




TOWN OF PORTOLA VALLEY

STAFF REPORT

TO: Mayor and Members of the Town Council

FROM: Laura C. Russell, Planning & Building Director
Adrienne Smith, Senior Planner 

DATE: May 10, 2023

RE: Town Participation in Multi-Jurisdictional Shared Housing Team – Authorize Interim Town Manager to execute Letter of Intent

RECOMMENDATION

Staff recommends that the Town Council receive a staff report and public comments; provide direction on proposed Town participation in the multi-jurisdictional Shared Housing Team to assist the Town with the implementation of Housing Element programs; and authorize the Interim Town Manager to execute the Letter of Intent (Attachment 1).

BACKGROUND

The Housing Element update process has been a substantial undertaking for the Town both in time and required financial resources. However, once the Housing Element has been adopted, the Town needs to turn immediately to implementation of the Housing Element itself as well as the Post-Adoption Implementation Plan being developed by Council Members Hasko and Taylor. In light of this, staff is seeking direction from Council to assist in preparation of the budget for Fiscal Year 2023-2024.

Section 7: Goals, Policies and Programs of the Housing Element lays out the Town's goals stating desired outcomes, and associated policies to guide decision makers, and specific programs to ensure their effective implementation. The Town will be accountable for this section for when providing its Annual Progress Report to the Department of Housing and Community Development (HCD).

To implement the Housing Element and comply with State laws, the Town needs to develop a more formal Housing program. Since the Town has never had any affordable housing units to administer, it does not currently have the dedicated housing staff required to administer these programs. Further, affordable housing program administration requires a degree of expertise and familiarity with state legislation, grants and funding and

relationships with affordable housing developers and fair housing organizations. Related tasks are expected to vary in complexity from routine administrative duties to highly specialized professional analyses. It can be difficult to recruit for housing positions generally, especially where a jurisdiction does not have existing procedures/resources in place. A factor that further complicates the Town's potential need for affordable housing staff, is the insufficient (and often inconsistent) workload accompanying the administration of affordable housing programs. At this pre-Housing Element adoption stage of resource analysis, staff anticipates that the workload will be too much for current staff to absorb, but not enough to justify a new full-time staff position. This was contemplated in the Draft Housing Element, where Program 2-2 calls for collaboration with other cities/towns in San Mateo County to share qualified housing staff to support the housing program.

DISCUSSION

Throughout the Housing Element update process, staff have continued to work with one of its housing element consultants, 21 Elements, which has provided all 21 jurisdictions of San Mateo County an ability to collectively address the region's housing needs through shared learning, collaboration and coordinated action. At varying points during the housing element update process, Town staff and staff from smaller peer jurisdictions have shared concerns regarding the implementation of affordable housing program work. In response, 21 Elements put forth a Shared Housing Team program concept.

21 Elements has engaged the [Housing Endowment and Regional Trust \(HEART\) of San Mateo County](#) to create a Shared Housing Team across the jurisdictions in San Mateo County. The Shared Housing Team is expected to include at least three people, including an experienced supervisor (see Attachment 3 for draft job description). They will provide as-needed services across a wide range of housing program tasks. HEART staff have expertise and resources to manage and train staff and the ability to provide coordinated knowledge-sharing to offer consistency across participating jurisdictions and adoption of best practices countywide. Other benefits include efficiencies in scale, access to less than full-time staff and flexibility if a jurisdiction has intermittent staffing needs.

Although HEART will provide overall management of the Team, each jurisdiction determines job duties and tasks, and directly supervises the assigned staff person. This would ensure the shared staff would implement programs consistent with Town policies and community values.

Jurisdictions can opt into the Team for whatever fraction of a full time equivalent (FTE) meets their needs, with a minimum of 0.2 FTE. If needed, a jurisdiction may increase the level of FTE over time. Staff have analyzed the Town's anticipated affordable housing workload based on the programs in the Housing Element and recommend a 0.2 FTE/eight hours per week commitment. The Town will be allowed to use those hours as needed, within reason. Annualized, the program participation cost is estimated at \$37,440-\$39,500 (see table below). Staff believe this estimate represents excellent value for the Town. If the Town were to obtain staffing from a traditional consulting firm, staff estimate an equivalent cost of at least \$150 per hour, totaling approximately \$62,400 per year. Startup costs such as laptops, HEART workstations and program design is being financially

supported by the County of San Mateo. So the Town does not have to pay for its share of these start up costs, representing another savings.

