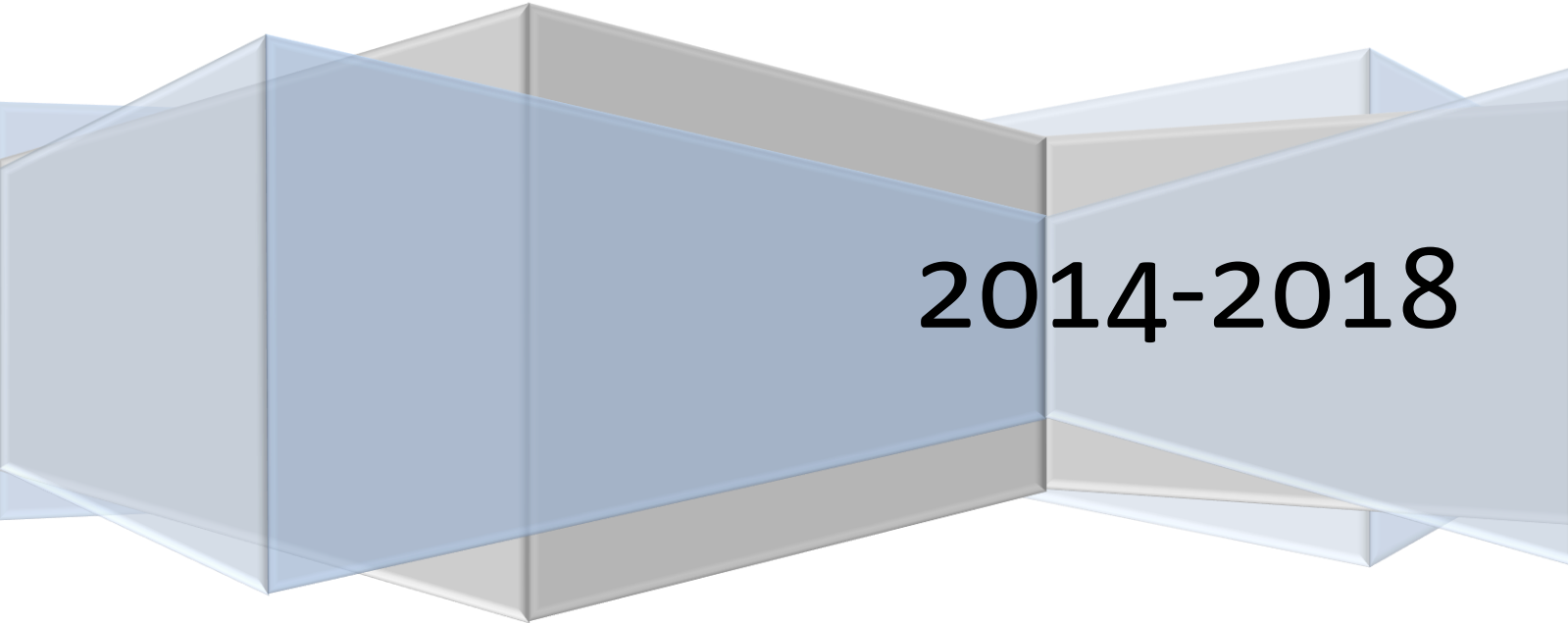


# Strategic Plan

Harbor Interfaith Services, Inc.



2014-2018

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# Harbor Interfaith Services, Inc.

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## Purpose Statement

The purpose of Harbor Interfaith is to empower the homeless and working poor to reach their full potential.

**PURPOSE:** *WHY our agency exists.*

## Mission Statement

The Mission of Harbor Interfaith is to empower the homeless and working poor to achieve self-sufficiency by providing support services including shelter, transitional housing, food, job-placement, advocacy, childcare, education and life-skills training.

**MISSION:** *Our mission is HOW we will assist those we serve.*

## Vision Statement

Harbor Interfaith will strive to eliminate hunger and homelessness, and promote self-sufficiency within our community.

**VISION:** *Our vision is WHERE we want to be in the future. We strive and aim for this vision.*

## Values Statement

Harbor Interfaith is committed to assist the homeless and working poor with dignity, respect, equality, integrity, efficiency, empathy, and professionalism.

**VALUES:** *Our values are what molds our employees and strengthens our daily actions.*

# Services for Families & Individuals

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In June 2012, HIS built a three-story facility to better serve the homeless and working poor.

