

HOUSING AUTHORITY OF KANSAS CITY, MO

Proposed Budget

For the Periods Between January 1, 2021 - December 31, 2021

	Agency Wide	HAKC	Low Income Public Housing ("LIPH")	Mixed Finance	Housing Choice Voucher Program (HCVP)	Other Programs	Central Office Cost Center (COCC)	Business Activities (HSKC)
Operating Revenue								
Rental Income	\$ 3,770,026	\$ 3,770,026	\$ 3,262,390	\$ 507,636	\$ -	\$ -	\$ -	\$ -
Other Tenant Revenue	105,338	105,338	102,796	2,541	-	-	-	-
Management & Front Line Fees	3,726,467	3,726,467	-	-	-	-	3,726,467	-
Operating Subsidy	8,047,819	8,047,819	7,153,727	894,092	-	-	-	-
Grant Revenue - Soft Costs	2,008,740	1,957,030	1,436,613	-	-	520,417	-	51,710
Section 8 Admin Fees	4,578,376	4,578,376	-	-	4,578,376	-	-	-
Port-In Admin Fees Revenue	-	-	-	-	-	-	-	-
Interest Income	12,547	12,006	5,239	-	233	-	6,535	541
HSKC Program Income	97,390	-	-	-	-	-	-	97,390
Other Income	244,985	244,985	116,597	10,016	23,131	-	95,241	-
Total Operating Revenue	22,591,687	22,442,047	12,077,362	1,414,285	4,601,740	520,417	3,828,243	149,641
Operating Expense								
Administration - Salary	\$ 4,672,291	\$ 4,573,543	\$ 1,050,120	\$ 123,576	\$ 1,446,952	\$ -	\$ 1,952,895	\$ 98,747
Administration - Benefits	1,625,426	1,575,064	374,694	26,501	519,661	-	654,207	50,362
Administration - Contract Services	75,718	-	-	-	-	-	-	75,718
Administration - Fees	3,725,579	3,725,579	1,830,670	84,254	1,810,656	-	-	-
Administration - Other	1,979,982	1,975,646	658,250	241,375	549,367	830	525,824	4,336
Maintenance - Salary	1,535,138	1,535,138	1,275,243	107,325	-	-	152,570	-
Maintenance - Benefits	598,675	598,675	511,731	16,079	-	-	70,865	-
Maintenance - Materials	505,625	505,625	372,200	86,444	-	-	46,981	-
Maintenance - Contract Services	1,855,404	1,855,404	1,646,100	206,485	-	-	2,818	-
Protective Services	1,091,235	1,091,235	1,086,237	4,998	-	-	-	-
Tenant Services	936,175	936,175	416,588	-	-	519,586	-	-
Utilities	2,290,056	2,290,056	2,026,407	263,649	-	-	-	-
Insurance	913,990	913,990	566,475	174,492	125,066	-	47,957	-
General	447,123	447,123	208,294	83,303	92,068	-	63,292	-
Interest Expense	92,243	86,952	33,025	-	24,960	-	28,967	5,292
Total Operating Expenses	22,344,660	22,110,205	12,056,033	1,418,482	4,568,729	520,417	3,546,378	234,455
Surplus/(Deficit) from Operations	\$ 247,027	\$ 331,842	\$ 21,329	\$ (4,197)	\$ 33,010	\$ -	\$281,865	\$ (84,814)
<i>COCC Surplus/Fees Transfer</i>	-	-	228,597	-	-	-	(228,597)	-
<i>Net Surplus (Deficit)</i>	247,027	331,842	249,926	(4,197)	33,010	-	53,268	(84,814)
<i>Deficit funded from Reserves</i>	231,879	147,065	82,312	64,753	-	-	-	84,814
<i>Reserves as of 12/31/2019</i>	9,419,551	5,377,986	2,005,650	420,285	98,743	-	2,853,308	4,041,565
<i>Projected 2020 Surplus(Deficit)</i>	4,253,038	4,309,020	1,512,466	476,429	1,733,262	-	567,909	(55,982)
<i>Projected Reserves 01/01/2021</i>	13,672,589	9,687,006	3,518,116	896,714	1,832,005	-	3,421,217	3,985,583
<i>Projected Reserves 12/31/2021</i>	13,900,827	10,000,059	3,768,042	892,517	1,865,015	-	3,474,485	3,900,768
<i>One Month Operating Expenses</i>	1,818,673	1,799,135	1,004,669	118,207	380,727	-	295,532	19,538
<i>Projected MENAR 12/31/2021</i>	7.64	5.56	3.75	7.55	4.90	-	11.76	199.65

