



Arbor Circle Board Meeting
Thursday, February 13, 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. Consent Agenda – Freeman 1 min
The following items are included in the consent agenda and will be approved in one motion without discussion unless a board member requests an item be removed for separate consideration.
- Approval of Board Meeting Minutes of January 9, 2025
 - Approval of December 2024 Financial Statements
- C. Approval Grant Application – Gietzen 1 min
Approval of Arbor Circle's application to the City of Grand Rapids for Neighborhood Investment (NI) Plan funds for The Outpatient Counseling Center in the amount of \$65,000.
- D. Arbor Circle FY23 Annual Financial Audit Presentation – Boggiano/Brill 15 min
Stephanie Cleaver and Barb Garza, Andrews Hooper Pavlik PLC
- E. Finance Presentation 20 min
- Finance Overview (aka Finance 101)
 - Federal Funding Review
- F. Program Presentation – Sheppard 35 min
Cathy Cardosa, Director of Human Resources
- G. Committee Reports 10 min
1. Exec. and Finance – Freeman
 2. Governance – Farrell-Cole
 3. Community Engagement and Events – Thomas/Burden Hill
 4. Development – Sieplinga
 5. Facilities – Gietzen
 6. Investment – Boggiano
- H. Other Business
- I. Next Meeting: March 13, 2025, 12-1:30pm; 1560 Leonard NE
- J. Meeting Feedback and Adjournment – Freeman



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Board Members Present via Teams: Regina Hill, Melina Sinigos, Gwendolyn Thomas.

Board Members Present in Person: Matt Boggiano, Judy Freeman, Sonya Hughes.

Sue Mason, Mark Nettleton, Carlos Pava, Pujita Sieplinga, Elliot Talen, B. Donta Truss.

Staff Members Present: Marie Brill, Janelle Burden Hill, Enid Gaddis, Kristin Gietzen, Taylor Greenfield, Susan Sheppard, Leah Walton, Tammy Eichberger, Monique Carter, Evan Wing, Dani Shields, Nikki Turek.

Board Members Absent: Patty Farrell-Cole, Mandice McAllister.

Guests: Tami Sytsma – Sytsma Wealth Strategies.

A. Call to Order, Welcome and Announcements

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

Kristin was pleased to share that Enid Gaddis has been recognized by GRCC's Giants Awards with the W.W. Plummer Humanitarian Award.

<https://www.grcc.edu/about-grcc/woodrick-center-inclusion-multicultural-affairs/giant-awards-banquet#winners>

B. Approval of Board Meeting Minutes of December 12, 2024

Sonya Hughes moved and Susan Mason supported Board approval of December 2024 Meeting Minutes. The Board approved and the motion carried.

C. Investment Performance Report

Marie Brill welcomed Tami Sytsma, our investment advisor from Sytsma Wealth Strategies. Tami referenced the portfolio review packet that Kristin previously sent electronically to board members. Tami reminded us that we have 2 portfolios – a long-term savings account and a short-term savings account. The long-term savings account features stocks and ETFs, it has a moderate risk allocation, we have 65% invested in market and equities, which is within the guidelines of our investment policy statement, which allows us to have up to 70% exposed to equity or stocks. We saw just over a 10% return in that portfolio. We saw a small increase in our bond as well. A board member asked about the industries we invest in, Tami referenced the investment policy in determining which industries we wouldn't support, which at present excludes investments in alcohol and gambling industries. We aren't seeking a particular type of industry to invest in, currently our most significant areas of investment are in technology and financial industries. The second portfolio is our short-term savings account. This features laddered CDs (CDs that mature at various times, approximately quarterly over the next 18 months) and money market accounts. Our 2024 yield was just under 5%, earning just over \$105k in interest. A full breakdown is included in the packet.



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Regarding how Tami and her team works with our investment committee, Tami shared that they meet quarterly to review the investment statements, and annually review the investment policy. They recently developed withdrawal guidelines, which indicate if and when funds can be pulled from the portfolio. They will meet again at the end of this month.

D. Program Presentation: Youth Development Services

Susan welcomed the Youth Development team and gave context for where their programming fits into our agency scope of services. She reviewed the financial impact, noting there has been a significant increase in this year's budget due to our recent grants. She reminded the Board that there is little to no fee for service in this division, and that the funding is almost exclusively grant and contractual – state and federal – The Bridge is also a Kent County United Way recipient. Susan reviewed the utilization review – 810 youth and young adults were served last year, noting that on given day there are about 300 youth in Kent County without safe and stable housing. She referenced the MLPP presentation and how we fit into the community's housing continuum of care. Susan then turned the presentation over to Monique Carter, Program Director of our Youth Development Services division. Monique introduced her team of Evan, Dani, and Nikki, noting that Nikki is present in her role as an MSW intern. Monique gave an overview of the division, noting the overall goal is to increase safety and stability for the young people we serve (aged 10-24) and their families. We do this through our youth shelter The Bridge, street and place-based outreach, and youth supportive housing resources. She reviewed the staffing structure then turned it over to Evan and Dani to speak about our community-based housing program. Evan gave an overview of the host homes program, noting that we currently have 7 youth placed, all of which were placed with youth identified hosts. We are in the community recruitment phase as we have a goal of placing 20 young people in host homes throughout the community. Dani shared about the transitional living program, that it consists of scattered site housing units, and that youth (and their children) can stay up to a year while working with our supportive services. She spoke a little about our new maternal home grant and how that will increase services to young people who are parenting. Dani gave a brief update on our street outreach team as well. Monique wrapped the presentation by highlighting ways that board members can support the YDS division including helping to recruit and spread the word about the need for host homes and landlords, our wish list for our Bridge and transitional living housing, and supporting our staff with things like snack baskets, catered meals, and words of affirmation.

E. 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 incoming administration on our work and those we serve. Board members expressed concerns about our clients, staff, and community partners as they all navigate new barriers and anxiety about the unknown. Particular areas of concern noted were for our



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immigrant and undocumented clients, and for those who are part of the LGBTQ+ community. We will continue to use this space to share resources that our available to our clients and our community.

F. Finance Report – Review and Approval of November 2024 Financial Statements –

Marie Brill provided the November 2024 Financial Statement. Net loss for the month is (\$51,881) and the net loss YTD is (\$226,167). 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:				
		<u>11/30/24</u>	<u>10/31/24</u>	<u>9/30/24</u>
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:			
	<u>11/30/24</u>	<u>10/31/24</u>	<u>9/30/24</u>
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
<i>*In addition to this balance, we also have \$380 held in endowment at GRCF</i>			



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Accounts Receivable Aging Detail:					
As of 11/30/2024:					
	<u>Total</u>	<u>0 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>Over 90</u>
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%

No questions or discussion to note.

Pujita Sieplinga moved and Mark Nettleton supported Board approval of November 2024 financial statements. The Board approved and the motion carried.

F. Strategic Plan Progress

Kristin reviewed the 4 goals that make up our strategic plan. She noted the progress made in 2024 and what is on the horizon for 2025. Kristin highlighted Goal 3 – “Arbor Circle has sustainable resources to support its mission” as one area where the Board has a key role. She then focused on Goal 4 – “Arbor Circle is a known and valued community asset” as the Board is featured in all four objectives. The Exec & Finance committee will continue to review each month’s Board agenda and ensure that we are integrating the strategic plan into our meetings on a regular basis.

G. Utilization and Outcomes

Leah Walton presented on our FY24 utilization. She reviewed a breakdown of each division’s admissions, number served, and events. The admissions category is new to this year’s report. This category isn’t just “new clients” since not everyone who has an assessment follows through into care, but we feel it’s important to capture the initial intake process as that is an important part of our service, many of those individuals do end up becoming active clients so then they are also reflected in number served and service events.

The county of service data shows that 70% of our services are to residents of Kent County. As a reminder this is the client residence on record not necessarily where the service took place. There was a decrease in the percentage of Ottawa clients served, and there is now more parity amongst the remaining 4 counties of service. Leah did note that although our Great Start services are provided throughout additional counties in West Michigan, the percentage of our total service numbers was not statistically significant to feature in the county breakdown.



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In reviewing the outcomes, Leah noted that we are in a transition period for data collection, as in FY24 we were realigning from the shift to the new Electronic Health Record. Our FY25 data will reflect a full fiscal year of data collection utilizing the new system.

H. Committee Reports

1. Exec. and Finance – Judy shared that the committee reviewed the meeting presentations for the year, and were intentional about noting how they align with the strategic plan. Judy gave a reminder about the upcoming CEO evaluation, Janelle or Kristin will send the link to the group.
2. Governance – Kristin gave the report in Patty's absence. The committee reviewed the current Board Profile in light of November's departures and addition, they took a look at representation gaps, and will give an overview at a future Board meeting. Enid is working with the committee to plan the DEI training that will be happening in May and June. Patty will be sending a Signupgenius for meals at the Bridge, board members can either sign up together or signup to lead a month and bring people along to join them.
3. Community Engagement and Events –
Janelle shared the stats from our recent holiday giving initiative. We had 132 holiday giving partners, which is an increase of 37 partners. We continue to have the highest level of participation from individuals and families, but did have 39 workplace teams. We served 87 families, an increase of 25 families from last year, and we increased support in the areas of foster youth and YDS youth as well. We supported individuals from all 5 of the counties we have a physical presence in. This was our biggest year yet! Janelle thanked everyone who participated and those who recruited friends, workplaces, and community groups to join as well.

Our next event, Growing Together, is next week on Thursday, January 16th at 6pm at Wealthy Theatre. Dr. Lisa Lowery is our keynote speaker, focusing on social determinants of health, and how they relate to Dr. King's final book – Where Do We Go from Here - Chaos or Community? Mandice will be representing the Board by giving a welcome. Registration for the event is still live, please share with your networks: [Growing Together: Chaos or Community | Arbor Circle](#)

4. Development – Taylor presented the results of the annual appeal, highlighting that there were 33 new donors, and many past donors who returned or even increased their giving amount. Our current total sits at \$67,236.92 – which is already our best yet, but we are expecting that a few donor-advised gifts will come in before the end of the month. Sue Mason challenged board members to consider an additional gift to help us surpass the \$70k mark. Taylor noted that our next focus will be encouraging recurring donors, we will highlight this opportunity on social



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media and in our impact report outreach. Taylor reminded everyone that we would appreciate some help in signing thank you cards for our holiday giving participants and annual appeal donors.

5. Facilities – Kristin noted that the committee doesn't meet again until 2/13/25, but the OCC renovation is in process, and there will be an update on the Newaygo lease in February.
6. Investment – Matt noted that the committee report was covered in Tami's presentation. The committee meets again on 1/28/25.

I. Other Business

- Sue reiterated her challenge to make contributions toward a final annual appeal boost, she also suggested we support the YDS team with a snack pack.
- Taylor asked that any signed notecards be left on the table on the way out, or board members are welcome to stay after the meeting to sign some.
- Reminder that Board resources can be found on our website portal: <https://arborcircle.org/board-resources/>

J. Next Meeting: February 13, 2025 12-1:30pm – 1560 Leonard NE.

K. Meeting Feedback and Adjournment – Judy adjourned the meeting at 1:32pm.

Arbor Circle Corporation
Financial Statement Summary
12/31/2024

Net loss for the month is (\$213,089) and the net loss YTD is (\$439,256).

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 \$17,616 and are (\$27,034) below budget year to date.
- Program services have a net loss of (\$399,546) and a negative budget variance of (\$75,526) year to date. Total program and non-program services have a net loss of (\$381,929) and a negative budget variance of (\$102,560).
- Outpatient Counseling and Family Based Services have the largest negative budget variances. Child Welfare and Youth Development Services have the largest positive budget variances.

On the balance sheet, cash increased approximately \$322,000. Accounts receivable decreased approximately (\$34,000.) Accounts payable and accrued wages increased approximately \$138,000. Our Investments and Endowment decreased approximately (\$67,000).

Cash balances for the current and prior two months are:				
		12/31/24	11/30/24	10/31/24
Huntington Bank	Checking	\$135	\$105	\$2,582
Macatawa Bank	Checking	\$652,865	\$340,976	-\$53,378
Raymond James	Savings	\$14,670	\$4,521	\$44,471
Independent Bank	Savings	\$511	\$440	\$5,304
Chase Bank	Checking	\$2,090	\$2,035	\$4,576
Cash on Hand (Various Locations)		\$940	\$978	\$1,045
Total Cash Balance		\$671,211	\$349,055	\$4,599

Investment balances for the current and prior two months are:			
	12/31/24	11/30/24	10/31/24
Investment Account - Raymond James - long-term	\$2,700,215	\$2,783,657	\$2,679,416
Investment Account - Raymond James - short-term	\$2,199,993	\$2,183,485	\$2,176,305
Endowment at GRCF*	\$240,505	\$240,505	\$240,505
Total Investment Balance	\$5,140,713	\$5,207,646	\$5,096,226
<i>*In addition to this balance, we also have \$380 held in endowment at GRCF</i>			

Accounts Receivable Aging Detail:					
As of 12/31/2024:					
	Total	0 - 30	31 - 60	61 - 90	Over 90
Client accounts receivable	\$866,250	\$334,308	\$281,804	\$87,465	\$162,673
Other accounts receivable	\$1,999,787	\$1,408,164	\$333,979	\$215,657	\$41,987
Total A/R as of 12/31/24	\$2,866,037	\$1,742,472	\$615,783	\$303,122	\$204,660
	100%	61%	21%	11%	7%
Total A/R for prior month	\$2,900,073	\$1,855,888	\$735,699	\$153,999	\$154,487
	100%	64%	25%	5%	5%
Total A/R for prior year	\$2,517,132	\$1,158,297	\$731,453	\$417,187	\$210,196
	100%	46%	29%	17%	8%

