

SECTION D

COMMUNITY DEVELOPMENT

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HOUSING AND COMMUNITY DEVELOPMENT DEPARTMENT

Introduction

The Housing and Community Development Department (HCD) works with stakeholders to bring about positive change through investment in public infrastructure and facilities, commercial districts, and affordable housing. HCD strives to strategically link our efforts to larger community and economic development goals of the City and County.

As the region's largest affordable housing lender, HCD assists the City and County with housing policy and investment of public funds in new construction or rehabilitation projects that expand and preserve the supply of affordable housing. In community revitalization HCD provides revitalization strategies for 15 redevelopment areas and several low-income target neighborhoods.

The Department administers local tax increment funds for the revitalization of our most blighted communities and military bases. It also administers numerous federal funds including Community Development Block Grant (CDBG) and HOME funds on behalf of the City and County.

HCD promotes economic and commercial development through commercial loans and exterior rebates that upgrade commercial buildings in the older commercial corridors of the City and County. Owners provide matching funds from their own resources or through local lenders' participation. The highly visible improvements, in turn, generate further business activity in the area. The Department also administers a consolidated Enterprise Zone and one LAMBRA (military base re-use) which provide state tax advantages to businesses that locate or expand in them, or that hire lower income persons.

The Portfolio Management team ensures that our community investments maintain their value over time. They oversee the Agency's multi-family loan portfolio and compliance monitoring activities as well as managing Agency real estate assets.

HCD provides leadership in policy development and implementation in close coordination with City and County officials. These activities include legislative analysis and tracking, assistance to the City and County in the development and implementation of their Housing Elements, leadership on homelessness issues, the development and administration of mixed-income or affordable housing programs, and the development of permanent supportive housing for the homeless.

Accomplishments in 2009

In 2009, the Housing and Community Development (HCD) department made a noticeable impact on the Sacramento community through a variety of revitalization, development, and housing activities. Accomplishments ranged from small rehabilitation projects on individual streets to large development projects, and major new housing policy documents to backbone infrastructure - all of which set the stage for economic opportunities. Each project, initiative and program shares the common thread of revitalizing the community, and creating and maintaining opportunities for growth.

Policy

- **Multi-family Lending and Mortgage Revenue Bond Policies.** New policies were adopted which combined previously existing Multifamily Lending Program and our Mortgage Revenue Bond Programs. The policies resulted in the establishment of funding priorities, consistent threshold requirements, and the expansion of requirements related to sustainability, resident services, monitoring and compliance.
- **SRO Preservation Guidelines.** Guidelines were developed to clarify the City's SRO ordinance including the Conversion Certificate and replacement procedures.
- **Foreclosure Recovery Strategy.** Implementation of a proactive foreclosure recovery strategy, employing broad-based participation from government, private and non profit partners. Continuing the efforts begun in 2008 with a Sacramento foreclosure report and strike team formation, the strategy takes advantage of new federal funding opportunities, emerging market products and trends and internal and external collaboration for the greatest impact.
- **City Inclusionary Housing Update.** Implementing a priority program in the 2008-2013 Housing Element, staff held a workshop with the City Council in early 2009 discussing potential modifications to the City's Mixed Income Housing (Inclusionary) Ordinance. Following the workshop, staff organized and engaged a group of 18 community stakeholders, including developers, housing advocates and neighborhood representatives to provide input on issues ranging from streamlining implementation to substantial expansion of the ordinance. Results from the stakeholder discussions will be shared with the City Council in early 2010.
- **Homelessness Prevention and Rapid Re-Housing Program (HPRP).** In response to the over \$5 million in HPRP funding coming to the City and County through the American Recovery and Reinvestment Act (ARRA), SHRA partnered with the County Department of Human Assistance (DHA) to design a program for this new funding source. Working with homeless service providers, community leaders and housing advocates, SHRA and DHA crafted a program aimed at

homelessness prevention and rapid re-housing of the newly homeless to complement the on-going efforts under the Continuum of Care.

- **Community Development Block Grant-R (CDBG-R).** In response to the \$3.2 million in CDBG-R funding coming to the City and County through the American Recovery and Reinvestment Act (ARRA), SHRA, with our City and County partners, identified projects that will provide substantial local economic stimulus and job creation or retention through rapid investment of these funds.

