



# DEPARTMENT OF HOUSING

## PERFORMANCE PRESENTATION

COUNTY OF SAN MATEO



Ken Cole, Director  
November 6, 2018

The Mission of the Department of Housing  
is to be a catalyst  
for increasing the supply of affordable housing  
and creating opportunities for people  
of all income levels and abilities  
to prosper in livable, collaborative communities.

# Shared Vision 2025 Alignment



- The programs and performance of the Department of Housing align with most facets of Shared Vision 2025.
- In particular we are creating and preserving affordable housing, often near transit and helping make our communities more livable.
- Department of Housing support of “Home for All San Mateo County” reflects our commitment to increasing community engagement and making progress on housing issues.



*Willow Housing, Menlo Park VA Campus*

# Department Summary

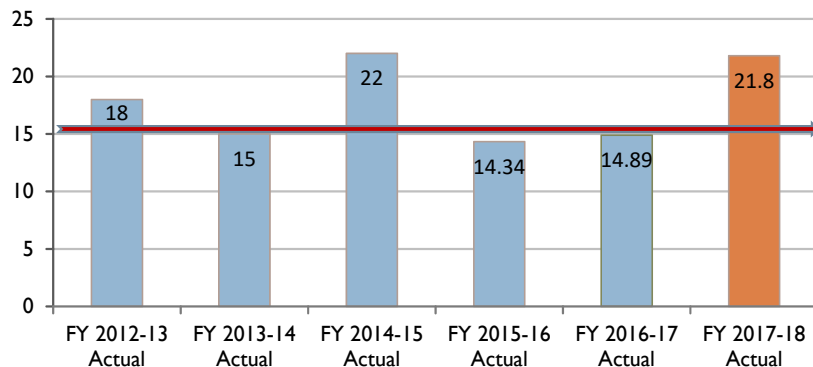


The Department of Housing is continuing meet or exceed performance measures for both Housing and Community Development and Housing Authority programs. These measures guide both managers and staff in our efforts to assist low income households, seniors and special needs populations throughout San Mateo County.

**Two measures of note in the past year are:**

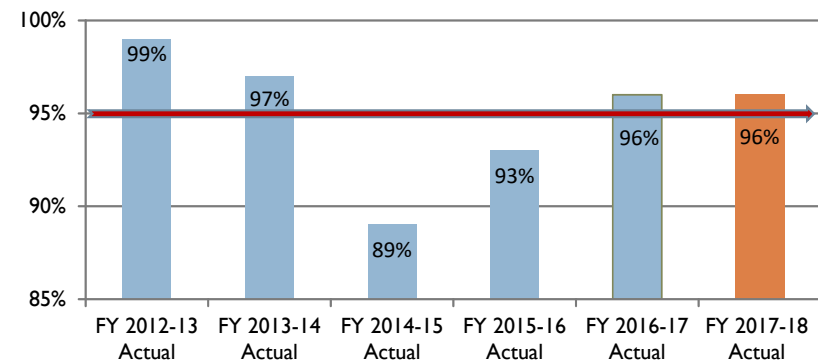
## **The Leveraged Ratio of Affordable Housing Investment—21.8 to 1**

This measure demonstrates the leveraging effect of our local funds from all sources being primarily invested in new construction projects which compete successfully for Low Income Housing Tax Credit Financing and other contributions.



## **The Percent of Rental Voucher Subsidies Utilized – 96%**

Just a few years ago the Housing Authority of the County of San Mateo had seen its voucher utilization rate shrink to 89%. After employing strategies like landlord incentives and project based voucher contracts the utilization rate has rebounded despite our “hyperactive” rental market.



# FY 2017-18 Highlights



## Waverly Place Apartments, North Fair Oaks Ground Opening May 23, 2018





# FY 2017-18 Highlights



*Colma Veterans Village*

- Successfully challenged HUD's Fair Market Rent calculations which resulted in increased funding for the Housing Choice Voucher program.
- Maintained an improved voucher utilization rate (now 96%) by using landlord incentives and project based units.
- Took steps to increase the percentage of Project Based Vouchers from 30% to 35% to assist in the financing of new affordable units and the preservation of some existing units.

# FY 2017-18 Highlights



- Committed \$23.3 million in funding (primarily Measure K) via AHF 5.0 to 8 new construction projects with 691 units and 2 rehabilitation projects with 166 units.
- Utilized Measure K funding to support a variety of housing support services in partnership with community based organizations like HIP Housing, Project Sentinel and ABODE Services.
- Conducted an RFP and selected MidPen Housing to partner on the redevelopment of Midway Village in Daly City.
- Provided staff support to further “Home for All San Mateo County” particularly in the efforts around second unit (ADU) development.
- Completed planning and financing steps for Phase 1 of the redevelopment of Midway Village in Daly City.



