



Arbor Circle Board Meeting
Thursday, January 9, 2025 Noon – 1:30 PM
1560 Leonard St. NE; Grand Rapids, MI 49505
Microsoft Teams option
[Click here to join the meeting](#)

- | | |
|---|--------|
| A. Call to Order, Welcome and Announcements – Freeman | 1 min |
| B. Approval of Board Meeting Minutes of December 12, 2024 – Freeman | 1 min |
| C. Investment Performance Report – Brill
<i>Tami Sytsma – Sytsma Wealth Advisors</i> | 10 min |
| D. Program Presentation – Sheppard
<i>Monique Carter and Evan Wing, Youth Development Services</i> | 25 min |
| E. Post-election check-in – Gietzen | 10 min |
| F. Finance Report – Brill
Review and Approval of November 2024 Financial Statements | 10 min |
| G. Strategic Plan Progress – Gietzen | 10 min |
| H. Performance Improvement Report – Walton
Client Utilization FY24 | 10 min |
| I. Committee Reports | |
| 1. Exec. and Finance – Freeman | 2 min |
| 2. Governance – Farrell-Cole | 2 min |
| 3. Community Engagement and Events – Thomas/Burden Hill | 5 min |
| • Holiday Giving Summary | |
| • Growing Together; January 16, 2025, 6-7:30pm, Wealthy St. Theater | |
| 4. Development – Sieplinga | 2 min |
| 5. Facilities – Nettleton | 1 min |
| 6. Investment – Brill | 1 min |
| J. Other Business | |
| K. Next Meeting: February 13, 2025, 12-1:30pm; 1560 Leonard NE | |
| L. Meeting Feedback and Adjournment – Freeman | |



Arbor Circle Board Meeting
Thursday, December 12, 2024 Noon – 1:30 PM
LEO Conference Room, 1560 Leonard St NE
Meeting Minutes

Board Members Present via Teams: Carlos Pava, Melina Sinigos.

Board Members Present in Person: Matt Boggiano, Patty Farrell-Cole, Judy Freeman, Sonya Hughes, Sue Mason, Pujita Sieplinga, Elliot Talen.

Staff Members Present: Janelle Burden Hill, Marie Brill, Enid Gaddis, Kristin Gietzen, Taylor Greenfield, Susan Sheppard, Leah Walton, Alison Williams, Jasmine Williams, Chelsea Tucker.

Board Members Absent: Regina Hill, Mandice McAllister, Mark Nettleton, Gwendolyn Thomas, B. Donta Truss.

A. Call to Order, Welcome and Announcements

Judy Freeman called the meeting to order at 12:01pm. No announcements to note.

B. Approval of Board Meeting Minutes of November 14, 2024

Susan Mason moved and Patty Farrell-Cole supported Board approval of November 2024 Meeting Minutes. The Board approved and the motion carried.

C. Program Presentation: Child Welfare

Susan Sheppard introduced Chelsea Tucker, Program Director of the Child Welfare division, and her colleagues Alison Williams and Jasmine Williams. Susan noted that Child Welfare falls within our child and family services on our continuum of care. She reviewed the funding sources and service utilization, noting that CASA has received a funding increase in the past year. Chelsea reviewed the division goals which are to ensure safety of children and preserve family unity. The team is composed of staff who work in foster care, licensing, adoption, and CASA. Alison shared about a typical “day in the life” of a child welfare worker. Jasmine shared some insight into relative caregivers, and shared a reunification success story about a mother and her 4 boys. Chelsea reviewed opportunities for the Board to engage. She thanked Board Members profusely for their participation in this year’s holiday giving to support all 51 foster youth. She asked that they continue to assist in recruitment advocacy and take advantage of the Seeds of Support event next summer. There was brief discussion about how our services relate to some of the data shared recently by MLPP about abuse and neglect cases, and the number of children in care in West Michigan counties.

D. Post-Election Discussion

Kristin opened up a forum for Board Members to share any thoughts, concerns, or questions they might have about the possible impact of the election on our work and those we serve. She shared the recent Daily Caller article that referenced one of our SAMHSA grants and was critical of our work with LGBTQ+ youth. There were concerns shared about our clients, staff, and community partners as they all navigate new barriers and anxiety about the unknown. We will continue to use this space to share resources that our available to our clients and our community.



Arbor Circle Board Meeting
Thursday, December 12, 2024 Noon – 1:30 PM
 LEO Conference Room, 1560 Leonard St NE
 Meeting Minutes

E. Finance Report – Review and Approval of October 2024 Financial Statements –
 Marie Brill provided the October 2024 Financial Statement. She reminded the Board that this is the beginning of the 2025 Fiscal Year. Net loss for the month is (\$174,285) and the net loss YTD is (\$174,285). Arbor Circle Other is where the restricted revenues are being applied from, to the programs, for United Way and other restricted revenues received in the prior year(s). Non-Program services have a net loss of (\$50,582) and are (\$50,697) below budget year to date. This is mostly due to loss on investments. Non-Program services have a net loss of (\$50,582) and are (\$50,697) below budget year to date. This is mostly due to loss on investments. Program services have a net loss of (\$98,921) and a positive budget variance of \$10,617 year to date. Total program and non-program services have a net loss of (\$149,503) and a negative budget variance of (\$40,080). Outpatient Counseling and Community Based Recovery Services have the largest negative budget variances. Child Welfare and Early Childhood have the largest positive budget variances. On the balance sheet, cash decreased approximately (\$526,000). Accounts receivable increased approximately \$455,000. Accounts payable and accrued wages increased approximately \$176,000. Our Investments and Endowment decreased approximately (\$47,000).

