

Within this report we present an overview of structure, parameters, and key points of interest. The commentary, supplemental data, and exhibits are provided for your reference. It is our intent to provide sufficient information to communicate the efforts planned to further our strategic goals and ultimately our mission.

# Budget Report

FY | 2023



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# Overview

For more than 50 years, Housing Catalyst has been building community in Northern Colorado. The quasi-governmental agency (formerly the Fort Collins Housing Authority) addresses the growing need for affordable homes through innovative, sustainable, community-focused solutions – developing and managing residential properties, distributing federal housing assistance, coordinating community programs and services, and leading policy discussions and community dialog around affordable housing.

Housing Catalyst approaches the budget development process with one overarching goal in mind – to satisfy our mission. We honor our mission through a focus on a triple bottom line.

## Our Mission

Just as a house is built upon a solid foundation, Housing Catalyst is built upon its mission:

*To create vibrant, sustainable communities throughout Fort Collins.*

## Our Triple Bottom Line

To achieve this mission, Housing Catalyst operations focus on its triple bottom line:

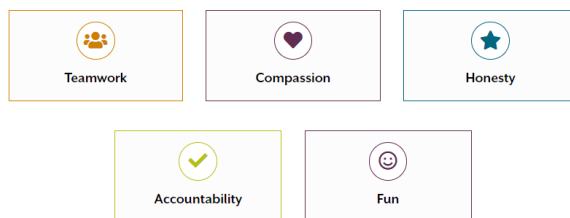
1. Maintaining the fiscal viability of the organization.
2. Achieving a social goal by providing affordable housing and supportive services.
3. Achieving environmental sustainability.

As Housing Catalyst has worked to accomplish its goals, the organization has taken on the oversight of various entities and created entity structures to expand opportunities for residents earning below the area median income. This oversight includes:

- Administering housing assistance programs for Larimer County,
- Managing Wellington Community Housing through a contractual agreement,
- Managing a 501(c)(3) entity that owns and operates affordable rental homes, and
- Developing multiple affordable housing projects utilizing tax credit financing through partnership agreements with various external investors.

This year's fiscal budget data includes all agency-wide programs and departments. Additionally, data presented includes reports and information related to blended units and discretely presented units made up of managed entities and affiliates.

This budget report is the result of tireless hours by dedicated Housing Catalyst staff. Through their adherence to the agency's core values, they ensure the data presented is of the highest quality. The executive team extends their sincere appreciation to all staff for their commitment to this process and to the mission of the organization.



## Economic Conditions and Outlook

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Congressional housing legislation and the federal budget affect Housing Catalyst more than local economic factors. Housing Catalyst's primary sources of funding are the U.S. Department of Housing and Urban Development (HUD), administrative management fees, and other grants. As with most housing authorities, much of Housing Catalyst's operating and capital funding comes from federal dollars in the form of public housing operating subsidies, capital fund grants, Housing Choice Voucher administrative fees and Housing Assistance Payments.

For the Public Housing program, housing authorities receive operating subsidies in accordance with an operating subsidy funding formula. In general, the calculated subsidy amount is the difference between an estimate of operating costs minus an estimate of income from rents. Operating subsidies are subject to annual appropriation by Congress.

Fort Collins has an estimated population of 172,321 (2021) and a median household income of \$70,528. The median family income for Larimer County is \$76,366. The rental market in Fort Collins remains tight with rents continuing to increase and vacancy rates at around 5-6%.

Demand for affordable housing remains strong in the Fort Collins market. The rental market has tightened considerably in recent years and rents continue to increase. According to rentcafe.com, apartment rents increased by an average of 11% in Fort Collins during 2021. Additionally, effects of the COVID-19 pandemic increased the demand for affordable rental housing at a time when expansion of affordable units has been challenging. This is expected to keep upward pressure on rental rates overall. Additional funding through federal, state, and other emergency programs may keep rental collection rates at near normal levels in the near term. The longer-term outlook for rent collection and demand for rental housing will be driven by the length and depth of the economic recovery.

Housing Catalyst remains focused on development of new affordable homes through both acquisition and new build strategies.

In early 2022, Housing Catalyst was selected to join HUD's Moving to Work (MTW) program under the Landlord Incentive cohort. The transition to MTW will allow flexibility in the utilization of funding received from HUD and the ability to initiate new programs and strategies within the community. The transition will not directly impact overall HUD funding received by Housing Catalyst.

## Long-Term Planning | Major Commitments | Initiatives

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Housing Catalyst supports the development and preservation of affordable housing throughout Fort Collins, with funding from the City, Colorado Division of Housing, Colorado Housing and Finance Authority, equity investors, and lenders. Along with its partners, Housing Catalyst combines intentional design with sustainable development principles and sound planning to develop and maintain a vibrant, diverse affordable housing portfolio. Housing Catalyst employs many strategies to create and preserve

its stock of affordable housing. These strategies include new construction, acquisition, rehabilitation, and preservation of existing housing to create and maintain high-quality, sustainable homes.

In 2019, after the disposition of 84 public housing units under the RAD program, the decision was made to pursue a Section 18 disposition for the remaining 70 public housing units. The first three projects resulted in the construction or preservation of 453 affordable housing units. The repositioning of the remaining 70 public housing units is now expected to be completed over the next year. Housing Catalyst plans to utilize proceeds from the Section 18 disposition for the Impala redevelopment project, a combination of new construction and renovation which will net 49 new affordable rental homes and preserve 12 duplexes. A separate renovation will preserve 15 existing units located at 2155 W Plum.

# Organizational Structure

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## BLENDING COMPONENT UNITS

Several controlled entities are included within the financial reporting entity of Housing Catalyst as blended component units. These include the Larimer County Housing Authority (LCHA), all of the general partnership entities controlled by Housing Catalyst, various special purpose entities, development entities, and Villages, Ltd. According to the Governmental Accounting Standards Board (GASB), the balances and transactions of the component units are to be consolidated and reported within the proprietary funds of Housing Catalyst. However, for purposes of clarity in presentation of the agency’s budget, the Villages, Ltd. entity and all of its real estate holdings are presented separately within this report. Additionally, the public housing portfolio is separated for presentation purposes.

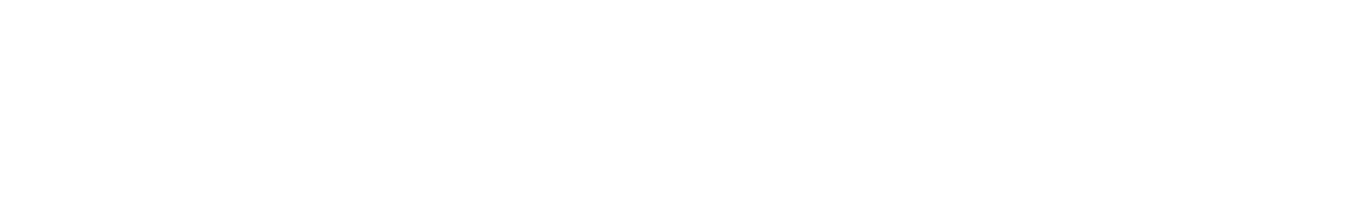
## DISCRETELY PRESENTED COMPONENT UNITS

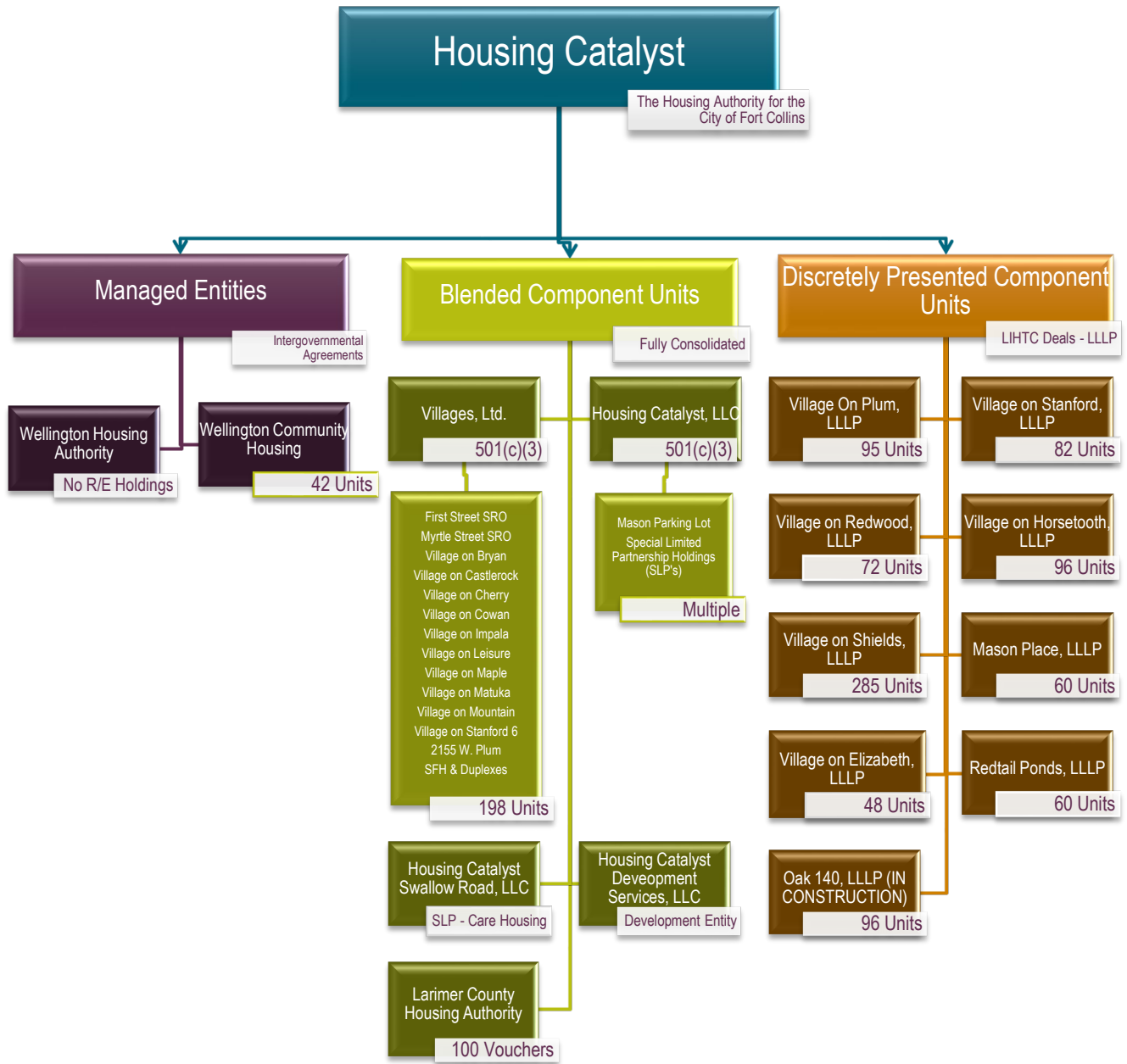
Housing Catalyst manages nine discretely presented component units. These units are not consolidated with the agency under GASB rules. Since these are legally separate from Housing Catalyst, they are reported separately for budget presentation within this report.

## ORGANIZATIONAL ENTITY CHART

The figure below depicts the overall organizational entity structure and includes a list of affiliates and managed entities. This illustration is intended to facilitate understanding of overall structure and the major segments of business operations.

Figure 1 - Organizational Entity Structure





## CENTRAL OFFICE COST CENTERS

Housing Catalyst utilizes a Central Office Cost Center (COCC) model to allocate overhead to departments. A total of five COCCs are part of the budget and accounting structure utilized by the agency. Costs accumulated in each of the cost centers are then allocated to the individual departments of the agency. This methodology facilitates a more appropriate match of costs with related departments while also being easier to administer.

The figure below outlines the structure and relationship of the COCCs to the individual departments, and then the departments with their associated customers.

