

## Community and Economic Development CSA

Core Service: Increase the Affordable Housing Supply  
*Housing Department*

### Core Service Purpose

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**P**rovide funding and technical assistance for the creation of new affordable housing and homebuyer assistance.

Key Operational Services:

- Make Loans to Developers**                       **Provide Homebuyer Assistance**

### Performance and Resource Overview

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**T**his core service increases the supply of affordable housing by funding the construction of new housing units and by improving homeownership opportunities for San José residents. In the construction program, low-interest gap loans are provided to housing developers for the construction of rental housing projects that are affordable to households with extremely low- to low-incomes. The homeownership program, which includes the Teacher Homebuyer Program, provides assistance by providing down payment assistance and second mortgages as well as working in partnership with a number of organizations to serve San José residents seeking homeownership opportunities.

In 2007, the City Council adopted a Five-Year Housing Investment Plan which sets the goal of producing 2,250 newly constructed affordable units from 2007-2008 through 2011-2012. The Five-Year Housing Investment Plan also places increased emphasis on funding more extremely low income (ELI) and special needs units. To help support this effort, this budget includes the addition of ongoing contractual funding. This funding will also be used to support land acquisition projects as well as implement green building efforts.

In June 2007, the City Council and Redevelopment Agency Board approved amendments to the Inclusionary Housing Policy which included a revised inclusionary fee structure. This is expected to provide an additional source of revenue of over \$5 million in its housing production efforts in 2007-2008. Inclusionary fee revenue is expected to increase significantly in 2008-2009 as housing projects in North San José begin construction. In total, the Housing Department expects to utilize over \$90 million in various revenue sources to finance the construction of new affordable housing units in 2008-2009.





The Teacher Homebuyer Program (THP) provides loans of up to \$65,000 to teachers in San José schools to assist them in purchasing homes. In 2008-2009, the Housing Department will fund the program with \$3.0 million, providing up to 46 new loans. In addition, the Department of Housing and San José State University (SJSU) Spartan Shops will extend their commitment to SJSU faculty and staff through the SJSU Faculty and Staff Homebuyer Program (FSHP). Prior to 2007-2008, this program was available only to tenure-track teachers. In 2008-2009, the program will be jointly funded with a new \$1.0 million, and is expected to assist approximately 17 new households to

# Community and Economic Development CSA

## Core Service: Increase the Affordable Housing Supply *Housing Department*

### Performance and Resource Overview (Cont'd.)

purchase homes in San José. Operating under guidelines similar to the THP, this pilot program has already assisted eight households with loans of up to \$60,000 each, three to faculty and five to staff to date.

Increase the Affordable Housing Supply Performance Summary	2006-2007 Actual	2007-2008 Target	2007-2008 Estimated	2008-2009 Target
 % of annual target achieved for production of affordable housing	NEW	100% (607)	100% (750)	100% (550)
 % of annual target achieved for homebuyer clients assisted	NEW	100% (353)	28% (100)	100% (440)
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	2.5:1	3.0:1	2.70:1	3.00:1
 % of homebuyer clients (approved or denied) satisfied or very satisfied with the programs based on overall service	96.5%	90%	100%	95%

*Changes to Performance Measures from 2007-2008 Adopted Operating Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2007-2008 Adopted Budget:

✕ “% of new construction units completing construction within 36 months of initial funding commitment” was deleted as this measure did not reflect a part of the process within the Housing Department’s control.

Activity & Workload Highlights	2006-2007 Actual	2007-2008 Forecast	2007-2008 Estimated	2008-2009 Forecast
Number of homebuyers assisted:				
-Teacher Program	52	70	38	48
- SJSU Program	NEW	NEW	10	15
- Project-Based homebuyer assistance	NEW	NEW	2	88
- Inclusionary Units	92	243	35 <sup>2</sup>	126
-Other City Efforts	52	40	15	163
Total <sup>3</sup>	196	353	100	440
Number of affordable housing units completed in the fiscal year	1,734	607	750	550
Average per-unit subsidy in funding commitments for new construction projects (\$)	71,400	90,000	65,000	90,000

*Changes to Activity & Workload Highlights from 2007-2008 Adopted Operating Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Activity & Workload Highlights from 2007-2008 Adopted Budget:

⊕ “Number of homebuyers assisted” was revised to further breakdown homebuyers assisted in new City Homebuyer programs.

