



FASS - PH

Spring/Summer 2019

Session 10: Central Office Cost Center & Elimination Column Reporting

- This session will:
 - Provide an overview of the COCC
 - Describe COCC fees and corresponding expenses to the projects and other programs
 - Describe the difference between front-line expenses, fee expenses, and allocated overhead expenses;
 - Describe reasonableness of fee expenses and allocated overhead;
 - Describe when elimination entries are appropriate and how to record the entry
 - Clarify accounting for fixed assets and legacy costs (informational only)



Central Office Cost Center



Overview of Reporting Models: Who must have a COCC?

- Generally, PHAs with over 400 public housing units must either establish a COCC or adopt allocated overhead
- PHAs with 250+ public housing units that applied for stop loss have to establish a COCC
- Exceptions:
 - Those PHAs using CFP funds for central expenses are not allowed to establish a COCC and must use allocated overhead
 - PHAs with 249 or less public housing units, the establishment of a COCC is optional



COCC Overview

- The COCC is a business unit within a PHA that generates fee income from the management of public housing, HCV, and other programs
- Expenses accounted for in the COCC are recovered through charging reasonable fees
- Fee income earned by the COCC is considered de-federalized income. Consider creating *two* equity and cash accounts. One for de-federalized reserves and one for federalized reserves.
- Unrecovered COCC expenses (fee expenses) must be absorbed by the COCC's equity balance



Central Office Cost Center Fee Revenue

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- The COCC will generate the majority of its revenue from fees charged to projects and programs.
- Typical COCC fee revenue sources include:
 - Management fees
 - Bookkeeping fees
 - Asset management fees
 - Front-line Service fees



COCC Management Fees

- A fee earned for providing management and general oversight services to the projects, other HUD programs, and non-federal programs.
- Types of management fees include:
 - Public Housing Management Fee
 - HCV Management Fee
 - Capital Fund Management Fee
- All management fees are reported in FDS line 70710 (Management Fees).
 - Now includes detail links for fees from PHA Programs and other sources (70710 -010 and 020).



COCC Management Fees

- Projects and programs will record the management fee as an expense on FDS line 91300 (Management Fees).
- For PH project reporting in the FDS:
 - The Management Fee is reported as an expense in the Low Rent column of the income statement of the project.
 - The CFP Management Fee is reported as an expense in the CFP column of the income statement of the project.



COCC Management Fees

- Fee activity (fee revenue and fee expense) will be eliminated through the Elimination Column on the FDS to accommodate top level financial statement reporting (consolidated B/S & I/S) required by GAAP.
- Management fees earned from non-PHA owned projects and programs should be reported on FDS line 70750 (Other Fees).



Bookkeeping Fees

- Charged by the COCC to the projects and programs for the provision of accounting services
- Reported by the COCC as revenue on FDS line 70730 (Bookkeeping Fees)
- Reported by projects and programs as an expense on FDS line 91310 (Bookkeeping Fees)



Asset Management Fee

- Earned for providing strategic planning activities to the projects
- Strategic planning activities include the following:
 - Development activities
 - Capital planning
 - Financing activities
- Reported as revenue of the COCC in FDS line 70720 (Asset Management Fee)
- Recorded as an expense to projects in FDS line 92000 (Asset Management Fee)



Asset Management Fee, cont'd.

- Charged only if project had excess cash in previous year (Balance Sheet Approach)
- Lower of:
 - \$10 per month per ACC Unit
 - Excess Cash from previous year
- Cannot be accrued as Accounts Receivable from projects if an individual project is unable to generate excess cash



Front-line Service Fees

- Charged by the COCC for centrally provided services
 - Fee calculated based on reasonable market rate
- Reported by the COCC as revenue in FDS Line 70740 (Front-line Service Fee)
- Recorded as an expense of the project in a related FDS line item (typically a maintenance contract cost line item)
- Not the same as the allocation of certain prorated front-line administrative costs



Front-line Service Fees, cont'd

- Example: Assume the COCC maintains a centralized plumbing service that charges an hourly rate to the individual projects and programs for services provided
 - COCC will record the revenue in FDS line 70740 (Front-line Service Fee)
 - Individual projects and programs will record the expense in FDS line 94300-080 (Plumbing contracts)



COCC Non-Fee Revenue

- Possible COCC non-fee revenue includes income generated from the COCC's assets, provided the assets are not federal assets or purchased with federal program funds.
- Examples:
 - Interest earned on cash and investments
 - Rental income from leasing office space
 - Equipment rentals



