

## COMMUNITY DEVELOPMENT AND HOUSING

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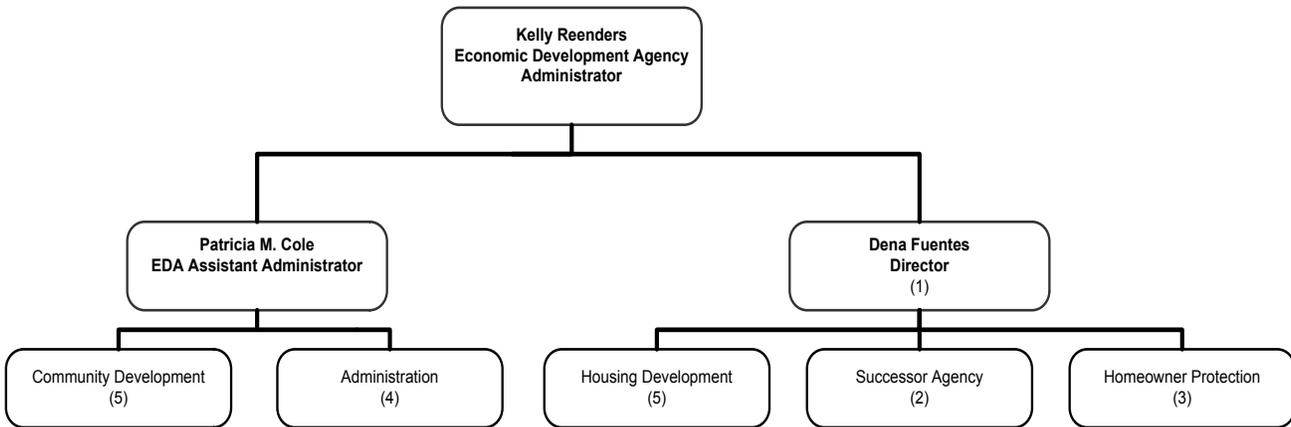
### DEPARTMENT MISSION STATEMENT



*The mission of Community Development and Housing is to achieve economic and community revitalization through stakeholder collaboration and leveraging of federal, state and local resources.*



### ORGANIZATIONAL CHART



### 2012-13 ACCOMPLISHMENTS

- In addition to completing the third of a three-year plan to bring operating expenditures within the annual operating revenue allowances without the use of one-time reserves, the Department also drafted a five-year revenue and expense plan to ensure that ongoing funds will pay for ongoing expenses.
- Utilized federal funds in coordination with 12 cooperating cities and various County departments to construct and/or improve a total of 41 public facilities and infrastructure projects, as well as operate up to 30 public service programs to the benefit of 173,511 residents.
- Completed the site assembly of 9 acres in the unincorporated community of Bloomington
- Executed an Exclusive Negotiation Agreement with The Related Companies for the development of a mixed-use development that includes a multi-generational affordable housing project and new library.
- Executed agreements to invest \$5.1 million of HOME Investment Partnership Act Grant (HOME) funds in the cities of Loma Linda and Yucca Valley for the development of two senior affordable housing communities resulting in 125 total units.
- Invested \$4.4 million of Neighborhood Stabilization Program funds for the development of affordable housing communities in the City of Rialto and the unincorporated area of Colton resulting in 108 affordable units.
- Investment of \$19.2 million of federal funds resulted in the completion of 397 affordable units in the cities of Barstow, San Bernardino, and Yucaipa.
- Secured Department of Finance approval to use the Housing Bond Proceeds of \$11.4 million.
- Met the requirements of the Redevelopment Dissolution Act.
- Completed the site assembly of 14 acres across from the Auto Club Speedway.



- Retained \$10 million of former Redevelopment Agency Bond funds to complete three key infrastructure projects.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act.
- Created the Homeownership and Foreclosure Prevention Joint Powers Authority to identify funding and programs to assist with foreclosure prevention.
- Entered into a collaborative agreement with the Department of Behavioral Health to revitalize communities through the development of affordable housing.
- Provided homeless prevention services and emergency shelter nights to 29,245 households annually.
- Rental and utility assistance to 395 households annually; Educational Training to 525 households annually.
- Met expenditure requirements for the Neighborhood Stabilization Programs.