Cost per Fraction of a Full Time Equivalent

Hours per week	FTE	Low – Cost Based on \$90 an hour	High
8	0.2	\$37,440	\$39,500
16	0.4	\$74,880	\$79,000
24	0.6	\$112,320	\$118,500
32	0.8	\$149,760	\$158,000
40	1.0	\$187,200	\$197,500

The work plan for the Shared Housing Team would prioritize implementation of programs that require affordable housing expertise. For example, many members of the community have expressed an interest in developing stronger programs to ensure affordability of Accessory Dwelling Units (ADUs) and Junior Accessory Dwelling Units (JADUs). From the Housing Element itself, the Housing Team is expected to work on at least the following programs:

- Program 2-1: Amend the Municipal Code to establish inclusionary housing requirements for new multi-family housing developments
- Program 2-2: Develop a program to manage new affordable housing units in the town
- Program 8-6: Convene a discussion of populations that are experiencing comparatively high rates of cost burden to discuss solutions for relief and consider a rental assistance program tailored to extremely high cost-burdened residents
- Program 8-7: Collaborate with other cities/towns and Project Sentinel, or another similar organization, to perform fair housing training for property owners

The program is scheduled to commence in summer 2023. In order to establish the Team, provide stability, and manage risk for HEART, the collaboration is asking for a three-year commitment from participating jurisdictions. If Town Council supports the request, staff will submit to HEART a letter of intent followed by a future service agreement between HEART and the Town detailing the terms and conditions of program participation, including final costs. This agreement will need to be reviewed and approved by Town Council at an upcoming meeting.

FISCAL IMPACT

The expected cost of participating in the Shared Housing Team is \$39,500 for the first year, with similar expenses for the two following years. HEART is asking for a three year commitment to establish the program. The Town should expect a reasonable increase in the second and third years, such as CPI.

ATTACHMENTS

1. Shared Housing Team Letter of Intent
2. FAQ on Shared Housing Team
3. Draft Job Description for Team Supervisor

San Mateo County Shared Housing Team Program

Letter of Intent to Participate

The Housing Endowment and Regional Trust (HEART) of San Mateo County has tentatively agreed to administer the Shared Housing Team program. Under this program, a small team of staff will be trained and managed to provide housing program related services for participating jurisdictions, who will all share in the cost of the Shared Housing Team. Benefits of the Shared Housing Team include increased efficiencies in scale and the option of less than full time staff. It also provides flexibility if a jurisdiction has intermittent needs.

Although HEART will provide overall management of the Team, each jurisdiction will determine the job duties and tasks, and directly supervise the assigned staff person. In recognition of the unique nature of the project and to mitigate risk for everyone, cities will be asked to commit to the program for 3 years to provide stability for the Team. That said, the level of FTE can be adjusted each year if other jurisdictions are interested in picking up more or less hours. The hours worked by a Team member can, but do not need to, be on a regular schedule. In practice, the requested FTE hours are expected to average out over each program year. A minimum request of .2 FTE is required for participation in this program.

This is a letter of intent (Letter of Intent) to establish that the following jurisdiction intends to participate in this Program starting Summer of 2023.

Jurisdiction Name: Town of Portola Valley

Primary Contact Name and Position: Laura Russell, Planning and Building Director and Adrienne Smith, Senior Planner

Primary Contact Email Address: lrussell@portolavalley.net and asmith@portolavalley.net

Primary Contact Phone Number: 650-871-1700

FTE Portion Request: 0.2

This Letter of Intent is non-binding and not enforceable by either party. After this Letter of Intent has been made, a future service agreement between HEART and Jurisdiction will be executed detailing the terms and conditions, including final costs.

Signed: _____
Howard Young, Interim Town Manager

Date: _____



SHARED HOUSING TEAM PROGRAM

Frequently Asked Questions

Can you provide position descriptions for the Housing Staff Team? A draft job description is available for the Shared Housing Staff Program director.

What would be the scope of work per FTE (example – what would be the FTE required for a certain size BMR portfolio?) Cities will need to do their best to determine how much work they need based on desired tasks. That said, for inclusionary rental unit management, one can use the City of San Mateo's experience as a guestimate– a portfolio of about 300 rental units on scattered sites has required about 1/2 FTE. Once you identify your priority needs/tasks, the HEART team will work with you to finalize the estimated FTE needed.

