



County of Santa Barbara

Housing & Community
Development

Housing & Community Development Management Review Initial Report

November 14, 2006



Agenda

■ Recommendations

- Ordinance, Buy Back Program, Stakeholder Group

■ Department Overview

- Key Services
- Organizational Structure
- Workforce Characterization

■ Balanced Scorecard

- Focus Areas
- Observations and Recommendations



Recommendations

- Receive and file "For Sale" Affordable Units Compliance Project Report (Attachment A)
- **Set hearing on December 5, 2006 to consider the introduction (First Reading) of an Ordinance of the County of Santa Barbara Adding Chapter 46 to the Santa Barbara County Code to Add Owner Occupancy and Enforcement Provisions to the County's Affordable Housing Program (Attachment B)**
- Set second reading of an Ordinance of the County of Santa Barbara Adding Chapter 46 to the Santa Barbara County Code to Add Owner Occupancy and Enforcement Provisions to the County's Affordable Housing Program on December 12, 2006
- **Set hearing on December 5, 2006 to consider the introduction (First Reading) of an Ordinance Authorizing the County Executive Officer to Exercise the County's Option to Purchase For-Sale Affordable Housing Units as part of the County's streamlined buyback program (Attachment C)**
- Set second reading of an Ordinance Authorizing the County Executive Officer to Exercise the County's Option to Purchase For-Sale Affordable Housing Units on December 12, 2006

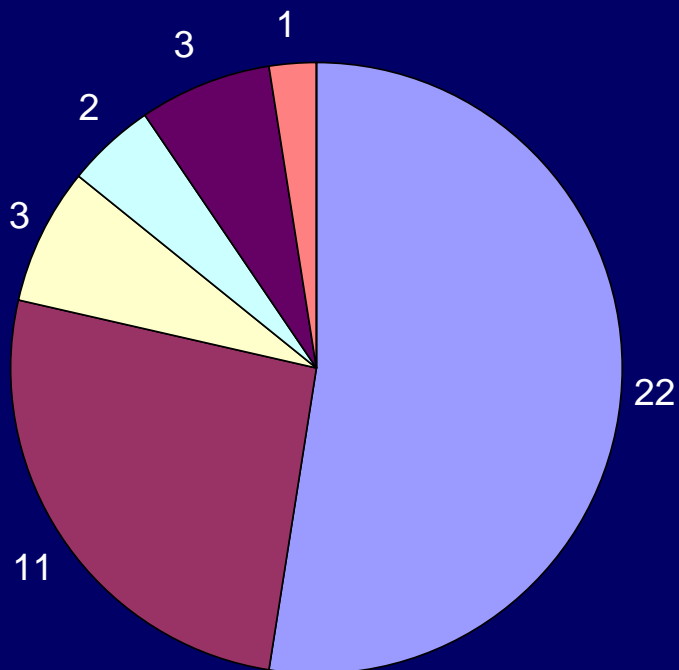


Recommendations

- **Approve the formation of a Stakeholders Advisory Group, comprised of 5 group members representing the five Supervisorial Districts, to review the goals, policies and outcomes of the Inclusionary Housing Program and alternatives to the Inclusionary Program**
- Receive the Inclusionary Housing Program Administrative Manual (Attachment D), and authorize the Housing and Community Development Department to revise the manual as determined necessary
- **Consider recommendations regarding the redistribution of functions from the Economic Development Division of the Housing and Community Development Department (Attachment E)**
- Approve funding for the development of an Inclusionary Housing Database of \$43,000



Possible Violations



- Rental of Entire Unit/Not Owner Occupied
- Partial Rental of Unit
- Refinanced Above Restricted Value
- Transfer of Title
- Purchase of MR Unit
- City Property Reported to County

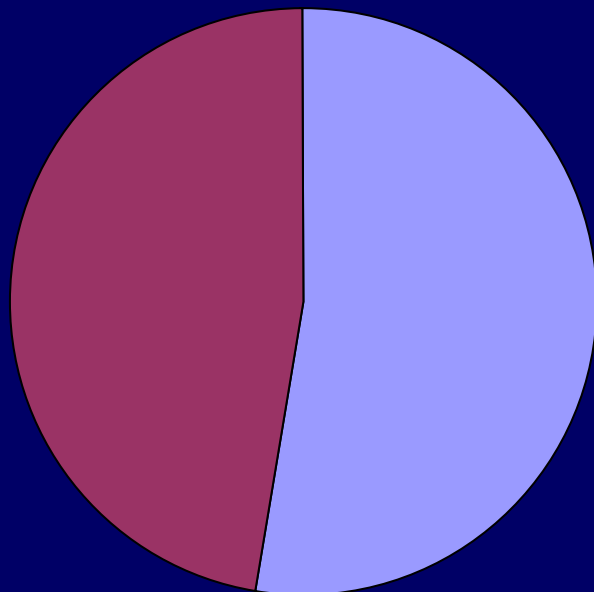
Total Cases: 42





Possible Violations

Owner Occupancy = 53%



- Owner Occupancy
- All Other Violations

Total Cases: 42



Possible Violations

Owner Occupancy

- Recommendations targeted at enforcement of owner occupancy requirement
 - Adopt ordinance to reinforce owner occupancy requirement for “for sale” affordable unit owners
 - Adopt ordinance to delegate purchase authority for repurchase of affordable units to promote streamlined purchase process; repurchase provides an opportunity to update covenants to current standard



Stakeholders Advisory Group

- In response to the Board's interest in the goals and outcomes of the Inclusionary Housing Program, we recommend formation of a Stakeholders Advisory Group to review the goals, policies and outcomes of the Inclusionary Housing Program and program alternatives
- Each Supervisor is asked to appoint one non-staff member to the project team
- A report of findings and recommendations pertaining to the County's Inclusionary Housing Program will be presented to the Board in 120 days



"For Sale" Affordable Units

<p>463 Existing Units</p>	<p>173 Pending Units</p>	<p>?? Future Units Focus of Stakeholders Advisory Group</p>
---	--	---



Economic Development

- Reassign the following programs for FY 2006-2007
 - CDBG Program
 - UCSB Economic Forecast Project Annual Economic Forecasts
 - Broadband Task Force
 - Tourism Marketing Funding
 - IntroNetworks Online Business Database
 - Vandenberg Air Force Base Economic Impact Analysis
 - Comprehensive Economic Development Strategy (CEDS)

