

Housing Department

Jacky Morales-Ferrand, Director

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To strengthen and revitalize our community through housing and neighborhood investment

City Service Area

Community and Economic Development

Core Services

Affordable Housing Portfolio Management

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

Affordable Housing Production and Preservation

Provide financing for the rehabilitation, development, and construction of affordable housing; provide technical assistance to market-rate developers to meet their affordable housing requirements; offer limited homeownership loans; and administer Inclusionary and Housing Impact fee programs

Homelessness Interventions and Solutions

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

Neighborhood Capital Investment and Public 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

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

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

Housing Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Affordable Housing Portfolio Management Core Service</i>	
Loan Compliance	Manages and oversees the City's affordable housing loan portfolio including loan servicing and monitoring and compliance of affordable deed restricted apartments.
Property Maintenance and Inspection	Works with existing developments to retain and preserve the long-term viability of affordable apartments.
<i>Affordable Housing Production and Preservation Core Service</i>	
Affordable Housing Development Loans	Provides financing and technical assistance for the development of new affordable housing developments for low-income households and individuals.
Homeownership Opportunities	Provides a limited number of down payment assistance loans and loan servicing for recipients of lending programs.
Inclusionary Housing	Provides technical assistance to market-rate developers in meeting their affordable housing requirements.
Rehabilitation Loans and Grants	Funds minor home repairs for low-income homeowners and mobile homeowners.
<i>Homelessness Interventions and Solutions Core Service</i>	
Homeless Outreach and Case Management	Provides a coordinated response to unsheltered homeless residents including street-based outreach, engagement, case management, and essential services such as mobile hygiene, warming locations, and temporary and incidental shelters.
Interim Supportive Housing Development	Develops and oversees operation of interim housing solutions to bridge the gap from temporary shelter to permanent supportive housing.
Joint Encampment Response Team	Provides outreach services and housing referrals to unhoused residents prior to an encampment abatement.
Tenant Based Rental Assistance and Rapid Rehousing	Provides short-term rental subsidies, with supportive services during the subsidy period, to help homeless residents obtain permanent housing as quickly as possible.
<i>Neighborhood Capital Investment and Public Services Core Service</i>	
Community Development Block Grant - Infrastructure Investments	Funds infrastructure improvements in low-income neighborhoods and those serving communities in need.

Housing Department

Service Delivery Framework

PROGRAM	DESCRIPTION
<i>Neighborhood Capital Investment and Public Services Core Service</i>	
Non-Profit Service Grants to Support Housing and Community Development Needs	Provides grants to non-profit organizations to support fair housing and tenant legal services, senior programs, and homeless programs.
Place-Based Neighborhood Strategy	Provides community engagement and leadership development services in challenged neighborhoods.
<i>Rent Stabilization and Tenant Protection Core Service</i>	
Apartment Rent Ordinance Administration	Protects tenants from excessive rent increases and evictions while assuring landlords a fair return; provides balanced treatment for both tenants and landlords through efficient and consistent administration of the apartment rent stabilization programs.
Mobilehome Rent Ordinance Administration	Protects mobile home residents from excessive rent increases while assuring park owners receive a fair return through efficient and consistent administration of the Mobile home Rent Ordinance.
<i>Strategic Support Core Service</i>	
Housing Planning and Policy Development	Analyzes, develops and recommends public policy to strengthen affordable housing and community development programs. Provides research support for advancement of new and one-time programs. Tracks and coordinates the Department's legislative response to legislation and program regulations at both the State and Federal levels.
Housing Management and Administration	Provides administrative oversight for the department, including executive management, financial management, human resources, and analytical support.
Pandemic Response	Provides for the coordination and delivery of emergency services and recovery activities in response to the COVID-19 pandemic.

