



Arbor Circle Board Meeting
Thursday, February 8, 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 – Nettleton | 1 min |
| B. Approval of Agenda – Nettleton | 1 min |
| C. Approval of Board Meeting Minutes of January 11, 2024 – Nettleton | 1 min |
| D. Investment Performance Report – Karhoff
Tami Sytsma – Sytsma Wealth Advisors | 10 min |
| E. Arbor Circle FY23 Annual Financial Audit Presentation – Brill/Karhoff
Stephanie Cleaver and Barb Garza, Andrews Hooper Pavlik PLC | 10 min |
| F. Review and Approval of December 2023 Financial Statements – Brill | 5 min |
| G. Program Presentation – FY23 Human Capital Summary – Sheppard/Cardosa | 40 min |
| H. Mission, Vision, Values Reveal and Approval | 10 min |
| I. Board Action Item – Approval of grant submission – Gietzen | 1 min |
| <i>Motion: that the Board approve the submission of Arbor Circle’s application to the City of Grand Rapids for Neighborhood Investment (NI) Plan funds for The Bridge services in the amount of \$75,000.</i> | |
| J. Committee Reports | 5 min |
| 1. Exec. and Finance – Nettleton | |
| 2. Governance – Farrell-Cole | |
| 3. Community Engagement and Events – Thomas/Burden Hill | |
| 4. Development – Freeman | |
| 5. Facilities – Nettleton | |
| 6. Investment – No report (presentation above) | |
| 7. Audit – No report (presentation above) | |
| K. Other Business | 1 min |
| L. Next Meeting: March 14, 2024, 12-1:30pm; 1560 Leonard NE | |
| M. Meeting Feedback and Adjournment – Nettleton | |



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Board Members Present via Teams: Regina Hill, Brett Karhoff, Mark Nettleton, Kelley Root, B. Donta Truss.

Board Members Present in Person: Patty Farrell-Cole, Judy Freeman, Sonya Hughes, Sue Mason, Mandice McAllister, Carlos Pava, Pujita Sieplinga, Elliot Talen, Gwendolyn Thomas.

Staff Members Present: Janelle Burden Hill, Marie Brill, Enid Gaddis, Kristin Gietzen, Taylor Greenfield, Susan Sheppard, Monique Carter, Bill Larzelere.

Board Members Absent: none.

A. Call to Order, Welcome and Announcements

Judy Freeman called the meeting to order at 12:02pm. Mark Nettleton is attending virtually so Judy is leading today's meeting.

Judy reminded in-person attendees that we have donor thank you cards set out and requested that Board Members sign a few cards with a brief thank you note for us to send on to our supporters.

Taylor gave a reminder about the 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

Judy called for approval of the agenda sent out in the Board packet.

Elliot Talen moved and Pujita Sieplinga supported Board approval of the January 11, 2024 Meeting Agenda. The Board approved and the motion carried.

B. Approval of Board Meeting Minutes of December 14, 2023

Patty Farrell-Cole moved and Carlos Pava supported Board approval of December 2023 Meeting Minutes. The Board approved and the motion carried.

C. Program Presentation: Youth Development Services

Susan introduced Monique Carter, Program Director, and Bill Larzelere, Housing Resource Specialist. Monique gave a division overview noting that the focus is programming for youth and families 10-24 who are experiencing housing instability. The key program components are The Bridge, Outreach, and Supportive Housing. The YDS framework is based on positive youth development, trauma informed care, and harm reduction. Monique reviewed YDS staffing composition in both direct care and leadership roles. She then discussed FY23 outcomes. Questions were raised about funding needs and key position openings. In regards to funding, she shared that we are operating on about a \$200k deficit, but have 3 grants in process and are hopeful they will be approved in order to fill the gaps. However, even if fully funded, grants have rigid guidelines. There is a desire for unrestricted funds to be able to breakdown barriers for youth (such as fines, housing deposits, utilities) Bill noted that we recently participated in a supportive solutions partnership with Community Rebuilders which funding



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some of these items and it was a really good resource for our young people. That funded ended 12/31, but the program would love to have access to something like that again. Monique shared that although we have several key openings at the moment, we have received hundreds of resumes, and are in the hiring process now so are hopeful about having more capacity in the near future. The Host Homes Coordinator role is still seeking applicants.

