

# Housing Department

Jacky Morales-Ferrand, Director

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**T**o strengthen and revitalize our community through housing and neighborhood investment

## City Service Area

Community and Economic Development

### Core Services

#### Affordable Housing Portfolio Management

Manage and oversee the City's loan portfolio; provide loan servicing; and administer affordability requirements

#### Affordable Housing Production and Preservation

Provide financing and technical assistance for the rehabilitation, development, and new construction of affordable apartments through loans and grants; provide homebuyer assistance; and administer Inclusionary and Housing Impact fee programs

#### Homelessness Interventions and Solutions

Coordinate local and regional efforts to end homelessness; respond to encampment and community concerns; fund supportive services and subsidies for unhoused populations; and create interim and permanent housing opportunities

#### Neighborhood Capital Investment and Public Services

Invest in at-risk residents and neighborhoods; provide funding for housing and community development capital projects; and provide support to public service organizations

#### Rent Stabilization and Tenant Protection

Provide programs and requirements that stabilize rents and that protect tenants in apartments and mobilehome parks; mitigate impacts of displacement; and prevent retaliation

Strategic Support: Planning and Policy Development, Public Education, Budget, Financial Management, Computer Services, Clerical Support, Human Resources, and Audit Supervision

# Housing Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Affordable Housing Portfolio Management Core Service</i></b>	
<b>Loan Compliance</b>	Manages and oversees the City's affordable housing loan portfolio including loan servicing and monitoring and compliance of affordable deed restricted apartments.
<b>Property Maintenance and Inspection</b>	Works with existing developments to retain and preserve the long-term viability of affordable apartments.
<b><i>Affordable Housing Production and Preservation Core Service</i></b>	
<b>Affordable Housing Development Loans</b>	Provides financing and technical assistance for the development of new affordable housing developments for low-income households and individuals.
<b>Homeownership Opportunities</b>	Provides a limited number of down payment assistance loans and loan servicing for recipients of lending programs.
<b>Inclusionary Housing</b>	Provides technical assistance to market-rate developers in meeting their affordable housing requirements.
<b>Rehabilitation Loans and Grants</b>	Funds minor home repairs for low-income homeowners and mobilehome owners.
<b><i>Homelessness Interventions and Solutions Core Service</i></b>	
<b>Homeless Outreach and Case Management</b>	Provides a coordinated response to unsheltered homeless residents including street-based outreach, engagement, case management, and essential services such as mobile hygiene, warming locations, and temporary and incidental shelters.
<b>Interim Supportive Housing Development</b>	Develops and oversees operation of interim housing solutions to bridge the gap from temporary shelter to permanent supportive housing.
<b>Joint Encampment Response Team</b>	Removes unauthorized encampments, prioritizes them based on location and conditions, and offers outreach services and housing referrals to unhoused residents.
<b>Tenant Based Rental Assistance and Rapid Rehousing</b>	Provides short-term rental subsidies, with supportive services during the subsidy period, to help homeless residents obtain permanent housing as quickly as possible.
<b><i>Neighborhood Capital Investment and Public Services Core Service</i></b>	
<b>Community Development Block Grant - Infrastructure Investments</b>	Funds infrastructure improvements in low-income neighborhoods and those serving communities in need.

# Housing Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Neighborhood Capital Investment and Public Services Core Service</i></b>	
<b>Non-Profit Service Grants to Support Housing and Community Development Needs</b>	Provides grants to non-profit organizations to support fair housing and tenant legal services, senior programs, and homeless programs.
<b>Place-Based Neighborhood Strategy</b>	Provides community engagement and leadership development services in challenged neighborhoods.
<b><i>Rent Stabilization and Tenant Protection Core Service</i></b>	
<b>Apartment Rent Ordinance Administration</b>	Protects tenants from excessive rent increases and evictions while assuring landlords a fair return; provide balanced treatment for both tenants and landlords through efficient and consistent administration of the apartment rent stabilization programs.
<b>Mobilehome Rent Ordinance Administration</b>	Protects mobilehome residents from excessive rent increases while assuring park owners receive a fair return through efficient and consistent administration of the Mobilehome Rent Ordinance.
<b><i>Strategic Support Core Service</i></b>	
<b>Housing Planning and Policy Development</b>	Analyzes, develops and recommends public policy to strengthen affordable housing and community development programs. Provides research support for advancement of new and one-time programs. Tracks and coordinates the Department's legislative response to legislation and program regulations at both the State and Federal levels.
<b>Housing Management and Administration</b>	Provides administrative oversight for the department, including executive management, financial management, human resources, and analytical support.