Arbor Circle Corporation
Financial Report for Month Ending December 31, 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)	80,680	90,496	(9,816)	43,967	74,962	(30,995)	(21,179)
230	OCC Counseling	2,025,747	2,238,922	(213,175)	450,852	572,922	(122,070)	424,856	631,972	(207,116)	(85,046)
231	School Based Services	1,003,511	1,003,511	0	242,366	251,496	(9,130)	270,906	264,256	6,649	15,780
232	Childhood Healing	631,973	631,973	0	156,722	157,802	(1,081)	165,212	165,212	0	1,081
340	AC Counseling-Newaygo	753,874	831,602	(77,728)	172,052	208,032	(35,980)	120,018	152,399	(32,381)	3,599
350	Ottawa Outpatient	425,032	400,950	24,082	97,051	100,361	(3,310)	67,645	99,771	(32,125)	(28,815)
355	Allegan Outpatient	298,195	367,063	(68,868)	64,611	91,749	(27,138)	45,765	86,486	(40,721)	(13,583)
360	Allegan CBRS	130,622	176,149	(45,527)	28,302	43,958	(15,656)	4,487	41,223	(36,736)	(21,080)
371	Jail Services	593,286	572,990	20,296	148,322	143,280	5,041	146,651	140,380	6,270	1,229
375	Reentry Support	107,950	116,794	(8,844)	26,987	29,311	(2,323)	25,102	27,200	(2,098)	226
380	Muskegon Outpatient	199,575	211,429	(11,854)	44,570	52,289	(7,719)	56,315	61,177	(4,861)	2,857
381	Muskegon Recovery Management	325,880	325,880	0	81,470	81,523	(53)	77,707	86,413	(8,706)	(8,653)
410	Parent Nurturing Service	136,666	120,891	15,775	34,166	30,167	4,000	40,398	14,786	25,612	21,612
411	Infant Toddler Development	1,506,929	1,557,112	(50,183)	360,959	389,614	(28,655)	360,600	407,278	(46,679)	(18,024)
416	Strong Beginnings	295,036	315,821	(20,785)	73,759	78,965	(5,206)	69,748	74,364	(4,617)	589
475	Healthy Families	800,523	800,523	0	200,131	200,116	15	199,243	203,940	(4,697)	(4,712)
495	Family Engagement Team	492,159	545,424	(53,265)	123,040	136,197	(13,157)	149,925	135,758	14,167	27,324
496	Women's Case Management	453,105	464,117	(11,012)	111,603	116,081	(4,478)	98,123	106,227	(8,105)	(3,626)
497	Recovery Management Service	190,295	225,776	(35,481)	47,574	56,481	(8,907)	42,391	64,833	(22,442)	(13,534)
530	The Bridge	1,013,724	1,077,914	(64,190)	253,431	269,936	(16,505)	268,374	254,405	13,970	30,475
531	Outreach	762,243	758,059	4,184	190,561	189,519	1,042	226,621	232,299	(5,678)	(6,720)
533	Supportive Housing	855,320	808,832	46,488	213,830	202,194	11,636	213,185	215,625	(2,441)	(14,076)
610	Community Organizing	422,277	422,277	0	105,569	105,866	(297)	80,213	80,213	(0)	297
611	Parent Education	223,732	223,732	0	55,933	55,934	(1)	55,631	55,631	0	1
614	Child Primary Prevention	93,041	93,041	0	23,260	23,312	(52)	25,600	25,600	0	52
615	Youth Prevention	577,658	577,658	0	144,414	144,184	231	151,907	145,218	6,689	6,459
781	WrapAround	1,193,677	1,104,380	89,297	258,645	275,967	(17,322)	297,337	246,617	50,721	68,043
786	CLS/Respite	126,320	111,111	15,209	17,827	18,353	(527)	11,589	13,831	(2,241)	(1,715)
787	Kent School Services Network	1,045,110	1,001,612	43,498	235,649	250,467	(14,818)	270,538	271,529	(991)	13,826
791	Behavioral Health Home	3,016,049	2,954,088	61,961	751,515	737,123	14,392	639,896	746,103	(106,207)	(120,599)
820	Foster Care	2,025,737	1,754,327	271,410	383,365	395,013	(11,648)	381,371	296,442	84,929	96,577
822	Adoption	317,372	315,339	2,033	79,343	78,272	1,071	72,306	78,663	(6,357)	(7,428)
823	CASA	226,400	248,182	(21,782)	56,600	63,594	(6,994)	65,521	65,521	0	6,994
932	Great Start to Quality	756,025	756,025	0	189,006	187,609	1,397	222,472	224,832	(2,360)	(3,757)
	Total Program Services	23,347,765	23,476,695	(128,931)	5,504,164	5,828,184	(324,019)	5,391,620	5,791,165	(399,546)	(75,526)
102	Corporate Development	237,500	411,760	(174,260)	67,125	99,070	(31,945)	181,384	174,838	6,546	38,491
103	Investments	296,000	20,000	276,000	74,000	5,000	69,000	8,411	5,353	3,058	(65,942)
210	Leonard Buildings	114,049	83,232	30,817	28,512	20,916	7,596	28,512	20,500	8,012	416
	Total Non-Program Services	647,549	514,992	132,557	169,637	124,987	44,651	218,307	200,691	17,616	(27,034)
	Total Program/Non-Program Services	23,995,314	23,991,688	3,626	5,673,802	5,953,170	(279,369)	5,609,927	5,991,856	(381,929)	(102,560)
104	Arbor Circle Other	0	0	0	(33,074)	0	(33,074)	(57,327)	0	(57,327)	(24,253)
	Total Net Income (Loss)	23,995,314	23,991,688	3,626	5,640,727	5,953,170	(312,443)	5,552,600	5,991,856	(439,256)	(126,813)

*Budget effective 10/01/24

Arbor Circle Corporation
Financial Summary By Program and Non-Program Services
For Month Ending December 31, 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)	80,680	90,496	(9,816)	43,967	74,962	(30,995)	(21,179)
Outpatient Counseling (230-355, 380)	5,337,907	5,685,450	(347,543)	1,228,223	1,434,651	(206,428)	1,150,717	1,461,272	(310,555)	(104,127)
Community Based Recovery Services (360-375, 381, 495-497)	2,293,297	2,427,130	(133,833)	567,298	606,832	(39,534)	544,386	602,034	(57,648)	(18,114)
Early Childhood (410-475)	2,739,154	2,794,347	(55,193)	669,015	698,862	(29,846)	669,989	700,369	(30,380)	(534)
Youth Development Services (530-533)	2,631,288	2,644,806	(13,518)	657,822	661,649	(3,828)	708,180	702,329	5,851	9,679
Prevention and Advocacy (610-615, 932)	2,072,733	2,072,733	0	518,183	516,905	1,279	535,823	531,494	4,329	3,051
Family Based Services (781-791)	5,381,157	5,171,192	209,965	1,263,636	1,281,911	(18,275)	1,219,360	1,278,079	(58,719)	(40,444)
Child Welfare (820-823)	2,569,509	2,317,848	251,661	519,308	536,879	(17,571)	519,198	440,626	78,571	96,142
Total Program Services	23,347,765	23,476,695	(128,931)	5,504,164	5,828,184	(324,019)	5,391,620	5,791,165	(399,546)	(75,526)
Non-Program Services										
Corporate Development (102)	237,500	411,760	(174,260)	67,125	99,070	(31,945)	181,384	174,838	6,546	38,491
Investments (103)	296,000	20,000	276,000	74,000	5,000	69,000	8,411	5,353	3,058	(65,942)
Leonard building (rental) (210)	114,049	83,232	30,817	28,512	20,916	7,596	28,512	20,500	8,012	416
Total Non-Program Services	647,549	514,992	132,557	169,637	124,987	44,651	218,307	200,691	17,616	(27,034)
Total Program and Non-Program Services	23,995,314	23,991,688	3,626	5,673,802	5,953,170	(279,369)	5,609,927	5,991,856	(381,929)	(102,560)
Arbor Circle Other (104)**	0	-	0	(33,074)	-	(33,074)	(57,327)	-	(57,327)	(24,253)
Total net income (loss)	23,995,314	23,991,688	3,626	5,640,727	5,953,170	(312,443)	5,552,600	5,991,856	(439,256)	(126,813)

*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 December 31, 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)	43,967	74,962	(30,995)	63,343	72,086	(8,743)	(22,252)
Outpatient Counseling (230-355, 380)	1,150,717	1,461,272	(310,555)	1,012,504	1,178,285	(165,781)	(144,774)
Community Based Recovery Services (360-375, 381, 495-497)	544,386	602,034	(57,648)	472,593	541,901	(69,308)	11,660
Early Childhood (410-475)	669,989	700,369	(30,380)	511,514	606,879	(95,365)	64,985
Youth Development Services (530-533)	708,180	702,329	5,851	521,611	520,866	745	5,107
Prevention and Advocacy (610-615, 932)	535,823	531,494	4,329	540,820	536,718	4,102	228
Family Based Services (781-791)	1,219,360	1,278,079	(58,719)	1,287,423	1,162,588	124,835	(183,554)
Child Welfare (820-823)	519,198	440,626	78,571	663,358	571,854	91,504	(12,932)
Total Program Services	5,391,620	5,791,165	(399,546)	5,073,165	5,191,178	(118,013)	(281,533)
Non-Program Services							
Corporate Development (102)	181,384	174,838	6,546	107,054	88,416	18,638	(12,092)
Investments (103)	8,411	5,353	3,058	255,258	4,417	250,840	(247,782)
Leonard building (rental) (210)	28,512	20,500	8,012	27,682	24,584	3,098	4,914
Total Non-Program Services	218,307	200,691	17,616	389,993	117,417	272,576	(254,960)
Total Program and Non-Program Services	5,609,927	5,991,856	(381,929)	5,463,158	5,308,595	154,564	(536,493)
Arbor Circle Other (104)**	(57,327)	-	(57,327)	(78,988)	-	(78,988)	21,662
Total net income (loss)	5,552,600	5,991,856	(439,256)	5,384,170	5,308,595	75,575	(514,831)

**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	670,699.94	348,614.90
Cash & Cash Equivalents-Saving	511.26	440.26
Accts Receivable - Federal	328,712.79	317,116.15
Accts Rec - N180/CMH Other	228,856.27	211,551.19
Accts Receivable - DHS (FIA)	157,651.13	276,600.35
Accts Receivable - Grants	419,328.40	577,936.63
Accts Receivable - FC/Adoption	264,817.41	270,539.28
Accts Receivable - Other	600,420.90	557,626.69
A/R - Client Billings	866,250.24	684,731.59
Promise to Give - United Way	33,303.66	87,019.77
AR Medicaid Outreach	97,472.46	66,311.63
Prepaid Expenses and Other	110,154.66	296,999.59
Right of Use Asset	297,611.14	297,611.14
TOTAL CURRENT ASSETS	4,075,790.26	3,993,099.17
FIXED ASSETS		
Property and Equipment	5,796,446.53	5,796,446.53
Accumulated Depreciation	2,919,698.38	2,902,130.48
Construction in Progress	.00	.00
TOTAL FIXED ASSETS	2,876,748.15	2,894,316.05
OTHER ASSETS		
Investments - Long Term	2,700,215.33	2,783,656.75
Investments - Short Term	2,199,993.32	2,183,484.76
GRCF Endowment	208,859.76	208,859.76
GRCF - Spendable Balance	31,645.00	31,645.00
TOTAL OTHER ASSETS	5,140,713.41	5,207,646.27
TOTAL ASSETS	12,093,251.82	12,095,061.49
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	400,040.81	399,129.14
NW180 Advance Payable	586,086.00	.00
Current Portion OCC Loan	48,153.87	48,011.07
Current Portion Leonard Loan	40,037.05	39,918.33
Current Lease Liability	98,155.62	98,155.62
Accrued Wages & Payroll Taxes	809,554.90	672,493.05
Deferred Revenue	433,877.63	986,609.75
TOTAL CURRENT LIABILITIES	2,415,905.88	2,244,316.96
LT Portion OCC Loan	911,894.05	916,010.27
LT Portion Leonard Bldg Loan	758,187.71	761,610.10
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	1,872,286.46	1,879,825.07
TOTAL LIABILITIES	4,288,192.34	4,124,142.03
DEFERRED REVENUE		
Board Design Future Yr U.W.	.00	.00
Deferred Revenue	.00	.00
Deferred Medicaid Outreach	47,228.93	.00
TOTAL DEFERRED REVENUE	47,228.93	.00
NET ASSETS		
Permanently Restricted	208,859.76	208,859.76
Temporarily Restricted	244,857.10	259,167.60
Board Designated Net Assets	.00	.00
Unrestricted Net Assets -Prior	7,743,369.43	7,729,058.93
NET ASSETS (CURRENT YEAR)	(439,255.74)	(226,166.83)
TOTAL NET ASSETS	7,757,830.55	7,970,919.46
TOTAL LIABILITIES AND NET ASSETS	12,093,251.82	12,095,061.49