COCC and the Capital Fund

- CFP Management Fee
 - Charged for COCC's oversight and management of the CFP
 - Reported in the operations column of the COCC's income statement
 - ◆ Reported in line 706, if not capitalized
 - ◆ Reported in line 70610 if capitalized
- Activity reported in the Capital Fund column of the COCC income statement
 - Pre-2007 Capital Funds (FFY 2006 and prior)
 - CFFP Debt Service Payments
 - Modernization of Non-dwelling Structure (DOT)



Non-COCC Revenue

- Examples of non-COCC revenues:
 - Revenues earned by the projects or from assets owned by the projects
 - Proceeds from the disposal of project assets
 - Loans or transfer of excess cash from projects to the COCC
 - “Special” Operating Subsidy to supplement administration and management costs for projects undergoing demolition or disposition (Asset Repositioning Fee)



PHAs Using Allocated Overhead (No COCC)

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- PHAs with over 400 PH units that elect to use CFP funds for central office expenses may not establish a COCC.
 - PHAs will not have fee income or expense.
 - PHAs will establish a cost allocation plan and allocate central office expenses to the various programs based on the plan.
- To accommodate the reporting of allocated overhead, PHAs will use FDS line 91810 (Allocated Overhead).





Reporting COCC Expenses and Project/Program Expense



- Expenses can be classified as direct costs and overhead and/or indirect costs.
 - Direct costs are those that are easily identified to a project, program or the COCC.
 - Overhead costs are costs that are not easily identifiable to a program or project and must be charged to a program or project through an allocation.



Overhead/Indirect Costs

- In the case of allocating overhead costs, the method of distribution will be outlined in an indirect cost allocation plan.
 - The plan will define the elements of indirect costs and the cost driver(s) that will be used to share the overhead costs with all programs and projects of the PHA



Separation of Front-Line Expense vs. Allocated Overhead Expense

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- How PHAs meet this requirement will be dependent on the reporting model.
 - Under Model 1, the PHA will have a COCC and will be charging reasonable fees to recover overhead expenses. Overhead costs will be shown as fee expense at the program and project level.
 - Under Model 2, the PHA will not have a COCC but will be using cost allocation. Overhead will be reported in Allocated Overhead (FDS Line 91810) at the program and project level.
 - Under Model 3 (Non-asset Management) or Model 4 (Alternative Asset Management), PHAs are not required to separate direct and indirect costs.



