having led a 23-county 211 center in Northeast Michigan, she is known for her ability to collaborate and bring people together; currently she uses her talent on the leadership team for the National 211 Steering Committee and represents Michigan on the National 211 Council of States.

Sarah has spent her entire career focusing on public health promotion and activism. She is a life-time certified trainer and consultant for Bridges Out of Poverty where she takes pride in promoting respect and equality for those who are struggling with poverty.

As of November of 2022, Sarah was elected the Mayor at the City of Gladwin where she had previously spent five years as a Councilperson. She is also the treasurer on the Clare-Gladwin RESD Board of Education where she has served for over a decade.

Sarah is a graduate of Central Michigan University, the Community Coalition Leadership program through The Robert Wood Johnson Foundation and Michigan's Political Leadership Program.



Stacey Klump, MSN, BSN, RN

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McLaren Bay Region*

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Board Member Since

2025

Board Committee



Stacey Klump has over 26 years of experience as a registered nurse with emphasis on professional practice, nursing education, and leadership. She serves McLaren Bay Region as Vice President Patient Care and Chief Nursing Officer. In her short time with McLaren, her focus on building relationships led to successful collective bargaining agreements, Joint Commission accreditation, all while improving quality and safety across the organization. Prior to her current role, she led the SVSU RN to BSN Program as their Coordinator, bolstering enrollment through recruitment while providing professional development and mentoring to the associate degree nursing population in the State of Michigan. Stacey also demonstrated success with operational goals while serving as the Director of Medical Surgical Services at Covenant HealthCare from 2017-2021. Her previous years of service at Covenant included roles such as staff nurse, charge nurse, preceptor, resource team staff nurse, nurse educator, clinical nurse specialist, program coordinator, and nurse manager. It is with these opportunities that she has developed the skills to lead and develop teams who embrace change and strategy, resulting in goal attainment in our Great Lakes Bay Region.

As a visionary leader, Stacey has had continued success in driving organizational and nursing excellence through innovation and strategic collaborations. She is best known for creating partnerships among educational and healthcare organizations who share passion for growth, opportunity, and clinical excellence.

Nicole Luczak

President and CEO

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Board Member Since

2025

Board Committee



Nicole Luczak has spent more than a decade in the non-profit sector after earning a Bachelor of Science degree from Central Michigan University in Dietetics, leading her on a path in equitable food access, teaching healthy options, and addressing food insecurity. This triggered a passion in her to dig deeper into the needs of our community, and eventually led her to the United Way, where the mission focuses on ensuring every person has the opportunity to thrive through access to healthcare and a quality education that leads to financial stability.

She is involved in the community and region through a variety of taskforces, committees, and collaborative projects. Nicole is in her eighth year as a member of the Junior League of the Great Lakes Bay Region, holding multiple leadership roles including chairing the Community Impact committee. Other commitments include serving on the Human Services Collaborative Committee, the Business and Education Partnership, and the Blue Cross Blue Shields Advisory Council for the Great Lakes Bay Region. Most recently, she has worked with more than thirty organizations to execute a Community Information Exchange in Bay County called 'Connect Up.' This innovative technology integrates educational institutions, healthcare systems, and social services together to send bi-directional referrals ensuring closed loops and more efficient, collaborative work overall. She is a member of the Bay City Morning Rotary Club and is a graduate of the Great Lakes Bay Regional Alliance Leadership Institute.

Nicole likes to spend her free time exploring everything the region has to offer, loves kayaking, reading, and traveling, but most importantly spending time with her family.

Brianna Lyons

*Community Resource Coordinator & Contract Administrator
Bay/Arenac DHHS*



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Board Member Since

2025

Board Committee

SCRC Steering Team

Brianna Lyons began working with Arenac County DHHS after graduating from Central Michigan University as a foster care specialist where she gained a vast amount of knowledge in child welfare and used this experience in working with foster youth and foster families to begin a role as a licensing specialist. Brianna served both Arenac and Gladwin counties in this capacity until the growth she promoted in number of foster families for each county superseded the caseload capacities for one worker. She resumed licensing specialist duties solely for Arenac County and was able to generate enough foster homes to necessitate the addition of a second licensing specialist. Her achievements in recruiting and retaining foster homes continued throughout the following nine years which limited the need for out-of-county placement for foster youth and allowed proper placement selection when conducting initial placements.

Brianna endeavored to expand her knowledge and expertise in the field and accepted CPS on-call responsibilities in addition to her licensing role, for over a year. In this time she developed relationships with law enforcement personnel, school professionals, and service providers which added to the exceptional working relationships she has maintained with foster parents, court officials, and private agency partners. These relationships and partnerships encouraged her to serve in a broader capacity at DHHS and in the community as the Community Resource Coordinator, a position she has held for four years. She has also added the role of contract administrator to the CRC functions, in addition to increasing the effectiveness of non-emergency medical transportation, grant administration, fundraising, outreach, and community collaboration. She also serves on several committees and non-profit organizations: Foster Families Navigation and Resource Center, CAN Council, Arenac Community Funds, Arenac County Christmas for Kids, and the Sunrise Community Resource Center Steering Team.

While she devotes much of her time to serving children and families, Brianna's greatest passions are family and faith. She has been married to her high school sweetheart for 15 years and they have three children. While they're not busy with athletic and social activities, they enjoy camping, walks in the woods, dancing in the living room, and making far too many trips to the local ice cream shop.

Augustine Osagie, MD, MBA, MAS, FACP, SFHM

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Board Member Since

2020

Board Committee

Executive (Vice Chair), Governance



Dr. Osagie is a Senior Director, Clinical Solutions Medical Director for Aetna, Great Lakes Region. The Great Lakes Region consists of the states of Michigan, Indiana, Illinois, Minnesota, and Wisconsin. In this role he provides leadership of medical management and population health activities, leading a team of clinicians in implementing medical management programs and policies. He also leads, develops, directs, and implements clinical and non-clinical activities that impact health care quality, cost, and outcomes in the region.

Prior to this role, Dr. Osagie was a Regional Medical Director at IPC Healthcare/Team Health and responsible for hospitalist practice locations in Michigan and Ohio; Chief Medical Officer at Case Management Consultants –The Physician Case Management Company; and President Metro Hospitalists. Dr. Osagie has been on the medical staff of Detroit Medical Center in Detroit, Michigan since 1997. He is Board Certified by the American Board of Internal Medicine, a Fellow of the American College of Physicians, and a Senior Fellow of Society of Hospital Medicine. Dr. Osagie has a master's degree in Population Health Management from Johns Hopkins University, Bloomberg School of Public Health. He was an Assistant Professor of Medicine at Wayne State University in Detroit, Michigan, and currently is a Clinical Assistant Professor of Medicine at Michigan State University College of Osteopathic Medicine in East Lansing, Michigan.

Dr. Osagie has a passion for developing sustainable and accessible high-quality medical services in underserved communities. He lives in Highland, Michigan with his wife and three children.

André Reed, MSHAL

Deputy Health Officer

Bay County Health Department

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Board Member Since

2025

Board Committee



André Reed is the Deputy Health Officer for the Bay County Health Department. He graduated from Saginaw Valley State University with his Master of Science in Health Administration and Leadership in 2013. André has over 15 years of healthcare management experience in private practice (family medicine/geriatrics), FQHC (family medicine/pediatrics), quality improvement (primary care/specialty care), and presently public health. His career is centered around health promotion, disease prevention, and chronic disease elimination. He founded King, Lamb, & Dove Motivational and travels the country motivating all to achieve their potential and overcome every barrier presenting itself. One of André's principal aims is to change the trajectory of social determinants of health in his community.

André has been married for 25 years and has one daughter. He is a professional gospel singer and an ordained and licensed minister at the New Christ Community Church in Saginaw. He is a lifetime member of Kappa Alpha Psi Fraternity, Inc., Saginaw Alumni Chapter. Also, André is a fitness enthusiast who is determined to assist his community with finding solutions towards health equity and appropriately handling life's stressors.

Dan Scheffer, MSPT, MTC

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Board Member Since

2024

Board Committee



Dan Scheffer graduated with a Masters in Physical Therapy from Grand Valley State University in 1999. In 2010 he became a certified manual physical therapist and continued to treat patients as well as manage all outpatient rehabilitation facilities for Ascension St. Mary's until it was acquired by MyMichigan Health in 2024. He worked for Ascension for 23 years and was the Director of Business Operations for Ascension St. Mary's, Ascension St. Joseph, and Ascension Standish hospitals with responsibilities over rehabilitation, facilities, construction, capital planning, clinical engineering, environmental services, and food and nutritional services. He was the planning and operations chief during COVID for the Ascension Northern Hospital incident command team from 2020-2022. Dan was named system vice president of facilities and construction when MyMichigan Health acquired Ascension in 2024.

Outside of work Dan is an active long distance cyclist and fund raiser for the Multiple Sclerosis 200-mile Michigan rides.



Reverend Craig Tatum

Pastor

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Board Member Since

2021

Board Committee

Executive (Secretary), Governance,
Strategic Impact



Rev. Craig Tatum currently serves as Pastor for New Life Missionary Baptist Church Ministries in Saginaw, Michigan, a role he has served in since May 2018. Prior to coming back to Saginaw, Dr. Tatum served as Senior Pastor of the First Salem Missionary Baptist Church in Battle Creek, Michigan for 20 years. Rev. Tatum also was Director of Affirmative Action and Cultural Programming for Saginaw Valley State University and a Youth Pastor & Director for New Life Baptist Church. Rev. Tatum's passion for youth and families has led him to hold positions such as Assistant Director for Bay County Juvenile Home, Director of Project SUCCESS for Saginaw Public Schools, Probation Officer for Saginaw County, and Treatment Specialist for Boysville of Michigan. Rev. Tatum received his Bachelor of Arts Degree in Criminal Justice with a Minor in Sociology from SVSU. Seeing a need to further his education, he obtained a Master of Art Degree in Political Science/Criminal Justice from SVSU. Since accepting the call to Pastor First Salem Missionary Baptist Church, Rev. Tatum has completed his masters in Ministry Leadership at Grand Rapids Bible Baptist Seminary. He received an Honorary Doctorate in Ministry Leadership from Bell Grove Theological Seminary.

Rev. Tatum Served as the Dean & President of the Chain Lake District Association. He also served as Director for First Salem Ministries Inc. and administrating the Nationally Recognized program "Parenting Across Cultures" (formerly known as Strengthening Multi-Ethnic Families and Effective Black Parenting). Rev. Tatum has served on many boards since coming to Battle Creek; United Way, In One Accord, Community Action Agency, United Ministerial Community Alliance, Minority Health Partnership, and Legacy Enterprises. He is the recipient of many awards, All-American Honors in Track and Field, Whitney M. Young Service Award, Andrew Service Award, Deans List, Malcolm-X Award, Who's Who in American Colleges and Universities to name a few. Rev. Tatum was appointed in November of 2017 to serve as President for the Wolverine State Convention Congress of Christian Education. He is a Nationally Certified Instructor for the National Baptist Convention USA Inc. He is a recipient of the prestigious WK Kellogg Leadership Fellow, recently organized Battle Creek's 100 Men. This program is designed to actively recruit 100 men to mentor young people in the areas of Chess, Oration, Business, and Self Care. Rev. Tatum is married to Dawn Tatum, his wife of 32 years and they have two sons, Trenel and Travon.

