



HOUSTON HOUSING AUTHORITY
SPECIAL BOARD OF COMMISSIONERS MEETING
December 30, 2022
9:30 A.M.

Houston Housing Authority Central Office
2640 Fountain View
Houston, TX 77057



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Transforming Lives & Communities

2640 Fountain View Drive, Houston, Texas 77057 | Phone 713.260.0500 | David A. Northern, Sr., *President & CEO*

Board of Commissioners: LaRence Snowden, *Chair* | Kristy Kirkendoll | Dr. Max A. Miller, Jr. | Stephanie A.G. Ballard | Andrea Hilliard Cooksey | Kris Thomas

SPECIAL BOARD OF COMMISSIONERS MEETING
FRIDAY, DECEMBER 30, 2022
9:30 AM
Houston Housing Authority Central Office
2640 Fountain View Drive, Houston, TX 77057

AGENDA

- I. Call to Order
- II. Roll Call
- III. Introduction of a Spanish interpreter.
- IV. Public Comments (To Make Comments during the Public Comments Section – Please add your name to the sign-in sheet when you enter the Board Meeting)
- V. Old Business

Resolution No. 3597: Consideration and/or action to authorize the President & CEO or designee to approve the Houston Housing Authority 2023 Operating Budget.
- VI. Convene an Executive Session to discuss:
 - a. Personnel matters in accordance with Section 551.074 of the Texas Government Code
 - b. Legal issues in accordance with Section 551.071 of the Texas Government Code
 - c. Real estate matters in accordance with Section 551.072 of the Texas Government Code
- VII. Reconvene Public Session to take action on Executive Session agenda items.
- VIII. Adjournment



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REQUEST FOR BOARD AGENDA ITEM

1. Brief Description of Proposed Item:

Consideration and/or action to authorize the President & CEO or designee to approve the Houston Housing Authority 2023 Operating Budget.

2. Date of Board Meeting: December 30, 2022

3. Proposed Board Resolution:

Resolution: That the Houston Housing Authority Board of Commissioners authorizes the President & CEO or designee to negotiate, execute and make necessary changes and corrections to the 2023 Budget for the Houston Housing Authority for the Central Office Cost Center, Housing Choice Voucher Program, Affordable Housing Program, Section 8 New Construction Program and RAD properties and to file Form HUD-52574 with the Department of Housing and Urban Development, pursuant to the memorandum dated November 30, 2022, from Michael Rogers, Vice President for Fiscal and Business Operations to David A. Northern, Sr., President & CEO.

4. Department Head Approval Signature _____ Date: _____

5. Statement regarding availability of funds by VP of Fiscal Operations

Funds Budgeted and Available Yes No Source 2023 Budget

VP of FO Approval Signature DocuSigned by:
Mike Rogers
3FC87AD4710742D... Account # _____ Date: 12/27/2022

6. Approval of President & CEO

Signature DocuSigned by:
David A. Northern, Sr.
9E0B1D8C1AF04AA... Date: 12/27/2022

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MEMORANDUM

TO: DAVID A. NORTHERN, SR., PRESIDENT & CEO
FROM: MICHAEL ROGERS, VICE PRESIDENT FOR FISCAL AND BUSINESS OPERATIONS
SUBJECT: CONSIDERATION AND/OR ACTION TO AUTHORIZE THE PRESIDENT & CEO OR DESIGNEE TO APPROVE THE HOUSTON HOUSING AUTHORITY 2023 OPERATING BUDGET
DATE: NOVEMBER 30, 2022

This memorandum recommends that the Houston Housing Authority (HHA) Board of Commissioners approves the 2023 Houston Housing Authority Budget for the Central Office Cost Center, Housing Choice Voucher Program, Affordable Housing Program, Section 8 New Construction Program, and the RAD properties. The goal of the process is to maximize the use of current resources taking into consideration the possibility of reductions in federal funding for key components in the budget. At the time the budget was prepared, the Federal Budget for 2023 was uncertain and remains so as of today. Certain assumptions were made regarding funding levels that are discussed in more detail later in this memorandum.

The HHA continues to assess every area of its operations and financial structure to ensure optimal efficiency and quality of public and affordable housing services. Continued efforts are focused on improving the quality and quantity of the agency's housing stock and providing quality services to the Public Housing and Housing Choice Voucher Program clients.