Cash balances for the current and prior two months are:				
		10/31/24	9/30/24	8/31/24
Huntington Bank	Checking	\$2,582	\$2,474	\$2,391
Macatawa Bank	Checking	-\$53,378	\$173,897	\$290,164
Raymond James	Savings	\$44,471	\$343,752	\$342,903
Independent Bank	Savings	\$5,304	\$4,989	\$4,801
Chase Bank	Checking	\$4,576	\$4,206	\$3,771
Cash on Hand (Various Locations)		\$1,045	\$1,081	\$1,148
Total Cash Balance		\$4,599	\$530,398	\$645,178

Investment balances for the current and prior two months are:				
		10/31/24	9/30/24	8/31/24
Investment Account - Raymond James - long-term		\$2,679,416	\$2,726,615	\$2,690,814
Investment Account - Raymond James - short-term		\$2,176,305	\$2,176,410	\$2,164,088
Endowment at GRCF*		\$227,604	\$227,604	\$227,604
Total Investment Balance		\$5,083,326	\$5,130,629	\$5,082,506
<i>*In addition to this balance, we also have \$380 held in endowment at GRCF</i>				



Arbor Circle Board Meeting
Thursday, December 12, 2024 Noon – 1:30 PM
 LEO Conference Room, 1560 Leonard St NE
 Meeting Minutes

Accounts Receivable Aging Detail:					
As of 10/31/2024:					
	Total	0 - 30	31 - 60	61 - 90	Over 90
Client accounts receivable	\$617,201	\$296,262	\$205,408	\$8,779	\$106,751
Other accounts receivable	\$2,210,953	\$1,564,137	\$605,986	\$20,754	\$20,076
Total A/R as of 10/31/24	\$2,828,154	\$1,860,400	\$811,394	\$29,533	\$126,827
	100%	66%	29%	1%	4%
Total A/R for prior month	\$2,373,432	\$1,910,809	\$264,243	\$55,023	\$143,357
	100%	81%	11%	2%	6%
Total A/R for prior year	\$2,382,439	\$1,424,937	\$736,286	\$100,269	\$120,947
	100%	60%	31%	4%	5%

Marie did note that at year end we do see some delays in some of our contractual payments from the State of Michigan. Also it was recognized that our investments were down in October but they have already seemed to rally in November so we'll see an increase in next month's report.

Pujita Sieplinga moved and Susan Mason supported Board approval of October 2024 financial statements. The Board approved and the motion carried.

F. Performance Improvement Report

Leah Walton shared the client satisfaction survey results for FY24. She noted that we had 252 participants in the survey process. We have had a change in the collection process this year, clients are now able to answer the survey online rather than handing a paper in or answering by phone. Although we have seen some decrease in scores, we believe this process will lead to more candid and honest feedback from clients. Leah also noted that the survey was first implemented around the same time as our new EHR implementation so fewer staff were seeing clients due to the significant training requirements. With all that in mind, we still scored 82%-90% in the 4 key areas we focus on – staff respect, access to services, program benefit, and client satisfaction. Leah reviewed the demographics of those we were able to collect data from, they did align fairly closely with our client populations, although we'd hope to increase the overall number of survey participants.

G. Committee Reports

1. Exec. and Finance – Judy shared that the committee set the Board meeting agenda, and reviewed the financial statements. They also reviewed the CEO evaluation process. Board Members reported that they hadn't yet received the survey from her, so she will attempt to resend today. Judy also noted that Board Members continue to receive spam emails from Mark Nettleton and we should continue to ignore those or report to individual company IT departments to handle.



Arbor Circle Board Meeting
Thursday, December 12, 2024 Noon – 1:30 PM
LEO Conference Room, 1560 Leonard St NE
Meeting Minutes

2. Governance – Patty shared that the cumulative summary for the Board statement of participation and commitment was in Board packets. She gave an overview of the data, reminding us that it is for FY24 so doesn't reflect recent gifts or Board Member changes. Taylor reviewed the giving component and was pleased to note that we achieved 100% board giving at various points in time, again noting that some give by calendar year or event while others give by fiscal year. Patty gave a reminder of the Board Pairings document, and noted that we will be reintroducing the opportunity to prepare a meal at the Bridge after the MLK week volunteer groups conclude their service projects.
3. Community Engagement and Events – Janelle thanked all Board Members participating in holiday giving. All of our families and foster youth have been matched but there are still opportunities to support programs and Bridge youth should any Board Members speak to anyone interested in supporting. Several committee members are assisting with holiday giving pickups and related tasks.

Our next event is Growing Together which will be held at Wealthy Theatre on Thursday, January 16th at 6pm. We have confirmed Dr. Lisa Lowery as our keynote speaker for the event. Our theme will be on social determinants of health, and how they relate to Dr. King's final book – Where Do We Go From Here - Chaos or Community? Registration for the event is live, please feel free to share with your networks: [Growing Together: Chaos or Community | Arbor Circle](#)

4. Development – Pujita also thanked everyone who has been promoting holiday giving, noting that it is a great opportunity to engage future financial donors. The committee focused on the annual appeal and various ways for Board members to support that. They are also focusing on promotion of recurring giving as a consistent source of revenue.
5. Facilities – Kristin shared that the committee has not met since the last Board Meeting, but Pujita has joined the committee. The Outpatient Counseling Center (OCC) renovations are kicking off this month, it includes reconfiguring of group spaces, as well as carpeting, painting, and furniture upgrades.
6. Investment – Matt reported that he is taking over as the committee Chair. Steve Starnes with Fiduciary Financial Advisors has also joined the committee as a community rep. The committee meets again on 1/28/25 and Tami Sytsma will attend the January Board Meeting to give an annual update.



Arbor Circle Board Meeting
Thursday, December 12, 2024 Noon – 1:30 PM
LEO Conference Room, 1560 Leonard St NE
Meeting Minutes

H. Other Business

- Judy reminded the Board she and Tom are once again hosting a holiday event for the Board and Arbor Circle Leadership. Partners are welcome to attend. This will be held next Thursday December 19th. Please RSVP to Kristin for planning purposes.

I. Next Meeting: January 9, 2025 12-1:30pm – 1560 Leonard NE.

J. Meeting Feedback and Adjournment – Judy adjourned the meeting at 1:20pm.

Arbor Circle Corporation
Financial Statement Summary
11/30/2024

Net loss for the month is (\$51,881) and the net loss YTD is (\$226,167).

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 \$53,122 and are \$40,704 above budget year to date. This is mostly due to gain on investments.

