

MYARROWLEAF.ORG | 300 RED BUD LN - VIENNA, IL | 618.658.3079

Annual Report

FY25



arrowleaf®

Arrowleaf is a nonprofit, Southern Illinois-based human services organization committed to helping individuals and families reach their full potential while strengthening the communities where they live and work. What began decades ago as an organization focused on evaluation, planning, mental health education, and direct services has evolved into a comprehensive, community-embedded agency providing behavioral health, housing, employment, youth and family services, and community-based supports across the Southern Seven counties.

In Fiscal Year 2025, Arrowleaf served 5,345 individuals through direct service programs, with additional impact reaching thousands more through prevention, outreach, supported employment, and community collaboration. Services span the full continuum of care, with 64% of clients receiving behavioral health services, alongside housing supports, developmental services, and employment pathways. Through mission-driven enterprises, nearly 4,800 customers supported inclusive employment opportunities for individuals with disabilities, and 534 additional individuals benefited from indirect services such as prevention and outreach.

Arrowleaf supported its largest workforce to date in FY25, employing 241 staff positions throughout the year with a year-end headcount of 206 across more than 20 locations. The organization also provided 41 supported employment opportunities for individuals with disabilities and helped create or sustain an estimated 370 jobs across the regional economy. With an average staff tenure of five years, a 75% retention rate, and strong employee engagement and leadership confidence, Arrowleaf continues to invest intentionally in workforce stability and well-being.

Financially, Arrowleaf generated \$17.0 million in revenue in FY25—a 9% increase over the prior year and a 198% increase since FY2015—reflecting long-term growth, diversification, and fiscal stewardship. Through local payroll, purchasing, and capital investment, Arrowleaf produced an estimated \$27 million economic impact across Southern Illinois. At the same time, the organization provided more than \$511,000 in unreimbursed charitable care, a 10.8% increase over FY24, ensuring access to essential services regardless of ability to pay.

Arrowleaf has continued to adapt and grow through major external challenges, including the 2008 recession, the Illinois Budget Impasse (2015–2018), and the COVID-19 pandemic. In 2020, the organization adopted the name Arrowleaf to reflect the full scope of its work. A 2022 merger with Union County Counseling Services, Inc. expanded service capacity, followed by strategic facility investments including a new Massac County office in Metropolis (July 2024) and the reopening of the renovated Cairo office (August 2024).

about our organization

Innovation and economic opportunity are central to Arrowleaf's approach. In FY25, Arrowleaf continued to expand Clyffe Café, a full-service café in Vienna providing meaningful, wage-paying employment for individuals with disabilities while serving as a community gathering space. The organization also advanced workforce access through its Mobile Career Center, bringing employment and training services directly to rural communities.

Arrowleaf's impact is reinforced by trust and community voice. In FY25, clients rated their experience 4.5 out of 5, consistent with prior years, citing compassion, quality care, and life-changing support. Stakeholders reported 100% satisfaction, strong alignment with community needs, and an exceptional Net Promoter Score of 85. Staff feedback reflected high engagement, confidence in leadership, and pride in mission—while also guiding continued focus on capacity, recognition, and sustainability in a demanding service environment.

Today, Arrowleaf remains focused on expanding housing stability, advancing inclusive employment, strengthening behavioral health access, investing in its workforce, and sustaining long-term financial resilience. Guided by data, lived experience, and community partnerships, Arrowleaf continues to build a Southern Illinois where individuals thrive, communities are stronger, and opportunity is accessible to all.

