

# Housing Department

Leslye Corsiglia, 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; provide Inclusionary and Market Rate Housing assistance to the housing development community

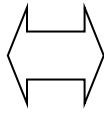
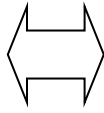
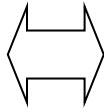
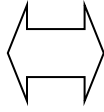
#### Neighborhood Development and Stabilization

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>• Non-Profit Services Grants for school readiness, 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; 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>• Mobile Home Seismic Grants</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 2014-2015 Service Delivery

- Assist in the creation and preservation of affordable housing for low-income and special needs households by committing \$8 million to provide financing for 63 newly constructed affordable rental apartments, including up to 22 special needs units, and 180 affordable homes through negotiated agreements. As funds become available, staff will bring forward additional developments as over 300 affordable homes await financing.
- Continue to serve as a leader in Destination: Home and its efforts to eliminate chronic homelessness. Other activities include: continuing to implement a Homeless Rapid Re-Housing Program, which funds outreach programs to facilitate the movement of homeless persons living on the streets to permanent housing; expanding the tenant-based rental assistance program to focus on employable homeless, including families with children; continuing to implement encampment abatement and site remediation measures; enhancing programs for Downtown homeless persons; coordinating and improving the role of faith-based and civic organizations' services in supporting solutions to prevent and end homelessness; and developing multi-disciplinary outreach and engagement programs for San José's homeless population.
- Continue employing a place-based, neighborhood-focused strategy as part of the Community Development Block Grant (CDBG) program. This strategy will continue in three neighborhoods (Mayfair, Santee, and Five Wounds/Brookwood Terrace) where there is demonstrated need consistent with the CDBG program guidelines, the opportunity to make change, and strong community partnerships to sustain that progress.
- Complete approximately 40 mobilehome seismic retrofits through the Hazard Mitigation Grant Program and close out the program in the first half of 2014-2015. This projected number of retrofits will bring the program total to the stated goal of 850 units retrofitted.
- Complete the planning process for developing three housing plans: the State-mandated 2014-2022 Housing Element (due by January 31, 2015), the federally required 2015-2020 Consolidated Plan (due by May 15, 2015), and the City's local 2015-2020 Housing Investment Plan (anticipated completion in fall 2014).

### 2014-2015 Budget Actions

- The Housing Department will continue to support the Homeless Response Team and the Homeless Rapid Rehousing Programs budgeted for a second year in the City-Wide Expenses section of this document. This budget extends current one-time staffing (two positions in the Housing Department) for the Homeless Response Team Program. This budget also establishes a \$2.0 million Homeless Rapid Re-Housing Reserve and a \$1.5 million Homeless Response Team Reserve for 2015-2016, which would continue these programs for a third year.
- The addition of 1.0 Development Officer position to the Housing Department's Asset Management Program will strengthen capacity to oversee the City's \$800 million affordable housing loan portfolio and its multi-family housing finance program.
- Two vacant Analyst positions will be eliminated to reflect the realignment of work between departments as well as the completion of the Neighborhood Stabilization Program. Funding for administrative positions will also be shifted between various Housing Funds to realign funding sources with the duties to be performed.
- An increase to contractual services will address the increased demand for mediation and arbitration services, as well as the increased costs to administer the Rental Rights and Referrals Program.
- Funding of \$25,000 for additional work on the Nexus Study will enable the completion of the study, which will analyze the impact to residential development on the need of affordable housing in San José.