The Family Resource Center (FRC) serves as the point of entry. Most people seeking services first go to the FRC. Case advocates determine the needs and connect them to resources. Within the FRC building the agency's food pantry, clothing closet, computer facilities and offices are located on the first floor where clients can meet with our staff in private, attend seminars and receive food and clothing. Licensed Children's Services are located on the second floor and administration on the third.

Harbor Interfaith specifically provide services to San Pedro, Harbor City, Harbor Gateway, and Wilmington, as well as the independent municipalities of Long Beach, Carson, Lomita and Torrance. The population served by Harbor Interfaith housing programs is mostly single mothers and their children in the very low-income category. The ethnic breakdown of those we serve in our housing program: 36% African American, 45% Hispanic, 14% white, 3% Asian, and 2 percent other. The FRC's (where single adults are served) population is: 58% Latino, 19% white, 10% African American, 2% Hawaiian or Pacific Islander, 1.5 % American Indian, 1% Asian and 8.5% other.

In the Spring of 2014, Los Angeles County established two forums to serve homeless families and individuals. Family Solutions Centers (FSC) were established to support families and Coordinated Entry System (CES) was created to assist individuals. These systems greatly improve the way homeless and those at-risk of becoming homeless will access and receive services. The systems eliminate the need to go from agency to agency and allows for collaboration among service providers. Service Provider Area 8 (SPA 8) has chosen Harbor Interfaith to serve as the lead agency in both of these systems. This new approach will provide the homeless with wrap-around services to further accelerate the success rate of independence for homeless families and individuals in our community.

Harbor Interfaith Programs:

### Accelerated Learning & Living



Our Accelerated Learning & Living (A.L.L.) transitional housing program offers families a place to live for up to 18 months while they pursue higher education to improve their employment opportunities. This program helps families achieve lifetime goals and objectives and gain hope for a meaningful career. This 24-unit three-story complex is located in San Pedro.

### Emergency Shelter Program



The Shelter offers the dignity and safety of private units with their own kitchen and bathroom for up to ninety days. The 20-unit two-story complex is located in San Pedro. This shelter provides a first opportunity to escape from homelessness while more permanent accommodations are sought for them.

### Children's Center



Our fully-licensed children's center provides care for infant, toddler, preschool, and school-aged children whose families live in our housing programs, recent graduates of our programs, or are enrolled through the Family Resource Center. Parents must attend school, work, or actively seek employment to qualify. Harbor Interfaith is strongly committed to providing a wonderful education experience to the children in its care, believing that education is a key factor in helping move people out of poverty and homelessness.

### Family Resource Center

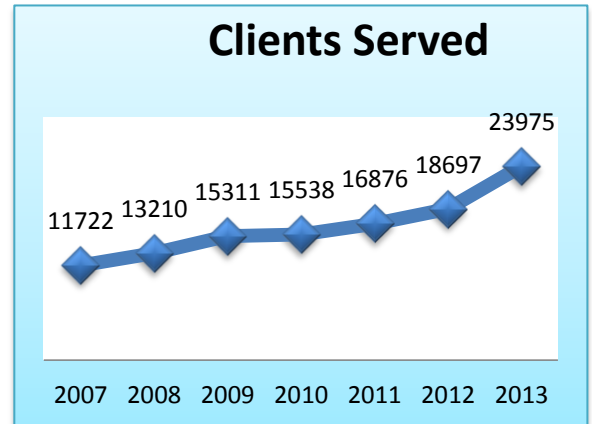


The Family Resource Center (FRC) provides services for homeless and low-income individuals and families such as Seniors, Veterans, Disabled, and those with Mental Disabilities. The FRC offers various resources through the food and hygiene pantry, clothing closet, computer facilities and offices where clients can meet with our case advocates in conditions of privacy and dignity.