<sup>2</sup> Due to changes in the housing market, these units did not materialize because of delayed construction, an inability to sell, and other market factors.

<sup>3</sup> Many homebuyers take advantage of multiple homebuyer programs, which overstates the total number of homebuyers assisted.

# Community and Economic Development CSA

## Core Service: Increase the Affordable Housing Supply *Housing Department*

### Performance and Resource Overview (Cont'd.)

Increase the Affordable Housing Supply* Resource Summary	2006-2007 Actual 1	2007-2008 Adopted 2	2008-2009 Forecast 3	2008-2009 Adopted 4	% Change (2 to 4)
<b>Core Service Budget **</b>					
Personal Services	\$ 1,018,007	\$ 1,165,324	\$ 1,233,978	\$ 1,233,978	5.9%
Non-Personal/Equipment	158,509	148,827	149,827	446,827	200.2%
<b>Total</b>	<b>\$ 1,176,516</b>	<b>\$ 1,314,151</b>	<b>\$ 1,383,805</b>	<b>\$ 1,680,805</b>	<b>27.9%</b>
<b>Authorized Positions</b>	<b>9.35</b>	<b>9.35</b>	<b>10.00</b>	<b>10.00</b>	<b>7.0%</b>

\* In 2006-2007, the Increase the Affordable Housing Supply Core Service appeared in the Neighborhood Services CSA.

\*\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

### Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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#### DIVERSE RANGE OF HOUSING OPPORTUNITIES

1. Telephone Communications Cost Efficiencies	(3,000)	0
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This action generates ongoing city-wide telephone communications cost savings totaling \$332,000 (\$152,000 in the General Fund). The cost savings in the Housing Department in the Increase the Affordable Housing Supply Core Service is \$3,000. These reductions are made possible by efficiencies resulting from the routing of phone calls over combined voice/data lines over the Internet, a technology known as Voice over Internet Protocol (VoIP) that is more cost efficient than traditional phone systems that route calls over existing phone lines. Savings are also being achieved through lower departmental call levels. (Ongoing savings: \$3,000)

**Performance Results:**

No changes to current service levels are anticipated with this reduction due to the technology efficiencies of VoIP.

# Community and Economic Development CSA

Core Service: Increase the Affordable Housing Supply  
*Housing Department*

## Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
<b>DIVERSE RANGE OF HOUSING OPPORTUNITIES (CONT'D.)</b>			
<b>2. Housing Special Projects Consulting Services</b>		<b>300,000</b>	<b>0</b>
<p>This action provides ongoing contractual funding to support several upcoming Housing special projects. Consulting services will be used to support land acquisition projects, as well as implement green building efforts. Increasing contractual funding will also provide the resources necessary to support the Five-Year Investment Plan, which sets the goal of producing 2,250 newly constructed affordable units from 2007-2008 through 2011-2012. (Ongoing costs: \$300,000)</p>			
<b>Performance Results:</b>			
<i>Quality</i> Increased resources will result in improved ability to achieve housing production goals.			
<b>2008-2009 Adopted Core Service Changes Total</b>		<b>297,000</b>	<b>0</b>

# Community and Economic Development CSA

Core Service: Maintain the Existing Affordable Housing Supply  
*Housing Department*

## Core Service Purpose

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**T**his core service provides rehabilitation loans and grants and construction oversight to extend the useful life of affordable housing, including single-family homes, mobile homes and multi-family buildings. In addition, this core service provides loan servicing and portfolio oversight to protect the City's investments, ensures the affordable units remain affordable, provides Rental Dispute services to community residents to ensure rent increases are controlled, and assists clients with eviction notices.

