



**FAMILY SERVICE TORONTO**

For People. For Change.

**Strategic Plan: 2021 - 2026**

Open Hearts   
Healthy Minds   
Strong Communities 

# **Q4 Service and Financial Report**

May 18, 2022



## **Open Hearts, Healthy Minds, Strong Communities**

We want compassionate hearts that are open to the many different needs and experiences of Toronto's residents.

We want minds that are healthy and that can thrive despite past traumas and adversity.

We want communities that are strong because their members are connected, active and resilient.

We want individuals and families in Toronto to have greater stability and resilience in more just and supportive communities.

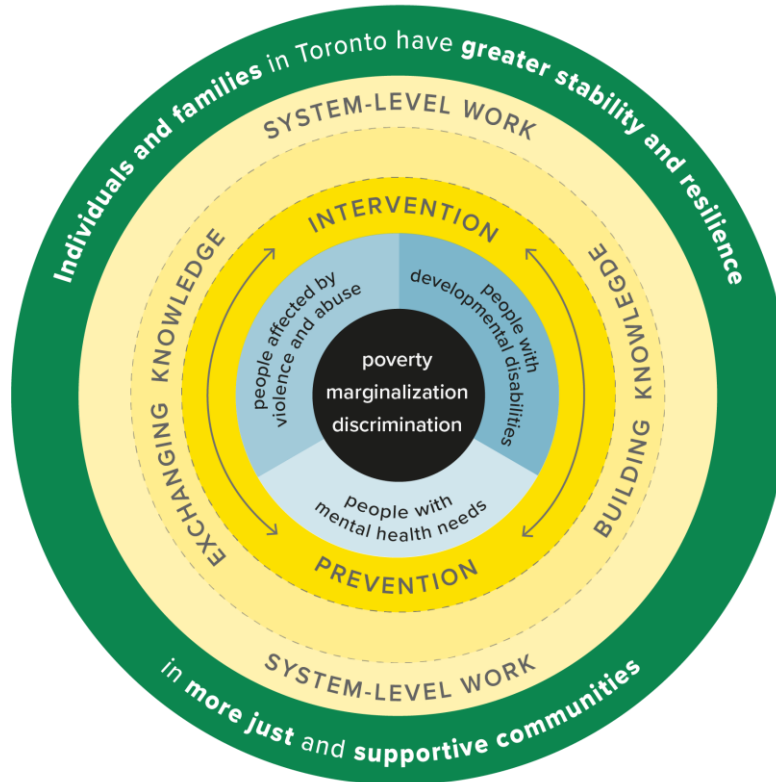
### **To achieve this vision, FST will pursue a new series of strategic directions that build on our strengths:**

- Our theory of change provides an integrated way of understanding the organization's activities and focus on the underlying forces of poverty, marginalization and discrimination that FST works to alleviate.
- Our three core service areas — mental health, family violence and developmental disabilities — remain exceptionally relevant and will remain the focus of our work.
- Our commitment to research and advocacy provides the organization with a distinctive public policy capacity that contributes to systemic change

### **Over the next five years, FST will pursue four strategic directions:**

1. Significantly increase access to counselling and mental health services across Toronto.
2. Significantly reduce systemic barriers for women seeking justice and healing and increase community supports for families impacted by violence including those who use violence.
3. Deliver on the Passport 'promise' to enhance the quality of life for people with developmental disabilities and their caregivers, and lead the evolution of individualized account services within developmental services and beyond.
4. Become an indispensable source for applied research and social action that strengthens the community sector and helps us to understand and impact the root causes of poverty, discrimination and marginalization.

## Theory of Change



## Foundational Strategies

We know that our ability to achieve our strategic directions depends on our ability to build strong foundations that support this work. Over the next five years, every FST team member will play a part in helping us to strengthen these foundations and deliver these commitments.

People	Culture	Systems	Funding	Community
We will cultivate the skills that allow each of us to be more agile and adaptive	We will reward innovation that responds to the needs of our communities	We will invest in our HR systems and supports	We will aggressively pursue opportunities that allow us to diversify and increase our revenues	We will ensure that a community development ethos is at the heart of our services
We will support professional development and personal growth	We will strengthen our ability to collaborate to achieve our shared goals	We will invest in our business platforms to create more efficient and intuitive systems	We will manage our assets to support and expand our services	We will work to engage our service users and communities to ensure that our services are responsive and appropriate
We will hold one another accountable for our mission, impact and actions	We will stand up as a leader in the community sector to better support our partners and beneficiaries	We will implement metrics that allow us to better evaluate our impact and improve our services	We will introduce new social enterprise models that help to expand our service offering	We will support individuals and communities to take action on the issues that matter to them



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## **COMMUNITY PROGRAMS AND SERVICES**

### **Changing Lives and Family Violence**

Counselling Service  
Connecting Families  
David Kelley Services (DKS)  
Families in Transition (FIT)  
Seniors and Caregivers Support Services (SCSS)  
Service Access Unit (SAU)  
Next Steps  
Violence Against Women (VAW)  
Seniors Community Connections  
Healthy Families, Healthy Communities  
Growing Up Healthy Downtown (GUHD)  
Pat's Place

### **Building Inclusive Communities**

Options  
Passport  
PassportONE  
Person Directed Planning

### **Social Action and Community Building**

Social Action  
National Campaign 2000  
Ontario Campaign 2000

### **Knowledge Building**

Research, Evaluation and Planning  
Student Placement  
Accreditation  
Grant Writing

## **CORPORATE SERVICES**

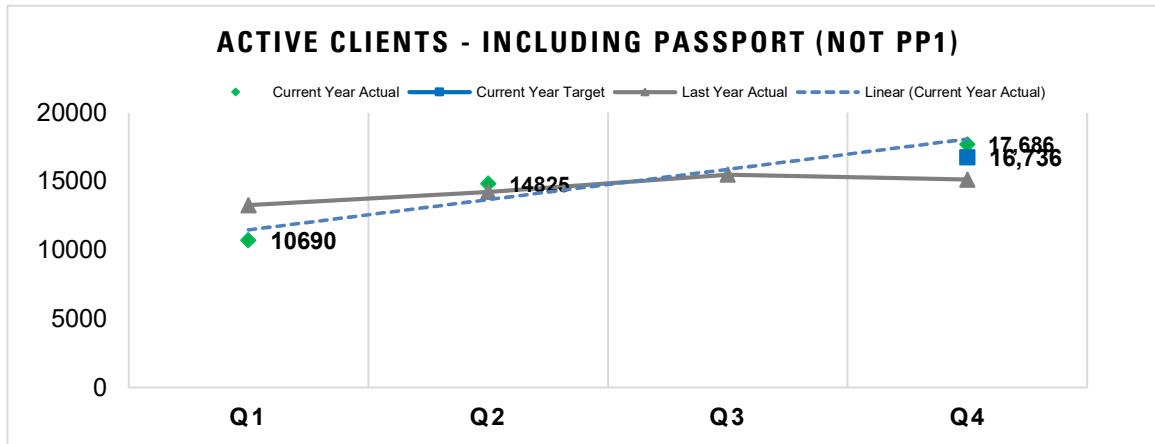
Finance  
Human Resources and Volunteers  
Technology, Communications and Facilities  
Executive Director's Office