Bill then spoke to the Board about the Youth Homelessness Demonstration Program (YHDP) which Arbor Circle was awarded \$626,700 to provide. This funding will support Host Homes for 10 youth, Rapid Rehousing for 22 youth, and outreach to 75 youth. He reviewed last year's client demographics, and spoke about how clients are typically referred to our services. Bill spoke about the rapid rehousing program, which is a direct service for young people 18-24 who have been referred from Michigan's HMIS (Homeless Management Information System) and have been prequalified for the service by the time they begin working with Bill and our team. It includes intensive weekly support, and financial resources such as application fees, and security deposit. The goal is to get youth into housing within 30-60 days of working with our staff. Bill also discussed the relaunch of our transitional living program, where Arbor Circle holds the lease on an apartment and the youth stays there as our guest while they build their skills and resources to a point where they are able to get a lease of their own. Finally, Bill spoke about our youth participation in the Kent County Youth Action Board where young people help review policies, job postings, participate in resume review and interview process, and have a weekly meeting. The youth are compensated for their time.

Board Members were encouraged to follow Arbor Circle Youth on social media, to help us make connections to private landlords who may be willing to rent to our young people, to help recruit Host Home candidates, and to share our program wish list with those interested in supporting program in a more tangible way than a cash gift (although those are always welcome and needed!)

D. Finance Report – Review and Approval of November 2023 Financial Statements –

Marie Brill provided the November 2023 Financial Statement. Net gain for the month is \$44,772 and the loss YTD is (\$124,067). 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



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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%



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Marie noted that we have moved all of our investments from Macatawa to Raymond James, so that account will be closed and will likely not appear in future reports. Marie also noted that due to the electronic health record implementation we had some delayed billing, which resulted in delayed payments. There were no questions from the Board.

Pujita Sieplinga moved and Susan Mason supported Board approval of November 2023 financial statements. The Board approved and the motion carried.

E. Finance 101 presentation

Marie started with presentation with a net income and loss comparison chart over the past 10 years. She noted that the FY23 numbers are currently estimates and will go up once the audited financials are incorporated into the chart. Marie answered several questions about the chart. The decrease in FY22 was due to a loss in investments. The FY15-FY16 losses included the \$400k loss in YDS, and staff vacancies leading to a loss in billing in our fee for service programs. The Youth Advancement Initiative was one way we responded when we had significant losses in the YDS program due to the lost federal support. FY17 reflected the merger of Pathways into Arbor Circle, we had previously been contracting with them, but the full merger meant acquiring both their assets and liabilities. It was additionally noted that we book cash when it is received, even if it is meant to be spent over the course of years.

Marie then reviewed our revenue, which for the most part has had a steady increase. FY21 was an outlier because of the availability of COVID funds and the PPP loan forgiveness. Marie reviewed the pie chart of revenue sources, noting that Community Mental Health (CMH) and Lakeshore Regional Entity (LRE) make up half of our revenue, that comes in the form of fee for service and staffing grants. Marie noted that we do not depend on investments or individual donations to provide our program services. Our funders are rigid and those revenues provide flexibility to support our infrastructure, administrative, and discretionary support needs. It was also noted that we have certain requirements in relation to compliance, billing, auditing, supervision standards – all of which have associated costs that aren't typically or fully covered by the requiring funder. Marie assured us that we are on par with the industry. Our development goal around unrestricted and discretionary funds is that the dollars there will increase, although even if that happens we won't necessarily see a percentage increase on the revenue chart, as we will likely also have growth in other areas so the proportion would not shift and may even shrink.

Marie concluded with a program breakdown of revenue, and a review of our expenses. No further questions to note.



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I. Committee Reports

- a. Exec & Finance – Mark shared that the committee reviewed the agenda, gave direction on the Finance 101 presentation, and reviewed the strategic plan and how it ties to activities of the Board.
- b. Governance – Patty reminded members of the Board pairings, and noted that we will look to resume Board volunteer opportunities at the Bridge in February, once the MLK service teams have completed their projects.

Pujita reviewed the Board Participation and Self-Assessment Survey results. Regarding Board participation, although we met the meeting attendance goal of 70% overall, there were 4 months where we fell short of that goal. Our board giving goal continues to be 100% giving at any level. A question was asked about the December giving challenge and it was shared that we have raised \$300 so far, with the opportunity still available to designate to CASA.

Pujita then reviewed the self-assessment survey, highlighting that the areas of note seemed to be around Board members' feelings about their own engagement. We will continue to address this through offering a range of engagement opportunities, communicating those across multiple formats, and highlighting successes at our meetings. The Board portal on the website will also hopefully be a helpful tool in this process, as will the expansion of the Community Engagement and Events Committee.

- c. Community Engagement and Events – Gwen gave updates on our events.

