

# Housing Department

Erik L. Soliván, Director

## MISSION

*To make housing and neighborhood investments that create a more just community where all people thrive.*

## CITY SERVICE AREA

*Community and Economic Development  
Neighborhood Services*

## CORE SERVICES

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### AFFORDABLE HOUSING PORTFOLIO MANAGEMENT

Manage the City's affordable housing loan portfolio, including loan servicing and monitoring, compliance of income restricted apartments; retain and extend the length of the restrictions to preserve the long-term affordability of the apartments.

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### HOUSING PRODUCTION AND PRESERVATION

Implement the strategies in the City's Housing Element. Manage the Housing Catalyst Work Plan for market-rate and affordable housing production. Provide financing for the rehabilitation, development, and construction of affordable housing; offer limited homeownership loans and administer Inclusionary and Housing Impact fee programs.

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### HOMELESSNESS RESPONSE AND SOLUTIONS

Provide a coordinated response to homeless residents including street-based outreach, case management, essential services, referrals, and housing options; invest in interim short-term housing solutions.

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### NEIGHBORHOOD INVESTMENTS

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

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### RENT STABILIZATION AND TENANT PROTECTIONS

Administer rent stabilization programs and requirements that stabilize rents, while assuring landlords a fair return, protect tenants, mitigate impacts of displacement, and prevent retaliation.

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**Strategic Support:** Planning and Policy Development, Public Education, Budget, Financial Management, Clerical Support, Human Resources, Audit Supervision, and Emergency Response and Recovery

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## 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>Housing Production and Preservation Core Service</i></b>	
<b>Affordable Housing Development Loans</b>	Provides financing and technical assistance for the construction of new affordable housing, the acquisition and rehabilitation of existing housing, and the restructuring of existing financing to create new and preserve existing affordable housing opportunities for low-income households and individuals. Assist in the application of State programs such as Homekey and Affordable Housing and Sustainable Communities Grants.
<b>Homeownership Opportunities</b>	Provides loan servicing for recipients of lending programs.
<b>Inclusionary Housing</b>	Provides technical assistance to market-rate residential and commercial developers in meeting their affordable housing requirements.
<b>Rehabilitation Loans and Grants</b>	Funds minor home repairs for low-income homeowners and mobile homeowners.
<b>Permanent Supportive Housing</b>	Housing with no limit on length of stay, that is occupied by a target population, and that is linked to onsite or offsite services that assist supportive housing residents in retaining housing, improving their health status, and maximizing their ability to live and, when possible, work in the residents' community.
<b><i>Homelessness Response and Solutions Core Service</i></b>	
<b>Homeless Administrative Support</b>	Provides community engagement, leadership, program and grant development and oversight, as well as regional systems support.
<b>Congregate Shelter</b>	Provides grants to non-profit organizations to operate mass emergency shelter for individuals experiencing homelessness during inclement weather and other natural emergencies and disasters.
<b>Interim Housing Construction and Operations</b>	Supports the construction and maintenance of, as well as provides grants to non-profit organizations to operate, temporary programs for households experiencing homelessness, which includes emergency interim housing communities, converted motels, and supportive parking sites.
<b>Homeless Hygiene and Meals</b>	Supports access to basic needs services which includes water, food, showers, restrooms and laundry resources for individuals experiencing homelessness.
<b>Homeless Supportive Services</b>	Provides grants that offer individualized supportive services that assists individuals experiencing homelessness to attain and/or maintain self-sufficiency and stable housing.
<b>Homeless Prevention, Shelter Diversion and Rental Assistance</b>	Supports access to supportive services and financial assistance, fair housing and tenant legal services, and other resources to assist households at risk of becoming homeless.

# Housing Department

## Department Budget Summary

PROGRAM	DESCRIPTION
<b><i>Homelessness Response and Solutions Core Service (Cont'd.)</i></b>	
<b>Homeless Outreach and Engagement</b>	Provides grants to non-profit organizations to support interventions that address the homelessness crisis, which includes outreach and engagement, supportive parking, participant engagement, and other programs to support individuals to end their homelessness episodes.
<b>Rapid Rehousing</b>	Provides grants to non-profit organizations to operate programs serving households experiencing homelessness with time-limited supportive services and/or financial and rental assistance.
<b><i>Neighborhood Investments Core Service</i></b>	
<b>Community Development Block Grant – Infrastructure Investments</b>	Funds City infrastructure improvements in low-income neighborhoods and facility upgrades for non-profits that serve low-income communities.
<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, homeless programs, minor repair program for homeowners and mobile homeowners, and operating support.
<b>Place-Based Neighborhood Strategy</b>	Provides community engagement and leadership development services in low-income neighborhoods.
<b><i>Rent Stabilization and Tenant Protections Core Service</i></b>	
<b>Apartment Rent Ordinance Administration</b>	Promotes stable, longer-term tenancies by limiting excessive rent increases and evictions while assuring landlords a fair return; provides balanced treatment for both tenants and landlords through efficient and consistent administration of the Apartment Rent Ordinance program.
<b>Mobilehome Rent Ordinance Administration</b>	Supports mobilehome residents in maintaining affordable housing by limiting excessive rent increases while assuring park owners receive a fair return through efficient and consistent administration of the Mobilehome Rent Ordinance program.
<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.
<b>Housing Emergency Response and Recovery</b>	Provides for the coordination and delivery of emergency services and recovery activities.

