

# Housing Department

Jacky Morales-Ferrand, Director

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

*City Service Area*

**Community and Economic Development**

## *Core Services*

### **Affordable Housing Portfolio Management**

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

### **Affordable Housing Production and Preservation**

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

### **Homelessness Interventions and Solutions**

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

### **Neighborhood Capital Investment and 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><b>Affordable Housing Portfolio Management:</b>  <i>Manage and oversee the City's loan portfolio; provide loan servicing; and administer affordability requirements</i></p>		<ul style="list-style-type: none"> <li>• Loan Collections</li> <li>• Loan Compliance</li> <li>• Property Maintenance and Inspection</li> <li>• Rent and Tenant Eligibility</li> </ul>
<p><b>Affordable Housing Production and Preservation:</b>  <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"> <li>• Affordable Housing Development Loans</li> <li>• Affordable Housing Impact Fees</li> <li>• Homeownership Opportunities</li> <li>• Inclusionary Housing</li> <li>• Rehabilitation Loans and Grants</li> </ul>
<p><b>Homelessness Interventions and Solutions:</b>  <i>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</i></p>		<ul style="list-style-type: none"> <li>• Homeless Outreach and Case Management</li> <li>• Interim Supportive Housing Development</li> <li>• Joint Encampment Response Team</li> <li>• Local and Regional Coordination/Policy Development to End Homelessness</li> <li>• Tenant Based Rental Assistance and Rapid Rehousing</li> </ul>

# Housing Department

## Service Delivery Framework

Core Service		Program
<p><b>Neighborhood Capital Investment and Housing Services:</b>  <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"> <li>• Community Development Block Grant - Infrastructure Investments</li> <li>• Neighborhood Stabilization</li> <li>• Non-Profit Service Grants to Support Housing and Community Development Needs</li> <li>• Place-Based Neighborhood Strategy</li> </ul>
<p><b>Rent Stabilization and Tenant Protection:</b>  <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"> <li>• Apartment Rent Ordinance Administration</li> <li>• Housing Anti-Retaliation and Protection Administration</li> <li>• Mobilehome Rent Ordinance Administration</li> <li>• Tenant Protection Ordinance Administration</li> </ul>
<p><b>Strategic Support:</b>  <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"> <li>• Housing Management and Administration</li> <li>• Housing Planning and Policy Development</li> </ul>

# Housing Department

## Department Budget Summary

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### 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 Ellis Act and Tenant Protection Ordinances 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 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 (limit-dated 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 by the City Council on April 18, 2017 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.

### 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. Tenant Based Rental Assistance and Rapid Rehousing

Fund	Source of Funds	Positions (FTE)	Program/Activity
<b>General Fund</b> (Fund 001) Total Fund Budget: \$294,533	General Fund	6.50	Neighborhood Engagement - Implement place-based strategy  Homeless Response Team* - Clean-up homeless encampments - Tenant Based Rental Assistance and Rapid Rehousing  * Funding in City-Wide Expenses
<b>Housing Trust Fund</b> (Fund 440) Total Fund Budget: \$3,602,392	Bond Administration Fees  Tax Credit Review Fees	3.50	Grants for homeless programs/activities
<b>Community Development Block Grant Fund</b> (Fund 441) Total Fund Budget: \$15,471,638	Federal CDBG Funding	7.34	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: \$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
<b>Multi-Source Housing Fund</b> (Fund 448) Total Fund Budget: \$65,841,628	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  Homeless Rapid Rehousing
	Fees from Mobilehome Park Owners/Residents  Fees from Apartment Owners	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 Department

## Department Budget Summary

Fund	Source of Funds	Positions (FTE)	Program/Activity
<b>Low and Moderate Income Housing Asset Fund</b> (Fund 346) Total Fund Budget: \$95,406,885	Loan Repayments	4.5	Executive Office Information Technology Policy
	Interest		- Data collection and report preparation
	Affordable Housing Impact Fees		- Planning/policy development and support
			- Legislative analysis and advocacy
		2.9	Project Development - Acquisitions - New construction
		16.7	Asset Management – Single Family - Single family loan portfolio management - Homebuyer assistance - Repayments/refinancing - Affordability restriction monitoring - Homeowner transactions
		11.00	Asset Management – Multi-Family - Multi-Family rental portfolio management - Project transactions - Income/rent compliance - Loan repayment collections - Physical building inspections
		3.00	Housing Rehabilitation - Small projects - Acquisition/rehabilitation/resale of single family homes