Is there a minimum FTE that we can sign up for? At this point we are looking for a commitment of at least .2 FTE per jurisdiction. If you anticipate you need significantly less than that, let us know. If, after totaling all the requests, there is a very small fraction of FTE available, we can contact you and see if it is a fit. There also may be other resources that would better suit your situation.

Who determines the staffing schedule and work priorities among jurisdictions? HEART will work with each city to accommodate specific schedule requests and priority work assignments. This will require some flexibility and good communication on everyone's part. It is also assumed that staff will be available for night meetings as needed.

Where will the Housing Team Staff have desks? Heart will provide workspace for staff, but cities are encouraged to provide space for staff onsite as well. This will help integrate staff into your team. It is anticipated based on current practices, staff will work both remotely and onsite.

Could you provide support for Affordable Housing Agreement negotiation? Yes.

Could you provide support for State Density Bonus request analysis? Yes.

Who is buying staff computers? HEART will provide staff with laptops, paid for by the County of San Mateo.



Whose servers are the staff using? HEART has its own internal system for email and document storage. Cities should use the same protocols as they would for a consultant as to emails, phone numbers, and document access and storage.

Who handles disciplinary issues? The Program Director will have ultimate responsibility for staff training, evaluation, and disciplinary issues. However, it is expected that the City staff person responsible for overseeing this work provide feedback to Program Director and the staff person as issues occur.

How is Risk Management handled? HEART will enter into individual agreements for each City. The typical practice is that parties indemnify each other for negligence incurred. Also, HEART will carry Liability and Errors and Omissions insurance.

What is the start date of the Program? HEART will need to hire and train staff in spring and early summer of 2023. It is anticipated that services for cities will be phased over the first several months of the program/fiscal year. The agreements will include language to describe milestones so that jurisdictions are clear when services will begin and the associated costs. Cities will not be charged until the assigned staff person begins work.

What happens if a city is unhappy with the Program? As with any service agreement, cities are expected to communicate issues to HEART so that we can work together on solutions. This pilot program is meant to be a service to cities so we are committed to work together so it benefits everyone.

Shared Housing Team Supervisor Job Description

ABOUT HEART OF SAN MATEO COUNTY:

HEART is a nonprofit public/private partnership among the county, the cities, and business communities dedicated to increasing the supply of affordable housing in San Mateo County. HEART's principal mission is to provide financing for the acquisition, construction and rehabilitation of affordable housing. HEART's newest venture is to provide staffing services for housing program management for smaller, less-resourced cities in San Mateo County.

DESCRIPTION:

This is a managerial position under the direction of the Executive Director responsible for HEART's Multi-City Services Program. The incumbent will provide and direct HEART staff with the planning, development, organization, negotiation and management of housing activities for several cities in San Mateo County. The incumbent and staff will manage the work program of city housing divisions; recommend policies and serve as project managers for affordable housing developments funded by cities; create and implement affordable housing programs; engage city and other public agencies in the implementation of housing activities and programs; support and team with other city staff working on related issues and perform related duties as required for cities. This position involves training, recruitment and supervision of professional staff.

As an employee of HEART, this is an "at-will" position. The incumbent serves at the discretion of the Executive Director. The incumbent in this position demonstrates strong ethical, professional, and service-oriented leadership and interpersonal skills; and sets a good example.

TYPICAL DUTIES:

This description may not include all the duties listed below, nor do the examples cover all duties that may be performed.

PROGRAM MANAGEMENT

In consultation with peers, supervisors and cities, establishes objectives, priorities and schedules for affordable housing programs and activities.

Assigns new projects, monitors/manages staff workload and creates procedures/guidelines to improve operations.

Maintains monitoring and reporting systems to ensure the adequacy, quality and timeliness of program work.

Manages, trains, and evaluates the work of staff.

PROJECT MANAGEMENT

Plans, organizes, and implements cities' efforts to develop new affordable housing.

Manages housing programs and projects including project budgets.

Manages housing programs and projects, including administration and monitoring of affordable housing units including those produced through Inclusionary Zoning.

Develops specifications and prepares requests for proposals for City housing fund.