# Housing Department

## Department Budget Summary

### Expected 2024-2025 Service Delivery

- Continue to advance funding commitments for four affordable housing developments, totaling 519 new apartments, as part of the implementation of a previous \$150 million Notice of Funding Availability (NOFA), and advance the funding commitments for the four new affordable housing developments awarded from the \$50 million 2023 NOFA creating 338 new apartments.
- Begin construction on six major projects that will produce 681 affordable apartments.
- Implement the reimaged homeless outreach program through agreements with two service providers providing enhanced services and coordinated resources to individuals and households experiencing homelessness in target areas across the City.
- Implement the Rent Stabilization Program Strategic Plan, 2024-2025 Racial Equity Implementation Plan, and the approved Tenant Preferences to Fight Displacement in forthcoming properties.
- Create an Assessment of Fair Housing Plan and Moderate-Income Housing Strategy for City Council approval; as well as creating the City's First Housing Balance Report.

### 2024-2025 Key Budget Actions

- As directed by the Mayor's March Budget Message for Fiscal Year 2024-2025, as approved by the City Council, allocates \$2.2 million in one-time non-personal/equipment funding in the Multi-Source Housing Fund for: homeless prevention (\$1.0 million), Emmanuel House Shelter Redevelopment project (\$1.0 million), and the Homeward Bound pilot program (\$200,000) where outreach workers have access to flexible funding to reunite homeless residents with their loved ones by paying for transportation or other relocation costs.
- Allocates \$50.0 million of Measure E funding collected in the newly established Real Property Transfer Tax Fund for the following:
  - \$31.75 million towards Homeless Support Programs: construction and operations of interim housing (\$10.4 million); safe or alternative sleeping sites (\$10.0 million); outreach, sanitation, and other support services focused on waterways and stormwater permit compliance (\$3.6 million); maintenance and operations at First Street Interim Housing (\$3.0 million); development of a safe parking site at Berryessa Road (\$1.7 million); recreational vehicle pollution prevention program expansion (\$1.4 million); pilot a lived-in vehicle safe parking program (\$1.0 million); and temporary staffing for a City outreach team supporting enhanced homeless outreach services (\$600,000).
  - \$11.0 million for development of housing for extremely low- and low-income households.
  - \$4.75 million for homeless prevention and rental assistance.
  - \$2.5 million in administrative costs for personnel and outside costs that support initiatives within Measure E.
- Continues 3.0 Analyst II and 1.0 Staff Specialist positions through June 30, 2025, to support contract development and management, performance tracking, non-profit agency support, community engagement and federal reporting to distribute and monitor the influx of grant funding related to federal and State programs.
- Continues 2.0 Analyst I/II and adds 1.0 Analyst I/II and 1.0 Staff Specialist positions through June 30, 2025, to support the Eviction Diversion Program.

### Operating Funds Managed

- Affordable Housing Impact Fee Fund
- Building Home and Jobs Act Fund
- Community Development Block Grant Fund
- Economic Development Administration Loan Fund
- Home Investment Partnership Program Trust Fund
- Homeless Housing, Assistance, & Prevention Fund
- Housing Trust Fund
- Inclusionary Fee Fund
- Low and Moderate Income Housing Asset Fund
- Multi-Source Housing Fund
- Real Property Transfer Tax Fund
- Rent Stabilization Fee Fund

# Housing Department

## Department Budget Summary

	2022-2023 Actuals ***	2023-2024 Adopted ****	2024-2025 Forecast	2024-2025 Proposed
<b>Dollars by Core Service</b>				
Affordable Housing Portfolio Management	3,772,596	4,199,442	4,670,045	4,670,045
Homelessness Response and Solutions	24,641,093	91,382,787	68,776,157	69,821,297
Housing Production and Preservation	29,999,794	78,452,929	4,718,332	4,718,332
Neighborhood Investments	22,599,372	36,549,509	8,564,095	8,752,071
Rent Stabilization and Tenant Protections	2,502,180	3,334,336	3,707,080	3,707,080
Strategic Support - Community & Economic Development	26,035,967	30,213,365	5,786,471	5,786,471
Strategic Support - Other - Community & Economic Development	44,711,823	108,437,536	2,510,578	2,651,792
Strategic Support - Other - Neighborhood Services	0	0	323,459	323,459
<b>Total</b>	<b>\$154,262,824</b>	<b>\$352,569,904</b>	<b>\$99,056,217</b>	<b>\$100,430,547</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	13,732,433	16,680,346	20,802,213	22,035,329
Overtime	102,393	34,830	34,830	34,830
<b>Subtotal Personal Services</b>	<b>\$13,834,825</b>	<b>\$16,715,176</b>	<b>\$20,837,043</b>	<b>\$22,070,159</b>
Non-Personal/Equipment	2,329,423	2,331,140	2,236,140	2,236,140
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$16,164,248</b>	<b>\$19,046,316</b>	<b>\$23,073,183</b>	<b>\$24,306,299</b>
<i>Other Costs *</i>				
City-Wide Expenses	43,690,209	157,879,592	29,100,000	21,100,000
Housing Loans and Grants	33,905,324	68,702,841	8,097,168	8,097,168
Other	56,432,103	104,962,767	36,465,678	44,465,678
Other - Capital	0	0	0	0
Overhead Costs	4,070,940	1,903,388	2,245,188	2,386,402
Workers' Compensation	0	75,000	75,000	75,000
<b>Total Other Costs</b>	<b>\$138,098,576</b>	<b>\$333,523,588</b>	<b>\$75,983,034</b>	<b>\$76,124,248</b>
<b>Total</b>	<b>\$154,262,824</b>	<b>\$352,569,904</b>	<b>\$99,056,217</b>	<b>\$100,430,547</b>

\* 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.