# Housing Department

## Department Budget Summary

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### Expected 2018-2019 Service Delivery

- Fund the development of affordable housing by releasing a notice of funding availability (NOFA) of \$87.5 million for financing approximately 700 newly constructed affordable rental apartments.
- Begin construction on 545 affordable apartments. Complete construction on 248 units that will provide housing for 163 homeless individuals.
- Identify at least two affordable housing developments to apply for the Affordable Housing and Sustainable Communities Program to leverage both affordable housing and infrastructure funds.
- Increase interim housing solutions by implementing a safe parking pilot program for vehicle dwellers and developing a Bridge Housing Community.
- Fund 200 rental subsidies and provide supportive services for up to 200 individuals and families.
- Develop a dashboard to better communicate outcomes of homeless services and housing programs.
- Continue to implement city-wide homelessness response programming through crisis response systems, including outreach and engagement services, mobile case management, overnight warming locations, encampment abatement, and deterrent measures.
- Continue to partner with Destination: Home, a public-private partnership, in its continued implementation of the Community Plan to End Homelessness.
- Implement the 2018-2019 Annual Action Plan authorizing the use of \$28.7 million in federal funds to increase and preserve affordable housing, respond to homelessness, strengthen neighborhoods, and promote fair housing.
- Fund and implement a legal assistance program for low-income tenants and landlords to increase housing stability by providing landlord/tenant counseling, education, referrals, and legal assistance.
- Create a Moderate-Income Strategy to promote housing opportunities for San José residents who typically receive no housing subsidies.
- Implement the Rent Registry, continue to implement the staffing plan and complete educational materials to educate tenants and landlords on their rights and responsibilities.
- Develop a communication plan and tools to support the Housing Department's programs including enhancing the website with the new Public Information Team.

### 2018-2019 Key Budget Actions

- Adds 1.0 Public Information Manager and 1.0 Public Information Representative, partially offset by eliminating a vacant 1.0 Community Activity Worker position, to establish a Public Information Team.
- Adds 3.0 Analysts, 1.0 Staff Technician, 1.0 Office Specialist, and 1.0 limit dated Information Systems Analyst position to implement the Tenant Protection and Apartment Rent Ordinances.
- Adds 1.0 Housing Policy and Planning Manager position to oversee affordable housing transactions in response to the City's 10,000 affordable housing unit goal.
- Allocates one-time Housing Authority Litigation Award funds of \$3.0 million to homeless solutions.
- Adds one-time funding of \$155,000 for the Responsible Landlord Engagement Initiative, \$135,000 for the San Jose Streets Team Litter and Trash Removal Program, \$90,000 to expand the Downtown Streets Team program along Monterey Road, and \$150,000 of one-time City-Wide funds to implement a pilot program to assist up to 100 families in need impacted by domestic violence.

### Operating Funds Managed

- |   |   |
|---|---|
| <input type="checkbox"/> Community Development Block Grant Fund         | <input type="checkbox"/> Housing Trust Fund                         |
| <input type="checkbox"/> Economic Development Administration Loan Fund  | <input type="checkbox"/> Low and Moderate Income Housing Asset Fund |
| <input type="checkbox"/> Home Investment Partnership Program Trust Fund | <input type="checkbox"/> Multi-Source Housing Fund                  |

# Housing Department

## Department Budget Summary

	2016-2017 Actuals*	2017-2018 Adopted	2018-2019 Forecast	2018-2019 Adopted
<b>Dollars by Core Service</b>				
Affordable Housing Portfolio Management	n/a	1,867,825	1,884,612	2,135,425
Affordable Housing Production and Preservation	n/a	33,436,518	33,725,457	28,051,245
Homelessness Interventions and Solutions	n/a	13,027,526	10,375,081	22,270,155
Neighborhood Capital Investment and Public Services	n/a	10,601,478	10,613,592	18,246,930
Rent Stabilization and Tenant Protection	n/a	1,400,538	1,752,394	3,220,543
Strategic Support - Community & Economic Development	n/a	3,318,791	3,686,483	3,875,296
Strategic Support - Other - Community & Economic Development	n/a	4,935,548	4,216,365	2,761,680
<b>Total</b>	<b>n/a</b>	<b>\$68,588,224</b>	<b>\$66,253,984</b>	<b>\$80,561,274</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	8,179,221	9,901,730	10,988,720	11,819,272
Overtime	32,594	24,830	34,830	34,830
<b>Subtotal Personal Services</b>	<b>\$8,211,815</b>	<b>\$9,926,560</b>	<b>\$11,023,550</b>	<b>\$11,854,102</b>
Non-Personal/Equipment	1,744,262	1,861,212	1,303,712	2,809,422
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$9,956,077</b>	<b>\$11,787,772</b>	<b>\$12,327,262</b>	<b>\$14,663,524</b>
<b>Other Costs**</b>				
City-Wide Expenses	n/a	3,975,000	1,500,000	4,640,000
Debt Service/Financing	n/a	1,885,865	1,885,865	0
Housing Loans and Grants	n/a	40,979,904	40,719,904	35,451,759
Other	n/a	7,895,000	7,895,000	23,523,858
Overhead Costs	n/a	1,964,683	1,825,953	2,182,133
Workers' Compensation	n/a	100,000	100,000	100,000
<b>Total Other Costs</b>	<b>n/a</b>	<b>\$56,800,452</b>	<b>\$53,926,722</b>	<b>\$65,897,750</b>
<b>Total</b>	<b>n/a</b>	<b>\$68,588,224</b>	<b>\$66,253,984</b>	<b>\$80,561,274</b>

\* Some data for the 2016-2017 Actual column are not available. With the change to a program-based budgeting model in 2017-2018, historical budget data by the new programs and core services is not available for prior periods.