- Program services have a net loss of (\$250,393) and a negative budget variance of (\$54,663) year to date. Total program and non-program services have a net loss of (\$197,271) and a negative budget variance of (\$13,959).

- Outpatient Counseling and Family Based Services have the largest negative budget variances. Child Welfare and Prevention and Advocacy have the largest positive budget variances.

On the balance sheet, cash increased approximately \$344,000. Accounts receivable increased approximately \$72,000. Accounts payable and accrued wages decreased approximately (\$15,000). Our Investments and Endowment increased approximately \$111,000.

Cash balances for the current and prior two months are:				
		11/30/24	10/31/24	9/30/24
Huntington Bank	Checking	\$105	\$2,582	\$2,474
Macatawa Bank	Checking	\$340,976	-\$53,378	\$173,897
Raymond James	Savings	\$4,521	\$44,471	\$343,752
Independent Bank	Savings	\$440	\$5,304	\$4,989
Chase Bank	Checking	\$2,035	\$4,576	\$4,206
Cash on Hand (Various Locations)		\$978	\$1,045	\$1,081
Total Cash Balance		\$349,055	\$4,599	\$530,398

Investment balances for the current and prior two months are:				
		11/30/24	10/31/24	9/30/24
Investment Account - Raymond James - long-term		\$2,783,657	\$2,679,416	\$2,726,615
Investment Account - Raymond James - short-term		\$2,183,485	\$2,176,305	\$2,176,410
Endowment at GRCF*		\$240,505	\$240,505	\$227,604
Total Investment Balance		\$5,207,646	\$5,096,226	\$5,130,629

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

Accounts Receivable Aging Detail:					
As of 11/30/2024:					
	Total	0 - 30	31 - 60	61 - 90	Over 90
Client accounts receivable	\$686,000	\$307,171	\$192,862	\$42,841	\$143,126
Other accounts receivable	\$2,214,072	\$1,548,717	\$542,836	\$111,158	\$11,360
Total A/R as of 11/30/24	\$2,900,073	\$1,855,888	\$735,699	\$153,999	\$154,487
	100%	64%	25%	5%	5%
Total A/R for prior month	\$2,828,154	\$1,860,400	\$811,394	\$29,533	\$126,827
	100%	66%	29%	1%	4%
Total A/R for prior year	\$2,257,320	\$1,160,960	\$513,462	\$419,882	\$163,016
	100%	51%	23%	19%	7%

Arbor Circle Corporation
Financial Report for Month Ending November 30, 2024

Program	FY25 Annual Budget			YTD BUDGET			YTD ACTUAL			Positive/ (Negative) Budget/ Actual	
	2024-25 Revenue*	2024-25 Expense*	Net Gain/ (Loss)	2024-25 Revenue*	2024-25 Expense*	Net Gain/ (Loss)	2024-25 Revenue*	2024-25 Expense*	Net Gain/ (Loss)		
108	Psychiatry	322,720	363,190	(40,470)	53,787	60,325	(6,538)	30,479	52,201	(21,722)	(15,184)
230	OCC Counseling	2,025,747	2,238,922	(213,175)	309,882	381,692	(71,810)	277,755	417,905	(140,149)	(68,340)
231	School Based Services	1,003,511	1,003,511	0	162,996	167,578	(4,582)	183,987	171,357	12,630	17,213
232	Childhood Healing	631,973	631,973	0	104,693	105,190	(497)	110,132	110,082	50	547
340	AC Counseling-Newaygo	753,874	831,602	(77,728)	117,437	138,686	(21,249)	75,523	105,060	(29,537)	(8,289)
350	Ottawa Outpatient	425,032	400,950	24,082	66,235	66,883	(648)	45,421	70,431	(25,010)	(24,362)
355	Allegan Outpatient	298,195	367,063	(68,868)	44,730	61,154	(16,424)	35,981	50,859	(14,877)	1,546
360	Allegan CBRS	130,622	176,149	(45,527)	19,594	29,301	(9,708)	3,211	26,518	(23,307)	(13,600)
371	Jail Services	593,286	572,990	20,296	98,881	95,451	3,430	97,754	95,924	1,830	(1,600)
375	Reentry Support	107,950	116,794	(8,844)	17,992	19,539	(1,547)	16,910	18,209	(1,299)	248
380	Muskegon Outpatient	199,575	211,429	(11,854)	30,601	34,817	(4,216)	41,207	40,500	706	4,922
381	Muskegon Recovery Management	325,880	325,880	0	54,313	54,318	(4)	58,668	57,861	807	811
410	Parent Nurturing Service	136,666	120,891	15,775	22,778	20,106	2,672	29,366	9,923	19,443	16,771
411	Infant Toddler Development	1,506,929	1,557,112	(50,183)	243,268	259,684	(16,415)	240,034	268,381	(28,347)	(11,932)
416	Strong Beginnings	295,036	315,821	(20,785)	49,173	52,621	(3,448)	45,643	48,940	(3,297)	151
475	Healthy Families	800,523	800,523	0	133,421	133,288	133	139,443	148,140	(8,697)	(8,830)
495	Family Engagement Team	492,159	545,424	(53,265)	82,027	90,713	(8,687)	97,605	88,544	9,061	17,748
496	Women's Case Management	453,105	464,117	(11,012)	74,681	77,347	(2,666)	63,735	63,646	89	2,755
497	Recovery Management Service	190,295	225,776	(35,481)	31,716	37,643	(5,927)	28,203	43,176	(14,974)	(9,047)
530	The Bridge	1,013,724	1,077,914	(64,190)	168,954	179,471	(10,517)	174,300	171,628	2,672	13,189
531	Outreach	762,243	758,059	4,184	127,040	126,341	700	154,138	158,219	(4,082)	(4,782)
533	Supportive Housing	855,320	808,832	46,488	142,553	134,677	7,877	139,898	141,599	(1,701)	(9,577)
610	Community Organizing	422,277	422,277	0	70,380	70,552	(172)	55,685	55,685	0	172
611	Parent Education	223,732	223,732	0	37,289	37,204	84	37,258	37,258	0	(84)
614	Child Primary Prevention	93,041	93,041	0	12,840	12,870	(30)	17,565	17,565	0	30
615	Youth Prevention	577,658	577,658	0	96,276	96,039	237	101,879	97,864	4,015	3,778
781	WrapAround	1,193,677	1,104,380	89,297	179,059	183,919	(4,859)	173,428	162,929	10,499	15,359
786	CLS/Respite	126,320	111,111	15,209	5,945	8,472	(2,526)	8,231	9,658	(1,427)	1,100
787	Kent School Services Network	1,045,110	1,001,612	43,498	161,371	166,792	(5,421)	164,434	181,404	(16,971)	(11,549)
791	Behavioral Health Home	3,016,049	2,954,088	61,961	501,426	491,113	10,314	475,258	500,335	(25,077)	(35,390)
820	Foster Care	2,025,737	1,754,327	271,410	239,162	259,108	(19,946)	237,117	173,819	63,297	83,243
822	Adoption	317,372	315,339	2,033	52,895	52,149	746	38,781	52,324	(13,543)	(14,289)
823	CASA	226,400	248,182	(21,782)	37,733	42,967	(5,234)	40,386	42,208	(1,822)	3,411
932	Great Start to Quality	756,025	756,025	0	126,004	124,854	1,150	150,208	149,862	346	(804)
	Total Program Services	23,347,765	23,476,695	(128,931)	3,677,132	3,872,862	(195,730)	3,589,622	3,840,015	(250,393)	(54,663)
102	Corporate Development	237,500	411,760	(174,260)	27,417	66,047	(38,630)	126,777	148,092	(21,315)	17,315
103	Investments	296,000	20,000	276,000	49,333	3,333	46,000	73,183	5,297	67,886	21,886
210	Leonard Buildings	114,049	83,232	30,817	19,008	13,960	5,048	19,008	12,458	6,550	1,502
	Total Non-Program Services	647,549	514,992	132,557	95,758	83,340	12,418	218,968	165,846	53,122	40,704
	Total Program/Non-Program Services	23,995,314	23,991,688	3,626	3,772,890	3,956,201	(183,311)	3,808,590	4,005,861	(197,271)	(13,959)
104	Arbor Circle Other	0	0	0	(22,049)	0	(22,049)	(43,016)	(14,120)	(28,896)	(6,847)
	Total Net Income (Loss)	23,995,314	23,991,688	3,626	3,750,841	3,956,201	(205,361)	3,765,574	3,991,741	(226,167)	(20,806)

