

DRAFT -  
Outline for Housing's Workforce Plan

Name of Office: Office of Multifamily Housing

### STRATEGIC VISION

What the Office currently does/how it operates (Current State):

The Office of Multifamily Housing is in the business of:

1. producing and preserving affordable multifamily housing for eligible families, and elderly and disabled individuals, and
2. monitoring and overseeing the compliance with HUD's business agreements for the preservation of affordable housing

Strategic Vision for Office (how will business change, how will the office change the way it does business):

The Office of Multifamily Housing knows that it has been successful in its business when:

1. HUD is viewed as a viable financing alternative by those involved in multifamily housing production
2. There is no visible difference between HUD assisted private housing and quality market rate housing
3. Properties in the Multifamily portfolio are full
4. Properties in the Multifamily portfolio are current on their mortgage
5. Properties in the Multifamily portfolio have reserves in the bank

How this strategic vision supports the Office of Housing and HUD goals (what is the office in the business of doing/what value added services/products does it provide to support HUD/Housing's mission):

The Office of Multifamily Housing is an integral part HUD's mission of increasing access to affordable housing free of discrimination. HUD has six strategic goals and the Office's success in its business contributes to all of them.

- Promote decent affordable housing—Multifamily Housing promotes privately-owned affordable rental housing through its partnership with state and local governments,

though credit enhancement, and through capital grants and tenant subsidies for elderly and persons with disabilities.

- **Strengthen Communities**—Multifamily Housing creates economic opportunity and employment in its development and strengthens communities by providing decent and affordable housing for communities when completed.
- **Increase Homeownership Opportunities**—families and residents who are successful in meeting their obligations in decent affordable multifamily housing that is well managed and whose residents are encourage to meet their obligations and responsibilities have better opportunity to qualify for homeownership.
- **Ensure equal opportunity in housing**—Multifamily Housing creates discrimination free rental housing for persons of all ages and physical or mental condition.
- **Embrace high standards of ethics, management and accountability**—Multifamily Housing demands that its partners manage their properties at national standards of financial and physical condition, including providing only appropriate subsidy when available, and continue to meet such standards in all of their business relationships with HUD.
- **Promote participation of faith-based and community organizations**—Multifamily Housing reaches out and encourages the participation of faith-based and community organizations in HUD's programs for the elderly and for persons with disabilities, creating effective partnerships with such organizations in communities throughout the United States.

How this strategic vision changes the business we do/the way we do business (how will "the landscape" change to ensure the office is ready to meet the needs of the public, to meet the goals to support the Agency's mission):

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### SUPPLY - DEMAND Analyses

What we have now - staff, FTEs, skill sets (Current State with regard to Human resources, processes, and the other requirements/elements of what is needed to do the business of this office):

What the strategic vision means we will require - staff, FTEs, skill sets (Future State with regard to the requirements/elements of what is needed to do the business of this Office):

There are basic skills and competencies that are needed to accomplish the vision of the office of Multifamily Housing. The competencies are highly technical and apply specifically to the work of this office, while the skills are more general but are as fundamental to the success of the office.

The specific competencies are:

- Project management
- Accounting skills
- Information technology skills
- Property management skills
- Appraisal
- Architecture
- Ability to mentor/develop leadership
- Contract management skills

The more general skills are:

- Analytic ability
- Problem solving skills
- Writing skills
- Initiative
- Quantitative ability
- Capacity to think comprehensively
- Public Purpose Driven
- Oral communication skills
- Willingness to take ownership/responsibility

Gaps between what we have and what we will need - staff, FTEs, skill sets:

