

**State of Alaska
FY2004 Governor's Operating Budget**

**Department of Revenue
Alaska Housing Finance Corporation Operations
BRU/Component Budget Summary**

BRU/Component: Alaska Housing Finance Corporation Operations

(There is only one component in this BRU. To reduce duplicate information, we did not print a separate BRU section.)

Contact: Les Campbell, Budget Director

Tel: (907) 330-8335 **Fax:** (907) 330-8361 **E-mail:** lcampbel@ahfc.state.ak.us

Component Mission

The mission of the Alaska Housing Finance Corporation is to provide access to housing and the Alaska dividend.

Component Services Provided

Provide, purchase, and/or participate in mortgage loan programs statewide:

- Conventional loan programs;
- First-time home buyer program;
- Veteran loan programs;
- Multi-family housing programs;
- Rural loan programs.

Manage, operate, and maintain public housing and rental assistance programs;

Administer the state's senior housing programs;

Administer the state's weatherization programs;

Administer the state energy program (SEP);

Coordinate Alaska's housing strategy and homeless programs;

Administer state and federal housing grants;

Develop and modernize public housing;

Administer low-income tax credits;

Provide workshops and training (i.e. Home Choice, grant writing, energy, etc.);

Provide access to low-cost capital.

Component Goals and Strategies

1. Provide programs and services that are responsive to the diverse housing needs statewide:

- Increase housing and finance options for rural areas.
- Define AHFC's role in meeting supporting infrastructure needs.
- Review and update existing regulations.
- Review statutes and identify needed changes.
- Increase leveraging of housing-related grants and other resources from other sources.
- Expand and promote family self-sufficiency.
- Continue to develop and refine procedures to market an increasing supply of vouchers.
- Refine plan/policies to resolve arbitrage-allocation issues.

2. Increase and sustain homeownership:

- Identify needs (existing gaps) in attaining and maintaining homeownership.
- Match AHFC's homeownership programs to needs and educate public.
- Streamline loan-application process.
- Identify supporting infrastructure needs.
- Preserve, upgrade and build the housing supply through energy and weatherization programs.

3. Increase special-needs housing:

- Work cooperatively with consumers, advocates, and special needs service providers to identify and address needs.
- Work with the Alaska Mental Health Trust Authority in addressing the housing need of trust beneficiaries.
- Develop incentives to encourage more development of special-needs housing.

4. Strengthen partnerships to improve program and service delivery:

- Strengthen relationships with housing delivery organizations.
- Secure funding for a statewide housing conference.
- Strengthen partnerships with government entities to address non-housing operations.
- Update business relationships with other financial institutions.

5. Strengthen public understanding and commitments to AHFC housing programs and services:

- Strengthen cooperative relationships with governmental constituencies.
- Strengthen cooperative relationships with public constituencies.
- Maintain a public relations plan.
- Continue to work closely with the Administration and Legislature on maintaining AHFC's financial integrity and benefits to Alaska's citizens.

6. Promote operational excellence:

- Develop training program to strengthen staff knowledge and skills.
- Identify and implement new or improved work processes and technology that benefit operations.
- Utilize a mix of internal and external audit and feedback methodologies to measure and evaluate AHFC's performance.
- Develop strategy to enhance customer service.
- Identify survey mechanism most suitable for corporation purposes.
- Modernize and rehabilitate corporate-owned and operated public housing in accordance with the 10-year plan.
- Develop and implement plan to address employee compensation.
- Implement personnel management techniques to strengthen internal communication and motivation.
- Develop and implement a technology and e-commerce plan.
- Sustain adequate operating budget to address public housing maintenance.

7. Manage finances to maximize AHFC's profits:

- Develop financial plan to manage risk, increase profit and meet financial commitments.
- Update fiscal policies and mortgage programs to support financial plan.
- Actively manage debt portfolio to enhance loan programs.
- Develop strategies to retain a higher share of AHFC's profits.

Key Component Issues for FY2003 – 2004

- AHFC strives hard to maintain an equitable balance between the Corporation's ability to meet its mission of ensuring quality and affordable housing for Alaskans, and to maintain levels of net income sufficient to meet financial expectations and obligations to the State of Alaska. This balance is achieved through the annual budget process that allocates AHFC's preceding year net income towards the Corporation's ongoing housing programs and State fiscal needs.