Growing Together - The event is being held this evening 6-8pm. Doors open at Wealthy Theatre at 5:30pm. There will also be a virtual broadcast via YouTube which will be recording and available for viewing afterward. Gwen thanked Brett for providing the welcome, and helping us tie everything together between his roles at Arbor Circle, Civic Theatre, and Hungerford Nichols. We have been featured in several community event lists and on WoodTV8 this morning. Over 150 guests have registered, about 90 plan to attend in person and the remaining 60 virtually. All Board Members should've received the email with the virtual link.

Spring Forward - The date is saved for Wednesday May 22nd back at Millennium Park's Grant Pavilion. Event planning will pick up after Growing Together wraps. Registration info to come.

Seeds of Support - This is a free community event being held on July 23rd at Brew Merchant in Holland. It will celebrate the CASA program and share information about our CASA and foster care services in general. We consider this a friendraiser and would love help in spreading the word when the time comes, especially to your network on the lakeshore.

Janelle shared the link to the "Holiday Giving wrapped" summary:

<https://vimeo.com/896997648> We had a total of 95 Holiday Giving partners, representing 32 businesses, 14 community groups, and 49 individuals or families. They supported 10 foster



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youth, 15 youth at the Bridge, 25 youth in group programming, 62 families (240 family members), 30 families with food baskets, and 11 programs: The Bridge, Street Outreach Services, Community Based Recovery, Healthy Families, Parent Nurturing Group, Total Trek Quest, CASA of Ottawa County, Outpatient Counseling, Community Living Supports, KSSN, and Foster Care.

Janelle also gave a committee update. The group met in December with 7 participants, and a total of 12 identified. They've been invited to Growing Together as the January engagement, February there will be an in person gathering to create gift bags for youth, and the committee will have its quarterly meeting virtually in March.

- d. Development – Judy reinforced the Board goal of 100% participation in giving. She shared that the annual appeal goal was achieved and surpassed. The current focus is on promoting sponsorship opportunities. Physical packets were available at the meeting and shared virtually.
- e. Facilities – No report
- f. Investment – No report
- g. Audit – Brett shared that the committee meets on January 31st and will report to the Board in February.

J. Other Business
None to note.

K. Next Meeting: February 8, 2024 12-1:30pm – 1560 Leonard NE.

L. Meeting Feedback and Adjournment – Judy adjourned the meeting at 1:26pm.

Arbor Circle Corporation
Financial Statement Summary
12/31/2023

Net gain for the month is \$199,642 and the gain YTD is \$75,575.

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 \$272,576 and are \$242,951 above budget year to date. This is mostly due to gain on investments.
- Program services have a net loss of (\$118,013) and a negative budget variance of (\$112,503) year to date. Total program and non-program services have a net gain of \$154,564 and a positive budget variance of \$130,448.
- Outpatient Counseling and Early Childhood have the largest negative budget variances. Child Welfare and Youth Development Services have the largest positive budget variances.

On the balance sheet, cash decreased approximately \$135,000. Accounts receivable increased approximately \$260,000. Accounts payable and accrued wages decreased approximately \$75,000. Our Investments and Endowment increased approximately \$118,000.

Cash balances for the current and prior two months are:				
		12/31/23	11/30/23	10/31/23
Huntington Bank	Checking	\$753	\$753	\$483
Macatawa Bank	Checking	\$750,808	\$939,272	\$255,653
Raymond James	Savings	\$335,098	\$281,948	\$829,464
Independent Bank	Savings	\$1,341	\$1,200	\$990
Chase Bank	Checking	\$2,786	\$2,771	\$2,676
Cash on Hand (Various Locations)		\$1,323	\$1,327	\$1,414
Total Cash Balance		\$1,092,110	\$1,227,271	\$1,090,680

Investment balances for the current and prior two months are:				
		12/31/23	11/30/23	10/31/23
Investment Account - Raymond James - long-term		\$2,399,829	\$2,340,775	\$2,183,284
Investment Account - Raymond James - short-term		\$2,142,864	\$2,083,628	\$2,069,483
Endowment at GRCF*		\$191,686	\$191,686	\$191,636
Total Investment Balance		\$4,734,379	\$4,616,089	\$4,444,403

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

Accounts Receivable Aging Detail:					
As of 12/31/2023:					
	Total	0 - 30	31 - 60	61 - 90	Over 90
Client accounts receivable	\$828,648	\$114,088	\$365,726	\$240,204	\$108,629
Other accounts receivable	\$1,688,484	\$1,044,208	\$365,726	\$176,983	\$101,567
Total A/R as of 12/31/2023	\$2,517,132	\$1,158,297	\$731,453	\$417,187	\$210,196
	100%	46%	29%	17%	8%
Total A/R for prior month	\$2,257,320	\$1,160,960	\$513,462	\$419,882	\$163,016
	100%	51%	23%	19%	7%
Total A/R for prior year	\$2,030,609	\$1,391,487	\$405,574	\$150,657	\$82,892
	100%	69%	20%	7%	4%