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## STRATEGIC PLANS

STRATEGIES with Options to manage the business/meet the goals of the Office, considering impacts that could affect the elements/requirements of what is needed to do the business of this Office - strategies that align with the strategic visions of current state and future state (e.g. Recruitment, Training, Performance Management (PDs, EPPEs), process reengineering)

hub_name_text	servicing_site_name_text	property_category_name	Properties
		Insured-Unsubsidized	3
		Subsidized, No HUD Financing	1
Atlanta	Atlanta		1
Atlanta	Atlanta	202/811	179
Atlanta	Atlanta	HUD Held	17
Atlanta	Atlanta	Insured - Previously Subsidized	1
Atlanta	Atlanta	Insured-Subsidized	182
Atlanta	Atlanta	Insured-Unsubsidized	111
Atlanta	Atlanta	Subsidized - Previously 202/811	1
Atlanta	Atlanta	Subsidized - Previously Insured	41
Atlanta	Atlanta	Subsidized, No HUD Financing	47
Atlanta	Caribbean	202/811	73
Atlanta	Caribbean	HUD Held	6
Atlanta	Caribbean	Insured - Previously Subsidized	1
Atlanta	Caribbean	Insured-Subsidized	73
Atlanta	Caribbean	Insured-Unsubsidized	6
Atlanta	Caribbean	Subsidized - Previously Insured	27
Atlanta	Caribbean	Subsidized, No HUD Financing	43
Atlanta	Knoxville	202/811	118
Atlanta	Knoxville	HUD Held	5
Atlanta	Knoxville	Insured-Subsidized	58
Atlanta	Knoxville	Insured-Unsubsidized	48
Atlanta	Knoxville	Subsidized - Previously Insured	13
Atlanta	Knoxville	Subsidized, No HUD Financing	55
Atlanta	Louisville	202/811	160
Atlanta	Louisville	HUD Held	40
Atlanta	Louisville	Insured - Previously Subsidized	1
Atlanta	Louisville	Insured-Subsidized	228
Atlanta	Louisville	Insured-Unsubsidized	94
Atlanta	Louisville	Subsidized - Previously 202/811	1
Atlanta	Louisville	Subsidized - Previously Insured	17
Atlanta	Louisville	Subsidized, No HUD Financing	51
Atlanta	Nashville	202/811	106
Atlanta	Nashville	HUD Held	15
Atlanta	Nashville	Insured - Previously Subsidized	2
Atlanta	Nashville	Insured-Subsidized	98
Atlanta	Nashville	Insured-Unsubsidized	62
Atlanta	Nashville	Subsidized - Previously 202/811	1
Atlanta	Nashville	Subsidized - Previously Insured	15
Atlanta	Nashville	Subsidized, No HUD Financing	67
Baltimore	Baltimore		1
Baltimore	Baltimore	202/811	103
Baltimore	Baltimore	HUD Held	16
Baltimore	Baltimore	Insured - Previously Subsidized	2
Baltimore	Baltimore	Insured-Subsidized	80
Baltimore	Baltimore	Insured-Unsubsidized	97
Baltimore	Baltimore	Subsidized - Previously 202/811	1
Baltimore	Baltimore	Subsidized - Previously Insured	32

