

County of Santa Clara
Employee Services Agency
Recruiting & Examining



ESA01-R 012803


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DATE: January 28, 2003

TO: Board of Supervisors

FROM: 
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Deputy County Executive

SUBJECT: Establish new classification of Director, Office of Affordable Housing and add one Senior Management Analyst/ Management Analyst/Associate Management Analyst B/Associate Management Analyst A position and one Management Analyst/Associate Management Analyst B/Associate Management Analyst A in the Office of Affordable Housing, BU168, Index 1168

Meeting Date January 28, 2003

Processor name Debbie Johnson

RECOMMENDED ACTION

Item Number 36

Consider recommendations from Employee Services Agency relating to the Office of Affordable Housing

Possible action:

- a. Approve Classification Specification for Director, Office of Affordable Housing.
- b. Introduction and preliminary adoption of Salary Ordinance No. NS-20.03.3 amending Santa Clara County Salary Ordinance No. NS-20.03 relating to the compensation of employees adding one Director, Office of Affordable Housing in the Office of the County Executive (Roll Call Vote to waive reading, Roll Call Vote to adopt)
- c. Introduction and preliminary adoption of Salary Ordinance No. NS-5.02.62 amending Santa Clara County Salary Ordinance No. NS-5.02 relating to the compensation of employees adding one Senior Management Analyst/Management Analyst/Associate Management Analyst B/Associate Management Analyst A and one Management Analyst/Associate Management Analyst B/Associate Management Analyst A in the Office of Affordable Housing. (Roll Call Vote to waive reading, Roll Call Vote to adopt)

FISCAL IMPLICATIONS

There will be no impact to the General Fund. The cost of the Director, Office of Affordable Housing for the last 5 pay periods of the fiscal year is approximately \$25,444, to be funded by housing set-aside funds. The annualized cost of the position in FY 2004 is approximately \$136,044, and will be funded through a combination of housing set-aside funds, HCD funds and Housing Bond Trust Fund monies.

The cost of the two Analyst positions is approximately \$45,701 through the end of the fiscal year, with an annualized cost in FY 2004 of \$194,370. One position will be funded by HUD revenues for the HOME Administration and the other will be funded by the Housing Bond Trust Fund.

CONTRACT HISTORY

The County's MC/Housing Bond Trust fund activities were performed by a contractor, Knox and Associates, for approximately 20 years. Effective July 2002, Knox and Associates declined to continue services for the County and an employee of Knox and Associates was directly hired by the County as a Contractor. January 28, 2003

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REASONS FOR RECOMMENDATION

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At the December 17, 2002, meeting of the Board of Supervisors, administration received direction from the Board regarding the first phase of staffing the new Office of Affordable Housing. At that time the Board approved in concept the addition of three positions to the Office: the establishment and creation of a Director, Office of Affordable Housing, the addition of one Senior Management Analyst/Management Analyst/ Associate Management Analyst B/Associate Management Analyst A position to coordinate implementation of the County's Mortgage Credit Certificate program (MCC) and one Management Analyst/Associate Management Analyst B/Associate Management Analyst A to assist in the implementation of the HOME program.

Director, Office of Affordable Housing

At the December 2002 meeting, the Board approved, in concept, the need to create a position that would provide leadership in the implementation of housing initiatives in Santa Clara County. It requested Employee Services Agency to review the duties of the position and to develop a job description. Employee Services Agency has reviewed the position and recommends the creation of the classification of the Director, Office of Affordable Housing. The position will implement the vision for the office through strategies designed to create and move forward a legislative agenda to support affordable housing development, coordinate the use of County funds to achieve the Board's direction on housing development, work with other local agencies and affordable housing developers to set measurable goals for affordable housing development in the County and develop an organizational culture to achieve successful outcomes.

MCC Program

The Senior Management Analyst/Management Analyst/Associate Management Analyst B/Associate Management Analyst A position will coordinate implementation of the County's MCC/Housing Bond program. The MCC/Housing Bond program is currently staffed by contract staff under the direction of the Deputy County Executive for Intergovernmental Relations. The recommendation is to transition this function into a new coded Senior Management Analyst/Management Analyst/Associate Management Analyst B/Associate Management A position that will be responsible for the day-to-day functions of the program; the development of policies and procedures to integrate the work of the program into the consolidated structure of the Office of Affordable Housing; work directly with California Department Limit Advisory Commission staff, local agency representatives and members of the Housing Bond Advisory Committee to set policies regarding the use of funds and

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recommend bond allocations; serve as liaison between home buyers and lenders, and to staff the Housing Bond Advisory Committee.

HOME Program

In 1989, the HOME program was initiated by the U.S. Department of Housing and Urban Development to provide loans and grants to private and non-profit developers to develop affordable housing with emphasis on acquisition and rehabilitation of existing properties or to fund new multi-family rental units and single family homes if locally identified as a need. Over the years, the County has received HOME funds which have been used for a number of housing projects. These projects have ranged from small group homes with five senior tenants, all the way up to large apartment complexes with hundreds of family-sized units. Since the inception of HOME programs, the total portfolio of loans and grants in Santa Clara County has increased over the years. The HOME program requires that local jurisdictions monitor the loan for the entire life of the loan. It is anticipated that the Analyst added by this action will assist in better management of long-term contract compliance and monitoring. It was recommended by HUD at the conclusion of their recent monitoring of the County's HOME program that there needed to be additional staff person specifically designated to assist in managing the HOME program apart from the management for the CDBG program. This recommendation was repeated in the just completed report from the Enterprise Foundation regarding the creation of the new Office of Affordable Housing. The Enterprise Foundation report recommended that the Office of Affordable Housing include a Management Analyst position that specialized in the HOME Program.

BACKGROUND

On October 8, 2002, the Board of Supervisors directed Administration to report to the Board with specific recommendations regarding staffing in the Office of Affordable Housing. Administration presented a report to the Board on December 17, 2002, with specific positions identified as Phase 1 Staffing recommendations. At that time, the Board approved in concept three of the positions recommended by staff with direction for ESA to work with the department and return to the Board in January 2003, with a job description for the Director position and salary ordinance amendments to add the two analyst positions as well as the Director position.

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CONSEQUENCES OF NEGATIVE ACTION

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Administration will be unable to proceed with the consolidation of functions and the staffing of the new Office of Affordable Housing.

STEPS FOLLOWING APPROVAL

Upon Board approval, the Clerk of the Board will send Keyboard notification of completed processing to Karen Rixman, Tommy Nguyen and Debra Whitworth of Employee Services Agency – Human Resources.

ATTACHMENTS

- Director, Office of Affordable Housing Job Specification (Personnel Recommendations)
- Salary Ordinance Amendment (Ordinances)
- Salary Ordinance Amendment (Ordinances)

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