HOUSING AUTHORITY OF KANSAS CITY, MO
Proposed Budget
For the Periods Between January 1, 2021 - December 31, 2021

LIPH

	2021 Proposed	2020 Approved Budget	Estimated 2020 Actual Annualized	Delta 2021 Proposed vs. 2020 Approved Budget	Delta 2021 Proposed vs. 2020 Annualized Actual	Comments
Operating Revenue						
Rental Income	\$ 3,262,390	\$ 3,234,533	\$ 3,177,613	\$ 27,857	\$ 84,777	Varies based on both Occupancy and tenant income level. Average occupancy rate of 97% used for the budget.
Other Tenant Revenue	102,796	121,856	104,297	(19,060)	(1,501)	Mainly maintenance and other misc. charges which varies year to year based on various factors including turnover.
Management & Front Line Fees	-	-	-	-	-	
Operating Subsidy	7,153,727	6,791,101	8,573,518	362,627	(1,419,791)	Used a proration rate of 94% based on FY 2020 funding proration. Full eligibility estimated using 2% inflation since inflation factors not released by HUD yet. FY 2020 budget assumed 94% proration factor. Actual is higher primarily due to the additional CARES ACT funding in addition to the 95% actual funding proration.
Grant Revenue - Soft Costs	1,436,613	1,391,947	1,519,134	44,666	(82,521)	90% of this line represents the 35% allowable grant for Operations and admin. The 2019 total Capital grant award was \$3.8M. Projected the funding to stay at the same level for 2020.
Section 8 Admin Fees	-	-	-	-	-	
HAP Port-In Revenue	-	-	-	-	-	
Interest Income	5,239	7,180	5,239	(1,942)	-	
HSKC Program Income	-	-	-	-	-	
Other Income	116,597	111,073	94,805	5,523	21,792	Consists of tower income, non dwelling rent, insurance dividends, and other misc. income.
Total Operating Revenue	12,077,362	11,657,691	13,474,605	419,671	(1,397,244)	Primarily due to an increase in Operating Subsidy and grant revenue
Operating Expense						
Administration - Salary	\$ 1,050,120	\$ 995,279	\$ 890,653	\$ 54,842	\$ 159,467	Projected Actual is lower due to turnover. 2021 budget includes a 2% raise.
Administration - Benefits	374,694	391,744	375,974	(17,050)	(1,280)	2021 health insurance premium has increased by 4%. Projected Actual is low primarily due to turnover and also lower health insurance arising from plan change or non enrollment.
Administration - Contract Services	-	-	-	-	-	
Administration - Fees	1,830,670	1,839,828	1,751,542	(9,158)	79,128	Full eligible fee budgeted for 2021. The small fluctuation is from occupancy changes and a decrease in legal fees.
Administration - Other	658,250	656,553	687,503	1,696	(29,254)	
Maintenance - Salary	1,275,243	1,310,988	1,242,241	(35,745)	33,001	2% raise budgeted for 2021. Projected actual is lower due to turnover. 2020 Budget was overstated by \$35K due to one admin position reported as Maintenance.
Maintenance - Benefits	511,731	516,199	544,124	(4,469)	(32,393)	Health insurance premium to cost 4% more for FY 2021. Actual is higher due to health insurance enrollment changes.
Maintenance - Materials	372,200	317,650	465,684	54,550	(93,484)	2021 actual is high due to increased maintenance needs across all the properties. 2021 budget shows a slight decrease from the actual but an increase from 2020 budget to reflect average between the two years.
Maintenance - Contract Services	1,646,100	1,606,200	1,964,926	39,900	(318,826)	2021 actual is high due to increased maintenance needs across all the properties. 2021 budget shows a slight decrease from the actual but an increase from 2020 budget to reflect average between the two years.
Protective Services	1,086,237	619,910	1,029,925	466,327	56,312	Public Safety actual and 2021 budget's significant increase is from security contract costs from the two high rises. Security was doubled to encounter risk from COVID.
Tenant Services	416,588	403,035	358,909	13,553	57,679	Resident Services Department salary and benefits (FSS & ROSS Grants). Actual is lower due to turnover. Increase in 2021 budget is primarily due to 4% health insurance premium increase and 2% raise budgeted.
Utilities	2,026,407	1,996,234	1,918,292	30,173	108,115	Budgeted 5% for possible rate increase in 2021 using 2020 actual as a base.
Insurance	566,475	542,363	563,075	24,112	3,400	Commercial/Liability and Workman's compensation insurance. No indication rate will increase in the coming year.
General	208,294	150,612	136,265	57,682	72,029	Primarily consists of collection loss from tenant rents. COVID related (PPE and other Misc.), Casualty loss and comp absences.
Interest Expense	33,025	28,533	33,025	4,492	-	Bank Service charge
Total Operating Expenses	12,056,033	11,375,126	11,962,140	680,907	93,893	Primarily due to an increase in maint costs and Public Safety.
Surplus/(Deficit) from Operations	\$ 21,329	\$ 282,565	\$ 1,512,466	\$ (261,236)	\$ (1,491,137)	Deficit is due to the increase in expenditures (Maint costs and public Safety)