- Budget for management of programs for FY 2007-2008



Economic Development

- Discontinue the following programs
 - UCSB Technology Management Program (TMP)
 - Energy Partnership
 - Automotive Technician Partnership
 - Ongoing Grant Applications for Department of Commerce, Economic Development Administration funds
 - Los Olivos Business Improvement District
 - Development Of Marketing Materials – Central Coast Marketing Team
 - Other Program Functions (Summits & Economic Analysis For CEO)



Agenda

■ Recommendations

- Ordinance, Buy Back Program, Stakeholder Group

■ Department Overview

- **Key Services**
- Organizational Structure
- Workforce Characterization

■ Balanced Scorecard

- Focus Areas
- Observations and Recommendations



Key Services, by Division

- Housing Development
- Housing Finance



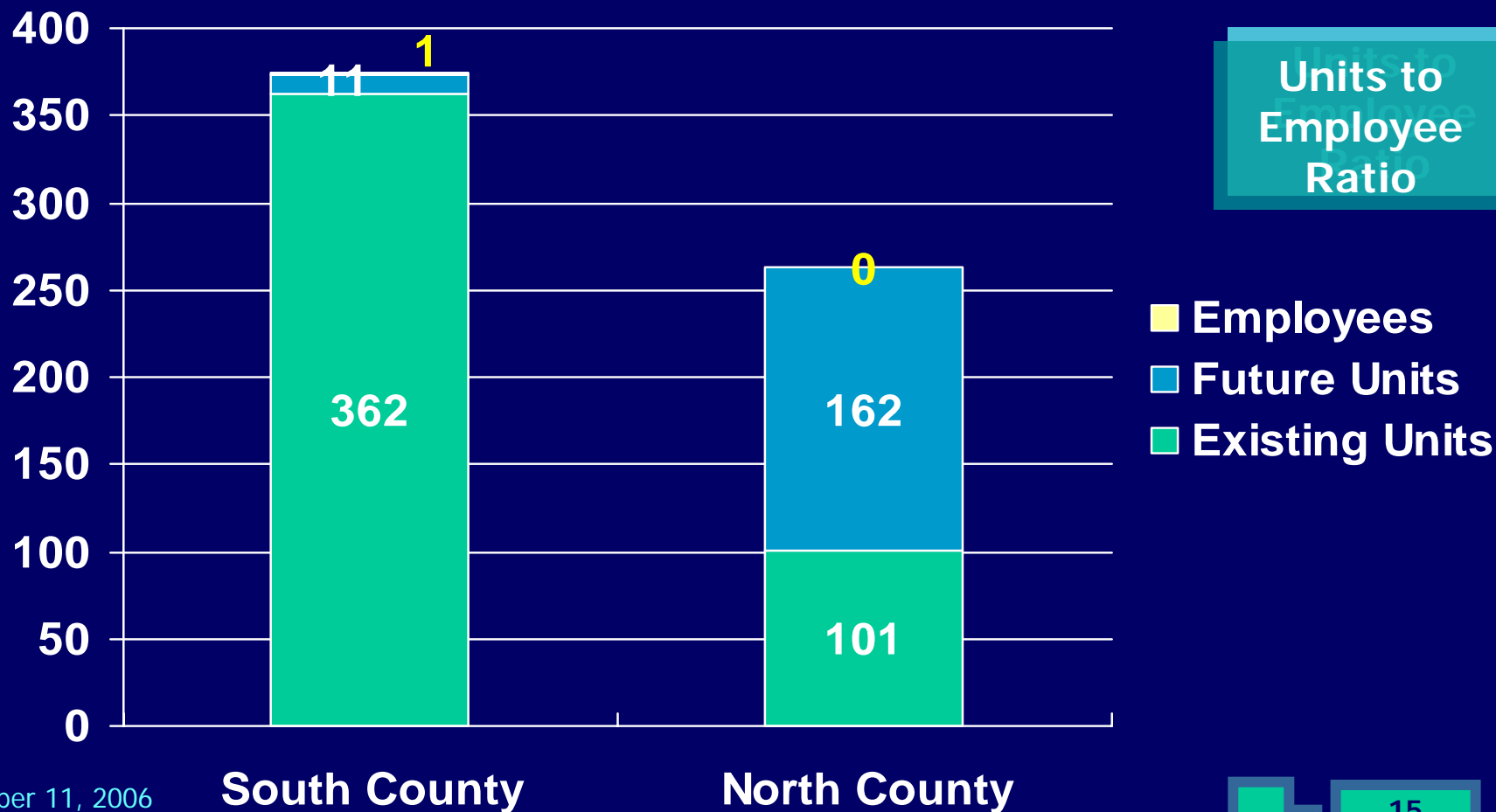
Key Services - Housing Development

■ Inclusionary Housing Program

- | | <u>Customer(s):</u> |
|---|-----------------------|
| ➤ Agreements to Provide | Developer, BOS |
| ➤ Lottery | Developer, Applicants |
| ➤ Income Certification
(New Units and Resales) | Developer, Applicants |
| ➤ Complaints | Property Owners |
| ➤ Compliance Monitoring | BOS |