\*\* The position counts displayed in the 2022-2023 Actuals column reflect those included in the 2022-2023 Adopted Budget.

\*\*\* 2022-2023 Actuals may not subtotal due to rounding.

\*\*\*\* The amounts in the 2023-2024 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

# Housing Department

## Department Budget Summary

	2022-2023 Actuals ***	2023-2024 Adopted ****	2024-2025 Forecast	2024-2025 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	44,206,450	158,480,541	29,757,969	21,757,969
Affordable Housing Impact Fee Fund (452)	5,635,690	10,437,277	119,309	119,309
American Rescue Plan Fund (402)	0	0	0	0
Building Homes and Jobs Act Fund (456)	4,353,579	6,876,063	7,482,685	7,482,685
Community Development Block Grant Fund (441)	10,806,410	15,736,542	6,493,684	6,595,689
Emergency Reserve Fund (406)	1,490,515	0	0	0
Home Investment Partnership Program Trust Fund (445)	355,104	12,213,334	3,670,212	3,730,302
Homeless Housing, Assistance, and Prevention Fund (454)	8,423,279	38,301,994	11,761,666	11,975,338
Housing Trust Fund (440)	2,949,612	4,403,407	1,312,146	1,312,146
Inclusionary Fee Fund (451)	385,839	13,880,220	273,172	273,172
Low And Moderate Income Housing Asset Fund (346)	34,999,309	50,429,126	14,235,561	14,235,561
Multi-Source Housing Fund (448)	37,194,404	38,085,041	7,424,091	8,422,654
Real Property Transfer Tax Fund (404)	0	0	12,292,739	20,292,739
Rental Stabilization Program Fee Fund (450)	3,462,635	3,726,359	4,232,983	4,232,983
<b>Total</b>	<b>\$154,262,824</b>	<b>\$352,569,904</b>	<b>\$99,056,217</b>	<b>\$100,430,547</b>
<b>Positions by Core Service **</b>				
Affordable Housing Portfolio Management	12.50	11.50	13.00	13.00
Homelessness Response and Solutions	13.00	18.00	25.89	32.59
Housing Production and Preservation	13.00	19.00	13.10	13.10
Neighborhood Investments	8.60	7.60	6.45	7.75
Rent Stabilization and Tenant Protections	17.07	18.07	17.77	17.77
Strategic Support - Community & Economic Development	26.58	26.58	25.49	25.49
Strategic Support - Other - Community & Economic Development	14.75	8.75	1.80	1.80
<b>Total</b>	<b>105.50</b>	<b>109.50</b>	<b>103.50</b>	<b>111.50</b>

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# Housing Department

## Department Budget Summary

	2022-2023	2023-2024	2024-2025	2024-2025	2024-2025
	Actuals **	Adopted	Forecast	Proposed	Proposed Positions

### Dollars by Program\*

#### Affordable Housing Portfolio Management

Loan Collections	31,678	0	0	0	0.00
Loan Compliance	2,838,627	2,314,978	2,768,657	2,768,657	12.00
Property Maintenance and Inspection	902,290	1,884,464	1,901,388	1,901,388	1.00
<b>Sub-Total</b>	<b>3,772,596</b>	<b>4,199,442</b>	<b>4,670,045</b>	<b>4,670,045</b>	<b>13.00</b>

#### Housing Production and Preservation

Affordable Housing Development Loans	29,493,427	76,874,644	2,952,783	2,952,783	5.90
Homeownership Opportunities	137,019	270,000	0	0	0.00
Inclusionary Housing	197,678	342,888	399,527	399,527	2.00
Permanent Supportive Housing (PSH)	0	0	514,386	514,386	1.00
Rehabilitation Loans and Grants	171,670	965,397	851,636	851,636	4.20
<b>Sub-Total</b>	<b>29,999,794</b>	<b>78,452,929</b>	<b>4,718,332</b>	<b>4,718,332</b>	<b>13.10</b>

#### Homelessness Response and Solutions

Congregate Shelter	0	0	0	0	0.00
Homeless Administrative Support	0	0	1,363,583	1,363,583	6.47
Homeless Hygiene & Meals	0	0	2,000,715	2,016,681	0.10
Homeless Outreach and Case Management	9,691,640	63,545,168	0	0	0.00
Homeless Outreach and Engagement	0	0	11,263,854	11,647,042	15.76
Homeless Prevention, Shelter Diversion and Rental Assistance	0	0	6,746,992	7,365,942	9.06
Homeless Supportive Services	0	0	225,000	225,000	0.00
Interim Housing Construction and Operations	0	0	42,629,355	42,656,391	0.60
Interim Supportive Housing Development	554,340	15,401,842	0	0	0.00
Joint Encampment Response Team	925,319	265,482	0	0	0.00
Rapid Rehousing (RRH)	0	0	4,546,658	4,546,658	0.60
Tenant Based Rental Assistance and Rapid Rehousing	13,469,793	12,170,295	0	0	0.00
<b>Sub-Total</b>	<b>24,641,093</b>	<b>91,382,787</b>	<b>68,776,157</b>	<b>69,821,297</b>	<b>32.59</b>