*Budget effective 10/01/24

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

	FY25 Annual Budget			YTD BUDGET			YTD ACTUAL			Positive/ (Negative) Budget/ Actual
	2024-25 Revenue	2024-25 Expense	Net Gain/ (Loss)	2024-25 Revenue	2024-25 Expense	Net Gain/ (Loss)	2024-25 Revenue	2024-25 Expense	Net Gain/ (Loss)	
Program Services										
Psychiatry (108)	322,720	363,190	(40,470)	53,787	60,325	(6,538)	30,479	52,201	(21,722)	(15,184)
Outpatient Counseling (230-355, 380)	5,337,907	5,685,450	(347,543)	836,574	956,000	(119,426)	770,006	966,193	(196,187)	(76,761)
Community Based Recovery Services (360-375, 381, 495-497)	2,293,297	2,427,130	(133,833)	379,203	404,312	(25,109)	366,086	393,879	(27,793)	(2,684)
Early Childhood (410-475)	2,739,154	2,794,347	(55,193)	448,639	465,698	(17,059)	454,486	475,384	(20,899)	(3,839)
Youth Development Services (530-533)	2,631,288	2,644,806	(13,518)	438,548	440,489	(1,941)	468,335	471,446	(3,110)	(1,170)
Prevention and Advocacy (610-615, 932)	2,072,733	2,072,733	0	342,789	341,519	1,269	362,595	358,235	4,360	3,091
Family Based Services (781-791)	5,381,157	5,171,192	209,965	847,801	850,295	(2,493)	821,351	854,326	(32,975)	(30,481)
Child Welfare (820-823)	2,569,509	2,317,848	251,661	329,791	354,225	(24,433)	316,283	268,351	47,932	72,366
Total Program Services	23,347,765	23,476,695	(128,931)	3,677,132	3,872,862	(195,730)	3,589,622	3,840,015	(250,393)	(54,663)
Non-Program Services										
Corporate Development (102)	237,500	411,760	(174,260)	27,417	66,047	(38,630)	126,777	148,092	(21,315)	17,315
Investments (103)	296,000	20,000	276,000	49,333	3,333	46,000	73,183	5,297	67,886	21,886
Leonard building (rental) (210)	114,049	83,232	30,817	19,008	13,960	5,048	19,008	12,458	6,550	1,502
Total Non-Program Services	647,549	514,992	132,557	95,758	83,340	12,418	218,968	165,846	53,122	40,704
Total Program and Non-Program Services	23,995,314	23,991,688	3,626	3,772,890	3,956,201	(183,311)	3,808,590	4,005,861	(197,271)	(13,959)
Arbor Circle Other (104)**	0	-	0	(22,049)	-	(22,049)	(43,016)	(14,120)	(28,896)	(6,847)
Total net income (loss)	23,995,314	23,991,688	3,626	3,750,841	3,956,201	(205,361)	3,765,574	3,991,741	(226,167)	(20,806)

