



MEMO

Date: October 20, 2011
 To: Board of Directors
 From: Scott Gardner, Treasurer, & Finance Committee
 Subject: **2011-2012 Community Action Amended Budget**

Our committee reviewed the proposed 2011-2012 amended budget and recommends that the board approve it. The budget and revised revenue list is attached.

Overall, our budget has increased about 5% over the June 2011 approved budget. This is a \$965,567 increase, raising the budget from \$19,681,476 to \$20,647,041. The increase is primarily due to state funding for Head Start expansion, an additional \$176,000 for energy assistance payments from OEAP-Oregon Energy Assistance Program and \$88,000 from Washington County General Fund for rent assistance to prevent evictions. Otherwise, there were small funding increases and decreases throughout our programs. Allocation of CSBG remained the same.

Our auditors have indicated that to be in compliance with GAAP – Generally Accepted Accounting Principles, our audited financial statements must categorize revenue by with whom we contract rather than the origin of the funds. Because this results in federal funds, such as CSBG, to be categorized as state funds, we had reorganized our revenue in our original budget by its origin. In this budget amendment we have reverted back to the method that will be required in the audit. You will note the large swings in the revenue categories when you compare the June approved with the October amendment.

The amended budget covers all of our known expenditures and includes increases approved by the board for salaries and benefits. It also includes, for the first time, depreciation at the board’s request so that we adjust for it monthly rather than year end. This results in an unfunded deficit balance for Administration. There are ways that we can fund this depreciation that we would like to discuss with the committee. Our administrative cost remained at 9.99% to provide programs with fiscal, executive, human resource, office management, technology and facilities support. Admin is carrying a greater burden for the occupancy costs than it should, which will be corrected by next fiscal year.

Our final ARRA funds of \$1,568,316, out of a total of \$6,534,367 allocated since FY 2009-10, will be spent this year, primarily in Weatherization. See chart below:

	Original Awards	FY 09-10	FY 10-11	FY 11-12	Total
ARRA CSBG	\$ 570,000	\$ 518,753	\$ 109,278	\$	\$628,031
ARRA Weatherization	\$2,719,454	\$ 1,403,171	\$ 904,369	\$ 1,283,258	\$3,590,798
ARRA Head Start	\$ 764,066	\$ 636,956	\$ 242,837	\$ 226,521	\$1,106,314
ARRA HPRP	\$ 815,990	\$ 222,542	\$ 654,155	\$ 58,537	\$935,234
ARRA FEMA	\$ 107,519	\$ 107,519	\$ 0	\$ 0	\$107,519
ARRA CCR&R	\$ 116,138	\$ 116,138	\$ 50,333	\$ 0	\$166,471
TOTALS:	\$ 5,093,167	\$ 3,005,079	\$1,960,972	\$ 1,568,316	\$6,534,367