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FY25 revenue \$17M

increase in revenue compared to FY24

- \$558,744 increase in grants
- \$559,175 increase in fee-for-service
- \$340,645 increase in other sources

increase in revenue since FY15 198%

9% increase in revenue
from the previous year

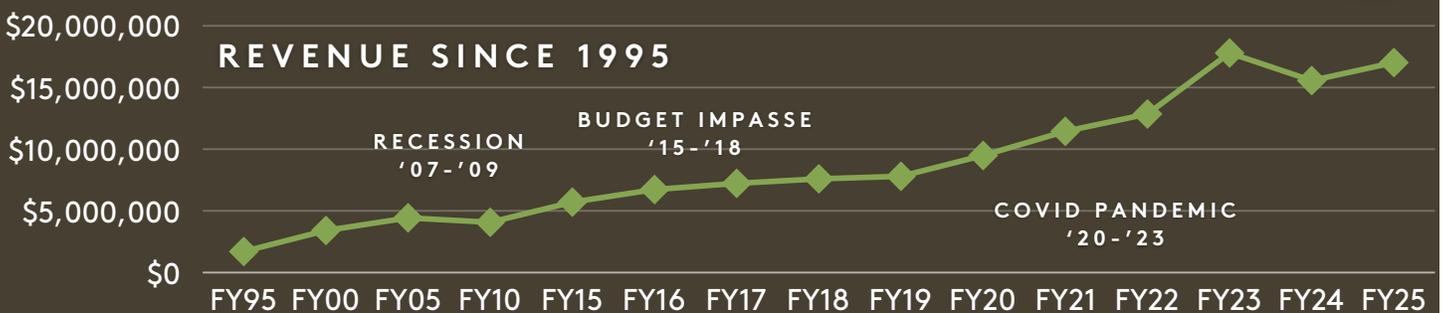
Arrowleaf's total revenue for Fiscal Year 2025 reached \$17,020,534, reflecting a 9% increase over the prior year and reinforcing the organization's strong and diversified funding base. Growth in Other Income was driven primarily by the Employee Retention Credit (ERC), totaling \$654,580, which provided critical reimbursement for workforce investments made during and following the COVID-19 public health emergency. Fee-for-service revenue increased by 11%, due largely to residential rental income associated with Arrowleaf's housing portfolio, including the opening of the Garden Apartments of Anna, which expanded access to stable, supportive housing in the region.

Grant revenue reflected both transition and momentum. In FY25 Arrowleaf successfully launched new grant-funded initiatives, including SAFE, STOP, and CST, while several long-standing funding streams—RCORP, EPRCRE, and CMHC—reached their planned conclusion. This evolution underscores Arrowleaf's ability to adapt strategically, secure new resources, and sustain services despite shifts in the funding landscape.

While FY25 presented financial challenges common across the human-services sector, the year also demonstrates the strength, flexibility, and resilience of Arrowleaf's financial strategy, grounded in diversification, responsible growth, and proactive planning.



revenue



a decade of growth



Over the past decade, Arrowleaf's revenue has grown from \$5,708,568 in FY2015 to \$17,020,534 in FY2025—nearly a 200% increase. This entire period of growth has occurred under the leadership of Arrowleaf's current Chief Executive Officer, Sherrie L. Crabb, and the executive leadership team she has developed, reflecting a sustained commitment to innovation, collaboration, and responsible fiscal stewardship.

What began decades ago as a small organization focused on evaluation, planning, and mental health education has evolved into a comprehensive human-services agency, delivering behavioral health, housing, employment, prevention, and community-based supports across the Southern Seven counties. Through economic downturns, the Illinois Budget Impasse (2015–2018), and the COVID-19 pandemic, Arrowleaf has continued to adapt, expand, and deliver high-impact services—ensuring continuity of care while strengthening its financial foundation for the future.

FY25

\$27M economic impact

IMPLAN methodology income multiplier 1.6 / Direct & indirect total impact

Salaries & Benefits: \$12,335,052 (5% increase from FY24)

Goods & Services: \$4,080,248 (increase of 31%)

Capital Investments: \$1,289,830 (increase of \$1%)

jobs filled 241

Employee year-end headcount: 206 (+5 FY24)

Job Vacancies: 15 (+1 FY24)