**COUNTY GOALS AND OBJECTIVES AND DEPARTMENT PERFORMANCE MEASURES**

**COUNTY GOAL: PROVIDE FOR THE HEALTH AND SOCIAL SERVICES NEEDS OF COUNTY RESIDENTS**

**Objective(s):** • *Promote public/private collaboration and projects that help to meet the health and human service needs of county residents.*

*Department Strategy:* • *Through collaboration with both the cities and various county departments, Community Development Block Grant (CDBG) and Emergency Solutions Grant (ESG) funds are leveraged to augment the various public service programs and projects, within the county, in response to the needs of low- and moderate-income persons and/or persons with special needs.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Estimate	Target
Number of county residents benefiting from public service programs and projects.	19,852	21,000	20,000	21,000

**COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION**

**Objective(s):** • *Continue the County role of convening conversations on community collaboration and collective action.*

*Department Strategy:* • *Create an Affordable Housing Collaborative to create relationships and share ideas on leveraging affordable housing and other County resources to effectuate community and neighborhood revitalization.*

	2011-12	2012-13	2012-13	2013-14
Measurement	Actual	Target	Estimate	Target
Number of active organizations in the Affordable Housing Collaborative.	N/A	N/A	N/A	100



**COUNTY GOAL: CREATE, MAINTAIN AND GROW JOBS AND ECONOMIC VALUE IN THE COUNTY**

**Objective(s):** • *Work with cities to explore programs and approaches to address the mortgage crisis.*

**Department Strategy:** • *Work with cities, housing counseling agencies, government entities and lenders, to promote foreclosure prevention events and encourage homeowner participation in events and programs to maintain levels of homeownership.*

Measurement	2011-12 Actual	2012-13 Target	2012-13 Estimate	2013-14 Target
Promote foreclosure prevention events hosted by non-profit housing counseling agencies, lenders, and federally funded entities.	N/A	N/A	16	20
Direct mail and email campaigns to constituents to inform them of foreclosure and prevention events and programs.	N/A	N/A	4	10
Provide foreclosure prevention information via website [www.saveyourhomesbcounty.org] to homeowners within the County (number of unique page views on website).	N/A	N/A	1,600	3,000

**SUMMARY OF BUDGET UNITS**

2013-14

	Requirements	Sources	Net County Cost	Fund Balance	Net Budget	Staffing
<b>Special Revenue Fund</b>						
Community Development and Housing	41,106,041	19,607,995		21,498,046		20
Total Special Revenue Fund	41,106,041	19,607,995		21,498,046		20

**5-YEAR REQUIREMENTS TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	42,326,556	42,021,486	52,046,540	82,817,608	41,106,041
<b>Total</b>	<b>42,326,556</b>	<b>42,021,486</b>	<b>52,046,540</b>	<b>82,817,608</b>	<b>41,106,041</b>

**5-YEAR SOURCES TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	23,422,053	24,926,121	32,902,601	36,708,606	19,607,995
<b>Total</b>	<b>23,422,053</b>	<b>24,926,121</b>	<b>32,902,601</b>	<b>36,708,606</b>	<b>19,607,995</b>

**5-YEAR FUND BALANCE TREND**

	2009-10	2010-11	2011-12	2012-13	2013-14
Community Development and Housing	18,904,503	17,095,365	19,143,939	46,109,002	21,498,046
<b>Total</b>	<b>18,904,503</b>	<b>17,095,365</b>	<b>19,143,939</b>	<b>46,109,002</b>	<b>21,498,046</b>



## Community Development and Housing

### DESCRIPTION OF MAJOR SERVICES

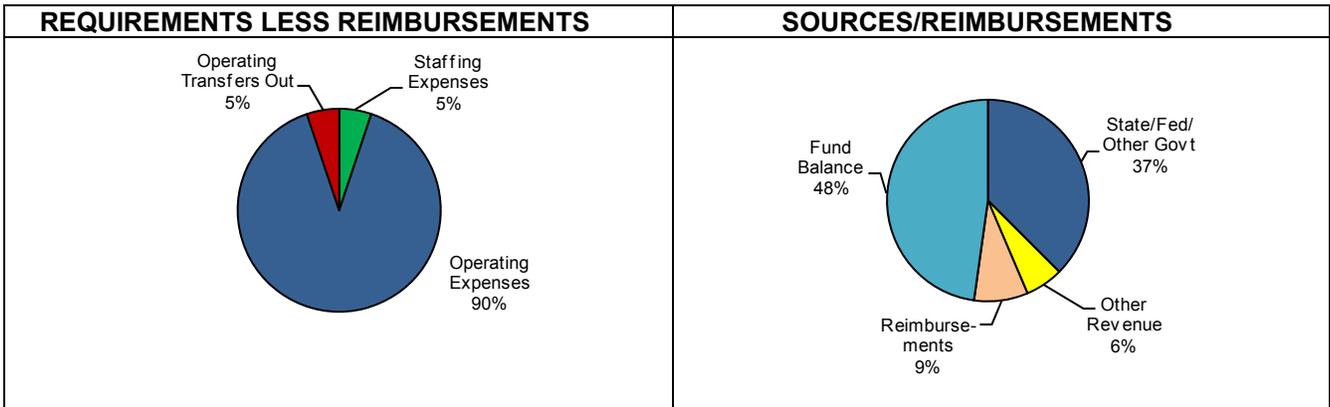
Community Development and Housing (CDH) seeks to better the quality of life for the residents of San Bernardino County by providing community and housing development resources. CDH administers several Federal Department of Housing and Urban Development (HUD) programs. These programs are the Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), HOME Investment Partnership Act Grant (HOME) and Neighborhood Stabilization Program (NSP).