Housing Department

Department Budget Summary

Expected 2021-2022 Service Delivery

- Continue to advance 11 affordable housing developments, totaling 1,144 new apartments, as part of the implementation of the \$100 million Notice of Funding Availability.
- Begin construction on Gallup Mesa, Page Street, Alum Rock, 1710 Moorpark, Blossom Hill affordable apartments. Complete construction on Leigh Avenue Senior Apartments.
- Implementation of the strategy and tracking for the Diridon Affordable Housing Implementation Plan.
- Continue to develop the top four priorities of the Citywide Residential Anti-Displacement Strategy and report on progress to Council committees and the City Council on: COVID Response and Recovery; Tenant Preferences; Community Opportunity to Purchase; and Commission Composition, including a new seat on the Housing & Community Development Commission.
- Increase interim housing solutions by completing construction of a fourth Emergency Interim Housing site to house individuals vulnerable to COVID-19.
- Enhance support and basic needs to individuals residing in homeless encampments through the Services Outreach Assistance and Resources (SOAR) Program.
- Implement the 2020-2025 Community Plan to End Homelessness and develop a City of San José implementation plan.
- Oversee operations and develop a long-term funding strategy for two Bridge Housing Communities, three Emergency Interim Housing sites, and the Home Key site.
- Implement the new 2020-25 Consolidated Plan and the 2021-22 Annual Action Plan authorizing the use of approximately \$14.5 million in annual allocations of federal funding to increase and preserve affordable housing, respond to homelessness, strengthen neighborhoods, and promote fair housing.
- Provide contract management and monitoring of the \$112 million in CDBG, CRF, ESG, and HOPWA CARES Act funds received for the COVID-19 response that provides a range of services.
- Implement the new strategic plan for the Rent Stabilization Program.

2021-2022 Key Budget Actions

- Adds one-time funding of \$225,000 for consultant support to evaluate development proposals and facilitate predevelopment activities associated with future housing development projects as the City advances projects through the Notice of Funding Availability process.
- Adds 1.0 Division Manager position to oversee the development of San José's implementation plan for the new Community Plan to End Homelessness, including coordination with external agencies across the region and activities with other City departments.
- Adds 1.0 Analyst II position to establish the Commercial Linkage Fee program, which will lead the development of program guidelines, coordinate to establish an implementation process and provide technical assistance to commercial developers in meeting their affordable housing requirements.
- Deletes 1.0 Development Specialist and adds 1.0 Development Officer position to support COVID-19 homeless response programs, expanded homeless prevention programs, and crisis response programs; and adds 1.0 Development Officer position, through June 30, 2022, to support Bridge Housing Communities, HomeKey operations and Emergency Interim Housing operations.
- Reallocates 1.0 Community Program Administrator position from the Housing Department to the Parks, Recreation and Neighborhood Services Department to oversee management of encampment trash collection and abatement.

Operating Funds Managed

- | | |
|---|--|
| <input type="checkbox"/> Affordable Housing Impact Fee Fund | <input type="checkbox"/> Homeless Housing, Assistance, & Prevention Fund |
| <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"/> Inclusionary Fee Fund |
| <input type="checkbox"/> Home Investment Partnership Program Trust Fund | <input type="checkbox"/> Low and Moderate Income Housing Asset Fund |
| | <input type="checkbox"/> Multi-Source Housing Fund |
| | <input type="checkbox"/> Rent Stabilization Fee Fund |

Housing Department

Department Budget Summary

	2019-2020 Actuals ***	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Proposed
Dollars by Core Service				
Affordable Housing Portfolio Management	159,227	2,449,750	2,511,199	3,559,202
Affordable Housing Production and Preservation	31,235,536	54,085,514	52,926,812	73,353,841
Homelessness Interventions and Solutions	22,673,501	33,436,313	33,152,693	21,428,852
Neighborhood Capital Investment and Public Services	13,756,390	27,545,657	27,334,108	51,317,836
Rent Stabilization and Tenant Protection	1,971,699	3,056,670	3,053,783	3,233,783
Strategic Support - Community & Economic Development	9,221,409	4,725,801	4,717,655	12,351,966
Strategic Support - Other - Community & Economic Development	3,027,908	3,046,894	4,231,765	6,022,743
Total	\$82,045,671	\$128,346,599	\$127,928,015	\$171,268,223
Dollars by Category				
Personal Services and Non-Personal/Equipment				
Salaries/Benefits	10,956,508	14,111,874	14,070,053	15,109,036
Overtime	53,397	34,830	34,830	34,830
Subtotal Personal Services	\$11,009,905	\$14,146,704	\$14,104,883	\$15,143,866
Non-Personal/Equipment	2,030,836	3,141,379	1,731,845	2,372,332
Total Personal Services & Non-Personal/Equipment	\$13,040,741	\$17,288,083	\$15,836,728	\$17,516,198
Other Costs*				
City-Wide Expenses	5,366,176	5,464,500	5,644,400	4,000,000
General Fund Capital	0	0	0	0
Housing Loans and Grants	34,592,875	57,090,221	57,090,221	76,226,971
Other	26,484,118	47,229,448	47,229,448	71,307,968
Overhead Costs	2,542,547	1,174,347	2,027,218	2,142,086
Workers' Compensation	19,215	100,000	100,000	75,000
Total Other Costs	\$69,004,930	\$111,058,516	\$112,091,287	\$153,752,025
Total	\$82,045,671	\$128,346,599	\$127,928,015	\$171,268,223