### Key Operational Services:

- Loan Compliance and Collections**
- Housing Rehabilitation**
- Rental Rights and Referral Services**

## Performance and Resource Overview

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**M**aintaining the existing supply of affordable housing involves three distinct activities. The first is the physical maintenance of buildings to extend their life, including both small-scale rehabilitation of single-family homes, multi-family apartments, and mobilehome units and the acquisition/rehabilitation of large apartment complexes. The second is providing assistance to renters and rental property owners through the Rental Rights and Referrals Program. The third is ensuring that housing units subject to long-term affordability restrictions remain affordable and well maintained for the term of the restriction and safeguarding City assets through management and collection of loans.

### Housing Rehabilitation

The City offers a number of programs to San José residents and property owners seeking to maintain and/or improve the condition of their properties. These programs currently provide low-interest or interest-free loans or grants to low-income homeowners to perform critical repairs from replacing substandard systems such as bathrooms, kitchens, roofs, and hot water systems to removing lead based paint and providing new exterior paint.

The housing rehabilitation program continues to be a critical component of the partnership between the City and the Strong Neighborhoods Initiative (SNI) communities to revitalize neighborhoods. The program will continue to provide loans and grants and construction oversight to extend the useful life of affordable housing, including single-family homes, mobile homes, and special SNI Rehabilitation Multi-family projects. In addition, in 2008-2009 the program will continue to leverage outside resources and pursue environmental friendly and energy efficient products and services to incorporate into all the programs administered. The rehabilitation program is currently shifting emphasis, from providing grants to administering more loans. This policy shift will allow the program to recapture revenue, ensuring long-term program sustainability.

# Community and Economic Development CSA

## Core Service: Maintain the Existing Affordable Housing Supply *Housing Department*

### **Performance and Resource Overview (Cont'd.)**

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#### **Housing Rehabilitation (Cont'd.)**

In 2007, the Department implemented the new Minor Repair Program (MRP), funded by the Community Development Block Grant (CDBG) Program. The new program provides property owners with minor, yet critical, emergency repairs and accessibility improvements. Having established direct contracts with service providers such as plumbing, heating and electrical contractors, these services can be provided in a timely and efficient manner. This program will continue to be administered through the rehabilitation program in 2008-2009.

For 2008-2009, \$6.75 million for housing rehabilitation projects is programmed, with funding from the following sources: Low- and Moderate-Income Housing (20% Tax Increment) funds (\$2.0 million for rehabilitation and \$1.0 million for paint projects), CDBG (\$2.5 million for rehabilitation and \$500,000 for MRP), and CalHome (\$750,000) funds. In addition, the Department will partner with the San José Redevelopment Agency on several SNI demonstration projects to be funded by the Agency, including Project Alliance which expands the SNI program to newly designated neighborhoods with a total combined budget of over \$900,000.

#### **Rental Rights and Referrals**

The Rental Rights and Referrals Program provides mediation services in cases of tenant/landlord disputes, and information and referrals to tenants and landlords on their rights and responsibilities. Due to changes in housing market conditions, the Department has seen a steady increase in program usage. As rental vacancy rates decrease, more mediation services are needed to resolve tenant/landlord disputes. As a result of a re-evaluation of program costs and fee revenues, a new fee structure for this program was brought forward in the 2008-2009 Fees and Charges Report. The new fee structure is designed to ensure that each segment of the program is self-sustaining. For 2008-2009, the following rates were adopted: rent-controlled apartments (\$7.26 annually per apartment), mobilehomes (\$13.82 annually per mobilehome space) and non-rent controlled apartments (\$0.80 annually per apartment).









#### **Loan Compliance and Collections**

The Housing Department has a portfolio of over \$500 million in loans for multi-family affordable housing projects, rehabilitation loans to low-income homeowners and homebuyer loans to low- and moderate- income households. The loans are monitored for compliance with the terms of the loans and the payment schedules. The Loan Compliance Unit ensures that affordable housing projects are properly managed and maintained, and that they are kept affordable to low- and moderate-income residents. The Loan Collections Unit ensures that housing loan payments are paid in a timely manner, and takes the necessary enforcement action when financial, regulatory or contractual obligations are not met. The loan repayments are then made available for other housing projects.