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Admin - Other expenses include training and travel, auditing, office supplies, office rent, telephone, computer programming, etc....

HOUSING AUTHORITY OF KANSAS CITY, MO
Proposed Budget
For the Periods Between January 1, 2021 - December 31, 2021

Mixed Finance

	2021 Proposed	2020 Approved Budget	Estimated 2020 Actual Annualized	Delta 2021 Proposed vs. 2020 Approved Budget	Delta 2021 Proposed vs. 2020 Annualized Actual	Comments
Operating Revenue						
Rental Income	\$ 507,636	\$ 469,674	\$ 516,144	37,962	(8,508)	97% average occupancy rate applied.
Other Tenant Revenue	2,541	11,137	13,776	(8,596)	(11,235)	Mainly maintenance and other misc. charges which varies year to year based on various factors including turnover.
Management & Front Line Fees	-	-	-	-	-	
Operating Subsidy	894,092	852,064	1,154,176	42,028	(260,084)	Used a proration rate of 94% based on FY 2020 funding proration. Full eligibility estimated using 2% inflation since inflation factors not released by HUD yet. FY 2020 budget assumed 94% proration factor. Actual is higher primarily due to the additional CARES ACT funding in addition to the 95% actual funding proration.
Grant Revenue - Soft Costs	-	-	-	-	-	
Section 8 Admin Fees	-	-	-	-	-	
HAP Port-In Revenue	-	-	-	-	-	
Interest Income	-	-	-	-	-	
HSKC Program Income	-	-	-	-	-	
Other Income	10,016	9,861	19,875	155	(9,859)	Misc. income including bank interest.
Total Operating Revenue	1,414,285	1,342,736	1,703,971	71,549	(289,685)	Primarily due to subsidy and rent increase.
Operating Expense						
Administration - Salary	\$ 123,576	\$ 121,538	\$ 110,751	2,038	12,826	Crooked Creek reported no salary/benefits for 2020.
Administration - Benefits	26,501	23,673	17,267	2,829	9,234	Crooked Creek reported no salary/benefits for 2020.
Administration - Contract Services	-	-	-	-	-	
Administration - Fees	84,254	84,254	84,254	0	0	Depending on affordability by the projects these fees might go up or down for a budget year. Full eligibility budgeted for FY 2021.
Administration - Other	241,375	224,464	227,427	16,911	13,948	Due to an increase in Accounting services at Vila and inspection fee at Mt Cleveland.
Maintenance - Salary	107,325	110,050	96,122	(2,725)	11,203	Crooked Creek reported no salary for 2020.
Maintenance - Benefits	16,079	16,970	18,084	(891)	(2,006)	
Maintenance - Materials	86,444	80,402	79,112	6,042	7,332	
Maintenance - Contract Services	206,485	194,411	163,238	12,074	43,247	
Protective Services	4,998	4,219	3,326	779	1,672	
Tenant Services	-	1,074	144	(1,074)	(144)	
Utilities	263,649	261,731	215,485	1,919	48,164	
Insurance	174,492	130,724	131,949	43,768	42,542	Primarily due to an increase at Vila Del Sol due to rate increase.
General	83,303	88,237	80,309	(4,934)	2,995	Mainly it is for reserve for replacement.
Interest Expense	-	-	74	-	(74)	
Total Operating Expenses	1,418,482	1,341,747	1,227,542	76,735	190,940	Mainly due to admin fees, insurance and utilities
Surplus/(Deficit) from Operations	\$ (4,197)	\$ 989	\$ 476,429	\$ (5,186)	\$ (480,625)	