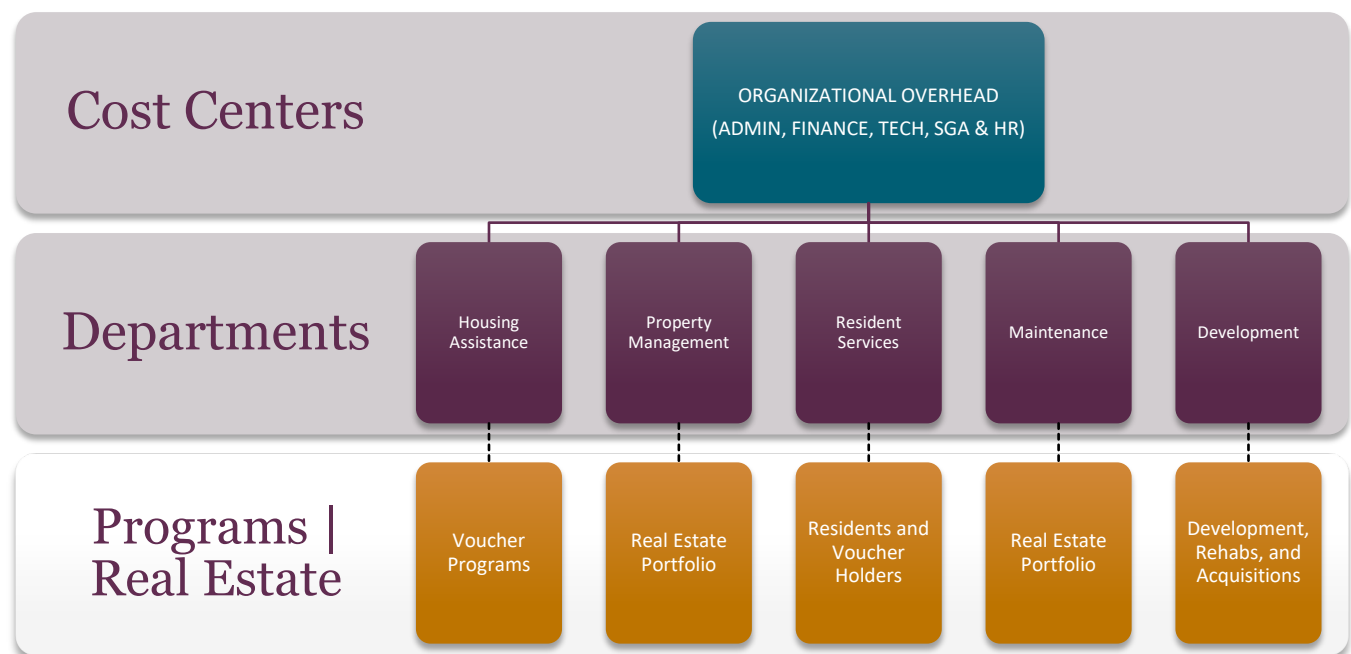


Figure 2 – Cost Center and Department Relationship Chart

## DEPARTMENTS

Housing Catalyst is made up of five distinct departments—housing assistance, property management, resident services, maintenance, and development. The costs associated with these departments are paid for by various billing arrangements between Housing Catalyst and its managed programs, real estate portfolios, and affiliates.

Each department is evaluated separately to determine if it is financially viable and performing to the expectations set by leadership. As such, each department maintains its own separate budget.



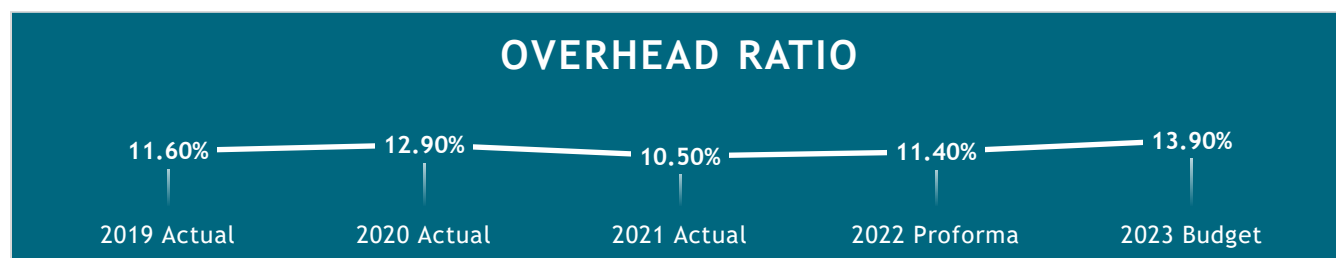
# Agency Parent Budget Assumptions

The following sections include some key assumptions related to the agency's budget preparations. These represent concepts that are helpful to the reader and relevant to the understanding of the agency's operations. This is not an exhaustive list of all assumptions utilized.

## OVERHEAD

Each of the overhead cost centers are fully allocated to the departments of the agency. For FY 2023, the total overhead as a percentage of revenue has increased by 2.5% to 13.9%. Additionally, the overall increase in overhead has remained relatively stable with the growth of revenues over the past 5 years. The trailing 5-year trend is depicted in Figure 3 and shows an average overhead rate of 12.1% over the timeframe depicted.

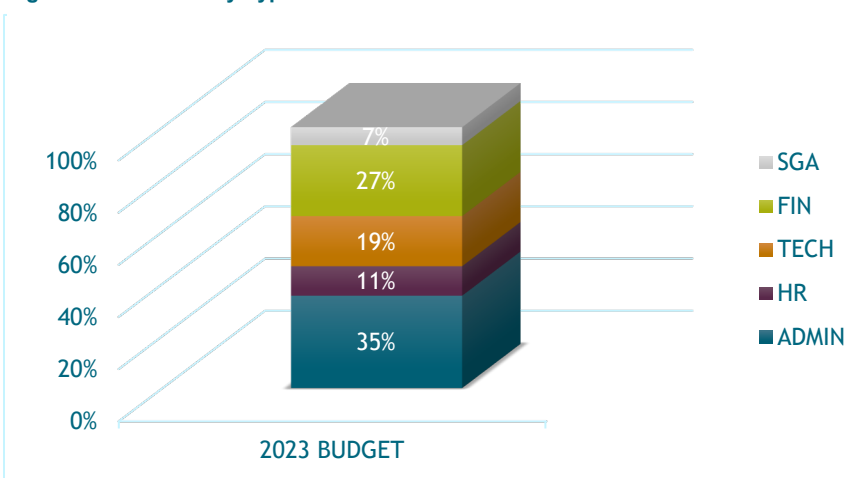
Figure 3 - T5Y Overhead Ratio



A large component of the increase in overhead projected for the 2023 budget is increases in labor costs due to significant inflationary pressure in the market. To remain competitive, pools were increased to keep pace with inflation. Additionally, the economic impact of inflation and supply chain disturbances has increased many other expense classes. For reference, the inflation rate at the end of 2021 was 7.04% with a current rate at the end of August 2022 of 8.26% according to the U.S. Consumer Price Index.

The makeup of the overhead expenses amongst the five cost centers is illustrated in Figure 4.

Figure 4 - Overhead by Type



The allocation of the cost centers to the departments is dependent upon the nature of the cost. The human resource and technology cost centers are allocated based upon head count, while the remaining cost centers are allocated based on each department's respective share in compensation, a common methodology used for allocating overhead. Once this percentage is determined, a weighted factor is assigned to both the development and property management departments due to their determined

complexity and use of resources by the executive team. The weighted rate for development and property management is 25% and 10% respectively.

Looking at the allocation rates for HR and technology, the per person rate is \$5,598 and \$9,499 respectively per annum. The allocation of the remaining overhead cost pools to the departments, adjusted for the surcharge rate, are located in figure 5.

Figure 5 - Overhead Allocation Rates

PORTFOLIO MANAGEMENT	HOUSING ASSISTANCE	RESIDENT SERVICES	MAINTENANCE	DEVELOPMENT
41%	7%	9%	8%	35%

EMPLOYEE STAFFING

The agency has assessed its staffing needs and determined that additional positions are required in order to adequately perform duties, be resourced enough to nimbly take advantage of opportunities and succeed in attaining the organization's mission. Thus, there is a budgeted increase in full-time equivalent employees of 3.3. The positions to be added are an HR generalist, a part-time accounts payable clerk, a part-time IT tech support position, and an additional maintenance technician. The goal is to continue to support the advancement and growth of the organization through appropriate staffing levels.

"Great things in business are never done by one person; they're done by a team of people." - Steve Jobs

The basis for seeking additional support in accounts payable is the volume of invoices being processed, as well as enhancements in the full payables cycle to increase internal controls. The basis for adding an

2022 FTE COUNT	2023 FTE COUNT	YOY INCREASE
93.7	97.0	3.3

HR generalist is the increase in recruiting and administration of employee benefits as the agency has grown. Additional support is needed in technology to coordinate efforts with our enhanced ERP system and increase collaboration with City IT. Lastly, the additional

maintenance tech will support newly acquired or developed properties including Oak 140 which is expected to open in January 2023. The increase of 3.3 FTE represents a 2.7% increase in compensation costs over current levels.

In addition to added FTE, there is an allotment for market and performance increases included in the budget. The pool rate is directly influenced by market pressure and conditions, and as such the blended pool rate has been set at 6.3% to accommodate higher than normal pressures in the labor market.

A thorough evaluation of benefit offerings is conducted annually. During this year's evaluation the average increase in health, dental, and vision insurance was 5%. The combined cost of benefits, referred to as the burden rate, is 37.26% with paid time off ("PTO") factored in. This places our burden rate below the mid-point for comparable industries according to the BLS benchmark data for 2021, provided in Figure 6.

BLS Benchmark Data - (Includes PTO)	Low	MID	High
Private Industry	26.6%	29.6%	32.6%
Local Government	35.1%	38.1%	41.1%
Civilian Workers	28.2%	31.2%	34.2%

Figure 6 - BLS Benchmark Data

## MAINTENANCE DEPARTMENT

Housing Catalyst operates an in-house maintenance department. The costs associated with labor in this department are charged directly to properties based on three billing methods. The first billing method is an hourly bill rate of \$69 for on-call routine work orders. The bill rate was kept at the same rate as 2021 due to careful analysis and management of department resources. Additionally, the agency has benchmarked work order bill rates with other housing authorities in Colorado and found that the range (adjusting for outliers) is \$65-\$85 per hour. Therefore, our rate of \$69 is at the low end of the range and we expect holding the bill rate in future years will not be possible.

The second billing method is a graduated per-unit flat rate contract for preventative maintenance services. The scale is provided for reference in Figure 7. Preventative maintenance contracts will be

Figure 7 - Preventative Maintenance Graduated Scale

PREVENTATIVE MAINTENANCE		
UNIT COUNT LOW	UNIT COUNT HIGH	PRICE PER UNIT
1	10	\$ 240
11	40	\$ 350
41	50	\$ 375
51	75	\$ 425
76	100	\$ 475
101	999	\$ 525

issued to all properties managed by the agency and cover recurring maintenance such as site inspections, cleanup of sites, and many other routine recurring services. Preventative maintenance typically is performed by entry-level staff with a much lower bill cost.

The third billing method is a percentage markup applied to all managed capital projects that the maintenance department is hired to perform. In order to provide skilled project management and oversight to capital improvement projects, the maintenance team retains qualified managers with prior expertise in scheduling, coordinating, and managing capital projects. This is a valuable resource especially in the current market where both

maintenance technicians and skilled labor is difficult to find.

In addition to any labor costs, work orders include direct supply costs with a purchasing markup rate of 20%. The markup supports the cost of the staff necessary to handle and coordinate purchasing on behalf of all properties served.

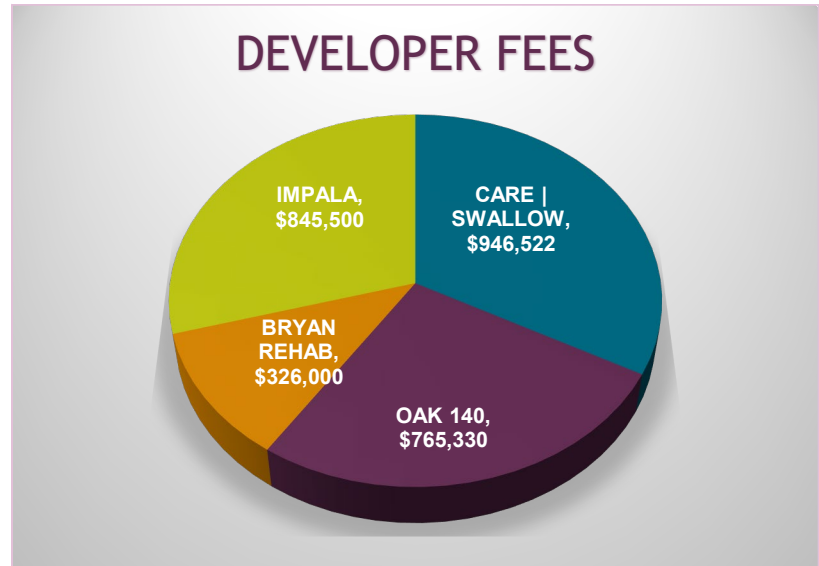
The maintenance department is projected to generate a net profit of \$57,024 for the 2023 budget year.

