

**Northwest Youth Services Budget - 2021 - Approved By Board 12142020**

**Summary - All Cost Centers**

<b>Core Mission Support</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>	
Average Annual FTEs	9.14		6.77	2.37	9%	
Total Revenues	77,240		54,577	22,663		
Total Personnel	(193,043)		(89,813)	(103,230)		
Total Operating	(308,454)		(172,309)	(136,145)		
<b>Net Surplus (Deficit)</b>	<b>(424,257)</b>		<b>(207,545)</b>	<b>(216,712)</b>		deficit to be funded by Development
<b>Original Net Surplus (Deficit)</b>	<b>(406,062)</b>		<b>Variance</b>	<b>(18,194)</b>		<b>(424,257)</b>

**Core Mission Support:** CMS includes the operations, finance, HR, and executive teams, as well as projected expenses for right-sized office space in 2021 and standard overhead operational expenses. Certain CMS expenses that are directly billable to restricted program funds are included in program budgets to better utilize contract revenues. The remaining organizational operations costs (deficit) in the CMS budget will be covered by the unrestricted funds in the Development budget. Other adjustments: Added .25 of Page's time to CMS for training across all programs. Removed .5 FTE for HR. Added \$11,000 to CMS operations costs for New ED transition, coaching, and potential moving costs per Board Chair. Interim ED projected in the budget for one month overlap of 10 hours/wk for onboarding of the New Executive Director.

<b>Development</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>	<b>Projected Revenue Development</b>
Average Annual FTEs	3.00		3.00	0.00	7%	
Total Revenues	631,169		637,445	(6,276.39)		266,562
Total Personnel	(297,220)		(282,964)	(14,256.44)		
Total Operating	(67,386)		(35,637)	(31,749.03)		
<b>Net Surplus (Deficit)</b>	<b>266,562</b>		<b>318,844</b>	<b>(52,282)</b>		
<b>Original Net Surplus (Deficit)</b>	<b>333,434</b>		<b>Variance</b>	<b>(66,872)</b>		<b>Overall Deficit between development and CMS</b>

**Development:** The surplus unrestricted funds in Development are designated to cover the remaining deficit in the Core Mission Support budget. Core Mission Budget additions includes \$3,000 VISTA plan which is half of cost shared by Ground Floor Budget.

<b>Capital Projects</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>
Average Annual FTEs	0.00		1.55	(1.55)	4%
Total Revenues	200,000		123,143	76,857	
Total Personnel	0		(66,693)	66,693	
Total Operating	(227,401)		(56,404)	(170,997)	
<b>Net Surplus (Deficit)</b>	<b>(27,401)</b>		<b>46</b>	<b>(27,447)</b>	
<b>Original Net Surplus (Deficit)</b>	<b>(20,000)</b>		<b>Variance</b>	<b>(7,401)</b>	

**Capital Projects:** Frame for the Capital funds for PAD remodel awarded from the State of WA. Reimbursement funding for remodel.

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<b>COVID-19 Response</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>
Average Annual FTEs	2.28		0.00	2.28	4%
Total Revenues	692,483		0	692,483	
Total Personnel	(156,735)		0	(156,735)	
Total Operating	(539,659)		0	(539,659)	
<b>Net Surplus (Deficit)</b>	<b>(3,910)</b>		<b>0</b>	<b>(3,910)</b>	
<b>Original Net Surplus (Deficit)</b>	<b>0</b>		<b>Variance</b>	<b>(3,910)</b>	

**COVID-19 Response:** Includes funding remaining from 2020 ERAP contracts, possible new ERAP and T-RAP funding, and remaining funds from 2020 COVID grants and donations. Continuing to cover most urgent expenses for items such as PPE, cleaning supplies, some client support, and remote work expenses.

