

Housing Department

Jacky Morales-Ferrand, Director

M
I
S
S
I
O
N

To 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 Housing 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

Core Service		Program
<p>Affordable Housing Portfolio Management: <i>Manage and oversee the City's loan portfolio; provide loan servicing; and administer affordability requirements</i></p>		<ul style="list-style-type: none"> • Loan Compliance • Property Maintenance and Inspection
<p>Affordable Housing Production and Preservation: <i>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</i></p>		<ul style="list-style-type: none"> • Affordable Housing Development Loans • Homeownership Opportunities • Inclusionary Housing • Rehabilitation Loans and Grants
<p>Homelessness Interventions and Solutions: <i>Coordinate local and regional efforts to end homelessness; respond to encampment and community concerns; fund supportive services and subsidies for unboused populations; and create interim and permanent housing opportunities</i></p>		<ul style="list-style-type: none"> • Homeless Outreach and Case Management Programs • Interim Supportive Housing Development • Joint Encampment Response Team • Tenant Based Rental Assistance and Rapid Rehousing Programs

Housing Department

Service Delivery Framework

Core Service		Program
<p>Neighborhood Capital Investment and Housing Services: <i>Invest in at-risk residents and neighborhoods; provide funding for housing and community development capital projects; and provide support to public service organizations</i></p>		<ul style="list-style-type: none"> • Community Development Block Grant - Infrastructure Investments • Non-Profit Service Grants to Support Housing and Community Development Needs • Place-Based Neighborhood Strategy
<p>Rent Stabilization and Tenant Protection: <i>Provide programs and requirements that stabilize rents and that protect tenants in apartments and mobilehome parks; mitigate impacts of displacement; and prevent retaliation</i></p>		<ul style="list-style-type: none"> • Apartment Rent Ordinance Administration • Mobilehome Rent Ordinance Administration
<p>Strategic Support: <i>Planning and Policy Development, Public Education, Budget, Financial Management, Computer Services, Clerical Support, Human Resources, and Audit Supervision</i></p>		<ul style="list-style-type: none"> • Housing Management and Administration • Housing Planning and Policy Development

Housing Department

Department Budget Summary

Expected 2017-2018 Service Delivery

- Assist in the creation and preservation of affordable housing by committing \$28 million to provide financing for 183 newly constructed affordable rental apartments, including up to 88 homeless units and another 95 units for other vulnerable populations.
- Begin implementing the new Ellis Act and updated Tenant Protection Ordinances by integrating the added staff and resources as well as creating new systems and procedures for these programs.
- Continue implementing the Affordable Housing Impact Fee (AHIF) Program on new market-rate rental housing developments and continue implementing the Citywide Inclusionary Housing Ordinance to help address the need for affordable housing throughout the City.
- Respond to the impacts of homelessness in the community. Activities will include:
 - Continuing mobile response services such as street outreach, mobile hygiene services, and inclement weather centers to meet the needs of vulnerable populations throughout the City while also continuing encampment response and deterrent measures;
 - Creating interim housing alternatives, including bridge housing communities, hotel/motel master-leasing or conversion, and other alternative housing types;
 - Overseeing a tenant-based rental assistance program to help working families and individuals transition from homelessness to economic independence;
 - Continue coordinating with Destination: Home, the County of Santa Clara Office of Supportive Housing, the Housing Authority of Santa Clara County, and other community partners on the implementation of regional measures including: the Community Plan to End Homelessness; the “All the Way Home” campaign to end veterans’ homelessness; a homelessness prevention initiative for at-risk families; and an employment initiative for formerly homeless residents in housing programs.
- Continue employing a place-based, neighborhood-focused strategy as part of the Community Development Block Grant (CDBG) program, which will continue to be applied in three neighborhoods: Mayfair, Santee, and Five Wounds/Brookwood Terrace.

