

**City of Burlington Housing Trust Fund (HTF)  
Capacity Grant Application**

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| APPLICANT ORGANIZATION<br>Spectrum Youth & Family Services                       |
| CONTACT NAME<br>Sarah Woodard, Chief Development & Communications Officer        |
| DAYTIME PHONE & E-MAIL<br>(802) 864-7423 X 350; swoodard@spectrumvt.org          |
| NAME OF PROJECT<br>Youth Warming Shelter   |
| AMOUNT REQUESTED<br>\$10,000   |
| ESTIMATED CONSTRUCTION START DATE (FOR FEASIBILITY/PREDEVELOPMENT GRANTS)<br>N/A |
| ESTIMATED COMPLETION DATE<br>N/A   |
| TOTAL ESTIMATED PROJECT COST<br>\$221,350  |

Is the applicant a 501(c)(3) tax-exempt, nonprofit corporation organized and operated for the purpose of creating or preserving housing for very low, low and moderate income households?

- Yes  
 No

Would the requested grant support the staffing, training, planning, fundraising or on-going operations of a nonprofit corporation, thereby increasing that corporation's capacity to create or preserve housing for very low, low and moderate income households?

- Yes  
 No

Is the applicant a corporation, partnership or individual who is delinquent, at the time of application, in the payment of property taxes or impact fees to the City of Burlington, who have been convicted of arson, who have been convicted of discrimination in the sale or lease of housing under article IV of this chapter or under the fair housing laws of the State of Vermont, or who have pending violations of current city electrical, plumbing, building or housing codes or zoning ordinances?

- Yes  
 No

**Project Narrative**

Funding priority goes to projects which respond to requirements of the Housing Trust Fund and the City of Burlington's affordable housing priorities. The Housing Trust Fund Administrative Committee (HTFAC) uses the attached criteria to score projects. Scores are tallied and ranked high to low. The HTFAC funds projects at its discretion.

Please provide the information below in the space provided. It is important to complete all fields. If you need additional space, attach separate pages to your application and title them as indicated below.

**Project description (Please briefly describe your project. Specifically describe how Housing Trust Funds would: a) support your organization's ongoing operation and/or b) support the assessment of structural and financial feasibility of new affordable housing.):**

The Youth Warming Shelter operates seasonally from November 1 through March 31 at a downtown Burlington facility that is close to Spectrum's Drop-In Center, Riverstone Counseling Center, and other core programs for homeless and at-risk youth. The Warming Shelter is open during overnight hours, and has a 10-bed occupancy (with extra cots available in the event that more are needed). The shelter offers snacks and basic toiletries and supplies bedding for clients. The Warming Shelter is open from 5 pm to 8:30 am. During daytime hours when the Warming Shelter is closed, the Burlington Drop-In Center is open, and serves as a resource for meals and support for homeless youth who are staying at the shelter.

Connecting youth to the community through social safety net programs and other support services is a focus of all of our housing programs, and especially critical for youth at the Warming Shelter. Staff members make referrals, assist with applications, help youth obtain any necessary identification, and support youth to complete all requirements to apply for services, including housing programs, for which they may be eligible. The Drop-In Center Resource Coordinator provides case management and service coordination for Warming Shelter clients, and works in close coordination with all of Spectrum's Basic Needs program staff to provide warm handoffs to other programs within Spectrum and in the community.

**Please describe how the organization is currently involved in the construction of new affordable housing:**

N/A

**Please describe how the application supports one or more of the priorities listed in the City's Housing Action Plan:**

Spectrum's housing programs for youth are integral to the City Housing Action Plan Goals to address homelessness. The Plan includes the provision of Warming Shelter services for homeless individuals. Spectrum's Youth Warming Shelter was established in 2017, in response to the needs of homeless young adults who were not well served by Burlington's other Warming Shelter and housing programs. Youth who seek emergency housing are often sleeping in cars, couch surfing, or trading sex or drugs in exchange for a place to stay. Programs designed for adults, including the motels that accept vouchers and shelter programs, are often unable to provide safe housing for youth who are 18 to 21 years old. While motel vouchers have provided relief for some unhoused youth, only a handful of motels allow unaccompanied youth under age 21. Likewise, Burlington's low-barrier shelter now only serves clients ages 21 and up. Regardless, at motels and shelters intended for all adults, youth routinely report feeling unsafe.

