



**Arbor Circle Board Meeting**  
**Thursday, November 14, 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  | 5 min                   |
| <ul style="list-style-type: none"><li>• Welcome Matt Boggiano</li><li>• Thank you Brett Karhoff and Kelley Root</li></ul>  |                         |
| B. Approval of Board Meeting Minutes of October 10, 2024 – Nettleton   | 1 min                   |
| C. Program Presentation – Gietzen  | 25 min                  |
| <i>Leigh Moerdyke &amp; Zach Yokom – Prevention and Advocacy</i>   |                         |
| D. Finance Report – Brill  | 15 min                  |
| <ul style="list-style-type: none"><li>• Review and Approval of draft September 2024 Financial Statements</li></ul>   |                         |
| E. Annual Meeting Action Items   |                         |
| <ul style="list-style-type: none"><li>• Approval of Board Terms and Officers – Farrell-Cole</li><li>• Review Committee Assignments – Pava</li><li>• Review and Approval of Board Manual – Hughes</li></ul> | 2 min<br>2 min<br>2 min |
| F. Committee Reports   |                         |
| 1. Exec. and Finance – Nettleton   | 2 min                   |
| 2. Governance – Farrell-Cole   | 10 min                  |
| <ul style="list-style-type: none"><li>• Results of Board Self-Assessment and Feedback Survey – Hughes</li></ul>  |                         |
| 3. Community Engagement and Events – Thomas/Burden Hill  | 5 min                   |
| 4. Development – Freeman   | 2 min                   |
| 5. Facilities – Nettleton  | 2 min                   |
| 6. Investment – Karhoff  | 2 min                   |
| G. Other Business  |                         |
| <ul style="list-style-type: none"><li>• Holiday Gathering – Freeman<br/>    December 19, 2024</li></ul>  | 1 min                   |
| H. Next Meeting: December 12, 2024, 12-1:30pm; 1560 Leonard NE   |                         |
| I. Meeting Feedback and Adjournment – Nettleton  |                         |



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**Board Members Present via Teams:** Patty Farrell-Cole, Mandice McAllister, Kelley Root, Melina Sinigos, Elliot Talen, Gwendolyn Thomas.

**Board Members Present in Person:** Judy Freeman, Sonya Hughes, Susan Mason, Mark Nettleton, Carlos Pava, Pujita Sieplinga, B. Donta Truss.

**Staff Members Present:** Marie Brill, Janelle Burden Hill, Enid Gaddis, Kristin Gietzen, Taylor Greenfield, Susan Sheppard, Leah Walton, Carrie Newberg.

**Board Members Absent:** Regina Hill, Brett Karhoff.

**A. Call to Order, Welcome and Announcements**

Mark Nettleton called the meeting to order at 12:01pm.

Susan shared the positive news that our YDS division has been awarded 2 federal grants, one for our Transitional Living Program and a new grant for a Maternal Group Home. These are each \$250k/year for 5 years.

Mark noted that in line with the Board's succession planning, he will be stepping down from the Chairperson role in November to allow for new leadership, he plans to remain on the Board until he completes his 3<sup>rd</sup> term in November of 2026.

**B. Mark presented the agenda. Mark noted that the agenda incorrectly listed December 12<sup>th</sup> as our next meeting, when in fact our next meeting will take place November 14<sup>th</sup>.**

**Susan Mason moved and Pujita Sieplinga supported Board approval of the October 10, 2024 agenda with that correction. The Board approved and the motion carried.**

**C. Approval of Board Meeting Minutes of September 12, 2024**

**Sonya Hughes moved and B. Donta Truss supported approval of September 12, 2024 Board Meeting Minutes. The Board approved and the motion carried.**

**D. Program Presentation – Family Based Services**

Susan Sheppard introduced Carrie Newberg, Program Director of our Family Based Services. Susan reviewed where the FBS division fits into our program structure and budget, as well as service utilization outcomes - 940 unique identified clients last FY, participating in 21,500 therapeutic events. Carrie reviewed the organizational chart and division staffing structure. She highlighted the focus on staff wellness and teaming on cases to provide the best level of support possible. She then focused her presentation on highlighting the Behavior Health Home (BHH) programming. BHH uses a community/home based approach that is family-driven and youth-guided. Identified clients are youth 18-21 as well as their siblings and caregivers. The goals are to improve family functioning and increase family stability. Carrie illustrated the multidisciplinary aspect of their team with a story about



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a family where the parent had SUD needs. The parent was able to access individual therapy as well as a family case manager who provided support with legal and health issues. This helped to stabilize the family which positively impacted the young adult. In another scenario there was a need for crisis stabilization which was addressed with a DBT group which improved family communication. This model allows the team to provide specialized treatment based on each family's unique needs.

Board questions began with how clients access services. This is a closed access program so they are referred by community mental health, then they get placed with us if we are the appropriate level of care. We do some outreach and coordination with schools, probation officers, medical crisis centers so that we have solid working relationships in place when individuals come into our care who may also be connected to those entities. Carrie noted that we have some staff positions (multiple therapist and a wraparound case manager) open right now so any help spreading the word to connect with potential candidates would be helpful. She noted some of the program benefits including the flexibility to be full-time, part-time, or contractual, which means individuals can still have a private practice while having cases with Arbor Circle. Board Members asked how to support the work, Carrie shared that holiday giving is a great way – the team will have a number of families matched through holiday giving this year, there is also the opportunity to support the program through the program wish list which includes tools and supplies for therapeutic care. Individuals and families also benefit from resources like organization memberships to local cultural organizations or other recreation passes (movies, trampoline parks, etc.)

E. Review and Approval of August 2024 Financial Statements

Marie Brill provided the August 2024 Financial Statement. Net loss for the month is (\$111,176) and the net loss YTD is (\$281,354). 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 \$489,257 and are \$421,663 above budget year to date. This is mostly due to gain on investments. Program services have a net loss of (\$579,318) and a negative budget variance of (\$606,433) year to date. Total program and non-program services have a net loss of (\$90,061) and a negative budget variance of (\$184,770). 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 (\$646,000). Accounts receivable decreased approximately (\$148,000). Accounts payable and accrued wages decreased approximately (\$615,000). Our Investments and Endowment increased approximately \$69,000.



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<b>Cash balances for the current and prior two months are:</b>				
		<b>8/31/24</b>	<b>7/31/24</b>	<b>6/30/24</b>
Huntington Bank	Checking	\$2,391	\$2,318	\$2,298
Macatawa Bank	Checking	\$290,164	\$937,782	\$953,628
Raymond James	Savings	\$342,903	\$341,485	\$340,073
Independent Bank	Savings	\$4,801	\$4,696	\$4,170
Chase Bank	Checking	\$3,771	\$3,541	\$3,481
Cash on Hand (Various Locations)		\$1,148	\$1,168	\$1,240
<b>Total Cash Balance</b>		<b>\$645,178</b>	<b>\$1,290,990</b>	<b>\$1,304,889</b>

<b>Investment balances for the current and prior two months are:</b>			
	<b>8/31/24</b>	<b>7/31/24</b>	<b>6/30/24</b>
Investment Account - Raymond James - long-term	\$2,690,814	\$2,639,502	\$2,587,687
Investment Account - Raymond James - short-term	\$2,164,088	\$2,146,062	\$2,139,836
Endowment at GRCF*	\$227,604	\$227,604	\$223,324
<b>Total Investment Balance</b>	<b>\$5,082,506</b>	<b>\$5,013,168</b>	<b>\$4,950,847</b>

*\*In addition to this balance, we also have \$380 held in endowment at GRCF*

<b>Accounts Receivable Aging Detail:</b>					
<b>As of 8/31/2024:</b>					
	<b>Total</b>	<b>0 - 30</b>	<b>31 - 60</b>	<b>61 - 90</b>	<b>Over 90</b>
Client accounts receivable	\$409,062	\$124,953	\$95,938	\$74,795	\$113,376
Other accounts receivable	\$1,597,747	\$1,170,593	\$305,856	\$29,102	\$92,196
<b>Total A/R as of 8/31/24</b>	<b>\$2,006,808</b>	<b>\$1,295,546</b>	<b>\$401,794</b>	<b>\$103,897</b>	<b>\$205,572</b>
	100%	65%	20%	5%	10%
<b>Total A/R for prior month</b>	<b>\$2,154,589</b>	<b>\$1,513,027</b>	<b>\$339,109</b>	<b>\$96,645</b>	<b>\$205,808</b>
	100%	70%	16%	4%	10%
<b>Total A/R for prior year</b>	<b>\$1,807,511</b>	<b>\$1,333,493</b>	<b>\$245,551</b>	<b>\$86,073</b>	<b>\$142,395</b>
	100%	74%	14%	5%	8%

