



SAN DIEGO  
HOUSING  
COMMISSION

# Fiscal Year 2012 Budget

## Housing Commission Board

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SAN DIEGO  
HOUSING  
COMMISSION

## HOUSING AUTHORITY REPORT

**DATE ISSUED:** April 18, 2011

**REPORT NO:** HAR 11-025

**ATTENTION:** Members of the San Diego Housing Authority  
For the Agenda of June 28, 2011

**SUBJECT:** Proposed Fiscal Year 2012 Budget

**COUNCIL DISTRICT:** Citywide

**REQUESTED ACTION:**

Housing Authority adoption of the Proposed Fiscal Year 2012 (FY12) Budget and authority for the Housing Commission Board and the President & Chief Executive Officer (CEO) to amend the FY12 Budget under specific circumstances.

**STAFF RECOMMENDATION:**

1. Housing Authority adoption of the \$285.1 million FY12 Proposed Activity Based Budget and the \$35.4 million FY12 Proposed Capital Budget (Attachment 1).
2. Housing Authority delegation to the Housing Commission Board to amend the FY12 Budget for amounts up to \$500,000 consistent with prior delegation of the Housing Authority for capital renovation and maintenance contracts and in accordance with approved policies, programs and activities.

**SUMMARY:**

The proposed FY12 Operating Budget totals \$285,129,053, a decrease of \$27.0 million from the current FY11 Budget of \$312,095,909. **There are no City General Funds in this budget.**

The Housing programs decrease of \$28.5 million includes the transfer of capital improvements, rehabilitation and housing development projects from the operating budget to the capital budget; reductions in rent to owners anticipated as a result of federal budget cuts; and a decrease in loans and grants due to the anticipated expense and/or obligation of FY11 funds in the current fiscal year. These decreases are offset by an increase in mortgage payments to provide debt service for a loan pay down on the Smart Corner office facility; a loan payoff on the Maya Apartments; annualizing the Federal Housing Administration (FHA) loan payments; and the potential refinancing of the Courtyard Apartments.

The budget for salaries and benefits includes the following: salaries include anticipated movement along the seven-step pay plan, \$150,025 in overtime and a vacancy factor. The FY12 proposed salary budget does not include bonuses or any salary increases beyond movement in the seven-step pay plan. In FY12, a three percent contingency for performance incentives has been added to reserves. Benefits include a defined contribution pension (14% of salary); a deferred compensation plan (457) with a 1% employer contribution and a 1.5% employer match for participation; and a flexible spending reimbursement account for health and dependent care expenses. Also included in the benefits budget is a provision for

Workers' Compensation, Medicare, life and long term disability insurance and State Unemployment Insurance. The \$389,052 increase in FY12 salaries and benefits provides for the factors previously described and the following additions: three new positions; the reclassification of two positions; and increases in the State Unemployment Insurance (SUI) and the Workers' Compensation rates.

The \$72,592 increase in services and supplies represents decreases in contracts and consultants and office equipment offset by the following increases: in management fees to provide for private management of the Hotel Sandford and Mariner's Village; in office rent to annualize the rent for the Achievement Academy at the Smart Corner facility and the additional office rent from the off-site property management offices and achievement academy locations and an increase in legal services related to rental housing development and financing issues. There is also net \$1,090,503 increase in Reserves from the addition of program reserves for future administrative support; the addition of a contingency reserve for performance based incentives; and increase in unobligated reserves.

The proposed FY12 Capital Budget totals \$35,391,935. In the FY12, \$24.9 million for capital improvements, rehabilitation, tenant improvements and rental housing development budgeted in the operating budget were transferred to the capital budget to consolidate capital expenditures and revenues. These budgets plus the estimated balance remaining of \$10.5 million as of June 30, 2011 from the refinancing of the converted public housing units are included in the capital budget.

#### Authority to Amend the Budget

Each year, the Housing Authority delegates certain authority to the Board of Commissioners to amend the agency's budget. Currently that authority is \$250,000. On November 23, 2009, the Housing Authority delegated authority of \$500,000 to the Housing Commission for the award of maintenance, renovation and improvement related contracts. To date in FY2011, there have been only two contracts of this type that were approved by the Housing Commission. This report recommends an increase of the overall authority level of the Housing Commission Board to \$500,000. This will allow Commissioners to accept unexpected funds and move funds within the approved budget up to \$500,000. As always, the Housing Authority has the right to request that any Commission action in any amount be brought before it for review.

#### **FISCAL CONSIDERATIONS:**

The FY12 Proposed Operating and Capital Budgets anticipate revenues of \$320.5 from almost eighty sources. With current economic uncertainties, there are concerns about the impact of budget reductions at the Federal and State level on the proposed Housing Commission's budget. We will continue to monitor the situation and keep the Board apprised of any changes that will impact this budget. There are no City General Funds in this budget.

#### **PREVIOUS COUNCIL and/or COMMITTEE ACTION:**

On May 11, 2010, the Housing Authority approved the FY11 Budget and approved the delegation of \$250,000 of approval authority to the Housing Commission to amend the budget. On March 18, 2011, the Housing Commission approved the Proposed FY2012 Budget.

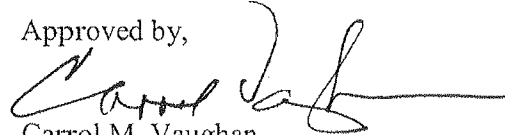
#### **ENVIRONMENTAL REVIEW:**

Formulation of the FY12 Housing Commission Budget is not a project as defined pursuant to Section 15378 of the California Environmental Quality Act. This activity is also exempt from the National Environmental Policy Act pursuant to 24 CFR 58.34(a) (3).

Respectfully submitted,

  
Sue Montague  
Budget Officer

Approved by,

  
Carrol M. Vaughan  
Executive Vice President &  
Chief Operating Officer

Attachments: Proposed Fiscal Year 2012 Budget

Hard copies are available for review during business hours in the main lobby of the San Diego Housing Commission offices at 1122 Broadway, San Diego, CA 92101 and at the Office of the San Diego City Clerk, 202 C Street, San Diego, CA 92101. You may also review complete docket materials on the San Diego Housing Commission website at [www.sdhc.org](http://www.sdhc.org).

**FY12 BUDGET**  
**San Diego Housing Commission**

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**San Diego Housing Commission**

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# I EXECUTIVE SUMMARY

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# FY12 BUDGET

## San Diego Housing Commission

### Agency Overview

	Original FY11	Current FY11	Proposed FY12	Change
<b>I. ACTIVITY GROUPS</b>				
Housing Services & Special Initiatives	185,872,903	190,945,572	182,703,470	(8,242,102)
Real Estate	62,667,829	68,946,446	43,941,309	(25,005,137)
Operations	13,409,170	14,489,240	19,679,120	5,189,880
Program, Contingency & Unobligated Reserves	29,796,381	37,714,651	38,805,154	1,090,503
<b>Total Activity Groups</b>	<b>291,746,283</b>	<b>312,095,909</b>	<b>285,129,053</b>	<b>(26,966,856)</b>

### II. REVENUES

#### Restricted Revenues

Section 8	178,133,371	184,876,623	189,708,915	4,832,292
Other HUD	25,433,753	28,327,053	11,798,189	(16,528,864)
State	2,159,945	1,219,673	1,945,105	725,432
CDBG	5,272,587	4,242,698	2,086,613	(2,156,085)
Restricted Local	43,135,461	49,837,731	47,414,153	(2,423,578)
Subtotal	254,135,117	268,503,778	252,952,975	(15,550,803)

#### Unrestricted Revenues

Rental Rehabilitation	9,128	6,698	8,791	2,093
Local	19,693,616	21,071,438	17,022,294	(4,049,144)
Affordable Housing Fund	7,819,565	7,776,340	2,261,948	(5,514,392)
HOME	10,088,857	14,737,655	12,883,045	(1,854,610)
Subtotal	37,611,166	43,592,131	32,176,078	(11,416,053)

#### Total Revenues

<b>291,746,283</b>	<b>312,095,909</b>	<b>285,129,053</b>	<b>(26,966,856)</b>
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### III. EXPENDITURES

Salaries & Benefits	20,868,706	21,127,343	21,516,395	389,052
Services & Supplies	13,130,110	14,396,647	14,469,239	72,592
Housing Programs	227,951,086	238,857,268	210,338,265	(28,519,003)
Program, Contingency & Unobligated Reserves	29,796,381	37,714,651	38,805,154	1,090,503
<b>Total Expenditures</b>	<b>291,746,283</b>	<b>312,095,909</b>	<b>285,129,053</b>	<b>(26,966,856)</b>

#### Continuing Appropriations

<b>15,289,603</b>	<b>34,567,272</b>	<b>23,300,210</b>	<b>(11,267,062)</b>
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# FY12 BUDGET

## San Diego Housing Commission

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### Summary of FY12 Budget

#### I. Budget Issues

Fiscal Year 2012 (FY12) will offer many important challenges to the Housing Commission. A more business focused approach to organizational management, strategic thinking, and entrepreneurial leadership are replacing the "business as usual" approach of past years. One of the CEO's goals is to expand the Housing Commission's state and national influence as a leader in the affordable housing community. The Housing Commission is continuing to develop additional affordable housing owned and managed by the Housing Commission. New initiatives expected to be pursued in FY12 include implementation of the Housing Commission's three year Transportation Oriented Development Plan, continuing to work with partners on the "one stop shop" for homeless services (Connections Housing), implementation of new Move to Work initiatives in Rental Assistance, partnering internally to implement a projected based voucher program for homeless households and designing a plan to develop additional workforce housing in collaboration with local employers.

As in past years, the Housing Commission has experienced increased program activity but insufficient available revenues for related programmatic support or operating expenses. Through pursuit of the approved Business Plan strategies, additional revenue sources are being identified and will continue to be explored. However, it is necessary in FY12 to utilize reserves to balance administrative expenses with available revenues. **Importantly, supervision and overhead costs proposed in the FY12 budget are held to less than six percent of the total budget.**

In FY12, Board & Executive Functions is being expanded to include a Policy unit and program and civil rights compliance responsibilities. Also, all development functions have been restructured into the Real Estate Activity Group.

It is commonly assumed that it is prudent to budget a reserve for unanticipated events with reserves of at least five percent considered optimal. The Housing Commission anticipates having \$7.1 million or 2.49 percent of the total budget available in FY12 in Unobligated Reserves (compared with 2.3 percent in the current FY11budget). In addition to the Unobligated Reserves, the budget also contains \$23.5 million in reserves for specific programs and \$8.2 million in Contingency Reserves. The Contingency Reserves include the ongoing reserves for potential litigation, uninsured losses and the office facility and in FY12, the addition of contingencies for affordable housing development and performance based incentives. Altogether, 13.6 percent of the budget is reserved for unexpected or future year obligations.

#### Levels of Production

This proposed budget continues to implement the City Council-directed multifaceted strategy (included in the Housing Element of the General Plan and the Consolidated Plan). This strategy recognizes the varied affordable housing needs of San Diegans living in the City's diverse neighborhoods. Through a variety of programs, the Commission will continue to serve more than 80,000 San Diegans. The \$285.1 million proposed FY12 Budget would enable the San Diego Housing Commission to:

- Assist 14,000 households to rent private housing
- Subsidize approximately 90 first-time homebuyers
- Initiate production of 650 additional affordable rental units, some Housing Commission-owned
- Oversee physical improvements to 368 homes and apartments
- Manage 2,161 units of Housing Commission-owned housing
- Provide special purpose housing opportunities for 1,015 persons including homeless persons

# FY12 BUDGET

## San Diego Housing Commission

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### Summary of FY12 Budget

- Assist 600 families toward self-sufficiency

Staff will continue to report quarterly on progress towards meeting major production goals. Also, the Housing Commission will continue to look for ways to streamline its processes, ensure program compliance, and seek greater public awareness and understanding of housing issues. The Housing Commission is committed to maximizing the value of the resources allocated for each activity, controlling administrative costs, and providing the most affordable housing feasible.

### II. Activity Based Budget

The Activity Based Budget aggregates expenditures in four Activity Groups. The Activity Groups are:

**Housing Services & Special Initiatives** covers direct services including Rental Assistance, Workforce & Economic Development and Special Housing Initiatives.

**Real Estate** covers Rental Housing Development, Rental Housing Finance, Homeownership, Compliance Monitoring, Rehabilitation and Portfolio Management.

**Operations** cover administration including Board and Executive Functions with Policy & Program Compliance, Reinvestment Task Force, Support Services (including Human Resources, Information Technology, Purchasing, Organizational Development & Training, Financial Services and Facilities Management) and Community Relations & Communications.

**Reserves** include Program Reserves, Contingency Reserves and Unobligated Reserves.

The following chart shows the proposed FY12 Budget for each of the four Activity Groups and compares the FY11 Budget to FY12.

	Number of Staff	Salaries & Benefits	Services & Supplies	Housing Programs	FY12 Proposed Budget	FY11 Current Budget
Housing Services & Special Initiatives	122.50	8,813,904	2,945,291	170,944,275	182,703,470	190,945,572
Real Estate	84.25	6,793,271	5,882,892	31,265,146	43,941,309	68,946,446
Operations	61.75	5,909,220	5,641,056	8,128,844	19,679,120	14,489,240
Reserves		0	0	0	38,805,154	37,714,651
Total	268.50	21,516,395	14,469,239	210,338,265	285,129,053	312,095,909
Continuing Appropriations					23,300,210	34,567,272
Capital Budget					35,391,935	10,446,590

Continuing Appropriations represent projects, contracts or activities approved in FY11 or earlier but not completed to date. As such, these funds are not available for allocation. Estimated Continuing Appropriations of \$23.3 million are not included in the proposed FY12 Budget total but are shown on the budget summary charts to give a complete picture of resources and activity levels.

A significant difference in the FY2012 Budget is the shifting of revenues and projects to a Capital Budget. The FY2012 Capital Budget includes \$35,391,935 for housing development and major

## **FY12 BUDGET**

### **San Diego Housing Commission**

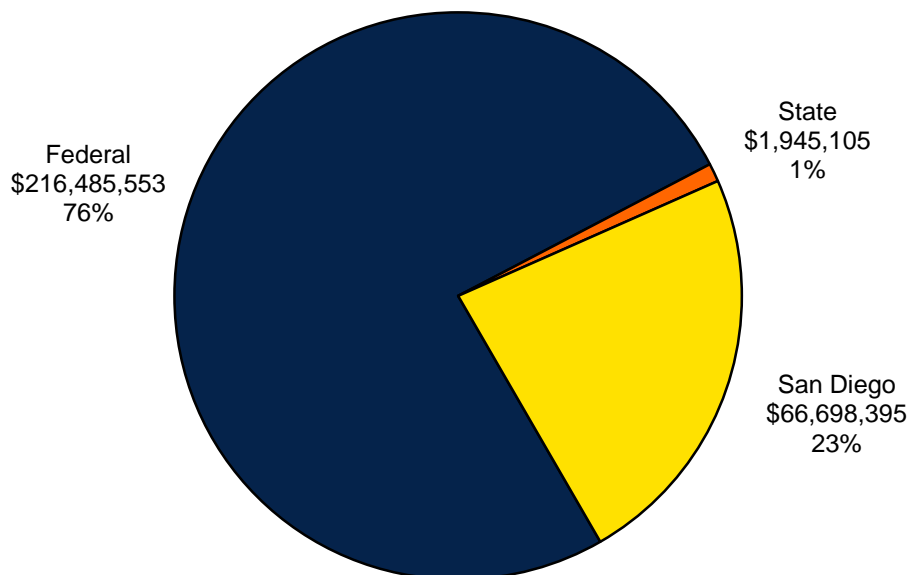
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#### **Summary of FY12 Budget**

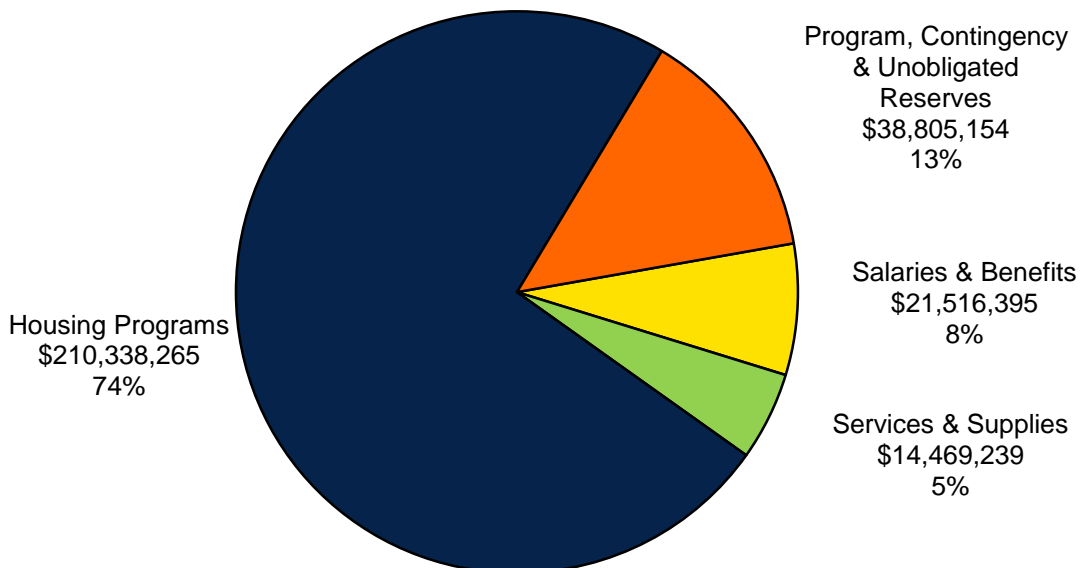
renovation or rehabilitation projects. Previously, these funds would have been included in the Housing Commission's Annual Budget; however, the FY2012 Budget now includes the cost of supporting and completing the actual work funded and included in the Capital Budget.

More information regarding each Activity Group and the component Activities is available in Section II, with further detail for Sub-activities shown in Section III.

## FY12 Revenue by Major Category Total \$285,129,053\*

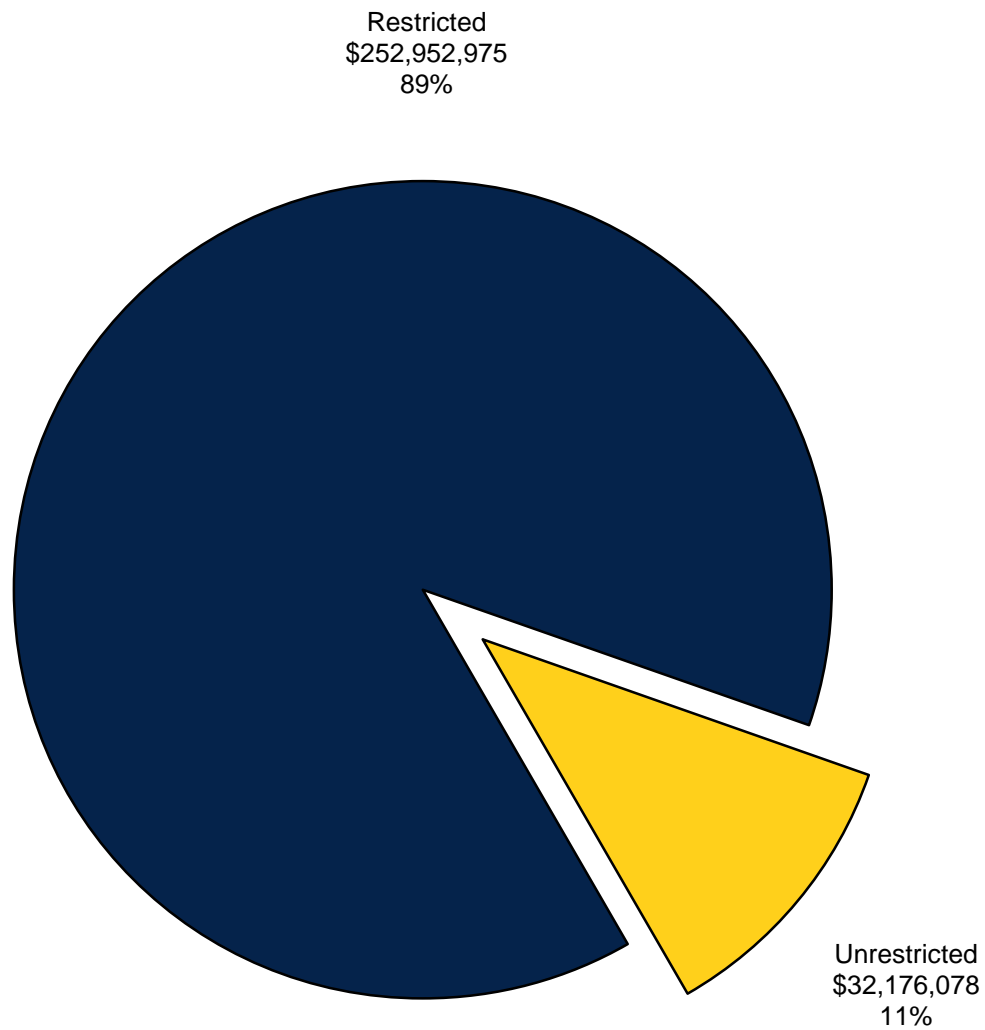


## FY12 Expense by Major Category Total \$285,129,053\*



**\*Note: Does not include Continuing Appropriations of \$23,300,210**

**FY12 Revenues  
Restricted and Unrestricted  
Total \$285,129,053\***



**\* Note: Does not include Continuing Appropriations of \$23,300,210**

## II FY12 ACTIVITY BASED BUDGET

**FY12 BUDGET**  
**San Diego Housing Commission**

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Activity Based Budget Summary

