A Community Mental Health / Developmental Disabilities / Addictive Diseases Program

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NEW HORIZONS BEHAVIORAL HEALTH
BOARD OF DIRECTORS
BOARD MINUTES
2100 Comer Avenue -New Horizons Training Room
Columbus, Ga 31906

Date of Meeting: August 10, 2026

Members Present: Damon Hoyte, Ed Harbison, Terry Edwards, April Hughes, Karen Bussey, Laverne Chaffin, Linda McElroy, and Arcola Scott

Staff Present: Andrea Winston, Denise Wade, Susan Gallagher, Sherry Raya, Molly Jones, and Lisa Dionne.

CALL TO ORDER: Board Chair Damon Hoyte called the meeting to order at 3:36 PM. A quorum was established at that time.

RECOGNITION OF GUEST(S) ATTENDING TODAY'S MEETING: Nick Garcia, Attorney, and Valona Baldwin, DBHDD Regional Services Administrator.

TEAM MEMBER RECOGNITION: Andrea Winston, former CEO, was presented with an appreciation plaque for her service as CEO from 2014-2026.

*__SECRETARY'S MINUTES:__ M/S/P Terry Edwards/ Arcola Scott to approve the minutes of June 8, 2026, Board approved.

*__EXECUTIVE SESSION MINUTES:__ M/S/P Terry Edwards/ Arcola Scott to approve the Executive Session Minutes from June 8, 2026, Board approved.

NOMINATE/VOTE ON BOARD SECRETARY: Mr. Hoyte nominated Laverne Chaffin for Board Secretary. M/S/P Terry Edwards / Arcola Scott, to approve the nomination, Board approved.

***RESOLUTION APPROVAL**:

DBHDD Contract: M/S/P Terry Edwards/ Arcola Scott, Board Approved.

Banking Resolution: M/S/P Terry Edwards/ Laverne Chaffin, Board Approved

All Other Contracts Resolution: M/S/P Arcola Scott/ Terry Edwards, Board Approved.

FINANCIAL REVIEW: The Board Financial Review focused on May and June financial results, cash on hand, a CCBHC financial recap, and the proposed FY27 budget.

For May, revenue totaled $2.84 million, bringing year-to-date revenue to $21.57 million. Overall revenue was approximately 6% below budget, although Medicaid Fees and Grant-In-Aid Fee-for-Service revenue exceeded expectations due to the impact of the PPS rate.

Through May, the organization reported a year-to-date negative margin of $515,089, while still generating a positive monthly margin. The Finance Team projected that FY26 would finish at approximately break-even. Expenses remained slightly below budget, and leadership continued efforts to improve collections and service utilization across the agency. The May net position was $12.83 million.

It was noted that actual FY26 revenue finished 3% below budget, representing a variance of approximately $732,831. The Data indicated that an additional 412 unduplicated visits per month from January through June would have been sufficient to achieve the budgeted revenue target. Budgeting was complicated by mid-year contract adjustments associated with the PPS rate implementation.

Despite these challenges, FY26 concluded positively. Both revenues and expenses came in at 97% of budget, resulting in a positive year-end margin and an ending net position of $12.95 million.

The organization also reported a strong liquidity position, as illustrated by the day-cash-on-hand analysis.

A review of the first six months under the PPS rate indicated that CCBHC revenue currently does not fully reflect individual program performance. Financial and productivity metrics continue to be refined to provide a more accurate view of program-level performance and that overall CCBHC services remain supported by PPS revenue.

The presentation reflected operational challenges facing several service lines. IDD Services are adapting to new DBHDD community integration requirements and increased market competition, while Transportation Services continue to face financial pressure because CMS rules no longer allow transportation costs to be allocated across the agency as a shared expense. Opportunities to improve Medicaid and contract billing for transportation activities are being explored.

