

STATE OF CALIFORNIA
Budget Change Proposal - Cover Sheet
 DF-46 (REV 08/15)

Fiscal Year 16/17	Business Unit 0968	Department CA Tax Credit Allocation Committee	Priority No. 1
Budget Request Name 0968-001-BCP-BR-2016-GB		Program 0840 - California Tax Credit Allocation Committee	Subprogram

Budget Request Description
 Compliance Monitoring Staff Augmentation

Budget Request Summary

The California Tax Credit Allocation Committee (CTCAC) requests four (4) permanent full-time Associate Government Program Analyst positions for performing IRS Code compliance monitoring services.

This request will not impact the general fund. Government Health and Safety Code, Section 50199.9(d), allows CTCAC to establish and collect fees for the purpose of paying the costs of monitoring projects with allocations of tax credits for compliance with federal and state law.

Requires Legislation <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	Code Section(s) to be Added/Amended/Repealed	
Does this BCP contain information technology (IT) Components? <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No <i>If yes, departmental Chief Information Officer must sign.</i>	Department CIO	Date
For IT requests, specify the date a Special Project Report (SPR) or Feasibility Study Report (FSR) was approved by the Department of Technology, or previously by the Department of Finance. <input type="checkbox"/> FSR <input type="checkbox"/> SPR Project No. Date:		

If proposal affects another department, does other department concur with proposal? Yes No
Attach comments of affected department, signed and dated by the department director or designee.

Prepared By	Date	Reviewed By	Date
<i>Yuh Ste</i>	9-8-15	<i>Randa H...</i>	9-8-15
Department Director	Date	Agency Secretary	Date
<i>Yuh Ste</i>	9-8-15	<i>W.P. Brown</i>	9/18/15

Department of Finance Use Only

Additional Review: Capital Outlay ITCU FSCU OSAE CALSTARS Dept. of Technology

BCP Type: Policy Workload Budget per Government Code 13308.05

PPBA <i>Osiris F. Chavez</i>	Date submitted to the Legislature 11/7/16
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BCP Fiscal Detail Sheet

BCP Title: Compliance Monitoring Staff Augmentation

DP Name: 0968-001-BCP-DP-2016-GB

Budget Request Summary

	FY16					
	CY	BY	BY+1	BY+2	BY+3	BY+4
Positions - Permanent	0.0	4.0	4.0	4.0	4.0	4.0
Total Positions	0.0	4.0	4.0	4.0	4.0	4.0
Salaries and Wages						
Earnings - Permanent	0	248	248	248	248	248
Total Salaries and Wages	\$0	\$248	\$248	\$248	\$248	\$248
Total Staff Benefits	0	110	110	110	110	110
Total Personal Services	\$0	\$358	\$358	\$358	\$358	\$358
Operating Expenses and Equipment						
5301 - General Expense	0	16	16	16	16	16
5302 - Printing	0	2	2	2	2	2
5304 - Communications	0	12	12	12	12	12
5306 - Postage	0	2	2	2	2	2
5320 - Travel: In-State	0	68	68	68	68	68
5322 - Training	0	4	4	4	4	4
5324 - Facilities Operation	0	16	16	16	16	16
5326 - Utilities	0	4	4	4	4	4
5340 - Consulting and Professional Services -	0	60	60	60	60	60
5346 - Information Technology	0	4	4	4	4	4
5368 - Non-Capital Asset Purchases - Equipment	0	40	0	0	0	0
Total Operating Expenses and Equipment	\$0	\$228	\$188	\$188	\$188	\$188
Total Budget Request	\$0	\$586	\$546	\$546	\$546	\$546

Fund Summary

Fund Source - State Operations						
0448 - Occupancy Compliance Monitoring	0	586	546	546	546	546
Total State Operations Expenditures	\$0	\$586	\$546	\$546	\$546	\$546
Total All Funds	\$0	\$586	\$546	\$546	\$546	\$546

Program Summary

Program Funding						
0840 - California Tax Credit Allocation Committee	0	586	546	546	546	546
Total All Programs	\$0	\$586	\$546	\$546	\$546	\$546

Personal Services Details

Positions	Salary Information			CY	BY	BY+1	BY+2	BY+3	BY+4
	Min	Mid	Max						
5393 - Assoc Govtl Program Analyst (Eff. 07-01-				0.0	4.0	4.0	4.0	4.0	4.0
Total Positions				0.0	4.0	4.0	4.0	4.0	4.0
Salaries and Wages	CY	BY	BY+1	BY+2	BY+3	BY+4			
5393 - Assoc Govtl Program Analyst (Eff. 07-01-	0	248	248	248	248	248			
Total Salaries and Wages	\$0	\$248	\$248	\$248	\$248	\$248			
Staff Benefits									
5150350 - Health Insurance	0	26	26	26	26	26			
5150500 - OASDI	0	15	15	15	15	15			
5150600 - Retirement - General	0	63	63	63	63	63			
5150800 - Workers' Compensation	0	2	2	2	2	2			
5150900 - Staff Benefits - Other	0	4	4	4	4	4			
Total Staff Benefits	\$0	\$110	\$110	\$110	\$110	\$110			
Total Personal Services	\$0	\$358	\$358	\$358	\$358	\$358			

Analysis of Problem

A. Budget Request Summary

The California Tax Credit Allocation Committee (TCAC) requests four (4) permanent full-time Associate Government Program Analyst (AGPA) positions in the Compliance Section to perform Internal Revenue Service (IRS) Code compliance monitoring services. CTCAC's current staffing levels are insufficient to carry out the Compliance Monitoring mandated by Federal Internal Revenue Code (IRC).

This request will not impact the general fund, as the program is funded by special funds. Government Health and Safety Code, Section 50199.9(d), allows TCAC to establish and collect fees for the purpose of paying the costs of monitoring projects with allocations of tax credits for compliance with federal and state law. The requested positions are permanent full-time positions.

B. Background/History

TCAC administers both federal and state low-income housing tax credit programs. Both programs encourage private investment in rental housing development for low and very low income families and individuals.

In passing the Tax Reform Act of 1986, Congress created the federal Low Income Housing Tax Credit (LIHTC) Program. The LIHTC provisions comprise the longest single section of the IRC; this program helps private developers/owners create and preserve affordable housing and raises project equity through the sale of tax benefits to investors who hold an ownership interest in the property. Congress made the LIHTC Program permanent with the passage of the Omnibus Budget Reconciliation Act of 1993. Over the years, the LIHTC Program has become the primary funding source for developing affordable rental housing throughout the country. California State housing tax credits, authorized by Chapter 1138m Statutes of 1987, provide further investor tax benefits as well as supplementing the federal tax credit.

