

## REPORT OF THE PRESIDENT

December 16, 2021

**RESOLUTION APPROVING & ADOPTING THE FISCAL YEAR 2022 OPERATING BUDGETS AND AUTHORIZING THE PRESIDENT TO EXECUTE ANY REQUIRED BUDGET DOCUMENTS AND TO ADMINISTER THE BUDGETS FOR THE LOS ANGELES LOMOD CORPORATION AND E3 HOUSING SOLUTIONS**




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 Connie Loyola-Calumnag, President




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 Armine Petrosyan, Secretary

**Purpose:** To approve and adopt the Fiscal Year (“FY”) 2022 Operating Budgets for Los Angeles LOMOD Corporation (“L.A. LOMOD”) and the E3 Housing Solutions (“E3”) business enterprise and authorize the President to execute any required budget documents and administer the budgets. In compliance with L.A. LOMOD’s Operating Budget Policy, L.A. LOMOD is proposing a balanced FY2022 operating budget that provides staffing and resources sufficient to meet planned objectives and expenditures.

**Issues:** On October 26, 2021, the U.S. Department of Housing and Urban Development (“HUD”) sent the tenth amendment to the Annual Contributions Contract (“ACC”), granting an ACC extension effective February 1, 2022 through January 31, 2023 in addition to the possibility of up to four, six-month extensions. Therefore, L.A. LOMOD is proposing a 12-month operating budget for 2022, totaling \$823 million which includes approximately \$26.8 million in earned administrative fees.

L.A. LOMOD is proposing a reclassification of its management positions in addition to adding two Assistant Manager positions as well as one Administrative Assistant and one part-time intern. Three vacant, entry-level positions will also be eliminated.

L.A. LOMOD’s budget also includes management fees in excess of \$2.6 million to the Housing Authority of the City of Los Angeles (“HACLA”) for support services plus approximately \$13 million for various HACLA projects, which include: \$1.8 million for the annual contribution to the Community Safety Partnership program; \$2.2 million for an Oracle upgrade; \$2.7 million for bulk scanning; and \$1.9 million for the Rampart parking lot.

L.A. LOMOD has also included a separate 12-month line item budget for E3, L.A. LOMOD’s affiliated business enterprise. Per Board approval, L.A. LOMOD provides direct support for E3’s marketing and advertising costs while the remaining expenses in E3’s budget are directly associated with the projected revenue that would result from acquired service contracts.

The Memorandum of Understanding with HACLA states that L.A. LOMOD may transfer some or all of the earned administrative fees remaining after L.A. LOMOD

covers its costs, including payments to its contractors, to HACLA to be used for other legal public purposes. The listed contributions provided above are consistent with the existing policy. The funding of the initiatives selected reflects the long-term uncertainty over L.A. LOMOD's revenue stream and generally does not include recurring expenses.

**Funding:** The Chief Administrative Officer of the HACLA confirms the following:

*Source of Funds:* L.A. LOMOD receives Section 8 administrative fees under the Performance-Based Contract Administration ("PBCA") Annual Contributions Contract ("ACC") for administering Housing Assistance Payments to owners of Section 8 project-based buildings.

*Budget and Program Impact:* The administrative fees received cover all expenditures in the proposed FY2022 budget for L.A. LOMOD and E3, its affiliated business enterprise.

Attachments:       1. Proposed FY 2022 Budgets for L.A. LOMOD and E3 Housing Solutions  
                          2. Resolution

RESOLUTION NO. \_\_\_\_\_

**RESOLUTION APPROVING & ADOPTING THE FISCAL YEAR 2022 OPERATING BUDGETS AND AUTHORIZING THE PRESIDENT TO EXECUTE ANY REQUIRED BUDGET DOCUMENTS AND TO ADMINISTER THE BUDGETS FOR THE LOS ANGELES LOMOD CORPORATION AND E3 HOUSING SOLUTIONS**

**WHEREAS**, in 1973, the Housing Authority of the City of Los Angeles (“HACLA”) created the Los Angeles LOMOD Corporation (“L.A. LOMOD”), a nonprofit corporation, to increase affordable housing in the City of Los Angeles; and

**WHEREAS**, on December 1, 2003, U.S. Department of Housing and Urban Development (“HUD”) and L.A. LOMOD entered into an Annual Contributions Contract (“ACC”) whereby L.A. LOMOD was to operate as the contract administrator for providing contract administration services for Project-based Section 8 HAP contracts in ten Southern California counties; and

**WHEREAS**, on October 26, 2021, HUD sent the tenth amendment to the ACC to L.A. LOMOD, granting an ACC extension effective February 1, 2022 through January 31, 2023; and

**WHEREAS**, L.A. LOMOD is proposing a 12-month fiscal year 2022 operating budget to cover all expenditures for L.A. LOMOD and E3 Housing Solutions, its affiliated business enterprise.