#### Neighborhood Investments

Community Development Block Grant - Infrastructure Investments	2,987,694	8,299,166	3,886,141	3,977,043	4.55
Neighborhood Stabilization	174,357	0	0	0	0.00
Non-Profit Service Grants to Support Housing and Community Development Needs	19,215,460	28,240,843	4,668,454	4,765,528	3.20
Place-Based Neighborhood Strategy	221,861	9,500	9,500	9,500	0.00
<b>Sub-Total</b>	<b>22,599,372</b>	<b>36,549,509</b>	<b>8,564,095</b>	<b>8,752,071</b>	<b>7.75</b>

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# Housing Department

## Department Budget Summary

	2022-2023 Actuals **	2023-2024 Adopted	2024-2025 Forecast	2024-2025 Proposed	2024-2025 Proposed Positions
<b>Dollars by Program*</b>					
<b>Rent Stabilization and Tenant Protections</b>					
Apartment Rent Ordinance Administration	2,021,757	3,107,258	2,756,275	2,756,275	12.52
Housing Anti-Retaliation and Protection	0	0	731,694	731,694	4.10
Mobilehome Rent Ordinance Administration	480,423	227,078	219,111	219,111	1.15
<b>Sub-Total</b>	<b>2,502,180</b>	<b>3,334,336</b>	<b>3,707,080</b>	<b>3,707,080</b>	<b>17.77</b>
<b>Strategic Support - Community &amp; Economic Development</b>					
Housing Emergency Response and Recovery	19,355,147	24,127,245	0	0	0.00
Housing Management and Administration	5,551,139	4,726,815	4,325,690	4,325,690	19.09
Housing Planning and Policy Development	1,129,681	1,359,305	1,460,781	1,460,781	6.40
<b>Sub-Total</b>	<b>26,035,967</b>	<b>30,213,365</b>	<b>5,786,471</b>	<b>5,786,471</b>	<b>25.49</b>
<b>Strategic Support - Other - Community &amp; Economic Development</b>					
Housing Other Departmental - City-Wide	15,769,182	106,081,601	479,302	479,302	1.80
Housing Other Departmental - Grants	25,020,983	34,547	34,547	34,547	0.00
Housing Other Operational - Administration	3,395	0	0	0	0.00
Housing Overhead - Community and Economic Development	3,917,582	1,903,388	1,921,729	2,062,943	0.00
Housing Transfers	682	343,000	0	0	0.00
Housing Workers' Compensation	0	75,000	75,000	75,000	0.00
<b>Sub-Total</b>	<b>44,711,823</b>	<b>108,437,536</b>	<b>2,510,578</b>	<b>2,651,792</b>	<b>1.80</b>
<b>Strategic Support - Other - Neighborhood Services</b>					
Housing Overhead - Neighborhood Services	0	0	323,459	323,459	0.00
<b>Sub-Total</b>	<b>0</b>	<b>0</b>	<b>323,459</b>	<b>323,459</b>	<b>0.00</b>
<b>Total</b>	<b>\$154,262,824</b>	<b>\$352,569,904</b>	<b>\$99,056,217</b>	<b>\$100,430,547</b>	<b>111.50</b>

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# Housing Department

## Budget Reconciliation

### Personal Services and Non-Personal/Equipment

(2023-2024 Adopted to 2024-2025 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2023-2024):</b>	<b>109.50</b>	<b>19,046,316</b>	<b>600,949</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Housing Grants Management Staffing (4.0 Analyst II, 1.0 Staff Specialist)	(5.00)	(856,190)	0
• West Valley Community Services		(75,000)	0
• Community Seva		(10,000)	(10,000)
• Recovery Café San José Nutrition-Dense Meal Program		(10,000)	(10,000)
• Rent Stabilization Program – Non-Rent Controlled Apartment Units Fee		116,000	0
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>(5.00)</b>	<b>(835,190)</b>	<b>(20,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/Benefit changes		1,473,344	77,020
• Amendment to the City Pay Plan for Various Classifications (City Council approval on March 5, 2024) (2.0 Therapeutic Specialist)	(2.00)	0	0
• Shift from the Office of Economic Development and Cultural Affairs for Housing Catalyst Staffing (1.0 Senior Development Officer)	1.00	227,300	0
• Fund Shift: Measure E - 5% Program Administration	0.00	1,606,690	0
• Fund Shift: Housing Department Staffing	0.00	804,197	0
• Fund Shift: Measure E - Housing Homeless Response Staff (Program Admin)	0.00	750,526	0
• Budget Program Realignment: Interim Housing, Homeless Prevention, Sheltering, and Rehousing	0.00	0	0
<b>Technical Adjustments Subtotal:</b>	<b>(1.00)</b>	<b>4,862,057</b>	<b>77,020</b>
<b>2024-2025 Forecast Base Budget:</b>	<b>103.50</b>	<b>23,073,183</b>	<b>657,969</b>
<b>Budget Proposals Recommended</b>			
1. Rent Stabilization and Eviction Prevention Staffing	4.00	618,950	0
2. Housing Grants Program Management Staffing	4.00	614,166	0
<b>Total Budget Proposals Recommended</b>	<b>8.00</b>	<b>1,233,116</b>	<b>0</b>
<b>2024-2025 Proposed Budget Total</b>	<b>111.50</b>	<b>24,306,299</b>	<b>657,969</b>