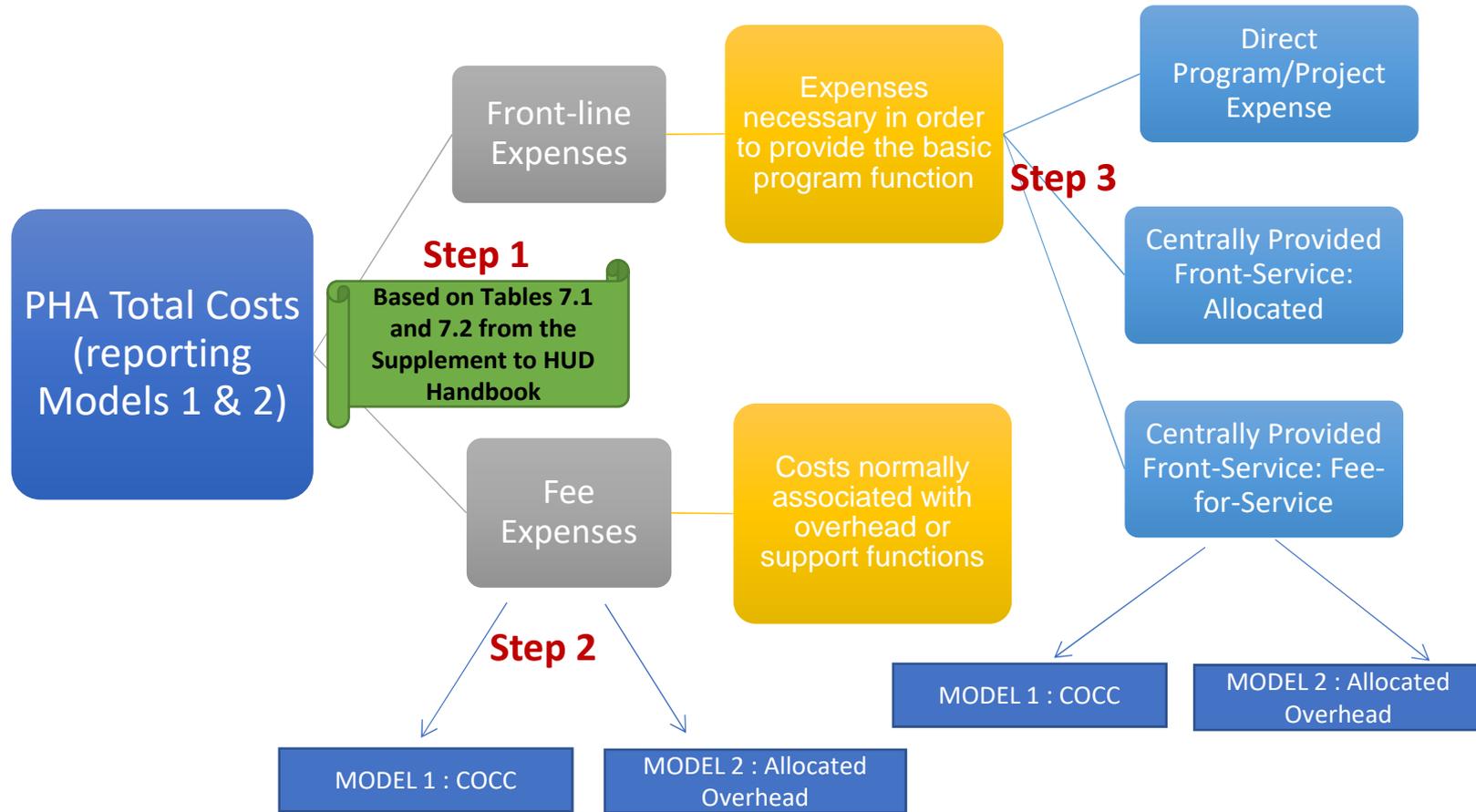
Separation of Front-Line Expense vs. Allocated Overhead Expense, cont'd.

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- Historically, most PHAs have not separated direct vs. indirect costs in their accounting system.
- Under asset management, depending on the reporting model the PHA is using, these costs will be separated.
 - PHAs using either Model 3 (Non-Asset Management) or Model 4 (Alternate Asset Management) are not required to separate direct vs. indirect costs.
 - PHAs using reporting Model 1 (COCC) or 2 (Allocated Overhead) are required to separate front-line expenses from allocated overhead expenses.