2017-2018 Key Budget Actions

- Continues 1.0 Senior Development Officer (through June 2019) to provide additional capacity to support the Homeless Production Program, including several homeless housing projects.
- Adds 1.0 Information Systems Analyst, 1.0 Senior Analyst, and eliminates 1.0 Senior Development Officer to implement actions approved related to the Tenant Protection and Ellis Act Ordinances.
- Makes permanent 1.0 Staff Specialist, funded by the City-Wide Expenses Homeless Response Team appropriation, to assist with homeless encampment services coordination.
- Reallocates 1.0 Senior Development Officer from the City-Wide Homeless Response Team appropriation to the Homeless Rapid Rehousing appropriation, funded by the Multi-Source Housing Fund through June 30, 2019, to better align staff with project needs.
- Adds one-time funding for the San Jose Streets Team Litter and Trash removal, senior food assistance services through the Health Trust’s Meals on Wheels program, the Responsible Landlord Engagement Initiative program, and Hunger at Home services.
- Allocates one-time Housing Authority Litigation Award funds for the Rock Springs Landlord Incentive program.

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

The table below identifies the programs that are currently provided by the Housing Department. In each fund, the fund's total budget, source of funds, full-time equivalent (FTE) position count, and program name and activity are described.

Fund	Source of Funds	Positions (FTE)	Program/Activity
General Fund (Fund 001) Total Fund Budget: \$4,804,533	General Fund	4.50	Neighborhood Engagement - Implement place-based strategy Homeless Response Team* - Clean-up homeless encampments - Tenant Based Rental Assistance and Rapid Rehousing Tenant Based Rental Assistance and Homeless Rapid Rehousing * * Funding in City-Wide Expenses
Housing Trust Fund (Fund 440) Total Fund Budget: \$3,602,392	Bond Administration Fees Tax Credit Review Fees	3.50	Grants for homeless programs/activities
Community Development Block Grant Fund (Fund 441) Total Fund Budget: \$14,971,634	Federal CDBG Funding	7.34	Grant Management - Grants to non-profits - Place-based strategy - Infrastructure - Code Enforcement Housing Rehabilitation Loans and Grants Land Acquisition
Home Investment Partnership Program Trust Fund (Fund 445) Total Fund Budget: \$13,144,948	Federal HOME Investment Partnership Funding	0.80	Loans/Grants - New construction - Acquisition/rehabilitation - Home rehabilitation Rental Assistance/Permanent Housing for Homeless Persons Grant to a non-profit for an acquisition and rehabilitation program

Housing Department

Department Budget Summary

Fund	Source of Funds	Positions (FTE)	Program/Activity
Multi-Source Housing Fund (Fund 448) Total Fund Budget: \$66,101,628	Other Federal/Entitlement Programs: Emergency Shelter Grants (ESG) Housing Opportunities for Persons with AIDS (HOPWA)	1.21	Loans/Grants – Large Projects - New construction - Acquisition/rehabilitation Loans/Grants – Small Projects - Acquisition/rehabilitation/ resale of single family homes Grants to homeless service providers for shelter, outreach, and care management Grants for services to persons living with HIV/AIDS including tenant based rental assistance
	Fees from Apartment Owners Fees from Mobilehome Park Owners/Residents	7.35	Mediation and arbitration services to landlords and tenants living in rent-controlled apartments Referral and arbitration services to mobilehome owners and mobilehome park owners
	State Funding: CalHome BEGIN	1.20	Affordable Homeownership Programs - First Time Homebuyer down payment loans - Home Rehabilitation - Down payment assistance loans
	Housing Authority Litigation Award	2.00	Tenant Based Rental Assistance and Homeless Rapid Rehousing

Housing Department

Department Budget Summary

Fund	Source of Funds	Positions (FTE)	Program/Activity
Low and Moderate Income Housing Asset Fund (Fund 346) Total Fund Budget: \$103,906,885	Loan Repayments	4.50	Executive Office Information Technology Policy <ul style="list-style-type: none"> - Data collection and report preparation - Planning/policy development and support - Legislative analysis and advocacy
	Interest		
		2.90	Project Development <ul style="list-style-type: none"> - Acquisitions - New construction
		16.70	Asset Management – Single Family <ul style="list-style-type: none"> - Single family loan portfolio management - Homebuyer assistance - Repayments/refinancing - Affordability restriction monitoring - Homeowner transactions
		11.00	Asset Management – Multi-Family <ul style="list-style-type: none"> - Multi-Family rental portfolio management - Project transactions - Income/rent compliance - Loan repayment collections - Physical building inspections
	3.00	Housing Rehabilitation <ul style="list-style-type: none"> - Small projects - Acquisition/rehabilitation/resale of single family homes 	