Arbor Circle Corporation
Financial Report for Month Ending December 31, 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)	73,546	78,748	(5,201)	63,343	72,086	(8,743)	(3,542)
230	OCC Counseling	2,170,270	2,382,695	(212,425)	486,149	529,408	(43,259)	453,075	548,655	(95,579)	(52,320)
231	School Based Services	879,071	879,071	0	215,406	217,534	(2,128)	206,388	203,928	2,460	4,588
232	Childhood Healing	592,724	592,724	0	148,181	148,181	0	71,089	71,413	(324)	(324)
340	AC Counseling-Newaygo	689,465	740,714	(51,250)	164,585	159,020	5,565	109,643	143,228	(33,585)	(39,150)
350	Ottawa Outpatient	327,964	357,176	(29,212)	77,915	88,381	(10,466)	109,832	102,857	6,975	17,441
355	Allegan Outpatient	210,169	295,400	(85,231)	52,542	70,900	(18,358)	49,142	67,567	(18,425)	(67)
360	Allegan CBRS	99,041	175,481	(76,440)	24,760	42,348	(17,588)	8,772	50,628	(41,856)	(24,268)
371	Jail Services	593,297	594,372	(1,075)	148,324	146,917	1,408	143,290	139,192	4,098	2,690
375	CBRS Jail Programs	64,545	64,545	0	16,136	15,928	209	14,846	15,998	(1,152)	(1,361)
380	Muskegon Outpatient	176,421	181,364	(4,943)	44,105	37,165	6,940	13,334	40,637	(27,303)	(34,244)
381	Muskegon Recovery Management	156,996	205,143	(48,147)	39,249	50,283	(11,034)	42,049	51,092	(9,044)	1,990
410	Parent Nurturing Service	136,868	126,614	10,254	34,217	31,260	2,957	23,787	23,085	703	(2,254)
411	Infant Toddler Development	1,462,721	1,419,800	42,921	349,232	340,231	9,001	240,406	330,589	(90,183)	(99,184)
416	Strong Beginnings	286,115	286,115	0	71,529	65,124	6,405	72,567	78,451	(5,885)	(12,289)
475	Healthy Families	798,552	798,552	0	199,638	197,589	2,049	174,754	174,754	0	(2,049)
495	Family Engagement Team	482,164	542,020	(59,856)	120,541	133,896	(13,355)	121,133	125,530	(4,397)	8,959
496	Women's Case Management	432,679	456,309	(23,630)	108,170	112,700	(4,530)	102,608	114,875	(12,266)	(7,736)
497	Recovery Management Service	170,306	205,458	(35,152)	42,577	50,733	(8,157)	39,895	44,586	(4,691)	3,466
530	The Bridge	731,705	883,292	(151,587)	182,926	220,823	(37,897)	268,462	259,712	8,750	46,647
531	Outreach	243,280	265,079	(21,799)	60,820	71,514	(10,694)	50,576	54,058	(3,482)	7,212
533	Supportive Housing	1,022,743	1,050,354	(27,611)	298,374	258,534	39,840	202,572	207,096	(4,524)	(44,364)
610	OSAP/SLIC/ROADD	410,245	410,245	0	102,561	101,540	1,021	124,691	124,691	0	(1,021)
611	Parenting	208,651	208,651	0	52,163	51,574	589	49,488	49,487	1	(588)
614	SCAN	86,536	86,536	0	21,634	21,450	184	17,953	17,953	0	(184)
615	TTQ	446,491	446,491	0	112,358	109,781	2,577	125,042	122,682	2,360	(217)
781	WrapAround	995,673	887,136	108,536	248,918	218,093	30,826	262,728	241,913	20,815	(10,010)
786	CLS/Respite	126,842	117,567	9,275	33,274	29,530	3,745	15,025	15,678	(653)	(4,398)
787	Kent School Services Network	1,068,181	977,570	90,611	233,372	241,722	(8,350)	173,211	230,002	(56,791)	(48,441)
791	Behavioral Health Home	3,166,251	2,681,808	484,443	791,563	652,057	139,506	836,459	674,995	161,464	21,958
820	Foster Care	1,988,240	1,881,451	106,789	343,976	419,692	(75,716)	524,991	433,028	91,963	167,680
822	Adoption	347,400	309,388	38,012	86,850	76,349	10,501	85,125	79,167	5,958	(4,543)
823	CASA	178,440	193,127	(14,687)	44,610	48,564	(3,955)	53,242	59,659	(6,417)	(2,463)
932	Great Start	1,086,460	1,086,460	0	271,615	269,757	1,858	223,646	221,906	1,740	(117)
	Total Program Services	22,130,691	22,105,527	25,164	5,301,816	5,307,326	(5,510)	5,073,165	5,191,178	(118,013)	(112,503)
102	Corporate Development	222,000	406,268	(184,268)	62,125	96,685	(34,560)	107,054	88,416	18,638	53,198
103	Investments	235,000	20,000	215,000	58,750	5,000	53,750	255,258	4,417	250,840	197,090
210	Leonard Buildings	110,727	69,012	41,715	27,682	17,246	10,435	27,682	24,584	3,098	(7,337)
	Total Non-Program Services	567,727	495,280	72,447	148,557	118,931	29,625	389,993	117,417	272,576	242,951
	Total Program/Non-Program Services	22,698,418	22,600,807	97,611	5,450,373	5,426,258	24,115	5,463,158	5,308,595	154,564	130,448
104	Arbor Circle Other	0	0	0	(22,656)	0	(22,656)	(78,988)	0	(78,988)	(56,332)
	Total Net Income (Loss)	22,698,418	22,600,807	97,611	5,427,717	5,426,258	1,459	5,384,170	5,308,595	75,575	74,116