Reverend Andreas Teich

Retired Pastor

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Board Member Since

2021

Board Committee

Strategic Impact (Chair)



Rev. Andreas Teich was born in Germany and came to the United States as a young boy. He grew up and was educated in New Jersey. After completing his undergraduate degree at Muhlenberg College, Pastor Teich studied for the ordained ministry at Christ Seminary, St. Louis and the Lutheran School of Theology at Chicago. From 1986-1990, he served Prince of Peace Lutheran Church in Bellevue, Kentucky. From 1990-1994, he served as interim pastor at various congregations of the Evangelical Lutheran Church in America throughout the territory of the North/West Lower Michigan Synod. From 1994 until 2022, he was pastor of Messiah Lutheran Church in Bay City. Rev. Teich is currently a member of the Rotary Club of Bay City and its President as well as Chair of the Rotary district's Water and Sanitation Committee. Additional community roles include Chair of the Pardee Cancer Treatment Fund of Bay County, Chair of the Board of McLaren Bay Special Care Hospital, and a member of the Boards of the Bay Area Community Foundation and the Pardee Foundation.

On a personal note, Andreas is married to Tracy and the father of one child, Jonathan. He enjoys cooking and reading.



Angelia Williams

Senior Vice President

Great Lakes Bay Health Centers

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Board Member Since

2024

Board Committee

Strategic Impact



Angelia Williams attended Michigan State University and graduated from Florida A&M University with a nursing degree. She received her certification as an adult nurse practitioner and her master's degree in nursing from Florida International University, Miami, Florida. Angelia is a Registered Nurse with more than 43 years clinical, community and executive administrative experience.

Angelia has received several prestigious leadership awards in healthcare for her demonstrated commitment to serving the community and leadership achievements throughout her flourishing 43-year nursing career. She was the recipient of the 2020 Lifetime Achievement Award from the National School Based Health Alliance in Washington D.C. In 2022 she was a Heart of the City healthcare recipient, and in 2023, she received the Martin Luther King Drum Major Award for Saginaw County.

She has been employed by Great Lakes Bay Health Centers (GLBHC) for almost 20 years. Some of her achievements include the implementation of GLBHC's Ryan White HIV Medical Clinic (SIMS) and the school-based health programs. Angelia was promoted to Senior Vice President in 2022. She is directly involved many facets of operations in her new role which includes workforce and growth development, employee and community engagement, leadership development and many other special projects. Her accomplished grant writing skills, working in collaboration with other GLBHC departments, has been mutually beneficial to GLBHC's recent opportunities to implement new initiatives in our communities.

Her skills do not end with her office work. She has always been committed to serving our community and her passion lies in meeting the needs of those who are underserved and who are often times neglected by the health care system. She loves people, works hard and tries to lift the spirits of those around her. In her capacity as a registered nurse, she utilizes her voice and expertise to educate our communities on important health disparities, in efforts towards improving access to health care and preventable health outcomes for the people we serve.

Jessica Yoder

*Total Rewards Plan Manager
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Board Member Since

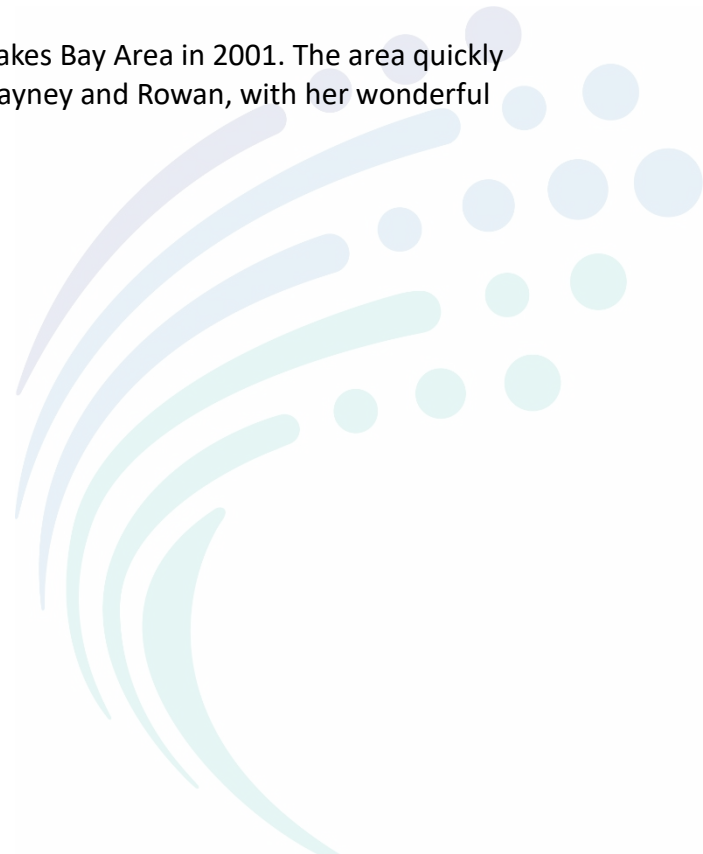
2024

Board Committee



Jessica Yoder is a Total Rewards Plan Manager with The Dow Chemical Company. In this role, she is responsible for the management and execution of the North America benefit plans for Life Insurance, Long Term Disability, and Accident and Travel Insurance. Globally, she is responsible for the management and execution of Dow's International Medical and Dental and International Life Insurance plans. Her key activities in these spaces include negotiating and setting plan rates based on plan experience and market trends, driving plan improvements, and managing vendor relationships. Jessica first joined Dow in 2010 after working for both Hewlett Packard and Citizens Bank. Prior to her recent role in the health and welfare space, she held a number of roles throughout Dow, including various Team Leader roles (HR, Procurement, Marketing & Sales) and an IT Global Service Manager Role. Jessica's passion lies in helping others both professionally and personally and she is a staunch mental health advocate.

Jessica grew up in Toledo, Ohio before moving to Great Lakes Bay Area in 2001. The area quickly became her home. Jessica has two amazing children, Delayney and Rowan, with her wonderful husband Morgan.



Board of Directors

Michigan Health Improvement Alliance, Inc.

August 13, 2025

Board of Directors

Michigan Health Improvement Alliance, Inc.

August 13, 2024

- Introduction
 - AHP Representative
 - Kyle Waters, CPA – Audit Manager
- Financial Highlights
- Letter to the Board of Directors
 - Services Provided and In Process
 - Results of our Audit of the Financial Statements
 - Required Communications with the Committee
 - Management Comments
- Other Questions or Comments

August 13, 2025

To the Board of Directors
Michigan Health Improvement Alliance, Inc.
Bay City, Michigan

We are pleased to submit this report, which summarizes the results of our audit, and other matters that we believe would be of interest to you.

Services Provided and In Process

In accordance with our engagement letter, AHP provided the following services:

Audit Services:

- Annual Audit - Completed

Nonaudit Services:

- Preparation of annual financial statements – Completed

We have reviewed the services provided and confirm that we are independent of Michigan Health Improvement Alliance, Inc.

Results of the Audit

The audit was conducted in accordance with auditing standards generally accepted in the United States of America and included such tests of the accounting records and other auditing procedures as we considered necessary for the purpose of expressing an opinion on the financial statements.

The following summarizes various matters of interest noted during our audit:

Significant Risks

As noted in our scope letter dated January 9, 2025, we identified certain areas as having significant risks related to the potential of a material misstatement. We audited each of those significant risks with audit procedures designed to mitigate those risks. Based on our procedures performed, we noted no matters that need to be communicated to you.

Cybersecurity and Information Technology Controls

Cyberattacks are on the rise across the globe, and the cost of these attacks is ever increasing. Because of these attacks, entities stand to lose their reputation, the ability to operate efficiently, and proprietary information or assets. Entities may also be subject to financial and legal liabilities. Managing this issue is especially challenging because even an entity with a highly mature cybersecurity risk management program still has a residual risk that a material cybersecurity breach could occur and not be detected in a timely manner. We believe management should continue to monitor and evaluate this risk, which is a critical best practice. Additionally, periodic assessments of the system in order to verify that the control environment is functioning as designed are key parts of measuring associated business risk. We encourage those charged with governance to work with management on this very important topic. If we can be of assistance in the process, we would be happy to do so.

Contribution Revenue Recognition

Differences can exist between the time when contributions are recorded in the financial statements and the time when contributions are received. This occurs when unconditional promises to give span more than one year. For example, multi-year promises to give are recorded when the promise is made to MIHIA even though the cash received for the contribution cash is received in a later year.

Adopted Audit Standards

None that had a significant effect on the Michigan Health Improvement Alliance.

Adopted Accounting Standards

None.

Future Audit and Accounting Standards

There are various other final and proposed standards outstanding that may impact Michigan Health Improvement Alliance. We will continue to monitor future standards and keep management aware of any that may impact Michigan Health Improvement Alliance.

The Auditors' Communication with Those Charged with Governance

This section discusses our responsibilities under AICPA Professional Standards AU-C Section 260, *Communication with Those Charged with Governance*. The following excerpts from that standard describe the specific matters required to be communicated to you and our responses thereto:

Our Responsibility under U.S. Generally Accepted Auditing Standards

The auditors' standard report emphasizes that an audit conducted in accordance with auditing standards generally accepted in the United States of America is designed to provide reasonable, but not absolute, assurance that the financial statements are free of material misstatement and in conformity with accounting principles generally accepted in the United States of America (U.S. GAAP). Our report dated August 5, 2025, follows this format. Because of the concept of

reasonable assurance, and because we did not perform a detailed examination of all transactions, there is a risk that material errors, irregularities, or illegal acts, including fraud and defalcations, may exist and not be detected by us.

Our responsibility, as described by our professional standards, is to express an opinion about whether the financial statements prepared by management with your oversight are fairly presented, in all material respects, in conformity with U.S. GAAP. Our audit does not relieve you or management of your responsibilities.

As part of the audit, we considered the internal control of Michigan Health Improvement Alliance, Inc. (MIHIA) Such considerations were solely for the purpose of determining our audit procedures and not to provide any assurance concerning internal control.

Planned Scope and Timing of the Audit

We performed the audit according to the planned scope and timing previously communicated to you in our scope letter dated January 9, 2025. No matters came to our attention during our audit that resulted in a change to our timing or scope of our procedures.

Qualitative Aspects of Accounting Practices

Management is responsible for the selection and use of appropriate accounting policies. The significant accounting policies used by MIHIA are described in Note 1 to the financial statements. No new accounting policies were adopted and the application of existing policies was not changed during the year. We noted no transactions entered into by MIHIA during the year for which there was a lack of authoritative guidance or consensus. All significant transactions have been recognized in the financial statements in the proper period.

Accounting estimates are an integral part of the financial statements prepared by management and are based on management's knowledge and experience about past and current events and assumptions about future events. Certain accounting estimates are particularly sensitive because of their significance to the financial statements and because of the possibility that future events affecting them may differ significantly from those expected. The most sensitive estimate(s) affecting the financial statements was the estimation of the allocation of expenses between program and general expenses. For this estimate, we evaluated the key factors and assumptions that would be used to develop the estimate in determining that it is reasonable in relation to the financial statements taken as a whole.

The disclosures in the financial statements are neutral, consistent, and clear. Certain financial statement disclosures are particularly sensitive because of their significance to financial statement users. The most sensitive disclosures affecting the financial statements were related to grants receivable and designated and net assets with donor restrictions.

Difficulties Encountered in Performing the Audit

We encountered no significant difficulties in dealing with management in performing and completing our audit.