### 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: \$238,047	4.65	General Fund	Neighborhood Engagement - Implement place-based strategy  Homelessness Response Team* - Clean-up homeless encampments - Rapid Re-Housing * Funding in City-Wide Expenses
<b>Low and Moderate Income Housing Asset Fund</b> (Fund 346) Total Fund Budget: \$34,161,662	29.88	Loan Repayments  Interest	Loans and Portfolio Management - New Construction - Acquisition/Rehabilitation  Administration - Reporting - Fiscal Management
<b>Housing Trust Fund</b> (Fund 440) Total Fund Budget: \$3,172,756	4.05	Bond Administration Fees  Tax Credit Review Fees	Grants for homeless programs/activities
<b>Community Development Block Grant Fund</b> (Fund 441) Total Fund Budget: \$15,719,595	8.31	Federal CDBG Funding	Grant management - Grants to non-profits - Place-based strategy - Infrastructure - Code Enforcement - Minor Home Repair Grants - Homeless Facility Construction Rehabilitation
<b>Home Investment Partnership Program Trust Fund</b> (Fund 445) Total Fund Budget: \$15,376,452	3.31	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: \$26,916,098	1.68	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  Grants for services to persons living with HIV/AIDS
	3.95	Fees from Mobilehome Park Owners/Residents  Fees from Apartment Owners	Referral and arbitration services to mobilehome owners and mobilehome park owners  Mediation and arbitration services to landlords and tenants living in rent-controlled apartments
	1.00	State Funding:  CalHome  BEGIN	Loans - First Time Homebuyers - Home Rehabilitation - Acquisition/Rehabilitation - Homebuyer assistance
	1.17	Federal and State Funding:  FEMA/CalEMA	Grants - Mobilehome Seismic Retrofit

# Housing Department

## Department Budget Summary

	2012-2013 Actual 1	2013-2014 Adopted 2	2014-2015 Forecast 3	2014-2015 Adopted 4	% Change (2 to 4)
<b>Dollars by Core Service</b>					
Community Development and Investment	\$ 378,174	\$ 382,892	\$ 294,884	\$ 297,220	(22.4%)
Housing Development and Preservation	401,882	775,825	840,688	844,971	8.9%
Neighborhood Development and Stabilization	2,877,982	3,437,927	3,666,764	3,694,071	(7.5%)
Strategic Support	4,047,379	4,100,416	4,320,308	4,589,562	11.9%
<b>Total</b>	<b>\$ 7,705,417</b>	<b>\$ 8,697,060</b>	<b>\$ 9,122,644</b>	<b>\$ 9,425,824</b>	<b>8.4%</b>
<b>Dollars by Category</b>					
Personal Services					
Salaries/Benefits	\$ 6,984,646	\$ 7,526,237	\$ 7,949,821	\$ 8,033,001	6.7%
Overtime	6,742	24,831	24,831	24,831	0.0%
Subtotal	\$ 6,991,388	\$ 7,551,068	\$ 7,974,652	\$ 8,057,832	6.7%
Non-Personal/Equipment					
<b>Total</b>	<b>\$ 7,705,417</b>	<b>\$ 8,697,060</b>	<b>\$ 9,122,644</b>	<b>\$ 9,425,824</b>	<b>8.4%</b>
<b>Dollars by Fund</b>					
General Fund	\$ 241,634	\$ 242,297	\$ 235,407	\$ 238,047	(1.8%)
Comm Dev Block Grant	1,419,495	1,318,450	1,391,232	1,272,752	(3.5%)
Home Invest Partnership	281,024	547,831	553,947	557,778	1.8%
Housing Trust Fund	349,233	456,683	387,617	517,715	13.4%
Low/Mod Income Hsg Asset	4,872,097	4,359,510	4,864,406	5,245,822	20.3%
Multi-Source Housing	541,934	1,772,289	1,690,035	1,593,710	(10.1%)
<b>Total</b>	<b>\$ 7,705,417</b>	<b>\$ 8,697,060</b>	<b>\$ 9,122,644</b>	<b>\$ 9,425,824</b>	<b>8.4%</b>
<b>Authorized Positions by Core Service</b>					
Community Development and Investment	3.80	2.70	2.10	3.10	14.8%
Housing Development and Preservation	4.40	3.80	3.40	3.40	(10.5%)
Neighborhood Development and Stabilization	25.40	24.02	25.22	23.92	(0.4%)
Strategic Support	28.40	26.48	26.28	27.58	4.2%
<b>Total</b>	<b>62.00</b>	<b>57.00</b>	<b>57.00</b>	<b>58.00</b>	<b>1.8%</b>