*Budget effective 10/01/23

Arbor Circle Corporation
Financial Summary By Program and Non-Program Services
For Month Ending December 31, 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)	73,546	78,748	(5,201)	63,343	72,086	(8,743)	(3,542)
Outpatient Counseling (230-355, 380)	5,046,084	5,429,145	(383,061)	1,188,883	1,250,589	(61,706)	1,012,504	1,178,285	(165,781)	(104,075)
Community Based Recovery Services (360-375, 381, 495-497)	1,999,029	2,243,329	(244,300)	499,757	552,805	(53,048)	472,593	541,901	(69,308)	(16,260)
Early Childhood (410-475)	2,684,256	2,631,081	53,174	654,616	634,204	20,411	511,514	606,879	(95,365)	(115,776)
Youth Development Services (530)	1,997,728	2,198,725	(200,997)	542,121	550,871	(8,751)	521,611	520,866	745	9,495
Prevention and Advocacy (610-615, 932)	2,238,383	2,238,383	0	560,331	554,102	6,229	540,820	536,718	4,102	(2,127)
Family Based Services (781-791)	5,356,947	4,664,082	692,865	1,307,127	1,141,401	165,726	1,287,423	1,162,588	124,835	(40,891)
Child Welfare (820-823)	2,514,080	2,383,966	130,114	475,436	544,605	(69,170)	663,358	571,854	91,504	160,673
Total Program Services	22,130,691	22,105,527	25,164	5,301,816	5,307,326	(5,510)	5,073,165	5,191,178	(118,013)	(112,503)
Non-Program Services										
Corporate Development (102)	222,000	406,268	(184,268)	62,125	96,685	(34,560)	107,054	88,416	18,638	53,198
Investments (103)	235,000	20,000	215,000	58,750	5,000	53,750	255,258	4,417	250,840	197,090
Leonard building (rental) (210)	110,727	69,012	41,715	27,682	17,246	10,435	27,682	24,584	3,098	(7,337)
Total Non-Program Services	567,727	495,280	72,447	148,557	118,931	29,625	389,993	117,417	272,576	242,951
Total Program and Non-Program Services	22,698,418	22,600,807	97,611	5,450,373	5,426,258	24,115	5,463,158	5,308,595	154,564	130,448
Arbor Circle Other (104)**	-	-	-	(22,656)	-	(22,656)	(78,988)	-	(78,988)	(56,332)
Total net income (loss)	22,698,418	22,600,807	97,611	5,427,717	5,426,258	1,459	5,384,170	5,308,595	75,575	74,116