**NOW THEREFORE BE IT RESOLVED** that the Board of Directors approves and adopts the fiscal year 2022 operating budget and authorizes the President to execute any required budget documents and to administer the budgets for L.A. LOMOD and E3 Housing Solutions.

**BE IT FURTHER RESOLVED** that this Resolution shall take effect immediately.

APPROVED AS TO FORM:  
JAMES JOHNSON

LOS ANGELES LOMOD CORPORATION

*JR*

12/3/21

BY: \_\_\_\_\_  
General Counsel

BY: \_\_\_\_\_  
Chairperson

DATE ADOPTED: \_\_\_\_\_

# 2022 Budget

## LA LOMOD - PBCA

COST CTR *			2021				2022		
ACCOUNT	OBJECT	Account Name	2020	2021 MOD 9	YTD Sept	% Used	ADJ	Budget	Notes
<b>REVENUE</b>									
70600	*	HUD Grants	699,331,092	791,440,297	588,686,975	74%	32,965,051	824,405,348	
70600	340010	HAP Income	675,623,688	764,966,333	568,704,631	74%	32,033,667	797,000,000	FMR decrease (\$13k/mo) offset by 33 new properties
70600	341210	Administrative Fee - S8 Special Allocations	23,282,589	26,187,553	19,695,933	75%	617,795	26,805,348	\$75k/mo increase
70600	369055	Other Income - HAP	424,815	286,411	286,411	100%	313,589	600,000	COVID-19 Tenant Services
71100	*	Investment Income - Unrestricted	358,777	500,000	84,671	17%	(380,000)	120,000	
71100	361020	Interest Earned on Investments	358,777	500,000	84,671	17%	(380,000)	120,000	revised projection
71500	*	Other Revenue	110,027	-	35		50	50	
71500	369050	Other Income	110,027	-	35		50	50	misc
<b>TOTAL REVENUE</b>			<b>699,799,895</b>	<b>791,940,297</b>	<b>588,771,681</b>	<b>74%</b>	<b>32,585,101</b>	<b>824,525,398</b>	
<b>EXPENSES</b>									
[91100,9150	*	Administrative Salaries & Benefits	3,708,308	5,684,563	2,828,800	50%	281,367	5,965,930	COLAs and Position Adjustments
91100	[411010,411	Salary	3,006,122	4,402,973	2,292,110	52%	255,215	4,658,188	
91100	411200	Overtime	20,032	43,000	30,599	71%	(23,000)	20,000	
91500	413010	FICA	195,993	275,650	153,470	56%	14,398	290,048	
91500	413020	Medicare Tax	46,556	64,467	35,898	56%	3,367	67,834	
91500	413030	Federal Unemployment	1,766	6,912	2,195	32%	432	7,344	
91500	413040	State Unemployment	15,341	44,460	19,276	43%	2,322	46,782	
91500	413050	Life	13,536	41,056	12,618	31%	64	41,120	
91500	413060	Medical & Vision	279,243	627,387	256,037	41%	20,253	647,640	
91500	413070	Dental	26,874	46,188	26,597	58%	1,614	47,802	
91500	413081	Defined Contribution Pension Plan	102,844	132,470	0	0%	6,703	139,173	
96210	*	Compensated Absences	378,237	473,617	299,300		52,708	526,325	
96210	412190	General Leave	224,771	270,403	171,389		41,621	312,024	
96210	[412200,412	Other Compensated Absences	153,466	203,214	127,911		11,087	214,301	
<b>Subtotal Personnel</b>			<b>4,086,545</b>	<b>6,158,180</b>	<b>3,128,100</b>	<b>51%</b>	<b>334,075</b>	<b>6,492,255</b>	<b>5%</b>
91200	423120	Auditing & Tax Prep Fees	13,396	13,396	14,000	105%	90,507	103,903	Major program in 2022
91300	801010	Management Fee	2,328,259	2,609,637	1,969,593	75%	70,898	2,680,535	10% of Admin fee
91400	423450	Advertising & Marketing	-	11,000	1,335		(11,000)	-	
91400	423450	Marketing & Leasing	-	11,000	1,335		(11,000)	-	shift to E3
91600	*	Office Expenses	404,735	449,874	265,915	59%	(136,645)	313,229	
91600	426275	Computer Equipment - Expensed	54,894	70,000	43,184	62%	(44,000)	26,000	most replaced in 2021
91600	426430	Duplicating & Copying	4,009	4,200	2,969	71%	-	4,200	ongoing
91600	426060	Form, Stationery, Office Supplies	7,497	6,000	1,963	33%	(2,000)	4,000	ongoing shift to paper-less services
91600	426460	Meeting	15	30,000	26		-	30,000	ongoing as needed
91600	426211	Mobile Devices	24,687	46,000	17,666	38%	(16,000)	30,000	based on revised projection
91600	426320	Off Site Storage	8,832	8,000	4,992	62%	-	8,000	ongoing
91600	426270	Office Equipment/Furniture	660	5,000	8,027	161%	(5,000)	-	one-time
91600	426260	Office Space	260,062	183,674	137,756	75%	(70,125)	113,549	revised space allocation
91600	426295	Parking	6,270	2,000	275	14%	(1,000)	1,000	less on-site staffing
91600	426220	Postage / Mail	2,580	3,000	1,687	56%	-	3,000	ongoing
91600	426433	Shredding Services	251	1,000	184	18%	-	1,000	ong
91600	426420	Software/Software Maintenance	22,138	82,000	42,797	52%	4,000	86,000	Itemized below
91600	426210	Telephone	8,462	6,000	4,409	73%	480	6,480	revised projection
91600	426296	Transportation	2,617	3,000	(17)	-1%	(3,000)	-	shift to more telework
91700	*	Legal Expenses	1,838	400,000	27,061	7%	-	400,000	
91700	423210	Attorney Fees	1,838	400,000	27,061	7%	-	400,000	as need for rebid