**Community Action Organization
Fiscal Year 2011-12 Amended Budget**

	Head Start	Child Care Res & Ref	Opening Doors	Homeless & Housing	Energy & Emergency Rent	Information & Referral	Resource Development	Administration	TOTAL	2011-2012 Approved Budget
REVENUE										
Federal	\$ 5,011,848	\$ -	\$ -	\$ 165,219	\$ -	\$ -	\$ -	\$ -	\$ 5,177,067	\$ 10,691,629
State CSBG	\$ -	\$ -	\$ 90,336	\$ -	\$ -	\$ 79,577	\$ 130,048	\$ 52,934	\$ 352,895	\$ 352,895
State	\$ 4,195,248	\$ 525,905	\$ 15,935	\$ 486,828	\$ 7,770,413	\$ -	\$ -	\$ -	\$ 12,994,329	\$ 3,835,215
Local	\$ -	\$ 21,520	\$ 364,562	\$ 517,136	\$ 128,980	\$ 1,000	\$ -	\$ -	\$ 1,033,198	\$ 325,633
United Way	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 20,000
Contributions	\$ -	\$ -	\$ -	\$ 4,000	\$ 36,000	\$ -	\$ 170,000	\$ -	\$ 210,000	\$ 200,000
Corps. & Fdns.	\$ -	\$ 199,498	\$ 75,000	\$ 173,874	\$ 47,715	\$ 38,000	\$ 90,000	\$ -	\$ 624,087	\$ 4,020,639
Fees/Sales	\$ -	\$ 75,000	\$ -	\$ -	\$ -	\$ 2,000	\$ -	\$ -	\$ 77,000	\$ 77,000
Reimbursements	\$ -	\$ -	\$ -	\$ -	\$ 158,465	\$ -	\$ -	\$ -	\$ 158,465	\$ 158,465
Total:	\$ 9,207,096	\$ 821,923	\$ 545,833	\$ 1,347,057	\$ 8,141,573	\$ 120,577	\$ 410,048	\$ 52,934	\$ 20,647,041	\$ 19,681,476
EXPENSES										
Employment Expenses	\$ 6,482,338	\$ 545,951	\$ 465,088	\$ 593,449	\$ 1,451,869	\$ 100,396	\$ 261,310	\$ 1,383,240	\$ 11,283,641	\$ 10,730,880
Supplies	\$ 64,696	\$ 11,500	\$ 3,000	\$ 1,100	\$ 58,305	\$ 650	\$ 23,100	\$ 31,900	\$ 194,251	\$ 164,004
Training and Travel	\$ 161,039	\$ 96,935	\$ 20,122	\$ 12,800	\$ 60,000	\$ 2,900	\$ 17,300	\$ 29,708	\$ 400,804	\$ 289,228
Occupancy	\$ 420,413	\$ 24,018	\$ 3,773	\$ 18,227	\$ 93,729	\$ 3,821	\$ 17,815	\$ 165,000	\$ 746,796	\$ 769,796
Client Expenses	\$ 740,030	\$ 39,386	\$ -	\$ 532,306	\$ 5,601,343	\$ 1,299	\$ -	\$ 27,475	\$ 6,941,839	\$ 6,644,240
Communications	\$ 69,300	\$ 19,600	\$ 2,500	\$ 8,600	\$ 20,300	\$ 5,250	\$ 44,025	\$ 68,000	\$ 237,575	\$ 216,113
Professional Fees	\$ 63,017	\$ -	\$ -	\$ -	\$ 10,000	\$ -	\$ 11,048	\$ 152,287	\$ 236,352	\$ 249,669
Telecommunications	\$ 77,000	\$ 3,840	\$ 4,800	\$ 5,760	\$ 6,240	\$ 960	\$ 3,180	\$ 130,996	\$ 232,776	\$ 232,776
Equipment Leasing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 170,000	\$ 170,000	\$ 170,000
Insurance	\$ 27,735	\$ -	\$ 1,000	\$ 2,000	\$ 18,000	\$ -	\$ -	\$ 155,521	\$ 115,000	\$ 104,915
Repairs and Maintenance	\$ 94,737	\$ -	\$ -	\$ 33,436	\$ 28,400	\$ -	\$ -	\$ 193,200	\$ 439,029	\$ 398,773
Miscellaneous	\$ 86,081	\$ 3,500	\$ -	\$ -	\$ 2,000	\$ 1,001	\$ 4,270	\$ 28,756	\$ 125,608	\$ 200,867
Depreciation	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 145,000	\$ 145,000	\$ -
Transfers	\$ -	\$ (5,000)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (471,630)	\$ (476,630)	\$ (489,785)
Administration	\$ 920,710	\$ 82,193	\$ 45,550	\$ 139,379	\$ 791,387	\$ 4,300	\$ 28,000	\$ (2,011,519)	\$ -	\$ -
Total:	\$ 9,207,096	\$ 821,923	\$ 545,833	\$ 1,347,057	\$ 8,141,573	\$ 120,577	\$ 410,048	\$ 197,934	\$ 20,792,041	\$ 19,681,476
Surplus/Deficit	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (145,000)	\$ (145,000)	\$ -