Client employment year-end headcount: 41 (+4 FY24)

jobs created 370

IMPLAN methodology
scalar employment
factor 1.5 = 129

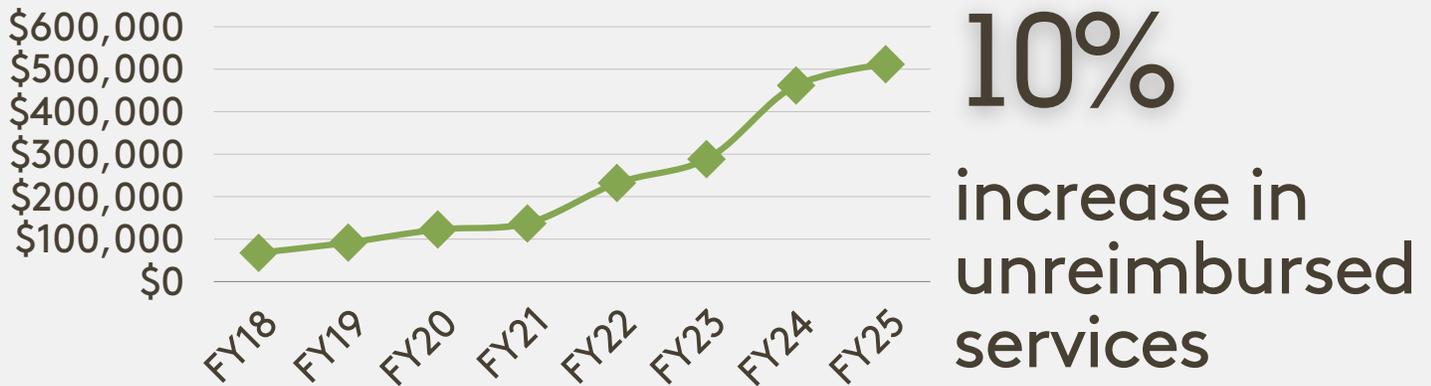
In FY25, Arrowleaf invested nearly \$17.5 million directly into Southern Illinois, generating an estimated regional economic impact exceeding \$27 million. This investment supported the largest workforce in Arrowleaf’s history, including 241 staff positions throughout the year and a year-end headcount of 206 employees, reinforcing Arrowleaf’s role as a major employer across the Southern Seven counties.

Arrowleaf’s operations created or sustained an estimated 370 jobs, including 41 supported employment opportunities for individuals with disabilities, advancing inclusive workforce participation while strengthening the regional labor market. Strategic wage adjustments, program expansion, travel reimbursements, and capital investments ensured that Arrowleaf dollars circulated locally—supporting families, stabilizing households, and strengthening small businesses and service providers throughout the region.

As Arrowleaf employees live, work, and spend in the communities we serve, each dollar invested multiplies in impact—supporting housing, food systems, transportation, healthcare access, and local commerce. Through intentional economic stewardship, Arrowleaf functions not only as a critical human-services provider, but as a sustained economic engine—driving growth, workforce stability, and long-term resilience across Southern Illinois.

economic impact

charitable services & community benefit



In FY25, Arrowleaf provided more than \$5.1 million in service-related financial adjustments, reflecting the realities of delivering care within complex public and private reimbursement systems while serving some of the region’s most vulnerable populations. These adjustments include contractual obligations with Medicaid and other payers, sliding-scale discounts, non-billable services, and uncollectible balances—ensuring individuals are not denied care due to financial hardship or system barriers.

