



Arbor Circle Board Meeting
Thursday, January 11, 2024 Noon – 1:30 PM
1560 Leonard St. NE; Grand Rapids, MI 49505
Microsoft Teams option
[Click here to join the meeting](#)

- A. Call to Order, Welcome and Announcements – Freeman
 - Donor thank you cards
 - Board Resource Portal – www.arborcircle.org/board-resources
- B. Approval of Agenda – Freeman
- C. Approval of Board Meeting Minutes of December 14, 2023 – Freeman
- D. Program Presentation – Sheppard
- E. Finance Report – Brill
 - 1. Review and Approval of November 2023 Financial Statements
 - 2. Presentation – Finance Overview
- F. Committee Reports
 - 1. Exec. and Finance – Freeman
 - 2. Governance – Farrell-Cole
 - Board Participation and Self-Assessment Survey Results – Sieplinga/
Truss
 - 3. Community Engagement and Events – Thomas/Burden Hill
 - 4. Development – Freeman
 - 5. Facilities – No report
 - 6. Investment – No report
 - 7. Audit – Karhoff
- G. Other Business
- H. Next Meeting: February 8, 2024, 12-1:30pm; 1560 Leonard NE
- I. Meeting Feedback and Adjournment – Freeman



Arbor Circle Board Meeting
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LEO Conference Room, 1560 Leonard St NE
Meeting Minutes

Board Members Present via Teams: Regina Hill, Mandice McAllister.

Board Members Present in Person: Patty Farrell-Cole, Judy Freeman, Carlos Pava, Pujita Sieplinga, Elliot Talen, B. Donta Truss.

Staff Members Present: Janelle Burden Hill, Marie Brill, Enid Gaddis, Kristin Gietzen, Taylor Greenfield, Susan Sheppard, Leah Walton, Claire Morrison, Danielle Hunter, Leigh Moerdyke, Crystal Park.

Board Members Absent: Sonya Hughes, Brett Karhoff, Sue Mason, Mark Nettleton, Kelley Root, Gwendolyn Thomas.

A. Call to Order, Welcome and Announcements

Judy Freeman called the meeting to order at 12:04pm.

Kristin reminded Board members of the Ready by Five advocacy letter, and encouraged those who are Kent County residents to send letters of support to their County Commissioners.

B. Approval of Board Meeting Minutes of November 9, 2023

Minutes were reviewed but we awaited quorum to be established before formal approval. Once established the vote occurred.

B. Donta Truss moved and Elliot Talen supported Board approval of November 2023 Meeting Minutes. The Board approved and the motion carried.

C. Program Presentation: Prevention & Advocacy/Great Start to Quality

Susan introduced us to Leigh Moerdyke – Program Director of the Prevention and Advocacy Division, and Crystal Park - Resource Center Director for the Great Start to Quality Western Resource Center. Leigh presented on the division as a whole, sharing that the purpose of the division is to foster a healthier, safer community by addressing substance use, mental health, and child abuse through prevention and advocacy initiatives. The division goals are to reduce youth substance abuse; prevent child abuse and neglect; improve community thriving and resilience; and build community capacity. Types of programs and target populations served through this division include school based, after school, and youth leadership programming; parent and adult skill building through group classes, presentations, and support; coalition work bringing communities together and engaging volunteers; and quality improvement services for all types of early care and education programs. The service footprint spans 12 counties, with the majority in Newaygo and Ottawa. Leigh reviewed the division budget, revenue, and staffing. There are currently 28 team members, with 2 vacancies. Leigh noted the various ways the team has focused on building team cohesion this past year to reduce turnover which has been a big concern in recent years. Leigh reviewed service utilization, population demographics, and program impact.



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Crystal then presented on Great Start to Quality, a three-pronged approach which includes coaching/consultation for providers, professional development for providers & families, and family childcare referrals and community resources, with an overall goal of positive outcomes for providers, children, and families. Crystal reviewed a few of the strategies they've been implementing to help support providers such as "nap time nuggets" trainings that occur virtually during the service day, supporting providers in accessing community grants, and helping them access and navigate other resources as small business owners. Crystal highlighted various challenges including navigating a diverse scope of county and community cultures, rebuilding relationships, funding constraints, and the overall changing landscape of early childhood education. One area of concern is the number of closed licenses in the past year (about 10% of all licenses) there was a shift in the renewal process and some of those closed did not want to be closed, so the team is working to support providers in regaining their licensure. Crystal concluded by noting some needs and opportunities in the form of financial and volunteer support. Advocacy to the state is also an opportunity, this is the time for budget recommendations and a good deal of funding is supporting K-12 education, many assume this supports pre-k but that often isn't the case and there is opportunity for increased support of pre-k education and care. There was some discussion about the early childhood Ready by Five millage in Kent County, and how its unrealistic for early childhood care to be subsidized at the county level, increased state support would be so beneficial. Judy recommended that Crystal connect with and present to Together West Michigan, as their advocacy efforts could be directed in support of this work.

- D. Finance Report – Review and Approval of October 2023 Financial Statements – Marie Brill provided the October 2023 Financial Statement. Net loss for the month (and YTD) is (\$168,839). Arbor Circle Other is where the restricted revenues are being applied from, to the programs, for United Way and other restricted revenues received in the prior year(s). Non-Program services have a net loss of (\$39,475) and are (\$35,364) below budget year to date. This is mostly due to loss on investments. Program services have a net loss of (\$119,134) and a negative budget variance of (\$117,286) year to date. Total program and non-program services have a net loss of (\$158,608) and a negative budget variance of (\$152,650). Outpatient Counseling and Early Childhood Services have the largest negative budget variances. Child Welfare and Youth Development Services have the largest positive budget variances. Due to the implementation of the new electronic health record, all of the fee for service programs' revenue was estimated for October with conservative estimates. As the year progresses, these estimates will be updated year-to-date with actual revenues. On the balance sheet, cash decreased approximately \$102,000. Accounts receivable increased approximately \$90,000. Accounts payable and accrued wages increased approximately \$45,000. Our Investments and Endowment decreased approximately \$56,000.



