

# Housing Department

## MISSION

*To strengthen and revitalize our community through housing and neighborhood investment*

## CITY SERVICE AREA

*Community and Economic Development  
Neighborhood Services*

## CORE SERVICES

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### 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

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### 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

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### HOMELESSNESS INTERVENTIONS AND SOLUTIONS

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

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### 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

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### RENT STABILIZATION AND TENANT PROTECTION

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

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

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# Housing Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Affordable Housing Portfolio Management Core Service</i></b>	
<b>Loan Compliance</b>	Manages and oversees the City's affordable housing loan portfolio, including loan servicing and monitoring and compliance of affordable deed-restricted apartments.
<b>Property Maintenance and Inspection</b>	Works with existing developments to retain and preserve the long-term viability of affordable apartments.
<b><i>Affordable Housing Production and Preservation Core Service</i></b>	
<b>Affordable Housing Development Loans</b>	Provides financing and technical assistance for the construction of new affordable housing, the acquisition and rehabilitation of existing housing, and the restructuring of existing financing to create new and preserve existing affordable housing opportunities for low-income households and individuals. Assist in the application of State programs such as Homekey and Affordable Housing and Sustainable Communities Grants.
<b>Homeownership Opportunities</b>	Provides loan servicing for recipients of lending programs.
<b>Inclusionary Housing</b>	Provides technical assistance to market-rate residential and commercial developers in meeting their affordable housing requirements.
<b>Rehabilitation Loans and Grants</b>	Funds minor home repairs for low-income homeowners and mobile homeowners.
<b><i>Homelessness Interventions and Solutions Core Service</i></b>	
<b>Homeless Outreach and Case Management</b>	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.
<b>Interim Supportive Housing Development</b>	Develops and oversees operation of interim housing solutions to bridge the gap from temporary shelter to permanent supportive housing.
<b>Joint Encampment Response Team</b>	Provides outreach services and housing referrals to unhoused residents living in targeted encampments.
<b>Tenant Based Rental Assistance and Rapid Rehousing</b>	Provides short-term rental subsidies, with supportive services during the subsidy period, to help homeless residents obtain permanent housing as quickly as possible.
<b><i>Neighborhood Capital Investment and Public Services Core Service</i></b>	
<b>Community Development Block Grant - Infrastructure Investments</b>	Funds City infrastructure improvements in low-income neighborhoods and facility upgrades for non-profits that serve low-income communities.
<b>Non-Profit Service Grants to Support Housing and Community Development Needs</b>	Provides grants to non-profit organizations to support fair housing and tenant legal services, senior programs, homeless programs, minor repair program for homeowners and mobile homeowners, and operating support.
<b>Place-Based Neighborhood Strategy</b>	Provides community engagement and leadership development services in low-income neighborhoods.

# Housing Department

## Service Delivery Framework

PROGRAM	DESCRIPTION
<b><i>Rent Stabilization and Tenant Protection Core Service</i></b>	
<b>Apartment Rent Ordinance Administration</b>	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.
<b>Mobilehome Rent Ordinance Administration</b>	Protects mobile home residents from excessive rent increases while assuring park owners receive a fair return through efficient and consistent administration of the Mobilehome Rent Ordinance.
<b><i>Strategic Support Core Service</i></b>	
<b>Housing Planning and Policy Development</b>	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.
<b>Housing Management and Administration</b>	Provides administrative oversight for the department, including executive management, financial management, human resources, and analytical support.
<b>Housing Emergency Response and Recovery</b>	Provides for the coordination and delivery of emergency services and recovery activities.

# Housing Department

## Department Budget Summary

### Expected 2023-2024 Service Delivery

- Continue to advance funding commitments for four affordable housing developments, totaling 591 new apartments, as part of the implementation of the \$150 million Notice of Funding Availability.
- Continue the development of additional Emergency Interim Housing (EIH) sites and provide seed funding for their future operations and maintenance costs, with the goal of having 1,000 pandemic-era housing beds under development by the end of the 2023 calendar year.
- Begin construction on six major projects that will produce 593 affordable apartments. Open four new interim housing sites/hotels, including 365 new interim housing units funded through the State Homekey program and another 76 units at a site adjacent to the San José Police Department.
- Implement the Housing Plan and relocate residents living at the Guadalupe Gardens site.
- Enhance support to individuals residing in homeless encampments through the Services Outreach Assistance and Resources (SOAR) Program.
- Complete an effectiveness assessment of five Rent Stabilization Program ordinances, improve outreach and education to tenants and landlords, and strengthen eviction prevention measures.
- Complete a right-to-counsel/collaborative housing court cost study.
- Complete work to create two fair-housing compliant Anti-Displacement Tenant Preferences, and an Assessment of Fair Housing Plan for City Council approval.
- Co-create the first interdepartmental Housing Catalyst Work Plan on housing production, preservation and protections based on the approved 2023-2031 Housing Element and begin implementation on short-term strategies.
- Continue to develop or amend programs and policies per the top priorities of the Citywide Residential Anti-Displacement Strategy, and report on progress twice a year to the City Council's Community and Economic Development Committee.
- Implement the 2020-25 Consolidated Plan and the FY 2023-2024 Annual Action Plan authorizing \$14.4 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 over \$112 million in CDBG, CRF, ESG, and HOPWA CARES Act funds received for the COVID-19 response that provides a range of services.
- Complete Department-wide Equitable Results Training to advance and support the Department's racial equity work and start the development of an Equity Action Plan.