* Fund Balance, Transfers, and Reserves for funds that may be managed by this department have been excluded from this display. This information can be found in Source and Use of Funds Statements elsewhere in this document. The amounts in the 2020-2021 Adopted Budget column may vary from the published Adopted Budget due to the realignment of Other Costs (primarily City-Wide Expenses and General Fund Capital) between Departments.

** The positions displayed in the 2019-2020 Actuals column reflect those included in the 2019-2020 Adopted Budget.

*** 2019-2020 Actuals may not subtotal due to rounding.

Housing Department

Department Budget Summary

	2019-2020 Actuals ***	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Proposed
Dollars by Fund				
General Fund (001)	5,607,437	6,030,904	5,929,921	4,533,773
Low And Moderate Income Housing Asset Fund (346)	37,302,337	60,307,478	59,725,031	75,762,569
Coronavirus Relief Fund (401)	2,936,172	0	0	0
Housing Trust Fund (440)	2,087,661	2,556,727	2,624,133	4,375,820
Community Development Block Grant Fund (441)	6,454,079	13,930,347	13,993,172	15,328,313
Home Investment Partnership Program Trust Fund (445)	738,732	2,216,536	2,204,625	3,145,572
Multi-Source Housing Fund (448)	24,225,192	39,487,363	26,067,384	53,318,737
Rental Stabilization Program Fee Fund (450)	2,500,641	3,436,167	3,454,580	3,634,580
Inclusionary Fee Fund (451)	193,420	381,077	271,388	5,594,093
Affordable Housing Impact Fee Fund (452)	0	0	197,279	197,279
Homeless Housing, Assistance, and Prevention Fund (454)	0	0	13,460,502	5,377,487
Total	\$82,045,671	\$128,346,599	\$127,928,015	\$171,268,223
Positions by Core Service**				
Affordable Housing Portfolio Management	11.50	11.50	11.50	12.50
Affordable Housing Production and Preservation	13.00	17.00	17.00	18.00
Homelessness Interventions and Solutions	9.00	11.00	10.00	10.25
Neighborhood Capital Investment and Public Services	9.80	7.60	7.60	7.60
Rent Stabilization and Tenant Protection	17.55	17.07	17.07	17.07
Strategic Support - Community & Economic Development	20.65	23.33	23.33	24.33
Strategic Support - Other - Community & Economic Development	0.00	0.00	0.00	0.75
Total	81.50	87.50	86.50	90.50