COST CTR		*	2021				2022		
ACCOUNT	OBJECT	Account Name	2020	2021 MOD 9	YTD Sept	% Used	ADJ	Budget	Notes
91800	*	Travel	25,189	31,200	20,023	64%	2,000	33,200	
91800	425200	Local Travel	-	200	-		-	200	as needed
91800	425300	Mileage Reimbursement	11,466	15,000	11,683	78%	-	15,000	ongoing
91800	425100	Out-of-Town Travel	13,723	16,000	8,340	52%	2,000	18,000	onsite reviews
91900	*	Other Administrative Expenses	330,492	2,517,506	245,282	10%	(73,900)	2,443,606	
91900	423110	Accounting	27,962	35,000	23,331	67%	-	35,000	payroll services
91900	423060	Administrative Services	735	1,000	928	93%	-	1,000	ongoing
91900	426580	Awards and Indemnities	786	8,400	7,206	86%	600	9,000	ongoing
91900	426510	Bank Charges	-	500	-	0%	(500)	-	revised projection
91900	423050	Business Consulting	74,067	145,606	33,526	23%	-	145,606	Itemized below
91900	423051	IT Support Services	161,593	160,000	135,612	85%	10,000	170,000	pending new agreement
91900	423052	IT Support Services - Special Projects	5,153	70,000	9,627	14%	(65,000)	5,000	contingency
91900	426570	Licenses and Fees	10	500	-	0%	-	500	ongoing
91900	426374	Media Services	458	1,000	343	34%	-	1,000	ongoing
91900	426500	Membership Dues & Fees	7,903	45,000	23,947	53%	(20,000)	25,000	revised projection
91900	426520	Other Miscellaneous	-	2,000,000	-	0%	-	2,000,000	As needed start-up costs for rebid
91900	423090	System Design/Programming	-	11,000	-	0%	-	11,000	Website ADA compliance
91900	424200	Training	37,861	33,000	7,453	23%	7,000	40,000	ongoing and expanded
91900	423070	Translation	290	500	148	30%	-	500	ongoing
91900	426213	TW Stipend - Telephone	5,424	1,000	943		(1,000)	-	eliminate for 2022
91900	426214	TW Stipend - Data	8,248	5,000	2,220		(5,000)	-	eliminate for 2022
92400	*	Tenant Services - Other	424,815	900,000	286,411		(300,000)	600,000	
92400	485007	COVID-19 Tenant Services	424,815	900,000	286,411		(300,000)	600,000	projected award extension
94200	*	Ordinary Maintenance - Materials	306	1,000	151	15%	-	1,000	
94200	521200	Motor Fuels/Fluids	306	1,000	151	15%	-	1,000	ongoing
94300	*	Ordinary Maintenance - Contracts	35	7,000	1,283	18%	-	7,000	
94300	522790	Auto / Truck Repair	35	7,000	1,283	18%	-	7,000	ongoing
961*	*	Insurance	355,837	500,000	331,767	66%	(69,838)	430,163	reduction to fidelity premium
96120	451010	General Liability Insurance	4,298	9,000	4,703	52%	(4,156)	4,844	
96120	451070	Public Official Liability Insurance	89,583	90,000	81,241	90%	20,731	110,731	
96130	451090	Workmen's Compensation Insurance (DIR)	17,641	25,000	17,235	69%	135	25,135	
96140	451020	Auto Liability Insurance	38,422	40,000	35,788	89%	(1,365)	38,635	
96140	451050	Insurance Deductibles	-	20,000	-	0%	-	20,000	
96140	451060	Fidelity Commercial Insurance	205,893	316,000	192,799	61%	(85,183)	230,817	
96140	451210	Employment Practices Insurance	-	-	-		-	-	
97300	*	Housing Assistance Payments	675,623,688	764,066,333	568,704,631	74%	32,933,667	797,000,000	FMR decrease (\$13k/mo) offset by 33 new properties
<b>Subtotal Non-Personnel</b>			<b>679,508,591</b>	<b>771,506,946</b>	<b>571,867,452</b>	<b>74%</b>	<b>32,505,689</b>	<b>804,012,635</b>	<b>4%</b>
<b>TOTAL EXPENSES</b>			<b>683,595,135</b>	<b>777,665,126</b>	<b>574,995,551</b>	<b>74%</b>	<b>32,839,763</b>	<b>810,504,890</b>	<b>4%</b>
<b>Revenue over Expenses</b>			<b>16,204,760</b>	<b>14,275,171</b>	<b>13,776,130</b>		<b>(254,663)</b>	<b>14,020,508</b>	
<b>NON-OPERATING</b>									
51110	*	(To)/From Reserves	(9,797,533)	(6,736,118)	-		6,009,720	(726,398)	net surplus
51110	*	Transfer (To)/From Reserves	(9,797,533)	(6,736,118)	-	0%	6,009,720	(726,398)	net surplus to reserve
509*	*	Transfers btw Programs In/(Out)	(6,407,226)	(7,539,053)	(1,676,228)	22%	(5,755,057)	(13,294,110)	See detail below
50994	281000	Transfers Out	(6,407,226)	(7,539,053)	(1,679,833)	22%	(5,755,057)	(13,294,110)	for various HACLA projects
<b>TOTAL REVENUE</b>			<b>(16,204,759)</b>	<b>(14,275,171)</b>	<b>(1,676,228)</b>	<b>12%</b>	<b>254,663</b>	<b>(14,020,508)</b>	
<b>Net Revenue over Expenses</b>			<b>0</b>	<b>(0)</b>					