Baltimore	Baltimore	Subsidized, No HUD Financing	57
Baltimore	Richmond	202/811	165
Baltimore	Richmond	HUD Held	5
Baltimore	Richmond	Insured - Previously Subsidized	5
Baltimore	Richmond	Insured-Subsidized	113
Baltimore	Richmond	Insured-Unsubsidized	210
Baltimore	Richmond	Subsidized - Previously 202/811	6
Baltimore	Richmond	Subsidized - Previously Insured	59
Baltimore	Richmond	Subsidized, No HUD Financing	128
Baltimore	Washington, DC	202/811	111
Baltimore	Washington, DC	HUD Held	6
Baltimore	Washington, DC	Insured - Previously Subsidized	1
Baltimore	Washington, DC	Insured-Subsidized	106
Baltimore	Washington, DC	Insured-Unsubsidized	132
Baltimore	Washington, DC	Subsidized - Previously 202/811	1
Baltimore	Washington, DC	Subsidized - Previously Insured	44
Baltimore	Washington, DC	Subsidized, No HUD Financing	23
Boston	Boston	202/811	270
Boston	Boston	HUD Held	24
Boston	Boston	HUD Owned	1
Boston	Boston	Insured - Previously Subsidized	9
Boston	Boston	Insured-Subsidized	206
Boston	Boston	Insured-Unsubsidized	127
Boston	Boston	Subsidized - Previously 202/811	5
Boston	Boston	Subsidized - Previously Insured	64
Boston	Boston	Subsidized, No HUD Financing	286
Boston	Hartford	202/811	107
Boston	Hartford	HUD Held	17
Boston	Hartford	Insured-Subsidized	120
Boston	Hartford	Insured-Unsubsidized	63
Boston	Hartford	Subsidized - Previously 202/811	1
Boston	Hartford	Subsidized - Previously Insured	40
Boston	Hartford	Subsidized, No HUD Financing	118
Boston	Manchester	202/811	146
Boston	Manchester	HUD Held	5
Boston	Manchester	Insured - Previously Subsidized	2
Boston	Manchester	Insured-Subsidized	53
Boston	Manchester	Insured-Unsubsidized	82
Boston	Manchester	Subsidized - Previously 202/811	21
Boston	Manchester	Subsidized - Previously Insured	23
Boston	Manchester	Subsidized, No HUD Financing	362
Boston	Providence		8
Boston	Providence	202/811	57
Boston	Providence	HUD Held	9
Boston	Providence	Insured - Previously Subsidized	1
Boston	Providence	Insured-Subsidized	66
Boston	Providence	Insured-Unsubsidized	60
Boston	Providence	(Only)	1
Boston	Providence	Subsidized - Previously Insured	7

Boston	Providence	Subsidized, No HUD Financing	62
Buffalo	Buffalo	202/811	233
Buffalo	Buffalo	HUD Held	20
Buffalo	Buffalo	Insured - Previously Subsidized	2
Buffalo	Buffalo	Insured-Subsidized	117
Buffalo	Buffalo	Insured-Unsubsidized	170
Buffalo	Buffalo	Subsidized - Previously 202/811	5
Buffalo	Buffalo	Subsidized - Previously Insured	20
Buffalo	Buffalo	Subsidized, No HUD Financing	166
Chicago	Chicago	202/811	259
Chicago	Chicago	HUD Held	29
Chicago	Chicago	Insured - Previously Subsidized	7
Chicago	Chicago	Insured-Subsidized	220
Chicago	Chicago	Insured-Unsubsidized	214
Chicago	Chicago	Subsidized - Previously 202/811	13
Chicago	Chicago	Subsidized - Previously Insured	59
Chicago	Chicago	Subsidized, No HUD Financing	294
Chicago	Indianapolis		1
Chicago	Indianapolis	202/811	160
Chicago	Indianapolis	HUD Held	15
Chicago	Indianapolis	Insured - Previously Subsidized	4
Chicago	Indianapolis	Insured-Subsidized	269
Chicago	Indianapolis	Insured-Unsubsidized	183
Chicago	Indianapolis	Subsidized - Previously 202/811	2
Chicago	Indianapolis	Subsidized - Previously Insured	32
Chicago	Indianapolis	Subsidized, No HUD Financing	79
Columbus	Cincinnati	202/811	19
Columbus	Cincinnati	HUD Held	6
Columbus	Cincinnati	Insured - Previously Subsidized	1
Columbus	Cincinnati	Insured-Subsidized	36
Columbus	Cincinnati	Insured-Unsubsidized	19
Columbus	Cincinnati	Subsidized - Previously Insured	13
Columbus	Cincinnati	Subsidized, No HUD Financing	46
Columbus	Cleveland		1
Columbus	Cleveland	202/811	204
Columbus	Cleveland	HUD Held	12
Columbus	Cleveland	Insured - Previously Subsidized	8
Columbus	Cleveland	Insured-Subsidized	186
Columbus	Cleveland	Insured-Unsubsidized	119
Columbus	Cleveland	(Only)	1
Columbus	Cleveland	Subsidized - Previously 202/811	3
Columbus	Cleveland	Subsidized - Previously Insured	51
Columbus	Cleveland	Subsidized, No HUD Financing	73
Columbus	Cleveland	Use Restriction	1
Columbus	Columbus	202/811	228
Columbus	Columbus	HUD Held	52
Columbus	Columbus	Insured - Previously Subsidized	3
Columbus	Columbus	Insured-Subsidized	235
Columbus	Columbus	Insured-Unsubsidized	165

