



Arbor Circle Board Meeting
Thursday, May 8, 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 March 13, 2025
 - Approval of February and March Financial Statements
- C. Federal Funding update – Gietzen and Brill 5 min
- D. Program Change – Healthy Families – Gietzen 5 min
- E. Spring Forward – Greenfield 10 min
Wednesday, May 21, 2025; Leona Road
- F. Inclusive Leadership Training – Gaddis 60 min
Ken James, Muskegon Community College
- G. Committee Reports – IF TIME PERMITS
1. Exec. and Finance – Freeman
 2. Governance – Farrell-Cole
 3. Community Engagement and Events – Thomas/Burden Hill
 4. Development – Sieplinga
 5. Facilities – Nettleton
 6. Investment – Brill
- H. Other Business
- I. Next Meeting: June 12, 12-1:30pm; 1560 Leonard NE
Inclusive Leadership Part 2
- J. Meeting Feedback and Adjournment – Freeman



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Board Members Present via Teams: Matt Boggiano, Regina Hill, Mandice McAllister, Melina Sinigos, Gwendolyn Thomas.

Board Members Present in Person: Patty Farrell-Cole, Judy Freeman, 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, Onnika Bell, Tammy Eichberger. Program Presenters: Susan Chang and Marissa Kinney, Strong Beginnings.

Board Members Absent: Sonya Hughes.

- A. Call to Order, Welcome and Announcements
Judy Freeman called the meeting to order at 12:01pm.
- B. Approval of Board Meeting Minutes of February 13, 2025.

Patty Farrell-Cole moved and Mark Nettleton supported Board approval of February 2025 Meeting Minutes. The Board approved and the motion carried.

- C. Program Presentation: Early Childhood – Strong Beginnings.
Susan S. welcomed Susan Chang, Program Director of our Early Childhood services, and Marissa Kinney from our Strong Beginnings team. Susan S. gave context of where this program and division falls in our org chart and budget. Susan C. shared about her team dynamics and utilization. The Early Childhood team makes up about 10% of our agency staff, and served 600 families last FY. Susan C. introduced the Strong Beginnings program, the goals of which are to improve maternal, paternal, and child health among Black and Latinx caregivers; reduce infant mortality and maternal morbidity; and eliminate racial disparities in birth outcomes, with a specific focus on addressing post-partum depression and anxiety. Marissa reviewed the program model, a community collaborative approach with partner organizations. She spoke about a typical day and the type of care provided to client families, we can work with families from birth until the child is 18 months old. She reviewed outcomes, the majority of clients coming into care reported stress, abuse, trauma, and/or moderate or severe depression. Following care, 75% reported improved mental wellbeing.

Susan C. concluded the presentation by addressing opportunities for Board Members to support the work, including awareness, advocacy, and recruitment/retention support. The program funds come from federal dollars, and there is about a \$25k-\$30k gap on average due to elements such as workspaces, admin, and infrastructure not being covered by those dollars. Due to the collaborative nature of the program, any formal increase in program allocations would be led by Corewell, Arbor Circle makes up our own gaps through fundraising, donations, and supporting with other division funds. In terms of recruitment and retention, there is a consistent need for black and brown MSW therapists, since it is important that therapists represent the specific population served by this program.



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Finally, Susan shared the CDC's Hear Her campaign, about elevating the voices and the experiences of pregnant and parenting people, in an effort to increase maternal health and positive birth outcomes. She encouraged the Board to check it out and share: <https://www.cdc.gov/hearher/index.html>

D. Finance Report

1. Review and Approval of January 2025 Financial Statements

Marie Brill provided the January 2025 Financial Statement. Net loss for the month is (\$198,222) and the net loss YTD is (\$637,478). 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 \$80,371 and are \$22,060 above budget year to date. Program services have a net loss of (\$657,335) and a negative budget variance of (\$317,509) year to date. Total program and non-program services have a net loss of (\$576,964) and a negative budget variance of (\$295,449). Outpatient Counseling and Family Based Services (FBS) have the largest negative budget variances. Our largest program in FBS, Behavioral Health Home (791) transitioned from a staffing grant to fee for service 11/1/24. Child Welfare and Youth Development Services have the largest positive budget variances. On the balance sheet, cash decreased approximately (\$675,000). Accounts receivable decreased approximately (\$264,000.) Accounts payable and accrued wages decreased approximately (\$368,000). It was noted that this was a 3 payroll month due to the calendar which impacted our balances. Our Investments and Endowment increased approximately \$68,000.

Cash balances for the current and prior two months are:				
		1/31/25	12/31/24	11/30/24
Huntington Bank	Checking	\$176	\$135	\$105
Macatawa Bank	Checking	-\$7,880	\$652,865	\$340,976
Raymond James	Savings	\$44	\$14,670	\$4,521
Independent Bank	Savings	\$633	\$511	\$440
Chase Bank	Checking	\$2,090	\$2,090	\$2,035
Cash on Hand (Various Locations)		\$1,139	\$940	\$978
Total Cash Balance		-\$3,798	\$671,211	\$349,055

Investment balances for the current and prior two months are:			
	1/31/25	12/31/24	11/30/24
Investment Account - Raymond James - long-term	\$2,766,674	\$2,700,215	\$2,783,657
Investment Account - Raymond James - short-term	\$2,201,541	\$2,199,993	\$2,183,485
Endowment at GRCF*	\$240,505	\$240,505	\$240,505
Total Investment Balance	\$5,208,720	\$5,140,713	\$5,207,646

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



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Accounts Receivable Aging Detail:					
As of 01/31/2025:					
	Total	0 - 30	31 - 60	61 – 90	Over 90
Client accounts receivable	\$881,361	\$463,743	\$162,481	\$82,321	\$172,815
Other accounts receivable	\$1,780,353	\$1,196,653	\$360,727	\$186,040	\$36,934
Total A/R as of 01/31/2025	\$2,661,714	\$1,660,396	\$523,208	\$268,361	\$209,749
	100%	62%	20%	10%	8%
Total A/R for prior month	\$2,926,037	\$1,802,472	\$615,783	\$303,122	\$204,660
	100%	61%	21%	11%	7%
Total A/R for prior year	\$2,591,201	\$1,416,299	\$349,025	\$362,332	\$463,546
	100%	55%	13%	14%	18%

During discussion, there was a question raised about the likelihood that we'll need to borrow from our short-term investments. Marie responded that it is possible, but up until now we have instead used our line of credit to address very short-term gaps. Specifically, we have borrowed from our line of credit to make payroll, this has typically been for only one day and it has been repaid the following day as our payroll processes on Thursdays but Network 180 funds are paid on Fridays.

Sue Mason moved and Mark Nettleton supported Board approval of January 2025 financial statements. The Board approved and the motion carried.

2. Federal Funding Update: Kristin acknowledged that we are keeping a close eye on federal funding and executive orders (EO). She referenced the document in the Board packet that summarizes our current federal grants. At this time, we have not experienced any changes to our federal funding. States, advocacy groups, and others have filed lawsuits prevent implementation of some EO's. As a grantee, we have received formal notices that preliminary injunction orders have been entered as temporary measures. We continue to monitor the evolving situation closely, staying informed about federal orders and potential shifts that may affect our work. As always, our priority remains providing uninterrupted services to the individuals and families we support. We will continue to keep the Board updated as we learn more and will share any significant developments.

E. Performance Improvement Report - Environment of Care FY24

Leah Walton presented on our environment of care – physical buildings and spaces where we see clients. This aligns with the following strategic plan goals and priorities: Goal 1: Arbor Circle is a preferred provider and partner, Objective 1: Strengthen welcoming and inclusive experiences – and Goal 3: Arbor Circle has sustainable resources to support its mission, Objective 3: Improve function and human experience of facility and technology resources.



