

Housing Department
Community and Economic Development CSA

Core Service: Community Development & Investment

Core Service Purpose

Investing in at-risk residents and neighborhoods.

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

The Community Development & Investment core service is being displayed for the first time in the 2009-2010 Proposed Budget. This new core service combines the operational services previously reported in the Provide Services to the Homeless and At-Risk Populations core service with the services provided through the Community Development Block Grant (CDBG) program. These two sections of the Housing Department provide investments through multiple grant programs to low-income people and neighborhoods throughout San José.

Homeless Program

San José is partnering with government and community-based organizations to end chronic homelessness. This core service coordinates with Destination: Home – the County-wide effort to end chronic homelessness; the County; and local homeless service agencies to develop and implement initiatives to end and prevent homelessness. In addition, this core service provides grants to agencies that directly assist homeless or at-risk households; distributes information and referrals; and coordinates a comprehensive direct service program for homeless and at-risk households. This core service also includes efforts to proactively and reactively respond to local emergencies such as residential fires and floods by responding to local residential emergencies, overseeing the management of The Haven, a shelter specifically designed for housing disaster victims, and proactively preparing for emergency situations that could leave substantial numbers of San José residents without shelter.

This core service administers grant funds including federal Emergency Shelter Grants (ESG), Housing Opportunities for Persons with Aids (HOPWA – both entitlement and competitive grants), 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 2009-2010, the program expects to grant \$443,313 in ESG funding, \$744,000 in HOPWA entitlement funding, \$408,833 in HOPWA competitive funding, and up to \$4.5 million in Housing Trust Funds.

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Core Service: Community Development and Investment

Performance and Resource Overview (Cont'd.)

Community Development Block Grant









For 2009-2010, the CDBG program has been awarded \$9.9 million in CDBG entitlement funds for public service and community development projects, which continues a downward trend in the annual entitlement amount since a high of \$13,453,000 in 1995-1996. The CDBG Program also estimates it will generate \$800,000 in program income in 2009-2010 from repayments of housing rehabilitation and economic development business loans. This represents a 50% reduction from the Adopted Budget level of \$1.6 million.

2009-2010 represents the fourth year the Housing Department will administer the CDBG program. The Department continues to work with the CDBG Task Force, an ad hoc committee of the Housing and Community Development Commission, to identify program improvements and streamline program policies and procedures. The goal of these improvements is to make the program more user-friendly to grantees, while ensuring that it continues to be administered according to federal requirements. Parallel with administrative improvements, CDBG will continue to award funds that maximize the benefit to San José neighborhoods.

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Core Service: Community Development and Investment

Performance and Resource Overview (Cont'd.)

Community Development & Investment Performance Summary	2007-2008 Actual	2008-2009 Target	2008-2009 Estimated	2009-2010 Target
 Annual number of homeless individuals assisted in securing permanent housing over 10 year period 2004-2013 (based upon 2004 Census that identified 4,900 homeless households)	24%	78% (490)	600	490
 % annual change in the number of unduplicated persons utilizing emergency shelters	2%	-4%	2%	2%
 % of CDBG-funded projects meeting all stated Outcomes:				
- City projects	89%	90%	100%	90%
- Non-City projects	89%	90%	89%	90%
 % of CDBG invoices processed within 30 days of receipt of all required documentation	98%	90%	95%	90%
 % of CDBG contracts completed by July 1	NEW	90%	100%	90%
 % of CDBG open projects monitored by June 3	NEW	100%	100%	100%
 % of walk-in clients that are satisfied or very satisfied with the effectiveness, timeliness, and courtesy of services received	94%	95%	90%	95%
 % of homeless households housed who are still housed:				
- Within 6 months of original placement	NEW	NEW	NEW	90%
- Within 12 months of original placement	NEW	NEW	NEW	80%

Changes to Performance Measures from 2008-2009 Adopted Operating Budget: Yes¹

¹ Changes to Performance Measures from 2008-2009 Adopted Budget:

