

LEAP Budget 2022-2023

Budget does not include passthrough income & expense: Youth Bureau contract, Regional Food Bank grant; one-time funding (Head Start ARP, CRRSA)

	Head Start			Employment Services			Transportation & Emergency Assistance				Fee for Service / Other			
	Head Start Grant	CACFP	Washington County Contract	WIOA Grant	TANF Grant	Washington County SSI Contract	Washington County OFA/Transport/Food Pantry	Regional Food Bank (OSP) Funding	CSBG Grant	CSBG CARES	NYS LIHEAP	Lease Income	Private Fundraising	
Public Grants	\$ 4,627,445	\$ 159,790		\$ 433,601	\$ 125,000			\$ 1,971	\$ 245,000	\$ 175,000				\$ 5,767,806
Private Grants														\$ -
Contract Income														\$ -
Washington County Contract(s)			\$ 46,125			\$ 27,000	\$ 131,448							\$ 204,573
Fee-for-Service Income											\$ 8,000	\$ 2,520		\$ 10,520
Individual Donations													\$ 20,000	\$ 20,000
In-Kind Revenue	\$ 1,156,861			\$ 20,000		\$ 2,500	\$ 20,000							\$ 1,199,361
Revenue	\$ 5,784,306	\$ 159,790	\$ 46,125	\$ 453,601	\$ 125,000	\$ 29,500	\$ 151,448	\$ 1,971	\$ 245,000	\$ 175,000	\$ 8,000	\$ 2,520	\$ 20,000	\$ 7,202,260
Personnel	\$ 3,086,420	\$ 33,598	\$ 6,753	\$ 206,120	\$ 30,664	\$ 19,758	\$ 88,875	\$ 1,714	\$ 161,291	\$ 48,487	\$ 2,000			\$ 3,685,680 (1)
Fringe Benefits & P/R Taxes	\$ 860,483	\$ 6,192	\$ 1,392	\$ 53,742	\$ 5,934	\$ 4,134	\$ 18,558	\$ 183	\$ 30,373	\$ 6,098	\$ 200			\$ 987,288 (2)
Professional Services	\$ 105,788	\$ -	\$ 37,980	\$ 34,759	\$ 1,500	\$ 1,770	\$ 3,477	\$ 73	\$ 7,237	\$ 29,415	\$ -	\$ -	\$ -	\$ 222,000 (3)
Supplies & Equipment	\$ 104,000	\$ 120,000	\$ -	\$ 7,500	\$ 400	\$ 200	\$ 2,000	\$ -	\$ 4,000	\$ 20,000	\$ 2,500	\$ -	\$ -	\$ 260,600
Client Beneficiary Cost	\$ -	\$ -	\$ -	\$ 118,000	\$ 86,452	\$ -	\$ -	\$ -	\$ 20,000	\$ 24,000	\$ -	\$ -	\$ -	\$ 248,452 (4)
Insurance Expense	\$ 31,112	\$ -	\$ -	\$ 3,520	\$ -	\$ 430	\$ 5,263	\$ -	\$ 4,988	\$ 1,500	\$ 1,200	\$ -	\$ -	\$ 48,012
Training & Travel	\$ 65,000	\$ -	\$ -	\$ 1,500	\$ 50	\$ 50	\$ 250	\$ -	\$ 1,500	\$ 500	\$ -	\$ -	\$ -	\$ 68,850
Transportation	\$ 112,387	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 11,641	\$ -	\$ 15,000	\$ 35,000	\$ 500	\$ -	\$ -	\$ 174,528 (5)
Occupancy	\$ 239,465	\$ -	\$ -	\$ 7,220	\$ -	\$ 575	\$ 1,068	\$ -	\$ -	\$ 10,000	\$ 1,198	\$ 1,198	\$ -	\$ 260,724
Other Expense	\$ 22,790	\$ -	\$ -	\$ 1,240	\$ -	\$ 83	\$ 318	\$ -	\$ 613	\$ -	\$ -	\$ -	\$ 10,000	\$ 35,043 (6)
<i>In-Kind Expenses</i>	\$ 1,156,861	\$ -	\$ -	\$ 20,000	\$ 2,500	\$ 20,000								\$ 1,199,361
EXPENSES	\$ 5,784,307	\$ 159,790	\$ 46,125	\$ 453,601	\$ 125,000	\$ 29,500	\$ 151,448	\$ 1,971	\$ 245,000	\$ 175,000	\$ 7,598	\$ 1,198	\$ 10,000	\$ 7,190,537
	\$ (0)	\$ -	\$ -	\$ -	\$ (0)	\$ (0)	\$ (0)	\$ -	\$ (0)	\$ 0	\$ 402	\$ 1,322	\$ 10,000	\$ 11,723