TCAC has helped fund the construction of over 272,630 total units since its inception, including more than 10,000 last year. In California, construction of affordable housing has continued to be in high demand in spite of a tough economy. California has experienced some of the largest areas of high foreclosure rates in the nation, resulting in affordable housing needs for thousands of families. With over two million California households at risk of spending excessive proportions of their income on housing, the State must encourage more affordable home construction.

California is the largest user nationwide of the LIHTC Program. Developers rely on federal, state, and local funding sources to build affordable housing as evidenced by the receipt of over 300 applications annually. These developers trust that the credits they are issued are valid. To assure federal compliance and properly maintained properties, TCAC must perform federally-mandated compliance monitoring functions.

In 1992, Congress amended the IRC to include a provision, at Section 42(m)(1)(B)(iii), specifying that a State's plan for allocating credit will not be deemed qualified unless it contains a procedure that the State will follow in monitoring compliance with the Code's provisions. In June 2000, IRS regulation §1.42-5 codified federal compliance monitoring regulations, and greatly increased TCAC's Compliance monitoring workload. These regulations require that the states conduct physical inspections of each property every three years and also imposed a more rigorous physical inspection standard. Property inspections must include a physical inspection of all building exteriors and common spaces, physical inspections of at least 20% of the units in each of the properties. TCAC must also review at least 20% of the tenant files for income and rent eligibility. Additionally, an initial inspection of all projects is required to be completed by the end of the second calendar year following the year that the last building is placed in service.

As the workload continued to increase, TCAC contracted with an outside consulting firm in 2007 to produce a workload analysis of all compliance functions and staffing requirements. The study concluded that TCAC would need one (1) additional manager and two (2) staff positions in 2008, with an additional staff person needed each year going forward. In FY 2007/08, TCAC contracted with an outside vendor to complete 142 property inspections to assist with meeting the monitoring workload until the new staff could be trained. TCAC has continued to use the workload analysis tool developed by the contractor to quantify staffing needs.

Analysis of Problem

In July of 2008, HR 3221 the Housing and Economic Recovery Act of 2008 (HERA), caused sweeping changes in the LIHTC Program. It affected the recertification requirements for properties, determined that Rents and Income requirements would be treated differently, added additional student verification requirements, and created an entirely new program requirement in the collection of Tenant Demographic Data. Also in 2008, the IRS released updated Utility Allowance regulations which increased the number of acceptable formats from four to seven and implemented new protocols for all monitoring agencies to verify sub-metering and energy efficiency standards at properties in their portfolio.

In January of 2009, President Obama enacted the American Recovery Re-investment Act, which created 2 new programs to be monitored by TCAC – Tax Credit Exchange Program (TCAP) and Section 1602 Funding. The monitoring of this program in effect required TCAC to become the Asset Manager for 138 properties. The asset management function has not previously been part of TCAC's regular compliance monitoring requirement.

Resource History for Fund 0448

(Dollars in thousands)

Program Budget	2010-11	2011-12	2012-13	2013-14	2014-15
Authorized Expenditures	\$2,560	\$3,274	\$3,621	\$3,845	\$4,212
Actual Expenditures	\$2,526	\$2,795	\$3,508	\$3,782	\$3,862
Revenues	\$6,608	\$5,287	\$4,88	\$5,448	\$5,600
Authorized Positions	22.0	24.0	26.0	26.0	26.0
Filled Positions	21.4	21.8	24.3	23.6	23.6
Vacancies	0.6	2.2	1.7	2.4	2.4

Workload History

See Attachment A for Workload Information

C. State Level Considerations

The federal tax credits for low-income housing developers are provided to encourage the private sector to acquire, rehabilitate, and construct low-income rental housing. From 1987 through 2014, TCAC allocated more than \$30 billion of federal and state tax credits. The allocations to date will result in the development of over 272,630 units of affordable housing throughout the State.

A 2002 Little Hoover Commission report stated that: "Among the most basic of human needs is a place to call home. And nowhere in the United States is this need harder to satisfy than in California. The lack of affordable housing is so severe that it threatens the health and welfare of thousands of Californians, as well as the state's long-term prosperity". The report goes on to state that: "The impact of the State's housing shortage is felt most profoundly by low-income Californians who struggle to keep a roof over their heads. Among low-income renters, about two-thirds pay more than half of their income for housing and 91 percent pay more than the recommended 30 percent." The federal LIHTC Program is essential in meeting low-income renters' housing needs in California.

Housing California's low-income workforce and disabled populations will enhance the State's economic strength. A respectable, affordable home provides a stable foundation from which families can succeed and integrate into the State's economy. Assuring the long-term viability and maintenance of California's 3,300 Low Income Tax Credit properties over their 55-year compliance term will benefit the lives of tens of thousands of Californians, and strengthen their economic viability.

This proposal does not impact other state departments and it will allow TCAC to accomplish its mission and meet federal mandates.

Analysis of Problem

D. Justification

TCAC's property portfolio currently contains over 3,300 properties (excluding 507 in the preliminary reservation stage). Of these, 2,475 properties have received an allocation of tax credits within the last fifteen (15) years and 905 are in the extended use portfolio. With increased portfolios, the amount of monitoring continues to increase. Currently, TCAC adds about 220-240 projects per year which constitutes a 6.27% growth rate in our portfolio yearly.

In order to keep up with the monitoring requirements mandated by the IRS, TCAC staffing levels must increase. Current workload projections show that in calendar year 2015, TCAC has a deficit of 4.19 PY's. This deficit will grow over time as confirmed by the workload analysis tool provided by the consultant firm.

The Compliance Section currently monitors over 3,300 active projects with over 272,630 tax credit units statewide. This results in housing over 517,000 tenants in tax credit properties. On average the Compliance Section receives over 3,000 phone calls, emails and correspondence from numerous users of the program. The inquiries relate to all aspects of the program including how the program's rents and eligibility requirements work. Many contacts are from tenants who are turned down for a tax credit unit or tenants who are being evicted. Many other calls and emails come from legal aid attorneys, private attorneys, tenant advocacy rights groups, local government officials, federal and state legislators. These parties are often inquiring about an issue at a certain tax credit property on behalf of their constituents. On-site property supervisors consistently contact TCAC asking for guidance and direction with compliance issues at their site. There are also a large volume of public record act requests that requires gleaning of data manually from the in-house project files, searching of emails and other correspondence. In addition, numerous out of state tax credit allocating agencies request compliance status of California tax credit property owners in order for those state agencies to perform their due diligence on applications for tax credits in their states. All these inquiries, phone calls, correspondence and emails are assigned to various monitoring staff to help accomplish the turnaround time frames. This workload, on top of their in-house office time working on their pre- and post-inspection workloads, has caused a backlog of monitoring work. Again, with the continued growth in the portfolio, this workload will continue to grow.