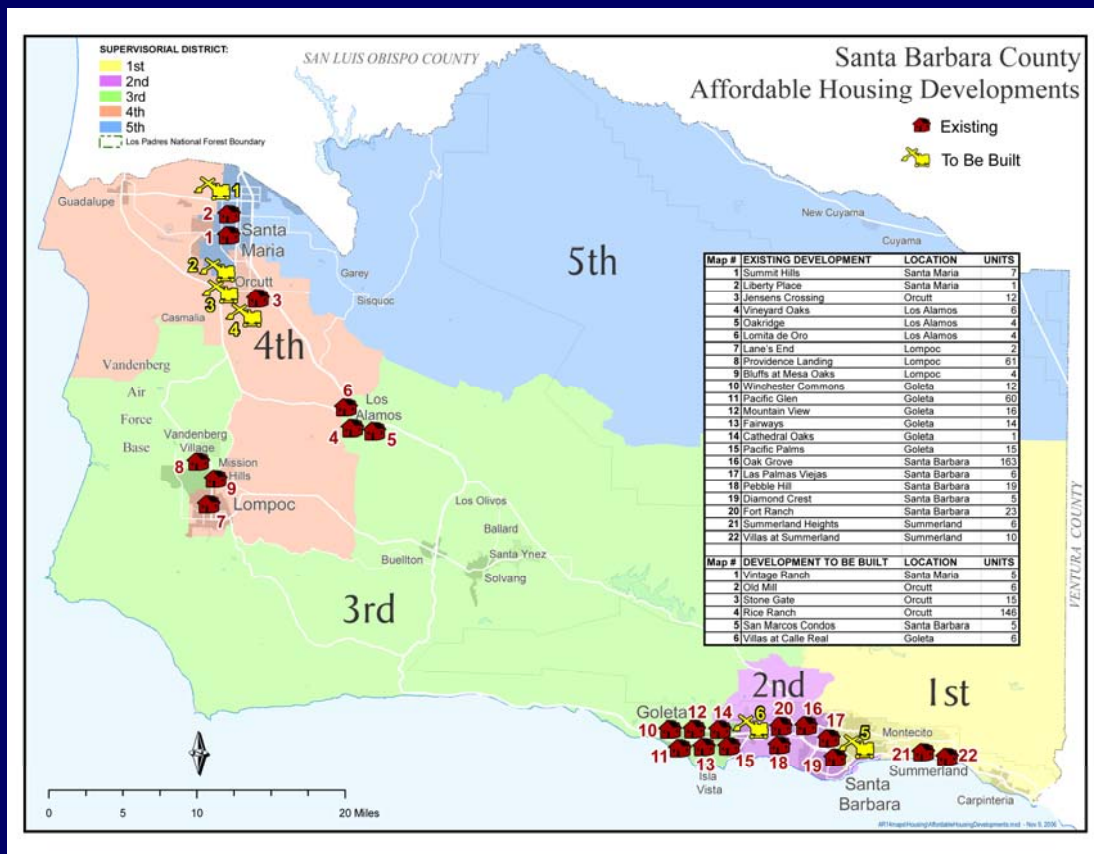


Housing Development Division



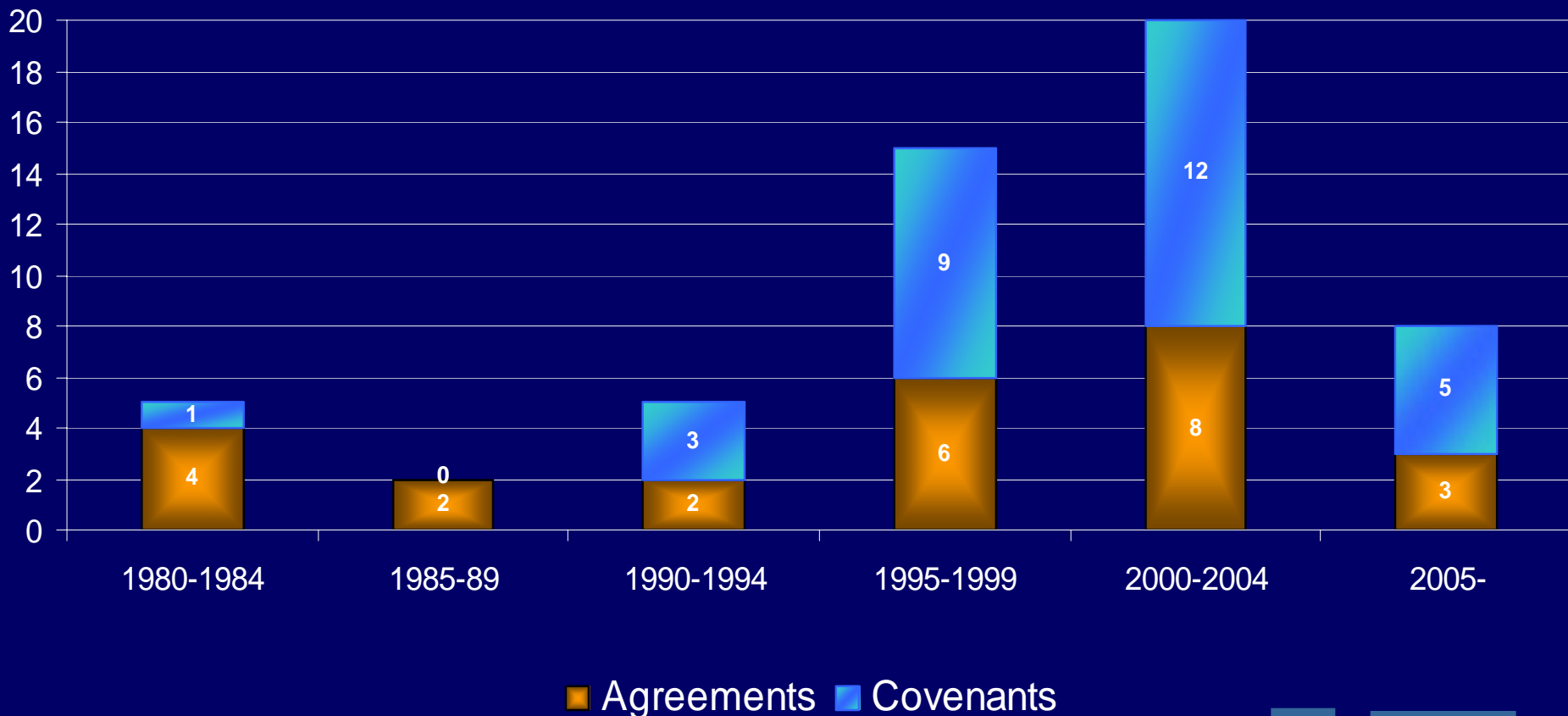


Location of "For Sale" Units





Agreements to Provide and Covenants by Date





Operational Highlights

Housing Development

<u>Service</u>	<u>04/05</u>	<u>05/06</u>	<u>06/07</u>
Administration of Lotteries	4	1	1
Prepare and Record Agreements to Provide	4	3	1
Buyers Certifications Processed	24	71	72
"For Sale" Affordable Units Transferred	17	14	5
Release of Covenant Documents Executed	3	1	
Developments with In-Lieu Fees Paid	1	2	1
Occupancy Surveys Sent, Info Compiled	130	262	



Key Services - Finance

■ Housing Finance Processes

- Homeless Ten-Year-Plan Administration
- Fair Housing and Rental Housing Mediation Programs
- Planning and Technical Assistance Reports and Studies
- Technical Assistance to Community Organizations/ Project Sponsors



Key Services - Finance

- Housing Finance: Programs that Produce Units
 - HOME Investment Partnership Program (HOME)
 - Community Development Block Grant (CDBG) Program Implementation For Urban County Funding
 - Homebuyer Assistance Program
 - HUD Homeless Transitional And Permanent Housing Annual Application And Project/Program Administration