Infrastructure – “Ready-ing” for development

- Improve basic services for residents and increase capacity for future economic development .
 - Broadway Streetscape underway will enhance corridor to allow for community development opportunities
- Complete neighborhood improvements such as streetlights, curb gutter and side walk, traffic calming, parks and community centers.
 - Oak Park Community Center Phase 2, which added a Multipurpose facility to the existing center.
 - Alkali Flat Boys & Girls Club improvements
 - Leveraged several federal grants to construct new roadways and intersections at the Winters Avenue west entrance to McClellan Park.
 - Completed Macready Avenue roadway improvements at Mather.
- Property assemblage to spur private development and investment.
 - The former River City Motel was acquired and demolished to great fanfare in the Stockton Boulevard RDA. The .25 acre site will be redeveloped in the near future.
 - A former small grocery/restaurant store in North Highlands at Freedom Park and Watt Avenue for land assembly for future development.

Place Making

Enhance and create a sense of place through investment in the public realm and encourage supportive private development, economic development and job creation and retention.

- Completed exterior rebates/commercial loans.
- Design of 65th Street Bus Transfer Facility
- Stockton/Lawrence ULI Technical Assistance Panel.
- Financed Watt Avenue and Elk Horn Boulevard shopping center and parking lot improvements
- Construction complete on the 81 guest room Holiday Inn on Auburn Boulevard with the creation of approximately 50 jobs
- Financed on- and off- site improvements for a new Fresh and Easy Market in the North Sacramento Redevelopment Area

- Financed numerous infrastructure projects in McClellan Park as part of Investment Strategy to facilitate reuse of buildings, promote energy efficiency, and attract new tenants.
- Financed the design of the future North Highlands Freedom Park Drive Roadway Plan.
- In concert with the County, selected three master developers who will lead the future development of Mather.

Stabilization

Focus efforts to significantly improve targeted neighborhoods through residential rehabilitation, new construction, and infrastructure improvements in coordination with code enforcement and police.

- Began making investments through the Neighborhood Stabilization Program to acquire and renovate foreclosed upon properties. Notably, 14 four-plex units on Lerwick Road and Norcade Avenue have been acquired and will be completely rehabilitated.
- Sale of over 7 homes with the new Del Paso Nuevo subdivision within the Del Paso Heights Redevelopment Area
- Transfer of City owned lots in the Gardenland neighborhood to Habitat for Humanity for construction of 3 new homes
- Financed the demolition of a former liquor store and construction of new single family home the Oak Park Redevelopment Area.

Production

Continued to support production of affordable housing by lending on a variety of new housing developments throughout the community and implementing inclusionary programs.

- Provided approximately \$20 million in Multifamily Loan assistance to four projects totaling 300 of affordable units (Norcade, Lerwick, Maydestone and Taylor Terrance)
- Completed the renovation of five apartment complexes totaling 850 newly affordable or preserved units (Washington, Asbury, Logan park, Rio Linda Manner and La Loma)
- Provided financing for six additional permanent supportive housing projects totaling 204 units, in which 166 units are set aside for formerly homeless tenants, including the disabled mentally ill. (Palmer, YWCA, Mutual, Budget Inn, Folsom Oaks, Northlands VOA)
- Implemented the City's SRO Preservation and Replacement Policy,
- Updated the Housing Section of the Implementation Plans
- In support of the City's Mixed-Income Ordinance, staff has continued to work with the development community to approve affordable housing plans in the City

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2010 Initiatives

The Housing and Community Development (HCD) department improves the lives of Sacramento residents by creating complete and sustainable neighborhoods throughout Sacramento. It accomplishes this outcome by using redevelopment, federal community development, and affordable housing resources.

While current market and economic conditions present significant challenges, there are still opportunities for work. The cost of commuting translates into markets and land use patterns shifting toward infill sites, providing impetus for revitalization of commercial corridors and transit oriented developments. While some neighborhoods are severely impacted by foreclosures, they also present an opportunity to revitalize targeted areas with longer term solutions through the use of new federal resources. With the slowing of construction of new market rate housing, development of new affordable housing tied to new growth areas has declined, thereby enabling HCD staff to focus on housing resources in our existing neighborhoods to revitalize existing structures and preserve affordability. During this time, it is also a good opportunity to explore refinements to the City's inclusionary program. In the end, we strive to strengthen our neighborhoods and improve lives through investment in infrastructure, housing, businesses, and other public amenities.

