**SHARED HOUSING TEAM PROGRAM CONCEPT  
03/01/2023**

During the current Housing Element preparation cycle, staff from 21 Elements frequently heard about the need for staff trained in affordable housing administration, especially from the smaller, less-resourced jurisdictions. Many jurisdictions are growing affordable housing portfolios and/or made commitments in their housing elements to launch new programs.

Some of the challenges identified in managing affordable housing programs include an insufficient (and often inconsistent) workload to justify a new staff position and lack of in-house expertise to train and manage new staff. Since the related tasks vary in complexity from routine administrative duties to highly specialized professional analyses, it can be difficult to recruit for housing positions, especially where a jurisdiction does not have existing procedures/resources in place. If there is only one staff person, when they leave, they take their institutional knowledge with them.

As a result of these conversations, the concept of the Shared Housing Team (Team) evolved. Under this concept, 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 (e.g. the person could work many hours during a project launch but work with other jurisdictions at other times).

21 Elements approached The Housing Endowment and Regional Trust (HEART) of San Mateo County, and they have tentatively agreed to coordinate the services and manage the Team. HEART staff has expertise and resources to manage and train staff that jurisdictions often lack. This coordinated knowledge-sharing will also help to provide consistency across jurisdictions and the adoption of best practices countywide.

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. Jurisdictions are encouraged to treat these staff as part time employees and involve them in department wide initiatives so they can fully participate and contribute their services.

Cities can opt into the Team for whatever fraction of an FTE meets their needs. HEART will hire and train the team and enter into agreements with each jurisdiction individually. In recognition of HEART’s substantial commitment to hire and manage staff, 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.

There are many aspects of the program that are still being developed, in close consultation with interested jurisdictions and HEART staff. For more information, please contact

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Sandy Council,

**Estimated Cost (Based on $90 per hour cost for jurisdictions)**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Program Cost** | **Salary** | **Benefits** | **Taxes/Work Comp** | **Total** |
| Housing Staff Supervisor | $170,000 | $12,000 | $12,000 | $194,000 |
| Housing Specialist | $100,000 | $12,000 | $8,500 | $120,500 |
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| HEART Admin Support |  |  |  | $33,000 |
| ED Oversight and Project Work |  |  |  | $33,000 |
| E/O Insurance |  |  |  | $5,000 |
| Contingency |  |  |  | $55,600 |
| **Grand Total** | $370,000 | $36,000 | $29,000 | **$561,600** |

**Cost per Fraction of a Full Time Equivalent**

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Hours per week** | **FTE** | **Low** | **Cost Based on $90 an hour** | **High** |
| 8 | 0.2 | $33,000 | $37,440 | $39,500 |
| 16 | 0.4 | $66,000 | $74,880 | $79,000 |
| 24 | 0.6 | $99,000 | $112,320 | $118,500 |
| 32 | 0.8 | $132,000 | $149,760 | $158,000 |
| 40 | 1.0 | $165,000 | $187,200 | $197,500 |

Startup costs such as laptops, HEART work stations and program design is being financially supported by the County of San Mateo.