Activities	# of Staff	Salaries & Benefits	Services & Supplies	Housing Programs	Program & Contingency Reserves	Total Proposed Budget	Continuing Appropriations	FY11 Current Budget	FY11 Original Budget
<b>Housing Services &amp; Special Initiatives</b>	<b>122.50</b>	<b>8,813,904</b>	<b>2,945,291</b>	<b>170,944,275</b>	<b>0</b>	<b>182,703,470</b>	<b>3,331,339</b>	<b>190,945,572</b>	<b>185,872,903</b>
Rental Assistance	95.85	6,657,917	1,858,177	161,159,274	0	169,675,368	82,500	173,846,907	168,038,445
Workforce & Economic Development	17.65	1,380,771	580,453	833,815	0	2,795,039	16,250	2,779,417	2,740,472
Special Housing Initiatives	9.00	775,216	506,661	8,951,186	0	10,233,063	3,232,589	14,319,248	15,093,986
<b>Real Estate</b>	<b>84.25</b>	<b>6,793,271</b>	<b>5,882,892</b>	<b>31,265,146</b>	<b>0</b>	<b>43,941,309</b>	<b>19,786,675</b>	<b>68,946,446</b>	<b>62,667,829</b>
Rental Housing Development	6.25	633,813	629,517	0	0	1,263,330	1,661,495	21,622,102	25,069,551
Rental Housing Finance	5.25	554,898	499,068	7,421,566	0	8,475,532	10,990,513	11,901,744	9,605,012
Homeownership	3.15	255,806	87,179	3,857,074	0	4,200,059	100,000	4,276,768	3,729,289
Compliance Monitoring	5.00	396,932	125,557	0	0	522,489	0	524,442	524,442
Rehabilitation	14.05	1,297,567	677,045	2,903,419	0	4,878,031	7,034,667	8,117,660	9,695,420
Rental Housing	4.85	440,491	350,595	499,425	0	1,290,511	3,728,302	2,718,797	4,631,024
Owner Occupied	9.20	857,076	326,450	2,403,994	0	3,587,520	3,306,365	5,398,863	5,064,396
Portfolio Management	50.55	3,654,255	3,864,526	17,083,087	0	24,601,868	0	22,503,730	14,044,115
Portfolio Management	1.00	117,714	110,708	0	0	228,422	0	0	0
Property Management	20.95	1,277,772	2,831,571	10,162,420	0	14,271,763	0	10,523,575	3,455,122
Routine Maintenance	17.50	1,277,552	493,397	5,327,932	0	7,098,881	0	6,948,136	6,150,136
Construction Services	6.00	561,199	203,411	65,375	0	829,985	0	2,738,709	2,621,355
Portfolio Servicing	5.10	420,018	225,439	1,527,360	0	2,172,817	0	2,293,310	1,817,502
<b>Operations</b>	<b>61.75</b>	<b>5,909,220</b>	<b>5,641,056</b>	<b>8,128,844</b>	<b>0</b>	<b>19,679,120</b>	<b>182,196</b>	<b>14,489,240</b>	<b>13,409,170</b>
Board & Executive Functions	12.00	1,488,628	898,814	0	0	2,387,442	0	2,321,974	2,211,972
Board & Executive Functions	10.90	1,389,341	871,634	0	0	2,260,975	0	2,181,237	2,071,670
Reinvestment Task Force	1.10	99,287	27,180	0	0	126,467	0	140,737	140,302
Support Services	45.75	4,036,847	4,467,264	8,128,844	0	16,632,955	182,196	11,543,259	10,596,343
Human Resources	4.10	363,552	567,701	0	0	931,253	43,550	813,740	637,999
Information Technology	9.00	816,502	2,058,258	0	0	2,874,760	0	2,623,174	2,527,228
Organizational Training & Development	2.00	187,150	305,817	0	0	492,967	0	488,989	425,282
Procurement	7.90	674,974	496,857	0	0	1,171,831	0	1,069,922	1,015,341
Financial Services	21.00	1,824,861	663,623	0	0	2,488,484	13,491	2,401,135	2,401,135
Facilities Management	1.75	169,808	375,008	8,128,844	0	8,673,660	125,155	4,146,299	3,589,358
Community Relations & Communications	4.00	383,745	274,978	0	0	658,723	0	624,007	600,855
<b>Program, Contingency &amp; Unobligated Reserves</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>38,805,154</b>	<b>38,805,154</b>	<b>0</b>	<b>37,714,651</b>	<b>29,796,381</b>
<b>FY12 Proposed Activity Based Budget</b>	<b>268.50</b>	<b>21,516,395</b>	<b>14,469,239</b>	<b>210,338,265</b>	<b>38,805,154</b>	<b>285,129,053</b>	<b>23,300,210</b>	<b>312,095,909</b>	<b>291,746,283</b>
FY11 Current Budget	265.50	21,127,343	14,396,647	238,857,268	37,714,651	312,095,909			

**FY12 BUDGET**  
**San Diego Housing Commission**

**Schedule II**

**Activities and Revenues**

Activities	Restricted Revenue Sources						Unrestricted Revenue Sources			
	FY 12 Proposed Budget	Section 8	Other HUD & HHS	State	CDBG	Restricted Local	Rental Rehabilitation	Local	Affordable Housing Fund	HOME
(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	(I)	(J)	(K)
<b>Housing Services &amp; Special Initiatives</b>	<b>182,703,470</b>	<b>171,771,118</b>	<b>6,464,230</b>	<b>84,395</b>	<b>1,199,253</b>	<b>449,892</b>	<b>0</b>	<b>1,216,164</b>	<b>428,084</b>	<b>1,090,334</b>
Rental Assistance	169,675,368	169,675,368	0	0	0	0	0	0	0	0
Workforce & Economic Development	2,795,039	2,095,750	128,597	0	0	449,892	0	120,800	0	0
Special Housing Initiatives	10,233,063	0	6,335,633	84,395	1,199,253	0	0	1,095,364	428,084	1,090,334
<b>Real Estate</b>	<b>43,941,309</b>	<b>2,300,000</b>	<b>1,334,653</b>	<b>1,661,981</b>	<b>827,360</b>	<b>22,317,845</b>	<b>0</b>	<b>2,639,288</b>	<b>1,779,335</b>	<b>11,080,847</b>
Rental Housing Development	1,263,330	0	88,890	0	0	1,174,440	0	0	0	0
Rental Housing Finance	8,475,532	0	0	0	0	309,092	0	255,812	1,664,932	6,245,696
Homeownership	4,200,059	0	15,534	1,071,165	0	21,907	0	0	21,791	3,069,662
Compliance Monitoring	522,489	0	0	0	0	0	0	342,369	0	180,120
Rehabilitation	4,878,031	0	897,475	0	0	1,667,057	0	635,518	92,612	1,585,369
Rental Housing	1,290,511	0	664,234	0	0	716	0	86,609	0	538,952
Owner Occupied	3,587,520	0	233,241	0	0	1,666,341	0	548,909	92,612	1,046,417
Portfolio Management	24,601,868	2,300,000	332,754	590,816	827,360	19,145,349	0	1,405,589	0	0
Portfolio Management	228,422	0	0	0	0	228,422	0	0	0	0
Property Management	14,271,763	2,300,000	104,671	151,002	0	11,713,796	0	2,294	0	0
Routine Maintenance	7,098,881	0	218,943	380,869	0	6,450,356	0	48,713	0	0
Construction Services	829,985	0	9,140	58,945	0	752,775	0	9,125	0	0
Portfolio Servicing	2,172,817	0	0	0	827,360	0	0	1,345,457	0	0
<b>Operations</b>	<b>19,679,120</b>	<b>10,108,716</b>	<b>207,010</b>	<b>150,596</b>	<b>60,000</b>	<b>3,191,720</b>	<b>0</b>	<b>5,194,685</b>	<b>54,529</b>	<b>711,864</b>
Board & Executive Functions	2,387,442	1,106,210	90,908	32,609	60,000	594,467	0	337,298	11,808	154,142
Board & Executive Functions	2,260,975	1,106,210	90,908	32,609	0	534,467	0	330,831	11,808	154,142
Reinvestment Task Force	126,467	0	0	0	60,000	60,000	0	6,467	0	0
Support Services	16,632,955	8,673,294	106,963	108,282	0	2,438,194	0	4,755,167	39,209	511,846
Human Resources	931,253	469,110	13,021	13,828	0	226,653	0	138,266	5,007	65,368
Information Technology	2,874,760	1,111,775	35,860	32,774	0	1,200,596	0	326,971	11,866	154,918
Organizational Development & Training	492,967	248,257	6,893	7,318	0	119,944	0	73,314	2,650	34,591
Procurement	1,171,831	590,342	16,386	17,402	0	285,225	0	173,915	6,301	82,260
Financial Services	2,488,484	1,253,810	34,803	36,960	0	605,776	0	369,041	13,385	174,709
Facilities Management	8,673,660	5,000,000	0	0	0	0	0	3,673,660	0	0
Community Relations & Communications	658,723	329,212	9,139	9,705	0	159,059	0	102,220	3,512	45,876
<b>Program, Contingency, &amp; Unobligated Reserves</b>	<b>38,805,154</b>	<b>5,529,081</b>	<b>3,792,296</b>	<b>48,133</b>	<b>0</b>	<b>21,454,696</b>	<b>8,791</b>	<b>7,972,157</b>	<b>0</b>	<b>0</b>
<b>FY12 Proposed Budget</b>	<b>285,129,053</b>	<b>189,708,915</b>	<b>11,798,189</b>	<b>1,945,105</b>	<b>2,086,613</b>	<b>47,414,153</b>	<b>8,791</b>	<b>17,022,294</b>	<b>2,261,948</b>	<b>12,883,045</b>
<b>FY11 Current Budget</b>	<b>312,095,909</b>	<b>184,876,623</b>	<b>28,327,053</b>	<b>1,219,673</b>	<b>4,242,698</b>	<b>49,837,731</b>	<b>6,698</b>	<b>21,071,438</b>	<b>7,776,340</b>	<b>14,737,655</b>

## FY12 BUDGET

### San Diego Housing Commission

#### ACTIVITY GROUP I: HOUSING SERVICES & SPECIAL INITIATIVES

Housing Services encompasses those activities that provide direct housing assistance and supportive services to the agency's primary clients. These program activities provide eligible families with Rental Assistance and coordinate to assist clients to promote self-sufficiency and economic stability through career planning and asset building. Special Housing Initiatives includes activities that address homelessness and the housing needs of disabled persons with extremely low incomes.

RESOURCE ALLOCATION:		FY11 Current	FY12 Proposed
Budget	\$	190,945,572	\$ 182,703,470
Continuing Appropriations	\$	6,063,079	\$ 3,331,339
Positions		121.50	122.50

The Housing Services & Special Initiatives Activity Group includes the following Activities:

#### ACTIVITY IA: RENTAL ASSISTANCE

**PURPOSE AND DESCRIPTION:** The Rental Assistance Program (RAP) provides monthly rental subsidies, using federal funds, to over 14,000 qualified low-income households (40,000 individuals) living in privately-owned rental units. The primary program is the federally funded Housing Choice Voucher Program. RAP also includes the Veterans Affairs Supportive Housing (VASH), Homeownership Voucher, Family Unification, HOME Tenant Based Rental Assistance, the Project-based voucher and the Section 8 Moderate Rehabilitation programs. The primary activities include maintaining the voucher waiting list (currently at over 50,000 families) and determining the initial and continuing eligibility of participating families. This activity also operates the Choice Communities Program which is designed to assist participant families in moving out of areas of high poverty and high crime by providing financial and move preparation support.

RESOURCE ALLOCATION:		FY11 Current	FY12 Proposed
Budget	\$	173,846,907	\$ 169,675,368
Continuing Appropriations	\$	220,990	\$ 82,500
Positions		95.85	95.85

**FY12 BUDGET**  
**San Diego Housing Commission**

---

<b>ACTIVITY IB:      WORKFORCE &amp; ECONOMIC DEVELOPMENT</b>				
<b>PURPOSE AND DESCRIPTION:</b> The primary function of Workforce & Economic Development (W&ED) is to promote self-sufficiency and economic stability in SDHC clients through career development, access to education and training, job development, financial skills education, and asset building.				
<b>RESOURCE ALLOCATION:</b>		FY11 Current		FY12 Proposed
	Budget	\$	2,779,417	\$ 2,795,039
	Continuing Appropriations	\$	206,707	\$ 16,250
	Positions		17.65	17.65

<b>ACTIVITY IC:      SPECIAL HOUSING INITIATIVES</b>				
<b>PURPOSE AND DESCRIPTION:</b> This activity provides funding to support affordable housing or services for persons with special needs. Includes transitional housing and permanent supportive housing or services as well as homeless services and housing.				
<b>RESOURCE ALLOCATION:</b>		FY11 Current		FY12 Proposed
	Budget	\$	14,319,248	\$ 10,233,063
	Continuing Appropriations	\$	5,635,382	\$ 3,232,589
	Positions		8.00	9.00

# **FY12 BUDGET**

## **San Diego Housing Commission**

### **ACTIVITY GROUP II: REAL ESTATE**

Real Estate creates housing opportunities by developing affordable housing, owning and managing/maintaining affordable housing, lending funds to other developers, supporting low- and moderate-income homebuyers, preserving existing affordable housing, providing programs that revitalize communities, and providing technical assistance, underwriting, compliance monitoring and loan servicing.

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	68,946,446	\$ 43,941,309
Continuing Appropriations	\$	27,701,621	\$ 19,786,675
Positions		84.37	84.25

**The Real Estate Activity Group includes the following Activities:**

### **ACTIVITY IIA: RENTAL HOUSING DEVELOPMENT**

**PURPOSE AND DESCRIPTION:** Identify and pursue market opportunities to expand the Housing Commission's inventory of affordable housing. Continue to execute as per the finance plan and produce additional affordable housing units with the remaining proceeds.

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	21,622,102	\$ 1,263,330
Continuing Appropriations	\$	2,826,800	\$ 1,661,495
Positions		8.70	6.25

### **ACTIVITY IIB: RENTAL HOUSING FINANCE**

**PURPOSE AND DESCRIPTION:** Financing and preservation of affordable rental housing units using a variety of financial sources. Development of additional public housing units using available Federal resources. This activity also provides: real estate manager support for units in development; technical assistance and/or financing to nonprofit and for-profit developers; and implementation of programs that promote development of affordable rental housing.

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	11,901,744	\$ 8,475,532
Continuing Appropriations	\$	11,707,187	\$ 10,990,513
Positions		4.10	5.25

## FY12 BUDGET

### San Diego Housing Commission

<b>ACTIVITY IIC: HOMEOWNERSHIP</b>				
<b>PURPOSE AND DESCRIPTION:</b> Provide a range of financial products and technical assistance to help low- and moderate-income families purchase homes and determine eligibility for prospective homebuyers. This activity also includes the administration of all affordable for-sale housing programs in the City of San Diego.				
<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>		<b>FY12 Proposed</b>
	Budget	\$	4,276,768	\$ 4,200,059
	Continuing Appropriations	\$	1,538,283	\$ 100,000
	Positions		3.60	3.15

<b>ACTIVITY IID: COMPLIANCE MONITORING</b>				
<b>PURPOSE AND DESCRIPTION:</b> Monitor projects and homeowners for compliance with occupancy and affordability restrictions.				
<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>		<b>FY12 Proposed</b>
	Budget	\$	524,442	\$ 522,489
	Continuing Appropriations	\$	0	\$ 0
	Positions		4.90	5.00

<b>ACTIVITY IIE: REHABILITATION</b>				
<b>PURPOSE AND DESCRIPTION:</b> The Rehabilitation activity provides financial and technical assistance for the renovation of homes or mobile homes occupied by low-income households, and investor-owned housing occupied by low-income renters. A significant portion of the Rehabilitation activities are focused in designated Redevelopment Areas of the City. Rehabilitation includes lead paint hazard reduction to eliminate and prevent childhood lead poisoning.				
<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>		<b>FY12 Proposed</b>
	Budget	\$	8,117,660	\$ 4,878,031
	Continuing Appropriations	\$	10,604,014	\$ 7,034,667
	Positions		14.50	14.05

# **FY12 BUDGET**

## **San Diego Housing Commission**

<b>ACTIVITY IIF:      PORTFOLIO MANAGEMENT</b>			
<b>PURPOSE AND DESCRIPTION:</b> Portfolio Management is composed of Property Management, Routine Maintenance, Construction Services and Portfolio Servicing. Property Management is responsible for the operation of all 2,161 Housing Commission-owned and/or managed units. Routine Maintenance provides for the daily routine and preventive maintenance functions of all Housing Commission-owned properties and land holdings. Construction Services ensures the long-term viability of the Housing Commission's housing stock through the completion of needed capital improvement projects. Portfolio Servicing provides service and administration of the Housing Commission's \$271 million loan portfolio and \$640 million bond portfolio.			
<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
	Budget	\$ 22,503,730	\$ 24,601,868
	Continuing Appropriations	\$ 1,025,337	\$ 0
	Positions	48.57	50.55

# **FY12 BUDGET**

## **San Diego Housing Commission**

### **ACTIVITY GROUP III: OPERATIONS**

Operations activities provide support services to carry out housing program mission and goals. Board & Executive Functions provide strategic planning, policy direction, leadership, management, and program compliance to implement housing programs. Support Services include internal operations needed to deliver housing program services and projects. Also included in Operations is Community Relations & Communications, which coordinates internal and external communications..

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	14,489,240	\$ 19,679,120
Continuing Appropriations	\$	802,572	\$ 182,196
Positions		59.63	61.75

**The Operations Activity Group includes the following Activities:**

### **ACTIVITY IIIA: BOARD & EXECUTIVE FUNCTIONS**

**PURPOSE AND DESCRIPTION:** Includes strategic planning, policy development and analysis, management, public information and program compliance for the agency. The President & Chief Executive Officer and Executive Vice President & Chief Operating Officer, Policy Director, Program Compliance Director and their immediate support staff, as well as support to the Boards of the Housing Commission and Housing Authority are included.

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	2,181,237	\$ 2,260,975
Continuing Appropriations	\$	149,832	\$ 0
Positions		8.90	10.90

### **ACTIVITY IIIB: REINVESTMENT TASK FORCE**

**PURPOSE AND DESCRIPTION:** To spur private and public financing of affordable housing and economic development in areas suffering from disinvestment; and provide factual, consistent, cooperative opportunities for reinvestment by lenders and government.

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	140,737	\$ 126,467
Continuing Appropriations	\$	0	\$ 0
Positions		1.10	1.10



## FY12 BUDGET

### San Diego Housing Commission

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#### ACTIVITY IIIC: SUPPORT SERVICES

**PURPOSE AND DESCRIPTION:** Operations activities of the agency provide direct staff, equipment and contracting services to support housing program functions. These internal operations of the Housing Commission include Human Resources, Information Technology, Organizational Development & Training, Procurement, Financial Services, and Facilities Management.

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	11,543,259	\$ 16,632,955
Continuing Appropriations	\$	652,740	\$ 182,196
Positions		45.63	45.75

#### ACTIVITY IIID: COMMUNITY RELATIONS & COMMUNICATIONS

**PURPOSE AND DESCRIPTION:** Community Relations & Communications develops and implements community outreach strategies to educate the public and decision makers about the agency's affordable housing services and other programs that benefit the community. It serves as the clearinghouse for internal and external communications to ensure consistency and accuracy. The department produces written, video, graphics and electronic communications on behalf of the agency. It also maintains and updates the agency's Web site, as well as handles all media inquiries and public records requests.

<b>RESOURCE ALLOCATION:</b>		<b>FY11 Current</b>	<b>FY12 Proposed</b>
Budget	\$	624,007	\$ 658,723
Continuing Appropriations	\$	0	\$ 0
Positions		4.00	4.00

### III ADDENDA

**FY12 BUDGET**  
**San Diego Housing Commission**

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## Activity Based Budget Detail

### HOUSING SERVICES & SPECIAL INITIATIVES

#### ACTIVITY GROUP

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

<b>ACTIVITY GROUP:</b>		<b>HOUSING SERVICES &amp; SPECIAL INITIATIVES</b>																																	
<b>ACTIVITY:</b>		<b>RENTAL ASSISTANCE</b>																																	
<b>SUBACTIVITY:</b>		<b>Rental Assistance</b>																																	
<b>Purpose and Description of the Activity:</b>		Provide rental subsidies, using federal funds, to 14,000 qualified low-income households (40,000 individuals) living in tenant-selected, privately-owned rental units.																																	
<b>Business Plan Strategy:</b>		<div>1. Implement a rent calculation reform initiative that provides workable households currently not employed or underemployed with incentives to locate employment. Incentives will include job skills training, placement and minimum rents.</div> <div>2. Utilize Moving to Work (MTW) authority to develop innovative solutions to homelessness in San Diego by providing a housing subsidy for transitional units and shelter beds for homeless persons and families.</div>																																	
<b>Ongoing Operations:</b>		<div>3. Maximize utilization of housing assistance by maximizing available vouchers and/or funding at a rate of 98%-100%.</div> <div>4. Further streamline administrative processes utilizing the flexibility obtained through the agency’s designation as a “Moving to Work” agency by simplifying client income deductions and decreasing the number of required eligibility recertifications for participants.</div> <div>5. Establish a Participant Advisory Committee made up of Moving Forward (MTW) participants. This committee would serve to ensure that participant feedback is incorporated when considering new program changes and initiatives.</div>																																	
<b>Resource Allocation:</b>		<table><tr><td></td><td></td><td></td><td>FY11</td><td></td><td>FY12</td></tr><tr><td></td><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>173,846,907</td><td></td><td>\$</td><td>169,675,368</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>220,990</td><td></td><td>\$</td><td>82,500</td></tr><tr><td>Positions</td><td></td><td>95.85</td><td></td><td></td><td>95.85</td></tr></table>							FY11		FY12				Current		Proposed	Budget	\$	173,846,907		\$	169,675,368	Continuing Appropriations	\$	220,990		\$	82,500	Positions		95.85			95.85
			FY11		FY12																														
			Current		Proposed																														
Budget	\$	173,846,907		\$	169,675,368																														
Continuing Appropriations	\$	220,990		\$	82,500																														
Positions		95.85			95.85																														

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:** HOUSING SERVICES & SPECIAL INITIATIVES  
**ACTIVITY:** RENTAL ASSISTANCE  
**SUBACTIVITY:** Rental Assistance

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	6,519,772	6,657,917	2%
Services & Supplies	1,716,966	1,858,177	8%
Housing Programs			
Rent to Owners	165,417,829	161,009,274	-3%
Loans & Grants	192,340	150,000	-22%
Housing Programs Total	165,610,169	161,159,274	-3%
<b>TOTAL EXPENDITURES</b>	<b>173,846,907</b>	<b>169,675,368</b>	<b>-2%</b>
<b>REVENUES</b>			
Restricted			
Section 8	173,846,907	169,675,368	-2%
Restricted Total	173,846,907	169,675,368	-2%
<b>TOTAL REVENUES</b>	<b>173,846,907</b>	<b>169,675,368</b>	<b>-2%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

ACTIVITY GROUP:		HOUSING SERVICES & SPECIAL INITIATIVES																												
ACTIVITY:		WORKFORCE & ECONOMIC DEVELOPMENT																												
SUBACTIVITY:		Workforce & Economic Development																												
Purpose and Description of the Activity:		To promote self-sufficiency and economic stability in housing-assisted families through career development, access to education and training, financial education, and asset building.																												
Business Plan Strategy:		<div>1. Expand client base beyond current Family Self-Sufficiency (FSS) program participants to the greater voucher assisted populations by implementing and streamlining programming, job development and work preparation services at the Achievement Academy.</div> <div>2. Establish Job Development and Retention programming to prepare client families for employment opportunities in high demand occupations.</div> <div>3. Secure \$275,000 of new funding, to complement HUD funds, from other government agencies, financial institutions, and private and corporate foundations.</div>																												
Ongoing Operations:		<div>4. Coordinate programs, partnerships and supportive services that assist 600 Housing Commission clients in achieving economic self-sufficiency and financial stability through the administration of the Family Self-Sufficiency program, asset building programs, and access to income supports.</div> <div>5. Expand youth programming by providing employment opportunities, academic supports, and asset building.</div>																												
Resource Allocation:		<table><tr><td></td><td></td><td>FY11</td><td></td><td>FY12</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>2,779,417</td><td>\$</td><td>2,795,039</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>206,707</td><td>\$</td><td>16,250</td></tr><tr><td>Positions</td><td></td><td>17.65</td><td></td><td>17.65</td></tr></table>						FY11		FY12			Current		Proposed	Budget	\$	2,779,417	\$	2,795,039	Continuing Appropriations	\$	206,707	\$	16,250	Positions		17.65		17.65
		FY11		FY12																										
		Current		Proposed																										
Budget	\$	2,779,417	\$	2,795,039																										
Continuing Appropriations	\$	206,707	\$	16,250																										
Positions		17.65		17.65																										