Columbus	Columbus	Subsidized - Previously 202/811	1
Columbus	Columbus	Subsidized - Previously Insured	31
Columbus	Columbus	Subsidized, No HUD Financing	53
Denver	Denver	202/811	218
Denver	Denver	HUD Held	61
Denver	Denver	Insured - Previously Subsidized	7
Denver	Denver	Insured-Subsidized	261
Denver	Denver	Insured-Unsubsidized	266
Denver	Denver	Subsidized - Previously 202/811	19
Denver	Denver	Subsidized - Previously Insured	100
Denver	Denver	Subsidized, No HUD Financing	332
Detroit	Detroit	202/811	108
Detroit	Detroit	HUD Held	38
Detroit	Detroit	Insured - Previously Subsidized	3
Detroit	Detroit	Insured-Subsidized	124
Detroit	Detroit	Insured-Unsubsidized	85
Detroit	Detroit	Subsidized - Previously Insured	34
Detroit	Detroit	Subsidized, No HUD Financing	169
Detroit	Grand Rapids	202/811	91
Detroit	Grand Rapids	HUD Held	10
Detroit	Grand Rapids	Insured - Previously Subsidized	2
Detroit	Grand Rapids	Insured-Subsidized	78
Detroit	Grand Rapids	Insured-Unsubsidized	57
Detroit	Grand Rapids	Subsidized - Previously Insured	15
Detroit	Grand Rapids	Subsidized, No HUD Financing	137
Fort Worth	Albuquerque	202/811	55
Fort Worth	Albuquerque	HUD Held	4
Fort Worth	Albuquerque	Insured - Previously Subsidized	1
Fort Worth	Albuquerque	Insured-Subsidized	32
Fort Worth	Albuquerque	Insured-Unsubsidized	44
Fort Worth	Albuquerque	Subsidized - Previously 202/811	2
Fort Worth	Albuquerque	Subsidized - Previously Insured	16
Fort Worth	Albuquerque	Subsidized, No HUD Financing	21
Fort Worth	Fort Worth	202/811	119
Fort Worth	Fort Worth	HUD Held	13
Fort Worth	Fort Worth	Insured - Previously Subsidized	4
Fort Worth	Fort Worth	Insured-Subsidized	90
Fort Worth	Fort Worth	Insured-Unsubsidized	199
Fort Worth	Fort Worth	Subsidized - Previously Insured	58
Fort Worth	Fort Worth	Subsidized, No HUD Financing	76
Fort Worth	Fort Worth	Use Restriction	1
Fort Worth	Houston	202/811	78
Fort Worth	Houston	HUD Held	13
Fort Worth	Houston	Insured - Previously Subsidized	3
Fort Worth	Houston	Insured-Subsidized	55
Fort Worth	Houston	Insured-Unsubsidized	135
Fort Worth	Houston	Subsidized - Previously Insured	40
Fort Worth	Houston	Subsidized, No HUD Financing	10
Fort Worth	Little Rock	202/811	223