Young people need a low-barrier, safe, warm place in times of crisis. In these cases, the Warming Shelter is often the only alternative to nights on the street. After four seasons, the evidence of the need for the Warming Shelter remains clear. Last year 31 youth accessed the Warming Shelter, with an average of 16 nights of stay per resident. Of these youth, 45% had never accessed any of Spectrum's programs. About two-thirds of youth stayed more than one week, including a small group of youth who stayed at the Warming Shelter for most nights throughout the season. Six youth exited from the Warming Shelter into a Spectrum housing program (The Landing or Pearl Street Residence). For all of these young people, having a bed in a safe, youth-friendly environment even if only for a few nights, made a huge difference.

**Please describe how the application supports one or more of the priorities listed in the City's Consolidated Plan:**

The Youth Warming Shelter contributes to the City's Consolidated plans to ensure the availability of "decent housing", which includes "assisting homeless persons obtain affordable housing;" and "assisting persons at risk of becoming homeless." Specifically, the Warming Shelter addresses Plan goal SL 1.1., to Provide Public Services for Homeless populations, including unaccompanied minors. The Youth Warming Shelter adds 10 population-specific, seasonal shelter beds, responding to the needs of vulnerable young adults.

**Please describe the financial need of the requested activity (include a project budget with all sources and uses):**

To increase safety at the shelter during overnight hours for FY23, Spectrum increased staffing at the Warming Shelter, with a total of \$173,000 in new costs, including a \$94,500 to support a new Warming Shelter Coordinator position and added overnight shelter staff. These positions will ensure that there are always at least two people on site. In compliance with rules to receive state funding for housing programs, Spectrum will add weekend hours at the Burlington Youth Drop-In Center to ensure that youth who are staying at the Warming Shelter have a warm, indoor place to be during daytime hours when the Warming Shelter is closed. The additional staffing to accommodate this critical need will cost approximately \$78,500 for the shelter season. In addition, as the State of Vermont is not providing COVID-19 isolation sites for homeless individuals this year, Spectrum has added \$5,000 to the program budget to cover the cost of putting youth in hotels if they need to isolate. As a last resort, youth can isolate within the current warming shelter where there are some spaces with a separate bathroom.

The Youth Warming Shelter was launched with a multi-year funding commitment of \$125,000 annually from a private foundation that ran through FY22. Beginning with the FY23 season (this November), Spectrum has secured \$83,200 in funding from the State of Vermont. Spectrum will seek grants to cover the remaining program costs, as well as fundraising from special events and individual donors.

**Please describe the negative impact to the community if the request is not funded:**

This summer, with no hotels or adult shelters accepting young people, Spectrum was forced to give tents and sleeping bags to more than 20 youth as there was no shelter available for their age groups. Shelter programs for young homeless people have the potential to intervene at a critical developmental stage. Homeless youth who do not receive supportive interventions are at especially high risk of becoming chronically homeless adults, with the potential to demand community safety net services for decades. In its more than 50-year history in Burlington, Spectrum has effectively supported thousands of homeless youth to stabilize their circumstances.

**Please describe how the proposed project supports an underserved and vulnerable population:**

The Youth Warming Shelter is designed to meet the needs of youth with the greatest obstacles. Many youth who come to the Shelter have exited foster care, have histories of trauma, identify as LGBTQ, or have otherwise experienced significant challenges as they enter adulthood. Nearly every youth who seeks Spectrum's help has no income or a very low-income and qualifies for Medicaid and other income-based programs. Any young person ages 18-24 years-old who lacks a safe place to stay is eligible to stay at the Youth Warming Shelter.

**Signature Page**

Please check each box that applies:

X **Good Standing:** I certify that I am in “good standing” with respect to, or in full compliance with a plan to pay any and all taxes due to the City of Burlington.

**Certification:** Under penalties of perjury, I declare that the information I have provided, to the best of my knowledge and belief, is true, correct, and complete.