Housing Department

Department Budget Summary

	2015-2016 ¹ Actual 1	2016-2017 ¹ Adopted 2	2017-2018 ¹ Forecast 3	2017-2018 Adopted 4
Dollars by Core Service				
Affordable Housing Portfolio Development	n/a	n/a	n/a	\$ 1,867,825
Affordable Housing Prod and Preservation	n/a	n/a	n/a	33,436,519
Homelessness Interventions and Solutions	n/a	n/a	n/a	13,027,526
Neighborhood Capital Invst and Housing Services	n/a	n/a	n/a	11,471,479
Rent Stabilization and Tenant Protection	n/a	n/a	n/a	1,400,538
Housing Strategic Support - Community & Economic Development	n/a	n/a	n/a	3,318,790
Housing Strategic Support - Other Community & Economic Development	n/a	n/a	n/a	4,935,548
Total	n/a	n/a	n/a	\$ 69,458,225
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	\$ 7,657,780	\$ 9,176,023	\$ 9,730,529	\$ 9,901,730
Overtime	39,270	24,831	24,831	24,831
Subtotal Personal Services	\$ 7,697,050	\$ 9,200,854	\$ 9,755,360	\$ 9,926,561
Non-Personal/Equipment	1,342,417	1,586,712	1,311,712	1,861,212
Total	\$ 9,039,467	\$ 10,787,566	\$ 11,067,072	\$ 11,787,773
Other Costs ²				
Housing Funds Debt/Financing	n/a	n/a	n/a	\$ 1,885,865
Housing Overhead	n/a	n/a	n/a	1,964,683
Housing Other Departmental - City-Wide	n/a	n/a	n/a	3,975,000
Housing Other Departmental - Loans and Grants	n/a	n/a	n/a	41,899,904
Housing Workers' Compensation	n/a	n/a	n/a	100,000
Other	n/a	n/a	n/a	7,845,000
Total Other Costs	n/a	n/a	n/a	\$ 57,670,452
Total	n/a	n/a	n/a	\$ 69,458,225

Housing Department

Department Budget Summary

	2015-2016 ¹ Actual 1	2016-2017 ¹ Adopted 2	2017-2018 ¹ Forecast 3	2017-2018 Adopted 4
Dollars by Fund				
General Fund	n/a	n/a	n/a	\$ 4,804,533
Comm Dev Block Grant	n/a	n/a	n/a	12,401,664
Home Invest Partnership	n/a	n/a	n/a	5,453,824
Housing Trust Fund	n/a	n/a	n/a	1,785,079
Low/Mod Income Hsg Asset	n/a	n/a	n/a	32,241,845
Multi-Source Housing	n/a	n/a	n/a	12,771,280
Total	n/a	n/a	n/a	\$ 69,458,225
Authorized Positions by Core Service				
Affordable Housing Portfolio				
Development	n/a	n/a	n/a	11.00
Affordable Housing Prod and Preservation	n/a	n/a	n/a	12.00
Homelessness Interventions and Solutions	n/a	n/a	n/a	7.50
Neighborhood Capital Invst and Housing Services	n/a	n/a	n/a	10.05
Rent Stabilization and Tenant Protection	n/a	n/a	n/a	7.35
Housing Strategic Support - Community & Economic Development	n/a	n/a	n/a	18.10
Total	n/a	n/a	n/a	66.00

¹ Data for the 2015-2016 Actual, 2016-2017 Adopted, and 2017-2018 Forecast columns 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. Beginning with the 2018-2019 Proposed Budget, data by program and core service will be provided for all budget periods.

² Fund Balance, Transfers, and Reserves for funds managed by the Housing Department have been excluded from this display. This information can be found in the Source and Use of Funds Statements elsewhere in this document.