Another aspect of the program that requires additional review time both in the office and out in the field are projects seeking additional tax credits, referred to as resyndication projects. To date, TCAC has about 300 resyndication properties creating additional workload. TCAC staff must review and analyze two regulatory agreements, and at times two sets of rent and income limits, to determine which rent and income limits will be applicable to the resyndicated project at the time of the monitoring visit. Once at the project, the tenant files will contain non-standard paperwork and require TCAC staff to perform additional analysis and make additional determinations.

Also adding to the workload are two on-going PILOT programs, one at the state level and one at the federal level. These two PILOT programs require more staff in-house trainings to get staff familiar with new monitoring protocols. The state PILOT program was entered into for a test period with our sister housing agency the Department of Housing and Community Development (HCD), whereby, TCAC compliance staff would monitor for the provisions of their MHP program while monitoring Section 42 of the IRC code in our tax credit files. This PILOT portfolio included 73 jointly funded projects from both agencies. TCAC staff sent compliance monitoring reports to HCD so that they could then follow up on issues related to their MHP regulations. This PILOT is still on a test basis and all indications show that it will continue. A new worksheet was developed in conjunction with HCD for our staff to use to capture MHP information. This requires in-house training of all compliance staff to learn additional steps they need to take with each tenant file. It also requires additional in-house time for each staff to send HCD pre-inspection and post-inspection materials.

The federal PILOT is mandated by the Obama administration and is related to physical inspections of housing units. This will be a joint collaboration between three federal housing programs; Department of Housing and Urban Development (HUD), United States Department of Agriculture-Rural Development (USDA-RD) and U.S.Treasury (IRS). The federal PILOT started 4 years ago and in 2015, California entered the PILOT with 5 projects that contained funding from HUD in combination with tax credits.

Analysis of Problem

HUD REAC inspectors completed the physical inspection part of the monitoring visit on our behalf and submitted REAC findings reports. The PILOT allows both the file and physical reviews to be done at separate times throughout the year thus requiring very close tracking on our staff's behalf in order to know when to close out a monitoring visit that is under this PILOT. Additionally, the physical inspection protocol the IRS requires of our tax credit portfolio is known as The Uniform Physical Condition Standards or UPCS which is different than the HUD REAC standards. This required in-house review and training of our staff so they could learn how to read a REAC report and know which items in that report would require follow up based on our UPCS protocols. It is anticipated that 20 new projects will be added yearly to this list. In years that HUD cannot perform the corresponding physical inspections under the PILOT, IRS regulations mandate that TCAC perform the inspection.

Lastly, as the portfolio of projects age, TCAC has seen an influx of about 100 requests per year from projects seeking approval to be sold, have a partial ownership transfer, transfer of limited partners, general partners, or seeking refinancing of bank loans. This workload is typically associated with projects after they have been in service for about fifteen years. TCAC must perform due diligence on each project requesting these types of changes. The process takes about 4-6 weeks and requires pulling monitoring staff to help with the workload which includes research of official recorded documents, results of previous monitoring visits and current compliance standing, a review and analysis of subordination agreements and other financial documents. This workload again takes away from the primary staff tasks of pre-inspection and post inspection compliance workload causing additional backlog.

Aside from all the additional workload noted above from various sources, the Compliance Section continues to comply with the mandate of the annual collection of Tenant Demographic Data as required under the Housing and Economic Recovery Act of 2008. This additional mandate is a yearly process and continues to grow in the amount of data points collected as required by HUD who was appointed administrator by Congress of this data. TCAC's Compliance Unit has been required to obtain "tenant specific data" such as: race, ethnicity, age, disability status, income, family composition, use of rental assistance under Section 8, and monthly rental payments for each household member in each tax credit unit and in each tax credit project in CTCAC's portfolio of 3,300 tax credit properties statewide (this includes the current portfolio and the extended use portfolio) and this includes 272,630 total affordable rental units. In 2014, HUD also required California to collect whether a household received federal rental assistance and the source of the federal assistance. The tenant specific data needs to be reported to HUD on a yearly basis. In addition to the tenant data, under this legislative mandate CTCAC is also required to report "project specific data" such as: the Bin Number for every building in a tax credit project, non-profit sponsor information, increased basis due to qualified census tract/difficult to develop area information, whether the projects contain certain types of loans such as FmHA - Section 514, 515, 538 loans, or Home funds, CDBG funds, FHA loans or if projects are part of a Hope VI development. This additional information will need to be captured for every tax credit project in TCAC's portfolio and reported to HUD at the end of each year.

In 2008, the IRS released updated Utility Allowance regulations which increased the number of acceptable formats from four to seven, and implemented new protocols for all monitoring agencies to verify sub-metering and energy efficiency standards at properties in their portfolio. In California, TCAC adopted the Energy Consumption Model allowed by the IRS to calculate utility allowances but required that the users of the program use The California Utility Allowance Calculator (CUAC) that requires the state agency to analyze and approve each utility allowance submission via this method, this workload continues to grow as more projects are deciding to use the CUAC.

During 2015, due to continuous increases in the portfolio, TCAC supervisory staff performed thirty-two (32) inspections which offset SSA/AGPA staffing needs by about 0.4 positions in order to meet IRS mandated compliance quota at the end of the calendar year. This takes supervisors away from the management responsibilities and puts the program staff at risk.

In addition to the ever increasing tax credit project portfolio, there are also changes in requirements across the different year's tax credit regulations. Currently, compliance staff must be familiar with state regulations applicable to projects allocated credits from 1987 to 2015, a span of 28 years of regulations changes. New changes to the requirements for the different years of allocated projects have

Analysis of Problem

necessitated the need to begin to provide weekly in-house training modules to TCAC compliance staff on various regulatory requirements in order to maintain consistency among the monitoring staff. Staff must maintain expert knowledge of the numerous years of regulation changes. The training works out to be 8 classes in a 5 month period; each class is 2 hours for a total of 3 hours of class instruction per month for each staff.

TCAC has sought efficiencies and streamlining where possible and those are reflected in the workload analysis chart. TCAC relies on the Federal Office of Rural Development to monitor projects that are funded by both their agency and CTCAC. This typically accounts for about two dozen properties per year. In addition, CTCAC attempts to coordinate joint inspections of properties with the California Housing Finance Authority (Cal-HFA). This also totals approximately three dozen properties per year. While efficiency improvements will continue to be sought where possible, total workload will nonetheless continue to grow for the next forty (40) years as more and more properties are placed into service. Workload related to initial use portfolio properties, which are subject to the most rigorous and labor-intensive monitoring requirements, will continue to grow through approximately fiscal years 16/17, at which point the number of properties aging beyond the initial 15-year use period is expected to equal the number of new properties placed into service. Workload related to extended use properties is not expected to reach equilibrium until the middle of the century.