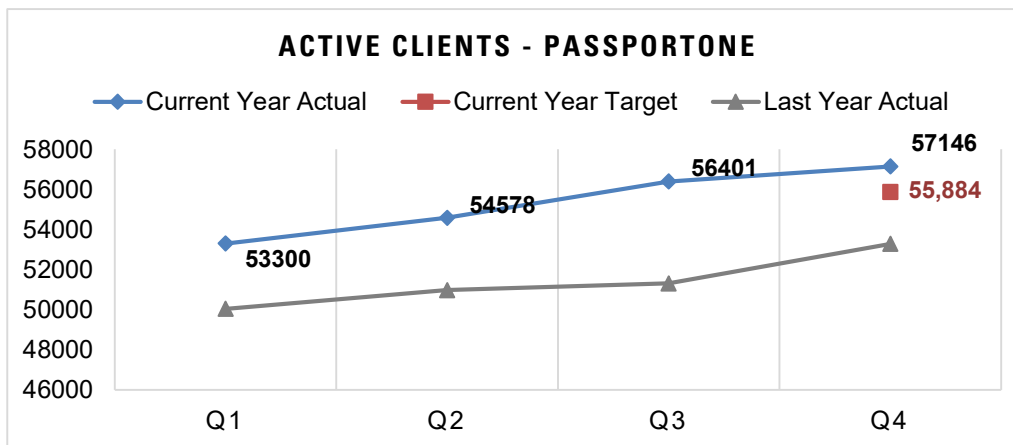
## 2021-2022 Q4 Service Report

Date: May 17, 2022

### CLIENTS SERVED SNAPSHOT



This chart shows that the organization as a whole has exceeded its service target for the year. Please note: Due to the migration of data to TREAT data management system, we do not have a final number of clients for the Q3 time period. The data is integrated into the Q4 data.



PassportONE has exceeded its service target for the year.

### HIGHLIGHTED WORK (Q1 & Q2 & Q3 & Q4 combined)



Seniors Friendly Chat Program  
43 Served



Virtual Daily Walk-In  
Counselling Clinic  
903 Served



Group Peer Support and  
Workshops Offered  
through Community  
Engagement Program -  
125

### SOCIAL ACTION



Group Meetings Convened and  
Supported to Facilitate Action - 81



Individuals Engaged (not  
unique) - 2371



**2021-2022 Q4 Service Report**  
**Date: 17 May 2022**

**PROGRAM PROFILE**

	Actual # Served (YTD)	Target # (Annual)	% Target Reached (YTD)	Status
<b>Changing Lives - Community Counselling &amp; Mental Health Programs</b>				
Clients	3,039	2,905	105%	
Participants	669	1467	46%	
Contacts	23,227	25,200	92%	
Service Hours	15,973.92	20,514	78%	
FTEs (100% Target)	22.88	28.38	81%	
<b>Family Violence Programs</b>				
Clients	1,670	1,518	110%	
Participants	1,405	900	156%	
Contacts	17,987	13,624	132%	
Service Hours	10,071.98	10,233	98%	
FTEs (100% Target)	11.62	11.09	105%	
<b>Community Engagement Programs</b>				
Clients	144	-	-	
Participants	3,009	5251	57%	
Contacts	245	-	-	
Service Hours	3,274	7030	47%	
Workshops/Peer Support Sessions	125	-	-	
Broadcast Listeners	35,000	-	-	
FTEs (100% Target)	8.10	7.08	114%	
<b>Building Inclusive Communities - Developmental Services Programs</b>				
B1: PassportONE Active Clients	57,146	55,884	102%	
B2: FST Passport Clients	12,128	11,818	103%	
B3: Options/PDP/CSP Clients	705	495	142%	
B2 and B3: Participants	456	23	1983%	
B3: Contacts	45,180	84,863	53%	
B2 and B3: Service Hours	19,888.70	26,531	75%	
FTEs (100% Target)	110.40	88.35	125%	
<b>Social Action</b>				
Individuals Engaged - Participants (not unique)	2,371	2,800	85%	
Partners/stakeholders (unique)	-	-	-	
Website Traffic/Social media engagement*	29,733	-	-	
New partners representing marginalized groups	-	-	-	
Government relations - meeting with elected officials and public servants	18	-	-	
Number of publications or government submissions for our work and the work of our partners	31	-	-	
Public presentations	-	-	-	
Group meetings convened (to facilitate action)	85.00	-	-	
Service Hours	-	N/A	-	
FTEs (100% Target)	3.47	4	87%	
<b>Service Access Unit</b>				
Call Volume	27941	-	-	
FTEs ( <i>reported above in CL Mental Health</i> )		-	-	
<b>Other FTEs</b>				
Corporate Services	13.24	13.15	101%	
Knowledge Building	3.03	3.3	92%	
<b>Students and Volunteers</b>				
Students	12	20	60%	
Student Hours	2,588.0	-	-	
Volunteers	182	180	101%	
Volunteer Hours	3,593	11,248.00	32%	

\* Website Traffic/Social media engagement currently includes website visits only

**Status Legend:**

Green	On Target (Actual is on target or above target planned)
Yellow	Below Target (Actual is below target by less than 10%)
Red	Below Target (Actual is below target by 10% or more)

**Program Portfolios:**

Caregivers Support Service, Sexual Assault Initiative, Walk-in Clinic, West End Sexual Assault Team. Also includes FTEs for General Reception and Support, and
<b>Family Violence Programs:</b> Next Steps - Partner Assault Response, Partner Contact, Violence Against Women
Connections. Also includes FTEs for Neighbourhood and Friends, New Horizon Seniors
Person Directed Planning
<b>Corporate Services:</b> Communications, Executive Office, Facilities, Finance, Human Resources, Technology, Volunteer Services
<b>Social Advocacy:</b> Campaign 2000 and Ontario Campaign 2000, FST Social Action and Community Building
<b>Knowledge Building:</b> Evaluation, Grant Writing, Operational and Strategic Planning, Research, Students