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Housing Department

Department Budget Summary

	2019-2020 Actuals**	2020-2021 Adopted	2021-2022 Forecast	2021-2022 Proposed	2021-2022 Proposed Positions
Dollars by Program*					
Affordable Housing Portfolio Management					
Loan Collections	20,124	0	0	0	0.00
Loan Compliance	74,432	2,224,750	2,286,199	2,459,202	12.50
Property Maintenance and Inspection	64,671	225,000	225,000	1,100,000	0.00
Sub-Total	159,227	2,449,750	2,511,199	3,559,202	12.50
Affordable Housing Production and Preservation					
Affordable Housing Development Loans	29,061,040	52,561,595	51,507,329	71,722,546	11.80
Homeownership Opportunities	6,906	210,000	210,000	220,000	0.00
Inclusionary Housing	380,410	334,975	201,010	402,822	2.00
Rehabilitation Loans and Grants	1,787,180	978,944	1,008,473	1,008,473	4.20
Sub-Total	31,235,536	54,085,514	52,926,812	73,353,841	18.00
Homelessness Interventions and Solutions					
Homeless Outreach and Case Management	14,652,699	26,094,396	25,907,466	15,376,584	6.50
Interim Supportive Housing Development	2,250,848	1,084,417	1,139,361	1,177,315	2.25
Joint Encampment Response Team	1,571,210	1,631,500	1,679,400	283,252	1.50
Local and Regional Coordination/Policy Development to End Homelessness	150,000	200,000	0	0	0.00
Tenant Based Rental Assistance and Rapid Rehousing	4,048,744	4,426,000	4,426,466	4,591,701	0.00
Sub-Total	22,673,501	33,436,313	33,152,693	21,428,852	10.25
Neighborhood Capital Investment and Public Services					
Community Development Block Grant - Infrastructure Investments	3,279,144	4,206,118	4,272,052	5,718,177	7.24
Neighborhood Stabilization	240,000	0	0	0	0.00
Non-Profit Service Grants to Support Housing and Community Development Needs	10,174,883	23,060,039	23,052,556	45,590,159	0.36
Place-Based Neighborhood Strategy	62,364	279,500	9,500	9,500	0.00
Sub-Total	13,756,390	27,545,657	27,334,108	51,317,836	7.60
Rent Stabilization and Tenant Protection					
Apartment Rent Ordinance Administration	1,608,892	2,842,855	2,829,480	3,009,480	15.77
Mobilehome Rent Ordinance Administration	362,807	213,815	224,303	224,303	1.30
Sub-Total	1,971,699	3,056,670	3,053,783	3,233,783	17.07
Strategic Support - Community & Economic Development					
Housing Management and Administration	4,288,837	3,503,181	3,613,178	3,698,665	17.88

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Housing Department

Department Budget Summary

	2019-2020	2020-2021	2021-2022	2021-2022	2021-2022
	Actuals**	Adopted	Forecast	Proposed	Proposed Positions
Housing Pandemic Response	4,678,021	0	0	7,223,824	1.00
Housing Planning and Policy Development	254,552	1,222,620	1,104,477	1,429,477	5.45
Sub-Total	9,221,409	4,725,801	4,717,655	12,351,966	24.33
Strategic Support - Other - Community & Economic Development					
Housing Other Departmental - City-Wide	376,543	1,668,000	2,000,000	2,000,000	0.75
Housing Other Departmental - Grants	260,367	34,547	34,547	1,735,657	0.00
Housing Overhead	2,365,464	1,174,347	2,027,218	2,142,086	0.00
Housing Transfers	6,319	70,000	70,000	70,000	0.00
Housing Workers' Compensation	19,215	100,000	100,000	75,000	0.00
Sub-Total	3,027,908	3,046,894	4,231,765	6,022,743	0.75
Total	\$82,045,671	\$128,346,599	\$127,928,015	\$171,268,223	90.50

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Housing Department

Budget Reconciliation

Personal Services and Non-Personal/Equipment (2020-2021 Adopted to 2021-2022 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
Prior Year Budget (2020-2021):	87.50	17,288,083	566,404
Base Adjustments			
One-Time Prior Year Expenditures Deleted			
• Rebudget: Local Sales Tax - San Jose Streets Team Litter and Trash Removal		(270,000)	(270,000)
• Rebudget: Municipal Advisory Services		(150,000)	0
• Rebudget: Inclusionary Consultant Services		(130,000)	0
• Rebudget: Relocation Services Master Agreement		(100,000)	0
• Rebudget: Underwriting and Land Use Consulting Services		(100,000)	0
• Rebudget: Website Design		(100,000)	0
• Policy Program Staffing		(200,000)	0
• Underwriting Services		(200,000)	0
• Blighted Properties Staffing (1.0 Community Programs Administrator)	(1.00)	(170,000)	
• Municipal Advisory Services		(100,000)	0
• Community Plan to End Homelessness Communications		(50,000)	0
• Recovery Café San Jose		(10,000)	(10,000)
One-Time Prior Year Expenditures Subtotal:	(1.00)	(1,580,000)	(280,000)
Technical Adjustments to Costs of Ongoing Activities			
• Salary/benefit changes:		484,332	(1,349)
• Budget Realignment: FirstNet Support		466	466
• Fund Shift: Affordable Housing Transactions Staffing		(356,153)	0
Technical Adjustments Subtotal:	0.00	128,645	(883)
2021-2022 Forecast Base Budget:	86.50	15,836,728	285,521
Budget Proposals Recommended			
1. Homeless Response and Coordination Staffing	2.00	399,953	0
2. Policy Studies and Consulting Services		280,000	0
3. Pre-Development Consulting Services		275,000	0
4. Homeless Response Team Funding Shifts	(1.00)	248,252	248,252
5. Affordable Housing Portfolio Management Staffing (Blighted Properties)	1.00	173,003	0
6. Commercial Linkage Fee Program Staffing	1.00	151,812	0
7. Racial Equity Action Plan		100,000	0
8. Administrative Services Program Staffing	1.00	37,954	0
9. Grants Program Management Staffing	0.00	28,009	0
10. Reprographics Contractual Services Savings		(14,513)	0
Total Budget Proposals Recommended	4.00	1,679,470	248,252
2021-2022 Proposed Budget Total	90.50	17,516,198	533,773