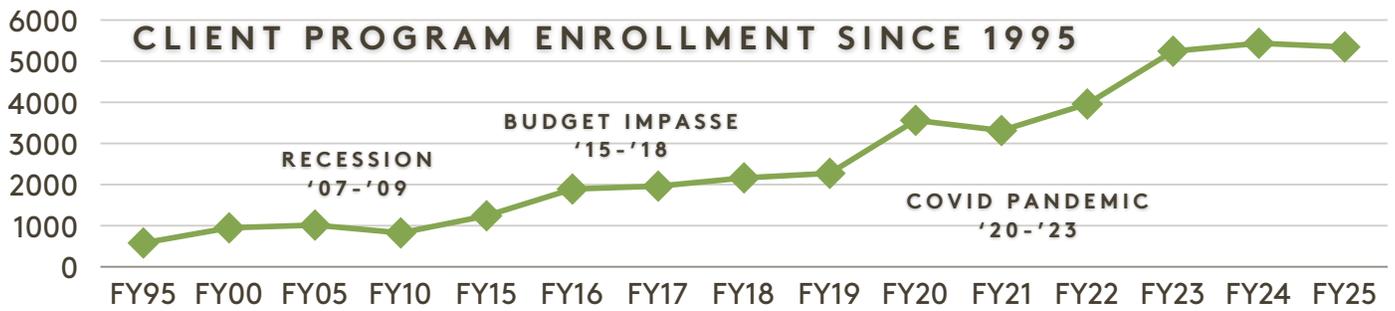
Of this total, \$511,646.59 represents direct unreimbursed charitable services, an increase of \$49,961.59 (10.8%) over FY24. This growth highlights the rising demand for care among individuals who are uninsured or underinsured and underscores Arrowleaf’s ongoing role as a safety-net provider in Southern Illinois.

Through income-based sliding fee scales, uncompensated treatment, and essential non-billable services, Arrowleaf continues to prioritize access, equity, and continuity of care—absorbing costs to meet critical needs across behavioral health, developmental services, and community-based programs. While not all adjustments represent charitable care, each reflects Arrowleaf’s commitment to serving high-need populations within underfunded and highly regulated systems.

Together, these charitable services and community benefits strengthen families, reduce crisis-driven care, and contribute to healthier, more stable communities across the Southern Seven counties—demonstrating Arrowleaf’s mission in action and its enduring commitment to ensuring that care remains accessible to all, regardless of ability to pay.



clients & customers



5,345
clients enrolled in direct service programs

- 64% in behavioral health
- 32.4% in community collaboration
- 3.6% in developmental services

4,793
customers purchasing goods to support client employment

534
additional clients receiving indirect services from programs

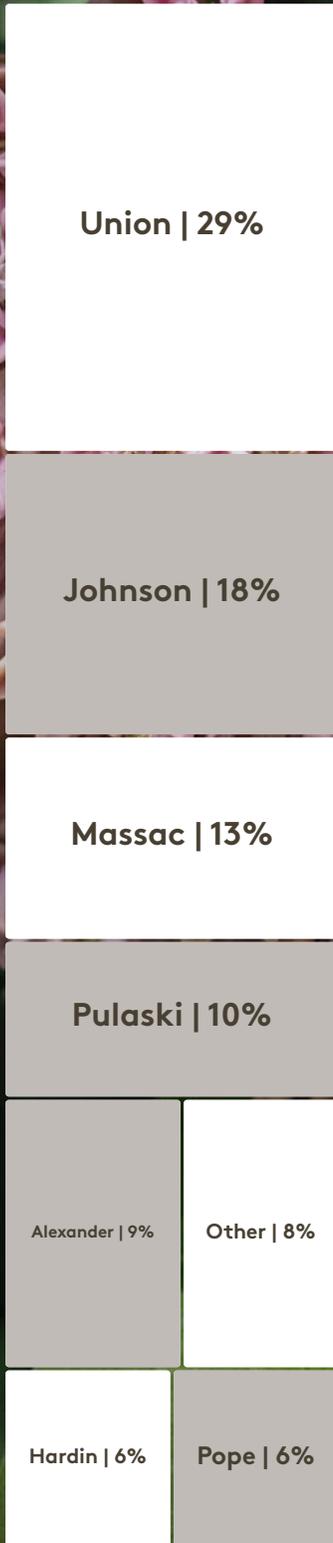
In FY25, Arrowleaf served individuals and families across Southern Illinois through both direct services and mission-driven enterprises. A total of 5,345 individuals were enrolled in direct service programs, with 64% receiving behavioral health services, 32.4% engaged through community collaboration, and 3.6% supported through developmental services.