The HHA budget development was a collaborative process conducted by the Finance department with participation by other departments, senior staff within the agency, and the third-party property management firms.

The five segments of the budget are the Central Office Cost Center (COCC), The Housing Choice Voucher Program, the Affordable Housing Program, Section 8 New Construction Program, and the RAD properties.

The budgeting process began in September and continued during the following months with an evaluation of actual expenses for the current year and an estimation of needs for 2023. During the review of the current year operating results, significant consideration was given to the lingering effect of the COVID-19 pandemic on the current year's operating results. In response to the pandemic, HHA transitioned the majority of the staff to remote work status in 2020. During 2022 the staff returned to the home office. The remote working conditions had the effect of lowering many operating expenses at HHA as well as the properties. The real effect of this is that recent expense levels incurred within the various segments covered by this proposed budget are not felt to be true representations of where we anticipate the expenses to be for 2023. In addition, at the property level, there has also been a significant decrease in operating expenses as restrictions were initially put in place to limit the type of

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repairs made to occupied units to enhance safety for both the residents and HHA employees and contractors. During 2021 some of these restrictions were lifted but there continued to be a reduced level of expenses incurred on certain properties. All restrictions were removed in 2022 but we encountered both delays in the availability of certain maintenance items as well as significant price increases.

For purposes of the 2023 budget, these reductions in operating expenses and price increases were considered, and allowances were made for the return to more traditional operating expense patterns.

The Houston Housing Authority assesses all expenditures necessary to support and operate the various programs of the Authority. All expenditures are allowable and direct charged or allocated to the specific program. The HHA developed these budgets using standard accounting requirements in accordance with the Office of Management and Budget Circular A-87 (OMB A-87), Cost Principles for State, Local and Indian Tribe Governments (also at 2 CFR Part 225), as well as 24CFR Part 85, Administrative Requirements for Grants and Cooperative Agreements to State, Local and Federally Recognized Indian Tribal Governments.

Personnel costs are a significant portion of the overall budget. A position control report is used for determining personnel costs based on the agency's needs and denotes the funding source of the position based on the functional duties and responsibilities of the employee. The position control report is reviewed periodically to ensure an accurate reflection of the employee's function, and costs are charged to the respective agency according to OMB A-87 Attachment E, Section C, Paragraph 2, simplified method with direct salaries and wages the designated distribution base. The Position Control Report applies only to HHA employees. The plan for 2023 contemplates returning to as close to fully staffed as is possible.

All other administrative expenses are reviewed at the department level in an attempt to control costs to only those necessary for the operation of the department as it relates to the overall mission of HHA.

Revenues earned by the COCC are primarily from fees charged to the HCV and Low Rent Public Housing programs. The expenses associated with these revenues are reflected in the budgets for these programs. The fees charged are only those fees allowable by HUD. In addition to these fees certain other fees from the underwriting and monitoring of the PFC deals has been added to the projected income for the COCC.

The primary revenue earned by the HCV program is the administrative fee charged to the program based on the vouchers that are issued. This administrative fee, which makes up approximately 95% of the program revenue, is subject to proration depending upon the Federal Budget. For 2022 HCV administrative fees are being funded at a rate of 89%. For purposes of the 2023 budget, a proration level of 89% was estimated for the regular administrative fee.

For the size of the HCV program at HHA, each 1% change in the proration level impacts the program by approximately \$155,000.

There has historically been an annual adjustment of the per voucher administrative fee. We do not estimate what this increase will be and use this as a hedge against the risk that the actual proration may be slightly lower than the projected 89% level. In 2022 the fee increase was 6.5%, and a similar

increase in 2023 would produce approximately \$985,000 in additional fees at the estimated 89% proration factor.

The two largest operating costs for the HCV program are personnel costs and the fees paid to the COCC, and these two expenses make up approximately 83% of the program operating costs.

The HCV department is always looking for ways to streamline the budget and operate more efficiently. The department took advantage of the additional fees provided under the CARES Act to accelerate the acquisition of computer equipment for the staff. This accelerated acquisition program will reduce the need to acquire similar equipment in the next few years, providing more flexibility with available funds.