Housing Department

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

2021-2022 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
1. Homeless Response and Coordination Staffing	2.00	399,953	0

***Community and Economic Development CSA
Homelessness Interventions and Solutions and Strategic Support Core Services
Homeless Outreach and Case Management and Pandemic Response Programs***

This action adds 1.0 Division Manager position, funded by the Housing Trust Fund, to coordinate with external agencies – such as the County of Santa Clara, Destination Home, etc. – across the region; and coordinate activities with other City departments and the Recovery Team, and to oversee all homeless activities in the Department. This action also eliminates 1.0 Development Specialist position and adds 1.0 Development Officer position, funded by the Housing Trust Fund, to support the implementation of homeless housing programs including COVID-19 shelters, overnight warming locations, and emergency shelter operations. The Development Officer will provide a higher level of skill and expertise necessary to support these initiatives. This action also adds 1.0 limit-dated Development Officer position, through June 30, 2022, funded by CARES grant funds, to support and assist with activities related to establishing Bridge Housing Communities and providing emergency shelter operations. The Homeless Response Team program has grown increasingly complex as several new initiatives at the local and state level have been launched. These include Emergency Interim Housing in response to COVID-19, the Services Outreach Assistance and Resources (SOAR) program providing comprehensive street-based services at homeless encampment sites, SJ Bridge Employment hiring unhoused residents in tandem with SOAR, and Project HomeKey which involves acquiring and managing hotels. (Ongoing costs: \$223,648)

2. Policy Studies and Consulting Services		280,000	0
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***Community and Economic Development CSA
Rent Stabilization and Tenant Protection and Strategic Support Core Services
Apartment Rent Ordinance Administration and Housing Planning and Policy Development Programs***

This action adds one-time non-personal/equipment funding of \$280,000, from the Low and Moderate Income Housing Asset Fund and the Rental Stabilization Program Fee Fund. From the Low and Moderate Income Housing Asset Fund, \$50,000 will provide for consultant services to design and conduct a Community Land Trust Feasibility Study for the Housing Department. This study will provide a community-based ownership structure that addresses current inequities for tenants who are priced out of the local housing market. The remaining \$50,000 will provide for consultant services to implement changes in the Housing Department's current Moderate Income Housing program, support anti-displacement strategies, and assess fair housing initiatives. The \$180,000 from the Rental Stabilization extends the term of the current FUSE Fellow for one year to evaluate the impact of COVID-19 on landlords and tenants, and to evaluate tenant protection strategies to pursue, consistent with the City's equitable recovery efforts. (Ongoing costs: \$0)

Housing Department

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

2021-2022 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
3. Pre-Development Consulting Services		275,000	0

***Community and Economic Development CSA
Affordable Housing Production and Preservation and Strategic Support Core Services
Housing Planning and Policy Development and Inclusionary Housing Programs***