# Timeline of Growth

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- 1975 - FISH volunteer-operated food pantry was created and opened in San Pedro
- 1983 - Harbor Interfaith Shelter formed to provide emergency housing for homeless families in apartments throughout the community
- 1985 - Harbor Interfaith formed as its own 501 (c) 3
- 1987 - Merger of FISH (volunteer group) and Harbor Interfaith Shelter
- 1990 - Purchased 90 day Family Shelter (20 units) and Girls Scouts of America select Harbor Interfaith to provide afterschool care to homeless children
- 1995 - Continuum of Care & the Community Action & Support Alliance (CASA) was formed.
- 1997 - Purchase of transitional Housing Apartment Building (24 units), administrative offices and food pantry
- 2000 - Organization name changed to Harbor Interfaith Services
- 2002 - Purchase of an additional facility next to its administrative offices that served as a childcare center for homeless families
- 2003 - HIS established licensed Children's Center for infant, toddler and preschool age children
- 2007 - The South Bay Auxiliary of Harbor Interfaith was formed to produce and annual fundraiser event for the agency
- 2010 - Construction of Family Resource Center begins
- 2012 - Family Resource Center opened
- 2013 - Harbor Interfaith named by San Pedro Chamber of Commerce as Nonprofit of the year. Over 23,000 homeless and working poor people were assisted by Harbor Interfaith Services – an all-time record.
- 2014 - HIS is selected as lead agency for Homeless Family Solution System (HFSS) and Coordinated Entry System (CES). Ms. Connie Smith named Teacher of the Year through Los Angeles Universal Preschool (LAUP). Executive Director, Tahia Hayslet is elected as Delegate for Los Angeles Homeless Services Authority (LAHSA) Coordinating Council for SPA 8.



# Funding Needs

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## Category: Family Housing

- Accelerated Learning & Living (A.L.L.) transitional housing program
  - 24 Units
  - up to 18-month residency

Area of Need	Description	Need
Roof	Roof of housing unit is leaking.	Funding needed to replace roof.
Carpet	Due to the volume of turnover, carpets were changed to commercial grade, without success. Carpets in units have frayed and deteriorated.	Funding will supply carpet and fees associated with installation for living room and bedroom of each unit.
Tile/Laminate Floors	Tiling and laminate floors need to be replaced due to age.	Funding will replace kitchen, dining room, entry, and bathroom floors of each unit.
Closet Doors	Closet doors are becoming non-functional and costly to replace.	Funding will establish new closet function in the bedroom of each unit.

- Family Emergency Shelter
  - 20 Units
  - 90-day residency

Area of Need	Description	Need
Bathroom	Tubs have a lot of wear and tear and in need of glazing to avoid slips and fix cracks	Funding will re-glaze and/or replace bathroom tubs or install showers in each unit.
Kitchen	Sinks in kitchens are in need of glazing and repairs.	Funding will replace cracked sinks and rusted faucets in each unit as required.
Carpet	Due to the volume of turnover, carpets were changed to commercial grade, without success. Carpets in units have frayed and deteriorated.	Funding will supply new carpet or tile for living space (bedroom/living room) of each unit and pay for fees associated with installation.
Tile/Laminate Floors	Tiling and laminate floors are lifting due to water and cracks and other damages appear.	Funding will replace kitchen and bathroom floors of each unit.
Paint	Exterior building requires paint due to chipping.	Paint exterior of the shelter

### Category: Technology

Area of Need	Description	Need	Cost
Database System	Database that will capture agency information ranging from Administration, Program, Auxiliary, to Donor statistics.	Funding will assist with migration of the auxiliary and agency fundraising software. In addition, funding will allow the agency to obtain a system that is user friendly with a support plan.	\$30,000
Website Upgrade	Currently the website is incompatible with new technology and hand-held devices. 75% of web site access is from mobile devices.	Funding will assist with the cost of upgrading the current website to current technology to capture all donors and clients seeking further information.	\$3,000

### Category: Children's Center

Area of Need	Description	Need	Cost
Early Childhood educators	To reach full utilization of the center, additional staff must be hired.	Funding will assist with salary and benefits for four additional staff.	
		1-Full Time Cook	\$ 15,000
		1-Toddler Teacher F/T	\$ 30,000
		1-Infant Teacher F/T	\$ 30,000
		1-Preschool Teacher P/T	\$ 15,000
		2-After-School Teacher P/T	\$ 30,000

### Category: Property

Area of Need	Description	Need	Cost
Housing Units 2014	Purchase vacant land or apartment complex to address the growing demand for housing for the homeless and working poor.	Funding will assist in the purchase of, required permits, and development of a new housing facility.	\$1.5 Million
Housing Units 2017	Purchase vacant land or apartment complex to address the growing demand of housing for the homeless and working poor.	Funding will assist in the purchase of, required permits, and development of a new housing facility. A new housing facility utilizing tax credits and other resources.	\$3.5 Million