Community Action Organization - Fiscal Year 2012 Revenue List

Program Codes	Origin of funds	Department Program	Amended Budget Revenue 2012	Board Approved Revenue 2012
Early Childhood Education				
102	FED	Federal Head Start Grant	\$3,281,143	\$3,281,143
105	FED	Federal EHS	\$1,076,319	\$1,076,319
106	FED	Federal Training	\$63,104	\$63,102
111	FED	USDA Meals	\$360,000	\$330,000
532	FED	ARRA EHS EXP	\$231,282	\$226,521
102	STATE	State Head Start Grant ODE	\$3,308,235	\$3,063,147
102	STATE	Expansion	\$386,882	
104	STATE	State EHS	\$106,050	
106	STATE	State Training	\$78,540	\$78,542
109	STATE	DHS Child Care	\$315,541	\$315,541
		Total	\$9,207,096	\$8,434,315
Child Care Resource & Referral (CCR&R)				
223	FEES/REIM	Program Fees	\$75,000	\$75,000
222	LOCAL	WA CNTY Commission	\$21,520	\$21,520
226	PRIVATE	INTEL	\$199,498	\$199,498
220	STATE	CCD	\$396,980	\$386,860
221	STATE	DHS	\$128,925	\$130,706
		Total	\$821,923	\$813,584
Opening Doors				
245	LOCAL	WA CNTY Commission Healthy Start Medicaid	\$75,000	\$75,000
245	LOCAL	WA CNTY Commission Healthy Start	\$289,562	\$289,562
242	PRIVATE	Kaiser Permanente	\$10,000	\$10,000
242	PRIVATE	Tuality Health Care	\$10,000	\$10,000
242	PRIVATE	Tuality Health Alliance	\$10,000	\$10,000
242	PRIVATE	Legacy Meridian Park Medical Foundation	\$10,000	\$10,000
242	PRIVATE	Legacy Health Systems	\$10,000	\$10,000
242	PRIVATE	Providence St. Vincent	\$15,000	\$15,000
242	PRIVATE	Care Oregon	\$10,000	\$10,000
244	STATE	Oregon Health Dept. Mothers Care	\$15,935	\$15,935
440	STATE-CSBG	CSBG	\$90,336	\$106,277
		Total	\$545,833	\$561,774
Homeless & Housing				
333	FED	FEMA/EFSP		\$135,515
342	FED	HUD SAFAH	\$165,219	\$165,219
332	LOCAL	ESG - Emergency Shelter Grant	\$88,190	\$88,350
336	LOCAL	CDBG Shelter Access	\$17,832	\$17,832
337	LOCAL	WA CNTY Safety Levy	\$182,884	\$182,884
337	LOCAL	CDBG Shelter Improvements	\$24,999	\$24,999
341	LOCAL	WA CNTY	\$88,000	
349	LOCAL	WA CNTY General - B2H	\$39,603	\$33,000
522	LOCAL	ARRA HPRP Prev Data	\$2,872	\$4,016
523	LOCAL	ARRA HPRP Prev CM	\$53,589	\$29,834
524	LOCAL	ARRA HPRP Rehaus Data	\$3,152	\$2,001
525	LOCAL	ARRA HPRP Rehaus CM	\$16,015	\$22,686
334	PRIVATE	Shelter Bridges to Housing/Legacy	\$44,094	\$44,094
335	PRIVATE	Hillsboro School Dist McKinney Homeless	\$44,000	\$44,000
337	PRIVATE	Corp/Foundations-Restricted	\$15,000	\$15,000
337	PRIVATE	Individuals-Restricted	\$4,000	\$4,000
347	PRIVATE	Sunshine Lady Foundation	\$17,000	\$17,000
349	PRIVATE	Corp/Foundations-Restricted	\$53,780	\$59,676
330	STATE	EHA - Emergency Housing Account	\$295,361	\$275,380
331	STATE	SHAP - State Homeless Assist. Program	\$125,140	\$95,613