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:** HOUSING SERVICES & SPECIAL INITIATIVES  
**ACTIVITY:** WORKFORCE & ECONOMIC DEVELOPMENT  
**SUBACTIVITY:** Workforce & Economic Development

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	1,354,212	1,380,771	2%
Services & Supplies	606,790	580,453	-4%
Housing Programs			
Other Housing Programs	818,415	833,815	2%
Housing Programs Total	818,415	833,815	2%
<b>TOTAL EXPENDITURES</b>	<b>2,779,417</b>	<b>2,795,039</b>	<b>1%</b>
<b>REVENUES</b>			
Restricted			
Section 8	2,171,907	2,095,750	-4%
Other HUD	213,068	128,597	-40%
Restricted Local	273,642	449,892	64%
Restricted Total	2,658,617	2,674,239	1%
Unrestricted			
Local	120,800	120,800	0%
Unrestricted Total	120,800	120,800	0%
<b>TOTAL REVENUES</b>	<b>2,779,417</b>	<b>2,795,039</b>	<b>1%</b>



# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

ACTIVITY GROUP:		HOUSING SERVICES & SPECIAL INITIATIVES																																	
ACTIVITY:		SPECIAL HOUSING INITIATIVES																																	
SUBACTIVITY:		Special Housing Initiatives																																	
Purpose and Description of the Activity:		Provide interim and permanent supportive housing for individuals and families in the City of San Diego who are homeless or at risk of homelessness due to chronic disabilities and extremely low incomes.																																	
Business Plan Strategy:		1. Expand HOME-funded temporary tenant-based rental assistance vouchers to 70 graduates of transitional housing, domestic violence programs, and Homeless Prevention and Rapid Re-housing clients.																																	
Ongoing Operations:		2. Provide a portion of the funding for at least 400 beds in transitional housing programs throughout the City. Seek new funding sources to sustain program. 3. Provide a minimum of 245 units of permanent supportive housing for homeless, disabled individuals and families. 4. Administer the City’s Homeless Prevention and Rapid Re-housing Program to help at least 300 households avoid homelessness.																																	
Resource Allocation:		<table><tr><td></td><td></td><td></td><td>FY11</td><td></td><td>FY12</td></tr><tr><td></td><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>14,319,248</td><td></td><td>\$</td><td>10,233,063</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>5,635,382</td><td></td><td>\$</td><td>3,232,589</td></tr><tr><td>Positions</td><td></td><td>8.00</td><td></td><td></td><td>9.00</td></tr></table>							FY11		FY12				Current		Proposed	Budget	\$	14,319,248		\$	10,233,063	Continuing Appropriations	\$	5,635,382		\$	3,232,589	Positions		8.00			9.00
			FY11		FY12																														
			Current		Proposed																														
Budget	\$	14,319,248		\$	10,233,063																														
Continuing Appropriations	\$	5,635,382		\$	3,232,589																														
Positions		8.00			9.00																														

## FY12 BUDGET

### San Diego Housing Commission

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****HOUSING SERVICES & SPECIAL INITIATIVES****SPECIAL HOUSING INITIATIVES****Special Housing Initiatives**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	709,133	775,216	9%
Services & Supplies	530,005	506,661	-4%
Housing Programs			
Rent to Owners	6,135,995	5,558,859	-9%
Loans & Grants	6,944,115	3,392,327	-51%
Housing Programs Total	13,080,110	8,951,186	-32%
<b>TOTAL EXPENDITURES</b>	<b>14,319,248</b>	<b>10,233,063</b>	<b>-29%</b>
<b>REVENUES</b>			
Restricted			
Section 8	18,000	0	-100%
Other HUD	7,848,363	6,335,633	-19%
State	109,362	84,395	-23%
CDBG	0	1,199,253	0%
Restricted Local	100,000	0	-100%
Restricted Total	8,075,725	7,619,281	-6%
Unrestricted			
Local	1,826,593	1,095,364	-40%
Affordable Housing Fund	2,127,598	428,084	-80%
HOME	2,289,332	1,090,334	-52%
Unrestricted Total	6,243,523	2,613,782	-58%
<b>TOTAL REVENUES</b>	<b>14,319,248</b>	<b>10,233,063</b>	<b>-29%</b>

## Activity Based Budget Detail

REAL ESTATE

ACTIVITY GROUP

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

<b>ACTIVITY GROUP: REAL ESTATE</b>																					
<b>ACTIVITY: RENTAL HOUSING DEVELOPMENT</b>																					
<b>SUBACTIVITY: Rental Housing Development</b>																					
<b>Purpose and Description of the Activity:</b>	Identify and pursue market opportunities to expand the Housing Commission’s inventory of affordable housing. Continue to execute as per the finance plan and produce additional affordable housing units with the remaining proceeds. This Section also monitors the Capital Budget related to the Housing Commission portfolio.  *NOTE: Funds for site acquisition/housing development are included in the Capital Budget.																				
<b>Business Plan Strategy:</b>	1. Leverage newly acquired assets to create financial resources to acquire and/or develop affordable rental housing. 2. Initiate the effort to develop/convert State-owned sites to public housing units including capital rehabilitation work.																				
<b>Ongoing Operations:</b>	3. Complete the acquisition and/or development of units of affordable housing consistent with the Public Housing Disposition Strategy. 4. Provide continued real estate project management support to approved projects.																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11 Current</td><td></td><td>FY12 *Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>21,622,102</td><td>\$</td><td>1,263,330</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>2,826,800</td><td>\$</td><td>1,661,495</td></tr><tr><td>Positions</td><td></td><td>8.70</td><td></td><td>6.25</td></tr></table>			FY11 Current		FY12 *Proposed	Budget	\$	21,622,102	\$	1,263,330	Continuing Appropriations	\$	2,826,800	\$	1,661,495	Positions		8.70		6.25
		FY11 Current		FY12 *Proposed																	
Budget	\$	21,622,102	\$	1,263,330																	
Continuing Appropriations	\$	2,826,800	\$	1,661,495																	
Positions		8.70		6.25																	

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**RENTAL HOUSING DEVELOPMENT**  
**Rental Housing Development**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	927,518	633,813	-32%
Services & Supplies	1,346,837	629,517	-53%
Housing Programs			
Site Acquisition	19,293,347	0	-100%
Other Housing Programs	54,400	0	-100%
Housing Programs Total	19,347,747	0	-100%
<b>TOTAL EXPENDITURES</b>	<b>21,622,102</b>	<b>1,263,330</b>	<b>-94%</b>
<b>REVENUES</b>			
Restricted			
Section 8	1,500,000	0	-100%
Other HUD	13,119,885	88,890	-99%
CDBG	1,457,478	0	-100%
Restricted Local	5,538,850	1,174,440	-79%
Restricted Total	21,616,213	1,263,330	-94%
Unrestricted			
Local	5,889	0	-100%
Unrestricted Total	5,889	0	-100%
<b>TOTAL REVENUES</b>	<b>21,622,102</b>	<b>1,263,330</b>	<b>-94%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

<b>ACTIVITY GROUP: REAL ESTATE</b>																	
<b>ACTIVITY: RENTAL HOUSING FINANCE</b>																	
<b>SUBACTIVITY: Rental Housing Finance</b>																	
<b>Purpose and Description of the Activity:</b>	Provide financing for other developers in the development and preservation of affordable rental housing units using a variety of financial sources. Provide real estate manager support and technical assistance for units in development. Implement programs that promote development of affordable rental housing.																
<b>Business Plan Strategy:</b>	<div>1. Initiate creation or preservation of 330 rental units through financing or affordable housing program restrictions, affordable at/below 65% Area Median Income.</div> <div>2. Fund the development of one special purpose housing development of 20 units/beds or more.</div> <div>3. Develop priority for gap financing to projects that provide at least fifteen percent of total units to persons or households transitioning out of homelessness. Applicants may receive project based vouchers for the supportive units as available.</div>																
<b>Ongoing Operations:</b>	<div>4. Provide technical assistance to nonprofits in the form of project development assistance.</div> <div>5. Provide real estate manager support for 1,200 units in development.</div>																
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11 Current</td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>11,901,744</td><td>\$ 8,475,532</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>11,707,187</td><td>\$ 10,990,513</td></tr><tr><td>Positions</td><td></td><td>4.10</td><td>5.25</td></tr></table>			FY11 Current	FY12 Proposed	Budget	\$	11,901,744	\$ 8,475,532	Continuing Appropriations	\$	11,707,187	\$ 10,990,513	Positions		4.10	5.25
		FY11 Current	FY12 Proposed														
Budget	\$	11,901,744	\$ 8,475,532														
Continuing Appropriations	\$	11,707,187	\$ 10,990,513														
Positions		4.10	5.25														

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**RENTAL HOUSING FINANCE**  
**Rental Housing Finance**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	429,716	554,898	29%
Services & Supplies	335,897	499,068	49%
Housing Programs			
Loans & Grants	11,129,931	7,421,566	-33%
Other Housing Programs	6,200	0	-100%
Housing Programs Total	11,136,131	7,421,566	-33%
<b>TOTAL EXPENDITURES</b>	<b>11,901,744</b>	<b>8,475,532</b>	<b>-29%</b>
<b>REVENUES</b>			
Restricted			
Restricted Local	343,611	309,092	-10%
Restricted Total	343,611	309,092	-10%
Unrestricted			
Local	139,962	255,812	83%
Affordable Housing Fund	4,892,980	1,664,932	-66%
HOME	6,525,191	6,245,696	-4%
Unrestricted Total	11,558,133	8,166,440	-29%
<b>TOTAL REVENUES</b>	<b>11,901,744</b>	<b>8,475,532</b>	<b>-29%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

ACTIVITY GROUP: REAL ESTATE																	
ACTIVITY: HOMEOWNERSHIP																	
SUBACTIVITY: Homeownership																	
Purpose and Description of the Activity:	Provide financial products and technical assistance to help low- and moderate-income families purchase homes and determine eligibility for prospective buyers. Administer all affordable for-sale housing programs in the City of San Diego.																
Ongoing Operations:	For 90 homebuyers: Administer first-time homebuyer financial assistance programs. Assistance includes deferred second trust deed loans, closing cost assistance grants, and mortgage credit certificates. Determine buyer eligibility for a variety of affordable for-sale (price-restricted) units with particular emphasis on those within 100% of Area Median Income.																
Resource Allocation:	<table><tr><td></td><td></td><td>FY11 Current</td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>4,276,768</td><td>\$ 4,200,059</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>1,538,283</td><td>\$ 100,000</td></tr><tr><td>Positions</td><td></td><td>3.60</td><td>3.15</td></tr></table>			FY11 Current	FY12 Proposed	Budget	\$	4,276,768	\$ 4,200,059	Continuing Appropriations	\$	1,538,283	\$ 100,000	Positions		3.60	3.15
		FY11 Current	FY12 Proposed														
Budget	\$	4,276,768	\$ 4,200,059														
Continuing Appropriations	\$	1,538,283	\$ 100,000														
Positions		3.60	3.15														



**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**HOMEOWNERSHIP**  
Homeownership

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	287,149	255,806	-11%
Services & Supplies	217,201	87,179	-60%
Housing Programs			
Loans & Grants	3,772,418	3,857,074	2%
Housing Programs Total	3,772,418	3,857,074	2%
<b>TOTAL EXPENDITURES</b>	<b>4,276,768</b>	<b>4,200,059</b>	<b>-2%</b>
<b>REVENUES</b>			
Restricted			
Other HUD	322,279	15,534	-95%
State	21,977	1,071,165	4774%
Restricted Local	462,698	21,907	-95%
Restricted Total	806,954	1,108,606	37%
Unrestricted			
Local	203,651	0	-100%
Affordable Housing Fund	216,768	21,791	-90%
HOME	3,049,395	3,069,662	1%
Unrestricted Total	3,469,814	3,091,453	-11%
<b>TOTAL REVENUES</b>	<b>4,276,768</b>	<b>4,200,059</b>	<b>-2%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: REAL ESTATE</b>																			
<b>ACTIVITY: COMPLIANCE MONITORING</b>																			
<b>SUBACTIVITY: Compliance Monitoring</b>																			
<b>Purpose and Description of the Activity:</b>	Monitor projects and homeowners for compliance with occupancy and affordability restrictions.																		
<b>Business Plan Strategy:</b>	1. Explore possibility of offering compliance monitoring services to other Housing Authorities and third parties.																		
<b>Ongoing Operations:</b>	2. Provide compliance monitoring for 275 projects and 16,560 units with occupancy and affordability restrictions. 3. Develop & post HUD Income Limit Chart, Utility Allowance Schedule and Income & Rent Calculation Chart.																		
<b>Resource Allocation:</b>	<table> <tr> <td></td><td></td><td>FY11 Current</td><td>FY12 Proposed</td></tr> <tr> <td>Budget</td><td>\$</td><td>524,442</td><td>\$ 522,489</td></tr> <tr> <td>Continuing Appropriations</td><td>\$</td><td>0</td><td>\$ 0</td></tr> <tr> <td>Positions</td><td></td><td>4.90</td><td>5.00</td></tr> </table>					FY11 Current	FY12 Proposed	Budget	\$	524,442	\$ 522,489	Continuing Appropriations	\$	0	\$ 0	Positions		4.90	5.00
		FY11 Current	FY12 Proposed																
Budget	\$	524,442	\$ 522,489																
Continuing Appropriations	\$	0	\$ 0																
Positions		4.90	5.00																

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**COMPLIANCE MONITORING**  
Compliance Monitoring

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	378,926	396,932	5%
Services & Supplies	145,516	125,557	-14%
<b>TOTAL EXPENDITURES</b>	<b>524,442</b>	<b>522,489</b>	<b>0%</b>
 <b>REVENUES</b>			
Unrestricted			
Local	262,266	342,369	31%
HOME	262,176	180,120	-31%
Unrestricted Total	524,442	522,489	0%
 <b>TOTAL REVENUES</b>	<b>524,442</b>	<b>522,489</b>	<b>0%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

ACTIVITY GROUP: REAL ESTATE																										
ACTIVITY: REHABILITATION																										
SUBACTIVITY: Rental Housing																										
Purpose and Description of the Activity:	<p>Provide technical and financial assistance for the rehabilitation of privately-owned housing occupied by low-income renters.</p> <p>*NOTE: Funds for the rehabilitation of the Hotel Sandford are included in the Capital Budget.</p>																									
Ongoing Operations:	<p>1. Provide lead based paint reduction grants for 140 rental housing units.</p> <p>2. Provide accessibility grants for 10 renters with disabilities.</p> <p>3. Provide Healthy Homes grants for 48 rental housing units.</p>																									
Resource Allocation:	<table><tr><td></td><td></td><td>FY11</td><td></td><td>FY12</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>*Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>2,718,797</td><td>\$</td><td>1,290,511</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>5,472,191</td><td>\$</td><td>3,728,302</td></tr><tr><td>Positions</td><td></td><td>5.20</td><td></td><td>4.85</td></tr></table>			FY11		FY12			Current		*Proposed	Budget	\$	2,718,797	\$	1,290,511	Continuing Appropriations	\$	5,472,191	\$	3,728,302	Positions		5.20		4.85
		FY11		FY12																						
		Current		*Proposed																						
Budget	\$	2,718,797	\$	1,290,511																						
Continuing Appropriations	\$	5,472,191	\$	3,728,302																						
Positions		5.20		4.85																						

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**REHABILITATION**  
**Rental Housing**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	490,642	440,491	-10%
Services & Supplies	285,439	350,595	23%
Housing Programs			
Rent to Owners	1,908,716	446,925	-77%
Loans & Grants	34,000	52,500	54%
Housing Programs Total	1,942,716	499,425	-74%
<b>TOTAL EXPENDITURES</b>	<b>2,718,797</b>	<b>1,290,511</b>	<b>-53%</b>
<b>REVENUES</b>			
Restricted			
Other HUD	708,935	664,234	-6%
CDBG	1,800,000	0	-100%
Restricted Local	716	716	0%
Restricted Total	2,509,651	664,950	-74%
Unrestricted			
Local	209,146	86,609	-59%
HOME	0	538,952	0%
Unrestricted Total	209,146	625,561	199%
<b>TOTAL REVENUES</b>	<b>2,718,797</b>	<b>1,290,511</b>	<b>-53%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: REAL ESTATE</b>			
<b>ACTIVITY: REHABILITATION</b>			
<b>SUBACTIVITY: Owner Occupied</b>			
<b>Purpose and Description of the Activity:</b>	Provide financial and technical assistance to low-income owners to rehabilitate their owner-occupied housing and to nonprofit entities that assist such owners.		
<b>Ongoing Operations:</b>	Provide financial assistance in the rehabilitation of 170 owner-occupied residences consisting of: <ul style="list-style-type: none"> <li>• Deferred loans to 93 very low-, low-, and moderate-income single family homeowners</li> <li>• Grants for 15 very low-income mobile home owners</li> <li>• Lead based paint reduction grants for 50 single family owner-occupied homes</li> <li>• Healthy Homes grants for 12 single family owner-occupied homes.</li> </ul>		
<b>Resource Allocation:</b>			FY11 Current
			FY12 Proposed
	Budget	\$ 5,398,863	\$ 3,587,520
	Continuing Appropriations	\$ 5,131,823	\$ 3,306,365
	Positions	9.30	9.20

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**REHABILITATION**  
**Owner Occupied**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	860,807	857,076	0%
Services & Supplies	401,133	326,450	-19%
Housing Programs			
Loans & Grants	4,136,923	2,385,661	-42%
Other Housing Programs	0	18,333	0%
Housing Programs Total	4,136,923	2,403,994	-42%
Reserves	0	0	0%
<b>TOTAL EXPENDITURES</b>	<b>5,398,863</b>	<b>3,587,520</b>	<b>-34%</b>
<b>REVENUES</b>			
Restricted			
Other HUD	903,962	233,241	-74%
Restricted Local	2,340,122	1,666,341	-29%
Restricted Total	3,244,084	1,899,582	-41%
Unrestricted			
Local	794,639	548,909	-31%
Affordable Housing Fund	287,902	92,612	-68%
HOME	1,072,238	1,046,417	-2%
Unrestricted Total	2,154,779	1,687,938	-22%
<b>TOTAL REVENUES</b>	<b>5,398,863</b>	<b>3,587,520</b>	<b>-34%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

<b>ACTIVITY GROUP: REAL ESTATE</b>																	
<b>ACTIVITY: PORTFOLIO MANAGEMENT</b>																	
<b>SUBACTIVITY: Portfolio Management</b>																	
<b>Purpose and Description of the Activity:</b>	Director of Portfolio Management is a newly created position at the San Diego Housing Commission, intended to provide: optimal organizational coordination; efficient and accurate data collection and storage; updated and accessible data for response and analysis; rational long term asset management and risk management for the entire portfolio of real estate assets owned, financed, or managed by the Housing Commission.																
<b>Business Plan Strategy:</b>	<div>1. Measure operating performance of each real estate asset identified. FY12 year end.</div> <div>2. Select and begin implementation of data base software to be used. FY12 year end.</div>																
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11 Current</td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>0</td><td>\$ 228,422</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>0</td><td>\$ 0</td></tr><tr><td>Positions</td><td></td><td>0.00</td><td>1.00</td></tr></table>			FY11 Current	FY12 Proposed	Budget	\$	0	\$ 228,422	Continuing Appropriations	\$	0	\$ 0	Positions		0.00	1.00
		FY11 Current	FY12 Proposed														
Budget	\$	0	\$ 228,422														
Continuing Appropriations	\$	0	\$ 0														
Positions		0.00	1.00														



**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**PORTFOLIO MANAGEMENT**  
**Portfolio Management**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	0	117,714	0%
Services & Supplies	0	110,708	0%
<b>TOTAL EXPENDITURES</b>	<b>0</b>	<b>228,422</b>	<b>0%</b>
 <b>REVENUES</b>			
Restricted			
Restricted Local	0	228,422	0%
Restricted Total	0	228,422	0%
 <b>TOTAL REVENUES</b>	<b>0</b>	<b>228,422</b>	<b>0%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

ACTIVITY GROUP: REAL ESTATE																	
ACTIVITY: PORTFOLIO MANAGEMENT																	
SUBACTIVITY: Property Management																	
Purpose and Description of the Activity:	Full utilization of existing housing resources through the achievement and maintenance of industry standard 95% occupancy rate.																
Business Plan Strategy:	1. Implement systemic monitoring of private property management companies’ performance on Housing Commission-owned properties.																
Ongoing Operations:	2. Weekly occupancy monitoring to ensure highest possible rates at appropriate levels. 3. Collaborative work with maintenance to ensure short turnaround time on vacant units. 4. Monitor collection losses to minimize as much as possible. 5. Ensure staff is fully trained and kept current on housing law, property management best practices and current market conditions. 6. Work with Financial Services to ensure lender’s requirements are satisfied relating to permanent debt. 7. Expand utilization of reports and analysis available under Yardi.																
Resource Allocation:	<table><tr><td></td><td></td><td>FY11 Current</td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>10,523,575</td><td>\$ 14,271,763</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>0</td><td>\$ 0</td></tr><tr><td>Positions</td><td></td><td>20.80</td><td>20.95</td></tr></table>			FY11 Current	FY12 Proposed	Budget	\$	10,523,575	\$ 14,271,763	Continuing Appropriations	\$	0	\$ 0	Positions		20.80	20.95
		FY11 Current	FY12 Proposed														
Budget	\$	10,523,575	\$ 14,271,763														
Continuing Appropriations	\$	0	\$ 0														
Positions		20.80	20.95														

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**PORTFOLIO MANAGEMENT**  
**Property Management**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	1,293,160	1,277,772	-1%
Services & Supplies	2,349,525	2,831,571	21%
Housing Programs			
Other Housing Programs	6,880,890	10,162,420	48%
Housing Programs Total	6,880,890	10,162,420	48%
<b>TOTAL EXPENDITURES</b>	<b>10,523,575</b>	<b>14,271,763</b>	<b>36%</b>
<b>REVENUES</b>			
Restricted			
Section 8	0	2,300,000	0%
Other HUD	86,676	104,671	21%
State	146,561	151,002	3%
Restricted Local	10,288,993	11,713,796	14%
Restricted Total	10,522,230	14,269,469	36%
Unrestricted			
Local	1,345	2,294	71%
Unrestricted Total	1,345	2,294	71%
<b>TOTAL REVENUES</b>	<b>10,523,575</b>	<b>14,271,763</b>	<b>36%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

<b>ACTIVITY GROUP: REAL ESTATE</b>																	
<b>ACTIVITY: PORTFOLIO MANAGEMENT</b>																	
<b>SUBACTIVITY: Routine Maintenance</b>																	
<b>Purpose and Description of the Activity:</b>	Provide cost effective daily routine and preventive maintenance of Housing Commission-owned and/or managed properties.																
<b>Business Plan Strategy:</b>	1. Research more modern uses of technology for maintenance technicians to improve workflow of work orders and maintenance requests.																
<b>Ongoing Operations:</b>	2. Implement streamlined purchasing efforts to ensure cost effective, appropriate and prompt delivery of supplies and materials to maintain properties and provide quick turnover. 3. Collaborative work with Property Managers to ensure short turnaround time on vacant units. 4. Ensure staff provides highest level of customer service, maintains current on best practices and current market conditions with appropriate training as necessary.																
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11 Current</td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>6,948,136</td><td>\$ 7,098,881</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>0</td><td>\$ 0</td></tr><tr><td>Positions</td><td></td><td>17.57</td><td>17.50</td></tr></table>			FY11 Current	FY12 Proposed	Budget	\$	6,948,136	\$ 7,098,881	Continuing Appropriations	\$	0	\$ 0	Positions		17.57	17.50
		FY11 Current	FY12 Proposed														
Budget	\$	6,948,136	\$ 7,098,881														
Continuing Appropriations	\$	0	\$ 0														
Positions		17.57	17.50														
Effective November 23, 2009, the San Diego City Council adopted a resolution delegating authority to award maintenance, modernization and improvements related contracts at the San Diego Housing Commission-owned and/or managed properties up to \$500,000 limit per contract to the Housing Commission.																	