Housing Finance: Unit Production

County Funds

12%

\$16,619



Leveraged
Funds

88%

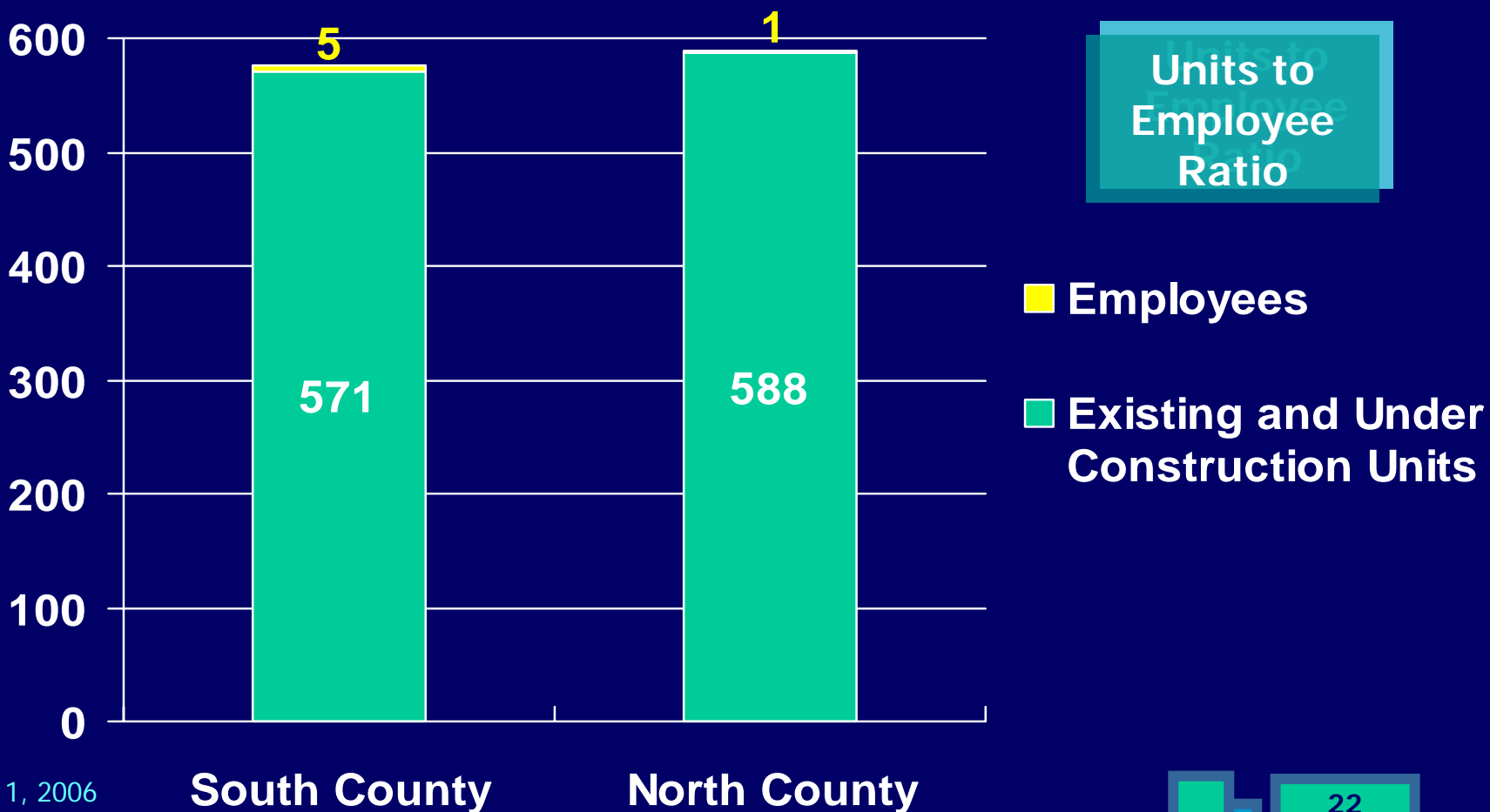
\$120,168

Average Cost Per Unit

\$136,787



Housing Finance Division





Operational Highlights: Finance Division

<u>Service</u>	<u>04/05</u>	<u>05/06</u>	<u>06/07</u>
Homeownership Units Monitored	70	73	73
Rental Projects Monitored	29	29	29
Sub-recipient Agreements Executed	2	2	4
Funding Application Submitted	5	3	
Emerging Housing Groups Certified CHDO	0	1	1
Housing Studies Completed	1	1	1
Sponsors Receiving HUD Funding via Department Applications	10	11	11



