

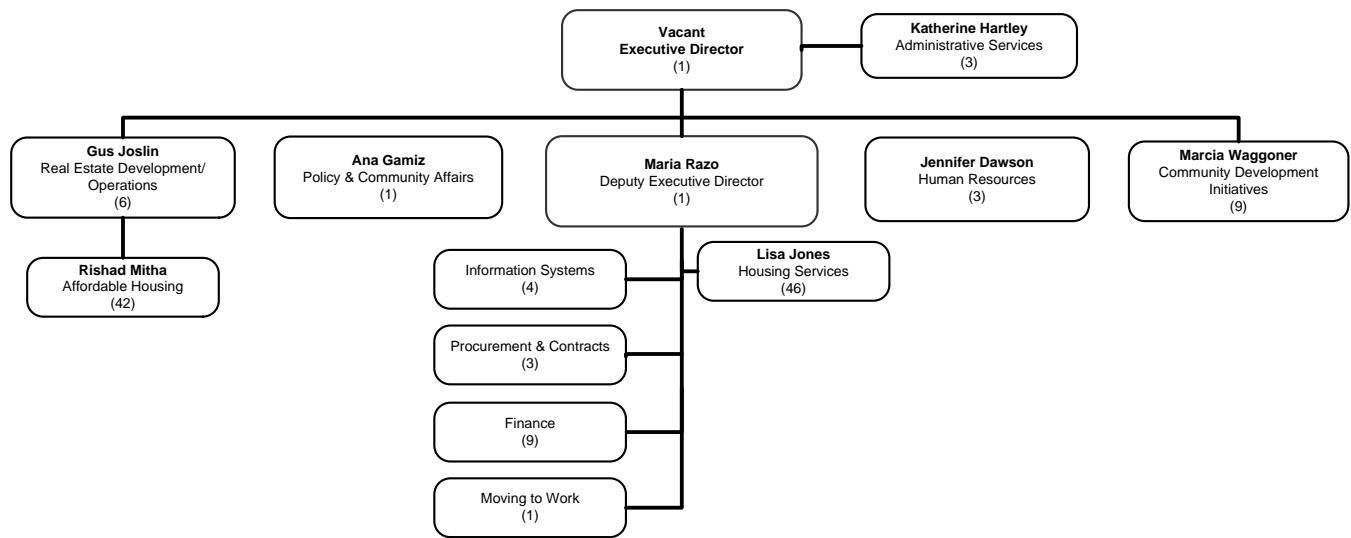
# HOUSING AUTHORITY OF THE COUNTY OF SAN BERNARDINO

## Vacant

### DEPARTMENT MISSION STATEMENT

*The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.*

### ORGANIZATIONAL CHART



### 2016-17 SUMMARY OF BUDGET UNITS

2016-17						
Other Agencies	Requirements	Sources	Net County Cost	Use of / (Contribution to) Fund Balance	Use of / (Contribution to) Net Position	Staffing
Housing Authority of the County of San Bernardino	308,007,341	309,437,623			(1,430,282)	129
Total Other Agencies	308,007,341	309,437,623	0	0	(1,430,282)	129
<b>Total - All Funds</b>	<b>308,007,341</b>	<b>309,437,623</b>	<b>0</b>	<b>0</b>	<b>(1,430,282)</b>	<b>129</b>



## 2015-16 MAJOR ACCOMPLISHMENTS

- Leveraged the value of 11 Project Based Vouchers to assist in completing the overall financing package of the Bloomington Groves Apartments, a 106-unit housing development that includes a public library that is part of Phase 1 of the greater 190-unit affordable mixed-generational housing development in the community of Bloomington that will provide 55-year affordable housing to residents. The additional rent revenues created from the Project-Based Vouchers will be utilized to help offset the high cost of new project infrastructure required to build in this unincorporated area of the County.
- Through career readiness coaching, onsite Workforce Development Specialist services, and in partnership with the County's Workforce Development Department and Transitional Assistance Department (TAD), families participating in the agency's Five-Year Lease Assistance Program achieved a 35.5% increase from part-time to full-time employment, a 41% increase from unemployed to employed, a 50% high school education attainment rate (for those without a high school education), a 48% increase in income from wages, and a 66% decrease in income from welfare.
- Closed the agency's first Rental Assistance Demonstration (RAD) transaction with developer partner National Community Renaissance that provided partial financial assistance for the revitalization of the initial phase of the Waterman Gardens Neighborhood, that when complete will include over 400 mixed-income housing units as well as other public and private uses intended to revitalize and provide economic advancement for one of the City of San Bernardino's most distressed areas.
- Received an award of \$1.1 million from TAD to administer the new CalWORKs Housing Support Program which promotes housing stability for homeless families, reducing the likelihood of families recidivating into homelessness.
- Contracted with Knowledge, Education for Your Success, Inc. (KEYS), a non-profit organization that has taken a leadership role in providing wraparound case management services to help families move from poverty to economic mobility, resulting in the opportunity to serve 582 families and provide housing for 338 families.
- Provided 50-Project Based Vouchers to support Phase 1 of Horizons at Yucaipa, a 77-unit senior apartment complex, of which 10 of the 77-units will be set aside for seniors participating in the Mental Health Services Act program. The Project Based Vouchers provide for deeper subsidies making these units affordable to extremely low income families (families at or below 30% of the area median income).
- Continued the No Child Left Unsheltered (NCLU) program that houses chronically homeless children and their families, expanding beyond the initial 10-public housing units to house 40 additional families in various apartment complexes owned and managed by HACSB.
- Assisted 29 families to become new homeowners through the homeownership program, transitioning those who currently receive rental subsidies to permanent, stable housing.
- Closed and transitioned 552 units through HUD's Rental Assistance Demonstration Program from Public Housing to the Project Based Voucher Program (50% of the Public Housing Portfolio) providing these subsidized units with stabilized funding.
- Provided long-term rental assistance through the Veterans Affairs Supportive Housing (VASH) program to 109 homeless veteran families (a 54% increase in families housed), leading the fight to end veteran homelessness within the County by December 2015.