Corrected and Uncorrected Misstatements

Professional standards require us to accumulate all known and likely misstatements identified during the audit, other than those that are trivial, and communicate them to the appropriate level of management. We noted no misstatements during our audit, other than adjustments related to a reclassification entry, in-kind donations and establishing operating lease asset & liability. There were no uncorrected misstatements.

Disagreements with Management

For purposes of this letter, a disagreement with management is a disagreement on financial accounting, reporting, or auditing matters, whether or not resolved to our satisfaction, that could be significant to the financial statements or the auditors' report. We are pleased to report that no such disagreements arose during the course of our audit.

Management Representations

We have requested certain representations from management that are included in the management representation letter dated August 5, 2025. A copy is attached for your reference.

Management Consultations with Other Independent Accountants

In some cases, management may decide to consult with other accountants about auditing and accounting matters, similar to obtaining a "second opinion" on certain situations. If a consultation involves application of an accounting principle to MIHIA's financial statements or a determination of the type of auditors' opinion that may be expressed on those statements, our professional standards require the consulting accountant to check with us to determine that the consultant has all the relevant facts. To our knowledge, there were no such consultations with other accountants.

Major Issues Discussed with Management Prior to Retention

We generally discuss a variety of matters, including the application of accounting principles and auditing standards, with management each year prior to retention as auditors. However, these discussions occurred in the normal course of our professional relationship and our responses were not a condition to our retention.

Communication of Fees for Nonaudit Services

As previously described in this letter, we performed certain nonaudit services at the request of management and documented in our engagement letter. These consisted of assistance with year-end adjusting entries, preparation of the financial statements, preparation of Form 990, and payroll assistance services. Fees for these services did not exceed those noted in our engagement letter.

Management Letter

We considered MIHIA's internal control during the course of the audit, and we remained alert for areas where procedures and controls could be improved. We noted no matters involving the internal control over financial reporting and its operation that we would consider to be material weaknesses.

* * *

This report is intended solely for the information and use of the Board of Directors and management of Michigan Health Improvement Alliance, Inc., and is not intended to be, and should not be, used by anyone other than these specified parties.

We will be pleased to respond to any comments or questions you may have about this letter or any other aspects of our services to Michigan Health Improvement Alliance, Inc.

It has been a pleasure to serve Michigan Health Improvement Alliance, Inc. during 2024. We would like to express our appreciation for the cooperation and courtesy extended to us by management of MIHIA and look forward to continuing our association in the future.

Sincerely,

Andrews Hooper Paulik PLC



August 5, 2025

Andrews Hooper Pavlik PLC
5915 Eastman Ave., Suite 100
Midland, MI 48640

This representation letter is provided in connection with your audit of the financial statements of Michigan Health Improvement Alliance, Inc. (MIHIA), which comprise the statements of financial position as of December 31, 2024 and 2023 and the related statements of activities, functional expenses, and cash flows for the years then ended, and disclosures (collectively, the “financial statements”), for the purpose of expressing an opinion as to whether the financial statements are presented fairly, in all material respects, in accordance with accounting principles generally accepted in the United States (U.S. GAAP).

Certain representations in this letter are described as being limited to matters that are material. Items are considered material, regardless of size, if they involve an omission or misstatement of accounting information that, in light of surrounding circumstances, makes it probable that the judgment of a reasonable person relying on the information would be changed or influenced by the omission or misstatement. An omission or misstatement that is monetarily small in amount could be considered material as a result of qualitative factors.

We confirm, to the best of our knowledge and belief, as of August 5, 2025, the following representations made to you during your audit.

Financial Statements

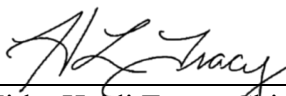
1. We have fulfilled our responsibilities, as set out in the terms of the audit engagement letter dated January 9, 2025, including our responsibility for the preparation and fair presentation of the financial statements in accordance with U.S. GAAP.
2. The financial statements referred to above are fairly presented in conformity with U.S. GAAP.
3. We acknowledge our responsibility for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.
4. We acknowledge our responsibility for the design, implementation, and maintenance of internal control to prevent and detect fraud.
5. The methods, significant assumptions, and data used in making accounting estimates and their related disclosures are appropriate to achieve recognition, measurement, or disclosure that is reasonable in accordance with U.S. GAAP.
6. Related party relationships and transactions have been appropriately accounted for and disclosed in accordance with U.S. GAAP.
7. All events subsequent to the date of the financial statements and for which U.S. GAAP requires adjustment or disclosure have been adjusted or disclosed.
8. We are in agreement with the adjusting journal entries you have proposed, and they have been posted to the MIHIA’s accounts, as applicable.

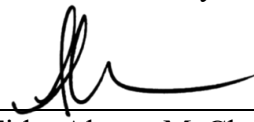
9. The effects of all known actual or possible litigation, claims, and assessments have been accounted for and disclosed in accordance with U.S. GAAP.
10. Material concentrations have been appropriately disclosed in accordance with U.S. GAAP.
11. Guarantees, whether written or oral, under which the organization is contingently liable, have been properly recorded or disclosed in accordance with U.S. GAAP.

Information Provided

12. We have provided you with:
 - Access to all information, of which we are aware, that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, and other matters.
 - Additional information that you have requested from us for the purpose of the audit.
 - Unrestricted access to persons within the entity from whom you determined it necessary to obtain audit evidence.
 - Minutes of the meetings of the governing board or summaries of actions of recent meetings for which minutes have not yet been prepared.
13. All material transactions have been recorded in the accounting records and are reflected in the financial statements.
14. We have disclosed to you the results of our assessment of the risk that the financial statements may be materially misstated as a result of fraud.
15. We have no knowledge of any fraud or suspected fraud that affects the Organization and involves:
 - Management,
 - Employees who have significant roles in internal control, or
 - Others where the fraud could have a material effect on the financial statements.
16. We have no knowledge of any allegations of fraud or suspected fraud affecting the organization's financial statements communicated by employees, former employees, grantors, regulators, or others.
17. We have no knowledge of any instances of noncompliance or suspected noncompliance with laws and regulations whose effects should be considered when preparing financial statements.
18. We are not aware of any pending or threatened litigation, claims, or assessments or unasserted claims or assessments that are required to be accrued or disclosed in the financial statements in accordance with U.S. GAAP, and we have not consulted a lawyer concerning litigation, claims, or assessments.
19. We have disclosed to you the names of all the Organization's related parties and all the related party relationships and transactions, including any side agreements.
20. The Organization has satisfactory title to all owned assets, and there are no liens or encumbrances on such assets nor has any asset been pledged as collateral.
21. We are responsible for compliance with the laws, regulations, and provisions of contracts and grant agreements applicable to us.

22. Michigan Health Improvement Alliance, Inc. is an exempt organization under Section 501(c)(3) of the Internal Revenue Code. Any activities of which we are aware that would jeopardize MIHIA's tax-exempt status, and all activities subject to tax on unrelated business income or excise or other tax, have been disclosed to you. All required filings with tax authorities are up-to-date.
23. As part of your audit, you prepared the draft financial statements and related notes. We have designated an individual with suitable skill, knowledge, or experience to oversee your services and have made all management decisions and performed all management functions. We have reviewed, approved, and accepted responsibility for those financial statements and related notes.
24. In regards to the preparation of accrual basis adjusting journal entries, the annual financial statements, and the Federal Form 990, services performed by you, we have
- Made all management decisions and performed all management functions.
 - Designated an individual with suitable skill, knowledge, or experience to oversee the services.
 - Evaluated the adequacy and results of the services performed.
 - Accepted responsibility for the results of the services.

Signature: 
Name and Title: Heidi Tracy, Chief Executive Officer

Signature: 
Name and Title: Alyson McCloy, Director of Operations





2022 - 2025
Michigan Health
Improvement
Alliance
IMPACT REPORT

Better | Brighter | Stronger

Building Capacity to Strengthen Families and Households, Revitalize Neighborhoods and Communities, and Optimize Health and Care



Heidi Tracy
Chief Executive Officer

The Michigan Health Improvement Alliance (MiHIA) continues to reaffirm its role as a backbone organization—providing the infrastructure, coordination, and strategic guidance needed to align diverse stakeholders around a shared vision for regional health and prosperity. While backbone organizations can take many forms, MiHIA's model is rooted in cross-sector collaboration, capacity building, and systems-level transformation.

These guiding principles reflect the essence of MiHIA's role—and they underscore a fundamental truth: we cannot do this work alone. Our strength lies in the power of our coalition. Every step forward has been made possible by the dedication, insight, and leadership of our partners across sectors.

For the past several years, our work has been guided by the THRIVE framework—Transforming Health Regionally in a Vibrant Economy. THRIVE helped us define what needs to be done to improve health,

wellbeing, and economic vitality across our region. As our work has matured, so has our approach. Like any strategic initiative, THRIVE has evolved.

After convening listening sessions with more than 75 of our partners, we are proud to introduce a new movement that builds on THRIVE's foundation: Bloom: Thriving Together. Bloom reflects a streamlined, action-oriented approach that centers on inclusive growth, shared leadership, and the power of collective impact. It shifts our focus from what needs to be done to how we can empower organizations and communities to fulfill their missions and drive collective impact.

Despite the availability of millions of dollars to address social determinants of health, health equity, and community development, our region has often been bypassed. We identified a critical barrier: the Capacity Building Challenge, as described by Isa Gaillard of The Greenlining Institute. Under-

“...our most under-resourced communities are the very same communities with the least existing capacity and staffing to apply for and manage large infrastructure investments.”

The Capacity Challenge
Isa Gaillard
The Greenling Institute

resourced communities frequently lack the infrastructure, partnerships, and access to decision-making power needed to secure and manage large-scale investments.

Over the past three years, our collaborative efforts have helped secure more than \$4 million in funding to advance health, well-being, and community development throughout our region. This report offers a glimpse into that shared impact, and details the breadth of work as a result of that funding. We are proud to be part of a vibrant network of hundreds of organizations and agencies throughout the region working to create the conditions where every resident can prosper, even in the most challenging circumstances.

Bloom is our response. It's not just MiHIA's movement, it's a shared commitment to cultivating the conditions for thriving, together.



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MiHIA unites partners, builds capacity, and drives collective action to advance health, justice, and prosperity.

4 Empowering Organizations

Building capacity, empowering communities, fueling innovation, and transforming health.

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Building partnerships, empowering families, fostering equity, and strengthening health.

8 People | Programs | Pride

Strengthening services, empowering recovery, expanding childcare, building resilient communities together.

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Donor support fuels Bloom, multiplying resources and transforming health.

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The people, data, and power behind the MiHIA Mission and Vision

Our Capacity Building

We're not on the front lines—but we make sure the front lines are equipped, connected, and ready.



MiHIA serves as the fiscal agent, while Saginaw CAP leads strategic coordination, enabling trusted partners such as the Saginaw County Community Action Committee, World Outreach Church, and the City of Saginaw to drive meaningful change.

In collaboration with Hoyt Library, the creation of a “human library” fosters intergenerational storytelling, strengthening social bonds and community pride. Additionally, partnerships with local health care providers ensure that mothers and babies receive essential supplies and access to resources that support their healthiest lives.