AHFC is recognized nationally as a leading housing authority for its strong management, innovative programs, excellent bond ratings, and financial strength. In recent years, AHFC has used this recognition to assist the State by issuing bonds (backed by the full faith and credit of the Corporation) to fund state deferred maintenance, capital construction, and other financing needs. This was done in a manner that protected the Corporation as a going concern to ensure that bond ratings by the nation's capital markets were preserved.

- In 1995, a plan was established for a Transfer of Assets (the "Transfer Plan"). That plan called for a "dividend" to the State of \$50 million per year, along with an annual capital budget of \$53 million. Discussions over time began to characterize AHFC's "dividend" as the combination of the two parts; or \$103 million per year. While the Transfer Plan has successfully achieved a consistent payment scheme, the \$103 million amount has exceeded the net income of this corporation over the past few years.

Both the Governor and the Legislature have leveraged the \$50 million portion by pledging this amount toward a series of bond issuances. Almost \$300 million worth of State Capital Project bonds were issued by AHFC by obligating these payments through the year 2007. In other words, the "dividend" portion of the Transfer Plan has already been spent for the next five years.

That left \$53 million portion for total capital projects. Discussions must continue to bring the total Transfer amount in

line with net income.

FY2002 net income makes available \$75,600 for FY2004. That leaves \$19,600 available for capital projects after debt service payments (\$56,000).

- Senior housing remains a concern to the Corporation. Housing needs for senior Alaskans continue to grow larger as the senior population increases faster than affordable housing can be provided. Developers, contractors, and nonprofit agencies continue to work with the Corporation to leverage funds and bring affordable housing and services to Alaska's senior citizens. However, project development startup costs are high and providers are hesitant to go through the long expensive process only to see their efforts dashed at the tail end of proposals.
- AHFC is still having difficulty attracting and retaining quality employees. AHFC has restructured its salary schedule to combat this problem. The new salary schedule eliminates longevity.
- A key component of AHFC's Strategic Plan is to "plan and organize a statewide housing conference" to "expand partnerships to strengthen program and service delivery." AHFC feels it is important to strengthen relationships with regional housing authorities and other housing delivery organizations. A statewide housing conference will give AHFC an opportunity to network with other agencies and nonprofits to develop partnerships to enhance AHFC's housing programs and delivery systems.

Major Component Accomplishments in 2002

- Since the inception of the Corporation, the State has contributed a total of \$1,069,523,000 to the Corporation. As of June 30, 2002, the Corporation has transferred funds back to the State totaling \$1,214,233,000.
- The original score submitted to HUD for FY2002 is a 100% (High Performer) score on HUD's Public Housing Assessment System (PHAS). The score for FY2001 was finalized at 94% (High Performer). The score generally measures performance in four areas of management of the 1350 public housing units owned by AHFC.
- Developed, published, and distributed agency-wide fourth annual *Missions and Measures* for results-oriented budgeting for the Corporation.
- Participated with booths at 28 statewide home shows, senior and homeownership fairs, job fairs, and housing- and rural-related conferences, with total attendance of more than 43,000.
- Provided \$578 million for 4,074 Alaskans to purchase homes.
- Maintained a residential loan delinquency rate of less than 3.8%.
- Purchased 2,568 new Tax-Exempt First Time Home Buyer loans totaling \$330 million.
- Replaced "arbitrage" funding for taxable first-time homebuyer loan program with a low-cost taxable bond structure.
- Provided lower mortgage rates to 782 (\$79 million) low-income borrowers under the Interest Rate Reduction for Low-Income Borrowers Program (IRRLIB).
- Purchased 1,030 Energy Efficiency Interest Rate Reduction (EEIRR) loans totaling \$171 million.
- Amended regulations to streamline process for commitment fees and procedures and to further define the definition of small communities under the Rural Loan Program:
- Reduced documentation required and procedures for loan commitments and purchases.
- Purchased/closed 94 Multi-Family Loans totaling \$58.4 million.
- Recipient of four awards, one local and three national, for the Assistance Provider Interest Rate Reduction program.
- Recipient of a plaque of appreciation at the Dedication of "Creekside" at Alyeska, a 24 unit low-income multi-family development.
- Conducted 236 (42 in rural areas) HomeChoice workshops in 35 communities with 3,920 certificates issued of which 2,000 obtained an AHFC loan commitment with a \$250 commitment fee waiver.
- Conducted 4 classes for "Realtors" with 37 participants in 4 communities.
- Conducted 3 classes for "Builders" with 24 participants in 3 communities.
- Conducted 4 HomeOption classes with 36 participants in 3 communities.
- Completed AHFC's own HomeChoice workbook used by class participants.
- Successfully consolidated the rural and urban HomeChoice & outreach activities into one coordinated effort and by so doing improved the coordination, communication, effectiveness and cost benefit of the activities.
- Completed planning and development of the Annual Action Plan for the Housing & Community Development Plan (HCD) and the Annual Performance Report (APR), bringing \$7 million HUD funds to Alaska.
- Held one round of the Homeless Assistance Program (\$750,000 awarded).
- Held one round each of the Grant Match Program for the USDA Housing Preservation Grant Program and the HUD Supportive Housing Program (\$550,000 awarded).