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HOUSING AUTHORITY OF KANSAS CITY, MO
Proposed Budget
For the Periods Between January 1, 2021 - December 31, 2021

HCVP

	2021 Proposed	2020 Approved Budget	Estimated 2020 Actual Annualized	Delta 2021 Proposed vs. 2020 Approved Budget	Delta 2021 Proposed vs. 2020 Annualized Actual	Comments
Operating Revenue						
Rental Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Tenant Revenue	-	-	-	-	-	
Management & Front Line Fees	-	-	-	-	-	
Operating Subsidy	-	-	1,970,036	-	(1,970,036)	CARES ACT Funding
Grant Revenue - Soft Costs	\$ -	\$ -	\$ -	-	-	
Section 8 Admin Fees	4,578,376	4,433,387	4,113,890	144,989	464,486	Varies based on projected leasing. 94% lease rate is projected for 2021. Actual is lower due to lower leasing than projected.
Port-In Admin Fees Revenue	-	-	-	-	-	
Interest Income	233	722	233	(489)	-	
HSKC Program Income	-	-	-	-	-	
Other Income	23,131	17,745	17,729	5,386	5,402	Primarily from fraud recovery which varies year to year.
Total Operating Revenue	4,601,740	4,451,854	6,101,887	149,885	(1,500,148)	<i>Primarily due to expected fee increase from increased leasing</i>
Operating Expense						
Administration - Salary	\$ 1,446,952	\$ 1,471,829	\$ 1,476,224	(24,877)	(29,271)	2021 salary is lower due to savings from the Director position. See admin other line.
Administration - Benefits	519,661	553,456	518,149	(33,795)	1,512	health insurance premium increased by 27% for 2020.
Administration - Contract Services	-	-	-	-	-	
Administration - Fees	1,810,656	1,825,230	1,778,751	(14,574)	31,905	Varies based on leasing. No fees were waived or projected to be waived in both years. Actual lower due to lower leasing
Administration - Other	549,367	488,162	403,081	61,204	146,286	Due to hiring of a consultant to administer the program for 2021 and 2022.
Maintenance - Salary	-	-	-	-	-	
Maintenance - Benefits	-	-	-	-	-	
Maintenance - Materials	-	-	-	-	-	
Maintenance - Contract Services	-	-	-	-	-	
Protective Services	-	-	-	-	-	
Tenant Services	-	-	-	-	-	
Utilities	-	-	-	-	-	
Insurance	125,066	114,604	115,448	10,462	9,618	General Liability, Fidelity and Workers Comp insurance
General	92,068	38,409	52,014	53,659	40,054	Compensated absences and Port out Admin fees. Comp balances will be reconciled and booked at year end.
Interest Expense	24,960	22,017	24,960	2,943	-	Bank Service Charges
Total Operating Expenses	4,568,729	4,513,707	4,368,625	55,022	200,104	
Surplus/(Deficit) from Operations	\$ 33,010	\$ (61,853)	\$ 1,733,262	\$ 94,863	\$ (1,700,251)	

Admin - Other expenses include training and travel, auditing, office supplies, office rent, telephone, computer programming, etc....

HOUSING AUTHORITY OF KANSAS CITY, MO

Proposed Budget

For the Periods Between January 1, 2021 - December 31, 2021

Other Programs (FSS and ROSS Grant Programs)