*Budget effective 10/01/24

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

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

	FY25 YTD ACTUAL - Current Year			FY24 YTD ACTUAL - Prior Year			Variance
	2024-25 Revenue	2024-25 Expense	Net Gain/ (Loss)	2023-24 Revenue	2023-24 Expense	Net Gain/ (Loss)	
Program Services							
Psychiatry (108)	30,479	52,201	(21,722)	46,869	57,055	(10,186)	(11,535)
Outpatient Counseling (230-355, 380)	770,006	966,193	(196,187)	571,914	782,983	(211,069)	14,882
Community Based Recovery Services (360-375, 381, 495-497)	366,086	393,879	(27,793)	304,463	370,370	(65,907)	38,114
Early Childhood (410-475)	454,486	475,384	(20,899)	345,484	405,449	(59,965)	39,067
Youth Development Services (530-533)	468,335	471,446	(3,110)	342,921	342,921	(1)	(3,110)
Prevention and Advocacy (610-615, 932)	362,595	358,235	4,360	359,302	357,371	1,931	2,430
Family Based Services (781-791)	821,351	854,326	(32,975)	796,400	791,507	4,894	(37,868)
Child Welfare (820-823)	316,283	268,351	47,932	432,402	360,677	71,725	(23,793)
Total Program Services	3,589,622	3,840,015	(250,393)	3,199,755	3,468,333	(268,579)	18,186
Non-Program Services							
Corporate Development (102)	126,777	148,092	(21,315)	54,578	57,994	(3,415)	(17,899)
Investments (103)	73,183	5,297	67,886	134,804	4,354	130,449	(62,563)
Leonard building (rental) (210)	19,008	12,458	6,550	18,455	10,030	8,424	(1,874)
Total Non-Program Services	218,968	165,846	53,122	207,836	72,378	135,458	(82,336)
Total Program and Non-Program Services	3,808,590	4,005,861	(197,271)	3,407,591	3,540,712	(133,121)	(64,150)
Arbor Circle Other (104)**	(43,016)	(14,120)	(28,896)	(22,126)	(31,179.48)	9,053	(37,950)
Total net income (loss)	3,765,574	3,991,741	(226,167)	3,385,465	3,509,532	(124,067)	(102,100)

**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	348,614.90	(704.86)
Cash & Cash Equivalents-Saving	440.26	5,304.26
Accts Receivable - Federal	317,116.15	301,927.47
Accts Rec - N180/CMH Other	211,551.19	293,392.18
Accts Receivable - DHS (FIA)	276,600.35	347,991.68
Accts Receivable - Grants	577,936.63	605,001.67
Accts Receivable - FC/Adoption	270,539.28	132,389.01
Accts Receivable - Other	560,328.65	526,250.97
A/R - Client Billings	686,000.29	585,489.18
Promise to Give - United Way	87,019.77	90,492.35
AR Medicaid Outreach	66,311.63	66,311.63
Prepaid Expenses and Other	296,999.59	316,841.56
Right of Use Asset	297,611.14	297,611.14
TOTAL CURRENT ASSETS	3,997,069.83	3,568,298.24
FIXED ASSETS		
Property and Equipment	5,796,446.53	5,796,446.53
Accumulated Depreciation	2,902,130.48	2,884,399.05
Construction in Progress	.00	.00
TOTAL FIXED ASSETS	2,894,316.05	2,912,047.48
OTHER ASSETS		
Investments - Long Term	2,783,656.75	2,679,416.46
Investments - Short Term	2,183,484.76	2,176,305.34
GRCF Endowment	208,859.76	208,859.76
GRCF - Spendable Balance	31,645.00	31,645.00
TOTAL OTHER ASSETS	5,207,646.27	5,096,226.56
TOTAL ASSETS	12,099,032.15	11,576,572.28
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	399,129.14	465,559.27
Current Portion OCC Loan	48,011.07	47,864.75
Current Portion Leonard Loan	39,918.33	39,796.68
Current Lease Liability	98,155.62	98,155.62
Accrued Wages & Payroll Taxes	672,493.05	620,849.43
Deferred Revenue	986,609.75	390,399.21
TOTAL CURRENT LIABILITIES	2,244,316.96	1,662,624.96
LT Portion OCC Loan	916,010.27	920,023.89
LT Portion Leonard Bldg Loan	761,610.10	764,947.19
LT Portion Lease Liability	189,340.52	189,340.52
YAS Fiduciary Funds	2,611.54	2,611.54
LYL	2,764.64	2,764.64
LT Security Deposit	7,488.00	7,488.00
TOTAL LONG TERM LIABILITIES	1,879,825.07	1,887,175.78
TOTAL LIABILITIES	4,124,142.03	3,549,800.74
DEFERRED REVENUE		
Board Design Future Yr U.W.	.00	.00
Deferred Revenue	.00	.00
Deferred Medicaid Outreach	.00	.00
TOTAL DEFERRED REVENUE	.00	.00
NET ASSETS		
Permanently Restricted	208,859.76	208,859.76
Temporarily Restricted	259,167.60	276,084.34
Board Designated Net Assets	.00	.00
Unrestricted Net Assets -Prior	7,733,029.59	7,716,112.85
NET ASSETS (CURRENT YEAR)	(226,166.83)	(174,285.41)
TOTAL NET ASSETS	7,974,890.12	8,026,771.54
TOTAL LIABILITIES AND NET ASSETS	12,099,032.15	11,576,572.28

Arbor Circle Corporation
INCOME STATEMENT

NOVEMBER 30, 2024

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	NOVEMBER	ANNUAL Y-T-D	Y-T-D	OF BUDGET
REVENUE:				
Network 180 Grants	274,851.00	810,308.35	1,030,458.60	78.64
Other County/State Depts	407,001.86	870,000.01	837,899.73	103.83
Federal Government Revenue	156,954.93	333,178.22	296,316.32	112.44
United Way Community Care	11,124.49	22,248.98	21,450.32	103.72
United Way Designated	.00	2,884.34	833.34	346.12
Medicaid Outreach Revenue	.00	.00	.00	.00
Other Grants	312,581.05	613,106.29	588,245.92	104.23
Total Contractual Revenues	1,162,513.33	2,651,726.19	2,775,204.23	95.55
Service Reimbursements				
Medicaid Reimbursements	38,180.00	90,630.00	84,011.20	107.88
Medicare Reimbursements	5,475.00	11,460.00	16,647.24	68.84
Government Reimbursements	732.76	9,473.93	16,039.71	59.07
Commercial Insurances	123,038.12	239,592.48	299,308.09	80.05
Client Pay	7,885.16	28,875.04	21,731.65	132.87
CMH Fees-Other	7,319.32	7,826.44	13,234.62	59.14
CMH Fee for Service	519,612.69	744,386.47	623,301.23	119.43
Discretionary Reimbursements	1,991.40	3,548.05	7,388.98	48.02
Contractual Allowances	(134,983.67)	(156,207.04)	(194,468.64)	80.33
Total Service Reimbursements	569,250.78	979,585.37	887,194.08	110.41
Fund-raising				
Donations	15,044.76	41,637.72	26,677.50	156.08
United Way Transfer	(11,124.49)	(22,248.98)	(22,049.38)	100.91
Special Events	3,500.00	8,500.00	.00	.00
Total Fund-raising Revenues	7,420.27	27,888.74	4,628.12	602.59
Other				
Donated Goods and Services	5,818.13	13,456.56	11,416.68	117.87
Miscellaneous	2,436.69	3,681.69	5,222.66	70.49
Interest and Dividend Income	112.19	379.37	666.66	56.91
Rental Income	9,504.10	19,008.20	19,008.16	100.00
Total Other Revenues	17,871.11	36,525.82	36,314.16	100.58
TOTAL REVENUES	1,757,055.49	3,695,726.12	3,703,340.59	99.79