Arrowleaf’s impact extends beyond direct services through supported employment and social enterprise initiatives. In FY25, 4,793 customers purchased goods and services that directly supported employment opportunities for individuals with disabilities, while an additional 534 individuals benefited from indirect services such as prevention, outreach, and community-based programming.

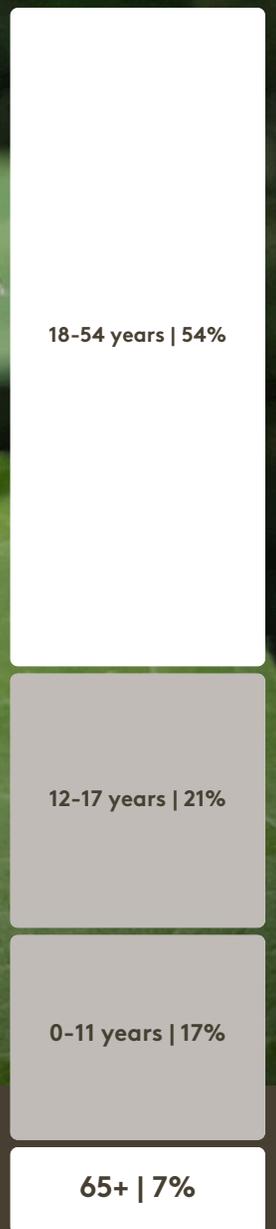
Client enrollment trends since 1995 reflect Arrowleaf’s long-term growth and resilience—expanding services through economic recessions, the Illinois Budget Impasse, and the COVID-19 pandemic. Together, these figures highlight Arrowleaf’s commitment to accessible services, inclusive employment, and community-driven impact across the Southern Seven counties.

FY25

counties served



age groups served



26 veterans served

15,517 working hours paid to clients

93% of clients served are non-hispanic

79% are white & 11% are black/african american

service area

client & stakeholder referral engagement

889

crisis referrals

(+112 FY24)

top 3 counties for crisis referrals

Union | 397

Johnson | 158

Massac | 139

76 crisis referrals were for homelessness

30 crisis referrals were for youth runaways

(+25 FY24)

215 crisis calls were for suicidal intent (103 youth | 112 adults) & 32 for attempts (15 youth | 17 adults)

In FY25, Arrowleaf experienced a significant increase in stakeholder and client engagement, reflecting both heightened community awareness and growing need for services. The organization received 889 crisis referrals, an increase of 112 referrals over FY24, with the highest volume originating from Union (397), Johnson (158), and Massac (139) Counties.

Crisis referrals included 76 referrals related to homelessness and 30 referrals involving youth runaways, underscoring the intersection of behavioral health, housing instability, and youth vulnerability across the region. Additionally, Arrowleaf responded to 215 crisis calls involving suicidal intent or attempts, including 103 youth and 112 adults, highlighting the critical role Arrowleaf plays in crisis response and prevention.

Referrals continue to be driven primarily by individuals and families seeking help directly, with 46% of all referrals initiated by clients or their family members. At the same time, demand for services continues to outpace capacity. In FY25, 278 individuals were waitlisted for behavioral health services, waiting an average of 64 days before assessment, and only 41% were able to keep their first appointment once assigned. Massac County referrals alone increased by 33%, further illustrating the growing pressure on local service systems.

Together, these data points reflect Arrowleaf's position as a trusted access point for care, while also highlighting the urgent need for expanded capacity, workforce investment, and system-level collaboration to meet rising demand across Southern Illinois.

278

clients waitlisted for behavioral health services, spending an average of 64 days before assignment...only 41% kept their first appointment following assignment

Massac County referrals increased by

33%

In FY25, clients rated their overall experience receiving services from Arrowleaf at 4.5 out of 5, consistent with the previous year. This sustained rating reflects strong satisfaction with the quality of care, compassion of staff, and positive outcomes experienced by individuals and families across the region.