Fort Worth	Little Rock	HUD Held	5
Fort Worth	Little Rock	Insured - Previously Subsidized	1
Fort Worth	Little Rock	Insured-Subsidized	90
Fort Worth	Little Rock	Insured-Unsubsidized	45
Fort Worth	Little Rock	Subsidized - Previously 202/811	3
Fort Worth	Little Rock	Subsidized - Previously Insured	13
Fort Worth	Little Rock	Subsidized, No HUD Financing	27
Fort Worth	New Orleans	202/811	53
Fort Worth	New Orleans	HUD Held	7
Fort Worth	New Orleans	Insured-Subsidized	55
Fort Worth	New Orleans	Insured-Unsubsidized	56
Fort Worth	New Orleans	Subsidized - Previously Insured	12
Fort Worth	New Orleans	Subsidized, No HUD Financing	9
Fort Worth	San Antonio	202/811	88
Fort Worth	San Antonio	HUD Held	13
Fort Worth	San Antonio	Insured - Previously Subsidized	3
Fort Worth	San Antonio	Insured-Subsidized	99
Fort Worth	San Antonio	Insured-Unsubsidized	130
Fort Worth	San Antonio	Subsidized - Previously 202/811	1
Fort Worth	San Antonio	Subsidized - Previously Insured	30
Fort Worth	San Antonio	Subsidized, No HUD Financing	50
Fort Worth	Shreveport	202/811	59
Fort Worth	Shreveport	HUD Held	11
Fort Worth	Shreveport	Insured-Subsidized	58
Fort Worth	Shreveport	Insured-Unsubsidized	39
Fort Worth	Shreveport	Subsidized - Previously Insured	9
Fort Worth	Shreveport	Subsidized, No HUD Financing	26
Greensboro	Columbia	202/811	161
Greensboro	Columbia	HUD Held	11
Greensboro	Columbia	Insured - Previously Subsidized	9
Greensboro	Columbia	Insured-Subsidized	106
Greensboro	Columbia	Insured-Unsubsidized	89
Greensboro	Columbia	Subsidized - Previously 202/811	1
Greensboro	Columbia	Subsidized - Previously Insured	48
Greensboro	Columbia	Subsidized, No HUD Financing	55
Greensboro	Greensboro		1
Greensboro	Greensboro	202/811	350
Greensboro	Greensboro	HUD Held	21
Greensboro	Greensboro	Insured - Previously Subsidized	1
Greensboro	Greensboro	Insured-Subsidized	215
Greensboro	Greensboro	Insured-Unsubsidized	213
Greensboro	Greensboro	(Only)	1
Greensboro	Greensboro	Subsidized - Previously 202/811	179
Greensboro	Greensboro	Subsidized - Previously Insured	34
Greensboro	Greensboro	Subsidized, No HUD Financing	95
Headquarters	Headquarters - PPSD	Insured-Unsubsidized	1
Jacksonville	Birmingham	202/811	147
Jacksonville	Birmingham	HUD Held	15
Jacksonville	Birmingham	Insured - Previously Subsidized	2