DECEMBER 31, 2024

TOTAL REVENUES

Arbor Circle Corporation
INCOME STATEMENT

DECEMBER 31, 2024

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	DECEMBER	ANNUAL Y-T-D	Y-T-D	OF BUDGET
EXPENDITURES:				
Salaries	1,319,211.27	3,932,367.09	3,829,127.89	102.70
FICA	94,936.76	280,048.63	317,800.79	88.12
Unemployment	1,900.31	2,435.91	571.64	426.13
Workman's Compensation	5,923.69	27,213.50	23,999.97	113.39
Health/Dental/Vision Insurance	134,287.57	398,494.24	420,000.00	94.88
Disability/Life Insurance	10,240.30	26,877.20	27,500.01	97.74
Pension	31,683.23	97,996.16	95,054.25	103.09
Other Employee Benefits	3,290.91	3,551.47	9,400.05	37.78
Contracted Srvs Direct	20,525.00	72,250.00	85,919.61	84.09
Contracted Srvs Indirect	56,020.11	226,604.79	148,929.93	152.16
Sent To Collection	.00	.00	2,749.98	.00
Recovery Sent to Collection	.00	.00	.00	.00
Calc Doubtful Acct Allowance	.00	.00	.00	.00
Write-Off Expense	495.00	4,503.87	18,000.03	25.02
Respite Services Purchased	240.00	2,804.96	2,625.00	106.86
Client Discretionary	89,091.87	208,309.66	208,992.99	99.67
Client Transportation	1,469.83	7,119.13	6,869.13	103.64
Operating Supplies	10,692.35	26,239.01	84,876.84	30.91
Occupancy Expenses	75,884.32	169,768.36	144,101.66	117.81
Office Supplies	1,299.20	5,447.48	4,806.33	113.34
Printing	744.00	1,256.80	2,913.78	43.13
Telephone	14,959.25	45,478.71	48,485.76	93.80
Postage	846.43	1,670.81	1,608.84	103.85
Dues and Subscriptions	27,686.23	82,841.80	98,455.34	84.14
Events	10,076.63	18,130.81	4,562.52	397.39
Recruitment & Advertising	8,254.29	30,052.91	25,137.57	119.55
Public Awareness	.00	.00	1,125.00	.00
Insurance Expense	.00	30,056.25	30,056.28	100.00
Staff Travel	39,571.26	140,471.34	144,193.95	97.42
Miscellaneous	2,375.63	5,751.14	4,562.52	126.05
Equipment Purchases	6,566.07	28,299.10	18,287.94	154.74
Conferences	6,229.58	25,507.57	46,503.96	54.85
Donated Goods & Services	16,773.66	30,230.22	21,125.02	143.10
Billing Support	.00	.00	.00	.00
Program Support	.00	.00	.00	.00
Administration	.00	.00	(.01)	.00
TOTAL EXPENDITURES	1,991,274.75	5,931,778.92	5,878,344.57	100.91
OPERATING INCOME (LOSS)	(123,630.58)	(368,408.63)	(308,867.10)	119.28
Other (Revenues)/Expenses				
Depreciation Building & Improv	11,721.74	35,519.47	34,366.56	103.35
Depreciation Equipment	5,684.02	17,052.01	19,552.11	87.21
Mortgage Interest Expense	5,224.46	16,333.65	15,907.29	102.68
Investment Fees	56.32	5,352.92	5,000.01	107.06
Investment Interest Income	(27,358.11)	(48,577.02)	(21,249.99)	228.60
Unrealized (Gain) Loss Invest.	94,129.90	45,166.08	(50,000.01)	(90.33)
TOTAL OTHER (REVENUES)/EXPENSES	89,458.33	70,847.11	3,575.97	1,981.20
NET REVENUES OVER/(UNDER) EXPENSES	(213,088.91)	(439,255.74)	(312,443.07)	140.59
BASE PERCENTAGE:	25.00	25.00	25.00	100.00

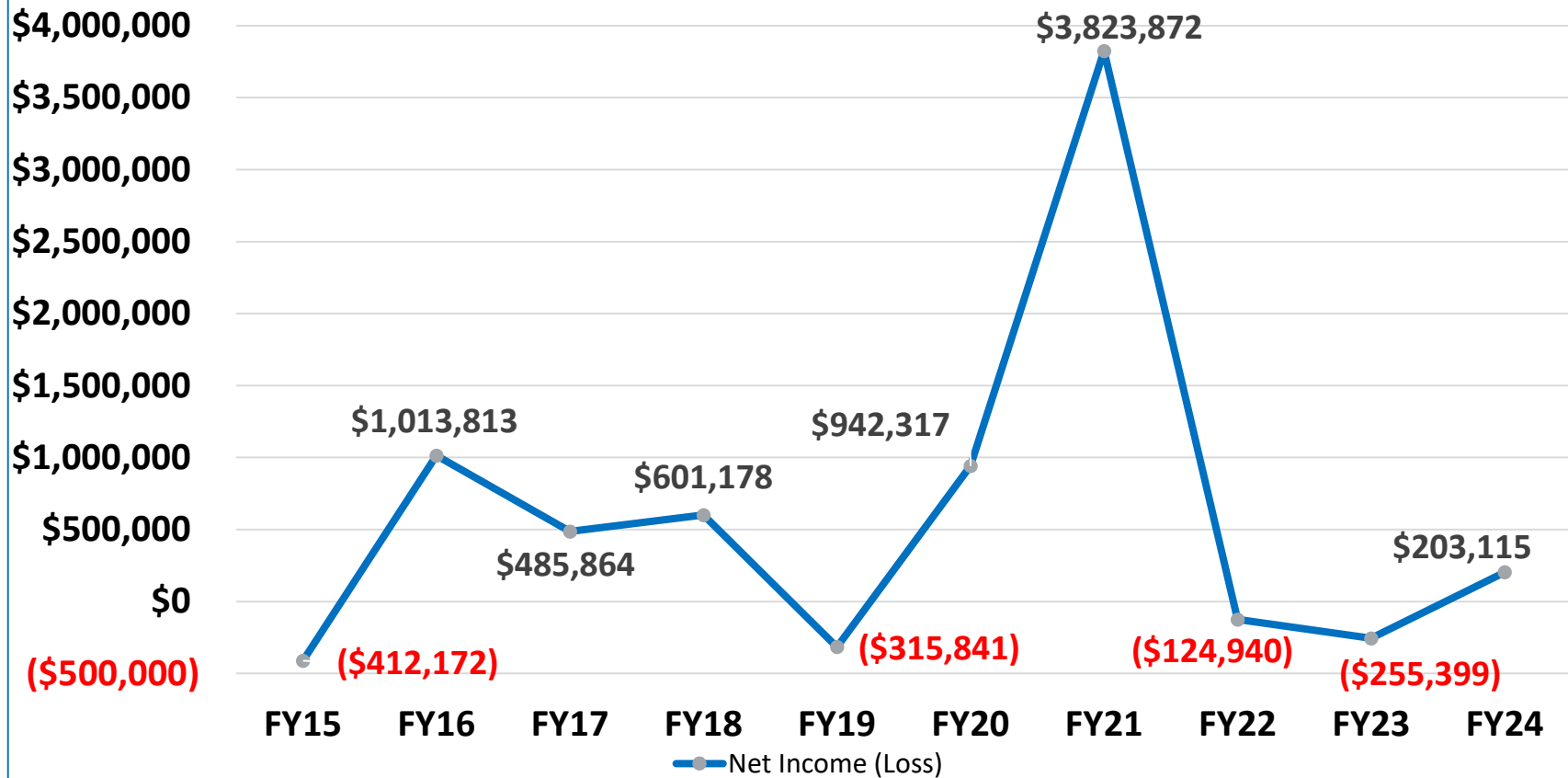
Arbor Circle Corporation
Statement of Cash Flows
For the Month Ended December 31, 2024

Cash flows from operating activities	ACTUAL	YTD
Change in net assets	\$ (213,089)	\$ (439,256)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	\$ 17,568	\$ 53,058
Changes in operating assets and liabilities which provided (used) cash		
Receivables	\$ 30,065	\$ (532,287)
Prepaid expenses	\$ 186,845	\$ 215,978
Accounts payable	\$ 912	\$ (93,824)
Fiduciary funds	\$ -	\$ -
Accrued wages and payroll taxes	\$ 137,062	\$ 393,469
Change in Lease Liability	\$ -	\$ -
Unearned/Deferred Revenue	\$ (482,948)	\$ (23,632)
Net cash provided by (used in) operating activities	\$ (323,586)	\$ (426,493)
Cash flows from investing activities		
Addition of Property and Equipment	\$ -	\$ -
Disposal of Property and Equipment	\$ -	\$ -
Arbor Circle Endowment	\$ -	\$ -
Investment (Income)/Loss	\$ 66,933	\$ 2,816
Purchase of Investments	\$ -	\$ -
Net cash provided by (used in) investing activities	\$ 66,933	\$ 2,816
Cash flows from financing activities		
OCC loan	\$ (3,973)	\$ (11,792)
NW180 Advance Payable	\$ 586,086	\$ 586,086
Leonard Buildings loan	\$ (3,304)	\$ (9,804)
Net cash provided by (used in) financing activities	\$ 578,809	\$ 564,490
Net increase (decrease) in cash and cash equivalents	\$ 322,156	\$ 140,813
Cash and cash equivalents, beginning of month	\$ 349,055	\$ 530,398
Cash and cash equivalents, end of month	\$ 671,211	\$ 671,211