# Housing Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2024-2025 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>1. Rent Stabilization and Eviction Prevention Staffing</b></p> <p><i>Neighborhood Services CSA</i>  <i>Homelessness Response and Solutions Core Service</i>  <i>Homeless Prevention, Shelter Diversion and Rental Assistance Program</i></p> <p>This action continues 2.0 Analyst II positions and adds 1.0 Analyst II and 1.0 Staff Specialist positions, through June 30, 2025, funded by a State of California grant received in fiscal year 2023-2024. Funds were allocated to support the Eviction Diversion Program which provides landlords and tenants a continuum of services to help avoid eviction court orders by reaching a settlement plan that works for both parties. This program provides for rental assistance and social services to help address the root problems of disputes. Functions performed by staff include attending the Santa Clara Superior Court two to three times a week during the unlawful detainer (eviction) calendar and for the weekly courthouse clinic; screening cases for eligibility; case management of eviction diversion cases including coordinating with court staff, mediators, parties, landlord and tenant attorneys and community service organizations; and responding to eviction prevention inquiries via phone, emails, and walk-in. The Program will continue efforts to connect at least 3,000 households facing eviction with resources and services, hold at least 40 weekly workshops at the Santa Clara County Superior courthouse to assist tenants and landlords involved in eviction court actions, and stabilize at least 125 low-income households and compensate landlords involved in eviction court actions through the Program. (Ongoing costs: \$0)</p>	4.00	618,950	0
<p><b>2. Housing Grants Program Management Staffing</b></p> <p><i>Community and Economic Development CSA</i>  <i>Neighborhood Investments Core Service</i>  <i>Community Development Block Grant – Infrastructure Investments and Non-Profit Service Grants to Support Housing and Community Development Needs Programs</i>  <i>Neighborhood Services CSA</i>  <i>Homelessness Response and Solutions Core Service</i>  <i>Homeless Hygiene &amp; Meals, Homeless Outreach and Engagement, and Interim Housing Construction and Operations Programs</i></p> <p>This action continues 3.0 Analyst II and 1.0 Staff Specialist positions, through June 30, 2025, funded by a combination of Multi-Source Housing Fund, federal grant programs (Community Development Block Grant, Emergency Shelter Grant, Home Investment Partnership Program, and Housing Opportunities for Persons with AIDS Program), and State grant programs (Homeless Housing, and Assistance and Prevention grant and Encampment Resolution Funding grant) to administer contracts with various agencies and vendors. Staff will perform agreement development and management, performance tracking, non-profit agency support, community engagement, and reporting to distribute and monitor influx of grant funding related to federal and State programs to support community response and recovery for vulnerable residents. The Grants Program Management Team is currently managing 85 agreements and will manage an additional five or more new agreements in 2024-2025. (Ongoing costs: \$0)</p>	4.00	614,166	0
<b>2024-2025 Proposed Budget Changes Total</b>	<b>8.00</b>	<b>1,233,116</b>	<b>0</b>

# Housing Department

## Performance Summary

### Four Key Budget Performance Measure Measurement Areas



**Access** - How well does a service enable access, participation, visitation, and usage? How well does the service lead to its intended outcome or opportunity pathway?

**Customer Satisfaction** - How well does a service meet customer needs? How well does a service resolve a customer's problem? How well does a service deliver its intended experience for a customer?

**Reliability and Responsiveness** - How well does a service meet response time targets? How well does a service deliver resolution? How well does a service meet its efficiency goals?

**Cost Effectiveness** - How well does a service resource deliver its intended outcome? How well does a service resource deliver its intended output?

### Affordable Housing Portfolio Management

#### Performance Measures

		2022-2023 Actual	2023-2024 Target	2023-2024 Estimate	2024-2025 Target	
★★★	PM 1	# of portfolio units brought into compliance with safe and sanitary condition requirements within 90 days:				
		- Projects inspected	79	95	102	105
		- Units inspected	1,116	1,342	1,442	1,470
	PM 2	% of affordable housing units occupied	99%	95%	99%	97%

# Housing Department

## Performance Summary

### Affordable Housing Portfolio Management

#### Activity and Workload Highlights

		2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimate	2024-2025 Forecast
<i>AWH</i> 1	# of single-family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	59	40	37	45
	Single Family Rehabilitation and/or Homebuyer loans:				
	- Total loan principal (\$):				
	o Project Loans	\$603,255,479	\$691,993,305	\$691,993,305	\$772,684,305
	o Rehabilitation and Homebuyer Loans	\$49,257,419	\$46,636,773	\$46,636,773	\$45,000,000
<i>AWH</i> 2	o Multi-family Acquisition/Rehabilitation loans	0	0	0	\$5,000,000
	o Total	\$652,512,898	\$738,630,078	\$738,630,078	\$822,684,305
	- Total number of loans:				
	o Project Loans	163	166	166	171
	o Rehabilitation and Homebuyer Loans	843	809	809	774
	o Multi-family Acquisition/Rehabilitation loans	0	0	0	1
	o Total	1,006	975	975	946
	# of City invested and issued bonds for affordable rental units:				
<i>AWH</i> 3	- Direct investment/loans	639	145	145	529
	- Issued bonds	559	145	145	529
<i>AWH</i> 4	# of income restricted for sale homes	0	4	4	0
<i>AWH</i> 5	# of existing units refinanced to keep them affordable	0	227	227	148