Housing Department

Department Budget Summary

	2015-2016 ¹ Actual	2016-2017 ¹ Adopted	2017-2018 ¹ Forecast	2017-2018 Adopted	2017-2018 Adopted FTE
Dollars by Program					
Affordable Housing Portfolio Management					
Loan Compliance	n/a	n/a	n/a	\$ 1,642,825	11.00
Property Maintenance and Inspection	n/a	n/a	n/a	225,000	0.00
Sub-Total	n/a	n/a	n/a	\$ 1,867,825	11.00
Affordable Housing Production and Preservation					
Affordable Housing Dev Loans	n/a	n/a	n/a	\$ 30,488,167	6.80
Homeownership Opportunities	n/a	n/a	n/a	2,260,000	
Inclusionary Housing Program				137,951	1.00
Rehabilitation Loans and Grants	n/a	n/a	n/a	550,401	4.20
Sub-Total	n/a	n/a	n/a	\$ 33,436,519	12.00
Homeless Interventions and Solutions					
Homelessness Outreach and Case Management Programs	n/a	n/a	n/a	\$ 3,002,526	3.50
Interim Supportive Housing Dev Joint Encampment Response Team	n/a	n/a	n/a	700,000	
	n/a	n/a	n/a	1,675,000	2.00
Tenant Based Rental Assistance and Rapid Rehousing Programs	n/a	n/a	n/a	7,650,000	2.00
Sub-Total	n/a	n/a	n/a	\$ 13,027,526	7.50
Neighborhood Capital Investment and Housing Services					
Community Dev Block Grant Prog - Infrastructure Invest	n/a	n/a	n/a	\$ 8,281,122	7.34
Non-Profit Service Grants to Support Housing and Community Dev Needs	n/a	n/a	n/a	2,901,324	0.21
Place-Based Neighborhood Strategy	n/a	n/a	n/a	289,033	2.50
Sub-Total	n/a	n/a	n/a	\$ 11,471,479	10.05
Rent Stabilization and Tenant Protection					
Apartment Rent Ordinance Administration	n/a	n/a	n/a	\$ 1,168,668	6.30
Mobile Home Rent Ordinance Administration	n/a	n/a	n/a	231,870	1.05
Sub-Total	n/a	n/a	n/a	\$ 1,400,538	7.35

Housing Department

Department Budget Summary

	2015-2016 ¹ Actual	2016-2017 ¹ Adopted	2017-2018 ¹ Forecast	2017-2018 Adopted	2017-2018 Adopted FTE
Dollars by Program					
Housing Strategic Support					
Housing Management & Administration	n/a	n/a	n/a	\$ 2,914,616	15.60
Housing Planning & Policy Dev	n/a	n/a	n/a	404,174	2.50
Sub-Total	n/a	n/a	n/a	\$ 3,318,790	18.10
Housing Strategic Support - Other ²					
Housing Funds Debt/Financing	n/a	n/a	n/a	\$ 1,885,865	
Housing Funds Workers' Comp	n/a	n/a	n/a	100,000	
Housing Overhead	n/a	n/a	n/a	1,964,683	
Housing Other Departmental - Grants	n/a	n/a	n/a	915,000	
Housing Other Operational - Administration	n/a	n/a	n/a	70,000	
Sub-Total	n/a	n/a	n/a	\$ 4,935,548	0.00
Total	n/a	n/a	n/a	\$ 69,458,225	66.00

¹ Data for the 2015-2016 Actual, 2016-2017 Adopted, and 2017-2018 Forecast columns 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. Beginning with the 2018-2019 Proposed Budget, data by program and core service will be provided for all budget periods.

² Fund Balance, Transfers, and Reserves for funds managed by the Housing Department have been excluded from this display. This information can be found in the Source and Use of Funds Statements elsewhere in this

Housing Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment (2016-2017 Adopted to 2017-2018 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2016-2017):	65.00	10,787,566	326,593
<hr/> Base Adjustments <hr/>			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Outreach Materials and Technology Needs		(95,000)	0
• Housing Loan Portfolio Management		(190,000)	0
• Modified Apartment Rent Ordinance Implementation		(100,000)	0
• Homeless Project Development (1.0 Senior Development Officer)	(1.00)		0
• Santee Neighborhood Community Services		(80,000)	0
• Santee Neighborhood Code Legal Support		(60,000)	(60,000)
• Homeless Encampment Service Coordination and Bio Waste Staffing (1.0 Staff Specialist)	(1.00)	0	0
One-Time Prior Year Expenditures Subtotal:	(2.00)	(525,000)	(60,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes		554,506	27,940
• Consulting services		250,000	0
Technical Adjustments Subtotal:	0.00	804,506	27,940
2017-2018 Forecast Base Budget:	63.00	11,067,072	294,533
<hr/> Budget Proposals Approved <hr/>			
1. Housing Production Program - Homeless Projects	1.00	155,322	0
2. Health Trust Meals on Wheels - Senior Food Assistance		150,000	150,000
3. Responsible Landlord Engagement Initiative		150,000	150,000
4. San Jose Streets Team Litter and Trash Removal		135,000	135,000
5. Hunger at Home Public - Private Partnership		100,000	100,000
6. Alternative Pension Reform Measure F Implementation		28,340	0
7. Rental Rights and Referrals Program - Tenant Protection Ordinance and Ellis Act Ordinance Housing Staffing	1.00	2,039	0
8. Homeless Services Staff Realignment	1.00	0	0
Total Budget Proposals Approved	3.00	720,701	535,000
2017-2018 Adopted Budget Total	66.00	11,787,773	829,533