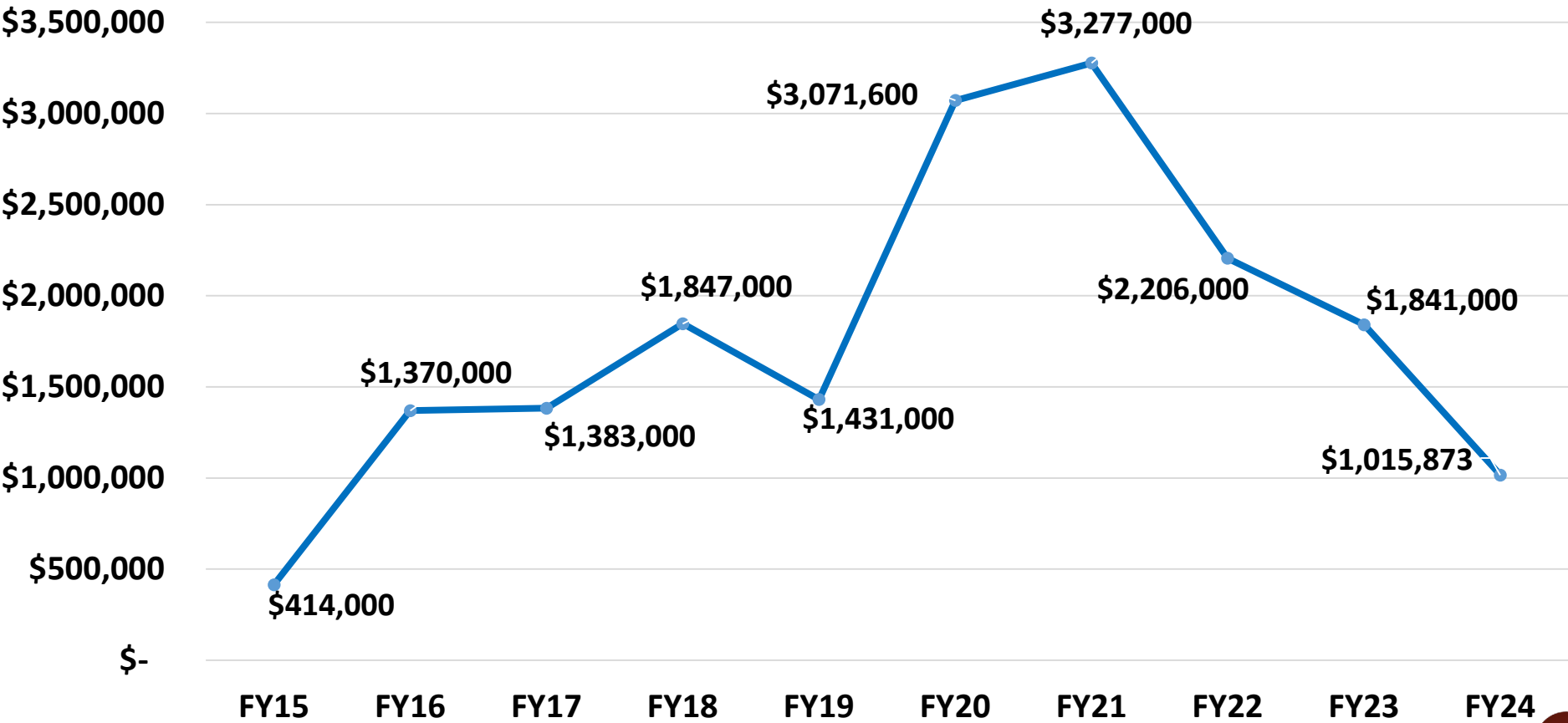


Finance 101

Net Income (Loss) FY15 - FY24



Cash FY15 - FY24

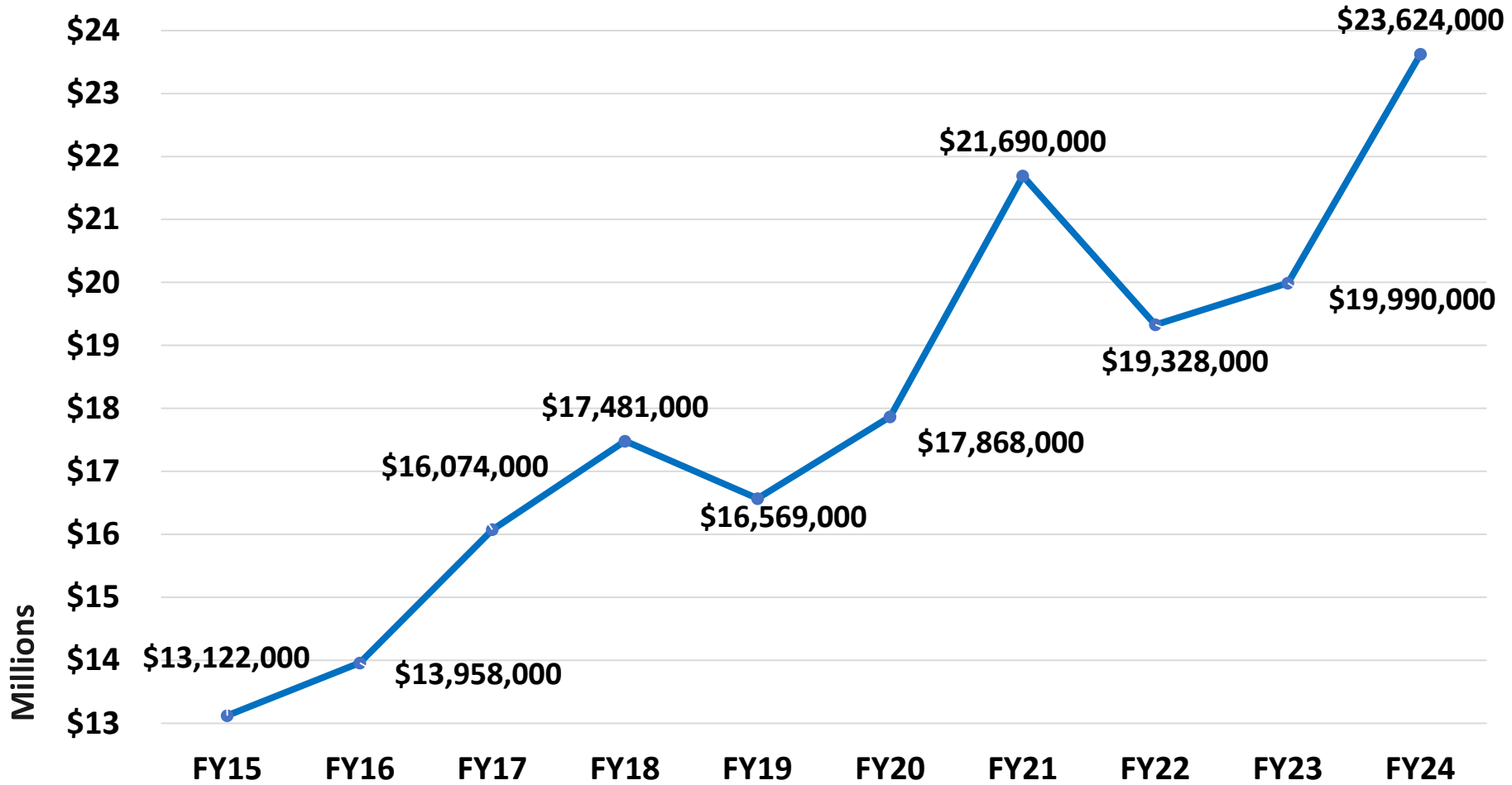


*This does NOT include PPP loan of \$2,611,400

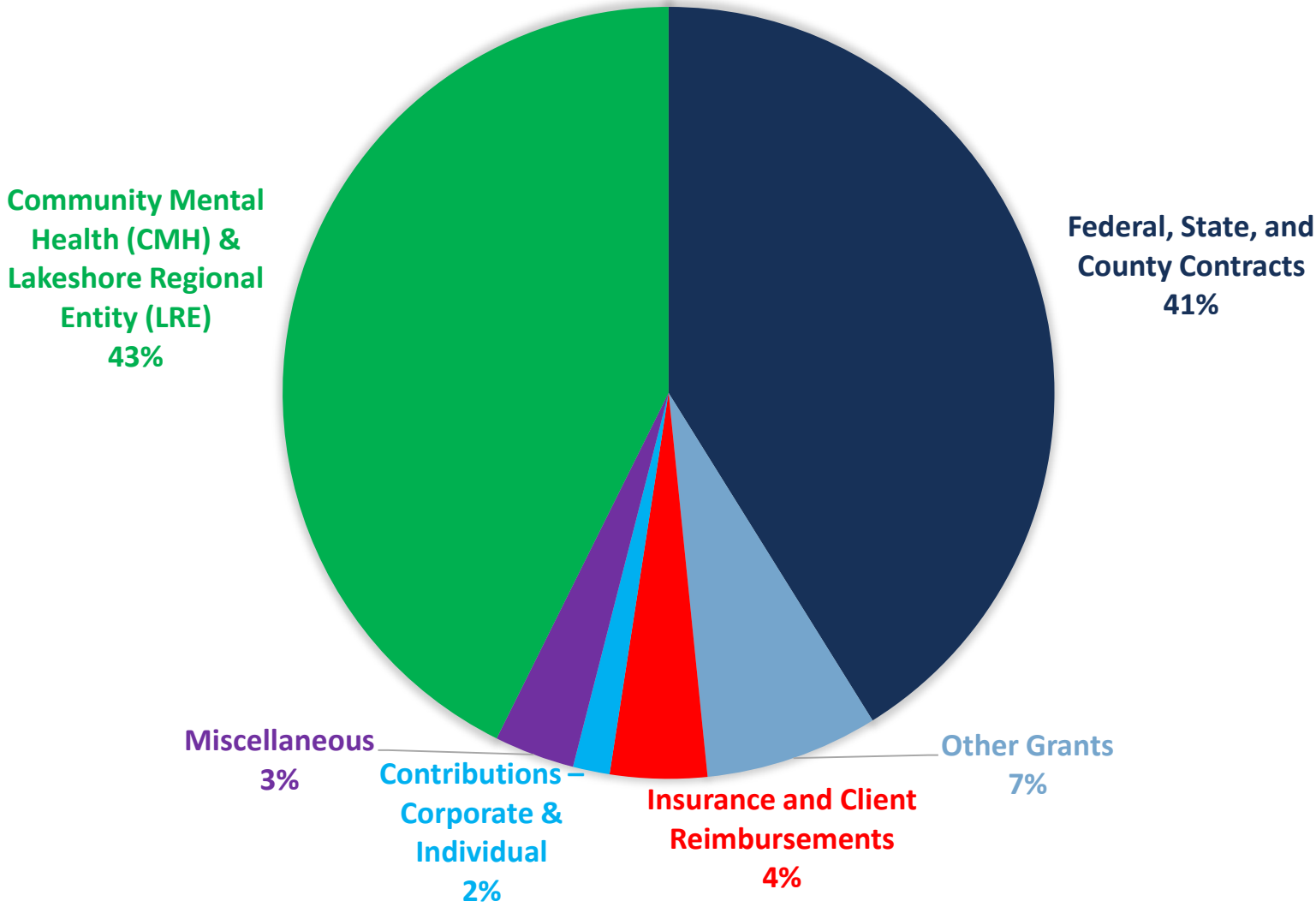
*FY2024 IS UNAUDITED



Revenue FY15 - FY24

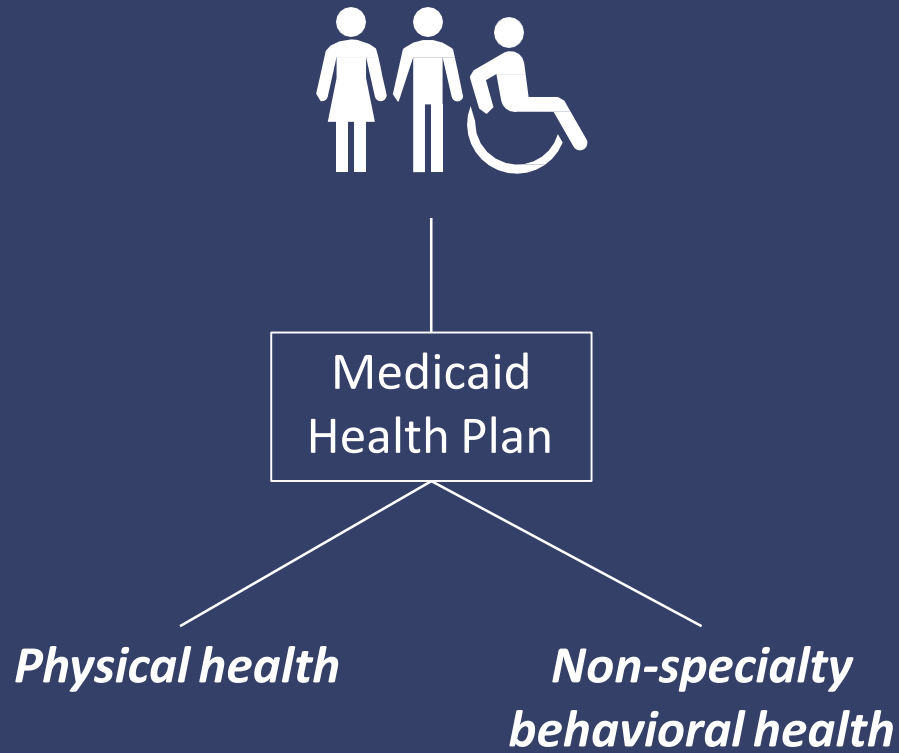


REVENUE SOURCES FOR FY24

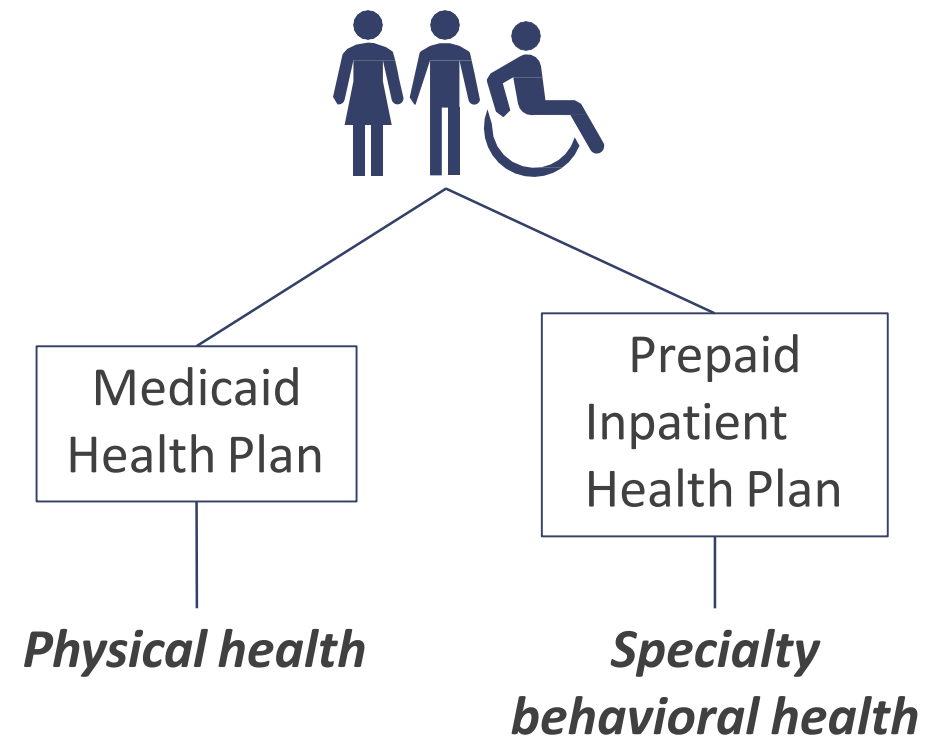


How our Medicaid system works today

Mild-to-moderate behavioral health needs



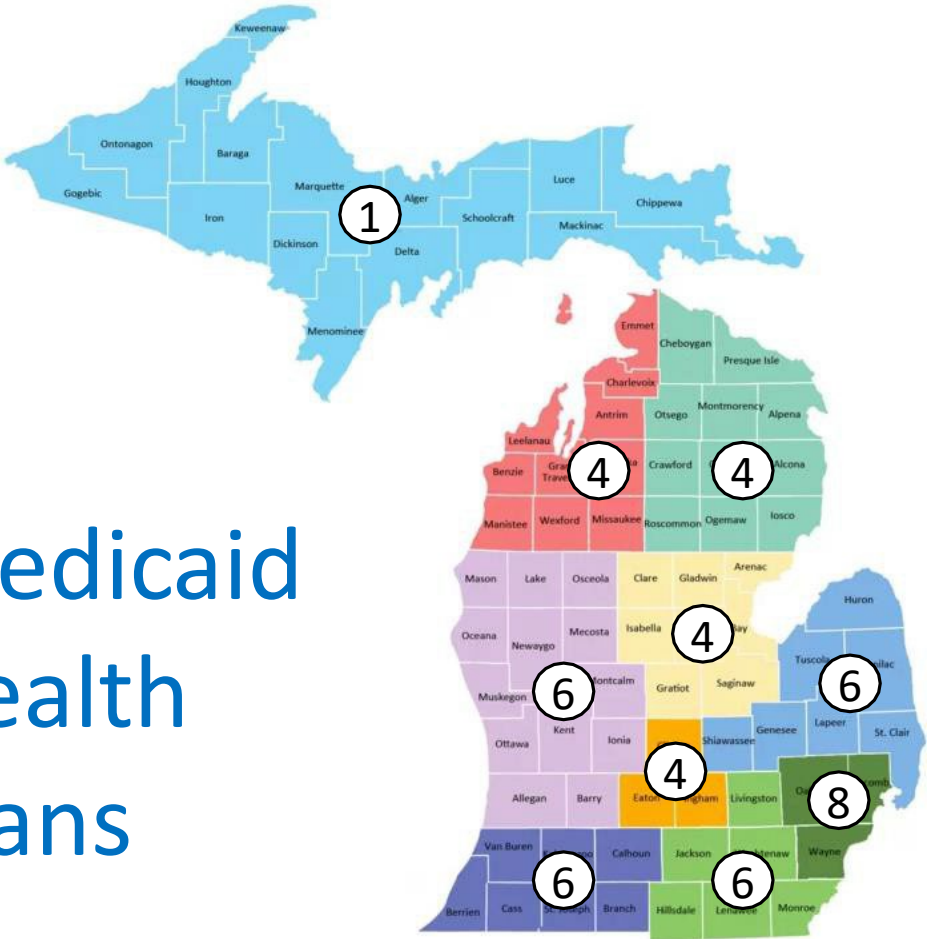
Specialty / significant behavioral health needs