### 2023-2024 Key Budget Actions

- Continues 4.0 Analyst II positions and 1.0 Staff Specialist position through June 30, 2024, to support contract development and management, performance tracking, and Federal reporting to distribute and monitor grant funding related to COVID-19 response and recovery.
- As directed by the Mayor's March Budget Message for Fiscal Year 2023-2024, as approved by City Council, reallocates uncommitted Measure E resources to fund homeless prevention, support, and management investments totaling approximately \$3.2 million to add 1.0 Senior Development Officer position, 2.0 Development Officer positions, 1.0 Analyst I/II position, and 2.0 Therapeutic Specialist positions, all limit-dated through June 30, 2026; all position costs are funded by the Measure E Homeless Response and Outreach City-Wide Expenses appropriation, as described in the City-Wide Expenses section of this document.
- Makes permanent 1.0 Senior Development Officer position to manage eviction prevention efforts and continue the implementation of the Rent Stabilization Program Strategic Plan.

### Operating Funds Managed

- Affordable Housing Impact Fee Fund
- Building Home and Jobs Act Fund
- Community Development Block Grant Fund
- Economic Development Administration Loan Fund
- Home Investment Partnership Program Trust Fund
- Homeless Housing, Assistance, & Prevention Fund
- Housing Trust Fund
- Inclusionary Fee Fund
- Low and Moderate Income Housing Asset Fund
- Multi-Source Housing Fund
- Rent Stabilization Fee Fund

# Housing Department

## Department Budget Summary

	2021-2022 Actuals ***	2022-2023 Adopted ****	2023-2024 Forecast	2023-2024 Proposed
<b>Dollars by Core Service</b>				
Affordable Housing Portfolio Management	3,397,081	5,272,017	4,395,550	4,199,441
Affordable Housing Production and Preservation	40,481,488	31,216,176	42,261,491	43,276,684
Homelessness Interventions and Solutions	14,510,296	77,676,368	49,975,165	79,363,426
Neighborhood Capital Investment and Public Services	13,853,651	39,052,511	28,463,251	28,463,251
Rent Stabilization and Tenant Protection	2,261,831	3,214,854	3,240,696	3,450,336
Strategic Support - Community & Economic Development	56,987,513	43,184,451	9,103,606	9,630,407
Strategic Support - Other - Community & Economic Development	10,053,768	34,076,053	4,810,117	4,955,935
<b>Total</b>	<b>\$141,545,628</b>	<b>\$233,692,430</b>	<b>\$142,249,877</b>	<b>\$173,339,481</b>
<b>Dollars by Category</b>				
<i>Personal Services and Non-Personal/Equipment</i>				
Salaries/Benefits	14,761,210	16,316,409	15,488,109	16,796,344
Overtime	86,307	34,830	34,830	34,830
<b>Subtotal Personal Services</b>	<b>\$14,847,516</b>	<b>\$16,351,239</b>	<b>\$15,522,939</b>	<b>\$16,831,174</b>
Non-Personal/Equipment	1,549,308	3,167,332	1,991,332	2,236,142
<b>Total Personal Services &amp; Non-Personal/Equipment</b>	<b>\$16,396,824</b>	<b>\$19,518,571</b>	<b>\$17,514,271</b>	<b>\$19,067,316</b>
<i>Other Costs *</i>				
City-Wide Expenses	11,215,763	56,744,187	6,600,000	35,990,741
Housing Loans and Grants	44,676,325	32,076,230	43,728,803	43,728,803
Other	67,960,379	121,627,312	72,574,233	72,574,233
Other - Capital	0	0	0	0
Overhead Costs	1,296,158	3,651,130	1,757,570	1,903,388
Workers' Compensation	179	75,000	75,000	75,000
<b>Total Other Costs</b>	<b>\$125,148,804</b>	<b>\$214,173,859</b>	<b>\$124,735,606</b>	<b>\$154,272,165</b>
<b>Total</b>	<b>\$141,545,628</b>	<b>\$233,692,430</b>	<b>\$142,249,877</b>	<b>\$173,339,481</b>

\* 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 position counts displayed in the 2021-2022 Actuals column reflect those included in the 2021-2022 Adopted Budget.