***FY27 ANNUAL BUDGET**: Management presented the proposed FY27 Annual Operating Budget, with total projected revenues and expenses balanced at $25,924,712. The budget assumes stable waiver and federal funding revenue, a reduction in Core Contract revenue, and increases in Coordinated Transportation and non-PPS revenue. Salary and fringe expenses are expected to increase due to new hires and market-rate implementation initiatives, while technology expenses are expected to increase as aging computer software and hardware are replaced.

Management anticipates a modest increase in the number of individuals served during FY27, driven by the continued development of the Rural Services Initiative in the Southern Counties, growth in Harris County services, increased services targeting the 20 to 34-year-old adult substance abuse disorder population, and growth in court-ordered services (AOT). The Board reviewed the proposed budget, including the underlying revenue and expense assumptions and anticipated growth in services.

Budget proposed for FY27 is 25,924,712. M/S/P Terry Edwards/ Arcola Scott to approve the FY27 Budget, Board Approved.

GRANTS UPDATE: Applications have been submitted for the ESG programs, including Hotel/Motel, Homeless Prevention, and Rapid Rehousing, as well as PSH (Permanent Supportive Housing) and SS (Support Services).

The new PSH grant year began April 1, 2026, and will run through May 31, 2027.

The current SS grant ended June 30, 2026, and the new grant period began July 1, 2026.

The current ESG grant period will end September 30, 2026, with the new grant period beginning October 1, 2026.

CCBHC UPDATE: Denise reviewed Unique Daily Visit performance for the first six months of FY26. Total visits for the period were 21,724, compared with a cumulative target of 27,664, resulting in an overall shortfall of 5,940 visits.

The overall average was approximately 237 visits per business day, compared with the daily target of 256.2 visits.

Denise discussed ongoing efforts to increase UDV and reviewed upcoming deadlines, including the Community Needs Assessment update and Staffing Plan, both due August 15, 2026. She also noted that the Updated Cost Report is due September 30, 2026

BOARD VACANCIES: With the departure of Sandra Gill and Nancy Schroeder from the Board, Denise and Board Chair Mr. Hoyte encouraged Board Members to recommend community leaders with lived experience to fill the vacancies. Currently there are four vacancies on the Board

STRATEGIC PLANNING RETREAT HIGHLIGHTS: Denise provided an update on several key strategic initiatives discussed during the retreat, including the development of new uniform Board By-Laws by DBHDD, which are expected to be established by DBHDD December 2026. She also discussed the development of standardized Board Member training through DBHDD, as well as the Community Service Board (CSB) vision and key performance indicators (KPIs).

The role and future direction of the GACSB Association, including the proposed restructuring of its committees, was discussed. As part of these efforts, GACSB is developing a new logo and website, with the new website scheduled to launch on August 24, 2026.

DEVELOPMENT, MARKETING, AND PUBLIC RELATIONS: Susan announced that Marketing and Community Relations Specialist Chloe Landreth departed New Horizons in July to pursue a teaching career with the Muscogee County School District at Eddy Middle School. Board members expressed appreciation for Chloe's contributions to New Horizons and wished her continued success in her new career.

Board members were encouraged to attend Recovery on the River, which will be held at Woodruff Riverside Park on September 4, 2026, from 6:00 p.m. to 8:00 p.m. The event will recognize National Recovery Month and will include individuals sharing their recovery stories, along with food trucks and live music.

ANNOUNCEMENTS:
Commissioner Tanner and CEO Jade Benefield will visit New Horizons on Monday August 17, 2026, starting at 9am.

A Direct Support Professionals Proclamation will be presented to I/DD staff on September 8, 2026.

PUBLIC COMMENTS: Valona Baldwin announced that the GA Recovers bus tour will stop in Columbus, Ga. September 5, 2026, at the Columbus Clingstones Baseball Game from 4pm-8pm. This stop will feature the recovery bus as part of the game, offering a public celebration of recovery in the community.

***ADJOURNMENT**: At 4:22pm M/S/P Terry Edwards/Linda McElroy to adjourn the meeting, Board Approved.

Damon Hoyte
Board Chair