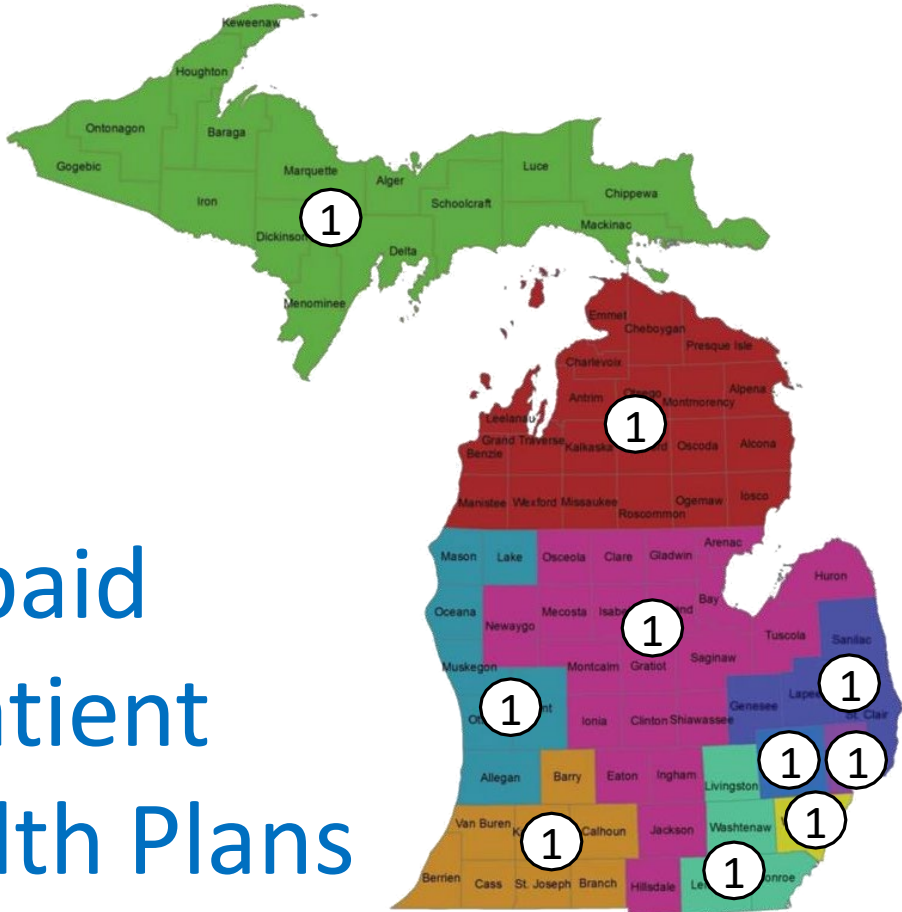
Crisis safety net and community benefit services

How our Medicaid system works today

Medicaid
Health
Plans

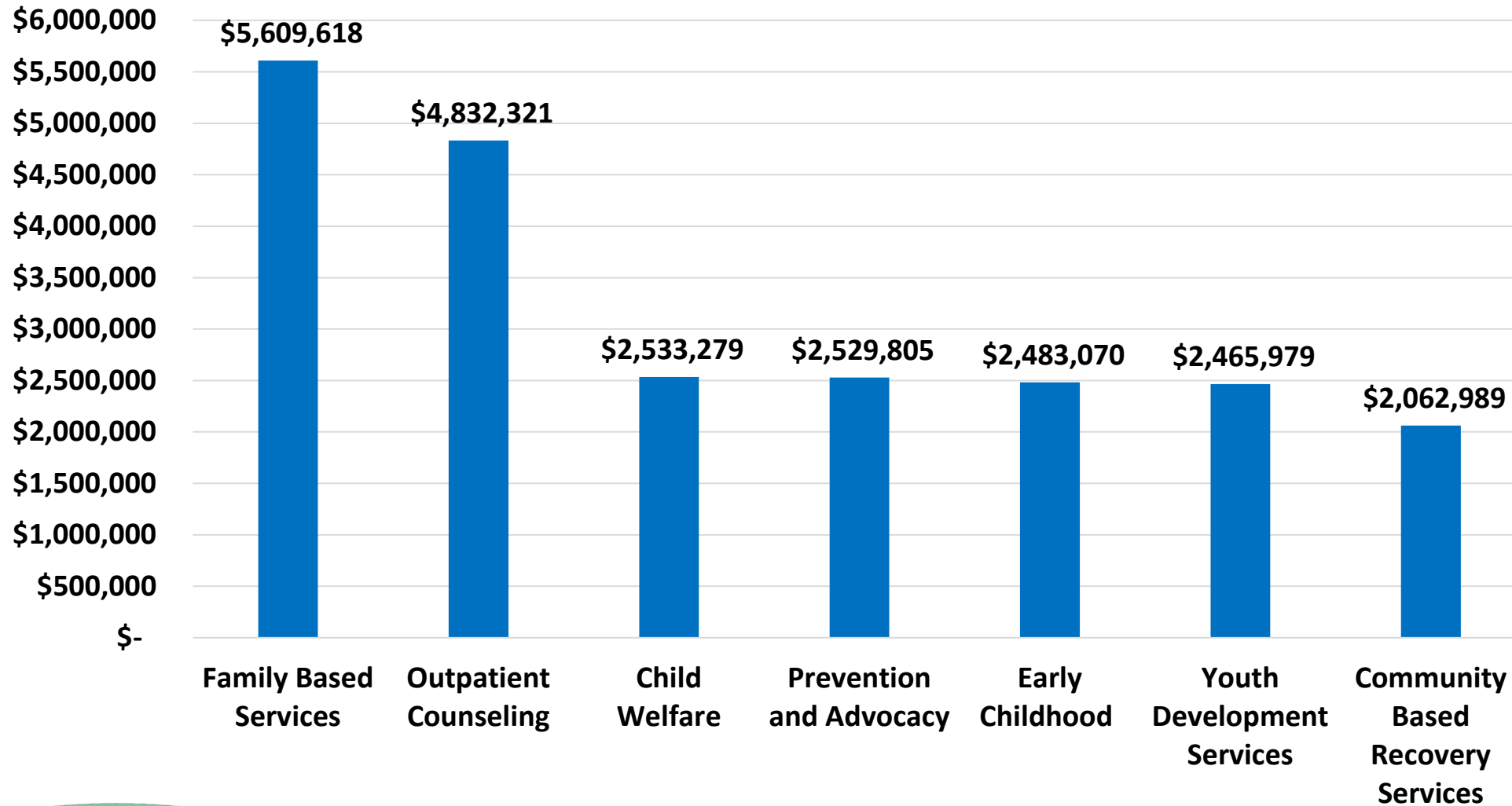


Prepaid
Inpatient
Health Plans

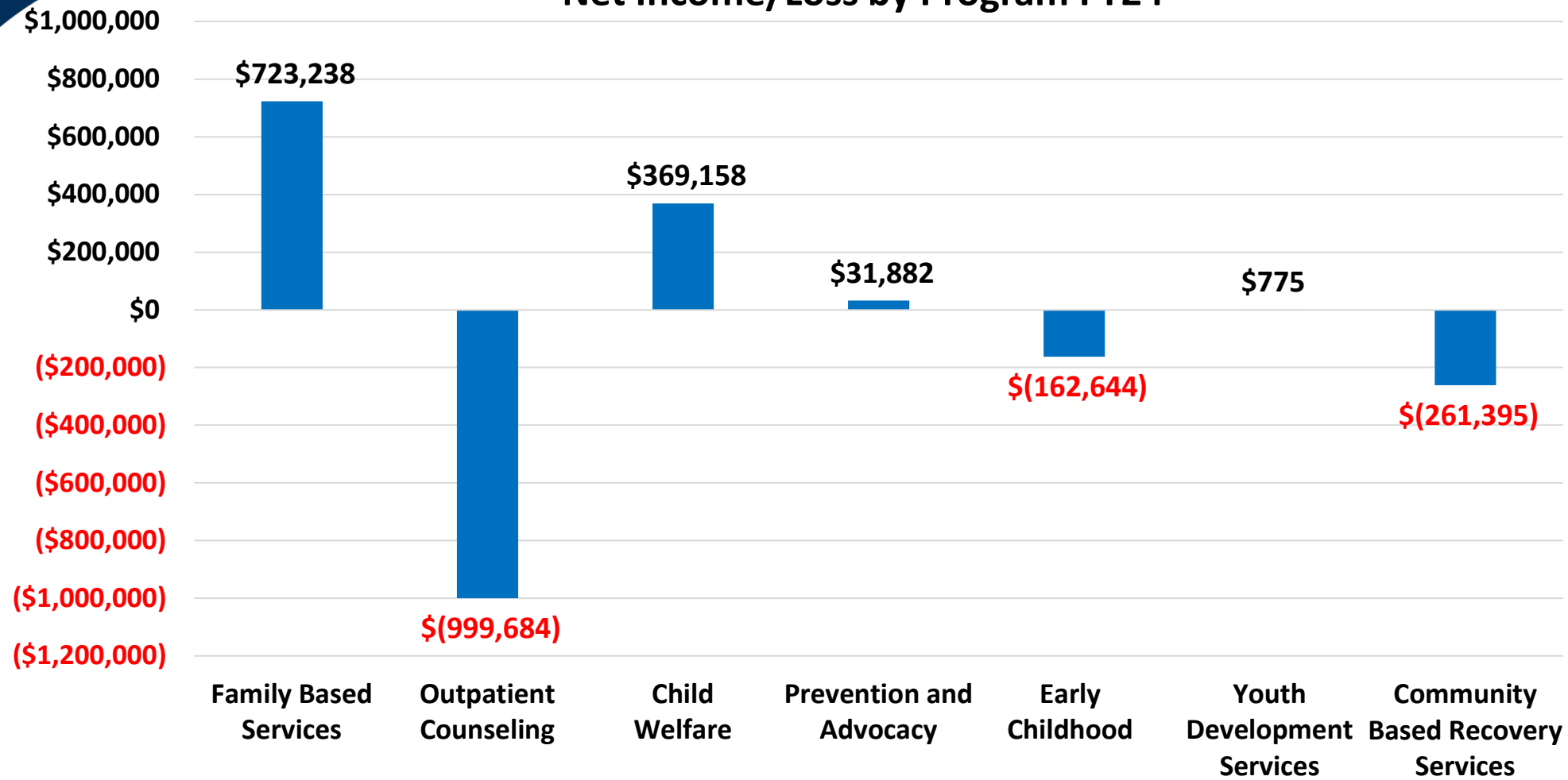


(X) Number of plans available in region

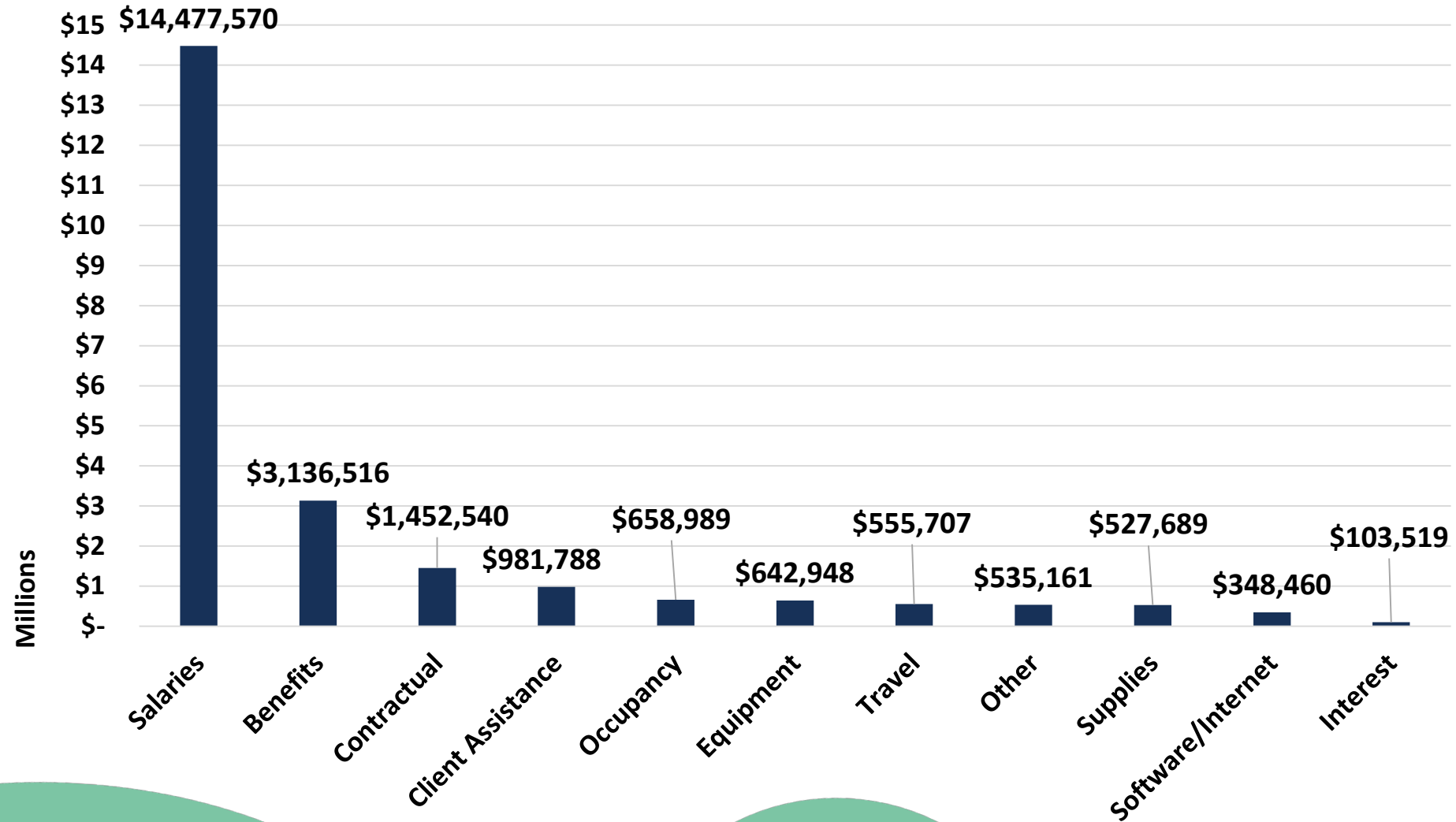
Revenue by Program FY24



Net Income/Loss by Program FY24



Total Expenses FY24





Questions?