Mark Redmond, Executive Director

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Print Name



November 9, 2022

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Applicant Signature

Date

**Spectrum Youth & Family Services, Inc.**  
**Board Approved FY23 Summary Operating Budget**

|                             | BASIC NEEDS & A STABLE HOME |                           |                     |                        |                     |                    |                      | LIFE & SURVIVAL SKILLS    |                             |                     |                           |                     | PREVENTION & INTERVENTION |                     |                   |                        | FUNDRAISING         | TOTAL               |
|-----------------------------|-----------------------------|---------------------------|---------------------|------------------------|---------------------|--------------------|----------------------|---------------------------|-----------------------------|---------------------|---------------------------|---------------------|---------------------------|---------------------|-------------------|------------------------|---------------------|---------------------|
|                             | Burlington Drop-In Center   | St. Albans Drop-In Center | The Landing         | Pearl Street Residence | Warming Shelter     | Vista Apartments   | Direct Cash Transfer | Jump on Board for Success | Multicultural Youth Program | Restorative Justice | Youth Development Program | Detail Works        | Counseling                | Mentoring           | Compass           | Pass-through Contracts | Development         |                     |
| <b>Revenue</b>              |                             |                           |                     |                        |                     |                    |                      |                           |                             |                     |                           |                     |                           |                     |                   |                        |                     |                     |
| Program Service Fees        | \$ -                        | \$ -                      | \$ -                | \$ -                   | \$ -                | \$ -               | \$ -                 | \$ -                      | \$ -                        | \$ -                | \$ -                      | \$ 207,000          | \$ 709,000                | \$ -                | \$ -              | \$ -                   | \$ -                | \$ 916,000          |
| Grants & Contracts          | 13,500                      | -                         | 242,500             | 224,300                | 82,300              | -                  | -                    | 12,500                    | 170,500                     | 80,200              | 562,500                   | -                   | 156,500                   | 9,600               | 432,000           | 1,850,800              | -                   | 3,837,200           |
| Contributions*              | -                           | -                         | -                   | -                      | -                   | -                  | -                    | -                         | -                           | -                   | -                         | -                   | -                         | -                   | -                 | -                      | 3,600,000           | 3,600,000           |
| Rental Income               | -                           | -                         | 15,400              | 24,000                 | -                   | 32,400             | -                    | -                         | -                           | -                   | -                         | -                   | -                         | -                   | -                 | -                      | -                   | 71,800              |
| Investment Reserves**       | -                           | -                         | -                   | -                      | -                   | -                  | -                    | -                         | -                           | -                   | -                         | -                   | -                         | -                   | -                 | -                      | 726,500             | 726,500             |
| <b>Total Revenue</b>        | <b>\$ 13,500</b>            | <b>\$ -</b>               | <b>\$ 257,900</b>   | <b>\$ 248,300</b>      | <b>\$ 82,300</b>    | <b>\$ 32,400</b>   | <b>\$ -</b>          | <b>\$ 12,500</b>          | <b>\$ 170,500</b>           | <b>\$ 80,200</b>    | <b>\$ 562,500</b>         | <b>\$ 207,000</b>   | <b>\$ 865,500</b>         | <b>\$ 9,600</b>     | <b>\$ 432,000</b> | <b>\$ 1,850,800</b>    | <b>\$ 4,326,500</b> | <b>\$ 9,151,500</b> |
| <b>Expense</b>              |                             |                           |                     |                        |                     |                    |                      |                           |                             |                     |                           |                     |                           |                     |                   |                        |                     |                     |
| Salaries and Wages          | \$ 256,700                  | \$ 186,200                | \$ 237,300          | \$ 239,800             | \$ 105,800          | \$ -               | \$ 17,200            | \$ 103,900                | \$ 234,500                  | \$ 52,400           | \$ 265,700                | \$ 295,200          | \$ 837,300                | \$ 88,400           | \$ 232,800        | \$ -                   | \$ 301,500          | \$ 3,454,700        |
| Employee Taxes and Benefits | 85,800                      | 62,300                    | 79,500              | 80,300                 | 35,400              | -                  | 5,500                | 34,800                    | 78,600                      | 17,600              | 89,000                    | 72,900              | 280,400                   | 29,600              | 78,000            | -                      | 101,000             | 1,130,700           |
| Occupancy Costs             | 22,800                      | 40,400                    | 29,200              | 32,100                 | 37,400              | 39,000             | -                    | 14,100                    | 9,100                       | -                   | 16,300                    | 43,800              | 84,100                    | 5,300               | 21,700            | -                      | 14,900              | 410,200             |