\*\* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document.

# Housing Department

## Department Budget Summary

	2016-2017 Actuals*	2017-2018 Adopted	2018-2019 Forecast	2018-2019 Adopted
<b>Dollars by Fund</b>				
General Fund (001)	n/a	4,804,533	1,818,573	5,329,466
Community Development Block Grant Fund (441)	n/a	11,531,664	11,235,982	10,761,356
Home Investment Partnership Program Trust Fund (445)	n/a	5,453,824	5,455,294	8,280,294
Housing Trust Fund (440)	n/a	1,785,079	1,784,839	1,909,839
Low And Moderate Income Housing Asset Fund (346)	n/a	32,241,845	32,879,905	28,012,531
Multi-Source Housing Fund (448)	n/a	12,771,279	13,079,391	26,267,788
<b>Total</b>	<b>n/a</b>	<b>\$68,588,224</b>	<b>\$66,253,984</b>	<b>\$80,561,274</b>
<b>Positions by Core Service</b>				
Affordable Housing Portfolio Management	n/a	11.00	11.00	11.50
Affordable Housing Production and Preservation	n/a	12.00	12.00	12.50
Homelessness Interventions and Solutions	n/a	7.50	6.00	7.00
Neighborhood Capital Investment and Public Services	n/a	10.05	10.05	8.80
Rent Stabilization and Tenant Protection	n/a	7.35	11.35	17.85
Strategic Support - Community & Economic Development	n/a	18.10	18.60	19.85
<b>Total</b>	<b>n/a</b>	<b>66.00</b>	<b>69.00</b>	<b>77.50</b>

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# Housing Department

## Department Budget Summary

	2016-2017 Actuals*	2017-2018 Adopted	2018-2019 Forecast	2018-2019 Adopted	2018-2019 Adopted Positions
<b>Dollars by Program**</b>					
<b>Affordable Housing Portfolio Management</b>					
Loan Compliance	n/a	1,642,825	1,659,612	1,910,425	11.50
Property Maintenance and Inspection	n/a	225,000	225,000	225,000	0.00
<b>Sub-Total</b>	<b>n/a</b>	<b>1,867,825</b>	<b>1,884,612</b>	<b>2,135,425</b>	<b>11.50</b>
<b>Affordable Housing Production and Preservation</b>					
Affordable Housing Development Loans	n/a	30,488,167	30,590,287	26,241,075	7.30
Homeownership Opportunities	n/a	2,260,000	2,260,000	935,000	0.00
Inclusionary Housing	n/a	137,950	222,854	222,854	1.00
Rehabilitation Loans and Grants	n/a	550,401	652,316	652,316	4.20
<b>Sub-Total</b>	<b>n/a</b>	<b>33,436,518</b>	<b>33,725,457</b>	<b>28,051,245</b>	<b>12.50</b>
<b>Homelessness Interventions and Solutions</b>					
Homeless Outreach and Case Management	n/a	2,742,526	2,825,081	10,149,394	4.00
Interim Supportive Housing Development	n/a	960,000	700,000	705,761	0.00
Joint Encampment Response Team	n/a	1,675,000	1,500,000	1,675,000	3.00
Tenant Based Rental Assistance and Rapid Rehousing	n/a	7,650,000	5,350,000	9,740,000	0.00
<b>Sub-Total</b>	<b>n/a</b>	<b>13,027,526</b>	<b>10,375,081</b>	<b>22,270,155</b>	<b>7.00</b>
<b>Neighborhood Capital Investment and Public Services</b>					
Community Development Block Grant - Infrastructure Investments	n/a	7,411,122	7,400,117	8,075,497	7.09
Non-Profit Service Grants to Support Housing and Community Development Needs	n/a	2,901,323	2,900,402	9,732,467	0.21
Place-Based Neighborhood Strategy	n/a	289,033	313,073	438,966	1.50
<b>Sub-Total</b>	<b>n/a</b>	<b>10,601,478</b>	<b>10,613,592</b>	<b>18,246,930</b>	<b>8.80</b>
<b>Rent Stabilization and Tenant Protection</b>					
Apartment Rent Ordinance Administration	n/a	1,168,668	1,526,471	2,994,620	16.80
Mobilehome Rent Ordinance Administration	n/a	231,870	225,923	225,923	1.05
<b>Sub-Total</b>	<b>n/a</b>	<b>1,400,538</b>	<b>1,752,394</b>	<b>3,220,543</b>	<b>17.85</b>
<b>Strategic Support - Community &amp; Economic Development</b>					
Housing Management and Administration	n/a	2,914,618	3,422,214	3,611,027	17.35
Housing Planning and Policy Development	n/a	404,173	264,269	264,269	2.50
<b>Sub-Total</b>	<b>n/a</b>	<b>3,318,791</b>	<b>3,686,483</b>	<b>3,875,296</b>	<b>19.85</b>

\* Data for the 2016-2017 Actual column are not available. With the change to a program-based budgeting model in 2017-2018, historical budget data by the new programs and core services is not available for prior periods.