*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 December 31, 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)	63,343	72,086	(8,743)	57,929	63,211	(5,282)	(3,461)
Outpatient Counseling (230-355, 380)	1,012,504	1,178,285	(165,781)	830,991	1,073,900	(242,909)	77,127
Community Based Recovery Services (360-375, 381, 495-497)	472,593	541,901	(69,308)	472,904	540,473	(67,570)	(1,739)
Early Childhood (410-475)	511,514	606,879	(95,365)	483,806	515,792	(31,986)	(63,379)
Youth Development Services (530)	521,611	520,866	745	334,429	445,476	(111,047)	111,791
Prevention and Advocacy (610-615, 932)	540,820	536,718	4,102	415,190	405,815	9,375	(5,273)
Family Based Services (781-791)	1,287,423	1,162,588	124,835	1,235,041	976,901	258,139	(133,305)
Child Welfare (820-823)	663,358	571,854	91,504	607,271	518,628	88,644	2,860
Total Program Services	5,073,165	5,191,178	(118,013)	4,437,561	4,540,196	(102,635)	(15,377)
Non-Program Services							
Corporate Development (102)	107,054	88,416	18,638	100,457	90,740	9,717	8,921
Investments (103)	255,258	4,417	250,840	141,084	4,010	137,074	113,767
Leonard building (rental) (210)	27,682	24,584	3,098	22,464	17,512	4,952	(1,854)
Total Non-Program Services	389,993	117,417	272,576	264,005	112,262	151,743	120,834
Total Program and Non-Program Services	5,463,158	5,308,595	154,564	4,701,566	4,652,458	49,107	105,456
Arbor Circle Other (104)**	(78,988)	-	(78,988)	(57,740)	600.00	(58,340)	(20,649)
Total net income (loss)	5,384,170	5,308,595	75,575	4,643,826	4,653,058	(9,232)	84,807

**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	1,090,768.85	1,226,070.99
Cash & Cash Equivalents-Saving	1,340.71	1,200.44
Accts Receivable - Federal	318,491.20	241,786.61
Accts Rec - N180/CMH Other	160,725.85	176,474.95
Accts Receivable - DHS (FIA)	266,649.32	184,138.69
Accts Receivable - Grants	240,040.96	458,604.61
Accts Receivable - FC/Adoption	350,762.56	293,412.08
Accts Receivable - Other	351,814.45	395,235.42
A/R - Client Billings	759,801.41	524,606.31
Promise to Give - United Way	59,805.53	107,314.48
AR Medicaid Outreach	84,841.53	.00
Prepaid Expenses and Other	297,648.63	290,104.89
TOTAL CURRENT ASSETS	3,982,691.00	3,898,949.47
FIXED ASSETS		
Property and Equipment	5,798,351.27	5,798,351.27
Accumulated Depreciation	2,730,319.94	2,712,350.93
Construction in Progress	.00	.00
TOTAL FIXED ASSETS	3,068,031.33	3,086,000.34
OTHER ASSETS		
Investments - Long Term	2,399,829.19	2,340,775.11
Investments - Short Term	2,142,863.62	2,083,627.83
GRCF Endowment	167,436.09	167,436.09
GRCF - Spendable Balance	24,250.00	24,250.00
TOTAL OTHER ASSETS	4,734,378.90	4,616,089.03
TOTAL ASSETS	11,785,101.23	11,601,038.84
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	289,368.28	413,664.90
Current Portion OCC Loan	46,353.77	46,217.06
Current Portion Holland Loan	.00	.00
Current Portion Leonard Loan	38,540.42	38,426.75
Payroll Protection Plan Loan	.00	.00
Accrued Wages & Payroll Taxes	600,698.77	551,646.88
Deferred Revenue	869,222.40	842,973.48
TOTAL CURRENT LIABILITIES	1,844,183.64	1,892,929.07
LT Portion OCC Loan	960,043.00	964,017.19
LT Portion Holland Loan	.00	.00
LT Portion Leonard Bldg Loan	798,220.74	801,525.05
YAS Fiduciary Funds	7,279.88	7,944.71
LYL	3,230.39	3,230.39
LT Security Deposit	7,488.00	7,488.00
TOTAL LONG TERM LIABILITIES	1,776,262.01	1,784,205.34
TOTAL LIABILITIES	3,620,445.65	3,677,134.41
DEFERRED REVENUE		
Board Design Future Yr U.W.	.00	.00
Deferred Revenue	.00	.00
Deferred Medicaid Outreach	41,108.78	.00
TOTAL DEFERRED REVENUE	41,108.78	.00
NET ASSETS		
Permanently Restricted	167,436.09	167,436.09
Temporarily Restricted	216,999.04	273,861.22
Board Designated Net Assets	.00	.00
Unrestricted Net Assets -Prior	7,663,536.36	7,606,674.18
NET ASSETS (CURRENT YEAR)	75,575.31	(124,067.06)
TOTAL NET ASSETS	8,123,546.80	7,923,904.43
TOTAL LIABILITIES AND NET ASSETS	11,785,101.23	11,601,038.84