**Pujita Sieplinga moved and Judy Freeman supported Board approval of August 2024 financial statements. The Board approved and the motion carried.**



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F. Board Role in Development Discussion

Taylor led a discussion about the Board’s role in Development. She highlighted the valuable role that Board Members play in making connections with the community, as this comes through individual relationships with people and organizations in your network such as family members, colleagues, friends, community groups. Taylor made note of several examples of individuals who have come to support us through individual Board connections – Judy’s church, Gwen’s colleagues, Sue and Sonya’s golf leagues, Brett’s affiliation with the Civic Theatre. Members were asked to consider their various affiliations and how they might consider engaging them through events, tours, small group volunteering, holiday giving, etc. Taylor noted we are open to ideas and we are mostly looking for the introduction and then our staff will help to engage and grow the connection. Taylor reviewed the various ways to give and get involved and our on-line tools for doing so. She noted that we are particularly focused on planned giving and recurring gifts. Judy suggested we add a name and some type of incentive or special benefits to those who participate in recurring giving. Taylor concluded by asking Board Members to consider why they support Arbor Circle, and to utilize those answers when considering who to connect with the organization and the best paths to doing so.

G. Committee Reports

- Exec. & Finance – Mark shared that the committee reviewed the meeting agenda, plans for the annual meeting in November, the investment withdrawal guidelines, and the transition planning specifically within the Exec & Finance committee.
- Investment – In Brett’s absence, Mark reviewed the proposed investment withdrawal guidelines included in the Board packet. He highlighted the policy statement: “Arbor Circle will ensure that decisions to make withdrawals from its long- or short-term investment accounts will align with the organization's mission, financial goals, and regulatory requirements.” There was a question about other access to funding in particular the agency’s line of credit, Marie shared that we have access to \$500,000 with one account and \$100,000 with another.

**Mark Nettleton moved and Pujita Sieplinga supported approval of the Arbor Circle Investment Withdrawal Guidelines. The Board approved and the motion carried.**



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- **Governance** – Patty shared that the committee continued preparation for the annual meeting in November. Patty reminded all Board Members to complete the Board Self-Assessment and Feedback Survey so we can compile results and share in December. Patty reminded members of the Board pairing activity, the list is available on the Board portal. This quarter’s engagement opportunities will focus on event attendance, and holiday giving. The committee is encouraging all Board Members to consider sponsoring children from the foster care program. Patty also reminded the Board that Brett and Kelley will end their service in November. Brett has made an introduction to Hungerford colleague Matthew Boggiano, whose bio was included in the Board packet. Patty noted that we will be nominating Matt today but his term cannot formally begin until Brett’s ends, as we will not have a vacancy until that time. The plan is that he will come onto the Board and join the Exec & Finance team as the Board Treasurer, and in that role would also participate in the Audit and Investment committees. Staff clarified that we will not nominate for his Executive or other Committee assignments until the annual meeting in November when we vote on the slate of officers and committees. Patty recommended that we move to nominate Matthew to the Board.

**Mark Nettleton moved and Sonya Hughes supported the nomination of Matthew Boggiano to the Arbor Circle Board of Directors upon the next Board vacancy. The Board approved and the motion carried.**

- **Development** – This month’s report was mostly included in Taylor’s presentation. She noted that the annual appeal will go out in November, after the election. Judy shared that the committee continues to focus on sponsor development, and that the sponsor list is available for review by the full Board to help identify connections to the existing list and to propose new sponsor prospects.
- **Community Engagement and Events** Janelle reviewed our recent and upcoming events:
  - We had great Board attendance at the End of Summer Celebration/Bridge Open House last month, we are open to event feedback and suggestions from anyone who attended.
  - Our Thomas J Bullock Memorial Lecture is coming up on October 29, 2024. This is a free educational lecture that we plan to hold on an annual basis. This year’s theme is the History of Substance Use Disorder Treatment and Challenges <https://arborcircle.org/event/thomas-j-bullock-memorial-lecture-history-of-sud-treatment-challenges/> We currently have filled 191 of 200 spots and expect to move to a waitlist for the event. Thanks to everyone who has helped promote it to those interested in this work.
  - Holiday Giving sponsor recruitment has kicked off and matching will begin in November with a goal to match all youth and families before Thanksgiving. We would



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appreciate help with sponsor recruitment <https://arborcircle.org/give-get-involved/holiday-giving-program/> As noted in the Board Governance report, Board Members are encouraged to support foster youth, that wish list signup will be shared via email following the meeting.

- We expect to have results from the VanDyk Golf n Give by our November meeting, they plan to schedule a check presentation on our campus and any participating Board Members will be invited to join us.
- Facilities – Mark shared that the committee did not meet this month. This committee does have openings and would welcome another Board representative.

H. Other Business

Kristin shared gratitude for Judy once again offering her home for the Board and staff leadership holiday gathering. Kristin proposed several dates and based on those in attendance it looks like the evening of Thursday December 19<sup>th</sup> will work best for most folks. Tentatively hold the date and stay tuned for a more formal invitation.

- I. **Next Meeting:** Next meeting will be held November 14, 2024 12-1:30pm – 1560 Leonard NE. Mark made a special request that members try to attend in person as it will be the final meeting for Kelley and Brett and the first for Matt.
- J. Meeting Feedback and Adjournment – Taylor invited Board Members to stay after the meeting for a quick photo with staff which will be used in our annual appeal letter. Mark adjourned the meeting at 1:29pm.



**Arbor Circle Corporation  
Financial Statement Summary  
9/30/2024**

Net gain for the month is \$269,126 and the net loss YTD is (\$12,229).

**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 \$517,078 and are \$444,631 above budget year to date. This is mostly due to gain on investments.
- Program services have a net loss of (\$501,037) and a negative budget variance of (\$526,201) year to date. Total program and non-program services have a net gain of \$16,041 and a negative budget variance of (\$81,570).
- Outpatient Counseling and Early Childhood have the largest negative budget variances. Child Welfare and Youth Development Services have the largest positive budget variances.
- These are still draft financial statements until the audit is complete in February. We still do have some entries to make to September and we will end the year with a net gain.

On the balance sheet, cash decreased approximately (\$115,000). Accounts receivable increased approximately \$353,000. Accounts payable and accrued wages increased approximately \$207,000. Our Investments and Endowment increased approximately \$48,000.

<b>Cash balances for the current and prior two months are:</b>				
		<b>9/30/24</b>	<b>8/31/24</b>	<b>7/31/24</b>
Huntington Bank	Checking	\$2,474	\$2,391	\$2,318
Macatawa Bank	Checking	\$173,897	\$290,164	\$937,782
Raymond James	Savings	\$343,752	\$342,903	\$341,485
Independent Bank	Savings	\$4,989	\$4,801	\$4,696
Chase Bank	Checking	\$4,206	\$3,771	\$3,541
Cash on Hand (Various Locations)		\$1,081	\$1,148	\$1,168
<b>Total Cash Balance</b>		<b>\$530,398</b>	<b>\$645,178</b>	<b>\$1,290,990</b>

<b>Investment balances for the current and prior two months are:</b>			
	<b>9/30/24</b>	<b>8/31/24</b>	<b>7/31/24</b>
Investment Account - Raymond James - long-term	\$2,726,615	\$2,690,814	\$2,639,502
Investment Account - Raymond James - short-term	\$2,176,410	\$2,164,088	\$2,146,062
Endowment at GRCF*	\$227,604	\$227,604	\$227,604
<b>Total Investment Balance</b>	<b>\$5,130,629</b>	<b>\$5,082,506</b>	<b>\$5,013,168</b>