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**PORTFOLIO MANAGEMENT**  
**Routine Maintenance**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	1,278,656	1,277,552	0%
Services & Supplies	598,268	493,397	-18%
Housing Programs			
Other Housing Programs	5,071,212	5,327,932	5%
Housing Programs Total	5,071,212	5,327,932	5%
<b>TOTAL EXPENDITURES</b>	<b>6,948,136</b>	<b>7,098,881</b>	<b>2%</b>
<b>REVENUES</b>			
Restricted			
Other HUD	190,206	218,943	15%
State	381,332	380,869	0%
Restricted Local	6,373,513	6,450,356	1%
Restricted Total	6,945,051	7,050,168	2%
Unrestricted			
Local	3,085	48,713	1479%
Unrestricted Total	3,085	48,713	1479%
<b>TOTAL REVENUES</b>	<b>6,948,136</b>	<b>7,098,881</b>	<b>2%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

ACTIVITY GROUP: REAL ESTATE																
ACTIVITY: PORTFOLIO MANAGEMENT																
SUBACTIVITY: Construction Services																
Purpose and Description of the Activity:	Efficiently complete capital improvement projects at Housing Commission-owned and managed developments.  *NOTE: Funds for major renovation work are included in the Capital Budget															
Business Plan Strategy:	1. Assess State-owned properties for physical needs, design and prepare construction documents for major renovation work. 2. Implement appropriate green sustainability and energy efficient strategies in connection with the Maya Linda multifamily residential property major renovation project.															
Ongoing Operations:	3. Ensure the long-term viability of Housing Commission-owned developments by expending 100% of budgeted capital improvement funds. 4. Actively participate in the underwriting of to-be acquired properties to better foresee any capital improvements requirements.															
Resource Allocation:	<table><tr><td></td><td>FY11</td><td>FY12</td></tr><tr><td></td><td>Current</td><td>*Proposed</td></tr><tr><td>Budget</td><td>\$ 2,738,709</td><td>\$ 829,985</td></tr><tr><td>Continuing Appropriations</td><td>\$ 1,025,337</td><td>\$ 0</td></tr><tr><td>Positions</td><td>5.85</td><td>6.00</td></tr></table>		FY11	FY12		Current	*Proposed	Budget	\$ 2,738,709	\$ 829,985	Continuing Appropriations	\$ 1,025,337	\$ 0	Positions	5.85	6.00
	FY11	FY12														
	Current	*Proposed														
Budget	\$ 2,738,709	\$ 829,985														
Continuing Appropriations	\$ 1,025,337	\$ 0														
Positions	5.85	6.00														
Effective November 23, 2009, the San Diego City Council adopted a resolution delegating authority to award maintenance, modernization and improvements related contracts at the San Diego Housing Commission-owned and/or managed properties up to \$500,000 limit per contract to the Housing Commission. No solicitations for modernization and improvements between \$250,000 and \$500,000 are anticipated during FY2012.																

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**PORTFOLIO MANAGEMENT**  
**Construction Services**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	543,793	561,199	3%
Services & Supplies	279,224	203,411	-27%
Housing Programs			
Other Housing Programs	1,915,692	65,375	-97%
Housing Programs Total	1,915,692	65,375	-97%
<b>TOTAL EXPENDITURES</b>	<b>2,738,709</b>	<b>829,985</b>	<b>-70%</b>
<b>REVENUES</b>			
Restricted			
Section 8	1,500	0	-100%
Other HUD	90,892	9,140	-90%
State	173,958	58,945	-66%
Restricted Local	2,454,793	752,775	-69%
Restricted Total	2,721,143	820,860	-70%
Unrestricted			
Local	17,566	9,125	-48%
Unrestricted Total	17,566	9,125	-48%
<b>TOTAL REVENUES</b>	<b>2,738,709</b>	<b>829,985</b>	<b>-70%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: REAL ESTATE</b>			
<b>ACTIVITY: PORTFOLIO MANAGMENT</b>			
<b>SUBACTIVITY: Portfolio Servicing</b>			
<b>Purpose and Description of the Activity:</b>	Service and administration of the Housing Commission's \$271 million loan portfolio and \$640 million bond portfolio.		
<b>Ongoing Operations:</b>	<ol style="list-style-type: none"> <li>1. Provide servicing for the loans in the Housing Commission's portfolio to ensure that all loans are in compliance with the loan terms and conditions, including residual receipts collections and accruals.</li> <li>2. Provide compliance monitoring for 300 affordable for-sale housing units.</li> </ol>		
<b>Resource Allocation:</b>		FY11 Current	FY12 Proposed
	Budget	\$ 2,293,310	\$ 2,172,817
	Continuing Appropriations	\$ 0	\$ 0
	Positions	4.35	5.10



**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**REAL ESTATE**  
**PORTFOLIO MANAGEMENT**  
 Portfolio Servicing

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	356,273	420,018	18%
Services & Supplies	251,817	225,439	-10%
Housing Programs			
Site Acquisition	1,685,220	1,527,360	-9%
Housing Programs Total	1,685,220	1,527,360	-9%
<b>TOTAL EXPENDITURES</b>	<b>2,293,310</b>	<b>2,172,817</b>	<b>-5%</b>
<b>REVENUES</b>			
Restricted			
CDBG	985,220	827,360	-16%
Restricted Total	985,220	827,360	-16%
Unrestricted			
Local	1,278,090	1,345,457	5%
Affordable Housing Fund	30,000	0	-100%
Unrestricted Total	1,308,090	1,345,457	3%
<b>TOTAL REVENUES</b>	<b>2,293,310</b>	<b>2,172,817</b>	<b>-5%</b>

# Activity Based Budget Detail

## OPERATIONS

## ACTIVITY GROUP

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

ACTIVITY GROUP: OPERATIONS																					
ACTIVITY: BOARD & EXECUTIVE FUNCTIONS																					
SUBACTIVITY: Board & Executive Functions																					
Purpose and Description of the Activity:	Responsible for providing effective policy direction to the agency and developing new initiatives, programs and practices, assuring implementation in a manner that carries out the strategies and goals of the Business Plan. Perform periodic evaluation of program and organizational effectiveness and efficiency. Provide direct support to the Board of Commissioners; including President & Chief Executive Officer, Executive Vice President & Chief Operating Officer, Policy Director, Program Compliance Director and immediate support staff.																				
Business Plan Strategy	<div>1. Expand the San Diego Housing Commission’s state and national influence as a leader in the housing development community.</div> <div>2. Implement Transit-Oriented Development (TOD) Plan.</div>																				
Ongoing Operations:	<div>3. Continue to build community support for affordable housing by the Housing Commission’s leadership role in these efforts with the business, civic and public sectors of San Diego.</div> <div>4. Coordinate with City agencies and departments regarding policy, programs, legislation, etc., to further affordable housing goals throughout the jurisdiction.</div> <div>5. Provide policy guidance to City on existing policies &amp; ordinances that address housing issues.</div>																				
Resource Allocation:	<table><tr><td></td><td></td><td>FY11</td><td>FY12</td></tr><tr><td></td><td></td><td>Current</td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>2,181,237</td><td>\$ 2,260,975</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>149,832</td><td>\$ 0</td></tr><tr><td>Positions</td><td></td><td>8.90</td><td>10.90</td></tr></table>			FY11	FY12			Current	Proposed	Budget	\$	2,181,237	\$ 2,260,975	Continuing Appropriations	\$	149,832	\$ 0	Positions		8.90	10.90
		FY11	FY12																		
		Current	Proposed																		
Budget	\$	2,181,237	\$ 2,260,975																		
Continuing Appropriations	\$	149,832	\$ 0																		
Positions		8.90	10.90																		

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**BOARD & EXECUTIVE FUNCTIONS**  
**Board & Executive Functions**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	1,219,341	1,389,341	14%
Services & Supplies	961,896	871,634	-9%
<b>TOTAL EXPENDITURES</b>	<b>2,181,237</b>	<b>2,260,975</b>	<b>4%</b>
<b>REVENUES</b>			
Restricted			
Section 8	925,512	1,106,210	20%
Other HUD	54,428	90,908	67%
State	22,424	32,609	45%
Restricted Local	474,361	534,467	13%
Restricted Total	1,476,725	1,764,194	19%
Unrestricted			
Local	428,265	330,831	-23%
Affordable Housing Fund	91,748	11,808	-87%
HOME	184,499	154,142	-16%
Unrestricted Total	704,512	496,781	-29%
<b>TOTAL REVENUES</b>	<b>2,181,237</b>	<b>2,260,975</b>	<b>4%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

ACTIVITY GROUP: OPERATIONS																					
ACTIVITY: BOARD & EXECUTIVE FUNCTIONS																					
SUBACTIVITY: Reinvestment Task Force																					
Purpose and Description of the Activity:	To spur private and public financing of affordable housing and economic development in areas suffering from disinvestment; and provide factual, consistent, cooperative opportunities for reinvestment by lenders and government.																				
Business Plan Strategy:	<div>1. Develop alternative financial systems and capacity for increased economic development.</div> <div>2. Increase efforts to promote affordable housing and consumer education in collaboration with the region’s non-profits.</div>																				
Ongoing Operations:	<div>3. Monitor lending practices and policies.</div> <div>4. Develop strategies for investment in underserved areas.</div>																				
Resource Allocation:	<table><tr><td></td><td></td><td>FY11 Current</td><td></td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>140,737</td><td>\$</td><td>126,467</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>0</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>1.10</td><td></td><td>1.10</td></tr></table>			FY11 Current		FY12 Proposed	Budget	\$	140,737	\$	126,467	Continuing Appropriations	\$	0	\$	0	Positions		1.10		1.10
		FY11 Current		FY12 Proposed																	
Budget	\$	140,737	\$	126,467																	
Continuing Appropriations	\$	0	\$	0																	
Positions		1.10		1.10																	

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**BOARD & EXECUTIVE FUNCTIONS**  
**Reinvestment Task Force**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	96,748	99,287	3%
Services & Supplies	43,989	27,180	-38%
<b>TOTAL EXPENDITURES</b>	<b>140,737</b>	<b>126,467</b>	<b>-10%</b>
<b>REVENUES</b>			
Restricted			
CDBG	0	60,000	0%
Restricted Local	52,000	60,000	15%
Restricted Total	52,000	120,000	131%
Unrestricted			
Local	88,737	6,467	-93%
Unrestricted Total	88,737	6,467	-93%
<b>TOTAL REVENUES</b>	<b>140,737</b>	<b>126,467</b>	<b>-10%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: OPERATIONS</b>																										
<b>ACTIVITY: SUPPORT SERVICES</b>																										
<b>SUBACTIVITY: Human Resources</b>																										
<b>Purpose and Description of the Activity:</b>	Ensure the appropriate selection, staffing, classification, and compensation of personnel to support the Housing Commission’s needs in the area of human capital management and labor relations in accordance with employment regulations and practices.																									
<b>Business Plan Strategy:</b>	<div>1. Engage a consultant to provide an assessment of the structure, services &amp; operations of the Human Resources Section and make recommendations for appropriate improvements by June 30, 2012.</div> <div>2. Develop a Wellness Program dedicated to providing awareness, education and support for a healthy and balanced work environment to potentially mitigate future health care costs and support our mission in being an employer of choice.</div>																									
<b>Ongoing Operations:</b>	<div>3. Complete implementation of a new applicant tracking system to streamline employee acquisition/on-boarding process using online features.</div>																									
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11</td><td></td><td>FY12</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>813,740</td><td>\$</td><td>931,253</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>135,653</td><td>\$</td><td>43,550</td></tr><tr><td>Positions</td><td></td><td>4.00</td><td></td><td>4.10</td></tr></table>			FY11		FY12			Current		Proposed	Budget	\$	813,740	\$	931,253	Continuing Appropriations	\$	135,653	\$	43,550	Positions		4.00		4.10
		FY11		FY12																						
		Current		Proposed																						
Budget	\$	813,740	\$	931,253																						
Continuing Appropriations	\$	135,653	\$	43,550																						
Positions		4.00		4.10																						

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**SUPPORT SERVICES**  
**Human Resources**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	367,567	363,552	-1%
Services & Supplies	446,173	567,701	27%
<b>TOTAL EXPENDITURES</b>	<b>813,740</b>	<b>931,253</b>	<b>14%</b>
<b>REVENUES</b>			
Restricted			
Section 8	320,568	469,110	46%
Other HUD	17,946	13,021	-27%
State	11,074	13,828	25%
Restricted Local	250,238	226,653	-9%
Restricted Total	599,826	722,612	20%
Unrestricted			
Local	110,177	138,266	25%
Affordable Housing Fund	14,113	5,007	-65%
HOME	89,624	65,368	-27%
Unrestricted Total	213,914	208,641	-2%
<b>TOTAL REVENUES</b>	<b>813,740</b>	<b>931,253</b>	<b>14%</b>



**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: OPERATIONS</b>																					
<b>ACTIVITY: SUPPORT SERVICES</b>																					
<b>SUBACTIVITY: Information Technology</b>																					
<b>Purpose and Description of the Activity:</b>	Provide information technology and telecommunication services to internal and external customers. Services include acquisition and implementation of commercial off-the-shelf technology, application maintenance, developing and maintaining systems and security policies, database management, custom report development, network and user support, and computer training.																				
<b>Business Plan Strategy:</b>	<div>1. Complete restructuring of IT Department to address use of technology to increase effective business practices.</div> <div>2. Implement agency-wide Management Information Reporting system by June 2012.</div>																				
<b>Ongoing Operations:</b>	<div>3. Expand implementation of SharePoint to improve departmental and agency collaboration using team sites and document libraries by January 2012.</div> <div>4. Implement new financial management software in conjunction with Financial Services by June 2012.</div>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11 Current</td><td></td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>2,623,174</td><td>\$</td><td>2,874,760</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>57,876</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>9.60</td><td></td><td>9.00</td></tr></table>			FY11 Current		FY12 Proposed	Budget	\$	2,623,174	\$	2,874,760	Continuing Appropriations	\$	57,876	\$	0	Positions		9.60		9.00
		FY11 Current		FY12 Proposed																	
Budget	\$	2,623,174	\$	2,874,760																	
Continuing Appropriations	\$	57,876	\$	0																	
Positions		9.60		9.00																	

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**SUPPORT SERVICES**  
**Information Technology**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	849,083	816,502	-4%
Services & Supplies	1,774,091	2,058,258	16%
<b>TOTAL EXPENDITURES</b>	<b>2,623,174</b>	<b>2,874,760</b>	<b>10%</b>
<b>REVENUES</b>			
Restricted			
Section 8	1,138,260	1,111,775	-2%
Other HUD	85,243	35,860	-58%
State	27,953	32,774	17%
Restricted Local	468,285	1,200,596	156%
Restricted Total	1,719,741	2,381,005	38%
Unrestricted			
Local	808,779	326,971	-60%
Affordable Housing Fund	24,445	11,866	-51%
HOME	70,209	154,918	121%
Unrestricted Total	903,433	493,755	-45%
<b>TOTAL REVENUES</b>	<b>2,623,174</b>	<b>2,874,760</b>	<b>10%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: OPERATIONS</b>																										
<b>ACTIVITY: SUPPORT SERVICES</b>																										
<b>SUBACTIVITY: Organizational Development and Training</b>																										
<b>Purpose and Description of the Activity:</b>	Responsible for providing continued improvement and technological innovation for the organizational development of the agency’s human capital.																									
<b>Business Plan Strategies:</b>	<div>1. Coordinate developmental seminars, courses and presentations in support of the agency’s new core and technical competencies. Deliver a minimum of 3,000 hours of training/coaching to line staff by June 30, 2012.</div> <div>2. Continue the internship program established with San Diego State University and the University of California at San Diego to provide a minimum of nine interns with real world learning opportunities in the affordable housing industry.</div>																									
<b>Ongoing Operations:</b>	<div>3. Develop a targeted supportive training program for supervisors in the area of organizational &amp; professional development with additional coaching. This curriculum will consist of 12 hours of mandated courses and 12 hours of additional training to be chosen from a menu of optional courses. Supervisors will be expected to complete their customized curriculum by June 30, 2012.</div> <div>4. Provide specialized Microsoft Office software training for the Administrative Professional Team (APT) that requires completion of course work at specific levels, with the goal of obtaining competency certification. Survey and assessment will be conducted to determine current and required proficiency skill levels of the APT group members by June 30, 2012.</div>																									
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11</td><td></td><td>FY12</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>488,989</td><td>\$</td><td>492,967</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>613</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>1.95</td><td></td><td>2.00</td></tr></table>			FY11		FY12			Current		Proposed	Budget	\$	488,989	\$	492,967	Continuing Appropriations	\$	613	\$	0	Positions		1.95		2.00
		FY11		FY12																						
		Current		Proposed																						
Budget	\$	488,989	\$	492,967																						
Continuing Appropriations	\$	613	\$	0																						
Positions		1.95		2.00																						

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**SUPPORT SERVICES**  
**Organizational Development & Training**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	194,005	187,150	-4%
Services & Supplies	294,984	305,817	4%
<b>TOTAL EXPENDITURES</b>	<b>488,989</b>	<b>492,967</b>	<b>1%</b>
<b>REVENUES</b>			
Restricted			
Section 8	171,926	248,257	44%
Other HUD	15,282	6,893	-55%
State	7,987	7,318	-8%
Restricted Local	175,215	119,944	-32%
Restricted Total	370,410	382,412	3%
Unrestricted			
Local	83,543	73,314	-12%
Affordable Housing Fund	14,753	2,650	-82%
HOME	20,283	34,591	71%
Unrestricted Total	118,579	110,555	-7%
<b>TOTAL REVENUES</b>	<b>488,989</b>	<b>492,967</b>	<b>1%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

ACTIVITY GROUP: OPERATIONS																					
ACTIVITY: SUPPORT SERVICES																					
SUBACTIVITY: Procurement																					
Purpose and Description of the Activity:	Responsible for the procurement of agency goods and services; ensuring compliance with all applicable Federal, State and Local regulations; administering contract compliance and equal opportunity contracting programs that promotes economic opportunities for small and disadvantaged business concerns.																				
Business Plan Strategy:	<div>1. Implement a contract lifecycle/contract compliance management system to ensure standardization in the contracting process, increase efficiency and improve reporting capabilities.</div> <div>2. Conduct four small/disadvantaged business outreach workshops and participate in four additional workshops with the Public Agency Consortium by June 30, 2012 in support of vendor diversity.</div>																				
Ongoing Operations:	<div>3. Continue to monitor the agency’s contracting activities to ensure equal opportunity in vendors’ employment practices and sub-contracting.</div> <div>4. Ensure agency compliance with procurement policy by monitoring cost and compliance, and by improving accountability in the procurement of goods and services, resulting in zero audit recommendations.</div>																				
Resource Allocation:	<table><tr><td></td><td></td><td>FY11 Current</td><td></td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>1,069,922</td><td>\$</td><td>1,171,831</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>0</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>7.45</td><td></td><td>7.90</td></tr></table>			FY11 Current		FY12 Proposed	Budget	\$	1,069,922	\$	1,171,831	Continuing Appropriations	\$	0	\$	0	Positions		7.45		7.90
		FY11 Current		FY12 Proposed																	
Budget	\$	1,069,922	\$	1,171,831																	
Continuing Appropriations	\$	0	\$	0																	
Positions		7.45		7.90																	

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**SUPPORT SERVICES**  
**Procurement**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	626,206	674,974	8%
Services & Supplies	443,716	496,857	12%
<b>TOTAL EXPENDITURES</b>	<b>1,069,922</b>	<b>1,171,831</b>	<b>10%</b>
<b>REVENUES</b>			
Restricted			
Section 8	366,056	590,342	61%
Other HUD	40,044	16,386	-59%
State	24,198	17,402	-28%
Restricted Local	420,254	285,225	-32%
Restricted Total	850,552	909,355	7%
Unrestricted			
Local	148,644	173,915	17%
Affordable Housing Fund	25,711	6,301	-75%
HOME	45,015	82,260	83%
Unrestricted Total	219,370	262,476	20%
<b>TOTAL REVENUES</b>	<b>1,069,922</b>	<b>1,171,831</b>	<b>10%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

<b>ACTIVITY GROUP: OPERATIONS</b>																					
<b>ACTIVITY: SUPPORT SERVICES</b>																					
<b>SUBACTIVITY: Financial Services</b>																					
<b>Purpose and Description of the Activity:</b>	Provide financial services to stakeholders of the Housing Commission. Includes accounting services such as accounts payable, payroll, accounts receivable, financial reporting, monitoring and enforcement of internal controls and audit. Financial services such as cash management, financial analysis and projections, investments, revenue and expense analysis, cash flow analysis, debt financing, financial systems analysis and budget development. Also provides safety and risk management services.																				
<b>Ongoing Operations:</b>	<div>1. Provide timely, accurate and relevant financial information, reporting tools and services to Housing Commission program areas to assist in the successful administration of agency programs and overall mission.</div> <div>2. Continue an annual risk control program that provides a safe operational environment and protects the organization’s assets.</div> <div>3. Continue to maximize the use of idle cash by maintaining a quality investment portfolio focused on the safety and liquidity of principal while sustaining an average yield to maturity in excess of the 2-year US Treasury.</div> <div>4. Work with Real Estate to develop accurate cost reporting on units to analyze profitability of current portfolio and to analyze cash flow.</div> <div>5. Implement new financial management software package in FY12.</div> <div>6. Submit the Housing Commission’s Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA) for qualification of an Excellence in Financial Report Certification.</div>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY11</td><td>FY12</td></tr><tr><td></td><td></td><td>Current</td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>2,401,135</td><td>\$ 2,488,484</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>35,251</td><td>\$ 13,491</td></tr><tr><td>Positions</td><td></td><td>21.00</td><td>21.00</td></tr></table>			FY11	FY12			Current	Proposed	Budget	\$	2,401,135	\$ 2,488,484	Continuing Appropriations	\$	35,251	\$ 13,491	Positions		21.00	21.00
		FY11	FY12																		
		Current	Proposed																		
Budget	\$	2,401,135	\$ 2,488,484																		
Continuing Appropriations	\$	35,251	\$ 13,491																		
Positions		21.00	21.00																		