***Sequoia Belle Haven Senior Apartments  
Menlo Park***

# FY 2017-18 Highlights

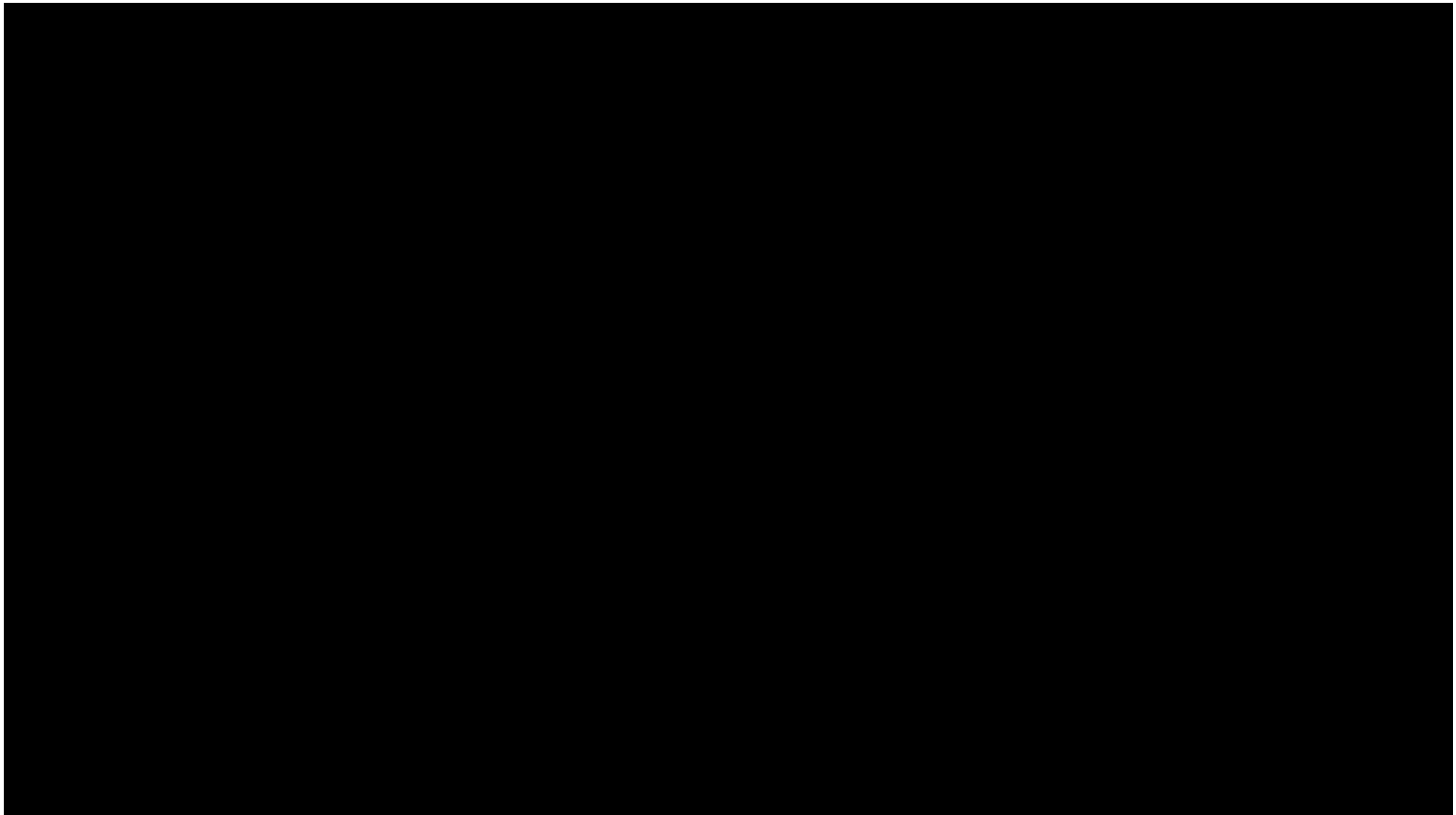


*Resident Stories  
Delaware Pacific, San Mateo*



# FY 2017-18 Highlights

*Resident Stories*  
*Delaware Pacific, San Mateo*



# FY 2018-19 Challenges



## *Middlefield Junction Master Plan*



- Conclude the current RFP process for the county owned Middlefield Road site and select the developer for Phase 1.
- Manage and closely monitor the variety of projects in our “affordable housing pipeline” to leverage the greatest number of units.
- Provide continued support to “Home for All San Mateo County”.
- Continue collaboration with other county departments on affordable housing efforts to serve county clients and end homelessness.

## FY 2018-19 Goals



- A five-year Department of Housing Strategic Plan is under development and will be implemented by the close of FY 2018-19. Annual workplans will supplement this broader strategic framework.
- Identify and resolve workflow issues in the Housing Authority to better serve our clients and improve employee engagement.
- Develop a stable asset management approach to the growing portfolio of housing projects being developed in partnerships throughout the county with Department of Housing funding.
- Collaborate with local jurisdictions to move forward on the goals set forth in the San Mateo County's Regional Assessment of Fair Housing.



COUNTY OF  
SAN MATEO

# QUESTIONS?