Budget at a Glance	
Total Requirements	\$41,106,041
Total Sources	\$19,607,995
Fund Balance	\$21,498,046
Use of Fund Balance	\$21,498,046
Total Staff	20

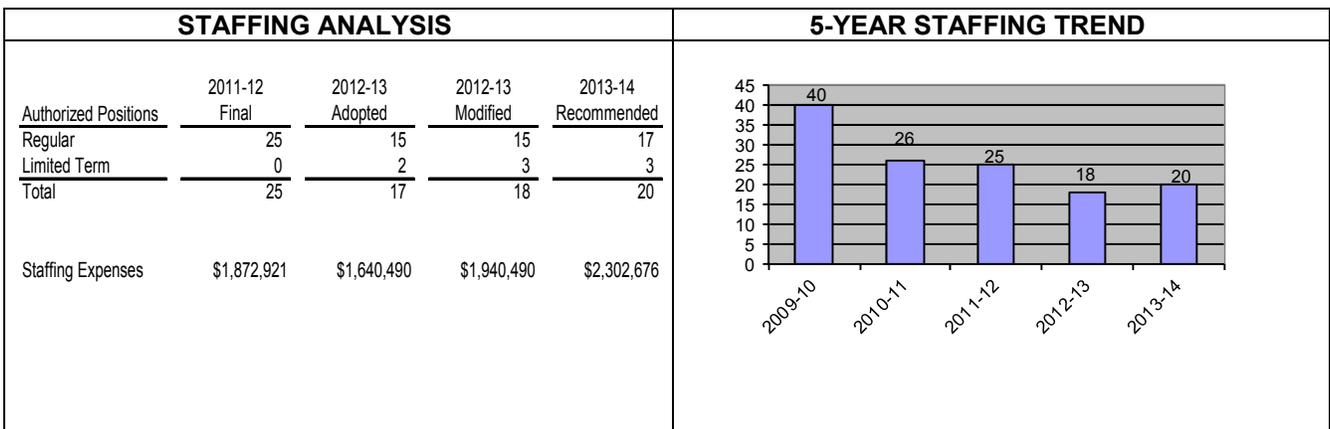
On June 29, 2011, the Governor signed Assembly Bill X1 26 (Dissolution Act) as part of the State's budget package and on December 29, 2011 the California Supreme Court upheld this legislation. The Dissolution Act mandates the elimination of every redevelopment agency in California, effective February 1, 2012, and mandates all unobligated funds be distributed to the appropriate taxing entities. The Housing Successor retained the housing functions of the former Redevelopment Agency (RDA) and has all rights, power, duties, and obligations related to building, preserving, and rehabilitating affordable housing for low to moderate income households. For fiscal year 2012-13, the Housing Successor was incorporated into CDH; however a separate budget unit was maintained pending additional guidelines relating to the RDA dissolution. For 2013-14, the budget unit and all supporting schedules have been consolidated within CDH's budget since it was determined there is no need to present separate budget units.

During 2013-14 CDH will leverage housing and federal funds to continue the major revitalization effort in the Bloomington community.

### 2013-14 RECOMMENDED BUDGET



### BUDGETED STAFFING



**ANALYSIS OF 2013-14 RECOMMENDED BUDGET**

GROUP: Economic Development  
 DEPARTMENT: Community Development and Housing  
 FUND: Community Development and Housing

BUDGET UNIT: Various  
 FUNCTION: Public Assistance  
 ACTIVITY: Other Assistance