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Leah outlined the elements of our facility reviews, which address the categories of safety, welcoming environment, emergency management, infection control and rights, and security. She then highlighted a few areas of success, specifically new furnishings and office equipment in our Holland space, and the various improvements to our Grand Rapids location: sealing and caulking the 1550 and 1560 Leonard buildings; new flooring and exterior window panels at the Admin building; new flooring and windows at the Bridge, as well as new storage room and an expanded laundry room. We are currently working on the update of the flooring and other improvements at the OCC building and look forward to sharing these updates with the Board. Leah noted there is a more detailed Environment of Care (EOC) report for your reference in the Board packet.

F. Fundraising Presentation

Taylor presented “Fundraising: it’s More than Money.” Taylor tied fundraising to our strategic plan through Goal 3: Arbor Circle has sustainable resources to support its mission, Objective 2: Activate targeted donor development strategies – and Goal 4: Arbor Circle is a known and valued community asset, Objective 4: Grow relationships with targeted populations and geographic areas. Taylor outlined the various ways that Board Members can support the organization’s overall financial needs by helping us build and grow relationships with those who have resources to share. She focused on helping us make the initial connections through event invitations, introductions to staff, and sharing sponsorship opportunities. Elliot shared his perspective from the Development Committee, reviewing the variety of things that “count” as a connection including what Taylor referenced, and adding elements such as signing thank you cards, inviting staff along to community events, social media shares, and nominating the agency or individual staff for community recognitions. The Development Committee has set a goal that Board Members will collectively make 100 connections to Arbor Circle, and challenged each Board Member to make 7-8 intentional connections throughout the year to help achieve this collective goal. Taylor reviewed the tools that the Arbor Circle team has available to support this goal.

G. Committee Reports

1. Exec. and Finance – Judy shared that the committee reviewed the board meeting agenda and finance report, discussion focused on our federal contracts as well as how we are being extra conscious of our advocacy efforts and how we are communicating with the community.
2. Governance – Patty reminded the Board that we currently have one opening, but we are in no rush to fill it as we want to be sure we select the right candidate, Spring Forward is a great opportunity to engage with potential Board Members. The Governance Committee will not meet in April. She gave a reminder that May and June will be our Equity & Inclusion training as part of our regular Board Meetings, Patty made a request that all members attempt to attend



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in person. Patty also reminded members to sign up for the Bridge meals, and to continue with Board pairing meetings.

3. Community Engagement and Events – Janelle put a plug in for Spring Forward which is coming up on Wednesday, May 21, 2025 at our new location of Leona Road. Registration is live and promotional materials are coming.
4. Development – Taylor noted that this report was covered in the presentation and the events report.
5. Facilities – Kristin noted that the facilities report was mostly covered in Leah's PI presentation. At the next quarterly meeting the Committee will focus on reviewing the leases in Newaygo and Allegan.
6. Investment – Matt noted that this Committee did not meet in February, they will meet again in April, most recent discussion was around the policy and circumstances for utilizing short term investments, or for converting them into other funds.

H. Other Business

- Carlos put a plug in to consider local businesses for Board meal and event catering, noting how much small businesses are struggling right now.
- Reminder that Board resources can be found on our website portal: <https://arborcircle.org/board-resources/>

I. Next Meeting: May 8, 2025 12-1:30pm – 1560 Leonard NE.

*Reminder: The full Board does not meet in April, committee meetings vary.

J. Meeting Feedback and Adjournment – Judy adjourned the meeting at 1:24pm.

Arbor Circle Corporation
Financial Statement Summary
3/31/2025

Net loss for the month is (\$67,484) and the net loss YTD is (\$635,395).

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 loss of (\$612) and are (\$80,044) below budget year to date.
- Program services have a net loss of (\$544,083) and a negative budget variance of (\$555,633) year to date. Total program and non-program services have a net loss of (\$544,695) and a negative budget variance of (\$635,677).
- Outpatient Counseling and Family Based Services (FBS) have the largest negative budget variances. Our largest program in FBS, Behavioral Health Home (791) transitioned from a staffing grant to fee for service 11/1/24. Child Welfare and Youth Development Services have the largest positive budget variances.

On the balance sheet, cash increased approximately \$87,000. Accounts receivable decreased approximately (\$230,000) Accounts payable and accrued wages increased approximately \$95,000. Our Investments and Endowment decreased approximately (\$80,000).

Cash balances for the current and prior two months are:

		<u>3/31/25</u>	<u>2/28/25</u>	<u>1/31/25</u>
Huntington Bank	Checking	\$341	\$261	\$176
Macatawa Bank	Checking	\$129,007	\$42,950	-\$7,880
Raymond James	Savings	\$0	\$0	\$44
Independent Bank	Savings	\$1,561	\$829	\$633
Chase Bank	Checking	\$2,760	\$2,480	\$2,090
Cash on Hand (Various Locations)		\$624	\$1,053	\$1,139
Total Cash Balance		\$134,292	\$47,573	-\$3,798

Investment balances for the current and prior two months are:

	<u>3/31/25</u>	<u>2/28/25</u>	<u>1/31/25</u>
Investment Account - Raymond James - long-term	\$2,674,213	\$2,762,918	\$2,766,674
Investment Account - Raymond James - short-term	\$2,224,901	\$2,216,251	\$2,201,541
Endowment at GRCF*	\$248,293	\$248,293	\$240,505
Total Investment Balance	\$5,147,407	\$5,227,462	\$5,208,720

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

Accounts Receivable Aging Detail:

As of 03/31/2025:

	<u>Total</u>	<u>0 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>Over 90</u>
Client accounts receivable	\$1,060,164	\$505,604	\$314,735	\$65,004	\$174,821
Other accounts receivable	\$1,371,400	\$1,100,129	\$117,780	\$24,588	\$128,902
Total A/R as of 03/31/2025	\$2,431,563	\$1,605,733	\$432,515	\$89,592	\$303,723
	100%	66%	18%	4%	12%
Total A/R for prior month	\$2,661,714	\$1,660,396	\$523,208	\$268,361	\$209,749
	100%	62%	20%	10%	8%
Total A/R for prior year	\$2,512,407	\$1,671,212	\$489,204	\$135,193	\$216,798
	100%	67%	19%	5%	9%