| Professional Services       | 7,000                       | 8,200                     | 1,600               | 1,600                  | 1,100               | -                  | 6,700                | 3,800                     | 10,600                      | 15,300              | 6,500                     | 6,700               | 44,600                    | 19,300              | 6,100             | 1,660,800              | 84,200              | 1,884,100           |
| Depreciation                | 48,900                      | 7,100                     | 15,000              | 22,800                 | -                   | 3,000              | -                    | 3,400                     | 13,500                      | 600                 | 8,600                     | 4,300               | 47,000                    | 2,200               | 3,400             | -                      | 4,700               | 184,500             |
| Program and Client Expenses | 16,800                      | 7,400                     | 5,300               | 10,300                 | 7,900               | -                  | 120,700              | 6,100                     | 12,100                      | 17,800              | 231,800                   | 32,200              | 21,400                    | 2,200               | 10,600            | -                      | 119,000             | 621,600             |
| Office Supplies and Postage | 500                         | 1,200                     | 300                 | 300                    | 250                 | -                  | -                    | 300                       | 200                         | 500                 | 200                       | 300                 | 1,000                     | 100                 | 500               | -                      | 19,000              | 24,650              |
| Travel                      | 1,500                       | 3,500                     | 300                 | 300                    | -                   | -                  | -                    | 4,100                     | 4,200                       | 500                 | 11,000                    | 1,100               | 800                       | 1,600               | 13,400            | -                      | 800                 | 43,100              |
| Telephone                   | 3,900                       | 3,900                     | 1,100               | 1,300                  | 200                 | -                  | -                    | 2,900                     | 4,400                       | 900                 | 3,800                     | 900                 | 7,000                     | 1,500               | 1,800             | -                      | 3,800               | 37,400              |
| Insurance                   | 6,200                       | 4,500                     | 5,400               | 5,400                  | 1,900               | -                  | -                    | 2,500                     | 9,400                       | 900                 | 5,700                     | 4,400               | 15,100                    | 2,700               | 4,100             | -                      | 5,500               | 73,700              |
| Technology Expense          | 10,400                      | 10,400                    | 8,400               | 8,400                  | 2,300               | -                  | -                    | 11,000                    | 9,500                       | 9,500               | 11,000                    | 11,500              | 16,000                    | 11,000              | 11,000            | -                      | 40,000              | 170,400             |
| Food                        | 20,800                      | 15,600                    | 1,200               | 1,200                  | 1,500               | -                  | -                    | 1,200                     | 7,800                       | 2,500               | 1,500                     | 1,500               | -                         | 500                 | 2,400             | -                      | 1,000               | 58,700              |
| Conferences and Meetings    | 200                         | -                         | 400                 | 200                    | -                   | -                  | -                    | -                         | -                           | -                   | -                         | -                   | 500                       | -                   | -                 | -                      | -                   | 1,300               |
| Miscellaneous               | 1,000                       | 500                       | 600                 | 500                    | 600                 | -                  | -                    | 500                       | 500                         | 200                 | 500                       | 5,450               | 21,400                    | 700                 | 400               | -                      | 43,200              | 76,050              |
| Advertising                 | 1,500                       | 1,500                     | 2,500               | 2,500                  | 4,000               | -                  | -                    | -                         | 1,000                       | -                   | 500                       | 6,500               | 2,300                     | 300                 | 1,500             | -                      | 1,000               | 25,100              |
| General & Administrative    | 56,300                      | 40,900                    | 45,000              | 47,200                 | 23,000              | 4,900              | 23,000               | 21,900                    | 45,800                      | 13,800              | 75,600                    | 56,400              | 159,800                   | 19,200              | 44,900            | 192,400                | 85,200              | 955,300             |
| <b>Total Expense</b>        | <b>\$ 540,300</b>           | <b>\$ 393,600</b>         | <b>\$ 433,100</b>   | <b>\$ 454,200</b>      | <b>\$ 221,350</b>   | <b>\$ 46,900</b>   | <b>\$ 173,100</b>    | <b>\$ 210,500</b>         | <b>\$ 441,200</b>           | <b>\$ 132,500</b>   | <b>\$ 727,700</b>         | <b>\$ 543,150</b>   | <b>\$ 1,538,700</b>       | <b>\$ 184,600</b>   | <b>\$ 432,600</b> | <b>\$ 1,853,200</b>    | <b>\$ 824,800</b>   | <b>\$ 9,151,500</b> |
| <b>Net</b>                  | <b>\$ (526,800)</b>         | <b>\$ (393,600)</b>       | <b>\$ (175,200)</b> | <b>\$ (205,900)</b>    | <b>\$ (139,050)</b> | <b>\$ (14,500)</b> | <b>\$ (173,100)</b>  | <b>\$ (198,000)</b>       | <b>\$ (270,700)</b>         | <b>\$ (52,300)</b>  | <b>\$ (165,200)</b>       | <b>\$ (336,150)</b> | <b>\$ (673,200)</b>       | <b>\$ (175,000)</b> | <b>\$ (600)</b>   | <b>\$ (2,400)</b>      | <b>\$ 3,501,700</b> | <b>\$ -</b>         |