	2009-10 Actual	2010-11 Actual	2011-12 Actual	2012-13 Estimate	2012-13 Modified Budget	2013-14 Recommended Budget	Change From 2012-13 Modified Budget
<b>Requirements</b>							
Staffing Expenses	2,608,966	2,442,861	1,872,920	1,870,554	1,940,490	2,302,676	362,186
Operating Expenses	25,016,165	18,202,562	29,004,275	25,652,153	66,378,137	40,364,126	(26,014,011)
Capital Expenditures	28,775	0	2,285,449	362,157	366,000	0	(366,000)
Contingencies	0	0	0	0	9,143,591	0	(9,143,591)
Total Exp Authority	27,653,906	20,645,423	33,162,644	27,884,864	77,828,218	42,666,802	(35,161,416)
Reimbursements	(1,719,231)	(1,567,356)	(1,913,666)	(3,033,267)	(2,703,686)	(3,886,792)	(1,183,106)
Total Appropriation	25,934,675	19,078,067	31,248,978	24,851,597	75,124,532	38,780,010	(36,344,522)
Operating Transfers Out	627,762	3,269,326	3,823,296	3,700,917	7,693,076	2,326,031	(5,367,045)
Total Requirements	26,562,437	22,347,393	35,072,274	28,552,514	82,817,608	41,106,041	(41,711,567)
<b>Sources</b>							
Taxes	29,479	570	1,153,330	0	0	0	0
Realignment	0	0	0	0	0	0	0
State, Fed or Gov't Aid	18,409,390	19,275,623	29,251,744	18,072,829	32,239,815	16,874,842	(15,364,973)
Fee/Rate	1,657	14,563	13,603	13	0	0	0
Other Revenue	5,610,805	5,072,942	3,046,400	(14,781,284)	3,818,791	1,908,877	(1,909,914)
Total Revenue	24,051,331	24,363,698	33,465,077	3,291,558	36,058,606	18,783,719	(17,274,887)
Operating Transfers In	0	907	320,852	650,000	650,000	824,276	174,276
Total Sources	24,051,331	24,364,605	33,785,929	3,941,558	36,708,606	19,607,995	(17,100,611)
				Fund Balance	46,109,002	21,498,046	(24,610,956)
				Budgeted Staffing	18	20	2

**MAJOR EXPENDITURES AND REVENUE IN 2013-14 RECOMMENDED BUDGET**

Operating expenses and operating transfers out of \$42.7 million primarily relate to infrastructure construction projects and community development programs funded by the Department, including rehabilitation of low, moderate or middle income residential units.

Sources of \$19.6 million primarily represent federal funding for CDBG, HOME, and ESG programs as allocated by formula to the County and participating cities.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Requirements are decreasing by \$41.7 million. The decrease is due primarily to the one-time payment of \$15.0 million and the transfer of \$11.4 million in bonds proceeds from the Housing Successor to the Successor Agency as required for the dissolution of the former RDA. Approximately \$9.1 million of funds held by HUD and committed to current projects, but planned to be disbursed in future fiscal years, are excluded from the 2013-14 budgeted contingencies. The completion of large infrastructure and other projects represents approximately \$5.4 million of the decrease and sequestration funding reductions represent \$800,000.

Sources are decreasing by \$17.1 million due in part to an expected 9% sequestration reduction of \$800,000 in federal allocation for the CDBG, HOME and ESG programs, as well as a change in strategy of not budgeting funding of \$9.1 million for future year disbursements in the current year. Completion of large multi-year projects in 2012-13 accounts for \$5.2 million of the decreased financing sources in 2013-14. Additionally, a \$1.9 million reduction in revenue is due primarily to the receipt of one time program income for the NSP program combined with lower loan repayments due to loan maturities and/or defaulted loans, and reduced interest earned as a result of lower principal balances.



**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing expenses of \$2.3 million fund 20 budgeted positions of which 17 are regular positions and 3 are limited term positions.

The 2013-14 budget includes the addition of 1 Staff Analyst II and 1 CDH Analyst II to assist with fiscal/administrative and program compliance/monitoring functions, respectively. The Department conducted a five year revenue and expense analysis in 2013 and has identified that there is sufficient ongoing funding to support the addition of the two new positions.

In 2012-13 the department deleted a net 10 positions from the budget due to significant federal funding reductions and added 2 positions for the Homeownership Protection and Foreclosure Prevention Program funded using County contingencies. During 2012-13 an additional position was added for the Homeownership Protection and Foreclosure Prevention Program.

**2013-14 POSITION SUMMARY**

Division	Regular	Limited Term	Total	Filled	Vacant	New	Total
Administration	4	0	4	3	0	1	4
Community Development	5	0	5	5	0	0	5
Housing Development	5	1	6	5	0	1	6
Housing Successor	2	0	2	2	0	0	2
Homeowner Protection	1	2	3	2	1	0	3
<b>Total</b>	<b>17</b>	<b>3</b>	<b>20</b>	<b>17</b>	<b>1</b>	<b>2</b>	<b>20</b>

Administration		Community Development		Housing Development	
<u>Classification</u>		<u>Classification</u>		<u>Classification</u>	
1	Administrative Supervisor II	1	Supervising CDH Analyst	1	CDH Director
1	Executive Secretary II	3	CDH Analyst II	1	Deputy Director, CDH
1	Staff Analyst II	1	CDH Technician	1	CDH Project Manager
1	Fiscal Specialist	5	<b>Total</b>	2	CDH Analyst II
4	<b>Total</b>			1	Real Estate Specialist
				6	<b>Total</b>
Housing Successor		Homeowners Protection			
<u>Classification</u>		<u>Classification</u>			
1	Deputy Director, Housing Successor	2	Contract Housing Analyst		
1	Staff Analyst II	1	Secretary I		
2	<b>Total</b>	3	<b>Total</b>		