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Cash balances for the current and prior two months are:				
		<u>10/31/23</u>	<u>9/30/23</u>	<u>8/31/23</u>
Huntington Bank	Checking	\$483	\$261	\$196
Macatawa Bank	Checking	\$255,653	\$361,067	\$295,880
Raymond James	Savings	\$829,464	\$826,047	\$822,753
Independent Bank	Savings	\$990	\$815	\$665
Chase Bank	Checking	\$2,676	\$2,601	\$2,386
Cash on Hand (Various Locations)		\$1,414	\$1,463	\$1,490
Total Cash Balance		\$1,090,680	\$1,192,254	\$1,123,370

Investment balances for the current and prior two months are:			
	<u>10/31/23</u>	<u>9/30/23</u>	<u>8/31/23</u>
Investment Account - Macatawa Bank	\$0	\$0	\$0
Investment Account - Raymond James - long-term	\$2,183,284	\$2,237,634	\$2,323,589
Investment Account - Raymond James - short-term	\$2,069,483	\$2,064,221	\$2,060,930
Endowment at GRCF*	\$191,636	\$198,127	\$198,127
Total Investment Balance	\$4,444,403	\$4,499,983	\$4,582,646

**In addition to this balance, we also have \$346 held in endowment at GRCF*

Accounts Receivable Aging Detail:					
As of 10/31/2023:					
	<u>Total</u>	<u>0 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>Over 90</u>
Client accounts receivable	\$499,065	\$203,860	\$143,077	\$52,045	\$100,083
Other accounts receivable	\$1,883,374	\$1,221,077	\$593,210	\$48,224	\$20,863
Total A/R as of 10/31/2023	\$2,382,439	\$1,424,937	\$736,286	\$100,269	\$120,947
	100%	60%	31%	4%	5%
Total A/R for prior month	\$2,292,885	\$1,595,875	\$501,023	\$57,184	\$138,801
	100%	70%	22%	2%	6%
Total A/R for prior year	\$2,040,527	\$1,419,885	\$423,772	\$82,128	\$114,742
	100%	70%	21%	4%	6%

Patty Farrell-Cole moved and Elliot Talen supported Board approval of estimated October 2023 financial statements. The Board approved and the motion carried.



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E. Performance Improvement Report

Leah Walton reviewed our service utilization. A copy of the report was emailed. The report outlined utilization by our 7 program divisions, highlighting total service events, number of individuals served, and how many of those were new clients. Leah shared a comparison between FY22 and FY23, noting we had a decrease in number of clients served and number of events, in all divisions other than Prevention & Advocacy. When asked about the reason for that she shared that staffing has impacted our capacity. There is a lower capacity to intake clients and to sustain care. We may be able to have an assessment, but then it takes longer than it used to for them to schedule with a therapist, or there is lower frequency of care, this leads to a lower number of service events. Prevention & Advocacy is an exception because in FY22 they were still rebuilding their school programming from Covid decreases in access. Also they strengthened their summer programming. When asked about the reasons for decreased capacity it was noted that in many cases it is position vacancies, but sometimes it is a change in a grant or contract that changes or eliminates funding for a position. We are also focused on our pay equity, which means the funds we do have are being invested into our staff differently.

A board discussion arose around strategies to decrease staffing vacancies, since lower capacity means decreased service events which decreases revenue. Kristin noted that some strategies are already outlined in our strategic plan in terms of recruitment and retention efforts. They include efforts to be competitive in the job market with our wages, benefits, and inclusive workplace. We are working on internal pay equity to address retention, hosting agency wide division/program presentations so all staff know about internal opportunities for movement and growth. Staff talked about a need for more agency visibility assisting our recruitment efforts, but that we need to go further down the talent pipeline to both connect with future employees, and to even encourage students in high school and college to consider the field as a viable career. Staff noted the NASW advocacy to breakdown licensing barriers for prospective employees. Board members gave several suggestions including connecting with retirement groups to find MSW candidates who might be interested in part time or contractual work, connecting with the New Americans Group to find individuals who have been in the field in other countries, highlighting the positions as those that qualify for loan forgiveness after 10 years of employment.

Leah concluded the presentation by reviewing service utilization by county, and a breakdown in the types of services provided by population. To note, Child Welfare was missing from the county key, but is reflected in the numbers.

F. Strategic Plan Review

Kristin reviewed the Strategic Plan, which was also in the Board packet. She noted that the plan is a result of staff input using a variety of methods as well as strategic planning sessions with the



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Board. Kristin reviewed the 4 main goal areas: Arbor Circle is a preferred provider and partner; Arbor Circle is a workplace of choice; Arbor Circle has sustainable resources to support its mission; and Arbor Circle is a known and valued community asset. Each goal has objectives, the presentation outlined 2023 progress and 2024 planning. When asked about action steps to move the plan forward it was shared there is an action plan that outlines specific tactics and action steps that align with the goals and objectives.

G. Board Action Item – Approval of Special License to serve alcohol

Pujita Sieplinga moved and Carlos Pava supported that the application from Arbor Circle for a Special License to serve alcohol on May 22, 2024 at Meadows at Millennium Park, 1400 Maynard AVE SW; Walker, MI 49534 be recommended for issuance. The motion carried.

H. Board Resource Portal Reveal

Taylor shared that we have set up a Board Portal on our website to allow board resources to be kept in an accessible place for all and to limit print material. Board members are encouraged to review the site and share any feedback with Taylor. www.arborcircle.org/board-resources

I. Committee Reports were tabled until our January meeting in the interest of time.

J. Other Business

Judy reminded everyone that she is once again hosting a holiday event for the Board and Arbor Circle Leadership next Thursday 12/21 5:30pm-8:00pm at her home at 425 Cambridge Blvd SE in East Grand Rapids. Easy street parking is available. Partners or significant others are welcome to attend.

K. Next Meeting: January 11, 2024 12-1:30pm – 1560 Leonard NE.

L. Meeting Feedback and Adjournment – Judy adjourned the meeting at 1:36pm.

Arbor Circle Corporation
Financial Statement Summary
11/30/2023

Net gain for the month is \$44,772 and the loss YTD is (\$124,067).

Program and Non-Program Services highlights:

- Arbor Circle Other is where the restricted revenues are being applied from, to the programs, for United Way and other restricted revenues received in the prior year(s).
- Non-Program services have a net gain of \$135,458 and are \$133,718 above budget year to date. This is mostly due to gain on investments.
- Program services have a net loss of (\$268,579) and a negative budget variance of (\$229,588) year to date. Total program and non-program services have a net loss of (\$133,121) and a negative budget variance of (\$95,870).
- Outpatient Counseling and Family Based Services have the largest negative budget variances. Child Welfare and Youth Development Services have the largest positive budget variances.
- The fee for service programs' revenue is currently understated. These programs are highlighted on the detailed program summary. We are still working to obtain the revenue details from our new electronic health record implemented in October and anticipate having those for December.