***Open Hearts, Healthy Minds, Strong Communities***  
**Year 1 Strategic Plan – Q4 FY21/22**

**Section 1: Strategic Directions**

**Strengthening the FST Team**

**Year 1: 2021-2022**

**Lead:** Executive Director and Strategy Team

**Programs:** All

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"> <li>• Work more collaboratively towards shared goals</li> <li>• Strengthen internal communications</li> <li>• Share ownership and responsibility for performance</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>• Focus on staff engagement and meaningful client participation and peer work</li> <li>• Invest in internal and external communications</li> <li>• Strengthen IT systems for improved service delivery</li> </ul>	1. Create more collaborative channels for internal communications to enhance staff engagement.	➔	Enhanced and focused communication is expected to enhance access to opportunities for all staff
	2. Increase communications and promotion of volunteer program internally and externally.	➔	Enhanced and focused communication with volunteers is expected to lead to a more diverse volunteer community at FST with access to more diverse opportunities
1. Volunteer Resources strengthened internal and external communications through the quarterly Volunteer Resources newsletter, provided information for the Staff Update as required and contributed to the annual Policy Review. There is active participation in cross-team initiatives such as the Accessibility Working Group. The plan to attend team meetings to promote the volunteer program has been extended to 2022-23. 2. Staff have been utilized to use their networks to circulate job postings, and work is being done on diversifying our recruitment sources. The use of LinkedIn has improved the diversity and number of candidates sourced. 3. HR enlisted a volunteer to complete a comprehensive job posting resource spreadsheet to further cross-post our job postings. 4. Implementation of EAP Fridays to promote employee wellness.			

**Status Key:** On-track ➔ Ahead ↗ Delayed ↘ Complete ✓



***Open Hearts, Healthy Minds, Strong Communities***  
**Year 1 Strategic Plan – Q4 FY21/22**

**Expanding Community Counselling and Mental Health Services**

**Year 1: 2021-2022**

**Lead:** Director, Changing Lives/Family Violence

**Programs:** David Kelley Services, Families in Transition, General Counselling, Seniors and Caregivers Support, Violence Against Women

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"> <li>Rethink approach to counselling services</li> <li>Double access to counselling services</li> <li>Introduce more group and virtual options</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>Create new service models</li> <li>Establish partnerships to build access</li> <li>Pursue health funding and other revenues</li> </ul>	1. Conduct a review of FST's mental health counselling services: <ul style="list-style-type: none"> <li>a. Develop an understanding of the application of evidence-informed practice within community mental health – including criteria for short and long-term counseling delivery</li> <li>b. Enhance the number, types and modes of service delivery – educational and counselling supports</li> </ul>	➔	Deeper understanding of the type and range of issue equity seeking groups present with at FST and the range of modalities that FST can effectively utilize to support clients will and is key to this review.
	2. Work with the Downtown East Ontario Health team to increase access to mental health counselling supports.	➔	Social determinants of health will be key to this work. Health equity is also a key focus.
1. Conversations with Hard Feelings about the possibility of enhancing counselling supports offered by both organizations through a potential strategic partnership. 2. The Downtown East Toronto Ontario Health Team completed planning for a stepped care pilot program. For this pilot, six family physicians in solo practice will refer patients who require counselling or psychotherapy supports.			

**Status Key:** On-track ➔ Ahead ↗ Delayed ↘ Complete ✓



***Open Hearts, Healthy Minds, Strong Communities***  
**Year 1 Strategic Plan – Q4 FY21/22**

**Reducing Violence Against Women/Gender-Based Violence**

**Year 1: 2021-2022**

**Lead:** Director, Changing Lives/Family Violence

**Programs:** Growing Up Healthy Downtown (GUHD), Healthy Families Healthy Communities (HFHC), Next Steps Partner Assault Response (PAR), Partner Contact, Illahee and Seniors Community Connections, Violence Against Women

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"> <li>• <i>Challenge the status quo</i></li> <li>• <i>Engage with men</i></li> <li>• <i>Strengthen supports to women's shelters</i></li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>• Convene system actors</li> <li>• Develop new programs for men</li> <li>• Strengthen advocacy</li> </ul>	1. Implement skills-based group programming to work with men who have used or are at risk of using violence/abuse in close personal relationships.	↘	The curriculum for this group considers the individual needs of clients who have experienced sexual abuse, including their strengths and areas of focus for skills-building.
	2. Build a partnership framework for Community Engagement Programs at FST.	→	The partnership framework will include the voices of staff who work in the communities FST works with, the partners we engage with, and where appropriate, participants engaged in programming.
1. Group for male survivors of sexual abuse has been on hold because one group leader has been on leave. 2. Initial conversations with current Community Engagement partners have started, as well as staff regarding what is working, not working and how partners would like to engage in the future.			

**Status Key:** On-track → Ahead ↗ Delayed ↘ Complete ✓

***Open Hearts, Healthy Minds, Strong Communities***  
Year 1 Strategic Plan – Q4 FY21/22

**Enhancing Developmental Disability Services**

**Year 1: 2021-2022**

**Lead:** Director, Building Inclusive Communities

**Programs:** Coordinated Service Planning (CSP), Options Adult, Option Children, Person Directed Planning (PDP), Passport, PassportONE

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"> <li>Refine the Passport model</li> <li>Strengthen program accountability</li> <li>Provide stewardship</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>Invest in the model</li> <li>Communicate findings</li> <li>Expand administrative platform</li> </ul>	1. Enhance and develop communications and information materials for staff, clients and other stakeholders.	→	Timely and consistent communication to clients we serve using plain language.
	2. a. Increase staffing resources in Passport program b. Expand capacity building through professional development	→	Passport recruitment strategies, peer programming and agency partnerships will ensure our stakeholders' diverse views/needs are reflected in the work of FST staff.
	3. Expand and formalize external partnerships.	→	
	4. Case Management Program Development: a. Develop program guidelines for Options and PDP b. Pilot Dual-Diagnosis Case Management (Options Adults) c. Pilot an after-care program for discharged case management clients d. Develop Peer Support models for all BIC programs	→	Short term case management and aftercare programming to support all client needs and not just the clients in crisis or those who can self advocate.
<ol style="list-style-type: none"> <li>Phase 1 of the new MCCSS APSW Housing Project Program was officially completed on March 31, on schedule and on budget and FST is fully prepared to lead Phase 2 of the initiative beginning April 1, 2022.</li> <li>FST presented at the annual Ontario Association of Dual Diagnosis (OADD) Conference to present the Children team's United Way project aimed at developing peer resources.</li> <li>The FST Coordinated Service Planning (CSP) program began taking Urgent Responses cases for the Ontario Autism Project (OAP)</li> <li>New Passport guidelines and new approvals directions for Passport released by MCCSS March 2022</li> <li>Power Business Intelligence (BI) has been implemented and the team has started to develop reports.</li> <li>PassportONE developed year end professing strategies and communicated this to Passport agencies in advance.</li> <li>We have newly onboarded Passport staff dedicated to working exclusively on claims to expedite payments and decrease processing times</li> </ol>			

**Status Key:** On-track → Ahead ↗ Delayed ↘ Complete ✓

***Open Hearts, Healthy Minds, Strong Communities***

**Year 1 Strategic Plan – Q4 FY21/22**

8. FST continues to negotiate partnerships in MCCSS' Human Trafficking initiatives with Montage Support Services.
9. Plans for implementing the Non-violent Crisis Prevention and Intervention train to support clients with behaviour challenges and positive behaviour supports is on track for new fiscal year
10. Counselling: Working to continue to identify the barriers to available counselling resources for individuals with Developmental Disabilities (DD) and establish supportive partnership with FST counsellors to better support all individuals with DD through counselling, as opposed to one demographic (VAW).