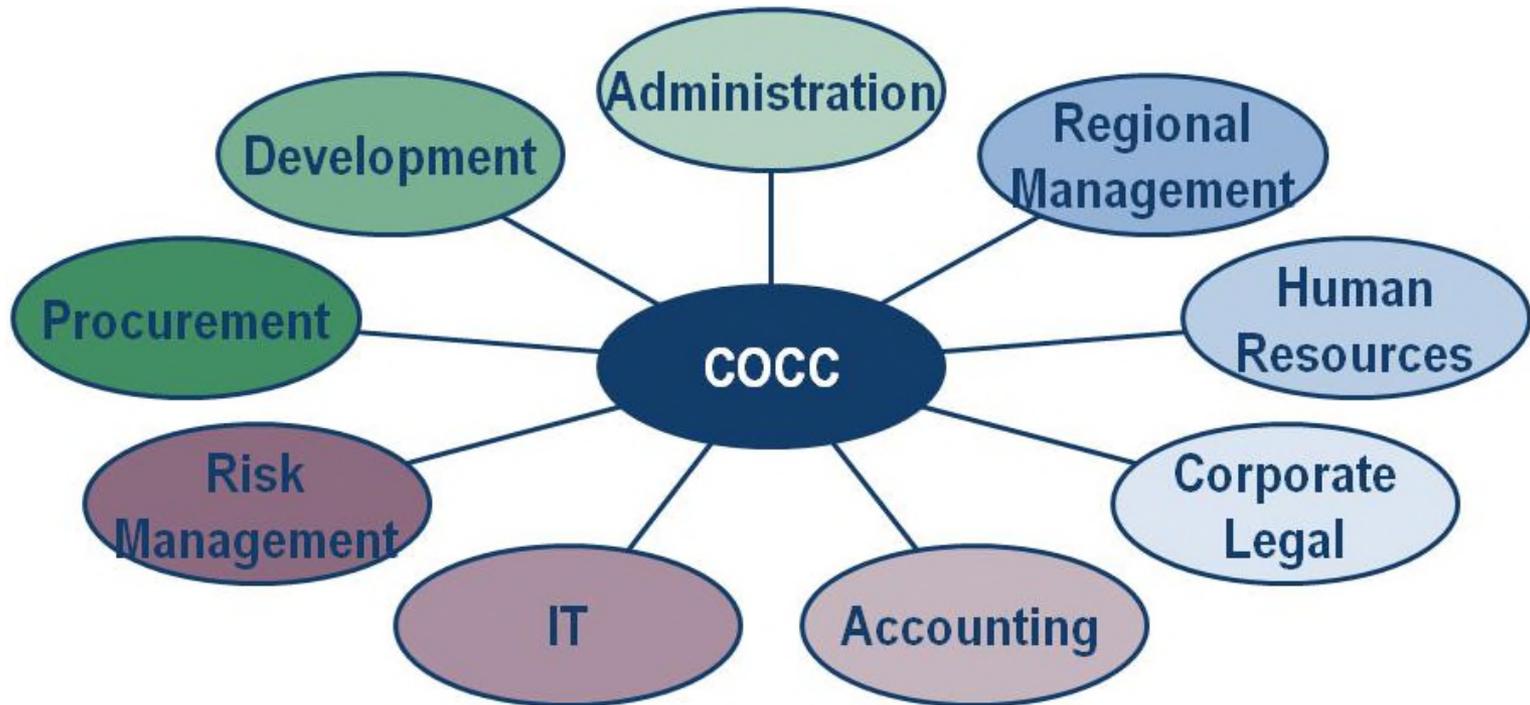


Step -1 Classification of Costs Overview



Step 1 – Classification of Costs

- Fee expenses are related to the following activities



Step 1 – Classification of Costs

- Capital Fund: Fee vs. Front-line expense classification

Fee Expenses	Front-line Expenses
<ul style="list-style-type: none"> ▪ General capital planning ▪ Preparation of the Annual Plan and other reports ▪ Processing of e-LOCCS ▪ Drawing of funding, budgeting, and accounting ▪ Procurement of construction and other miscellaneous contracts ▪ Architectural, engineering and other like costs that are not directly related to a project or substantiated by time sheets 	<ul style="list-style-type: none"> ▪ Architectural and engineering fees related directly to a specific construction project ▪ Project equipment purchases ▪ Force account activities directly related to a specific construction project ▪ Physical Needs Assessment ▪ Construction supervisory and inspection costs incurred during construction are considered front-line costs of the project. These expenses consist of documented costs incurred during the construction phase of the project. Only actual, documented costs pertaining to construction supervision activities, can be charged directly to the project



Step 2 - Fee Expenses – Model 1

Model 1 (COCC): Fee (Overhead) Expenses reported as an expense of the COCC. These costs are recoverable through Management Fee (*FDS Line 91300*), Bookkeeping Fee (*FDS Line 91310*) and Asset Management Fees (*FDS Line 92000*)