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# Housing Department

## Department Budget Summary

	2016-2017 Actuals*	2017-2018 Adopted	2018-2019 Forecast	2018-2019 Adopted	2018-2019 Adopted Positions
<b>Strategic Support - Other - Community &amp; Economic Development</b>					
Housing Funds Debt/Financing Costs	n/a	1,885,865	1,885,865	0	0.00
Housing Other Departmental - City-Wide	n/a	0	0	375,000	0.00
Housing Other Departmental - Grants	n/a	915,000	334,547	34,547	0.00
Housing Overhead	n/a	1,964,683	1,825,953	2,182,133	0.00
Housing Transfers	n/a	70,000	70,000	70,000	0.00
Housing Workers' Compensation	n/a	100,000	100,000	100,000	0.00
<b>Sub-Total</b>	n/a	<b>4,935,548</b>	<b>4,216,365</b>	<b>2,761,680</b>	<b>0.00</b>
<b>Total</b>	n/a	<b>\$68,588,224</b>	<b>\$66,253,984</b>	<b>\$80,561,274</b>	<b>77.50</b>

\* Data for the 2016-2017 Actual column are not available. With the change to a program-based budgeting model in 2017-2018, historical budget data by the new programs and core services is not available for prior periods.

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# Housing Department

## Budget Reconciliation

Personal Services and Non-Personal/Equipment  
(2017-2018 Adopted to 2018-2019 Adopted)

	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>Prior Year Budget (2017-2018):</b>	<b>66.00</b>	<b>11,787,772</b>	<b>829,533</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>One-Time Prior Year Expenditures Deleted</b>			
● Health Trust Meals on Wheels - Senior Food Assistance		(150,000)	(150,000)
● Responsible Landlord Engagement Initiative		(150,000)	(150,000)
● San Jose Streets Team Litter and Trash Removal		(135,000)	(135,000)
● Rental Rights and Referrals Program (1.0 Information Systems Analyst)	(1.00)	(134,381)	0
● Homelessness Program Support (1.0 Development Officer)	(1.00)	(117,393)	0
● Hunger at Home Public-Private Partnership		(100,000)	(100,000)
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>(2.00)</b>	<b>(786,774)</b>	<b>(535,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
● Salary/benefit changes and the following position reallocation: -1.0 Program Manager II to 1.0 Division Manager		792,734	24,040
● Apartment Rent Ordinance Staffing and Fee Implementation (City Council approved November 14, 2017): -Adds 3.0 Analyst II, 1.0 Public Information Representative, and 1.0 Senior Analyst	5.00	531,530	0
● Overtime augmentation		10,000	0
● Vehicle maintenance and operations		(8,000)	0
<b>Technical Adjustments Subtotal:</b>	<b>5.00</b>	<b>1,326,264</b>	<b>24,040</b>
<b>2018-2019 Forecast Base Budget:</b>	<b>69.00</b>	<b>12,327,262</b>	<b>318,573</b>
<hr/> <b>Budget Proposals Approved</b> <hr/>			
1. Rental Rights and Referrals Program	6.00	639,217	0
2. Housing Department Public Outreach Program	1.00	315,644	(3,186)
3. Housing Department Special Projects		175,000	0
4. Responsible Landlord Engagement Initiative		155,000	155,000
5. Affordable Housing Transactions	1.00	152,658	0
6. San Jose Streets Team Litter and Trash Removal		135,000	135,000
7. Downtown Streets Monterey Road Pilot Program		90,000	90,000
8. Revenue Results Software Phase II Implementation		1,300	0
9. Homeless Services Staffing	1.00	0	0
10. Local Sales Tax Expenditure Allocation		0	0
11. Federal Grant Program Staffing	(0.50)	(23,428)	(5,921)
12. Print Management		(4,129)	0
13. Rebudget: Rent Stabilization Program		700,000	0
<b>Total Budget Proposals Approved</b>	<b>8.50</b>	<b>2,336,262</b>	<b>370,893</b>
<b>2018-2019 Adopted Budget Total</b>	<b>77.50</b>	<b>14,663,524</b>	<b>689,466</b>

# Housing Department

## Budget Changes By Department Personal Services and Non-Personal/Equipment

2018-2019 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Rental Rights and Referrals Program	6.00	639,217	0

***Community and Economic Development CSA***

***Rent Stabilization and Tenant Protection Core Service***

*Apartment Rent Ordinance Administration and Housing Anti-Retaliation and Protection Programs*

This action adds 5.0 positions ongoing, extends 1.0 limit-dated Information Systems Analyst (ISA) through June 30, 2019, and adds \$153,539 for Non-Personal/Equipment (\$74,200 one-time) to continue the development of the Rental Rights and Referrals program. This action will capture the third of three planned phases of the program staffing and implementation approved by the City Council on November 14, 2017. The 5.0 positions include 3.0 Analysts, 1.0 Office Specialist, and 1.0 Staff Specialist to administer the Modified Apartment Rent Ordinance, Tenant Protection Ordinance, and the local Ellis Act Ordinance. The ISA will continue the development and support of the Apartment Rent Registry. The non-personal/equipment funding covers: print and postage for program mailings; advertising expenses for fliers, posters, and community meetings; an increase in contractual services for hearing officers; Housing California training; and related supplies and materials for the additional staff. (Ongoing costs: \$670,279)