***Open Hearts, Healthy Minds, Strong Communities***  
**Year 1 Strategic Plan – Q4 FY21/22**

**Public Policy**

**Year 1: 2021-2022**

**Lead:** Directors, Social Action & Knowledge Building

**Programs:** Social Action and Knowledge Building

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"> <li>• Renew networks</li> <li>• Develop new calls</li> <li>• Strengthen connection to programs</li> </ul> <b>Actions</b> <ul style="list-style-type: none"> <li>• Integrate research and advocacy functions</li> <li>• Identify and pursue new policy goals</li> <li>• Supply applied research expertise</li> </ul>	1. Through the work on the SSHRC and the Sustainable Development Goals (SDG) grants, we center client and community lived expertise at the center of program and policy development.	→	The CERB Amnesty Campaign continued to gather data, input, stories from diverse people living in poverty, supporting their advocacy to the federal government. This resulted in the reversal of clawbacks to the Guaranteed Income Supplement (GIS) for low income seniors.
	2. Social Action and Knowledge Building will meet quarterly to develop a process map to achieve the integration of service, research and advocacy functions for FST as a whole and to identify indicators of success.	→	The literature review, policy map, environmental scan and community-based research framework for the Sustainable Development Goals (SDG) project have been completed. This research will support a gap analysis to identify who has been excluded from policy making/Campaign 2000 (C2K) knowledge development, which will inform decisions as to which communities local conversation will be focused in.
<ol style="list-style-type: none"> <li>1. The Canada wide meeting to determine best practices to work with people labeled with intellectual and/or developmental disabilities who have experienced sexual violence is being held in April/May 2022. The conference will be remote. Participation is by invite only and includes people with lived experience, researchers/academics and service delivery personnel. The meeting will be completely remote; the research trainees contribute a very good understanding of disability rights; we have also contracted with an arts-based facilitator.</li> <li>2. Social Action and Knowledge Building led REB processes for each other's research projects.</li> <li>3. Several background research pieces have been completed for the SDGs project (see above EDI implications), the list of Key Informant interviews has been developed and a gap analysis process has been developed for next Quarter.</li> </ol>			

**Status Key:** On-track → Ahead ↗ Delayed ↘ Complete ✓

***Open Hearts, Healthy Minds, Strong Communities***  
Year 1 Strategic Plan – Q4 FY21/22

## Section 2: Foundational Strategies

### Our People

**Year 1:** 2021-2022

**Lead:** Director, Human Resources and Volunteers

<b>2021-2026</b>	<b>Y1 Activities</b>		<b>Status</b>	<b>Equity, Diversity, Inclusion Implications</b>
	1. Enhance staff development through the Volunteer Program.		➔	Organization wide staff development will open up opportunities for a more diverse staff, including those who traditionally have less access to advanced opportunities
	2. Develop an internal and external communications plan for the Volunteer Program.		➔	
<b>Goals</b> <ul style="list-style-type: none"><li>• We will cultivate the skills that allow each of us to be more agile and adaptive</li><li>• We will support professional development and personal growth</li><li>• We will hold one another accountable for our mission, impact and actions</li></ul>				
<b>Narrative:</b> <ul style="list-style-type: none"><li>1. The external communication plan for volunteers has been developed and utilizes quarterly newsletters that provide updates on what’s happening at FST and offers recognition for the contributions of volunteers.</li></ul>				

**Status Key:** On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

***Open Hearts, Healthy Minds, Strong Communities***  
Year 1 Strategic Plan – Q4 FY21/22

**Our Culture**

**Year 1: 2021-2022**

**Lead:** Executive Director and Director, Human Resources and Volunteers

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"><li>• We will reward innovation that responds to the needs of our communities</li><li>• We will strengthen our ability to collaborate to achieve our shared goals</li><li>• We will stand up as a leader in the community sector to better support our partners and beneficiaries</li></ul>	1. Review and prioritize recommendations from the Employee Engagement Work Group (EEWG) work Plan.	➔	
	2. Develop implementation plan based on EEWG Recommendations.	➔	
<b>Narrative:</b>  1. Three recommendations from the EEWG have been implemented: <ul style="list-style-type: none"><li>i. Development of workplace Culture Statement</li><li>ii. Implementation of townhall meetings</li><li>iii. Implementation of weekly Staff Update via email</li><li>iv. Implementation of FST Connect program to allow staff to learn about other roles in FST from their colleagues.</li><li>v. Implementation of New Staff Orientation program to improve knowledge of different areas of FST.</li><li>vi. Implementation of Monthly HR staffing updates and recognition, sharing staffing changes, welcoming new members, and celebrating accomplishments</li></ul>			

**Status Key:** On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

***Open Hearts, Healthy Minds, Strong Communities***  
**Year 1 Strategic Plan – Q4 FY21/22**

**Our Systems**

**Year 1: 2021-2022**

**Lead:** Directors, IT, Communication and Facilities, Human Resources and Volunteers & Knowledge Building

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"><li>We will invest in our HR systems and supports</li><li>We will invest in our business platforms to create more efficient and intuitive systems</li><li>We will implement metrics that allow us to better evaluate our impact and improve our services</li></ul>	1. New Electronic Client Record System (ECRS) deployed and managed with full user support and external hosting before year-end.	➔	
	2. Technology Plan developed to identify future information management strategies, infrastructure system changes and model for user support.	✓	
	3. Ensure relevant HR Information System (HRIS) features are utilized, emphasizing applicant tracking and performance management.	➔	
	4. Improve reporting capabilities of HRIS/Payroll system.	➔	
	5. Program evaluation outcomes, metrics and recommendations will be integrated into existing reporting processes for service improvements.	↘	
	6. Improve external marketing and communications through a refreshed website, expanded social media activity.	↘	
	<div>1. Work continued on Phase 1 deployment of new ECRS following December launch. Revisions and updates continued through March with preparation for deploying Phase 2 improvements through the Spring.</div> <div>2. Technology Plan submitted in January with recommendations regarding future staffing and projects for consideration.</div> <div>3. Website/social media work continues to be on hold pending communications resourcing.</div> <div>4. Additions to our current reporting system are put on hold until the new ECRS is in place and we have a better understanding of how best to get the information we need from the system. For Q4 AIM and new ECRS data was integrated and this posed some challenges in our reporting.</div>		

**Status Key:** On-track → Ahead ↗ Delayed ↘ Complete ✓



***Open Hearts, Healthy Minds, Strong Communities***  
Year 1 Strategic Plan – Q4 FY21/22

## Our Funding

**Year 1: 2021-2022**

**Lead:** Executive Director & Director, IT, Communication and Facilities

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"> <li>We will aggressively pursue opportunities that allow us to diversify and increase our revenues</li> <li>We will manage our assets to support and expand our services</li> <li>We will introduce new social enterprise models that help to expand our service offering</li> </ul>	1. Generate rental income and continue ongoing work with commercial real estate broker.	➔	
1. Tenants had limited staff onsite during ongoing pandemic restrictions through the winter with expectations staff would return in the Spring in tandem with FST's reopening plans. 2. Monthly meetings with EDs of the new Church Street Community Services Hub continued to explore collaboration on programs, funding and public policy work and joint approach on reopening plans for the Spring.			