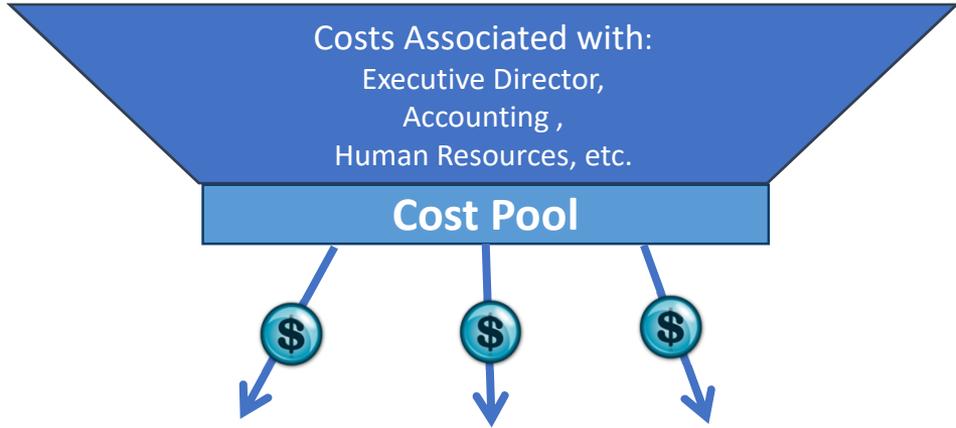
COCC Example

FDS Line	Project 1	Project 2	Project 3	COCC	Elim	Total
70710 Management Fee				\$18,000	-\$18,000	\$0
70720 Asset Management Fee				\$16,500	-\$5,500	\$0
70730 Bookkeeping Fee				\$5,500	-\$16,500	\$0
COCC Expenses						
91300 Management Fee	\$10,000	\$8,000	\$18,000		-\$18,000	\$0
91310 Bookkeeping Fee	\$3,000	\$2,500	\$5,500		-\$5,500	\$0
92000 Asset Management Fee	\$9,000	\$7,500	\$16,500		-\$16,500	\$0
All Other Expenses				\$465,000		



Step 2 - Fee Expenses – Model 2

Model 2 (Allocated Overhead): Costs need to be aggregated into expense cost pool, which will then be allocated to the projects and other programs based on some reasonable allocation method, using FDS line 91810 (Allocated Overhead)



FDS Line	Project 1	Project 2	Project 3	Total
91810 Allocated Overhead	\$115,000	\$225,000	\$125,000	\$465,000



Step 3 - Front-line Expenses

- For those expenses that have been classified as Front-line expenses, the PHA must further classify these costs into one of three categories:
 1. Direct Program / Project Expense;
 2. Centrally Provided Front-line Service: Allocated; or
 3. Prorated Front-line Administrative Costs
 4. Centrally Provided Front-line Service: Fee-for-Service



1. Front-line expenses: Direct

Direct Program/Project Expense

Expenses that are clearly identified with the program or project

Examples: Project manager ; utility bills; PILOT payments

Reported as expenses to the project in which they were incurred

Example – Direct Costs

FDS Line	Proj #1	Proj #2	Proj#3	Total
91100 Administrative Salaries	\$50,000	\$60,000	\$30,000	\$140,000
93000 Total Utilities	\$30,000	\$40,000	\$20,000	\$90,000
Total	\$80,000	\$100,000	\$50,000	\$230,000



2. Centrally Provided Front-line Expenses: Allocated

Centrally Provided Front-line Service: Allocated

Expenses that have been classified by HUD as front-line expense but may be provided centrally

Expenses associated with Discrete Functions: Protective services; Resident Services; Intake Activity; Rent Collection; Work Order Processing

Pooled, allocated to the projects/programs and reported in the same line items as direct expenses

Example – Work Order Clerk

FDS Line	FDS Description	Proj #1	Proj #2	Proj #3	Total
91100	Administrative Salaries	\$6,500	\$7,020	\$12,480	\$26,000
91500	Employee Benefit Admin	\$1,700	\$1,836	\$3,264	\$6,800
91600	Office Expenses	\$188	\$202	\$360	\$750
	Total	\$8,388	\$9,058	\$16,104	\$33,550



3. Prorated Front-line Administrative Cost (Allocated) Example

- PHA maintains a centralized work order system for three individual projects. The cost of providing this service centrally is as follows:

Expense Type	Cost
Work Order Clerk Salary	\$26,000
Employee Benefits	\$6,800
Office Expense	\$750
Total Expense	\$33,550



3. Prorated Front-line Administrative Cost (Allocated) Example - cont'd.

- PHA uses the number of tenant generated work orders as the allocation basis to distribute costs between the projects.

Project #	Work Orders	Percent
1	1,345	25%
2	1,489	27%
3	2,569	48%
<hr/>		
Total	5,403	100%



3. Prorated Front-line Administrative Cost (Allocated) Example - cont'd.

- Actual costs for providing the allowed centralized service will be charged to the corresponding FDS line item in the Operating Fund column of the projects

FDS Line	FDS Description	Cost	Proj #1	Proj #2	Proj #3
91100	Administrative Salaries	\$26,000	\$6,500	\$7,020	\$12,480
91500	Employee Benefit Admin	\$6,800	\$1,700	\$1,836	\$3,264
91600	Office Expenses	\$750	\$188	\$202	\$360
	Total	\$33,550	\$8,388	\$9,058	\$16,104



4. Centrally Provided Front-line Expenses: Fee-for Service

Centrally Provided Front-line Service: Fee-for-Service

Expenses that have been classified by HUD as front-line expenses but are provided centrally and are not on HUD's list of discrete functions that can be allocated

Can be reported in

Examples: Maintenance, Legal (evictions), Inspections, IT

COCC column

FDS line 91810
Allocated Overhead



4. Centrally Provided Front-line Expenses: Fee-for-service (COCC)

- COCC costs include all direct labor, down-time, supervision, supplies, other overhead, and equipment purchases.
- The expenses will be recovered by the COCC through Front-line service revenue.
- The project or program will report an expense equal to the amount charged by the COCC.
- The expenses reported by the project or program and the front-line service fee will be eliminated in the elimination column.