	Federal Grantor/Pass-through Grantor/ Program or Cluster Title	Program	FY25 Funding Amount
US Department of Health and Human Services			
	Direct program		
	Basic Center Grant	Bridge Fed	198,854
	Reducing Ottawa Area Drunk Driving Taskforce efforts		-
	Substance Abuse and Mental Health Services		172,491
	Substance Abuse and Mental Health Services - Projects of Regional and National Significance	EACH	593,808
	Substance Abuse and Mental Health Services - Projects of Regional and National Significance	SAFLY	422,796
	Education and Prevention Grants to Reduce Sexual Abuse of Ruanaway, Homeless and Street Youth	Fed SOP	148,813
	Maternity TLP	Maternity TLP	248,600
	TLP	Fed TLP	249,729
US Department of Housing and Urban Development			
	Direct Program		
	Youth Homelessness Demonstration Grant	YHDP-SOP/Host homes	470,598
	Passed through Prevention Network		
	Coalition Community Change Program		-
	Passed through Michigan Department of Human Services		
	Outreach and Basic Care Center Project	HYR	450,543
	Outreach and Basic Care Center Project	HYR	87,404
	Transitional Living Project	HYR	152,710
	Transitional Living Project	HYR	37,961
	Community-Based Child Abuse Prevention Grants		17,778
	Community-Based Child Abuse Prevention Grants		37,708
	Passed through Lakeshore Regional Entity		
	SOR 3 (State Opioid Response)		
	Block Grant for Prevention & Treatment of Substance Abuse (Gambling Disorder prevention)		
	Prevention II COVID		
	Prevention 3 ARPA		
	Prevention; SAPT Block Grant		367,511
	Passed through Mid-state Health Network		
	State Opioid Response III	MAT - Newaygo	-
	Block Grant for Prevention and Treatment of Substance Abuse – Prevention		103,160
	Block Grant for Prevention and Treatment of Substance Abuse – Treatment and Access Management		5,378
	Block Grant for Prevention and Treatment of Substance Abuse – Women's Specialty Services		22
	Passed through Network 180		
	Michigan State Response Opioid Response 3; Opioid STR	Peer grant	87,285
	Certified Community Behavioral Health Clinic Expansion Grant	BHH DCO/Noms	47,425
	Passed through Kent County Health Department		
	Medicaid Assistance Program	Medicaid Outreach	164,802
	Passed through Spectrum Health Hospitals		
	Strong Beginnings	Strong Beginnings	221,349
US Department of Justice			
	Passed through Hope Network		
	Second Chance Act: Adult Reentry Education, Employment, Treatment and Recovery Program		52,750
	Reuniting Parents and Kids		89,128
	Second Chance Act Youth Reentry Program		64,408
	Passed through JBS International		
	Recruiting and Developing Peer Recovery Coaches	JBS Muskegon	87,023
	Passed through Community Rebuilders		
	Continuum of Care Program	First Steps/PACT	42,063
	Continuum of Care Program	First Steps/PACT	226,177
	Passed District 10 Health Department		50,000
	DHD10: WMPQC		
	Passed through Early Childhood Investment Corporation		
	GSQ/IT	Great Start to Quality	751,826
	LEP		27,500
	FCCN		355,556
	Grand Total		6,033,157