On the balance sheet, cash increased approximately \$137,000. Accounts receivable decreased approximately \$125,000. Accounts payable and accrued wages increased approximately \$131,000. Our Investments and Endowment increased approximately \$172,000.

Cash balances for the current and prior two months are:				
		11/30/23	10/31/23	9/30/23
Huntington Bank	Checking	\$753	\$483	\$261
Macatawa Bank	Checking	\$939,272	\$255,653	\$361,067
Raymond James	Savings	\$281,948	\$829,464	\$826,047
Independent Bank	Savings	\$1,200	\$990	\$815
Chase Bank	Checking	\$2,771	\$2,676	\$2,601
Cash on Hand (Various Locations)		\$1,327	\$1,414	\$1,463
Total Cash Balance		\$1,227,271	\$1,090,680	\$1,192,254

Investment balances for the current and prior two months are:				
		11/30/23	10/31/23	9/30/23
Investment Account - Macatawa Bank		\$0	\$0	\$0
Investment Account - Raymond James - long-term		\$2,340,775	\$2,183,284	\$2,237,634
Investment Account - Raymond James - short-term		\$2,083,628	\$2,069,483	\$2,064,221
Endowment at GRCF*		\$191,686	\$191,636	\$198,127
Total Investment Balance		\$4,616,089	\$4,444,403	\$4,499,983

**In addition to this balance, we also have \$346 held in endowment at GRCF*

Accounts Receivable Aging Detail:					
As of 11/30/2023:					
	Total	0 - 30	31 - 60	61 - 90	Over 90
Client accounts receivable	\$524,606	\$140,582	\$228,589	\$51,844	\$103,591
Other accounts receivable	\$1,732,714	\$1,020,378	\$284,872	\$368,039	\$59,425
Total A/R as of 11/30/2023	\$2,257,320	\$1,160,960	\$513,462	\$419,882	\$163,016
	100%	51%	23%	19%	7%
Total A/R for prior month	\$2,382,439	\$1,424,937	\$736,286	\$100,269	\$120,947
	100%	60%	31%	4%	5%
Total A/R for prior year	\$2,192,954	\$1,602,929	\$389,205	\$126,764	\$74,056
	100%	73%	18%	6%	3%

Arbor Circle Corporation
Financial Report for Month Ending November 30, 2023

Program	FY24 Annual Budget			YTD BUDGET			YTD ACTUAL			Positive/ (Negative) Budget/ Actual
	2023-24 Revenue*	2023-24 Expense*	Net Gain/ (Loss)	2023-24 Revenue*	2023-24 Expense*	Net Gain/ (Loss)	2023-24 Revenue*	2023-24 Expense*	Net Gain/ (Loss)	
108 Psychiatry	294,185	316,817	(22,632)	49,031	52,710	(3,679)	46,869	57,055	(10,186)	(6,507)
230 OCC Counseling	2,170,270	2,382,695	(212,425)	333,578	346,623	(13,045)	236,088	365,363	(129,275)	(116,230)
231 School Based Services	879,071	879,071	0	144,332	146,554	(2,223)	123,322	129,368	(6,046)	(3,823)
232 Childhood Healing	592,724	592,724	0	98,787	98,787	0	52,956	52,956	0	(0)
340 AC Counseling-Newaygo	689,465	740,714	(51,250)	110,914	103,925	6,989	73,756	97,441	(23,684)	(30,673)
350 Ottawa Outpatient	327,964	357,176	(29,212)	52,982	59,592	(6,611)	65,178	65,178	0	6,611
355 Allegan Outpatient	210,169	295,400	(85,231)	35,028	46,990	(11,962)	23,992	44,269	(20,278)	(8,316)
360 Allegan CBRS	99,041	175,481	(76,440)	16,507	28,583	(12,076)	(121)	34,460	(34,581)	(22,505)
371 Jail Services	593,297	594,372	(1,075)	98,883	99,040	(158)	95,819	95,335	484	641
375 CBRS Jail Programs	64,545	64,545	0	10,758	10,728	30	10,408	11,257	(848)	(878)
380 Muskegon Outpatient	176,421	181,364	(4,943)	29,404	25,045	4,359	(3,378)	28,408	(31,786)	(36,145)
381 Muskegon Recovery Management	156,996	205,143	(48,147)	26,166	33,832	(7,666)	28,667	35,261	(6,594)	1,072
410 Parent Nurturing Service	136,868	126,614	10,254	22,811	21,058	1,753	18,982	15,305	3,677	1,924
411 Infant Toddler Development	1,462,721	1,419,800	42,921	235,563	229,039	6,524	162,168	221,810	(59,642)	(66,166)
416 Strong Beginnings	286,115	286,115	0	47,686	41,335	6,351	49,422	53,423	(4,000)	(10,352)
475 Healthy Families	798,552	798,552	0	133,092	132,970	122	114,911	114,911	0	(122)
495 Family Engagement Team	482,164	542,020	(59,856)	80,361	90,191	(9,830)	79,775	86,169	(6,394)	3,436
496 Women's Case Management	432,679	456,309	(23,630)	72,113	75,924	(3,811)	64,218	78,113	(13,895)	(10,084)
497 Recovery Management Service	170,306	205,458	(35,152)	28,384	34,226	(5,842)	25,697	29,775	(4,078)	1,763
530 The Bridge	731,705	883,292	(151,587)	121,951	147,216	(25,265)	179,291	173,788	5,503	30,768
531 Outreach	243,280	265,079	(21,799)	40,547	50,520	(9,973)	34,351	36,373	(2,022)	7,951
533 Supportive Housing	1,022,743	1,050,354	(27,611)	189,811	172,121	17,690	129,278	132,760	(3,482)	(21,172)
610 OSAP/SLIC/ROADD	410,245	410,245	0	68,374	68,325	50	81,721	81,721	0	(50)
611 Parenting	208,651	208,651	0	34,775	34,738	37	34,775	34,775	0	(37)
614 SCAN	86,536	86,536	0	11,756	11,741	15	11,227	11,227	0	(15)
615 TTQ	446,491	446,491	0	74,905	74,067	839	85,091	82,813	2,277	1,439
781 WrapAround	995,673	887,136	108,536	165,945	146,876	19,070	156,645	165,466	(8,822)	(27,891)
786 CLS/Respite	126,842	117,567	9,275	23,766	20,707	3,059	3,500	11,964	(8,464)	(11,523)
787 Kent School Services Network	1,068,181	977,570	90,611	151,372	162,872	(11,500)	104,435	152,399	(47,964)	(36,464)
791 Behavioral Health Home	3,166,251	2,681,808	484,443	527,709	435,934	91,774	531,821	461,678	70,143	(21,631)
820 Foster Care	1,988,240	1,881,451	106,789	197,067	274,444	(77,377)	322,203	267,805	54,398	131,774
822 Adoption	347,400	309,388	38,012	57,900	51,424	6,476	75,212	53,144	22,068	15,592
823 CASA	178,440	193,127	(14,687)	29,740	32,990	(3,250)	34,988	39,728	(4,740)	(1,490)
932 Great Start	1,086,460	1,086,460	0	181,077	180,938	139	146,489	146,835	(346)	(485)
Total Program Services	22,130,691	22,105,527	25,164	3,503,074	3,542,064	(38,991)	3,199,755	3,468,333	(268,579)	(229,588)
102 Corporate Development	222,000	406,268	(184,268)	24,083	65,082	(40,998)	54,578	57,994	(3,415)	37,583
103 Investments	235,000	20,000	215,000	39,167	3,333	35,833	134,804	4,354	130,449	94,616
210 Leonard Buildings	110,727	69,012	41,715	18,455	11,549	6,905	18,455	10,030	8,424	1,519
Total Non-Program Services	567,727	495,280	72,447	81,704	79,964	1,740	207,836	72,378	135,458	133,718
Total Program/Non-Program Services	22,698,418	22,600,807	97,611	3,584,778	3,622,029	(37,250)	3,407,591	3,540,712	(133,121)	(95,870)
104 Arbor Circle Other	0	0	0	(15,104)	0	(15,104)	(22,126)	(31,179)	9,053	24,158
Total Net Income (Loss)	22,698,418	22,600,807	97,611	3,569,674	3,622,029	(52,355)	3,385,465	3,509,532	(124,067)	(71,712)