4. Centrally Provided Front-line Expenses: Fee-for-service (COCC) - cont'd.

COCC Example – Centrally Provided Plumbing

FDS Line	Proj #1	Proj # 2	Proj #3	COCC	Elim	Total
70740 Front-line Service Fee				\$46,000	-\$46,000	\$0
94100 Ordinary Maintenance and Operations - labor				\$30,000	\$0	\$30,000
94200 Ordinary Maintenance and Operations - materials and other				\$10,000	\$0	\$10,000
94300-030 Ordinary Maintenance and Operations - Plumbing Contracts	\$13,000	\$23,000	\$10,000		-\$46,000	\$0
94500 Employee benefit contribution – ordinary maintenance				\$10,000	-\$0	\$10,000
94000 Total Maintenance	\$13,000	\$23,000	\$10,000	\$50,000	-\$46,000	\$50,000



4. Centrally Provided Front-line Expenses: Fee-for Service (Allocated Overhead)

- The actual costs for the activity will be reported as a project/program expense with which the cost is associated.
- Expenses beyond these amounts are to be reported in the allocated overhead line:
 - Actual cost is defined as actual time incurred completing the work at that employee's hourly rate plus any material and equipment used to complete the task.
 - The hourly rate is based on that employee's actual salary, fringe benefit load, and non-chargeable time associated with the PHA's leave policy.
 - The project or program will report these expenses as salary and benefits just like these are direct expenses.



4. Centrally Provided Front-line Expenses: Fee-for Service (Allocated Overhead) - cont'd.

Allocated Overhead Example – Centrally Provided Plumbing

FDS Line	Proj #1	Proj # 2	Proj #3	Total
91810 Allocated Overhead	\$1,000	\$2,000	\$1,000	\$4,000
94100 Ordinary Maintenance and Operations - labor	\$8,000	\$11,000	\$8,000	\$27,000
94200 - Ordinary Maintenance and Operations - materials and other	\$2,750	\$3,500	\$2,750	\$9,000
94500 Employee benefit contribution – ordinary maintenance	\$2,000	\$5,000	\$3,000	\$10,000
94000 Total Maintenance	\$12,750	\$19,500	\$13,750	\$46,000
Total Expense	\$13,750	\$21,500	\$14,750	\$50,000



Fee Reasonableness



- Compliance Requirement

- HUD considers any fees that are within HUD guidance to be reasonable.
- For those PHAs using fee-for-service, reasonableness is determined by comparing the amount of fees charged to the project to the amount the HUD allows to be charged to a project.
- Fees above the guidelines that have not been approved by HUD are considered ineligible costs.
- With the issuance of the 2011 Compliance Supplement in March 2011, auditors are now required to determine if the fees charged to the projects by the COCC are reasonable.



Fee Reasonableness Summary

Fees		Reasonableness	Restrictions
COCC	Management Fee	<ul style="list-style-type: none"> Calculated as a PUM Determined by PIH management fee schedule, multifamily schedule and other compelling market data Based on the number of occupied units or approved vacancies 	<ul style="list-style-type: none"> Management and bookkeeping fees are to be earned monthly for each <u>occupied unit or approved vacancy/special use unit</u>, as per 24 CFR §990.140 and §990.145, respectively. PHAs will not earn a property management fee on units defined as “limited vacancies” pursuant to 24 CFR §990.150. New units that come online during the PHA’s fiscal year begin to earn the fees in the month the unit first becomes occupied.
	Bookkeeping Fee	<ul style="list-style-type: none"> \$7.50 per unit month Based on the number of occupied units or approved vacancies 	
	Asset Management Fee	<ul style="list-style-type: none"> \$10.00 per unit month Based on the total units under ACC for a particular project 	<ul style="list-style-type: none"> Subject to availability of excess cash from the prior year
	Fees charged for centralized services	<ul style="list-style-type: none"> Must not exceed the market rates Each project must be charged for the actual services received and only to the extent that such amounts are reasonable The fee charged to the project must be for the like service provided 	<ul style="list-style-type: none"> Centrally provided front-line services must be in the best interest of the projects. The market survey establishes the upper bounds of the rate, however the COCC can charge a lower rate and/or have different rates for different projects
Allocated Overhead		Tested by comparing the total allocated overhead expense (FDS Line Item 91810) charged to a project or program, to the total fees that could be charged to a project or program under a fee-for-service method	