Housing Department

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

2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Housing Production Program – Homeless Projects <i>Community and Economic Development CSA Affordable Housing Production and Preservation Core Service Affordable Housing Development Loans Program</i> This action continues 1.0 Senior Development Officer position, funded by the Low and Moderate Income Housing Asset Fund through June 30, 2019, to enable the Housing Production Program to advance several homeless housing projects. The projects include Evans Lane Interim Housing development, Balbach and Mesa/Gallup sites, the Villas, Quetzal Apartments, and others still in development. (Ongoing costs: \$155,322)	1.00	155,322	0
2. Health Trust Meals on Wheels – Senior Food Assistance <i>Community and Economic Development CSA Strategic Support Core Service Housing Other Departmental - Grants</i> As directed in the Mayor’s June Budget Message for Fiscal Year 2017-2018, as approved by the City Council, this action provides one-time non-personal/equipment funding of \$150,000 to expand the Health Trust’s Meals on Wheels program to provide additional senior food assistance. Services will be provided in the Central San Jose (\$75,000) and North San Jose (\$75,000) areas where changes to the Valley Transit Authority bus services have impacted seniors’ accessibility of senior nutrition programs. (Ongoing costs: \$0)		150,000	150,000
3. Responsible Landlord Engagement Initiative <i>Community and Economic Development CSA Strategic Support Core Service Housing Other Departmental - Grants</i> As directed in the Mayor’s June Budget Message for Fiscal Year 2017-2018, as approved by the City Council, this action provides one-time General Fund non-personal/equipment funding of \$150,000 to support the Responsible Landlord Engagement Initiative (RLEI). This one-time funding will be matched by a Citi Community Development grant predicated with the program doubling from 10 to 20 annual cases. The RLEI program encourages 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 our neighborhoods. (Ongoing costs: \$0)		150,000	150,000
4. San Jose Streets Team Litter and Trash Removal <i>Community and Economic Development CSA Strategic Support Core Service Housing Other Departmental - Grants</i> As directed in the Mayor’s June Budget Message for Fiscal Year 2017-2018, as approved by the City Council, this action provides 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		135,000	135,000

Housing Department

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

2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
4. San Jose Streets Team Litter and Trash Removal			
<p>provides the City with litter and trash removal services; this funding will be focused on litter and trash removal in Central San José's highest traffic areas. This is part of San José's larger effort to tackle blight and anti-litter in our public spaces. (Ongoing costs: \$0)</p>			
5. Hunger at Home Public-Private Partnership		100,000	100,000
<p>Community and Economic Development CSA Strategic Support Core Service <i>Housing Other Departmental - Grants</i></p>			
<p>As directed in the Mayor's June Budget Message for Fiscal Year 2017-2018, as approved by the City Council, this action provides one-time non-personal/equipment funding of \$100,000 for a collaborative pilot program with Hunger at Home (HH) to alleviate food insecurity, food waste, and homelessness. HH engages the business community and non-profit partners to facilitate the donation and distribution of excess food and other surplus items to the homeless and hungry. (Ongoing costs: \$0)</p>			
6. Alternative Pension Reform Measure F Implementation		28,340	0
<p>Community and Economic Development CSA Core Service: Department-Wide <i>Program: Department-Wide</i></p>			
<p>This action increases the Personal Services appropriation in various funds to account for additional retirement costs associated with the implementation of the Alternative Pension Reform Framework Settlement Agreement and the corresponding ballot measure, also known as Measure F, which was approved by the voters in November 2016. In 2015, the City entered into Alternative Pension Reform Framework Agreements with the eleven (11) bargaining units that represent City employees. The changes impact Tier 2 employees in the Federated City Employees' Retirement System and the Police and Fire Department Retirement Plan. As part of these Agreements, the City and the bargaining units agreed to enhance the Tier 2 pension benefits so that Tier 2 would be comparable to the CalPERS benefits at surrounding agencies. These revised pension benefits will assist with the recruitment and retention of City employees by making the City more competitive with other public agencies. The revised pension benefit structures have resulted in increased pension contribution rate costs for the City and employees. In addition, the revised pension contribution rates contain the unfunded liability associated with enhancing the Tier 2 benefit retroactively as each current employee's Tier 2 pension will be changed to the new formula retroactive to their date of hire. This cost is split on a 50/50 basis between the City and the Tier 2 employees. The Boards for the Federated City Employees Retirement System and the Police and Fire Department Retirement Plan approved the revised pension contribution rates factoring in Measure F on May 18, 2017 and June 1, 2017. (Ongoing costs: \$28,340)</p>			

