

# 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*

##### **Community Development and Investment**

Invest in at-risk residents and neighborhoods by providing housing and community development loans and support to public service providers; coordinate regional efforts to end homelessness

##### **Housing Development and Preservation**

Provide funding and technical assistance for the construction of new affordable housing and the acquisition and rehabilitation of existing housing; preserve existing affordable housing through loans and grants and effective management of the City's loan portfolio; provide homebuyer assistance and rehabilitation loans and grants, as funds are available; and provide Inclusionary and Market Rate Housing assistance to the housing development community

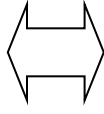
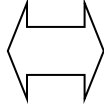
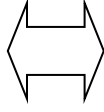
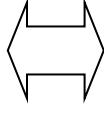
##### **Neighborhood Development and Stabilization**

Provide investment and support to neighborhoods through funding infrastructure improvements and provide Rental Rights and Referrals services to community residents

**Strategic Support:** Public Education, Long Range Planning, Financial Management, Computer Services, Clerical Support, Human Resources, Audit Supervision, Policy Development and Loan Servicing and Oversight

# Housing Department

## Service Delivery Framework

Core Service		Key Operational Services
<p><b>Community Development and Investment:</b></p> <p><i>Invest in at-risk residents and neighborhoods by providing housing and community development loans and support to public service providers; coordinate regional efforts to end homelessness</i></p>		<ul style="list-style-type: none"> <li>• Non-Profit Partnership to End Chronic Homelessness</li> <li>• Coordination of Interdepartmental Response to Homeless Encampments</li> <li>• Homelessness Response Team</li> <li>• City-wide Homeless Outreach and Engagement</li> <li>• Job Training and Placement for Unhoused Individuals</li> <li>• Non-Profit Services Grants for neighborhood engagement, limited senior programs, facility improvements, and homeless outreach programs</li> </ul>
<p><b>Housing Development and Preservation:</b></p> <p><i>Provide funding and technical assistance for the construction of new affordable housing and the acquisition and rehabilitation of existing housing; preserve existing affordable housing through loans and grants and effective management of the City's loan portfolio; provide homebuyer assistance and rehabilitation loans and grants, as funds are available; and provide Inclusionary and Market Rate Housing assistance to the housing development community</i></p>		<ul style="list-style-type: none"> <li>• Affordable Housing Development Loans</li> <li>• Homeless Tenant Based Rental Assistance Program</li> <li>• Place-Based Rapid Re-Housing Encampment Program</li> <li>• Limited Rehabilitation Homeowner Loans</li> <li>• Inclusionary Housing Program</li> <li>• Facilitate Market Rate Housing Development</li> </ul>
<p><b>Neighborhood Development and Stabilization:</b></p> <p><i>Provide investment and support to neighborhoods through funding infrastructure improvements and provide Rental Rights and Referral services to community residents</i></p>		<ul style="list-style-type: none"> <li>• Fair Housing Programs</li> <li>• Rental Rights and Referral Services</li> <li>• Community Development Block Grant Program – Infrastructure Investments</li> <li>• Neighborhood Stabilization Program</li> <li>• Place-Based Neighborhood Strategy</li> </ul>
<p><b>Strategic Support:</b></p> <p><i>Public Education, Long Range Planning, Financial Management, Computer Services, Clerical Support, Human Resources, Audit Supervision, Policy Development, and Loan Servicing and Oversight</i></p>		<ul style="list-style-type: none"> <li>• Loan Compliance and Collections</li> <li>• Policy Development</li> <li>• Financial Management</li> <li>• Clerical Support</li> <li>• Audit Supervision</li> <li>• Public Education</li> </ul>

# Housing Department

## Department Budget Summary

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### Expected 2016-2017 Service Delivery