# Homeless Statistics & Environment

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According to the Los Angeles Homeless Services Authority's 2013 census, the number of homeless people in Los Angeles City increased by 26% from 2011. The statistics are staggering, with 53,798 homeless people countywide versus 45,422 in 2011. Of those, in LA County, nearly 4,142 (18%) were categorized as "members of a family" and 24,863 (79%) are single adults and the balance 677 (3%) are unaccompanied youth. The 15th Council District, where Harbor



Interfaith is located, counts 1,226 homeless. Yet we are the only shelter in the Harbor Area/South Bay that specifically serves families by offering private units with their own kitchens and bathrooms. Two thirds of the residents in our emergency shelter and transitional housing program are children, underlining the necessity to target our programs to help them escape the same fate that has plagued their parents. There are only two shelters (1 for men and 1 for women) in the South Bay that provides housing for homeless adults with a maximum of a two week stay.

In 2013, approximately 20 more families per month applied for shelter than we could accommodate and unfortunately, we are unable to accommodate single adults and have to refer them to shelters outside of HIS and in most cases outside our service area. The need for housing for the homeless adult population continues to grow as a result of the lack of shelter and affordable housing available to the single adult population. Hunger is also a problem, with 22,000 households in the South Bay/Harbor Area of Los Angeles considered "food insufficient."

Median rent for a two-bedroom apartment in the South Bay area of Los Angeles County hovers at \$1,500 a month, or \$18,000 annually. U.S. Census figures specific to Harbor Interfaith's 90731 zip code showed the median family income at \$39,057—16 percent lower than the countywide figure of \$46,452. Some 44.8 percent of local families had incomes lower than \$35,000: essentially half of their pre-tax income would be spent on housing.

## Contributing Factors to Homelessness

- Continuing, persistent recession and high unemployment
- The loss of critical resources available under homeless prevention funds
- Lack of adequate affordable housing coupled with rising rents
- Wages not keeping pace with rising housing costs

## Largest Subpopulation Category

- Chronically Homeless Individuals increase of 29%
- Chronically Homeless families decreased by 51%

HIS has a successful track record assisting the homeless and working poor to secure permanent housing. HIS has developed various methods to assist families in our community. Case managers and advocates are able to target receptive families that are dedicated to further their education, increase wages and attain permanent housing.

## Our Environment

HIS continues to provide compelling graduate statistics for clients striving for a better future. Throughout the rapid growth of HIS, clients have continued to grow and develop the skills necessary to lead productive and stable lives. With minimal staff, and an overflowing dedication of volunteers, HIS has succeeded in maintaining a representation in the community as the leading homeless and working poor service provider.

As the homeless topic has resurfaced, the voice of the community has been heard. Concerns have developed about the growing need to assist the homeless population in the South Bay and keeping them off the streets. There is always a fear of becoming a secondary Skid Row. HIS is poised to combat this weakness by working closely with Neighborhood Councils, elected officials and community partners to empower our clients with the right tools to succeed, and training staff and collaborative partners to work together in one accord.

HIS is now able to fit in a synchronized system that will change the way homelessness is addressed. As a lead agency, HIS will be able to position itself as a leader in the ability to streamline the homeless throughout the service area without red tape or bureaucracy. This new system will allow the agency to become intertwined with partner agencies. Should the

*Voicing our*  
**Strengths**

*Recognizing our*  
**Weaknesses**

*Searching for*  
**Opportunities**

*Challenging our*  
**Threats**

need arise; HIS will be able to understand and be better informed on how to expand services to provide wrap-around assistance to clients.

There are several agencies within SPA 8 who provide similar services, but do not address housing or provide resources for the homeless and working poor. Larger organizations, such as PATH have dominated surrounding service areas. PATH is a global leader providing health solutions to women and children with vaccines, devices, diagnostics, drugs, and system and service innovations. HIS is determined to assist our community first. HIS has established rapport with government officials and community leaders by demonstrating performance success.

