

COMMUNITY DEVELOPMENT AND HOUSING

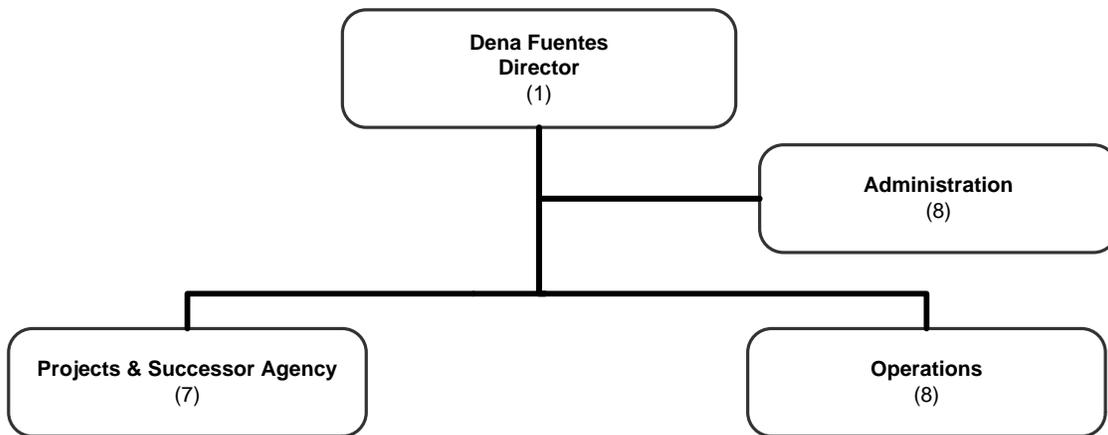
Dena Fuentes

DEPARTMENT MISSION STATEMENT

The mission of the Community Development and Housing Department is to better people's lives and the communities they live in by strategically investing and leveraging limited federal, state and local resources to achieve community and neighborhood revitalization.



ORGANIZATIONAL CHART



2016-17 SUMMARY OF BUDGET UNITS

	2016-17					
	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Special Revenue Funds						
Community Development and Housing	36,258,817	16,022,308		20,236,509		24
Total Special Revenue Funds	36,258,817	16,022,308		20,236,509		24
Capital Project Funds						
Community Development and Housing	19,199,727	52,600		19,147,127		0
Total Capital Project Funds	19,199,727	52,600		19,147,127	0	0
Total - All Funds	55,458,544	16,074,908	0	39,383,636	0	24

2015-16 MAJOR ACCOMPLISHMENTS

- Completed construction of Bloomington Phase One development which includes 106 affordable housing units and a new Bloomington Branch Library. Total project cost is \$34.2 million, including County investment of \$16.5 million.
- Commenced construction of Bloomington Phase Two development which includes an additional 84 affordable housing units with a \$31.6 million project cost, which includes \$9.6 million of County investment.



- Invested Federal Community Development Block Grant (CDBG) program funds, in partnership with 13 cooperating cities, to accomplish the following: constructed or improved 14 public facilities; initiated or completed 19 infrastructure projects; completed 3,700 code enforcement inspections; demolished 1 substandard property; and Graffiti Abatement programs restored 2,800 properties.
- Invested an additional \$3.3 million of CDBG Program Income Funds towards the construction of Needles Fire Station to enhance community services.
- Invested \$2.1 million of HOME Investment Partnership Act Grant (HOME) funds which captured \$30.4 million of additional investment to commence construction of the 88 unit Affordable Housing Development for Homeless Veterans in the City of Loma Linda.
- Assisted in the rehabilitation of Waterman Gardens affordable housing units by commencing construction on Valencia Nine Apartments in the City of San Bernardino (City) in order to redevelop that area. The \$810,000 of City HOME funds leveraged a total investment of \$26.2 million.
- Coordinated and reviewed all financial actions of the 26 Oversight Boards for the County regarding the Redevelopment Dissolution Act to assist the County in overseeing the wind down of former Redevelopment Agencies and to obtain additional revenue.
- Executed a refinance of the former San Sevaire Redevelopment Bonds to provide savings in excess of \$3.1 million of net present value which all taxing entities will benefit.