*Budget effective 10/01/23

Arbor Circle Corporation
Financial Summary By Program and Non-Program Services
For Month Ending November 30, 2023

	FY24 Annual Budget			YTD BUDGET			YTD ACTUAL			Positive/ (Negative) Budget/ Actual
	2023-24 Revenue	2023-24 Expense	Net Gain/ (Loss)	2023-24 Revenue	2023-24 Expense	Net Gain/ (Loss)	2023-24 Revenue	2023-24 Expense	Net Gain/ (Loss)	
Program Services										
Psychiatry (108)	294,185	316,817	(22,632)	49,031	52,710	(3,679)	46,869	57,055	(10,186)	(6,507)
Outpatient Counseling (230-355, 380)	5,046,084	5,429,145	(383,061)	805,024	827,517	(22,493)	571,914	782,983	(211,069)	(188,576)
Community Based Recovery Services (360-375, 381, 495-497)	1,999,029	2,243,329	(244,300)	333,171	372,523	(39,352)	304,463	370,370	(65,907)	(26,556)
Early Childhood (410-475)	2,684,256	2,631,081	53,174	439,152	424,402	14,750	345,484	405,449	(59,965)	(74,715)
Youth Development Services (530)	1,997,728	2,198,725	(200,997)	352,309	369,856	(17,547)	342,921	342,921	(1)	17,547
Prevention and Advocacy (610-615, 932)	2,238,383	2,238,383	0	370,887	369,809	1,079	359,302	357,371	1,931	852
Family Based Services (781-791)	5,356,947	4,664,082	692,865	868,793	766,390	102,403	796,400	791,507	4,894	(97,509)
Child Welfare (820-823)	2,514,080	2,383,966	130,114	284,707	358,857	(74,150)	432,402	360,677	71,725	145,876
Total Program Services	22,130,691	22,105,527	25,164	3,503,074	3,542,064	(38,991)	3,199,755	3,468,333	(268,579)	(229,588)
Non-Program Services										
Corporate Development (102)	222,000	406,268	(184,268)	24,083	65,082	(40,998)	54,578	57,994	(3,415)	37,583
Investments (103)	235,000	20,000	215,000	39,167	3,333	35,833	134,804	4,354	130,449	94,616
Leonard building (rental) (210)	110,727	69,012	41,715	18,455	11,549	6,905	18,455	10,030	8,424	1,519
Total Non-Program Services	567,727	495,280	72,447	81,704	79,964	1,740	207,836	72,378	135,458	133,718
Total Program and Non-Program Services	22,698,418	22,600,807	97,611	3,584,778	3,622,029	(37,250)	3,407,591	3,540,712	(133,121)	(95,870)
Arbor Circle Other (104)**	-	-	-	(15,104)	-	(15,104)	(22,126)	(31,179)	9,053	24,158
Total net income (loss)	22,698,418	22,600,807	97,611	3,569,674	3,622,029	(52,355)	3,385,465	3,509,532	(124,067)	(71,712)

*Budget effective 10/01/23

**Arbor Circle Other includes revenue transfers for United Way and other funding recognized and recorded in prior fiscal year(s)

Arbor Circle Corporation
Year to Year Financial Summary
For Month Ending November 30, 2023