- "Annual number of homeless individuals assisted" was revised to report number of homeless individuals assisted, rather than the cumulative % of homeless households assisted. This revised measure will more accurately reflect the amount of homeless individuals served, and eliminate confusion caused by reporting cumulative percentages based on outdated homeless census data.
- ✕ "Number of reported homeless encampments" was deleted, as this data provided no accurate information regarding the extent of the homeless population, or the efforts of the Housing Department on ending homelessness.
- ✕ "% of qualified clients that are referred to or assisted with emergency housing within 24 hours" was deleted, as this measure did not provide real measurement/valuable information on the Housing Department's efforts to serve, prevent, or end homelessness.
- "% of CDBG contracts completed by July 1" was revised to provide language clarification.
- ✚ "% of homeless households housed" was added to capture data as to the successfulness of emergency homeless providers in assisting with placement.

Housing Department
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Core Service: Community Development & Investment

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2007-2008 Actual	2008-2009 Forecast	2008-2009 Estimated	2009-2010 Forecast
Number of chronically homeless individuals (as defined by HUD) assisted in securing permanent housing	174	190	270	300
New federal, State or private foundation funds secured to assist efforts to end homelessness	\$317,752	\$500,000	\$475,000*	\$4,100,000**
Number of unduplicated clients assisted by the Homeless Program	10,579	4,500	14,000	10,000

Changes to Activity & Workload Highlights from 2008-2009 Adopted Operating Budget: No

* Includes Auto Repair and Respite Care appropriation.

** Includes Homeless Prevention stimulus funds.

Community Development & Investment** Resource Summary	2007-2008 Actual 1	2008-2009 Adopted 2	2009-2010 Forecast 3	2009-2010 Proposed 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	\$ 688,933	\$ 781,775	\$ 1,804,119	\$ 1,730,555	121.4%
Non-Personal/Equipment	115,169	33,045	30,545	30,545	(7.6%)
Total	\$ 804,102	\$ 814,820	\$ 1,834,664	\$ 1,761,100	116.1%
Authorized Positions	4.85	6.85	15.95	14.95	118.2%

* 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.

** For 2009-2010, the Provide Services to Homeless and At-Risk Populations Core Service, as well as its budgetary figures, was integrated into a new Core Service, Community Development and Investment. In addition, 9.0 positions from the Strategic Support Core Service were transferred to the Community Development and Investment Core Service.

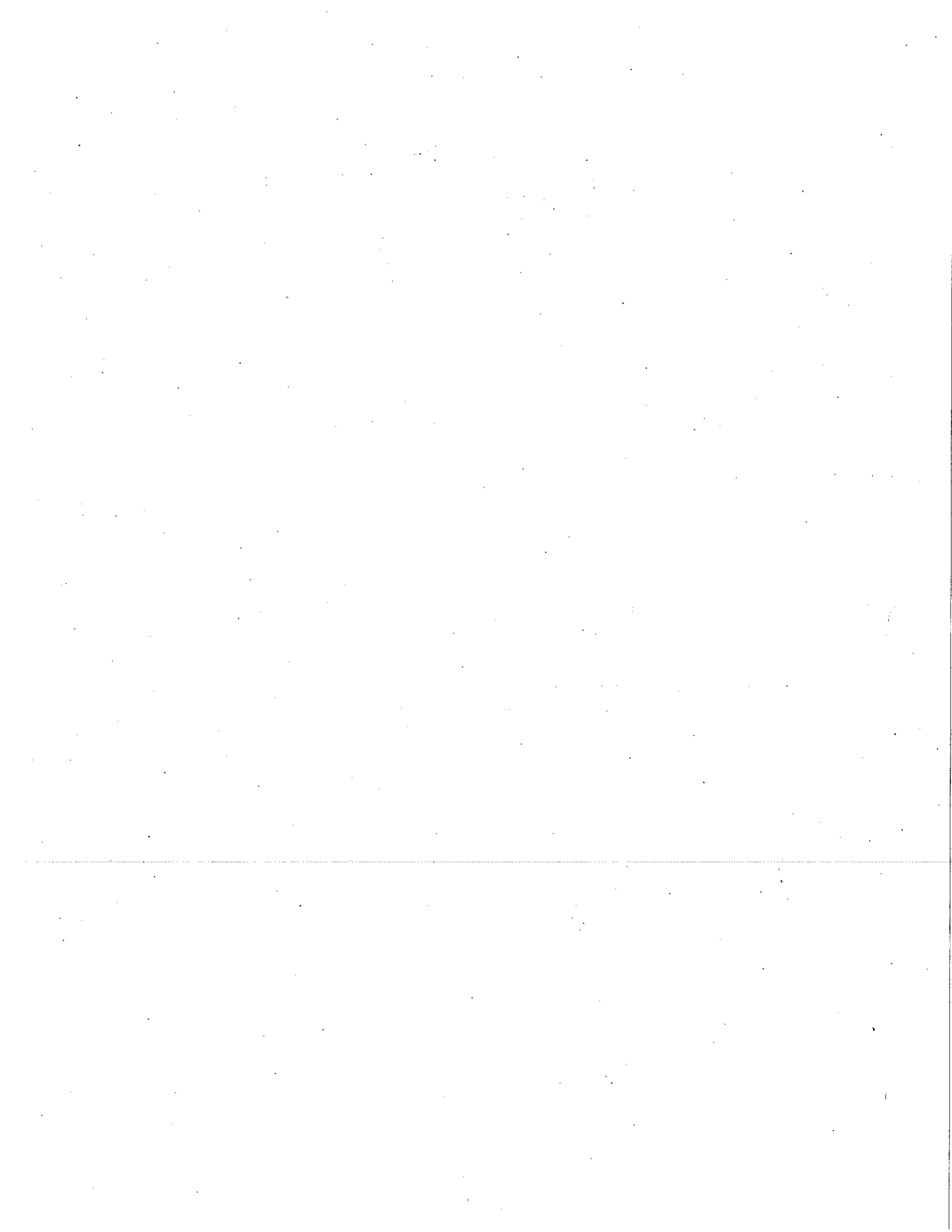
Housing Department
Community and Economic Development CSA