Arbor Circle Corporation
INCOME STATEMENT

DECEMBER 31, 2023

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	DECEMBER	ANNUAL Y-T-D	Y-T-D	OF BUDGET
REVENUE:				
Network 180 Grants	494,843.67	1,585,839.44	1,569,812.48	101.02
Other County/State Depts	468,662.54	1,343,876.52	1,210,384.10	111.03
Federal Government Revenue	51,058.76	297,129.80	401,617.62	73.98
United Way Community Care	10,437.13	31,311.41	30,423.39	102.92
United Way Designated	.00	623.62	999.99	62.36
Medicaid Outreach Revenue	.00	.00	.00	.00
Other Grants	279,624.53	738,274.74	882,007.80	83.70
Total Contractual Revenues	1,304,626.63	3,997,055.53	4,095,245.38	97.60
Service Reimbursements				
Medicaid Reimbursements	139,099.50	137,934.50	72,191.79	191.07
Medicare Reimbursements	11,708.00	26,968.00	35,090.51	76.85
Government Reimbursements	2,610.14	16,980.97	26,194.24	64.83
Commercial Insurances	181,319.80	443,534.10	172,131.55	257.67
Client Pay	11,655.86	24,288.00	23,007.86	105.56
CMH Fees-Other	809.50	809.50	.00	.00
CMH Fee for Service	261,428.86	640,334.99	967,013.88	66.22
Discretionary Reimbursements	3,700.75	7,256.31	11,320.98	64.10
Contractual Allowances	(116,002.02)	(319,760.31)	(132,966.32)	240.48
Total Service Reimbursements	496,330.39	978,346.06	1,173,984.49	83.34
Fund-raising				
Donations	48,409.70	106,744.74	67,516.25	158.10
United Way Transfer	(10,437.13)	(31,311.41)	(22,656.33)	138.20
Special Events	12,000.00	20,500.00	.00	.00
Total Fund-raising Revenues	49,972.57	95,933.33	44,859.92	213.85
Other				
Donated Goods and Services	17,439.66	27,608.89	16,375.00	168.60
Miscellaneous	537.02	3,915.53	11,070.23	35.37
Interest and Dividend Income	168.55	725.81	2,250.00	32.26
Rental Income	9,227.28	27,681.84	27,681.75	100.00
Total Other Revenues	27,372.51	59,932.07	57,376.98	104.45
TOTAL REVENUES	1,878,302.10	5,131,266.99	5,371,466.77	95.53

Arbor Circle Corporation
INCOME STATEMENT

DECEMBER 31, 2023

	PERIOD TO DATE	YEAR TO DATE	BUDGET Y-T-D	PERCENT OF BUDGET
	DECEMBER	ANNUAL Y-T-D		
EXPENDITURES:				
Salaries	1,123,139.86	3,382,806.04	3,402,400.88	99.42
FICA	78,666.03	241,724.25	279,850.95	86.38
Unemployment	2,184.79	2,620.52	1,873.53	139.87
Workman's Compensation	6,835.44	20,506.45	23,681.82	86.59
Health/Dental/Vision Insurance	93,947.08	333,595.45	355,422.30	93.86
Disability/Life Insurance	5,374.32	21,596.78	22,499.94	95.99
Pension	28,405.65	82,766.07	90,048.48	91.91
Other Employee Benefits	971.73	4,229.75	5,273.91	80.20
Contracted Svcs Direct	19,750.00	75,825.00	80,345.01	94.37
Contracted Svcs Indirect	66,834.96	158,260.86	149,736.09	105.69
Sent To Collection	.00	.00	3,249.99	.00
Recovery Sent to Collection	(153.51)	(153.51)	(750.00)	20.47
Calc Doubtful Acct Allowance	.00	.00	.00	.00
Write-Off Expense	5,683.99	22,455.43	17,874.99	125.62
Respite Services Purchased	268.00	3,606.70	2,625.00	137.40
Client Discretionary	120,599.76	276,867.57	234,023.01	118.31
Client Transportation	2,544.32	6,239.02	6,316.65	98.77
Operating Supplies	18,844.49	40,124.16	101,775.00	39.42
Occupancy Expenses	65,921.05	156,090.22	137,807.33	113.27
Office Supplies	1,687.43	5,451.78	4,197.72	129.87
Printing	109.83	3,583.06	3,223.77	111.15
Telephone	14,963.55	44,533.97	46,990.08	94.77
Postage	282.42	1,086.12	1,902.60	57.09
Dues and Subscriptions	25,193.33	74,013.30	98,960.42	74.79
Events	1,878.77	3,300.49	4,562.52	72.34
Recruitment & Advertising	8,824.43	15,381.48	21,162.54	72.68
Public Awareness	.00	.00	1,125.00	.00
Insurance Expense	9,669.38	29,008.10	30,383.79	95.47
Staff Travel	31,237.98	128,834.69	135,419.76	95.14
Miscellaneous	1,649.16	4,079.57	5,350.05	76.25
Equipment Purchases	9,240.08	43,648.99	17,337.27	251.76
Conferences	12,529.81	23,509.26	46,384.35	50.68
Donated Goods & Services	17,439.66	27,608.89	16,375.00	168.60
Billing Support	.00	.00	.00	.00
Program Support	.00	.00	.00	.00
Administration	.00	.00	898.76	.00
TOTAL EXPENDITURES	1,774,523.79	5,233,200.46	5,348,328.51	97.85
OPERATING INCOME (LOSS)	103,778.31	(101,933.47)	23,138.26	(440.54)
Other (Revenues)/Expenses				
Depreciation Building & Improv	12,138.13	36,414.30	36,140.70	100.76
Depreciation Equipment	5,668.79	17,004.76	20,124.18	84.50
Mortgage Interest Expense	6,720.16	17,912.54	16,664.54	107.49
Investment Fees	62.93	4,417.39	5,000.01	88.35
Investment Interest Income	(15,035.74)	(42,909.41)	(15,000.00)	286.06
Unrealized (Gain) Loss Invest.	(105,418.33)	(210,348.36)	(41,250.00)	509.94
TOTAL OTHER (REVENUES)/EXPENSES	(95,864.06)	(177,508.78)	21,679.43	(818.79)
NET REVENUES OVER/(UNDER) EXPENSES	199,642.37	75,575.31	1,458.83	5,180.54
BASE PERCENTAGE:	25.00	25.00	25.00	100.00