2. Housing Department Public Outreach Program	1.00	315,644	(3,186)
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***Community and Economic Development CSA***

***Neighborhood Capital Investment and Public Services Core Service***

***Rent Stabilization and Tenant Protection Core Service***

***Strategic Support – Community & Economic Development Core Service***

*Placed-Based Neighborhood Strategy, Apartment Rent Ordinance, and Housing Management and Administration Programs*

This action adds 1.0 Public Information Manager position funded by Rental Rights and Referrals fees (50%), Low and Moderate Income Housing Asset Fund (LMIHAF) (25%) and the General Fund (25%). This action also adds 1.0 Public Information Representative position funded by the LMIHAF to focus on homelessness response and affordable housing communications. In addition, \$100,000 in one-time non-personal/equipment funding is approved for contractual services to improve the Housing Department's website. In total, this action creates a Housing Department Public Information Team to allow the City to better respond to the large volume of media and resident requests on subjects such as the Bridge Housing Communities initiative, the City Manager's and Mayor's priority for adding 25,000 residential units (10,000 affordable housing), and community education and outreach for the newly created Tenant Protection and Ellis Act programs. This action also eliminates 1.0 vacant Community Activity Worker position that previously supported community outreach needs. (Ongoing costs: \$321,673)

# Housing Department

## Budget Changes By Department Personal Services and Non-Personal/Equipment

2018-2019 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>3. Housing Department Special Projects</b>		<b>175,000</b>	<b>0</b>
<p><i>Community and Economic Development CSA Affordable Housing Portfolio Management Core Service Loan Compliance Program</i></p> <p>This action provides one-time non-personal/equipment funding of \$175,000 to fund the third phase of the consultant agreement with Tax Credit Asset Management (TCAM). This will provide a more automated extraction and upload of data into the Revenue projection models. (Ongoing costs: \$0)</p>			
<b>4. Responsible Landlord Engagement Initiative</b>		<b>155,000</b>	<b>155,000</b>
<p><i>Community and Economic Development CSA Neighborhood Capital Investment and Public Services Core Service Non-Profit Service Grants to Support Housing and Community Development Needs Program</i></p> <p>As directed in the Mayor's June Budget Message for Fiscal Year 2018-2019, as approved by City Council, this action adds one-time non-personal/equipment funding of \$155,000 to support the Responsible Landlord Engagement Initiative (RLEI). This one-time funding continues support for the program's efforts to encourage property owners to manage their properties in a responsible manner and to work with tenants and community groups to improve the safety and security of San José neighborhoods. (Ongoing costs: \$0)</p>			
<b>5. Affordable Housing Transactions</b>	<b>1.00</b>	<b>152,658</b>	<b>0</b>
<p><i>Community and Economic Development CSA Affordable Housing Production and Preservation Core Service Affordable Housing Portfolio Management Core Service Affordable Housing Development Loans and Loan Compliance Programs</i></p> <p>This action adds 1.0 Housing Policy and Planning Administrator (HPPA) position to oversee all Affordable Housing transactions. The Mayor has issued a 5-year goal to provide 25,000 housing units of which 10,000 are designated as affordable housing units, significantly increases the annual production of affordable units. As a result, the Housing Department is planning to issue a \$87.5 million Notice of Funding Availability and anticipates underwriting a large number of new projects. In addition to developing new affordable housing, the Department has a pipeline of existing developments built in the 1990's that are scheduled to be refinanced. This adds to the anticipated work load in the Affordable Housing Production Division. The added HPPA position will complement the Division Manager by taking the responsibility for all underwriting, allowing the Division Manager to focus on expanding the current affordable housing production. (Ongoing costs: \$166,538)</p>			