	FY24 YTD ACTUAL - Current Year			FY23 YTD ACTUAL - Prior Year			Variance
	2023-24 Revenue	2023-24 Expense	Net Gain/ (Loss)	2022-23 Revenue	2022-23 Expense	Net Gain/ (Loss)	
Program Services							
Psychiatry (108)	46,869	57,055	(10,186)	40,328	43,903	(3,575)	(6,611)
Outpatient Counseling (230-355, 380)	571,914	782,983	(211,069)	587,455	730,856	(143,402)	(67,667)
Community Based Recovery Services (360-375, 381, 495-497)	304,463	370,370	(65,907)	315,961	363,439	(47,479)	(18,429)
Early Childhood (410-475)	345,484	405,449	(59,965)	326,153	337,553	(11,400)	(48,565)
Youth Development Services (530)	342,921	342,921	(1)	214,268	291,034	(76,766)	76,766
Prevention and Advocacy (610-615, 932)	359,302	357,371	1,931	278,146	272,016	6,131	(4,200)
Family Based Services (781-791)	796,400	791,507	4,894	826,055	644,805	181,250	(176,357)
Child Welfare (820-823)	432,402	360,677	71,725	372,072	335,275	36,797	34,928
Total Program Services	3,199,755	3,468,333	(268,579)	2,960,438	3,018,882	(58,444)	(210,135)
Non-Program Services							
Corporate Development (102)	54,578	57,994	(3,415)	39,972	51,920	(11,947)	8,532
Investments (103)	134,804	4,354	130,449	209,489	3,921	205,568	(75,118)
Leonard building (rental) (210)	18,455	10,030	8,424	14,976	11,649	3,327	5,097
Total Non-Program Services	207,836	72,378	135,458	264,437	67,490	196,947	(61,489)
Total Program and Non-Program Services	3,407,591	3,540,712	(133,121)	3,224,876	3,086,372	138,503	(271,624)
Arbor Circle Other (104)**	(22,126)	(31,179)	9,053	(37,389)	-	(37,389)	46,442
Total net income (loss)	3,385,465	3,509,532	(124,067)	3,187,487	3,086,372	101,114	(225,182)

**Arbor Circle Other includes revenue transfers for United Way and other funding recognized and recorded in prior fiscal year(s).

	YEAR TO DATE	
	ACTUAL	PRIOR PERIOD
ASSETS		
CURRENT ASSETS		
Cash & Cash Equivalents-Other	1,226,070.99	1,089,689.93
Cash & Cash Equivalents-Saving	1,200.44	990.44
Accts Receivable - Federal	241,786.61	231,661.93
Accts Rec - N180/CMH Other	159,536.37	270,014.23
Accts Receivable - DHS (FIA)	184,138.69	206,572.91
Accts Receivable - Grants	458,604.61	546,615.95
Accts Receivable - FC/Adoption	293,412.08	270,118.90
Accts Receivable - Other	395,235.42	335,565.52
A/R - Client Billings	524,606.31	482,154.21
Promise to Give - United Way	107,314.48	111,090.68
AR Medicaid Outreach	.00	52,775.58
Prepaid Expenses and Other	290,104.89	309,562.91
TOTAL CURRENT ASSETS	3,882,010.89	3,906,813.19
FIXED ASSETS		
Property and Equipment	5,798,351.27	5,798,351.27
Accumulated Depreciation	2,712,350.93	2,694,381.92
Construction in Progress	.00	.00
TOTAL FIXED ASSETS	3,086,000.34	3,103,969.35
OTHER ASSETS		
Investments - Long Term	2,340,775.11	2,183,284.17
Investments - Short Term	2,083,627.83	2,069,482.52
GRCF Endowment	167,436.09	167,436.09
GRCF - Spendable Balance	24,250.00	24,250.00
TOTAL OTHER ASSETS	4,616,089.03	4,444,452.78
TOTAL ASSETS	11,584,100.26	11,455,235.32
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	413,664.90	384,738.46
Current Portion OCC Loan	46,217.06	46,076.21
Current Portion Holland Loan	.00	.00
Current Portion Leonard Loan	38,426.75	38,309.65
Payroll Protection Plan Loan	.00	.00
Accrued Wages & Payroll Taxes	551,646.88	449,533.45
Deferred Revenue	916,669.22	955,954.74
TOTAL CURRENT LIABILITIES	1,966,624.81	1,874,612.51
LT Portion OCC Loan	964,017.19	967,884.50
LT Portion Holland Loan	.00	.00
LT Portion Leonard Bldg Loan	801,525.05	804,740.49
YAS Fiduciary Funds	7,944.71	8,781.06
LYL	3,230.39	3,230.39
LT Security Deposit	7,488.00	7,488.00
TOTAL LONG TERM LIABILITIES	1,784,205.34	1,792,124.44
TOTAL LIABILITIES	3,750,830.15	3,666,736.95
DEFERRED REVENUE		
Board Design Future Yr U.W.	.00	.00
Deferred Revenue	.00	.00
Deferred Medicaid Outreach	.00	.00
TOTAL DEFERRED REVENUE	.00	.00
NET ASSETS		
Permanently Restricted	167,436.09	167,436.09
Temporarily Restricted	200,165.48	246,373.69
Board Designated Net Assets	.00	.00
Unrestricted Net Assets -Prior	7,589,735.60	7,543,527.39
NET ASSETS (CURRENT YEAR)	(124,067.06)	(168,838.80)
TOTAL NET ASSETS	7,833,270.11	7,788,498.37
TOTAL LIABILITIES AND NET ASSETS	11,584,100.26	11,455,235.32

Arbor Circle Corporation
INCOME STATEMENT

NOVEMBER 30, 2023

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	NOVEMBER	ANNUAL Y-T-D	Y-T-D	OF BUDGET
REVENUE:				
Network 180 Grants	546,526.79	1,090,995.77	1,046,929.32	104.21
Other County/State Depts	473,094.09	875,213.98	765,567.88	114.32
Federal Government Revenue	125,327.66	246,071.04	267,745.08	91.90
United Way Community Care	10,437.14	20,874.28	20,282.26	102.92
United Way Designated	.00	623.62	666.66	93.54
Medicaid Outreach Revenue	.00	.00	.00	.00
Other Grants	210,412.57	458,650.21	588,005.20	78.00
Total Contractual Revenues	1,365,798.25	2,692,428.90	2,689,196.40	100.12
Service Reimbursements				
Medicaid Reimbursements	(25,943.88)	(1,165.00)	49,782.87	(2.34)
Medicare Reimbursements	(572.00)	15,260.00	24,148.34	63.19
Government Reimbursements	6,135.04	14,370.83	18,075.16	79.51
HMO Revenue	(56,539.66)	.00	122.00	.00
Commercial Insurances	214,192.84	262,214.30	117,912.80	222.38
Client Pay	6,672.38	12,632.14	15,772.24	80.09
CMH Fees-Other	(65,885.94)	.00	.00	.00
CMH Fee for Service	194,190.00	378,906.13	652,420.61	58.08
Discretionary Reimbursements	2,796.15	3,555.56	7,547.32	47.11
Contractual Allowances	(31,444.01)	(203,758.29)	(90,844.38)	224.29
Total Service Reimbursements	243,600.92	482,015.67	794,936.96	60.64
Fund-raising				
Donations	32,008.08	58,335.04	27,677.50	210.77
United Way Transfer	(10,437.14)	(20,874.28)	(15,104.22)	138.20
Special Events	8,500.00	8,500.00	.00	.00
Total Fund-raising Revenues	30,070.94	45,960.76	12,573.28	365.54
Other				
Donated Goods and Services	5,474.89	10,169.23	8,250.00	123.26
Miscellaneous	2,354.65	3,378.51	7,262.82	46.52
Interest and Dividend Income	234.70	557.26	1,500.00	37.15
Rental Income	9,227.28	18,454.56	18,454.50	100.00
Total Other Revenues	17,291.52	32,559.56	35,467.32	91.80
TOTAL REVENUES	1,656,761.63	3,252,964.89	3,532,173.96	92.10