Core Service: Community Development & Investment

Budget Changes By Core Service**

Proposed Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
1. Housing Department Administrative Staffing	(1:00)	(73,564)	0
2009-2010 Proposed Core Service Changes Total	(1.00)	(73,564)	0

** Detailed information regarding these budget changes can be found in the City Departments section of this document.



Housing Department
Community and Economic Development CSA

Core Service: Increase the Affordable Housing Supply

Core Service Purpose

Provide 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

This 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.





Due to the downturn in the economy accompanied by a global credit crunch, the traditional debt mechanisms used by the City to finance affordable housing have been extremely difficult to execute. This situation has created new challenges for the City as a lender. Both private and public funds for affordable housing continue to be delayed due to the challenges in the bond market and State funded programs. In 2008-2009, the affordable housing production goal is estimated at 59% (324) against a target of 100% (550). The City is seeking a new line of credit and other forms of short term debt in order to raise capital to finance new commitments for multi-family affordable housing. Given these financial constraints, the priority is to move shovel-ready projects forward as quickly as possible, in effort to create housing, jobs, and fee revenue to the City.

In 2008-2009, the City of San José experienced a steep decline in home values. As a result of increased inventory and reduced sales prices, many City of San José low- and moderate-income homebuyers are now able to enter the homeownership market for the first time in years. By the way of example, in 2007-2008, the City of San José closed 109 homebuyer loans. In 2008-2009, the City projects closing three times as many loans (347 loans). By the end of 2008-2009, the City expects to assist over 200 households with a total city investment of approximately \$14 million.

Housing Department
Community and Economic Development CSA

Core Service: Increase the Affordable Housing Supply

Performance and Resource Overview (Cont'd.)

Increase the Affordable Housing Supply Performance Summary	2007-2008 Actual	2008-2009 Target	2008-2009 Estimated	2009-2010 Target
 % of annual target achieved for production of affordable housing	86% (607)	100% (550)	59% (324)	100% (200)
 % of annual target achieved for homebuyer clients assisted	32% (109)	100% (440)	79% (347)	100% (249)
 Cumulative ratio of non-City funds to City funds over the last five years in the New Construction Program	2.9:1	3.0:1	3:3:1	3.0:1
 % of homebuyer clients (approved or denied) satisfied or very satisfied with the programs based on overall service	100%	95%	93%	95%