*\*In addition to this balance, we also have \$380 held in endowment at GRCF*

<b>Accounts Receivable Aging Detail:</b>					
<b>As of 9/30/2024:</b>					
	<b>Total</b>	<b>0 - 30</b>	<b>31 - 60</b>	<b>61 - 90</b>	<b>Over 90</b>
Client accounts receivable	\$705,555	\$405,148	\$114,824	\$48,600	\$136,984
Other accounts receivable	\$1,654,164	\$1,488,299	\$151,056	\$6,831	\$7,978
<b>Total A/R as of 9/30/24</b>	<b>\$2,359,719</b>	<b>\$1,893,447</b>	<b>\$265,880</b>	<b>\$55,431</b>	<b>\$144,962</b>
	100%	80%	11%	2%	6%
Total A/R for prior month	\$2,006,808	\$1,295,546	\$401,794	\$103,897	\$205,572
	100%	65%	20%	5%	10%
Total A/R for prior year	\$2,292,885	\$1,595,875	\$501,023	\$57,184	\$138,801
	100%	70%	22%	2%	6%



# DRAFT

## Arbor Circle Corporation Financial Report for Month Ending September 30, 2024

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)	294,185	316,817	(22,632)	274,370	323,720	(49,349)	(26,718)
230 OCC Counseling	2,170,270	2,382,695	(212,425)	2,170,270	2,382,695	(212,425)	1,745,836	2,273,725	(527,890)	(315,465)
231 School Based Services	879,071	879,071	0	879,071	879,071	0	965,527	1,027,146	(61,619)	(61,619)
232 Childhood Healing	592,724	592,724	0	592,724	592,724	0	571,703	572,217	(514)	(514)
340 AC Counseling-Newaygo	689,465	740,714	(51,250)	689,465	740,714	(51,250)	560,721	765,908	(205,187)	(153,937)
350 Ottawa Outpatient	327,964	357,176	(29,212)	327,964	357,176	(29,212)	328,224	417,704	(89,480)	(60,268)
355 Allegan Outpatient	210,169	295,400	(85,231)	210,169	295,400	(85,231)	129,271	254,247	(124,976)	(39,745)
360 Allegan CBRS	99,041	175,481	(76,440)	99,041	175,481	(76,440)	33,955	214,483	(180,527)	(104,087)
371 Jail Services	593,297	594,372	(1,075)	593,297	594,372	(1,075)	582,126	554,541	27,585	28,659
375 Reentry Support	64,545	64,545	0	64,545	64,545	0	71,136	75,092	(3,955)	(3,955)
380 Muskegon Outpatient	176,421	181,364	(4,943)	176,421	181,364	(4,943)	187,160	220,843	(33,683)	(28,740)
381 Muskegon Recovery Management	156,996	205,143	(48,147)	156,996	205,143	(48,147)	219,576	259,415	(39,839)	8,308
410 Parent Nurturing Service	136,868	126,614	10,254	136,868	126,614	10,254	121,791	94,144	27,646	17,392
411 Infant Toddler Development	1,462,721	1,419,800	42,921	1,462,721	1,419,800	42,921	1,277,088	1,435,305	(158,218)	(201,138)
416 Strong Beginnings	286,115	286,115	0	286,115	286,115	0	284,782	315,603	(30,822)	(30,822)
475 Healthy Families	798,552	798,552	0	798,552	798,552	0	789,499	804,278	(14,779)	(14,779)
495 Family Engagement Team	482,164	542,020	(59,856)	482,164	542,020	(59,856)	469,212	540,103	(70,891)	(11,034)
496 Women's Case Management	432,679	456,309	(23,630)	432,679	456,309	(23,630)	413,561	467,701	(54,140)	(30,510)
497 Recovery Management Service	170,306	205,458	(35,152)	170,306	205,458	(35,152)	171,870	215,108	(43,238)	(8,086)
530 The Bridge	731,705	883,292	(151,587)	731,705	883,292	(151,587)	1,255,060	1,226,380	28,680	180,267
531 Outreach	243,280	265,079	(21,799)	243,280	265,079	(21,799)	473,785	488,393	(14,608)	7,191
533 Supportive Housing	1,022,743	1,050,354	(27,611)	1,022,743	1,050,354	(27,611)	712,742	726,039	(13,297)	14,314
610 OSAP/SLIC/ROADD	410,245	410,245	0	410,245	410,245	0	444,913	444,913	0	0
611 Parenting	208,651	208,651	0	208,651	208,651	0	219,026	219,026	(0)	(0)
614 SCAN	86,536	86,536	0	86,536	86,536	0	82,391	82,391	0	0
615 TTQ	446,491	446,491	0	446,491	446,491	0	608,292	583,539	24,753	24,753
781 WrapAround	995,673	887,136	108,536	995,673	887,136	108,536	1,117,723	995,852	121,871	13,335
786 CLS/Respite	126,842	117,567	9,275	126,842	117,567	9,275	75,879	69,789	6,090	(3,184)
787 Kent School Services Network	1,068,181	977,570	90,611	1,068,181	977,570	90,611	1,077,686	1,032,240	45,446	(45,165)
791 Behavioral Health Home	3,166,251	2,681,808	484,443	3,166,251	2,681,808	484,443	3,345,193	2,793,719	551,474	67,032
820 Foster Care	1,988,240	1,881,451	106,789	1,988,240	1,881,451	106,789	2,016,939	1,588,375	428,564	321,775
822 Adoption	347,400	309,388	38,012	347,400	309,388	38,012	291,716	326,168	(34,452)	(72,464)
823 CASA	178,440	193,127	(14,687)	178,440	193,127	(14,687)	230,458	249,397	(18,939)	(4,251)
932 Great Start	1,086,460	1,086,460	0	1,086,460	1,086,460	0	1,175,308	1,168,053	7,255	7,255
<b>Total Program Services</b>	<b>22,130,691</b>	<b>22,105,527</b>	<b>25,164</b>	<b>22,130,691</b>	<b>22,105,527</b>	<b>25,164</b>	<b>22,324,520</b>	<b>22,825,557</b>	<b>(501,037)</b>	<b>(526,201)</b>
102 Corporate Development	222,000	406,268	(184,268)	222,000	406,268	(184,268)	265,851	438,304	(172,453)	11,815
103 Investments	235,000	20,000	215,000	235,000	20,000	215,000	691,689	20,742	670,946	455,947
210 Leonard Buildings	110,727	69,012	41,715	110,727	69,012	41,715	110,727	92,143	18,584	(23,131)
<b>Total Non-Program Services</b>	<b>567,727</b>	<b>495,280</b>	<b>72,447</b>	<b>567,727</b>	<b>495,280</b>	<b>72,447</b>	<b>1,068,267</b>	<b>551,189</b>	<b>517,078</b>	<b>444,631</b>
<b>Total Program/Non-Program Services</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>23,392,787</b>	<b>23,376,747</b>	<b>16,041</b>	<b>(81,570)</b>
104 Arbor Circle Other	0	0	0	0	0	0	6,196	34,466	(28,270)	(28,270)
<b>Total Net Income (Loss)</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>23,398,984</b>	<b>23,411,213</b>	<b>(12,229)</b>	<b>(109,840)</b>