Arbor Circle Corporation
INCOME STATEMENT

NOVEMBER 30, 2023

	PERIOD TO DATE	YEAR TO DATE	BUDGET Y-T-D	PERCENT OF BUDGET
	NOVEMBER	ANNUAL Y-T-D		
EXPENDITURES:				
Salaries	1,124,415.92	2,259,666.18	2,282,443.37	99.00
FICA	81,132.34	163,058.22	187,693.94	86.87
Unemployment	186.34	435.73	1,291.67	33.73
Workman's Compensation	6,835.51	13,671.01	15,787.88	86.59
Health/Dental/Vision Insurance	126,683.14	239,648.37	236,948.20	101.14
Disability/Life Insurance	8,313.81	16,222.46	14,999.96	108.15
Pension	27,832.02	54,360.42	60,032.32	90.55
Other Employee Benefits	1,452.42	3,258.02	3,515.94	92.66
Contracted Srvs Direct	28,562.50	56,075.00	53,563.34	104.69
Contracted Srvs Indirect	52,413.23	91,425.90	99,824.06	91.59
Sent To Collection	(760.97)	.00	2,166.66	.00
Recovery Sent to Collection	.00	.00	(500.00)	.00
Calc Doubtful Acct Allowance	.00	.00	.00	.00
Write-Off Expense	6,213.75	16,771.44	11,916.66	140.74
Respite Services Purchased	2,621.60	3,338.70	1,750.00	190.78
Client Discretionary	85,712.69	156,267.81	148,535.34	105.21
Client Transportation	2,309.34	3,694.70	4,211.10	87.74
Operating Supplies	12,018.66	21,279.67	67,850.00	31.36
Occupancy Expenses	44,777.51	90,169.17	91,051.82	99.03
Office Supplies	2,752.17	3,764.35	2,798.48	134.51
Printing	2,786.88	3,473.23	2,149.18	161.61
Telephone	14,869.51	29,570.42	31,138.72	94.96
Postage	527.28	803.70	1,268.40	63.36
Dues and Subscriptions	38,484.72	48,819.97	66,272.08	73.67
Events	1,227.20	1,421.72	3,041.68	46.74
Recruitment & Advertising	4,812.36	6,557.05	14,108.36	46.48
Public Awareness	.00	.00	750.00	.00
Insurance Expense	9,669.34	19,338.72	20,255.86	95.47
Staff Travel	54,766.98	97,596.71	90,279.84	108.10
Miscellaneous	1,549.68	2,430.41	3,566.70	68.14
Equipment Purchases	9,365.81	34,408.91	11,558.18	297.70
Conferences	5,620.25	10,979.45	30,922.90	35.51
Donated Goods & Services	5,474.89	10,169.23	8,250.00	123.26
Billing Support	.00	.00	.00	.00
Program Support	.00	.00	.00	.00
Administration	.00	.00	551.73	.00
TOTAL EXPENDITURES	1,762,626.88	3,458,676.67	3,569,994.37	96.88
OPERATING INCOME (LOSS)	(105,865.25)	(205,711.78)	(37,820.41)	543.92
Other (Revenues)/Expenses				
Depreciation Building & Improv	12,138.08	24,276.17	24,093.80	100.76
Depreciation Equipment	5,668.73	11,335.97	13,416.12	84.50
Mortgage Interest Expense	5,676.70	11,192.38	11,191.11	100.01
Investment Fees	5.13	4,354.46	3,333.34	130.63
Investment Interest Income	(16,293.96)	(27,873.67)	(10,000.00)	278.74
Unrealized (Gain) Loss Invest.	(157,831.67)	(104,930.03)	(27,500.00)	381.56
TOTAL OTHER (REVENUES)/EXPENSES	(150,636.99)	(81,644.72)	14,534.37	(561.74)
NET REVENUES OVER/(UNDER) EXPENSES	44,771.74	(124,067.06)	(52,354.78)	236.97
BASE PERCENTAGE:	25.00	25.00	25.00	100.00

Arbor Circle Corporation
Statement of Cash Flows
For the Month Ended November 30, 2023

Cash flows from operating activities	ACTUAL	YTD
Change in net assets	\$ 44,772	\$ (124,067)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	\$ 17,969	\$ 35,937
Changes in operating assets and liabilities which provided (used) cash		
Receivables	\$ 86,246	\$ 51,853
Prepaid expenses	\$ 19,458	\$ 157,042
Accounts payable	\$ 28,926	\$ 26,093
Fiduciary funds	\$ (836)	\$ (1,655)
Accrued wages and payroll taxes	\$ 102,113	\$ 149,513
Unearned/Deferred Revenue	\$ 16,404	\$ 25,159
Net cash provided by (used in) operating activities	\$ 315,052	\$ 319,876
Cash flows from investing activities		
Addition of Property and Equipment	\$ -	\$ (148,500)
Disposal of Property and Equipment	\$ -	\$ -
Arbor Circle Endowment	\$ -	\$ -
Investment (Income)/Loss	\$ (171,636)	\$ (122,548)
Purchase of Investments	\$ -	\$ -
Net cash provided by (used in) investing activities	\$ (171,636)	\$ (271,048)
Cash flows from financing activities		
OCC loan	\$ (3,726)	\$ (7,541)
Leonard Buildings loan	\$ (3,098)	\$ (6,270)
Net cash provided by (used in) financing activities	\$ (6,825)	\$ (13,811)
Net increase (decrease) in cash and cash equivalents	\$ 136,591	\$ 35,017
Cash and cash equivalents, beginning of month	\$ 1,090,680	\$ 1,192,254
Cash and cash equivalents, end of month	\$ 1,227,271	\$ 1,227,271