For the coming year, the HCD department will further refine its role in the community to respond to the challenging conditions in the market place. HCD staff will continue to take on the hard work in areas most impacted by the economic decline, with programs that are flexible and responsive to the changing needs of the community. Re-focusing of existing programs will be coupled with new initiatives, balancing the need to maintain the high productivity and delivery of projects coupled with the necessary planning and incubation of future initiatives.

ADMINISTRATIVE
REAL ESTATE AND CONSTRUCTION SERVICES DEPARTMENT

The Real Estate and Construction Services Department is composed of four divisions:

1. Real Estate
2. Construction Services
3. Procurement Services (and)
4. Homeownership Services

The Real Estate Division provides real estate services including appraisals, negotiations, documentation and closing of transactions for real property leased, purchased and sold on behalf of the Agency. The Construction Services Division provides technical consulting services across the Agency including design, construction administration and management of construction activities. The Procurement Services Division provides standardized procurement procedures as well as outreach and labor compliance across the Agency. The Homeownership Services Division provides a variety of programs and services that include both the first-time homebuyer programs and single family rehabilitation loans and grants.

Real Estate

The Real Estate Division is a resource for all Divisions and Departments in the Agency. Real Estate provides centralized real estate consulting and services including appraisals, lease and purchase negotiations, and documentation and closing of transactions for real property, purchased and sold on behalf of the Agency. The Division performs site reviews, prepares and approves escrow instructions, grant deeds and legal descriptions, as well as managing consulting brokers. The Division played a significant role in the Section 32 Homeownership Program, Del Paso Nuevo acquisitions, and other key negotiations in redevelopment project areas or other targeted areas.

2009 Accomplishments:

Goal: Continue efforts in the review and acquisitions of real property for Del Paso Nuevo, Del Paso Heights, Oak Park, North Sacramento, McClellan, Army Depot, Folsom Blvd/65th Street and others as requested.

Undertook and completed multiple property acquisitions for Del Paso Nuevo, Alkali Flat, Army Depot, McClellan, North Sacramento, Stockton Boulevard, and Oak Park redevelopment project areas.

Goal: Continue to assist in the revitalization efforts of 700 and 800 blocks of K Street with the negotiations and escrow closings of multiple property purchases required by the Land Exchange Agreement with the proposed developers.

Assisted in commencing eminent domain proceedings to acquire property in the 700 and 800 blocks of K Street from a defaulted Land Exchange Agreement.

Goal: Assist the multi-disciplined Homeownership team effort to sell single family homes in the Section 32 Program to qualified low-income owner-occupants

Assisted in the sales of eight units as of August 2009. Anticipate sales of five more houses by end of 2009..

Goal: Enhancement of skills and experience continues to be a priority for real estate staff.

Internal training within the Real Estate Department has been undertaken for new personnel and/or personnel who have new job responsibilities.

Goal: Continue to provide timely and quality real estate services.

Assisted with preparation of replacement housing plans on SHRA projects that resulted in loss of moderate and low-income housing units to the local housing inventory.

2010 Goals:

- Provide support for the Neighborhood Stabilization Programs.
- Continue working with department customers to provide timely and quality real estate services.
- Enhancement of skills and experience continues to be a priority for real estate staff.
- Continue to assist in resolving to completion the pending eminent domain actions.
- Continued efforts in the review and acquisitions of real property for Del Paso Nuevo, Del Paso Heights, Oak Park, North Sacramento, McClellan, Alkali Flat, Army Depot, Folsom Blvd/65th Street and others as requested.
- Continue to provide relocation assistance on SHRA projects and SHRA developer assisted projects.
- Apply for grants as requested by SHRA departments.

Construction Services

Construction Services is a resource for all other Divisions and Departments in the Agency. Construction Services is composed of five Groups: Redevelopment, Multi-Family Housing, Commercial Revitalization, Single Family, and Public Housing. The Division is responsible for the design, administration and management of a wide variety of Agency construction projects.

Redevelopment is involved with the design, contract, and construction administration for Agency projects in both the City and County such as projects in the Mather and McClellan redevelopment areas, the Locke Boarding House, Riverview Plaza, Stockton Boulevard Improvements, and tenant improvements for the Agency's new office building as well as the ongoing development projects coming from the City of Sacramento, Economic Development Department in the Richards Boulevard and Downtown areas using redevelopment funding.

Multi-Family performs construction inspections for contract compliance of rehabilitation and new construction loans to owners and developers.