**Status Key:** On-track ➔ Ahead ↗ Delayed ↘ Complete ✓

***Open Hearts, Healthy Minds, Strong Communities***  
**Year 1 Strategic Plan – Q4 FY21/22**

**Our Community**

**Year 1: 2021-2022**

**Lead:** Directors, Social Action, Knowledge Building, and IT, Communications and Facilities

2021-2026	Y1 Activities	Status	Equity, Diversity, Inclusion Implications
<b>Goals</b> <ul style="list-style-type: none"><li>We will ensure that a community development ethos is at the heart of our services</li><li>We will work to engage our service users and communities to ensure that our services are responsive and appropriate</li><li>We will support individuals and communities to take action on the issues that matter to them</li></ul>	1. Develop a communications strategy that facilitates community engagement with FST’s work, especially Campaign 2000.	➔	Use of communications tools to organize Day of Action and support participation of people with lived expertise led to significant policy win for CERB Amnesty (see above Public Policy)  Client engagement surveys in BIC will support active participation and inclusion for BIC clients.
	2. Developing and piloting diverse approaches to client input from people with developmental disabilities into program development and evaluation.	➔	
	3. Examine effectiveness of new programs developed during the pandemic, i.e. virtual walk-in and phone services from a client experience and access perspective.	➔	
	4. Improve external marketing and communications through a refreshed website and expanded social media activity.	➡	
<ol style="list-style-type: none"><li>Work has begun to implement client engagement surveys and interviews for service users in BIC, including input from Passport agencies for Passport ONE. We expect clients to participate in the workgroups for the different teams. This work will start in May.</li><li>Knowledge Building currently focuses on teams’ readiness for COA Accreditation in June 2022. This includes the development of stories of the work or logic models for all service delivery programs. It will provide all teams with a comprehensive overview of their work.</li><li>Work well underway for C2K website refresh and SDGs Project website launch. Regular monthly newsletters developed and circulated through mailchimp and regular dissemination of C2K work through social media platforms has resulted in increased engagement with the Campaign.</li><li>FST Website/social media work on hold pending Communications’ resourcing.</li></ol>			

**Status Key:** On-track → Ahead ↗ Delayed ↘ Complete ✓



**FAMILY SERVICE TORONTO**  
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## **March 31, 2022 (Q4) Financial Report**

Prepared by: Financial Services  
Date: May 3, 2022

## **Summary**

At the end of Q4 F21-22, FST recorded \$19.5M of revenue from all sources compared to a YTD budget of \$18.3M. \$1.2 M increase in revenue was mostly coming from government revenues. The increase was mainly attributable to PassportONE operations.

Organization-wide expenses at the end of Q4 were \$19.3M with a budget of \$18.3M. Higher expenses in salaries and benefits and professional service were offset by lower expense in all other categories.

Excess of revenue over expenses on March 31, 2022, was \$183K. This amount reflects the unallocated self-generated revenues (rental income).

## **Community Programs**

At the end of Q4, revenue in Community programs was \$5.0M compared to the YTD budget of \$5.3M. Most of the variance of \$350K is coming from government (\$131K) and United Way (\$210K) funded programs

Total expenses in Q4 were \$4.8M with the YTD budget of \$5.2M. The variance of \$357K is a result of lower expense on salaries and benefits (\$265K), transportation (\$54K), Promotion (\$48K), and few other categories offset by professional services and building occupancy.

## **Building Inclusive Communities**

Revenue at the end of Q4 was \$3.9M with a YTD budget of \$4.1M. The variance of \$238K is coming from government, foundation and other agencies revenues and is direct result of lower expenses for the period.

Total expenses at the end of the period were \$3.5M with a budget of \$3.7M.

## **PassportONE**

Revenue at the end of Q4 was \$8.9M with the YTD budget of \$7.4M. Higher than budgeted revenue is the result of higher expense in salaries and benefits (\$934K and \$136K respectively) and professional services (\$594K). Some of that increase is offset by lower spending on office supplies (\$246K) and few other categories.

Client purchase of service for 21-22 of \$356M represents an overall utilization of 60.1% which is comparable to 20-21 utilization of 61.3%.

A contract amendment for 21-22 was approved and signed by MCCSS incorporating the increased expenditures that were incurred.

### **Corporate Services**

Revenue from all sources was 3M, compared to the YTD budget of \$2.6M. \$397K variance is coming from higher utilization of United Way revenue (210K), Donations (44K) and government revenue (ACA \$139K) and lower YTD rental income (\$72K).

### **Capital and Learning Fund**

FST received \$39K in distribution payments from the 128 Sterling Road Joint Venture bringing the year-to-date total to \$162K.

The total capital asset additions for fiscal 21-22 were \$746K and mainly for PassportONE CRM solution and Treat (replacement for AIM)

The excess revenue over expenses for 21-22 will be used for capital building reserve fund (\$97K.)