Agenda

■ Recommendations

- Ordinance, Buy Back Program, Stakeholder Group

■ Department Overview

- Key Services
- **Organizational Structure**
- Workforce Characterization

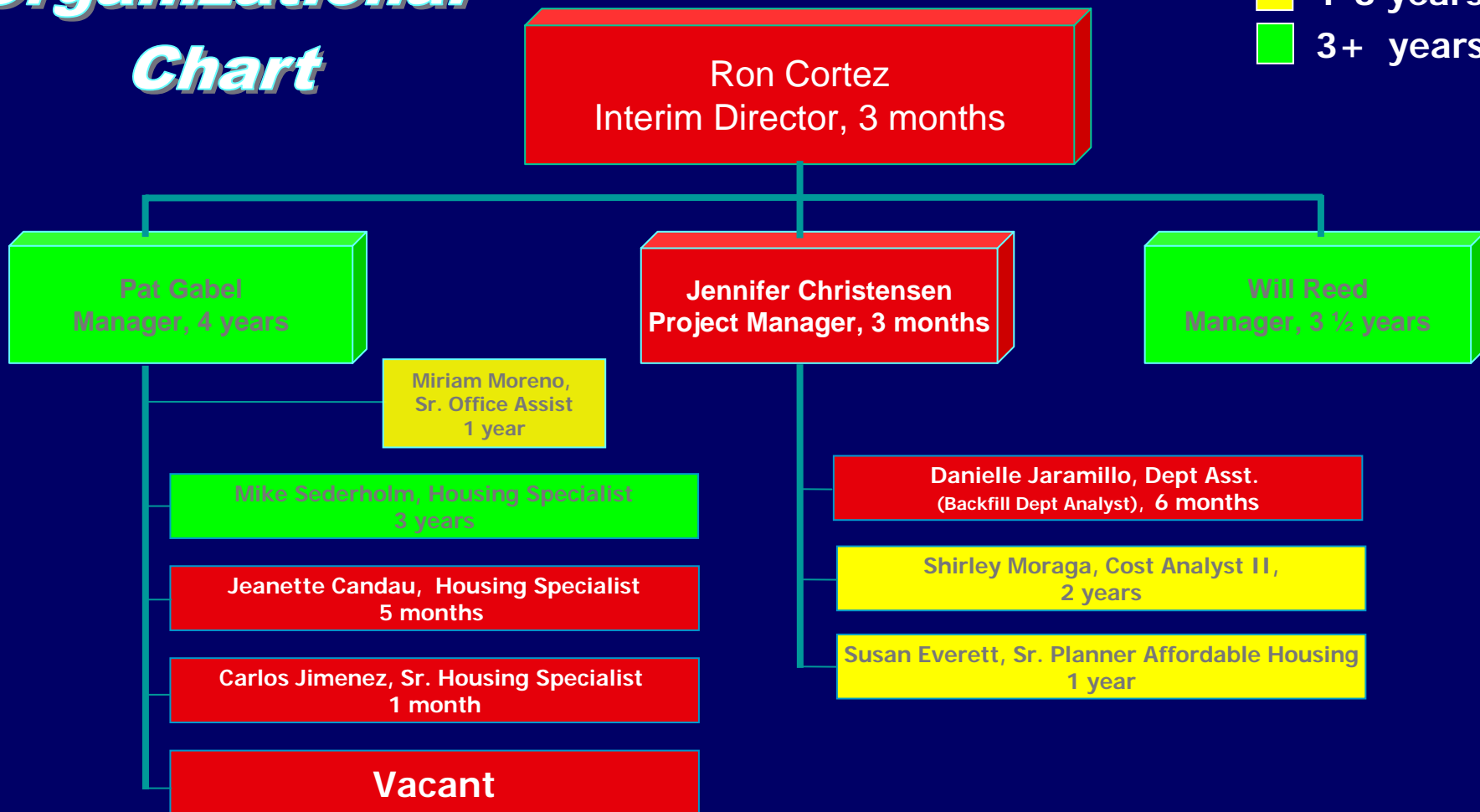
■ Balanced Scorecard

- Focus Areas
- Observations and Recommendations



Organizational Chart

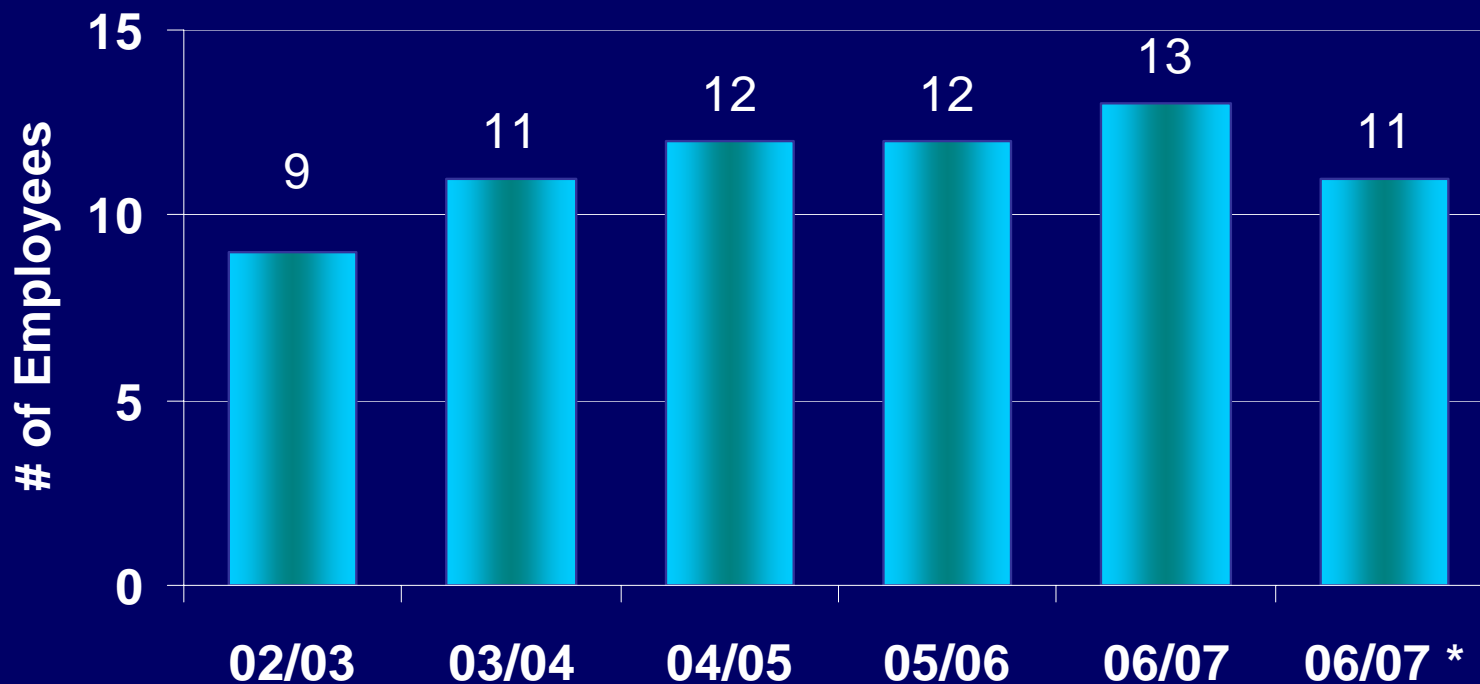
- 0-1 year
- 1-3 years
- 3+ years





Budgeted Positions (FTE's)