Program Codes	Origin of funds	Department Program	Amended Budget Revenue 2012	Board Approved Revenue 2012
344	STATE	HSP	\$39,579	\$46,273
345	STATE	LIRHF	\$26,748	\$11,451
		Total	\$1,347,057	\$1,318,823
Energy & Emergency Rent				
351	FED	FEMA/EFSP		\$159,220
359	FED	WA CNTY CDBG Emergency Needs		\$30,000
372	FEES/REIMB	Rebates	\$158,465	\$158,465
350	LOCAL	WA CNTY General	\$30,000	\$30,000
352	LOCAL	City of Forest Grove - Rent	\$6,230	\$3,750
353	LOCAL	City of Tigard - Rent	\$6,000	\$6,000
353	LOCAL	City of Tualatin	\$2,000	\$2,000
353	LOCAL	City of Sherwood	\$2,000	\$2,000
356	LOCAL	CDBG City of Beaverton - Rent	\$36,000	\$40,000
357	LOCAL	City of Hillsboro-RENT	\$10,000	\$10,000
375	LOCAL	CDBG Weatherization-Self Help	\$21,250	\$25,000
376	LOCAL	CDBG Weatherization-Comp	\$15,500	\$20,000
350	PRIVATE	Corp/Foundations Restr	\$4,000	\$4,000
352	PRIVATE	WESTCO	\$30,000	\$30,000
353	PRIVATE	Neighborshare Emergency Fund	\$2,000	\$2,000
357	PRIVATE	Hillsboro Emergency Fund	\$4,000	\$4,000
392	PRIVATE	OLGA - NW Natural	\$43,715	\$43,715
371	STATE	LIEAP Weatherization	\$586,936	\$586,939
373	STATE	Department of Energy	\$173,163	\$173,163
374	STATE	Bonneville Power Administration	\$22,648	\$22,648
377	STATE	ECHO NW Natural	\$980,372	\$973,616
378	STATE	ECHO EE NW Natural	\$178,519	\$178,519
380	STATE	EN LIEAHP Education WX	\$30,512	\$30,512
390	STATE	Low Income Energy Assistance	\$1,894,036	\$1,894,036
391	STATE	OR Energy Assistance PGE	\$2,448,528	\$2,272,521
520	STATE	ARRA DOE WX	\$1,415,017	\$1,242,576
527	STATE	ARRA FURNACE REPLACEMENT PROG.	\$40,682	\$40,682
		Total	\$8,141,573	\$7,985,362
Information & Referral				
362	FEES/REIM	I&R Directories -Sales	\$2,000	\$2,000
362	LOCAL	City of North Plains	\$1,000	\$1,000
365	PRIVATE	211 Info - United Way	\$38,000	\$38,000
460	STATE-CSBG	CSBG	\$79,577	\$93,620
		Total	\$120,577	\$134,620
Resource Development				
710	FEES/REIM	Court Reimbursements		
710	PRIVATE	Corporations Unrestricted	\$75,000	\$100,000
710	PRIVATE	Foundations Unrestricted	\$15,000	
710	PRIVATE	UW Other	\$20,000	\$20,000
710	PRIVATE	Individuals Unrestricted	\$160,000	\$160,000
710	PRIVATE	Organizations Unrestricted	\$10,000	
411	STATE-CSBG	CSBG Training	\$15,000	\$17,647
412	STATE-CSBG	CSBG Data Base	\$11,048	\$12,998
711	STATE-CSBG	CSBG	\$104,000	\$122,353
		Total	\$410,048	\$432,998
Admin				
912	STATE-CSBG	Admin	\$52,934	
		Total	\$52,934	
		Grand Total	\$20,647,041	\$19,681,476



MEMO

Date: June 09, 2011
 To: Board of Directors
 From: Scott Gardner, Board Treasurer
 Subject: **Proposed 2011-2012 Community Action Budget**

The proposed 2011-2012 Community Action budget is attached, along with the revenue list, and includes the following:

1. **Overall Budget:** The total revenue of **\$19,681,474** is a 4% decrease (\$817,138) from our 2010-11 amended budget of \$20,498,612 primarily due to ARRA funds decreasing and ending. In addition, Head Start lost state funding of approximately \$106,050 and USDA meal subsidies of \$57,000. The pass through of \$100,000 from Intel and the county SIP program has ended.

2. **ARRA Funds:** The following allocations are the remaining ARRA dollars budgeted for 2011-12:

	Original Awards	FY 09-10	FY 10-11	FY 11-12	Total
ARRA CSBG	\$ 570,000	\$ 518,753	\$ 109,278	\$	\$628,031
ARRA Weatherization	\$2,719,454	\$ 1,403,171	\$ 904,369	\$ 1,283,258	\$3,590,798
ARRA Head Start	\$ 764,066	\$ 636,956	\$ 242,837	\$ 226,521	\$1,106,314
ARRA HPRP	\$ 815,990	\$ 222,542	\$ 654,155	\$ 58,537	\$935,234
ARRA FEMA	\$ 107,519	\$ 107,519	\$ 0	\$ 0	\$107,519
ARRA CCR&R	\$ 116,138	\$ 116,138	\$ 50,333	\$ 0	\$166,471
TOTALS:	\$ 5,093,167	\$ 3,005,079	\$1,960,972	\$ 1,568,316	\$6,534,367

