



Child & Family Services

of Northwestern Michigan

Strengthening the Fabric of the Family Since 1937

For Fiscal Year October 1, 2012—September 30, 2013

report to stakeholders

INCOME

Grants, Contracts, Private Payers	\$4,341,448
Special Events Misc. Donations	\$741,458
Additional Income	\$184,836
TOTAL INCOME	\$5,267,742

EXPENSES

Staff Salaries, Taxes and Fringe	\$3,071,996
Foster Care Payments	\$1,195,387
Operations, Facilities	\$749,993
Services, Supplies	\$172,141
Interest, Debt Charges	\$8,726
Employee Development	\$36,931
Uncollectible Charges	\$1,731
Total Expenses	\$5,236,905
Surplus Retained by CFS	\$30,837

Administrative Expenses	8.4%
Fundraising Expenses	5.45%
Combined Total	13.85%

DIRECTORS

President
Rob Tubbs

Vice President
Bryan Linck

Treasurer
Cathy Shoemaker

Secretary
Kathie Alford

Annie Campbell
Todd Endresen
Don Hakala
Jeremy Hawke
Bryce Hundley
Terry Paquet
Rick Summers
Lisa Thomas

TRUSTEES

President
Alan Olson

Vice President
Ken Petterson

Treasurer
Warren "Bud" Cline, III

Secretary
Erik Falconer

EmmLee Cameron
Galen Krupka
Sheila Morgan
Jack Otto