## DEVELOPMENT DEPARTMENT

The agency's development department is staffed by a skilled team with high technical ability in the field of affordable real estate development. The funding for the department comes primarily from fees earned when projects are acquired, constructed, or rehabilitated. The development department is projecting to generate a total of \$2,883,352 in new development fees in 2023. The sources of the fees are depicted in Figure 8.

The department is also projecting to generate grants totaling \$61,000 from the close out of retention on the Oak 140 project. Lastly, the department continues to accrue interest income on pass-through mortgages to past developments that is payable whenever the waterfall is triggered. For the 2023 budget year the accrued income is \$668,668.

Figure 8 - Developer Fees by Source



The development department is projected to generate a combined \$1.32 million in net income.

## RESIDENT SERVICES DEPARTMENT

The resident services department includes the HUD-funded Family Self-Sufficiency (FSS) program for voucher holders called JumpStart, supportive services for residents living in Housing Catalyst's affordable properties, and Permanent Supportive Housing (PSH). The department's continued focus for 2023 is housing stability, education, health, and resident engagement.

In 2021, there was a 41% increase in referrals from property managers for residents needing supportive services or community referrals from Resident Service Coordinators (RSCs) who support our affordable housing properties. This trend continued into 2022 and influenced the number of resident services coordinators required to successfully support the entire census of residents in the current and growing real estate portfolio.

Beginning in 2023, properties and programs will be invoiced directly for the resident services support they receive instead of allocating costs through the COCC platform.

The department is partially funded by grants from community and government partners. In 2023 the agency is including an internally-issued grant from Villages, Ltd. in the amount of \$120,000 to support this vital department and its efforts. These monies will assist properties that may not have sufficient resources to secure services for residents.

The needs of the resident population served is greater than the monies available via grants and property service contracts. Thus, for 2023 the resident services department has a projected shortfall of (\$146,314) that will be funded by the agency's other operational income sources.

### Larimer County Behavioral Health Grant

The Larimer County Behavioral Health Grant was renewed for 2023 and supports a behavioral health clinician at our PSH communities, Redtail Ponds and Mason Place.

### Family Self-Sufficiency Grant

The agency's JumpStart program is funded by a HUD-issued FSS grant. The grant funds three full time staff to provide services and administer the program for participants in the Housing Choice Voucher program and public housing residents.

### Continuum of Care Grant

The Continuum of Care grant awarded by HUD specifically covers the costs of Permanent Supportive Housing services at our managed Redtail Ponds property. Permanent Supportive Housing requires skilled social workers and more touch points than other affordable housing products. The grant award for the fiscal year ending October 31, 2023, is \$384,433 which represents a 6% increase over the prior fiscal year end. A modest 3% increase is assumed for the following fiscal period.

## PROPERTY MANAGEMENT DEPARTMENT

The property management department is comprised of property managers of varying expertise levels, compliance specialists, and business support staff that directly support and oversee operations on each of the real estate properties managed by the agency. Additionally, this department is responsible for asset management services such as capital improvement, investor relations, and exit plan evaluations, amongst others.

The department earns various fees based upon agreed terms and/or recaptures costs as outlined in management agreements. The departments income will fluctuate based upon the rental revenues of the real estate portfolio upon which a substantial portion of its fee income is dependent. Each real estate property has its own agreed upon fee structure; however, the average fee earned is between 7-9% of net rental revenues. In 2023 the department will manage in excess of \$14.76 million in total real estate portfolio operating revenues. This will generate over \$2 million in fee income payable to the agency and result in the department generating \$33,500 in net income during the 2023 budget period.

## HOUSING ASSISTANCE DEPARTMENT

The housing assistance department administers the Housing Choice Voucher programs for the U.S. Department of Housing and Urban Development. Voucher programs assist low-income families, the elderly, and people with disabilities.

Housing specialists in the department handle waitlist management, income verification, recertifications, inspections, and determination of rental subsidies. The skilled specialists are required to keep abreast of federal rules and regulations and manage caseloads of 200-250 households.

The department is funded through income earned in the form of an administrative fee calculated on the total vouchers leased each month. The department is expected to generate a net loss of (\$180,229) which will be subsidized by other agency income sources. This is typical for agencies since the administration is underfunded by HUD as will be discussed in the next section on housing assistance payments.

### Housing Assistance Payments

Housing Assistance Payments (HAP) is the term used to identify the monies that pass-through Housing Catalyst for subsequent payment to landlords on behalf of qualifying residents participating in a qualifying program. The agency earns an administrative fee for administering HAP payments and managing various voucher programs. However, the fee has not been fully funded by HUD. The anticipated prorated funding rate for administrative fees in 2023 is 92%.

Housing Catalyst is only paid for units that are leased on the first of the month. The combined Housing Assistance Payments of \$17.9M generate a total \$1.5M in administrative fees for the housing assistance department. The department is budgeting a net loss of \$180,339.

### Housing Choice Vouchers<sup>1</sup>

It is assumed that this voucher program will continue to reach 97%-dollar utilization during the 2023 budget period. The agency administers 1,215 vouchers under this program with an estimated \$15.11 million in HAP payments resulting in projected administrative fees of \$1,216,569. There is an additional \$37,827 in administrative fee income expected to be earned on new voucher issuances.

### Mainstream Vouchers<sup>1</sup>

The mainstream voucher program estimates an average increase of 2% for 2023 and an average 148 vouchers per month. The estimated HAP funding within this program is \$2.38 million which should result in administrative fee income of \$223,471 at the 92% proration rate.

### Emergency Housing Vouchers

The Emergency Housing Vouchers administered by Housing Catalyst consist of 24 vouchers with HAP funding in excess of \$408,000 resulting in \$25,539 in administrative fees.

## CATALYST FUND

Housing Catalyst generates various other revenues that the agency has decided to earmark as Catalyst Funds. The sources of these revenue streams are mostly related to bond issuance and special limited partner fees.

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<sup>1</sup> This includes both Housing Catalyst and Larimer County vouchers.

Catalyst funds are special earmarked funds that can be utilized by department heads to fund “catalyst events” that support the mission and strategic goals of the agency. Department heads can make formal proposals to the executive team for one-time monies funded for process improvements, short term staffing, or other expenses that are deemed critical to the success of the agency. The agency is projecting to generate \$134,451 in available Catalyst funds for 2023.

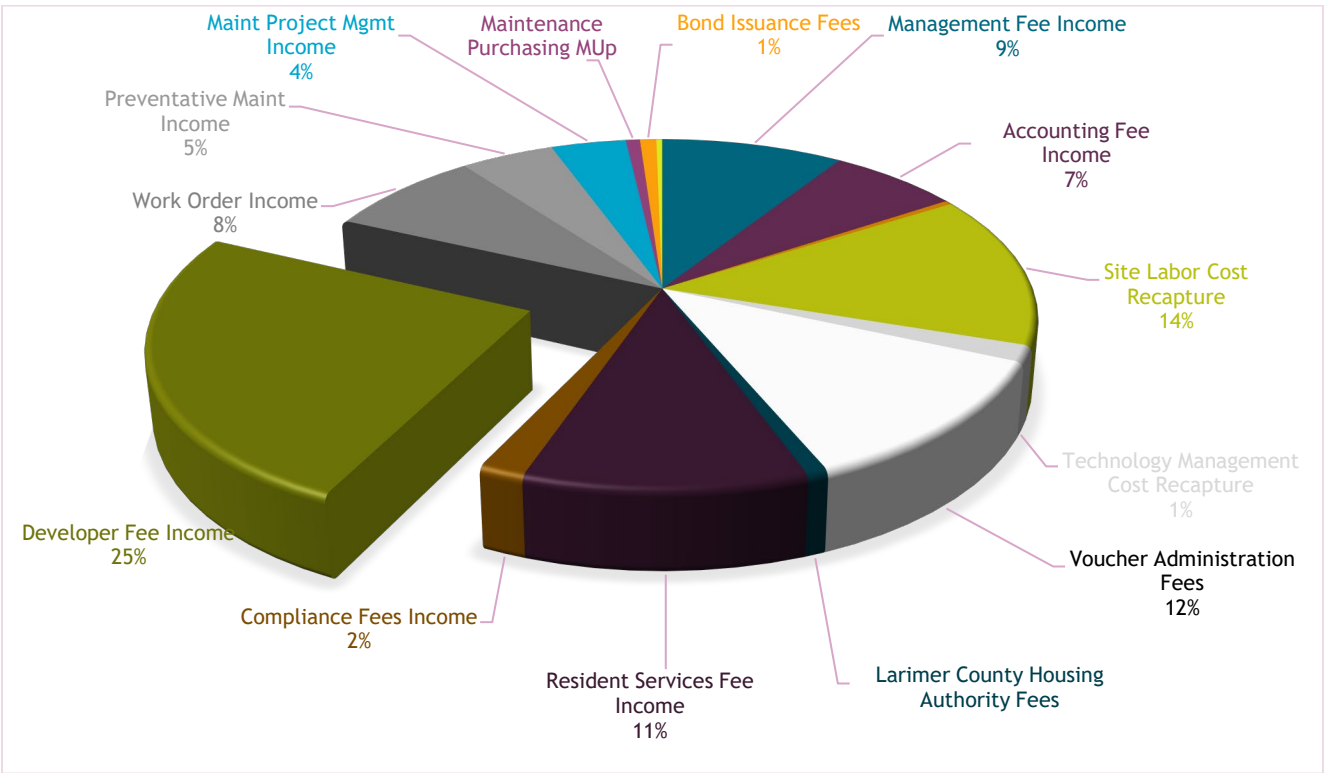
## Agency Parent Budget

The full budget is located in Exhibit 1. Highlights for the parent budget are provided here. For presentation purposes there are blended component units that are omitted from the agency parent budget and reported separately. The separately stated blended component units are the public housing portfolio and Villages, Ltd.

### OPERATING INCOME

The 2023 operating income budget for the agency parent is projected to be a total of \$30,166,588. Of this amount \$17,945,172 represents voucher revenue that passes through to recipients in the form of Housing Assistance Payments. An additional \$549,809 is sourced from grant monies, with the balance of \$11,671,607 representing agency revenues. Those agency revenues are broken out by type in Figure 9. The largest source of agency revenue is developer fee income at 25%.

Figure 9 - Agency Parent Revenue by Type





The 2023 total projected operating income is expected to increase over 2022 proforma figures by 8.8% when adjusted for billed site labor.<sup>2</sup> A key factor causing this increase is an increase in developer fees projected for 2023. For illustrative purposes, the year-over-year (YOY) Operating Income is presented in Figure 10 with 2023 adjusted for site labor recapture.