Arbor Circle Corporation
INCOME STATEMENT

NOVEMBER 30, 2024

	PERIOD TO DATE	YEAR TO DATE	BUDGET Y-T-D	PERCENT OF BUDGET
	NOVEMBER	ANNUAL Y-T-D		
EXPENDITURES:				
Salaries	1,260,636.40	2,613,155.82	2,547,260.47	102.59
FICA	90,253.55	185,111.87	211,452.31	87.54
Unemployment	361.70	535.60	419.40	127.71
Workman's Compensation	13,005.49	21,289.81	15,999.98	133.06
Health/Dental/Vision Insurance	119,790.75	264,206.67	280,000.00	94.36
Disability/Life Insurance	7,151.30	16,636.90	18,333.34	90.75
Pension	30,131.54	66,312.93	63,369.50	104.64
Other Employee Benefits	263.87	260.56	6,266.70	4.16
Contracted Srvs Direct	23,600.00	51,725.00	57,279.74	90.30
Contracted Srvs Indirect	49,633.78	170,584.68	99,286.62	171.81
Sent To Collection	.00	.00	1,833.32	.00
Recovery Sent to Collection	.00	.00	.00	.00
Calc Doubtful Acct Allowance	.00	.00	.00	.00
Write-Off Expense	1,078.10	4,008.87	12,000.02	33.41
Respite Services Purchased	.00	2,564.96	1,750.00	146.57
Client Discretionary	68,647.77	119,217.79	135,313.66	88.10
Client Transportation	2,992.87	5,649.30	4,579.42	123.36
Operating Supplies	12,611.82	15,546.66	56,584.56	27.48
Occupancy Expenses	38,882.59	93,884.04	95,240.04	98.58
Office Supplies	2,075.63	4,148.28	3,204.22	129.46
Printing	512.80	512.80	1,942.52	26.40
Telephone	14,715.49	30,519.46	32,323.84	94.42
Postage	404.15	824.38	1,072.56	76.86
Dues and Subscriptions	30,210.59	55,155.57	66,253.56	83.25
Events	496.14	8,054.18	3,041.68	264.79
Recruitment & Advertising	21,599.92	21,798.62	16,758.38	130.08
Public Awareness	.00	.00	750.00	.00
Insurance Expense	20,037.52	30,056.25	20,037.52	150.00
Staff Travel	50,636.45	100,900.08	96,129.30	104.96
Miscellaneous	2,282.36	3,375.51	3,041.68	110.98
Equipment Purchases	20,690.54	21,733.03	12,191.96	178.26
Conferences	8,471.90	19,277.99	31,002.64	62.18
Donated Goods & Services	5,818.13	13,456.56	11,416.68	117.87
Billing Support	.00	.00	.00	.00
Program Support	.00	.00	.00	.00
Administration	.00	.00	(.01)	.00
TOTAL EXPENDITURES	1,896,993.15	3,940,504.17	3,906,135.61	100.88
OPERATING INCOME (LOSS)	(139,937.66)	(244,778.05)	(202,795.02)	120.70
Other (Revenues)/Expenses				
Depreciation Building & Improv	11,885.25	23,797.73	23,013.49	103.41
Depreciation Equipment	5,683.99	11,367.99	13,034.74	87.21
Mortgage Interest Expense	5,843.75	11,109.19	10,684.21	103.98
Investment Fees	7.53	5,296.60	3,333.34	158.90
Investment Interest Income	(18,114.74)	(21,218.91)	(14,166.66)	149.78
Unrealized (Gain) Loss Invest.	(93,362.02)	(48,963.82)	(33,333.34)	146.89
TOTAL OTHER (REVENUES)/EXPENSES	(88,056.24)	(18,611.22)	2,565.78	(725.36)
NET REVENUES OVER/(UNDER) EXPENSES	(51,881.42)	(226,166.83)	(205,360.80)	110.13
BASE PERCENTAGE:	25.00	25.00	25.00	100.00

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

Cash flows from operating activities	ACTUAL	YTD
Change in net assets	\$ (51,881)	\$ (226,167)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	\$ 17,731	\$ 35,490
Changes in operating assets and liabilities which provided (used) cash		
Receivables	\$ (107,630)	\$ (562,351)
Prepaid expenses	\$ 19,842	\$ 29,133
Accounts payable	\$ (66,430)	\$ (94,736)
Fiduciary funds	\$ -	\$ -
Accrued wages and payroll taxes	\$ 51,644	\$ 256,407
Change in Lease Liability	\$ -	\$ -
Unearned/Deferred Revenue	\$ 599,683	\$ 459,316
Net cash provided by (used in) operating activities	\$ 462,958	\$ (102,907)
Cash flows from investing activities		
Addition of Property and Equipment	\$ -	\$ -
Disposal of Property and Equipment	\$ -	\$ -
Arbor Circle Endowment	\$ -	\$ -
Investment (Income)/Loss	\$ (111,420)	\$ (64,117)
Purchase of Investments	\$ -	\$ -
Net cash provided by (used in) investing activities	\$ (111,420)	\$ (64,117)
Cash flows from financing activities		
OCC loan	\$ (3,867)	\$ (7,818)
Leonard Buildings loan	\$ (3,215)	\$ (6,501)
Net cash provided by (used in) financing activities	\$ (7,083)	\$ (14,319)
Net increase (decrease) in cash and cash equivalents	\$ 344,456	\$ (181,343)
Cash and cash equivalents, beginning of month	\$ 4,599	\$ 530,398
Cash and cash equivalents, end of month	\$ 349,055	\$ 349,055