Funding for the Affordable Housing program is also subject to proration. For 2022 the funding proration was 104.29%. This means that HUD was able to provide a level of funding for 2022 that exceeded the amount calculated as part of the annual subsidy calculation process. The 2023 budget has been compiled utilizing an estimated 95% proration level. We have opted to use a lower estimated pro ration as there is a concern amongst certain industry support groups that the inflation in prices for utilities plus construction materials will have the effect of lowering the pro ration percentage. While not as dependent upon this portion of the budget as the HCV program, the estimated operating subsidy for Public Housing is still approximately 46% of the overall revenue projected for the program. For the size of the HHA program, each 1% change in the proration rate is worth approximately \$162,000 to the program at the 95% proration level.

The Affordable Housing budget is developed using a project-based approach. All property budgets were calculated and then rolled up to the consolidated budget in accordance with asset management protocols and guidance provided by HUD. The total projected revenue for the Affordable Housing program is estimated to be \$29.5 million for 2023. Total net operating expenditures are estimated to be \$26.3 million, producing a net operating surplus prior to debt service of \$3.18 million. Deducting debt service for the properties, including the interest on the ESCO debt, is estimated to be at \$1.85 million, yielding a final projected surplus of approximately \$1.35 million.

This net positive operating budget is a result of continued efforts to reduce operating costs and the realization of utility savings from the now fully implemented ESCO program.

In addition to routine operating expenses, the budget includes significant plans for non-routine/capital improvements. These expenditures are part of an ongoing process to maintain the aged portfolio of public housing properties. The majority of these type of costs will be covered by drawing funds from the capital fund grants available for this type of expenditure.

There is a process in place for requesting the utilization of these funds. The request originates with PHO and is routed to the REID department for coordination of procurement and scheduling. As the total non-routine/capital improvement needs exceed the current available capital funds grants, the projects are continually assessed and prioritized to maximize the impact on the properties and the utilization of the available grant funds.

The source of funds for these projects is the annual capital fund grant from HUD. The 2021 and 2022 capital fund grants were \$7.3 and \$9.6 million, respectively. We are optimistic that the 2023 capital grant will approximate the 2022 level providing much-needed additional funds to help maintain the public housing properties. There will be some level of reduction in the 2023 Capital fund grant as 526

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units were converted to RAD units and are no longer eligible for the capital fund grant. These grants will be the primary source of funds for the 2023 non-routine/capital improvement projects.

In addition to using these grant funds on the existing public housing portfolio, we anticipate using some of these grant funds to help cover the cost of new development activities as HHA continues to seek ways to expand its housing portfolio. In addition, as projects that were part of the ESCO project are converted to RAD units in future years, capital funds will be utilized, when eligible, to pay off the related ESCO debt as required to complete the RAD conversion.

Where needed, HHA also procures the services of Architectural and Engineering firms to draft scopes of work to facilitate the procurement of these capital projects. HHA also makes use of the private management companies to assist with these projects.

The final two pieces of the 2023 operating budget are for the project Section 8 New Construction properties and the RAD properties. There are two properties in each segment, Long Drive Townhomes and Telephone Road are combined in the Section 8 New Construction budget, and HOAPV, APV, Sweetwater, Victory and HRI are combined for the RAD property budget. These budgets for these properties are prepared in the same manner as those for the Low Rent Public Housing portfolio. The budgets are project-based and include significant input from the property management firm. The Telephone Road property is currently undergoing a significant renovation via a 9% tax credit and construction loan funding. The exact timing of the return to operations for Telephone Road is not known at the time of budget preparation. For 2023 the budget was estimated to approximate the current level of monthly operations for the entirety of 2023. When the schedule for the completion of construction activity becomes known an estimate for re-occupancy will be completed which will likely require a budget amendment to be presented to the Board.

The HHA is required by Section 6(c)(4) of the U.S. Housing Act of 1937 to submit Form HUD-52574 on the low-income housing program and provide a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. The HHA must make the following assertions regarding this budget:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditures are necessary for the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates the source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirements under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

It is my belief that we are in compliance with all of the criteria listed above.