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



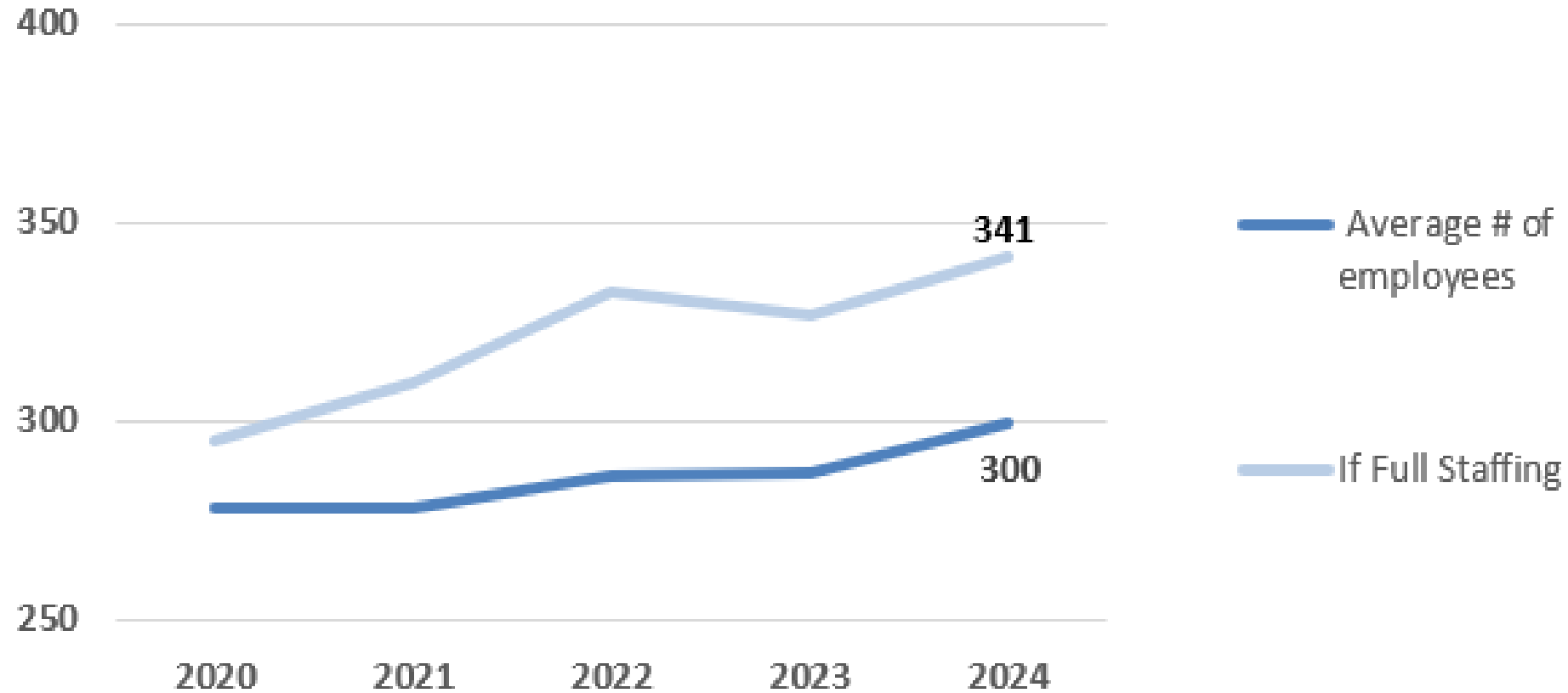
Goal 4

Arbor Circle is a known and valued community asset

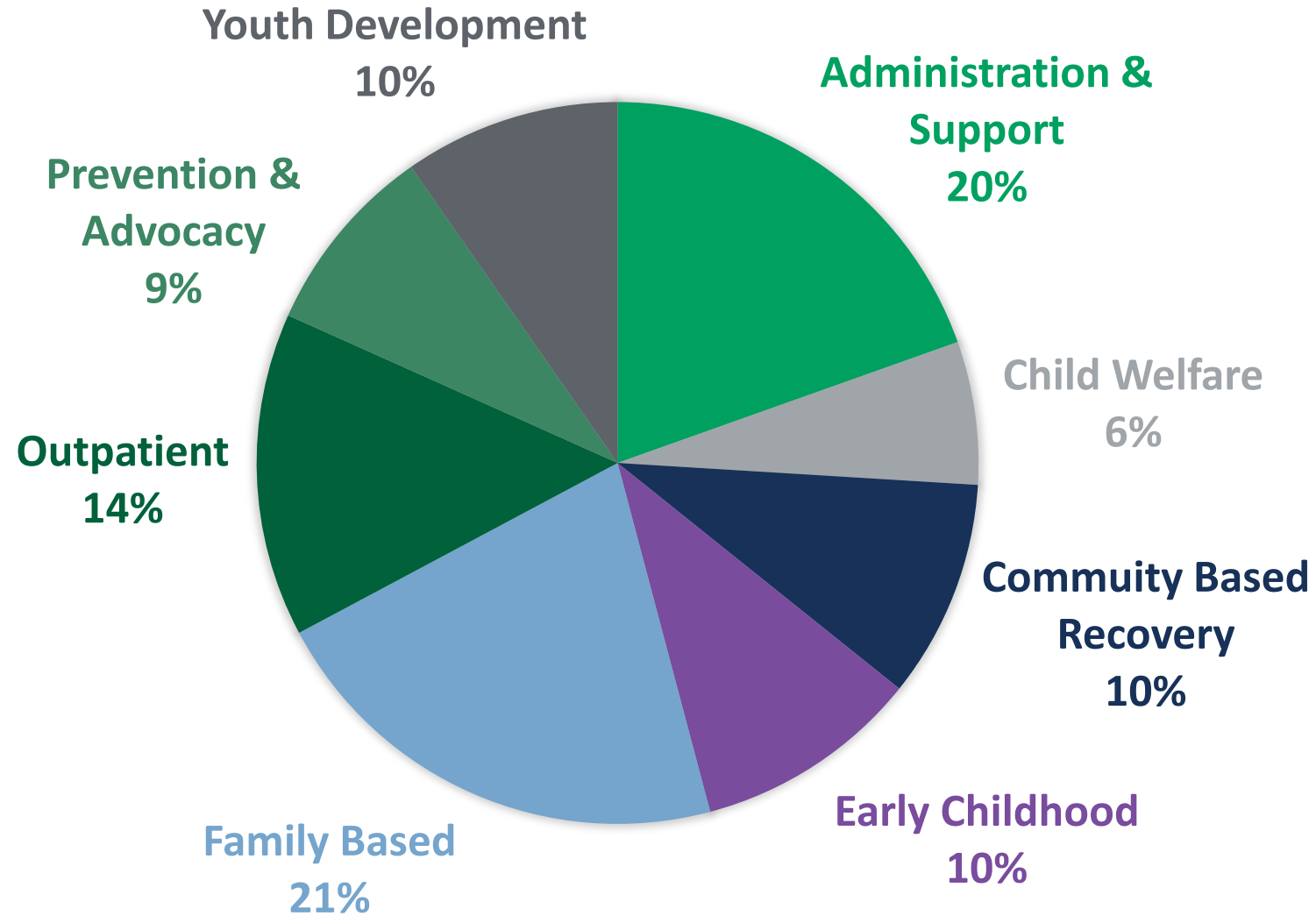
fy24 human capital summary



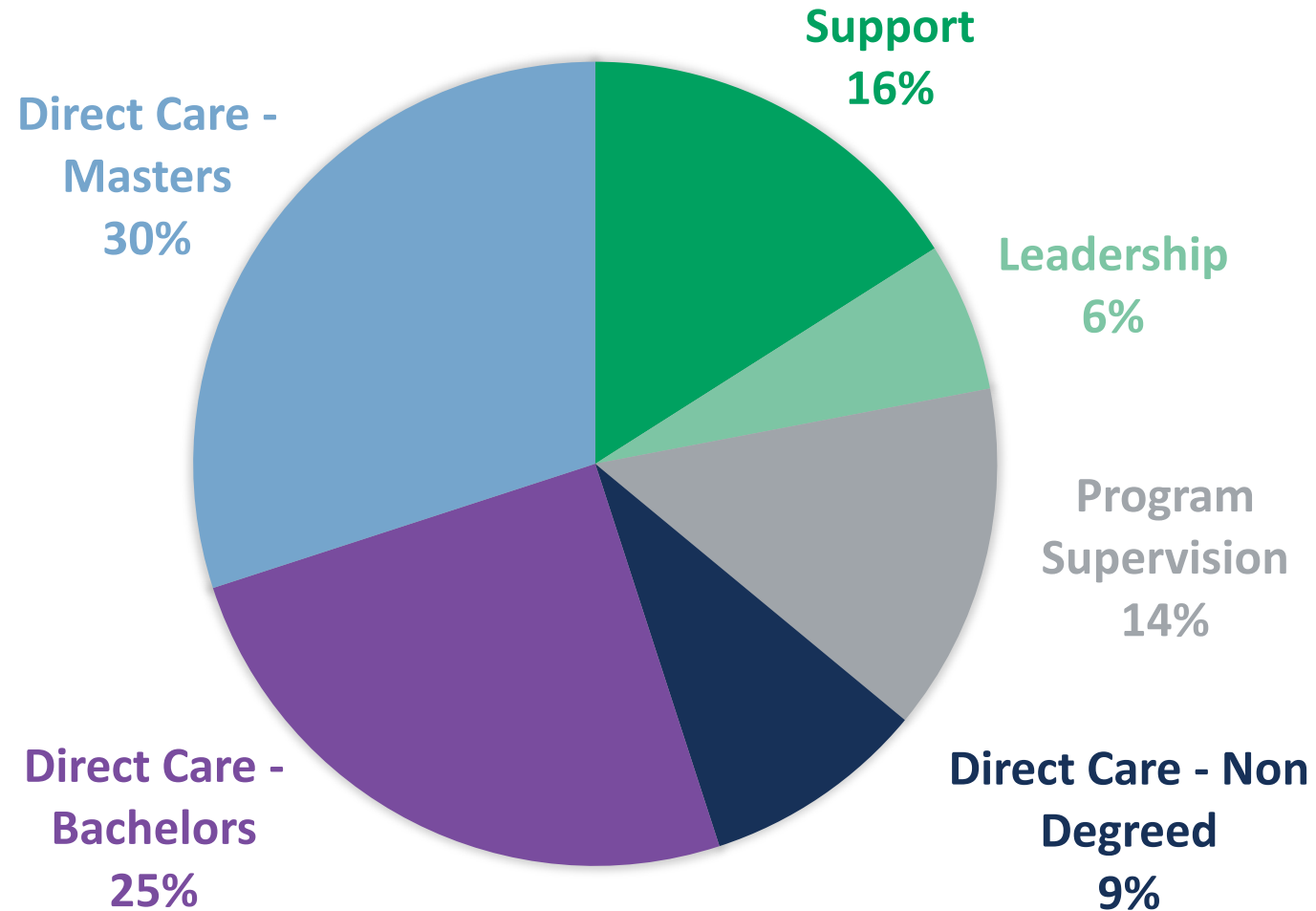
average number of employees



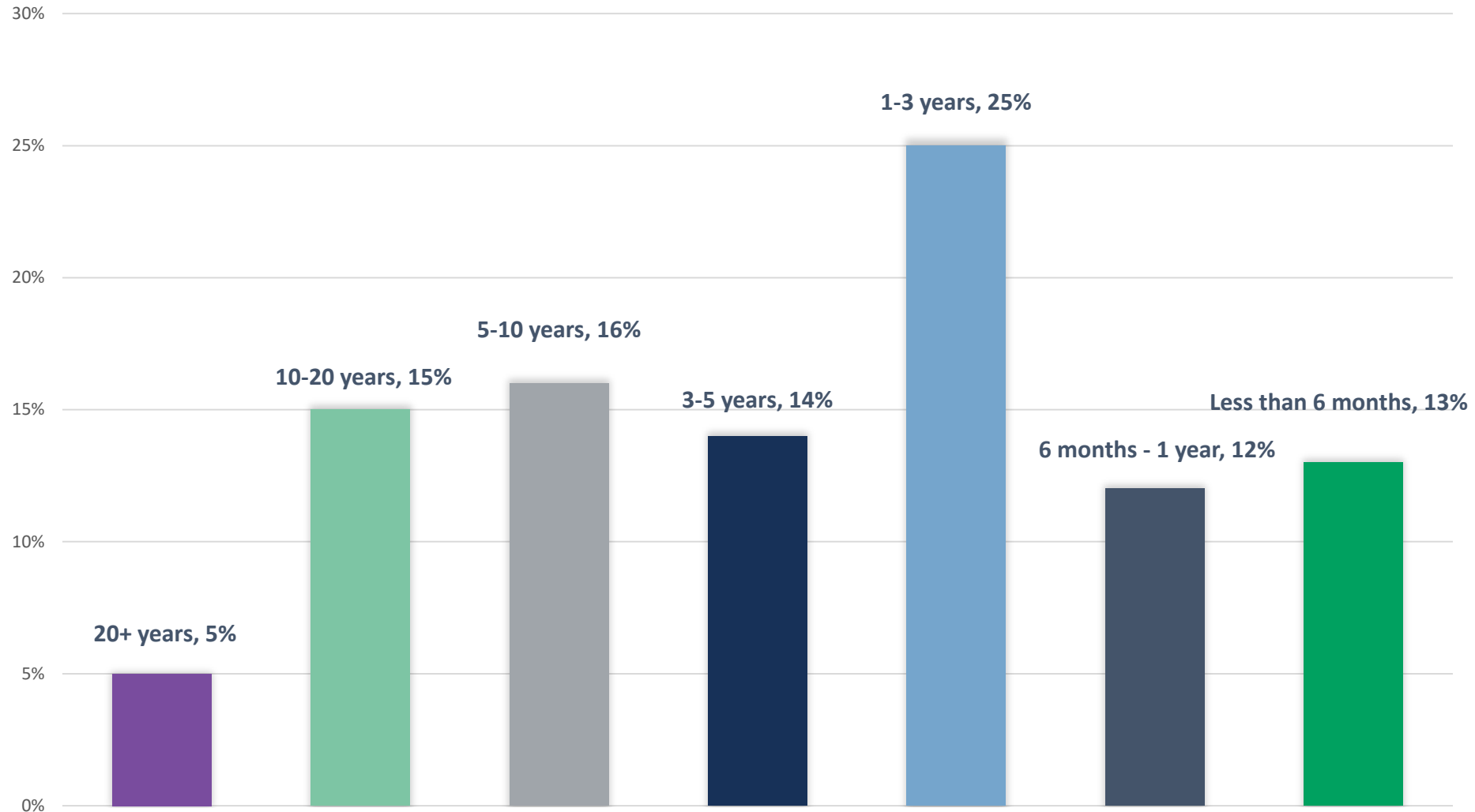
employee by division



employee by classification



employee longevity



employee demographics

	Employees	Clients
Race / Ethnicity		
Black / African American	11%	21%
Hispanic / Latino	6%	18%
Caucasian	75%	50%
Other *	8%	11%
<i>*Other consists of Native American, Native Hawaiian or Pacific Islander, Asian, Alaskan Native, Multiple races, Other or Chose not to answer (Client only)</i>		
Gender		
Female	77%	42%
Male	17%	56%
Other / Not Specified	6%	2%
	100%	100%
Age		
18-30	28%	
31-50	48%	
51+	23%	



strategic plan alignment



Goal 2

Arbor Circle is a workplace of choice

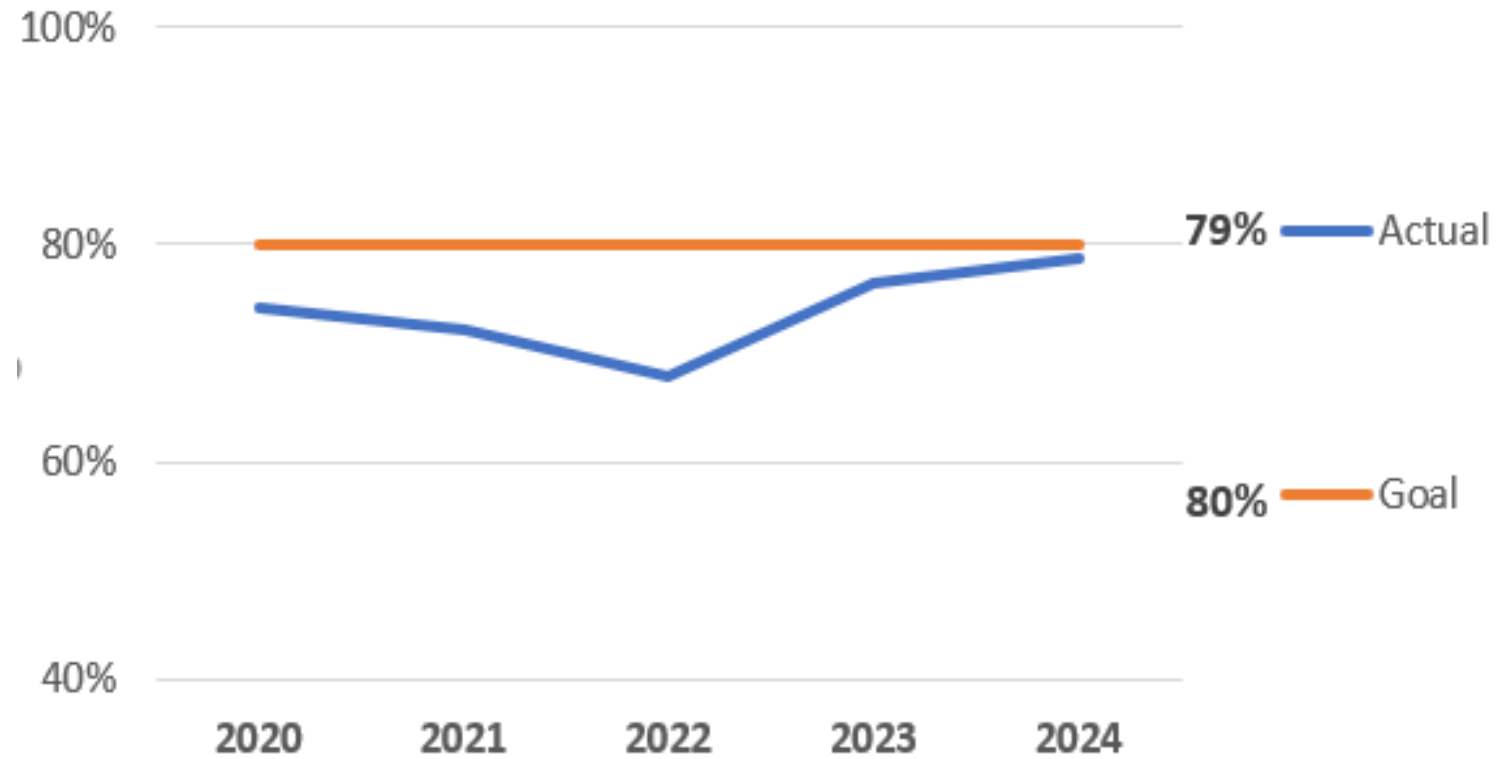
- 2.1 Recruit and retain competent and diverse talent using effective practices
- 2.2 Improve competitiveness and equity of pay and benefits
- 2.3 Develop diverse organizational leaders and define careers pathways