	2021 Proposed	2020 Approved Budget	Estimated 2020 Actual Annualized	Delta 2021 Proposed vs. 2020 Approved Budget	Delta 2021 Proposed vs. 2020 Annualized Actual	Comments
Operating Revenue						
Rental Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Tenant Revenue	-	-	-	-	-	
Management & Front Line Fees	-	-	-	-	-	
Operating Subsidy	-	-	-	-	-	
Grant Revenue - Soft Costs	\$ 520,417	\$ 983,795	\$ 866,013	\$ (463,379)	\$ (345,596)	2021 Budget does not include Youth Build Grant
Section 8 Admin Fees	-	-	-	-	-	
HAP Port-In Revenue	-	-	-	-	-	
Interest Income	-	-	-	-	-	
HSKC Program Income	-	-	-	-	-	
Other Income	-	-	-	-	-	
Total Operating Revenue	520,417	983,795	866,013	(463,379)	(345,596)	
Operating Expense						
Administration - Salary	\$ -	\$ 300,415	\$ 31,934	(300,415)	(31,934)	Youth Build expenditures
Administration - Benefits	-	103,127	14,391	(103,127)	(14,391)	Youth Build expenditures
Administration - Contract Services	-	-	-	-	-	
Administration - Fees	-	-	-	-	-	
Administration - Other	830	75,887	5,005	(75,057)	(4,175)	2020 Budget includes Youth Build expenditures
Maintenance - Salary	-	-	-	-	-	
Maintenance - Benefits	-	-	-	-	-	
Maintenance - Materials	-	1,268	91	(1,268)	(91)	
Maintenance - Contract Services	-	217	-	(217)	-	
Protective Services	-	-	-	-	-	
Tenant Services	519,586	488,994	424,036	30,593	95,550	Salary and benefits for ROSS and FSS staff.
Utilities	-	-	-	-	-	
Insurance	-	12,080	-	(12,080)	-	Youth build Insurance coverage
General	-	1,813	-	(1,813)	-	
Interest Expense	-	-	-	-	-	
Total Operating Expenses	520,417	983,801	475,457	(463,384)	44,960	
Surplus/(Deficit) from Operations	\$ -	\$ (5)	\$ 390,556	\$ 5	\$ (390,556)	

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Admin - Other expenses include training and travel, auditing, office supplies, office rent, telephone, computer programming, etc....

HOUSING AUTHORITY OF KANSAS CITY, MO

Proposed Budget

For the Periods Between January 1, 2020 - December 31, 2020

COCC

	2021 Proposed	2020 Approved Budget	Estimated 2019 Actual Annualized	Delta 2020 Proposed vs. 2019 Approved Budget	Delta 2020 Proposed vs. 2019 Annualized Actual	Comments
Operating Revenue						
Rental Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Tenant Revenue	-	-	-	-	-	
Management & Front Line Fees	\$ 3,726,467	\$3,747,115	\$ 3,773,240	(20,647.23)	(46,772.78)	Full eligible fee is budgeted for 2021. Actual higher due to higher Capital fund award offset by lower fees from Section 8 than projected.
Operating Subsidy	-	-	-	-	-	
Grant Revenue - Soft Costs	-	-	-	-	-	
Section 8 Admin Fees	-	-	-	-	-	
HAP Port-In Revenue	-	-	-	-	-	
Interest Income	6,535	12,784	6,535	(6,249.53)	-	
HSKC Program Income	-	-	-	-	-	
Other Income	95,241	91,730	81,241	3,510.77	14,000.00	Primarily labor and overhead costs reimbursed by the non profits units plus insurance dividends.
Total Operating Revenue	3,828,243	3,851,629	3,861,016	(23,386)	(32,773)	
Operating Expense						
Administration - Salary	\$ 1,952,895	\$1,829,259	\$ 1,882,410	123,636	70,484	2% included in 2021 budget for raises. 2021 budget higher primarily due to two positions added to the COCC that was previously funded from Youth Build Grant.
Administration - Benefits	654,207	709,142	578,023	(54,935)	76,184	FY 2021 premiums to go up by 4%. Budget and actual varies based on enrollment and enrollment types.
Administration - Contract Service	-	-	-	-	-	
Administration - Fees	-	-	-	-	-	
Administration - Other	525,824	583,630	486,387	(57,806)	39,437	Travel for training expenses is the reason for 2020 budget to be higher which was not used due to COVID. \$75K budgeted for legal and consulting fee for COCC bldg. search.
Maintenance - Salary	152,570	150,161	153,826	2,409	(1,255)	
Maintenance - Benefits	70,865	69,105	76,724	1,760	(5,859)	Health Insurance premium to go up by 4% for FY 2021
Maintenance - Materials	46,981	56,658	11,278	(9,676)	35,704	No major purchases were made in 2020.
Maintenance - Contract Services	2,818	-	2,818	2,818	-	
Protective Services	-	-	-	-	-	
Tenant Services	-	-	-	-	-	
Utilities	-	-	-	-	-	
Insurance	47,957	47,155	40,957	802	7,000	
General	63,292	22,524	31,716	40,769	31,576	FY 2021 includes COVID related expenses.
Interest Expense	28,967	28,641	28,967	326	-	Bank service charges
Total Operating Expenses	3,546,378	3,496,275	3,293,107	50,103	253,272	FY 2020 higher mainly due to the increased salary and benefits and training and travel costs.
Surplus/(Deficit) from Operation	\$ 281,865	\$ 355,354	\$ 567,909	\$ (73,489)	\$ (286,044)	

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Admin - Other expenses include training and travel, auditing, office supplies, office rent, telephone, computer programming, etc....