The operating budget of the Houston Housing Authority (HHA) has been carefully developed, keeping in mind the agency's primary goals of a) Improving agency performance; b) Increasing the quantity and quality of the housing stock; c) Increasing self-sufficiency, and d) Increasing customer and employee satisfaction. We have assessed all current year expenditures necessary to support and operate the

agency's properties, facilities, central office, and programs to allow for the continued meeting of these goals.

RECOMMENDATION

Accordingly, I recommend that the Board considers this resolution, which states:

Resolution: That the Houston Housing Authority Board of Commissioners authorizes the President & CEO or designee to negotiate, execute and make necessary changes and corrections to the 2023 Budget for the Houston Housing Authority for the Central Office Cost Center, Housing Choice Voucher Program, Affordable Housing Program, Section 8 New Construction Program and RAD properties and to file Form HUD-52574 with the Department of Housing and Urban Development, pursuant to the memorandum dated November 30, 2022, from Michael Rogers, Vice President for Fiscal and Business Operations to David A. Northern, Sr., President & CEO.

Houston Housing Authority

Central Office Cost Center 2023 Operating Budget

Account Title	Annual Budget 2020	Annual Budget 2021	Annual Budget 2022	Annual Budget 2023
<u>Operating Revenues & Fees</u>				
Asset management Fees	6,609,776	6,450,597	6,458,151	6,637,785
CARES act revenue allocation	0	250,000	0	0
Miscellaneous Revenues	75,000	60,000	100,000	2,500,000
TOTAL OPERATING REVENUES & FEES	6,684,776	6,760,597	6,558,151	9,137,785
<u>Administrative Expenses</u>				
Administrative Salaries & Benefits	4,233,276	4,003,971	4,176,557	4,733,958
Other Employee Expenses	30,000	55,000	55,000	125,200
Consultants and Contractors	252,500	378,500	293,500	519,000
Legal	179,130	182,230	182,230	272,000
Travel & Training	158,650	160,350	182,350	217,000
Communication	292,652	235,409	245,409	166,520
Data Processing	161,500	268,708	154,958	306,804
Office Equipment Expense	63,620	34,620	32,420	51,800
Other Administrative Expense	310,100	355,250	358,450	390,500
Facilities Expense	351,760	351,760	351,760	351,760
Total Administrative Expenses	6,033,188	6,025,798	6,032,634	7,134,542
Resident Services	0	0	0	849,500
Maintenance Costs	9,764	9,500	9,500	35,000
Protective Services	0	0	0	25,000
Insurance Expenses	112,444	114,138	103,138	81,500
Other General Expenses	5,000	10,000	10,000	460,000
TOTAL OPERATING EXPENSES	6,160,396	6,159,436	6,155,272	8,585,542
NET CHANGE IN RESERVES	524,380	601,161	402,879	552,243

Houston Housing Authority

Housing Choice Voucher Program
2023 Operating Budget

All Programs

Account Title	Annual Budget 2020	Annual Budget 2021	Annual Budget 2022	Annual Budget 2023
Operating Revenues & Fees				
Administrative Fees Earned (80%)	11,912,816	12,130,709	13,539,767	15,093,123
CARES ACT Administrative Fee	0	2,500,000	0	0
Investment Income	0	0	0	0
Other Income	50,000	60,000	25,393	42,000
TOTAL OPERATING REVENUES & FEES	11,962,816	14,690,709	13,565,160	15,135,123
Administrative Expenses				
Administrative Salaries & Benefits	6,661,037	6,848,940	7,028,110	8,398,269
Consultants & Contractors	377,298	473,528	478,528	250,000
Legal	4,870	4,870	4,870	25,000
Travel & Training	166,500	166,500	182,500	135,000
Communication	193,500	223,500	273,500	181,500
Data Processing	337,100	427,700	452,000	170,000
Office Equipment Expense	84,000	71,000	81,000	50,000
Other Administrative Expense	220,600	174,800	174,800	181,000
COCC -Management Expense	3,958,080	3,890,537	4,047,449	4,618,062
Facilities Expense	500,000	477,400	477,400	477,400
Total Administrative Expenses	12,502,985	12,758,775	13,200,157	14,486,231
Resident Services Expenses	0	0	0	0
Maintenance Costs	2,500	0	0	0
Protective Services	75,000	75,000	75,000	75,000
Insurance Expenses	36,764	44,764	29,764	35,200
Other General Expenses	0	10,000	15,000	0
TOTAL OPERATING EXPENSES	12,617,249	12,888,539	13,319,921	14,596,431
CASH FLOW (DEFICIT) FROM OPERATIONS	(654,433)	1,802,170	245,239	538,692
I. T. Initiative - Paperless Conversion	680,000	250,000	0	0
TOTAL CASH FLOW (DEFICIT) - Administration	(1,334,433)	1,552,170	245,239	538,692
HAP Revenue	165,000,000	165,000,000	160,000,000	175,000,000
HAP Payments	165,000,000	165,000,000	160,000,000	175,000,000
NET HAP Activity	0	0	0	0