\*Budget effective 10/01/23

# DRAFT

## Arbor Circle Corporation Financial Summary By Program and Non-Program Services For Month Ending September 30, 2024

	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)	
<b>Program Services</b>										
Psychiatry (108)	294,185	316,817	(22,632)	294,185	316,817	(22,632)	274,370	323,720	(49,349)	(26,718)
Outpatient Counseling (230-355, 380)	5,046,084	5,429,145	(383,061)	5,046,084	5,429,145	(383,061)	4,488,442	5,531,790	(1,043,348)	(660,287)
Community Based Recovery Services (360-375, 381, 495-497)	1,999,029	2,243,329	(244,300)	1,999,029	2,243,329	(244,300)	1,961,437	2,326,442	(365,005)	(120,705)
Early Childhood (410-475)	2,684,256	2,631,081	53,174	2,684,256	2,631,081	53,174	2,473,159	2,649,331	(176,172)	(229,347)
Youth Development Services (530)	1,997,728	2,198,725	(200,997)	1,997,728	2,198,725	(200,997)	2,441,587	2,440,812	775	201,772
Prevention and Advocacy (610-615, 932)	2,238,383	2,238,383	0	2,238,383	2,238,383	0	2,529,931	2,497,922	32,009	32,008
Family Based Services (781-791)	5,356,947	4,664,082	692,865	5,356,947	4,664,082	692,865	5,616,481	4,891,600	724,881	32,017
Child Welfare (820-823)	2,514,080	2,383,966	130,114	2,514,080	2,383,966	130,114	2,539,113	2,163,940	375,173	245,059
<b>Total Program Services</b>	<b>22,130,691</b>	<b>22,105,527</b>	<b>25,164</b>	<b>22,130,691</b>	<b>22,105,527</b>	<b>25,164</b>	<b>22,324,520</b>	<b>22,825,557</b>	<b>(501,037)</b>	<b>(526,201)</b>
<b>Non-Program Services</b>										
Corporate Development (102)	222,000	406,268	(184,268)	222,000	406,268	(184,268)	265,851	438,304	(172,453)	11,815
Investments (103)	235,000	20,000	215,000	235,000	20,000	215,000	691,689	20,742	670,946	455,947
Leonard building (rental) (210)	110,727	69,012	41,715	110,727	69,012	41,715	110,727	92,143	18,584	(23,131)
<b>Total Non-Program Services</b>	<b>567,727</b>	<b>495,280</b>	<b>72,447</b>	<b>567,727</b>	<b>495,280</b>	<b>72,447</b>	<b>1,068,267</b>	<b>551,189</b>	<b>517,078</b>	<b>444,631</b>
<b>Total Program and Non-Program Services</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>23,392,787</b>	<b>23,376,747</b>	<b>16,041</b>	<b>(81,570)</b>
Arbor Circle Other (104)**	-	-	-	-	-	-	6,196	34,466	(28,270)	(28,270)
<b>Total net income (loss)</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>22,698,418</b>	<b>22,600,807</b>	<b>97,611</b>	<b>23,398,984</b>	<b>23,411,213</b>	<b>(12,229)</b>	<b>(109,840)</b>

\*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).

# DRAFT

## Arbor Circle Corporation Year to Year Financial Summary For Month Ending September 30, 2024

	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)	
<b>Program Services</b>							
Psychiatry (108)	274,370	323,720	(49,349)	249,549	284,997	(35,448)	(13,902)
Outpatient Counseling (230-355, 380)	4,488,442	5,531,790	(1,043,348)	3,754,351	4,536,455	(782,104)	(261,244)
Community Based Recovery Services (360-375, 381, 495-497)	1,961,437	2,326,442	(365,005)	1,950,905	2,224,524	(273,619)	(91,386)
Early Childhood (410-475)	2,473,159	2,649,331	(176,172)	2,153,395	2,352,730	(199,335)	23,163
Youth Development Services (530)	2,441,587	2,440,812	775	1,374,342	1,806,296	(431,954)	432,730
Prevention and Advocacy (610-615, 932)	2,529,931	2,497,922	32,009	2,232,759	2,193,759	39,000	(6,991)
Family Based Services (781-791)	5,616,481	4,891,600	724,881	5,178,244	4,268,640	909,604	(184,723)
Child Welfare (820-823)	2,539,113	2,163,940	375,173	2,271,928	2,154,597	117,330	257,843
<b>Total Program Services</b>	<b>22,324,520</b>	<b>22,825,557</b>	<b>(501,037)</b>	<b>19,165,472</b>	<b>19,821,998</b>	<b>(656,526)</b>	<b>155,489</b>
<b>Non-Program Services</b>							
Corporate Development (102)	265,851	438,304	(172,453)	276,826	366,214	(89,387)	(83,066)
Investments (103)	691,689	20,742	670,946	388,627	18,611	370,017	300,930
Leonard building (rental) (210)	110,727	92,143	18,584	89,856	74,637	15,219	3,366
<b>Total Non-Program Services</b>	<b>1,068,267</b>	<b>551,189</b>	<b>517,078</b>	<b>755,310</b>	<b>459,462</b>	<b>295,848</b>	<b>221,230</b>
<b>Total Program and Non-Program Services</b>	<b>23,392,787</b>	<b>23,376,747</b>	<b>16,041</b>	<b>19,920,782</b>	<b>20,281,460</b>	<b>(360,678)</b>	<b>376,719</b>
Arbor Circle Other (104)**	6,196	34,466	(28,270)	(93,687)	-	(93,687)	65,418
<b>Total net income (loss)</b>	<b>23,398,984</b>	<b>23,411,213</b>	<b>(12,229)</b>	<b>19,827,095</b>	<b>20,281,460</b>	<b>(454,365)</b>	<b>442,136</b>

\*\*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	525,409.20	640,376.79
Cash & Cash Equivalents-Saving	4,989.26	4,801.09
Accts Receivable - Federal	229,360.10	311,717.85
Accts Rec - N180/CMH Other	228,371.74	224,485.27
Accts Receivable - DHS (FIA)	225,403.45	221,925.74
Accts Receivable - Grants	327,586.89	365,530.70
Accts Receivable - FC/Adoption	147,258.95	219,030.21
Accts Receivable - Other	496,183.19	255,056.74
A/R - Client Billings	705,555.42	409,061.58
Promise to Give - United Way	92,750.68	132,662.85
AR Medicaid Outreach	66,311.63	.00
Prepaid Expenses and Other	326,132.86	325,436.37
Right of Use Asset	297,611.14	297,611.14
TOTAL CURRENT ASSETS	3,672,924.51	3,407,696.33
FIXED ASSETS		
Property and Equipment	5,796,446.53	5,798,901.27
Accumulated Depreciation	2,866,640.39	2,868,456.73
Construction in Progress	.00	.00
TOTAL FIXED ASSETS	2,929,806.14	2,930,444.54
OTHER ASSETS		
Investments - Long Term	2,726,614.66	2,690,813.67
Investments - Short Term	2,176,409.90	2,164,088.09
GRCF Endowment	203,354.29	203,354.29
GRCF - Spendable Balance	24,250.00	24,250.00
TOTAL OTHER ASSETS	5,130,628.85	5,082,506.05
TOTAL ASSETS	11,733,359.50	11,420,646.92
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	508,572.06	374,079.98
Current Portion OCC Loan	47,723.57	47,578.14
Current Portion Leonard Loan	39,679.30	39,558.38
Current Lease Liability	98,155.62	98,155.62
Accrued Wages & Payroll Taxes	416,085.79	343,126.51
Deferred Revenue	533,024.81	610,669.03
TOTAL CURRENT LIABILITIES	1,643,241.15	1,513,167.66
LT Portion OCC Loan	924,116.13	928,105.04
LT Portion Leonard Bldg Loan	768,349.65	771,666.20
LT Portion Lease Liability	189,340.52	189,340.52
YAS Fiduciary Funds	2,611.54	2,611.54
LYL	2,764.64	3,230.39
LT Security Deposit	7,488.00	7,488.00
TOTAL LONG TERM LIABILITIES	1,894,670.48	1,902,441.69
TOTAL LIABILITIES	3,537,911.63	3,415,609.35
DEFERRED REVENUE		
Board Design Future Yr U.W.	.00	110,845.68
Deferred Revenue	.00	.00
Deferred Medicaid Outreach	159,705.26	127,574.89
TOTAL DEFERRED REVENUE	159,705.26	238,420.57
NET ASSETS		
Permanently Restricted	203,354.29	203,354.29
Temporarily Restricted	202,183.72	238,845.68
Board Designated Net Assets	.00	.00
Unrestricted Net Assets -Prior	7,642,433.48	7,605,771.52
NET ASSETS (CURRENT YEAR)	(12,228.88)	(281,354.49)
TOTAL NET ASSETS	8,035,742.61	7,766,617.00
TOTAL LIABILITIES AND NET ASSETS	11,733,359.50	11,420,646.92