#### Data Sources: Affordable Housing Portfolio Management






Number	Data Source
<i>PM</i> 1	Asset Management
<i>PM</i> 2	Asset Management
<i>AWH</i> 1	Asset Management
<i>AWH</i> 2	Asset Management
<i>AWH</i> 3	Project Tracker, City council memos
<i>AWH</i> 4	Project Tracker
<i>AWH</i> 5	Project Tracker, Amended Affordability Restrictions

# Housing Department

## Performance Summary

### Housing Production and Preservation

#### Performance Measures

			2022-2023 Actual	2023-2024 Target	2023-2024 Estimate	2024-2025 Target
	PM 1	% of funding committed to Black, Indigenous, and People of Color (BIPOC)/Emerging Developers in the last fiscal year	0%	0%	0%	0%
	PM 2	% City annual moderate housing Regional Housing Needs Allocation (RHNA) goal met through Accessory Dwelling Unit permits approved	N/A <sup>1</sup>	30%	30%	30%
	PM 3	Average per unit subsidy in funding commitments for new construction projects	\$200,950	\$125,000	\$140,500	\$125,000
	PM 4	<p><b>PM 4a:</b> % of housing units preserved by type:</p> <ul style="list-style-type: none"> <li>- Permanent Supportive housing: 0% 44% 44% 30%</li> </ul> <p><b>PM 4b:</b> % of housing units preserved by type:</p> <ul style="list-style-type: none"> <li>- Family 100% 100% 75% 74%</li> <li>- Seniors 0% 0% 25% 26%</li> </ul>				
	PM 5	<p><b>PM 5a:</b> % of housing units completed by type:</p> <ul style="list-style-type: none"> <li>- Permanent Supportive Housing 21% 30% 29% 18%</li> <li>- Rapid Rehousing 0% 3% 4% 33%</li> </ul> <p><b>PM 5b:</b> % of housing units completed by type:</p> <ul style="list-style-type: none"> <li>- Disabled 0% 5% 6% 0%</li> <li>- Family 62% 72% 64% 88%</li> <li>- Seniors 38% 20% 28% 0%</li> <li>- Veterans 0% 4% 2% 0%</li> <li>- Youth 0% 0% 0% 12%</li> </ul>				

<sup>1</sup> Data not available. Tracking beginning in 2023-2024.

# Housing Department

## Performance Summary

### Housing Production and Preservation

#### Activity and Workload Highlights

		2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimate	2024-2025 Forecast
AWH 1	# of affordable housing units completed	214	737	515	340
	New Construction Funding Subsidy:				
AWH 2	- # of affordable units	240	574	574	271
	- \$ in funding commitments	\$50,060,000	\$79,151,066	\$79,151,066	\$45,275,000
	Funding committed for total affordable housing units by area:				
AWH 3	- Overall	\$50,060,000	\$79,151,066	\$79,151,066	\$45,275,000
	o Continued investment areas	\$40,610,000	\$51,448,193	\$52,700,000	\$29,428,750
	o Housing Expansion Area	\$9,450,000	\$27,702,873	\$26,451,066	\$15,846,250
	<b>AWH 4a:</b> # of housing units preserved by type:				
	- Permanent Supportive Housing	0	134	134	40
AWH 4	<b>AWH 4b</b> # of housing units preserved by type:				
	- Family	261	303	227	239
	- Seniors	0	0	76	84
	<b>AWH 5a:</b> # of housing units completed by type:				
	- Permanent Supportive Housing	46	225	155	60
	- Rapid Rehousing	0	23	23	109
AWH 5	<b>AWH 5b:</b> # of housing units completed by type:				
	- Disabled	0	34	34	0
	- Family	133	539	335	290
	- Seniors	81	147	147	0
	- Veterans	0	31	11	0
	- Youth	0	0	0	40

# Housing Department

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## Performance Summary

### Data Sources: Housing Production and Preservation

<b>Number</b>	<b>Data Source</b>
<i>PM 1</i>	Project Tracker, City Council memos
<i>PM 2</i>	Housing Element Annual Performance Report
<i>PM 3</i>	Project tracker, City Council memos
<i>PM 4a</i>	Project Tracker, Project Descriptions
<i>PM 4b</i>	Project Tracker, Project Descriptions
<i>PM 5a</i>	Project Tracker, Project Descriptions
<i>PM 5b</i>	Project Tracker, Project Descriptions
<i>AWH 1</i>	Project Tracker, Temporary/Final Certificate of Occupancy
<i>AWH 2</i>	Project Tracker, City Council memos
<i>AWH 3</i>	Project Tracker, City council memos, Siting policy
<i>AWH 4a</i>	Project Tracker, Project Descriptions
<i>AWH 4b</i>	Project Tracker, Project Descriptions
<i>AWH 5a</i>	Project Tracker, Project Descriptions
<i>AWH 5b</i>	Project Tracker, Project Descriptions