3. **Private Funding:** Private funds have been budgeted at **\$4,246,006** for FY11-12 as compared to **\$4,445,398** in FY10-11 and represent 22% of the total budget. You may recall that we now include in private funds received from NW Natural and PGE for energy related services, totaling \$4,154,649. With ongoing economic uncertainty the FY11-12 unrestricted private funds goal is \$280,000, similar to FY10-11.

4. **Community Services Block Grant:** Our regular CSBG allocation is estimated to be **\$352,895** and has been allocated as follows, with admin included:

Opening Doors	\$ 106,277
Information & Referral	\$ 93,620
Volunteer Coordination, Public Education	\$ 122,353
Program Data Base & Training	\$ 30,645
TOTAL:	\$ 352,895

5. **Salary & Benefits:** This budget includes 279 employees for a total FTE of 223.1, ad compared to 299 employees and 245.7 FTE last year. A **3% cost of living increase** has been budgeted for all eligible employees as of 7-1-11 and benefits have been budgeted at the 2010-11 level through 12-31-11. For the last six months, medical has been increased 10% and dental 7%.
6. **Administrative Fee:** This budget includes a **10% administrative fee** to programs to provide fiscal, executive, human resource, office management, technology and facilities support.

2011-2012 REVENUE LIST

Program Codes	Origin of funds	Department Program	Draft 11-12 Contract Amount
Early Childhood Education			
102	FED	Federal Head Start Grant	\$3,281,143
105	FED	Federal EHS	\$1,076,319
106	FED	Federal Training	\$63,102
109	FED	DHS Child Care	\$315,541
111	FED	USDA Meals	\$330,000
532	FED	ARRA EHS EXP	\$226,521
102	STATE	State Head Start Grant ODE	\$3,063,147
104	STATE	State EHS	
106	STATE	State Training	\$78,542
		Total	<u>\$8,434,315</u>
Child Care Resource & Referral (CCR&R)			
220	FED	CCD	\$386,860
221	FED	DHS	\$130,706
223	FEES/REIM	Program Fees	\$75,000
226	PRIVATE	INTEL	\$199,498
222	STATE	WA CNTY Commission	\$21,520
		Total	<u>\$813,584</u>
Opening Doors			
244	FED	Oregon Health Dept. Mothers Care	\$15,935
245	FED	WA CNTY Commission Healthy Start Medicaid	\$75,000
440	FED-CSBG	CSBG	\$106,277
242	PRIVATE	Kaiser Permanente	\$10,000
242	PRIVATE	Tuality Health Care	\$10,000
242	PRIVATE	Tuality Health Alliance	\$10,000
242	PRIVATE	Legacy Meridian Park Medical Foundation	\$10,000
242	PRIVATE	Legacy Health Systems	\$10,000
242	PRIVATE	Providence St. Vincent	\$15,000
242	PRIVATE	Care Oregon	\$10,000
245	STATE	WA CNTY Commission Healthy Start	\$289,562
		Total	<u>\$561,774</u>
Homeless Services			
332	FED	ESG - Emergency Shelter Grant	\$88,350
333	FED	FEMA/EFSP	\$135,515
335	FED	Hillsboro School Dist McKinney Homeless	\$44,000
336	FED	CDBG Shelter Access	\$17,832
342	FED	HUD SAFAH	\$165,219
344	FED	HSP	\$46,273
522	FED	ARRA HPRP Prev Data	\$4,016
523	FED	ARRA HPRP Prev CM	\$29,834
524	FED	ARRA HPRP Rehaus Data	\$2,001
525	FED	ARRA HPRP Rehaus CM	\$22,686
337	LOCAL	WA CNTY Safety Levy	\$182,884
337	FED	CDBG Shelter Improvements	\$24,999
349	LOCAL	WA CNTY General - B2H	\$33,000
334	PRIVATE	Shelter Bridges to Housing/Legacy	\$44,094
337	PRIVATE	Corp/Foundations-Restricted	\$15,000
337	PRIVATE	Individuals-Restricted	\$4,000
347	PRIVATE	Sunshine Lady Foundation	\$17,000
349	PRIVATE	Corp/Foundations-Restricted	\$59,676
330	STATE	EHA - Emergency Housing Account	\$275,380
331	STATE	SHAP - State Homeless Assist. Program	\$95,613