Reviews and evaluates affordable housing proposals and makes recommendations regarding project selection to the City Council.

Prepares and negotiates contracts and participates in making recommendations for the use of housing funds.

Meets and negotiates with housing developers, investors and business people to determine project scope and provide technical assistance, as well as promote development in the City.

Manages the plan approval process for City housing development projects, including coordinating affordable housing projects with the Planning Division Staff.

Monitors the development, construction and implementation phases of affordable housing projects to ensure contract compliance.

Develop an awareness of current trends in housing financing methods and seek out financing sources and public/private partnerships for the construction of affordable housing.

Works with governmental and private agencies at all levels to secure funding for development programs.

Maintains effective working relationship with public and private lending sources and prepare loan applications when appropriate.

Reviews and prepare draft comments on proposed Federal, State and local regulations and their prospective impact on department programs. Suggest alternative courses of actions as applicable.

Advises city staff on necessary actions, problems or requirements.

Represents the City's Housing Department at various meetings and negotiations.

Attends meetings and make presentations to City staff, City Councils, administrators and various private and community organizations to discuss project status.

Prepares reports involving research, analysis, writing, and presentations.

Manages ongoing compliance activities, including monitoring of regulatory agreements and administration of the City's affordable housing loan portfolio.

Solicits, selects, contracts with, and manages consultants.

Uses computer applications, prepares memos and procedural documentation.

Performs other related duties as assigned.

MINIMUM QUALIFICATIONS:

EDUCATION AND EXPERIENCE

- Graduation from an accredited college or university with a Bachelor's Degree in Urban Planning, Public Administration, Environmental Studies, or a related field
- At least five (4) years of progressively responsible public or private experience in urban planning, business administration, public administration, housing finance and development, or redevelopment; with some supervisory experience
- A Master's degree from an accredited college or university in one of the above fields may be substituted for one year of the required experience
- Familiarity with computer software programs commonly used by cities, such as Windows Office
- Experience working in the Housing Division of a public sector Community Development or Planning Department is desirable.

LICENSE

Possession of a valid Class C California driver's license is required at the time of application and for the duration of employment.

OTHER REQUIREMENTS

Must be able to perform the essential functions of the job assignment.

KNOWLEDGE, SKILLS, AND ABILITIES:

Knowledge of:

- Principles, practices and methods as applied to city planning, and development;
- Federal, State and local regulations dealing with land use and development;
- Real estate financing, development, marketing and administration of affordable housing;
- Research methods and statistical analysis;
- Negotiation techniques and strategies;
- Problem solving and conflict resolution practices and techniques;
- Project and workload planning;
- Principles and practices of management including fundamentals of budgeting and accounting systems;
- Principles, practices and methods of grant administration, federal grant entitlement programs, housing, redevelopment programs and rehabilitation programs;
- Environmental and safety principles, practices, procedures and standards; and
- Office safety practices, procedures and standards.

Ability to:

- Identify, research and evaluate relevant information and statistical data from variety of sources;
- Draw conclusions and project consequences of decisions and recommendations; Develop creative and practical solutions to complex and difficult problems;
- Identify policy issues and work with staff to develop options and recommend solutions;
- Prepare and present clear, concise and complex written and oral reports;

- Communicate logically and clearly, both orally and in writing;
- Make presentations before commissions and committees;
- Review housing development and redevelopment proposals;
- Negotiate agreements with developers and consultants;
- Read building plans;
- Establish and maintain effective working relationships with those contacted in the course of work including staff, developers and consultants and the general public;
- Exercise independent judgment and initiative with minimal supervision;
- Work effectively in time-sensitive situations and meet deadlines;
- Coordinate multiple projects and complex tasks simultaneously;
- Supervise and review the work of employees engaged in the administration of projects and projects; and
- Use computer software such as Excel, Word, Power Point, etc.

SUPPLEMENTAL INFORMATION:

SUPERVISION RECEIVED

Works under the general direction of the Executive Director and the supervisory staff at cities or other managers as assigned.

SUPERVISION EXERCISED

Manages HEART staff and contractors engaged by cities as assigned.

OTHER REQUIREMENTS:

CONFLICT OF INTEREST

Incumbents in this position are required to file a Conflict of Interest statement upon assuming office, annually, and upon leaving office.