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**SUPPORT SERVICES**  
**Financial Services**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	1,751,562	1,824,861	4%
Services & Supplies	649,573	663,623	2%
<b>TOTAL EXPENDITURES</b>	<b>2,401,135</b>	<b>2,488,484</b>	<b>4%</b>
<b>REVENUES</b>			
Restricted			
Section 8	955,220	1,253,810	31%
Other HUD	72,281	34,803	-52%
State	42,076	36,960	-12%
Restricted Local	747,179	605,776	-19%
Restricted Total	1,816,756	1,931,349	6%
Unrestricted			
Local	400,730	369,041	-8%
Affordable Housing Fund	50,322	13,385	-73%
HOME	133,327	174,709	31%
Unrestricted Total	584,379	557,135	-5%
<b>TOTAL REVENUES</b>	<b>2,401,135</b>	<b>2,488,484</b>	<b>4%</b>



**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: OPERATIONS</b>			
<b>ACTIVITY: SUPPORT SERVICES</b>			
<b>SUBACTIVITY: Facilities Management</b>			
<b>Purpose and Description of the Activity:</b>	Maintain a safe, secure and healthy operational environment for staff, clients and visitors of the Housing Commission.		
<b>Ongoing Operations:</b>	Continue full responsibility for the building and parking garage operations of the Housing Commission's office facility at 1122 Broadway.		
<b>Resource Allocation:</b>			FY11 Current
			FY12 Proposed
	Budget	\$ 4,146,299	\$ 8,673,660
	Continuing Appropriations	\$ 423,347	\$ 125,155
	Positions	1.63	1.75

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**SUPPORT SERVICES**  
**Facilities Mangement**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	161,017	169,808	5%
Services & Supplies	525,657	375,008	-29%
Housing Programs			
Other Housing Programs	3,459,625	8,128,844	135%
Housing Programs Total	3,459,625	8,128,844	135%
<b>TOTAL EXPENDITURES</b>	<b>4,146,299</b>	<b>8,673,660</b>	<b>109%</b>
<b>REVENUES</b>			
Restricted			
Section 8	0	5,000,000	0%
Restricted Total	0	5,000,000	0%
Unrestricted			
Local	4,146,299	3,673,660	-11%
Unrestricted Total	4,146,299	3,673,660	-11%
<b>TOTAL REVENUES</b>	<b>4,146,299</b>	<b>8,673,660</b>	<b>109%</b>

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP: OPERATIONS</b>			
<b>ACTIVITY: COMMUNITY RELATIONS &amp; COMMUNICATIONS</b>			
<b>SUBACTIVITY: Community Relations &amp; Communications</b>			
<b>Purpose and Description of the Activity:</b>	Develop and implement community outreach strategies to educate the public and decision makers about the agency's affordable housing services and other programs that benefit the community.		
<b>Business Plan Strategy:</b>	1. Develop a speakers' bureau using agency staff members and Commissioners. 2. Produce online agency highlight reports to inform public and decision makers about agency accomplishments including SDHC year-end review.		
	3. Use of in-house multimedia tools such as video production to better convey timely information about agency programs and services. Videos will be posted on the Housing Commission's Web site and presented externally to community groups, business organizations and decision makers. 4. Evaluate for development a social media strategy for community outreach. 5. Develop new outreach materials and events for the Achievement Academy to increase participation and visibility in the community. 6. Design and produce marketing materials for the Real Estate Department to maintain high occupancy ratio for agency-owned affordable housing units.		
<b>Ongoing Operations:</b>			
<b>Resource Allocation:</b>			FY11 Current
			FY12 Proposed
	Budget	\$ 624,007	\$ 658,723
	Continuing Appropriations	\$ 0	\$ 0
	Positions	4.00	4.00

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**OPERATIONS**  
**SUPPORT SERVICES**  
**Community Relations & Communications**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Salaries & Benefits	432,057	383,745	-11%
Services & Supplies	191,950	274,978	43%
<b>TOTAL EXPENDITURES</b>	<b>624,007</b>	<b>658,723</b>	<b>6%</b>
<b>REVENUES</b>			
Restricted			
Section 8	342,137	329,212	-4%
Other HUD	0	9,139	0%
State	0	9,705	0%
Restricted Local	115,849	159,059	37%
Restricted Total	457,986	507,115	11%
Unrestricted			
Local	110,665	102,220	-8%
Affordable Housing Fund	0	3,512	0%
HOME	55,356	45,876	-17%
Unrestricted Total	166,021	151,608	-9%
<b>TOTAL REVENUES</b>	<b>624,007</b>	<b>658,723</b>	<b>6%</b>

## Activity Based Budget Detail

# PROGRAM, CONTINGENCY & UNOBLIGATED

## RESERVES

**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 1

<b>ACTIVITY GROUP:</b>		<b>PROGRAM, CONTINGENCY &amp; UNOBLIGATED RESERVES</b>																											
<b>ACTIVITY:</b>		<b>PROGRAM, CONTINGENCY &amp; UNOBLIGATED RESERVES</b>																											
<b>SUBACTIVITY:</b>		<b>Program, Contingency &amp; Unobligated Reserves</b>																											
<b>Purpose and Description of the Activity:</b>		The Program, Contingency & Unobligated Reserves are funds budgeted in the current year to provide for a future event. <ul style="list-style-type: none"><li>• The Program Reserves provide for future personnel, services and supplies or expenditures on specific housing programs</li><li>• The Contingency Reserves include amounts to provide for potential litigation, uninsured losses, building reserves, affordable housing development and performance based incentives</li><li>• The Unobligated Reserves include amounts that are available for any unanticipated housing purpose</li></ul> A detailed list of these Reserves and uses is at the end of Addendum 1.																											
<b>Resource Allocation:</b>		<table><tr><td></td><td></td><td></td><td>FY11 Current</td><td></td><td>FY12 Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>37,714,651</td><td></td><td>\$</td><td>38,805,154</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>0</td><td></td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>0.00</td><td></td><td></td><td>0.00</td></tr></table>							FY11 Current		FY12 Proposed	Budget	\$	37,714,651		\$	38,805,154	Continuing Appropriations	\$	0		\$	0	Positions		0.00			0.00
			FY11 Current		FY12 Proposed																								
Budget	\$	37,714,651		\$	38,805,154																								
Continuing Appropriations	\$	0		\$	0																								
Positions		0.00			0.00																								

**FY12 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**  
**ACTIVITY:**  
**SUBACTIVITY:**

**PROGRAM, CONTINGENCY & UNOBLIGATED RESERVES**  
**PROGRAM, CONTINGENCY & UNOBLIGATED RESERVES**  
**Program, Contingency & Unobligated Reserves**

	FY11 Current Budget	FY12 Proposed Budget	% Change
<b>EXPENDITURES</b>			
Reserves	37,714,651	38,805,154	3%
<b>TOTAL EXPENDITURES</b>	<b>37,714,651</b>	<b>38,805,154</b>	<b>3%</b>
<b>REVENUES</b>			
Restricted			
Section 8	3,118,630	5,529,081	77%
Other HUD	4,557,563	3,792,296	-17%
State	250,771	48,133	-81%
Restricted Local	18,957,412	21,454,696	13%
Restricted Total	26,884,376	30,824,206	15%
Unrestricted			
Rental Rehabilitation	6,698	8,791	31%
Local	9,882,567	7,972,157	-19%
HOME	941,010	0	-100%
Unrestricted Total	10,830,275	7,980,948	-26%
<b>TOTAL REVENUES</b>	<b>37,714,651</b>	<b>38,805,154</b>	<b>3%</b>

# FY12 BUDGET

## San Diego Housing Commission

### Addendum 1

Type of Reserve	Proposed Use	FY11 Current Budget	FY12 Proposed Budget	Change
<b>I Program Reserves</b>				
The Program Reserves provide for future personnel, services and supplies or housing expenditures on specific housing programs. These funds are generally restricted and must be used in support of each program or returned to the funding source. This reserve also includes a sinking fund for the future purchase of State units.				
Capital Funds	Administration for FY12	129,124	0	(129,124)
Emergency Shelter Grant	Administration for FY12	0	34,750	34,750
HOME	Administration for FY12	941,010	0	(941,010)
Homeless Prevention & Rapid Re-housing	Administration for FY12	396,626	0	(396,626)
Lead Hazard Control Grant	Administration for FY12	272,439	0	(272,439)
Neighborhood Stabilization Program	Administration for FY13	470,649	438,758	(31,891)
Property Mgmt - Hotel Sandford	Future Capital Improvements	13,881	0	(13,881)
Property Mgmt - Mariner's Village	Future Capital Improvements	32,974	2,390,526	2,357,552
Property Mgmt - Maya Apartments	Future Capital Improvements	2,672,627	490,855	(2,181,772)
Property Mgmt - Parker Keir	Future Capital Improvements	144,406	181,637	37,231
Property Mgmt - SDHC Local Units	Future Capital Improvements	816,600	816,600	0
Property Mgmt - State Rental	Future Capital Improvements	224,154	21,772	(202,382)
Property Mgmt - State Rental Local Funds	Provide Sinking Fund for State Units	2,600,000	2,600,000	0
Property Mgmt - University Canyon Management	Future Capital Improvements	5,166,597	5,561,252	394,655
Public Housing - Management	Future Capital Improvements	3,240,160	3,280,370	40,210
Redevelopment Agency - CCDC	Administration for FY13	0	141	141
Redevelopment Agency - City Heights	Administration for FY13	258,135	69,670	(188,465)
Redevelopment Agency - College Grove	Administration for FY13	31,918	13,056	(18,862)
Redevelopment Agency - Crossroads	Administration for FY13	108,494	34,609	(73,885)
Redevelopment Agency - Grantville	Administration for FY13	6,680	6,639	(41)
Redevelopment Agency - Linda Vista	Administration for FY13	24,049	3,000	(21,049)
Redevelopment Agency - North Park	Administration for FY13	103,372	65,608	(37,764)
Redevelopment Agency - San Ysidro	Administration for FY13	59,880	1,235	(58,645)
Redevelopment Agency - SEDC Central Imperial	Administration for FY13	4,791	44	(4,747)
Redevelopment Agency - SEDC Market Street	Administration for FY13	9,754		(9,754)
Redevelopment Agency - SEDC Mt Hope	Administration for FY13	57,649	12,286	(45,363)
Redevelopment Agency - SEDC Southcrest	Administration for FY13	37,871	18	(37,853)
Rental Rehabilitation	Administration for FY13	6,698	8,791	2,093
Section 8 - HCV FSS Coordinator	Administration for FY12	204,000	0	(204,000)
Section 8 - Local Funds	Provide Section 8 Support	1,900,000	1,900,000	0
Section 8 Surplus Admin Fees	Administration for FY13	2,914,630	5,529,081	2,614,451
Shelter Plus Care	Administration for FY13	48,565	38,418	(10,147)
State REO	Administration for FY13	26,617	26,361	(256)
<b>Subtotal</b>		<b>22,924,350</b>	<b>23,525,477</b>	<b>601,127</b>
<b>II Contingency Reserves</b>				
The Contingency Reserves include amounts to provide for potential litigation, uninsured losses, building reserves, affordable housing development and performance based incentive reserves. The unexpended Contingency Reserves will be re-budgeted in the following year.				
Local Funds	Provide for potential litigation	300,000	300,000	0
Local Funds	Provide for uninsured losses	300,000	300,000	0
Local Funds	Provide for office facility	2,000,000	2,000,000	0
Local Funds	Provide for affordable housing development	5,000,000	5,000,000	0
Local Funds	Provide for performance based incentives	0	578,779	578,779
<b>Subtotal</b>		<b>7,600,000</b>	<b>8,178,779</b>	<b>578,779</b>
<b>III Unobligated Reserves</b>				
The Unobligated Reserves include amounts that are available for any unanticipated housing purpose.				
Local Funds	Unanticipated Needs	7,190,301	7,100,898	(89,403)
<b>Total Program, Contingency &amp; Unobligated Reserves</b>		<b>37,714,651</b>	<b>38,805,154</b>	<b>1,090,503</b>



## **FY12 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 2

#### **Revenues**

The proposed FY12 Budget includes \$285,129,053 in estimated revenue sources identified to date, representing a decrease of \$26,966,856 from the current FY11 revenues. The decrease is the result of \$19,140,893 net reductions in carryover funds and \$7,825,963 net reduction in new funds.

The \$19,140,893 reduction in carryover funds is due to the following changes:

- \$15,579,596 increase in carryover funds from FY11 due to less expense than anticipated in the budget in the property management, public housing, Capital and Section 8 funds. There was also carryover of the CalHome grant awarded but will not be received until later in FY11
- \$16,204,916 decrease in carryover funds from FY11 due to the obligation or expenditure of funds including Community Development Block Grant (CDBG), HOME Program, Homeless Prevention and Rapid Re-housing, HTF Linkage Fees, Inclusionary Housing, Neighborhood Stabilization and Shea Homes
- \$18,515,573 decrease in carryover due to the transfer of funds from the operating budget to the capital budget for capital improvements, rehabilitation or housing development of properties owned by the Housing Commission. These funds include HUD Development, Inclusionary Housing, Maya Apartments, Capital Funds, Public Housing and Section 8

The \$7,825,963 decrease in new funds is due to the following changes:

- \$5,108,404 decrease in new funds due to the transfer of funds from the operating budget to the capital budget for capital improvements, rehabilitation or housing development of properties owned by the Housing Commission. These funds include CDBG, Courtyard Apartments, SDHC Local Units and Capital Funds
- \$3,925,468 net decrease in program income, fees, principal and interest payments, and loan payoffs primarily in HOME Program, Inclusionary Housing and SDHC Local Units
- \$2,287,230 net decrease due to the anticipated expenditure of new funds in FY11 that are not expected to repeat in FY12 such as the AHEAD program, Condo Conversion, Family Health Centers, HTF CDBG, Neighborhood Stabilization and the one-time litigation settlement on the Maya Apartments
- \$3,495,139 net increase in new awards from CDBG, Coastal Housing, HUD Healthy Homes, HUD Lead Control grant, LISC Social Innovations, Shelter Plus Care and the United Way Adult and Youth Financial Education programs. These are offset by reductions in ROSS Neighborhood Networks, Section 8 and Local Funds

Of the \$285,129,053 in identified revenues in FY12, \$252,952,975 are Restricted Revenues that can only be expended for specific purposes defined by the funding sources. Restricted Revenues include Section 8 rental assistance, resident workforce/economic development grants, State Funds and CDBG funds awarded to the Housing Commission from the City of San Diego. The FY12 Budget also includes \$32,176,078 in Unrestricted Revenues. The Commission has discretion over these less restricted revenues that include Rental Rehabilitation loan repayments; Local funds (bond fees, lease/sale revenue, loan repayments, etc.); Housing Trust Funds; and HOME funds.

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

#### **Revenues**

	FY11 Current	FY12 Proposed	Change
<b>Restricted Revenues</b>			
Section 8	\$184,876,623	\$189,708,915	\$4,832,292
Other HUD	28,327,053	11,798,189	(16,528,864)
State	1,219,673	1,945,105	725,432
CDBG	4,242,698	2,086,613	(2,156,085)
Restricted Local	49,837,731	47,414,153	(2,423,578)
Subtotal	268,503,778	252,952,975	(15,550,803)
<b>Unrestricted Revenues</b>			
Rental Rehab	6,698	8,791	2,093
Local	21,071,438	17,022,294	(4,049,144)
Affordable Housing Fund	7,776,340	2,261,948	(5,514,392)
HOME	14,737,655	12,883,045	(1,854,610)
Subtotal	43,592,131	32,176,078	(11,416,053)
<b>Total Revenues</b>	<b>\$312,095,909</b>	<b>\$285,129,053</b>	<b>(\$26,966,856)</b>

Section 8 funds increased \$4,832,292 due to the carryover of \$7,126,557 from FY11; the transfer of \$1,500,000 from the operating budget to the capital budget for rental housing development and the \$794,265 anticipated decrease in new funds in the Veterans Administration Supportive Housing program, HCV FSS Coordinator program and the Family Unification program.

Other HUD funds have decreased \$16,528,864 due to the:

- \$701,309 net increase in new awards for the Shelter Plus Care program, Healthy Homes and the Emergency Shelter grant
- \$1,609,607 net decrease in carryover from FY11 primarily from the obligation/expenditure of funds in Homeless Prevention and Rapid Re-housing, Neighborhood Stabilization, HUD Lead grants offset by an increase in Capital Funds carryover
- \$15,620,566 decrease due to the transfer of HUD Development, Capital Funds and Public Housing funds from the operating budget to the capital budget for rehabilitation, capital improvements and rental housing development on properties owned by the Housing Commission

State funds have increased \$725,432 primarily due to the expected obligation/expenditure of \$344,140 in FY11 offset by the carryover \$1,069,572 from the recently awarded CalHome program.

CDBG funds have decreased \$2,156,085 due to the:

- \$3,407,282 decrease in carryover from FY11 due to the expected obligation/expenditure of funds
- \$2,867,813 increase reflects the anticipated award for the Homeless Emergency Winter Shelter; the rehabilitation of the Picador state site and the Hotel Sandford; and support for the Reinvestment Task Force
- \$1,616,616 decrease due to the transfer of CDBG funds from the operating budget to the capital budget for the rehabilitation of the Picador state site and Hotel Sandford

# **FY12 BUDGET**

## **San Diego Housing Commission**

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### Addendum 2

#### **Revenues**

Restricted Local funds have decreased \$2,423,578 due to:

- \$3,994,774 net increase in carryover due to less expense in FY11 than anticipated primarily in SDHC Local Units, Maya Apartments, Mariner's Village and University Canyon
- \$1,990,538 decrease in new funds due to the addition of \$2,630,045 of new & continuing funds for Coastal Housing, Courtyard Apartments, Mariner's Village, Reinvestment Task Force, LISC Social Innovation and United Way Adult and Youth Financial Education grants. These increases are offset by a decrease in new funds of \$4,620,583 including reductions due to lower developer/lender fees, lower interest rebates and one-time awards
- \$4,427,814 decrease due to the transfer of funds from the operating budget to the capital budget for tenant improvements at the Courtyard Apartments and capital improvements at the Maya Apartments and SDHC Local Units

Unrestricted Local funds have decreased \$4,049,144 due to:

- A \$3,063,302 decrease due to the expected obligation and/or completion of projects will result in less carryover in FY12
- \$985,842 decrease in new funds is the result of not receiving the unused portion of funds given to the City of San Diego for relocation at the De Anza Cove mobile home park in FY11 which is slightly offset by increases in rental income and fees

Affordable Housing Funds have decreased \$5,514,392 due to:

- \$4,576,357 decrease due to the expected obligation and/or completion of projects will result in less carryover in FY12
- \$938,035 decrease in new funds primarily due to less fees expected in FY12

HOME Program has decreased \$1,854,610 due to:

- \$986,099 decrease due to the expected obligation and/or completion of projects will result in less carryover in FY12
- \$868,511 decrease due to lower award of new funds and less program income anticipated in FY12

# FY12 BUDGET

## San Diego Housing Commission

### Addendum 2

### Agency Summary of Revenues

	FY 11 Current			FY 12 Proposed			% of Chg
	Carryover	New	Total	Carryover	New	Total	Curr/Prop
REVENUES							
AHEAD Program	0	20,000	20,000	0	0	0	-100%
Assets for Independence (HHS)	313,035	0	313,035	236,534	0	236,534	-24%
Cal State Housing Trust Fund	109,362	0	109,362	84,395	0	84,395	-23%
CalHome Program	30,428	0	30,428	1,100,000	0	1,100,000	3515%
CDBG	4,234,642	8,056	4,242,698	827,360	1,259,253	2,086,613	-51%
Coastal Housing	172,703	1,863	174,566	0	150,000	150,000	-14%
Condo Conversion	95,719	16,550	112,269	0	0	0	-100%
County CDBG RTF	0	52,000	52,000	0	60,000	60,000	15%
Emergency Shelter Grant	0	662,000	662,000	0	695,000	695,000	5%
Family Health Centers of SD	7,707	5,968	13,675	0	0	0	-100%
HOME	4,058,596	10,679,059	14,737,655	3,072,497	9,810,548	12,883,045	-13%
Homeless Prevention & Rapid Rehousing	4,734,430	0	4,734,430	2,315,723	0	2,315,723	-51%
Housing Rehabilitation Trust Fund	52,995	154,511	207,506	0	0	0	-100%
HTF - CDBG	0	37,483	37,483	0	0	0	-100%
HTF - Linkage Fees	1,578,565	478,662	2,057,227	65,347	574,533	639,880	-69%
HTF - Redevelopment Agency	69,126	0	69,126	9,332	0	9,332	-87%
HTF - Transient Occupancy Tax	21,843	0	21,843	5,640	0	5,640	-74%
HUD Development	20,799	0	20,799	0	0	0	-100%
HUD Healthy Homes	0	0	0	0	102,611	102,611	0%
HUD Lead Hazard Control Grant	1,338,353	0	1,338,353	642,911	151,953	794,864	-41%
Inclusionary Housing Fund	3,580,801	2,009,860	5,590,661	593,659	1,013,437	1,607,096	-71%
LISC Social Innovations	0	0	0	0	135,000	135,000	0%
Local Funds	13,825,911	7,245,527	21,071,438	10,762,609	6,259,685	17,022,294	-19%
Neighborhood Stabilization Program	761,987	759,188	1,521,175	468,956	0	468,956	-69%
North County Future Urbanizing Area	155,432	0	155,432	159,102	0	159,102	2%
Property Mgmt - City Properties Management	51	73,995	74,046	0	26,585	26,585	-64%
Property Mgmt - Courtyard Apts.	0	246,937	246,937	0	389,637	389,637	58%
Property Mgmt - Hotel Sandford	0	701,638	701,638	0	514,670	514,670	-27%
Property Mgmt - Mariner's Village	0	803,160	803,160	835,317	2,641,525	3,476,842	333%
Property Mgmt - Maya Apartments	1,096,038	2,911,297	4,007,335	164,891	1,531,724	1,696,615	-58%
Property Mgmt - Parker Keir	145,859	0	145,859	181,637	0	181,637	25%
Property Mgmt - SDHC Local Units	12,632,525	21,159,382	33,791,907	14,350,531	17,754,711	32,105,242	-5%
Property Mgmt - State Rental Housing	419,744	633,522	1,053,266	159,413	574,936	734,349	-30%
Property Mgmt - University Canyon Management	4,620,358	1,120,152	5,740,510	5,085,728	963,529	6,049,257	5%
Public Housing - Capital Fund	1,119,117	2,000,424	3,119,541	125,674	6,554	132,228	-96%
Public Housing - Management	13,304,139	483,185	13,787,324	3,247,656	421,634	3,669,290	-73%
Public Housing - ROSS Neighborhood Networks	115,551	0	115,551	27,579	0	27,579	-76%
Redevelopment Agency Funds	940,203	2,030,915	2,971,118	667,016	1,445,668	2,112,684	-29%
Rental Rehabilitation	3,067	3,631	6,698	8,791	0	8,791	31%
San Diego Foundation	5,463	0	5,463	3,463	0	3,463	-37%
San Diego Lead Safe	0	716	716	716	0	716	0%
Section 8 Programs	21,689,279	163,187,344	184,876,623	27,315,836	162,393,079	189,708,915	3%
Shea Homes	378,320	0	378,320	274	0	274	-100%
Shelter Plus Care	0	2,885,340	2,885,340	10,072	3,475,848	3,485,920	21%
State REO	26,356	261	26,617	26,361	0	26,361	-1%
United Way Adult Financial Education	0	0	0	0	133,473	133,473	0%
United Way Youth Financial Education	0	0	0	0	62,570	62,570	0%
WED Youth Individual Development Accounts	63,279	1,500	64,779	25,870	0	25,870	-60%
Total Budget	91,721,783	220,374,126	312,095,909	72,580,890	212,548,163	285,129,053	-9%
Continuing Appropriations			34,567,272			23,300,210	-33%