DEPARTMENT PERFORMANCE MEASURES

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Audit findings per Federal audit conducted.	5	0	0	0
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
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DEPARTMENT PERFORMANCE MEASURES CONTINUED

COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and [persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Percentage of Housing Grant Funds Commitment Deadlines met.	100%	100%	100%	100%
COUNTY GOAL: PROVIDE FOR THE SAFETY, HEALTH AND SOCIAL SERVICE NEEDS OF COUNTY RESIDENTS		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Partner with County and non-County agencies and maximize the use of Federal and State programs and funding to address the public health, safety and social service needs of County residents and move participants to self-sufficiency.					
STRATEGY	Though collaboration with both the cities and various County departments, Community Development Grant (CDBG), Emergency Solutions Grant (ESG) funds, and HOME Federal funds are leveraged to augment various social service programs, build needed infrastructure or public facilities, and construct affordable housing communities that serve low- and moderate- income persons and [persons with special needs. adherence to expenditure deadlines and compliance with federal regulations are indicative to residents receiving services, projects are meeting construction schedules, and ensures the funds are not subject to recapture.	Percentage of Federal Housing Grant funds spent by County.	100%	100%	100%	100%
COUNTY GOAL: IMPLEMENT THE COUNTYWIDE VISION		Measure	2014-15 Actual	2015-16 Target	2015-16 Est.	2016-17 Target
OBJECTIVE	Continue the County role of convening conversations on community collaboration and collective action.	Activities, events, programs completed and delivered by the Affordable Housing Collaborative.	9	6	6	8
STRATEGY	Continue to facilitate and support the Affordable Housing Collaborative activities to leverage affordable housing and other County resources to effectuate community and neighborhood revitalization.					



Community Development and Housing

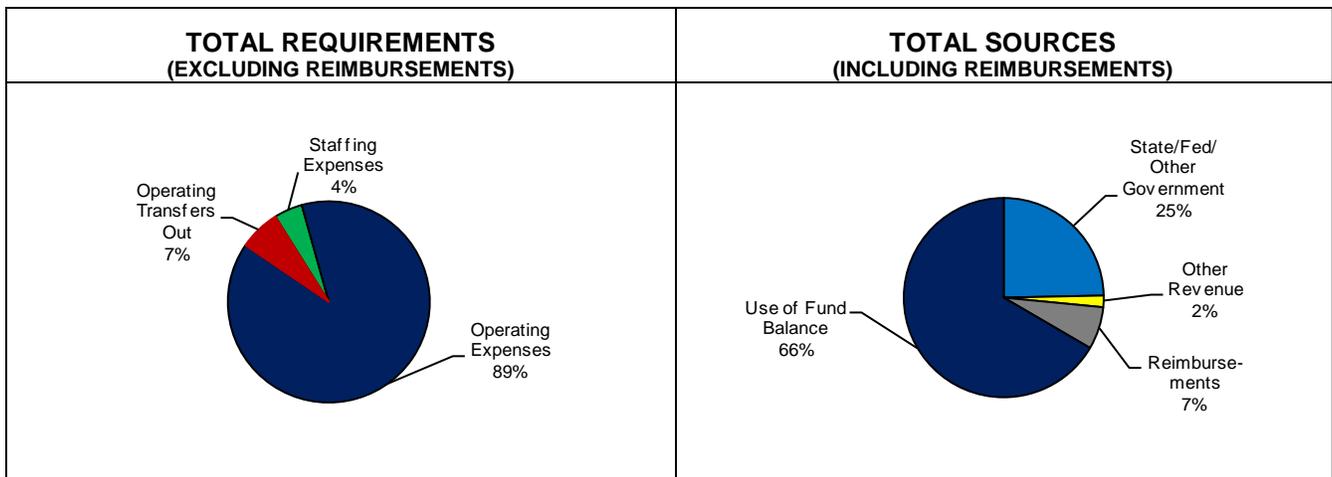
DESCRIPTION OF MAJOR SERVICES

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 for low and moderate income families, individuals and communities. CDH invests several Federal Department of Housing and Urban Development (HUD) grants to undertake needed infrastructure projects and services for targeted communities. Housing grant funds are leveraged to develop vision-based affordable housing communities.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$59,528,242
Total Sources (Incl. Reimb.)	\$20,144,606
Use of/ (Contribution to) Fund Balance	\$39,383,636
Total Staff	24

Additionally, CDH is responsible to complete the County’s remaining redevelopment activities under the auspices of the County of San Bernardino’s Successor Agency, Oversight Board, and Housing Successor. This includes ensuring the enforceable financial obligations are retired, selling the Successor Agency’s assets, and completing all remaining capital projects. CDH also manages the Countywide Redevelopment Dissolution process for all 26 successor agencies operating in the County.