# Housing Department

## Budget Reconciliation

(2013-2014 Adopted to 2014-2015 Adopted)

	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
<b>Prior Year Budget (2013-2014):</b>	<b>57.00</b>	<b>8,697,060</b>	<b>242,297</b>
<hr/> <b>Base Adjustments</b> <hr/>			
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
● Salary/benefit changes and the following position reallocations: - 0.5 Development Specialist PT to 0.5 Community Activity Worker PT - 1.0 Principal Account Clerk to 1.0 Senior Account Clerk		423,584	(6,890)
● Changes in vehicle maintenance and operations costs		2,000	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>425,584</b>	<b>(6,890)</b>
<b>2014-2015 Forecast Base Budget:</b>	<b>57.00</b>	<b>9,122,644</b>	<b>235,407</b>
<hr/> <b>Budget Proposals Approved</b> <hr/>			
1. Rental Rights and Referral Program		195,000	0
2. Housing Department Salary Program		146,296	2,640
3. Homeless Response Team	2.00	130,098	0
4. Housing Asset Management Program	1.00	109,452	0
5. Nexus Study		25,000	0
6. Housing Department Staff Funding Realignment	0.00	0	0
7. Housing Analytical Staffing Realignment	(2.00)	(302,666)	0
<b>Total Budget Proposals Approved</b>	<b>1.00</b>	<b>303,180</b>	<b>2,640</b>
<b>2014-2015 Adopted Budget Total</b>	<b>58.00</b>	<b>9,425,824</b>	<b>238,047</b>

# Housing Department

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
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<b>1. Rental Rights and Referral Program</b>	<b>195,000</b>	<b>0</b>
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**Community and Economic Development CSA**  
*Neighborhood Development and Stabilization*

This action adds contractual services funding for hearing officers for the Rental Rights and Referral Program (RRRP). With changes in the rental market, there has been a large increase in rents including apartment rents and space rents at mobile home parks. This has resulted in an increased demand for mediation and arbitration services. In addition to the increase in activity levels, the costs to administer the RRRP arbitration and mediation services are expected to increase. (Ongoing costs: \$195,000)

**Performance Results:**

**Quality** This action will ensure that adequate resources are available for contracted mediation and arbitration services as needed.

<b>2. Housing Department Salary Program</b>	<b>146,296</b>	<b>2,640</b>
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**Community and Economic Development CSA**  
*Community Development and Investment*  
*Housing Development and Preservation*  
*Neighborhood Development and Stabilization*  
*Strategic Support*

This action increases the Housing Department personal services allocation to reflect a 3% salary increase that was negotiated and agreed to by the City and four bargaining units including, Municipal Employee's Federation (MEF), Confidential Employees' Organization (CEO), Association of Legal Professionals of San José (ALP), and the International Union of Operating Engineers, Local No. 3 (OE#3), effective June 22, 2014. In addition, a 3% salary increase is included for those employees in Unit 99 and for Council Appointees. These salary increases were approved by the City Council on June 3, 2014. Agreements were also reached with other bargaining units; however, due to the timing of those agreements and the publication of memorandums necessary for the final budget adoption, those adjustments will be included in the 2013-2014 Annual Report as appropriate. (Ongoing costs: \$146,296)

**Performance Results:** N/A (Final Budget Modification)

<b>3. Homeless Response Team</b>	<b>2.00</b>	<b>130,098</b>	<b>0</b>
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**Community and Economic Development CSA**  
*Community Development and Investment*  
*Strategic Support*