**Family Service Toronto**  
**Consolidated Income Summary**  
**For the Twelve Months Ending March 31, 2022**

	<b>YTD</b>	<b>YTD</b>	<b>Over/(Under)</b>		<b>Annual</b>	<b>Annual</b>	<b>Prior Year</b>	<b>Over/(Under)</b>	
	<b>Actual</b>	<b>Budget</b>	<b>Actual v Budget</b>		<b>Budget</b>	<b>Remaining</b>	<b>Actual</b>	<b>Prior Year vs Current Year</b>	
			<b>\$</b>	<b>%</b>				<b>\$</b>	<b>%</b>
<b>REVENUES</b>									
Government	15,117,340	13,986,266	1,131,074	8.1%	13,986,266	(1,131,074)	13,019,802	2,097,539	16.1%
United Way - Base Allocation	3,230,416	3,230,416	0	0	3,230,416	0	3,338,604	(108,188)	(4.7%)
United Way - Other	1,978	5,159	(3,180)	907.6%	5,159	(46,820)	2,835	49,143	1733.2%
Foundations and Other Agencies	584,540	572,457	12,083	2.1%	572,457	(12,083)	407,676	176,865	43.4%
Fees									
Client	91,407	103,000	(11,594)	(11.3%)	103,000	11,594	62,868	28,539	45.4%
Memberships, Donations & Bequests	109,339	30,000	79,339	264.5%	30,000	(79,339)	78,365	30,974	39.5%
Investment Income	22,915	21,800	1,115	5.1%	21,800	(1,115)	56,721	(33,806)	(59.6%)
Property Rental Income	291,900	364,200	(72,300)	(19.9%)	364,200	72,300	157,448	134,452	85.4%
Other Revenue	60,530	33,400	27,130	81.2%	33,400	(27,130)	49,679	10,851	21.8%
	<b>19,510,365</b>	<b>18,346,698</b>	<b>1,163,668</b>	<b>6.3%</b>	<b>18,346,698</b>	<b>(1,163,668)</b>	<b>17,173,997</b>	<b>2,336,368</b>	<b>13.6%</b>
<b>EXPENSES</b>									
Salaries	11,232,982	10,615,214	617,768	5.8%	10,615,214	(617,768)	9,782,012	1,450,969	14.8%
Employee Benefits	2,025,984	1,977,913	48,071	2.4%	1,977,913	(48,071)	1,804,183	221,801	12.3%
Funded Contracted Services	275,415	299,926	(24,511)	(8.2%)	299,926	24,511	193,209	82,206	42.5%
Professional Services	3,660,517	2,883,326	777,191	27.0%	2,883,326	(777,191)	3,259,485	401,032	12.3%
Building Occupancy	994,023	1,006,160	(12,137)	(1.2%)	1,006,160	12,137	1,076,089	(82,066)	(7.6%)
Office and supplies	998,997	1,088,611	(89,614)	(35.8%)	1,088,611	89,614	681,766	317,231	46.5%
Transportation	2,227	103,662	(101,435)	(97.9%)	103,662	101,435	4,033	(1,806)	(44.8%)
Promotion	22,817	66,315	(43,498)	(65.6%)	66,315	43,498	30,870	(8,053)	(26.1%)
Education and Conferences	69,191	81,767	(12,576)	(15.4%)	81,767	12,576	41,233	27,958	67.8%
Other Expenses	45,329	223,213	(177,884)	(79.7%)	223,213	177,884	42,330	3,000	7.1%
	<b>19,327,482</b>	<b>18,346,107</b>	<b>981,376</b>	<b>3.7%</b>	<b>18,346,107</b>	<b>(981,376)</b>	<b>16,915,209</b>	<b>2,412,273</b>	<b>14.3%</b>
<b>Excess of Revenue over Expenses before ACA</b>	<b>182,883</b>	<b>591</b>	<b>182,292</b>	<b>81602.0%</b>	<b>591</b>	<b>(182,292)</b>	<b>258,788</b>	<b>(75,905)</b>	<b>(29.3%)</b>
ACA	0	0	(0)	0	0	0	0	0	0
<b>Net Excess of Revenue over Expenses</b>	<b>182,883</b>	<b>591</b>	<b>182,292</b>	<b>81603.3%</b>	<b>591</b>	<b>(182,292)</b>	<b>258,788</b>	<b>(75,905)</b>	<b>(29.3%)</b>
Revenue - client purchase of service	358,234,952	357,990,551	244,401	0.1%	357,990,551	(244,401)	320,495,586	37,739,366	11.8%
Expense - client purchase of service	358,234,952	357,990,551	244,401	0.1%	357,990,551	(244,401)	320,495,586	37,739,366	11.8%
	0	0	0	0	0	0	0	0	0
<b>Net Excess of Revenue over Expenses</b>	<b>182,883</b>	<b>591</b>	<b>182,292</b>	<b>81603.3%</b>	<b>591</b>	<b>(182,292)</b>	<b>258,788</b>	<b>(75,905)</b>	<b>(29.3%)</b>

**Family Service Toronto**  
**Community Programs Income Summary**  
**For the Twelve Months Ending March 31, 2022**

	<b>YTD</b>	<b>YTD</b>	<b>Over/(Under)</b>		<b>Annual</b>	<b>Annual</b>	<b>Prior Year</b>	<b>Over/(Under)</b>	
	<b>Actual</b>	<b>Budget</b>	<b>Actual v Budget</b>		<b>Budget</b>	<b>Remaining</b>	<b>Actual</b>	<b>Prior Year vs Current Year</b>	
			<b>\$</b>	<b>%</b>				<b>\$</b>	<b>%</b>
<b>REVENUES</b>									
Government	2,752,485	2,883,662	(131,177)	(4.5%)	2,883,662	131,177	2,557,872	194,613	7.6%
United Way - Base Allocation	1,993,112	2,203,110	(209,998)	(11.8%)	2,203,110	259,506	2,293,521	(300,409)	(15.3%)
United Way - Other	0		0	0		(49,508)		49,508	0
Foundations and Other Agencies	65,691	98,015	(32,324)	(33.0%)	98,015	32,324	75,906	(10,215)	(13.5%)
Fees									
Client	91,407	103,000	(11,594)	(11.3%)	103,000	11,594	62,868	28,539	45.4%
Memberships, Donations & Bequests	56,565	20,000	36,565	182.8%	20,000	(36,565)	24,012	32,553	135.6%
Investment Income		20,000	(20,000)	(100.0%)	20,000	20,000		0	0
Other Revenue	14,275		14,275	0		(14,275)	1,750	12,525	715.7%
	<b>4,973,534</b>	<b>5,327,787</b>	<b>(354,253)</b>	<b>(6.6%)</b>	<b>5,327,787</b>	<b>354,253</b>	<b>5,015,929</b>	<b>(42,395)</b>	<b>(0.8%)</b>
<b>EXPENSES</b>									
Salaries	3,674,893	3,891,749	(216,856)	(5.6%)	3,891,749	216,856	3,678,041	(3,147)	(0.1%)
Employee Benefits	660,879	709,966	(49,087)	(6.9%)	709,966	49,087	698,534	(37,655)	(5.4%)
Funded Contracted Services	173,296	171,699	1,596	0.9%	171,699	(1,596)	166,916	6,380	3.8%
Professional Services	57,172	22,200	34,972	157.5%	22,200	(34,972)	115,019	(57,847)	(50.3%)
Building Occupancy	156,199	101,465	54,734	53.9%	101,465	(54,734)	96,571	59,628	61.7%
Office and supplies	66,817	101,003	(34,186)	(33.8%)	101,003	34,186	92,809	(25,993)	(28.0%)
Transportation	2,145	56,168	(54,023)	(96.2%)	56,168	54,023	3,060	(914)	(29.9%)
Promotion	9,873	58,015	(48,142)	(83.0%)	58,015	48,142	30,521	(20,648)	(67.7%)
Education and Conferences	13,030	5,352	7,678	143.5%	5,352	(7,678)	13,644	(614)	(4.5%)
Other Expenses	22,213	76,852	(54,639)	(71.1%)	76,852	54,639	6,219	15,995	257.2%
	<b>4,836,517</b>	<b>5,194,470</b>	<b>(357,953)</b>	<b>(6.9%)</b>	<b>5,194,470</b>	<b>357,953</b>	<b>4,901,333</b>	<b>(64,816)</b>	<b>(1.3%)</b>
<b>Excess of Revenue over Expenses before ACA</b>	<b>137,017</b>	<b>133,317</b>	<b>3,700</b>	<b>2.8%</b>	<b>133,317</b>	<b>(3,700)</b>	<b>114,595</b>	<b>22,421</b>	<b>19.6%</b>
ACA	137,017	133,317	3,700	2.8%	133,317	(3,700)	114,596	22,421	19.6%
<b>Net Excess of Revenue over Expenses</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(100.0%)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>1</b>	<b>(100.0%)</b>
Revenue - client purchase of service	126,754	142,430	(15,676)	(11.0%)	142,430	15,676	127,571	(817)	(0.6%)
Expense - client purchase of service	126,754	142,430	(15,676)	(11.0%)	142,430	15,676	127,571	(817)	(0.6%)
	0	0	0	0	0	0	0	0	0
<b>Net Excess of Revenue over Expenses</b>	<b>0</b>	<b>(0)</b>	<b>0</b>	<b>(100.0%)</b>	<b>(0)</b>	<b>(0)</b>	<b>(1)</b>	<b>1</b>	<b>(100.0%)</b>