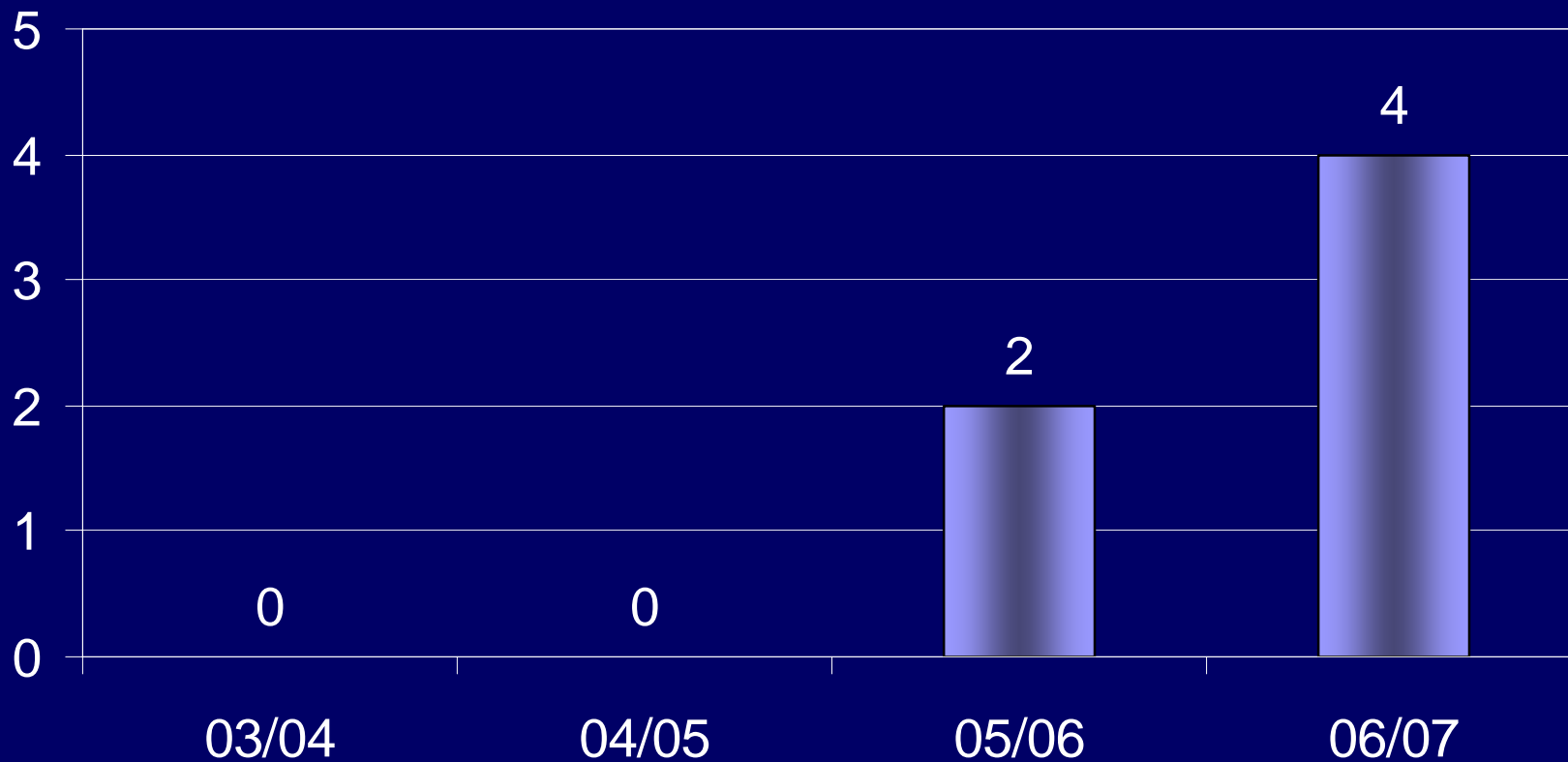
Fiscal Year 02/03 – 06/07



* Post Deletion of Economic Development Division by Board

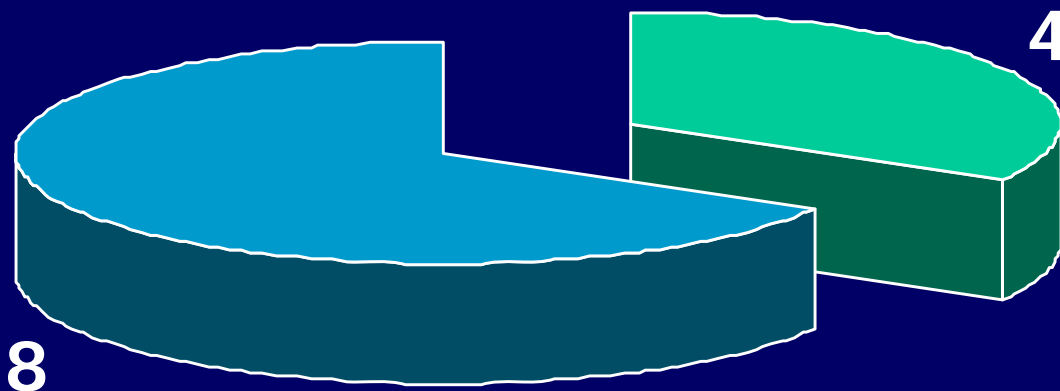


Separations





Ratio of Staff to Mgmt = 2:1



■ Line Staff

■ Execs, Mgrs, Supervisors



Agenda

■ Recommendations

- Ordinance, Buy Back Program, Stakeholder Group

■ Department Overview

- Key Services
- Organizational Structure

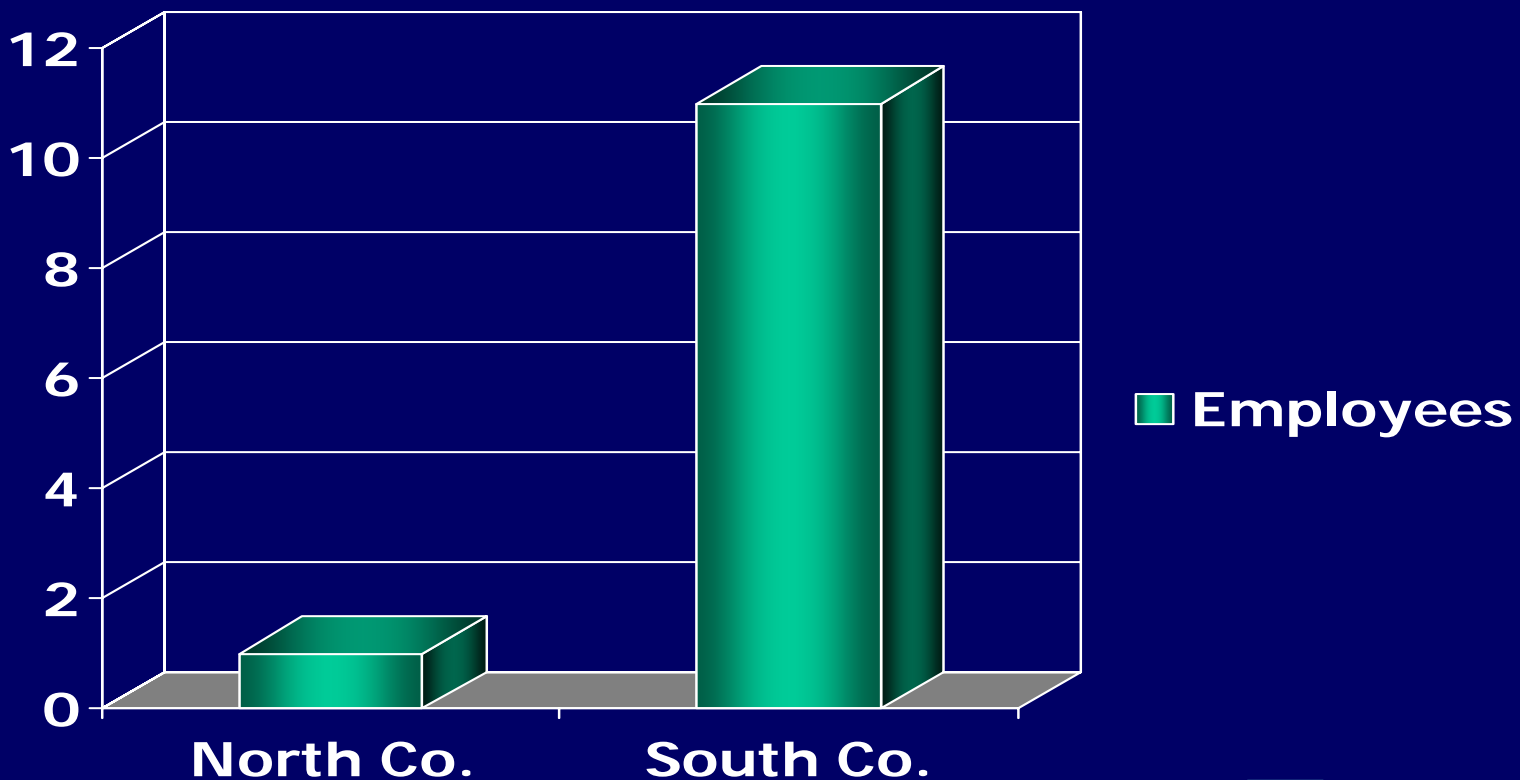
- **Workforce Characterization**

■ Balanced Scorecard

- Focus Areas
- Observations and Recommendations

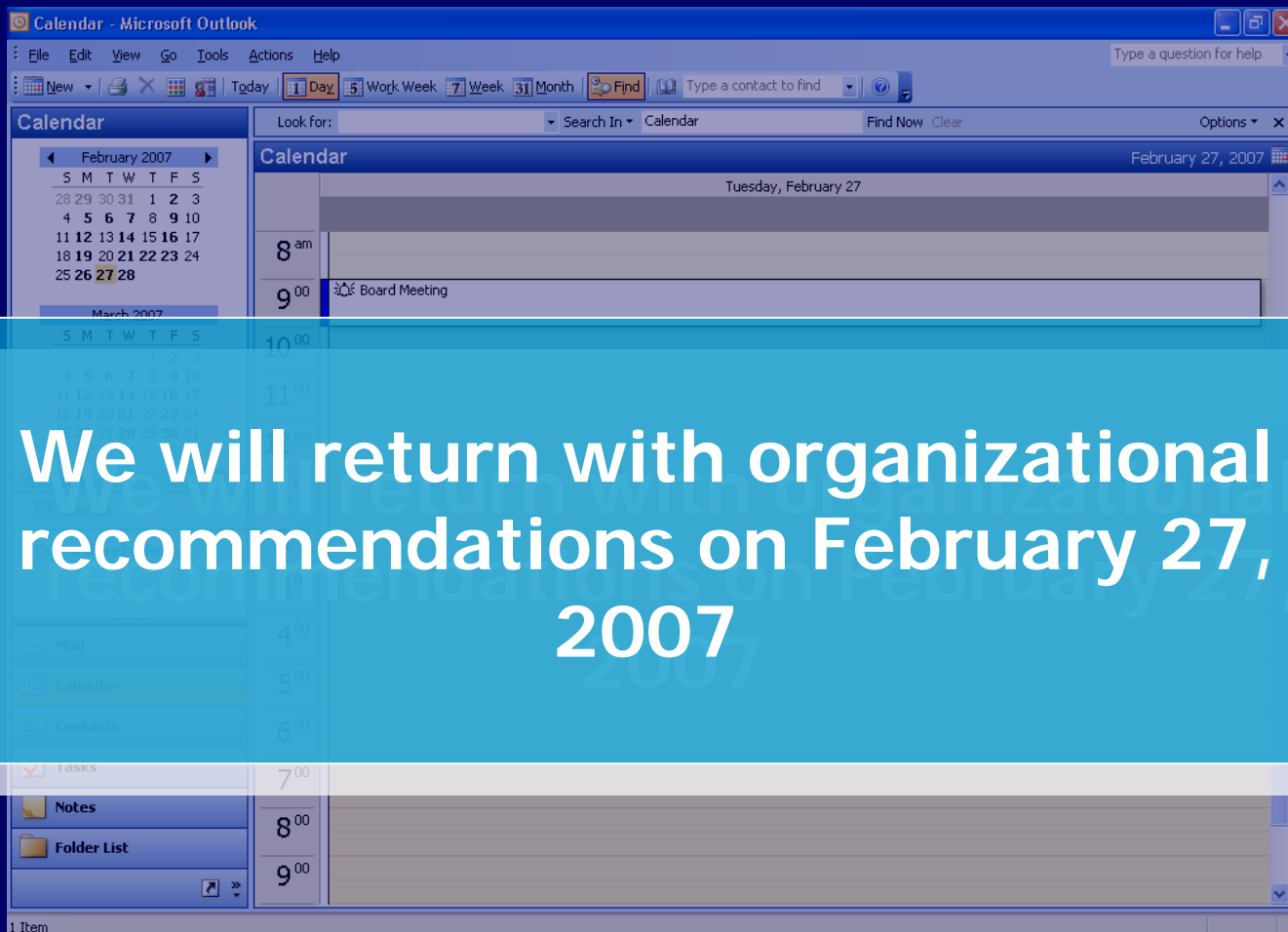


Where We Work: All Divisions





Organizational Recommendations





Agenda

■ Recommendations

- Ordinance, Buy Back Program, Stakeholder Group

■ Department Overview

- Key Services
- Organizational Structure
- Workforce Characterization

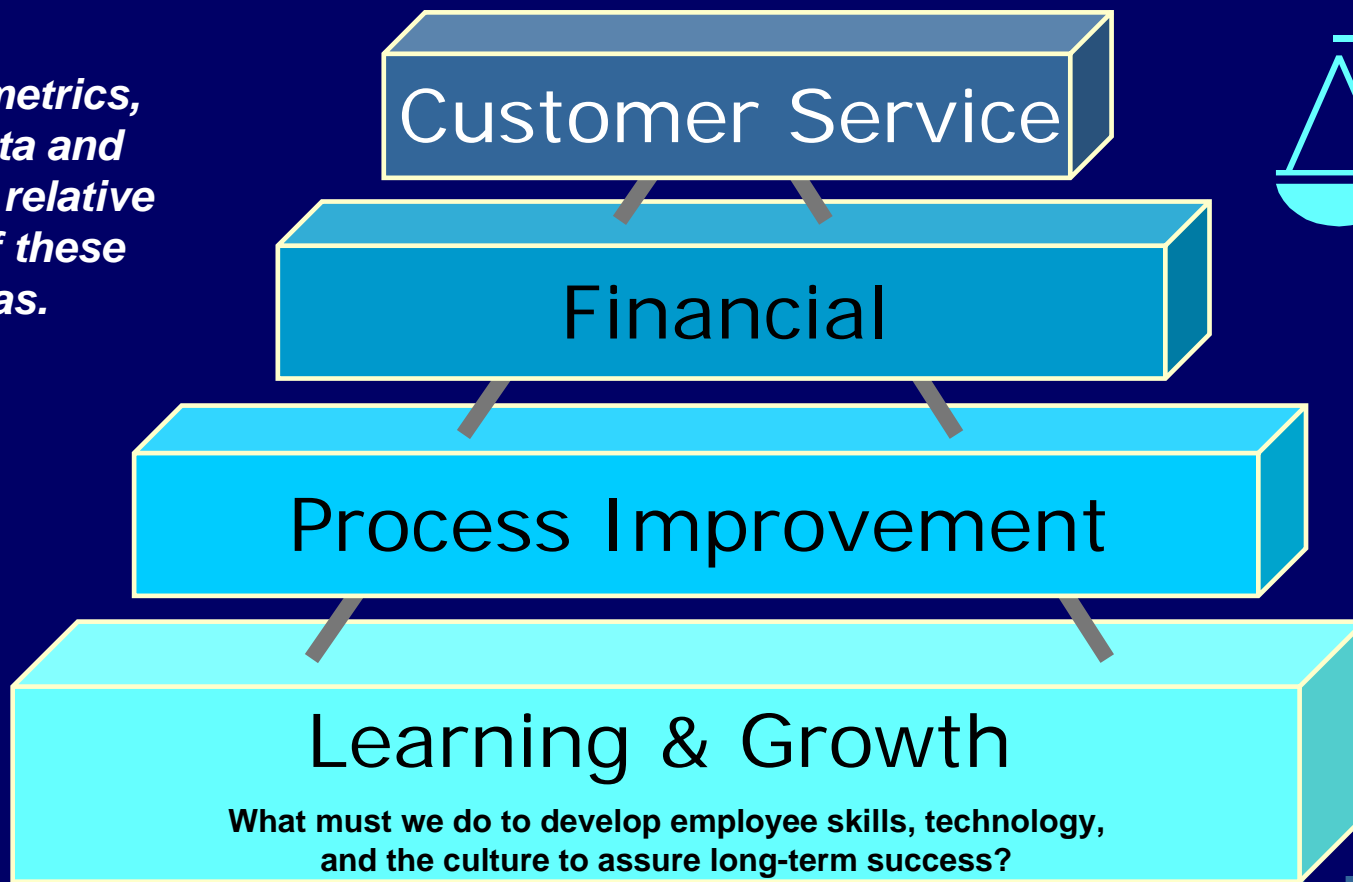
■ **Balanced Scorecard**

- Focus Areas
- Observations and Recommendations



Balanced Scorecard

*Develop metrics,
collect data and
analyze it relative
to each of these
focus areas.*





Focus Areas

- “For Sale” Affordable Units
- Audit Findings for Housing Development and Finance Divisions



Agenda

- Recommendations
 - Ordinance, Buy Back Program, Stakeholder Group
- Department Overview
 - Key Services
 - Organizational Structure
 - Workforce Characterization
- Balanced Scorecard
 - Focus Areas
 - **Observations and Recommendations**




Learning and Growth

- Conduct staff survey to establish benchmark for employee morale