<b>Housing Services</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>
Average Annual FTEs	29.09		29.17	(0.08)	43%
Total Revenues	2,142,393		1,752,886	389,506.74	
Total Personnel	(1,644,120)		(1,319,773)	(324,347.33)	
Total Operating	(706,269)		(461,416)	(244,853.04)	
<b>Net Surplus (Deficit)</b>	<b>(207,997)</b>		<b>(28,303)</b>	<b>(179,694)</b>	
<b>Original Net Surplus (Deficit)</b>	<b>(43,592)</b>		<b>Variance</b>	<b>(164,404)</b>	

**Housing Services:** Our Whatcom Housing program included Transitional Living, HUSLY shelter, Rapid Rehousing, and the 22 North project. Personnel FTEs are completely funded and some FTEs have been shifted from other program budgets to align with new revenue sources.

22 North Capital Campaign funds will need to be utilized for direct client support/operating in 2021 while Housing and Development seek new sources of 22 North operations funds.

Skagit Housing: Our Skagit Housing program includes Transitional Living, HUSLY shelter, and Rapid Rehousing services in Skagit County. PRIORITY-HOUSED YOUTH STAY HOUSED

2 Main contracts for the Housing Program are federal contracts that do not allow much expense for overhead/operations of the program. There is also an expectation that youth subsidy would decrease as youth stability increases. The pandemic impact to youth is reflected in the subsidy needs. This budget does not reflect any decrease in subsidy for youth rents to ensure housed youth remain housed in the later part of the year. There is no flex in these federal contracts in regard to line items needing more funding. The Skagit Team will focus on their big picture plan with strong support from development and peers to increase revenue by building/strengthening relationships with jurisdictions, donors and community organizations.

PAD: Revenue reviewed. Program is funded for 10.8 FTE from Grants and Contracts.

FTE breakdown for safe operations and licensing requirements. 11.13 FTEs direct service, 1.4 FTE coverage for vacations/on call, .18 for shift differential costs, .08 FTE Data collection/reporting, .24 FTE supervision by Director level supervisor (req by licensing). Total 13.13 FTE. Program is underfunded operationally for minimum requirements for licensing.

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<b>Healing Services</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>
Average Annual FTEs	6.66		7.42	(0.77)	11%
Total Revenues	574,087		713,944	(139,857.46)	
Total Personnel	(468,017)		(604,437)	136,420.14	
Total Operating	(159,142)		(172,739)	13,597.18	
<b>Net Surplus (Deficit)</b>	<b>(53,072)</b>		<b>(63,232)</b>	<b>10,160</b>	
<b>Original Net Surplus (Deficit)</b>	<b>(48,631)</b>		<b>Variance</b>	<b>(4,441)</b>	

**Healing Services:** The Whatcom Prevention program includes the Queer Youth Project, Whatcom Vocational, Behavioral Health, and Teen Court programs. Behavioral Health: Funding projected as cash in 2021 but booked in 2020: First Federal \$10,000, East Seattle Foundation \$27,000=\$37,000. Outstanding grants applications still in pipeline, with possible CARES monies from WH County or WA State WA for mental health services. Work Plan 2021: check quarterly progress and at mid year adjust service model and staffing accordingly.

<b>Engagement Services</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>
Average Annual FTEs	11.27		9.71	1.56	13%
Total Revenues	778,928		566,049	212,879.48	
Total Personnel	(629,147)		(495,413)	(133,734.25)	
Total Operating	(107,511)		(76,343)	(31,168.17)	
<b>Net Surplus (Deficit)</b>	<b>42,270</b>		<b>(5,707)</b>	<b>47,977</b>	
<b>Original Net Surplus (Deficit)</b>	<b>(50,389)</b>		<b>Variance</b>	<b>92,660</b>	

**Engagement Services:** Our Skagit Engagement effort includes outreach and vocational efforts in Skagit. Skagit Engagement needs far exceed the what the contracts fund. Ground Floor cost for VISTA individual \$3,000 included in operating expenses and corresponding costs reflected in the Development Budget. Whatcom Outreach program includes the Building Changes Critical Transitions services and RHYA Street Outreach services. Unspent Building Changes 2020 grant (end of February 2021) can be rolled forward to bill against starting February 2021.