- Held two rounds of the GOAL program for low-income rental housing development (LIHTC, SCHDF and HOME funding) which has a homeownership development component and pre-development for senior housing (3.4 million in grants, \$20 million in federal tax credits). Eleven projects were funded with a total development cost of \$28.5 million, producing 250 units.
- Funded the Senior Access Accessibility Modification Program (\$500,000).
- Provided program management and compliance monitoring for 118 active grants totaling \$24.7 million.
- Held housing development workshops in Fairbanks, Bethel, Anchorage, Kenai and Sitka.
- Held three Affordable Housing Investment Forums in Fairbanks, Kenai and Anchorage.
- Sponsored Supportive Housing Training on how to fund supportive housing projects for the homeless.
- Weatherized 850 homes throughout the State.
- Received an award from the National Association of Housing and Redevelopment Officials (NAHRO) for its 5h Homeownership Program.
- Additional accomplishments listed in the Appendix of FY2004 Missions & Measures.

Statutory and Regulatory Authority

AS 18.55	Housing, Public Building, Urban Renewal, and Regional Housing Authorities
AS 18.56	Alaska Housing Finance Corporation
15 AAC 118	Health and Safety
15 AAC 150	Alaska Housing Finance Corporation
15 AAC 151	AHFC General Programs
15 AAC 152	AHFC Rural Housing
15 AAC 153	AHFC Public Housing
15 AAC 154	Grant Programs
15 AAC 155	AHFC Energy Efficiency Programs
19 AAC 69	Energy Efficiency
19 AAC 80	Housing Assistance Loan Fund
19 AAC 82	Home Ownership Assistance Program
19 AAC 83	State-Assisted Rental Housing Construction Program
19 AAC 85	Senior Citizens Housing Development Fund
19 AAC 88	Supplemental Housing Development Grants
19 AAC 89	Senior Housing Revolving Fund

Code of Federal Regulations

10 CFR 420	State Energy Conservation Plans
10 CFR 440	Weatherization Assistance for Low-income Persons
24 CFR 41	Policy and Procedures for the enforcement of standards and requirements for accessibility...
24 CFR 42	Uniform Relocation Assistance & Real Property Acquisition for federal & federally assisted ...
24 CFR 91	State & Local Housing Affordability Strategies
24 CFR 92	HOME Investment Partnerships Program
24 CFR 219	Flexible Subsidy Program - Capital Improvement Loans
24 CFR 574	Housing Opportunities for Persons with AIDS
24 CFR 575	Emergency Shelter Grants
24 CFR 576	Emergency Shelter Grants: Steward B. McKinney Homeless Assistance Act
24 CFR 582	Shelter Plus Care Program
24 CFR 583	Supportive Housing Program
24 CFR 600	Comprehensive Planning Assistance
24 CFR 850	Housing Development Grants
24 CFR 880	Section 8 Housing Assistance Payment Program for new construction
24 CFR 882	Section 8 Housing Assistance Payment Program - existing housing
24 CFR 886	Section 8 Housing Assistance Payment Program - special allocations
24 CFR 887	Housing Voucher Program
24 CFR 889	Grant Programs - Housing & Community Dev., Low- and Moderate-income Housing...
24 CFR 901	Public Housing Management Assessment Program
24 CFR 941	Public Housing Development
24 CFR 961	Drug Abuse, Drug Traffic Control, Grants Programs - Housing & Community Dev...
24 CFR 963	Public Housing - Contracting with Resident-owned businesses

24 CFR 964	Tenant Participation & Management in Public Housing
24 CFR 965	PHA-owned or leased projects - Maintenance & Operation
24 CFR 968	Comprehensive Grants Program
24 CFR 970	Public Housing Program - demolition or disposition of public housing projects
24 CFR 990	Annual Contributions for Operating Subsidy
45 CFR Subtitle B	Family Self-Sufficiency Program

Key Performance Measures for FY2004

Measure:

The administrative costs per dollar of investment.