Arbor Circle Corporation
Financial Report for Month Ending March 31, 2025

	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)	161,360	181,325	(19,965)	73,516	134,506	(60,990)	(41,026)
230	OCC Counseling	2,025,747	2,238,922	(213,175)	1,041,416	1,121,626	(80,210)	950,351	1,271,067	(320,716)	(240,506)
231	School Based Services	1,003,511	1,003,511	0	506,012	499,597	6,415	541,808	546,283	(4,475)	(10,890)
232	Childhood Healing	631,973	631,973	0	316,622	314,411	2,212	339,275	339,275	0	(2,212)
340	AC Counseling-Newaygo	753,874	831,602	(77,728)	385,145	414,243	(29,097)	228,892	284,927	(56,035)	(26,938)
350	Ottawa Outpatient	425,032	400,950	24,082	217,120	199,202	17,917	133,328	180,178	(46,850)	(64,768)
355	Allegan Outpatient	298,195	367,063	(68,868)	154,067	182,644	(28,577)	100,360	185,559	(85,199)	(56,622)
360	Allegan CBRS	130,622	176,149	(45,527)	67,488	87,496	(20,008)	32,099	76,523	(44,424)	(24,416)
371	Jail Services	593,286	572,990	20,296	296,643	284,839	11,804	295,743	265,840	29,903	18,098
375	Reentry Support	107,950	116,794	(8,844)	53,975	58,042	(4,067)	48,618	52,717	(4,099)	(31)
380	Muskegon Outpatient	199,575	211,429	(11,854)	102,449	104,932	(2,482)	119,379	144,956	(25,577)	(23,095)
381	Muskegon Recovery Management	325,880	325,880	0	162,940	162,045	895	159,758	173,768	(14,010)	(14,905)
410	Parent Nurturing Service	136,666	120,891	15,775	68,333	60,107	8,226	66,702	29,742	36,960	28,734
411	Infant Toddler Development	1,506,929	1,557,112	(50,183)	761,351	774,491	(13,140)	768,379	815,579	(47,199)	(34,059)
416	Strong Beginnings	295,036	315,821	(20,785)	147,518	157,046	(9,528)	141,910	147,769	(5,860)	3,668
475	Healthy Families	800,523	800,523	0	400,262	398,509	1,752	354,643	361,775	(7,132)	(8,884)
495	Family Engagement Team	492,159	545,424	(53,265)	246,080	271,581	(25,502)	267,339	269,204	(1,865)	23,636
496	Women's Case Management	453,105	464,117	(11,012)	227,389	230,973	(3,584)	217,879	230,076	(12,196)	(8,612)
497	Recovery Management Service	190,295	225,776	(35,481)	95,148	112,294	(17,146)	88,166	124,631	(36,465)	(19,319)
530	The Bridge	1,013,724	1,077,914	(64,190)	506,862	538,045	(31,183)	519,346	505,899	13,446	44,629
531	Outreach	762,243	758,059	4,184	381,121	377,285	3,836	481,233	489,967	(8,734)	(12,570)
533	Supportive Housing	855,320	808,832	46,488	427,660	403,406	24,254	537,085	540,028	(2,943)	(27,197)
610	Community Organizing	422,277	422,277	0	211,139	210,628	511	187,028	187,028	0	(510)
611	Parent Education	223,732	223,732	0	111,866	111,436	430	111,388	111,388	0	(430)
614	Child Primary Prevention	93,041	93,041	0	46,520	46,376	144	47,435	47,435	0	(144)
615	Youth Prevention	577,658	577,658	0	288,829	287,465	1,364	313,179	301,826	11,354	9,990
781	WrapAround	1,193,677	1,104,380	89,297	616,725	549,720	67,006	590,269	497,409	92,861	25,855
786	CLS/Respite	126,320	111,111	15,209	39,217	38,942	275	31,900	27,515	4,385	4,111
787	Kent School Services Network	1,045,110	1,001,612	43,498	535,369	498,605	36,764	587,589	556,063	31,526	(5,238)
791	Behavioral Health Home	3,016,049	2,954,088	61,961	1,509,273	1,471,229	38,044	1,337,083	1,459,736	(122,652)	(160,697)
820	Foster Care	2,025,737	1,754,327	271,410	908,570	829,012	79,558	792,221	596,090	196,131	116,573
822	Adoption	317,372	315,339	2,033	158,686	155,593	3,093	109,221	157,862	(48,641)	(51,734)
823	CASA	226,400	248,182	(21,782)	113,200	124,788	(11,588)	136,264	136,259	4	11,592
932	Great Start to Quality	756,025	756,025	0	378,012	374,884	3,129	469,755	474,343	(4,589)	(7,717)
	Total Program Services	23,347,765	23,476,695	(128,931)	11,644,366	11,632,815	11,551	11,179,142	11,723,225	(544,083)	(555,633)
102	Corporate Development	237,500	411,760	(174,260)	121,250	195,152	(73,902)	288,987	320,294	(31,307)	42,594
103	Investments	296,000	20,000	276,000	148,000	10,000	138,000	23,300	10,503	12,797	(125,203)
210	Leonard Buildings	114,049	83,232	30,817	57,024	41,692	15,333	57,025	39,127	17,898	2,565
	Total Non-Program Services	647,549	514,992	132,557	326,274	246,843	79,431	369,312	369,924	(612)	(80,044)
	Total Program/Non-Program Services	23,995,314	23,991,688	3,626	11,970,641	11,879,659	90,982	11,548,454	12,093,149	(544,695)	(635,677)
104	Arbor Circle Other	0	0	0	(66,148)	0	(66,148)	(90,700)	0	(90,700)	(24,552)
	Total Net Income (Loss)	23,995,314	23,991,688	3,626	11,904,493	11,879,659	24,834	11,457,754	12,093,149	(635,395)	(660,229)

*Budget effective 10/01/24

Arbor Circle Corporation
Financial Summary By Program and Non-Program Services
For Month Ending March 31, 2025

	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)	161,360	181,325	(19,965)	73,516	134,506	(60,990)	(41,026)
Outpatient Counseling (230-355, 380)	5,337,907	5,685,450	(347,543)	2,722,831	2,836,653	(113,823)	2,413,393	2,952,245	(538,853)	(425,030)
Community Based Recovery Services (360-375, 381, 495-497)	2,293,297	2,427,130	(133,833)	1,149,662	1,207,270	(57,608)	1,109,603	1,192,759	(83,156)	(25,548)
Early Childhood (410-475)	2,739,154	2,794,347	(55,193)	1,377,464	1,390,153	(12,689)	1,331,633	1,354,864	(23,231)	(10,542)
Youth Development Services (530-533)	2,631,288	2,644,806	(13,518)	1,315,643	1,318,736	(3,092)	1,537,664	1,535,895	1,769	4,862
Prevention and Advocacy (610-615, 932)	2,072,733	2,072,733	0	1,036,366	1,030,789	5,577	1,128,786	1,122,021	6,765	1,188
Family Based Services (781-791)	5,381,157	5,171,192	209,965	2,700,584	2,558,496	142,088	2,546,842	2,540,723	6,119	(135,969)
Child Welfare (820-823)	2,569,509	2,317,848	251,661	1,180,456	1,109,393	71,063	1,037,706	890,212	147,494	76,431
Total Program Services	23,347,765	23,476,695	(128,931)	11,644,366	11,632,815	11,551	11,179,142	11,723,225	(544,083)	(555,633)
Non-Program Services										
Corporate Development (102)	237,500	411,760	(174,260)	121,250	195,152	(73,902)	288,987	320,294	(31,307)	42,594
Investments (103)	296,000	20,000	276,000	148,000	10,000	138,000	23,300	10,503	12,797	(125,203)
Leonard building (rental) (210)	114,049	83,232	30,817	57,024	41,692	15,333	57,025	39,127	17,898	2,565
Total Non-Program Services	647,549	514,992	132,557	326,274	246,843	79,431	369,312	369,924	(612)	(80,044)
Total Program and Non-Program Services	23,995,314	23,991,688	3,626	11,970,641	11,879,659	90,982	11,548,454	12,093,149	(544,695)	(635,677)
Arbor Circle Other (104)**	0	-	0	(66,148)	-	(66,148)	(90,700)	0	(90,700)	(24,552)
Total net income (loss)	23,995,314	23,991,688	3,626	11,904,493	11,879,659	24,834	11,457,754	12,093,149	(635,395)	(660,229)

*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 March 31, 2025

	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)	73,516	134,506	(60,990)	145,321	156,424	(11,104)	(49,887)
Outpatient Counseling (230-355, 380)	2,413,393	2,952,245	(538,853)	2,194,019	2,592,834	(398,815)	(140,038)
Community Based Recovery Services (360-375, 381, 495-497)	1,109,603	1,192,759	(83,156)	962,017	1,124,298	(162,281)	79,125
Early Childhood (410-475)	1,331,633	1,354,864	(23,231)	1,179,646	1,278,601	(98,955)	75,724
Youth Development Services (530-533)	1,537,664	1,535,895	1,769	1,073,430	1,076,664	(3,233)	5,003
Prevention and Advocacy (610-615, 932)	1,128,786	1,122,021	6,765	1,122,374	1,108,828	13,546	(6,781)
Family Based Services (781-791)	2,546,842	2,540,723	6,119	2,754,416	2,361,656	392,761	(386,642)
Child Welfare (820-823)	1,037,706	890,212	147,494	1,287,445	1,138,224	149,221	(1,727)
Total Program Services	11,179,142	11,723,225	(544,083)	10,718,668	10,837,529	(118,861)	(425,222)
Non-Program Services							
Corporate Development (102)	288,987	320,294	(31,307)	148,406	189,523	(41,117)	9,809
Investments (103)	23,300	10,503	12,797	444,557	9,393	435,163	(422,366)
Leonard building (rental) (210)	57,025	39,127	17,898	55,364	46,687	8,676	9,222
Total Non-Program Services	369,312	369,924	(612)	648,327	245,604	402,723	(403,335)
Total Program and Non-Program Services	11,548,454	12,093,149	(544,695)	11,366,995	11,083,133	283,862	(828,557)
Arbor Circle Other (104)**	(90,700)	0	(90,700)	(137,484)	735.00	(138,219)	47,519
Total net income (loss)	11,457,754	12,093,149	(635,395)	11,229,510	11,083,868	145,643	(781,038)