\*\*\* 2021-2022 Actuals may not subtotal due to rounding.

\*\*\*\* The amounts in the 2022-2023 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.

# Housing Department

## Department Budget Summary

	2021-2022 Actuals ***	2022-2023 Adopted ****	2023-2024 Forecast	2023-2024 Proposed
<b>Dollars by Fund</b>				
General Fund (001)	21,644,631	57,361,845	7,180,951	36,571,692
Affordable Housing Impact Fee Fund (452)	2,377,692	234,022	214,176	214,176
American Rescue Plan Fund (402)	2,729,741	33,804,297	0	0
Building Homes and Jobs Act Fund (456)	61,978	4,328,860	6,876,063	6,876,063
Community Development Block Grant Fund (441)	9,795,497	17,171,572	8,021,928	8,021,928
Coronavirus Relief Fund (401)	(7,022,036)	0	0	0
Emergency Reserve Fund (406)	21,658,947	435,335	0	0
Home Investment Partnership Program Trust Fund (445)	2,392,001	14,412,683	11,357,144	12,213,334
Homeless Housing, Assistance, and Prevention Fund (454)	3,681,557	31,252,120	27,142,557	26,922,855
Housing Trust Fund (440)	2,219,379	5,812,962	2,828,407	2,828,407
Inclusionary Fee Fund (451)	394,236	546,185	428,877	428,877
Low And Moderate Income Housing Asset Fund (346)	46,664,723	36,333,336	49,060,109	49,887,104
Multi-Source Housing Fund (448)	32,180,313	27,844,604	25,532,687	25,532,687
Rental Stabilization Program Fee Fund (450)	2,766,969	4,154,609	3,606,979	3,842,359
<b>Total</b>	<b>\$141,545,628</b>	<b>\$233,692,430</b>	<b>\$142,249,877</b>	<b>\$173,339,481</b>
<b>Positions by Core Service **</b>				
Affordable Housing Portfolio Management	12.50	12.50	12.50	11.50
Affordable Housing Production and Preservation	18.00	13.00	14.00	19.00
Homelessness Interventions and Solutions	10.25	13.00	12.00	18.00
Neighborhood Capital Investment and Public Services	7.60	8.60	7.60	7.60
Rent Stabilization and Tenant Protection	17.07	17.07	17.07	18.07
Strategic Support - Community & Economic Development	4.25	26.58	23.58	26.58
Strategic Support - Other - Community & Economic Development	1.75	14.75	8.75	8.75
<b>Total</b>	<b>71.42</b>	<b>105.50</b>	<b>95.50</b>	<b>109.50</b>

