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### 2. Multiyear Development Programs

- **For-Sale Housing**
- **Affordable Housing**
- **Office/Commercial**
- **Total Development Costs**
- **Debt Service**
- **Total Net Operating Income**
- **For-Sale Housing**
- **Affordable Housing**
- **Office/Commercial**
- **Total Development Costs**
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- **Total Net Operating Income**
- **For-Sale Housing**
- **Affordable Housing**
- **Office/Commercial**
- **Total Development Costs**
- **Debt Service**

### 3. Economic and Environmental Analysis

- **GDP**
- **Population**
- **Labor Force**
- **Income**
- **Employment**
- **Construction Activity**
- **Energy Efficiency**
- **Public Transportation**
- **Water and Sewer Systems**
- **Solid Waste Management**

### 4. Sources and Use of Funds

- **Revolving Loan Fund**
- **Low-Income Housing Tax Credit (LIHTC)**
- **Tax Credit**
- **Federal Housing Administration (FHA)**
- **U.S. Department of Housing and Urban Development (HUD)**
- **State and Local Governments**
- **Private Sector**
- **Project Financing**

### 5. Development Team

- **CEO**
- **President**
- **Vice President**
- **Director**
- **Manager**
- **Assistant**

### 6. Financial Statements

- **Balance Sheet**
- **Income Statement**
- **Cash Flow Statement**
- **Statement of Changes in Equity**
- **Notes to Financial Statements**

2020 ULI-Hines Student Competition Summary Pro Forma | 2019-361