2011-2012 REVENUE LIST

Program Codes	Origin of funds	Department Program	Draft 11-12 Contract Amount
345	STATE	LIRHF	\$11,451
		Total	\$1,318,823
Energy & Emergency Rent			
351	FED	FEMA/EFSP	\$159,220
356	FED	CDBG City of Beaverton - Rent	\$40,000
371	FED	LIEAP Weatherization	\$586,939
373	FED	Department of Energy	\$173,163
374	FED	Bonneville Power Administration	\$22,648
375	FED	CDBG Weatherization-Self Help	\$25,000
376	FED	CDBG Weatherization-Comp	\$20,000
380	FED	EN LIEAHP Education WX	\$30,512
390	FED	Low Income Energy Assistance	\$1,894,036
520	FED	ARRA DOE WX	\$1,242,576
527	FED	ARRA FURNACE REPLACEMENT PROG.	\$40,682
350	LOCAL	WA CNTY General	\$30,000
352	LOCAL	City of Forest Grove - Rent	\$3,750
353	LOCAL	City of Tigard - Rent	\$6,000
353	LOCAL	City of Tualatin	\$2,000
535	LOCAL	City of Sherwood	\$2,000
357	LOCAL	City of Hillsboro-RENT	\$10,000
359	FED	WA CNTY CDBG Emergency Needs	\$30,000
350	PRIVATE	Corp/Foundations Restr	\$4,000
352	PRIVATE	WESTCO	\$30,000
353	PRIVATE	Neighborshare Emergency Fund	\$2,000
357	PRIVATE	Hillsboro Emergency Fund	\$4,000
372	PRIVATE	Rebates	\$158,465
377	PRIVATE	ECHO NW Natural	\$973,616
378	PRIVATE	ECHO EE NW Natural	\$178,519
391	PRIVATE	OR Energy Assistance PGE	\$2,272,521
392	PRIVATE	OLGA - NW Natural	\$43,715
		Total	\$7,985,362
Information & Referral			
460	FED-CSBG	CSBG	\$93,620
362	FEES/REIM	I&R Directories -Sales	\$2,000
362	LOCAL	City of North Plains	\$1,000
365	PRIVATE	211 Info - United Way	\$38,000
		Total	\$134,620
Resource Development			
411	FED-CSBG	CSBG Training	\$17,647
412	FED-CSBG	CSBG Data Base	\$12,998
711	FED-CSBG	CSBG	\$122,353
710	FEES/REIM	Court Reimbursements	
710	PRIVATE	Corporations Unrestricted	\$100,000
710	PRIVATE	Foundations Unrestricted	
710	PRIVATE	UW Other	\$20,000
710	PRIVATE	Individuals Unrestricted	\$160,000
710	PRIVATE	Organizations Unrestricted	
		Total	\$432,998
		Grand Total	\$19,681,476