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# Housing Department

## Department Budget Summary

	2021-2022 Actuals **	2022-2023 Adopted	2023-2024 Forecast	2023-2024 Proposed	2023-2024 Proposed Positions
<b>Dollars by Program*</b>					
<b>Affordable Housing Portfolio Management</b>					
Loan Collections	18,626	0	0	0	0.00
Loan Compliance	2,777,262	2,250,101	2,315,193	2,314,978	10.50
Property Maintenance and Inspection	601,193	3,021,916	2,080,357	1,884,463	1.00
<b>Sub-Total</b>	<b>3,397,081</b>	<b>5,272,017</b>	<b>4,395,550</b>	<b>4,199,441</b>	<b>11.50</b>
<b>Affordable Housing Production and Preservation</b>					
Affordable Housing Development Loans	39,997,483	29,940,500	41,053,207	42,068,399	12.80
Homeownership Opportunities	6,982	150,000	100,000	100,000	0.00
Inclusionary Housing	214,901	379,573	342,888	342,888	2.00
Rehabilitation Loans and Grants	262,122	746,103	765,396	765,396	4.20
<b>Sub-Total</b>	<b>40,481,488</b>	<b>31,216,176</b>	<b>42,261,491</b>	<b>43,276,684</b>	<b>19.00</b>
<b>Homelessness Interventions and Solutions</b>					
Homeless Outreach and Case Management	8,608,188	43,958,253	37,537,545	48,035,055	14.00
Interim Supportive Housing Development	228,040	22,433,655	901,842	19,792,592	1.00
Joint Encampment Response Team	1,430,516	292,348	265,482	265,482	1.50
Local and Regional Coordination/Policy Development to End Homelessness	150,000	0	0	0	0.00
Tenant Based Rental Assistance and Rapid Rehousing	4,093,553	10,992,112	11,270,297	11,270,297	1.50
<b>Sub-Total</b>	<b>14,510,296</b>	<b>77,676,368</b>	<b>49,975,165</b>	<b>79,363,426</b>	<b>18.00</b>
<b>Neighborhood Capital Investment and Public Services</b>					
Community Development Block Grant - Infrastructure Investments	2,771,483	7,352,077	6,399,166	6,399,166	7.24
Neighborhood Stabilization	430,848	407,439	0	0	0.00
Non-Profit Service Grants to Support Housing and Community Development Needs	10,506,810	31,278,495	22,054,586	22,054,586	0.36
Place-Based Neighborhood Strategy	144,511	14,500	9,500	9,500	0.00
<b>Sub-Total</b>	<b>13,853,651</b>	<b>39,052,511</b>	<b>28,463,251</b>	<b>28,463,251</b>	<b>7.60</b>
<b>Rent Stabilization and Tenant Protection</b>					
Apartment Rent Ordinance Administration	1,655,028	2,982,136	3,013,620	3,223,260	16.77
Mobilehome Rent Ordinance Administration	606,803	232,718	227,077	227,077	1.30
<b>Sub-Total</b>	<b>2,261,831</b>	<b>3,214,854</b>	<b>3,240,696</b>	<b>3,450,336</b>	<b>18.07</b>
<b>Strategic Support - Community &amp; Economic Development</b>					
Housing Emergency Response and Recovery	50,549,024	37,539,131	3,836,309	3,836,309	0.00
Housing Management and Administration	5,772,986	4,155,886	4,117,632	4,434,793	20.13

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# Housing Department

## Department Budget Summary

	2021-2022 Actuals **	2022-2023 Adopted	2023-2024 Forecast	2023-2024 Proposed	2023-2024 Proposed Positions
Housing Planning and Policy Development	665,504	1,489,434	1,149,665	1,359,305	6.45
<b>Sub-Total</b>	<b>56,987,513</b>	<b>43,184,451</b>	<b>9,103,606</b>	<b>9,630,407</b>	<b>26.58</b>
<b>Strategic Support - Other - Community &amp; Economic Development</b>					
Housing Other Departmental - City-Wide	7,755,626	30,199,187	2,600,000	2,600,000	8.75
Housing Other Departmental - Grants	1,182,442	34,547	34,547	34,547	0.00
Housing Other Operational - Administration	750	0	0	0	0.00
Housing Overhead	1,075,930	3,494,319	1,757,570	1,903,388	0.00
Housing Transfers	38,841	273,000	343,000	343,000	0.00
Housing Workers' Compensation	179	75,000	75,000	75,000	0.00
<b>Sub-Total</b>	<b>10,053,768</b>	<b>34,076,053</b>	<b>4,810,117</b>	<b>4,955,935</b>	<b>8.75</b>
<b>Total</b>	<b>\$141,545,628</b>	<b>\$233,692,430</b>	<b>\$142,249,877</b>	<b>\$173,339,481</b>	<b>109.50</b>

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## Housing Department

### Budget Reconciliation

#### Personal Services and Non-Personal/Equipment

(2022-2023 Adopted to 2023-2024 Proposed)