Housing Department

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



2017-2018 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
7. Rental Rights and Referrals Program – Tenant Protection Ordinance and Ellis Act Ordinance Housing Staffing <i>Community and Economic Development CSA Rent Stabilization and Tenant Protection Core Service Apartment Rent Ordinance Administration, Mobilehome Rent Ordinance Administration Programs</i>	1.00	2,039	0
<p>Offset by Rental Rights and Referral fee revenues, this action adds 1.0 Information Systems Analyst through June 2018, adds 1.0 Senior Analyst ongoing, and eliminates 1.0 Senior Development Officer to support the expanded Rental Rights and Referral Program that will administer the Modified Apartment Rent Ordinance, a new Tenant Protection Ordinance, and a local Ellis Act Ordinance. On April 18, 2017, the City Council directed staff to return with a revised Tenant Protection Ordinance (TPO) and an Ellis Act Ordinance. The TPO, which provides all tenants with just cause protections from no-cause evictions, was approved by Council on May 9, 2017. The Ellis Act Ordinance, which provides relocation benefits for residents displaced due to removal of apartments from the market under the Ellis Act, was approved on April 18, 2017. The Information Systems Analyst position will develop and support the new technology configurations that are needed to track apartment unit lease non-renewals and evictions. The position will also create an on-line Rent Registry system that will facilitate the effective implementation of rent limits established in the Modified Apartment Rent Ordinance. The Senior Analyst will develop communications materials in multiple languages and oversee the daily interactions with owners and tenants. The elimination of the vacant Senior Development Officer will not have an impact; the position additions better align with the work to be performed. In addition, an action is included in the City Attorney’s Office to add 1.0 Sr. Deputy City Attorney to support the expanded rental housing program. (Ongoing savings: \$111,760)</p>			
8. Homeless Services Staff Realignment <i>Community and Economic Development CSA Homelessness Interventions and Solutions Core Service Joint Encampment Response Team Program</i>	1.00	0	0
<p>This action makes permanent a 1.0 Staff Specialist, funded by the City-Wide Expenses Homeless Response Team appropriation. The position was added as a limit-dated position through June 30, 2017 in the 2016-2017 Adopted Budget to coordinate encampment clean-ups and secure contractual services for the disposal of bio-waste from homeless encampments. Because there is an ongoing need for these services and this position has been instrumental in performing this work, this Staff Specialist position will now be ongoing. Additionally, this action reallocates 1.0 Senior Development Officer from the City-Wide Homeless Response Team appropriation to the Homeless Rapid Re-Housing appropriation, funded by the Multi-Source Housing Fund through June 30, 2019, to align with the work performed by this position, which includes management and coordination of rapid rehousing funding, strategies, and programs designed to connect homeless and formerly homeless individuals with services and subsidies necessary for the transition to self-sufficiency and economic independence. (Ongoing costs: \$0)</p>			
2017-2018 Adopted Budget Changes Total	3.00	720,701	535,000

Housing Department

Performance Summary

Community Development and Investment

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 Reduction in the number of homeless individuals from prior two years ¹	707	500	100	165
 % of tenant/landlord mediations that resulted in mutual agreement	81%	88%	78%	90%

¹ This number is collected on a biennial basis.

Activity and Workload Highlights

	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
Estimated number of homeless individuals ¹ :				
- chronically homeless	1,409	1,300	1,250	1,300
- non-chronically homeless	2,654	2,600	2,550	2,600
# of homeless individuals who secured new permanent housing:				
- chronically	145	200	250	300
- non-chronically	749	700	700	700
# of unduplicated mobilehome and apartment clients served by the Rental Rights and Referrals Program	3,493 ²	2,500	1,825	2,600

¹ This number is collected on a biennial basis.