Example: Fee Reasonableness – Management and Bookkeeping Fees

#	Description	Project 1	Project 3	Project 7
		175 Units	160 Units	150 Units
Actual Fee Expense				
1	Public Housing Management Fee	\$9,625	\$8,800	\$8,800
2	Book-keeping Fee	\$1,313	\$1,200	\$1,200
Safe Harbor				
3	Units Leased	165	156	148
4	Units Undergoing Modernization	5	4	2
5	Approved Non-Dwelling (Police Substation)	0	0	0
6	Total Unit Base	170	160	150
7	Maximum Management Fee Rate - \$55.00	\$9,350	\$8,800	\$8,250
8	Maximum Book-keeping Fee Rate - \$7.50	\$1,275	\$1,200	\$1,125
Result of Test				
9	Public Housing Management Fee	(\$275)	\$0	(\$550)
10	Public Housing Book-keeping Fee	(\$38)	\$0	(\$75)
11	Ineligible Costs (Sample Projects - 1 Month)	(\$313)	\$0	(\$625)



Example: Fee Reasonableness – Asset Management Fees

#	Description	Project 1	Project 3	Project 7
		175 Units	160 Units	150 Units
Actual Fee Expense				
1	Asset Management Fee (annual)	\$21,960	\$19,700	\$18,000
Safe Harbor				
2	Unit Months under ACC (PHA Fiscal Year)	2,100	1,920	1,800
3	Total Unit Base	2,100	1,920	1,800
4	Maximum Asset Management Fee Rate - \$10.00	\$21,000	\$19,200 ²	\$18,000
5	Excess Cash - Prior Year	(\$75,395) ¹	\$21,000	\$13,035 ³
6	Lesser of 4 or 5, if negative then zero	\$0	\$19,200	\$13,035
Result of Test				
7	Public Housing Asset Management Fee	(\$21,960)	(\$500)	(\$4,965)
8	Ineligible Costs (Sample Projects - Annual)	(\$21,960)	(\$500)	(\$4,965)



Fee Reasonableness – Fees Charged for Centralized Services

- Review that:
 - PHA documentation support the established rate
 - ◆ Market rate survey is current (e.g., annually)
 - ◆ Multiple quotes (e.g., recommend at least three quotes)
 - ◆ Rate should be for identical services
 - Rates charged
 - ◆ Supported by actual “invoice” (time sheets, work orders, etc.)
 - ◆ Rates charged are correct rates for type of service performed



Example: Fee Reasonableness – Allocated Overhead

#	Description	Project 1	Project 3
Actual Expense			
1	Allocated Overhead (FDS Line 91810)	\$264,780	\$212,484
Safe Harbor			
2	Total Unit Base for Mgmt & Book-keeping Fees	2,350	1,800
3	Total Units for Asset Management Fee	2,400	1,800
4	Maximum Management Fee Rate - \$55.00	\$129,250	\$99,000
5	Maximum Book-keeping Fee Rate - \$7.50	\$17,625	\$13,500
6	Maximum Asset Management Fee Rate - \$10.00	\$24,000	\$18,000
7	Maximum CFP Management Fee (10%)	\$38,000	\$32,000
8	Total Maximum Fee	\$208,875	\$162,500
Result of Test			
9	Maximum Fee minus Allocated Overhead	(\$55,905)	(\$49,984)
10	Percent Difference	-26.8%	-30.8%
11	Ineligible Costs (Sample Projects - Annual)	(\$55,905)	(\$49,984)





Elimination Entries



Overview

- To avoid “double counting,” inter-fund / intra-entity transaction eliminating entries are now recorded on the FDS.
- After the posting of the elimination entries, the totals as presented should agree to the general purpose financial statements.