Current workload demands and resource availability, and the long lead time needed to authorize, establish and fill new positions, TCAC does not have sufficient resources to (1) complete federally mandated calendar year 2016 initial use portfolio property inspections; and (2) continue the federally mandated monitoring of the extended use portfolio properties. A total of 1031 initial and extended use portfolio properties need to be inspected during 2016. Based on the workload analysis tool provided by the consultant firm, TCAC staff will only be able to inspect about 800 of these properties.

E. Outcomes and Accountability

TCAC currently has automated systems in place to track Compliance Section workload. Reports are provided to management at least monthly. These reports allow management to assess the Compliance Section's progress in meeting the federal mandates. TCAC management analyzes the reports to adjust monitoring workloads as needed to meet federal due dates. The additional 4 AGPA positions will allow TCAC to meet the federally mandated compliance monitoring.

Projected Outcomes

See Attachment B for Projected Outcomes

F. Analysis of All Feasible Alternatives

Alternative #1: Continue with current staffing. This alternative would cause TCAC to fail in meeting its federal legal requirements upon State administering entities and will risk the loss of tax credits that the State could allocate by violating the terms of IRC Section 42(m)(1)(B)(iii) and IRS regulation 1.42.5(c)(2). Failure to comply with IRS Regulations could result in: (1) lawsuits brought against CTCAC by property residents that have previously been granted credits; (2) the inability to allocate current and future years' tax credits. Thereby reducing the amount of affordable housing units developed throughout California; (3) the IRS auditing the California State Program; and (4) an adverse impact on the State economy due to a decline in housing construction.

The IRS has informed TCAC that they cannot provide any forbearance or waiver of the monitoring requirements.

Alternative #2: Authorize and fill four (4) AGPA positions in FY16/17, if approved, this request would fully staff the Compliance Section for FY 16/17 and enable the Compliance Section to fully perform all federally mandated compliance monitoring tasks.

Analysis of Problem

Alternative #3: Contract with third party firm to perform the required project compliance inspection services that state employees could perform. This alternative relies on a third party inspection firm to perform the monitoring responsibilities and current costs in the industry for contracting out the compliance work are more costly than using state employees to do the same work.

G. Implementation Plan

TCAC will hire four (4) new AGPAs in July of 2016 and train them as quickly as possible.

H. Supplemental Information

N/A

I. Recommendation

Alternative #2

This alternative would provide the resources needed to enable TCAC to perform all required compliance monitoring tasks. Without approval to hire additional staff California risks non-compliance with federal law, jeopardizing participation in future federal LIHTC Program tax credit allocations. Losing federal tax credits would be catastrophic to the State's efforts to provide respectable, affordable housing to needy Californians.

**CTCAC Compliance Workload Analysis Summary
2010 - 2013**

Attachment A

Inspection Hours/Trip:

Available Hours: 1,509.37

Work Breakdown Structure		Unit of Measure	Annual Volume				Hours Required				Person-Years Required			
			2010	2011	2012	2013	2010	2011	2012	2013	2010	2011	2012	2013
Initial Use Portfolio	Pre-Inspection	Property	770	752	825	860	2,630.72	2,580.32	2,940.72	3,296.72	2.21	1.75	1.95	2.21
	Inspection	Property	770	752	825	860	8,313.51	8,313.26	10,491.01	9,241.26	5.5	5.61	6.75	6.72
	Post-Inspection (Assumes 8823s @ 30%)	Property	770	752	825	860	4,686.85	4,620.80	5,002.00	5,209.25	3.12	3.07	3.33	3.43
	Total - Initial Use Portfolio	Property	770	752	825	860	15,631.08	15,514.38	18,433.73	17,747.23	10.83	10.43	12.03	12.36
Extended Use Portfolio	Pre-Inspection	Property	90	180	270	360	306.28	610.56	916.84	1221.12	0.2	0.4	0.62	0.81
	Inspection (Assumes 5-Year Cycle)	Property	90	180	270	360	611.25	1302.75	1822.5	2668.5	0.4	0.88	1.2	1.77
	Post-Inspection	Property	90	180	270	360	442.5	886.25	1261.5	1684.5	0.28	0.62	0.85	1.11
	Total - Extended Use Portfolio	Property	90	180	270	360	1360.03	2,799.56	4,000.84	5,574.12	0.88	1.9	2.67	3.69
AOC	Initial Use Portfolio (Assumes 8823s @ 15%)	Property	2,633	2,723	2,813	2,903	2,497.10	2,577.34	2,655.41	2,747.25	1.61	1.66	1.72	1.79
	Extended Use Portfolio (Assumes 8823s @ 15%)	Property	422	482	542	602	322.68	326.07	367.7	408.08	0.14	0.16	0.18	0.23
Tenant Collection	Property Collection	Annual	1	1	1	1	18.25	18.25	18.25	18.25	0	0	0	0
	Tenant Collection - Initial Use (assumes contractor 2011-2012)	Property	0	2723	2813	2903	7.5	164.21	169.26	1623.31	0	0.11	0.11	1.08
	Tenant Collection - Extended Use (assumes contractor 2011-2012)	Property	0	482	542	602	0	156.94	176.47	320.01	0	0.1	0.12	0.2
ARRA Asset Management	Property	142	142	142	142	1033	1462	1462	1462	0.95	1	1	1	
Compliance Workshops	Workshop	8	8	8	8	1295	1295	1295	1295	0.86	0.86	0.86	0.86	
Tenant Collection Data Workshops	Workshop	2	2	2	2	0	324.5	324.5	324.5	0	0.22	0.22	0.22	
Database Conversion		52	52	0	0	166	296	0	0	0.11	0.2	0	0	
Database Maintenance and Support	Monthly	12	12	12	12	484.35	441.18	443.76	443.76	0.29	0.29	0.29	0.29	
Interagency Coordination	Property	57	57	57	57	108.6	108.6	108.6	108.6	0.08	0.08	0.08	0.08	
Miscellaneous Activities	Annual	1	1	1	1	195.5	195.5	195.5	195.5	0.1	0.1	0.1	0.1	
New Hire Training and Performance Adjustment	New Hire	2	2	2	2	2,287.50	2,287.50	2,287.50	2,287.50	1.52	1.52	1.52	1.52	
Other @ 6% (Includes Other Correspondence, e-Mail, and Telephone Activity)	Allowance					1,637.24	1,789.99	2,061.75	2,196.39	1.12	1.2	1.35	1.49	
Total SSA/AGPA Hours / Filled Positions Required						28,924.65	31,623.20	36,424.32	38,802.92	19.83	21.14	23.93	26.32	
Plus: Allowance for Vacant Positions (Assumes 6% Vacancy Rate)										1.19	1.27	1.44	1.58	
Total Authorized SSA/AGPA Positions Required										21.02	22.41	25.37	27.90	
Currently Authorized SSA/AGPA Positions (2007/08)										18	18	18	18	
SSA/AGPA Position Surplus/(Deficiency)										(3.02)	(4.40)	(7.37)	(9.90)	