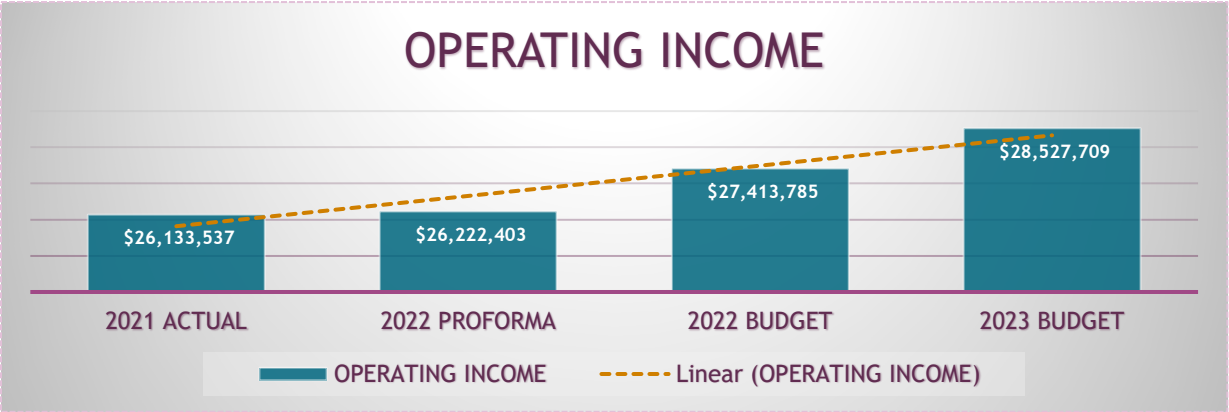


Figure 10 - YOY Operating Income

### OPERATING EXPENSES

Combined operating expenses are budgeted to be \$29,475,306 in 2023. This includes pass-through housing assistance payments totaling \$17,945,713. The balance of operating expenses represents agency operating expenses in the amount of \$11,530,134. The agency operating expenses include \$1,638,879 in site staff labor that were included in the past.<sup>2</sup> Adjusting for the inclusion of the site labor there is no increase YOY in agency operating expenses; they have remained flat. Labor is a significant

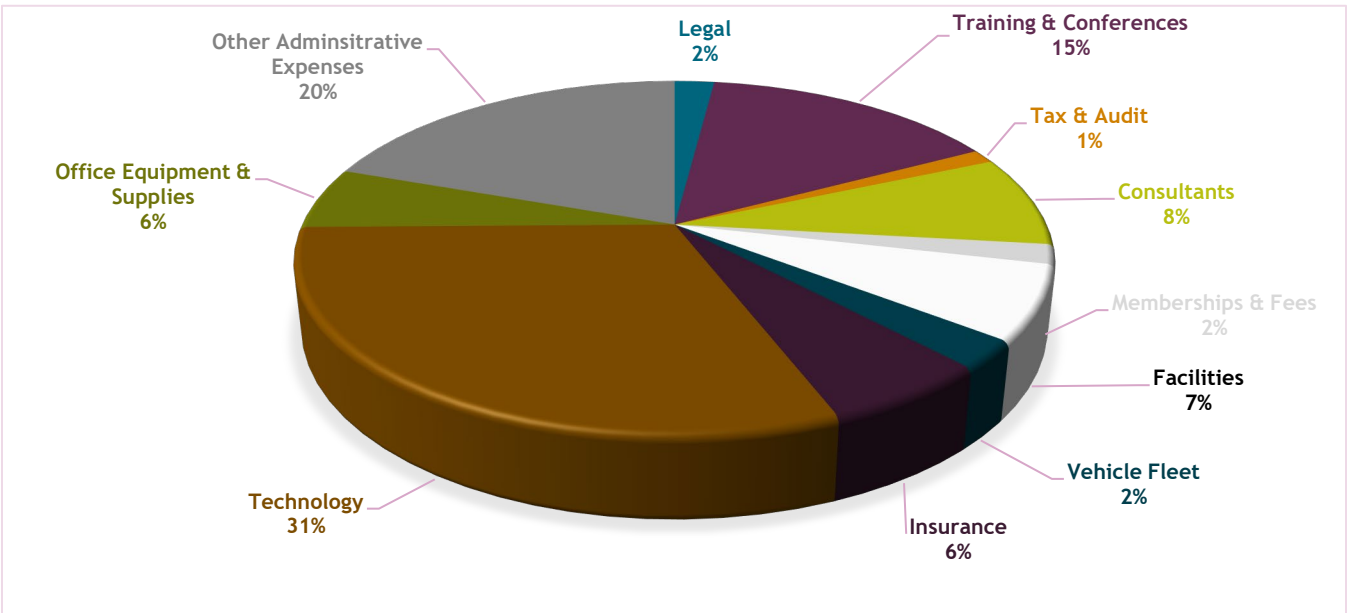


Figure 11 - Agency Parent Operating Expenses by Type (Excludes Labor & HAT)

<sup>2</sup> Historically, site labor was recorded directly on the books of discretely presented component units. In 2023 these amounts have been included in both the revenue and expenses of the agency.



expenditure for service-oriented companies such as Housing Catalyst. Thus, total labor expense represents 80% of all agency operating expenses budgeted for 2023 (removing HAP). The remaining 20% of agency operating expenses is made up of training, conferences, consulting services, facilities expenses, business insurance, technology, and other administrative expenses.

## **NET OPERATING INCOME**

The 2023 net operating income (NOI) for Housing Catalyst is projected to be \$691,280. This represents an \$865,124 decrease from the prior year budget. The primary reason for the decrease is a reduction in budgeted government grants totaling \$2,449,898 which is offset by favorable increases in agency income<sup>3</sup>. Specifically, developer fee income is budgeted to increase in 2023 over the 2022 budget year. The NOI for 2023 as a percentage of revenues is 2.29%.

## **OTHER NON-OPERATING INCOME (EXPENSES)**

The 2023 non-operating income and expenses are made up of income and expense streams that are deemed not to be directly related to operating and are ancillary to operations. By separating out items that are not directly attributed to operations, it allows management to more closely monitor the operations of the agency. Interest income on soft debt is presented in this section of the income statement and represents earned interest on past real estate transactions where bond proceeds have been received and subsequently loaned to recipient project entity. These amounts are payable when each deal's waterfall is triggered. There is \$1,671,816 of soft debt interest income expected, which is \$474,983 over what was budgeted in 2022.

Non-operating expenses that are reflected in this section are depreciation, amortization, and interest expense. The 2023 budgeted amounts for these expenses are \$164,635; \$25,065; and \$331,986 respectively.

Housing Catalyst also shares in income for each real estate transaction where it retains minority ownership interest in the form of general partnerships. There is \$33,000 budgeted for 2023 representing the agency's estimated share of those partnership earnings.

## **NET INCOME**

The 2023 net income is budgeted to be \$1,881,694 which is a \$179,342 decrease over the 2022 budget. The primary factor impacting net income is the reduction in governmental grants, as outlined in the net operating income section, which is offset by favorable increases in developer fees budgeted in 2023. Net income as a percentage of revenue for 2023 is 6.24%.

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<sup>3</sup> Taking into consideration adjustment for site staff billing since 2023 is first budget year being recorded both as income and expense for tracking purposes.

## Key Definitions

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**Net Income:** Net income (“NI”), also called net earnings, is calculated as sales minus cost of goods sold, selling, general and administrative expenses, operating expenses, depreciation, interest, taxes, and other expenses. It is a useful number for investors to assess how much revenue exceeds the expenses of an organization. This number appears on a company's income statement and is also an indicator of a company's profitability. (Investopedia, 2021)

**Net Operating Income:** Net operating income (NOI) is a calculation used to analyze the profitability of real estate investments and organizations. NOI equals all revenue from the property, minus all reasonably necessary operating expenses.

NOI is a before-tax figure, appearing on a property's income and cash flow statement, that excludes principal and interest payments on loans, capital expenditures, depreciation, and amortization. When this metric is used in other industries, it is referred to as “earnings before interest, taxes, depreciation and amortization” (EBITDA). In our presentations we utilize the NOI term exclusively.

**Net Cash Flow:** The net cash flow of an organization represents the sum over a period of time of the total cash received (inflow) from sales and loans less the total amount of money spent (outflow) by the company over the same period. It is an important measure of a company's ability to survive and grow (Bankrate, 2021).

## Blended Component Units – Consolidated

### HOUSING CATALYST, LLC

Housing Catalyst, LLC was setup as a disregarded Limited Liability Corporation owned entirely by Housing Catalyst. The entity currently owns the Mason Parking Lot as well as ownership interest in various general partnership entities and special purpose entities.

The combined activities from this blended component unit are projected to generate \$249,590 in net income during the 2023 budget period.

HOUSING CATALYST, LLC	
Period = 01/2023 - 12/2023	
	Total
<b>OPERATING INCOME</b>	
AGENCY REVENUE	16,259
TOTAL OPERATING INCOME	16,259
<b>OPERATING EXPENSES</b>	
ADMINISTRATIVE	
Legal Expense	4,020
Other Administrative Expenses	11,594
TOTAL ADMINISTRATIVE EXPENSES	15,614
UTILITIES	2,044
MAINTENANCE EXPENSES	
Contract Costs	7,593
TOTAL MAINTENANCE EXPENSES	7,593
GENERAL EXPENSES	57,518
TOTAL OPERATING EXPENSES	82,769
<b>NET OPERATING INCOME</b>	<b>-66,510</b>
<b>NON-OPERATING INCOME (EXPENSE)</b>	
INVESTMENT INCOME	1,623
INTEREST INCOME	315,882
INTEREST EXPENSE	-1,404
NET NON-OPERATING INCOME (EXPENSE)	316,101
<b>NET INCOME</b>	<b>249,590</b>

# Blended Component Units – Separately Stated

## PUBLIC HOUSING

<b>PUBLIC HOUSING PORTFOLIO</b>		
Period = 01/2023 - 12/2023		
Description	Total	Total/Unit
TOTAL OPERATING INCOME	17,202	307
TOTAL OPERATING EXPENSES	106,653	1,905
<b>NET OPERATING INCOME</b>	-89,451	-1,597
NET NON-OPERATING INCOME (EXPENSE)	500	9
<b>NET INCOME</b>	-88,951	-1,588

The 2023 public housing budget assumes the sale of the remaining public housing units. The sale is projected to result in a gain of \$3.7M and cash proceeds of \$4.4M. These funds will be utilized in future developments including the Impala project currently in progress. This closes out the last of the public housing owned and operated by the agency.

## VILLAGES, LTD.

Housing Catalyst manages Villages. Ltd., a 501(c) (3) corporation, and all of its real estate holdings. This entity owns and manages 183 affordable housing units. During 2021, Villages, Ltd. appointed the Housing Catalyst Board of Commissioners as its Board of Directors. As a result, Villages Ltd. is reported as a blended component unit of Housing Catalyst under GASB pronouncements. The operating budget for this entity consists of one general operating fund, the Taft office, and sixteen separate property budgets. The consolidated 2023 budget is presented in detail along with a summary of the individual budgets in Exhibit 4.

Villages, Ltd. is generating \$1.266M in net income during the 2023 budget period that includes \$1.178M in grant monies for the renovation of Village on Bryan.

The properties owned by Villages, Ltd. do not require management of specific debt service coverage ratios or investor tax-loss requirements. Instead, the properties are managed against traditional real estate principles which include monitoring performance to ensure overall positive net operating income and surplus operational cash flow.

<b>VILLAGES, LTD.</b>		
Period = 01/2023 - 12/2023		
Description	Total	Total/Unit
TOTAL OPERATING INCOME	2,575,123	14,227
TOTAL OPERATING EXPENSES	2,302,349	12,720
<b>NET OPERATING INCOME</b>	272,774	1,507
NET NON-OPERATING INCOME (EXPENSE)	993,543	5,489
<b>NET INCOME</b>	1,266,317	6,996

The 2023 Villages, Ltd. budget contains the following significant assumptions.

- The rehabilitation of the Bryan Avenue property with total project costs of \$3,075,196 which is funded by \$1,178,197 from a City of Fort Collins grant and \$1,897,000 from unrestricted cash held by Villages, Ltd. and committed by the Board of Directors in 2022.
- The 2022 budget assumes 50% completion of the Bryan property rehabilitation in 2022 and the remainder is expected to be completed in 2023.
- A grant to Housing Catalyst in the amount of \$120,000 to fund the mission of resident services and ensure that smaller or underserved properties have ability to utilize the resources.



## Discretely Presented Component Units

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Information in this section is presented to give additional insight into the factors and assumptions that have been used to develop the proposed 2023 budget for each of the discretely presented component units managed by Housing Catalyst.

### TAX CREDIT PROPERTIES

The tax credit properties are budgeted to meet specific performance requirements outlined in the respective limited partnership agreements. The budgets ensure performance required to meet the Debt Service Coverage Ratio, which measures the project's ability to pay debt obligations from operational cash flow. Exhibit 2 contains the 2023 budgets for each of the LIHTC properties as well as the calculated debt service coverage ratio. In each of the projects we anticipate meeting our obligations.

Additionally, the limited partnership agreements project estimated tax-losses for the investors. Although the budgets ensure that the required minimum debt service coverage ratios are met, managing performance to narrowly meet the required debt service coverage ratio provides the ability to meet the expected tax-loss for the investors. Housing Catalyst targets reviewing tax losses annually after completion of the partnership tax returns to evaluate project tax-losses for the investors.

#### Village On Elizabeth, LLLP

Village on Elizabeth is a 48-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Village on Elizabeth property is budgeted to generate \$83,024 in net operating income sufficient to cover its required debt service ratio leaving \$2,116 of excess over debt service.