- Assist in the creation and preservation of affordable housing by committing \$41 million to provide financing for 211 newly constructed affordable rental apartments, including up to 110 homeless units and another 21 units for other vulnerable populations.
- Begin implementing the modified Apartment Rent Ordinance by providing additional resources as well as creating new systems and procedures.
- Continue implementing the Affordable Housing Impact Fee (AHIF) Program on new market-rate rental housing developments and begin 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:
  - Implementing mobile response services such as safe parking programs, mobile hygiene services, and inclement weather centers to meet the needs of vulnerable populations throughout the City while also continuing encampment abatement and deterrent measures;
  - Developing additional interim housing options, including potential hotel/motel master leasing or conversion, manufactured home developments, and other alternative housing types;
  - Overseeing the tenant-based rental assistance program with a focus on employable and transitional homeless populations;
  - Providing multi-disciplinary outreach and case management teams for both city-wide and downtown-specific responses;
  - Continue coordinating with the County of Santa Clara, Destination: Home, and the Housing Authority on the implementation of the Community Plan to End Homelessness;
  - Supporting the “All the Way Home” campaign to end veteran homelessness by 2018; and
  - Continue providing homeless services through Opportunity Court, as directed in the Mayor’s March Budget Message for Fiscal Year 2016-2017, as approved by the City Council.
- 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.

### 2016-2017 Key Budget Actions

- Adds 1.0 limit-dated Development Officer (through June 2018) funded by the City-Wide Homeless Rapid Rehousing Program to support the homelessness program by researching solutions to land use and regulatory challenges, as well as focusing on Department-wide initiatives for this program.
- Adds 2.0 Deputy Director and eliminates 1.0 Assistant Director to enhance leadership capacity and meet demands of the organization and community for affordable housing policies and programs.
- Adds 1.0 Development Officer to prepare loan documentation for projects and coordinate database entries and reporting for the Affordable Housing Impact Fee Program.
- Adds 1.0 Building Rehabilitation Supervisor to manage contractual services agreements for inspection services in the Single Family and Mobilehome Rehabilitation Program.
- Adds two positions (1.0 Housing Policy and Planning Administrator and 1.0 Analyst II) to begin the development and implementation of the modified Apartment Rent Ordinance.

### 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, full-time equivalent (FTE) position count, source of funds, and program name and activity are described.

Fund	FTEs	Source of Funds	Program/Activity
<b>General Fund</b> (Fund 001) Total Fund Budget: \$326,593	6.50	General Fund	Neighborhood Engagement - Implement place-based strategy  Homeless Response Team* - Clean-up homeless encampments - Rapid Re-Housing  * Funding in City-Wide Expenses
<b>Housing Trust Fund</b> (Fund 440) Total Fund Budget: \$4,680,042	3.50	Bond Administration Fees  Tax Credit Review Fees	Grants for homeless programs/activities
<b>Community Development Block Grant Fund</b> (Fund 441) Total Fund Budget: \$16,151,010	7.34	Federal CDBG Funding	Grant Management - Grants to non-profits - Place-based strategy - Infrastructure - Code Enforcement  Housing Rehabilitation Loans and Grants  Land Acquisition
<b>Home Investment Partnership Program Trust Fund</b> (Fund 445) Total Fund Budget: \$14,301,353	0.80	Federal HOME Investment Partnership Funding	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	FTEs	Source of Funds	Program/Activity
<b>Multi-Source Housing Fund</b> (Fund 448) Total Fund Budget: \$25,165,238	1.21	Other Federal/Entitlement Programs:  Neighborhood Stabilization Program (NSP) 1 and 2  Emergency Shelter Grants (ESG)  Housing Opportunities for Persons with AIDS (HOPWA)	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
	5.65	Fees from Mobilehome Park Owners/Residents  Fees from Apartment Owners	Mediation and arbitration services to landlords and tenants living in rent-controlled apartments  Referral and arbitration services to mobilehome owners and mobilehome park owners
	1.75	State Funding:  CalHome  BEGIN	Affordable Homeownership Programs - First Time Homebuyer down payment loans - Home Rehabilitation - Down payment assistance loans

# Housing Department

## Department Budget Summary

Fund	FTEs	Source of Funds	Program/Activity
<b>Low and Moderate Income Housing Asset Fund</b> (Fund 346) Total Fund Budget: \$104,133,950	10.10	Loan Repayments  Interest  Affordable Housing Impact Fees	Executive Office Information Technology Policy - Data collection and report preparation - Planning/policy development and support - Legislative analysis and advocacy
	3.95		Project Development - Acquisitions - New construction
	3.60		Asset Management – Single Family - Single family loan portfolio management - Homebuyer assistance - Repayments/refinancing - Affordability restriction monitoring - Homeowner transactions
	7.00		Asset Management – Multi-Family - Multi-Family rental portfolio management - Project transactions - Income/rent compliance - Loan repayment collections - Physical building inspections
	5.00		Housing Rehabilitation - Small projects - Acquisition/rehabilitation/resale of single family homes
	2.00		Developer Funded Affordable Housing Programs - Monitor inclusionary properties - Implement new inclusionary housing policy - Implement new Affordable Housing Impact Fee Program
	6.60		Management & Analysis - Budget - Human resources - Contract administration - Accounting - Audit