- All management to complete core courses in 12 months
- Pursue balancing staff between North and South county



Process Improvement




- 
- Establish Stakeholders Advisory Group to Evaluate Inclusionary Housing and Alternatives
 - Creation of Internal Policy Document for IHP
 - Annual Update of Internal Policy Documents
 - Receive Audit Findings to Identify Additional Opportunities
 - Development of Departmental Strategic Plan



Financial



- Development of Strategic Plan
 - Review Revenue Opportunities
 - Grants
 - Prop 1C
- 



Customer Service

- Improve the strategy for collecting feedback from direct and indirect customers
- Review the committee structure of HCD
- Review staff location to provide optimal customer service



Looking Ahead

- Receive audit reports for Housing Development and Finance Divisions
- Develop departmental strategic plan
- Develop action plan to achieve tasks outlined in the recommendation slides
- In three months, provide an update to the BOS on observations regarding the performance of each of the Divisions



Recommendations

- Receive and file "For Sale" Affordable Units Compliance Project Report (Attachment A)
- **Set hearing on December 5, 2006 to consider the introduction (First Reading) of an Ordinance of the County of Santa Barbara Adding Chapter 46 to the Santa Barbara County Code to Add Owner Occupancy and Enforcement Provisions to the County's Affordable Housing Program (Attachment B)**