2016-17 RECOMMENDED BUDGET



ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

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

	<u>2012-13</u>	<u>2013-14</u>	<u>2014-15</u>	(A) <u>2015-16</u>	<u>2015-16</u>	(B) <u>2016-17</u>	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	
Requirements							
Staffing Expenses	1,796,203	2,132,778	2,379,797	2,659,788	2,454,620	2,719,155	59,367
Operating Expenses	25,151,669	14,791,082	19,421,997	56,738,113	17,862,218	52,887,483	(3,850,630)
Capital Expenditures	362,157	1,389,791	0	0	0	0	0
Total Exp Authority	27,310,029	18,313,651	21,801,794	59,397,901	20,316,838	55,606,638	(3,791,263)
Reimbursements	(5,683,921)	(3,019,955)	(4,269,191)	(4,024,346)	(3,292,324)	(4,069,698)	(45,352)
Total Appropriation	21,626,108	15,293,696	17,532,603	55,373,555	17,024,514	51,536,940	(3,836,615)
Operating Transfers Out	3,997,373	1,327,983	7,354,766	4,837,278	2,750,000	3,921,604	(915,674)
Total Requirements	25,623,481	16,621,679	24,887,369	60,210,833	19,774,514	55,458,544	(4,752,289)
Sources							
Taxes	0	23,410	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	18,371,307	11,947,976	11,149,295	13,607,859	9,953,953	14,591,231	983,372
Fee/Rate	2,048	32,482	39,385	0	6,792	352,705	352,705
Other Revenue	16,327,544	1,820,052	26,361,274	2,134,020	1,552,856	1,110,972	(1,023,048)
Total Revenue	34,700,899	13,823,920	37,549,954	15,741,879	11,513,601	16,054,908	313,029
Operating Transfers In	650,425	824,276	0	150,000	162,000	20,000	(130,000)
Total Financing Sources	35,351,324	14,648,196	37,549,954	15,891,879	11,675,601	16,074,908	183,029
Fund Balance							
Use of / (Contribution to) Fund Balance	(9,727,843)	1,973,483	(12,662,585)	44,318,954	8,098,913	39,383,636	(4,935,318)
Available Reserves				3,163,595	39,383,636	0	(3,163,595)
Total Fund Balance				47,482,549	47,482,549	39,383,636	(8,098,913)
Budgeted Staffing*	18	21	24	26	26	24	(2)

*Data represents modified budgeted staffing

MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

Federal and state grant revenues are anticipated to be \$14.6 million and will fund Community Development Block Grant (CDBG), HOME and Emergency Solutions Grant (ESG) activities. Principal and interest from the department's loan portfolio and interest earned on monies held in the County treasury contribute \$1.1 million to the above activities and operating expenses. In Operating Expenses, the department has budgeted \$17.7 million for infrastructure improvements in the areas surrounding San Sevaire and Cedar Glen communities and \$29.4 million for low-moderate income housing assistance.

DETAIL OF 2016-17 RECOMMENDED BUDGET

	2016-17				
	Requirements	Sources	Use of / (Contribution to) Fund Balance	Available Reserves	Staffing
Total Special Revenue Funds	36,258,817	16,022,308	20,236,509	0	24
Total Capital Project Funds	19,199,727	52,600	19,147,127	0	0
Total - All Funds	55,458,544	16,074,908	39,383,636	0	24



BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$4.8 million as the department continued to draw down Successor Agency bond funds for projects completed in 2015-16. Additionally, \$8.1 million in Fund Balance was used towards one-time expenditures for the Bloomington project.

Sources are increasing by \$183,029 as federal funding is expected to have an increase of \$983,372 over the prior year. That increase helps offset the continued reduction of Other Revenue due to the one-time nature of Successor Agency bond funds.