# Housing Department

## Department Budget Summary

	2014-2015 Actual 1	2015-2016 Adopted 2	2016-2017 Forecast 3	2016-2017 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Community Development and Investment	\$ 59,199	\$ 348,416	\$ 192,910	\$ 157,305	(54.9%)
Housing Development and Preservation	631,804	1,113,785	1,194,390	1,249,799	12.2%
Neighborhood Development and Stabilization	2,614,637	3,216,512	3,136,639	3,974,020	23.6%
Strategic Support	4,757,407	5,553,021	5,158,381	5,406,442	(2.6%)
<b>Total</b>	<b>\$ 8,063,047</b>	<b>\$ 10,231,734</b>	<b>\$ 9,682,320</b>	<b>\$ 10,787,566</b>	<b>5.4%</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 7,288,498	\$ 8,388,691	\$ 8,595,777	\$ 9,176,023	9.4%
Overtime	9,234	24,831	24,831	24,831	0.0%
Subtotal	\$ 7,297,732	\$ 8,413,522	\$ 8,620,608	\$ 9,200,854	9.4%
Non-Personal/Equipment					
Total	\$ 8,063,047	\$ 10,231,734	\$ 9,682,320	\$ 10,787,566	5.4%
<b>Dollars by Fund</b>					
General Fund	\$ 230,461	\$ 253,746	\$ 266,593	\$ 326,593	28.7%
Comm Dev Block Grant	1,272,752	1,253,646	1,330,130	1,253,846	0.0%
Home Invest Partnership	393,811	288,531	303,008	209,155	(27.5%)
Housing Trust Fund	380,805	429,430	430,335	430,335	0.2%
Low/Mod Income Hsg Asset	4,999,065	6,735,972	6,132,026	6,945,544	3.1%
Multi-Source Housing	786,153	1,270,409	1,220,228	1,622,093	27.7%
<b>Total</b>	<b>\$ 8,063,047</b>	<b>\$ 10,231,734</b>	<b>\$ 9,682,320</b>	<b>\$ 10,787,566</b>	<b>5.4%</b>
<b>Authorized Positions by Core Service</b>					
Community Development and Investment	3.50	3.50	2.50	4.10	17.1%
Housing Development and Preservation	4.30	5.20	5.20	5.15	(1.0%)
Neighborhood Development and Stabilization	21.55	19.65	20.15	24.85	26.5%
Strategic Support	28.65	29.65	30.15	30.90	4.2%
<b>Total</b>	<b>58.00</b>	<b>58.00</b>	<b>58.00</b>	<b>65.00</b>	<b>12.1%</b>

# Housing Department

## Budget Reconciliation

(2015-2016 Adopted to 2016-2017 Adopted)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2015-2016):</b>	<b>58.00</b>	<b>10,231,734</b>	<b>253,746</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudget: Executive Recruitment		(100,000)	0
• Rebudget: High Density File Storage System		(40,000)	0
• Special Projects Funding		(295,000)	0
• Responsible Landlord Engagement Initiative		(150,000)	0
• Downtown Core Homeless Drop In Center		(12,500)	0
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>0.00</b>	<b>(597,500)</b>	<b>0</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes and the following position reallocation: - 1.0 Office Specialist II to 1.0 Staff Specialist		207,586	12,847
• Financial advising and consulting		(115,000)	0
• Technical assistance and consulting		(20,000)	0
• Reallocation of non-personal/equipment funding to the Public Works Department for Geographic Information System software contractual services		(16,000)	0
• Database maintenance		(10,000)	0
• Building maintenance		(5,000)	0
• Vehicle maintenance and operations		7,000	0
• Professional development program		(500)	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>48,086</b>	<b>12,847</b>
<b>2016-2017 Forecast Base Budget:</b>	<b>58.00</b>	<b>9,682,320</b>	<b>266,593</b>
<b>Budget Proposals Approved</b>			
1. Modified Apartment Rent Ordinance Implementation	2.00	276,956	0
2. Housing Loan Portfolio Management		190,000	0
3. Housing Department Management Realignment	1.00	187,684	0
4. Single Family and Mobilehome Rehabilitation Program	1.00	111,512	0
5. Affordable Housing Impact Fee Program	1.00	104,098	0
6. Santee Neighborhood Community Services		80,000	0
7. Santee Neighborhood Code Legal Support		60,000	60,000
8. Homelessness Program Support	1.00	0	0
9. Homelessness Encampment Service Coordination and Bio Waste Staffing	1.00	0	0
10. Low and Moderate Income Housing Asset Fund Staffing Realignment		(4)	0
11. Rebudget: Outreach Materials and Technology Needs		95,000	0
<b>Total Budget Proposals Approved</b>	<b>7.00</b>	<b>1,105,246</b>	<b>60,000</b>
<b>2016-2017 Adopted Budget Total</b>	<b>65.00</b>	<b>10,787,566</b>	<b>326,593</b>