# Community and Economic Development CSA

## Core Service: Maintain the Existing Affordable Housing Supply Housing Department

### Performance and Resource Overview (Cont'd.)

Maintain the Existing Affordable Housing Supply Performance Summary	2006-2007 Actual	2007-2008 Target	2007-2008 Estimated	2008-2009 Target
 Monetary default rate of loan portfolio by category:				
% of total loan principal:				
1. Project Loans	0.77%	<4%	0%	<4%
2. Rehabilitation Loans	0.03%	<4%	<4%	<4%
3. Homebuyer Loans	0.00%	<1%	<1%	<1%
% of total loans:				
4. Project Loans	1.32%	<4%	0%	<4%
5. Rehabilitation Loans	2.00%	<4%	<4%	<4%
6. Homebuyer Loans	0.00%	<1%	<1%	<1%
 % of tenant/landlord mediations that resulted in mutual agreement	NEW	65%	60%	65%
 % of small rehabilitation projects completed within 6 months of approval	33%	75%	50% <sup>1</sup>	65%
 % of all non-mobile home rehabilitation project funds approved within SNI neighborhoods	53%	75%	60%	60%
 % of all rehab program funds that are loaned versus granted	43%	25%	35%	50%
 % of rehabilitation, mobile home, and paint-grant clients satisfied or very satisfied based on overall service	94%	90%	85%	90%
 % of loan management clients satisfied or very satisfied based on overall service	100%	90%	90%	95%
 % of project occupants rating units good or excellent based on value, project amenities and maintenance	67%	75%	75%	75%

*Changes to Performance Measures from 2007-2008 Adopted Operating Budget: No*

<sup>1</sup> Due to a federal (CalHOME) large rehabilitation project deadline, staff focused less on small rehabilitation projects, and more on large rehabilitation projects.

# Community and Economic Development CSA

**Core Service: Maintain the Existing Affordable Housing Supply**  
*Housing Department*

## Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2006-2007 Actual	2007-2008 Forecast	2007-2008 Estimated	2008-2009 Forecast
<b>Number of rehabilitation projects completed</b>				
1. Rehabilitation projects	68	175	110	125
2. Paint projects	0	75	25	250
3. Mobile home projects	187	100	190	175
Total:	255	350	325	550
<b>Number of rehabilitation applications approved or cancelled</b>				
1. Rehab, conventional homes	62	85	130	150
-Non-SNI neighborhoods	56	75	75	80
2. Mobile home projects	205	100	200	200
3. Paint projects	0	75	25	275
Total:	323	335	430	685
Number of Rehabilitation Program pre-application inspections	386	300	400	350
<b>Size of Housing Department loan portfolio by category:</b>				
<b>Total loan principal (\$):</b>				
1. Project Loans	467,473,199	494,000,000	521,000,000	585,000,000
2. Rehabilitation Loans	15,436,718	16,285,670	16,633,801	18,900,000
3. Homebuyer Loans	42,876,309	42,948,100	43,193,000	56,000,000
Total	525,786,226	553,233,770	580,829,801	659,900,000
<b>Total number of loans:</b>				
4. Project Loans	152	155	161	178
5. Rehabilitation Loans	421	456	461	490
6. Homebuyer Loans	753	877	884	1,284
Total	1,326	1,488	1,506	1,952
Number of Loan Management transactions (refinances, subordinations, assumptions)	1,612	400	411 <sup>2</sup>	470
Number of major projects in loan portfolio inspected	1,369	1,200	130 <sup>3</sup>	132 <sup>3</sup>
Number of unduplicated Rental Rights & Referrals program clients	1,637	1,700	1,900	2,000

*Changes to Activity & Workload Highlights from 2007-2008 Adopted Operating Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Activity & Workload Highlights from 2007-2008 Adopted Budget:

<sup>1</sup> "Number of units inspected on major projects in loan portfolio" was revised to "Number of major projects in loan portfolio inspected." Tracking the number of projects has proven to be a more useful measure.