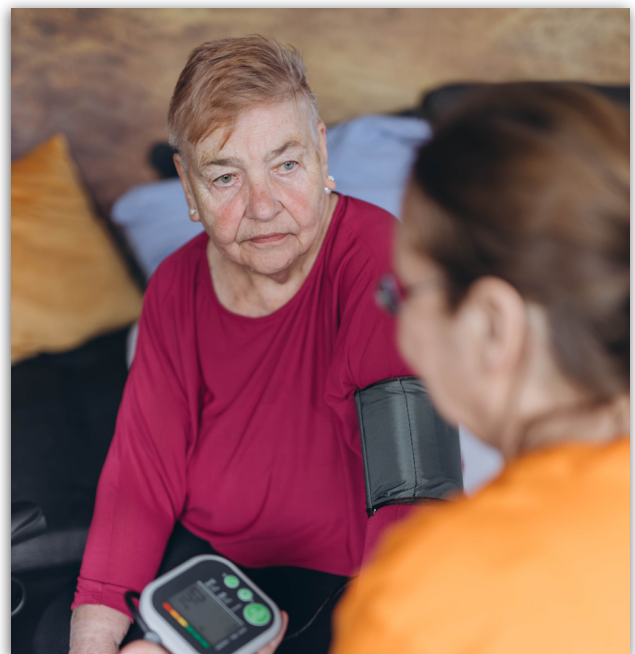
With continued funding through 2026, the initiative will grow throughout the community to expand public spaces into vibrant hubs of health, connection, and opportunity.

Empowering Grassroots Organizations

In partnership with Saginaw Community Alliance for the People (CAP), MiHIA funded a full-time staff position enabling Saginaw CAP to secure \$1 million+ in grants for the following community-led initiatives.

Healthy Community Zones

In Saginaw, a forgotten skate park became a symbol of renewal. Through the Healthy Community Zones initiative, residents will paint murals, host kickball games, and launch youth golf programs. This \$499,978 project—funded by the Michigan Department of Health and Human Services (MDHHS) and coordinated by Saginaw CAP—empowers grassroots organizations to address racial disparities in health outcomes.



Resilient Roots

Qiana, a resident of Saginaw, refused to let the lack of access to fresh produce within the city limits stand in her way. Determined to make a difference, she built a hoop house to extend the garden growing season, providing fresh fruits and vegetables for her family, friends, and neighbors. Qiana embodies the spirit of the Resilient Roots initiative, which seeks to celebrate and inspire more Environmental Heroes—individuals who take bold, grassroots action to strengthen their communities and promote sustainability.

Funded by the Michigan Department of Environment, Great Lakes and Energy (EGLE) and coordinated by Saginaw CAP, this \$499,960 program builds trust between residents and institutions. Through the Community Stewards Institute and educational webinars, 24 environmental projects and 30 episodes will document local impact.

Neptune and Company, a nationally recognized environmental consulting firm, is being engaged through grant funding to support community-driven decision making and engagement strategies. Leveraging their expertise in structured analysis and stakeholder collaboration, they will ensure that local voices are meaningfully included in shaping health and environmental initiatives. With future investment, Resilient Roots can become a model for environmental justice across Michigan.



Justice40 Accelerator

The Justice40 Accelerator is more than a program—it's a movement to empower underserved communities. With funding through Elevate Energy, Saginaw CAP's participation in this 12-month initiative brings funding, training, and technical support to organizations statewide.

Aligned with the MI Healthy Climate Plan, this program addresses historical inequities and builds capacity for sustainable change. Saginaw CAP's leadership ensures that local voices shape climate resilience strategies.

Additional funding will allow Saginaw CAP to scale this model and deepen its impact across the region.

We don't provide the services. We build the capacity, connection, and clarity behind them.

Developing Robust Multi-Sector Partnerships & Innovative Collaborations

Project IMPACT

At Vantage Plastics in Standish, a new employee named James didn't just start a job—he found a lifeline. During orientation, he was introduced to a Community Health Worker (CHW), a connection that opened the door to vital resources and ongoing support. From navigating workplace challenges to accessing health and wellness services, that first meeting became a turning point, helping James thrive both on and off the job.

MiHIA connected the W.E.L.L. Outreach and Central Michigan District Health Department to the de Beaumont Foundation and helped secure a \$100,000 IMPACT grant, that embedded a CHW in the factory, improving retention and safety.

Retention rates improved so dramatically that it became a model of innovation in workforce health for others to follow. When leaders of the Jerky Outlet in Bay City heard about the success that Vantage experienced the company hired a CHW proving that health, well-being and economic growth go hand in hand.

Parent/Child Interaction Therapy

In classrooms across Bay and Arenac counties, teachers noticed a troubling shift: following the pandemic, students struggled to focus. Parent-teacher conferences revealed a deeper concern—children were increasingly dependent on screens, and families felt overwhelmed. In response, MiHIA convened psychology faculty from Central Michigan University, Bay-Arenac ISD, and WellSpring Lutheran Services to introduce Parent-Child Interaction Therapy (PCIT), a proven approach to improving child behavior and strengthening caregiver relationships.

Supported by a \$196,448 grant from the Michigan Health Endowment Fund—held by Bay-Arenac ISD—this initiative trained therapists, equipped teachers, and empowered parents with tools to reduce screen time and improve behavioral outcomes. This project trained four behavioral health therapists in PCIT and assembled a team of school officials, psychologists, and parents to develop strategies for an ongoing campaign to reduce children's screentime. MiHIA's convening



power brought together unlikely partners around a shared mission toward ensuring every child has the foundation they need to thrive—in the classroom, at home, and beyond.

Tri-Star Trust was so inspired by the program’s potential that it provided additional funding to expand its reach. And to ensure access to care regardless of location, the CMU College of Medicine deployed a portion of its HRSA grant to equip therapists and schools with the technology needed for telehealth counseling. Together, these efforts laid the foundation for a transformative model of care—one that brought public health and education together to ensure every child has the support they need to thrive.

Direct Services Grant—Children Trust Michigan

To support stressed parents in Saginaw, Bay, and Huron counties, the CAN Council implemented the “Make Parenting a Pleasure” (MPAP) program—an evidence-based initiative focused on strengthening families and reducing the risk of child abuse. Grounded in the Strengthening Families Protective

Factors Framework, MPAP helped caregivers build resilience, deepen their understanding of child development, and foster supportive peer networks through parent cafes and group sessions.

With funding from Children Trust Michigan in the amount of \$132,353, and MiHIA serving as the fiscal agent, the program offered mindfulness activities, financial literacy and job readiness training, and access to vital community resources. Fathers received targeted programming, and families participated in social-emotional learning and extracurricular activities designed to support children’s development. The CAN Council also engaged in statewide public awareness efforts, including Child Abuse Prevention Day at the capitol.

By meeting families where they are and equipping them with practical tools and support, MPAP helped build stronger, healthier homes across the region.

**We don't
deliver the
care. We help
those who
do, deliver it
better.**

CAREring Quick Response Team

After surviving an overdose, Alex received a knock on his door—not from law enforcement, but from a peer recovery coach and an EMT. That visit marked the beginning of his recovery journey.

Now in its sixth year, the CAREring Quick Response Team, coordinated by MiHIA, connects overdose survivors with compassionate care and critical resources. The program partners with Peer360 Recovery Alliance, Mobile Medical Response (MMR), Great Lakes Bay Health Centers and Sacred Heart Rehabilitation Services to reduce barriers to treatment and save lives. By meeting individuals where they are—physically and emotionally—the team builds trust and opens pathways to recovery that traditional systems might miss.

Funded by an annual \$200,000 grant from the Michigan Department of Health and Human Services (MDHHS), quick response teams have become a cornerstone of regional overdose response that strengthens the continuum of care across mid-Michigan. Each knock on the door is more than a visit—it's a lifeline.

Sunrise Community Resource Center

On a sweltering August day, more than 400 parents and children from Arenac County gathered under one roof to receive backpacks, school supplies, and fresh produce from over 20 partnering agencies. For many families, the relief was palpable—not just from the air-conditioned space, but from the convenience of accessing multiple resources in a single location. That day marked the beginning of a new chapter for a shuttered elementary school in Standish, now being transformed into a vibrant community resource center.

MiHIA, in partnership with the Standish-Sterling Community School District, coordinated the renovation of the facility to house health services, childcare, and a range of community programs. The Central Michigan District Health Department serves as an anchor tenant, while a local childcare provider expands its reach to meet growing demand. As fiscal agent and strategic planner, MiHIA is guiding the development of a sustainable business model and ensuring that community governance remains at the heart of the project.

Funded by a \$1.1 million grant from the Michigan Department of Labor and Economic Opportunity (LEO), the center is poised to become a beacon of integrated services and rural resilience. What was once an empty school is now being reborn as a hub of opportunity—where families can find support, connection, and a stronger start to the school year and beyond.





Recovery Housing

Recovery doesn't end in the courtroom, it begins with a safe place to call home. Treatment court judges across the region understand that stable housing is the foundation for long-term healing and success. That's why MiHIA is building a coalition to develop a regional supportive housing facility inspired by Andy's Place in Jackson, a proven model that combines permanent housing with wraparound services for individuals in recovery.

This ambitious project is the result of years of visioning, planning, and relationship-building. With strong encouragement from the Michigan Association of Treatment Court Professionals (MATCP) and the unwavering support of regional treatment court judges, MiHIA is actively working to identify a location and secure funding that reflects its commitment to dignity, recovery,

and community-driven solutions. In addition to coordinating partners and planning the facility, MiHIA is also seeking the capital investment needed to bring the project to life.

The future facility will operate through cooperative agreements with treatment courts and behavioral health service providers to offer comprehensive support services tailored to residents' needs. As MiHIA continues to serve as strategic planner and convener, the initiative is poised to become a cornerstone of recovery infrastructure—where justice meets compassion, and where healing is built to last.

Bay City Childcare Initiative

In Bay City, the rising cost and limited availability of childcare left working parents facing impossible choices. Recognizing the urgency, city officials allocated \$750,000 from American Rescue Plan Act (ARPA) funds and called upon MiHIA to launch a multi-step initiative to stabilize and expand the region's childcare infrastructure—ensuring that families and employers alike have access to reliable, affordable care.

MiHIA responded by convening a multi-stakeholder advisory committee, bringing together voices from government, business, education, and childcare to guide the initiative with shared insight and accountability. Through targeted needs assessments, cost modeling, and incentive programs, MiHIA is building a common understanding of the challenges and crafting actionable solutions. Grants to childcare providers are improving access and elevating quality, while

**We don't run the programs.
We make sure they run stronger,
smarter, and together.**

funding for employers is being used to pilot Michigan’s innovative Tri-Share program—an approach that splits childcare costs between employers, employees, and the state.

MiHIA’s strategic approach is not just about facilities and funding—it’s about creating a system where families thrive, businesses grow, and children are nurtured in safe, enriching environments. As the initiative gains momentum, Bay City is emerging as a model for how communities can respond to childcare challenges with innovation, collaboration, and heart.

Fresh Food Access in NEMI

In Northeast Michigan (NEMI), students are learning where their food comes from—and eating healthier because of it. The NEMI Healthy Food Initiative connects schools with local farms through Farm to School programs, bringing fresh produce and agricultural education into classrooms across the region. With \$284,870 in funding from the Michigan Health Endowment Fund and \$49,977 from the USDA Patrick Leahy Farm to School Grant Program, these projects strengthen local food systems, expand produce prescription efforts, and promote food access in rural communities.