# Housing Department

## Budget Changes By Department

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2016-2017 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Modified Apartment Rent Ordinance Implementation</b>	<b>2.00</b>	<b>276,956</b>	<b>0</b>

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***Community and Economic Development CSA***  
*Neighborhood Development and Stabilization*

This action adds two positions, 1.0 Housing Policy and Planning Administrator (HPPA) and 1.0 Analyst II, and one-time funding of \$100,000 for contractual services in the Multi-Source Housing Fund as part of the modified Apartment Rent Ordinance (ARO) implementation. City Council directed the Housing Department to prepare a staffing plan and a fee structure to sufficiently administer, monitor, and enforce the newly adopted requirements to the ARO in April and May 2016. The HPPA will be responsible for managing the development and implementation of the new ARO and Anti-Retaliation & Protection Ordinance, including the development and implementation of an ongoing staffing plan to administer and enforce the newly adopted requirements. The Analyst position will assist the HPPA in establishing the program. The Analyst duties will include, but are not limited to, working with the existing Senior Development Officer to develop procedures and forms, design a registry and enter data, and develop outreach materials and events. It is anticipated that a new staffing model will be presented to City Council for consideration by December 2016. In addition, one-time funding for contractual legal services and consultants will assist the Housing Department with the development and implementation of the modified ARO and the new Anti-Retaliation & Protection Ordinance. Fees that support this program were increased to support these new ongoing positions. (Ongoing costs: \$232,256)

<b>2. Housing Loan Portfolio Management</b>		<b>190,000</b>	<b>0</b>
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***Community and Economic Development CSA***  
*Neighborhood Development and Stabilization*

This action adds one-time non-personal/equipment funding of \$190,000 in the Low and Moderate Income Housing Asset Fund for the second phase of a consultant agreement with Tax Credit Asset Management (TCAM). In Phase II, TCAM will develop a robust, long-term portfolio cash flow model, residual receipts projections, and recommendations on loan management practices and staffing levels. (Ongoing costs: \$0)

<b>3. Housing Department Management Realignment</b>	<b>1.00</b>	<b>187,684</b>	<b>0</b>
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***Community and Economic Development CSA***  
*Strategic Support*

This action adds 2.0 Deputy Director positions in the Low and Moderate Income Housing Asset Fund and eliminates 1.0 Assistant Director position, funded by the Low and Moderate Income Housing Asset Fund and the Community Development Block Grant Fund, to enhance leadership capacity and meet growing demands of the organization and community for affordable housing policies and programs. The Deputy Director of Policy and Neighborhood Programs will be responsible for monitoring, coordinating, and evaluating the activities of the Department's Policy and Planning, Neighborhood Development, Mobile Home and Apartment Rent Control Programs, and the Administrative and Compliance Divisions. The Deputy Director of Housing Production and Asset Management will be responsible for monitoring, coordinating, and evaluating the activities, work plans, and operating budgets for the Department's Housing Production, Asset Management, and Homelessness Response Divisions. (Ongoing costs: \$187,684)