**Family Service Toronto**  
**Building Inclusive Communities Income Summary**  
**For the Twelve Months Ending March 31, 2022**

	<b>YTD</b>	<b>YTD</b>	<b>Over/(Under)</b>		<b>Annual</b>	<b>Annual</b>	<b>Prior Year</b>	<b>Over/(Under)</b>	
	<b>Actual</b>	<b>Budget</b>	<b>Actual v Budget</b>		<b>Budget</b>	<b>Remaining</b>	<b>Actual</b>	<b>Prior Year vs Current Year</b>	
			<b>\$</b>	<b>%</b>				<b>\$</b>	<b>%</b>
<b>REVENUES</b>									
Government	3,448,068	3,662,901	(214,833)	(5.9%)	3,662,901	214,833	3,157,036	291,032	9.2%
United Way - Other		4,159	(4,159)	(100.0%)	4,159	4,159		0	0
Foundations and Other Agencies Fees	448,270	474,442	(26,172)	(5.5%)	474,442	26,172	331,770	116,500	35.1%
Other Revenue	6,311		6,311	0		(6,311)	8,346	(2,035)	(24.4%)
	<b>3,902,648</b>	<b>4,141,502</b>	<b>(238,853)</b>	<b>(5.8%)</b>	<b>4,141,502</b>	<b>238,853</b>	<b>3,497,151</b>	<b>405,497</b>	<b>11.6%</b>
<b>EXPENSES</b>									
Salaries	2,449,375	2,576,039	(126,664)	(4.9%)	2,576,039	126,664	2,155,782	293,593	13.6%
Employee Benefits	459,510	464,108	(4,597)	(1.0%)	464,108	4,597	400,837	58,673	14.6%
Funded Contracted Services	77,922	107,986	(30,065)	(27.8%)	107,986	30,065	13,093	64,828	495.1%
Professional Services	19,777	55,526	(35,749)	(64.4%)	55,526	35,749	2,427	17,351	715.1%
Building Occupancy	403,303	202,252	201,051	99.4%	202,252	(201,051)	486,428	(83,125)	(17.1%)
Office and supplies	63,464	150,475	(87,011)	(57.8%)	150,475	87,011	56,172	7,292	13.0%
Transportation	3	42,994	(42,991)	(100.0%)	42,994	42,991	801	(799)	(99.6%)
Promotion		600	(600)	(100.0%)	600	600		0	0
Education and Conferences	30,952	28,415	2,537	8.9%	28,415	(2,537)	9,150	21,802	238.3%
Other Expenses	1,137	116,921	(115,784)	(99.0%)	116,921	115,784	7,587	(6,450)	(85.0%)
	<b>3,505,444</b>	<b>3,745,315</b>	<b>(239,872)</b>	<b>(6.4%)</b>	<b>3,745,315</b>	<b>239,872</b>	<b>3,132,277</b>	<b>373,166</b>	<b>11.9%</b>
<b>Excess of Revenue over Expenses before ACA</b>	<b>397,204</b>	<b>396,186</b>	<b>1,018</b>	<b>0.3%</b>	<b>396,186</b>	<b>(1,018)</b>	<b>364,874</b>	<b>32,331</b>	<b>8.9%</b>
ACA	395,820	396,186	(366)	(0.1%)	396,186	366	359,395	36,425	10.1%
<b>Net Excess of Revenue over Expenses</b>	<b>1,384</b>	<b>0</b>	<b>1,384</b>	<b>4614633.3%</b>	<b>0</b>	<b>(1,384)</b>	<b>5,479</b>	<b>(4,095)</b>	<b>(74.7%)</b>
Revenue - client purchase of service	2,201,590	2,927,074	(725,484)	(24.8%)	2,927,074	725,484	1,930,486	271,104	14.0%
Expense - client purchase of service	2,201,590	2,927,074	(725,484)	(24.8%)	2,927,074	725,484	1,930,486	271,104	14.0%
	0	0	0	0	0	0	0	0	0
<b>Net Excess of Revenue over Expenses</b>	<b>1,384</b>	<b>0</b>	<b>1,384</b>	<b>4614633.3%</b>	<b>0</b>	<b>(1,384)</b>	<b>5,479</b>	<b>(4,095)</b>	<b>(74.7%)</b>