This action adds two positions (1.0 Senior Development Officer and 1.0 Development Officer) through June 30, 2016. The Senior Development Officer position will provide overall support and coordination for the Homeless Response Team and is funded by the Homeless Response Team allocation as described in the City-Wide Expenses section in this document. The Development Officer position, funded by the Housing Trust Fund, will coordinate multi-disciplinary outreach and engagement programs that target homeless individuals and families living in encampments, increase encampment clean-ups, and coordinate activities with stakeholder agencies. An Earmarked Reserve of \$1.5 million for the Homeless Response Team and \$2.0 million Earmarked Reserve for Homeless Rapid



# Housing Department

## Budget Changes By Department

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<b>Adopted Budget Changes</b>	<b>Positions</b>	<b>All Funds (\$)</b>	<b>General Fund (\$)</b>
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### 3. Homeless Response Team

Rehousing are included in the General Fund Capital, Transfers, and Reserves section to continue these programs through June 30, 2016. Additional resources for this program are further described in the City-Wide Expenses (\$3.67 million), General Fund Capital, Transfer, and Reserves (\$3.5 million), and Parks, Recreation and Neighborhood Services Department sections in this document. (Ongoing costs: \$0)

#### Performance Results:

**Quality, Customer Satisfaction** This action will provide the City with a stronger infrastructure for addressing homelessness, including the response relating to homeless encampments and the concerns of community members and businesses regarding homeless individuals living in encampments. With the continuation of this plan, as reflected in the City-Wide Expenses Section of this document, staff will respond to the needs of encampment occupants, public safety and health concerns of neighborhoods, and the environmental damage caused by encampments. Furthermore, staff will use the funding for rapid rehousing to offer long-term housing solutions.

<b>4. Housing Asset Management Program</b>	<b>1.00</b>	<b>109,452</b>	<b>0</b>
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**Community and Economic Development CSA**  
*Neighborhood Development and Stabilization*

This action adds one Development Officer position to the Housing Asset Management Program. This position will supervise a three-person multi-family loan team to strengthen the Department's capacity to oversee the growing number of complex issues associated with maintaining adequate financial management, loan compliance, and collection oversight. The number of multi-family housing loans that are being financed is anticipated to grow as the number of major multi-family projects in the portfolio ages. (Ongoing costs: \$109,851)

#### Performance Results:

**Quality** This action will increase oversight on the growing number of complex projects associated with multi-family loans and maintain current levels of loan servicing.

<b>5. Nexus Study</b>		<b>25,000</b>	<b>0</b>
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**Community and Economic Development CSA**  
*Strategic Support*

This action adds one-time contractual services funding of \$25,000 to complete a nexus study. On June 4, 2013, City Council directed the Housing Department to conduct a nexus study analyzing the impact that residential development has on the need for affordable housing in San José and return to the City Council with recommendations. This funding will be used for additional contractual services to address revisions to the technical analysis, update the census data, and revise the supplemental report to address rental residential development only. The nexus study is anticipated to be completed by fall 2014. (Ongoing costs: \$0)

#### Performance Results:

No impacts to existing service levels are anticipated as a result of this action. However, if approved, the results from this study will form one of the bases for the recommendation of a housing impact fee on new market rate rental projects consistent with the applicable requirements of the Mitigation Fee Act.

# Housing Department

## Budget Changes By Department

Adopted Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>6. Housing Department Staff Funding Realignment</b>  <b><i>Community and Economic Development CSA</i></b> <i>Neighborhood Development and Stabilization</i> <i>Strategic Support</i>  This action shifts funding for administrative positions in the Housing Department between various Housing Funds in order to align funding sources with the work provided. This action shifts 40% of an Office Specialist II position (\$27,439) and 90% of a Senior Systems Applications Programmer position (\$157,468) from the Multi-Source Housing Fund to the Low and Moderate Income Housing Asset Fund. (Ongoing costs: \$0)  <b>Performance Results:</b> No impacts to existing service levels are anticipated as a result of this action.	0.00	0	0
<b>7. Housing Analytical Staffing Realignment</b>  <b><i>Community and Economic Development CSA</i></b> <i>Neighborhood Development and Stabilization</i> <i>Strategic Support</i>  This action eliminates one Analyst position from the Community Development Block Grant Fund. This position oversaw the Small Business Loan Program; however, this program was shifted in this budget to the Finance Department for more effective service delivery. In addition, there are fewer grant contracts to administer and monitor, and the Housing Department has been able to reallocate this function within existing staff. This action also eliminates one vacant Analyst from the Multi-Source Housing Fund as a result of the completion of the Neighborhood Stabilization Program. This action will accurately align staffing with anticipated workload. (Ongoing savings: \$303,716)  <b>Performance Results:</b> <b>Quality</b> These actions align staffing levels with the anticipated workload and reflect the realignment of the Small Business Loan Program administration to the Finance Department.	(2.00)	(302,666)	0
<b>2014-2015 Adopted Budget Changes Total</b>	1.00	303,180	2,640