SEPTEMBER 30, 2024

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	SEPTEMBER	ANNUAL Y-T-D	Y-T-D	OF BUDGET
REVENUE:				
Network 180 Grants	541,267.62	6,469,505.84	6,288,558.88	102.88
Other County/State Depts	528,160.60	5,470,554.79	5,283,119.48	103.55
Federal Government Revenue	231,655.58	1,963,858.72	1,606,470.52	122.25
United Way Community Care	10,725.16	124,215.23	110,128.08	112.79
United Way Designated	.00	10,781.35	3,999.96	269.54
Medicaid Outreach Revenue	.00	.00	.00	.00
Other Grants	460,167.12	3,620,616.03	3,490,672.24	103.72
Total Contractual Revenues	1,771,976.08	17,659,531.96	16,782,949.16	105.22
Service Reimbursements				
Medicaid Reimbursements	74,927.63	555,407.95	328,546.84	169.05
Medicare Reimbursements	5,563.01	84,532.84	156,630.04	53.97
Government Reimbursements	9,347.99	121,047.95	119,472.96	101.32
Commercial Insurances	281,963.16	2,053,146.32	766,220.38	267.96
Client Pay	36,583.41	180,788.71	102,433.44	176.49
CMH Fees-Other	11,603.89	54,081.31	.00	.00
CMH Fee for Service	294,831.80	3,231,191.51	4,249,166.57	76.04
Discretionary Reimbursements	4,495.31	26,652.78	45,283.92	58.86
Contractual Allowances	(152,664.52)	(1,794,847.07)	(587,857.28)	305.32
Total Service Reimbursements	566,651.68	4,512,002.30	5,179,896.87	87.11
Fund-raising				
Donations	5,831.55	223,963.83	211,065.04	106.11
United Way Transfer	100,120.52	8,080.77	.00	.00
Special Events	1,087.30	71,036.66	82,500.00	86.11
Total Fund-raising Revenues	107,039.37	303,081.26	293,565.04	103.24
Other				
Donated Goods and Services	12,158.45	98,436.87	65,500.00	150.29
Miscellaneous	654.27	33,890.71	31,779.72	106.64
Interest and Dividend Income	263.43	4,289.27	9,000.00	47.66
Rental Income	9,227.28	110,727.36	110,727.00	100.00
Total Other Revenues	22,303.43	247,344.21	217,006.72	113.98
TOTAL REVENUES	2,467,970.56	22,721,959.73	22,473,417.79	101.11

SEPTEMBER 30, 2024

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	SEPTEMBER	ANNUAL Y-T-D	Y-T-D	OF BUDGET
EXPENDITURES:				
Salaries	1,239,387.00	14,477,570.23	14,231,451.87	101.73
FICA	90,995.10	1,040,827.53	1,167,038.44	89.19
Unemployment	215.77	11,758.73	19,059.55	61.69
Workman's Compensation	16,358.97	70,999.47	80,000.02	88.75
Health/Dental/Vision Insurance	135,601.28	1,524,203.85	1,421,689.20	107.21
Disability/Life Insurance	10,741.70	103,113.88	89,999.76	114.57
Pension	30,571.28	363,695.52	360,193.92	100.97
Other Employee Benefits	945.75	21,916.96	21,095.64	103.89
Contracted Svcs Direct	37,850.00	377,527.46	321,380.04	117.47
Contracted Svcs Indirect	87,076.19	807,351.00	634,574.42	127.23
Sent To Collection	.00	.00	12,999.96	.00
Recovery Sent to Collection	.00	(296.96)	(3,000.00)	9.90
Calc Doubtful Acct Allowance	.00	.00	.00	.00
Write-Off Expense	1,600.87	68,022.57	71,499.96	95.14
Respite Services Purchased	825.57	15,074.56	11,500.00	131.08
Client Discretionary	106,845.17	944,915.32	1,122,696.04	84.16
Client Transportation	4,784.53	32,350.19	25,266.60	128.04
Operating Supplies	54,876.36	475,421.03	407,100.00	116.78
Occupancy Expenses	50,723.22	650,842.24	553,139.91	117.66
Office Supplies	2,234.84	17,986.83	16,790.88	107.12
Printing	959.11	8,476.05	12,895.08	65.73
Telephone	15,076.67	176,957.19	192,237.32	92.05
Postage	359.47	5,161.72	7,610.40	67.82
Dues and Subscriptions	41,334.84	357,018.23	379,575.12	94.06
Events	4,138.92	32,611.53	40,750.08	80.03
Recruitment & Advertising	27,224.18	129,322.75	84,650.16	152.77
Public Awareness	.00	2,975.22	4,500.00	66.12
Insurance Expense	10,018.71	116,651.19	121,535.16	95.98
Staff Travel	47,559.12	555,581.79	541,679.04	102.57
Miscellaneous	2,979.40	20,796.50	21,400.20	97.18
Equipment Purchases	159,210.57	416,141.78	69,349.08	600.07
Conferences	32,105.48	187,281.17	185,537.40	100.94
Donated Goods & Services	12,158.45	98,436.87	65,500.00	150.29
Billing Support	.00	.00	.00	.00
Program Support	.00	.00	.00	.00
Administration	.00	.00	(.05)	.00
<b>TOTAL EXPENDITURES</b>	<b>2,224,758.52</b>	<b>23,110,692.40</b>	<b>22,291,695.20</b>	<b>103.67</b>
<b>OPERATING INCOME (LOSS)</b>	<b>243,212.04</b>	<b>(388,732.67)</b>	<b>181,722.59</b>	<b>(213.92)</b>
Other (Revenues)/Expenses				
Depreciation Building & Improv	11,912.47	144,014.90	142,729.54	100.90
Depreciation Equipment	5,684.05	69,240.20	80,496.70	86.02
Mortgage Interest Expense	5,462.45	67,137.53	65,885.82	101.90
Investment Fees	2.30	20,742.38	20,000.04	103.71
Investment Interest Income	(15,489.57)	(175,869.24)	(60,000.00)	293.12
Unrealized (Gain) Loss Invest.	(33,485.27)	(501,769.56)	(165,000.00)	304.10
<b>TOTAL OTHER (REVENUES)/EXPENSES</b>	<b>(25,913.57)</b>	<b>(376,503.79)</b>	<b>84,112.10</b>	<b>(447.62)</b>
<b>NET REVENUES OVER/(UNDER) EXPENSES</b>	<b>269,125.61</b>	<b>(12,228.88)</b>	<b>97,610.49</b>	<b>(12.53)</b>
<b>BASE PERCENTAGE:</b>	<b>25.00</b>	<b>25.00</b>	<b>25.00</b>	<b>100.00</b>

# DRAFT

Arbor Circle Corporation  
Statement of Cash Flows  
For the Month Ended September 30, 2024

<b>Cash flows from operating activities</b>	<b>ACTUAL</b>	<b>YTD</b>
Change in net assets	\$ 269,126	\$ (12,229)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	\$ (1,816)	\$ 190,226
Changes in operating assets and liabilities which provided (used) cash		
Receivables	\$ (348,395)	\$ (49,047)
Prepaid expenses	\$ (696)	\$ (37,601)
Accounts payable	\$ 134,492	\$ 121,001
Fiduciary funds	\$ (466)	\$ (7,454)
Accrued wages and payroll taxes	\$ 72,959	\$ 13,952
Change in Lease Liability	\$ -	\$ -
Unearned/Deferred Revenue	\$ (187,276)	\$ (161,393)
<b>Net cash provided by (used in) operating activities</b>	<b>\$ (62,072)</b>	<b>\$ 57,455</b>
<b>Cash flows from investing activities</b>		
Addition of Property and Equipment	\$ (17,120)	\$ (17,120)
Disposal of Property and Equipment	\$ 19,575	\$ 19,025
Arbor Circle Endowment	\$ -	\$ (35,918)
Investment (Income)/Loss	\$ (48,123)	\$ (601,169)
Purchase of Investments	\$ -	\$ -
<b>Net cash provided by (used in) investing activities</b>	<b>\$ (45,668)</b>	<b>\$ (635,183)</b>
<b>Cash flows from financing activities</b>		
OCC loan	\$ (3,843)	\$ (45,935)
Leonard Buildings loan	\$ (3,196)	\$ (38,193)
<b>Net cash provided by (used in) financing activities</b>	<b>\$ (7,039)</b>	<b>\$ (84,128)</b>
Net increase (decrease) in cash and cash equivalents	\$ (114,779)	\$ (661,856)
Cash and cash equivalents, beginning of month	\$ 645,178	\$ 1,192,254
<b>Cash and cash equivalents, end of month</b>	<b>\$ 530,398</b>	<b>\$ 530,398</b>





The following members of the Arbor Circle Board of Directors are recommended to be elected to serve on the Board of Directors for another three-year term.