# Housing Department

## Budget Changes By Department Personal Services and Non-Personal/Equipment

2018-2019 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>6. San Jose Streets Team Litter and Trash Removal</b></p> <p><i>Community and Economic Development CSA Neighborhood Capital Investment and Public Services Core Service Place-Based Neighborhood Strategy Program</i></p> <p>As directed in the Mayor's March Budget Message for Fiscal Year 2018-2019, this action continues one-time General Fund non-personal/equipment funding of \$135,000 to extend contracts with the San Jose Streets Team. The partnership with San Jose Streets Team provides the City with litter and trash removal services. This is part of San José's larger effort to tackle blight and anti-litter in our public spaces. (Ongoing costs: \$0)</p>		<b>135,000</b>	<b>135,000</b>
<p><b>7. Downtown Streets Monterey Road Pilot Program</b></p> <p><i>Community and Economic Development CSA Neighborhood Capital Investment and Public Services Core Service Non-Profit Service Grants to Support Housing and Community Development Needs Program</i></p> <p>As directed in the Mayor's June Budget Message for 2018-2019, as approved by the City Council, this action provides one-time non-personal/equipment funding of \$90,000 to expand the Downtown Streets Monterey Road Program from Branham Lane to Ford Road on Monterey Road. Downtown Streets Team helps homeless clients work towards self-sufficiency by engaging clients as volunteers in City cleanups that beautify the community while building resumes for future success. The services along the expanded corridor will include removing debris, reporting code violations, covering/preventing graffiti, and providing general blight removal. (Ongoing costs: \$0)</p>		<b>90,000</b>	<b>90,000</b>
<p><b>8. Revenue Results Software Phase II Implementation</b></p> <p><i>Community and Economic Development CSA Rent Stabilization and Tenant Protection Core Service Apartment Rent Ordinance Administration Program</i></p> <p>This action adds \$1,300 in one-time funding for two new interfaces to the current Revenue Results system that will enhance the Finance Department Revenue Division's collection work offset by the Apartment Rent Ordinance Fee Program which uses the AMANDA permit system to bill Apartment Rent Ordinance related fees. The Revenue Results program serves as both the City's general accounts receivable billing and collection system. The application underwent a significant upgrade in October 2017. Phase two of the upgrade will require additional modules and programming to incorporate two new interfaces. The first interface provides a delinquent fire permits function for the Fire Department, as recommended by the City Auditor. The second interface adds custom tabs and fields for the Planning, Building and Code Enforcement Department to enhance the functionality of the collection system. Actions are also found in the Fire Department's Development Fee Program and Planning, Building and Code Enforcement Department's Multiple Housing Permit Fee Program to offset the cost of this project. (Ongoing costs: \$0)</p>		<b>1,300</b>	<b>0</b>

# Housing Department

## Budget Changes By Department Personal Services and Non-Personal/Equipment

2018-2019 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>9. Homeless Services Staffing</b>	<b>1.00</b>	<b>0</b>	<b>0</b>

**Community and Economic Development CSA**  
**Homeless Interventions and Solutions Core Service**  
*Homeless Outreach and Case Management Program*

This action makes permanent 1.0 Development Officer position to continue supporting the homeless program. A two-year limit-dated position was added in 2016-2017 to focus on issues associated with siting homeless housing and to implement several new programs including warming centers, church shelters, mobile hygiene services, and other homeless services. This position has become critical in the continued support for these services and the other Homeless Program functions, such as coordinating with the County and stakeholders on new homeless enrollment referrals and employment opportunities for the Rapid Rehousing Program. Making this position permanent will enable the City to maintain its innovative programs to prevent and end homelessness. This position is funded by the Homeless Rapid Rehousing City-Wide appropriation, funded through the Multi-Source Housing fund through June 30,2019. (Ongoing costs: \$0)

<b>10. Local Sales Tax Expenditure Allocation</b>		<b>0</b>	<b>0</b>
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**Community and Economic Development CSA**  
**Neighborhood Capital Investment and Public Services Core Service**  
*Place-Based Neighborhood Strategy Program*

This action decreases the Housing Department's Non-Personal/Equipment appropriation by \$135,000 and establishes the corresponding Local Sales Tax – Non-Personal/Equipment appropriation to the Housing Department. As described in Manager's Budget Addendum #28 and approved by the City Council as part of the Mayor's June Budget Message for Fiscal Year 2018-2019, these actions will provide a breakdown of specific expenditures funded by the Local Sales Tax along with the accounting of the Local Sales Tax revenues received to facilitate the year end reconciliation, which will be provided to the Local Sales Tax Citizens Oversight Committee. (Ongoing costs: \$0)

<b>11. Federal Grant Program Staffing</b>	<b>(0.50)</b>	<b>(23,428)</b>	<b>(5,921)</b>
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**Community and Economic Development CSA**  
**Neighborhood Capital Investment and Public Services Core Service**  
*Place-Based Neighborhood Strategy and Community Development Block Grant-Infrastructure Investments Programs*

This action adds 1.0 Analyst position funded by the Community Development Block Grant (CDBG) (75%) and the General Fund (25%), offset by the elimination of 1.0 Staff Specialist funded by CDBG and 0.5 Community Activity Worker funded by the General Fund. Recent audits by the Federal Department of Housing and Urban Development (HUD) identified findings, concerns and corrective actions needed to comply with various grant regulatory requirements. The Analyst position will assist with contracts, capital project management and reimbursements allowing more senior staff to respond to HUD and to develop programmatic standards, and implement policy to improve ongoing management of the Grants. In addition, this position will support the contract management for programs supported by the General Fund. (Ongoing savings: \$14,233)