The following agencies are located in SPA 8:

Agency	Services Provided	Competitive Advantages or Disadvantages
Toberman Neighborhood Center	<ul style="list-style-type: none"> <li>-Children, Youth &amp; Family Center</li> <li>-Family Resource Center</li> <li>-Gang Intervention</li> </ul>	Have recently added services for families but is not equipped to address homelessness.
Rainbow Services	<ul style="list-style-type: none"> <li>-Emergency Shelter (DV)</li> <li>-Children’s Program</li> </ul>	Only provides assistance to families with domestic violence.
YWCA	<ul style="list-style-type: none"> <li>-Advocacy (DV)</li> <li>-Women’s Health Programs</li> <li>-Racial Justice Programs</li> <li>-Job Training</li> <li>-Early Childcare Programs</li> <li>-Financial Literacy Programs</li> <li>-Military &amp; Veteran’s Programs</li> <li>-STEM/TechGYRLS</li> <li>-Scholarships</li> </ul>	Have many services, but does not have consistent or connected resources.
Boys & Girls Club	<ul style="list-style-type: none"> <li>-Academics</li> <li>-Arts</li> <li>-Athletics</li> <li>-College Prep</li> <li>-SubCulture Studios</li> </ul>	Loosely structured programs for children ages 6+ years. Programs are geared for Junior and Senior High School students.
S.H.A.W.L. Women’s House of Hope	<ul style="list-style-type: none"> <li>-Addiction Treatment</li> <li>-Domestic Violence Education</li> <li>-Job Training</li> <li>-Referrals</li> <li>-Transitional Housing</li> </ul>	Focus of agency is substance abuse recovery for women only.
Beacon House Association of San Pedro	<ul style="list-style-type: none"> <li>-Independent Long Term Recovery for Men</li> <li>-Employment Training</li> <li>-Long Term Housing</li> </ul>	Focus of agency is substance abuse recovery for men only.

# 2014 Strategic Initiatives

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The need for Harbor Interfaith's services continues to grow. There are waiting lists for its housing programs, and it achieves a high success rate in graduating clients to independent living. With these facts in mind, the following strategic initiatives will be implemented over a five-year time period:

## ***Objective: Increase the utilization of the Children's Center***

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*Financial Impact: \$400,000*

- Recruit additional teachers to allow the Center to operate at its maximum capacity,
- Enroll additional children so that the childcare needs of all homeless persons in the shelter, transitional housing, housing graduates and FRC programs can be accommodated, and
- Attract additional funding so that the Children's Center program is financially secure into the future.

***Rationale:*** The provision of good quality childcare and education is hugely beneficial to both parents and their children. We provide a stable nurturing environment in which both to play and to learn. For the parents who are struggling to rebuild their lives, going to school, searching for a job, it is comforting to know that their children are being given a start which will help them grow in a caring environment. It is very important to us that we maximize the use of our wonderful facility and spread the benefits to as many homeless persons as possible. Our staff to child ratio is low to ensure better opportunities for the children in our care, and our teachers are all professionally qualified. Building our student numbers is a key priority.

## ***Objective: Acquire two additional housing facilities or land for capital development in San Pedro***

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*Financial Impact: \$5 Million*

- Identify apartment buildings or land which fit Harbor Interfaith's homeless focus that includes office space for case management,
- Seek and secure capital funding to support the purchase of an additional building or land annually, and
- Increase operating funding to support the operation of the additional facilities.

***Rationale:*** Both of our housing units have perpetual waiting lists. We are committed to increase the number of homeless persons we can assist by acquiring additional housing. The

homeless people in the housing we provide are able to receive the full suite of benefits that we offer, which gives them the best chance of re-establishing themselves. Harbor Interfaith has a well-established track record of acquiring, improving and constructing buildings in a way which improves the environment in San Pedro, using the full involvement of the community, and we are committed to doing the same in any future real estate purchases.

***Objective: Develop Tax Credit Programs for long-term provision of additional housing facilities.***

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- Modeled on successful program implemented by agencies such as SRO in downtown Los Angeles.

*Financial Impact: None*

***Rationale:*** Opportunities exist for putting together investor groups to make use of tax credits in the acquisition, renovation or redevelopment of buildings for use as housing for the homeless and working poor. Harbor Interfaith will put a plan in place to take advantage of such opportunities in San Pedro, possibly in partnership with other agencies who have already gained experience of such opportunities.