Jacksonville	Birmingham	Insured-Subsidized	124
Jacksonville	Birmingham	Insured-Unsubsidized	71
Jacksonville	Birmingham	(Only)	1
Jacksonville	Birmingham	Subsidized - Previously 202/811	1
Jacksonville	Birmingham	Subsidized - Previously Insured	19
Jacksonville	Birmingham	Subsidized, No HUD Financing	61
Jacksonville	Jackson	202/811	111
Jacksonville	Jackson	HUD Held	9
Jacksonville	Jackson	Insured-Subsidized	130
Jacksonville	Jackson	Insured-Unsubsidized	92
Jacksonville	Jackson	Subsidized - Previously Insured	19
Jacksonville	Jackson	Subsidized, No HUD Financing	70
Jacksonville	Jacksonville		1
Jacksonville	Jacksonville	202/811	104
Jacksonville	Jacksonville	HUD Held	6
Jacksonville	Jacksonville	Insured-Subsidized	80
Jacksonville	Jacksonville	Insured-Unsubsidized	102
Jacksonville	Jacksonville	Subsidized - Previously Insured	72
Jacksonville	Jacksonville	Subsidized, No HUD Financing	29
Jacksonville	Miami	202/811	113
Jacksonville	Miami	HUD Held	3
Jacksonville	Miami	Insured - Previously Subsidized	1
Jacksonville	Miami	Insured-Subsidized	31
Jacksonville	Miami	Insured-Unsubsidized	72
Jacksonville	Miami	Subsidized - Previously 202/811	1
Jacksonville	Miami	Subsidized - Previously Insured	19
Jacksonville	Miami	Subsidized, No HUD Financing	61
Jacksonville	Tampa	202/811	105
Jacksonville	Tampa	HUD Held	5
Jacksonville	Tampa	Insured-Subsidized	44
Jacksonville	Tampa	Insured-Unsubsidized	44
Jacksonville	Tampa	Subsidized - Previously Insured	12
Jacksonville	Tampa	Subsidized, No HUD Financing	17
Kansas City	Des Moines	202/811	114
Kansas City	Des Moines	HUD Held	16
Kansas City	Des Moines	Insured - Previously Subsidized	6
Kansas City	Des Moines	Insured-Subsidized	87
Kansas City	Des Moines	Insured-Unsubsidized	26
Kansas City	Des Moines	Subsidized - Previously 202/811	3
Kansas City	Des Moines	Subsidized - Previously Insured	25
Kansas City	Des Moines	Subsidized, No HUD Financing	54
Kansas City	Kansas City		1
Kansas City	Kansas City	202/811	128
Kansas City	Kansas City	HUD Held	12
Kansas City	Kansas City	Insured - Previously Subsidized	13
Kansas City	Kansas City	Insured-Subsidized	147
Kansas City	Kansas City	Insured-Unsubsidized	48
Kansas City	Kansas City	Subsidized - Previously 202/811	2
Kansas City	Kansas City	Subsidized - Previously Insured	27

Kansas City	Kansas City	Subsidized, No HUD Financing	76
Kansas City	Oklahoma City	202/811	74
Kansas City	Oklahoma City	HUD Held	13
Kansas City	Oklahoma City	Insured - Previously Subsidized	2
Kansas City	Oklahoma City	Insured-Subsidized	39
Kansas City	Oklahoma City	Insured-Unsubsidized	46
Kansas City	Oklahoma City	Subsidized - Previously Insured	26
Kansas City	Oklahoma City	Subsidized, No HUD Financing	18
Kansas City	Omaha	202/811	79
Kansas City	Omaha	HUD Held	4
Kansas City	Omaha	Insured - Previously Subsidized	2
Kansas City	Omaha	Insured-Subsidized	54
Kansas City	Omaha	Insured-Unsubsidized	25
Kansas City	Omaha	Subsidized - Previously Insured	14
Kansas City	Omaha	Subsidized, No HUD Financing	84
Kansas City	St. Louis		1
Kansas City	St. Louis	202/811	148
Kansas City	St. Louis	HUD Held	7
Kansas City	St. Louis	Insured - Previously Subsidized	1
Kansas City	St. Louis	Insured-Subsidized	153
Kansas City	St. Louis	Insured-Unsubsidized	68
Kansas City	St. Louis	Subsidized - Previously 202/811	2
Kansas City	St. Louis	Subsidized - Previously Insured	39
Kansas City	St. Louis	Subsidized, No HUD Financing	66
Kansas City	Tulsa	202/811	45
Kansas City	Tulsa	HUD Held	7
Kansas City	Tulsa	Insured - Previously Subsidized	1
Kansas City	Tulsa	Insured-Subsidized	49
Kansas City	Tulsa	Insured-Unsubsidized	18
Kansas City	Tulsa	Subsidized - Previously 202/811	1
Kansas City	Tulsa	Subsidized - Previously Insured	5
Kansas City	Tulsa	Subsidized, No HUD Financing	13
Los Angeles	Los Angeles	202/811	294
Los Angeles	Los Angeles	HUD Held	34
Los Angeles	Los Angeles	Insured - Previously Subsidized	5
Los Angeles	Los Angeles	Insured-Subsidized	293
Los Angeles	Los Angeles	Insured-Unsubsidized	233
Los Angeles	Los Angeles	Subsidized - Previously 202/811	5
Los Angeles	Los Angeles	Subsidized - Previously Insured	143
Los Angeles	Los Angeles	Subsidized, No HUD Financing	154
Los Angeles	San Diego	202/811	30
Los Angeles	San Diego	Insured-Subsidized	47
Los Angeles	San Diego	Insured-Unsubsidized	45
Los Angeles	San Diego	Subsidized - Previously Insured	20
Los Angeles	San Diego	Subsidized, No HUD Financing	10
Minneapolis	Milwaukee	202/811	220
Minneapolis	Milwaukee	Flexible Subsidy	5
Minneapolis	Milwaukee	HUD Held	17
Minneapolis	Milwaukee	Insured - Previously Subsidized	5