Transfers to other Programs/Initiatives	2020	2021	YTD Sept	% Used	Inc/(Dec)	2022	Notes
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COST CTR		*	2021				2022		
ACCOUNT	OBJECT	Account Name	2020	2021 MOD 9	YTD Sept	% Used	ADJ	Budget	Notes
	05017	Community Safety Partnership		1,842,500	524,985	28%	-	1,842,500	Ongoing - no change
	05580	Program Partnerships Unit		823,716	314,481	38%	80,109	903,825	Operating costs for Program
		Agency Strategy & Metrics Unit		-	-		1,078,353	1,078,353	Operating costs for S&M Unit (was
	04019	Imperial - Unit Conversions		800,000	-	0%	40,000	840,000	Projected cost increases
	06054	Rampart Parking Lot		1,180,000	15,000	1%	815,000	1,995,000	Design and 10% construction
	Multiple	HACLA Retirement Incentive		500,000	233,563	47%	(500,000)	-	Program sunsetted in 2021
	06103	Build HOPE (KPI) - Operations and Wifi		169,283	100,020	59%	124,657	293,940	Operating costs, \$100k Scholarship
	06053	Worksource Center		1,920,305	213,220	11%	(1,665,483)	254,822	Operating costs for new facility
	05010	WFD Unbillable		150,000	101,409	68%	-	150,000	As needed
	26002	E3 Solutions		126,672	45,387	36%	(27,059)	99,612	Operating costs
	20101	FSS unbillable		26,578	-	0%	46,980	73,558	Unbillable operating expenses
	05002	Oracle Upgrade		-	-		2,212,500	2,212,500	Oracle Upgrade (6 mo of 16 mos
	Multiple	Bulk Scanning		-	-		2,700,000	2,700,000	Bulk Scanning for S8 (\$2M), HS
		CLC Renovations		-	-		850,000	850,000	Computer Lab Renovations and
		<b>Total</b>	-	<b>7,539,053</b>	<b>1,565,497</b>		<b>5,755,057</b>	<b>13,294,110</b>	
<b>Business Consulting</b>									
		Dennis B Cunningham		28,900	3,500	12%	13,542	42,442	Rent comps
		Doyle Real Estate		50,525	3,675	7%	(8,083)	42,442	Rent comps
		Gill Group, Inc		47,900	9,750	20%	(5,458)	42,442	Rent comps
		REGISTERED AGENT SOLUTIONS INC		800	800	100%	-	800	
		Contracting Matters		17,481	-	0%	-	17,481	
		National Quality Assurance		-	2,151		2,000	2,000	
		Other		-	-		-	-	
		Other		-	-		-	-	
		<b>Total</b>		<b>145,606</b>	<b>19,876</b>		<b>(0)</b>	<b>145,606</b>	
<b>Software</b>									
		Hyland Onbase		30,000	25,859		(4,000)	26,000	Electronic Document Management
		Calypto		18,000	-		-	18,000	Client Database
		Office365		12,000	-		9,000	21,000	Office tool suite
		AdobePro		11,000	-		(11,000)	-	shift to DocuSign
		AppRiver		6,000	1,645		-	6,000	
		GoToMeeting		5,000	-		-	5,000	GTM for MORs (Teams for internal)
		DocuSign		-	-		-	10,000	new - enhancement - TBD
		<b>Total</b>		<b>82,000</b>	<b>40,004</b>			<b>86,000</b>	