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

### **Summary of Housing Commission Revenue Changes**

AHEAD Program	<p>The \$20,000 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ This program was completed in FY11; a reduction of \$20,000</li> <li>▪ No new funds are anticipated in FY12</li> </ul>
Assets for Independence	<p>The \$76,501 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Workforce &amp; Economic Development in FY11; a reduction of \$76,501</li> <li>▪ No new funds are anticipated in FY12</li> </ul>
Cal State Housing Trust Fund	<p>The \$24,967 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Special Housing Initiatives in FY11; a reduction of \$24,967</li> <li>▪ No new funds are anticipated in FY12</li> </ul>
CalHome Program	<p>The \$1,069,572 increase reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of \$430,428 of the \$1,500,000 FY11 CalHome award</li> <li>▪ No new funds are anticipated in FY12</li> </ul>
CDBG	<p>The \$2,156,085 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Portfolio Servicing, Rehab Rental Housing and Smart Corner Office Facility in FY11; a reduction of \$3,407,282</li> <li>▪ \$1,251,197 increase reflects the anticipated award of \$2,875,869 for support of the Homeless Emergency Winter Shelter, the rehabilitation of the Picador state site and the Hotel Sandford as well as support for the Reinvestment Task Force. This increase is offset by the expenditure of \$8,056 of new funds in FY11 and the transfer of \$1,616,616 from the operating budget to the capital budget for the rehabilitation of the Picador state site and Hotel Sandford</li> </ul>
Coastal Housing	<p>The \$24,566 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Rental Housing Finance in FY11; a reduction of \$172,703</li> <li>▪ \$148,137 increase reflects the anticipated award of \$150,000 for the Coastal Affordable Housing Program offset by the expenditure of \$1,863 of new funds in FY11</li> </ul>
Condo Conversion	<p>The \$112,269 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in FY11; a reduction of \$95,719 in carryover and \$16,550 in new funds</li> </ul>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

### **Summary of Housing Commission Revenue Changes**

County CDBG Reinvestment Task Force	<p>The \$8,000 increase reflects:</p> <ul style="list-style-type: none"> <li>Expected new award of \$60,000 from the County of San Diego for support of the City &amp; County Reinvestment Task Force in FY12; an increase of \$8,000</li> </ul>
Emergency Shelter Grant	<p>The \$33,000 increase reflects:</p> <ul style="list-style-type: none"> <li>The expected award of \$695,000 for homeless services in FY12; a \$33,000 increase in the award of \$662,000 budgeted in FY11 but not awarded</li> </ul>
Family Health Centers of San Diego	<p>The \$13,675 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of FY11 funds in Workforce &amp; Economic Development; a reduction of \$7,707 in carryover and \$5,968 in new funds</li> </ul>
HOME Program	<p>The \$1,854,610 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rental Housing Finance, Homeownership, Rehabilitation and Special Housing Initiatives in FY11; a reduction of \$986,099</li> <li>Lower award of new funds and less program income anticipated in FY12; a reduction of \$868,511</li> </ul>
Homeless Prevention & Rapid Re-housing	<p>The \$2,418,707 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Special Housing Initiatives in FY11</li> <li>No new funds are anticipated in FY12</li> </ul>
Housing Rehabilitation Trust Fund	<p>The \$207,506 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rehab Owner Occupied in FY11</li> <li>No new funds are anticipated in FY12</li> </ul>
HTF CDBG	<p>The \$37,483 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rehab Owner Occupied in FY11</li> <li>No new funds anticipated in FY12</li> </ul>
HTF Linkage	<p>The \$1,417,347 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation and/or completion of projects in Rehab Owner Occupied, Special Housing Initiatives, Rental Housing Finance and Homeownership in FY11; a reduction of \$1,513,218</li> <li>\$95,871 increase in new fees and principal and interest (P&amp;I) payments offset slightly by less investment interest expected in FY12</li> </ul>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

### **Summary of Housing Commission Revenue Changes**

HTF Redevelopment Agency	<p>The \$59,794 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rental Housing Finance in FY11</li> <li>No new funds anticipated in FY12</li> </ul>
HTF Transient Occupancy Tax	<p>The \$16,203 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rental Housing Finance in FY11</li> <li>No new funds anticipated in FY12</li> </ul>
HUD Development	<p>The \$20,799 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rental Housing Development</li> <li>No new funds anticipated in FY12</li> </ul>
HUD Healthy Homes	<p>The \$102,611 increase reflects the addition of funds for the HUD program, Healthy Homes. These funds will provide for material and labor costs to implement healthy home principles and practices into existing housing rehabilitation and lead control programs administered by the Housing Commission. This program will focus on multiple housing related hazards rather than addressing one hazard at a time.</p>
HUD Lead Control Grants	<p>The \$543,489 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rehabilitation in FY11; reduction of \$695,442</li> <li>Addition of \$151,953 of funds for the HUD Lead Control grant</li> </ul>
Inclusionary Housing Fund	<p>The \$3,983,565 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation and/or completion of projects in Rental Housing Finance and Homeownership in FY11; reduction of \$2,987,142</li> <li>\$996,423 reduction in new funds, primarily due to less fees expected in FY12 offset slightly by expected investment interest and P&amp;I payments</li> </ul>
LISC Social Innovations	<p>The \$135,000 increase for this new program establishes a Financial Opportunity Center (FOC) in the Achievement Academy. The FOC will offer a comprehensive range of services designed to move HC families to self-sufficiency, offering services related to workforce development, financial education, and access to income supports. Extensive relationships with community partners will leverage resources in a cost effective manner to support family's self-sufficiency goals.</p>
Local Funds	<p>The \$4,049,144 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected expenditures will result in \$3,063,302 less carryover</li> <li>\$985,842 decrease in new funds is the result of not receiving the unused portion of funds given to the City of San Diego for relocation at the De Anza Cove mobile home park in FY11 which is slightly offset by increases in rental income and fees</li> </ul>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

### **Summary of Housing Commission Revenue Changes**

Neighborhood Stabilization Program	<p>The \$1,052,219 decrease reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in Rehabilitation, Rental Housing Finance, Homeownership and Rental Housing Development in FY11; reduction of \$293,031</li> <li>\$759,188 reduction in new funds is a combination of the expenditure of FY11 new funds and the expectation of no new funds in FY12</li> </ul>
North County Future Urbanizing Area	<p>The \$3,670 increase reflects:</p> <ul style="list-style-type: none"> <li>\$3,670 reflects additional income received in FY11 that will carry over into FY12</li> <li>No new funds are anticipated in FY12</li> </ul>
Property Management – City Properties	<p>The \$47,461 decrease in funding reflects the reduction in units managed by the Housing Commission for the City of San Diego.</p>
Property Management - Courtyard Apartments	<p>The 142,700 increase reflects:</p> <ul style="list-style-type: none"> <li>The \$110,847 of carryover from FY11 has been transferred from the operating budget to the capital budget for tenant improvements at the Courtyard Apartments resulting in no carryover in the operating budget</li> <li>Of the \$304,500 of new funds anticipated in FY12, \$161,800 was transferred from the operating budget to the capital budget for tenant improvements at Courtyard Apartments</li> </ul>
Property Management – Hotel Sanford	<p>The \$186,968 decrease is the result of less rental income expected in FY12 due to the continuing rehabilitation of units into the new fiscal year.</p>
Property Management – Mariner’s Village	<p>The \$2,673,682 increase reflects:</p> <ul style="list-style-type: none"> <li>\$835,317 of carryover reflects lower management expenses than income received in FY11</li> <li>\$1,838,365 additional income in FY12 reflects estimated income for the first full year of operations</li> </ul>
Property Management – Maya Apartments	<p>The \$2,310,720 decrease reflects:</p> <ul style="list-style-type: none"> <li>\$931,147 reduction in carryover is the result of adding \$1,709,370 of additional carryover and then transferring \$2,640,517 from the operating budget to the capital budget for improvements at the Maya in FY12</li> <li>\$1,379,573 less income budgeted in FY12 primarily due to a \$1,230,093 settlement that will not repeat in FY12; \$158,932 less rental income and \$9,452 additional other and interest income anticipated</li> </ul>



# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

### **Summary of Housing Commission Revenue Changes**

Property Management – Parker Keir	<p>The 35,778 increase reflects:</p> <ul style="list-style-type: none"> <li>▪ \$35,778 increase in carryover as a result of less expenses in FY11 than anticipated</li> <li>▪ No new funds are anticipated in this budget. Once the renovations on the Parker Keir are completed, a request for proposal process will determine the eventual use of the site. The budget will be revised to reflect this change in the contract approval process</li> </ul>
Property Management – SDHC Local Units	<p>The \$1,686,665 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ \$1,718,006 increase in carryover is the result of adding \$1,861,656 of carryover and then transferring \$143,650 from the operating budget to the capital budget for relocation during repairs</li> <li>▪ \$3,404,671 decrease in new funds is primarily the result of less developer and lender fees; transfer of capital improvement funds from the operating budget to the capital budget; and lower interest rebates from Build America Bonds as a result of receiving a much lower financing rate than expected in the FY11 budget</li> </ul>
Property Management – State Rental Housing	<p>The \$318,917 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ \$260,331 decrease in carryover; no annuity funds were received and the budget for capital improvements was eliminated in FY11. The FY12 capital budget contains funds to rehabilitate the 113 units of State housing</li> <li>▪ \$58,586 decrease in new funds is the result of less rental income and annuity requested from the State of California in FY12</li> </ul>
Property Management – University Canyon	<p>The \$308,747 increase reflects:</p> <ul style="list-style-type: none"> <li>▪ \$465,370 increase in carryover is the result of lower expenses in FY11</li> <li>▪ \$156,623 decrease in new funds is the result of less rental income offset by increases in other income and investment income in FY12</li> </ul>
Public Housing - Capital Funds	<p>The \$2,987,313 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ \$993,443 decrease in carryover is the result of adding \$2,451,024 of additional carryover for FY12 and then transferring \$3,444,467 from the operating budget to the capital budget</li> <li>▪ \$1,993,870 decrease in new funds is the result of not receiving the \$34,882 request for capital funds for the new Vista Verde public housing project in FY11 and the transfer of \$1,958,988 of capital funds from the operating budget to the capital budget in FY12</li> </ul>
Public Housing –Management	<p>The \$10,118,034 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ \$10,056,483 reduction in carryover is the result of adding \$139,829 of additional carryover for FY12 and then transferring \$10,196,312 from the operating budget to the capital budget for capital improvements, rehabilitation and rental housing development</li> <li>▪ \$61,551 decrease in new funds is due primarily to less repositioning fees, investment income and operating subsidy anticipated in FY12</li> </ul>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

### **Summary of Housing Commission Revenue Changes**

Public Housing - ROSS Neighborhood Networks	<p>The \$87,972 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Pace of expenditures in FY11 will result in the carryover of \$27,579; a reduction of \$87,972</li> <li>▪ No new funds are expected in FY12</li> </ul>
Redevelopment Agency HELP and SEDC Funds	<p>The \$858,434 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in the Rehab Owner Occupied activity; reduction of \$273,187</li> <li>▪ There are \$1,445,668 anticipated new awards in FY12; a reduction of \$585,247</li> </ul>
Rental Rehabilitation	<p>The \$2,093 increase reflects:</p> <ul style="list-style-type: none"> <li>▪ Estimated carryover of \$8,791 increased \$5,724 primarily due to an unexpected loan payoff</li> <li>▪ No new funds are expected in FY12 resulting in a reduction of \$3,631</li> </ul>
San Diego Foundation	<p>The \$2,000 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Pace of expenditures in FY11 will result in the carryover of \$3,463; a reduction of \$2,000</li> <li>▪ No new fund are expected in FY12</li> </ul>
San Diego Lead Safe	<p>There is \$716 of carryover in the FY12 budget, no change from FY11 and no new funds are expected in FY12.</p>
Section 8 Programs	<p>The increase of \$4,832,292 is due to:</p> <ul style="list-style-type: none"> <li>▪ \$7,126,557 increase in carryover is the result of less expense in the Housing Choice Voucher program, the Veterans Administration Supportive Housing (VASH) program and the Family Unification Program in FY11. This increase is reduced by the transfer of \$1,500,000 from the operating budget to the capital budget for a Move to Work rental housing project</li> <li>▪ \$794,265 decrease in FY12 new funds is primarily due to anticipated reductions in awards from the VASH, Family Unification and Housing Choice Voucher FSS Coordinator programs</li> </ul>
Shea Homes	<p>The \$378,046 decrease reflects:</p> <ul style="list-style-type: none"> <li>▪ Pace of expenditures in FY11 will result in the carryover of \$274; a decrease of \$378,046</li> <li>▪ No new funds are expected in FY12</li> </ul>
Shelter Plus Care	<p>The \$600,580 increase reflects:</p> <ul style="list-style-type: none"> <li>▪ The carryover of \$10,072 for administrative expenses in FY12</li> <li>▪ The addition of \$590,508 is due to the net addition of \$98,316 for continuing grants and \$492,192 for two new awards expected in FY12</li> </ul>

## **FY12 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 2

#### **Summary of Housing Commission Revenue Changes**

State REO	The \$256 decrease reflects pace of expenditures in FY11 and no new funds expected in FY12.
United Way Adult Financial Education Program	An addition of \$133,473 for this new program that focuses on improving the financial situation of SDHC adult clients to help individuals change their financial behavior in a way that encourages a long-term commitment to increasing income, decreasing debt, building credit, and acquiring an asset.
United Way Youth Financial Education Program	An addition of \$62,570 for this new program from which young people will receive individual counseling and coaching, classroom instruction, employment for income, a way to apply learned financial skills, and an IDA match savings for long-term assets.
WED Youth Individual Development Accounts	<p>The \$38,909 decrease reflects:</p> <ul style="list-style-type: none"><li>▪ Expected obligation/expenditure of funds in the Workforce &amp; Economic Development activity in FY11; a reduction of \$37,409</li><li>▪ No new funds are expected in FY12; a reduction of \$1,500</li></ul>

## **FY12 Budget**

### **San Diego Housing Commission**

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#### Addendum 3

#### **Expenditures**

The proposed FY12 Budget shows a 9% decrease in expenditures and reserves. Salaries and benefits increased primarily as a result of the proposed addition of new positions; anticipated movement along the seven-step merit pay plan; and an increase in state unemployment insurance and workers' compensation. Services and Supplies increases in office rent and management fees are offset by a reduction in contract/consultants. Housing Programs decreased due to less rent to owners, loans and grants, and the transfer of capital improvement, rehabilitation and housing development from the operating budget to the capital budget.

	FY11 Current	FY12 Proposed	Change
Salaries & Benefits	\$21,127,343	\$21,516,395	\$389,052
Services & Supplies	14,396,647	14,469,239	72,592
Housing Programs	238,857,268	210,338,265	(28,519,003)
Program, Contingency & Unobligated Reserves	37,714,651	38,805,154	1,090,503
Total	\$312,095,909	\$285,129,053	(\$26,966,856)
Continuing Appropriations	\$34,567,272	\$23,300,210	(\$11,267,062)

The proposed change in staffing includes the addition of three new positions and the reclassification of two positions. A detailed explanation of the changes in salaries and benefits is provided in Section III, on Addendum 6.

#### Services and Supplies increased 1% due to:

- \$213,143 increase to provide additional legal services for the rental housing finance and development activities
- \$79,987 increase in training and travel will provide job specific technical training and travel for staff
- \$45,110 decrease in audit includes the elimination of the \$38,110 budget in property management, all audit costs are centralized in Financial Services and the \$7,000 reduction to the Financial Services budget to reflect the actual contract amount for FY12
- \$612,069 decrease in contracts/consultants primarily due to the obligation or completion of a variety of contracts related to rental housing development, rental assistance, homeownership, homeless issues, move to work and needs assessments. These decreases are offset by the additional contracts for direct hire contractors, temporary agency employees, information technology support and human resources consulting
- \$312,085 increase in office rent due to annualizing the rent for the Achievement Academy and the addition of budget for property management office rent, offsite achievement academies and property managers' apartment allowance
- \$35,498 decrease in insurance reflects provider estimates for all Housing Commission coverages

## **FY12 Budget**

### **San Diego Housing Commission**

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#### Addendum 3

#### **Expenditures**

- \$337,024 increase in management fee to provide for the private management of the Hotel Sandford and Mariner's Village
- \$189,233 decrease in office equipment due to the purchase of equipment in FY11 offset by a minor increase in computer equipment and software in Information Technology

#### Housing Programs expenses decreased 12% due to:

- \$48,400 increase in workforce & economic development expenses reflects the addition of three new self-sufficiency grants offset by the expected obligation/expenditure of FY11 grants
- \$49,937 increase in maintenance expenses to reflect the actual contract costs in Routine Maintenance and Smart Corner office facility
- \$87,603 net increase in utilities to provide for rate increases are offset by reduction for the Smart Corner facility
- \$152,000 increase in collection loss reflects the actual cost history for property management write-offs
- \$8,096,132 increase in mortgage to provide for a loan pay down on the Smart Corner facility; a loan payoff at the Maya Apartments; annualizing the FHA loan payments; and mortgage payments once the Courtyard Apartments are refinanced
- \$70,500 decrease in protective services is due to closing the learning opportunity centers, completing contract work in the Smart Corner garage and minor changes in property management services
- \$4,985,691 decrease in rent to owners primarily in the Housing Choice Voucher program due to less carryover and, with the possibility of federal budget cuts, a more conservative estimate of new funding
- \$10,430,890 decrease in loans and grants in FY12 is due to \$21,7
- \$573,297 decrease in relocation is primarily due to the obligation of funds for relocation during the fumigation at the SDHC Local Units
- \$19,451,207 decrease in site acquisition & housing development due to the less carryover and the transfer of the site acquisition & housing development budget from the operating budget to the capital budget
- \$1,405,488 decrease in capital improvements is due to less carryover, the addition of new projects and the transfer of the budget from the operating budget to the capital budget

# **FY12 Budget**

## **San Diego Housing Commission**

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### Addendum 3

### **Expenditures**

The Reserves increased 3% due to:

- There is a \$601,127 increase in program reserves due to the use of funds placed in reserves in prior years for administrative support in FY12; the addition of new funds for administrative support in FY13 and the net addition of surplus property management and public housing funds for future capital improvement needs
- A \$578,779 reserve for performance based incentives has been added in contingency reserves
- There is a decrease of \$89,403 in unobligated reserves

**FY12 BUDGET****San Diego Housing Commission****Addendum 3****Agency Summary of Expenditures**

	FY11 Current	FY12 Proposed	% of Chg Curr/Prop
Staffing	265.50	268.50	1%
<b>EXPENDITURES</b>			
Salaries & Benefits	21,127,343	21,516,395	2%
Services & Supplies			
Legal	840,572	1,053,715	25%
Training	228,125	279,612	23%
Travel	193,876	222,376	15%
Audit	201,110	156,000	-22%
Contract/Consultant	4,663,884	4,051,815	-13%
Office & Building Rent	2,816,715	3,128,800	11%
Sundry	2,366,294	2,378,557	1%
Insurance	599,302	563,804	-6%
Management Fees	1,395,609	1,732,633	24%
Office Equipment	1,091,160	901,927	-17%
Total Services & Supplies	14,396,647	14,469,239	1%
Housing Programs			
Workforce & Economic Development	780,915	829,315	6%
Maintenance	3,330,873	3,380,810	1%
Utilities	2,650,367	2,737,970	3%
Property & LLC Fees & Taxes	99,801	88,799	-11%
Collection Loss	158,325	310,325	96%
Mortgage Payments	8,101,094	16,197,226	100%
Protective Services	624,026	553,526	-11%
Rent to Owners	171,553,824	166,568,133	-3%
Loans & Grants	28,084,443	17,653,553	-37%
Relocation	644,130	70,833	-89%
Site Acquisition & Housing Development	20,978,567	1,527,360	-93%
Capital Improvements	1,622,963	217,475	-87%
Dwelling Equipment	227,940	202,940	-11%
Total Housing Programs	238,857,268	210,338,265	-12%
Program, Contingency & Unobligated Reserves	37,714,651	38,805,154	3%
<b>Total Budget</b>	<b>312,095,909</b>	<b>285,129,053</b>	<b>-9%</b>
<b>Continuing Appropriations</b>	<b>34,567,272</b>	<b>23,300,210</b>	<b>-33%</b>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 3

#### **Summary of Housing Commission Expenditure Changes**

Salaries & Benefits	<p>The \$389,052 increase in salaries and benefits is primarily the result of:</p> <ul style="list-style-type: none"> <li>▪ Proposed addition of 3.00 positions</li> <li>▪ Proposed reclassification of 2.00 positions</li> <li>▪ Anticipated employee movement along the seven-step merit pay plan in FY12</li> <li>▪ Change in benefits based on a percentage of salary</li> <li>▪ An increase in benefit rate for State Unemployment Insurance from 4.9% in FY11 to 6.2% in FY12</li> <li>▪ An increase in benefit rate for Workers' Compensation</li> </ul> <p>A detailed explanation of the changes in salaries and benefits is included in Section III, Addendum 6.</p>
Legal	<p>The \$213,143 increase will provide for legal services for rental housing finance and development projects as well as policy and personnel issues.</p>
Training	<p>The \$51,487 increase in training is the result of:</p> <ul style="list-style-type: none"> <li>▪ \$53,387 increase will provide for technical training specific to the needs in the following areas: procurement, fiscal, information technology, homeless issues, construction, rehabilitation and compliance monitoring</li> <li>▪ \$1,900 reduction in one activity to align budget with actual expenditures</li> </ul>
Travel	<p>The \$28,500 increase in travel will provide for travel related to technical training as noted in the training explanation.</p>
Audit	<p>The \$45,110 decrease reflects the following changes: the elimination of the \$38,110 budget in property management, audit is centralized in Financial Services; and the \$7,000 reduction in Financial Services to reflect the actual contract amount for FY12.</p>
Contract/Consultant	<p>The \$612,069 decrease in contract/consultant is due to a variety of changes:</p> <ul style="list-style-type: none"> <li>▪ \$732,000 reduction in rental housing development consultant services and due diligence</li> <li>▪ \$341,726 reduction in programmatic consultant services related to rental assistance, homeownership, homeless issues, move to work, strategic planning and needs assessments</li> <li>▪ \$283,152 net increase in direct hire contractors and temporary agency employees primarily to provide assistance in Information Technology, Procurement, Community Relations &amp; Communication, Rehabilitation, Special Housing Initiatives and Portfolio Management</li> </ul>



# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 3

### **Summary of Housing Commission Expenditure Changes**

	<ul style="list-style-type: none"> <li>▪ \$100,000 net increase in Information Technology for network and system administration, implementation services and the financial systems upgrade</li> <li>▪ \$78,505 increase in Human Resources for a Human Resources consultant, applicant tracking, competency testing and appraisal software maintenance</li> </ul>
Office Rent	The \$312,085 increase is the result of annualizing the rent for the Achievement Academy in FY12 and the addition of property management office, off-site achievement academies rent and the property managers' apartment allowance.
Sundry	The \$12,263 increase in sundry is the result of \$135,178 of increases offset by \$122,915 of decreases in various accounts.
Insurance	<p>The \$35,498 decrease in insurance reflect provider estimates of:</p> <ul style="list-style-type: none"> <li>▪ \$50,957 reduction for liability, property, earthquake, boiler and machinery insurance and non-reimbursable claims</li> <li>▪ \$15,459 increase in flood, errors and omissions, vehicle, employment practices, crime and honesty, mold and terrorism insurance</li> </ul>
Management Fees	The \$337,024 increase in management fee will provide for the private management companies fees for the management of the Hotel Sandford and Mariner's Village.
Office Equipment	<p>The \$189,233 decrease in office equipment is due to:</p> <ul style="list-style-type: none"> <li>▪ \$202,366 reduction for equipment that was purchased in FY11 for Routine Maintenance, Rehabilitation, Workforce &amp; Economic Development, Community Relations &amp; Communications, Rental Housing Finance and Smart Corner Office Facility</li> <li>▪ \$13,133 increase in Information Technology computer equipment and software</li> </ul>
Workforce & Economic Development	The \$48,400 increase reflects the addition of three new self-sufficiency grants offset by the expected obligation/expenditures of FY11 funds.
Maintenance	The \$49,937 increase will reflect the actual costs of maintenance contracts in Routine Maintenance & Smart Corner Office Facility.