# Housing Department

## Performance Summary

### Homelessness Response and Solutions

#### Performance Measures

		2022-2023 Actual	2023-2024 Target	2023-2024 Estimate	2024-2025 Target
	Average length of stay (days) for San José funded Temporary / Interim Housing and Safe Parking:				
<i>PM 1</i>	- Temporary Programs	18	6	6	7
	- Interim Programs	175	200	210	220
	- Safe Parking Programs	N/A <sup>2</sup>	50	75	98
	% of clients based on exits for all San José funded shelter programs:				
<i>PM 2</i>	- Permanent	40%	35%	35%	35%
	- Temporary	27%	35%	35%	35%
	- Refused to notify	19%	17%	17%	17%
	- Unsuccessful	12%	12%	13%	13%
	- Death	1%	1%	0%	0%
	% Unit occupancy of each shelter type:				
<i>PM 3</i>	- Interim Housing/Temporary Sites <sup>1</sup>	89%	88%	90%	90%
	- Safe Parking	N/A <sup>2</sup>	61%	80%	95%
	% of individuals who return to homelessness from San José funded programs by program type:				
<i>PM 4</i>	- Interim and Temporary Housing Programs	11%	10%	10%	11%
	- Outreach and Safe Parking Programs	10%	9%	10%	10%
	- Rapid ReHousing programs	9%	18%	17%	16%
	% of clients that moved to sheltered homelessness by program enrollment:				
<i>PM 5</i>	- Outreach Programs	19%	18%	17%	17%
	- Safe Parking Programs	N/A <sup>2</sup>	N/A <sup>2</sup>	N/A <sup>2</sup>	5%

<sup>1</sup> SureStay Interim Shelter excluded from calculation due to data quality.

<sup>2</sup> Safe Parking Program enrolled first client on July 17, 2023.



# Housing Department

## Performance Summary

### Homelessness Response and Solutions

#### Activity and Workload Highlights

		2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimate	2024-2025 Forecast
<i>AWH 1</i>	# of San José affiliated homeless individuals who secured new permanent housing:				
	- Chronically	751	424	800	800
	- Non-chronically	1,274	564	1,000	1,000
<i>AWH 2</i>	# of San José affiliated households accessing prevention services	1,684	899	1,800	1,800
<i>AWH 3</i>	# of San José affiliated homeless individuals assessed with Vulnerability Index – Service Prioritization Decision Assistance Tool (VISPDAT) and entered the Santa Clara County Homeless Management Information System (HMIS) system for the first time	4,650	1,650	3,000	3,000

#### Data Sources: Homelessness Response and Solutions



Number	Data Source
<i>PM 1</i>	Clarity Human Services Homeless Management Information System (HMIS)
<i>PM 2</i>	Clarity Human Services Homeless Management Information System (HMIS)
<i>PM 3</i>	Clarity Human Services Homeless Management Information System (HMIS)
<i>PM 4</i>	Clarity Human Services Homeless Management Information System (HMIS)
<i>PM 5</i>	Clarity Human Services Homeless Management Information System (HMIS)
<i>AWH 1</i>	Clarity Human Services Homeless Management Information System (HMIS)
<i>AWH 2</i>	Clarity Human Services Homeless Management Information System (HMIS)
<i>AWH 3</i>	Clarity Human Services Homeless Management Information System (HMIS)

# Housing Department

## Performance Summary

### Neighborhood Investments

#### Performance Measures

			2022-2023 Actual	2023-2024 Target	2023-2024 Estimate	2024-2025 Target
	PM 1	% of Community Development Block Grants (CDBG) reimbursement invoices processed within 30 days of receipt containing required documentation	90%	90%	90%	90%
	PM 2	% of Community Development Block Grants (CDBG) funds used for projects by type:				
		- Public Services	15%	15%	15%	15%
		- Community Development Investment (CDI) Non-Construction Projects	33%	33%	33%	33%
		- Community Development Investment (CDI) Construction Projects	55%	42%	42%	17%

# Housing Department

## Performance Summary

### Neighborhood Investments

#### Activity and Workload Highlights

		2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimate	2024-2025 Forecast
	# of rehabilitation projects completed:				
AWH 1	- Rehabilitation projects	2	1	1	1
	- Minor repair	222	230	230	230
	- Total	224	231	231	231
	Grant funding for low-income residents to provide Senior Nutrition meals:				
AWH 2	- Amount (\$)	\$302,875	\$452,530	\$452,530	\$302,530
	- # of residents	270	300	300	300
	# of U.S. Department of Housing and Urban Development (HUD) grants disbursed to the community:				
AWH 3	- # of residents impacted by Housing disbursed grants (approximate)	20,799 <sup>1</sup>	6,500	6,500	6,500
	- # programs supported by Housing disbursed grants	22 <sup>2</sup>	17	17	17
	- # of organizations supported by Housing disbursed grants	28 <sup>2</sup>	18	18	18
	# of enhanced code enforcement program for multifamily housing inspections funded by Community Development Block Grants (CDBG) by neighborhood:				
AWH 4	- Enhanced Code Program	427	430	430	430

<sup>1</sup> The total number of participants was higher than usual in 2022-2023 due to inclusion of the Food Distribution Program.