# Housing Department

## Budget Changes By Department Personal Services and Non-Personal/Equipment


2018-2019 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>12. Print Management</b>		<b>(4,129)</b>	<b>0</b>
<p><i>Community and Economic Development CSA</i>  <i>Affordable Housing Portfolio Management Core Service</i>  <i>Affordable Housing Production and Preservation Core Service</i>  <i>Homeless Interventions and Solutions Core Service</i>  <b>Strategic Support – Community &amp; Economic Development Core Service</b>  <i>Affordable Housing Development Loans, Homeless Outreach and Case Management, Housing Management and Administration and Loan Compliance Programs</i></p> <p>This action reduces the non-personal/equipment budget in 2018-2019 by \$4,129 to reflect savings from the implementation of a City-wide print management solution that will control print costs and minimize waste across the 220 multi-function devices the City operates. The new software will provide defaults to non-color and duplex printing that reduce color usage and paper consumption. The project will be implemented in January 2019 and projected savings of approximately \$4,129 in the first year and \$8,258 thereafter are anticipated to be realized. (Ongoing savings: \$8,258)</p>			
<b>13. Rebudget: Rent Stabilization Program</b>		<b>700,000</b>	<b>0</b>
<p><i>Community and Economic Development CSA</i>  <b>Rent Stabilization and Tenant Protection Core Service</b>  <i>Apartment Rent Ordinance Administration Program</i></p> <p>This action rebudgets unexpended 2017-2018 non-personal/equipment funding of \$700,000 for the purchase of furniture and equipment to accommodate the added staff in the expanded Rent Stabilization Program. (Ongoing costs: \$0)</p>			
<b>2018-2019 Adopted Budget Changes Total</b>	<b>8.50</b>	<b>2,336,262</b>	<b>370,893</b>

# Housing Department

## Performance Summary

### Affordable Housing Portfolio Management

#### *Performance Measures*

	<b>2016-2017 Actual</b>	<b>2017-2018 Target</b>	<b>2017-2018 Estimated</b>	<b>2018-2019 Target</b>
 % of all rehab program funds that are loaned versus granted	100%	90%	100%	100%

#### *Activity and Workload Highlights*




	<b>2016-2017 Actual</b>	<b>2017-2018 Forecast</b>	<b>2017-2018 Estimated</b>	<b>2018-2019 Forecast</b>
Average per-unit subsidy in funding commitments for new construction projects (\$)	\$130,000	\$255,000	\$126,000	\$125,000

# Housing Department

## Performance Summary

### Affordable Housing Production and Preservation

#### *Performance Measures*

	2016-2017 Actual	2017-2018 Target	2017-2018 Estimated	2018-2019 Target
 % of annual target achieved for production of affordable housing/# of units	45% (157)	100% (183)	35% (64)	100% (225)
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	2.77:1	2.60:1	2.50:1	2.20:1
 % of rehabilitation and mobilehome clients satisfied or very satisfied based on overall service	90%	85%	90%	90%

#### *Activity and Workload Highlights*

	2016-2017 Actual	2017-2018 Forecast	2017-2018 Estimated	2018-2019 Forecast
# of affordable housing units completed in the fiscal year	157	313	63	225
# of rehabilitation projects completed:				
- Rehabilitation projects	11	10	12	12
- Minor repair	350	175	350	350
Total	361	185	362	362




# Housing Department

## Performance Summary

### Homeless Interventions and Solutions

#### *Performance Measures*

	2016-2017 Actual	2017-2018 Target	2017-2018 Estimated	2018-2019 Target
 Reduction in the number of homeless individuals from prior two years <sup>1</sup>	(287)	165	N/A	300

<sup>1</sup> This number is collected on a biennial basis.

#### *Activity and Workload Highlights*

	2016-2017 Actual	2017-2018 Forecast	2017-2018 Estimated	2018-2019 Forecast
Estimated number of homeless individuals <sup>1</sup> :				
- chronically homeless	1,205	1,300	N/A	1,300
- non-chronically homeless	3,145	2,600	N/A	3,000
# of homeless individuals who secured new permanent housing:				
- chronically	249	300	300	350
- non-chronically	1,108	700	1,000	1,100





<sup>1</sup> This number is collected on a biennial basis.

# Housing Department

## Performance Summary

### Neighborhood Capital Investment and Housing Services

#### *Performance Measures*

	2016-2017 Actual	2017-2018 Target	2017-2018 Estimated	2018-2019 Target
 % of CDBG-funded projects meeting all stated outcomes: - City projects - Non-City projects	90%	90%	90%	90%
	95%	90%	90%	90%
 % of CDBG invoices processed within 30 days of receipt of all required documentation	90%	90%	90%	90%
 % of CDBG contracts completed by July 1	0% <sup>1</sup>	70%	40% <sup>1</sup>	50%
 % of all non-mobilehome rehabilitation project funds approved within place-based neighborhoods	0% <sup>2</sup>	25%	25% <sup>2</sup>	25%

<sup>1</sup> Due to delays in the Request for Proposals (RFP) process, no contracts were completed by July 1, 2016; however, 40% were completed by July 2017.

<sup>2</sup> The non-mobilehome rehabilitation program was set to complete in 2015-2016, but the projects in place-based neighborhoods remained outstanding resulting in continuation of this program into 2016-2017. Due to the 2017 Coyote Creek Flood, this program was temporarily reactivated to assist with recovery efforts. The majority of the flooded areas were within place-based neighborhoods.