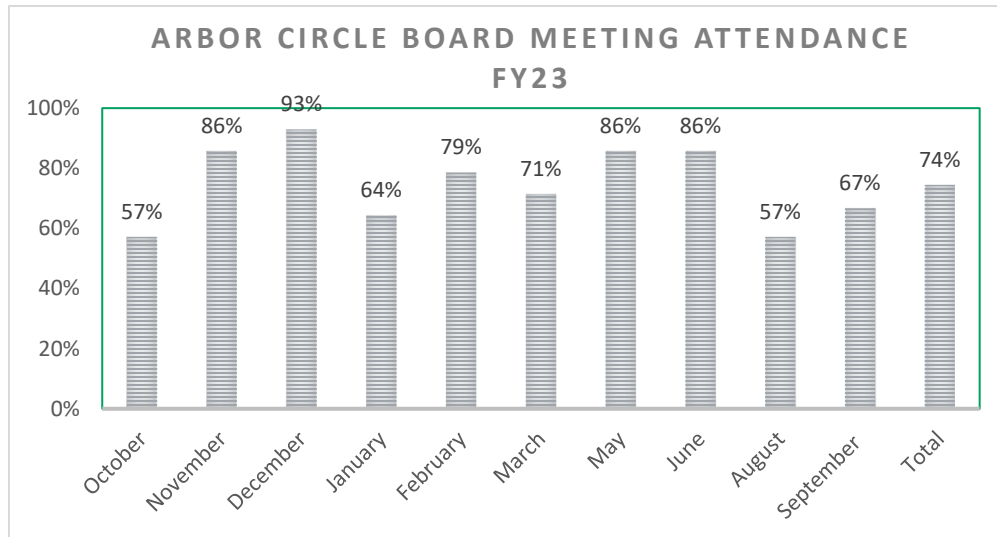
Board Member Participation SUMMARY FY23

Board Membership During FY23

1st Term	2nd Term	3rd Term
8	7	0

Board Meeting Attendance

Board Goal: Attend at least 70% of regular Board meetings.



Notes:

- August – Patty and Pujita represented Board at VanDyk Golf and Give.
- September – Carlos Pava joined Board.

Board Committee Involvement

Board Goal: All Members actively serve on at least one Board Committee.

Committee	# of Board Members	# of Community Members
Audit	2	2
Board Governance	4	N/A
Events	2	4
Exec & Finance	5	N/A
Facilities	1	2
Development	5	N/A
Investment	2	N/A

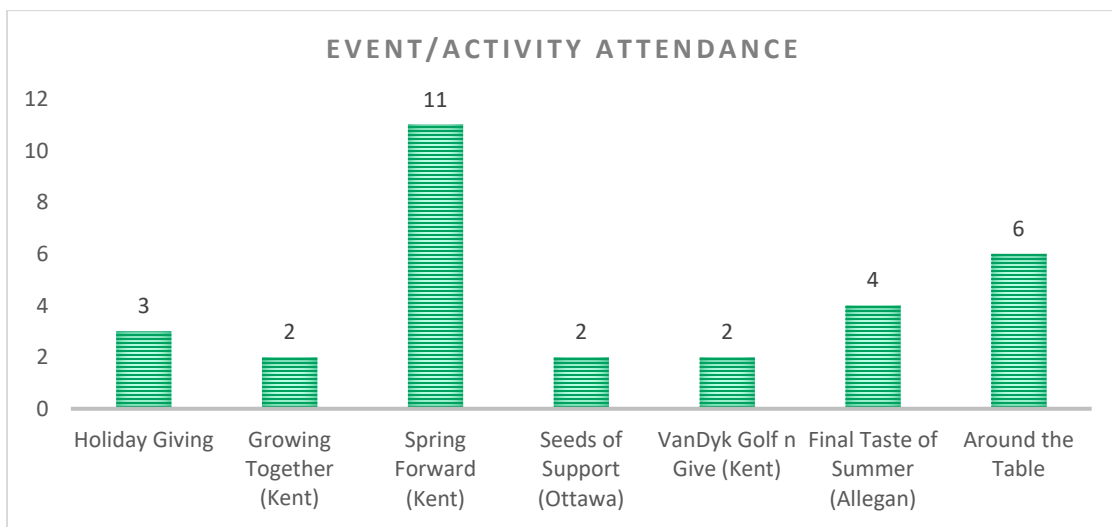
Participation in Events and Activities

Board Goal: Attend a majority of the organization’s signature events to help promote the organization’s mission and build relationships with supporters and the general community.

Event/Activity	# of Board Participants	Notes
Holiday Giving	3	Participation included <ul style="list-style-type: none"> • sponsoring a family or program with their family, community group, or community; • hosting a drive; • hosting a fundraiser.
Growing Together (Kent)	2	Hybrid event – virtual participation wasn’t tracked.
Spring Forward (Kent)	11	Board members secured 10 event sponsorships.
Seeds of Support (Ottawa)	2	
VanDyk Golf n Give (Kent)	2	
Final Taste of Summer (Allegan)	4	
Around the Table	6	

Other engagement:

- Video recording for MLK Jr. Day community message.
- Statements and quotes for articles and media outreach.
- Invitations for Arbor Circle leadership staff to attend community events as board member guests.



Board Member Giving

Board Goal: all Board members will make an annual financial contribution within personal means.