MiHIA serves as the fiscal agent and played a key role in identifying the experts who lead its implementation. Their leadership created a Healthy Food for Northeast Michigan Health Network—made up of representatives from health care providers, senior centers, schools, farmers and growers, farmers markets, food policy councils, and others—to coordinate efforts across northeast Michigan to identify, pilot, and expand ways to support a healthy food environment. Sterling Area Health Center and Thunder Bay Community Health Service are among the key partners driving this initiative, bringing vital guidance and deep community engagement to the collaborative.

This project has also expanded programs that provide access to healthy, locally produced foods by partnering with the Michigan Farmers Market Association to increase the number of pop-up local food markets at senior centers, churches, schools, and food pantries in the region. By increasing participation in community supported agriculture programs, this project helps bring locally grown seasonal produce to convenient pickup locations.

Together, these efforts ensure that residents in rural northeast Michigan have access to fresh, locally grown produce while building stronger connections between farms, families, and classrooms. With continued investment, the NEMI Healthy Food Initiative is poised to reduce health disparities and create lasting impact across the northeast region.



We don't treat patients. We strengthen the systems that do.

Data-Driven Advocacy and Systems Change

ARM4Health

Managing medications can be overwhelming, especially for older adults juggling multiple prescriptions. Through the Achieving the Right Medications (ARM) for Health initiative, clinical pharmacists were integrated into primary care teams to improve safety, reduce risks, and support better health outcomes across the region.

Funded by a nearly \$500,000 grant from the Michigan Health Endowment Fund, with MiHIA serving as fiscal agent, ARM4Health united partners including Meijer, hospital pharmacies, CMU College of Medicine, and Great Lakes Bay Health Centers. Practitioners and care teams participated in sessions focused on safer prescribing and deprescribing, guided by the AGS Beers Criteria for adults 65 and older.

By embedding pharmacists into care teams, the program strengthened clinical decision-making and protected vulnerable populations from adverse drug events. The initiative offered clarity and confidence in managing complex medication regimens and laid the groundwork for smarter, safer prescribing practices across the region.

Patient Safety Taskforce

Hospital administrators from MyMichigan, McLaren, Covenant, Ascension, Great Lakes Bay Health Centers, and Sterling Area Health Center assembled with a shared goal: eliminating preventable harm and improving patient safety across the Great Lakes Bay Region. Under the banner of the Zero Harm

initiative, MiHIA's Patient Safety Taskforce facilitated a collaborative effort that transformed competition into partnership, uniting hospitals around a mission to reduce infections, falls, and other adverse events.

The taskforce convened leaders from employers and health systems to review LeapFrog patient safety grades and explore best practices. Together, they focused on four strategic pillars: reimagining primary care, optimizing electronic medical record (EMR) portals, strengthening emotional intelligence among care teams, and establishing a Learning Consortium.

Through the Learning Consortium, developed with LeapFrog and leading hospital systems, administrators engaged peers nationwide to learn how others reduced rates of CLABSI, CAUTI, and traumatic falls. These insights shaped a regional action plan presented to participating hospitals in February 2024.

MiHIA's role as convener catalyzed this cross-institutional effort, fostering a culture of shared learning and continuous improvement. Beyond improving patient outcomes, the initiative revealed a critical financial benefit: reducing preventable harm can save health systems millions annually in avoidable treatment costs, penalties, and extended stays. The strategies developed continue guiding hospitals in implementing safer practices and building more sustainable, high-performing care environments.



About Bloom: Thriving Together

Bloom: Thriving Together is the natural evolution of THRIVE (Transforming Health Regionally in a Vibrant Economy), a regional framework originally developed through a multi-sector collaborative convened by MiHIA. Like THRIVE, Bloom is not MiHIA's initiative alone, it is the culmination of collective efforts across sectors, organizations, and communities working together to build a healthier, more vibrant region.

In 2024, MiHIA facilitated listening sessions with more than 75 partner organizations to revisit and refine the goals of THRIVE. These conversations led to the development of Bloom's three focused impact areas:

- **Strengthening Families and Households**
- **Revitalizing Neighborhoods and Communities**
- **Optimizing Health and Care**

Each impact area is guided by a bold vision statement, co-created with regional partners to reflect the values, needs, and aspirations of our communities. Bloom aligns with the national movement Building the Will to Thrive Together, championed by the Rippel Foundation and The CaseMade, and represents our region's commitment to advancing health, well-being, and shared prosperity.

Bloom is more than a framework, it is a movement. It invites everyone to contribute to a future where families flourish, neighborhoods thrive, and health systems serve all with excellence and dignity.



Our Donors

A backbone organization's work is often quiet and behind the scenes, but its impact is transformative. Thanks to our donors' generosity, MiHIA has leveraged contributions to secure more than \$4 million in additional grant funding for the region. These vital gifts sustain our lean, largely virtual infrastructure, fuel early-stage program development, convene cross-sector partners, and unlock grants requiring matching funds. Because of this support, millions of dollars have flowed into our communities, most directly to local businesses and nonprofit initiatives improving lives across the region. Our donors are not just supporters; they are co-architects of a healthier, more resilient future.

Anchor Investors

MiHIA's ability to think boldly and act strategically is made possible by the unwavering support of our institutional partners. These organizations have provided multi-year funding or significant seed investments that empower us to plan ahead, build sustainable initiatives, and respond to emerging opportunities with agility. Their commitment allows us to move beyond short-term fixes and instead cultivate lasting solutions. We are deeply grateful for their continued partnership in driving collective impact forward.

Ascension Northern Ministries
Bay Area Community Foundation
CMU College of Health Professions
CMU College of Medicine
CMU Medical Education Partners
Covenant HealthCare
Delta College
Dow Foundation
Frank N. Andersen Foundation
Great Lakes Bay Health Centers
McLaren Bay Region
Midland Area Community Foundation
MyMichigan Health
Nickless Memorial Foundation
SVSU College of Health and Human Services
Wickson-Link Memorial Foundation

Collective Impact Champions

Behind every milestone MiHIA achieves is a network of dedicated individuals whose annual support fuels our mission. Their generosity is a powerful testament to the belief that meaningful change is only possible when we work together. We are truly grateful for their generosity.

Reverend Andreas Teich
Angelia Williams
Augustine Osagie, MD, MBA, MAS, FACP, SFHM
Brenda Coughlin, MD
Catherine Baase, MD
Reverend Craig Tatum
Dan Scheffer, MSPT, MTC
George Aultman
George Kikano, MD
Hurley Coleman, III
Jessica Yoder
Kathy Dollard
Madhura Mansabdar, MD
Marcia Mastracci Ditmyer, PhD, MBA, MS
Mary Greeley
Maureen Donker
Paul Berg, MD, MHA
Peter Cohen
Sandra Lindsey
Sarah Kile
Stacey Klump, MSN, BSN, RN
Tom Veverka, MD
Wayne Hofmann

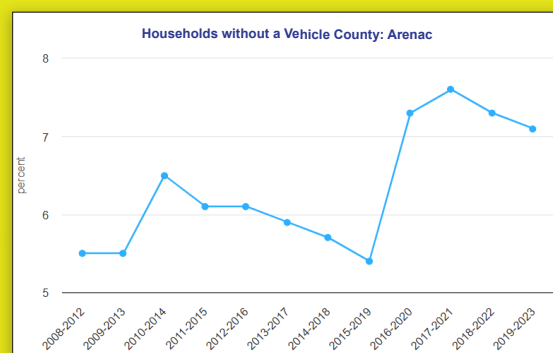
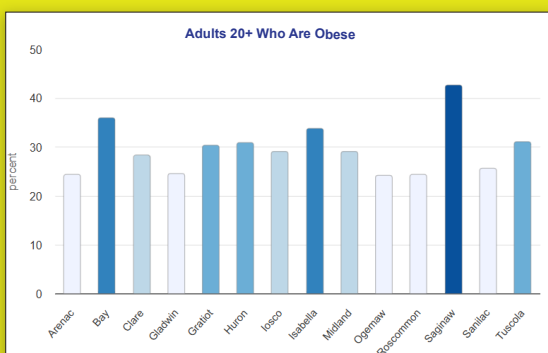
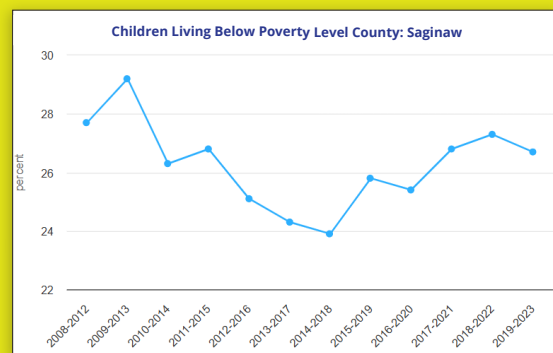
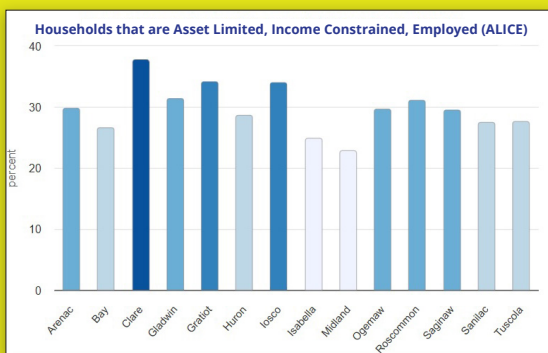
Data Matters

The Michigan Health Improvement Alliance (MiHIA) Health Dashboard, powered by Conduent, is a dynamic data platform designed to support changemakers across central and eastern Michigan. In these uncertain times, building capacity requires more than good intentions, it demands actionable data to identify significant barriers, track trends, and measure progress toward equitable outcomes.

MiHIA's Dashboard offers high-quality community health data, individualized county scorecards, and visual tools that empower users to make informed decisions, build compelling cases for support, and explore new funding opportunities. It serves as a foundation for strategic collaboration, enabling organizations to align efforts and amplify their impact.

MiHIA's Dashboard is more than a data repository, it's a catalyst for learning, alignment, and action. By integrating multiple data sets and fostering regional collaboration, it helps build the will and the way to create a thriving, equitable future for all.

Below are just a few examples of the many data snapshots that are at the fingertips of every resident in the region. It's data for us, by us! (<https://dashboard.mihia.org/>)



MiHIA Board and Staff

CHAIR

Marcia Mastracci Ditmyer, PhD, MBA, MS

Dean, College of Health & Human Services
Saginaw Valley State University

VICE CHAIR

Augustine Osagie, MD, MBA, MAS, FACP, SFHM

Senior Medical Director, Great Lakes/Mid-America,
CVS Health/AETNA

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Pastor, New Life Baptist Ministries

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VP Consulting Services/CFO, Covenant HealthCare

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VP of Sales and Marketing, Vantage Plastics

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MiHIA Chair Emerita, Community Volunteer

Paul Berg, MD, MHA

Senior Vice President & Chief Medical Officer,
MyMichigan Health

Hurley Coleman III

Executive Director, Saginaw County Community
Action Committee, Inc.