<b>COMBINED TOTAL, ALL</b>	<b>2021 Budget</b>	<b>2022 Budget Est</b>	<b>2020 Budget</b>	<b>VARIANCE</b>	<b>% of Budget</b>
Average Annual FTEs	61.44		57.62	3.82	100%
Total Revenues	5,096,299.67		3,848,044.00	1,248,255.67	
Total Personnel	(3,388,282.66)		(2,859,093.00)	(529,189.66)	

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Total Operating	(2,115,821.53)	(974,848.00)	(1,140,973.53)
Net Surplus (Deficit)	(407,805)	14,103	(421,908)
Funds to Reserves	50,963		
Approved Surplus (Deficit)	(458,768)		
	\$203,000.00 awards booked in 2020 for 2021		
	<b>-255,768 Projected surplus/(deficit)</b>		

All Cost Centers updated and reviewed with Program Managers, Finance Team and Interim Executive Director. Program Priorities: Keep housed youth in their housing through the pandemic. All funding sources projected use at capacity except for federal funds designated for specific expenses. See Skagit Budget Work Plan attached. Total Organization Budget: Total Deficit (\$245,534). (Satterberg and other cash to be used in 2021 approx \$150,000) Behavioral Health Awards cash in 2021 \$37,000 Outreach \$16,000 total cash Total= \$203,000 offset of projected deficit. Final projection deficit (\$85,938)

Original Approved Surplus (Deficit)	(96,226)	2020 Avg FTE	2021 Avg FTE
Variance	(159,542)	\$ 56,946.41	\$ 55,152.32
		Cost per FTE increase 2020-2021	106%

Reserves: projected/budgeted \$43,405

**Midyear Budget Projections through December 2021: Variance (\$159,542) Reserves Allocation: (\$159,542)**

**Rationale: Investment in long term planning, capacity-building and sustainability. Alignment with Mission, Values and Vision**

Capacity and Infrastructure: Moved direct service supervision and operations additional scopes of work from Directors of Development/Communications, Finance/Operations and Human Resources focusing on staff retention and strategic vision for needed infrastructure for long-term sustainability of NWYS Program.	Capacity Building- Service Quality Improvement/Quality Assurance preserving services for young people to maintain housing, engage in employment during a global pandemic. Investment in Staff training, transparency and shared wisdom uniting service pillars and leveraging funds, skills, and experience.	Equity Diversity and Inclusion- updated projections and utilized ED designated funds to ensure goals and mission/vision reflect the commitment of NWYS to breakdown systems that perpetuate homelessness and poverty.	Added Housing Services Director, leveraged funding and skilled leadership for Director of Engagement Services, and ensured Healing Services infrastructure to support direct service staff and young people in services.	PAD services during transition and operations during a global pandemic, costs increased, however continuity maintained with quality services for young people 13 - 17
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**Achievement: 6 month timeframe**

Summary - All Cost Centers

<p>New revenue investing in Youth Action Committee, paid positions working with EDI mentoring and support.</p>	<p>Achievement - strengthening services by uniting cross-county services to leverage revenues, staff experience and skills to strengthen pillars of services.</p>	<p>EDI progression, Mission, Vision and Values engagement of all staff.</p>	<p>Commitment of Capital funds investing in re-location of the PAD from City of Bellingham and WA State Commerce to support of vision for appropriate siting of minor youth in a home/neighborhood setting.</p>	<p>Revisioning 2nd floor of 1020 N State Street to create needed Emergency Shelter for young people 18-24. Revitalize WH HUSLY/TL service units and locate to space in 1020 second floor space. (Feb 2022) resulting in long-term leasing savings.</p>	<p>Current negotiation with WH County for needed housing services case management. Acquired Diversion funding from Skagit County to remove barriers for young people pursuing housing.</p>	<p>Capacity building for Permanent Supportive Housing (22N) with a shift to most skilled staff focused on young people housing retention at 22N. Strengthening PSH partnership with OC.</p>
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