This action adds one-time non-personal/equipment funding of \$50,000 to secure a consultant to evaluate and score development proposals based on the financial feasibility of the application. These consultant services will allow a more balanced approach to the Notice of Funding Availability (NOFA) award process, and will support predevelopment efforts as the City seeks opportunities to purchase new sites for the development of affordable housing. This action also provides one-time non-personal/equipment funding of \$175,000 for consultant services for on-call environmental review, appraisal services, underwriting, community engagement, and financial consultants, which will facilitate predevelopment activities associated with future housing development projects resulting from the \$50 million NOFA, anticipated to be released in April 2021. The Housing Department currently has various on-call consultants, and more in the procurement stage, to provide these services and this funding will be used as-needed to advance the projects selected as part of the \$50 million NOFA. The consultant services will be funded by the Low and Moderate Income Housing Asset Fund, and it is anticipated that an additional equivalent amount will be funded by proceeds from Measure E. Lastly, this action also provides onetime non-personal/equipment funding of \$50,000 to supplement an existing consultant agreement to review and advise on Inclusionary Fee program applications. (Ongoing costs: \$0)

4. Homeless Response Team Funding Shifts	(1.00)	248,252	248,252
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***Community and Economic Development CSA
Homelessness Interventions and Solutions Core Service
Joint Encampment Response Team Program***

This action reallocates 1.0 Community Program Administrator position from the Housing Department to the Parks, Recreation and Neighborhood Services Department to oversee management of illegal dumping, homeless encampment trash collection and abatement, as well as lead in the design and implementation of a new abatement model in alignment with Beautify SJ protocols. A corresponding addition of a Community Programs Administrator position is included in the Parks, Recreation and Neighborhood Services Department. This action also shifts 1.0 Staff Specialist and 0.5 Senior Development Officer positions from the City-Wide Expenses Homeless Response Team appropriation to the Housing Department's Personal Services appropriation. (Ongoing costs: \$248,252)

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

2021-2022 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<p>5. Affordable Housing Portfolio Management Staffing (Blighted Properties)</p> <p><i>Community and Economic Development CSA Affordable Housing Portfolio Management Core Service Loan Compliance Program</i></p> <p>This action continues 1.0 Community Programs Administrator position, through June 30, 2022, in the Affordable Housing Portfolio Management Program. The position was initially created as part of the City Council-approved Mayor's June Budget Message for Fiscal Year 2020-2021. However, the Department was significantly delayed in filling this position due to COVID-19. Extending the position for another year will allow the Department to assess options for the continuance of a program similar to the Responsible Landlord Engagement Initiative (RLEI). This position will provide support to property owners to manage their properties in a responsible manner, and work with tenants and community groups. (Ongoing costs: \$0)</p>	1.00	173,003	0
<p>6. Commercial Linkage Fee Program Staffing</p> <p><i>Community and Economic Development CSA Affordable Housing Production and Preservation Core Service Inclusionary Housing Program</i></p> <p>This action adds 1.0 Analyst II position to establish the Commercial Linkage Fee program, which was approved by the City Council in September 2020. This position will lead the development of program guidelines, coordinate with internal departments to establish an implementation process, and will provide technical assistance to commercial developers in meeting their affordable housing requirements. (Ongoing costs: \$151,812)</p>	1.00	151,812	0
<p>7. Racial Equity Action Plan</p> <p><i>Community and Economic Development CSA Strategic Support Core Service Housing Management and Administration Program</i></p> <p>This action adds one-time non-personal/equipment funding of \$100,000, funded by the Low and Moderate Income Housing Asset Fund, for a consultant to train and guide the Department through a results-based accountability (RBA) process to develop a Department-wide Racial Equity Action Plan. The RBA framework is a data-driven, decision-making process to help the Department develop a deeper understanding of the root causes contributing to inequities in housing and homelessness, and to develop well-aimed actions to solve these problems. The consultant services may also assist with conducting an Equity Climate Survey/Organizational Assessment to examine both internal and external standard procedures which may contribute to inequity and advising on racial equity for ongoing, current and future projects. (Ongoing costs: \$0)</p>		100,000	0