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

Arbor Circle Corporation
BALANCE SHEET
MARCH 31, 2025

	YEAR TO DATE	
	ACTUAL	PRIOR PERIOD
ASSETS		
CURRENT ASSETS		
Cash & Cash Equivalents-Other	132,731.39	46,743.85
Cash & Cash Equivalents-Saving	1,560.51	829.31
Accts Receivable - Federal	212,924.99	245,969.79
Accts Rec - N180/CMH Other	209,675.98	211,142.27
Accts Receivable - DHS (FIA)	130,295.50	125,401.17
Accts Receivable - Grants	499,810.50	341,248.86
Accts Receivable - FC/Adoption	270,915.79	291,325.26
Accts Receivable - Other	47,776.83	233,759.44
A/R - Client Billings	1,060,163.80	1,121,954.95
Promise to Give - United Way	(27,685.15)	26,358.50
AR Medicaid Outreach	207,580.35	97,472.46
Prepaid Expenses and Other	330,197.95	328,368.22
Right of Use Asset	376,989.14	376,989.14
TOTAL CURRENT ASSETS	3,452,937.58	3,447,563.22
FIXED ASSETS		
Property and Equipment	5,932,676.92	5,814,908.18
Accumulated Depreciation	2,975,229.62	2,956,372.63
Construction in Progress	.00	54,815.50
TOTAL FIXED ASSETS	2,957,447.30	2,913,351.05
OTHER ASSETS		
Investments - Long Term	2,674,213.35	2,762,918.41
Investments - Short Term	2,224,900.65	2,216,250.62
GRCF Endowment	216,648.21	216,648.21
GRCF - Spendable Balance	31,645.00	31,645.00
TOTAL OTHER ASSETS	5,147,407.21	5,227,462.24
TOTAL ASSETS	11,557,792.09	11,588,376.51
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	343,580.91	331,892.35
NW180 Advance Payable	586,086.00	586,086.00
Current Portion OCC Loan	48,583.25	48,448.71
Current Portion Leonard Loan	40,394.05	40,282.19
Current Lease Liability	135,792.62	135,792.62
Accrued Wages & Payroll Taxes	460,429.40	377,356.11
Deferred Revenue	339,073.67	389,788.37
TOTAL CURRENT LIABILITIES	1,953,939.90	1,909,646.35
LT Portion OCC Loan	899,474.20	903,804.77
LT Portion Leonard Bldg Loan	747,861.32	751,461.94
LT Portion Lease Liability	241,195.52	241,195.52
YAS Fiduciary Funds	1,611.54	1,611.54
LYL	2,764.64	2,764.64
LT Security Deposit	7,488.00	7,488.00
TOTAL LONG TERM LIABILITIES	1,900,395.22	1,908,326.41
TOTAL LIABILITIES	3,854,335.12	3,817,972.76
DEFERRED REVENUE		
Board Design Future Yr U.W.	.00	.00
Deferred Revenue	.00	.00
Deferred Medicaid Outreach	47,765.75	47,228.93
TOTAL DEFERRED REVENUE	47,765.75	47,228.93
NET ASSETS		
Permanently Restricted	216,648.21	216,648.21
Temporarily Restricted	211,483.63	220,122.52
Board Designated Net Assets	.00	.00
Unrestricted Net Assets -Prior	7,862,954.45	7,854,315.56
NET ASSETS (CURRENT YEAR)	(635,395.07)	(567,911.47)
TOTAL NET ASSETS	7,655,691.22	7,723,174.82
TOTAL LIABILITIES AND NET ASSETS	11,557,792.09	11,588,376.51

Arbor Circle Corporation
INCOME STATEMENT

MARCH 31, 2025

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	MARCH	ANNUAL Y-T-D	Y-T-D	OF BUDGET
REVENUE:				
Network 180 Grants	270,866.62	1,900,773.91	3,096,476.33	61.39
Other County/State Depts	407,021.15	2,562,114.49	2,715,841.29	94.34
Federal Government Revenue	276,514.43	1,202,650.17	888,948.96	135.29
United Way Community Care	11,124.49	66,746.94	64,350.96	103.72
United Way Designated	.00	5,787.12	2,500.02	231.48
Medicaid Outreach Revenue	47,000.00	47,000.00	.00	.00
Other Grants	336,549.09	1,850,260.69	1,764,737.76	104.85
Total Contractual Revenues	1,349,075.78	7,635,333.32	8,532,855.32	89.48
Service Reimbursements				
Medicaid Reimbursements	67,750.00	342,140.00	287,387.48	119.05
Medicare Reimbursements	6,135.00	39,750.00	56,997.46	69.74
Government Reimbursements	7,905.23	44,443.02	55,123.59	80.62
Commercial Insurances	158,264.80	765,506.48	1,029,340.59	74.37
Client Pay	14,824.20	79,121.96	72,409.01	109.27
CMH Fees-Other	7,076.69	31,052.11	40,326.66	77.00
CMH Fee for Service	670,062.30	3,162,577.81	2,164,144.78	146.14
Discretionary Reimbursements	2,178.94	13,928.28	22,166.94	62.83
Contractual Allowances	(283,188.37)	(923,144.65)	(668,586.04)	138.07
Total Service Reimbursements	651,008.79	3,555,375.01	3,059,310.47	116.21
Fund-raising				
Donations	33,947.48	167,115.16	105,032.50	159.11
United Way Transfer	(11,124.49)	(66,746.94)	(66,148.14)	100.91
Special Events	6,427.65	38,916.67	14,000.00	277.98
Total Fund-raising Revenues	29,250.64	139,284.89	52,884.36	263.38
Other				
Donated Goods and Services	11,483.63	65,068.94	42,250.04	154.01
Miscellaneous	2,563.15	13,970.97	15,667.98	89.17
Interest and Dividend Income	58.44	728.46	1,999.98	36.42
Rental Income	9,504.10	57,024.60	57,024.48	100.00
Total Other Revenues	23,609.32	136,792.97	116,942.48	116.97
TOTAL REVENUES	2,052,944.53	11,466,786.19	11,761,992.63	97.49