**CTCAC Compliance Workload Analysis Projection
2015 -2018**

Attachment B

Inspection Hours/Trip: 20

Available Hours:

1509.37

Work Breakdown Structure	Unit of Measure	Annual Volume				Hours Per Unit	Hours Required				Person-Years Required				
		2015	2016	2017	2018		2015	2016	2017	2018	2015	2016	2017	2018	
Pre-Inspection - Initial Use	Update Access Database and Prepare Inspection Notice to Owner and Agent	Property	929	868	855	1083	0.5	464.50	434.00	427.50	541.50	0.31	0.29	0.28	0.36
	Confirm Receipt of Inspection Notice	Property	929	868	855	1083	0.2	185.80	173.60	171.00	216.60	0.12	0.12	0.11	0.14
	Make Travel Reservations (Air, Auto, Hotel)	Trip	372	347	342	433	2	743.20	694.40	684.00	866.40	0.49	0.39	0.49	0.44
	Preview Owner Documents	Property	929	868	855	1083	0.5	464.50	434.00	427.50	541.50	0.31	0.26	0.27	0.29
	Preview Project File	Property	929	868	855	1083	0.5	464.50	434.00	427.50	541.50	0.31	0.26	0.27	0.29
	Upload Project Status Report (PSR)	Property	929	868	855	1083	0.5	464.50	434.00	427.50	541.50	0.31	0.26	0.27	0.29
	Select Units for Inspection	Property	929	868	855	1083	0.5	464.50	434.00	427.50	541.50	0.31	0.26	0.27	0.29
	Provide 24-Hour Final Notice	Property	929	868	855	1083	0.1	92.90	86.80	85.50	108.30	0.06	0.05	0.08	0.29
	Less: RD Property Pre-Inspection Activity	Property	-32	-32	-32	-32	3.54	-113.28	-113.28	-113.28	-113.28	-0.08	-0.08	-0.08	-0.08
	Total - Pre-Inspection (Initial Use)							3231.12	3011.52	2964.72	3785.52	2.14	1.80	1.97	2.31
	Inspection - Initial Use	Properties with 10 or Fewer Units	Property	293	255	197	350	3.75	1098.75	956.25	738.75	1312.50	0.73	0.63	0.49
Less: RD Properties with 10 or Fewer Units (75%)		Property	-24	-25	-25	-25	3.75	-90.00	-93.75	-93.75	-93.75	-0.06	-0.06	-0.06	-0.06
Multi-building Property treated as separate projects - 10 or fewer additional units inspected		Unit	103	89	69	123	0.5	51.28	44.63	34.48	61.25	0.03	0.03	0.02	0.04
Properties with 11 to 20 Units		Property	374	318	353	348	7.5	2805.00	2385.00	2647.50	2610.00	1.86	1.58	1.75	1.73
Less: RD Properties with 11 to 20 Units (25%)		Property	-9	-9	-9	-9	7.5	-67.50	-67.50	-67.50	-67.50	-0.04	-0.04	-0.04	-0.04
Multi-building Property treated as separate projects - 11 to 20 additional units inspected		Unit	131	124	131	153	0.5	65.45	62.00	65.50	76.50	0.04	0.04	0.04	0.05
Properties with 21 to 30 Units		Property	140	145	156	120	11.25	1575.00	1631.25	1755.00	1350.00	1.04	1.08	1.16	0.89
Multi-building Property treated as separate projects - 21 to 30 additional units inspected		Unit	49	51	55	42	0.5	24.50	25.38	27.30	21.00	0.02	0.02	0.02	0.01
Properties with 31 to 40 Units		Property	77	54	87	52	15	1155.00	810.00	1305.00	780.00	0.77	0.54	0.86	0.52
Multi-building Property treated as separate projects - 31 to 40 additional units inspected		Unit	27	19	30	18	0.5	13.48	9.45	15.23	9.10	0.01	0.01	0.01	0.01
Properties with 41 to 50 Units		Property	24	21	22	18	18.75	450.00	393.75	412.50	337.50	0.30	0.26	0.27	0.22
Multi-building Property treated as separate projects - 41 to 50 additional units inspected		Unit	8	7	8	6	0.5	4.20	3.68	3.85	3.15	0.00	0.00	0.00	0.00
Properties with 51 to 60 Units		Unit	503	738	710	542	0.5	251.50	368.90	354.83	270.75	0.17	0.24	0.24	0.18
Multi-building Property treated as separate projects - 51 to 60 additional units inspected		Unit	176	258	248	190	0.5	88.03	129.12	124.19	94.76	0.06	0.09	0.08	0.06