Judy Freeman – Third Term  
Gwen Thomas – Third Term  
Sue Mason – Third Term

The following members of the Arbor Circle Board of Directors have been elected Officers of the Corporation, serving as the Arbor Circle Board Executive Committee, for terms beginning November 14, 2024 and expiring on November 30, 2025.

Officers and Executive Committee

<b>Judy Freeman</b>	<b>Chair</b>
<b>B. Donta Truss</b>	<b>Vice-Chair</b>
<b>Matt Boggiano</b>	<b>Treasurer</b>
<b>Pujita Sieplinga</b>	<b>Secretary</b>
<b>Mark Nettleton</b>	<b>Member at large</b>

And

That as Officers, Kristin Gietzen, President/CEO and Susan Sheppard, Vice President/COO, are given the authority to enter into legally binding contracts and agreements on behalf of the Arbor Circle Corporation, in keeping with bylaws provisions and that Marie Brill, Chief Financial Officer be given authority to act in all financial and banking relationships on behalf of the agency.

Arbor Circle Board Action: Board Approved  
November 14, 2024

\_\_\_\_\_  
Judy Freeman, Board Chair

November 14, 2024  
Date

## FY 25 BOARD TERMS

<b>Name</b>	<b>Current Term</b>	<b>Term Begin</b>	<b>Term End</b>	<b>Board Service Began</b>
Mark Nettleton	3rd	2023	2026	2017
Judy Freeman	3rd	2024	2027	2018
Susan Mason	3rd	2024	2027	2018
Gwen Thomas	3rd	2024	2027	2018
Regina Hill	2nd	2023	2026	2020
Patty Farrell-Cole	1st	2022	2025	2022
Pujita Sieplinga	1st	2022	2025	2022
Elliot Talen	1st	2022	2025	2022
B. Donta Truss	1st	2022	2025	2022
Sonya Hughes	1st	2023	2026	2023
Mandice McAllister	1st	2023	2026	2023
Carlos Pava	1st	2023	2026	2023
Melina Sinigos	1st	2024	2027	2024
Matt Boggiano	1st	2024	2027	2024

# FY 25 BOARD OFFICERS AND COMMITTEE ASSIGNMENTS

## Assignments FY25

### **Executive and Finance (Board Officers)**

- Chair – Judy Freeman
- Vice Chair – B. Donta Truss
- Treasurer – Matt Boggiano
- Secretary – Pujita Sieplinga
- Member at large – Mark Nettleton

### **Board Governance**

- Chair – Patty Farrell-Cole
- B. Donta Truss
- Sonya Hughes
- Carlos Pava
- Melina Sinigos

### **Development**

- Chair – Pujita Sieplinga
- Judy Freeman
- Elliot Talen
- Sue Mason
- Mandice McAllister

### **Facilities**

- Chair – Mark Nettleton
- Pujita Sieplinga
- Walter Perschbacher, Community Member
- David Emdin, Community Member
- Jason Makowski, Community Member

### **Audit**

- Chair – Matt Boggiano
- Mark Nettleton
- Jon Sytsma, Community Member
- Corey Balkon, Community Member

### **Event Committee**

- Chair – Gwen Thomas
- Regina Hill
- Other community members

### **Investment**

- Chair – Matt Boggiano
- Patty Farrell-Cole
- Brett Karhoff, Community Member
- Steve Starnes, Community Member



**Arbor Circle  
Board Manual**

**November 14, 2024- draft**

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## I. ABOUT ARBOR CIRCLE

A. The Arbor Circle Corporation is a Michigan nonprofit 501(c)(3) organization governed by a Board of Directors that ensures the organization meets its mission, has a strong, well-understood identity within the community, and has long-term sustainability. The Board Manual incorporates key governance responsibilities to ensure the organization provides high quality and responsive programs to the people and communities it serves.

B. Mission - Our mission is:

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

C. Vision – Our vision is:

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

D. Arbor Circle is guided by its values in how it delivers services and how the Board, staff and volunteers meet the needs of the community. Our values are:

- *Listen*
- *Engage*
- *Grow*

E. Arbor Circle guides people to build strengths, skills, and support networks that strengthens their emotional health and well-being and allows them to overcome or even avoid life's challenges. The agency develops these skills through a wide variety of counseling, education, family development and prevention programs addressing everything from school readiness and child abuse prevention to substance use and homelessness. Strong, therapeutic relationships are the hallmark of Arbor Circle's mission and work.

F. Arbor Circle provides mental health, substance use, family development, foster care and adoption, counseling, prevention and quality child care resource and referral services enabling children, adults and families to achieve positive change in their lives and communities. The organization has a presence in several counties in West Michigan.

## II. BOARD ORGANIZATION AND MEMBERSHIP

A. Functions of the Board. The Arbor Circle Board of Directors is critical to the success of the organization in meeting its mission and serving the community. Its job is to:

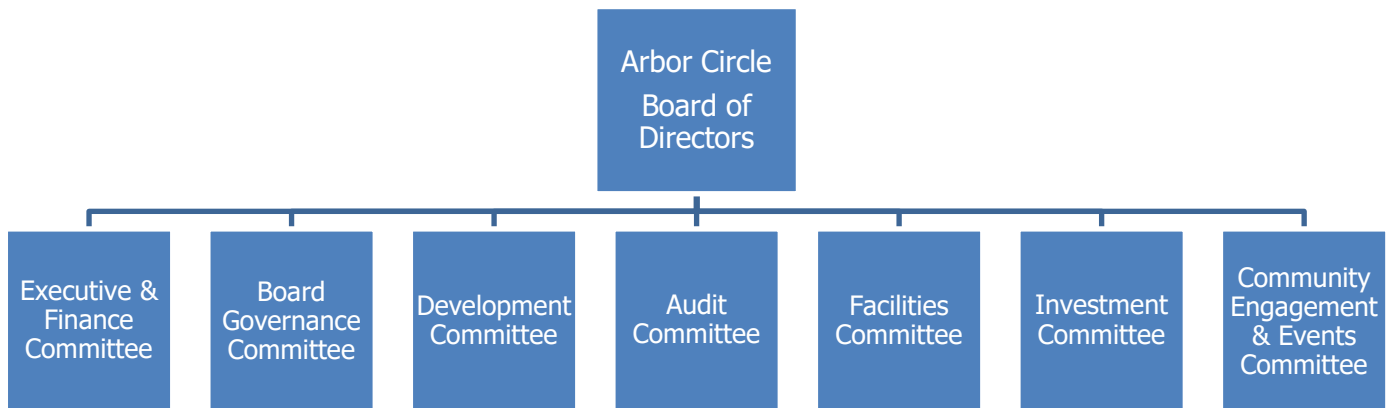
1. Morally own the organization;

2. Articulate vision, mission and goals;
3. Select and evaluate the president/chief executive officer (CEO);
4. Support the performance of the president/CEO;
5. Ensure legal, ethical, and financial accountability;
6. Ensure adequate resources;
7. Sets the strategic direction;
8. Monitor and strengthen programs and services;
9. Ensure effective Board governance.

B. Legal Responsibilities of the Board. The Board must meet the legal requirements of nonprofit governance, as outlined in the articles of incorporation and bylaws as summarized below:

1. Duty of Care: the Board must exercise diligence in doing its work and must act in good faith when making decisions that benefit the greater good.
2. Duty of Loyalty: the Board must avoid any behavior that is self-serving or benefits any individual person. Further, it must avoid mismanagement or not managing the functions for which it is responsible. And it must keep the business of the organization and its meetings confidential.
3. Duty of Obedience: the Board must be faithful to the organization by supporting its mission and goals.