Arbor Circle Corporation
INCOME STATEMENT

MARCH 31, 2025

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	MARCH	ANNUAL Y-T-D	Y-T-D	OF BUDGET
EXPENDITURES:				
Salaries	1,286,619.02	7,793,093.11	7,556,787.58	103.13
FICA	90,842.88	555,797.42	627,064.64	88.63
Unemployment	273.27	8,147.11	11,073.88	73.57
Workman's Compensation	8,284.29	42,753.17	47,999.94	89.07
Health/Dental/Vision Insurance	152,606.97	848,819.10	840,000.00	101.05
Disability/Life Insurance	11,580.27	57,012.86	55,000.02	103.66
Pension	35,310.40	201,470.66	190,108.50	105.98
Other Employee Benefits	712.90	14,419.67	18,800.10	76.70
Contracted Srvs Direct	19,169.47	131,484.47	171,839.22	76.52
Contracted Srvs Indirect	70,718.70	482,339.23	329,670.52	146.31
Sent To Collection	.00	.00	5,499.96	.00
Recovery Sent to Collection	.00	.00	.00	.00
Calc Doubtful Acct Allowance	.00	.00	.00	.00
Write-Off Expense	21,757.57	57,102.39	36,000.06	158.62
Respite Services Purchased	.00	3,821.68	3,500.00	109.19
Client Discretionary	101,248.97	487,471.92	460,105.98	105.95
Client Transportation	2,480.78	14,537.32	13,738.26	105.82
Operating Supplies	21,484.64	69,267.54	169,753.68	40.80
Occupancy Expenses	56,604.96	352,643.19	288,689.98	122.15
Office Supplies	1,247.72	9,634.11	9,612.66	100.22
Printing	.00	2,017.10	5,827.56	34.61
Telephone	15,468.43	90,905.99	96,830.52	93.88
Postage	496.83	3,700.11	3,217.68	114.99
Dues and Subscriptions	24,652.72	157,685.91	198,448.01	79.46
Events	831.02	22,632.58	9,125.04	248.03
Recruitment & Advertising	4,965.45	49,276.05	50,275.14	98.01
Public Awareness	.00	.00	2,250.00	.00
Insurance Expense	10,062.75	60,156.47	60,112.56	100.07
Staff Travel	51,338.32	275,823.13	288,387.90	95.64
Miscellaneous	1,917.26	11,634.56	9,125.04	127.50
Equipment Purchases	9,936.54	43,764.48	36,575.88	119.65
Conferences	5,061.13	56,701.29	93,007.92	60.96
Donated Goods & Services	11,483.63	65,068.94	42,250.04	154.01
Billing Support	.00	.00	.00	.00
Program Support	.00	.00	.00	.00
Administration	.00	.00	(.01)	.00
TOTAL EXPENDITURES	2,017,156.89	11,969,181.56	11,730,678.26	102.03
OPERATING INCOME (LOSS)	35,787.64	(502,395.37)	31,314.37	(1,604.36)
Other (Revenues)/Expenses				
Depreciation Building & Improv	12,703.08	71,666.00	68,425.77	104.74
Depreciation Equipment	5,684.00	34,104.05	39,104.22	87.21
Mortgage Interest Expense	4,829.33	32,026.71	31,450.74	101.83
Investment Fees	.22	10,502.86	10,000.02	105.03
Investment Interest Income	(15,039.06)	(88,612.63)	(42,499.98)	208.50
Unrealized (Gain) Loss Invest.	95,093.67	73,312.71	(100,000.02)	(73.31)
TOTAL OTHER (REVENUES)/EXPENSES	103,271.24	132,999.70	6,480.75	2,052.23
NET REVENUES OVER/(UNDER) EXPENSES	(67,483.60)	(635,395.07)	24,833.62	(2,558.61)
BASE PERCENTAGE:	25.00	25.00	25.00	100.00

Arbor Circle Corporation
Statement of Cash Flows
For the Month Ended March 31, 2025

Cash flows from operating activities	ACTUAL	YTD
Change in net assets	\$ (67,484)	\$ (635,395)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	\$ 18,857	\$ 108,589
Changes in operating assets and liabilities which provided (used) cash		
Receivables	\$ 141,497	\$ (24,263)
Prepaid expenses	\$ (1,830)	\$ 6,049
Accounts payable	\$ 11,689	\$ (150,284)
Fiduciary funds	\$ -	\$ (1,000)
Accrued wages and payroll taxes	\$ 83,073	\$ 44,344
Change in Lease Liability	\$ -	\$ -
Unearned/Deferred Revenue	\$ (108,500)	\$ (165,030)
Net cash provided by (used in) operating activities	\$ 77,302	\$ (816,990)
Cash flows from investing activities		
Addition of Property and Equipment	\$ (62,953)	\$ (117,769)
Disposal of Property and Equipment	\$ -	\$ -
Arbor Circle Endowment	\$ -	\$ (7,788)
Investment (Income)/Loss	\$ 80,055	\$ 3,911
Purchase of Investments	\$ -	\$ -
Net cash provided by (used in) investing activities	\$ 17,102	\$ (121,647)
Cash flows from financing activities		
OCC loan	\$ (4,196)	\$ (23,782)
NW180 Advance Payable	\$ -	\$ 586,086
Leonard Buildings loan	\$ (3,489)	\$ (19,774)
Net cash provided by (used in) financing activities	\$ (7,685)	\$ 542,530
Net increase (decrease) in cash and cash equivalents	\$ 86,719	\$ (396,107)
Cash and cash equivalents, beginning of month	\$ 47,573	\$ 530,398
Cash and cash equivalents, end of month	\$ 134,292	\$ 134,292

Arbor Circle Corporation
Financial Statement Summary
2/28/2025

Net gain for the month is \$69,566 and the net loss YTD is (\$567,911).

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 \$85,534 and are \$23,067 above budget year to date.
- Program services have a net loss of (\$571,384) and a negative budget variance of (\$423,479) year to date. Total program and non-program services have a net loss of (\$485,850) and a negative budget variance of (\$400,412).
- Outpatient Counseling and Family Based Services (FBS) have the largest negative budget variances. Our largest program in FBS, Behavioral Health Home (791) transitioned from a staffing grant to fee for service 11/1/24. Child Welfare and Youth Development Services have the largest positive budget variances.

On the balance sheet, cash increased approximately (\$51,000). Accounts receivable decreased approximately (\$91,000.) Accounts payable and accrued wages decreased approximately (\$133,000). Our Investments and Endowment increased approximately \$19,000.

Cash balances for the current and prior two months are:

		<u>2/28/25</u>	<u>1/31/25</u>	<u>12/31/24</u>
Huntington Bank	Checking	\$261	\$176	\$135
Macatawa Bank	Checking	\$42,950	-\$7,880	\$652,865
Raymond James	Savings	\$0	\$44	\$14,670
Independent Bank	Savings	\$829	\$633	\$511
Chase Bank	Checking	\$2,480	\$2,090	\$2,090
Cash on Hand (Various Locations)		\$1,053	\$1,139	\$940
Total Cash Balance		\$47,573	-\$3,798	\$671,211

Investment balances for the current and prior two months are:

	<u>2/28/25</u>	<u>1/31/25</u>	<u>12/31/24</u>
Investment Account - Raymond James - long-term	\$2,762,918	\$2,766,674	\$2,700,215
Investment Account - Raymond James - short-term	\$2,216,251	\$2,201,541	\$2,199,993
Endowment at GRCF*	\$248,293	\$240,505	\$240,505
Total Investment Balance	\$5,227,462	\$5,208,720	\$5,140,713

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

Accounts Receivable Aging Detail:

As of 02/28/2025:

	<u>Total</u>	<u>0 - 30</u>	<u>31 - 60</u>	<u>61 - 90</u>	<u>Over 90</u>
Client accounts receivable	\$1,121,955	\$545,774	\$301,212	\$84,275	\$190,694
Other accounts receivable	\$1,448,847	\$1,116,223	\$133,235	\$84,173	\$115,216
Total A/R as of 02/28/2025	\$2,570,802	\$1,661,997	\$434,447	\$168,448	\$305,910
	100%	65%	17%	7%	12%
Total A/R for prior month	\$2,661,714	\$1,660,396	\$523,208	\$268,361	\$209,749
	100%	62%	20%	10%	8%
Total A/R for prior year	\$2,395,005	\$1,688,999	\$299,504	\$147,063	\$259,439
	100%	71%	13%	6%	11%