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Work Breakdown Structure	Unit of Measure	Annual Volume				Hours Per Unit	Hours Required				Person-Years Required				
		2015	2016	2017	2018		2015	2016	2017	2018	2015	2016	2017	2018	
Inspection - Initial Use (cont.)	Properties with 61 to 70 Units	Unit	251	339	316	477	0.5	125.50	169.26	158.18	238.26	0.08	0.11	0.10	0.16
	Multi-building Property treated as separate projects - 61 to 70 additional units inspected	Unit	88	118	111	167	0.5	43.93	59.24	55.36	83.39	0.03	0.04	0.04	0.06
	Properties with More Than 70 Units	Unit	627	399	771	660	0.5	313.50	199.74	385.54	329.80	0.21	0.13	0.26	0.22
	Multi-building Property treated as separate projects - more than 70 additional units inspected	Unit	219	140	270	231	0.5	109.73	69.91	134.94	115.43	0.07	0.05	0.09	0.08
	Less: Physical Inspections of CalHFA Properties	Property	-25	-25	-25	-25	2.62	-65.50	-65.50	-65.50	-65.50	-0.04	-0.04	-0.04	-0.04
	Reinspection (2% of Properties)	Property	19	17	17	22	7.5	139.35	130.20	128.25	162.45	0.09	0.09	0.08	0.11
	Travel To/From Properties (20 Inspection Hours/Trip)	Trip	372	347	342	433	7.5	2787.00	2604.00	2565.00	3249.00	1.85	1.73	1.70	2.15
	Less: Travel To/From Sacramento Area Properties (10%)	Trip	-30	-30	-38	-35	3	-90.00	-90.00	-114.00	-105.00	-0.06	-0.06	-0.08	-0.07
	Less: Travel To/From LA and Bay Area Properties (0%)	Trip	0	0	0	0	3	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
	Total - Inspection (Initial Use)							10788.18	9734.98	10570.62	10773.09	7.15	6.45	7.00	7.14
Post-Inspection - Initial Use	Review File (100%)	Property	929	868	855	1083	0.5	464.50	434.00	427.50	541.50	0.31	0.29	0.28	0.36
	Prepare Management Information Sheet (100%)	Property	929	868	855	1083	0.1	92.90	86.80	85.50	108.30	0.06	0.06	0.06	0.07
	Prepare Compliance Good Letter (5%)	Property	46	43	43	54	0.25	11.61	10.85	10.69	13.54	0.01	0.01	0.01	0.01
	Prepare Initial (1st) Non-compliance Letter (95%)	Property	883	825	812	1029	2	1765.10	1649.20	1624.50	2057.70	1.17	1.09	1.08	1.36
	Review Initial (1st) Response (95%)	Property	883	825	812	1029	1.5	1323.83	1236.90	1218.38	1543.28	0.88	0.82	0.81	1.02
	Prepare Close-Out Letter and Close File (70% of 95%)	Property	618	577	569	720	0.25	154.45	144.31	142.14	180.05	0.10	0.10	0.09	0.12
	Prepare Follow-Up (2nd) Letter (30% of 95%)	Property	265	247	244	309	1	264.77	247.38	243.68	308.66	0.18	0.16	0.16	0.20
	Review Follow-Up (2nd) Letter (30% of 95%)	Property	265	247	244	309	1	264.77	247.38	243.68	308.66	0.18	0.16	0.16	0.20
	Prepare Close-Out Letter and Close File (50% of 30%)	Property	132	124	122	154	0.25	33.10	30.92	30.46	38.58	0.02	0.02	0.02	0.03
	Prepare Final (3rd) Letter (50% of 30%)	Property	132	124	122	154	0.75	99.29	92.77	91.38	115.75	0.07	0.06	0.06	0.08
	Review Final (3rd) Response (50% of 30%)	Property	132	124	122	154	0.5	66.19	61.85	60.92	77.16	0.04	0.04	0.04	0.05
	Prepare Close-out Letter and Close File (20% of 50%)	Property	26	25	24	31	0.25	6.62	6.18	6.09	6.25	0.00	0.00	0.00	0.00
	Prepare 8823 for Major Issues - 1st Building (30% of 95%)	Property	265	247	244	309	0.5	132.38	123.69	121.84	154.33	0.09	0.08	0.08	0.10

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Work Breakdown Structure		Unit of Measure	Annual Volume				Hours Per Unit	Hours Required				Person-Years Required			
			2015	2016	2017	2018		2015	2016	2017	2018	2015	2016	2017	2018
P.I. Initial Use (cont.)	Prepare 8823 for Major Issues - other buildings (6x)	Building	1589	1484	1462	1852	0.1	158.86	148.43	146.21	185.19	0.11	0.10	0.10	0.12
	Review 8823	Property	265	247	244	309	1	264.77	247.38	243.68	308.66	0.18	0.16	0.16	0.20
	Revise 8823 (50%)	Property	132	124	122	154	0.5	66.19	61.85	60.92	77.16	0.04	0.04	0.04	0.05
	Review Revised 8823	Property	132	124	122	154	0.25	33.10	30.92	30.46	38.58	0.02	0.02	0.02	0.03
	Prepare Monthly 8823 Summary Report	Month	12	12	12	12	22.5	270.00	270.00	270.00	270.00	0.18	0.18	0.18	0.18
	Update Form 8823 Log	Property	265	247	244	309	0.5	132.38	123.69	121.84	154.33	0.09	0.08	0.08	0.08
	Year End 8823 Analysis	Annual	1	1	1	1	8	8.00	8.00	8.00	8.00	0.01	0.01	0.01	0.01
	Review 8609 Forms for New Projects	Weekly	50	50	50	50	10	500.00	500.00	500.00	500.00	0.33	0.33	0.33	0.33
	Total - Post Inspection (Initial Use)							6112.78	5762.49	5687.84	6995.66	4.05	3.82	3.77	4.61
Pre-Inspection - Extended Use	Update Access Database and Prepare Inspection Notice to Owner and Agent *	Property	137	217	217	257	0.5	68.5	108.5	108.5	128.5	0.05	0.07	0.07	0.09
	Confirm Receipt of Inspection Notice	Property	137	217	217	257	0.2	27.4	43.4	43.4	51.4	0.02	0.03	0.03	0.03
	Make Travel Reservations (Air, Auto, Hotel)	Trip	55	87	87	103	2	109.6	173.6	173.6	205.6	0.07	0.12	0.12	0.14
	Preview Owner Documents	Property	137	217	217	257	0.5	68.5	108.5	108.5	128.5	0.05	0.07	0.07	0.09
	Preview Project File	Property	137	217	217	257	0.5	68.5	108.5	108.5	128.5	0.05	0.07	0.07	0.09
	Upload Project Status Report (PSR)	Property	137	217	217	257	0.5	68.5	108.5	108.5	128.5	0.05	0.07	0.07	0.09
	Select Units for Inspection	Property	137	217	217	257	0.5	68.5	108.5	108.5	128.5	0.05	0.07	0.07	0.09
	Provide 24-Hour Final Notice	Property	137	217	217	257	0.1	13.7	21.7	21.7	25.7	0.01	0.01	0.01	0.02
	Less: RD Preproperty Pre-Inspection Activity	Property	-3	-3	-6	-9	3.24	-9.72	-9.72	-19.44	-29.16	-0.01	-0.01	-0.01	-0.02
	Total - Pre-Inspection (Extended Use)							483.48	662.98	761.76	896.04	0.32	0.51	0.50	0.59
Inspection - Extended Use	Properties with 10 or Fewer Units	Property	117	72	87	102	3.75	438.75	270	326.25	382.5	0.29	0.18	0.22	0.25
	Properties with 11 to 20 Units	Property	16	20	30	40	7.5	120	150	225	300	0.08	0.10	0.15	0.20
	Properties with 21 to 30 Units	Property	1	8	11	14	7.5	7.5	60	82.5	105	0.00	0.04	0.05	0.07
	Properties with 31 to 40 Units	Property	1	4	6	8	11.25	11.25	45	67.5	90	0.01	0.03	0.04	0.06
	Properties with more than 40 units	Property	1	1	1	2	15	15	15	15	30	0.01	0.01	0.01	0.02
	Reinspection (2% of Properties)	Property	2	1	2	2	7.5	17.55	10.8	13.05	15.3	0.01	0.01	0.01	0.01
	Travel To/From Properties (20 Inspection Hours/Trip)	Trip	35	50	50	15	7.5	262.5	375	375	112.5	0.17	0.25	0.25	0.07
	Less: Travel To/From Sacramento Area Properties (10%)	Trip	-12	-7	-9	-10	3	-35.1	-21.6	-26.1	-30.6	-0.02	-0.01	-0.02	-0.02
Total - Inspection (Extended Use)							837.45	904.2	1078.2	1004.7	0.55	0.60	0.71	0.67	