	Positions	All Funds (\$)	General Fund (\$)
<b>Prior Year Budget (2022-2023):</b>	<b>105.50</b>	<b>19,518,571</b>	<b>617,658</b>
<b>Base Adjustments</b>			
<b>One-Time Prior Year Expenditures Deleted</b>			
• Rebudgets		(830,000)	(5,000)
• Grants Management Staffing (4.0 Analyst II, 1.0 Staff Specialist)	(5.00)	(746,911)	0
• Property Management Team Staffing (2.0 Building Rehabilitation Inspector II)	(2.00)	(299,574)	0
• Housing Preservation and Production Staffing (1.0 Senior Development Officer)	(1.00)	(207,439)	0
• Homeless Response Team and BeautifySJ Coordination Staffing (1.0 Senior Development Officer)	(1.00)	(207,439)	0
• Policy and Planning Studies Consulting Services		(195,000)	0
• Good Karma Bikes		(50,000)	(50,000)
• West Valley Community Services		(50,000)	0
• Measure E – 5% Program Administration (1.0 Senior Development Officer)	(1.00)	0	0
<b>One-Time Prior Year Expenditures Subtotal:</b>	<b>(10.00)</b>	<b>(2,586,363)</b>	<b>(55,000)</b>
<b>Technical Adjustments to Costs of Ongoing Activities</b>			
• Salary/Benefit changes		590,757	18,293
• Vehicle Operations & Maintenance		(1,000)	0
• Fund Shift: Administrative Staffing	0.00	(7,694)	0
<b>Technical Adjustments Subtotal:</b>	<b>0.00</b>	<b>582,063</b>	<b>18,293</b>
<b>2023-2024 Forecast Base Budget:</b>	<b>95.50</b>	<b>17,514,271</b>	<b>580,951</b>
<b>Budget Proposals Recommended</b>			
1. Housing Grants Management Staffing	5.00	766,862	0
2. Housing Pre-Development Consultant Services		250,000	0
3. Rent Stabilization and Eviction Prevention Staffing	1.00	209,640	0
4. Housing Policy and Procedures Staffing	1.00	209,640	0
5. Fiscal and Contractual Oversight Staffing (Grants and Homeless Programs)	1.00	165,371	0
6. Administrative Services Program Staffing	1.00	152,616	0
7. Measure E – Homeless Response and Outreach	6.00	0	0
8. Property Management Staffing	(1.00)	(195,894)	0
9. California Network and Telecommunications (CalNet) Program Savings		(5,190)	0
<b>Total Budget Proposals Recommended</b>	<b>14.00</b>	<b>1,553,045</b>	<b>0</b>
<b>2023-2024 Proposed Budget Total</b>	<b>109.50</b>	<b>19,067,316</b>	<b>580,951</b>

# Housing Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>1. Housing Grants Management Staffing</b>  <i>Community and Economic Development CSA</i> <i>Affordable Housing Production and Preservation Core Service</i> <i>Affordable Housing Development Loans Program</i>	5.00	766,862	0
<p>This action continues 4.0 filled Analyst II positions and 1.0 filled Staff Specialist position through June 30, 2024, funded by the Home Investment Partnership Program Trust Fund (HOME Fund), to provide contract development and management, performance tracking, and federal reporting. The Housing Department has received over \$100 million in federal and State funding to respond to the COVID-19 pandemic. This staffing is necessary to continue to effectively distribute and monitor the use of such grant resources. These positions will be funded by the Home American Rescue Plan (HOME-ARP) Program within the HOME Fund, which supports activities aimed to reduce homelessness by providing funding for rental housing. (Ongoing costs: \$0)</p>			
<b>2. Housing Pre-Development Consultant Services</b>  <i>Community and Economic Development CSA</i> <i>Affordable Housing Production and Preservation Core Service</i> <i>Affordable Housing Development Loans Program</i>		250,000	0
<p>This action adds non-personal/equipment funding of \$250,000 on an ongoing basis in the Low and Moderate Income Housing Asset Fund to support technical review, environmental review, appraisal services, underwriting, community engagement, and other predevelopment activities supporting Notices of Funding Availability (NOFAs). As anticipated Measure E funds and other resources are available through and beyond 2023-2024, ongoing support is needed to provide predevelopment services in the preparation of NOFAs, inviting developers to submit project funding requests, and the evaluation of such requests. (Ongoing costs: \$250,000)</p>			
<b>3. Rent Stabilization and Eviction Prevention Staffing</b>  <i>Community and Economic Development CSA</i> <i>Rent Stabilization and Tenant Protection Core Service</i> <i>Apartment Rent Ordinance Administration Program</i>	1.00	209,640	0
<p>This action continues a temporary position on an ongoing basis by adding 1.0 Senior Development Officer position, funded by the Rental Stabilization Program Fee Fund. This position will manage eviction prevention efforts and continue implementation of the Rent Stabilization Program Strategic Plan. The Rent Stabilization Program (originally the Rental Dispute Program) was established to administer the Rent Stabilization Ordinance and subsequent ordinances regarding mobile home parks and apartments. These ordinances limit rent increases on certain properties, and the Rent Stabilization Program provides for dispute mediation and arbitration of conflicts between renters and owners. The Apartment Rent Ordinance Administration program consists of 16.77 positions, and the Mobilehome Rent Ordinance Administration program consists of 1.30 positions, for a total of 18.07 positions in the Rent Stabilization and Tenant Protection Core Service. This Senior Development Officer position will continue to provide leadership to the team supporting eviction prevention efforts, and will ensure that efforts are organized and targeted effectively to prevent eviction-based displacement. (Ongoing costs: \$209,640)</p>			