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 3

### **Summary of Housing Commission Expenditure Changes**

Utilities	The \$87,603 increase will provide for rate increases at the Housing Commission owned and managed properties offset by reduction in the Smart Corner office facility and parking garage utilities to reflect actual expenses.
Property & Limited Liability Corporation Fees & Taxes	The \$11,002 decrease is a \$13,600 reduction for LLC Fees and a \$2,598 increase for property assessment districts; these changes will provide for the anticipated costs in FY12.
Collection Loss	The \$152,000 increase in collection loss will provide for property management-write offs based on the FY11 pace of expenditures.
Mortgage Payments	<p>The \$8,096,132 increase in mortgage payments reflects:</p> <ul style="list-style-type: none"> <li>▪ \$5,000,000 increase will provide for the loan pay down for refinancing the Smart Corner facility</li> <li>▪ \$2,300,000 increase will provide for the loan payoff on the Maya Apartments</li> <li>▪ \$663,132 annualization of the mortgage payments on FHA loan received in FY11</li> <li>▪ \$133,000 mortgage payments for the planned refinance of the Courtyard Apartments in FY12</li> </ul>
Protective Services	The \$70,500 decrease is due to the \$71,000 reduction in services for the closing of learning opportunity centers; the completion of protective services contracts in the Smart Corner parking garage; adjustment of the budget for the Hotel Sandford to more accurately reflect costs; and the addition of \$500 to Mariner's Village budget.
Rent to Owners	<p>The \$4,985,691 decrease is due to:</p> <ul style="list-style-type: none"> <li>▪ \$4,553,331 reduction to the Housing Choice Voucher program is due to \$3,577,491 less carryover from FY11. With the possibility of federal budget cuts, the estimate of new funding for rent to owners in FY12 has been conservatively estimated resulting in a \$975,840 reduction</li> <li>▪ \$1,534,300 decrease in the Homeless Prevention &amp; Rapid Re-housing program due to the expected obligation/expenditure of funds in FY11</li> <li>▪ \$236,319 decrease in the Veterans Administration Supportive Housing program includes the expectation of federal budget cuts, the estimate of new rent to owners funding has been reduced by \$475,516. This is offset by an estimate of \$239,197 of carryover from FY11</li> <li>▪ \$12,095 decrease in the Moderate Rehabilitation Section 8 funds due to the owner of five units opting out of his contract with HUD</li> </ul>

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 3

#### **Summary of Housing Commission Expenditure Changes**

	<ul style="list-style-type: none"> <li>▪ \$557,164 increase for the Shelter Plus Care program including renewal of existing contracts and the addition of two new contracts</li> <li>▪ \$400,000 increase for the HOME Program Tenant Based Rental Assistance for special purpose transitional housing</li> <li>▪ \$393,190 increase for the Family Unification Program, annualizing the new program that was awarded in September, 2010</li> </ul>
Loans & Grants	<p>The \$10,430,890 decrease is the result of:</p> <ul style="list-style-type: none"> <li>▪ \$21,775,546 less carryover anticipated in FY12 due to the expected obligation or expenditures in FY11</li> <li>▪ \$11,344,656 of new awards from CDBG Citywide, Coastal Housing, HOME Program, HTF Linkage Fees, Inclusionary Housing and Redevelopment Agency funds</li> </ul>
Relocation	<p>The \$573,297 decrease is due to:</p> <ul style="list-style-type: none"> <li>▪ \$610,130 commitment of funds for relocation during fumigation of SDHC Local Units</li> <li>▪ \$36,833 increase in newly awarded HUD lead control grant for relocation during lead abatement</li> </ul>
Site Acquisition & Housing Development	<p>The \$19,451,207 decrease is the result of:</p> <ul style="list-style-type: none"> <li>▪ \$1,876,318 less carryover and new funds</li> <li>▪ \$17,574,889 transfer of the site acquisition and housing development budget from the operating budget to the capital budget</li> </ul>
Capital Improvements	<p>The \$1,405,488 decrease in capital improvements is the result of:</p> <ul style="list-style-type: none"> <li>▪ \$658,429 reduction in estimated carryover</li> <li>▪ \$4,649,226 addition of new projects for FY12</li> <li>▪ \$5,396,285 transfer of the capital improvements from the operating budget to the capital budget for projects to be determined</li> </ul>
Dwelling Equipment	\$25,000 reduction in dwelling equipment that was purchased in FY11.

**FY12 BUDGET**  
**San Diego Housing Commission**

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Addendum 3

**Summary of Housing Commission Expenditure Changes**

Reserves	<p>The increase of \$1,090,503 is the result of:</p> <ul style="list-style-type: none"><li>▪ There is a \$601,127 increase in program reserves due to the use of funds placed in reserves in prior years for administrative support in FY12; the addition of new funds for administrative in FY13 and the net addition of surplus property management and public housing funds for future capital improvement needs</li><li>▪ A \$578,779 reserve for performance based incentives has been added in contingency reserves</li><li>▪ There is a decrease of \$89,403 in unobligated reserves</li></ul>
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**FY12 BUDGET**  
**San Diego Housing Commission**

Addendum 4

**Summary of Staffing Changes From FY11 TO FY12**

	Housing Services & Special Initiatives	Real Estate	Operations	Total
<b>FY11 Staff</b>	<b>121.50</b>	<b>84.37</b>	<b>59.63</b>	<b>265.50</b>
<b>Proposed FY12 Changes:</b>				
Adds	1.00	0.00	2.00	3.00
Deletes	0.00	0.00	0.00	0.00
Transfers	0.00	(0.12)	0.12	0.00
<b>Change</b>	<b>1.00</b>	<b>(0.12)</b>	<b>2.12</b>	<b>3.00</b>
Upgrades	2.00	0.00	0.00	2.00
Downgrades	0.00	0.00	0.00	0.00
<b>Proposed FY12 Staff</b>	<b>122.50</b>	<b>84.25</b>	<b>61.75</b>	<b>268.50</b>

## FY12 BUDGET

## San Diego Housing Commission

Addendum 5

Proposed Amendments are Noted in Bold

Amendments are to Classifications Only

## Classification and Pay Plan

Effective July 1, 2011 (Start of Pay Period)

(Start of Pay Period in which the first day of the fiscal year begins)

**"M" SCHEDULE****"M" SCHEDULE positions are "pay for performance" positions - no salary increases are planned in FY 2012**

Range	OC	OT/BU	Classification	Type	Minimum	Maximum
M 50	A	Ex/M	Executive Vice President & Chief Operating Officer	Hrly. Rate BiWk. Equiv. Ann. Equiv.	58.97 4,717.60 122,657.60	87.77 7,021.60 182,561.60
M48	A	<del>Ex/M</del>	<del>Senior Vice President of Real Estate</del>	<del>Hrly. Rate BiWk. Equiv. Ann. Equiv.</del>	<del>53.10 4,248.00 110,448.00</del>	<del>75.02 6,001.60 156,041.60</del>
M47	A	Ex/M	Vice President of Business Services	Hrly. Rate	47.37	65.23
	A	Ex/M	Vice President of Community Relations	BiWk. Equiv.	3,789.60	5,218.40
	A	Ex/M	Vice President of Financial Services	Ann. Equiv.	98,529.60	135,678.40
	A	Ex/M	<b>Vice President of Information Technology</b>			
	A	Ex/M	<b>Vice President of Real Estate</b>			
	A	Ex/M	Vice President of Rental Assistance			
	A	Ex/M	Vice President of Special Housing Initiatives			
M44	A	Ex/M	Director	Hrly. Rate BiWk. Equiv. Ann. Equiv.	35.47 2,837.60 73,777.60	54.38 4,350.40 113,110.40
M 39	--	--	--	Hrly. Rate BiWk. Equiv. Ann. Equiv.	29.27 2,341.60 60,881.60	35.62 2,849.60 74,089.60
M 34	C	Ex/M	Secretary to the President & Chief Executive Officer	Hrly. Rate BiWk. Equiv. Ann. Equiv.	22.93 1,834.40 47,694.40	32.83 2,626.40 68,286.40

**FY12 BUDGET**  
**San Diego Housing Commission**

**Proposed Amendments are Noted in Bold**  
**Amendments are to Classifications Only**

Addendum 5

**"S" SCHEDULE**

Range	OC	OT/BU	Classification	Type	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S42	B	Ex/S	Asst Director of Housing Programs *	Hrly. Rate	33.90	35.59	37.37	38.30	39.26	40.24	41.25
				BiWk. Equiv.	2,712.00	2,847.20	2,989.60	3,064.00	3,140.80	3,219.20	3,300.00
	B	Ex/S	Budget Officer *	Ann. Equiv.	70,512.00	74,027.20	77,729.60	79,664.00	81,660.80	83,699.20	85,800.00
	B	Ex/S	Housing Construction Officer *								
	B	Ex/S	Human Resources Officer *								
	B	Ex/S	Information Technology Officer *								
S41	B	Ex/S	Supervising Project Manager *								
	B	Ex/S	Communications Officer *								
	B	Ex/A	Financial Specialist *	Hrly. Rate	32.28	33.89	35.59	36.48	37.39	38.32	39.28
	B	Ex/A	Loan Management Supv. *	BiWk. Equiv.	2,582.40	2,711.20	2,847.20	2,918.40	2,991.20	3,065.60	3,142.40
	D	Ex/A	Policy Advisor to the President & CEO*	Ann. Equiv.	67,142.40	70,491.20	74,027.20	75,878.40	77,771.20	79,705.60	81,702.40
S40	D	Ex/S	Project Manager *								
	B	Ex/S	Real Estate Manager*								
	B	Ex/S	Housing Construction Supervisor	Hrly. Rate	30.74	32.28	33.89	34.74	35.61	36.50	37.41
				BiWk. Equiv.	2,459.20	2,582.40	2,711.20	2,779.20	2,848.80	2,920.00	2,992.80
S39				Ann. Equiv.	63,939.20	67,142.40	70,491.20	72,259.20	74,068.80	75,920.00	77,812.80
	B	Ex/S	Accounting Supervisor *	Hrly. Rate	29.27	30.73	32.27	33.08	33.90	34.75	35.62
	B	Ex/A	Assistant Real Estate Manager*	BiWk. Equiv.	2,341.60	2,458.40	2,581.60	2,646.40	2,712.00	2,780.00	2,849.60
	B	Ex/A	Associate Project Manager *	Ann. Equiv.	60,881.60	63,918.40	67,121.60	68,806.40	70,512.00	72,280.00	74,089.60
	B	Ex/A	Business Analyst *								
	B	Ex/A	Community Liaison *								
	<b>B</b>	<b>Ex/S</b>	<b>Financial Services Supervisor*</b>								
	B	Ex/A	Organizational Training Spec. *								
	B	Ex/A	Principal Accountant *								
	B	Ex/A	Principal HR Analyst *								
S38	B	Ex/A	Senior Budget Analyst *								
	B	Ex/A	Senior Program Analyst *								
	D	Pre/O	Housing Construction Spec.	Hrly. Rate	27.88	29.27	30.73	31.50	32.29	33.10	33.93
	B	Ex/A	Sr. HR Analyst *	BiWk. Equiv.	2,230.40	2,341.60	2,458.40	2,520.00	2,583.20	2,648.00	2,714.40
	T	Ex/A	Sr. Information Technology Analyst *	Ann. Equiv.	57,990.40	60,881.60	63,918.40	65,520.00	67,163.20	68,848.00	70,574.40
	B	Ex/S	Supv Resident Initiatives Coord *								

# FY12 BUDGET

## San Diego Housing Commission

Proposed Amendments are Noted in Bold

Amendments are to Classifications Only

### Addendum 5

Range	OC	OT/BU	Classification	Type	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S37	B	Ex/A	Community Relations Spec. *	Hrly. Rate	26.54	27.87	29.27	30.00	30.75	31.52	32.30
	B	Ex/A	Communications Writer / Website Coordinator	BiWk. Equiv.	2,123.20	2,229.60	2,341.60	2,400.00	2,460.00	2,521.60	2,584.00
	B	Ex/S	Housing Supervisor *	Ann. Equiv.	55,203.20	57,969.60	60,881.60	62,400.00	63,960.00	65,561.60	67,184.00
	T	Ex/A	Information Technology Analyst *								
	B	Ex/A	Senior Accountant *								
	B	Ex/A	Sr. Resident Initiatives Coord. *								
S36	B	Ex/A	Budget Analyst	Hrly. Rate	25.30	26.56	27.89	28.59	29.30	30.03	30.78
	B	Ex/A	Contracts Analyst	BiWk. Equiv.	2,024.00	2,124.80	2,231.20	2,287.20	2,344.00	2,402.40	2,462.40
	B	Ex/A	Financial Analyst	Ann. Equiv.	52,624.00	55,244.80	58,011.20	59,467.20	60,944.00	62,462.40	64,022.40
	B	Ex/A	Human Resources Analyst								
	B	Ex/A	Program Analyst								
S35	B	Ex/A	Inspection Coordinator	Hrly. Rate	24.08	25.28	26.55	27.21	27.89	28.59	29.30
				BiWk. Equiv.	1,926.40	2,022.40	2,124.00	2,176.80	2,231.20	2,287.20	2,344.00
				Ann. Equiv.	50,086.40	52,582.40	55,224.00	56,596.80	58,011.20	59,467.20	60,944.00
S34	B	Ex/A	Accountant	Hrly. Rate	22.94	24.09	25.29	25.92	26.57	27.24	27.92
	B	Ex/M	Docket Coordinator	BiWk. Equiv.	1,835.20	1,927.20	2,023.20	2,073.60	2,125.60	2,179.20	2,233.60
	B	Ex/A	Fiscal Services Specialist	Ann. Equiv.	47,715.20	50,107.20	52,603.20	53,913.60	55,265.60	56,659.20	58,073.60
	T	Ex/O	Loan Servicing Specialist								
	T	Ex/A	PIU Hearing Coordinator								
S33	B	Ex/S	Asst. Hsg. Property Supv.	Hrly. Rate	21.84	22.93	24.08	24.68	25.30	25.93	26.58
	B	Ex/A	Housing Specialist	BiWk. Equiv.	1,747.20	1,834.40	1,926.40	1,974.40	2,024.00	2,074.40	2,126.40
	B	Ex/A	Information Technology Specialist	Ann. Equiv.	45,427.20	47,694.40	50,086.40	51,334.40	52,624.00	53,934.40	55,286.40
S32	P	Pre/A	Contracts Compliance Asst.	Hrly. Rate	20.82	21.86	22.95	23.53	24.12	24.72	25.34
	T	Pre/O	Housing Inspector	BiWk. Equiv.	1,665.60	1,748.80	1,836.00	1,882.40	1,929.60	1,977.60	2,027.20
	T	Ex/O	Loan Production Specialist	Ann. Equiv.	43,305.60	45,468.80	47,736.00	48,942.40	50,169.60	51,417.60	52,707.20
	D	Pre/S	Maintenance Supervisor								
	B	Pre/O	Resident Initiatives Coord.								
	P	Pre/A	Senior Administrative Assistant								
S31	P	Pre/M	Senior Human Resources Tech.								
	C	Pre/O	Senior Accounting Technician	Hrly. Rate	19.84	20.83	21.87	22.42	22.98	23.55	24.14
	T	Pre/O	Senior Housing Assistant	BiWk. Equiv.	1,587.20	1,666.40	1,749.60	1,793.60	1,838.40	1,884.00	1,931.20
	C	Pre/M	Wage Services Technician	Ann. Equiv.	41,267.20	43,326.40	45,489.60	46,633.60	47,798.40	48,984.00	50,211.20



# FY12 BUDGET

## San Diego Housing Commission

Proposed Amendments are Noted in Bold

Amendments are to Classifications Only

### Addendum 5

Range	OC	OT/BU	Classification	Type	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S30	C	Pre/M	Executive Secretary	Hrly. Rate	18.87	19.81	20.80	21.32	21.85	22.40	22.96
				BiWk. Equiv.	1,509.60	1,584.80	1,664.00	1,705.60	1,748.00	1,792.00	1,836.80
				Ann. Equiv.	39,249.60	41,204.80	43,264.00	44,345.60	45,448.00	46,592.00	47,756.80
S29	C	Pre/O	Administrative Assistant	Hrly. Rate	17.97	18.87	19.81	20.31	20.82	21.34	21.87
	T	Pre/O	Housing Assistant II	BiWk. Equiv.	1,437.60	1,509.60	1,584.80	1,624.80	1,665.60	1,707.20	1,749.60
	C	Pre/M	Human Resources Technician	Ann. Equiv.	37,377.60	39,249.60	41,204.80	42,244.80	43,305.60	44,387.20	45,489.60
	C	Pre/S	Office Supervisor								
S28	C	Pre/O	Accounting Technician	Hrly. Rate	17.12	17.97	18.87	19.34	19.82	20.32	20.83
	D	Pre/O	Senior Maintenance Technician	BiWk. Equiv.	1,369.60	1,437.60	1,509.60	1,547.20	1,585.60	1,625.60	1,666.40
				Ann. Equiv.	35,609.60	37,377.60	39,249.60	40,227.20	41,225.60	42,265.60	43,326.40
Z27	D	Pre/O	Maintenance Technician II	Hrly. Rate	17.10	17.95	18.85	19.32	19.81	20.30	20.81
				BiWk. Equiv.	1,368.00	1,436.00	1,508.00	1,545.60	1,584.80	1,624.00	1,664.80
				Ann. Equiv.	35,568.00	37,336.00	39,208.00	40,185.60	41,204.80	42,224.00	43,284.80
S27	C	Pre/O	Information Technology Technician	Hrly. Rate	16.32	17.13	17.99	18.44	18.90	19.38	19.86
				BiWk. Equiv.	1,305.60	1,370.40	1,439.20	1,475.20	1,512.00	1,550.40	1,588.80
	D	Pre/O	Maintenance Technician II	Ann. Equiv.	33,945.60	35,630.40	37,419.20	38,355.20	39,312.00	40,310.40	41,308.80
	C	Pre/O	Senior Storekeeper								
S26	C	Pre/O	Senior Office Assistant	Hrly. Rate	15.52	16.30	17.11	17.54	17.98	18.43	18.89
				BiWk. Equiv.	1,241.60	1,304.00	1,368.80	1,403.20	1,438.40	1,474.40	1,511.20
				Ann. Equiv.	32,281.60	33,904.00	35,588.80	36,483.20	37,398.40	38,334.40	39,291.20
Z25	C	Pre/O	Accounting Assistant	Hrly. Rate	15.51	16.29	17.10	17.53	17.97	18.42	18.88
				BiWk. Equiv.	1,240.80	1,303.20	1,368.00	1,402.40	1,437.60	1,473.60	1,510.40
				Ann. Equiv.	32,260.80	33,883.20	35,568.00	36,462.40	37,377.60	38,313.60	39,270.40
S25	C	Pre/O	Accounting Assistant	Hrly. Rate	14.80	15.54	16.32	16.73	17.15	17.57	18.01
	T	Pre/O	Housing Assistant I	BiWk. Equiv.	1,184.00	1,243.20	1,305.60	1,338.40	1,372.00	1,405.60	1,440.80
	B	Ex/S	Property Manager	Ann. Equiv.	30,784.00	32,323.20	33,945.60	34,798.40	35,672.00	36,545.60	37,460.80
S24	C	Pre/O	Client Services Receptionist	Hrly. Rate	14.07	14.78	15.52	15.90	16.30	16.71	17.13
	C	Pre/O	Office Assistant II	BiWk. Equiv.	1,125.60	1,182.40	1,241.60	1,272.00	1,304.00	1,336.80	1,370.40
	C	Pre/O	Storekeeper	Ann. Equiv.	29,265.60	30,742.40	32,281.60	33,072.00	33,904.00	34,756.80	35,630.40

**FY12 BUDGET**  
**San Diego Housing Commission**

**Proposed Amendments are Noted in Bold**  
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**Addendum 5**

Range	OC	OT/BU	Classification	Type	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
S23	C	Pre/O	Information Technology Assistant	Hrly. Rate	13.41	14.08	14.79	15.15	15.53	15.92	16.32
	D	Pre/O	Maintenance Technician I	BiWk. Equiv.	1,072.80	1,126.40	1,183.20	1,212.00	1,242.40	1,273.60	1,305.60
	C	Pre/O	Office Assistant I	Ann. Equiv.	27,892.80	29,286.40	30,763.20	31,512.00	32,302.40	33,113.60	33,945.60
S22	--	--	--	Hrly. Rate	12.77	13.41	14.08	14.43	14.80	15.17	15.54
				BiWk. Equiv.	1,021.60	1,072.80	1,126.40	1,154.40	1,184.00	1,213.60	1,243.20
				Ann. Equiv.	26,561.60	27,892.80	29,286.40	30,014.40	30,784.00	31,553.60	32,323.20
S21	--	--	--	Hrly. Rate	12.17	12.78	13.42	13.75	14.10	14.45	14.81
				BiWk. Equiv.	973.60	1,022.40	1,073.60	1,100.00	1,128.00	1,156.00	1,184.80
				Ann. Equiv.	25,313.60	26,582.40	27,913.60	28,600.00	29,328.00	30,056.00	30,804.80
S20	C	Pre/O	Housing Aide II	Hrly. Rate	10.77	11.31	11.87	12.17	12.48	12.79	13.11
				BiWk. Equiv.	861.60	904.80	949.60	973.60	998.40	1,023.20	1,048.80
				Ann. Equiv.	22,401.60	23,524.80	24,689.60	25,313.60	25,958.40	26,603.20	27,268.80
S19	--	--	--	Hrly. Rate	9.68	10.16	10.67	10.94	11.21	11.49	11.78
				BiWk. Equiv.	774.40	812.80	853.60	875.20	896.80	919.20	942.40
				Ann. Equiv.	20,134.40	21,132.80	22,193.60	22,755.20	23,316.80	23,899.20	24,502.40
S18	C	Pre/O	Housing Aide I	Hrly. Rate	9.14	9.60	10.08	10.33	10.59	10.86	11.13
				BiWk. Equiv.	731.20	768.00	806.40	826.40	847.20	868.80	890.40
				Ann. Equiv.	19,011.20	19,968.00	20,966.40	21,486.40	22,027.20	22,588.80	23,150.40

**MISCELLANEOUS TEMPORARY CLASSIFICATIONS & HOURLY PAY RATES**

Range	OC	OT/BU	Classification	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
TSR	B	Ex/T	Scholar in Residence	26.43	27.75	29.14	29.86	30.61	31.38	32.16
TSI	C	Pre/T	Student Intern (Paid)	11.50	12.07	12.68	13.00	13.32	13.65	13.99
THA	O	Pre/T	Housing Services Aide	8.04	8.44	8.86	9.08	9.31	9.54	9.78
TAT	O	Pre/T	Housing Aide Trainee	8.04	8.44	8.86	9.08	9.31	9.54	9.78

Pay for the following classifications are based on HUD minimum wage requirements, or temporary and limited scope of duties, and/or specific terms and conditions of appointment:

**Maintenance Technician Trainee:** On the job training program for residents or Section 8 Program participants to qualify for Maintenance Technician I (or similar employment).