#### Village on Plum, LLLP

Village on Plum is a 95-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Village on Plum property is budgeted to generate \$444,438 in net operating income sufficient to cover its required debt service ratio leaving \$156,513 of excess over debt service.

### Village on Redwood, LLLP

Village on Redwood is a 72-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Village on Redwood property is budgeted to generate \$203,108 in net operating income sufficient to cover its required debt service ratio leaving \$73,568 of excess over debt service.

### Village on Stanford, LLLP

Village on Stanford is an 82-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Village on Stanford property is budgeted to generate \$189,776 in net operating income sufficient to cover its required debt service ratio leaving \$55,286 of excess over debt service.

### Village on Shields, LLLP

Village on Shields is a 285-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Village on Shields properties are budgeted to generate \$1.27M in net operating income sufficient to cover its required debt service ratio leaving \$192,043 of excess over debt service.

### Redtail Pond Permanent Supportive Housing, LLLP

Redtail Ponds Permanent Supportive Housing is a 60-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Village on Redtail Pond property is budgeted to generate \$226,158 in net operating income sufficient to cover its required debt service ratio leaving \$120,568 of excess over debt service.

### Village on Horsetooth, LLLP

Village on Horsetooth is a 96-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Village on Horsetooth property is budgeted to generate \$465,463 in net operating income sufficient to cover its required debt service ratio leaving \$131,967 of excess over debt service.

### Mason Place, LLP

Mason Place is a 60-apartment project that was developed and is managed by Housing Catalyst. Financing for the project came through multiple sources including federal tax credits.

The Mason Place property is budgeted to generate \$225,976 in net operating income sufficient to cover its required debt service ratio leaving \$3,285 of excess over debt service.

## Oak 140, LLP

A new community, Oak 140, broke ground in September 2021. The project was devised in partnership with the Downtown Development Authority and will feature commercial and office space, parking, and 79 apartments, including studio, one-bedroom, and two-bedroom options. Construction is set to be completed in January of 2023. The 2023 operating budget has been developed using similar properties as a basis for estimating revenues and expenses.

Oak 140 is showing a net loss equal to \$285,222. The project will have access to both a debt service and operating reserve to cover losses during its initial stabilization period. The reserves are \$147,736 and \$271,413 respectively.

## Managed Entities

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### WELLINGTON COMMUNITY HOUSING AND HOUSING AUTHORITY

Wellington Housing Authority went through a Section 18 disposition and converted 42 units of public housing to tenant-based voucher rental assistance in 2021. All 42 units transitioned to Wellington Community Housing (“WCH”), a non-profit corporation. All vouchers are Project Based Vouchers and attached to the apartments. The 42 homes now owned by WCH are now managed by Housing Catalyst and Housing Catalyst administers the vouchers. The Wellington Housing Authority entity remains active if WCH ever dissolves; however, it no longer holds any property. The budgets for these two entities are presented in Exhibit V in a consolidated view for presentation purposes only.

The properties owned by Wellington Community Housing do not require management of specific debt service coverage ratios or investor tax-loss requirements. Instead, the properties are managed to perform within the confines of the HUD-administered Project Based Voucher subsidy amounts and budgeted operating expenses.

The Wellington portfolio is budgeted to generate \$44,135 in net operating income.

## Capital Budgets

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The property portfolio capital budgets are evaluated for all properties each year. Furthermore, five-year capital plans have been developed and evaluated for major modifications. The capital budget process includes a comprehensive evaluation of property needs and evaluation of available reserves to pay for needed improvements. When reserves are not maintained or sufficient then there is an evaluation of operating funds to ensure sufficient cash to pay for planned improvements. A summary of the proposed capital projects is presented along with projected reserve balances in EXHIBIT 6.



## Conclusion

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While this report is intended to provide a thorough overview of 2023 budget projections, it does not contain all the data prepared and available. Detailed line-item budgets for each entity and underlying departments have been prepared and are available for review upon request.

Housing Catalyst has undergone significant changes in its leadership structure in recent years. With these changes has come a shift in the utilization of resources and a continued focus on improved property management, administrative oversight, and development activities. Each year brings with it opportunities to improve and refine techniques and methods. 2023 is no different. In 2023 we have identified that the technology services segment was more aptly segregated into its own cost center and allocated to the agency's departments. Additionally, we have made improvements to the reporting abilities of certain billing models, allocation, and aggregation techniques to enhance our leadership's ability to monitor and make business decisions.

The executive team is pleased to present this budget report which is a culmination of the efforts provided by directors, managers, and staff members. Without the contributions of these team members, we could not have provided such a detailed and thorough budget report.

## Exhibits

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**EXHIBIT 1: AGENCY PARENT BUDGET REPORTS**

**EXHIBIT 2: LIHTC PORTFOLIO BUDGET REPORT**

**EXHIBIT 3: PUBLIC HOUSING BUDGET REPORT**

**EXHIBIT 4: VILLAGES, LTD. BUDGET REPORTS**

**EXHIBIT 5: WELLINGTON BUDGET REPORT**

**EXHIBIT 6: CAPITAL SUMMARY BUDGET REPORT**

# Exhibit 1 – Agency Partner Budget Reports

## HOUSING CATALYST PARENT

Period = 01/2023 - 12/2023

	Total	% Income
<b>OPERATING INCOME</b>		
VOUCHER REVENUE	19,487,952	64.60%
GRANT REVENUE	549,809	1.82%
AGENCY REVENUE	10,128,827	33.58%
TOTAL OPERATING INCOME	30,166,588	100.00%
<b>OPERATING EXPENSES</b>		
ADMINISTRATIVE		
Labor Expenses	9,191,268	30.47%
Legal Expense	47,283	0.16%
Other Administrative Expenses	929,680	3.08%
TOTAL ADMINISTRATIVE EXPENSES	10,168,232	33.71%
RESIDENT SERVICES	35,200	0.12%
UTILITIES	29,884	0.10%
MAINTENANCE EXPENSES		
General Maint Expense	13,409	0.04%
Materials	16,082	0.05%
Contract Costs	83,428	0.28%
TOTAL MAINTENANCE EXPENSES	112,919	0.37%
FACILITY COSTS	16,357	0.05%
VEHICLE EXPENSES	60,092	0.20%
GENERAL EXPENSES	389,334	1.29%
TECHNOLOGY EXPENSES	718,114	2.38%
HOUSING ASSISTANCE PAYMENTS	17,945,174	59.49%
TOTAL DIRECT OPERATING EXPENSES	29,475,306	97.71%
TOTAL OPERATING EXPENSES	29,475,308	97.71%
<b>NET OPERATING INCOME</b>	<b>691,280</b>	<b>2.29%</b>
<b>NON-OPERATING INCOME (EXPENSE)</b>		
INVESTMENT INCOME	7,283	0.02%
INTEREST INCOME	1,671,816	5.54%
INTEREST EXPENSE	-331,986	-1.10%
DEPRECIATION\AMORTIZATION EXPENSE	-189,700	-0.63%
PARTNERSHIP INCOME (EXPENSES)	33,000	0.11%
NET NON-OPERATING INCOME (EXPENSE)	1,190,413	3.95%
<b>NET INCOME</b>	<b>1,881,694</b>	<b>6.24%</b>

## OVERHEAD COST CENTERS

Period = 01/2023 - 12/2023

	COCC-ADMIN	COCC-FIN	COCC-HR	COCC-TECH	COCC-SGA	TOTAL OVERHEAD
<b>OPERATING INCOME</b>	<b>33.5%</b>	<b>24.1%</b>	<b>11.4%</b>	<b>19.3%</b>	<b>11.8%</b>	<b>100%</b>
VOUCHER REVENUE	-	-	-	-	-	-
GRANT REVENUE	-	-	-	-	-	-
AGENCY REVENUE	-	-	-	-	-	-
<b>TOTAL OPERATING INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>OPERATING EXPENSES</b>						
<b>INTRA-DEPT ALLOCATIONS</b>						
Intra-Dept Alloc: FIN	-	(1,245,262)	-	-	-	(1,245,262)
Intra-Dept Alloc: HR	33,589	53,742	(518,387)	-	-	(431,056)
Intra-Dept Alloc: IT	56,994	91,190	-	(879,603)	-	(731,419)
Intra-Dept Alloc: IOH	(1,622,025)	-	-	-	(551,263)	(2,173,288)
Intra-Dept Billings	-	-	-	-	14,000	14,000
<b>TOTAL INTRA-DEPT ALLOCATIONS</b>	<b>(1,531,443)</b>	<b>(1,100,330)</b>	<b>(518,387)</b>	<b>(879,603)</b>	<b>(537,263)</b>	<b>(4,567,026)</b>
<b>DIRECT OPERATING EXPENSES</b>						
<b>ADMINISTRATIVE</b>						
Labor Expenses	1,307,635	978,523	319,668	122,489	-	2,728,315
Legal Expense	13,020	-	9,693	-	-	22,713
Other Administrative Expenses	169,670	119,952	188,450	-	59,628	537,700
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>1,490,325</b>	<b>1,098,475</b>	<b>517,812</b>	<b>122,489</b>	<b>59,628</b>	<b>3,288,729</b>
RESIDENT SERVICES	-	-	-	-	-	-
UTILITIES	-	-	-	-	27,840	27,840
<b>MAINTENANCE EXPENSES</b>						
General Maint Expense	-	-	-	-	-	-
Materials	-	-	-	-	2,002	2,002
Contract Costs	-	-	-	-	54,965	54,965
<b>TOTAL MAINTENANCE EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>56,967</b>	<b>56,967</b>
FACILITY COSTS	-	-	-	-	7,657	7,657
VEHICLE EXPENSES	-	-	-	-	1,263	1,263
GENERAL EXPENSES	41,118	1,855	575	50,000	228,485	322,033
TECHNOLOGY EXPENSES	-	-	-	707,114	-	707,114
HOUSING ASSISTANCE PAYMENTS	-	-	-	-	-	-
<b>TOTAL DIRECT OPERATING EXPENSES</b>	<b>1,531,443</b>	<b>1,100,330</b>	<b>518,387</b>	<b>879,603</b>	<b>381,839</b>	<b>4,411,602</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(155,424)</b>	<b>(155,424)</b>
<b>NET OPERATING INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>155,424</b>	<b>155,424</b>
<b>NON-OPERATING INCOME (EXPENSE)</b>						
INVESTMENT INCOME	-	-	-	-	-	-
INTEREST INCOME	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-
DEPRECIATION/AMORTIZATION EXPENSE	-	-	-	-	(155,424)	(155,424)
PARTNERSHIP INCOME (EXPENSES)	-	-	-	-	-	-
<b>NET NON-OPERATING INCOME (EXPENSE)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(155,424)</b>	<b>(155,424)</b>
<b>NET INCOME</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>