\* Contributions from private sources are budgeted at \$3,600,000 and allocated against specific programs as they are committed.

\*\* Investment revenue is not allocated against a specific program

# Moments of joy, thanks to you

GRATITUDE REPORT 2021



**SPECTRUM**  
YOUTH & FAMILY SERVICES

# Moments of joy, thanks to you

Dear Spectrum Family,

When Spectrum staff told me how the past year has been for our youth, a theme quickly emerged. “Rugged,” said one. “A roller-coaster,” said another.

“Chaotic,” said another, “but in between the panic, frustration, sadness, and fear, there were moments of beauty and dignity that I’ve never seen before.”

This year has been especially hard for the youth we serve. Young people are coming to us with severe anxiety, depression, and suicidality—a national trend made worse by the grind of the pandemic.

**The good news?** Your support has allowed us to double the number of mental health counselors we have on staff, and we plan to add even more in the coming months. Thanks to you, all counselors are trained to meet the specific needs of teens and young adults, with an emphasis on trauma, family systems, and suicidality.

**Your support is quite literally saving lives.**

We talk a lot about resilience at Spectrum because most of the youth who come through our doors have experienced profound trauma and need **so much resilience** to push through and build a life for themselves. It’s a long haul and they’re just getting started.

One young woman who came to live with us after a lifetime of unspeakable abuse told me, “I sometimes forget how it was before because I’m just so involved with my everyday life now. **There’s no word to describe how I feel, it’s just such a joy and relief to be able to just freely live your life.**”

This year, you gave teens and young adults who are overcoming difficult challenges a chance to breathe in, regroup, and take the next step forward.

**You gave them the space and time to feel some joy and see the beauty in themselves.**

And the young woman I mentioned above? Thanks to you, she found us when she left an abusive home, and we helped her get back on track.

**“Every day I come to work,  
I see the changes you make  
possible. Thank you for  
sharing your heart with  
young people at Spectrum.”**

MARK REDMOND

She just recently moved into her very first apartment.

Whether they’re trying to overcome addiction or heal from childhood trauma, the young people you are helping feel empowered to work toward a brighter future because of your support.

**You have given moments of joy in a year that was filled with so much darkness.**

With gratitude,



Mark Redmond, Executive Director

JAMES BUICK





# Basic Needs & Stable Homes

Thanks to your generosity, we opened a second **Drop-In Center** in the heart of St. Albans on March 8, 2021. At both Drop-In Centers, teens and young adults can come in for food, a shower, or laundry. They also come in for help with substance use, prepping for interviews, or finding housing at one of Spectrum's three residences.

We know the Drop-In Center in St. Albans is not enough. Young people desperately need housing. **This June, Champlain Housing Trust will designate three apartments in St. Albans that Spectrum will sublease to clients who are aging out of foster care and need a place to live.**

**“If I could change one thing about the world, I would make it so no one has to be homeless.”**

A YOUTH AT SPECTRUM

**Because of you, staff at Spectrum have the skills and resources they need to support young people in finding shelter, care, and a friendly ear.**





**Thanks to you, the St. Albans Drop-In Center celebrated its one-year anniversary this March! The Drop-In provides services and support for young people in Franklin County.**

**Your gift in action**

**136** SERVED  
**Burlington  
Drop-In Center**

**116** SERVED  
**St. Albans  
Drop-In Center**

**31** SERVED  
**Winter Warming  
Shelter**

**37** SERVED  
**The Landing**  
*Short-term Housing*

**15** SERVED  
**Pearl Street Residence**  
*Long-term Housing*

# Life & Survival Skills

With your help, teenagers and young adults learned how to find and keep a job, get into and pay for school, budget for an apartment, develop critical life skills, and connect with their community.