***Objective: Diversify Funding Sources to decrease dependence on Government Funds:***

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- Continue to actively work with private foundations, businesses, corporations, faith communities, philanthropy groups, HIS Auxiliary and individual donors;
- Develop programs to increase community; awareness of Harbor Interfaith;
- Expand Board member outreach;
- Develop a planned giving program; and
- Create an Earned Income/ vocational skills training program as a future revenue stream.

*Financial Impact:  
40% Government/60%  
Individuals*

***Rationale:*** Harbor Interfaith has historically relied on government sources for 50% of its funding, and this is major concern at a time when government programs at all levels are under challenge and when government priorities vary widely from year to year. The agency has started a major initiative to extend its fundraising in the private arena (private foundations, individual donors, faith-based organizations).

**Objective: Develop the agency's capacity through innovative technology:**

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*Financial Impact: \$10,000*

- Streamline the agency's multiple client databases,
- Develop a donor relations database.

*Rationale:* With the increasing number of clients being assisted and donors contributing to the cause, it is very important that our data processes are state-of-the-art, so that information is efficiently compiled and retained. Data is key to measuring growth, performance and the impact made on the targeted demographic. The benefits in terms of efficiency are immense, allowing us to improve the management of the services we offer our clients and the relationships we have with our generous donors.

**Objective: Develop leadership program for successful graduates:**

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*Financial Impact: \$85,000*

- Provide a diverse forum for successful graduates of HIS programs,
- Peer group support and networking,
- Facilitates coordination of community/social services, health and mental assessments.

*Rationale:* Previously, the agency had a leadership program called Community Action Support Alliance (CASA). Due to competing agency priorities, the CASA program no longer exists. By rebuilding and updating CASA, successful graduates will have the ability to continue their success. A core group of graduates will provide peer support to incoming clients through workshops and mentoring and work to identify a client to serve on the HIS Board. Designated HIS staff will serve as a liaison for CASA.

# Workforce Plans

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[OUR SKILLS]

[CAPABILITIES]

[ROLES]

Harbor Interfaith employees have developed vital procedures for assisting the homeless and working poor to establish concrete goals with our clients and help them become productive citizens in our community. With a rich history as being pioneers in this community, HIS has been able to hone in on the needs of the community through outreach and surveys. It has not been an easy road. With almost 40 years of serving the South Bay, HIS has established the groundwork for the future. HIS has established various methods to connect to the community and is now a pivotal player in the homeless and working poor realm.

## In Action

*Communication:* Harbor Interfaith has a keen ability to communicate with the community, our clients, and staff. Staff networks with the local community and the entire county to ensure access to resources to bring awareness and describe services available to them. HIS clients are in ongoing communication with staff. This ensures that clients are on the right track. Staff meets with clients to discuss concerns, barriers, and progress which provide an update on goals and goal attainment. In order to keep up with the ever-changing resources, HIS staff is trained on up-to-date procedures, federal guidelines and available resources. To communicate internally, HIS staff participates in quarterly staff meetings, weekly program updates, and daily agency updates. By providing an open-door policy, staff is notified of agency-wide changes and events to ensure that communication is open and suggested feedback is welcomed.

*Goal Setting:* HIS produce bi-annual Goals & Objectives reflecting program initiatives. Updates are provided by the Directors to the Executive Director on a quarterly basis, entire staff bi-annually and board of directors annually. To develop these goals, directors plan and discuss criteria with the Executive Director and plan of action for successful outcomes with the department staff with approval by HIS board of directors.

For our clients, goal setting is crucial to their success. Case advocates work closely with them to monitor their progress and assist them with providing adequate resources to help them succeed. Clients are required to attend educational and life skill seminars promoting relationship building, parenting, education and employment opportunities, and basic life skills. HIS is committed to finding resources throughout the community to help clients succeed in life.

*Networking:* The agency is determined to network to ensure resources are available by attendance at neighborhood councils, chamber of commerce events, and other community

events. With the opportunity to speak at various events, HIS has been able to engage the community leaders in taking a stand in being a part of the solution to end homelessness and hunger within our community. Speaking engagements, media, informational booths, and networking events have allowed HIS to reach the general public for individual contributions and invaluable organization sponsorships.

HIS staff is responsible for providing outreach to over 20 sites a month to ensure that the homeless and working poor are aware of resources available to help their situations. Through public outreach, HIS has continued to provide services to the homeless and working poor that would otherwise not be accessible.