Sec 132(b)(1) Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

- FY02: 5.55% (Operating Expenses/Mortgage Purchases)
- FY01: 4.77% (Operating Expenses/Mortgage Purchases)
- FY00: 5.82% (Operating Expenses/Mortgage Purchases)
- FY99: 5.21% (Operating Expenses/Mortgage Purchases)
- FY98: 7.65% (Operating Expenses/Mortgage Purchases)

Benchmark Comparisons:

AHFC is using the prior year's total "actual" operating expenses divided by the mortgages purchased for the fiscal year as its benchmark. The total "actual" expenses include corporate, federal and CIP receipts used in all AHFC programs.

Measure:

The net income of the corporation.

Sec 132(b)(2) Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

- FY2002 Net Income: \$75,600,000
- FY2001 Net Income: \$96,353,000
- FY2000 Net Income: \$81,802,000
- FY1999 Net Income: \$79,850,000
- FY1998 Net Income: \$95,916,000

Benchmark Comparisons:

AHFC is using the prior year's "net income" for the fiscal year as its benchmark. The total "net income" includes corporate, federal and CIP income generated by all AHFC programs.

Measure:

The percentage of AHFC-owned housing compared to privately owned housing in the marketplace.

Sec 132(b)(3) Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

- FY02 Market Share: 42.5%
- FY01 Market Share: 48.6%
- FY00 Market Share: 43.0%
- FY99 Market Share: 33.0%
- FY98 Market Share: 30.0%

Benchmark Comparisons:

AHFC is using the prior year's "market share" for the fiscal year as its benchmark. The "market share" is calculated by dividing AHFC's loan purchases by Alaska's total mortgage loans made within the fiscal year.

Measure:

The public housing management assessment score.

Sec 132(b)(4) Ch 124 SLA 2002(HB 515)

Alaska's Target & Progress:

- FY2002 PHAS Score: Waiting Federal Action.
- FY2001 PHAS Score: 94% "High Performer"
- FY2000 PHAS Score: 100% "High Performer"
- FY1999 PHMAP Score: 100% "High Performer"
- FY1998 PHMAP Score: 100% "High Performer"
- FY1997 PHMAP Score: 100% "High Performer"
- FY1996 PHMAP Score: 100% "High Performer"

Benchmark Comparisons:

AHFC is using HUD's Public Housing Assessment System (PHAS) rating (with four indicators) as its benchmark. FY2000 is the first year of this new system. The PHAS rating system uses third party assessors with little input by the Public Housing Authorities, while the PHMAP system was calculated by the Public Housing Authorities and verified by the local HUD office.

PHAS indicators and point values are:

- Physical Condition 30.0 Points Possible
- Financial Condition 30.0 Points Possible
- Management Operations 30.0 Points Possible
- Resident Satisfaction 10.0 Points Possible

Prior to PHAS, the system was the Public Housing Management Assessment Program (PHMAP) (with eight indicators).

Alaska Housing Finance Corporation Operations
Component Financial Summary

All dollars in thousands

	FY2002 Actuals	FY2003 Authorized	FY2004 Governor
Non-Formula Program:			
Component Expenditures:			
71000 Personal Services	20,974.5	23,633.9	24,113.2
72000 Travel	607.3	926.7	804.6
73000 Contractual	10,644.0	10,729.5	11,133.7
74000 Supplies	2,105.8	2,680.4	2,241.2
75000 Equipment	284.0	259.6	234.6
76000 Land/Buildings	0.0	0.0	0.0
77000 Grants, Claims	1,800.0	830.0	830.0
78000 Miscellaneous	0.0	0.0	0.0
Expenditure Totals	36,415.6	39,060.1	39,357.3
Funding Sources:			
1002 Federal Receipts	18,584.2	21,012.6	21,173.1
1007 Inter-Agency Receipts	1,802.9	800.0	800.0
1061 Capital Improvement Project Receipts	1,198.3	1,613.4	1,631.3
1103 Alaska Housing Finance Corporation Receipts	14,830.2	15,634.1	15,752.9
Funding Totals	36,415.6	39,060.1	39,357.3

Alaska Housing Finance Corporation Operations

Proposed Changes in Levels of Service for FY2004

- Alaska Housing Finance Corporation is requesting a line item transfer in the FY04 budget. This request moves funding between categories to fund anticipated increases due to merit increases and increases in other fixed cost items including insurance premiums and computer maintenance contracts.