HOUSING AUTHORITY OF KANSAS CITY, MO

Proposed Budget

For the Periods Between January 1, 2021 - December 31, 2021

Business Activities (HSKC and AHKC)

	2021 Proposed	2020 Approved Budget	Estimated 2020 Actual Annualized	Delta 2021 Proposed vs. 2020 Approved Budget	Delta 2021 Proposed vs. 2020 Annualized Actual	Comments
Operating Revenue						
Rental Income	\$ -	\$ -	\$ -	\$ -	\$ -	
Other Tenant Revenue	-	-	-	-	-	
Management & Front Line Fees	-	-	-	-	-	
Operating Subsidy	-	-	-	-	-	
Grant Revenue - Soft Costs	51,710	51,710	49,011	-	2,699	Health Forward Foundation grant/Combat grant.
Section 8 Admin Fees	-	-	-	-	-	
HAP Port-In Revenue	-	-	-	-	-	
Interest Income	\$ 541	\$ 1,083	\$ 541	(542)	-	
HSKC Program Income	97,390	516,423	163,512	(419,033)	(66,122)	Developer fees were expected to be earned in FY 2020 which did not materialize due to construction completion dates moving to 2020.
Other Income	-	-	(531)	-	531	Misc. Donations including for Breast Cancer Walk
Total Operating Revenue	149,641	569,215	212,533	(419,575)	(62,892)	
Operating Expense						
Administration - Salary	\$ 98,747	\$ 97,990	\$ 196,941	\$ 758	\$ (98,193)	Portion of Choice project salary and benefits to be paid from Developer fees
Administration - Benefits	50,362	47,353	63,697	3,008	(13,335)	Portion of Choice project salary and benefits to be paid from Developer fees
Administration - Contract Services	\$ 75,718	78,153	\$ -	(2,434)	75,718	
Administration - Fees	-	-	-	-	-	
Administration - Other	4,336	4,356	2,586	(20)	1,750	Travel and training and other Miscellaneous costs
Maintenance - Salary	-	-	-	-	-	
Maintenance - Benefits	-	-	-	-	-	
Maintenance - Materials	-	-	-	-	-	
Maintenance - Contract Services	-	-	-	-	-	
Protective Services	-	-	-	-	-	
Tenant Services	-	-	-	-	-	
Utilities	-	-	-	-	-	
Insurance	-	-	-	-	-	
General	-	-	-	-	-	
Interest Expense	5,292	2,566	5,292	2,725	-	
Total Operating Expenses	234,455	230,418	268,515	4,037	(34,060)	
Surplus/(Deficit) from Operations	\$ (84,814)	\$ 338,797	\$ (55,982)	\$ (423,612)	\$ (28,832)	

Admin - Other expenses include training and travel, auditing, office supplies, office rent, telephone, computer programming, etc....

Housing Authority of Kansas City Missouri
Proposed Operating Budget FY 2021

AMP/Program	Surplus (Deficit)	CFP Allocation	Surplus(Deficit) before Reallocation	Fees Transfer	Final Surplus(Deficit)	Comments
Chouteau	277,697	-	277,697	-	277,697	
Guinotte	1,030	(115,000)	116,030	-	1,030	
TB Watkins	1,408	(172,000)	173,408	-	1,408	
West Bluff	(35,763)	40,000	(75,763)	-	(35,763)	
Brush Creek	(114,181)	170,500	(284,681)	114,181	0	<i>Primary reasons: 01) security contract costs.</i>
Dunbar	(11,009)		(11,009)	-	(11,009)	
SS North	50,693	(110,000)	160,693	-	50,693	
SS Central	1,395	(83,000)	84,395	-	1,395	
SS South	14	(37,000)	37,014	-	14	
Pemberton	(114,416)	306,500	(420,916)	114,416	(0)	<i>Primary reasons: 01) Security contract costs</i>
Riverview	(35,541)		(35,541)	-	(35,541)	
Total	21,329	-	21,329	228,597	249,926	

Fees Transfer: *Fees will be transferred at the end of the year if the project shows the deficit as projected in the budget.*