Kathy Dollard

Director of Behavioral Health Service Line,
MyMichigan Health

Maureen Donker

Executive Director, Reece Endeavor of Midland

Wayne Hofmann

Infrastructure Funding Director, Wade Trim

Sarah Kile

Director of Community and Partner Engagement,
Michigan 211

Stacey Klump, MSH, BSN, RN

VP of Patient Care & Chief Nursing Officer,
McLaren Bay Region

Nicole Luczak

President & CEO, United Way of Bay County

Brianna Lyons

Community Resource Coordinator & Contract
Administrator, Bay/Arenac DHHS

André Reed, MSHAL

Deputy Health Officer, Bay County Health
Department

Dan Scheffer, MSPT, MTC

SVP of Facilities and Construction, MyMichigan
Health

Reverend Andreas Teich

Community Volunteer

Angelia Williams

Senior Vice President, Great Lakes Bay Health
Centers

Jessica Yoder

Total Rewards Plan Manager, The Dow Chemical

MiHIA Team

Heidi Tracy

Chief Executive Officer

Alyson McCloy

Director of Operations

Nyesha Clark-Young

Director of Advocacy for Community Resilience

Heather Bauman

Director of Advocacy for Community Impact

John W. Fisk, PhD

Food Systems Consultant

Shanna Hensler

Substance Use Disorder Consultant

Mark Kato

Health Systems and Evaluation Consultant

Kristine Ranger

Food Systems Consultant

Lori Ziolkowski

Recovery Housing Consultant

Michigan Health Improvement Alliance

Unites leaders, builds capacity, and drives systems change. Through Bloom, we turn vision into action, securing millions, advancing well-being, and empowering communities. Together, we create health, resilience, and prosperity where every resident can thrive.

Your Support Builds the Future

MiHIA has leveraged contributions to secure more than **\$4 million in grant funding** for our region. These vital gifts fuel innovation, sustain our lean infrastructure, provide customized health data, and enable us to pursue funding that brings resources directly into our communities.

Now more than ever, we need your help to keep this momentum going. Scan the QR code to join us, your support builds the foundation for lasting change.



Professional Summary

Results-driven nonprofit leader, social justice advocate, and policy strategist with over a decade of experience in designing and implementing sustainable grassroots campaigns that meet people where they are. Josey combines strategic planning, coalition-building, and fundraising expertise with a lived commitment to equity and social justice. Deeply motivated by her own life experience, Josey is dedicated to removing barriers and expanding opportunity for those impacted by the criminal legal system, their families, neighbors, and the communities that surround them.

Experience

Great Lakes Expungement Network (GLEN) — Executive Director
Lansing, MI | 2021–Present

- Co-founded and led GLEN to leverage Michigan’s Clean Slate Act for systemic post-conviction relief.
- Designed and implemented sustainable, consistent programs that processed over 3,700 expungement applications.
- Recruited and contracted attorneys, drafted internal policies and eligibility SOPs, and built custom CRM and intake systems.
- Raised over \$900,000 just 3 years into a five-year fundraising plan, combining corporate gifts, community donations, and events.
- Transitioned the organization from volunteer-led to fully staffed in 2024, doubling service capacity.
- Built and staffed a governing board and scaled operations for long-term impact.
- Successfully integrated volunteers into high-volume legal support programs, maintaining quality of care and responsiveness without initial paid staff.
- Built a long-term, sustainable fundraising framework from scratch without traditional grant writing — relying instead on relationship-building, corporate gifts, and grassroots support.

Sons and Daughters United (SADU) — Founder & Executive Director
Lansing, MI | 2013–Present

- Developed and managed the only U.S. scholarship program exclusively for people with criminal records denied FAFSA access.
- Oversaw \$300,000+ in grants distributed to individuals with disabilities and system-involved families.
- Built coalitions with local businesses, community leaders, and advocacy groups to expand reach and services.
- Led public education campaigns and organized legislative advocacy efforts statewide. Founded a national nonprofit supporting families impacted by incarceration.

JOSEY B. SCOGGIN

Executive Director
Great Lakes Expungement Network
☎ 269-214-4495
josey@greatlakesexpungementnetwork.org

SKILLS

Strategic Planning
Program Development
Fundraising/Resource Development
Coalition-Building
Community Engagement
Policy Analysis
Advocacy
Project Management
Conflict Resolution
Excellent Written & Verbal Communication
Dependable
Punctual
High Productivity

Awards

2014 Pat Flynn Spirit of Relay, Relay for Life
2015 Activist of the Year, Collation for a Safer Michigan
2016 Emerging Leader Award, Crystal Trichome Awards
2019 Non-Profit of the Year, Hybrid.Life
2021 Non-Profit of the Year, The Gander
2022 Charity of the Year, MICIA
2023 Customer Satisfaction, 7Leaves
2024 Charity of the Year, 7Leaves

Disabled Youth Alliance of America — Policy Director

Remote | 2015–2020

- Directed national policy campaigns on healthcare, education, and housing for disabled youth.
- Authored policy briefs, reports, and toolkits to support legislative and public education efforts.
- Facilitated trainings, webinars, and events to raise awareness and mobilize advocates.
- Oversaw research projects and represented the organization in national coalitions.

Malakai Consulting — Director of Specialty Services

Lansing, MI | 2015–2017

- Coordinated services for clients with disabilities transitioning into employment or independent living.
- Created and led staff development programs focused on disability awareness and support strategies.
- Built partnerships with local agencies to expand client access to care and community resources.

MiLegalize — Volunteer Coordinator

Lansing, MI | 2014–2017

- Managed 6,000+ volunteers and organized community engagement across Michigan.
- Developed volunteer training manuals, organizational bylaws, and codes of conduct.
- Coordinated dozens of events and fundraising efforts, raising over \$1,000,000 in campaign support.

Coalition for a Safer Michigan — Regional Fundraiser

Lansing, MI | 2013–2018

- Planned and executed fundraising strategies to support local municipality reform initiatives across Michigan.
- Built partnerships with local businesses and community leaders to expand the coalition's donor base.
- Coordinated fundraising events, online campaigns, and donor outreach to boost visibility and engagement.

Training & Education

*Leaders for Equity & Social Justice:
Leadership*

*Understanding Set Aside Orders- 2021
and beyond: Michigan State Appellate
Defender Office*

*Defending Families, Protecting Futures:
The Frontlines of Defense Advocacy
Skills: Michigan State Appellate
Defender Office*

*Analysis of Michigan's New Clean Slate
Laws: Criminal Defense Attorneys of
Michigan*

*DUI Expungement in Michigan- A first
of its Kind. Cooley Law School*

Professional Achievements

Spearheaded the creation of Michigan's first comprehensive fee-free, community-led expungement support infrastructure, now used as a model for other states.

Designed trauma-informed, accessible services that center clients' lived experiences and reduce systemic barriers in legal relief processes.

Transitioned a passion project into a fully operational nonprofit with paid staff, compliance procedures, and institutional longevity — all without institutional backing.

Drafted and enforced ethical governance practices and accountability structures for board members and partner attorneys.

Developed and scaled a replicable model for post-conviction support that can be adapted for use in rural, underfunded, or formerly underserved communities.

Advocated for the inclusion of people with lived experience in policy design and decision-making spaces at both state and national levels.

Created one of the few grassroots expungement efforts in the U.S. that centers women, disabled individuals, and people excluded from traditional reentry programming.

Melissa Jekel

Grand Rapids, MI 49504

melissamjekel@gmail.com

+1 989 992 5332

Professional Summary

Dynamic leader with proven success driving growth, social equity, and compliance within Michigan's cannabis industry and nonprofit sector. Extensive experience managing multi-million-dollar sales portfolios, community investment initiatives, and regulatory strategy. Demonstrated expertise in expungement reform, data-driven research, and advancing equitable access to emerging markets. Recognized for building strong partnerships, leading high-impact programs, and aligning business success with community advancement.

Authorized to work in the US for any employer

Work Experience

Director of Data and Research

Great Lakes Expungement Network-Michigan

April 2025 to Present

- Lead data strategy, research initiatives, and impact evaluation for GLEN, Michigan's largest nonprofit dedicated to criminal record expungement and justice reform.
- Designed and implemented data collection systems to track expungement applications, service delivery, and statewide outcomes across all 83 Michigan counties.
- Produced impact reports, policy briefs, and funding proposals that have supported GLEN in securing resources to deliver over \$7 million in free legal services and complete 3,700+ expungement applications.
- Conducted research on barriers to expungement, criminal justice disparities, and cannabis industry equity to inform GLEN's programming, advocacy, and community engagement efforts.
- Managed organizational data integrity and reporting processes to ensure transparency and accountability to funders, partners, and the public.
- Collaborated with legal teams, community organizers, and policymakers to translate data into actionable strategies that advance GLEN's mission.
- Supported grant development through research-driven storytelling, quantitative analysis, and measurable outcome reporting.
- Advanced equity-centered research practices by integrating community feedback and lived experience into program evaluation and system improvement recommendations.

Customer Success Manager & Community Investment Lead

Franklin Fields-Lansing, MI

February 2021 to May 2025

Generated over \$1 million in METRC-tracked cannabis sales in 2024, managing a portfolio of 150+ client accounts to drive revenue growth and market expansion.

- Ranked among the Top 3 in Michigan for customer satisfaction, recognized for outstanding client service, retention, and relationship management.
- Identified and secured new business opportunities, expanding market share while deepening strategic partnerships within the cannabis sector.
- Developed tailored, data-driven solutions to align products and services with customer needs, maximizing value and client success.

- Spearheaded community engagement and investment initiatives, building partnerships with local businesses, vendors, and stakeholders to advance social equity and industry collaboration.
- Managed regulatory compliance, ensuring adherence to all Michigan Cannabis Regulatory Agency (CRA) and municipal requirements for licenses, filings, and operations.
- Created and oversaw a \$55,000 community investment portfolio, supporting projects and partnerships that promote local economic development and cannabis industry growth.

Budtender

The Botanical Company-Lansing, MI
October 2020 to February 2021

- Superior knowledge of the cannabis industry, including current policies on recreational and medical marijuana.
- Understand everything from how the plants are grown to oil-making and smoking devices, as well as the reaction to different types of cannabis.
- Along with customer service skills, strong listening skills. Able to interpret customers' needs and wants and translate that into the best product for them.
- Effective organizational abilities and ensure to record all products sold through the dispensary's tracking system.

PM Packaging Supervisor

Terrapin Michigan-Grand Rapids, MI
August 2020 to October 2020

- Supervise and participate in nightly packaging and shipping operations, demonstrating knowledge of department processes including correct operation of equipment and maintenance.
- Inventorying product for receiving in and shipping out of the Packaging Department.
- Utilize state and company mandated inventory tracking system.
- Confirm correct Metric tags and print Metric tags.
- Monitor quality control checks of product received, during processing and at final product.
- Consistently follow all state and company compliance pertaining to packaging and labeling regulations.
- Alert management to all and any department concerns including, product, staffing and equipment, as well as presenting solutions to the concerns.
- Ensure packaging and shipping associates follow sanitary procedures and policies set by the company and state departments.

Scheduling Coordinator

AdvisaCare Home Health Care-Grand Rapids, MI
October 2018 to April 2020

- Managed schedules for 150+ caregivers, ensuring 100% shift coverage for home health patients.
- Increased caregiver retention by 25% through streamlined scheduling and responsive conflict resolution.
- Optimized payroll operations, ensuring on-time and accurate payment for all employees while maintaining compliance with state and federal regulations.
- Led recruitment and hiring efforts, conducting 50+ caregiver interviews per month to meet patient demand.
- Reduced scheduling errors by 30% by implementing a more efficient tracking system for caregiver availability.
- Served as the primary liaison between caregivers and clients, handling high-volume scheduling and urgent staffing adjustments.
- Conducted new caregiver orientations and training sessions, ensuring high standards of patient care.
- Provided 24/7 on-call support, addressing urgent client needs and resolving caregiver schedule conflicts.