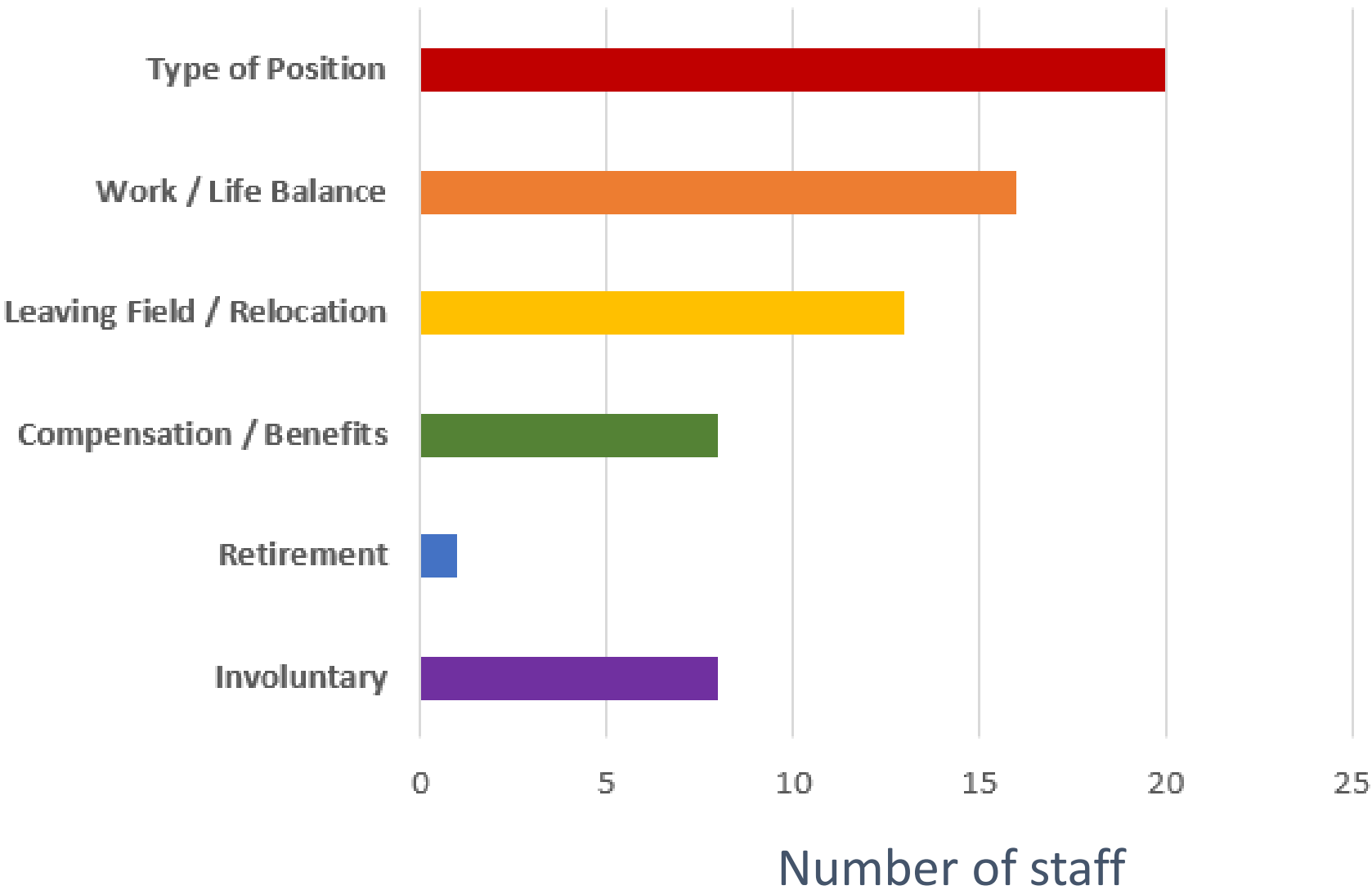
fy24 key performance indicators



employee retention

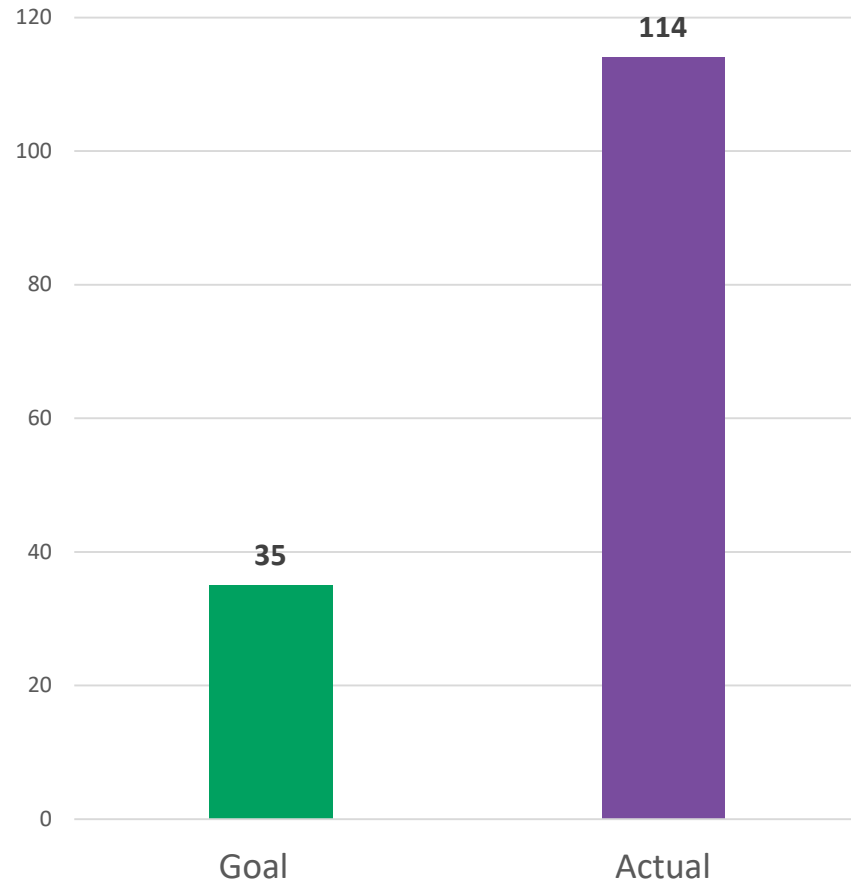


turnover reasons

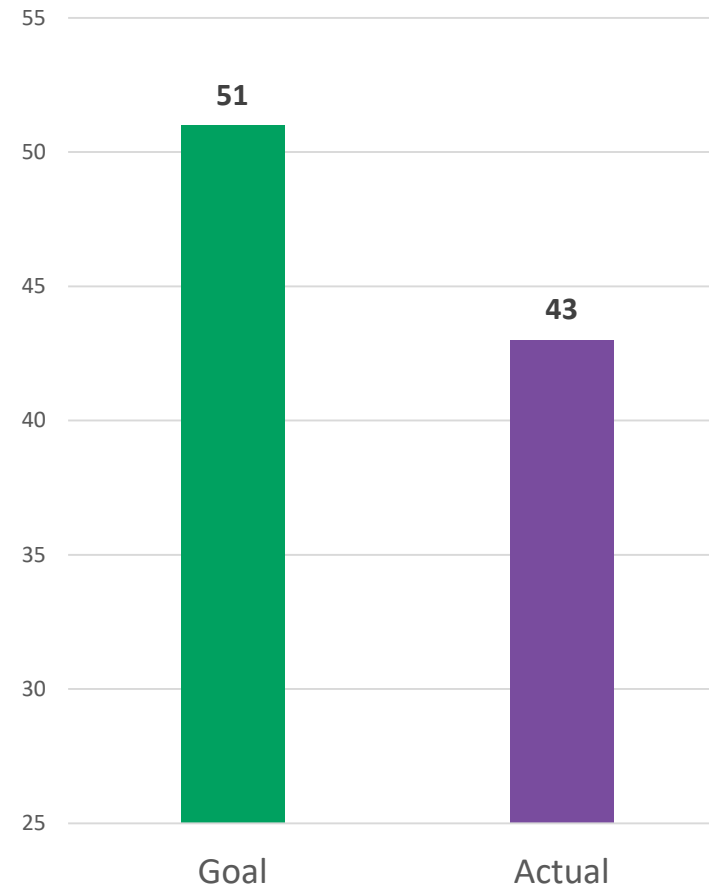


recruitment

Time To Hire (Days)

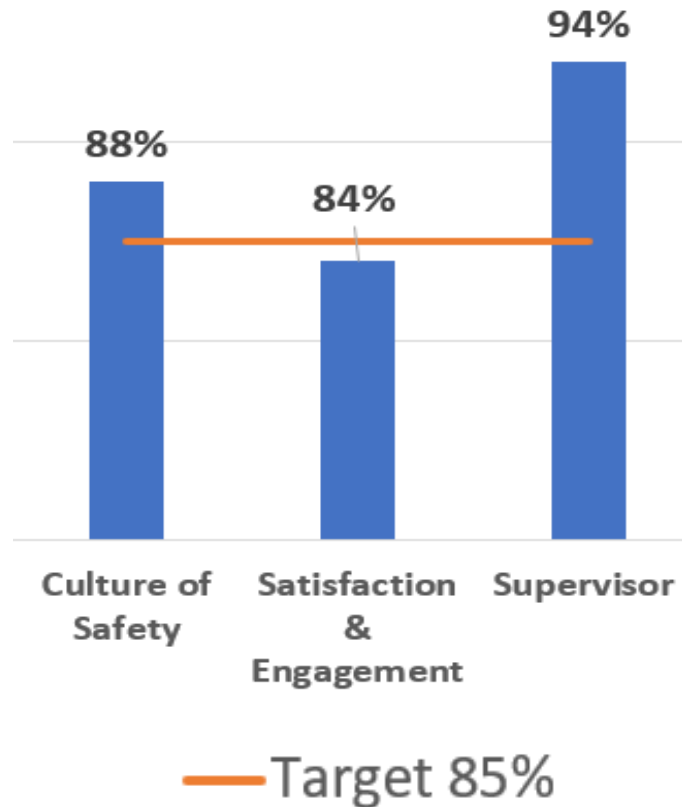


Avg # of Open Positions

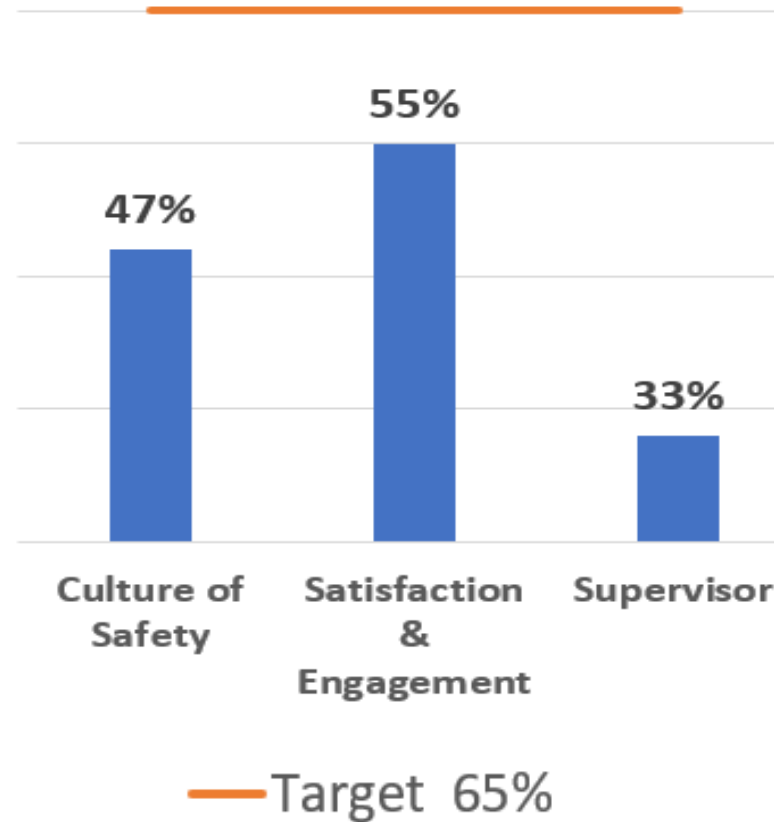


employee feedback surveys

Positive Responses



Participation



compensation and benefits



compensation as a package

Wages

Commitment to DEI

Learning, Development and Talent

Mobility

Flexibility

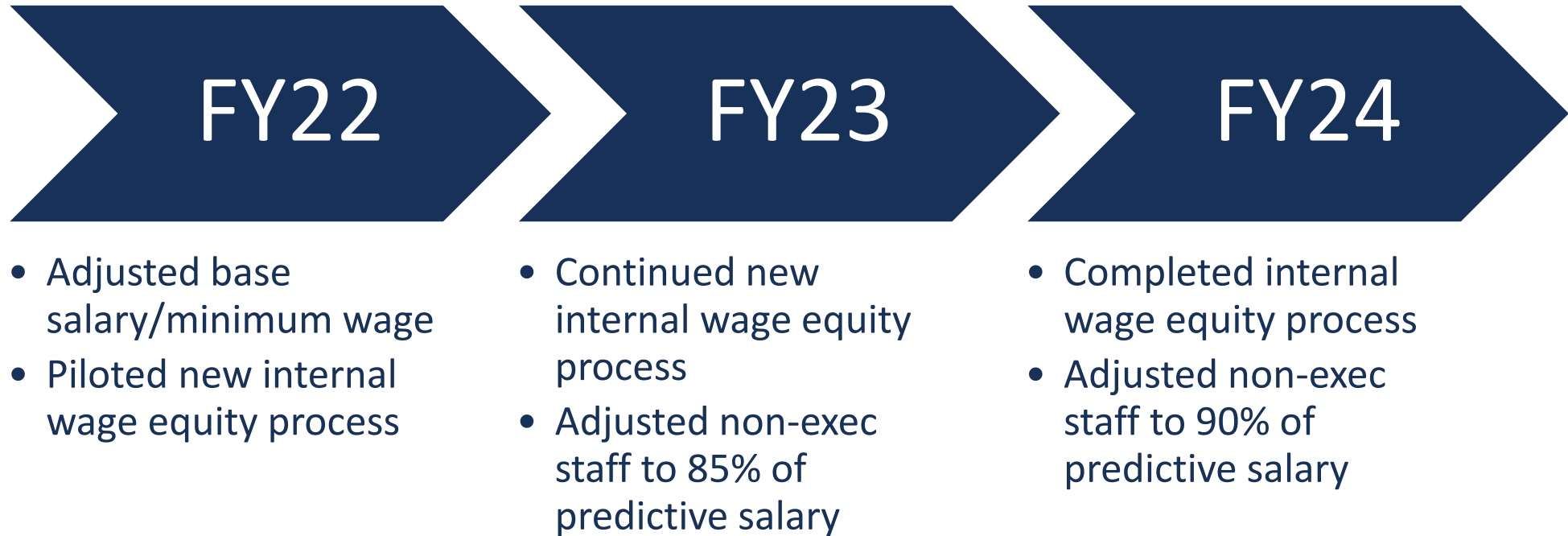
Culture of Safety

Focus on Wellness

Comprehensive Benefits Package

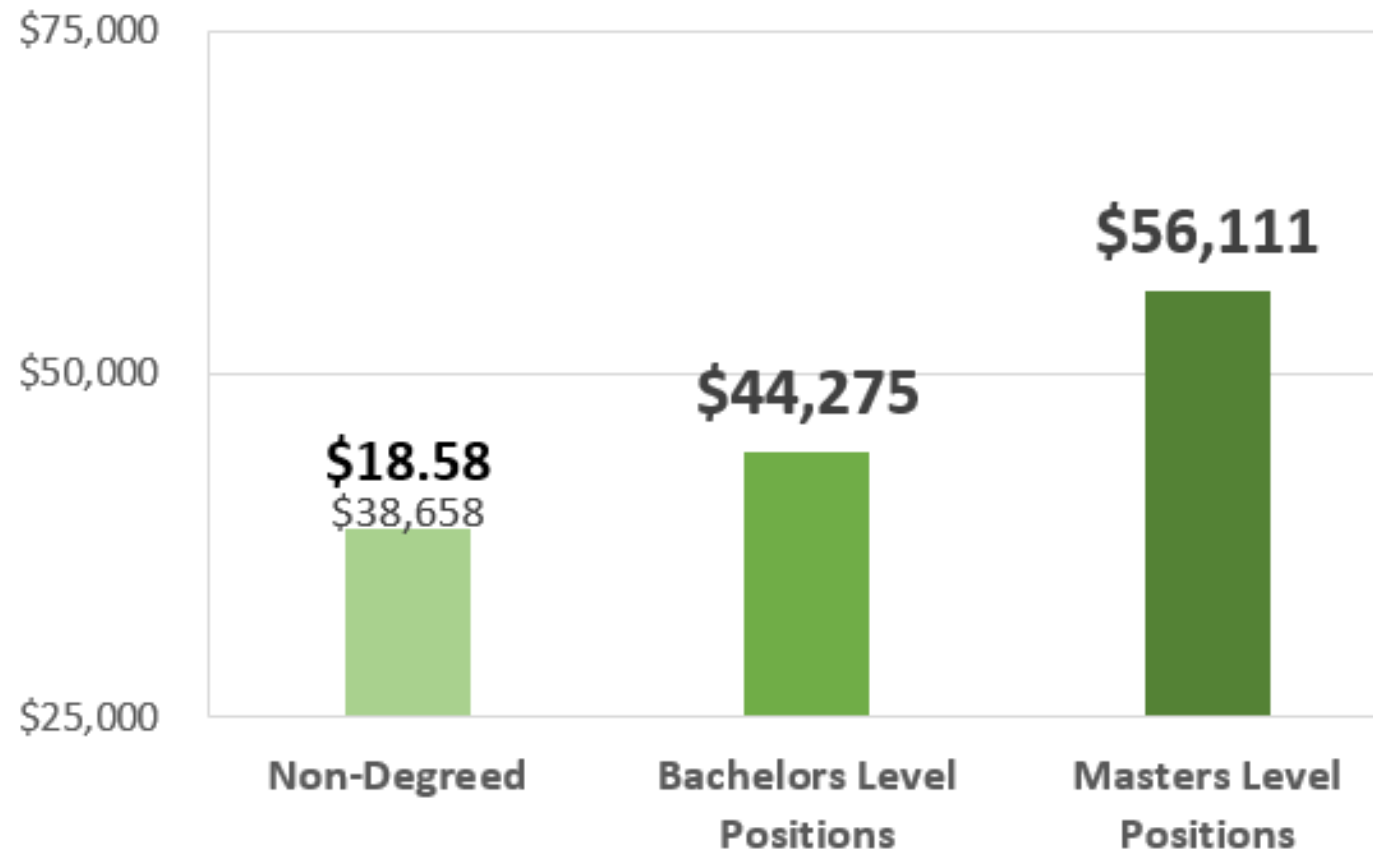


internal wage equity



employee wages

Market informed and internally equitable



benefits

All Employees

Retirement Plan & 4% Match

Paid Sick Time

Employee Assistance Program

Mileage Reimbursement

Student Loan Repayment

Employee Referral incentives

Full Time Employees

Health, Dental & Vision

Life & Disability

Flex and / or HSA options

Vacation & separate Sick bank Available
upon hire

11 Paid Holidays

Voluntary Benefits



questions and discussion