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Work Breakdown Structure	Unit of Measure	Annual Volume				Hours Per Unit	Hours Required				Person-Years Required				
		2015	2016	2017	2018		2015	2016	2017	2018	2015	2016	2017	2018	
Post-Inspection - Extended Use	Review File (100%)	Property	137	217	217	257	0.5	68.50	108.50	108.50	128.50	0.05	0.07	0.07	0.09
	Prepare Management Information Sheet (100%)	Property	137	217	217	257	0.1	13.70	21.70	21.70	25.70	0.01	0.01	0.01	0.02
	Prepare Compliance Good Letter (5%)	Property	7	11	11	13	0.25	1.71	2.71	2.71	3.21	0.00	0.00	0.00	0.00
	Prepare Initial (1st) Non-compliance Letter (95%)	Property	85	206	206	244	2	170.00	412.30	412.30	488.30	0.11	0.27	0.27	0.32
	Review Initial (1st) Response (95%)	Property	85	206	206	244	1.5	127.50	309.23	309.23	366.23	0.08	0.20	0.20	0.24
	Prepare Close-Out Letter and Close File (70% of 95%)	Property	60	144	144	171	0.25	14.88	36.08	36.08	42.73	0.01	0.02	0.02	0.03
	Prepare Follow-Up (2nd) Letter (30% of 95%)	Property	26	62	62	73	1	25.50	61.85	61.85	73.25	0.02	0.04	0.04	0.05
	Review Follow-Up (2nd) Letter (30% of 95%)	Property	26	62	62	73	1	25.50	61.85	61.85	73.25	0.02	0.04	0.04	0.05
	Prepare Close-Out Letter and Close File (50% of 30%)	Property	8	19	19	22	0.25	1.91	4.64	4.64	5.49	0.00	0.00	0.00	0.00
	Prepare Final (3rd) Letter (50% of 30%)	Property	13	31	31	37	0.75	9.56	23.19	23.19	27.47	0.01	0.02	0.02	0.02
	Review Final (3rd) Response (50% of 30%)	Property	13	31	31	37	0.5	6.38	15.46	15.46	18.31	0.00	0.01	0.01	0.01
	Prepare Close-out Letter and Close File (50% of 30%)	Property	13	31	31	37	0.25	15.00	7.73	7.73	9.16	0.01	0.01	0.01	0.01
	Total Post Inspection (Extended Use)							480.14	1065.23	1065.23	1261.58	0.32	0.71	0.71	0.84
Annual Owner Certification - Initial Use	Review and Update Letters and Forms	Annual	1	1	1	1	15	15.00	15.00	15.00	15.00	0.01	0.01	0.01	0.01
	Merge and Mail Letters and Forms	Property	3354	3468	3582	3696	0.02	67.08	69.36	71.64	73.92	0.04	0.05	0.05	0.05
	Research and Re-send Incorrect POP/AOCs (50%)	Property	1677	1734	1791	1848	0.50	838.50	867.00	895.50	924.00	0.56	0.57	0.59	0.61
	Prepare and Send Non-Compliance Letter (30%)	Property	1006	1040	1075	1109	0.10	100.62	104.04	107.46	110.88	0.07	0.07	0.07	0.07
	Create AOC Tracking Log	Annual	1	1	1	1	3.75	3.75	3.75	3.75	3.75	0.00	0.00	0.00	0.00
	Update AOC Tracking Log (85%)	Property	2850.9	2947.8	3044.7	3141.6	0.05	142.55	147.39	152.24	157.08	0.09	0.10	0.10	0.10
	Review Completed AOCs (85%)	Property	2850.9	2947.8	3044.7	3141.6	0.25	712.73	736.95	761.18	785.40	0.47	0.49	0.50	0.52
	File Completed AOCs (85%) FileNet System	Property	2850.9	2947.8	3044.7	3141.6	0.05	142.55	147.39	152.24	157.08	0.09	0.10	0.10	0.10
	Prepare Positive Response (Good) Letter (70%)	Property	2347.8	2427.6	2507.4	2587.2	0.10	234.78	242.76	250.74	258.72	0.16	0.16	0.17	0.17
	Prepare 8823 for Non-Respondents- 1st Building (15%)	Property	503	520	537	554	0.50	251.55	260.10	268.65	277.20	0.17	0.17	0.18	0.18
	Prepare 8823 for Non-Respondents- Other Buildings (5x)	Building	2515.5	2601	2686.5	2772	0.25	628.88	650.25	671.63	693.00	0.42	0.43	0.44	0.46