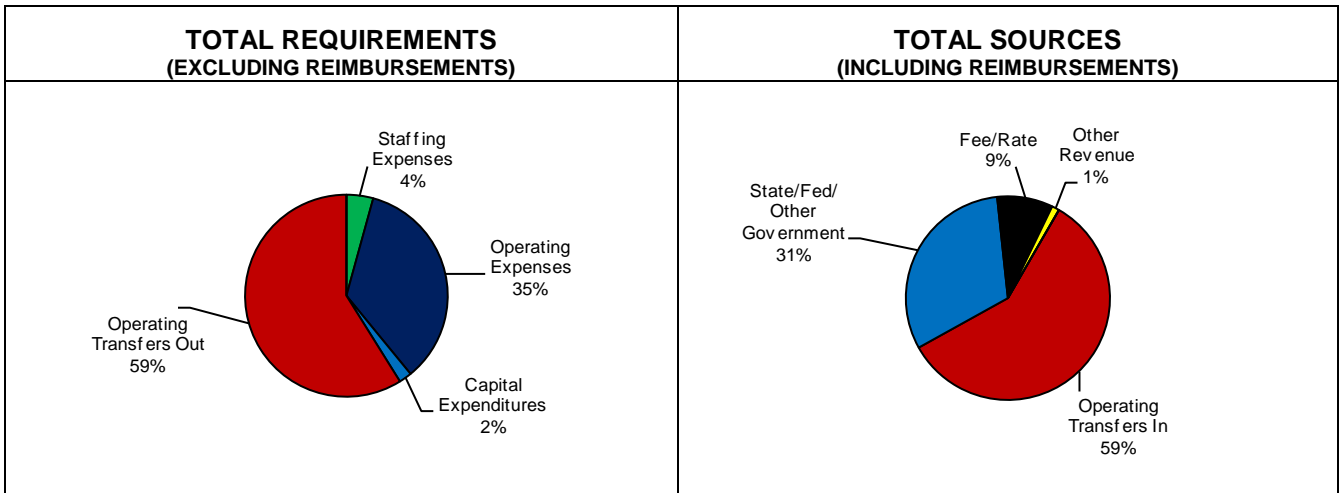
## Housing Authority of the County of San Bernardino

### DESCRIPTION OF MAJOR SERVICES

The Housing Authority of the County of San Bernardino (HACSB) is a critical economic partner of the County. As the County's largest provider of affordable housing, HACSB proudly serves in excess of 32,000 lives, most of whom are in-need seniors, disabled individuals, and children. As a catalyst for economic growth, HACSB provides vital resources, skills, and motivation to individuals and families to help them transition out of government-assisted programs and into economic independence. This not only greatly benefits the individuals served, but the County as a whole, stimulating long-term economic growth and providing a model for self-sufficiency to be passed through generations of County residents.

Budget at a Glance	
Total Requirements (Excl. Reimb.)	\$308,007,341
Total Sources (Incl. Reimb.)	\$309,437,623
Use of / (Contribution To) Net Position	(\$1,430,282)
Total Staff	129

### 2016-17 RECOMMENDED BUDGET



**ANALYSIS OF 2016-17 RECOMMENDED BUDGET**

GROUP: Other Agencies  
 DEPARTMENT: Housing Authority of the County of San Bernardino  
 FUND: HACSB