Summary of Component Budget Changes

From FY2003 Authorized to FY2004 Governor

All dollars in thousands

	<u>General Funds</u>	<u>Federal Funds</u>	<u>Other Funds</u>	<u>Total Funds</u>
FY2003 Authorized	0.0	21,012.6	18,047.5	39,060.1
Adjustments which will continue current level of service:				
- \$75 per Month Health Insurance Increase for Non-covered Staff	0.0	160.5	136.7	297.2
FY2004 Governor	0.0	21,173.1	18,184.2	39,357.3

Alaska Housing Finance Corporation Operations

Personal Services Information

	Authorized Positions		Personal Services Costs	
	<u>FY2003</u> <u>Authorized</u>	<u>FY2004</u> <u>Governor</u>		
Full-time	328	328	Annual Salaries	17,686,924
Part-time	35	35	Premium Pay	297,000
Nonpermanent	14	14	Annual Benefits	7,431,267
			<i>Less 5.12% Vacancy Factor</i>	(1,301,991)
			Lump Sum Premium Pay	0
Totals	377	377	Total Personal Services	24,113,200

Position Classification Summary

Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Accountant I	3	0	0	0	3
Accountant II	5	0	0	0	5
Accountant III	1	0	0	0	1
Accounting Assistant I	1	0	0	0	1
Accounting Assistant II	6	0	0	0	6
Accounting Assistant III	2	0	0	0	2
Accounting Svcs Supervisor	2	0	0	0	2
Admin Assistant I Trainee	1	0	0	0	1
Admin Assistant II/Courier	2	0	0	0	2
Admin Assistant II/Dispatch	1	0	0	0	1
Admin Assistant II/Reception	1	0	0	0	1
Admin Assistant III/Courier	1	0	0	0	1
Administrative Assistant I	5	0	0	0	5
Administrative Assistant II	1	0	0	0	1
Administrative Assistant III	10	0	0	0	10
Area Coordinator	1	1	1	0	3
Asset Management Spec I	2	0	0	0	2
Asset Management Spec II	1	0	0	0	1
Asset Servicing Specialist I	1	0	0	0	1
Asset Servicing Specialist III	1	0	0	0	1
Audit Specialist II	4	0	0	0	4
Budget Assistant II	1	0	0	0	1
Budget Specialist II	2	0	0	0	2
Chief Admin Officer	1	0	0	0	1
Clerical Support Supervisor	1	0	0	0	1
Communication Spclst II	1	0	0	0	1
Compliance Specialist I	1	0	0	0	1
Computer Operations Supervisor	1	0	0	0	1
Construction Inspector	2	0	0	2	4
Contract Administrator Spclst	1	0	0	0	1
Controller	1	0	0	0	1
Coordinator, Admin Support	1	0	0	0	1
Coordinator, Construction	6	0	0	0	6
Coordinator, Maintenance	1	0	0	0	1
Coordinator, Program Support	1	0	0	0	1
Coordinator, Servicing	1	0	0	0	1
Custodian	5	1	1	1	8
Dep Executive Director	1	0	0	0	1
Director, Admin Services	1	0	0	0	1
Director, Budget	1	0	0	0	1
Director, Construction	1	0	0	0	1
Director, Finance	1	0	0	0	1

Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Director, Housing Operations	1	0	0	0	1
Director, Information Systems	1	0	0	0	1
Director, Internal Audit	1	0	0	0	1
Director, Mortgage Operations	1	0	0	0	1
Director, Personnel	1	0	0	0	1
Director, Planning/Prog Dev	1	0	0	0	1
Director, Public Housing	1	0	0	0	1
Director, Research/Rural D	1	0	0	0	1
Documentation Specialist	1	0	0	0	1
Energy Prgm Grant Admin	1	0	0	0	1
Energy Specialist I	1	0	0	0	1
Energy Specialist II	3	0	0	0	3
Executive Assistant	1	0	0	0	1
Executive Director/CEO	1	0	0	0	1
Executive Secretary-Board	1	0	0	0	1
FIC Program Supervisor	2	0	0	0	2
Finance Officer	1	0	0	0	1
Financial Analyst I	1	0	0	0	1
Financial Analyst II	1	0	0	0	1
Financial Assistant II	1	0	0	0	1
Gateway Center Administrator	1	0	0	0	1
Grant Administrator	2	0	0	0	2
Grant Specialist	1	0	0	0	1
Grants Manager	1	0	0	0	1
Housing Admin Specialist I	2	0	0	0	2
Housing Assistant I	0	0	0	1	1
Housing Assistant II	3	0	0	0	3
Housing Assistant III	2	0	1	0	3
Housing Managemnt Spec	1	0	0	0	1
Housing Managemnt Spec I	2	0	0	0	2
Housing Program Admin Sup	1	0	0	0	1
Housing Program Spclst I	0	2	1	2	5
Housing Program Spclst II	19	4	4	7	34
Housing Program Spclst III	0	0	0	6	6
Housing Program Spclst III/FSS	0	0	1	0	1
Housing Program Spclst IV	0	1	0	4	5
Housing Relations Specialist	1	0	0	0	1
Information Sys Trainer	1	0	0	0	1
Laborer	18	5	4	15	42
Lead Mechanic	4	1	1	1	7
Lead Mechanic/Prev Maint	1	0	0	0	1
Legislative Liaison	1	0	0	0	1
Loan Underwriter I	2	0	0	0	2
Loan Underwriter II	2	0	0	0	2
Maintenance Mechanic	12	3	3	11	29
Management Specialist I	3	0	0	0	3
Management Specialist II	1	0	0	0	1
Management Specialist III	1	0	0	0	1
Manager, Accting Operations	1	0	0	0	1
Manager, Admin Services	1	0	0	0	1
Manager, Asset Management	1	0	0	0	1
Manager, Budget	1	0	0	0	1
Manager, Construction	2	0	0	0	2
Manager, Contract Admin	1	0	0	0	1
Manager, Financial Acct	2	0	0	0	2
Manager, Procurement	1	0	0	0	1
Manager, Prog & Policy Dev	1	0	0	0	1
Manager, Servicing	1	0	0	0	1

Job Class Title	Anchorage	Fairbanks	Juneau	Others	Total
Manager, System Operations	1	0	0	0	1
Microsystems Specialist I	1	0	0	0	1
Microsystems Specialist II	1	0	0	0	1
Mortgage Admin Assistant II	2	0	0	0	2
Mortgage Admin Specialist	1	0	0	0	1
Mortgage Admin Supervisor	1	0	0	0	1
Mortgage Admin Technician	1	0	0	0	1
Mortgage Assistant II	1	0	0	0	1
Mortgage Outreach Spec II	2	0	0	0	2
Mortgage Project Specialist	3	0	0	0	3
Mortgage Specialist	1	0	0	0	1
Network Administrator II	3	0	0	0	3
Network Administrator III	1	0	0	0	1
Officer, Audit	1	0	0	0	1
Officer, Corp Communicatns	1	0	0	0	1
Officer, Financial Reporting	1	0	0	0	1
Officer, Housing Relations	1	0	0	0	1
Officer, Multi-Family Lending	1	0	0	0	1
Officer, Network Support	1	0	0	0	1
Officer, Procurement	1	0	0	0	1
Officer, Research & Rural Dev	1	0	0	0	1
Officer, Residential Lending	1	0	0	0	1
Officer, Rural Loans	1	0	0	0	1
Officer, Servicing	1	0	0	0	1
Personnel Assistant	1	0	0	0	1
Personnel Spec/Labor Rel Rep	1	0	0	0	1
Personnel Specialist	1	0	0	0	1
Planner I	4	0	0	0	4
Planner II	1	0	0	0	1
Procurement Specialist II	1	0	0	0	1
Procurement Specialist III	4	0	0	0	4
Program Administrator-Res Svcs	2	0	0	0	2
Projects Coordinator	1	0	0	0	1
Property Compliance Specialist	1	0	0	0	1
Risk Management Spec I	1	0	0	0	1
Risk Management Spec II	3	0	0	0	3
Rural Development Spec	0	1	0	0	1
Rural Mort Outreach Spclst	1	0	0	0	1
Rural Outreach Specialist	1	0	0	0	1
Senior Area Coordinator	1	0	0	0	1
Senior Finance Officer	1	0	0	0	1
Senior System Administrator	1	0	0	0	1
Senior System Analyst	4	0	0	0	4
Servicing Specialist II	1	0	0	0	1
Servicing Specialist III	5	0	0	0	5
Special Assistant	1	0	0	0	1
Special Asst/Community Svcs	1	0	0	0	1
Special Asst/Research & Rural	1	0	0	0	1
Special Property Manager	0	0	0	1	1
Student Hire	7	2	3	2	14
Supplemental Hsg Coordinator	1	0	0	0	1
System Administrator	1	0	0	0	1
System Operator II	1	0	0	0	1
System Programmer Analyst	2	0	0	0	2
Webmaster, Communications	1	0	0	0	1
Totals	283	21	20	53	377