# Housing Department

## Department Budget Summary

	2015-2016 Actual 1	2016-2017 Adopted 2	2017-2018 Forecast 3	2017-2018 Proposed 4
<b>Dollars by Core Service</b>				
Affordable Housing Portfolio Development	n/a	n/a	n/a	\$ 1,736,456
Affordable Housing Prod and Preservation	n/a	n/a	n/a	26,998,690
Homelessness Interventions and Solutions	n/a	n/a	n/a	12,089,058
Neighborhood Capital Invst and Housing Services	n/a	n/a	n/a	11,057,209
Rent Stabilization and Tenant Protection	n/a	n/a	n/a	1,397,535
Housing Strategic Support - Community & Economic Development	n/a	n/a	n/a	3,367,178
Housing Strategic Support - Other Community & Economic Development	n/a	n/a	n/a	5,015,836
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 61,661,962</b>
<b>Dollars by Category</b>				
<b>Personal Services and Non-Personal/Equipment</b>				
Salaries/Benefits	\$ 7,657,780	\$ 9,176,023	\$ 9,730,529	\$ 9,873,390
Overtime	39,270	24,831	24,831	24,831
Subtotal Personal Services	\$ 7,697,050	\$ 9,200,854	\$ 9,755,360	\$ 9,898,221
Non-Personal/Equipment	1,342,417	1,586,712	1,311,712	1,326,212
<b>Total</b>	<b>\$ 9,039,467</b>	<b>\$ 10,787,566</b>	<b>\$ 11,067,072</b>	<b>\$ 11,224,433</b>
<b>Other Costs *</b>				
Housing Funds Debt/Financing	n/a	n/a	n/a	\$ 1,885,865
Housing Overhead	n/a	n/a	n/a	1,966,760
Housing Other Departmental - City-Wide	n/a	n/a	n/a	7,800,000
Housing Other Departmental - Loans and Grants	n/a	n/a	n/a	35,089,904
Housing Workers' Compensation	n/a	n/a	n/a	100,000
Other	n/a	n/a	n/a	3,595,000
<b>Total Other Costs</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 50,437,529</b>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 61,661,962</b>



# Housing Department

## Department Budget Summary

	2015-2016 Actual 1	2016-2017 Adopted 2	2017-2018 Forecast 3	2017-2018 Proposed 4
<b>Dollars by Fund</b>				
General Fund	n/a	n/a	n/a	\$ 4,094,533
Comm Dev Block Grant	n/a	n/a	n/a	12,402,682
Home Invest Partnership	n/a	n/a	n/a	5,453,824
Housing Trust Fund	n/a	n/a	n/a	1,781,611
Low/Mod Income Hsg Asset	n/a	n/a	n/a	26,390,031
Multi-Source Housing	n/a	n/a	n/a	11,539,281
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 61,661,962</b>
<b>Authorized Positions by Core Service</b>				
Affordable Housing Portfolio				
Development	n/a	n/a	n/a	10.00
Affordable Housing Prod				
and Preservation	n/a	n/a	n/a	11.90
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	19.20
Housing Strategic Support -				
Other Community &				
Economic Development	n/a	n/a	n/a	0.00
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>66.00</b>

\* Departmental Fund Balance, Transfers, and Reserves 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 Actual	2016-2017 Adopted	2017-2018 Forecast	2017-2018 Proposed	2017-2018 Proposed FTE
<b>Dollars by Program</b>					
<b>Affordable Housing Portfolio Management</b>					
Loan Compliance	n/a	n/a	n/a	\$ 1,736,456	10.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 1,736,456</b>	<b>10.00</b>
<b>Affordable Housing Production and Preservation</b>					
Affordable Housing Dev Loans	n/a	n/a	n/a	\$ 23,852,717	5.70
Homeownership Opportunities	n/a	n/a	n/a	2,260,000	
Inclusionary Housing Program				338,138	2.00
Rehabilitation Loans and Grants	n/a	n/a	n/a	547,835	4.20
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 26,998,690</b>	<b>11.90</b>
<b>Homeless Interventions and Solutions</b>					
Homelessness Outreach and Case Management Programs	n/a	n/a	n/a	\$ 1,339,058	4.50
Interim Supportive Housing Dev Joint Encampment Response Team	n/a	n/a	n/a	1,600,000	
	n/a	n/a	n/a	1,382,607	2.00
Tenant Based Rental Assistance and Rapid Rehousing Prog	n/a	n/a	n/a	7,767,393	1.00
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 12,089,058</b>	<b>7.50</b>
<b>Neighborhood Capital Investment and Housing Services</b>					
Community Dev Block Grant Prog - Infrastructure Invest	n/a	n/a	n/a	\$ 7,280,063	7.34
Neighborhood Stabilization Programs	n/a	n/a	n/a	1,000,000	
Non-Profit Service Grants to Support Housing and Community Dev Needs	n/a	n/a	n/a	2,452,613	0.21
Place-Based Neighborhood Strategy	n/a	n/a	n/a	324,533	2.50
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 11,057,209</b>	<b>10.05</b>
<b>Rent Stabilization and Tenant Protection</b>					
Apartment Rent Ordinance Administration	n/a	n/a	n/a	\$ 1,165,715	5.30
Mobile Home Rent Ordinance Administration	n/a	n/a	n/a	231,820	2.05
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 1,397,535</b>	<b>7.35</b>