² Increase was due to the Apartment Rent Ordinance modification

Housing Department

Performance Summary

Housing Development and Preservation

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 % of annual target achieved for production of affordable housing/# of units	194% (136)	100% (211)	166% (350)	100% (183)
 % of all rehab program funds that are loaned versus granted	100%	100%	90%	90%
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	3.72:1	2.60:1	2.86:1	2.60:1
 % of rehabilitation and mobilehome clients satisfied or very satisfied based on overall service	N/A ¹	85%	90%	85%

¹ The Department did not receive any survey feedback from its clients

Activity and Workload Highlights

	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
# of homebuyer loans closed:				
- CalHome BEGIN	13	15	20	4
- Other downpayment assistance	16	10	23	8
Total	29	25	43	12
# of unduplicated households assisted by the homebuyer program ¹	17	15	23	15
# of affordable housing units completed in the fiscal year	280	171	458 ²	313
Average per-unit subsidy in funding commitments for new construction projects (\$)	\$114,016	\$200,000	\$178,199	\$255,000
# of rehabilitation projects completed:				
- Rehabilitation projects	4	10	5	10
- Minor repair	259	140	160	175
Total	263	150	165	185

¹ Some homebuyers received multiple loans.





² The increase in affordable housing units estimated to be completed in 2016-2017 includes non-subsidized affordable housing units, which were not included in the 2016-2017 Target.

Housing Department

Performance Summary

Neighborhood Development and Stabilization

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 Target
 % of CDBG-funded projects meeting all stated outcomes:				
- City projects	80%	90%	90%	90%
- Non-City projects	86%	90%	90%	90%
 % of CDBG invoices processed within 30 days of receipt of all required documentation	98%	90%	95%	90%
 % of CDBG contracts completed by July 1	0%	80%	0% ¹	70%
 % of all non-mobilehome rehabilitation project funds approved within place-based neighborhoods	0%	20%	25% ²	25%

¹ Due to delays in the Request for Proposals (RFP) process, no contracts were completed by July 1, 2016; however, approximately 50% of the contracts are expected to be completed by July 1, 2017.

² 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

	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	120	120	160	120
# of non-mobilehome rehabilitation projects completed in targeted neighborhood areas	2	4	4	6 ¹



¹ 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

Strategic Support

Performance Measures

	2015-2016 Actual	2016-2017 Target	2016-2017 Estimated	2017-2018 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	76%	80%	65% ¹	75%

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

Activity and Workload Highlights

	2015-2016 Actual	2016-2017 Forecast	2016-2017 Estimated	2017-2018 Forecast
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	718,904,916	665,115,000	672,300,000	687,000,000
2. Rehabilitation Loans	14,000,000	15,000,000	13,000,000	10,000,000
3. Homebuyer Loans	68,500,000	70,000,000	63,000,000	55,000,000
Total	801,404,916	750,115,000	748,300,000	752,000,000
Total number of loans:				
1. Project Loans	172	180	174	172
2. Rehabilitation Loans	365	300	320	275
3. Homebuyer Loans	1,544	1,225	1,100	900
Total	2,081	1,705	1,594	1,347
# of major projects in loan portfolio inspected annually				
- Projects	114	85	12 ¹	50
- Units	1,698	1,550	261	930
# of City facilitated affordable rental units	15,934	17,500	17,912	18,225
# of deed restricted for-sale homes	1,750	1,750	1,750	1,750

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

Housing Department

Departmental Position Detail

Position	2016-2017 Adopted	2017-2018 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	9.00	-
Building Rehabilitation Inspector II	3.00	3.00	-
Building Rehabilitation Supervisor	1.00	1.00	-
Community Activity Worker FT	1.00	1.00	-
Community Activity Worker PT	0.50	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	2.00	-
Housing Policy and Plan Administrator	2.00	2.00	-
Information Systems Analyst	0.00	1.00	1.00
Office Specialist II	3.00	3.00	-
Program Manager II	1.00	1.00	-
Senior Accountant	1.00	1.00	-
Senior Analyst	0.00	1.00	1.00
Senior Development Officer	8.00	7.00	(1.00)
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	6.00	6.00	-
Student Intern PT	1.00	1.00	-
Total Positions	65.00	66.00	1.00