<sup>2</sup> Prior to 2007-2008, loan inquiries were included in the transaction count. In 2007-2008, loan inquiries were no longer included in the transaction count.

<sup>3</sup> As of 2007-2008, this measure will reflect the total number of projects (not unit count), which is why the number appears lower.

# Community and Economic Development CSA

**Core Service: Maintain the Existing Affordable Housing Supply**  
*Housing Department*

## Performance and Resource Overview (Cont'd.)

Maintain the Existing Affordable Housing Supply* Resource Summary	2006-2007 Actual 1	2007-2008 Adopted 2	2008-2009 Forecast 3	2008-2009 Adotped 4	% Change (2 to 4)
<b>Core Service Budget **</b>					
Personal Services	\$ 3,027,574	\$ 3,639,622	\$ 3,672,005	\$ 3,672,005	0.9%
Non-Personal/Equipment	207,734	499,510	557,010	495,010	(0.9%)
<b>Total</b>	<b>\$ 3,235,308</b>	<b>\$ 4,139,132</b>	<b>\$ 4,229,015</b>	<b>\$ 4,167,015</b>	<b>0.7%</b>
 Authorized Positions	 31.20	 33.20	 32.15	 32.15	 (3.2%)

\* In 2006-2007, the Maintain the Existing Affordable Housing Supply Core Service appeared in the Neighborhood Services CSA.

\*\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

## Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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### DIVERSE RANGE OF HOUSING OPPORTUNITIES

1. Telephone Communications Cost Efficiencies	(22,000)	0
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This action generates ongoing city-wide telephone communications cost savings totaling \$332,000 (\$152,000 in the General Fund). The cost savings in the Housing Department in the Maintain the Existing Housing Supply Core Service is \$22,000. These reductions are made possible by efficiencies resulting from the routing of phone calls over combined voice/data lines over the Internet, a technology known as Voice over Internet Protocol (VoIP) that is more cost efficient than traditional phone systems that route calls over existing phone lines. Savings are also being achieved through lower departmental call levels. (Ongoing savings: \$22,000)

**Performance Results:**

No changes to current service levels are anticipated with this reduction due to the technology efficiencies of VoIP.

# Community and Economic Development CSA

Core Service: Maintain the Existing Affordable Housing Supply  
*Housing Department*

## Budget Changes By Core Service (Cont'd.)

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
<b>DIVERSE RANGE OF HOUSING OPPORTUNITIES (CONT'D.)</b>			
2. Housing Department Non-Personal/Equipment Funding Efficiencies		(40,000)	0
<p>This action reduces the Non-Personal/Equipment funding allocation in the Low- and Moderate-Income Housing Fund for the Housing Department. This reduction represents 3.5% of the Department's total Non-Personal/Equipment Appropriation. As a result of this reduction, the Department will need to prioritize expenditures for supplies and materials. (Ongoing savings: \$40,000)</p>			
<b>Performance Results:</b> No changes to service levels are anticipated with this reduction.			
<b>2008-2009 Adopted Core Service Changes Total</b>		<b>(62,000)</b>	<b>0</b>

# Community and Economic Development CSA

Core Service: Provide Services to Homeless and At-Risk Populations  
*Housing Department*

## Core Service Purpose

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**C**oordinate services toward ending homelessness.

Key Operational Services:

- Coordination of Services Aimed to End Chronic Homelessness**
- Grant Administration**

- Information and Referral Services for Homeless and Those At-Risk of Homelessness**

## Performance and Resource Overview

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**S**an José is a partner with the County and other Santa Clara County cities working to end chronic homelessness. This core service coordinates with the County and local homeless service agencies to develop and implement initiatives to end and prevent homelessness; provides grants to agencies that directly assist households that are homeless or at-risk of becoming homeless; distributes information and referrals on shelter, housing, and social service programs; and coordinates a comprehensive direct service program that provides housing and transportation payment assistance, identifies available affordable housing, and assists in linking individuals to needed services such as employment assistance.