# Housing Department

## Budget Changes By Department

2016-2017 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>4. Single Family and Mobilehome Rehabilitation Program</b>	<b>1.00</b>	<b>111,512</b>	<b>0</b>
<b><i>Community and Economic Development CSA</i></b> <i>Neighborhood Development and Stabilization</i>			
<p>This action adds 1.0 Building Rehabilitation Supervisor position in the Low and Moderate Income Housing Asset Fund to oversee the Department's building inspection services for affordable housing and non-profit facility enhancements funded by the City. This position will manage contractual service agreements and provide technical support as necessary. This position will manage a modified, outsourced rehabilitation loan and grant program as well as provide technical support as needed. (Ongoing costs: \$121,799)</p>			
<b>5. Affordable Housing Impact Fee Program</b>	<b>1.00</b>	<b>104,098</b>	<b>0</b>
<b><i>Community and Economic Development CSA</i></b> <i>Neighborhood Development and Stabilization</i>			
<p>On November 18, 2014, the City Council adopted a resolution that established an Affordable Housing Impact Fee on new market-rate rental housing development of three or more units, which was recently upheld by the Supreme Court. This program is expected to grow to approximately \$20 million annually by 2020. This action adds 1.0 Development Officer position in the Low and Moderate Income Housing Asset Fund to support the Multi-Family Affordable Housing Impact Fee Program. This position will work in concert with a Senior Development Officer to prepare loan documentation for all projects being underwritten and coordinate the Loan Management System database entries and reports. This position will also enable the Department to increase the production of loans and grants, which will allow more affordable housing projects to proceed more expeditiously. In addition, this action shifts funding for 1.0 Development Officer position from the Low and Moderate Income Housing Asset Fund to the Multi-Source Housing Fund to support the Affordable Housing Impact Fee Program. (Ongoing costs: \$113,694)</p>			
<b>6. Santee Neighborhood Community Services</b>		<b>80,000</b>	<b>0</b>
<b><i>Community and Economic Development CSA</i></b> <i>Neighborhood Development and Stabilization</i>			
<p>This action provides one-time non-personal/equipment funding of \$80,000 from the Multi-Source Housing Fund for contractual services to conduct community services in the Santee neighborhood by a non-profit organization. These services will help to identify community needs; evaluate existing resources; and coordinate services among different service providers within the community, including aligning tenants' needs with services and facilitating meetings between tenants and the fair housing and legal service providers. (Ongoing costs: \$0)</p>			

# Housing Department

## Budget Changes By Department

2016-2017 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p><b>7. Santee Neighborhood Code Legal Support</b></p> <p><i>Community and Economic Development CSA</i>  <i>Neighborhood Development and Stabilization</i></p> <p>As directed in the Mayor's June Budget Message for Fiscal Year 2016-2017, as approved by City Council, this action adds one-time non-personal/equipment funding for investigative and legal services support to address complaints from tenants in the Santee Neighborhood regarding fair housing concerns and alleged violations of the Apartment Rent Ordinance. (Ongoing costs: \$0)</p>		<b>60,000</b>	<b>60,000</b>
<p><b>8. Homelessness Program Support</b></p> <p><i>Community and Economic Development CSA</i>  <i>Housing Development and Preservation</i></p> <p>This action adds 1.0 limit-dated Development Officer position (through June 30, 2018) to provide additional capacity to support the homelessness program. The Development Officer will focus on land use and regulatory challenges associated with siting housing options. This position will also contribute to several new Department-wide initiatives identified for the program this year, which include: warming centers, temporary church shelters, mobile hygiene services, and sanctioned encampments. In addition, a key responsibility of this position will be to research best practices to address homelessness. This position will be funded by the City-Wide Homeless Rapid Rehousing appropriation as described in the City-Wide Expenses section of this document. (Ongoing costs: \$0)</p>	<b>1.00</b>	<b>0</b>	<b>0</b>
<p><b>9. Homeless Encampment Service Coordination and Bio Waste Staffing</b></p> <p><i>Community and Economic Development CSA</i>  <i>Community Development and Investment</i></p> <p>This action provides for 1.0 limit-dated Staff Specialist position (through June 30, 2018) to coordinate encampment clean-ups and secure contractual services for the disposal of bio waste from homeless encampments. This position will be funded by the City-Wide Homeless Response Team appropriation as described in the City-Wide Expenses section of this document. (Ongoing costs: \$0)</p>	<b>1.00</b>	<b>0</b>	<b>0</b>
<p><b>10. Low and Moderate Income Housing Asset Fund Staffing Realignment</b></p> <p><i>Community and Economic Development CSA</i>  <i>Community Development and Investment</i>  <i>Housing Development and Preservation</i>  <i>Neighborhood Development and Stabilization</i>  <i>Strategic Support</i></p> <p>This action shifts funding for several administrative positions in the Housing Department from various Housing Funds to the Low and Moderate Income Housing Asset Fund in order to align funding sources with the work performed by staff. This action shifts a portion of an Accounting Technician position from the Home Investment Partnership Program Fund, shifts a Staff Specialist position from the Home Investment Partnership Program Fund and Multi-Source Housing Fund, a Development Specialist position from the Multi-Source Housing Fund, and a Development Officer position from the</p>		<b>(4)</b>	<b>0</b>