# Housing Department

## Performance Summary

### Community Development and Investment

#### *Performance Measures*

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
Reduction in the number of homeless individuals from prior two years (biennial)	57*	N/A**	N/A**	500*
% of tenant/landlord mediations that resulted in mutual agreement	86%	90%	87%	85%

*Changes to Performance Measures from 2013-2014 Adopted Operating Budget: Yes<sup>1</sup>*

\* The 2012-2013 Actual is significantly lower than the 2014-2015 Target due to a new methodology that was used to more accurately report the actual number of homeless individuals. The City has made a concerted effort to identify historically hard to reach populations by requesting information from outreach professionals from non-profit agencies that seek out people living in encampments and other hard to find areas. A significant reduction in homeless individuals in 2014-2015 is anticipated as a result of the Homeless Rapid Rehousing Program, which was implemented in 2013-2014.

\*\* This number is collected on a biennial basis.

<sup>1</sup> Changes to Performance Measures from 2013-2014 Adopted Budget:

↳ “Reduction in the number of chronically homeless individuals from prior two years (biennial)” was revised to “Reduction in the number of homeless individuals from prior two years (biennial)” to reflect a new methodology implemented.

#### *Activity and Workload Highlights*

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
Estimated number of homeless individuals (biennial):				
- chronically homeless	1,531	N/A*	N/A*	1,431
- non-chronically homeless	3,239	N/A*	N/A*	3,139
# of homeless individuals who secured new permanent housing:				
- chronically	419	300	400	400
- non-chronically	701	500	500	500
# of unduplicated mobilehome and apartment clients served by the Rental Rights and Referrals Program	2,401	2,650	2,400	2,300

*Changes to Activity & Workload Highlights from 2013-2014 Adopted Operating Budget: Yes<sup>1</sup>*

\* This number is collected on a biennial basis.

<sup>1</sup> Changes to Activity & Workload Highlights from 2013-2014 Adopted Budget:





↳ “# of homeless individuals who secured permanent housing” was revised to “# of homeless individuals who secured new permanent housing” to clarify the information being reported.

# Housing Department

## Performance Summary

### Housing Development and Preservation

#### *Performance Measures*

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
 % of annual target achieved for production of affordable housing/# of units	49.4% (248)	100% (565)	83% (471)	100% (94)*
 % of all rehab program funds that are loaned versus granted	68%	50%	85%	90%
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	2:1	6.55:1	7.04:1	2.57:1**
 % of rehabilitation and mobilehome clients satisfied or very satisfied based on overall service	85%	90%	87%	90%

*Changes to Performance Measures from 2013-2014 Adopted Operating Budget: Yes<sup>1</sup>*

\* The drop in affordable housing units completed is a result of the dissolution of the San Jose Redevelopment Agency and the bank credit crisis curtailing multi-family affordable housing projects entering construction. Funding has been provided for construction of 342 multi-family affordable housing units and funding commitments to restart the construction process for over 200 multi-family affordable housing units began in 2013-2014, but construction for these units will not be completed in 2014-2015.

\*\* The drop in the ratio of non-City funds to City funds is a result of lower loan amounts anticipated to be converted in 2014-2015. In 2013-2014, the City anticipates granting \$22.8 million in loans compared to \$9.2 million projected in 2014-2015. As more projects are completed, these ratios will increase.