# Housing Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
4. Housing Policy and Procedures Staffing	1.00	209,640	0

*Community and Economic Development CSA  
Strategic Support - Community & Economic Development Core Service  
Housing Planning and Policy Development Program*

This action continues a temporary position on an ongoing basis by adding 1.0 Senior Development Officer position, funded by the Low and Moderate Income Housing Asset Fund, to support several major initiatives. These include implementing strategic priorities from the Anti-Displacement Strategy, completing work on defining 140 fair housing strategies under the Housing Element, drafting, and creating an Assessment of Fair Housing Plan for HUD's approval that builds on the Housing Element, and conducting research and analysis necessary to ensure that the City's laws are effective in fostering housing stability and fair housing, and interact efficiently with State laws. (Ongoing costs: \$209,640)

5. Fiscal and Contractual Oversight Staffing (Grants and Homeless Programs)	1.00	165,371	0
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*Community and Economic Development CSA  
Strategic Support - Community & Economic Development Core Service  
Housing Management and Administration Program*

This action adds 1.0 Senior Analyst position, funded by the Low and Moderate Income Housing Asset Fund, on an ongoing basis to support the monitoring and analysis of a wide variety of grants and other Housing Department revenues and expenditures, as well as provide the high-level support necessary to respond to local, State, and federal audits of Housing Department activities. Importantly, this position will be critical to the development, implementation, and long-term monitoring of a financial management framework to manage the costs and funding sources necessary for operations of interim housing communities, outreach activities, and other services that support the unhoused community. (Ongoing costs: \$180,405)

6. Administrative Services Program Staffing	1.00	152,616	0
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*Community and Economic Development CSA  
Strategic Support - Community & Economic Development Core Service  
Housing Management and Administration Program*

This action adds 1.0 Senior Supervisor, Administration position, funded by the Low and Moderate Income Housing Asset Fund, on an ongoing basis to supervise, coordinate, and oversee the performance of specialized office and clerical staff in the Administrative Support Team, and to manage day-to-day administrative operations of the Housing Department. This position will provide cross-division administrative support, develop and maintain standardized workflows and efficient work processes and procedures, and ensure adequate training in the Administrative Support Team. (Ongoing costs: \$153,967)

# Housing Department

## Budget Changes by Department

### Personal Services and Non-Personal/Equipment

2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>7. Measure E – Homeless Response and Outreach</b>	<b>6.00</b>	<b>0</b>	<b>0</b>

***Community and Economic Development CSA  
Homeless Interventions and Solutions Core Service  
Homeless Outreach and Case Management Program***

As directed by the Mayor’s March Budget Message for Fiscal Year 2023-2024, as approved by City Council, this action reallocates uncommitted Measure E resources to fund homeless prevention, support, and management investments totaling approximately \$3.2 million. This action adds 1.0 Senior Development Officer position, 2.0 Development Officer positions, 1.0 Analyst I/II position, and 2.0 Therapeutic Specialist positions, all limit-dated through June 30, 2026, funded by the Measure E Homeless Response and Outreach City-Wide Expenses appropriation, as described in the City-Wide Expenses section of this document.

The Senior Development Officer position will provide management and leadership support related to homeless encampments and will specifically manage the Housing Department’s role in interdepartmental efforts such as the Direct Discharge Plan, Valley Water Flood Protection Project, vehicle blight response, and the development of the Encampment Management System. This position will be the primary liaison with the BeautifySJ team within the Parks, Recreation, and Neighborhood Services Department to coordinate encampment management services, outreach, and abatements. This position will ensure that the existing Homeless Response Team will have the capacity to meet the City Council-approved goal in the Mayor’s March Budget Message for Fiscal Year 2023-2024 of moving 1,000 people from encampments and into a managed shelter program.

One Development Officer position will be responsible for managing all contracted homelessness and encampment outreach teams. The number of contracted outreach teams working in the field to address homelessness has doubled since 2021-2022. Two new teams will be created in 2023-2024 that will focus on encampments located in areas adjacent to City creeks. The position will coordinate all outreach teams with internal and external requests for service, implement the new outreach model, and track performance metrics and outcomes and will be responsible for recommending improvements to maximize the effectiveness and efficiency of all outreach teams.

The second Development Officer position will coordinate the City’s interim housing portfolio and implement the new operating model that the City Council will be considering to ensure that all interim housing sites have similar services to contain costs while still delivery quality outcomes for residents. The position will track performance metrics for all interim housing sites and will be responsible for recommending improvements for those sites.