# Housing Department

## Budget Changes By Department



2016-2017 Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>10. Low and Moderate Income Housing Asset Fund Staffing Realignment</b>			
<p>Home Investment Partnership, the Multi-Source Housing, and Community Development Block Grant Funds. Staff will be shifted into the Low and Moderate Income Housing Asset Fund to work on affordable housing policy development and the Affordable Housing and Sustainable Communities (Cap and Trade) grant application. With the recent completion of several large affordable housing projects (including Japantown Apartments and Donner Lofts), and several grant-funded projects (Neighborhood Stabilization Program I/II, Hazard Mitigation Grant Program, and Homebuyer Program), staff will be reallocated to work on new affordable housing projects. (Ongoing savings: \$3)</p>			
<b>11. Rebudget: Outreach Materials and Technology Needs</b>		<b>95,000</b>	<b>0</b>
<i>Community and Economic Development CSA Strategic Support</i>			
<p>This action rebudgets unexpended 2015-2016 non-personal/equipment funds of \$95,000 in the Low and Moderate Income Housing Asset Fund for publications, outreach materials, and technology needs. Outreach materials will span several work groups in the department and will include brochures, flyers, and postings in various languages to increase awareness and access to services. Additional technology will better equip the Department's lobby and other meeting spaces with televisions, wall mounting hardware, and a video system to notify of visitor arrival. (Ongoing costs: \$0)</p>			
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<b>2016-2017 Adopted Budget Changes Total</b>	<b>7.00</b>	<b>1,105,246</b>	<b>60,000</b>
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# Housing Department

## Performance Summary

### Community Development and Investment

#### Performance Measures

	2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
 Reduction in the number of homeless individuals from prior two years <sup>1</sup>	707	400	700	500
 % of tenant/landlord mediations that resulted in mutual agreement	80%	88%	88%	88%

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

#### Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
Estimated number of homeless individuals <sup>1</sup> :				
- chronically homeless	1,409	1,320	1,400	1,300
- non-chronically homeless	2,654	2,680	2,650	2,600
# of homeless individuals who secured new permanent housing:				
- chronically	227	200	130	200
- non-chronically	822	760	650	700
# of unduplicated mobilehome and apartment clients served by the Rental Rights and Referrals Program	2,334	2,400	2,700	2,500





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

# Housing Department

## Performance Summary

### Housing Development and Preservation

#### Performance Measures

	2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
 % of annual target achieved for production of affordable housing/# of units	179% (168)	100% (70)	303% <sup>1</sup> (212) <sup>1</sup>	100% (211)
 % of all rehab program funds that are loaned versus granted	100%	100%	100%	100%
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	3.76:1	2.57:1	3.72:1	2.60:1
 % of rehabilitation and mobilehome clients satisfied or very satisfied based on overall service	N/A <sup>2</sup>	85%	75%	85%

<sup>1</sup> The increase in the 2015-2016 Estimate is due to several large affordable housing projects, including: Santa Clara Inn, Metropolitan Apartments South, and Interim Housing Community at Evans Lane.

<sup>2</sup> The Department did not receive any survey feedback from its clients.

#### Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of homebuyer loans closed:				
- CalHome BEGIN	4	5	6	15
- Other downpayment assistance	2	1	7	10
Total	6	6	13	25
# of unduplicated households assisted by the homebuyer program <sup>1</sup>	6	6	7	15
# of affordable housing units completed in the fiscal year	168	70	584 <sup>2</sup>	171
Average per-unit subsidy in funding commitments for new construction projects (\$)	\$79,631	\$175,000	\$114,000	\$200,000
# of mobilehome retrofits completed	83	0 <sup>3</sup>	0 <sup>3</sup>	0 <sup>3</sup>
# of rehabilitation projects completed:				
- Rehabilitation projects	14	20	4	10
- Mobilehome projects	0	0	0	0
- Minor repair	215	250	130	140
Total	229	270	130	150

<sup>1</sup> Some homebuyers received multiple loans.

<sup>2</sup> The increase in affordable housing units estimated to be completed in 2015-2016 includes non-subsidized affordable housing, which is expected to be completed per the Hitachi Development Agreement. However, these units were not included in the 2015-2016 Forecast.





<sup>3</sup> This program was only funded through October 2015; however given current trends, the allocated funding was spent in April 2015.

# Housing Department

## Performance Summary

### Neighborhood Development and Stabilization

#### Performance Measures

	2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 Target
 % of CDBG-funded projects meeting all stated outcomes:				
- City projects	67%	90%	90%	90%
- Non-City projects	86%	90%	85%	90%
 % of CDBG invoices processed within 30 days of receipt of all required documentation	95%	90%	95%	90%
 % of CDBG contracts completed by July 1	0%	80%	0% <sup>1</sup>	80%
 % of all non-mobilehome rehabilitation project funds approved within place-based neighborhoods	18%	15%	0% <sup>2</sup>	20%

<sup>1</sup> Due to delays in the Request for Proposals (RFP) process, no contracts were completed by July 1, 2015; however, approximately 50% of the contracts are expected to be completed by July 1, 2016.

<sup>2</sup> Although non-mobilehome rehabilitation projects were completed in 2015-2016, they were not completed in place-based neighborhoods.

#### Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	259	180	140	120
# of non-mobilehome rehabilitation projects completed in targeted neighborhood areas	4	8	2	4
# of neighborhood stabilization projects completed (homes sold)	2	0 <sup>1</sup>	0 <sup>1</sup>	0 <sup>1</sup>



<sup>1</sup> The San José Dream Home Homebuyer Program concluded at the end of 2012-2013. However, the department acquired the final seven homes and sold five in 2013-2014. The remaining two homes were sold in 2014-2015.

# Housing Department

## Performance Summary

### Strategic Support

#### Performance Measures

	2014-2015 Actual	2015-2016 Target	2015-2016 Estimated	2016-2017 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	74%	80%	80%	80%

#### Activity and Workload Highlights

	2014-2015 Actual	2015-2016 Forecast	2015-2016 Estimated	2016-2017 Forecast
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	646,990,584	653,155,731	645,215,000	665,115,000
2. Rehabilitation Loans	14,000,000	15,000,000	16,000,000	15,000,000
3. Homebuyer Loans	68,700,000	75,500,000	68,000,000	70,000,000
Total	729,690,584	743,655,731	729,215,000	750,115,000
Total number of loans:				
1. Project Loans	175	170	180	180
2. Rehabilitation Loans	305	360	350	300
3. Homebuyer Loans	1,290	1,390	1,200	1,225
Total	1,770	1,920	1,730	1,705
# of major projects in loan portfolio inspected annually				
- Projects	80	85	40	85
- Units	1,507	1,550	740	1,550
# of City facilitated affordable rental units	15,934	15,934	17,300	17,500
# of deed restricted for-sale homes	1,800	1,750	1,600	1,750



# Housing Department

## Departmental Position Detail

Position	2015-2016 Adopted	2016-2017 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	8.00	9.00	1.00
Assistant Director of Housing	1.00	0.00	(1.00)
Building Rehabilitation Inspector II	3.00	3.00	-
Building Rehabilitation Supervisor	0.00	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	0.00	2.00	2.00
Development Officer	8.00	10.00	2.00
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	1.00	2.00	1.00
Office Specialist II	4.00	3.00	(1.00)
Program Manager II	1.00	1.00	-
Senior Accountant	1.00	1.00	-
Senior Development Officer	8.00	8.00	-
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	4.00	6.00	2.00
Student Intern PT	1.00	1.00	-
<b>Total Positions</b>	<b>58.00</b>	<b>65.00</b>	<b>7.00</b>