**CTCAC Compliance Workload Analysis Projection
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Work Breakdown Structure		Unit of Measure	Annual Volume				Hours Per Unit	Hours Required				Person-Years Required			
			2015	2016	2017	2018		2015	2016	2017	2018	2015	2016	2017	2018
AOC Initial Use (cont.)	Review 8823 (15%)	Property	503	520	537	554	0.5	251.55	260.10	268.65	277.20	0.17	0.17	0.18	0.18
	Revise 8823 (5% of 15%)	Property	25	26	27	28	0.25	6.29	6.50	6.72	6.93	0.00	0.00	0.00	0.00
	Follow-up Non-Respondents (15%)	Property	503	520	537	554	0.5	251.55	260.10	268.65	277.20	0.17	0.17	0.18	0.18
	Update Project Ownership Profile (POP) Database (85%)	Completed AOC	2851	2948	3045	3142	0.1	285.09	294.78	304.47	314.16	0.19	0.20	0.20	0.21
	Reconcile POP Tax ID and Other Discrepancies (25%)	Property	839	867	896	924	0.25	209.63	216.75	223.88	231.00	0.14	0.14	0.15	0.15
	Answer Telephone and e-Mail Inquiries (50%)	Property	1677	1734	1791	1848	0.25	419.25	433.50	447.75	462.00	0.28	0.29	0.30	0.31
	Total- Annual Owners Certification (Initial Use)							4,561.32	4,715.72	4,870.12	5,024.52	3.02	3.12	3.23	3.33
	Annual Owner Certification - Extended Use	Review and Update Letters and Forms	Annual	1	1	1	1	15	15.00	15.00	15.00	15.00	0.01	0.01	0.01
Merge and Mail Letters and Forms		Property	907	947	987	1027	0.05	45.35	47.35	49.35	51.35	0.03	0.03	0.03	0.03
Research and Re-send Incorrect POP/AOCs (50%)		Property	454	474	494	514	0.5	226.75	236.75	246.75	256.75	0.15	0.16	0.16	0.17
Prepare and Send Non-Compliance Letter (30%)		Property	127	145	163	181	0.1	12.70	14.50	16.30	18.10	0.01	0.01	0.01	0.01
Create AOC Tracking Log		Annual	1	1	1	1	3.75	3.75	3.75	3.75	3.75	0.00	0.00	0.00	0.00
Update AOC Tracking Log (85%)		Property	771	805	839	873	0.05	38.55	40.25	41.95	43.65	0.03	0.03	0.03	0.03
Review Completed AOCs (85%)		Property	771	805	839	873	0.25	192.74	201.24	209.74	218.24	0.13	0.13	0.14	0.14
File Completed AOCs (85%) FileNet System		Property	771	805	839	873	0.05	38.55	40.25	41.95	43.65	0.03	0.03	0.03	0.03
Prepare Positive Response (Good) Letter (70%)		Property	635	663	691	719	0.1	63.49	66.29	69.09	71.89	0.04	0.04	0.05	0.05
Follow-up Non-Respondents (15%)		Property	136	142	148	154	0.25	34.01	35.51	37.01	38.51	0.02	0.02	0.02	0.03
Update Project Ownership Profile (POP) Database (85%)		Completed AOC	771	805	839	873	0.1	77.10	80.50	83.90	87.30	0.05	0.05	0.06	0.06
Reconcile POP Tax ID and Other Discrepancies (25%)		Property	227	237	247	257	0.25	56.69	59.19	61.69	64.19	0.04	0.04	0.04	0.04
Answer Telephone and e-Mail Inquiries (50%)		Property	454	474	494	514	0.5	226.75	236.75	246.75	256.75	0.15	0.16	0.16	0.17
Total- Annual Owners Certification (Extended Use)								1031.42	1077.32	1123.22	1169.12	0.68	0.71	0.74	0.77

**CTCAC Compliance Workload Analysis Projection
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Work Breakdown Structure		Unit of Measure	Annual Volume				Hours Per Unit	Hours Required				Person-Years Required			
			2015	2016	2017	2018		2015	2016	2017	2018	2015	2016	2017	2018
Database Maintenance and Support	Prepare Monthly Tracking Reports (Access)	Monthly	12	12	12	12	1	12	12	12	12	0.01	0.01	0.01	0.01
	Add New Properties (Access and Scheduling Worksheet)	Property	90	90	90	90	0.1	9	9	9	9	0.01	0.01	0.01	0.01
	Troubleshoot PSR Uploads (35% of Scheduled Inspections)	Property	301	326	383	427	0.65	195.65	211.9	248.95	277.55	0.13	0.14	0.16	0.18
	Troubleshoot Annual Operating Expense (AOE) Uploads (20% of Initial use Inspections)	Property	154	150	165	172	0.25	38.5	37.5	41.25	43	0.03	0.02	0.03	0.03
	Troubleshoot POP Uploads (35% of Initial Use Portfolio)	Property	922	953	985	1016	0.25	230.5	238.25	246.25	254	0.15	0.16	0.16	0.17
	Complete Owner, Manager, and Other Change Requests (10% of Initial Use Portfolio)	Property	263	272	281	290	0.5	131.5	136	140.5	145	0.09	0.09	0.09	0.10
	Prepare Annual Compliance Inspection List	Annual	1	1	1	1	20	20	20	20	20	0.01	0.01	0.01	0.01
	Troubleshoot Tenant Demographic Data	Monthly	12	12	12	12	18	216	216	216	216	0.14	0.14	0.14	0.14
	Work with IT to identify and complete database changes	Weekly	52	52	52	52	2	104	104	104	104	0.07	0.07	0.07	0.07
	Greenfile Data Mining Project	Daily	200	200	200	0	7	1400	1400	1400	0	0.93	0.93	0.93	0.00
	Total- Database Maintenance and Support							2357.15	2384.65	2437.95	1080.55	1.56	1.58	1.62	0.72
Interagency Coordination	Coordinate CTCAC and CalHFA Inspections	CHFA	25	25	25	25	1	25	25	25	25	0.02	0.02	0.02	0.02
	Coordinate CTCAC and HCD/MHP	HCD	65	65	65	65	3	195	195	195	195	0.13	0.13	0.13	0.13
	Coordinate CTCAC and RD Inspections	RD	32	32	32	32	1	32	32	32	32	0.02	0.02	0.02	0.02
	Coordinate HUD UPCS Pilot Program	HUD	5	20	35	50	4	20	80	140	200	0.01	0.05	0.09	0.13
	Review CalHFA Results	Letter	84	84	84	84	0.5	42	42	42	42	0.03	0.03	0.03	0.03
	Forward CTCAC Findings Letters to CDLAC	Letter	96	96	96	96	0.1	9.6	9.6	9.6	9.6	0.01	0.01	0.01	0.01
	Total RD, CalHFA, HCD and CDLAC Coordination							323.6	383.6	443.6	503.6	0.21	0.25	0.29	0.33
New Hire Training	New Hire Initial Training	New Hire	2	2	2	2	400	400	400	400	400	0.27	0.27	0.27	0.27
	New Hire Performance Adjustment (12 months at 60%)	New Hire	2	2	2	2	1207.5	1,207.50	1,207.50	1,207.50	1,207.50	0.80	0.80	0.80	0.80
	New Hire Trainer	New Hire	2	2	2	2	680	680.00	680.00	680.00	680.00	0.45	0.45	0.45	0.45
	Total New Hire Training							2287.5	2287.5	2287.5	2287.5	1.52	1.52	1.52	1.52
Subtotal All Areas Above								32,494.14	31,990.19	33,290.75	34,781.88	21.53	21.07	22.06	22.83
Other @ 6% (includes Other Correspondence, e-Mail, and Telephone Activity)								1949.65	1919.41	1997.45	2086.91	1.29	1.26	1.32	1.37
Total SSA/AGPA hours / Filled Positions Required								34,443.78	33,909.60	35,288.20	36,868.79	22.82	22.34	23.38	24.20
plus: Allowance for Vacant Positions (assumes 6% Vacancy Rate)												1.37	1.34	1.40	1.45
Total Authorized SSA/AGPA Positions Required												24.19	23.68	24.78	25.65
Currently Authorized SSA/AGPA Positions (2015)												20	20	20	20
SSA/AGPA positions Surplus/(Deficiency)												(4.19)	(3.68)	(4.78)	(5.65)

*Extended Use portfolio is anticipated to be higher in 2016 than normal due to carryover from the previous year.