Arbor Circle Corporation
Financial Report for Month Ending February 28, 2025

	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)	134,467	151,109	(16,643)	64,227	116,397	(52,170)	(35,527)
230	OCC Counseling	2,025,747	2,238,922	(213,175)	844,561	941,633	(97,071)	726,660	1,073,256	(346,596)	(249,524)
231	School Based Services	1,003,511	1,003,511	0	418,130	418,186	(56)	446,633	449,742	(3,109)	(3,052)
232	Childhood Healing	631,973	631,973	0	263,322	262,776	546	278,064	278,064	0	(546)
340	AC Counseling-Newaygo	753,874	831,602	(77,728)	314,114	346,308	(32,193)	185,305	240,876	(55,571)	(23,378)
350	Ottawa Outpatient	425,032	400,950	24,082	177,097	166,777	10,319	114,956	154,979	(40,023)	(50,342)
355	Allegan Outpatient	298,195	367,063	(68,868)	124,248	152,793	(28,545)	86,243	147,192	(60,950)	(32,404)
360	Allegan CBRS	130,622	176,149	(45,527)	54,426	73,170	(18,745)	4,304	65,384	(61,081)	(42,336)
371	Jail Services	593,286	572,990	20,296	247,203	238,388	8,815	245,456	225,275	20,181	11,366
375	Reentry Support	107,950	116,794	(8,844)	44,979	48,614	(3,635)	41,186	44,617	(3,431)	204
380	Muskegon Outpatient	199,575	211,429	(11,854)	83,156	87,555	(4,399)	92,495	118,815	(26,321)	(21,922)
381	Muskegon Recovery Management	325,880	325,880	0	135,783	135,549	235	131,602	145,734	(14,131)	(14,366)
410	Parent Nurturing Service	136,666	120,891	15,775	56,944	50,254	6,690	56,962	24,666	32,296	25,606
411	Infant Toddler Development	1,506,929	1,557,112	(50,183)	627,887	648,276	(20,389)	630,422	681,160	(50,738)	(30,349)
416	Strong Beginnings	295,036	315,821	(20,785)	122,932	131,405	(8,473)	118,713	123,564	(4,851)	3,622
475	Healthy Families	800,523	800,523	0	333,551	333,332	219	307,283	310,415	(3,132)	(3,351)
495	Family Engagement Team	492,159	545,424	(53,265)	205,066	227,062	(21,996)	231,338	226,247	5,091	27,086
496	Women's Case Management	453,105	464,117	(11,012)	188,794	193,219	(4,425)	180,187	188,292	(8,105)	(3,680)
497	Recovery Management Service	190,295	225,776	(35,481)	79,290	93,949	(14,659)	72,714	107,038	(34,324)	(19,665)
530	The Bridge	1,013,724	1,077,914	(64,190)	422,385	447,654	(25,269)	433,200	417,658	15,542	40,811
531	Outreach	762,243	758,059	4,184	317,601	315,506	2,095	401,292	412,957	(11,664)	(13,760)
533	Supportive Housing	855,320	808,832	46,488	356,383	336,922	19,462	403,018	406,688	(3,670)	(23,132)
610	Community Organizing	422,277	422,277	0	175,949	176,095	(146)	135,425	135,425	0	146
611	Parent Education	223,732	223,732	0	93,222	93,198	23	90,159	90,159	0	(23)
614	Child Primary Prevention	93,041	93,041	0	36,100	36,099	2	38,176	38,176	0	(2)
615	Youth Prevention	577,658	577,658	0	240,691	240,290	401	252,491	242,882	9,609	9,209
781	WrapAround	1,193,677	1,104,380	89,297	497,365	459,743	37,622	492,544	413,642	78,902	41,280
786	CLS/Respite	126,320	111,111	15,209	29,711	30,598	(887)	25,512	22,706	2,806	3,693
787	Kent School Services Network	1,045,110	1,001,612	43,498	435,462	417,238	18,225	496,606	453,703	42,904	24,679
791	Behavioral Health Home	3,016,049	2,954,088	61,961	1,256,687	1,231,124	25,563	1,121,567	1,233,769	(112,202)	(137,765)
820	Foster Care	2,025,737	1,754,327	271,410	700,462	674,827	25,635	645,585	494,471	151,114	125,479
822	Adoption	317,372	315,339	2,033	132,238	130,118	2,120	98,636	130,020	(31,384)	(33,505)
823	CASA	226,400	248,182	(21,782)	94,333	104,617	(10,283)	113,759	113,759	0	10,283
932	Great Start to Quality	756,025	756,025	0	315,010	313,073	1,937	384,289	390,668	(6,380)	(8,317)
	Total Program Services	23,347,765	23,476,695	(128,931)	9,559,550	9,707,455	(147,905)	9,147,010	9,718,395	(571,384)	(423,479)
102	Corporate Development	237,500	411,760	(174,260)	98,542	163,732	(65,190)	271,040	289,712	(18,672)	46,518
103	Investments	296,000	20,000	276,000	123,333	8,333	115,000	101,355	10,503	90,852	(24,148)
210	Leonard Buildings	114,049	83,232	30,817	47,520	34,864	12,657	47,521	34,167	13,354	697
	Total Non-Program Services	647,549	514,992	132,557	269,395	206,929	62,467	419,915	334,381	85,534	23,067
	Total Program/Non-Program Services	23,995,314	23,991,688	3,626	9,828,945	9,914,384	(85,439)	9,566,925	10,052,775	(485,850)	(400,412)
104	Arbor Circle Other	0	0	0	(55,123)	0	(55,123)	(82,061)	0	(82,061)	(26,938)
	Total Net Income (Loss)	23,995,314	23,991,688	3,626	9,773,822	9,914,384	(140,562)	9,484,864	10,052,775	(567,911)	(427,349)

*Budget effective 10/01/24

Arbor Circle Corporation
Financial Summary By Program and Non-Program Services
For Month Ending February 28, 2025

	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)	134,467	151,109	(16,643)	64,227	116,397	(52,170)	(35,527)
Outpatient Counseling (230-355, 380)	5,337,907	5,685,450	(347,543)	2,224,628	2,376,027	(151,399)	1,930,356	2,462,924	(532,568)	(381,169)
Community Based Recovery Services (360-375, 381, 495-497)	2,293,297	2,427,130	(133,833)	955,540	1,009,950	(54,410)	906,787	1,002,586	(95,799)	(41,389)
Early Childhood (410-475)	2,739,154	2,794,347	(55,193)	1,141,314	1,163,267	(21,953)	1,113,381	1,139,805	(26,424)	(4,471)
Youth Development Services (530-533)	2,631,288	2,644,806	(13,518)	1,096,370	1,100,081	(3,712)	1,237,511	1,237,303	208	3,920
Prevention and Advocacy (610-615, 932)	2,072,733	2,072,733	0	860,972	858,755	2,217	900,539	897,309	3,230	1,013
Family Based Services (781-791)	5,381,157	5,171,192	209,965	2,219,226	2,138,703	80,523	2,136,230	2,123,820	12,410	(68,112)
Child Welfare (820-823)	2,569,509	2,317,848	251,661	927,033	909,562	17,472	857,979	738,250	119,730	102,258
Total Program Services	23,347,765	23,476,695	(128,931)	9,559,550	9,707,455	(147,905)	9,147,010	9,718,395	(571,384)	(423,479)
Non-Program Services										
Corporate Development (102)	237,500	411,760	(174,260)	98,542	163,732	(65,190)	271,040	289,712	(18,672)	46,518
Investments (103)	296,000	20,000	276,000	123,333	8,333	115,000	101,355	10,503	90,852	(24,148)
Leonard building (rental) (210)	114,049	83,232	30,817	47,520	34,864	12,657	47,521	34,167	13,354	697
Total Non-Program Services	647,549	514,992	132,557	269,395	206,929	62,467	419,915	334,381	85,534	23,067
Total Program and Non-Program Services	23,995,314	23,991,688	3,626	9,828,945	9,914,384	(85,439)	9,566,925	10,052,775	(485,850)	(400,412)
Arbor Circle Other (104)**	0	-	0	(55,123)	-	(55,123)	(82,061)	0	(82,061)	(26,938)
Total net income (loss)	23,995,314	23,991,688	3,626	9,773,822	9,914,384	(140,562)	9,484,864	10,052,775	(567,911)	(427,349)