# Housing Department

## Department Budget Summary

	2015-2016 Actual	2016-2017 Adopted	2017-2018 Forecast	2017-2018 Proposed	2017-2018 Proposed FTE
<b>Dollars by Program (Cont'd.)</b>					
<b>Housing Strategic Support</b>					
Housing Management & Administration	n/a	n/a	n/a	\$ 3,048,819	16.70
Housing Planning & Policy Dev	n/a	n/a	n/a	318,359	2.50
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 3,367,178</b>	<b>19.20</b>
Housing Capital	n/a	n/a	n/a	0	0.00
Housing Funds Debt/Financing	n/a	n/a	n/a	\$ 1,885,865	
Housing Gifts	n/a	n/a	n/a	0	
City-Wide	n/a	n/a	n/a	0	
Housing Other Departmental - Grants	n/a	n/a	n/a	80,000	
Housing Other Operational - Administration	n/a	n/a	n/a	983,211	
<b>Sub-Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 5,015,836</b>	<b>0.00</b>
<b>Total</b>	<b>n/a</b>	<b>n/a</b>	<b>n/a</b>	<b>\$ 61,661,962</b>	<b>66.00</b>

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# Housing Department

## Budget Reconciliation

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

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2016-2017):</b>	<b>65.00</b>	<b>10,787,566</b>	<b>326,593</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• 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
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>(2.00)</b>	<b>(525,000)</b>	<b>(60,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/benefit changes		554,506	27,940
• Consulting services		250,000	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>804,506</b>	<b>27,940</b>
<b>2017-2018 Forecast Base Budget:</b>	<b>63.00</b>	<b>11,067,072</b>	<b>294,533</b>
<b>Budget Proposals Recommended</b>			
1. Housing Production Program - Homeless Projects	1.00	155,322	0
2. Rental Rights and Referrals Program - Tenant Protection Ordinance and Ellis Act Ordinance Housing Staffing	1.00	2,039	0
3. Homeless Services Staff Realignment	1.00	0	0
<b>Total Budget Proposals Recommended</b>	<b>3.00</b>	<b>157,361</b>	<b>0</b>
<b>2017-2018 Proposed Budget Total</b>	<b>66.00</b>	<b>11,224,433</b>	<b>294,533</b>

# Housing Department

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

2017-2018 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Housing Production Program – Homeless Projects</b>  <i>Community and Economic Development CSA</i> <i>Affordable Housing Production and Preservation Core Service</i> <i>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
<b>2. Rental Rights and Referrals Program – Tenant Protection Ordinance and Ellis Act Ordinance Housing Staffing</b>  <i>Community and Economic Development CSA</i> <i>Rent Stabilization and Tenant Protection Core Service</i> <i>Apartment Rent Ordinance Administration, Mobile Home Rent Ordinance Administration Programs</i>  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 will provide all tenants with just cause protections from no-cause evictions. The Ellis Act Ordinance will provide relocation benefits for residents displaced due to removal of apartments from the market under the Ellis Act. 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. In addition, a proposal 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)	1.00	2,039	0
<b>3. Homeless Services Staff Realignment</b>  <i>Community and Economic Development CSA</i> <i>Homelessness Interventions and Solutions Core Service</i> <i>Joint Encampment Response Team Program</i>  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 is now recommended to be ongoing. Additionally, this action reallocates 1.0 Senior Development Officer from the City-Wide Homeless Response Team appropriation to the	1.00	0	0

# Housing Department

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

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<b>2017-2018 Proposed Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>3. Homeless Services Staff Realignment</b>			
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 with the transition to self-sufficiency and economic independence. (Ongoing costs: \$0)			
<b>2017-2018 Proposed Budget Changes Total</b>	<b>3.00</b>	<b>157,361</b>	<b>0</b>



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# 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 <sup>1</sup>	707	500	100	165
 % of tenant/landlord mediations that resulted in mutual agreement	81%	88%	78%	90%

<sup>1</sup> 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 <sup>1</sup> :				
- 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 <sup>2</sup>	2,500	1,825	2,600

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





<sup>2</sup> 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 <sup>1</sup>	85%	90%	85%

<sup>1</sup> 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 <sup>1</sup>	17	15	23	15
# of affordable housing units completed in the fiscal year	280	171	458 <sup>2</sup>	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

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

<sup>2</sup> The increase in affordable housing units estimated to be completed in 2016-2017 includes non-subsidized affordable housing, 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% <sup>1</sup>	70%
 % of all non-mobilehome rehabilitation project funds approved within place-based neighborhoods	0%	20%	25% <sup>2</sup>	25% <sup>1</sup>

<sup>1</sup> 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.

<sup>2</sup> The non-mobilehome rehabilitation program, which was set to be completed, was temporarily reactivated to assist with flood 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 <sup>1</sup>



<sup>1</sup> The non-mobilehome rehabilitation program, which was set to be completed, was temporarily reactivated to assist with flood 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% <sup>1</sup>	75%

<sup>1</sup> 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 <sup>1</sup>	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

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

# Housing Department

## Departmental Position Detail

Position	2016-2017 Adopted	2017-2018 Proposed	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	-
<b>Total Positions</b>	<b>65.00</b>	<b>66.00</b>	<b>1.00</b>

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