In December 2007, the “Blue Ribbon Commission on Ending Homelessness and Solving the Affordable Housing Crisis” (BRC), co-chaired by County Board of Supervisor Don Gage and San José Mayor Chuck Reed, approved a series of recommendations to help end homelessness and provide sufficient affordable housing. The purpose of the Commission is to help raise awareness and implement actions to ensure that the goals adopted in the City and County’s 10-Year Plan to End Chronic Homelessness are met. In order to ensure that these goals are met, the addition of a limit-dated Homeless Services Manager was approved in this budget. The City also continues to host two Project Homeless Connect events a year, in which a variety of agencies gather at a day-long resource fair to provide services to homeless and at-risk residents.

This core service administers grants to non-profit agencies that provide services to homeless individuals and families and those at risk of homelessness. Grant funds include federal Emergency Shelter Grants (ESG) and Housing Opportunities for Persons with Aids (HOPWA), and local funds made available through the City’s Housing Trust Fund. The program oversees grant contracts and monitors compliance with grant requirements, and the performance of grantees. In 2008-2009, the program expects to grant \$443,313 in ESG funding, \$739,000 in HOPWA entitlement funding, \$408,833 in HOPWA competitive funding, and up to \$4 million in Housing Trust Funds.





In recent years, the Department has become increasingly aware of its need to respond to local emergencies such as residential fires and floods, especially when the emergency results in displacement. For this reason, the addition of an Emergency Services Specialist was approved in this budget. This position will respond to local residential emergencies, as well as perform code

# Community and Economic Development CSA

## Core Service: Provide Services to Homeless and At-Risk Populations *Housing Department*

### Performance and Resource Overview (Cont'd.)

enforcement actions. As a part of this role, this position will be actively involved in overseeing the management of The Haven, a shelter specifically designed for housing disaster victims. This position will also proactively prepare for emergency situations that could leave substantial numbers of San José residents without shelter.

Provide Services to Homeless and At-Risk Populations Performance Summary	2006-2007 Actual	2007-2008 Target	2007-2008 Estimated	2008-2009 Target
 Cumulative % of <sup>homeless</sup> households assisted in securing permanent housing over 10 year period 2004-2013 (based on 2004 Census)	10%	10%	71% <sup>2</sup>	78%
 % annual change in the number of unduplicated persons utilizing emergency shelters	NEW	-4%	-4%	-4%
 % of qualified clients that are referred to or assisted with emergency housing within 24 hours	95%	95%	95%	95%
 % of walk-in clients that are satisfied or very satisfied with the effectiveness, timeliness, and courtesy of services received <sup>2</sup>	99%	95%	95%	95%

*Changes to Performance Measures from 2007-2008 Adopted Operating Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Performance Measures from 2007-2008 Adopted Budget:

U “% change in the number of unduplicated persons utilizing emergency shelters” was revised to read, “% annual change in the number of unduplicated persons utilizing emergency shelters.” This revision provides language clarification.

U “% change in the number of reported homeless encampments” from the Performance Summary section was revised to read, “Numbers of reported homeless encampments” and moved to the Activity & Workload Highlights section. This revision will allow the Department to count numbers instead of comparing data (to any other time frame) since staff rotation may impact data quality.

<sup>2</sup> The methodology for reporting this data changed in 2007-2008. The goal of securing permanent housing for 10% of the homeless population each year still remains; however, the cumulative goal is now reflected as 100%, rather than 10%.

# Community and Economic Development CSA

**Core Service: Provide Services to Homeless and At-Risk Populations**  
*Housing Department*

## Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2006-2007 Actual	2007-2008 Forecast	2007-2008 Estimated	2008-2009 Forecast
Number of reported homeless encampments (annual)	NEW	NEW	225	200
Number of chronically homeless individuals (as defined by HUD) assisted in securing permanent housing	NEW	190	140	190
New federal, State or private foundation funds secured to assist efforts to end homelessness	NEW	\$500,000	\$315,000	\$500,000
Number of unduplicated clients assisted by the Homeless Program	10,428	4,500	6,000 <sup>2</sup>	4,500

*Changes to Activity & Workload Highlights from 2007-2008 Adopted Operating Budget: Yes<sup>1</sup>*

<sup>1</sup> Changes to Activity & Workload Highlights from 2007-2008 Adopted Budget:

<sup>1</sup> “% change in the number of reported homeless encampments” from the Performance Summary section was revised to read, “Numbers of reported homeless encampments” and moved to the Activity & Workload Highlights section. This revision will allow the Department to count numbers instead of comparing data (to any other time frame) since staff rotation may impact data quality.