<sup>2</sup> The 2022-2023 Actual include programs using federal COVID-19 funds.

#### Data Sources: Neighborhood Investments




Number	Data Source
PM 1	Fiscal Team tracking reports
PM 2	Quarterly Reports
AWH 1	Quarterly Reports
AWH 2	N/A
AWH 3	Quarterly Reports
AWH 4	Quarterly Reports

# Housing Department

## Performance Summary

### Rent Stabilization and Tenant Protection

#### Performance Measures

			2022-2023 Actual	2023-2024 Target	2023-2024 Estimate	2024-2025 Target
	PM 1	% of households stabilized by eviction diversion program of total cases received	84%	84%	83%	84%
★★★	PM 2	% of tenant/landlord petitions resolved	81%	90%	72%	90%
★★★	PM 3	% of tenant/landlord petitions that resulted in voluntary agreement without an appeal	45%	50%	31%	50%
	PM 4	% of rent-stabilized units registered annually with the Rent Stabilization Program Rent Registry	96%	90%	95%	90%
	PM 5	% of Rent Stabilization Program inquires received by intake channel:				
		- Rent Stabilization program	43%	44%	37%	45%
		- Legal Services advice and neutral tenant/landlord counseling hotlines	11%	13%	8%	25%
		- Eviction Prevention Program	46%	44%	55%	35%

# Housing Department

## Performance Summary

### Rent Stabilization and Tenant Protections

#### Activity and Workload Highlights

		2022-2023 Actual	2023-2024 Forecast	2023-2024 Estimate	2024-2025 Forecast
<i>AWH 1</i>	# of mobilehome and apartment client interactions with the Rent Stabilization Program:				
	- Mobile Home	128	125	83	125
	- Apartment	5,742	5,000	4,829	6,000
	# of tenant petitions submitted for:				
<i>AWH 2</i>	- Housing services reduction	75	70	52	75
	- Unlawful rent	15	10	8	10
<i>AWH 3</i>	# of Rent Stabilization and Tenant Protection outreach events:				
	- Number of events	97	100	120	100
<i>AWH 4</i>	# of Rent Stabilization and Tenant Protection property owner workshops and meetings:				
	- Number of events	N/A <sup>1</sup>	4	7	4
	- Number of attendees	N/A <sup>1</sup>	100	130	100
	Eviction Prevention:				
	- # of eviction concern interactions with the tenants and property owners	6,160	5,000	7,100	4,000
<i>AWH 5</i>	- # of tenants and property owners assisted during the unlawful detainer (eviction) calendar at Santa Clara County Superior Court	662	300	335	300
	- # of eviction diversion assistance requests received	235	175	200	175
	- # of households stabilized by eviction diversion program	197	125	135	125

<sup>1</sup> Data is not available as this did not become a work item until 2023-2024.

#### Data Sources: Rent Stabilization and Tenant Protections

Number	Data Source
<i>PM 1</i>	EDSP Combined Data FY23-24.xlsx; EDSP Combined Data.xlsx
<i>PM 2</i>	Salesforce
<i>PM 3</i>	Salesforce
<i>PM 4</i>	Salesforce
<i>PM 5</i>	Salesforce; Tenants' Rights Reports; 01.Data Tracker FY23-24; Reference files for FY21-23 Report
<i>AWH 1</i>	Salesforce
<i>AWH 2</i>	Salesforce
<i>AWH 3</i>	Salesforce
<i>AWH 4</i>	Housing Provider Meeting & Workshops.xlsx
<i>AWH 5</i>	Data Tracker FY23-24; Reference files for FY21-23 Report

## Housing Department

### Department Position Detail

Position	2023-2024 Adopted	2024-2025 Proposed	Change
Account Clerk I/II	1.00	1.00	-
Accountant I/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	28.00	30.00	2.00
Assistant Director	1.00	1.00	-
Assistant to the Director	1.00	1.00	-
Building Maintenance Superintendent	1.00	1.00	-
Building Rehabilitation Inspector I/II	3.00	3.00	-
Building Rehabilitation Supervisor	0.00	0.00	-
Deputy Director	2.00	2.00	-
Development Officer	17.00	17.00	-
Development Specialist	4.00	4.00	-
Development Specialist PT	0.50	0.50	-
Director of Housing	1.00	1.00	-
Division Manager	4.00	4.00	-
Housing Policy and Plan Administrator	3.00	3.00	-
Information Systems Analyst	1.00	1.00	-
Office Specialist I/II	3.00	3.00	-
Public Information Manager	1.00	1.00	-
Public Information Representative I/II	2.00	2.00	-
Senior Accountant	1.00	1.00	-
Senior Analyst	4.00	4.00	-
Senior Development Officer	14.00	15.00	1.00
Senior Supervisor, Administration	1.00	1.00	-
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	8.00	9.00	1.00
Student Intern PT	1.00	1.00	-
Therapeutic Specialist	2.00	0.00	(2.00)
<b>Total Positions</b>	<b>109.50</b>	<b>111.50</b>	<b>2.00</b>