**Contract Employee:** Employment by contract agreement for professional services external to the merit process, budget, and classification and pay plan for specific scope of work and duration, and without employment rights or benefits other than those required by law or under terms of the contract.

**Restricted Employee:** Appointment to a Special Housing/Employment Program with requirements other than merit under which employees are selected and funded by State, Federal, or local agency; or to provide on the job training to public housing residents and Section 8 participants to enhance economic development and self sufficiency on a short term, on-call, or seasonal basis.

**Site Contacts:** Residents paid in accordance with HUD pay limitations as on-site residential contacts.

# FY12 BUDGET

## San Diego Housing Commission

### Addendum 5

**Proposed Amendments are Noted in Bold**  
**Amendments are to Classifications Only**

#### OC = Occupational Category:

A - Manager/Administrator  
 B - Professional  
 C - Clerical/Admin Support  
 D - Crafts/Kindred  
 P - Paraprofessional  
 T - Technical

#### OT = Overtime Designation:

Pre - Premium Overtime Compensation  
 Ex - Exempt from Overtime Compensation

#### BU = Bargaining Unit Designation:

M - Management or Confidential (nonunion - represented)  
 S - Supervisory (nonunion - represented)  
 A - Administrative/Professional (nonunion - represented)  
 O - Office/Clerical/Technical (union - represented)  
 T - Temporary Employee (nonunion - represented)

#### NOTES:

<b>M Schedule</b>	Salary ranges on Management (M) Schedule derived by adding the percent increase to each hourly minimum and maximum of the range.
<b>S Schedule</b>	Salary steps on Staff (S) Schedule derived by adding the percent increase to each hourly step. Annual salary equivalent is derived from hourly rate multiplied by 2,080 (number of work hours in a year). Biweekly rate is derived from annual salary divided by 26 paychecks. Amounts subject to rounding.
<b>E Class</b>	* Extended Range "E" Class designates appointments that may be made to the range directly above or below the designated classification range based on specific qualifications and duties assigned.
<b>Z Range</b>	Incumbents in the Maintenance Technician II and Accounting Assistant classifications as of September 30, 1998 shall be paid according to the Z range for the classification. Z range is defined as a special range for incumbents effective January 1, 1999 pursuant to negotiated Memorandum of Understanding. After September 30, 1998 newly hired or appointed incumbents to those classes will be paid according to the S range.
<b>Trainee</b>	A "Trainee" designation is paid at a rate of 15% below the entry level classification and advanced to Step 1 of the targeted classification upon meeting minimum requirements.
<b>Reinstatement</b>	The re-hire of an employee to a class satisfactorily held or to a comparable or lower class in which satisfactory service was rendered or to any comparable or lower class in the same occupational series provided the minimum requirements are met and the request is within one year of separation or voluntary demotion.
<b>Retired Returnee</b>	An employee retired from the SDHC Defined Contribution Pension Plan may be appointed to a position at the same or comparable level of pay, requiring special skills or knowledge without competition, for a period not to exceed 180 days in any fiscal year.
<b>Volunteer</b>	An individual designated to perform specific workplace tasks on a non-paid status.
<b>Minimum Wage</b>	Hourly rates will be adjusted up to meet Federal Minimum Wage requirements as minimum wage rates change.
<b>Classification and Pay Plan Updates</b>	Classification titles, new classes, and salary ranges may be updated pursuant to Personnel Policies and adopted Budget.

## **FY12 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 6

#### **Explanation of the Change in the Housing Commission Salaries and Benefits Costs from FY11 to FY12**

The FY12 salaries and benefits budget totals \$21,516,395. This is an increase of \$389,052 or about two percent from the current FY11 budget. The following factors contribute to this increase:

FY11 Current Salaries & Benefits Budget \$21,127,343

FY12 Recalculation of Salaries

Included in the FY12 budget are current employees' actual salaries reflecting any step increases due in FY12.

30,278

FY12 Annualizing Salaries

Four new positions were approved in the FY11 Fall Revision. The partial year salaries for these positions are being annualized in the FY12 budget.

47,283

FY12 Adding Positions

The FY12 budget includes the addition of 3.00 positions. They are: 1.00 Housing Assistant II, 1.00 Senior Program Analyst, and 1.00 Senior Administrative Assistant.

159,995

FY12 Reclassification of Positions

The FY12 budget includes the reclassification of 2.00 positions. The changes are 1.00 Senior Program Analyst to Project Manager and 1.00 Program Analyst to Senior Program Analyst.

676

FY12 Salary Reserves

The FY12 budget includes within its Contingency Reserves a set aside for performance based incentives. See Addendum 1.

FY12 Overtime Provision

The FY12 budget contains a provision for overtime expenses. This will provide for maintenance staff who respond to after-hours emergency maintenance calls at the Housing Commission's residential sites as well as salaries for staff during peak periods.

789

FY12 Vacancy Factor

The FY12 vacancy factor of 0.5%, which is the same level as previous years, has been incorporated into the budget to provide for vacant positions during FY12.

(1,756)

FY12 Benefits

Employee benefits provided include defined contribution pension, 457, flex plan, Workers' Compensation, Medicare, long-term disability, State Unemployment Insurance and life insurance. These benefits change as employees progress through the pay plan, service providers adjust rates, and any increases/decreases are approved. In FY12, benefits are budgeted at an average agency rate of 36.18% up from 35.76% in FY11.

151,787

**FY12 Salaries and Benefits Budget**

**\$21,516,395**

# FY12 BUDGET

## San Diego Housing Commission

### Addendum 7

#### Estimated Continuing Appropriations as of June 30, 2011

Activity Group / Activity / Project	Funding Source	Amount
1. Housing Services & Special Initiatives		
Rental Assistance		
Financial Analysis and Strategic Planning Services	Section 8	15,000
Move to Work Foreclosure Incentives	Section 8	60,000
Resident Screening Services	Section 8	7,500
<i>Total Rental Assistance</i>		82,500
Workforce & Economic Development		
Computer Skills Training Services	Section 8, ROSS Neighborhood Networks	5,250
Small Business Training Program	Section 8, AHEAD Program	11,000
<i>Total Workforce &amp; Economic Development</i>		\$16,250
Special Housing Initiatives		
Early Assistance Loan - World Trade Center	HTF Linkage	10,000
Homeless Prevention Case Management	HPRP	50,000
Residual Receipts Loan - Veterans Village	HOME	500,000
Residual Receipts Loan - World Trade Center	HOME	1,000,000
Shelter Plus Care	Shelter Plus Care	1,662,589
Tenant Based Vouchers - Domestic Violence	HOME	10,000
<i>Total Special Housing Initiatives</i>		\$3,232,589
2. Real Estate		
Rental Housing Development		
Bond Counsel Services	SDHC Local	149,713
Due Diligence Consulting Services	SDHC Local	619,271
Vista Verde Capital Improvements, Dwelling Equipment and Relocation	Capital Fund 501-09R	892,511
<i>Total Rental Housing Development</i>		\$1,661,495
Rental Housing Finance		
Acquisition & Rehabilitation - 34th Street Project	HOME, HTF Linkage	1,139,828
Development - Veterans Village	HOME	9,027
Development - 15th & Commercial	Inclusionary	350,000
Development - 22nd & Commercial	Inclusionary, HTF Linkage	4,200,000
Loan & Project Support Grant - Trojan Avenue	HOME	15,000
Residual Receipts Loan - Florida Street	Coastal Hsg, Condo Conversion, Inclusionary	2,487,000
Residual Receipts Loan - Georgia Street	Neighborhood Stabilization Program	100,000
Residual Receipts Loan - Mason Apartments	HOME, Coastal Housing, HTF Redev & TOT	1,697,233
Residual Receipts Loan - Veterans Village	HOME	992,425
<i>Total Rental Housing Finance</i>		\$10,990,513

## FY12 BUDGET

### San Diego Housing Commission

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#### Addendum 7

#### Estimated Continuing Appropriations as of June 30, 2011

Homeownership			
CA Debt Allocation Committee Bond Deposit	Local Funds		100,000
<i>Total Homeownership</i>			\$100,000
Rehabilitation			
Owner Occupied			
0% Deferred Payment Rehabilitation Loans	HOME		850,000
Housing Enhancement Rehabilitation Loans	Redevelopment Agency Funds		1,759,865
Mobile Home Repair Grants	HTF Linkage, Housing Rehab Trust Fund		83,500
Lead Paint Lab Testing Services	Lead Grants		7,000
Lead Paint Remediation Grants	Lead Grants		500,000
Lead Paint Outreach & Education/Early Hazard Reduction	Lead Grants		70,000
Relocation due to Lead Paint Removal	Lead Grants		36,000
<i>Total Rehabilitation Owner Occupied</i>			\$3,306,365
Rehabilitation			
Rental Housing			
Lead Paint Lab Testing Services	Lead Grants		15,900
Lead Paint Remediation Grants	Lead Grants		1,320,000
Relocation due to Lead Paint Removal	Lead Grants		130,000
Rehabilitation of Parker Keir Property	CDBG, HOME		2,262,402
<i>Total Rehabilitation Rental Housing</i>			\$3,728,302
3. Operations			
Support Services			
Human Resources			
Pay for Performance Consulting Services	Section 8		23,550
Temporary Employment Agency Services	HOME		20,000
<i>Total Human Resources</i>			\$43,550
Financial Services			
Audit Preparation Services	SDHC Local		13,491
<i>Total Financial Services</i>			\$13,491
Facilities Management			
Day Porter/After Hours Cleaning Services	Local Funds		35,155
Security Services	Local Funds		90,000
<i>Total Facilities Management</i>			\$125,155
<b>AGENCY TOTAL</b>			<b>\$23,300,210</b>

## FY12 BUDGET

### San Diego Housing Commission

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Addendum 8

#### Non-Budgeted Restricted Cash

In addition to the amounts of revenue shown in the FY12 Budget document, there are the following restricted cash amounts that are not available for inclusion in the FY12 Budget for the reasons noted. Below is a detailed listing of these cash amounts and an explanation is provided that describes each amount.

	<u>PROGRAM</u>	<u>AMOUNT</u>	<u>DESCRIPTION</u>
	1. Security Deposits	\$ 718,251	Residents who occupy units owned/managed by the Housing Commission are required to provide security deposits. This deposit is returned to the resident if the resident vacates the unit with no past due rent or excessive wear and tear damage to the unit. The amount shown is the balance at 06/30/10.
3-80	2. Family Self-Sufficiency Escrow Accounts	\$ 403,454	Residents who participate in the Family Self-Sufficiency Program and experience an increase in earned income would normally pay a higher rent payment. In order to encourage self-sufficiency, part of the increase in the rent payment is set aside in an escrow account for the benefit of the resident. At the end of the five-year program, a successful resident who has achieved self-sufficiency would be able to withdraw the escrow balance that has accumulated. The amount shown is the balance at 06/30/10.
	3. Rehabilitation Line of Credit Deposit	\$ 78,833	The Housing Commission has previously entered into Line of Credit Agreements with Wells Fargo Bank. The Agreements require the deposit of these funds as collateral at Wells Fargo Bank to sustain the leveraging of bank funds. The amount shown is the balance at 06/30/10.
	4. Bond Program Performance Deposits	\$ 49,500	The State of California requires the Housing Commission collect a performance deposit from each developer who applies for State tax credits. These funds are held by the Housing Commission and returned to the developer upon written authorization from the State of California that the developer has performed satisfactorily. If the developer fails to perform, these funds are remitted to the State of California. The amount shown is the balance at 06/30/10.

# **FY12 BUDGET**

## **San Diego Housing Commission**

### Addendum 9

#### **Use of Unrestricted Revenues**

The proposed FY12 Budget allocates both restricted and unrestricted funds to support multiple affordable housing activities including: rental assistance, development to increase the supply of affordable rental housing, renovation to extend the life of older housing stock, first-time homebuyer assistance, and transitional and supportive housing. Unrestricted Revenues (\$43.6 million and \$32.2 million in FY11 and FY12 respectively) of the Housing Commission have far fewer restrictions on usage than the Restricted Revenues and may be used for a variety of activities. There are four types of Unrestricted Revenue sources as explained below:

1. Rental Rehabilitation – this source derives from loan payments and payoffs from previous lending activity.
2. Local Funds – these funds derive from a variety of sources including fees earned from administering programs, lease revenue or loan payments from previous development activity, and rental income from certain Housing Commission-owned sites. These funds are very flexible and are utilized for all Housing Commission activities except Rental Assistance, Rental Housing Development, Homeownership, and Portfolio Management.
3. Affordable Housing Funds – this source includes the Housing Trust Fund derived from fees charged developers of commercial and industrial property and a relatively small amount of loan repayments from CDBG Rehabilitation loans, as well as the Inclusionary Housing Fund of in-lieu fees paid by residential developers. Currently, this source provides support for activities in Special Housing Initiatives, Rental Housing Finance, Homeownership and Rehabilitation.
4. HOME Funds – this federal entitlement source is received annually by the City of San Diego and is administered by the Housing Commission. Currently, this source provides support for activities in Special Housing Initiatives, Rental Housing Finance, Homeownership, Rehabilitation and Compliance Monitoring.

In past years, the Housing Commission has supported a multifaceted approach by allocating the Unrestricted Revenue sources among several activities. In the proposed FY12 Budget, the allocation of the Unrestricted and Restricted Revenues is as follows:

Activity	Proposed FY12 Unrestricted Revenues		Proposed FY12 Restricted Revenues		Proposed FY12 Total Revenues	
Rental Housing Finance	8,166,440	25.4%	309,092	0.1%	8,475,532	3.0%
Reserves	7,980,948	24.8%	30,824,206	12.2%	38,805,154	13.6%
Operations	5,961,078	18.5%	13,718,042	5.4%	19,679,120	6.9%
Homeownership	3,091,453	9.6%	1,108,606	0.4%	4,200,059	1.5%
Special Housing Initiatives	2,613,782	8.1%	7,619,281	3.0%	10,233,063	3.6%
Rehabilitation	2,313,499	7.2%	2,564,532	1.0%	4,878,031	1.7%
Portfolio Management	1,405,589	4.4%	23,196,279	9.2%	24,601,868	8.6%
Compliance Monitoring	522,489	1.6%	0	0.0%	522,489	0.2%
Workforce & Economic Dev	120,800	0.4%	2,674,239	1.1%	2,795,039	1.0%
Rental Housing Development	0	0.0%	1,263,330	0.5%	1,263,330	0.4%
Rental Assistance	0	0.0%	169,675,368	67.1%	169,675,368	59.5%
Total Proposed Budget	32,176,078	100.0%	252,952,975	100.0%	285,129,053	100.0%



## **FY12 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 9

#### **Use of Unrestricted Revenues**

This allocation of Unrestricted Revenues is similar to previous fiscal years. As the chart demonstrates, the majority of the unrestricted funding is included in Rental Housing Finance. Reserves receives the next largest allocation at \$7.9 million, and a combined allocation of \$10.1 million is distributed among Special Housing Initiatives, Homeownership, Rehabilitation, Portfolio Management, Workforce & Economic Development, and Compliance Monitoring. Most reserves are earmarked to provide for the future costs associated with specific programs, litigation, insurance claims and the office facility. In FY12, \$7.1 million, 2.49% of the total budget, is set aside for unanticipated purposes and to provide for future years administration for programs that provide insufficient administrative funding.

Commissioners can shift unrestricted funds under certain conditions from one activity to another. However, reducing activities below certain minimum levels could result in a high proportion of administrative costs for that activity, making it no longer economically viable. Staff recommends maintaining at least minimum viable program levels in all programs so that these services can be augmented as community needs change.

# **FY12 BUDGET**

## **San Diego Housing Commission**

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Addendum 10

### **Glossary of Budget Terms**

**AFFORDABLE HOUSING** - Typically the cost is no more than 30% of a low or very-low household's income.

**AREA MEDIAN INCOME (AMI)** - The median income in the San Diego Standard Metropolitan Statistical Area (MSA) adjusted for household size, as published annually by the United States Department of Housing and Urban Development.

**APPROPRIATION** - Funds set aside by formal action of a legislative body for a specific use or program.

**CARRYOVER** - Residual unspent and unencumbered funds brought forward from previous fiscal year.

**CAPITAL FUND** - A HUD entitlement grant to the Housing Commission for the purpose of undertaking major renovation of public housing properties, enhancing resident services and management improvement.

**CAPITAL IMPROVEMENTS** - Improvements that extend the useful life of housing units.

**CDBG** - Community Development Block Grant - A HUD entitlement grant to the City of San Diego. The Housing Commission applies to the City to provide funds for various housing activities including the rehabilitation, homeownership, and rental housing programs.

**CONTINUING APPROPRIATIONS** - Continuing Appropriations are the unexpended balances of monies budgeted and obligated in previous years for vendor/contract commitments. Although these funds are not included in the current year because approval by the Board was received in a previous fiscal year, there is considerable workload associated with these projects.

**ENCUMBRANCE** - Funds contractually obligated for expenditure on a particular project or purpose.

**ENTITLEMENT** - Noncompetitive funds granted to the Housing Commission, based on a formula considering several factors including population, location, age of housing, etc.

**EXPENDITURE** - Anticipated costs for a fiscal year.

**EXTREMELY LOW-INCOME** - Household income is 30% or less of published median income for the area.

**HOME** - A HUD entitlement grant to the City of San Diego that is used for various housing activities including the rehabilitation, homeownership, and rental housing programs.

**HOMELESS PREVENTION & RAPID RE-HOUSING PROGRAM (HPRP)** – Federal grant to the City of San Diego that is used to assist households that are homeless or in danger of becoming homeless. Assistance is limited to no more than 18 months.

**HOUSING PROGRAM EXPENSE** - Anticipated cost directly benefiting program participants including rent to owners, loans and grants, capital improvements, workforce & economic development expenses, etc.

**IMPOUND** - A restriction on use of appropriated funds due to either legal or management decisions.

# **FY12 BUDGET**

## **San Diego Housing Commission**

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### Addendum 10

### **Glossary of Budget Terms**

**LOCAL FUNDS** - Funds resulting from Housing Commission actions which are available for local discretionary usage. Sources include bond monitoring fees, leases on local sites, repayments of previous loans, sites sales, rents, and interest.

**LOW-INCOME** - Household income is greater than 50% of the published median income figure for the area and up to 80%.

**MAINTENANCE EXPENSES** - Repair/replacement of minor building components that have failed or are about to fail.

**MODERATE INCOME** - Household income is greater than 80% of the published median income figure for the area and up to 120%.

**OPERATING FUND** - Provides operating subsidy for public housing programs.

**OVERHEAD** - Costs for Agency support functions such as board & executive functions, accounting, human resources, information technology, budgeting, etc., which support all program activities.

**RESERVES - Program, Contingency & Unobligated Reserves** are funds budgeted in the current year to provide for a future event. **Program Reserves** provide for personnel, supplies and services or housing programs. **Contingency Reserves** include amounts to provide for potential litigation, uninsured losses, building reserves and the affordable housing development reserves. **Unobligated Reserves** include amounts that are available for all housing purposes.

**RESTRICTED REVENUE** - Revenues for regulated purposes defined by the funding source.

**REVENUE** - Carryover funds from the preceding fiscal year and anticipated new cash receipts in the next fiscal year.

**SALARIES AND BENEFITS EXPENSE** - Anticipated cost for salary, wages, and benefits.

**SERVICES AND SUPPLIES EXPENSE** - Anticipated administrative costs to support staffing including legal, rent, travel, training, equipment, contracts, audit, insurance, and sundry.

**SUNDRY** - Costs for a variety of supplies and services including postage, telephone, photocopy, office supplies, printing, mileage, advertising, etc.

**TRANSPORTATION ORIENTED DEVELOPMENT (TOD)** - A jurisdictional plan for actively planning and developing housing in areas that offer job opportunities, essential services and leisure activities within a relatively close proximity, thereby reducing the need for long distance travel on a day to day basis.

**UNRESTRICTED REVENUE** - Revenues that can be allocated to a variety of housing related purposes by the Board of Commissioners.

**VERY LOW-INCOME** - Household income is greater than 30% of the published median income for the area and up to 50%.

## IV APPENDIX

**FY12 BUDGET**  
**San Diego Housing Commission**

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**IV     APPENDIX**

Capital Budget .....	4-1
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# FY12 BUDGET

## San Diego Housing Commission

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### Capital Budget

#### Capital Improvements

*Planned Projects:*

Maya Apts  
Maya Apts - Noise Attenuation  
Public Housing AMP 7 / University Canyon  
Public Housing AMP 8 / Vista Verde  
SDHC Local Units - Non-critical repairs  
SDHC Local Units - Non-critical repairs relocation  
University Canyon

*Funding Source:*

Maya Apts 1,410,424  
Maya Apts 1,230,093  
Capital Funds 80,455  
Capital Funds 31,050  
SDHC Local Units 1,371,000  
SDHC Local Units 143,650  
University Canyon 4,000  

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4,270,672

#### Rehabilitation

*Planned Projects:*

Hotel Sandford  
Mariners Village (ADA Rehab)  
State Sites (113 units)

*Funding Source:*

CDBG Citywide 500,000  
Mariners Village Development 1,210,521  
CDBG Citywide, Capital Fund RHF 3,051,798  

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4,762,319

#### Housing Development/Acquisition

*Planned Projects:*

Public Housing - State Sites (113 units)

*Funding Source:*

Capital Fund RHF 2,398,143

*Projects to be identified:*

Capital Funds 958,625  
HUD Development 20,803  
Inclusionary Housing 565,824  
Loan Proceeds 10,446,590  
PH Reserves & Repositioning Fees 10,196,312  
Section 8 Move to Work 1,500,000  

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26,086,297

#### Tenant Improvements

*Planned Projects:*

Courtyard - PM Offices TI and FF&E

*Funding Source:*

Courtyard Development 272,647  

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272,647

### Total Proposed Capital Budget

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**35,391,935**