2022 Budget

LA LOMOD - E3 Solutions

FUND		26002					2020		2022	
COST CTR		*								
ACCOUNT	OBJECT	Account Name	2020	2021 MOD 9	YTD Sept	% Used	Dept Proposed	Adj Budget	Notes	
<b>REVENUE</b>										
71500	*	Other Revenue	59,581	66,000	57,085	86%	4,000	70,000		
71500	369050	<i>Other Income</i>	59,581	66,000	57,085	86%	4,000	70,000		
<b>TOTAL REVENUE</b>			<b>59,581</b>	<b>66,000</b>	<b>57,085</b>	<b>86%</b>	<b>4,000</b>	<b>70,000</b>		
<b>EXPENSES</b>										
[91100,9150]	*	Administrative Salaries & Benefits	94,129	104,517	52,813	51%	(10,252)	94,265	Shift Marketing to PT	
96210	*	Compensated Absences	11,831	9,029	8,216		799	9,828		
<b>Subtotal Personnel</b>			<b>105,961</b>	<b>113,546</b>	<b>61,029</b>	<b>54%</b>	<b>(9,454)</b>	<b>104,092</b>		
91200	423120	Auditing Fees	-	-	-					
91400	423450	Advertising & Marketing	800	21,000	2,705	13%	(21,000)	-		
91400	423450	<i>Marketing &amp; Leasing</i>	800	21,000	2,705	13%	(21,000)	-	<i>was for GoogleAds</i>	
91600	*	Office Expenses	1,465	7,250	719	10%	(2,280)	4,970		
91600	426430	<i>Duplicating &amp; Copying</i>	-	-	-		200	200		
91600	426060	<i>Form, Stationery, Office Supplies</i>	101	50	-	0%	-	50		
91600	426460	<i>Meeting</i>	-	-	-		500	500		
91600	426211	<i>Mobile Devices</i>	1,076	1,800	654	36%	(900)	900		
91600	426295	<i>Parking</i>	-	100	-	0%	-	100		
91600	426220	<i>Postage / Mail</i>	-	100	-	0%	-	100		
91600	426420	<i>Software/Software Maintenance</i>	140	4,700	-	0%	(1,700)	3,000		
91600	426210	<i>Telephone</i>	148	500	65	13%	(380)	120		
91800	*	Travel	334	1,000	364	36%	1,000	2,000		
91800	425100	<i>Out-of-Town Travel</i>	318	1,000	364	36%	1,000	2,000		
91900	*	Other Administrative Expenses	42,764	49,876	37,655	75%	8,674	58,550		
91900	426510	<i>Bank Charges</i>	348	1,126	396	35%	(326)	800		
91900	423050	<i>Business Consulting</i>	125	-	-		25,000	25,000	<i>consultant to assist with marketing</i>	
91900	426570	<i>Licenses and Fees</i>	-	500	-	0%	-	500		
91900	426500	<i>Membership Dues &amp; Fees</i>	625	500	425	85%	1,000	1,500		
91900	423090	<i>System Design/Programming</i>	40,404	46,300	35,450		(17,000)	29,300	<i>packaging of PR materials for websites</i>	
91900	424200	<i>Training</i>	1,018	1,000	1,303		-	1,000		
91900	426214	<i>TW Stipend - Data</i>	244	450	80	18%	-	450		
<b>Subtotal Non-Personnel</b>			<b>45,363</b>	<b>79,126</b>	<b>41,442</b>	<b>52%</b>	<b>(13,606)</b>	<b>65,520</b>		
<b>TOTAL EXPENSES</b>			<b>151,324</b>	<b>192,672</b>	<b>102,472</b>	<b>53%</b>	<b>(23,060)</b>	<b>169,612</b>		
<b>Revenue over Expenses</b>			<b>(91,743)</b>	<b>(126,672)</b>			<b>27,060</b>	<b>(99,612)</b>		
<b>NON-OPERATING</b>										
5*	*	Transfers and Surplus	91,664	126,672	45,387	36%	(27,060)	99,612		
5*	281000	<i>Transfers In from LA LOMOD</i>	91,664	126,672	45,387	36%	(27,060)	99,612		
<b>TOTAL NON-OPERATING</b>			<b>91,664</b>	<b>126,672</b>	<b>45,387</b>	<b>36%</b>	<b>(27,060)</b>	<b>99,612</b>		
<b>Net Revenue over Expenses</b>			<b>(79)</b>	<b>-</b>			<b>-</b>	<b>-</b>		