*Professional Groups/Affiliations:* HIS works closely with independent groups such as the United Way, South Bay Coalition for the Homeless, Assistance League, Chamber of Commerce, and local philanthropy groups to ensure that HIS is strategically positioned in the community ready to assist those in need throughout the South Bay.

*Flexibility & Adaptability:* Through government fluctuations, company downsizing, and private donation waves, HIS has been able to continue to provide services to those in need. HIS has made itself aware of trends, fluctuations, and opportunities to better guide resources in areas of need. HIS has developed the ability to expand its services to adapt to the needs of the homeless and working poor.

*Surveys:* In order to better adapt the services HIS currently provides, HIS has coordinated and conducted various surveys on the homeless and working poor to address the unmet need of our community. This has provided HIS with crucial intelligence about what precisely the homeless and working poor need. The surveys are conducted to give insight and ensure that the agency is geared in the right direction.

## **Staff Training & Development**

HIS staff is dedicated to keeping abreast of information as it pertains to coordinating support efforts. Funding sources provide periodic training for changes made to city and county-wide database systems and reporting forms.

Internally, annual reviews are performed for each staff member by their direct supervisor. During these reviews, staff is encouraged to perform a self-evaluation for discussion purposes. This time is also utilized to develop and establish a working plan for professional development of skills, further training, and to discuss areas requiring improvement. Due to the fluctuations in funding sources, staff is cross-trained through departments to enable the agency to be flexible and prepared for agency-wide changes in structure. Through the quarterly staff



meetings, special speakers are brought in to share information about personal growth, program changes, and community resources.

Children's Center teachers are cognizant of the constant change in licensing requirements and guidelines. Teachers participate in workshops and trainings by agencies such as the California Preschool Instructional Network (CPIN), Los Angeles Universal Preschool (LAUP), and Department of Children & Family Services. Our teachers are also continuing their own professional development to attain additional certifications and degrees in child development.

# Strategic Projections

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	<u>Actual</u>	<u>Budget</u>		<u>Projections</u>		
	<u>2013</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>
Govt as % of Rev.	38%	53%	43%	41%	43%	43%
<b><u>Operating Revenues</u></b>						
Government Grants	921,000	1,607,000	1,150,000	1,150,000	1,325,000	1,400,000
Other Organizations	761,000	514,000	575,000	650,000	700,000	750,000
Faith Community	18,000	46,000	50,000	60,000	60,000	60,000
Individual Donations	193,000	296,000	325,000	350,000	400,000	450,000
HIS Auxiliary	296,000	244,000	300,000	300,000	315,000	320,000
In-kind Donations	57,000	119,000	120,000	120,000	120,000	120,000
Other Funds	147,000	178,000	180,000	185,000	150,000	150,000
<b>Total</b>	<b>2,393,000</b>	<b>3,004,000</b>	<b>2,700,000</b>	<b>2,815,000</b>	<b>3,070,000</b>	<b>3,250,000</b>
<b><u>Expenses</u></b>						
Salary Inc.		9%	6%	5%	5%	5%
Personnel	1,223,000	1,339,000	1,425,000	1,500,000	1,575,000	1,650,000
Purchased Aid to Clients	217,000	941,000	525,000	570,000	655,000	827,000
Maintenance	78,000	73,000	100,000	90,000	120,000	90,000
Utilities	74,000	70,000	90,000	90,000	90,000	110,000
Auxiliary	87,000	80,000	100,000	100,000	100,000	100,000
Professional Services	45,000	45,000	45,000	45,000	45,000	45,000
Insurance	36,000	35,000	45,000	50,000	55,000	58,000
In-kind Expense	57,000	119,000	120,000	120,000	120,000	120,000
Furniture/Computers	98,000	110,000	50,000	50,000	110,000	50,000
Other Expenses	188,000	192,000	200,000	200,000	200,000	200,000
<b>Total</b>	<b>2,103,000</b>	<b>3,004,000</b>	<b>2,700,000</b>	<b>2,815,000</b>	<b>3,070,000</b>	<b>3,250,000</b>
<b>Net (Loss)</b>	<b>290,000</b>					
<b><u>Capital Revenues</u></b>						
New Housing Project 1		1,500,000				
New Housing Project 2					3,500,000	
<b><u>Capital Expenses</u></b>						
New Housing Project 1		1,500,000				
New Housing Project 2					3,500,000	