**Fighting for Equity:** Because of your support, Spectrum is in its second year of working with the city of Winooski and its schools to reduce racial and ethnic disparities in suspensions and students' involvement with the justice system.

"We are excited to be working in Winooski to create an open and safe culture for restorative dialogue and practices, which focus on building and repairing relationships," said Kayla Loving, who heads up the program. "It's a step in establishing an equitable community that reflects the diversity of Winooski."

**"The hardest part of this past year has been coming into adulthood. Things like learning how to do my taxes and dealing with my own finances."**

A YOUTH AT SPECTRUM

**Thanks to you, youth who identify as multicultural are taking the lead in shaping their lives through the Multicultural Youth Program.**





**Because of you, young people are building their confidence and learning new skills. Detail Works, our full-service car detailing enterprise, employs youth staff and provides job skills in a supportive atmosphere.**

**Your gift in action**

**143** SERVED  
**Youth Development  
Program**

**82** SERVED  
**JOBS: Jump on  
Board for Success**

**195** SERVED  
**Multicultural  
Youth Program**

**15** SERVED  
**Detail Works**

# Prevention & Intervention

It's no secret that young people have struggled during the pandemic. At Riverstone Counseling, we have seen unprecedented rates of depression, anxiety, and suicidality; last summer our waitlist for services topped out at 80 people, and our crisis intervention program is also seeing a record increase in clients.

The good news? Your gift made it possible for Riverstone to double the size of its program this year, and we're still growing! Ten counselors and four interns are now at the ready to help young people get their lives on track. Thanks to you, youth are also connecting with positive adult role models through our mentoring program.

**“Since I’ve been at Spectrum, I’m most proud of getting more of a hold on my life than I had before. Also being able to overcome my social anxiety.”**

A YOUTH AT SPECTRUM

**This year, you helped Spectrum’s crisis case managers develop new tools to support youth and families and create new pathways to increased family stability.**





**With your support, we've doubled the number of counselors on staff to help young people struggling with anxiety, depression, and suicidality.**

**Your gift in action**

**304** SERVED  
**Riverstone  
Counseling**

**110** SERVED  
**Mentoring**

**83** SERVED  
**Compass**  
*Crisis Intervention*

# DJ's story

DJ had a difficult childhood. He was born in Ethiopia and adopted by a family in Vermont when he was seven years old.

Unfortunately, things didn't go well with DJ's adoptive family. It became too hard for them to care for DJ. He found himself in and out of the foster care system.

"When you're a child, you get attached to whomever you're around and then I was just ripped away because I was too much for them," said DJ. "It was so hard because I had already formed those bonds."

Eventually, DJ found a good fit and things began to change. In addition to a better life at home, DJ got a job at Detail Works, Spectrum's full-service car detailing enterprise that employs young people and provides basic job skills in a supportive atmosphere.

He started looking towards a brighter future. "I've been through a lot," said DJ, "but I'm going to be stronger for it."

DJ didn't have a community until he joined the team at Detail Works. "I've had numerous jobs, but Detail Works is just a place where I get to be part of a team," said DJ. "I have friends and bosses who want to know me and help me with my goals."

Despite a difficult childhood, DJ has remained positive.

**"Detail Works is inspiring me to achieve my goals. I'm learning about responsibility and the maintenance of cars. And I'm learning so much about who I am."**

And even more importantly, because of you, DJ is inspired to build the life he wants for himself.



**“I’m going  
to change  
the world—  
I’ll do whatever  
it takes.  
But this is a  
good place  
to start.”**

A YOUTH AT SPECTRUM



# Financials

You are amazing! Over the past year, over 4,600 people donated nearly \$3.4 million to help teens and young adults at Spectrum during one of the most difficult crises we've ever had to face.

You gave generously to help Spectrum stay open and meet the immediate needs of young adults in our community. You also helped us open our doors in St. Albans, which had few resources for young people in need.

Because of your overwhelming support, we ended the fiscal year on September 30th with \$237,000 more in revenue than expenses.

Thank you for making this possible!