Commercial Revitalization specializes in the oversight of commercial storefront upgrades; including owner and contractor assistance, and construction inspection for Commercial Loan Program compliance.

Single Family administers the construction performed under the Emergency Repair Program and Accessibility Program grants (ERP-A), Rehabilitation Loans and various Single Family Loan Programs.

Public Housing contracts the design and delivery of capital improvement projects, modernization of the conventional housing stock, and the Section 32 program for the Housing Authorities of the City and County of Sacramento.

2009 Accomplishments:

Goal: Provide construction oversight for tenant improvements at 801 12th Street.

Completed.

Goal: Continue to work on department procedures and systems designed to improve performance and accountability.

Continued work on procedures and computerized systems to improve performance and accountability with construction oversight. All projects are being managed and tracked within Excel software.

Goal: Provide construction oversight for various Housing Finance projects.

Provided construction oversight for Ardenaire Apartments, Vineyard Point Apartments, Washington Square/Sherwood Court, Colonia San Martin, Rio Linda Manor and other various Housing Finance projects.

Goal: Provide construction oversight for rehabilitation loans and emergency repair / accessibility grants for homeowners.

Provided construction oversight for 170 emergency repairs and 10 rehabilitation loans for Homeownership Services (Single Family). Also providing construction oversight for the rehabilitation of properties submitted under the Vacant Property Program.

Goal: Provide construction oversight for the commercial revitalization program.

Provided construction oversight for Delta Homes and Lending, Inc, News and Review, and other commercial revitalization projects.

Goal: Continue the rehabilitation and sale of homes in the Sec. 32 Homeownership Program.

Prior to the Section 32 Program being put on hold indefinitely, the rehabilitation of 12 homes was completed under that program. Another 20 homes previously in the Section 32 Program were re-directed back into the Public Housing modernization program and improvements were completed.

Goal: Complete the modernization of various public housing complexes in the City and County.

With the infusion of an additional \$7.1 million of American Recovery and Reinvestment Act (ARRA) funding into the existing Capital Fund project allocations for this year, a total of 17 multi-family complexes and 22 single family homes were put into design. Construction began on 12 of the multi-family complexes, with the remaining 5 to be started in the first quarter of 2010. Construction began on all 22 of the houses.

At one of the multi-family complexes in Citrus Heights (Mariposa), a new administration building was built to house the offices of the regional site manager and staff.

2010 Goals:

- Provide construction oversight for the various programs and projects under the Neighborhood Stabilization Program and the American Recovery and Reinvestment Act.
- Continue to work on department procedures and systems designed to improve performance and accountability.
- Provide construction oversight for various Housing Finance projects.
- Provide construction oversight for rehabilitation loans and emergency repair / accessibility grants for homeowners.
- Provide construction oversight for the commercial revitalization program.
- Complete the modernization of various public housing complexes in the City and County.
- Modernize various single family public housing homes.

Procurement Services

The Procurement Services Division centralizes most Agency construction bidding activities into a single administrative unit and procures commercial and professional services, supplies and equipment for the Agency. The Division is also responsible for monitoring procurement and labor compliance with all applicable federal, state and local regulations. Additionally, the Division ensures that the Agency provides effective outreach for both M/WBE and Small Business utilization, as well as enforcement of applicable labor standards required for federal- and state funded projects. Division goals include continued outreach to new vendors, increased support and education to both Agency staff and vendors on Procurement Procedures, and providing consistencies in the solicitation process.

2009 Accomplishments:

Goal: Outreach to business community to recruit their participation in Agency contracting opportunities.

Participated in the Metro-Chamber's Metro EXPO, State of California Department of General Services Sacramento Regional Connecting Point, the Black Expo, the Blue Book GC Showcase, the City of Sacramento Small Business Roundtable Discussion. Participated in Sacramento Public Agency Consortium (SACPAC), a collaborative effort among Sacramento regional agencies in government, business support, chambers of commerce, and educational institutions, to present outreach events and to share information that impacts programs servicing the small business community. Participated on the SACPAC sponsored "Bringing Government Contracting To You" interactive panel discussions. The SHRA web page has been updated to provide contractors information for sub-contracting opportunities.

Goal: Achieve 30% participation by small and very small businesses in Agency transactions.

Forty-one percent of procurement dollars were issued to small and very small businesses. Fifty-six percent of purchase transactions were conducted with small and very small businesses. Twenty-seven percent of purchase transactions were conducted with very small businesses. Conducted Agency business with 494 vendors. Of these, 48 were small businesses and 148 were very small businesses.