Housing Department

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



2021-2022 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
8. Administrative Services Program Staffing	1.00	37,954	0
<p><i>Community and Economic Development CSA Homeless Interventions and Solutions and Strategic Support Core Services Interim Supportive Housing Development and Housing Other Departmental – City-Wide Programs</i></p> <p>This action adds 1.0 Analyst II position in the Administrative Services Program to provide additional human resources capacity as the Department increases staffing levels, budget monitoring, and reporting support. This position will conduct Request for Proposals and assist in the management of non-grant consultant agreements and purchase orders in support of these grant programs including the Homeless Emergency Aid Program (HEAP), CARES Act, Homeless Housing and Assistance Program (HHAP) and Measure E. This position is funded 25% from the Homeless Emergency Aid Program Fund and 75% from the City-Wide Expenses Measure E – Program Administration appropriation. (Ongoing costs: \$37,954)</p>			
9. Grants Program Management Staffing	0.00	28,009	0
<p><i>Community and Economic Development CSA Affordable Housing Production and Preservation and Neighborhood Capital Investment and Housing Services Core Services Affordable Housing Development Loans and Community Development Block Grant - Infrastructure Investments Programs</i></p> <p>This action eliminates 1.0 Development Officer position and adds 1.0 Senior Development Officer position to provide the necessary level of management capacity in the Grants Program to administer the complex federal and state grant programs, ongoing grants contracts, COVID-19 transactions, data tracking, contract management, non-profit agency support, community engagement, and audit response. The Senior Development Officer will provide a higher level of skill and expertise necessary to coordinate with the U.S. Department of Housing and Urban Development, local, state and federal auditors, and other grant agencies. The grants management team currently manages 23 funding sources, several of which emerged in the last year through COVID-19 grant funding. These new funds have more stringent tracking, monitoring, reporting and audit requirements, which will entail a significant staff commitment over the next several years. This position will also provide more direct team oversight and management, including a staff of nine Analysts, and will enable the Housing Policy and Planning Administrator position to focus on complex contracts and negotiations. (Ongoing costs: \$28,009)</p>			
10. Reprographics Contractual Services Savings		(14,513)	0
<p><i>Community and Economic Development CSA Strategic Support Core Service Housing Management and Administration Program</i></p> <p>This action reduces ongoing non-personal/equipment budget by \$14,513 to reflect savings in the reprographics (printing) contract. The Finance and Information Technology Departments jointly worked to re-procure the City's reprographics contract for copier, scanner, fax devices support, and administration software and tools. Savings in the amount of \$363,000 will be generated city-wide in the General Fund, \$462,000 in all funds, across all departments from lower rental costs for the multi-function devices and significantly lower cost per copy and consumption rates. Savings can be realized with new green-print options and central administration of devices. (Ongoing savings: \$14,513)</p>			
2021-2022 Proposed Budget Changes Total	4.00	1,679,470	248,252

Housing Department

Performance Summary

Affordable Housing Portfolio Management

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 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	0%	0%	0%	0%
% of total loans:				
1. Project Loans	0%	0%	0%	0%
2. Rehabilitation Loans	0%	0%	0%	0%
3. Homebuyer Loans	0%	0%	0%	0%
 % of portfolio units brought into compliance with safe and sanitary condition requirements within 90 days	100%	75%	100%	75%

Activity and Workload Highlights

	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	181	80	120	80
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	\$683,000,000	\$722,000,000 ¹	\$720,000,000	\$741,000,000
2. Rehabilitation Loans	\$13,300,000	\$9,000,000	\$9,500,000	\$9,000,000
3. Homebuyer Loans	\$53,000,000	\$49,500,000	\$50,000,000	\$49,500,000
Total	\$749,300,000	\$780,500,000	\$779,500,000	\$799,500,000
Total number of loans:				
1. Project Loans	146	154	143	147
2. Rehabilitation Loans	264	175	200	175
3. Homebuyer Loans	903	775	800	775
Total	1,313	1,104	1,143	1,097
# of major projects in loan portfolio inspected Annually				
- Projects	58	90	113	95
- Units	158 ²	1,620	0 ²	1,425
# of City facilitated affordable rental units	20,278	21,694	21,694	21,694
# of income restricted for-sale homes	1,167	950	1,000	950

¹ 2020-2021 Forecast reflects the completion of a \$100 million NOFA and anticipated project loan closings.




² Reflects a pause in unit inspections due to the COVID-19 shelter-in-place orders.