Client feedback consistently highlights the life-changing impact of services, particularly in behavioral health care. Many individuals shared that Arrowleaf played a critical role in stabilizing their mental health, preventing suicide, supporting accurate diagnosis, and improving overall quality of life. Clients frequently described staff as compassionate, supportive, and genuinely invested in their well-being—often crediting Arrowleaf with helping them “get back on their feet” and encouraging others to seek help.

At the same time, client feedback also points to ongoing challenges within the broader behavioral health system. Some clients noted that staff turnover and long wait times for behavioral health services affected continuity of care and access—concerns that mirror statewide workforce shortages and rising demand for services. Arrowleaf continues to actively address these challenges through workforce investment, recruitment efforts, and service expansion, while remaining committed to high-quality, person-centered care.

Together, these responses underscore both the meaningful impact Arrowleaf has on individual lives and the continued need for sustained investment in behavioral health capacity across Southern Illinois.

85 net promotor score

Stakeholder feedback in FY25 reflects strong confidence in Arrowleaf’s mission, impact, and partnerships across Southern Illinois. All respondents reported satisfaction working with Arrowleaf, with 85% very satisfied and 15% somewhat satisfied. Alignment with community needs was also strong, as 93% of stakeholders indicated Arrowleaf’s work aligns extremely well with the needs of their communities or organizations.

Arrowleaf’s programs were widely viewed as impactful, with 93% of respondents rating them as extremely or very impactful. Communication and responsiveness were rated positively, with 93% describing communication as excellent or good, and Arrowleaf earned a Net Promoter Score of 85, reflecting high levels of trust and willingness to recommend Arrowleaf’s services and partnerships.

Qualitative feedback reinforced these results, with stakeholders describing Arrowleaf as compassionate, innovative, and deeply connected to the communities it serves. Program initiatives such as Clyffe Café, the Mobile Career Center, Dixon Springs Pool, and the Garden Apartments of Anna were highlighted as examples of community-based innovation. While feedback was overwhelmingly positive, stakeholders also noted opportunities to expand capacity, strengthen workforce training, improve communication consistency, and reduce wait times—areas that align with Arrowleaf’s ongoing strategic priorities.

client & stakeholder feedback

employee feedback

In FY25, Arrowleaf's employee satisfaction survey results reflect a highly engaged, mission-driven workforce with strong confidence in leadership, meaningful work, and organizational culture—alongside clear insights into areas requiring continued focus as the organization grows.

Overall satisfaction with Arrowleaf as an employer remains strong, with the vast majority of employees reporting they are extremely or somewhat satisfied working at the organization. Employees demonstrated a clear understanding of their roles and how their work contributes to Arrowleaf's long-term success, with nearly all staff (97.6%) agreeing they understand their impact on the organization's future.

leadership, trust & communication

Confidence in leadership emerged as a key strength. Over 95% of employees reported confidence in the senior leadership team, and more than 90% agreed that leadership has communicated a motivating vision for the future. Employees also expressed strong comfort providing feedback to management and confidence that concerns are addressed effectively—reinforcing a culture of open communication and transparency. Nearly 90% of staff agreed that Arrowleaf communicates transparently about its financial health and future plans.

supervision, culture & collaboration

Staff reported exceptionally positive experiences with supervisors and managers. More than 97% of employees indicated they feel supported by their supervisor and have a good working relationship with management. Teamwork and collaboration were also highly rated, with over 90% of employees agreeing that collaboration is encouraged throughout the agency. Nearly all respondents described Arrowleaf as having a positive workplace culture, grounded in respect, collaboration, and shared purpose.

engagement, growth & retention

Employee engagement remains high, with over 90% of staff reporting they feel engaged and motivated in their roles. Professional growth and development were also viewed positively:

- 83.8% of employees agreed there is a clear pathway for career progression
- 86% see opportunities for advancement or skill development
- 90.7% feel they have room for growth in their role

These perceptions contribute to strong retention indicators, as 83.8% of employees reported seeing Arrowleaf as a long-term career choice.