Proper FDS Reporting in the Elimination Column

- When entering amounts to be eliminated in the FDS, PHA should be cognizant of the following two points:
 - Elimination Entries Decrease Account Balances
 - Eliminate Only Inter-Fund / PHA Activity



FDS Lines Normally Eliminated

Entity Wide Revenue and Expense Summary	
FDS Line	FDS Description
70710	Management Fee
70720	Asset Management Fee
70730	Book-keeping Fee
70740	Front-line Service Fee
91300	Management Fee
91310	Book-keeping Fee
92000	Asset Management Fee
94300	Ordinary Maintenance and Operations Contracts
10010	Operating Transfer In
10020	Operating Transfer Out'
10091	Inter Project Excess Cash Transfer In
10092	Inter Project Excess Cash Transfer Out
10093	Transfers between Program and Project - In
10094	Transfers between Program and Project - Out

Entity Wide Balance Sheet Summary	
FDS Line	FDS Description
144	Inter Program - Due From
347	Inter Program - Due To



Example of Eliminations

- Examples on the proper reporting of elimination entries for:
 - Balance sheet
 - Fee-for-service transaction
 - Operating transfers



Example 1: Balance Sheet

- The following is an example of a balance sheet elimination entry.
- Project 1 loans Project 2 \$100,000

Project Balance Sheet Summary				
FDS Line Item		Project 1	Project 2	Total
144	Inter Program - Due From	\$100,000		\$100,000
150	Total Current Assets	\$100,000		\$100,000
347	Inter Program - Due To		\$100,000	\$100,000
310	Total Current Liabilities		\$100,000	\$100,000



Example 1: Balance Sheet

- The PHA will eliminate the amount from the PHA's entity wide balance sheet as follows:

Entity Wide Balance Sheet Summary						
FDS Line Item		Project Total	COCC	Subtotal	ELIM	Total
144	Inter Program - Due From	\$100,000		\$100,000	(\$100,000)	\$0
150	Total Current Assets	\$100,000		\$100,000	(\$100,000)	\$0
347	Inter Program - Due To	\$100,000		\$100,000	(\$100,000)	\$0
310	Total Current Liabilities	\$100,000		\$100,000	(\$100,000)	\$0



Example 2: Fee-for-Service

- Projects 1 and 2 are charged fees from the COCC.
- Project 1 has incurred \$45,000 expense for broken pipes:
 - \$25,000 of the total cost is attributable to services provided by COCC centralized maintenance department.
 - \$20,000 is the amount the project was charged by the outside contractor.



Example 2: Fee-for-Service

- Revenues recognized by the COCC and eliminating entries are reported on entity wide statement of revenues and expenditures.

Entity Wide Revenue and Expense Summary						
FDS Line Item		Project Total	COCC	Subtotal	ELIM	Total
70710	Management Fee		\$55,000	\$55,000	(\$55,000)	\$0
70720	Asset Management Fee		\$35,000	\$35,000	(\$35,000)	\$0
70730	Book-keeping Fee		\$15,000	\$15,000	(\$15,000)	\$0
70740	Front-line Service Fee		\$25,000	\$25,000	(\$25,000)	\$0
91300	Management Fee	\$55,000		\$55,000	(\$55,000)	\$0
91310	Book-keeping Fee	\$35,000		\$35,000	(\$35,000)	\$0
92000	Asset Management Fee	\$15,000		\$15,000	(\$15,000)	\$0
94300-080	Plumbing Contracts	\$45,000		\$45,000	(\$25,000)	\$20,000



Example 3: Operating Transfer

- Project 1 transferred \$30,000 from Capital Fund to the Operating Fund (i.e., low rent):

Project Revenue and Expense Summary				
FDS Line	FDS Description	Total	Low Rent	Capital Fund
10010	Operating Transfer In	\$30,000	\$30,000	\$0
10020	Operating Transfer Out	(\$30,000)		(\$30,000)



Example 3: Operating Transfer

- Eliminating entry required to remove the transfer is reported on entity wide statement of revenues and expenditures.

Entity Wide Revenue and Expense Summary						
FDS Line	FDS Description	Project Total	COCC	Subtotal	ELIM	Total
10010	Operating Transfer In	\$30,000		\$30,000	(\$30,000)	\$0
10020	Operating Transfer Out	(\$30,000)		(\$30,000)	\$30,000	\$0



- Thoughts?
- Questions?
- Comments?