\*\* Fully allocated out to agency departments

# DEPARTMENTS

Period = 01/2023 - 12/2023

	HOUSING ASSISTANCE	MAINTENANCE	RESIDENT SERVICES	PORTFOLIO MANAGEMENT	SITE STAFF RECAPTURE	DEVELOPMENT	HC, LLC	RAD	CATALYST FUND	TOTAL DEPARTMENT
<b>OPERATING INCOME</b>										
VOUCHER REVENUE	1,542,780	-	-	-	-	-	-	-	-	1,542,780
GRANT REVENUE	-	-	488,809	-	-	61,000	-	-	-	549,809
AGENCY REVENUE	-	1,979,433	1,272,418	2,025,128	1,811,760	2,883,352	16,259	-	138,000	10,126,350
<b>TOTAL OPERATING INCOME</b>	<b>1,542,780</b>	<b>1,979,433</b>	<b>1,761,228</b>	<b>2,025,128</b>	<b>1,811,760</b>	<b>2,944,352</b>	<b>16,259</b>	<b>-</b>	<b>138,000</b>	<b>12,218,940</b>
<b>OPERATING EXPENSES</b>										
<b>INTRA-DEPT ALLOCATIONS</b>										
Intra-Dept Alloc: FIN	89,374	98,947	114,436	505,626	-	436,879	-	-	-	1,245,262
Intra-Dept Alloc: HR	71,656	98,527	103,006	22,392	101,886	33,589	-	-	-	431,056
Intra-Dept Alloc: IT	121,587	167,182	174,781	37,996	172,881	56,994	-	-	-	731,421
Intra-Dept Alloc: ICH	155,979	172,687	199,719	882,442	-	762,461	-	-	-	2,173,288
Intra-Dept Billings	50,722	(56,640)	(240,070)	(17,580)	-	300,290	-	-	-	36,722
<b>TOTAL INTRA-DEPT ALLOCATIONS</b>	<b>489,317</b>	<b>480,703</b>	<b>351,871</b>	<b>1,430,876</b>	<b>274,767</b>	<b>1,590,213</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>4,617,747</b>
<b>DIRECT OPERATING EXPENSES</b>										
<b>ADMINISTRATIVE</b>										
Labor Expenses	1,131,397	1,253,770	1,448,660	466,081	1,511,482	651,564	-	-	-	6,462,954
Legal Expense	-	-	-	-	-	-	4,020	-	-	4,020
Other Administrative Expenses	99,401	24,624	76,504	90,655	24,250	37,186	11,594	-	-	364,214
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<b>1,230,798</b>	<b>1,278,394</b>	<b>1,525,164</b>	<b>556,736</b>	<b>1,535,732</b>	<b>688,750</b>	<b>15,614</b>	<b>-</b>	<b>-</b>	<b>6,831,188</b>
<b>RESIDENT SERVICES</b>	-	-	30,200	-	-	-	-	-	-	30,200
<b>UTILITIES</b>	-	-	-	-	-	-	2,044	-	-	2,044
<b>MAINTENANCE EXPENSES</b>										
General Maint Expense	250	13,159	-	-	-	-	-	-	-	13,409
Materials	-	14,080	-	-	-	-	-	-	-	14,080
Contract Costs	-	19,152	-	1,717	-	-	7,593	-	-	28,462
<b>TOTAL MAINTENANCE EXPENSES</b>	<b>250</b>	<b>46,392</b>	<b>-</b>	<b>1,717</b>	<b>-</b>	<b>-</b>	<b>7,593</b>	<b>-</b>	<b>-</b>	<b>55,952</b>
<b>FACILITY COSTS</b>	-	8,700	-	-	-	-	-	-	-	8,700
<b>VEHICLE EXPENSES</b>	2,754	52,484	-	2,299	-	1,292	-	-	-	58,829
<b>GENERAL EXPENSES</b>	-	5,450	306	-	1,261	2,766	57,518	-	-	67,301
<b>TECHNOLOGY EXPENSES</b>	-	11,000	-	-	-	-	-	-	-	11,000
<b>HOUSING ASSISTANCE PAYMENTS</b>	-	-	-	-	-	-	-	-	-	-
<b>TOTAL DIRECT OPERATING EXPENSES</b>	<b>1,233,802</b>	<b>1,402,420</b>	<b>1,555,670</b>	<b>560,752</b>	<b>1,536,993</b>	<b>692,808</b>	<b>82,769</b>	<b>-</b>	<b>-</b>	<b>7,065,214</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>1,723,119</b>	<b>1,883,123</b>	<b>1,907,541</b>	<b>1,991,628</b>	<b>1,811,760</b>	<b>2,283,021</b>	<b>82,769</b>	<b>-</b>	<b>-</b>	<b>11,682,961</b>
<b>NET OPERATING INCOME</b>	<b>(180,339)</b>	<b>96,310</b>	<b>(146,314)</b>	<b>33,500</b>	<b>-</b>	<b>661,331</b>	<b>(66,510)</b>	<b>-</b>	<b>138,000</b>	<b>535,978</b>
<b>NON-OPERATING INCOME (EXPENSE)</b>										
INVESTMENT INCOME	-	-	-	-	-	1,750	1,623	-	2,800	6,173
INTEREST INCOME	-	-	-	-	-	668,668	315,882	368,544	318,722	1,671,816
INTEREST EXPENSE	-	(5,010)	-	-	-	(500)	(1,404)	-	(325,071)	(331,985)
DEPRECIATION/AMORTIZATION EXPENSE	-	(34,276)	-	-	-	-	-	-	-	(34,276)
PARTNERSHIP INCOME (EXPENSES)	-	-	-	-	-	33,000	-	-	-	33,000
<b>NET NON-OPERATING INCOME (EXPENSE)</b>	<b>-</b>	<b>(39,286)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>702,918</b>	<b>316,101</b>	<b>368,544</b>	<b>(3,549)</b>	<b>1,344,728</b>
<b>NET INCOME</b>	<b>(180,339)</b>	<b>57,024</b>	<b>(146,314)</b>	<b>33,500</b>	<b>-</b>	<b>1,364,248</b>	<b>249,590</b>	<b>368,544</b>	<b>134,451</b>	<b>1,880,704</b>

## Exhibit 2 – LIHTC Portfolio Budget Report

BUDGET REPORT	MASON PLACE	OAK 140	REDTAIL PONDS	VILLAGE ON ELIZABETH	VILLAGE ON HORSETOOTH	VILLAGE ON PLUM	VILLAGE ON REDWOOD	VILLAGE ON SHIELDS	VILLAGE ON STANFORD
<b>OPERATING REVENUES</b>									
NET RENTAL INCOME									
POTENTIAL RENTAL INCOME									
Gross Potential Rent	936,583	603,955	874,125	555,736	1,451,306	1,470,962	1,003,968	4,040,530	927,045
Loss/Gain to Lease	1,320	-	79,812	2,628	(134,460)	(99,372)	(127,836)	(425,136)	(70,632)
NET POTENTIAL RENT	937,903	603,955	953,937	558,364	1,316,846	1,371,590	876,132	3,615,394	856,413
NET POTENTIAL RENT ADJUSTMENTS									
Pet Rent	-	-	-	439	4,674	5,133	4,786	11,476	1,961
Storage Rent	-	-	-	-	-	-	-	96,373	-
Less: Vacancies	(28,097)	(18,119)	(26,224)	(16,672)	(43,539)	(44,129)	(30,119)	(121,215)	(27,811)
Less: Concessions	(582)	-	(582)	(238)	(931)	(922)	(699)	(2,765)	(835)
Less: Prepaid Rents	-	-	-	-	-	-	-	-	-
NET POTENTIAL RENT ADJUSTMENTS	(28,679)	(18,119)	(26,806)	(16,471)	(39,796)	(39,918)	(26,032)	(16,131)	(26,685)
NET RENTAL INCOME	909,224	585,836	927,131	541,892	1,277,049	1,331,672	850,100	3,599,262	829,728
Miscellaneous Other Income	151	-	11,907	-	31	675	77	-	-
Total Other Tenant Income	8,263	-	7,666	6,594	15,652	75,716	16,987	58,794	13,543
EFFECTIVE GROSS INCOME	917,638	585,836	946,704	548,486	1,292,732	1,408,063	867,164	3,658,056	843,271
TOTAL OPERATING REVENUE	917,638	585,836	946,704	548,486	1,292,732	1,408,064	867,164	3,658,057	843,271
<b>OPERATING EXPENSES</b>									
ADMINISTRATIVE									
Total Labor Expenses	69,424	138,849	69,424	55,540	42,110	161,384	62,597	409,732	146,520
Total Legal Expense	5,241	2,750	2,263	500	2,500	5,150	5,300	9,974	3,500
Management Related Expense									
Property Management Fee Expense	54,553	41,009	74,170	42,636	102,164	106,534	68,008	291,300	67,646
Accounting/Bookkeeping Expense	36,369	35,150	27,814	45,479	114,934	39,950	76,509	109,238	67,646
Compliance Expense - Internal	10,662	14,038	10,662	8,530	17,059	16,882	12,794	50,466	14,571
Total Management Related Expenses	101,584	90,197	112,646	96,645	234,158	163,365	157,311	451,005	149,863
Total Other Administrative Expenses	28,429	4,128	34,720	17,108	27,471	29,418	22,005	51,072	31,648
TOTAL ADMINISTRATIVE EXPENSES	204,679	235,924	219,054	169,793	306,238	359,318	247,213	921,783	331,531
TOTAL RESIDENT SERVICES EXPENSES	49,930	63,200	30,000	38,400	76,800	104,500	36,000	340,800	41,000
TOTAL UTILITY EXPENSES	76,303	84,435	81,138	36,302	74,611	87,041	72,804	153,976	43,683
MAINTENANCE EXPENSES									
Total Facilities Other	-	-	-	-	-	2,299	-	-	-
Total Materials	19,771	2,921	21,476	12,596	16,145	30,322	20,807	45,079	14,273
Total Contract Costs	174,420	108,102	170,489	118,187	249,910	245,354	200,829	636,233	166,467
TOTAL MAINTENANCE EXPENSES	200,911	116,023	200,944	140,054	273,055	277,975	229,136	690,409	183,819
TOTAL GENERAL EXPENSES	142,735	58,000	162,206	45,651	73,240	117,792	58,199	232,573	38,046
TOTAL TECHNOLOGY EXPENSES	17,103	14,407	27,203	35,263	23,610	17,000	20,703	48,940	15,415
TOTAL OPERATING EXPENSES	691,661	571,989	720,545	465,463	827,554	963,626	664,055	2,388,481	653,494
NET OPERATING INCOME	225,976	13,847	226,158	83,024	465,178	444,438	203,108	1,269,574	189,776



## EXHIBIT 2 – LIHTC PORTFOLIO BUDGET REPORT

BUDGET REPORT	MASON PLACE	OAK 140	REDTAIL PONDS	VILLAGE ON ELIZABETH	VILLAGE ON HORSETOOTH	VILLAGE ON PLUM	VILLAGE ON REDWOOD	VILLAGE ON SHIELDS	VILLAGE ON STANFORD
<b>NON-OPERATING INCOME (EXPENSE)</b>									
INVESTMENT INCOME - UNRESTRICTED	1,100	-	200	275	400	500	315	2,010	520
TOTAL INTEREST EXPENSES	(203,702)	(430,874)	(152,067)	(199,878)	(377,036)	(387,869)	(363,760)	(1,378,428)	(206,814)
TOTAL DEPRECIATION/AMORTIZATION EX	(639,041)	(1,339,433)	(435,626)	(172,789)	(1,012,820)	(573,410)	(718,723)	(2,346,794)	(331,121)
NET NON-OPERATING INCOME (EXPENSE)	<u>(941,643)</u>	<u>(1,770,307)</u>	<u>(587,493)</u>	<u>(372,392)</u>	<u>(1,389,455)</u>	<u>(960,780)</u>	<u>(1,082,167)</u>	<u>(3,723,212)</u>	<u>(537,415)</u>
 NET INCOME (LOSS)	 <u>(715,667)</u>	 <u>(1,756,460)</u>	 <u>(361,336)</u>	 <u>(289,369)</u>	 <u>(924,278)</u>	 <u>(516,341)</u>	 <u>(879,060)</u>	 <u>(2,453,638)</u>	 <u>(347,639)</u>
 CASH FLOW	 <u>3,285</u>	 <u>(285,222)</u>	 <u>99,649</u>	 <u>2,391</u>	 <u>82,384</u>	 <u>94,369</u>	 <u>54,452</u>	 <u>192,043</u>	 <u>35,633</u>
DEBT SERVICE	123,791	-	126,708	80,908	383,193	345,510	148,971	1,079,541	154,664
BUDGETED DSCR	1.83	-	1.78	1.03	1.21	1.29	1.36	1.18	1.23
REQUIRED DSCR	1.20	-	1.20	1.00	1.15	1.20	1.15	1.15	1.15
EXCESS (SHORTFALL) NOI OVER DEBT SERVICE \$	122,817	-	120,568	2,116	131,967	156,513	73,568	330,842	55,286

No DSCR  
Requirement  
Until Stabilized

## Exhibit 3 – Public Housing Budget Report

### PUBLIC HOUSING PORTFOLIO

Period = 01/2023 - 12/2023

Description	Total	Total/Unit
<b>OPERATING INCOME</b>		
RENTAL INCOME		
Other Tenant Income	17,202	307
EFFECTIVE GROSS INCOME	17,202	307
TOTAL OPERATING INCOME	17,202	307
<b>OPERATING EXPENSES</b>		
ADMINISTRATIVE		
Labor Expenses	16,662	298
Legal Expense	368	7
Management Related Expense	578	10
Other Administrative Expenses	1,205	22
TOTAL ADMINISTRATIVE EXPENSES	18,813	336
RESIDENT SERVICES	2,600	46
UTILITIES	9,958	178
MAINTENANCE EXPENSES		
Materials	2,572	46
Contract Costs	75,447	1,347
TOTAL MAINTENANCE EXPENSES	78,019	1,393
GENERAL EXPENSES	3,054	55
TECHNOLOGY EXPENSES	-6,167	-110
HOUSING ASSISTANCE PAYMENTS	377	7
TOTAL OPERATING EXPENSES	106,653	1,905
<b>NET OPERATING INCOME</b>	-89,451	-1,597
<b>NON-OPERATING INCOME (EXPENSE)</b>		
INVESTMENT INCOME	500	9
NET NON-OPERATING INCOME (EXPENSE)	500	9
<b>NET INCOME</b>	-88,951	-1,588