(1) Personnel line (wages) based on following assumptions:

- Outreach & Development Coordinator position not backfilled (ED to pickup management of partners/donors, w/ social media managed by Trampoline)
- Community Resource Coordinator to be long-term beyond CSBG CARES end date (funded by above) - this role can also support partner management
- Vacancy assumption: \$44k (or 1%), Head Start only; very conservative estimate *

* If vacancy trend continues - continuation of one-time costs to improve retention and recruitment (sign on bonus, contracted recruitment, longevity bonuses)

(2) Benefits & Payroll Taxes based on following assumptions:

- FICA, UI consistent with 21-22 % rates
- Workers Comp bumped to align with 2021 rates (increased based on 2021 audit)
- Staff retirement and health benefits : No change; assume 1% 401k contribution, \$500 HRA and 81% contribution to individual health coverage *

* Assumes 44 total staff eligible; 35 active as of Feb 1st - leaves \$68k to be reallocated to staff (could give anywhere from \$500-\$1000 per person in other benefits with these "savings")

(3) Professional Services based on following assumptions:

- Built into this budget \$10k in another contract renewal with Trampoline Design
- Plan to extend EFPR contract by 2 years (based on new procurement policy) locking in the same rate
- Other ongoing subscriptions (software), payroll processing fees, etc.

(4) Client Support Services

- YTD (21-22) have distributed \$80k in WIOA-specific trainings (\$100k by year-end), stipends, etc.; estimating a bump to \$118k in 22-23
- Assume flat amount in 2022 for SYEP program (though growth over the last 3 years)

(5) Transportation

- Renewed 5 year fleet lease with Enterprise, capturing a savings based on equity position of current fleet of minivans (19 in total)
- Plan to add one new (cargo van) vehicle for food pantry delivery using CSBG CARES funding

(6) Costs to be covered by unrestricted sources

- Staff gifts, marketing and advertising merchandise, other costs not covered by public donors- estimated \$10k *

* Can be adjusted up or down based on how private fundraising is trending throughout the year

How we have funded adjustments to Grade Scale, in addition to rise in other non-personnel costs over last two years

Renewed contracts: several contracts renewed at lower rates over last 2 years (Enterprise lease, waste services, Head Start cleaning, etc.)

Restructured teams - eliminating or combining positions (Head Start and Administration)

Efficiencies & Reduced Waste - as a result of bulk supply ordering through Amazon, paper reduction (due to e-systems/COVID)

Compensation Policy 2022

With the help of Delark HR Solutions, ready to implement a merit-based compensation model that incentivizes high performance

Merit to be funded by (1) elimination of title and longevity bumps and (2) Head Start and CSBG COLA (not included in budget above)

Policy to be written will not speak to specific #s, will be more philosophical "The agency will reward merit on an annual basis, based on performance appraisals and contingent on funding"

Future Opportunities / Threats

- Fundraising - new leadership could lead to development of new private grants, partnerships

- Proceeds from sale of warehouse building (49 Main Street Hudson Falls); based on the cost-benefit analysis of our Fee-for-service program

- Impact of "Great Resignation" - both on programming and retention and recruitment, particularly within an agency with limited flexibility to raise wages and with an already high burnout rate (human services)

- Funding the new cost of doing business absent any one-time funding (CARES, ARP)

- Operating Reserves limited (\$160k across two short-term CDs with GFNB + approximately \$12k in net fundraising from FYE 3/31/2021)