benefits, wellness & work-life balance

Employees expressed strong satisfaction with Arrowleaf's benefits and wellness offerings. Over 90% of staff agreed that wellness programs, benefit variety, and work-life balance supports meet their needs. Most employees reported that their workload allows for a healthy work-life balance and that their physical or virtual work environment supports productivity and well-being.

compensation & job stability

While perceptions of compensation were generally positive—76.7% of employees reported feeling paid fairly—staff feedback also reflected broader workforce pressures tied to cost-of-living increases and funding limitations common in the human-services sector. Similarly, while 67.4% of employees expressed confidence in job stability, some respondents voiced concern related to funding uncertainty and program sustainability, underscoring the importance of continued transparency and long-term planning.

inclusion, belonging, recognition & staff voice

Staff feedback in FY25 reflects a generally positive sense of inclusion, belonging, and recognition at Arrowleaf. Measures related to accessibility, inclusion, and community belonging produced strong Net Promoter Scores (53–62), while responses related to recognition equity, authenticity, and DEIAB feedback were more varied—highlighting opportunities to strengthen consistency across roles and locations. Employees described Arrowleaf as supportive and mission-driven, while also offering candid feedback on workload, compensation pressures, facilities, and organizational growth. Together, these insights reflect a workforce deeply committed to Arrowleaf's mission and inform ongoing efforts to strengthen employee experience and workforce sustainability across Southern Illinois.

206 end of year headcount (+5 FY24)

5 YEARS

average tenure

75%

retention rate (+5% FY24)

1,167

job applicants (+543 FY24)

91%

new hire retention (+4% FY24)

strategic goals

| Strategic Priority | Key Goals (FY25–27) |
|--|---|
| Supported Employment & Economic Prosperity | <ul style="list-style-type: none">• Launch Riverbend Canteen in Golconda• Grow Clyffe Cafe's impact• Open nonprofit grocery store in Vienna• Expand DRS contracts• Strengthen recruitment pathways for underserved groups |
| Housing & Community-Based Services | <ul style="list-style-type: none">• Open Non-Congregate Shelter in Cairo• Develop Garden Apartments in Anna• Grow Housing First partnerships• Expand housing/employment support for veterans, parents, caregivers |
| Workforce & Leadership Development | <ul style="list-style-type: none">• Address staffing shortages• Launch leadership development program• Upgrade training and onboarding• Invest in staff wellness and retention |
| Financial Sustainability & Fundraising | <ul style="list-style-type: none">• Improve billing and revenue tracking• Strengthen donor engagement• Explore refinancing for Autumn Ridge• Identify new grants |
| Volunteer & Mentorship Programs | <ul style="list-style-type: none">• Increase volunteer engagement• Launch community mentorship programs• Partner with churches & civic groups |
| Community Partnerships & Advocacy | <ul style="list-style-type: none">• Deepen ties with colleges, employers• Advocate for funding and policy support• Formalize vendor agreements• Expand social enterprise sustainability |

strategic progress update

FY25 marked steady progress across Arrowleaf's FY25–FY27 Strategic Plan. Despite ongoing workforce shortages and rising community need, Arrowleaf advanced key initiatives that strengthen economic opportunity, expand housing and services, invest in staff, and reinforce long-term financial sustainability.

supported employment & economic prosperity

Arrowleaf expanded supported employment and social enterprise efforts in FY25. Clyffe Café continued to grow, supporting meaningful, wage-paying employment for individuals with disabilities while engaging nearly 4,800 customers whose purchases directly support client employment. Planning advanced for Riverbend Canteen in Golconda, and recruitment pathways for underserved populations were strengthened through supported employment, workforce partnerships, and new program development.

housing & community-based services

Arrowleaf expanded access to stable housing with the opening of the Garden Apartments of Anna, supporting both housing stability and organizational revenue growth. Planning continued for a Non-Congregate Emergency Shelter in Cairo, alongside strengthened Housing First partnerships and housing-related employment supports—aligning with increased crisis referrals related to homelessness.