Houston Housing Authority

Affordable Rental Housing Programs 2023 Operating Budget

Account Title	Annual Budget 2020	Annual Budget 2021 Includes RAD	Annual Budget 2022 Excludes RAD	Annual Budget 2023 Excludes RAD
Operating Revenues & Fees				
Tenant Rental Revenue	15,406,662	15,429,026	16,961,004	12,923,062
Operating Subsidy (95%)	16,012,211	15,373,054	14,530,520	15,708,640
Other Income	304,277	304,277	250,000	870,965
TOTAL OPERATING REVENUES & FEES	31,723,150	31,106,357	31,741,524	29,502,667
Administrative Expenses				
Administrative Salaries & Benefits	4,529,513	4,725,782	4,964,057	4,902,259
Other Employee Expenses	99,861	99,861	95,348	115,432
Consultants & Contractors	296,692	509,549	542,427	465,000
Legal	128,950	128,950	126,361	275,000
Travel & training	80,351	96,851	92,904	125,800
Communication	479,073	379,073	406,420	495,875
Data Processing	537,309	473,809	319,112	569,480
Office Equipment Expense	51,796	33,796	43,124	55,000
Other Administrative Expense	411,706	413,206	380,808	411,906
COCC -Management Expense	1,811,323	1,710,508	1,748,595	870,880
Agent Management Fees	1,074,254	1,062,012	1,047,886	808,118
Facilities Expense	82,653	82,653	82,653	82,653
Total Administrative Expenses	9,583,481	9,716,050	9,849,695	9,177,403
Resident Services				
Resident Services Salaries & Benefits	343,905	368,943	295,769	215,475
Resident Activities	40,000	40,000	33,928	68,340
Contract Costs	276,501	301,501	253,383	165,984
Resident Services Expenses	660,406	710,444	583,080	449,799
Utilities Expenses				
Water & Sewer	2,291,367	2,291,367	2,442,181	2,050,285
Electricity	1,249,127	1,249,127	1,119,395	975,485
Gas	306,176	306,176	305,476	255,492
Utilities Expenses	3,846,670	3,846,670	3,867,052	3,281,262
Maintenance Costs				
Maintenance Wages	3,233,316	3,233,316	3,232,386	2,722,788
Maintenance Materials Expenses	1,532,886	1,531,386	1,520,002	1,775,994
Maintenance Contractual Expenses	5,448,568	5,443,868	4,897,662	4,680,324
Maintenance Costs	10,214,770	10,208,570	9,650,050	9,179,106
Protective Services				
	2,063,745	2,063,745	1,975,735	2,224,127
Insurance Expenses				
	1,839,666	2,115,616	2,312,660	1,756,251
Other General Expenses				
	361,500	361,500	351,252	250,000
TOTAL OPERATING EXPENSES	28,570,238	29,022,595	28,589,524	26,317,948
NET OPERATING INCOME	3,152,912	2,083,762	3,152,000	3,184,719

Non-Routine Maintenance (Capital Funds)	5,000,000	3,750,000	4,000,000	8,348,176
Debt Service Payments	1,900,452	1,613,193	2,126,038	1,848,961
TOTAL CAPITAL AND DEBT SERVICE EXPENSES EXPENSES	6,900,452	5,363,193	6,126,038	10,197,137
Net Cash Flow from Operations	(3,747,540)	(3,279,431)	(2,974,038)	(7,012,418)
				0
Funds from Capital Funds	5,000,000	3,750,000	4,000,000	8,348,176
Funds To / (From) Reserves	1,252,460	470,569	1,025,962	1,335,758
Net Operating Results	0	0	0	0

Note: This budget includes Public Housing, Tax Credit and Market Rate Units located on Public Housing sites.