The Analyst I/II position will support data collection on homeless program metrics and outcomes and help coordinate collection and analysis of Homeless Management Information System (HMIS) data. The Housing Department’s State reporting requirements will be supported by these efforts, ensuring compliance with the State Encampment Resolution program and quarterly reports for the Homeless Housing, Assistance and Prevention (HHAP) grant program. This position will check for data accuracy, ensure that grantees are reporting and submitting information on time, help populate a portion of the Homeless Dashboard, and assist in tracking the progress of the City Council-approved goal in the Mayor’s March Budget Message for Fiscal Year 2023-2024 of moving 1,000 people from encampments and into a managed shelter program.

The 2.0 Therapeutic Specialist positions constitute a pilot for a small team of trauma-informed specialists that can work in close concert with the BeautifySJ Team and the Police Department to advance abatement operations in a safe and humane way. (Ongoing costs: \$0)

## Housing Department

### Budget Changes by Department

#### Personal Services and Non-Personal/Equipment



2023-2024 Proposed Budget Changes	Positions	All Funds (\$)	General Fund (\$)
<b>8. Property Management Staffing</b>  <i>Community and Economic Development CSA</i> <i>Affordable Housing Portfolio Management Core Service</i> <i>Property Maintenance and Inspection Program</i>  This action eliminates 1.0 vacant Building Rehabilitation Supervisor position in the Homeless Housing, Assistance and Prevention Fund. With the shift of maintenance responsibilities to the Public Works Department, this position is no longer required within the Housing Department. (Ongoing savings: \$195,894)	(1.00)	(195,894)	0
<b>9. California Network and Telecommunications (CalNet) Program Savings</b>  <i>Community and Economic Development CSA</i> <i>Neighborhood Services CSA</i> <i>Department-wide Core Services</i> <i>Department-wide Programs</i>  This action decreases the Housing Department's non-personal/equipment funding by \$5,190 on an ongoing basis to reflect cost savings for internet-based telephony and hardware related services. These funds are allocated to individual departmental budgets. The California Network and Telecommunications (CalNet) Program, managed by the California Department of Technology, awarded updated service contracts. The City uses a State contract for advantageous pricing and the service used by the City had a price reduction. Contractual savings from the new contract in the amount of \$210,882 will be generated in the General Fund, \$275,672 in all funds, across departments as a result of lower service costs. (Ongoing savings: \$5,190)		(5,190)	0
<b>2023-2024 Proposed Budget Changes Total</b>	<b>14.00</b>	<b>1,553,045</b>	<b>0</b>

# Housing Department

## Performance Summary

### Affordable Housing Portfolio Management

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 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%	100%	100%	100%

#### Activity and Workload Highlights




	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
# of single family Loan Management transactions (refinances, subordinations, assumptions, payoffs)	110	80	46	46
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	\$669,014,909	\$728,669,092	\$722,065,794	\$760,592,482
2. Rehabilitation Loans	\$8,400,000	\$9,000,000	\$8,067,925	\$7,829,471
3. Homebuyer Loans	\$41,000,000	\$43,000,000	\$40,794,856	\$40,171,232
<b>Total</b>	<b>\$718,414,909</b>	<b>\$780,669,092</b>	<b>\$770,928,575</b>	<b>\$808,593,185</b>
Total number of loans:				
1. Project Loans	124	136	128	131
2. Rehabilitation Loans	207	200	195	185
3. Homebuyer Loans	680	700	662	656
<b>Total</b>	<b>1,011</b>	<b>1,036</b>	<b>985</b>	<b>972</b>
# of major projects in loan portfolio inspected Annually:				
- Projects	25	45	84	95
- Units	8	700	1,260	1,425
# of City facilitated affordable rental units	15,572	15,715	16,075	16,417
# of income restricted for sale homes	1,167	950	1,000	950

# Housing Department

## Performance Summary

### Affordable Housing Production and Preservation

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 Target
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	6.76:1	4.33:1	5.42:1	6.12:1
 % of annual target achieved for production of affordable housing and # of units	46% 133	100% 211	238% 503	100% 342
 % of funding committed to extremely low-income households	51%	45%	55%	48%

#### Activity and Workload Highlights




	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
# of affordable housing units completed in the fiscal year	133	211	503	342
Average per unit subsidy in funding commitments for new construction projects	\$134,875	\$125,000	\$150,845	\$120,877

# Housing Department

## Performance Summary


### Homelessness Interventions and Solutions

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 Target
 Reduction in the number of homeless individuals from prior two years	(553) <sup>1</sup>	200	200	200
 % of households who exit the Rapid Rehousing Program into permanent housing that maintain Housing for at least 6 months	65%	80%	80%	80%
 Average number of days from enrollment households in rapid rehousing programs got into permanent housing	109 Days	60 Days	80 Days	80 Days

<sup>1</sup> From the 2022 Homeless Census and Survey. This number indicates a net increase in the number of homeless individuals between the counts conducted in 2019 and 2022.