Goal: Expand bidding process to enable more vendors to solicit bids on-line through the Agency website and update the division database.

Added 196 new small business vendors to the Agency database. Worked with Information Management and Technical Services Division to improve usability and quality of data available on division database.

Goal: Develop solicitations that are more user friendly.

Improved vendor awareness and use of on-line plan room.

Goal: Provide training to Agency staff on Procurement policies and procedures.

Provided ongoing training to Agency staff on Procurement policies and procedures.

2010 Goals

- Continue outreach to the business community by participating in locally sponsored business expos and outreach events.

- Meet or exceed the goals of the Small Business Enterprise Program.
- Continue to provide training to vendors and Agency staff on Procurement policies and procedures.
- Continue to develop processes and solicitations that are more user-friendly to increase vendor participation and improve compliance with procurement requirements.

Homeownership Services

The Homeownership Services Division provides a variety of programs and services including the owner-occupied rehabilitation loans / grants and various homebuyer assistance programs. Homeownership Services administers the Vacant Properties Program (VPP) under the Neighborhood Stabilization Program (NPS) which provides rehabilitation loans to VPP Preferred Builders on vacant foreclosed single family homes in NSP Target Areas. Additionally, Homeownership Services provides the certification on homebuyer eligibility when the rehabilitated VPP properties are sold. Homeownership Services also provides the income certification and selection process for buyers of affordable housing sales programs such as the City's Mixed Income Housing Ordinance and the County's Affordable Housing Program as well as the Housing Authority's Homeownership Programs.

2009 Accomplishments:

Goal: Provide assistance in developing homeownership strategy within the Sacramento region.

Participation on several Agency teams discussing various aspects of homeownership strategy within the Sacramento region.

Goal: Provide homebuyer selection/certification services for buyers in the City's Mix Income Housing Ordinance and the County Affordable Housing Program including working with developers and reviewing their marketing plan.

Certified 12 homebuyers to purchase affordable homes under the City's Mixed Income Housing Ordinance.

Certified 1 homebuyer to purchase affordable homes under the County's Affordable Housing Ordinance.

Goal: Develop and refine the processes for the Inclusionary Housing programs, including Homeownership Services' role in assisting the developer in finding buyers.

Participation on the Agency Inclusionary Housing Troubleshooting team which meets bi-monthly to discuss, develop and refine the processes for administering the City/County ordinances.

Goal: Qualify buyers, approve financing, and process loans under the Section 32 Homeownership Program.

Processed 11 loans for homebuyers under the Section 32 Homeownership Program and closed 11 loans.

Goal: Offer and process first-time homebuyer assistance programs.

Received funding from California Debt Limit Allocation Committee (CDLAC) totaling \$17,101,115 in 2008 Housing Act Volume Cap which the Agency converted to Mortgage Credit Certificates for the MCC REO Program. MCC's allow homebuyers to receive federal income tax credits.

Applied for and received funding from CDLAC totaling \$9,358,969 in qualified mortgage bonds which the Agency converted to Mortgage Credit Certificates for the MCC Program.

Received funding from the State CalHome Program totaling \$3,000,000 to be used for the First Time Homebuyer Program and the Owner-Occupied Rehabilitation Program.

Processed 108 loans for homebuyers with Agency first-time homebuyer assistance program loans and closed 76 loans.

Processed 230 applications for homebuyers with the Agency MCC and MCC REO programs and issued 175 certificates.

Goal: Offer and process loans and grants under the owner-occupied rehabilitation programs.

Processed 314 applications for loans and grants under the Agency owner-occupied rehabilitation programs and completed construction on 185 applications.

Goal: Process loans under the Agency VPP program and perform homebuyer eligibility certification.

Processed 68 rehabilitation loans for Preferred Builders under the Agency Vacant Properties Program and completed construction on 45 loans.

Certified 30 eligible homebuyers to purchase rehabilitated VPP properties.

2010 Goals:

- Continue to provide assistance in developing homeownership strategy within the Sacramento region.
- Continue to provide homebuyer selection/certification services for buyers under the City Mixed Income Housing Ordinance and the County Affordable Housing Ordinance.
- Continue to evaluate and develop processes to find buyers for resale inclusionary housing to retain affordability.