Care Services Coordinator

The ALS Association Michigan Chapter-Grand Rapids, MI
June 2016 to April 2018

- Advocated for 200+ ALS patients, securing vital healthcare resources, adaptive equipment, and in-home care solutions.
- Led statewide awareness initiatives, coordinating events that reached 1,000+ participants, including policymakers and community leaders.
- Built partnerships with healthcare providers and legislators, successfully expanding funding opportunities for ALS patient support programs.
- Planned and facilitated four monthly ALS support groups across Michigan, improving patient and caregiver access to vital resources.
- Launched a patient navigation program, streamlining resource access and improving care coordination for ALS patients.
- Influenced legislative efforts, networking with policymakers to advocate for expanded ALS research and healthcare policies.

Customer Service Lead Representative

Carelinc Medical Equipment-Grand Rapids, MI
December 2015 to June 2016

Responsibilities Included:

- Assisting walk-in customers with product purchase and demonstrations.
- Answering requests for product information and general questions.
- Responding to customer and or referral source for equipment and supplies.
- Arrange for delivery/setup of equipment. Which includes recording customer information, verifying insurance and coverage, selecting correct equipment or supplies and verifying delivery information.
- Created an in depth customer service training manual as well as trained new customer service staff.
- Certified Custom Jobst and Solaris compression garment fitter as well as diabetic shoes and inserts.

Rehab Sales Coordinator

Carelinc Home Medical-Grand Rapids, MI
September 2014 to December 2015

Responsibilities Included:

- Help patients in acquiring the proper documentation for insurance coverage of rehab equipment.
- Answering requests for product information and general questions about rehab equipment.
- Submitting for prior authorizations with insurance for rehab equipment.
- Scheduling appointments for Assistant Technology Professionals.
- Customer follow up for new rehab equipment placed.

Customer Service Representative

Carelinc Home Medical-Grand Rapids, MI
May 2012 to September 2014

Responsibilities Included:

- Assisting walk-in customers with product purchase and demonstrations.
- Answering requests for product information and general questions.
- Responding to customer and or referral source for equipment and supplies.
- Arrange for delivery/setup of equipment. Which includes recording customer information, verifying insurance and coverage, selecting correct equipment or supplies and verifying delivery information.
- Created an in depth customer service training manual as well as trained new customer service staff.
- Certified Custom Jobst and Solaris compression garment fitter as well as diabetic shoes and inserts.

Customer Service Representative

Airway Oxygen-Grand Rapids, MI

April 2008 to May 2012

Responsibilities Included:

- Assisting walk-in customers with product purchase and demonstrations.
- Responding to customer and or referral source for equipment and supplies.
- Arrange for delivery/setup of equipment. Which includes recording customer information, verifying insurance and coverage, selecting correct equipment or supplies and verifying delivery information.
- Certified Custom Jobst and Solaris compression garment fitter as well as diabetic shoes and inserts.
- Download threw IDS or Prof ox all of the overnight Oximetry's fax and follow up with physician's office for new oxygen orders.

Home Health Care Aide

Health Care Associates-Grand Rapids, MI

December 2006 to March 2012

Home Health Aid

Responsibilities Included:

- Assists clients with personal care activities including showering, personal care, and bowel programs, simple wound care, positioning, transfers and ambulation, patent cathing, administering medications, preparing meals and light housekeeping.
- Assist clients with range of motion, strength training activities and therapy sessions.

Systems Specialist

Konica Minolta-Albin-Grand Rapids, MI

October 2005 to January 2007

- Generated consistent monthly sales wins, earning Rookie of the Month (Dec 2005) and ranking as Top-Producing Specialist for 6 consecutive months.
- Identified sales opportunities through territory analysis, creating action plans that drove 20%+ revenue growth in underperforming accounts.
- Developed and implemented a territory-wide coverage strategy, ensuring engagement with 100% of key prospects and boosting client retention.
- Built long-term B2B relationships through personalized communication and tailored solutions, enhancing customer loyalty.
- Designed and delivered targeted marketing collateral and outreach campaigns, increasing lead conversion rates.

Event Coordinator

Bavarian Inn Restaurant-Frankenmuth, MI

May 2004 to October 2005

- Planned, marketed, and executed private parties, banquets, and special events from initial inquiry through event completion.
- Managed event operations, including scheduling, billing, reservation tracking, and client communications to ensure seamless guest experiences.
- Oversaw event logistics, including venue setup, table arrangements, décor, entertainment coordination, and food & beverage service to meet client specifications.
- Entered client information into the event management database to track upcoming events and maintain accurate records.
- Prepared detailed weekly event reports to align operational teams and ensure proper room setups, timely vendor coordination, and flawless execution.

Information Specialist

Saint Mary's Medical Center-Saginaw, MI

August 2001 to December 2002

- Provided user security administration, including password resets, new user account creation, and access management across GroupWise, AS-400, Kronos, Omni Buyer, TPX, NT, and Novell systems.
- Created and maintained login scripts to streamline user access and system functionality.
- Served as Technical Liaison for Omni Buyer, providing troubleshooting, user support, and system coordination.
- Documented and resolved technical issues through the Infra ticketing system, ensuring timely response and resolution of user-reported problems.
- Triaged technical issues by urgency, escalating to appropriate teams and dispatching field technicians as needed.
- Maintained and supported 25 Zebra thermal label printers to ensure consistent operational performance.
- Generated company-wide reports via the Bundy program and provided ongoing Help Desk performance reporting to management.
- Assisted with scheduling, preparing materials, and conducting IT training to improve staff system proficiency and adherence to best practices.

Administrative Assistant

Saint Mary's Medical Center-Saginaw, MI
November 1999 to August 2001

Designed and maintained an Access database to track and report physician medical record delinquency, improving data accuracy and accessibility.

- Entered and managed monthly physician delinquency data, ensuring timely and reliable reporting.
- Generated monthly delinquency reports to support compliance with medical record standards and organizational policies.
- Created and maintained charge codes for medical software, accurately reflecting products and services used for billing and reporting purposes.
- Managed the transfer and migration of legacy data to a new MRI database system, including setup, maintenance, and error resolution to ensure system integrity.

Credentialing Clerk

Saint Mary's Medical Center-Saginaw, MI
June 1999 to November 1999

Processed all physician credentialing paperwork to ensure acceptance by insurance providers and network participation.

- Maintained and updated physician contracts and credentialing records to comply with regulatory and insurance requirements.
- Developed and managed a credentialing database to track physician credentials, enrollment statuses, and re-credentialing due dates, improving efficiency and reducing lapses.

Education

Badge in Cannabis Compliance and Risk Management

Northern Michigan University-Remote
June 2024 to March 2025

- Completed a cross-disciplinary program focused on cannabis compliance, risk mitigation, and regulatory strategy for commercial cannabis operations.
- Developed expertise in applying the Cannabis Risk Management Framework to identify, assess, and mitigate risks within cultivation, processing, retail, and ancillary sectors.
- Gained comprehensive knowledge of compliance best practices, regulatory requirements, and operational safeguards essential to succeeding in Michigan's fast-evolving cannabis industry.

- Prepared to serve as an in-demand compliance professional equipped to navigate licensing, reporting, product traceability, and risk management challenges in the legal cannabis market.

Associates in Arts

Delta College-University Center, MI

Bachelor of Business Administration in Management/Management Information Systems

Northwood University-Midland, MI

Skills

- Patient Care
- Customer Service
- Microsoft Windows
- Product Demos (10+ years)
- Front Desk
- Meeting Facilitation
- Home Health
- Operating Systems
- Coordination
- Visio
- Home Care

Certifications and Licenses

Michigan State Notary

October 2012 to October 2027

Michigan State Notary expires Oct 31, 2027

Chauffeurs License

Groups

Diversity, Equity & Inclusion Workgroup Member Cannabis Regulatory Agency

September 2024 to Present

Collaborated with agency leaders and external equity advocates to shape DEI policies and guidelines for Michigan's legal cannabis framework.

- Contributed to the development of inclusive regulatory standards—addressing licensing equity, community reinvestment, and mindful packaging and marketing.
- Supported the launch of equity-first programs for underrepresented entrepreneurs, including review criteria for social equity applicants and barrier reduction strategies.
- Organized stakeholder roundtables and listening sessions to integrate feedback from communities disproportionately impacted by cannabis prohibition.
- Co-created internal DEI training modules for agency staff, enhancing cultural competency, bias awareness, and equitable decision-making.

- Assisted in the formulation of transparent metrics and reporting tools to track progress on DEI objectives within licensing, enforcement, and community outreach.
- Advocated for ongoing learning through inclusive leadership sessions, best practices sharing, and iterative feedback loops with equity partners.

Community Influencer

July 2024 to June 2025

Served as a trusted local advocate and liaison between MDHHS and diverse Michigan communities to advance social determinants of health (SDOH) initiatives.

- Identified and elevated pressing needs around housing, food security, transportation, and access to healthcare by engaging directly with residents and local organizations.
- Facilitated multi-sector partnerships—including public health, education, nonprofit, and business stakeholders—to co-create localized strategies for SDOH challenges.
- Amplified MDHHS campaigns through social media, community events, and local media, boosting public participation by X% and improving community awareness of health equity programs.
- Led neighborhood-level focus groups and listening sessions that informed state-level policy recommendations and resource allocation.
- Provided culturally responsive outreach and materials to reach marginalized populations, ensuring inclusive engagement that reflected community realities.
- Tracked impact metrics on community engagement and program reach, delivering data-driven insights to MDHHS leadership for continual improvement.

Volunteer- Great Lakes Expungement Network (GLEN)

March 2022 to April 2025

Supported GLEN's mission to eliminate barriers caused by criminal records by assisting with expungement clinics, legal intake, and community outreach.

- Provided hands-on support to individuals navigating the expungement process, ensuring access to free legal resources across Michigan.
- Assisted with event logistics, including record expungement events, cannabis community fundraisers, and educational workshops.
- Promoted public awareness of expungement opportunities through outreach, social media, and partnership events.
- Contributed to GLEN's statewide impact, helping the organization complete thousands of expungement applications and expand services to all 83 Michigan counties.

Client Coordinator and Board Member

July 2018 to December 2024

- Created applications and application process for all of Sons and Daughters United grant programs.
- Meet with board members to discuss applications and how we will proceed and update applicant.
- Fundraising events and donor engagement.
- Assist with social media postings as needed.

Scholarship Attendee - Drug Policy Reform Conference National Drug Policy Reform Conference

October 2023 to October 2023

Selected for a competitive scholarship recognizing leadership and commitment to transformative drug policy reform.

- Engaged with policymakers, researchers, community advocates, and practitioners in deep-dive sessions on harm reduction, sentencing reform, legalization, and public health approaches.
- Contributed to roundtable discussions and breakout workshops focused on equity, systemic bias, and community-centered policy alternatives.
- Developed a network of cross-sector professionals, fostering ongoing collaboration and action opportunities in state and local drug policy advocacy.

- Synthesized key learnings into a personal action plan, driving awareness campaigns or policy briefings tailored to impacted communities.

Scholarship Attendee - Drug Policy Reform Conference National Drug Policy Reform Conference - St Louis, MO

June 2019 to June 2019

Selected for a competitive scholarship recognizing leadership and commitment to transformative drug policy reform.