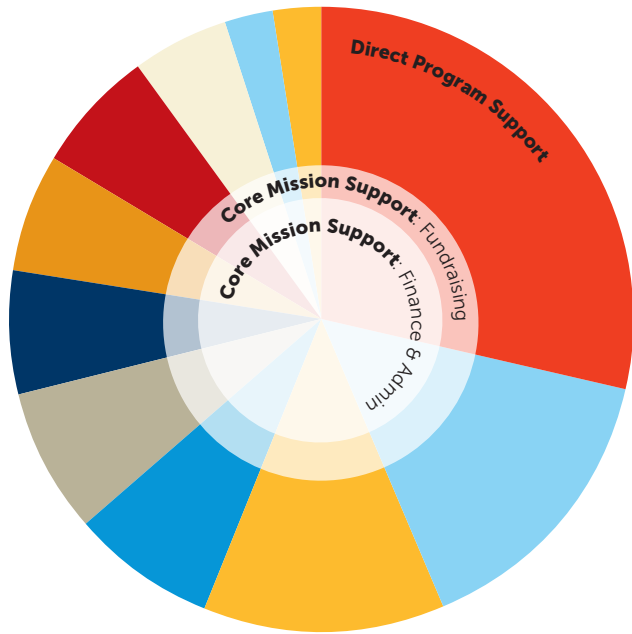
**“I’m so grateful for your donation. Thank you so much for giving me an opportunity to have a good life, a better life that I want.”**

A YOUTH AT SPECTRUM

**This year, your support gave young people a place to catch their breath. Cry. Regroup. Moments of laughter. Moments of beauty. Space for joy.**



# This wouldn't have been possible without YOU!



**REVENUE** ..... **\$7,475,878**

|                              |     |
|------------------------------|-----|
| Private Donations.....       | 45% |
| Federal & State Funding..... | 45% |
| Program Fees.....            | 9%  |
| United Way.....              | 1%  |
| Rental Income & Misc.....    | >0% |

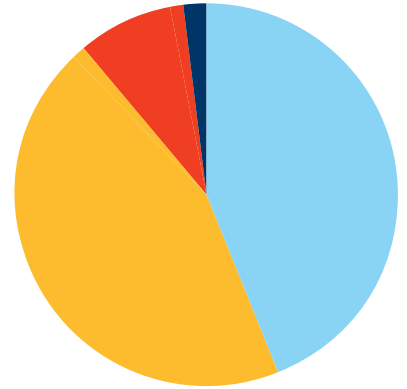
**EXPENSES** ..... **\$7,241,426**

**Core Mission Support**

|                      |     |
|----------------------|-----|
| Finance & Admin..... | 10% |
| Fundraising.....     | 9%  |

**Direct Program Support** ..... **81%**

|                                  |     |
|----------------------------------|-----|
| Pass-Through Programs.....       | 23% |
| Residential Programs.....        | 13% |
| Counseling.....                  | 10% |
| Multicultural Youth Program..... | 6%  |
| Youth Development Program.....   | 6%  |
| Compass.....                     | 5%  |
| Detail Works.....                | 5%  |
| Burlington Drop-in Center.....   | 5%  |
| St. Albans Drop-in Center.....   | 4%  |
| JOBS.....                        | 2%  |
| Mentoring.....                   | 2%  |



\*Pass-through programs are those for which Spectrum is the fiscal agent, but work is carried out by another entity.

“Thank you for being here for us.  
Thank you for thinking of us.”

A YOUTH AT SPECTRUM



**The Vermont Commons School Flying Turtles, the Smith Family, and Edward Emerson from Browns River Middle School join the Sleep Out in solidarity with youth facing homelessness.**



We're so grateful to our passionate and committed volunteers, mentors, Sleeper-outers, and monthly donors! They are on a mission to make sure every teen and young adult has what they need to thrive.



Thank you for being "all in!"

**“There’s no word to describe how I feel,  
it’s just such a joy and relief to be able  
to just freely live your life.”**

A YOUTH AT SPECTRUM



**SPECTRUM**

YOUTH & FAMILY SERVICES

31 Elmwood Avenue, Burlington, Vermont 05401

(802) 864-7423

[www.spectrumvt.org](http://www.spectrumvt.org)

A UNITED WAY AGENCY

To protect the privacy of the young people you have helped,  
photos and other identifying details may have been changed.