## Exhibit 4 – Villages, Ltd. Budget Reports

### VILLAGES, LTD.

Period = 01/2023 - 12/2023

Description	Total	Total/Unit
<b>OPERATING INCOME</b>		
<b>POTENTIAL RENTAL INCOME</b>		
Gross Potential Rent	2,597,711	14,352
Loss/Gain to Lease	-5,778	-32
<b>NET POTENTIAL RENT</b>	<u>2,591,933</u>	<u>14,320</u>
<b>NET POTENTIAL RENT ADJUSTMENTS</b>		
Pet Rent	6,764	37
Storage Rent	3,600	20
Less: Vacancies	-77,932	-431
Less: Concessions	-882	-5
<b>NET POTENTIAL RENT ADJUSTMENTS</b>	<u>-68,451</u>	<u>-378</u>
<b>NET RENTAL INCOME</b>	<u>2,523,482</u>	<u>13,942</u>
Other Miscellaneous Income	387	2
Other Tenant Income	51,254	283
<b>EFFECTIVE GROSS INCOME</b>	<u>51,641</u>	<u>285</u>
<b>TOTAL OPERATING INCOME</b>	<u>2,575,123</u>	<u>14,227</u>
<b>OPERATING EXPENSES</b>		
<b>ADMINISTRATIVE</b>		
Labor Expenses	374,844	2,071
Legal Expense	6,468	36
Management Related Expense	593,784	3,281
Other Administrative Expenses	15,316	85
<b>TOTAL ADMINISTRATIVE EXPENSES</b>	<u>990,412</u>	<u>5,472</u>
<b>RESIDENT SERVICES</b>	<u>201,500</u>	<u>1,113</u>
<b>UTILITIES</b>	<u>197,066</u>	<u>1,089</u>
<b>MAINTENANCE EXPENSES</b>		
Materials	61,471	340
Contract Costs	677,648	3,744
<b>TOTAL MAINTENANCE EXPENSES</b>	<u>739,119</u>	<u>4,084</u>
<b>GENERAL EXPENSES</b>	<u>136,445</u>	<u>754</u>
<b>TECHNOLOGY EXPENSES</b>	<u>37,026</u>	<u>205</u>
<b>HOUSING ASSISTANCE PAYMENTS</b>	<u>783</u>	<u>4</u>
<b>TOTAL OPERATING EXPENSES</b>	<u>2,302,349</u>	<u>12,720</u>
<b>NET OPERATING INCOME</b>	<u>272,774</u>	<u>1,507</u>
<b>NON-OPERATING INCOME (EXPENSE)</b>		
INVESTMENT INCOME	10,667	59
INTEREST INCOME	229,123	1,266
NON OPERATING GRANT INCOME	1,178,197	6,509
INTEREST EXPENSE	-500	-3
DEPRECIATION\AMORTIZATION EXPENSE	-423,943	-2,342
<b>NET NON-OPERATING INCOME (EXPENSE)</b>	<u>993,543</u>	<u>5,489</u>
<b>NET INCOME</b>	<u>1,266,317</u>	<u>6,996</u>

Budget Summary

VILLAGES LTD. PORTFOLIO	GEN FUND	2155 W. PLUM	CHERRY ST	DUP	FS SRO	MYRTLE	SFH 817	SFH 1218	SFH 1711	SFH 1713	SFH 124
OPERATING INCOME											
POTENTIAL RENTAL INCOME											
Gross Potential Rent	-	237,252	27,745	108,675	114,169	134,870	13,230	14,490	13,860	17,640	20,790
Loss/Gain to Lease	-	-	1,158	2,328	11,700	19,176	4,200	-	-	-	(3,684)
NET POTENTIAL RENT	-	237,252	28,903	111,003	125,869	154,046	17,430	14,490	13,860	17,640	17,106
NET POTENTIAL RENT ADJUSTMENTS											
Pet Rent	-	-	180	680	-	-	-	-	-	-	360
Storage Rent	-	-	-	-	-	-	-	-	-	-	-
Less: Vacancies	-	(7,118)	(832)	(3,261)	(3,425)	(4,046)	(397)	(435)	(416)	(529)	(624)
Less: Concessions	-	-	(10)	(54)	(63)	(83)	(5)	(5)	(5)	(5)	(5)
NET POTENTIAL RENT ADJUSTMENTS	-	-	-	-	-	-	-	-	-	-	-
NET RENTAL INCOME	-	230,134	28,241	108,369	122,380	149,918	17,028	14,050	13,439	17,106	16,837
Miscellaneous Other Income	-	-	-	-	-	-	-	-	-	-	-
Other Tenant Income	-	-	562	1,758	4,264	2,288	125	2,488	-	-	141
EFFECTIVE GROSS INCOME	-	-	562	1,758	4,264	2,288	125	2,488	-	-	141
TOTAL OPERATING INCOME	-	230,134	28,804	110,127	126,645	152,205	17,153	16,538	13,439	17,106	16,979
OPERATING EXPENSES											
ADMINISTRATIVE											
Labor Expenses	-	13,885	4,166	26,333	11,108	12,496	1,388	1,388	1,388	1,388	1,388
Legal Expense	-	1,438	288	232	554	2,111	-	-	-	-	-
Management Related Expense	138,000	1,200	5,540	21,955	25,639	29,707	3,265	3,695	2,597	3,257	3,234
Other Administrative Expenses	469	4,011	19	371	423	204	-	-	-	-	-
TOTAL ADMINISTRATIVE EXPENSES	138,469	20,534	10,012	48,891	37,724	44,518	4,654	5,083	3,985	4,645	4,622
RESIDENT SERVICES	-	7,500	2,000	6,000	24,000	19,500	500	500	500	500	500
UTILITIES	-	20,680	2,250	5,396	8,680	16,563	1,879	1,831	1,046	2,412	1,256
MAINTENANCE EXPENSES											
Materials	-	5,338	189	2,793	4,760	3,173	96	1,064	47	206	47
Contract Costs	-	50,756	13,329	36,087	38,740	33,108	7,986	2,375	1,500	7,962	2,712
TOTAL MAINTENANCE EXPENSES	-	56,094	13,517	38,880	43,500	36,281	8,082	3,439	1,548	8,169	2,758
GENERAL EXPENSES	18,467	6,343	999	4,003	9,650	13,778	500	5,221	500	500	-
TECHNOLOGY EXPENSES	-	1,441	432	864	1,153	1,297	144	144	144	144	144
TOTAL OPERATING EXPENSES	156,936	113,374	29,211	104,034	124,707	131,936	15,759	16,219	7,723	16,370	9,281
NET OPERATING INCOME	(156,936)	116,760	(408)	8,093	1,938	20,269	1,394	320	5,716	738	7,698
NON-OPERATING INCOME (EXPENSE)											
INVESTMENT INCOME	10,000	-	15	24	70	100	2	2	2	2	2
NON OPERATING GRANT INCOME	-	-	-	-	-	-	-	-	-	-	-
DEPRECIATION/AMORTIZATION EXPENSE	-	-	-	(9,485)	(4,416)	(119,848)	-	-	-	-	-
INTEREST INCOME	229,123	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	(500)	-	-	-	-	-	-	-	-	-	-
NET NON-OPERATING INCOME (EXPENSE)	238,622	-	15	(9,461)	(4,346)	(119,748)	2	2	2	2	2
NET INCOME	81,687	116,760	(393)	(3,369)	(2,408)	(99,479)	1,396	322	5,718	738	7,700

Budget Summary

VILLAGES LTD. PORTFOLIO	TAFT HILL	VOB	VOCR	VOC	VOI	VOL	VOMP	VOM	VOMT	VOS-6
OPERATING INCOME										
POTENTIAL RENTAL INCOME										
Gross Potential Rent	-	322,346	45,763	214,074	428,892	377,861	49,694	326,895	27,329	102,136
Loss/Gain to Lease	-	(26,304)	276	(3,408)	(36,972)	7,404	7,296	2,124	1,008	7,920
NET POTENTIAL RENT	-	296,042	46,039	210,666	391,920	385,265	56,990	329,019	28,337	110,056
NET POTENTIAL RENT ADJUSTMENTS										
Pet Rent	-	-	-	929	1,980	1,725	-	-	270	640
Storage Rent	3,600	-	-	-	-	-	-	-	-	-
Less: Vacancies	-	(9,670)	(1,373)	(6,422)	(12,867)	(11,336)	(1,491)	(9,807)	(820)	(3,064)
Less: Concessions	-	(131)	(19)	(93)	(117)	(126)	(19)	(97)	(12)	(34)
NET POTENTIAL RENT ADJUSTMENTS	-	-	-	-	-	-	-	-	-	-
NET RENTAL INCOME	3,600	286,240	44,647	205,080	380,916	375,529	55,480	319,115	27,775	107,597
Miscellaneous Other Income	-	-	-	-	197	-	-	-	190	-
Other Tenant Income	-	1,421	701	4,502	8,489	6,331	81	14,968	727	2,407
EFFECTIVE GROSS INCOME	-	1,421	701	4,502	8,686	6,331	81	14,968	917	2,407
TOTAL OPERATING INCOME	3,600	287,661	45,347	209,582	389,602	381,859	55,561	334,082	28,692	110,005
OPERATING EXPENSES										
ADMINISTRATIVE										
Labor Expenses	-	56,928	1,388	38,878	90,252	34,712	6,942	61,093	2,777	6,942
Legal Expense	-	-	-	156	6	207	314	210	937	17
Management Related Expense	-	56,577	12,006	38,436	74,358	73,355	10,712	63,689	5,697	20,867
Other Administrative Expenses	1,540	27	414	2,466	1,186	2,282	-	1,750	-	154
TOTAL ADMINISTRATIVE EXPENSES	1,540	113,532	13,809	79,935	165,801	110,555	17,968	126,741	9,411	27,981
RESIDENT SERVICES	-	29,700	9,500	4,400	36,000	28,600	2,000	22,000	3,000	4,800
UTILITIES	5,256	18,197	2,764	15,421	29,961	34,397	5,327	17,385	2,103	4,261
MAINTENANCE EXPENSES										
Materials	496	4,410	1,424	4,350	6,429	12,969	398	10,568	776	1,938
Contract Costs	17,727	49,077	14,579	58,623	91,167	104,942	13,836	79,430	21,242	32,471
TOTAL MAINTENANCE EXPENSES	18,223	53,487	16,003	62,973	97,596	117,911	14,234	89,997	22,018	34,409
GENERAL EXPENSES	768	13,484	1,998	9,964	11,986	13,087	1,998	20,202	-	2,996
TECHNOLOGY EXPENSES	-	5,907	144	4,034	9,364	3,602	720	6,339	288	720
TOTAL OPERATING EXPENSES	25,788	234,307	44,217	176,727	350,709	308,152	42,247	282,664	36,820	75,168
NET OPERATING INCOME	(22,188)	53,354	1,130	32,856	38,894	73,708	13,314	51,418	(8,128)	34,837
NON-OPERATING INCOME (EXPENSE)										
INVESTMENT INCOME	-	190	8	35	30	75	20	75	3	12
NON OPERATING GRANT INCOME	-	1,178,197	-	-	-	-	-	-	-	-
DEPRECIATION/AMORTIZATION EXPENSE	(30,544)	(460)	(7,661)	(42,306)	(54,346)	(75,319)	-	(74,664)	(4,895)	-
INTEREST INCOME	-	-	-	-	-	-	-	-	-	-
INTEREST EXPENSE	-	-	-	-	-	-	-	-	-	-
NET NON-OPERATING INCOME (EXPENSE)	(30,544)	1,177,927	(7,653)	(42,271)	(54,316)	(75,244)	20	(74,589)	(4,892)	12
NET INCOME	(52,732)	1,231,281	(6,523)	(9,415)	(15,422)	(1,536)	13,334	(23,171)	(13,019)	34,849