Housing Department

Performance Summary

Affordable Housing Production and Preservation

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	3.49:1	4.13:1	4.13:1	4.89:1
 % of annual target achieved for production of affordable housing/# of units	77.5% (217)	100% (280)	100% (301)	100% (288)
 % of funding committed to extremely low-income households	70%	45%	45%	45%

Activity and Workload Highlights




	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
# of affordable housing units completed in the fiscal year	217	280	301	288
Average per-unit subsidy in funding commitments for new construction projects	\$125,000	\$125,000	\$119,000	\$119,000

Housing Department

Performance Summary


Homeless Interventions and Solutions

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 Reduction in the number of homeless individuals from prior two years ¹	(1,727)	200	200	200
 % of households who exit the Rapid Rehousing Program into permanent housing that maintain Housing for at least 6 months	95%	85%	75%	85%
 Average number of days from enrollment households in rapid rehousing programs got into permanent housing	91 Days	60 Days	60 Days	60 Days

¹ Data collected on a biennial basis. The number of homeless individuals increased over a two-year period by 1,727. Efforts to reduce the number of homeless in 2020-2021 will be assisted by an increase in state and federal grant funding and local Measure E revenues.

Activity and Workload Highlights

	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
 # of households who maintained permanent housing in City-funded rapid rehousing programs in the last 12 months	130	150	100	200
Estimated number of homeless individuals Counted in San Jose ¹ :				
- Chronically homeless	1,553	1,500	1,500	1,500
- Non-chronically homeless	4,554	4,000	4,500	4,500
# of homeless individuals (affiliated with San Jose) who secured new permanent housing:				
- Chronically	731	300	700	700
- Non-chronically	1,292	1,500	1,300	1,300
# of homeless individuals assessed for permanent housing:	6,344	1,200	5,000	5,000




¹ Data collected on a biennial basis.

Housing Department

Performance Summary

Neighborhood Capital Investment and Public Services

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 % of CDBG-funded projects meeting all stated outcomes: - City projects - Non-City projects	100%	90%	90%	90%
	80%	90%	90%	90%
 % of CDBG invoices processed within 30 days of receipt of all required documentation	90%	90%	90%	90%
 % of CDBG contracts executed by July 1	29%	80%	30%	50%

Activity and Workload Highlights



	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
# of rehabilitation projects completed:				
- Rehabilitation projects	2	10	3	0
- Minor repair	217	375	260	260
Total	219	385	263	260

Housing Department

Performance Summary

Rent Stabilization and Tenant Protection

Performance Measures

	2019-2020 Actual	2020-2021 Target	2020-2021 Estimated	2021-2022 Target
 % of tenant/landlord mediations that resulted in voluntary agreement	56%	90%	63%	85%
 % of cases resolved within 60 days of completed petition date	79%	90%	80%	75%

Activity and Workload Highlights

	2019-2020 Actual	2020-2021 Forecast	2020-2021 Estimated	2021-2022 Forecast
# of unduplicated mobilehome and apartment clients served by the Rent Stabilization Program	7,767	5,500	7,800	7,800
Average number of days from completed petition to resolution	118 days	55 days	115 days	120 days

Housing Department
Department Position Detail

Position	2020-2021 Adopted	2021-2022 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	19.00	21.00	2.00
Assistant to the Director	1.00	1.00	-
Building Rehabilitation Inspector I/II	3.00	3.00	-
Building Rehabilitation Supervisor	1.00	1.00	-
Community Programs Administrator	2.00	1.00	(1.00)
Deputy Director	2.00	2.00	-
Development Officer	12.00	13.00	1.00
Development Specialist	5.00	4.00	(1.00)
Development Specialist PT	0.50	0.50	-
Director of Housing	1.00	1.00	-
Division Manager	3.00	4.00	1.00
Housing Policy and Plan Administrator	4.00	4.00	-
Information Systems Analyst	1.00	1.00	-
Office Specialist II	3.00	3.00	-
Public Information Manager	1.00	1.00	-
Public Information Representative II	2.00	2.00	-
Senior Accountant	1.00	1.00	-
Senior Analyst	2.00	2.00	-
Senior Development Officer	10.00	11.00	1.00
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	7.00	7.00	-
Student Intern PT	1.00	1.00	-
Total Positions	87.50	90.50	3.00

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