*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 February 28, 2025

	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)	64,227	116,397	(52,170)	118,161	125,039	(6,877)	(45,293)
Outpatient Counseling (230-355, 380)	1,930,356	2,462,924	(532,568)	1,747,873	2,047,481	(299,608)	(232,960)
Community Based Recovery Services (360-375, 381, 495-497)	906,787	1,002,586	(95,799)	804,928	930,516	(125,588)	29,788
Early Childhood (410-475)	1,113,381	1,139,805	(26,424)	981,839	1,060,795	(78,956)	52,532
Youth Development Services (530-533)	1,237,511	1,237,303	208	860,199	861,640	(1,441)	1,649
Prevention and Advocacy (610-615, 932)	900,539	897,309	3,230	925,265	914,342	10,923	(7,693)
Family Based Services (781-791)	2,136,230	2,123,820	12,410	2,218,472	1,965,964	252,508	(240,098)
Child Welfare (820-823)	857,979	738,250	119,730	1,071,613	951,068	120,545	(816)
Total Program Services	9,147,010	9,718,395	(571,384)	8,728,351	8,856,845	(128,494)	(442,890)
Non-Program Services							
Corporate Development (102)	271,040	289,712	(18,672)	125,846	153,569	(27,723)	9,051
Investments (103)	101,355	10,503	90,852	373,591	9,393	364,197	(273,345)
Leonard building (rental) (210)	47,521	34,167	13,354	46,136	40,601	5,536	7,818
Total Non-Program Services	419,915	334,381	85,534	545,573	203,563	342,009	(256,475)
Total Program and Non-Program Services	9,566,925	10,052,775	(485,850)	9,273,923	9,060,408	213,515	(699,365)
Arbor Circle Other (104)**	(82,061)	0	(82,061)	(102,675)	-	(102,675)	20,614
Total net income (loss)	9,484,864	10,052,775	(567,911)	9,171,248	9,060,408	110,840	(678,752)

**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	46,743.85	(4,431.22)
Cash & Cash Equivalents-Saving	829.31	633.01
Accts Receivable - Federal	245,969.79	359,746.74
Accts Rec - N180/CMH Other	211,142.27	201,197.40
Accts Receivable - DHS (FIA)	125,401.17	144,126.10
Accts Receivable - Grants	341,248.86	316,555.75
Accts Receivable - FC/Adoption	291,325.26	256,773.06
Accts Receivable - Other	233,759.44	501,954.11
A/R - Client Billings	1,121,954.95	881,360.73
Promise to Give - United Way	26,358.50	29,831.08
AR Medicaid Outreach	97,472.46	97,472.46
Prepaid Expenses and Other	328,368.22	336,788.21
Right of Use Asset	376,989.14	376,989.14
TOTAL CURRENT ASSETS	3,447,563.22	3,498,996.57
FIXED ASSETS		
Property and Equipment	5,814,908.18	5,814,908.18
Accumulated Depreciation	2,956,372.63	2,937,266.28
Construction in Progress	54,815.50	54,815.50
TOTAL FIXED ASSETS	2,913,351.05	2,932,457.40
OTHER ASSETS		
Investments - Long Term	2,762,918.41	2,766,674.23
Investments - Short Term	2,216,250.62	2,201,541.03
GRCF Endowment	216,648.21	208,859.76
GRCF - Spendable Balance	31,645.00	31,645.00
TOTAL OTHER ASSETS	5,227,462.24	5,208,720.02
TOTAL ASSETS	11,588,376.51	11,640,173.99
LIABILITIES AND NET ASSETS		
LIABILITIES		
Accounts Payable	331,892.35	467,091.69
NW180 Advance Payable	586,086.00	586,086.00
Current Portion OCC Loan	48,448.71	48,301.07
Current Portion Leonard Loan	40,282.19	40,159.43
Current Lease Liability	135,792.62	135,792.62
Accrued Wages & Payroll Taxes	377,356.11	374,671.57
Deferred Revenue	389,788.37	371,488.83
TOTAL CURRENT LIABILITIES	1,909,646.35	2,023,591.21
LT Portion OCC Loan	903,804.77	907,855.58
LT Portion Leonard Bldg Loan	751,461.94	754,829.96
LT Portion Lease Liability	241,195.52	241,195.52
YAS Fiduciary Funds	1,611.54	1,611.54
LYL	2,764.64	2,764.64
LT Security Deposit	7,488.00	7,488.00
TOTAL LONG TERM LIABILITIES	1,908,326.41	1,915,745.24
TOTAL LIABILITIES	3,817,972.76	3,939,336.45
DEFERRED REVENUE		
Board Design Future Yr U.W.	.00	.00
Deferred Revenue	.00	.00
Deferred Medicaid Outreach	47,228.93	47,228.93
TOTAL DEFERRED REVENUE	47,228.93	47,228.93
NET ASSETS		
Permanently Restricted	216,648.21	208,859.76
Temporarily Restricted	220,122.52	231,904.56
Board Designated Net Assets	.00	.00
Unrestricted Net Assets -Prior	7,854,315.56	7,850,321.97
NET ASSETS (CURRENT YEAR)	(567,911.47)	(637,477.68)
TOTAL NET ASSETS	7,723,174.82	7,653,608.61
TOTAL LIABILITIES AND NET ASSETS	11,588,376.51	11,640,173.99

Arbor Circle Corporation
INCOME STATEMENT

FEBRUARY 28, 2025

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	FEBRUARY	ANNUAL Y-T-D	Y-T-D	OF BUDGET
REVENUE:				
Network 180 Grants	313,418.00	1,629,907.29	2,579,334.33	63.19
Other County/State Depts	427,941.38	2,155,093.34	2,204,217.00	97.77
Federal Government Revenue	206,877.79	926,135.74	740,790.80	125.02
United Way Community Care	11,124.49	55,622.45	53,625.80	103.72
United Way Designated	105.60	5,787.12	2,083.35	277.78
Medicaid Outreach Revenue	.00	.00	.00	.00
Other Grants	281,896.74	1,513,711.60	1,470,614.80	102.93
Total Contractual Revenues	1,241,364.00	6,286,257.54	7,050,666.08	89.16
Service Reimbursements				
Medicaid Reimbursements	58,060.00	274,390.00	232,124.18	118.21
Medicare Reimbursements	5,370.00	33,615.00	46,027.94	73.03
Government Reimbursements	8,070.29	36,537.79	44,477.06	82.15
Commercial Insurances	124,646.24	607,241.68	830,405.42	73.13
Client Pay	11,960.54	64,297.76	58,837.91	109.28
CMH Fees-Other	6,783.77	23,975.42	33,475.80	71.62
CMH Fee for Service	657,494.17	2,492,515.51	1,743,638.56	142.95
Discretionary Reimbursements	1,985.56	11,749.34	18,472.45	63.60
Contractual Allowances	(149,706.32)	(639,956.28)	(539,409.17)	118.64
Total Service Reimbursements	724,664.25	2,904,366.22	2,468,050.15	117.68
Fund-raising				
Donations	7,601.82	133,167.68	96,693.75	137.72
United Way Transfer	(11,124.49)	(55,622.45)	(55,123.45)	100.91
Special Events	6,605.53	32,489.02	.00	.00
Total Fund-raising Revenues	3,082.86	110,034.25	41,570.30	264.69
Other				
Donated Goods and Services	14,144.83	53,585.31	32,541.70	164.67
Miscellaneous	300.00	11,407.82	13,056.65	87.37
Interest and Dividend Income	70.07	670.02	1,666.65	40.20
Rental Income	9,504.10	47,520.50	47,520.40	100.00
Total Other Revenues	24,019.00	113,183.65	94,785.40	119.41
TOTAL REVENUES	1,993,130.11	9,413,841.66	9,655,071.93	97.50