workforce & leadership development

Supporting and retaining staff remained a priority in FY25. Arrowleaf supported its largest workforce to date, made targeted wage adjustments, and expanded wellness initiatives. Staff satisfaction results reflect high engagement, strong supervisory support, and confidence in leadership, while also identifying areas for continued focus, including workload balance, recognition equity, and workforce stability.

financial sustainability & fundraising

Arrowleaf strengthened its financial position with \$17.0 million in revenue, a 9% increase over FY24, and generated nearly \$27 million in regional economic impact. New grants—including SAFE, STOP, and CST—helped offset the conclusion of other funding streams. Charitable care increased by 10.8%, reinforcing Arrowleaf's role as a safety-net provider. Improvements to billing practices, revenue tracking, and financial transparency continued.

volunteer, mentorship & community partnerships

Arrowleaf deepened collaboration with schools, employers, healthcare systems, and community partners across the Southern Seven counties. Stakeholder feedback reflected exceptionally high satisfaction and trust, including a Net Promoter Score of 85. Mentorship and volunteer efforts continued to develop, laying the groundwork for expanded engagement in future years.

swot analysis

strengths

- Innovative, Adaptive Program Design
- Mission-Driven, Values-Aligned Culture
- Deep Community Integration & Trust
- Effective Use of Public & Grant Funding
- Commitment to Equity, Access & Inclusion
- Strong Brand & Public Presence
- Responsive, High-Performing Leadership Team

weaknesses

- Internal Communication & Consistency Gaps
- Workforce Retention & Burnout Pressures
- Limited Mid-Level Leadership Capacity
- Inconsistent Recognition & Inclusion Experience
- Reactive Operational Load
- Limited Internal Data & Evaluation Capacity
- Facilities & Maintenance Strain

opportunities

- Infrastructure & Site Expansion
- Workforce Pipeline & Leadership Development
- Expanded Storytelling & Visibility
- Diversification of Revenue Streams
- Public Policy & Advocacy Momentum
- Expansion of Social Enterprise Models
- Technology & Systems Modernization

threats

- Human Services Workforce Shortages
- Rising Operational & Cost-of-Living Pressures
- Policy & Reimbursement Uncertainty
- Capacity Constraints vs. Community Demand
- Vicarious Trauma & Wellness Risks
- Limited Affordable Housing Options
- Technology & Infrastructure Growth

executive leadership



Sherrie L. Crabb
chief executive officer

Nora B. Bullock
chief financial officer

Kerie Moore
chief program officer

Sydney Charles
chief human resources officer

Scott Werner
safety & security officer

Katelynn Arrison
comptroller

Marisa Varney
behavioral health officer

Lisa Dutton
senior financial director – payables

Laura Cowser
senior financial director – receivables

Mallory Hartman
senior director of human resources – talent strategy
& development

Donna Stone
senior program director – developmental services

Fallon Millis
senior program director – behavioral health: quality
care

Raelyn Melton
senior program director – behavioral health: clinical
services

Emily Middleton
senior program director – community collaboration:
prevention & advocacy services

Bryan Throgmorton
senior program director – community collaboration:
foundational resources

Heather Thompson
senior program director – community collaboration:
specialized housing solutions

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Artie McBride
president

Aaron S. Hale
vice-president

D. Wayne Dunn
secretary/treasurer



Kelsi Love

Jennifer Mize

Jennifer Schindl

Amanda Hannan

Scott Trovillion

Leslie Cornelious-Weldon

Linda Boyd

Marsha Griffin



arrowleaf[®]

Growth. Community. Transformation.

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Office Hours

Monday - Friday

8:30am to 4:30pm*

**evenings available by appointment*

24/7 Crisis Line

618.658.2611

Our name, Arrowleaf, holds a lot of meaning in our community. The Arrowleaf plant is indigenous to Southern Illinois and the Shawnee National Forest region. Thriving in adverse conditions of sand and gravel, this plant is both beautiful and resilient, just like the people we work with who overcome adversity and find ways to fulfill their potential despite the challenges they face.



for more, visit
myarrowleaf.org