ANALYSIS OF FUND BALANCE

The budget reflects a \$39.4 million use of Fund Balance for one-time expenditures, including infrastructure improvements and housing assistance. The majority of departmental Fund Balance represents monies received in the last three years from the dissolution of redevelopment, representing bond and housing funds. The Fund Balance also includes revenues from sales of property and repayment of HUD loans.

2016-17 POSITION SUMMARY*

Division	2015-16				2016-17		
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended	Limited	Regular
Administration	9	0	0	0	9	0	9
Projects & Successor Agency	6	1	0	0	7	1	6
Operations	11	0	-3	0	8	1	7
Total	26	1	-3	0	24	2	22

*Detailed classification listing available in Appendix D.

STAFFING CHANGES AND OPERATIONAL IMPACT

Staffing expenses of \$2.7 million fund 24 budgeted positions of which 22 are regular positions and two are limited term positions. The department deleted one Deputy Director position as the result of a retirement. Corresponding responsibilities have been realigned across existing staff. Additionally, in 2015-16, the department added two Contract CDH Manager II positions to handle an anticipated influx of additional workload. Anticipated workload for two full-time positions did not materialize so the department has decided to delete the two contract positions and add one classified Housing Project Manager II position for which there is sufficient workload.



Homeless Housing Initiative

DESCRIPTION OF MAJOR SERVICES

The Board of Supervisors approved the Homeless Veteran Housing Initiative on October 20, 2015. One-time funds were allocated to provide safe and suitable temporary (“bridge”) housing for homeless veterans while being processed for permanent housing sources. In addition to temporary bridge housing, the initiative also increased access to permanent rental units for homeless veterans. In 2016-17, it is anticipated this program will expand services to additional homeless clients.

Budget at a Glance

Total Requirements (Excl. Reimb.)	\$0
Total Sources (Incl. Reimb.)	\$0
Net County Cost	\$0
Total Staff	0
Funded by Net County Cost	0%

2016-17 RECOMMENDED BUDGET

TOTAL REQUIREMENTS (EXCLUDING REIMBURSEMENTS)	TOTAL SOURCES (INCLUDING REIMBURSEMENTS)
No Requirements for this budget unit	No Sources for this budget unit

ANALYSIS OF 2016-17 RECOMMENDED BUDGET

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

BUDGET UNIT: AAA ECD
 FUNCTION: Public Assistance
 ACTIVITY: Other Assistance

	2012-13	2013-14	2014-15	(A) 2015-16 Modified Budget	2015-16 Estimate	(B) 2016-17 Recommended Budget	(B-A) Change From Prior Year Modified Budget
	Actual	Actual	Actual				
Requirements							
Staffing Expenses	0	0	0	0	0	0	0
Operating Expenses	0	0	0	226,300	226,300	0	(226,300)
Capital Expenditures	0	0	0	0	0	0	0
Total Exp Authority	0	0	0	226,300	226,300	0	(226,300)
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	0	0	0	226,300	226,300	0	(226,300)
Operating Transfers Out	0	0	0	100,000	100,000	0	(100,000)
Total Requirements	0	0	0	326,300	326,300	0	(326,300)
Sources							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	0	0	0	0	0	0	0
Fee/Rate	0	0	0	0	0	0	0
Other Revenue	0	0	0	78,000	78,000	0	(78,000)
Total Revenue	0	0	0	78,000	78,000	0	(78,000)
Operating Transfers In	0	0	0	0	0	0	0
Total Financing Sources	0	0	0	78,000	78,000	0	(78,000)
Net County Cost	0	0	0	248,300	248,300	0	(248,300)
Budgeted Staffing*	0	0	0	0	0	0	0

*Data represents modified budgeted staffing



MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET

There are no Requirements or Sources associated with this budget unit.

BUDGET CHANGES AND OPERATIONAL IMPACT

Requirements are decreasing by \$326,300 from the previous year. The department anticipates a mid-year adjustment to this budget to fund the continuation of the services to the homeless population.

STAFFING CHANGES AND OPERATIONAL IMPACT

There is no staffing associated with this budget unit. In 2016-17, it is anticipated this program will expand services to additional homeless clients.