<sup>1</sup> Changes to Performance Measures from 2013-2014 Adopted Budget:

- ✘ “% of annual target achieved for homebuyer clients assisted” was deleted as the Housing Rehabilitation Loan and Grant Program was discontinued as part of the 2013-2014 Adopted Budget.
- ✘ “% of homebuyer clients (approved or denied) satisfied or very satisfied with the programs based on overall service” was deleted as the Housing Rehabilitation Loan and Grant Program was discontinued as part of the 2013-2014 Adopted Budget.

# Housing Department

## Performance Summary

### Housing Development and Preservation

#### **Activity and Workload Highlights**

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
# of homebuyer loans closed:				
- CalHome BEGIN	14	16	15	20
- Other downpayment assistance	11	5	5	5
Total	25	21	20	25
# of unduplicated households assisted by the homebuyer program*	25	21	20	25
# of affordable housing units completed in the fiscal year	248	565	471	94**
Average per-unit subsidy in funding commitments for new construction projects (\$)	\$115,724	\$124,513	\$48,323	\$97,684
# of mobilehome retrofits completed	342	150	175	50
# of rehabilitation projects completed:				
- Rehabilitation projects	44	50	35	35
- Mobilehome projects	35	0	12	0
- Minor repair	3	100	0	0
Total	82	150***	47	35

*Changes to Activity & Workload Highlights from 2013-2014 Adopted Operating Budget: Yes<sup>1</sup>*

\* Some homebuyers received multiple loans.

\*\* The drop in affordable housing units completed is a result of the dissolution of the San Jose Redevelopment Agency and the bank credit crisis curtailing multi-family affordable housing projects entering construction. Funding has been provided for construction of 342 multi-family affordable housing units and funding commitments to restart the construction process for over 200 multi-family affordable housing units began in 2013-2014, but construction for these units will not be completed in 2014-2015.

\*\*\* These are unduplicated units of rehabilitated housing funded through the Housing Department's rehab program.

<sup>1</sup> Changes to Activity and Workload Highlights from 2013-2014 Adopted Budget:





⤵ “# of homebuyer loans closed” was revised to exclude loans closed for the Welcome Home Program because it was discontinued as part of the 2013-2014 Adopted Budget.

# Housing Department

## Performance Summary

### Neighborhood Development and Stabilization

#### *Performance Measures*

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
 % of CDBG-funded projects meeting all stated outcomes:				
- City projects	80%	90%	90%	90%
- Non-City projects	82%	90%	90%	90%
 % of CDBG invoices processed within 30 days of receipt of all required documentation	97%	90%	90%	90%
 % of CDBG contracts completed by July 1	0%*	90%	0%*	90%
 % of all non-mobilehome rehabilitation project funds approved within place-based neighborhoods	12%	60%**	20%	20%

*Changes to Performance Measures from 2013-2014 Adopted Operating Budget: Yes<sup>1</sup>*

\* Due to turnover in staffing and changes in funding levels late in the process, no CDBG contract amendments were completed by July 1<sup>st</sup>.

\*\* During the development of the 2013-2014 Target, the Department anticipated an increase in non-mobilehome rehabilitation projects within the place-based neighborhoods based on the favorable housing market for buyers. However, the housing market rebounded during 2013-2014 and the increase in rehabilitation projects was no longer feasible.

<sup>1</sup> Changes to Performance Measures from 2013-2014 Adopted Budget:

✘ “% of CDBG open projects monitored by June 30” was deleted, as this measure is always 100% due to requirements of the grant funds.

#### *Activity and Workload Highlights*

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	105	150	160	165
# of non-mobilehome rehabilitation projects completed in targeted neighborhood areas	18	20	20	27
# of neighborhood stabilization projects completed (homes sold)	11	5*	5*	2*

*Changes to Activity & Workload Highlights from 2013-2014 Adopted Operating Budget: Yes<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 will be sold in 2014-2015.