Changes to Performance Measures from 2008-2009 Adopted Operating Budget: No

Activity & Workload Highlights	2007-2008 Actual	2008-2009 Forecast	2008-2009 Estimated	2009-2010 Forecast
Number of homebuyer loans provided:				
-Teacher Program	44	48	60	60
- SJSU Program	NEW	15	12	15
- Project-Based homebuyer assistance	NEW	88	100	50
- Inclusionary Units	29	126	40	44
-Other downpayment assistance	36	163	135	80
Total	109	440	347	249
Number of unduplicated households assisted by the homebuyer program*	NEW	NEW	200	130
Number of affordable housing units completed in the fiscal year	737	550	324	248
Average per-unit subsidy in funding commitments for new construction projects (\$)	95,855	90,000	117,251	132,319

Changes to Activity & Workload Highlights from 2008-2009 Adopted Operating Budget: Yes¹

¹ Changes to Activity & Workload Highlights from 2008-2009 Adopted Budget:

⊖ "Number of homebuyer loans provided" was revised to make the data more accurately reflect the measure. Due to the layering of loans, it was difficult to report homebuyers in this format. This performance measure previously reflected the total number of households assisted and will now reflect the number of loans.

+ "Number of unduplicated household assisted by the homebuyer program" was added to capture the amount of households assisted, regardless of how many loans are received.

* Some homebuyers received multiple loans.

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Core Service: Increase the Affordable Housing Supply

Performance and Resource Overview (Cont'd.)

Increase the Affordable Housing Supply Resource Summary	2007-2008 Actual 1	2008-2009 Adopted 2	2009-2010 Forecast 3	2009-2010 Proposed 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	\$ 1,001,363	\$ 1,233,978	\$ 1,340,992	\$ 1,340,992	8.7%
Non-Personal/Equipment	165,771	446,827	447,327	447,327	0.1%
Total	\$ 1,167,134	\$ 1,680,805	\$ 1,788,319	\$ 1,788,319	6.4%
 Authorized Positions	 10.00	 10.00	 10.35	 10.35	 3.5%

* 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

Proposed Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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NONE

Housing Department
Community and Economic Development CSA

Core Service: Maintain the Existing Affordable Housing Supply

Core Service Purpose

This 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 Rights and Referrals 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

Maintaining 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 heating, electrical, and plumbing, removing lead based paint, and providing new exterior paint and roofs.

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, mobilehomes, and special SNI Rehabilitation Multi-family projects. 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.

Housing Department
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Core Service: Maintain the Existing Affordable Housing Supply

Performance and Resource Overview (Cont'd.)

Housing Rehabilitation (Cont'd.)

For 2009-2010, \$5.6 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), Community Development Block Grant (\$1.7 million), \$303,268 for the Minor Repair Program, and CalHome funds (\$1,500,000). In addition, the Department is partnering with the San José Redevelopment Agency on several SNI demonstration projects in the Delmas Park and Washington-Guadalupe neighborhoods with a total combined budget of over \$400,000 for neighborhood improvements.

Rental Rights and Referrals

The Rental Rights and Referrals Program is committed to protecting the rights of tenants and landlords. The Program provides education and information to aid communication between tenants and landlords and provides mediation services in cases of tenant/landlord disputes. Due to changes in housing market conditions, the Department has seen a steady increase in program usage. Mediation services are needed to resolve tenant/landlord disputes in a tight rental market.










Loan Compliance and Collections

The Housing Department has a portfolio of over \$600 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.

Housing Department
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Core Service: Maintain the Existing Affordable Housing Supply

Performance and Resource Overview (Cont'd.)