- Set second reading of an Ordinance of the County of Santa Barbara Adding Chapter 46 to the Santa Barbara County Code to Add Owner Occupancy and Enforcement Provisions to the County's Affordable Housing Program on December 12, 2006
- **Set hearing on December 5, 2006 to consider the introduction (First Reading) of an Ordinance Authorizing the County Executive Officer to Exercise the County's Option to Purchase For-Sale Affordable Housing Units as part of the County's streamlined buyback program (Attachment C)**
- Set second reading of an Ordinance Authorizing the County Executive Officer to Exercise the County's Option to Purchase For-Sale Affordable Housing Units on December 12, 2006



Recommendations

- **Approve the formation of a Stakeholders Advisory Group, comprised of 5 group members representing the five Supervisorial Districts, to review the goals, policies and outcomes of the Inclusionary Housing Program and alternatives to the Inclusionary Program**
- Receive the Inclusionary Housing Program Administrative Manual (Attachment D), and authorize the Housing and Community Development Department to revise the manual as determined necessary
- **Consider recommendations regarding the redistribution of functions from the Economic Development Division of the Housing and Community Development Department (Attachment E)**
- Approve funding for the development of an Inclusionary Housing Database of \$43,000



County of Santa Barbara

Housing & Community
Development



THANK YOU