# HACLA 2022 Midyear Budget

## LA LOMOD - Personnel Roster

Position Title	2021 Midyear	Change	2022 Adopted
Admin. Support & Resident Liaison Assistant Manager	1	-1	0
Admin. Support & Resident Liaison Manager	0	1	1
Administrative Assistant	1.5	1	2.5
Administrative Manager	0	0	0
Administrative Specialist	0	0	0
Assistant Director	1	0	1
Compliance Assistant	0	0	0
Compliance Assistant Manager	1	0	1
Compliance Manager	1	0	1
Compliance Specialist	7	0	7
Compliance Supervisor	1	0	1
Consulting Manager	1	0	1
Contracts Assistant Manager	0	1	1
Contracts Manager	1	0	1
Contracts Specialist	2	0	2
Contracts Supervisor	1	0	1
Contracts/Voucher Manager	0	0	0
Director/President	1	0	1
Sr. HAP Operations Manager	1	0	1
Jr. Compliance Specialist	1	0	1
Jr. Contract Specialist	5	-1	4
Jr. Voucher Processor	4	-3	1
Jr. Special Claim Processor	0	1	1
Operations Manager	0	0	0
QA Manager	1	0	1
QA Analyst	7	0	7
QC Analyst for Compliance	0	0	0
Response Specialist	1	0	1
Resident Liaison	0	0	0
Resident Liaison/Admin Support	2	0	2
Resident Liaison/Intern	0	0	0
Social Media Intern	0	0.5	0.5
Special Claim Processor	0	1	1
Sr. Admin. Support & Resident Liaison Supervisor	0	0	0
Sr. Administrative Manager	1	0	1
Sr. Administrative Specialist	1	0	1
Sr. Compliance Specialist	4	0	4
Sr. Contracts Specialist	3	-1	2
Sr. Operations Manager	0	0	0
Sr. QA Analyst	5	0	5
Sr. Resident Liaison/Admin Support	2	0	2
Sr. Voucher Processor	2	1	3
Voucher Processor	3	-1	2
Voucher Assistant Manager	1	0	1
Voucher Manager	0	1	1
Voucher Supervisor	1	0	1
<b>Total</b>	<b>64.5</b>	<b>0.5</b>	<b>65</b>