A dark blue circular graphic element consisting of two thick, curved lines that meet at the top and bottom, forming an open circle.

arbor circle

2023-2026 strategic plan



Goal 1

Arbor Circle is a preferred provider and partner



Goal 2

Arbor Circle is a workplace of choice



Goal 3

Arbor Circle has sustainable resources to support its mission



Goal 4

Arbor Circle is a known and valued community asset



Goal 1

Arbor Circle is a preferred provider and partner



Objective	2024 Progress	2025 Planning
1.1 Strengthen welcoming and inclusive experiences	<ul style="list-style-type: none">• Implemented ongoing process to inform all staff and interns on all divisions and related programs to enhance their ability to connect clients with appropriate services effectively.• Increased administrative capacity in Performance Improvement.	<ul style="list-style-type: none">• Strengthen processes and coordination across all initial access points and front door roles.• Continue building relationships with the Asian Pacific Islander Desi American (APIDA) community to define ways to reduce engagement barriers for community members.
Objective	2024 Progress	2025 Planning
1.2 Improve relevancy and cultural responsiveness of services	<ul style="list-style-type: none">• Multiple trainings in evidence-based practices, including TF-CBT, DBT, EMDR, were provided to key staff in several program areas.	<ul style="list-style-type: none">• Implement learning management system.• Grow staff competencies in key practices (AFFIRM Pro, ASMR).• Grow leadership competencies (Talent Pro).
Objective	2024 Progress	2025 Planning
1.3 Improve quality and safety through consistent, organization-wide data analytics	<ul style="list-style-type: none">• Established organization-wide Key Performance Indicators (KPIs) specific to Utilization, Quality Care, and Impact of Services.• Invested in a data analytic platform (Rubix) to track and analyze identified KPIs.	<ul style="list-style-type: none">• Identify systemic approach and user competencies for Rubix-generated data analytics.



Goal 2

Arbor Circle is a workplace of choice

arbor circle

Objective	2024 Progress	2025 Planning
2.1 Recruit and retain competent and diverse talent using effective practices	<ul style="list-style-type: none">• Celebrated a refreshed agency mission, vision and set of values.• Effectively increased traffic to Arbor Circle's enhanced Careers web page through social media and other digital channels.• Launched a New Employee Cohort to support staff joining the organization.	<ul style="list-style-type: none">• Invest in HR data system, tools, and processes.• Participate in National Council of Mental Wellbeing Workforce Cohort and learning community.• Increase understanding of staff experiences through enhanced survey feedback.• Expand intern program (compensation).• Create employee-focused materials regarding career pathways and benefit options.
2.2 Improve competitiveness and equity of pay and benefits	<ul style="list-style-type: none">• Participated in Student Loan forgiveness programs.• Increased contractual and after-hours on call rates.	<ul style="list-style-type: none">• Maintain flexibility and competitive benefit options regarding insurance providers.• Explore salary range for rural/hard to hire locations.
2.3 Develop diverse organizational leaders and define career pathways	<ul style="list-style-type: none">• Launched Arbor Circle's internal leadership program, Leader Connect.• Established agency leadership succession plan and process.	<ul style="list-style-type: none">• Create leadership succession plan and process at director level.• Build leadership specific training and support for new leaders.



Goal 3

Arbor Circle has sustainable resources to support its mission



Objective	2024 Progress	2025 Planning
3.1 Maximize opportunities to capture and grow diverse revenue	<ul style="list-style-type: none"> Refined process for decreasing write-offs (down by \$60k in FY2024). Increased federal grant support. Created process for prioritizing funding gaps and seeking grant funding opportunities to meet specific agency needs. 	<ul style="list-style-type: none"> Maximize the impact of Grove on earned revenue and reduce write-offs. Refresh/update standard rates for services. Explore DCO opportunities.
Objective	2024 Progress	2025 Planning
3.2 Activate targeted donor development strategies	<ul style="list-style-type: none"> Secured multiple new major donor gifts in support of specific program areas. 	<ul style="list-style-type: none"> Increase number of recurring donors. Increase number of Major Gifts.
Objective	2024 Progress	2025 Planning
3.3 Improve function and human experience of facility and technology resources	<ul style="list-style-type: none"> Refreshed several facilities including carpet and furnishings. 	<ul style="list-style-type: none"> Maximize HR software functionality and data. Develop AI policy and procedures for use. Continue focus on addressing facility aging/lifespan.
Objective	2024 Progress	2025 Planning
3.4 Strengthen tactics, methodology and culture for change management and process improvement	<ul style="list-style-type: none"> Oriented leaders to change management tools and processes. 	<ul style="list-style-type: none"> Apply change management process for organization-wide HR software update. Invest in staff training to boost project management capacity.



Goal 4

Arbor Circle is a known and valued community asset

arbor circle

Objective	2024 Progress	2025 Planning
4.1 Enhance organization awareness and affinity with staff, board and community	<ul style="list-style-type: none">Launched an online Board Portal web pageCreated a Board Events and Engagement Committee to provide greater access for community members to participate at the Board level.	<ul style="list-style-type: none">Targeted digital campaigns to create affinity between the organization and a younger donor audience.COO videos to encourage staff connection to strategic priorities
4.2 Strengthen board role as Arbor Circle ambassador and advocate	<ul style="list-style-type: none">Provided training to Arbor Circle Board Members with the Michigan League for Public Policy.	<ul style="list-style-type: none">Dedicated space during meetings to address current events/strategic discussions.
4.3 Nurture board diversity, belonging and cohesion	<ul style="list-style-type: none">Created and engaged in opportunities for meaningful interactions between board members.	<ul style="list-style-type: none">Increase opportunities for board members to develop and tell their Arbor Circle story in marketing materials.Create and engage in opportunities for meaningful interactions between board members
4.4 Grow relationships with targeted populations and geographic areas	<ul style="list-style-type: none">Included community partners as funded participants in multiple grants in 2024.Established the Thomas J. Bullock Memorial Fund Lecture Series.	<ul style="list-style-type: none">Establish target number for board members to identify as prospective donors and sponsors.