Arbor Circle Corporation
INCOME STATEMENT

FEBRUARY 28, 2025

	PERIOD TO DATE	YEAR TO DATE	BUDGET	PERCENT
	FEBRUARY	ANNUAL Y-T-D	Y-T-D	OF BUDGET
EXPENDITURES:				
Salaries	1,197,067.87	6,506,474.09	6,327,729.79	102.82
FICA	85,343.20	464,954.54	525,137.95	88.54
Unemployment	2,001.22	7,873.84	9,666.89	81.45
Workman's Compensation	(1,028.90)	34,468.88	39,999.95	86.17
Health/Dental/Vision Insurance	149,513.33	696,212.13	700,000.00	99.46
Disability/Life Insurance	8,837.93	45,432.59	45,833.35	99.13
Pension	31,788.01	166,160.26	158,423.75	104.88
Other Employee Benefits	8,045.37	13,706.77	15,666.75	87.49
Contracted Srvs Direct	19,275.00	112,315.00	143,199.35	78.43
Contracted Srvs Indirect	82,128.47	411,620.53	275,281.99	149.53
Sent To Collection	.00	.00	4,583.30	.00
Recovery Sent to Collection	.00	.00	.00	.00
Calc Doubtful Acct Allowance	.00	.00	.00	.00
Write-Off Expense	7,856.43	35,344.82	30,000.05	117.82
Respite Services Purchased	.00	3,821.68	3,500.00	109.19
Client Discretionary	107,692.65	386,222.95	365,584.65	105.65
Client Transportation	3,116.91	12,056.54	11,448.55	105.31
Operating Supplies	11,570.20	47,782.90	141,461.40	33.78
Occupancy Expenses	67,241.34	296,038.23	239,666.14	123.52
Office Supplies	1,641.93	8,386.39	8,010.55	104.69
Printing	565.40	2,017.10	4,856.30	41.54
Telephone	14,840.55	75,437.56	80,715.60	93.46
Postage	641.40	3,203.28	2,681.40	119.46
Dues and Subscriptions	24,342.87	133,033.19	166,383.90	79.96
Events	2,242.50	21,801.56	7,604.20	286.70
Recruitment & Advertising	6,277.00	44,310.60	41,895.95	105.76
Public Awareness	.00	.00	1,875.00	.00
Insurance Expense	10,018.73	50,093.72	50,093.80	100.00
Staff Travel	47,737.14	224,484.81	240,323.25	93.41
Miscellaneous	2,019.40	9,717.30	7,604.20	127.79
Equipment Purchases	3,060.40	33,827.94	30,479.90	110.98
Conferences	11,482.83	51,640.16	77,506.60	66.63
Donated Goods & Services	14,144.83	53,585.31	32,541.70	164.67
Billing Support	.00	.00	.00	.00
Program Support	.00	.00	.00	.00
Administration	.00	.00	(.01)	.00
TOTAL EXPENDITURES	1,919,464.01	9,952,024.67	9,789,756.20	101.66
OPERATING INCOME (LOSS)	73,666.10	(538,183.01)	(134,684.27)	399.59
Other (Revenues)/Expenses				
Depreciation Building & Improv	11,721.71	58,962.92	57,072.70	103.31
Depreciation Equipment	5,684.02	28,420.05	32,586.85	87.21
Mortgage Interest Expense	5,436.49	27,197.38	26,635.38	102.11
Investment Fees	15.35	10,502.64	8,333.35	126.03
Investment Interest Income	(20,441.14)	(73,573.57)	(35,416.65)	207.74
Unrealized (Gain) Loss Invest.	1,683.46	(21,780.96)	(83,333.35)	26.14
TOTAL OTHER (REVENUES)/EXPENSES	4,099.89	29,728.46	5,878.28	505.73
NET REVENUES OVER/(UNDER) EXPENSES	69,566.21	(567,911.47)	(140,562.55)	404.03
BASE PERCENTAGE:	25.00	25.00	25.00	100.00

Arbor Circle Corporation
Statement of Cash Flows
For the Month Ended February 28, 2025

Cash flows from operating activities	ACTUAL	YTD
Change in net assets	\$ 69,566	\$ (567,911)
Adjustments to reconcile change in net assets to net cash provided by (used in) operating activities		
Depreciation	\$ 19,106	\$ 89,732
Changes in operating assets and liabilities which provided (used) cash		
Receivables	\$ 93,170	\$ (165,760)
Prepaid expenses	\$ 8,420	\$ 7,879
Accounts payable	\$ (135,199)	\$ (161,972)
Fiduciary funds	\$ -	\$ (1,000)
Accrued wages and payroll taxes	\$ 2,685	\$ (38,730)
Change in Lease Liability	\$ -	\$ -
Unearned/Deferred Revenue	\$ 19,514	\$ (56,529)
Net cash provided by (used in) operating activities	\$ 77,262	\$ (894,292)
Cash flows from investing activities		
Addition of Property and Equipment	\$ -	\$ (54,816)
Disposal of Property and Equipment	\$ -	\$ -
Arbor Circle Endowment	\$ (7,788)	\$ (7,788)
Investment (Income)/Loss	\$ (10,954)	\$ (76,144)
Purchase of Investments	\$ -	\$ -
Net cash provided by (used in) investing activities	\$ (18,742)	\$ (138,748)
Cash flows from financing activities		
OCC loan	\$ (3,903)	\$ (19,586)
NW180 Advance Payable	\$ -	\$ 586,086
Leonard Buildings loan	\$ (3,245)	\$ (16,285)
Net cash provided by (used in) financing activities	\$ (7,148)	\$ 550,215
Net increase (decrease) in cash and cash equivalents	\$ 51,371	\$ (482,825)
Cash and cash equivalents, beginning of month	\$ (3,798)	\$ 530,398
Cash and cash equivalents, end of month	\$ 47,573	\$ 47,573

	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



**Family
Futures**
1985 — 2025

April 17, 2025

Arbor Circle
1115 Ball Ave NE
Grand Rapids, MI 49505

Dear Kristin Gietzen,

At the end of fiscal year 2024, Healthy Families Kent County was forced to reevaluate its services due to cuts by two different funders for the program. At that time, Family Futures had discussions with the Home Visiting Section (HVS), the Center for Quality Family Support (CQFS), and the Michigan Department of Health and Human Services (MDHHS) teams to determine the best way for the program to return to full effectiveness.

After numerous discussions and with the support of HVS, CQFS, and MDHHS, Family Futures has made the decision to deliver the Healthy Families Kent County program services directly, therefore severing the current subcontract agreements. This letter serves as your 30-day notice, as outlined in the contract between Family Futures and Arbor Circle. The contract will end on May 18, 2025. The last invoice will be due on June 10, 2025. Further information regarding what participant and financial records will need to be retained or transmitted will be sent prior to the end of the contract. In addition, any future fiscal site visits may require additional documentation from fiscal year 2025 or prior. If there are additional documents needed, we will let you know as soon as possible.

To provide the best services and avoid disruption to the families in the Healthy Families Kent County program, it is Family Futures' intent to keep the program intact as much as possible. We are inviting all home visitors to move their employment to Family Futures if they wish, to make this a smooth transition for all of the current families we are serving. Due to limited supervisor positions, we will be holding interviews for any interested supervisor who would like to continue in their role. We will follow up with further communication regarding this process to the supervisors and home visitors.

Family Futures recognizes this is a large change for all organizations, and this decision was not made lightly. Ultimately, we felt it was necessary to provide the best services to our families directly going forward. We have valued our partnership with Arbor Circle and hope we can continue to partner in the future.

Thank you,

A handwritten signature in black ink that reads 'Rachel Johnson'.

Rachel Johnson
Acting Executive Director

A handwritten signature in black ink that reads 'Twayne Howard'.

Twayne Howard
Board of Directors Chairperson