C. Arbor Circle Board Structure. The Board utilizes appointed committees in performing its governance role. The committee structure will change over time as the needs of the organization change and will therefore be reviewed annually. Approval of this Board Manual constitutes Board Action establishing the Board’s committees. Committees that report to the Board are as follows:



D. Board Committee Responsibilities. Committees are created to expedite the work of the Board in an efficient and effective way. A committee is charged with the responsibilities to:

1. Gather information and feedback;
2. Study and consult;
3. Brainstorm and problem solve;
4. Make decisions on issues within the scope of their charge;



5. Generate options for consideration by the full Board;
6. Report outward, as appropriate.

All committees report directly to the full Board. From time to time, committees may also provide information to the executive and finance committee.

E. Committees of the Board

1. Executive and Finance Committee - charged with the responsibility to manage the business of the Board in between Board meetings and to address any emergency situations that may arise. This committee ensures that the revenue and expenses of the organization are properly accounted for through annual and monthly financial reports, authorized audits and reviews of the organization's managed funds. In addition, it is responsible for oversight to:
  - a) Address risk management issues, including client care, quality service provision, facilities issues and business risks;
  - b) Make recommendations as to policy direction, key agency initiatives and strategic planning;
  - c) Ensure that marketing and communications activities and products reflect the mission, vision and values of the organization;
  - d) Facilitate the coordination of information from all other Board committees;
  - e) Report to the Board on recommendations for action to be taken.
  - f) Its members are:
    - i. Chair
    - ii. Vice Chair
    - iii. Treasurer
    - iv. Secretary
    - v. President/CEO (ex officio)
    - vi. Other member at large, as needs arise
2. Board Governance Committee – charged with the responsibility of ensuring strong, equitable and inclusive Board governance and functioning. It is responsible for the following:
  - a) Board Role and Responsibilities
    - i. Regularly review and update the Board expectations.
    - ii. Assist the Board in periodically updating and clarifying the primary areas of focus for the Board based on the strategic plan.
    - iii. Maintain, and update as needed, the Board Manual.
    - iv. Make recommendations for changes, as needed, to the bylaws.
  - b) Board Structure
    - i. Assess current and anticipated Board composition and structure. Take into consideration diversity, representation, knowledge, abilities, influence, and access to resources the Board will need to accomplish the goals of Arbor Circle.
    - ii. Maintain and update the Board member profile.

- iii. Nominate individuals to be elected as members of the Board.
  - iv. Nominate Board members for election as Board officers and present them to the full Board for approval.
  - v. Create and maintain a prospect list of potential candidates to serve on the Board and its committees.
  - vi. Cultivate potential Board members from the prospect list and explore their interest and availability to serve on the Board and its committees.
  - vii. In cooperation with the Board chair, assess each Board member's continuing interest in Board membership and term of service.
- c) Board Effectiveness
- i. Initiate the periodic assessment of the Board's performance.
  - ii. Regularly review Board member participation and suggest improvement as needed.
  - iii. Train and mentor new Board members.
  - iv. Organize and/or recommend Board training or activities to enhance Board functioning, including those focusing on diversity, equity and inclusion.
- d) Its members are:
- i. Chair
  - ii. Board member(s) at large
  - iii. Non-board member(s)
3. Development Committee – charged with guiding and promoting the fundraising efforts of Arbor Circle. In addition to supporting various appeals, campaigns and fundraising events, the committee will assist the Board in proactively developing relationships with donors and community stakeholders to provide financial and other resources to support the organization's mission.
- a) The committee has the following responsibilities:
- i. Assist in setting priorities and goals for annual fundraising.
  - ii. Support staff by providing feedback and guidance on appeals, campaigns, and fundraising events.
  - iii. Identify and cultivate relationships with individuals, organizations and foundations.
  - iv. Steward existing donors through notes, phone calls, and other expressions of gratitude.
- b) Its members are:
- i. Chair
  - ii. Board member(s) at large
  - iii. Non-Board member(s)
4. Audit Committee – charged with the responsibility to engage an auditor and to ensure an objective evaluation of the financial management of the organization is completed. It is responsible for the following:
- a) Hire the auditor.
  - b) Approve the approach to the audit.
  - c) Review the audit results.

- d) Report the results directly to the full Board.
  - e) Hold the Board accountable for responding to any recommendations that result from the annual audit.
  - f) Its members are:
    - i. Chair
    - ii. Board member(s) at large
    - iii. Non-board member(s)
5. Facilities Committee – charged with the responsibility to make recommendations and decisions on the management of the organization’s facility and space needs. This committee oversees the capacity to provide and maintain safe, adequate and appropriate facility and space resources necessary to meet the needs of clients, staff and guests. This committee is responsible for oversight to:
- a) Maintain the Facility Master Plan.
  - b) Review and recommend staff space utilization strategies and facility need requests.
  - c) Consult on the most cost effective and appropriate way to utilize facility resources to meet the needs of clients, staff and guests.
  - d) Ensure adequate funding for facility needs including assisting with fund development activities to find additional resources.
  - e) Report to the Board on recommendations for action to be taken.
  - f) Its members are:
    - i. Chair
    - ii. Board member(s) at large
    - iii. Non-Board member(s) as needed
6. Investment Committee – charged with the responsibility to make recommendations and decisions on the management of the organization’s investments. It is responsible for the following:
- a) Develop and/or propose policy recommendations to the Board with regard to the management of all institutional funds.
  - b) Recommend long-term and short-term investment policies and objectives for our institutional funds, including the study and selection of asset classes, determining asset allocation ranges, and setting performance and risk objectives.
  - c) Determine that institutional funds are prudently and effectively managed with the assistance of management and any necessary investment consultants and/or other outside professionals if any.
  - d) Monitor and evaluate the performance of all those responsible for the management of institutional funds.
  - e) Recommend the retention and/or dismissal of investment consultants and/or other outside professionals.
  - f) Receive and review reports from management, investment consultants and/or other outside professionals, if any.

- g) Periodically meet with management, investment consultants and/or other outside professionals.
- h) Evaluate whether the investment policy, investment activities, risk management controls and processes continue to be consistent with meeting the goals and objectives set for the management of institutional funds.
- i) Reports to the Board quarterly on recommendations for action to be taken
- j) Its members are:
  - i. Chair
  - ii. Board member(s) at large
  - iii. Non-board member(s) as needed

7. Community Engagement and Events Committee – charged with guiding and promoting the community engagement activities and events in support of Arbor Circle. In addition to supporting seasonal event needs, the committee will assist the Board in proactively developing relationships with donors and community stakeholders to provide financial and other resources to support the organization’s mission. This ad hoc committee has the following responsibilities:

- a) Assist in setting priorities and goals for Arbor Circle events and community engagement activities.
- b) Create and organize events and activities on behalf of Arbor Circle.
- c) Represent Arbor Circle at community events.
- d) Support staff by providing feedback and guidance on community engagement events.
- e) Identify and cultivate relationships with individuals through Arbor Circle events and activities.
- f) Its members are:
  - i. Chair
  - ii. Board member(s) at large
  - iii. Non-board member(s) as needed

F. Board Member Expectations. The expectations of a Board member are described in the Board Member Expectation Agreement which is reviewed with each Board member upon their appointment and at each annual Board meeting. Each year, Board members are also given feedback regarding their participation using the Annual Board Member Statement of Participation and Commitment. The Board member expectations and statement of participation are identified in the attached: *Board Member Expectation Agreement and Annual Board Member Statement of Participation and Commitment*.

G. Confidentiality, Conflict of Interest and Consent to Background Checks. All Board members are required to annually sign and abide by confidentiality and conflict of interest statements. At their initial appointment, Board members are required to verify identity and consent to background checks. See attached:

### **III. ONGOING BOARD BUSINESS**

#### **A. Board Meeting Calendar, Annual Meeting and Notices**

1. There are 10 Board Meetings per year. Meetings of the Board of Directors are held on the second Thursday of each month with the exception of the months of April and July where there are no Board Meetings. Committee meetings occur at the direction of the committee chair.
2. An annual meeting of the Board is held in November, at which time the election of the Board Officers is conducted. Board roles and responsibilities are reviewed, and the calendar for the year's meetings is presented. Proposed changes to the bylaws and Board Manual are presented, if needed. The annual confidentiality and conflict of interest statements are to be signed and returned by the annual meeting date. See attached: *Board Meeting Calendar*.
3. Meeting notices of Board Meetings shall follow the requirements of the agency bylaws.
4. Board meetings shall be conducted in accordance with all applicable laws.
5. Board decision making shall follow the expectations of the agency bylaws.