Individual Board Gifts

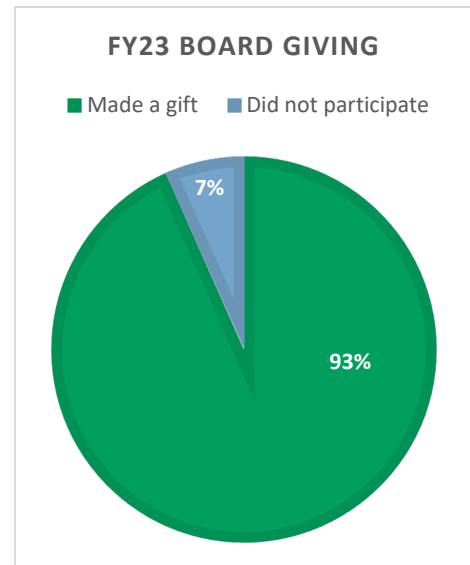
Gifts made in the period October 1, 2022 – September 30, 2023

Total Board Giving \$14,780.79

Number of Board Donors 14

Board Member Giving Rate (out of 15 Board Members in FY23) 93%

Number of monthly recurring givers 4



Board Leveraged Gifts

Gifts made in the period October 1, 2022 – September 30, 2023

Sponsorships \$25,000.00

Matched gifts \$675.67

Giving Campaigns \$1,140.00

Grant Support \$20,000.00

Total Board Impact **\$61,596.46**

Board Self Assessment Survey Questions									
*Note: Comments are 2023 results only.		2023				2022			
Question #	Metrics	Strongly Agree	Agree	Neutral	Disagree	Strongly Agree	Agree	Neutral	Disagree
2	Arbor Circle's mission is well-understood and supported by the Board.	93%	7%	0%	0%	86%	14%	0%	0%
Comments:	1. The Board has an appropriate focus on the mission, which is articulated, and Arbor Circle does an excellent job of educating the board on implementation of the mission 2. Overall, mission is well understood and supported. There are a lot of different components or areas of focus to know and support (and talk about with people who do not know Arbor Circle).								
3	Board decisions and actions are aligned well with Arbor Circle's mission and strategic priorities.	100%	0%	0%	0%	93%	7%	0%	0%
4	The Board operates in accordance with its bylaws, policies and guidelines.	93%	7%	0%	0%	100%	0%	0%	0%
5	Newly elected Board members receive adequate orientation to their role and expectations.	64%	29%	7%	0%	57%	43%	0%	0%
Comments:	1. I don't know the orientation process. I could potentially see additional information re: the organization and its programs being provided to new members during an orientation period. Also, maybe outline who is on staff on the boards vs. those who don't work for Arbor Circle. 2. As a new board member, I feel that this was done well and I was properly prepared to step in.								
6	There is a procedure for evaluating individual Board member performance, annually.	71%	29%	0%	0%	71%	21%	7%	0%
7	The Board supports and reviews the President/CEO's performance.	93%	7%	0%	0%	71%	29%	0%	0%
8	The Board identifies individuals that have the characteristics that are lacking on the Board and has developed a recruitment strategy.	71%	21%	7%	0%	71%	21%	7%	0%
Comments:	I think we do an excellent job at recruiting for a diverse Board.								
9	The Board is intentionally working to reflect the diversity of the community.	93%	7%	0%	0%	86%	14%	0%	0%
10	The Board engages in actions to create an organization and community that is racism-free.	64%	36%	0%	0%	86%	14%	0%	0%
Comments:	1. Standing ovation here. The Board is also inclusive of sexual orientation. 2. Trainings are appreciated!								
11	The Board oversees and takes appropriate actions to ensure that the financial performance and fiduciary accountability of the organization are sound.	79%	21%	0%	0%	86%	14%	0%	0%
Comments:	Very transparent communications								
12	Board meetings facilitate focus and progress on important organizational matters.	57%	43%	0%	0%	86%	14%	0%	0%
13	Board meetings include adequate and meaningful information about Arbor Circle's programming, outcomes and community impact.	86%	14%	0%	0%	86%	14%	0%	0%
Comments:	I think we excel in this area.								
14	Board meetings provide regular information that allows Board members to support and engage in fundraising events and activities.	79%	14%	7%	0%	79%	14%	0%	7%
Comments:	However, I would like to see more board presence at Arbor Circle events.								

15	Standing committees meet regularly and report activity to the full Board.	57%	43%	0%	0%	64%	29%	0%	7%
16	The committee(s) on which I serve align(s) with my skills and abilities.	64%	36%	0%	0%	50%	43%	7%	0%
17	I am satisfied with my contribution to the work of my committee(s).	50%	36%	7%	7%	29%	29%	21%	21%
Comments:	<i>1. I am trying to balance more time to be engaged and contribute more 2. I am still learning my role and how to meaningfully contribute on the committee side.</i>								
18	I feel comfortable expressing concerns or differences of opinion in my Board role.	71%	29%	0%	0%	50%	50%	0%	0%
19	There are opportunities for me to develop relationships with fellow Board members.	79%	21%	0%	0%	21%	71%	7%	0%
20	I feel supported by and connected to Arbor Circle staff.	71%	29%	0%	0%	71%	29%	0%	0%
Comments:	<i>The staff is amazing and so helpful.</i>								
21	I am satisfied with my contribution to the work of the Board and the organization.	14%	57%	14%	14%	29%	36%	29%	7%
Comments:	<i>1. With my new job I am trying to find the right balance between work, board contributions and family 2. I need to (and will) do more! 3. I would like to have done more, but at the same time did the best I could with the time I had.</i>								
22	I actively support the fundraising and awareness events with my presence and participation.	50%	36%	14%		36%	43%	7%	14%
23	I act as an ambassador of Arbor Circle by utilizing my social and/or professional networks to spread the word about the work and worth of the organization.	43%	50%	7%	0%	43%	50%	7%	0%
24	I support Arbor Circle financially and I am confident that my gift is being used to support the work of the organization.	50%	43%	7%	0%	36%	64%	0%	0%
25	Please provide 2 names of people you that you would like the Board Governance committee to consider as Board prospects.								
Comments:	<i>Raven McClinnon; Krystal Jarrell; Lorenzo Bradshaw; Alex Thibodeau; Olayinka (Ola) Ope (Varnum); Leon Hendrix (GRPS); Becca Valesquez; Amy Turner Thole; Arelen Gaddy; Amy Gerard (Brown & Company).</i>								
26	Additional Comments or Feedback:								
Comments:	<i>1. I have enjoyed my time on the Board. I have learned a lot from the Arbor Circle staff and fellow board members. It is been pleasure working with the Arbor Circle family and wish you all the best as you continue to serve the citizens of West Michigan. 2. Kristen and Mark, Thank you for opportunity to serve. This season of my life requires reducing my commitments and refocusing on my health and work. I will stay in touch! 3. One of the best boards ever. This has been my comeback year (post cancer). I look forward to being even more engaged. 4. It was an honor to serve as a Board member. I am very confident that the organization will have continued success in good hands.</i>								