- Continue to process rehabilitation loans under the Vacant Properties Program.
- Continue to provide homebuyer eligibility certification services for buyers of VPP properties.
- Continue to offer and process first-time homebuyer assistance programs.
- Continue to offer and process loans and grants under the owner-occupied rehabilitation programs.
- Finalize program guidelines and obtain governing board approval of the Purchase Assistance Program utilizing NSP 2 funding, pending receipt of NSP 2 funds from HUD.

BUDGET SUMMARY

DEPARTMENT: Community Development

ACTIVITY: Summary

<u>Expenditure Category</u>	<u>2008 Actual Expenditures</u>	<u>2009 Approved Budget</u>	<u>2009 Amended Budget</u>	<u>2010 Approved Budget</u>
Employee Services	\$ 8,781,316	\$ 9,703,845	\$ 9,702,001	\$ 8,515,824
Services & Supplies	\$ 2,011,420	\$ 3,037,020	\$ 4,166,933	\$ 1,604,472
Other Charges:				
- Debt Service	\$ 22,925,447	\$ 20,894,141	\$ 20,893,691	\$ 17,670,176
- Financial Trans./Redevelopment Activities	\$ 7,498,696	\$ 9,120,967	\$ 9,176,896	\$ 15,413,020
- Fees for service	\$ 3,855,417	\$ 4,557,222	\$ 4,557,222	\$ 4,460,562
Required Funding	<u>\$ 45,072,296</u>	<u>\$ 47,313,195</u>	<u>\$ 48,496,743</u>	<u>\$ 47,664,054</u>

APPROPRIATIONS FOR COMMUNITY DEVELOPMENT

Department	2008	2009		2009	2010		2008 Amended/2009 Proposed	
	Actual Expenditures	Proposed Budget	Amended Budget	Approved Budget	Increase (Decrease)	Percentage	Increase (Decrease)	Percentage
Community Development:								
Housing and Community Development	\$ 10,062,759	\$ 11,828,304	\$ 12,685,197	\$ 9,841,254	\$ (2,843,943)	-22%		
Real Estate & Construction Services	\$ 4,795,452	\$ 5,653,800	\$ 5,740,959	\$ 4,739,604	\$ (1,001,355)	-17%		
Debt Service - Redevelopment	\$ 22,925,447	\$ 20,894,141	\$ 20,893,691	\$ 17,670,176	\$ (3,223,515)	-15%		
Financial Transactions - Redevelopment	\$ 7,498,696	\$ 9,120,967	\$ 9,176,896	\$ 15,413,020	\$ 6,236,124	68%		
Sub-total Community Development	\$ 45,282,354	\$ 47,497,212	\$ 48,496,743	\$ 47,664,054	\$ (832,689)	-2%		
Eliminations-Procurement admin fees	\$ (210,058)	\$ (184,017)	\$ -	\$ -	\$ -	0%		
Total Community Development	\$ 45,072,296	\$ 47,313,195	\$ 48,496,743	\$ 47,664,054	\$ (832,689)	-2%		

POSITIONS

Department	2007 Approved Budget	2008 Approved Budget	2009 Approved Budget	2010 Approved Budget
Housing and Community Development	0.00	50.00	50.00	47.00
Community Development:	28.00	0.00	0.00	0.00
Community Development - Administration	0.00	0.00	0.00	0.00
Community Development - City	0.00	0.00	0.00	0.00
Community Development - County:	0.00	0.00	0.00	0.00
Administration & Tax Increment	0.00	0.00	0.00	0.00
Community Development Block Grant	0.00	0.00	0.00	0.00
Housing and Community Development	24.50	0.00	0.00	0.00
Real Estate & Construction Services				
Administration	1.00	2.00	2.50	2.50
Loan Processing / Homeownership Services	7.00	8.50	6.00	5.00
Portfolio Management	0.00	0.00	0.00	0.00
Procurement Services	9.00	9.00	8.00	10.00
Design and Construction - RDA	16.10	12.00	15.00	10.57
Real Estate	3.00	6.00	6.00	4.00
Design and Construction - PHA	0.00	0.00	0.00	6.43
Special Projects	0.00	0.00	0.00	0.00
Total Community Development	<u>88.60</u>	<u>87.50</u>	<u>87.50</u>	<u>85.50</u>

EMPLOYEE SERVICES SCHEDULE

DEPARTMENTS: Housing & Community Development (HCD),
and Real Estate & Construction Services (RE & CS)