Arbor Circle Corporation
Statement of Cash Flows
For the Month Ended December 31, 2023

Cash flows from operating activities	ACTUAL	YTD
Change in net assets	\$ 199,642	\$ 75,575
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	\$ 17,969	\$ 53,906
Changes in operating assets and liabilities which provided (used) cash		
Receivables	\$ (173,165)	\$ (121,312)
Prepaid expenses	\$ (7,544)	\$ 149,498
Accounts payable	\$ (124,297)	\$ (98,203)
Fiduciary funds	\$ (665)	\$ (2,320)
Accrued wages and payroll taxes	\$ 49,052	\$ 198,565
Unearned/Deferred Revenue	\$ 29,163	\$ 54,323
Net cash provided by (used in) operating activities	\$ (9,844)	\$ 310,032
Cash flows from investing activities		
Addition of Property and Equipment	\$ -	\$ (148,500)
Disposal of Property and Equipment	\$ -	\$ -
Arbor Circle Endowment	\$ -	\$ -
Investment (Income)/Loss	\$ (118,290)	\$ (240,838)
Purchase of Investments	\$ -	\$ -
Net cash provided by (used in) investing activities	\$ (118,290)	\$ (389,338)
Cash flows from financing activities		
OCC loan	\$ (3,837)	\$ (11,378)
Leonard Buildings loan	\$ (3,191)	\$ (9,460)
Net cash provided by (used in) financing activities	\$ (7,028)	\$ (20,839)
Net increase (decrease) in cash and cash equivalents	\$ (135,162)	\$ (100,145)
Cash and cash equivalents, beginning of month	\$ 1,227,271	\$ 1,192,254
Cash and cash equivalents, end of month	\$ 1,092,110	\$ 1,092,110



refreshed mission statement

Arbor Circle advances mental wellbeing through counseling and supportive services in partnership with people and communities.

refreshed vision statement

Arbor Circle is a valued partner in shaping a community where all people can flourish.

refreshed organizational values

- listening
- engagement
- growth

retiring mission statement

Arbor Circle transforms the lives of children, adults and families facing mental health, substance use and family concerns in a caring partnership with our clients and diverse community.

retiring vision statement

Arbor Circle is the leader in providing innovative and proven approaches that help individuals and families experience hope and healing.

retiring value statements

- Because we respect our consumers, we provide accessible, culturally and professionally competent person-centered services that promote lifelong development.
- Because we respect our customers, funders and donors, we value collaboration, accountability and positive outcomes that have a sustained impact on our community.
- Because we respect our employees and volunteers, we are committed to an organization that promotes open communication, professional growth and rewards for ethical, competent and productive service.