Minneapolis	Milwaukee	Insured-Subsidized	111
Minneapolis	Milwaukee	Insured-Unsubsidized	54
Minneapolis	Milwaukee	Subsidized - Previously 202/811	5
Minneapolis	Milwaukee	Subsidized - Previously Insured	53
Minneapolis	Milwaukee	Subsidized, No HUD Financing	285
Minneapolis	Milwaukee	Use Restriction	2
Minneapolis	Minneapolis	202/811	181
Minneapolis	Minneapolis	HUD Held	10
Minneapolis	Minneapolis	Insured - Previously Subsidized	7
Minneapolis	Minneapolis	Insured-Subsidized	124
Minneapolis	Minneapolis	Insured-Unsubsidized	219
Minneapolis	Minneapolis	Subsidized - Previously 202/811	3
Minneapolis	Minneapolis	Subsidized - Previously Insured	31
Minneapolis	Minneapolis	Subsidized, No HUD Financing	332
Minneapolis	Minneapolis	Use Restriction	1
New York	New York		1
New York	New York	202/811	304
New York	New York	HUD Held	38
New York	New York	HUD Owned	1
New York	New York	Insured - Previously Subsidized	2
New York	New York	Insured-Subsidized	319
New York	New York	Insured-Unsubsidized	185
New York	New York	Subsidized - Previously 202/811	1
New York	New York	Subsidized - Previously Insured	128
New York	New York	Subsidized, No HUD Financing	153
Philadelphia	Charleston	202/811	58
Philadelphia	Charleston	HUD Held	3
Philadelphia	Charleston	Insured - Previously Subsidized	1
Philadelphia	Charleston	Insured-Subsidized	81
Philadelphia	Charleston	Insured-Unsubsidized	2
Philadelphia	Charleston	Subsidized - Previously Insured	3
Philadelphia	Charleston	Subsidized, No HUD Financing	74
Philadelphia	Newark		1
Philadelphia	Newark	202/811	230
Philadelphia	Newark	HUD Held	19
Philadelphia	Newark	Insured - Previously Subsidized	1
Philadelphia	Newark	Insured-Subsidized	101
Philadelphia	Newark	Insured-Unsubsidized	78
Philadelphia	Newark	Subsidized - Previously 202/811	1
Philadelphia	Newark	Subsidized - Previously Insured	56
Philadelphia	Newark	Subsidized, No HUD Financing	227
Philadelphia	Philadelphia	202/811	216
Philadelphia	Philadelphia	HUD Held	13
Philadelphia	Philadelphia	Insured - Previously Subsidized	3
Philadelphia	Philadelphia	Insured-Subsidized	110
Philadelphia	Philadelphia	Insured-Unsubsidized	50
Philadelphia	Philadelphia	(Only)	1
Philadelphia	Philadelphia	Subsidized - Previously 202/811	6
Philadelphia	Philadelphia	Subsidized - Previously Insured	31