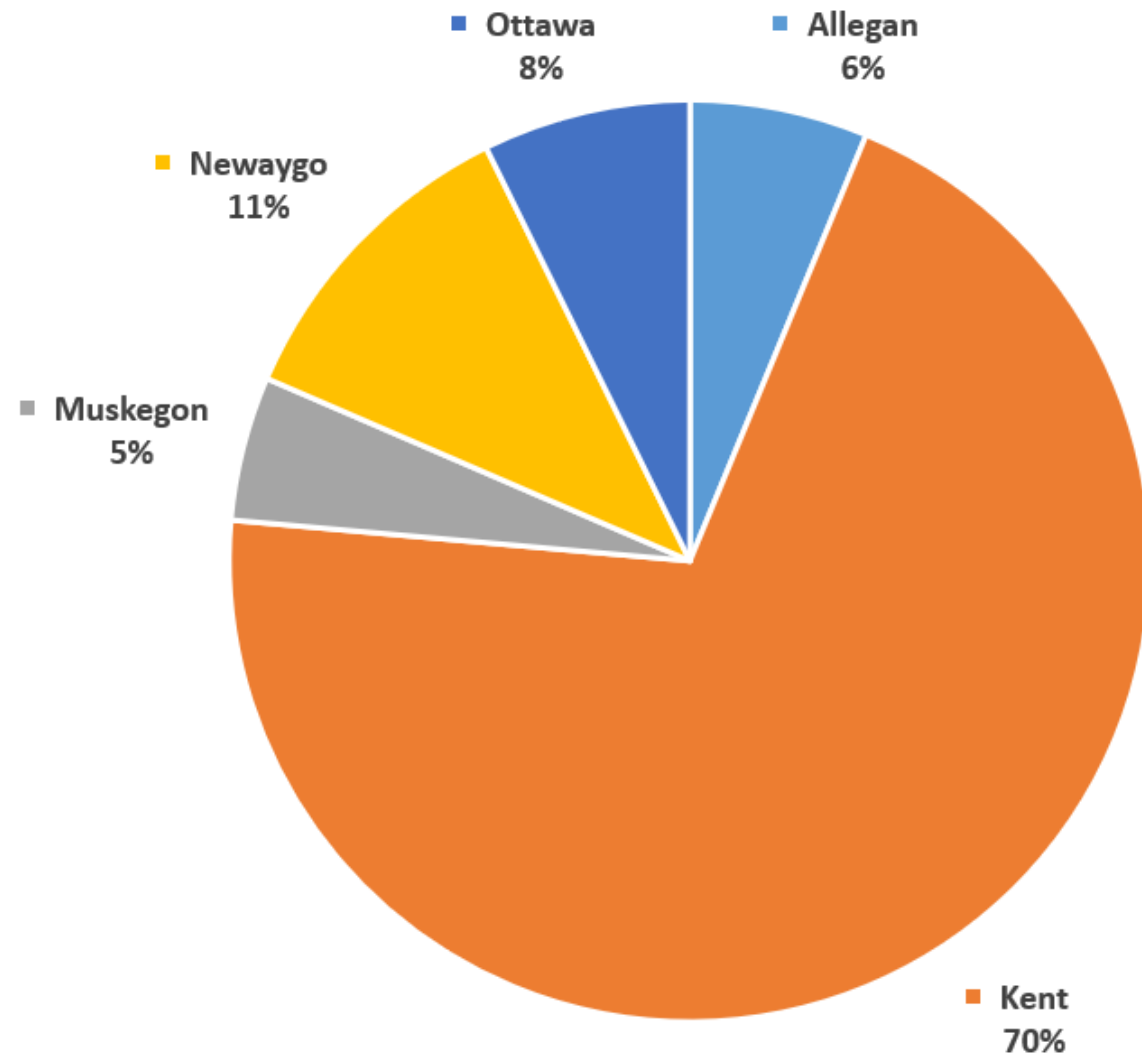


Utilization & Outcomes FY24

FY24 Utilization

Division	Admissions	Served	Events
Child Welfare	89	235	2,137
Community Based Recovery (CBRS)	757	691	14,502
Early Childhood	491	596	6,102
Family Based Services (FBS)	816	966	22,244
Outpatient	2,533	2,354	26,229
Prevention	8,529	7,071	7,536
Youth Development Services (YDS)	513	392	14,291
Agency Total	13,728	12,302	93,041

FY24 Top 5 Counties of Client Residence



FY24 Outcome Results

Division	Client Data Present	Goal	Client Success	Goal
CBRS Individual served will demonstrate overall health and wellbeing	14%	85%	84%	80%
Child Welfare Unrelated foster care homes will remain open/licensed. Children serviced will experience 3 or less placement changes while served.	100%	85%	52% homes	85%
Early Childhood Families served will demonstrate improved Parent/Child relationship.	52%	85%	81%	80%

FY24 Outcome Results Continued

Division	Client Data Present	Goal	Client Success	Goal
FBS Individual served will demonstrate overall health/wellbeing	100%	85%	92%	85%
OP Individual served will demonstrate overall health/wellbeing	43%	85%	82%	65%
YDS Individuals will exit to safe/stable housing	100%	85%	93%	85%

Prevention & Advocacy Division not included

FY24 Utilization & Outcomes

Questions & Answers



holiday giving 2024

Holiday Giving Partners: 132

Workplace Teams : 39

Community Groups: 9

Individuals and Families: 84

Supported gifts for:

- 51 Foster Youth
- 40 Young people staying at the Bridge/in housing transition
- 18 youth participating in group programming
- 87 families (314 individual family members)
- 32 families with food baskets
- 12 Program areas with programming supplies
- All 5 counties where Arbor Circle has a physical location