<sup>1</sup> Changes to Activity and Workload Highlights from 2013-2014 Adopted Budget:

⤴ “# of Loan Management transactions (refinances, subordinations, assumptions)” was revised to “# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)” to clarify the information being reported.

# Housing Department

## Performance Summary

### Strategic Support

#### **Performance Measures**

	2012-2013 Actual	2013-2014 Target	2013-2014 Estimated	2014-2015 Target
Monetary default rate of loan portfolio by category:				
% of total loan principal:				
1. Project Loans	0%	0%	0%	0%
2. Rehabilitation Loans	0%	2%	0%	0%
3. Homebuyer Loans	2.5%	2%	2%	1%
% of total loans:				
1. Project Loans	0%	0%	0%	0%
2. Rehabilitation Loans	0%	2%	0%	0%
3. Homebuyer Loans	1.6%	2%	1%	1%
% of portfolio units brought into compliance with safe and sanitary condition requirements within 90 days	65%	90%	80%	80%

*Changes to Performance Measures from 2013-2014 Adopted Operating Budget: No*

#### **Activity and Workload Highlights**

	2012-2013 Actual	2013-2014 Forecast	2013-2014 Estimated	2014-2015 Forecast
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	635,847,723	695,000,000	625,000,000	630,000,000
2. Rehabilitation Loans	16,870,208	17,200,000	16,500,000	16,100,000
3. Homebuyer Loans	81,676,927	85,750,000	81,000,000	80,000,000
Total	734,394,858	797,950,000	722,500,000	726,100,000
Total number of loans:				
1. Project Loans	175	175	174	172
2. Rehabilitation Loans	418	375	415	410
3. Homebuyer Loans	1,538	1,550	1,530	1,520
Total	2,131	2,100	2,119	2,102
# of major projects in loan portfolio inspected annually				
- Projects	59	115	120	120
- Units	741*	1,300	1,400	1,620
# of City facilitated affordable rental units	N/A	N/A	N/A	15,934
# of deed restricted for-sale homes	N/A	N/A	N/A	1,850

*Changes to Activity & Workload Highlights from 2013-2014 Adopted Operating Budget: Yes<sup>1</sup>*

\* The 2012-2013 Actual number is lower than the 2013-2014 Estimate because the department had staff vacancies throughout the fiscal year. In 2013-2014, the department reorganized staff and workload to bring inspections back to anticipated levels.

<sup>1</sup> Changes to Activity and Workload Highlights from 2013-2014 Adopted Budget:

- + “# of City facilitated affordable rental units” to provide the number of Housing portfolio units by type of unit.
- + “# of deed restricted for-sale homes” to provide the number of Housing portfolio units by type of unit.

# Housing Department

## Departmental Position Detail

Position	2013-2014 Adopted	2014-2015 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	7.00	(2.00)
Assistant Director of Housing	1.00	1.00	-
Building Rehabilitation Inspector II	4.00	4.00	-
Community Activity Worker FT	1.00	1.00	-
Community Activity Worker PT	0.00	0.50	0.50
Community Coordinator	1.00	1.00	-
Community Services Supervisor	1.00	1.00	-
Development Officer	6.00	8.00	2.00
Development Specialist	5.00	5.00	-
Development Specialist PT	1.00	0.50	(0.50)
Director of Housing	1.00	1.00	-
Division Manager	2.00	2.00	-
Housing Policy and Plan Administrator	1.00	1.00	-
Office Specialist II	4.00	4.00	-
Principal Account Clerk	1.00	0.00	(1.00)
Program Manager II	1.00	1.00	-
Senior Account Clerk	0.00	1.00	1.00
Senior Accountant	1.00	1.00	-
Senior Development Officer	6.00	7.00	1.00
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	4.00	4.00	-
Student Intern PT	1.00	1.00	-
<b>Total Positions</b>	<b>57.00</b>	<b>58.00</b>	<b>1.00</b>