#### *Activity and Workload Highlights*

	2016-2017 Actual	2017-2018 Forecast	2017-2018 Estimated	2018-2019 Forecast
# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	186	120	180	180
# of non-mobilehome rehabilitation projects completed in targeted neighborhood areas	0 <sup>1</sup>	6	10 <sup>1</sup>	12


<sup>1</sup> The non-mobilehome rehabilitation program was set to complete in 2015-2016, but the projects in place-based neighborhoods remained outstanding resulting in continuation of this program into 2016-2017. Due to the 2017 Coyote Creek Flood, this program was temporarily reactivated to assist with recovery efforts. The majority of the flooded areas were within place-based neighborhoods.

# Housing Department

## Performance Summary

### Rent Stabilization and Tenant Protection

#### *Performance Measures*

	<b>2016-2017 Actual</b>	<b>2017-2018 Target</b>	<b>2017-2018 Estimated</b>	<b>2018-2019 Target</b>
 % of tenant/landlord mediations that resulted in mutual agreement	67%	90%	77%	90%

#### *Activity and Workload Highlights*



	<b>2016-2017 Actual</b>	<b>2017-2018 Forecast</b>	<b>2017-2018 Estimated</b>	<b>2018-2019 Forecast</b>
# of unduplicated mobilehome and apartment clients served by the Rental Rights and Referrals Program	5,920	2,600	4,670	4,000

# Housing Department

## Performance Summary

### Strategic Support

#### *Performance Measures*

	2016-2017 Actual	2017-2018 Target	2017-2018 Estimated	2018-2019 Target
 Monetary default rate of loan portfolio by category:				
% of total loan principal:				
1. Project Loans	0%	0%	0%	0%
2. Rehabilitation Loans	0%	0%	0%	0%
3. Homebuyer Loans	1%	1%	1%	1%
% of total loans:				
1. Project Loans	0%	0%	0%	0%
2. Rehabilitation Loans	0%	0%	0%	0%
3. Homebuyer Loans	1%	1%	1%	1%
 % of portfolio units brought into compliance with safe and sanitary condition requirements within 90 days	60% <sup>1</sup>	75%	80%	75%

<sup>1</sup> Due to vacancies within the department, inspection staff was unavailable for the majority of the year.

#### *Activity and Workload Highlights*

	2016-2017 Actual	2017-2018 Forecast	2017-2018 Estimated	2018-2019 Forecast
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	\$663,436,490	\$687,000,000	\$670,000,000	\$690,000,000
2. Rehabilitation Loans	\$12,600,000	\$10,000,000	\$10,000,000	\$9,500,000
3. Homebuyer Loans	\$61,000,000	\$55,000,000	\$55,000,000	\$50,000,000
Total	\$682,136,490	\$752,000,000	\$735,000,000	\$835,500,000
Total number of loans:				
1. Project Loans	173	172	174	177
2. Rehabilitation Loans	327	275	275	250
3. Homebuyer Loans	1,083	900	900	850
Total	1,583	1,347	1,349	1,277
# of major projects in loan portfolio inspected annually				
- Projects	48 <sup>1</sup>	50	81	90
- Units	888	930	1,498	1,620
# of City facilitated affordable rental units	18,050	18,225	18,225	18,375
# of deed restricted for-sale homes	1,750	1,750	1,750	1,750

<sup>1</sup> Due to vacancies within the department, inspection staff was unavailable for the majority of the year.

# Housing Department

## Departmental Position Detail

Position	2017-2018 Adopted	2018-2019 Adopted	Change
Account Clerk I	1.00	1.00	-
Accountant II	1.00	1.00	-
Accounting Technician	1.00	1.00	-
Administrative Assistant	1.00	1.00	-
Administrative Officer	1.00	1.00	-
Analyst I/II	9.00	16.00	7.00
Building Rehabilitation Inspector II	3.00	3.00	-
Building Rehabilitation Supervisor	1.00	1.00	-
Community Activity Worker FT	1.00	0.00	(1.00)
Community Activity Worker PT	0.50	0.00	(0.50)
Community Programs Administrator	1.00	1.00	-
Community Services Supervisor	1.00	1.00	-
Deputy Director	2.00	2.00	-
Development Officer	10.00	10.00	-
Development Specialist	5.00	5.00	-
Development Specialist PT	0.50	0.50	-
Director of Housing	1.00	1.00	-
Division Manager	2.00	3.00	1.00
Housing Policy and Plan Administrator	2.00	3.00	1.00
Information Systems Analyst	1.00	1.00	-
Office Specialist II	3.00	4.00	1.00
Program Manager II	1.00	0.00	(1.00)
Public Information Manager	0.00	1.00	1.00
Public Information Representative II	0.00	2.00	2.00
Senior Accountant	1.00	1.00	-
Senior Analyst	1.00	2.00	1.00
Senior Development Officer	7.00	7.00	-
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	6.00	6.00	-
Student Intern PT	1.00	1.00	-
<b>Total Positions</b>	<b>66.00</b>	<b>77.50</b>	<b>11.50</b>

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