ACTIVITY: Department Summary

Position Title	2010	2007	2008	2009	2010
	Approved Budget				
Analyst - CD	2.00	2.00	0.00	0.00	
Analyst - GIS	0.00	0.00	1.00	1.00	
Analyst Development Services Range 3	0.00	1.00	0.00	0.00	
Analyst Development Services Range 1	0.00	1.00	0.00	0.00	
Architectural CAD Operator	1.00	1.00	1.00	1.00	
Assistant Director Community Development	2.00	5.00	0.00	0.00	
Assistant Director HPD (Dev. Svc.)	2.00	0.00	0.00	0.00	
Assistant Director Housing and Community Development	0.00	0.00	6.00	6.00	
Assistant Director of RE & CS	0.00	1.00	1.00	1.00	
Buyer	2.00	2.00	2.00	3.00	
Clerical Assistant	0.00	0.50	0.50	0.50	
Compliance Analyst	3.00	3.00	2.00	3.00	
Construction Technician	6.00	6.00	6.00	7.00	
Director - Community Development	2.00	2.00	0.00	2.00	
Director HPD (formerly Dev Svc.)	1.00	0.00	0.00	0.00	
Director of Housing and Community Development	0.00	2.00	1.00	0.00	
Director RE & CS	1.00	1.00	1.00	1.00	
Homeownership Services Supervisor	0.00	1.00	0.00	1.00	
Housing Finance Analyst - Range 1	2.00	2.00	4.00	1.00	
Housing Finance Analyst - Range 2	2.00	2.00	1.00	3.00	
Housing Finance Analyst - Range 3	3.00	5.00	3.00	5.00	
Loan Processing Analyst RE & CS	3.00	2.00	2.00	1.00	
Loan Servicing Analyst	1.00	1.00	1.00	1.00	
Management Analyst HPD	5.00	0.00	0.00	0.00	
Management Analyst Housing and Community Development	0.00	6.00	5.00	4.00	
Office Technician	4.60	4.00	5.00	5.00	
Principal Construction Architect	2.00	2.00	2.00	2.00	
Principal Construction Technician	2.00	2.00	2.00	3.00	
Principal Housing Authority Analyst	1.00	1.00	1.00	0.00	
Principal Loan Processing Analyst RE & CS	2.00	1.00	1.00	1.00	
Principal Procurement Services Analyst RE & CS	1.00	1.00	1.00	1.00	
Principal Regulatory Compliance Analyst	1.00	1.00	1.00	1.00	
Procurement Services Supervisor	0.00	1.00	1.00	1.00	
Program Manager CD	5.00	0.00	0.00	0.00	
Program Manager HP D (formerly Dev. Svc.)	3.00	0.00	0.00	0.00	
Program Manager Housing and Community Development	0.00	6.00	0.00	0.00	
Program Manager Portfolio Management	0.00	0.00	1.00	1.00	
Program Manager - Redevelopment	0.00	0.00	4.00	4.00	
Program Manager RE & CS	6.00	2.00	4.00	3.00	
Program Manager RE & CS - Level 2	0.00	0.00	1.00	1.00	
Program Technician	4.50	2.00	1.00	1.00	
Program Technician Real Estate RE & CS	0.00	1.00	1.00	1.00	
Project Manager RE & CS	0.00	0.00	1.00	1.00	
Public Information Officer	1.00	1.00	1.00	0.00	
Real Estate Analyst	0.00	1.00	2.00	0.00	
Real Estate Specialist	1.00	1.00	1.00	1.00	
Redevelopment Analyst - Range 1	0.00	0.00	1.00	1.00	
Redevelopment Analyst - Range 2	0.00	0.00	3.00	2.00	
Redevelopment Analyst - Range 3	0.00	0.00	2.00	2.00	
Redevelopment Planner - Range 1	2.00	1.00	1.00	2.00	
Redevelopment Planner - Range 2	2.00	3.00	4.00	3.00	
Redevelopment Planner - Range 3	8.00	7.00	6.00	6.00	
Regulatory Compliance Analyst	0.00	1.00	1.00	1.00	
Redevelopment Specialist	1.00	0.00	0.00	0.00	
Resident Services Specialist	1.50	1.00	0.00	0.00	
Senior Analyst - Portfolio Mgmt	1.00	0.00	0.00	0.00	
Senior Management Analyst	1.00	1.00	0.00	0.00	
Supervisor RE & CS	0.00	0.00	1.00	0.00	
Total Positions	88.60	88.50	87.50	85.50	