

Summary - All Cost Centers

Core Mission Support	2022 Budget	2023 Budget Est	2021 Budget	VARIANCE	% of Budget	
Average Annual FTEs	11.69	12.19	6.77	4.92	10%	
Total Revenues	58,975	67,821	54,577	4,398		
Total Personnel	(239,761)	307,656	(89,813)	(149,948)		
Total Operating	(314,686)	(331,870)	(172,309)	(142,377)		
Net Surplus (Deficit)	(495,472)	43,607	(207,545)	(287,927)		deficit to be funded by Development
Original Net Surplus (Deficit)	(462,498)		Variance	(32,973)		(495,472)

Core Mission Support: HUMAN RESOURCES budget for 2022 ensures capacity for Human Resource duties by having a full-time Human Resources Assistant and a full-time Director of Human Resources. With these two positions we can better meet the HR needs of the organization. For 2022 NWYS health insurance will have a 5% increase. The organization will continue to pay 93% of staff premiums while staff members will pay 7%. The eligibility wait period for new hires to sign up for Pay in Lieu of Benefits (PILB) or health insurance will decrease in 2022 from 2 full months of employment to the first of the month following hire date and NWYS will continue its contribution of 3% match for staff members who have signed up for the SIMPLE IRA plan. FINANCE & ADMIN: Areas for review in early 2022 to decrease expenses; leasing expenses for Admin offices, meet w/landlord and seek a reduction in 2022 leasing expenses based on capital upgrades provided by NWYS, space audit and assessment in 1st quarter, Skagit long term plan for space will be created by end of 1st quarter 2022. Communications costs across all pillars being assessed for a less costly/more efficient platform. Google for nonprofits to be utilized to full extent aligning with use of Sharepoint and MS Teams and not renewing the ZOOM license saving \$1200/year. Adobe software licenses to decrease by April 2022 after new finance expense software is launched decreasing licensing by \$8,400/year. Timeline end of 1st quarter. IT cost comparisons to be completed by end of 1st quarter. Increase in FTEs reflects capacity added to finance, hr and the addition of the EDI Coordinator and 4 PT Community Advocates (young people).

Advancement	2022 Budget	2023 Budget Est	2021 Budget	VARIANCE	% of Budget	Projected Revenue Development
Average Annual FTEs	3.00	3.00	3.00	0.00	6%	
Total Revenues	904,166	1,126,473	637,445	266,721.38		566,362
Total Personnel	(278,787)	(306,961)	(282,964)	4,176.68		
Total Operating	(59,017)	(61,968)	(35,637)	(23,380.22)		
Net Surplus (Deficit)	566,362	757,544	318,844	247,518		Overall Surplus/Deficit between Advancement and CMS
Original Net Surplus (Deficit)	546,148		Variance	20,214		70,890

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Advancement: A new Grants Specialist is projected to be onboard in January 2022. Two new Fundraising events are projected in the Events line – a spring Breakfast or Luncheon and a late summer community event. Efforts included ongoing promotion, education and marketing of NWYS service model and impact on communities in Whatcom and Skagit Counties. Unrestricted funding will be reflected in Advancement projections to create greater understanding about the funding gaps from contracts that do not increase funding to cover increased operating costs of services.

Housing Services	2022 Budget	2023 Budget Est	2021 Budget	VARIANCE	% of Budget
Average Annual FTEs	17.00	17.00	29.17	(12.17)	31%
Total Revenues	1,634,378	1,635,310	1,752,886	(118,507.60)	
Total Personnel	(1,132,684)	(1,822,782)	(1,319,773)	187,089.18	
Total Operating	(581,580)	(610,899)	(461,416)	(120,163.53)	
Net Surplus (Deficit)	(79,885)	(798,371)	(28,303)	(51,582)	
Original Net Surplus (Deficit)	(179,074)		Variance	99,189	

Housing Services: PAD operating deficit projected (\$61,745). Schedules of staffing, and other operating systems within the PAD are being assessed. NOTE that funding from contracts with prescriptive outcomes and operations underfund all aspects of the services. Contracts **fund 10.88 FTE while 13.28 FTE** needed for licensing/safety. Operations costs underfunded (\$5,263). Whatcom Housing Services - Projected deficit (\$24,555) Contracts cover the needed FTEs to provide services, but underfund operations costs. Strategies in 2022 include the projected move of HUSLY to 1020 N State Street reducing leasing costs. Staffing capacity remains the same. Skagit Housing Projected deficit (\$64,702) Contracts provide for staffing, however HUD contracts do not provide for the high cost of leasing in Skagit County. One unit is projected to be replaced in April, however the team is reviewing the overall need to cover all operating costs for providing housing for young people in Skagit (where the inventory of affordable housing is low). Permanent Supportive Housing/22N Projected deficit (\$28,076) Two Commerce Contracts fund only case management time and does not provide for all staffing costs. The services have been using the Capital Operating Funds to cover operations and some FTE time. 2022 will be the last year to use those funds. The Director of Housing Services has leveraged other funding in contracts to ensure the capacity, supervision and services are maintained for young people till other revenue can be identified. Monthly monitoring with quarterly reviews to determine needed actions by the Director and team is planned.