#### Activity and Workload Highlights

	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
 # of households who maintained permanent housing in City-funded rapid rehousing programs in the last 12 months	152	150	170	170
Estimated number of homeless individuals Counted in San José				
- Chronically homeless	1,906	1,500	1,500	1,500
- Non-chronically homeless	4,833	4,500	4,500	4,500
# of homeless individuals (affiliated with San José) who secured new permanent housing				
- Chronically	819	600	800	800
- Non-chronically	1,038	1,500	1,500	1,500
# of homeless individuals assessed for permanent housing	4,860	6,000	6,000	6,000






# Housing Department

## Performance Summary

### Neighborhood Capital Investment and Public Services

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 Target
 % of CDBG-funded projects meeting all stated outcomes:				
- City projects	90%	90%	90%	90%
- Non-City projects	90%	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	75%	50%	75%	75%

#### Activity and Workload Highlights

	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
# of rehabilitation projects completed:				
- Rehabilitation projects	2	250 <sup>1</sup>	4	0
- Minor repair	220	350 <sup>1</sup>	215	215
<b>Total</b>	<b>222</b>	<b>600<sup>1</sup></b>	<b>219</b>	<b>215</b>



<sup>1</sup> The 2022-2023 Forecast for the number of rehabilitation and minor repair projects were inadvertently not revised as part of the development of the 2022-2023 Adopted Budget to reflect the reduced number of projects due to a lack of available funding for the program. As resources become available, the number of projects in this program will be reevaluated.

# Housing Department

## Performance Summary

### Rent Stabilization and Tenant Protection

#### Performance Measures

	2021-2022 Actual	2022-2023 Target	2022-2023 Estimated	2023-2024 Target
 % of tenant/landlord mediations that resulted in voluntary agreement	52%	80%	65%	80%
 % of cases resolved within 60 days of completed petition date	77%	80%	48%	80%

#### Activity and Workload Highlights

	2021-2022 Actual	2022-2023 Forecast	2022-2023 Estimated	2023-2024 Forecast
# of unduplicated mobilehome and apartment clients served by the Rent Stabilization Program	3,089 <sup>1</sup>	7,100	1,887 <sup>1</sup>	2,000
Average number of days from completed petition to resolution	47 Days	60 Days	46 Days	60 Days

<sup>1</sup> The drop in clients served by the Rent Stabilization Program can be attributed to staff vacancies and the development of the Eviction Help Center. By 2022-2023, significant community outreach established the Eviction Help Center as a resource for eviction related questions. As clients reached out to the Eviction Help Center for assistance with passed due rent issues, notices of termination and eviction, and complaints, many of them had their issues resolved before being directed to the Rent Stabilization Program.

## Housing Department

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### Department Position Detail

Position	2022-2023 Adopted	2023-2024 Proposed	Change
Account Clerk I/II	1.00	1.00	-
Accountant I/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	27.00	28.00	1.00
Assistant Director	1.00	1.00	-
Assistant to the Director	1.00	1.00	-
Building Maintenance Superintendent	1.00	1.00	-
Building Rehabilitation Inspector I/II	5.00	3.00	(2.00)
Building Rehabilitation Supervisor	1.00	0.00	(1.00)
Deputy Director	2.00	2.00	-
Development Officer	15.00	17.00	2.00
Development Specialist	4.00	4.00	-
Development Specialist PT	0.50	0.50	-
Director of Housing	1.00	1.00	-
Division Manager	4.00	4.00	-
Housing Policy and Plan Administrator	3.00	3.00	-
Information Systems Analyst	1.00	1.00	-
Office Specialist I/II	3.00	3.00	-
Public Information Manager	1.00	1.00	-
Public Information Representative I/II	2.00	2.00	-
Senior Accountant	1.00	1.00	-
Senior Analyst	3.00	4.00	1.00
Senior Development Officer	14.00	14.00	-
Senior Supervisor, Administration	0.00	1.00	1.00
Senior Systems Applications Programmer	1.00	1.00	-
Staff Specialist	8.00	8.00	-
Student Intern PT	1.00	1.00	-
Therapeutic Specialist	0.00	2.00	2.00
<b>Total Positions</b>	<b>105.50</b>	<b>109.50</b>	<b>4.00</b>