<sup>2</sup> In 2007-2008, services were more focused on permanent supportive housing for clients rather than temporary housing solutions. This resulted in a lower number assisted.

Provide Services to Homeless and At-Risk Populations* Resource Summary	2006-2007 Actual 1	2007-2008 Adopted 2	2008-2009 Forecast 3	2008-2009 Adopted 4	% Change (2 to 4)
<b>Core Service Budget **</b>					
Personal Services	\$ 416,670	\$ 459,639	558,504	781,775	70.1%
Non-Personal/Equipment	50,626	29,045	29,045	33,045	13.8%
<b>Total</b>	<b>\$ 467,296</b>	<b>\$ 488,684</b>	<b>\$ 587,549</b>	<b>\$ 814,820</b>	<b>66.7%</b>
<b>Authorized Positions</b>	<b>4.30</b>	<b>4.30</b>	<b>4.85</b>	<b>6.85</b>	<b>59.3%</b>

\* In 2006-2007, the Provide Services to Homeless and At-Risk Populations Core Service appeared in the Neighborhood Services CSA.

\*\* The Resource Summary includes all operating allocations within the Department that contribute to the performance of this Core Service. Note that additional resources from City-Wide, Special Funds and/or Capital Funds may also contribute to Core Service performance, yet are displayed elsewhere in this budget.

# Community and Economic Development CSA

Core Service: Provide Services to Homeless and At-Risk Populations  
*Housing Department*

## Budget Changes By Core Service

Adopted Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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### DIVERSE RANGE OF HOUSING OPPORTUNITIES

1. Telephone Communications Cost Efficiencies		(1,000)	0
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This action generates ongoing city-wide telephone communications cost savings totaling \$332,000 (\$152,000 in the General Fund). The cost savings in the Housing Department in the Provide Services to Homeless and At-Risk Populations Core Service is \$1,000. These reductions are made possible by efficiencies resulting from the routing of phone calls over combined voice/data lines over the Internet, a technology known as Voice over Internet Protocol (VoIP) that is more cost efficient than traditional phone systems that route calls over existing phone lines. Savings are also being achieved through lower departmental call levels. (Ongoing savings: \$1,000)

#### Performance Results:

No changes to current service levels are anticipated with this reduction due to the technology efficiencies of VoIP.

2. Homeless and Emergency Services	2.00	228,271	0
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This action adds a Development Specialist, assigned to the function of emergency service provision, as well as add a limit-dated Development Officer (June 30, 2009, to cover for a long-term vacancy) to perform homeless services management in the Housing Production Division. The Development Specialist will respond to residential fires and other residential emergencies; work with the City departments to develop emergency response plans; as well as manage The Haven, a transitional housing facility designed for housing disaster victims. This position will serve as the Department's Emergency Services Specialist and will coordinate with outside entities such as the Red Cross and the County of Santa Clara. The Development Officer position will serve as the Department's Homeless Services Manager and will provide adequate staffing and resources to ensure that the goals set forth by the Blue Ribbon Commission, which includes ending chronic homelessness, are accomplished. This position will provide direct supervision of Homeless program staff, as well as implement a new program to provide monthly rental assistance and case management to 15 families transitioning out of homelessness. (Ongoing costs: \$99,665)

#### Performance Results:

**Quality** The increased staffing will result in increased ability to end chronic homelessness and respond to local residential emergencies.

2008-2009 Adopted Core Service Changes Total	2.00	227,271	0
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