Maintain the Existing Affordable Housing Supply Performance Summary	2007-2008 Actual	2008-2009 Target	2008-2009 Estimated	2009-2010 Target
 Monetary default rate of loan portfolio by category:				
% of total loan principal:				
1. Project Loans	0.00%	<4%	1%	<2%
2. Rehabilitation Loans	1.00%	<4%	1.5%	<2%
3. Homebuyer Loans	0.00%	<1%	2%	<3%
% of total loans:				
4. Project Loans	1.00%	<4%	0.5%	<2%
5. Rehabilitation Loans	1.00%	<4%	1.5%	<2%
6. Homebuyer Loans	0.00%	<1%	2%	<3%
 % of tenant/landlord mediations that resulted in mutual agreement	54%	65%	70%	70%
 % of small rehabilitation projects completed within 6 months of approval	40%	65%	41%	59%
 % of portfolio units brought into compliance with safe and sanitary condition requirements within 90 days	NEW	NEW	NEW	90%
 % of all non-mobilehome rehabilitation project funds approved within SNI neighborhoods	53%	60%	41%*	50%
 % of all rehab program funds that are loaned versus granted	31%	50%	29%*	45%
 % of rehabilitation, mobilehome, and paint-grant clients satisfied or very satisfied based on overall service	85%	90%	98%	90%
 % of loan management clients satisfied or very satisfied based on overall service	NA	95%	95%	99%
 % of occupants in projects built with City subsidy that rate units good or excellent	NA	75%	80%	85%

Changes to Performance Measures from 2008-2009 Adopted Operating Budget: Yes¹

¹ Changes to Performance Measures from 2008-2009 Adopted Budget:

+ “% of portfolio units brought into compliance” measure was added. This new measure reflects the effectiveness of inspections to ensure safe and sanitary conditions of affordable housing units produced with City housing subsidies.

U “% of occupants in projects built with City subsidy” was revised to capture information related to occupants overall satisfaction with the units, rather than rating satisfaction of “value.”

* Rehabilitation Program changes, which will be implemented in 2009-2010 will shift investment to SNI areas and loans compared to the current year’s performance.

Housing Department
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Core Service: Maintain the Existing Affordable Housing Supply

Performance and Resource Overview (Cont'd.)

Activity & Workload Highlights	2007-2008 Actual	2008-2009 Forecast	2008-2009 Estimated	2009-2010 Forecast
Number of rehabilitation projects completed				
1. Rehabilitation projects	114	125	113	125
- SNI	NEW	NEW	64	75
- Non-SNI	NEW	NEW	49	50
2. Paint projects	0	250	0	50
3. Mobilehome projects	211	175	136	150
4. Minor Repair	NEW	NEW	85	200
Total:	325	550	334	525
Number of rehabilitation applications approved or cancelled				
1. Rehab, conventional homes	110	210	105	135
-SNI neighborhoods	44	150	43	80
-Non-SNI neighborhoods	66	60	62	55
2. Mobilehome projects	198	200	130	135
3. Paint projects	0	275	0	0
Total:	308	685	235	270
Number of Rehabilitation Program pre-application inspections	488	350	230	297
Size of Housing Department loan portfolio by category:				
Total loan principal (\$):				
1. Project Loans	515,715,853	585,000,000	530,800,500	540,755,537
2. Rehabilitation Loans	15,969,206	18,900,000	20,100,000	22,826,324
3. Homebuyer Loans	50,883,520	56,000,000	54,260,396	57,416,094
Total	582,568,579	659,900,000	605,160,896	620,997,955
Total number of loans:				
4. Project Loans	166	178	172	179
5. Rehabilitation Loans	418	490	478	538
6. Homebuyer Loans	831	1,284	1,020	1,078
Total	1,415	1,952	1,670	1,795
Number of Loan Management transactions (refinances, subordinations, assumptions)	1,229	470	1,106	1,500
Number of major projects in loan portfolio inspected annually				
- Projects			198	135
- Units	N/A	N/A	1,608	1500
Number of unduplicated Rental Rights & Referrals program clients	2,566	2,000	2,550	2,650

Changes to Activity & Workload Highlights from 2008-2009 Adopted Operating Budget: Yes¹

¹ Changes Activity & Workload Highlights from 2008-2009 Adopted Budget:

⊆ "Number of rehabilitation projects completed" was revised to reflect program priorities (SNI) and changes (Minor Repair).

⊆ "Number of major projects in loan portfolio" was revised to include unit count.

Housing Department
Community and Economic Development CSA

Core Service: Maintain the Existing Affordable Housing Supply

Performance and Resource Overview (Cont'd.)