**Family Service Toronto**  
**PassportONE Income Summary**  
**For the Twelve Months Ending March 31, 2022**

	<b>YTD Actual</b>	<b>YTD Budget</b>	<b>Over/(Under) Actual v Budget</b>		<b>Annual Budget</b>	<b>Annual Budget Remaining</b>	<b>Prior Year Actual</b>	<b>Over/(Under) Prior Year vs Current Year</b>	
			<b>\$</b>	<b>%</b>				<b>\$</b>	<b>%</b>
<b>REVENUES</b>									
Government	8,916,787	7,439,703	1,477,084	19.9%	7,439,703	(1,477,084)	7,301,144	1,615,643	22.1%
Fees									
Investment Income	22,125		22,125	0		(22,125)	54,796	(32,671)	(59.6%)
Other Revenue	163		163	0		(163)		163	0
	<b>8,939,075</b>	<b>7,439,703</b>	<b>1,499,372</b>	<b>20.2%</b>	<b>7,439,703</b>	<b>(1,499,372)</b>	<b>7,355,940</b>	<b>1,583,135</b>	<b>21.5%</b>
<b>EXPENSES</b>									
Salaries	3,981,583	3,047,090	934,493	30.7%	3,047,090	(934,493)	2,920,281	1,061,302	36.3%
Employee Benefits	735,831	600,277	135,554	22.6%	600,277	(135,554)	547,900	187,931	34.3%
Funded Contracted Services	5,578	5,000	578	11.6%	5,000	(578)	4,656	922	19.8%
Professional Services	3,069,127	2,475,000	594,127	24.0%	2,475,000	(594,127)	2,848,916	220,211	7.7%
Building Occupancy	205,621	255,000	(49,379)	(19.4%)	255,000	49,379	285,412	(79,791)	(28.0%)
Office and supplies	98,804	345,000	(246,196)	(71.4%)	345,000	246,196	69,028	29,776	43.1%
Transportation		3,000	(3,000)	(100.0%)	3,000	3,000		0	0
Promotion	12,869		12,869	0		(12,869)		12,869	0
Education and Conferences	16,757	30,000	(13,243)	(44.1%)	30,000	13,243	10,184	6,573	64.5%
Other Expenses	253	3,000	(2,747)	(91.6%)	3,000	2,747	841	(588)	(69.9%)
	<b>8,126,423</b>	<b>6,763,367</b>	<b>1,363,057</b>	<b>20.2%</b>	<b>6,763,367</b>	<b>(1,363,057)</b>	<b>6,687,219</b>	<b>1,439,205</b>	<b>21.5%</b>
<b>Excess of Revenue over Expenses before ACA</b>	<b>812,652</b>	<b>676,336</b>	<b>136,315</b>	<b>20.2%</b>	<b>676,336</b>	<b>(136,315)</b>	<b>668,722</b>	<b>143,930</b>	<b>21.5%</b>
ACA	812,652	676,337	136,315	20.2%	676,337	(136,315)	668,722	143,930	21.5%
<b>Net Excess of Revenue over Expenses</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>
Revenue - client purchase of service	355,906,608	354,921,047	985,561	0.3%	354,921,047	(985,561)	318,437,530	37,469,078	11.8%
Expense - client purchase of service	355,906,608	354,921,047	985,561	0.3%	354,921,047	(985,561)	318,437,530	37,469,078	11.8%
	0	0	0	0	0	0	0	0	0
<b>Net Excess of Revenue over Expenses</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Family Service Toronto**  
**Corporate Income Summary**  
For the Twelve Months Ending March 31, 2022

	<b>YTD</b>	<b>YTD</b>	<b>Over/(Under)</b>		<b>Annual</b>	<b>Annual</b>	<b>Prior Year</b>	<b>Over/(Under)</b>	
	<b>Actual</b>	<b>Budget</b>	<b>Actual v Budget</b>		<b>Budget</b>	<b>Remaining</b>	<b>Actual</b>	<b>Prior Year vs Current Year</b>	
			<b>\$</b>	<b>%</b>				<b>\$</b>	<b>%</b>
<b>REVENUES</b>									
Government	0	0	0	0	0	0	3,750	(3,750)	(100.0%)
United Way - Base Allocation	1,236,812	1,027,306	209,506	20.4%	1,027,306	(209,506)	1,045,083	191,729	18.3%
United Way - Other	2,471	1,000	1,471	147.1%	1,000	(1,471)	2,835	(365)	(12.9%)
Foundations and Other Agencies	70,580		70,580	0		(70,580)		70,580	0
Fees									
Memberships, Donations & Bequests	52,774	10,000	42,774	427.7%	10,000	(42,774)	54,353	(1,579)	(2.9%)
Investment Income	790	1,800	(1,010)	(56.1%)	1,800	1,010	1,925	(1,135)	(59.0%)
Property Rental Income	291,900	364,200	(72,300)	(19.9%)	364,200	72,300	157,448	134,452	85.4%
Other Revenue	39,782	33,400	6,382	19.1%	33,400	(6,382)	39,583	199	0.5%
	<b>1,695,108</b>	<b>1,437,706</b>	<b>257,402</b>	<b>17.9%</b>	<b>1,437,706</b>	<b>(257,402)</b>	<b>1,304,977</b>	<b>390,131</b>	<b>29.9%</b>
<b>EXPENSES</b>									
Salaries	1,127,130	1,100,336	26,795	2.4%	1,100,336	(26,795)	1,027,909	99,221	9.7%
Employee Benefits	169,764	203,562	(33,799)	(16.6%)	203,562	33,799	156,912	12,852	8.2%
Funded Contracted Services	18,619	15,240	3,379	22.2%	15,240	(3,379)	8,543	10,076	117.9%
Professional Services	514,440	330,600	183,840	55.6%	330,600	(183,840)	293,124	221,317	75.5%
Building Occupancy	228,900	447,443	(218,543)	(48.8%)	447,443	218,543	207,678	21,222	10.2%
Office and supplies	769,912	492,134	277,778	56.4%	492,134	(277,778)	463,756	306,157	66.0%
Transportation	78	1,500	(1,422)	(94.8%)	1,500	1,422	172	(93)	(54.3%)
Promotion	76	7,700	(7,624)	(99.0%)	7,700	7,624	349	(273)	(78.3%)
Education and Conferences	8,453	18,000	(9,547)	(53.0%)	18,000	9,547	8,255	197	2.4%
Other Expenses	21,726	26,440	(4,714)	(17.8%)	26,440	4,714	27,683	(5,958)	(21.5%)
	<b>2,859,098</b>	<b>2,642,955</b>	<b>216,143</b>	<b>(3.2%)</b>	<b>2,642,955</b>	<b>(216,143)</b>	<b>2,194,379</b>	<b>664,718</b>	<b>16.6%</b>
<b>Excess of Revenue over Expenses before ACA</b>	<b>(1,163,990)</b>	<b>(1,205,248)</b>	<b>41,259</b>	<b>(28.3%)</b>	<b>(1,205,248)</b>	<b>(41,259)</b>	<b>(889,402)</b>	<b>(274,588)</b>	<b>30.9%</b>
ACA	(1,345,488)	(1,205,840)	(139,649)	11.6%	(1,205,840)	139,649	(1,142,713)	(202,776)	17.7%
<b>Net Excess of Revenue over Expenses</b>	<b>181,499</b>	<b>591</b>	<b>180,907</b>	<b>81308.5%</b>	<b>591</b>	<b>(180,907)</b>	<b>253,310</b>	<b>(71,812)</b>	<b>(28.3%)</b>
Revenue - client purchase of service			0	0		0		0	0
Expense - client purchase of service			0	0		0		0	0
	0	0	0	0	0	0	0	0	0
<b>Net Excess of Revenue over Expenses</b>	<b>181,499</b>	<b>591</b>	<b>180,907</b>	<b>81308.5%</b>	<b>591</b>	<b>(180,907)</b>	<b>253,310</b>	<b>(71,812)</b>	<b>(28.3%)</b>