Community Action
Approved Budget 2011-12

	Early Childhood Education 2012	Child Care R & R 2012	Opening Doors 2012	Homeless Services 2012	Energy & Emergency Needs 2012	Information & Referral 2012	Resource Development 2012	Administration 2012	Total 2012	2010-11 Revised (5/2/11) Budget	% Change
Revenue											
Government Revenue											
Revenue											
Federal	\$5,292,626	\$517,566	\$90,935	\$555,726	\$4,234,776				\$10,691,629	\$11,488,083	-7%
Federal - CSBG			\$106,277			\$93,620	\$152,998		\$352,895		
State	\$3,141,689	\$21,520	\$289,562	\$382,444					\$3,835,215	\$3,940,574	-3%
Local				\$240,883	\$83,750	\$1,000			\$325,633	\$287,308	13%
Total Government Revenue	\$8,434,315	\$539,086	\$486,774	\$1,179,053	\$4,318,526	\$94,620	\$152,998	\$0	\$15,205,372	\$15,715,965	-3%
Private Revenue											
United Way							\$20,000		\$20,000	\$121,000	-83%
Contributions				\$4,000	\$36,000	\$0	\$160,000		\$200,000	\$200,500	0%
Corporations & Foundations		\$199,498	\$75,000	\$135,770	\$3,472,371	\$38,000	\$100,000		\$4,020,639	\$4,154,147	-3%
Total Private Revenue	\$0	\$199,498	\$75,000	\$139,770	\$3,508,371	\$38,000	\$280,000	\$0	\$4,240,639	\$4,475,647	-5%
Income											
Fees / Sales		\$75,000				\$2,000			\$77,000	\$79,000	-3%
Reimbursements					\$158,465				\$158,465	\$228,000	-30%
Total Income Revenue	\$0	\$75,000	\$0	\$0	\$158,465	\$2,000	\$0	\$0	\$235,465	\$307,000	-23%
Total Combined Revenue	\$8,434,315	\$813,584	\$561,774	\$1,318,823	\$7,985,362	\$134,620	\$432,998	\$0	\$19,681,476	\$20,498,612	-4%
Expenses											
Employee Costs	\$5,912,252	\$536,446	\$463,988	\$591,468	\$1,481,059	\$100,346	\$271,035	\$1,374,286	\$10,730,880	\$10,602,654	1%
Supplies	\$45,950	\$11,500	\$3,000	\$1,100	\$58,305	\$650	\$23,100	\$20,399	\$164,004	\$189,204	-13%
Professional Costs	\$60,813	\$0	\$0	\$0	\$10,000	\$0	\$26,048	\$152,808	\$249,669	\$284,109	-12%
Communications	\$142,000	\$22,440	\$7,300	\$14,360	\$23,540	\$6,210	\$26,880	\$185,509	\$428,239	\$373,850	15%
Transportation & Travel	\$82,067	\$12,000	\$15,000	\$8,800	\$14,000	\$1,400	\$1,300	\$18,100	\$152,667	\$197,027	-23%
Marketing	\$2,450	\$1,500	\$1,000	\$500	\$4,500	\$0	\$9,700	\$1,000	\$20,650	\$25,630	-19%
Occupancy	\$319,471	\$21,364	\$1,973	\$50,179	\$47,913	\$4,021	\$17,815	\$251,358	\$714,094	\$700,631	2%
Other Rents	\$191,133	\$2,654	\$1,800	\$0	\$55,416	\$0	\$0	\$234,795	\$485,798	\$433,211	12%
Insurance	\$27,095	\$0	\$1,000	\$2,000	\$18,000	\$0	\$0	\$56,820	\$104,915	\$106,914	-2%
Repair & Maintenance	\$63,177	\$0	\$0	\$1,500	\$5,000	\$0	\$0	\$9,000	\$78,677	\$142,563	-45%
Miscellaneous Expenses	\$107,750	\$73,935	\$5,222	\$4,000	\$51,000	\$2,551	\$6,170	\$46,800	\$297,428	\$335,416	-11%
Construction	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$100,000	\$100,000	\$172,535	-42%
Client Expenses	\$636,725	\$55,386	\$0	\$513,034	\$5,413,093	\$1,299	\$0	\$24,703	\$6,644,240	\$7,436,529	-11%
Administrative Charges	\$843,432	\$81,359	\$45,550	\$131,882	\$798,536	\$4,100	\$28,000	-\$1,932,859	\$0	\$24,315	-100%
Total Expenditures	\$8,434,315	\$818,584	\$545,833	\$1,318,823	\$7,980,362	\$120,577	\$410,048	\$542,719	\$20,171,261	\$21,024,588	-4%
Expense Transfers: CSBG			\$15,941			\$14,043	\$22,950	-\$52,934		\$0	
Expense Transfers: Other		-\$5,000			\$5,000			-\$489,785.00	-\$489,785	-\$541,682	
Adjusted Expenditures	\$8,434,315	\$813,584	\$561,774	\$1,318,823	\$7,985,362	\$134,620	\$432,998	\$0	\$19,681,476	\$20,482,906	-4%
Change in Net Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,706	-100%
End of Year Net Assets	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,706	-100%