Maintain the Existing Affordable Housing Supply Resource Summary	2007-2008 Actual 1	2008-2009 Adopted 2	2009-2010 Forecast 3	2009-2010 Proposed 4	% Change (2 to 4)
Core Service Budget *					
Personal Services	\$ 3,059,356	\$ 3,672,005	\$ 3,848,152	\$ 3,848,152	4.8%
Non-Personal/Equipment	162,037	495,010	495,010	495,010	0.0%
Total	<u>\$ 3,221,393</u>	<u>\$ 4,167,015</u>	<u>\$ 4,343,162</u>	<u>\$ 4,343,162</u>	4.2%
 Authorized Positions	 32.15	 32.15	 32.05	 32.05	 (0.3%)

* 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

Proposed Core Service Changes	Positions	All Funds (\$)	General Fund (\$)
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NONE

Housing Department
Community and Economic Development CSA

Strategic Support

Strategic Support Purpose

Strategic Support represents services provided within departments that support and guide the provision of the core services.

Key Operational Services:

- | | |
|--|--|
| <input type="checkbox"/> Policy Development | <input type="checkbox"/> Facility Management |
| <input type="checkbox"/> Long Range Planning | <input type="checkbox"/> Vehicle Maintenance |
| <input type="checkbox"/> Financial Management | <input type="checkbox"/> Audit Supervision |
| <input type="checkbox"/> Information Technology | <input type="checkbox"/> Materials Management |
| <input type="checkbox"/> Clerical Support | <input type="checkbox"/> Public Education |
| <input type="checkbox"/> Human Resources | |

Performance and Resource Overview

The Housing Department's organizational structure consists of new construction, housing rehabilitation, loan monitoring, management and analysis, and grant management. Strategic Support provides essential operational services including budget and financial management, human resource services, information and technology management, policy development, and public education to ensure the efficient operation of Housing Department programs. Administration of the CDBG Program was previously budgeted in this core services; however, for 2009-2010, this program will be budgeted in the newly created core service; Community Development and Investment.

Over the past five years, the Housing Department has greatly expanded the number of revenue sources for housing programs, each of which has its own requirements regarding eligible uses of funds and deadlines for commitments and expenditures. Although the downturn in the economy has created new challenges for the Housing Department, the Department will benefit from the Federal Housing and Economic Recovery Act and the American Recovery and Reinvestment Act of 2009 (stimulus funds) in 2009-2010. The federal stimulus package included \$4.1 million in Homeless Prevention and Rapid Rehousing Program funds; and \$2.7 million in Community Development Block Grant funds. The Housing Department has received a contract for \$5.5 million in Neighborhood Stabilization Program funds (Housing and Economic Recovery Program). Additionally, two new fees are proposed in order to provide additional funding for the provision of homebuyer services: \$4,200 for Homebuyer Subordination Fee; and \$2,550 for Multi-Family Project Ownership Transfer Fee. The Homebuyer Subordination Fee (\$260 per subordination transaction) would recover the administrative costs for the refinancing of a City loan with a new "senior lender." The Multi-Family Project Owner Transfer Fee (\$1,250) would be charged to developers to recover the administrative costs associated with researching the capability of the new firm in managing ownership.

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Strategic Support

Performance and Resource Overview (Cont'd.)

Strategic Support* Resource Summary	2007-2008 Actual 1	2008-2009 Adopted 2	2009-2010 Forecast 3	2009-2010 Proposed 4	% Change (2 to 4)
Strategic Support Budget *					
Personal Services	\$ 3,809,218	\$ 3,991,970	\$ 2,970,174	\$ 2,855,159	(28.5%)
Non-Personal/Equipment	548,372	356,738	358,238	358,238	0.4%
Total	\$ 4,357,590	\$ 4,348,708	\$ 3,328,412	\$ 3,213,397	(26.1%)
 Authorized Positions	 33.00	 34.00	 23.65	 22.65	 (33.4%)

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

Strategic Support Budget Changes**

Proposed Strategic Support Changes	Positions	All Funds (\$)	General Fund (\$)
1. Employment Services Consolidation	(1.00)	(115,015)	0
2009-2010 Proposed Strategic Support Changes Total	(1.00)	(115,015)	0

** Detailed information regarding these budget changes can be found in the City Departments section of this document.