- Engaged with policymakers, researchers, community advocates, and practitioners in deep-dive sessions on harm reduction, sentencing reform, legalization, and public health approaches.
- Contributed to roundtable discussions and breakout workshops focused on equity, systemic bias, and community-centered policy alternatives.
- Developed a network of cross-sector professionals, fostering ongoing collaboration and action opportunities in state and local drug policy advocacy.
- Synthesized key learnings into a personal action plan, driving awareness campaigns or policy briefings tailored to impacted communities.

Publications

Cannabis Regulatory Agency Workgroup Effectiveness of Social Equity Program

https://drive.google.com/file/d/1mluoJV2BzAJfJ_69zxn0MdbIThc5iC1a/view?usp=drivesdk

January 2025

Collaborated with the CRA's DEI Workgroup to assess and strengthen Michigan's Social Equity Program for cannabis licensees and applicants impacted by prohibition.

- Served on the Social Equity Program Effectiveness Subcommittee, tasked with evaluating program impact, identifying funding barriers, and developing policy recommendations.
- Conducted statewide outreach to Social Equity participants, securing interviews with 22 individuals to gather qualitative data on program experiences, challenges, and access to resources.
- Analyzed feedback to assess program alignment with its goals of supporting communities disproportionately harmed by cannabis criminalization.
- Co-authored a formal report to the CRA detailing key findings, systemic gaps, and actionable recommendations to increase transparency, funding access, and regulatory inclusivity.
- Contributed to policy development aimed at addressing perceived unfair treatment and improving relationships between Social Equity applicants and the CRA.
- Advanced strategies to integrate equity considerations across Michigan's cannabis regulatory framework through inclusive, data-informed approaches.

Additional Information

Skills

Excellent customer service skills. Extensive computer skills, experience in programs such as Windows 2000, XP & NT. Microsoft Office, Outlook, Visio, Champs and SMS. Other skills include keyboarding, public speaking, telephone, fax machine, organization, leadership and problem solving skills. State of Michigan notary and Michigan chauffeurs license.

Blanca M. Stafford

2117 Dearborn Avenue
Kalamazoo, Michigan 49048
(269) 760-3886
blanca@greatlakesexpungementnetwork.org

CAREER HISTORY

GREAT LAKES EXPUNGEMENT NETWORK

DIRECTOR OF INTAKE 2021-PRESENT

-Leads intake coordination for free legal expungement services throughout the great lakes area. Streamlined case management and client communication systems. Collaborates with attorneys, courts, and advocacy partners.

Premier Hemp Company

Store Manager 2017-Present

Kalamazoo, Michigan 49008

855-420-8100 / (269) 459-4420

-Supervised staff and sales operations.
Educates customers on holistic wellness.

Michigan Holistic Health

Office and Clinic Manager 2014 - Present

Kalamazoo, Michigan 49008

855-420-8100 / (269) 459-4420

-Oversees daily operations of medical cannabis clinic. Manages patient scheduling, records, and compliance.

THE REDEMPTION FOUNDATION

Intake Director September 2022-May

2024 -Developed outreach strategies for expungement events. Assisted hundreds of individuals through the legal relief process.

The Fountains at Bronson Place

Certified Nurse's Assistant 2002-2013

Kalamazoo, Michigan

(269) 382-3546

-Delivered compassionate care to elderly residents. Supported patient hygiene, mobility and daily activities of living.

Sisters of St. Joseph

Dietary Services, Housekeeping, and Laundry 1998-2002

Nazareth, Michigan 49048

(269) 344-5408

- Provided Facility support services with attention to detail and respect across multiple departments.

Education

Kalamazoo Valley Community College

Kalamazoo, MI

Associate's Degree

Law Enforcement & Criminal Justice 2008

Volunteer History

NORML

Michigan Chapter 2015 - 2018

Sons and Daughter United

2016 - present

Activities Assistant

Borgess Nursing Home

(Borgess Gardens) 2000 - 2009

Best Buddies

Western Michigan University Chapter
1999- 2002

Teacher's Assistant-

Northeastern Elementary School

Kalamazoo, Michigan

September 2000 - June 2001

REFERENCES

-**Patrick Lawson** (269) 806-8063

Metal Shop Manager

Bel-Air Heating & Cooling

Portage, Michigan

- **Dr. David Crocker** (269) 873-7059

Owner - Michigan Holistic Health &
Premier Hemp Company

Kalamazoo, Michigan

- **Karina Sheldon** (269) 804-9656

Center Supervisor

CSL Plasma

Lansing, Michigan

HEIDI L. TRACY

NONPROFIT EXECUTIVE

914 Watson Road, Mount Pleasant, MI 48858 | (740) 707-0132 | htracy125@gmail.com

TRANSFORMATIONAL EXECUTIVE LEADERSHIP | ORGANIZATIONAL STRATEGY

Strategic and visionary executive with over 30 years of experience leading transformative change across higher education, nonprofit organizations, and community development. Known for stepping into complex environments to build and restructure organizations that are mission-aligned, sustainable, and equity-centered. Recognized for enhancing institutional visibility, strengthening governance, and securing record-breaking philanthropic support. Leaves behind more agile, trusted organizations with increased capacity, improved compliance, and deeper stakeholder engagement.

CORE COMPETENCIES

- Organizational Turnaround & Restructuring
- Board Governance & Risk Mitigation
- Strategic Planning & Execution
- Fundraising & Advancement Strategy
- Cross-Sector Collaboration
- Equity & Policy-Focused Philanthropy
- Stakeholder Engagement & Communications
- Campaign Management & Donor Relations

PROFESSIONAL EXPERIENCE

Chief Executive Officer

Michigan Health Improvement Alliance – Freeland, MI | Dec 2021 – Present

Transformed a regional health collaborative into a high-performing backbone organization by restructuring its governance model, strengthening board engagement, and aligning diverse stakeholders around a common mission. Implemented data-informed strategies that enhanced the organization’s credibility and operational effectiveness in improving community health outcomes. The systems and partnerships established continue to support measurable progress in population health, community development, and long-term regional well-being.

Vice President for Advancement | Nov 2009 – Oct 2021

Central Michigan University – Mount Pleasant, MI | Oct 2019 – Oct 2021

Texas Woman’s University – Denton, TX | June 2015 – April 2018

Otterbein University – Westerville, OH | Nov 2009 – May 2015

Provided strategic direction and operational rigor to advancement divisions at three universities, each of which achieved record-setting fundraising results.

- At **Central Michigan University**, led a comprehensive reorganization that increased efficiency and output despite a 21.5% budget reduction, while ensuring full legal compliance—reforms that continue to underpin the division’s success.

- At **Texas Woman’s University**, rebuilt the Division of Advancement more than 15 years without a formal departmental structure. Revitalized operations, restructured the foundation board, and doubled contributions—laying the groundwork for a comprehensive campaign and a sustainable, high-performing fundraising model, which resulted in the institution reaching its campaign goal of \$100 million a year ahead of schedule.
- At **Otterbein University**, designed and launched the university’s first successful comprehensive campaign in more than 20 years. Strengthened board governance, introduced a cohesive brand strategy, and significantly raised the university’s national profile—initiatives that enhanced donor engagement and institutional reputation well beyond the tenure of this role.

Executive Director

Texas Woman’s University Foundation – Denton, TX | June 2015 – April 2018

Unified three financial entities under a single foundation structure, rewriting bylaws and instituting governance and investment policies that restored stakeholder confidence and ensured compliance. The \$18 million endowment growth and \$30 million asset increase achieved during this period laid a durable financial foundation that continues to support the university’s mission. The Foundation’s assets as of March 2025 were \$167 million.

Assistant Vice President for Individual Giving

Carnegie Mellon University – Pittsburgh, PA | Aug 2006 – Oct 2009

Revitalized a stagnating donor pipeline by implementing a strategic prospect management system and a customer-focused annual giving model. These innovations reversed donor attrition and increased major gift acquisition—systems that remain embedded in the university’s fundraising infrastructure.

Director for Major Gifts & Assistant Dean for Development

Ohio University – Athens, OH | Aug 1995 – July 2006

Secured over \$50 million in philanthropic support, including a landmark \$15 million naming gift. Created the Dean’s Advisory Council and led the university to its most successful fundraising year at the time. The structures and relationships built during this tenure continue to support the university’s development efforts.

Executive Assistant to the Mayor

City of Brook Park – Brook Park, OH | May 1993 – Aug 1995

Modernized the mayor’s office operations and developed community engagement programs that strengthened public trust. Played a key role in securing economic development funding that catalyzed local business growth.

Grant Development Coordinator

Logan County Office of Education – Bellefontaine, OH | April 1990 – May 1993

Achieved a 78% grant success rate and founded a multi-agency task force to address youth risk factors. The collaborative model developed became a blueprint for future countywide initiatives.

Independent Consultant

HLTracy Consultants | April 2018 – Present

Provides strategic counsel to nonprofits and educational institutions during periods of transition or growth. Known for building capacity, clarifying strategy, and preparing organizations for long-term success. Clients have included Pittsburgh Opera, Purdue Alumni Association, Duquesne University and the Asher Foundation for Innovation and Entrepreneurship.

EDUCATION

Ohio University, E.W. Scripps School of Journalism – Athens, OH

Bachelor of Science in Journalism

Concentration: Public Relations | Specialization: Political Communication

Harvard University, Graduate School of Education – Cambridge, MA

Institute for Educational Management Certificate



GREAT LAKES
Expungement
NETWORK

October 9, 2025

To Whom It May Concern,

On behalf of GLEN (Great Lakes Expungement Network), I am writing to express our strong support for the Michigan Health Improvement Alliance (MiHIA) and their application for [insert grant name]. MiHIA is a trusted backbone organization serving 14 counties across central and eastern Michigan, known for its leadership in advancing health equity and economic opportunity through collaborative, data-informed strategies.

GLEN and MiHIA share a commitment to addressing barriers to economic wellbeing—such as criminal record expungement—which are recognized as critical social determinants of health. Our partnership was formed around a mutual understanding that expanding access to expungement services in the Great Lakes Bay Region would directly support the region's strategic goals for health and prosperity.

As part of this collaboration, GLEN is committed to providing its no-cost expungement services to at least **75 individuals** in the Great Lakes Bay Region. We believe this effort will significantly enhance MiHIA's initiative by removing legal barriers to employment, housing, and stability—key factors in improving long-term health outcomes.

GLEN fully supports MiHIA's grant application and looks forward to deepening our partnership to create a more equitable and thriving future for Michigan residents.

Sincerely,

Josey Scoggin
Executive Director
Great Lakes Expungement Network
269-214-4495

Your Fresh Start Begins Here.
www.GreatLakesExpungementNetwork.org

Clean Slate Collaborative Budget

Eligibility through iCHAT	\$10 per applicant = \$1500	We are estimating 150 will be interested in this event, but not all will be eligible for expungement. On average 50% are eligible for expungement.
Fingerprinting with MSP	\$10-\$20 per applicant = \$1500	Fingerprinting is only needed if they qualify for expungement.
Pulling of proper documentation like the certified copy of conviction doc from the courthouse (pre-registrations)	\$10-\$15 per document = \$1000-\$3000	We would like to pay for certified documents on behalf of the applicants.
Printing & copying of proper documentation & resource packets	\$500	
Mailing Material - Stamps & Envelopes	\$1,000	We would like to have stamped and labeled envelopes for applicants to mail appropriate documents off easily.
Background Checks through MSP	\$50 per applicant = \$3,750	
Legal Aid	\$500 per full expungement through GLEN = \$37,500 for 75 full expungements	GLEN will charge us \$500 per full
Indirects	\$4,875	Deminus 10%