Philadelphia	Philadelphia	Subsidized, No HUD Financing	159
Philadelphia	Pittsburgh	202/811	170
Philadelphia	Pittsburgh	Flexible Subsidy	1
Philadelphia	Pittsburgh	HUD Held	57
Philadelphia	Pittsburgh	Insured - Previously Subsidized	1
Philadelphia	Pittsburgh	Insured-Subsidized	97
Philadelphia	Pittsburgh	Insured-Unsubsidized	45
Philadelphia	Pittsburgh	Subsidized - Previously 202/811	2
Philadelphia	Pittsburgh	Subsidized - Previously Insured	20
Philadelphia	Pittsburgh	Subsidized, No HUD Financing	128
San Francisco	Honolulu	202/811	56
San Francisco	Honolulu	HUD Held	1
San Francisco	Honolulu	Insured-Subsidized	24
San Francisco	Honolulu	Insured-Unsubsidized	8
San Francisco	Honolulu	Subsidized - Previously 202/811	3
San Francisco	Honolulu	Subsidized - Previously Insured	8
San Francisco	Honolulu	Subsidized, No HUD Financing	13
San Francisco	Las Vegas	202/811	23
San Francisco	Las Vegas	Insured-Subsidized	26
San Francisco	Las Vegas	Insured-Unsubsidized	22
San Francisco	Las Vegas	Subsidized - Previously Insured	10
San Francisco	Las Vegas	Subsidized, No HUD Financing	7
San Francisco	Phoenix	202/811	95
San Francisco	Phoenix	HUD Held	9
San Francisco	Phoenix	Insured - Previously Subsidized	2
San Francisco	Phoenix	Insured-Subsidized	32
San Francisco	Phoenix	Insured-Unsubsidized	154
San Francisco	Phoenix	Subsidized - Previously 202/811	1
San Francisco	Phoenix	Subsidized - Previously Insured	20
San Francisco	Phoenix	Subsidized, No HUD Financing	16
San Francisco	Sacramento	202/811	61
San Francisco	Sacramento	HUD Held	5
San Francisco	Sacramento	Insured - Previously Subsidized	2
San Francisco	Sacramento	Insured-Subsidized	60
San Francisco	Sacramento	Insured-Unsubsidized	37
San Francisco	Sacramento	Subsidized - Previously Insured	48
San Francisco	Sacramento	Subsidized, No HUD Financing	35
San Francisco	San Francisco	202/811	209
San Francisco	San Francisco	HUD Held	13
San Francisco	San Francisco	Insured - Previously Subsidized	3
San Francisco	San Francisco	Insured-Subsidized	198
San Francisco	San Francisco	Insured-Unsubsidized	158
San Francisco	San Francisco	Subsidized - Previously 202/811	2
San Francisco	San Francisco	Subsidized - Previously Insured	78
San Francisco	San Francisco	Subsidized, No HUD Financing	69
Seattle	Anchorage	202/811	27
Seattle	Anchorage	Insured - Previously Subsidized	1
Seattle	Anchorage	Insured-Subsidized	11
Seattle	Anchorage	Insured-Unsubsidized	4

Seattle	Anchorage	Subsidized - Previously 202/811	1
Seattle	Anchorage	Subsidized - Previously Insured	12
Seattle	Anchorage	Subsidized, No HUD Financing	8
Seattle	Portland	202/811	110
Seattle	Portland	HUD Held	4
Seattle	Portland	Insured - Previously Subsidized	2
Seattle	Portland	Insured-Subsidized	70
Seattle	Portland	Insured-Unsubsidized	108
Seattle	Portland	Subsidized - Previously 202/811	3
Seattle	Portland	Subsidized - Previously Insured	35
Seattle	Portland	Subsidized, No HUD Financing	142
Seattle	Seattle		1
Seattle	Seattle	202/811	142
Seattle	Seattle	HUD Held	13
Seattle	Seattle	Insured - Previously Subsidized	3
Seattle	Seattle	Insured-Subsidized	141
Seattle	Seattle	Insured-Unsubsidized	98
Seattle	Seattle	Subsidized - Previously 202/811	7
Seattle	Seattle	Subsidized - Previously Insured	97
Seattle	Seattle	Subsidized, No HUD Financing	173
Seattle	Spokane	202/811	1