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Healing Services	2022 Budget	2023 Budget Est	2021 Budget	VARIANCE	% of Budget
Average Annual FTEs	19.86	20.64	7.42	12.44	26%
Total Revenues	1,388,575	1,427,273	713,944	674,630.98	
Total Personnel	(1,186,884)	(1,291,531)	(604,437)	(582,447.18)	
Total Operating	(263,768)	(276,956)	(172,739)	(91,028.51)	
Net Surplus (Deficit)	(62,077)	(141,214)	(63,232)	1,155	
Original Net Surplus (Deficit)	(77,589)		Variance	15,512	

Healing Services: Behavioral Health Services and Teen Court are mostly balanced. Employment and Education Services have a shortfall for staff time which includes youth jobs staffing. Other funding resources are being pursued in the Whatcom Community to boost the youth jobs funding. Contracts for NWYS staff to work with youth need further investment to ensure young people can gain employment/education to gain/maintain housing. QYP services are underfunded, however the staff are working to increase visibility and strengthen partnerships to increase access to funding. The teams will continue to work in the community and with local funders to educate about the operational costs that have increase over time and need funding to maintain the level of services NWYS provides.

Engagement Services	2022 Budget	2023 Budget Est	2021 Budget	VARIANCE	% of Budget
Average Annual FTEs	18.85	21.85	9.71	9.14	27%
Total Revenues	1,347,877	1,526,005	566,049	781,827.94	
Total Personnel	(1,117,510)	(1,131,203)	(495,413)	(622,096.58)	
Total Operating	(365,600)	(403,943)	(76,343)	(289,257.48)	
Net Surplus (Deficit)	(135,233)	(9,141)	(5,707)	(129,526)	
Original Net Surplus (Deficit)	(96,221)		Variance	(39,012)	

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Engagement Services: Increases in staffing costs for existing positions have been balanced to the extent that grant contracts allow. This was in part due to the Critical Transitions grant that will help support the deficit and decreased funding of HSSP. Skagit Engagement has been historically underfunded however additional funds through Skagit County Public Health will help sustain these services and leveraging funds from Critical Transitions will temporarily fill the gap in 2022. Skagit County currently has a donor base that is yet to be tapped to its fullest potential. Utilizing the impact of Engagement Services in the community will be essential in garnering financial support from Skagit donors.

This budget reflects the cost of sustaining current services, drop-in spaces, and staff. It also reflects the capacity creation to work with our current contract funders to advocate for an annual increase in funding to keep up with yearly operations, admin and staffing costs. The number of youth served in Engagement has increased in 2021 and will continue to increase in the next year. The Director of Engagement Services will continue to work on rightsizing these contracts to fund services appropriately. The Engagement Services team will work to assess our scope of work and modify how we advertise available services. Currently our staff capacity to provide youth with pre-housing case management services is limited and not fully funded. We will look at reducing our scope of work to only meet basic needs as we continue to pursue funding that supports the diversion, pre-housing case management that is so needed.

The Director and Service Teams will track expenses monthly and assess any needed adjustments quarterly.

COMBINED TOTAL, ALL	2022 Budget	2023 Budget Est	2021 Budget	VARIANCE	% of Budget
Average Annual FTEs	70.39	74.67	56.07	14.32	100%
Total Revenues	5,333,971.69	5,782,882.71	3,724,901.00	1,609,070.69	
Total Personnel	(3,955,625.81)	(4,244,822.02)	(2,792,400.00)	(1,163,225.81)	
Total Operating	(1,584,650.52)	(1,685,635.05)	(918,444.00)	(666,206.52)	
Net Surplus (Deficit)	(206,305)	(147,574)	14,057	(220,362)	
Funds to Reserves	53,340				
Approved Surplus (Deficit)	(259,644)				
	\$167,000.00 awards booked in 2021 for 2022				
	-92,644 Projected surplus/(deficit)				

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All Cost Centers updated and reviewed with Program Managers, Finance Team and Interim Executive Director. \$167,000 reflects awards booked in 2021 for use in 2022. Program Priorities: Keep housed youth housed. All funding sources projected use at capacity. Each service budget reflects funding for staffing, but significant shortfalls for operating funds impacting young people. Each service director has identified areas to track and reduce some operating spending. Each service director has been asked by ED to work with their team to hone priorities and services to leverage contract funding. Each team will detail more plans in the first quarter of 2022. Projected shortfall \$210,376.

Original Approved Surplus (Deficit)

(177,532)

2021 Avg FTE

2022 Avg FTE

\$ 59,821.18

\$ 56,194.85

Variance

84,888

Reserves

\$43,405