BUDGET UNIT: HACSB  
 FUNCTION: Public Assistance  
 ACTIVITY: Public 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)
	Actual	Actual	Actual	Modified Budget	Estimate	Recommended Budget	Change From Prior Year Modified Budget
<b>Requirements</b>							
Staffing Expenses	10,123,912	12,077,120	11,751,060	12,343,718	12,540,583	13,166,510	822,792
Operating Expenses	93,175,371	92,140,658	96,234,178	99,514,239	96,583,663	107,236,963	7,722,724
Capital Expenditures	393,391	540,739	217,059	1,788,000	0	6,300,663	4,512,663
Total Exp Authority	103,692,675	104,758,517	108,202,297	113,645,957	109,124,246	126,704,136	13,058,179
Reimbursements	0	0	0	0	0	0	0
Total Appropriation	103,692,675	104,758,517	108,202,297	113,645,957	109,124,246	126,704,136	13,058,179
Operating Transfers Out	2,281,512	1,672,798	163,826,791	166,287,872	159,106,711	181,303,205	15,015,333
Total Requirements	105,974,187	106,431,315	272,029,088	279,933,829	268,230,957	308,007,341	28,073,512
<b>Sources</b>							
Taxes	0	0	0	0	0	0	0
Realignment	0	0	0	0	0	0	0
State/Fed/Other Government	86,241,589	87,964,967	86,142,585	87,313,326	91,826,970	97,118,369	9,805,043
Fee/Rate	14,680,557	14,651,533	16,233,613	26,530,778	12,022,572	27,362,219	831,441
Other Revenue	2,932,504	5,176,006	7,946,019	767,244	6,275,510	3,653,830	2,886,586
Total Revenue	103,854,650	107,792,506	110,322,216	114,611,348	110,125,052	128,134,418	13,523,070
Operating Transfers In	2,281,512	1,672,798	163,826,791	166,287,872	159,106,711	181,303,205	15,015,333
Total Financing Sources	106,136,162	109,465,304	274,149,007	280,899,220	269,231,763	309,437,623	28,538,403
<b>Net Position</b>							
Use of / (Contribution to) Net Position**	(161,975)	(3,033,989)	(2,119,920)	(965,391)	(1,000,806)	(1,430,282)	(464,891)
Est. Net Position Available						101,950,059	
Total Est. Unrestricted Net Position						100,519,777	
Budgeted Staffing*	128	130	123	126	126	129	3

\*Data represents modified budgeted staffing

\*\*Contribution to Net Position appears as a negative number and increases Estimated Net Position Available.

**MAJOR REQUIREMENTS AND SOURCES IN 2016-17 RECOMMENDED BUDGET**

Total Requirements of \$308.0 million primarily consists of Operating Expenses of \$107.2 million which includes payments of \$80.2 million related to Housing Assistance payments, Staffing Expenses of \$13.2 million, Capital Expenditures of \$6.3 million, and Operating Transfers Out of \$181.3 million.

Sources of \$309.4 million are primarily related to federal grant revenue of \$97.1 million and Operating Transfers In of \$181.3 million. The federal grants include the Affordable Housing grant, Capital Fund, and the Housing Choice Voucher programs.

The Operating Transfers In/Out reflects the movement of funds related to the Moving to Work Program. HACSB has been designated as a Moving to Work agency and funding transferred between the Affordable Housing, Capital Fund, and Housing Choice voucher programs is required to be shown as Operating Transfers In/Out.

**BUDGET CHANGES AND OPERATIONAL IMPACT**

Total Requirements are increasing by \$28.1 million primarily due to increases of \$3.8 million in payments for Housing Assistance (Operating Expenses), \$822,792 in Staffing Expenses, and \$4.5 million in Capital Expenditures.

Sources are increasing by \$28.5 million primarily due to increases in state and federal funding including increases of \$4.5 million in the Capital Fund Program and \$5.7 million in the Housing Choice Voucher program, which is



partially offset by a decrease of \$2.8 million in Affordable Housing Program funding. The increase in the Housing Choice Voucher program is mainly due to the HACSB conversion to the Rental Assistance Demonstration (RAD) Program which converts Affordable Housing units to the RAD program.

**ANALYSIS OF NET POSITION**

Estimated Net Position Available in the amount of \$102.0 million is available for expenditures relating to the various programs of HACSB. A majority of this Net Position is restricted to U.S Department of Housing and Urban Development (HUD) funded programs which include the Affordable Housing, Capital Fund, Housing Choice Voucher, and the Moving to Work program.

Net Position also includes revenue from HACSB’s Owned and Local Fund programs. This portion of Net Position can be used to expand housing in these programs depending on needs identified by HACSB.

**2016-17 POSITION SUMMARY\***

Division	2015-16				2016-17		Limited	Regular
	Modified Staffing	Adds	Deletes	Re-Orgs	Recommended			
Administration	99	6	-1	0	104	4	100	
Maintenance	27	0	-2	0	25	0	25	
Total	126	6	-3	0	129	4	125	

\*Detailed classification listing available in Appendix D.

**STAFFING CHANGES AND OPERATIONAL IMPACT**

Staffing Expenses of \$13.2 million fund 129 positions of which 125 are regular positions and four are limited term positions. This represents an increase of three positions. Three positions are being deleted: two Affordable Housing Program maintenance workers and one Affordable Housing Program regional manager, and six positions are being added: one Accountant, one Human Resource Assistant, two Housing Specialists, one Housing Assistant, and one Supportive Housing Director.