## Exhibit 5 – Wellington Budget Report

### WELLINGTON COMMUNITY HOUSING & AUTHORITY CONSOLIDATED

Period = 01/2023 - 12/2023

Description	Total	Total/Unit
<b>OPERATING INCOME</b>		
POTENTIAL RENTAL INCOME		
Gross Potential Rent	790,524	18,822
Loss/Gain to Lease	-23,520	-560
NET POTENTIAL RENT	767,004	18,262
NET POTENTIAL RENT ADJUSTMENTS		
Less: Vacancies	-23,716	-565
Less: Concessions	-204	-5
NET POTENTIAL RENT ADJUSTMENTS	-23,920	-570
NET RENTAL INCOME	743,084	17,692
Other Tenant Income	13,726	327
EFFECTIVE GROSS INCOME	756,811	18,019
Miscellaneous Other Income	502	12
TOTAL OPERATING INCOME	757,313	18,031
<b>OPERATING EXPENSES</b>		
ADMINISTRATIVE		
Labor Expenses	51,374	1,223
Legal Expense	5,289	126
Management Related Expense	153,787	3,662
Other Administrative Expenses	32,401	771
TOTAL ADMINISTRATIVE EXPENSES	242,852	5,782
RESIDENT SERVICES	33,600	800
UTILITIES	120,138	2,860
MAINTENANCE EXPENSES		
Materials	16,389	390
Contract Costs	228,269	5,435
TOTAL MAINTENANCE EXPENSES	244,658	5,825
GENERAL EXPENSES	41,600	990
TECHNOLOGY EXPENSES	30,331	722
TOTAL OPERATING EXPENSES	713,178	16,980
NET OPERATING INCOME	44,135	1,051
<b>NON-OPERATING INCOME (EXPENSE)</b>		
INVESTMENT INCOME	66	2
DEPRECIATION/AMORTIZATION EXPENSE	-44,240	-1,053
NET NON-OPERATING INCOME (EXPENSE)	-44,175	-1,052
NET INCOME	-40	-1

## Exhibit 6 – Capital Summary Budgets

CAPITAL IMPROVEMENT BUDGET		LIHTC PORTFOLIO											
Property Fund	Mason Place, LLP	Oak 140	Redtail Ponds	Village on Elizabeth	Village on Horsetooth	Village on Plum	Village on Redwood	Village on Stanford	Village on Shields - Cunningham	Village on Shields - Richmond	Village on Shields, LLP	Village on Shields - Windmill	
Property Code	masonpl	oak140	redtail	voe	voh	vop	vor	vos	cunn	rich	vosh	wind	
Replacement Reserve as of May 2022	7,500	-	114,215	191,026	75,444	370,891	182,551	312,612	-	-	679,660	-	
2022 Funding (June-Dec)	10,500	-	11,550	11,926	16,800	26,467	19,474	14,350	-	-	52,038	-	
2023 Funding	18,000	-	21,780	20,838	28,800	46,728	34,380	24,600	-	-	89,208	-	
<b>TOTAL RESERVES AVAILABLE - PROJECTED</b>	<b>36,000</b>	<b>-</b>	<b>147,545</b>	<b>223,791</b>	<b>121,044</b>	<b>444,086</b>	<b>236,405</b>	<b>351,562</b>	<b>-</b>	<b>-</b>	<b>820,906</b>	<b>-</b>	
Appliances	-	-	-	-	8,275	8,750	9,098	8,175	-	5,584	-	5,903	
Bathroom	-	-	-	-	-	-	-	-	-	-	-	-	
Contingency	-	-	-	-	-	-	-	-	-	-	-	-	
Exterior Renovation	-	-	-	-	-	-	-	-	-	-	-	-	
Flooring	-	-	-	14,397	-	28,973	-	22,545	5,613	-	-	-	
Garage Renovation	-	-	-	-	-	-	-	-	-	-	40,000	-	
HVAC	-	-	-	-	-	-	-	35,000	-	-	-	-	
Interior Renovation	-	-	-	-	-	-	-	-	-	-	-	-	
Kitchen	-	-	-	-	-	-	-	-	-	-	-	-	
Landscaping	-	-	-	-	-	-	-	-	-	-	25,000	-	
Painting	-	-	12,000	-	11,000	-	-	-	-	-	-	-	
Paving	-	-	-	-	-	-	-	-	-	-	-	-	
Roofing	-	-	-	-	-	-	-	20,000	-	-	-	-	
													<b>Grand Total</b>
<b>BASE CAPITAL EXPENDITURES</b>	-	-	12,000	14,397	19,275	37,723	9,098	85,720	5,613	5,584	65,000	5,903	<b>260,313</b>
Maintenance Project Management Fee (Markup)	-	-	6,462	7,752	10,379	20,312	4,899	46,157	3,022	3,007	35,000	3,179	140,169
Asset Management Fee	-	-	2,769	3,322	4,448	8,705	2,100	19,782	1,295	1,289	15,000	1,362	60,072
<b>TOTAL PROPOSED CAPITAL EXPENDITURES</b>	<b>-</b>	<b>-</b>	<b>21,231</b>	<b>25,472</b>	<b>34,102</b>	<b>66,741</b>	<b>16,096</b>	<b>151,658</b>	<b>9,931</b>	<b>9,879</b>	<b>115,000</b>	<b>10,444</b>	<b>460,554</b>
Reserve Surplus (Shortage)	36,000	-	126,314	198,319	86,942	377,345	220,309	199,903	(9,931)	(9,879)	705,906	(10,444)	
Pending Approval of Total Requested Expenditures													
Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Paid from Operations	Paid from Operations	Sufficient Reserves	Paid from Operations	



CAPITAL IMPROVEMENT BUDGET		VILLAGES, LTD PORTFOLIO									
Property Fund	Cherry St Duplexes	Duplexes	First Street SRO's	Myrtle SRO's	SFH 817 Cherry	SFH 327 Howes	SFH 331 Howes	SFH 1218 Maple	SFH 1711 Remington	SFH 1713 Remington	SFH 124 Stuart
Property Code	cherry	dup	first	myrtle	sfche817	sfhow327	sfhow331	sfma1218	sfre1711	sfre1713	sfstu124
Replacement Reserve as of May 2022	18,192	12,663	47,860	68,880	1,527	554	1,277	997	1,371	1,558	591
2022 Funding (June-Dec)	900	1,800	1,425	3,600	332	332	332	332	332	332	332
2023 Funding	1,200	2,400	3,900	4,800	300	300	300	300	300	300	300
<b>TOTAL RESERVES AVAILABLE - PROJECTED</b>	<b>20,292</b>	<b>16,863</b>	<b>53,185</b>	<b>77,280</b>	<b>2,159</b>	<b>1,186</b>	<b>1,910</b>	<b>1,629</b>	<b>2,004</b>	<b>2,190</b>	<b>1,223</b>
<i>Appliances</i>	-	-	-	-	-	-	-	-	-	-	-
<i>Bathroom</i>	-	-	20,000	-	-	-	-	-	-	-	-
<i>Contingency</i>	-	-	15,000	-	-	-	-	-	-	-	-
<i>Exterior Renovation</i>	-	-	-	-	-	-	-	-	-	-	-
<i>Flooring</i>	-	-	30,000	-	-	-	-	-	-	-	-
<i>Garage Renovation</i>	-	-	-	-	-	-	-	-	-	-	-
<i>HVAC</i>	-	-	15,000	-	-	-	-	-	-	-	-
<i>Interior Renovation</i>	-	-	-	-	-	-	-	-	-	-	-
<i>Kitchen</i>	-	-	25,000	-	-	-	-	-	-	-	-
<i>Landscaping</i>	-	-	5,000	-	-	-	-	-	-	-	-
<i>Painting</i>	-	-	15,000	-	-	-	-	-	-	-	-
<i>Paving</i>	-	-	-	-	-	-	-	-	-	-	-
<i>Roofing</i>	-	-	-	-	-	-	-	-	-	-	-
<b>BASE CAPITAL EXPENDITURES</b>	-	-	125,000	-	-	-	-	-	-	-	-
Maintenance Project Management Fee (Markup)	-	-	67,308	-	-	-	-	-	-	-	-
Asset Management Fee	-	-	28,846	-	-	-	-	-	-	-	-
<b>TOTAL PROPOSED CAPITAL EXPENDITURES</b>	-	-	221,154	-	-	-	-	-	-	-	-
Reserve Surplus (Shortage)	20,292	16,863	(167,969)	77,280	2,159	1,186	1,910	1,629	2,004	2,190	1,223
Pending Approval of Total Requested Expenditures	20,292	16,863	(167,969)	77,280	2,159	1,186	1,910	1,629	2,004	2,190	1,223
<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Paid from Operations</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>	<b>Sufficient Reserves</b>

Property is being sold    Property is being sold    Property is being sold

Villages Reserves Surplus / (Shortage) - Paid from Operations    (\$448,277.09)

CAPTIAL IMPROVEMENT BUDGET		VILLAGES, LTD PORTFOLIO							
Property Fund Property Code	Village on Bryan vob	Village on Cowan voc	Village on Castlerock vocR	Village on Impala voi	Village on Leisure vol	Village on Matuka vom	Village on Maple vomp	Village on Mountain vomt	Village on Stanford - 6 vos-6
Replacement Reserve as of May 2022	120,463	18,297	2,701	11,264	40,041	44,411	12,649	2,956	5,299
2022 Funding (June-Dec)	6,075	4,275	900	5,400	5,850	4,500	900	1,125	1,350
2023 Funding	8,100	5,700	1,200	7,200	7,800	6,000	1,200	1,500	1,800
TOTAL RESERVES AVAILABLE - PROJECTED	134,638	28,272	4,801	23,864	53,691	54,911	14,749	5,581	8,449
Appliances	-	-	-	-	-	-	-	-	-
Bathroom	-	-	25,000	-	-	-	-	-	-
Contingency	-	-	-	-	-	-	-	-	-
Exterior Renovation	-	-	40,000	-	-	-	-	-	-
Flooring	-	-	10,000	-	-	-	-	-	30,000
Garage Renovation	-	-	-	-	-	-	-	-	-
HVAC	-	-	-	-	-	-	-	-	-
Interior Renovation	-	-	-	-	150,000	-	40,000	-	-
Kitchen	-	-	25,000	-	-	-	-	-	75,000
Landscaping	-	-	-	-	-	-	-	-	-
Painting	-	-	-	-	-	-	-	-	16,000
Paving	-	-	-	-	5,000	-	-	-	-
Roofing	-	-	-	-	-	-	-	-	-
BASE CAPITAL EXPENDITURES	-	-	100,000	-	155,000	-	40,000	-	121,000
Maintenance Project Management Fee (Markup)	-	-	53,846	-	83,462	-	21,538	-	65,154
Asset Management Fee	-	-	23,077	-	35,769	-	9,231	-	27,923
TOTAL PROPOSED CAPITAL EXPENDITURES	-	-	176,923	-	274,231	-	70,769	-	214,077
Reserve Surplus (Shortage)	134,638	28,272	(172,123)	23,864	(220,539)	54,911	(56,020)	5,581	(205,628)
Pending Approval of Total Requested Expenditures									
Sufficient Reserves	Sufficient Reserves	Sufficient Reserves	Paid from Operations	Sufficient Reserves	Paid from Operations	Sufficient Reserves	Paid from Operations	Sufficient Reserves	Paid from Operations

Property is being sold

Property is being sold

CAPITAL IMPROVEMENT BUDGET		MANAGED
Property Fund		Wellington Community Housing
Property Code		wellch
Replacement Reserve as of May 2022		-
2022 Funding (June-Dec)		-
2023 Funding		-
Total Funds Available		-
TOTAL RESERVES AVAILABLE - PROJECTED		
Appliances	-	
Bathroom	-	
Contingency	-	
Exterior Renovation	-	
Flooring	6,671	
Garage Renovation	-	
HVAC	-	
Interior Renovation	-	
Kitchen	-	
Landscaping	-	
Painting	-	
Paving	-	
Roofing	-	
		Grand Total
BASE CAPITAL EXPENDITURES	6,671	6,671
Maintenance Project Management Fee (Markup)	3,592	3,592
Asset Management Fee	1,539	1,539
TOTAL PROPOSED CAPITAL EXPENDITURES	11,803	11,803
Reserve Surplus (Shortage)	(11,803)	
Pending Approval of Total Requested Expenditures		
Sufficient Reserves	Paid from Operations	