#### **B. Board Membership Needs and Profile Summary**

1. At least annually, the Board Governance Committee will lead the Board in a review of its membership needs using the Arbor Circle Board Member Profile.
2. The information will be maintained confidentially and used to identify Board membership needs and recruit new Board members.
3. Throughout the year, potential Board members will be reviewed by the Board governance committee and recommended to the full Board for membership, as appropriate. See attached: *Arbor Circle Board Member Profile*.

#### **C. New Board Member Orientation**

New Board members shall receive an orientation to the Board and agency that includes: meeting with a member of the Board Governance Committee and other Board members, meeting with the president/CEO and other staff, tour of facility, review of current and prior months' Board meeting packets, strategic plan, annual report financial statements and current budget.

#### **D. Board Self-Assessment and Feedback**

The Board Governance Committee will facilitate an annual assessment of Board functioning to identify areas of strength and areas needing improvement. Results and aggregated and presented to the full Board to set priorities for the coming year.

E. Evaluation of the President/CEO

An evaluation of the president/CEO will be conducted on an annual basis, led by the Board chair or their delegate, as outlined in the procedure entitled Evaluation of the President/CEO.

F. Approval of Proposals, Bids or Contracts

From time to time, the Board is asked to approve contracts and program proposals. This process is to follow the procedure entitled Board Procedure for Approving Proposals.

**IV. SUCCESSION PLANNING**

The Arbor Circle Board of Directors is responsible for overseeing the transition of executive leadership and ensuring that the organization is well positioned to successfully continue its operations during leadership transition. Executive succession planning is a structured process to ensure leadership continuity in key positions and to retain and develop knowledge capital and relationships for the future. The organization maintains plans for emergency succession needs and departure-defined succession needs as well as strategic leader development planning. Plans are maintained according to Arbor Circle Policy 1.13 Leadership Succession Plan and succession planning best practices.

**V. POLICIES RELATED TO BOARD GOVERNANCE**

Policies related to Board governance:

Policy 1.1 – Mission of the Arbor Circle Corporation

Policy 1.2 – Arbor Circle Values

Policy 1.3 – Leadership Responsibilities

Policy 1.5 – Outcome Measures for the Board

Policy 1.7 – Communications and Marketing

Policy 1.8 – Strategic Planning Process

Policy 1.9 – Conflict of Interest

Policy 1.10 – Organizational Ethics

Policy 1.11 – HIPAA Compliance

Policy 1.12 – Fund Development

Policy 1.13 – Leadership Succession Plan

Policy 7.1 – Improving Organization Performance

Policy 7.4 – Risk Management Plan

Policy 7.8 – Sentinel and Near Miss Events

Policy 9.1 – Management of Human Resources

Policy 12.1 – Contracts New and Existing

Policy 12.36 – Reserve Funds

Policy 12.37 – Budget and Financial Management

**VI. BOARD RELATED PLANS AND PLANNING PROCESSES**

- A. Strategic Plan
- B. Development Strategic Plan
- C. Performance Improvement Plan
- D. Budget/Program Service Plan

**VII. LEGAL DOCUMENTS**

- A. Articles of Incorporation
- B. Bylaws
- C. IRS Letter Granting 501(c)(3) Status
- D. Charitable Solicitation License



Board Self Assessment Survey Questions									
*Note: Comments are 2024 results only.		2024				2023			
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%	93%	7%	0%	0%
3	Board decisions and actions are aligned well with Arbor Circle's mission and strategic priorities.	100%	0%	0%	0%	100%	0%	0%	0%
4	The Board operates in accordance with its bylaws, policies and guidelines.	87%	13%	0%	0%	93%	7%	0%	0%
5	Newly elected Board members receive adequate orientation to their role and expectations.	67%	27%	7%	0%	64%	29%	7%	0%
Comments:	1. I haven't been close to onboarding for new members recently so I can't give a good answer 2. Orientation was very detailed and informative.								
6	There is a procedure for evaluating individual Board member performance, annually.	87%	7%	7%	0%	71%	29%	0%	0%
Comments:	1. I have not yet been involved in this process yet.								
7	The Board supports and reviews the President/CEO's performance.	73%	27%	0%	0%	93%	7%	0%	0%
8	The Board identifies individuals that have the characteristics that are lacking on the Board and has developed a recruitment strategy.	80%	20%	0%	0%	71%	21%	7%	0%
9	The Board is intentionally working to reflect the diversity of the community.	87%	13%	0%	0%	93%	7%	0%	0%
10	The Board engages in actions to create an organization and community that is racism-free.	87%	13%	0%	0%	64%	36%	0%	0%
Comments:	AC excels in this regard, in my opinion.								
11	The Board oversees and takes appropriate actions to ensure that the financial performance and fiduciary accountability of the organization are sound.	87%	13%	0%	0%	79%	21%	0%	0%
12	Board meetings facilitate focus and progress on important organizational matters.	73%	27%	0%	0%	57%	43%	0%	0%
13	Board meetings include adequate and meaningful information about Arbor Circle's programming, outcomes and community impact.	87%	13%	0%	0%	86%	14%	0%	0%
Comments:	We excel here.								
14	Board meetings provide regular information that allows Board members to support and engage in fundraising events and activities.	87%	13%	0%	0%	79%	14%	7%	0%
15	Standing committees meet regularly and report activity to the full Board.	87%	13%	0%	0%	57%	43%	0%	0%
Comments:	The consistency of the meetings is incredibly helpful and informative.								
16	The committee(s) on which I serve align(s) with my skills and abilities.	60%	33%	7%	0%	64%	36%	0%	0%
17	I am satisfied with my contribution to the work of my committee(s).	40%	53%	0%	7%	50%	36%	7%	7%
Comments:	1. As discussed with Kristin I am struggling with my board commitment due to other work and personal items. 2. I can always do better.								
18	I feel comfortable expressing concerns or differences of opinion in my Board role.	60%	40%	0%	0%	71%	29%	0%	0%

19	<b>There are opportunities for me to develop relationships with fellow Board members.</b>	80%	20%	0%	0%	79%	21%	0%	0%
Comments:	<i>(I don't take full advantage of those opportunities)</i>								
20	<b>I feel supported by and connected to Arbor Circle staff.</b>	73%	27%	0%	0%	71%	29%	0%	0%
21	<b>I am satisfied with my contribution to the work of the Board and the organization.</b>	53%	47%	0%	0%	14%	57%	14%	14%
22	<b>I actively support the fundraising and awareness events with my presence and participation.</b>	53%	47%	0%	0%	50%	36%	14%	0%
23	<b>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.</b>	47%	53%	0%	0%	43%	50%	7%	0%
Comments:	<i>Working on this one</i>								
24	<b>I support Arbor Circle financially and I am confident that my gift is being used to support the work of the organization.</b>	67%	33%	0%	0%	50%	43%	7%	0%
Comments:	<i>I can always do better</i>								
25	<b>Please provide 2 names of people you that you would like the Board Governance committee to consider as Board prospects.</b>								
Comments:	<i>Arlen-Dean Gaddy; Valissa Armstead; DeAnne Mosley; Jody Hanson; Amber Soler, Esq. at Mika Meyers PLC; Desiree Fruge - she retired from the City of GR as HR director; Jill May (owner of Trisector Consulting , fundraising professional); Michael VerHulst (Pure Architects, VP of Strategic Partnerships); Lynne Ferrell; John Helmholdt; Mary Reagan; Sara Sherry Knoester; Kara Novak; Carlos Pava invited COO for Roskam foods - seems like good person to get to know for board potential; Matt Boggiano (Treas) - already provided to committee.</i>								
26	<b>Additional Comments or Feedback:</b>								
Comments:	<i>1. Working with the Arbor Circle team has been amazing. They are extremely passionate about the work that they do and the people they support. They are such an asset to our community. 2. I am very happy to be a part of this board and am continuously looking to grow and learn from all of the members. 3. Continue to solicit input from the board as decision making is in progress.</i>								