Houston Housing Authority

Section 8 New Construction		Telephone Rd. & Long Drive		
2023 Operating Budget				
Account Title	Annual Budget 2020	Annual Budget 2021	Annual Budget 2022	Annual Budget 2023
Operating Revenues & Fees				
RENTAL REVENUE	858,274	608,274	482,712	1,024,200
Operating Subsidy	2,026,477	1,702,790	1,268,551	2,193,590
Other Income	100	100	100	1,640
TOTAL OPERATING REVENUES & FEES	2,884,851	2,311,164	1,751,363	3,219,430
Administrative Expenses				
Administrative Salaries & Benefits	322,221	322,380	335,306	540,732
Other Employee Expenses	4,652	4,652	2,386	2,785
Consultants & Contractors	16,872	18,359	46,120	20,250
Legal	3,367	3,367	26,317	15,575
Travel & training	4,459	4,459	1,824	4,650
Communication	35,106	35,106	28,659	31,675
Data Processing	69,581	69,581	19,927	40,000
Office Equipment Expense	9,000	9,000	4,333	2,750
Other Administrative Expense	35,171	35,171	33,698	96,816
COCC -Management Expense	135,536	141,298	45,547	22,500
Agent Management Fees	65,184	65,184	43,280	50,000
Facilities Expense	2,515	2,515	2,796	750
Total Administrative Expenses	703,664	711,072	590,193	828,483
Resident Services Expenses	41,358	21,358	15,215	25,215
Utilities Expenses	351,227	351,227	186,192	403,756
Maintenance Costs	632,645	632,645	434,073	422,320
Protective Services	71,184	71,184	73,797	85,000
Insurance Expenses	77,955	78,430	55,604	250,000
Other General Expenses	15,000	15,000	25,000	25,000
Debt Service Payments	0	0	0	0
TOTAL OPERATING EXPENSES	1,893,033	1,880,916	1,380,074	2,039,774
CASH FLOW (DEFICIT) FROM OPERATIONS	991,818	430,248	371,289	1,179,656
Non-Routine Maintenance	375,000	250,000	125,000	125,000
TOTAL CASH FLOW (DEFICIT)	616,818	180,248	246,289	1,054,656

Houston Housing Authority

RAD Properties	5 RAD PROPERTIES			
2023 Operating Budget	HRI/Victory/ HOAPV/APV/ Sweetwater			
Account Title	Annual Budget 2020	Annual Budget 2021	Annual Budget 2022	Annual Budget 2023
Operating Revenues & Fees				
Rental Income	0	0	1,111,065	11,068,801
Other Income	0	0	0	363,952
TOTAL OPERATING REVENUES & FEES	0	0	1,111,065	11,432,753
Administrative Expenses				
Administrative Salaries & Benefits	0	0	138,825	1,825,582
Other Employee Expenses	0	0	0	0
Consultants & Contractors	0	0	1,750	60,725
Legal	0	0	0	40,000
Travel & training	0	0	6,283	25,000
Communication	0	0	1,440	77,750
Data Processing	0	0	9,876	80,875
Office Equipment Expense	0	0	4,200	32,750
Other Administrative Expense	0	0	40,937	136,936
COCC -Management Expense	0	0	0	0
Agent Management Fees	0	0	50,000	326,201
Facilities Expense	0	0	0	0
Total Administrative Expenses	0	0	253,311	2,605,819
Resident Services Expenses	0	0	63,688	126,752
Utilities Expenses	0	0	109,938	866,255
Maintenance Costs	0	0	447,270	1,308,018
Protective Services	0	0	35,217	187,431
Insurance Expenses	0	0	116,211	920,817
Other General Expenses	0	0	25,000	11,800
Debt Service Payments	0	0	12,000	4,264,905
TOTAL OPERATING EXPENSES	0	0	1,062,635	10,291,797
CASH FLOW (DEFICIT) FROM OPERATIONS	0	0	48,430	1,140,956
Non-Routine Maintenance	0	0	275,000	425,000
Replacement Reserve Funds	0	0	(275,000)	(425,000)
TOTAL CASH FLOW (DEFICIT)	0	0	48,430	1,140,956