



SAN DIEGO  
HOUSING  
COMMISSION

# San Diego Housing Commission Fiscal Year 2013 Budget Presentation

July 2012 - June 2013



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# Fiscal Year 2013 Budget Presentation

## Section 1 - Summary and Budget Process



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# **FY 2013 Budget - \$349.1 Million**

## **266 Employees**

## **\$0 City General Funds Used**



# Executive Summary

- **\$3.8M or 1% decrease in funding sources mostly due to reductions in HOME, local unrestricted, RDA, HUD Lead grant, HPRP and Shelter Plus Care funding**
- **Operating expenses decreased in response to funding constrictions**
- **Net staff reduction of 2.5 FTEs**
- **No agency-wide raises or cost-of-living increases**
- **No changes in discretionary fringe benefits**
- **Unobligated reserves at 2.2% of budget or \$6.9M**

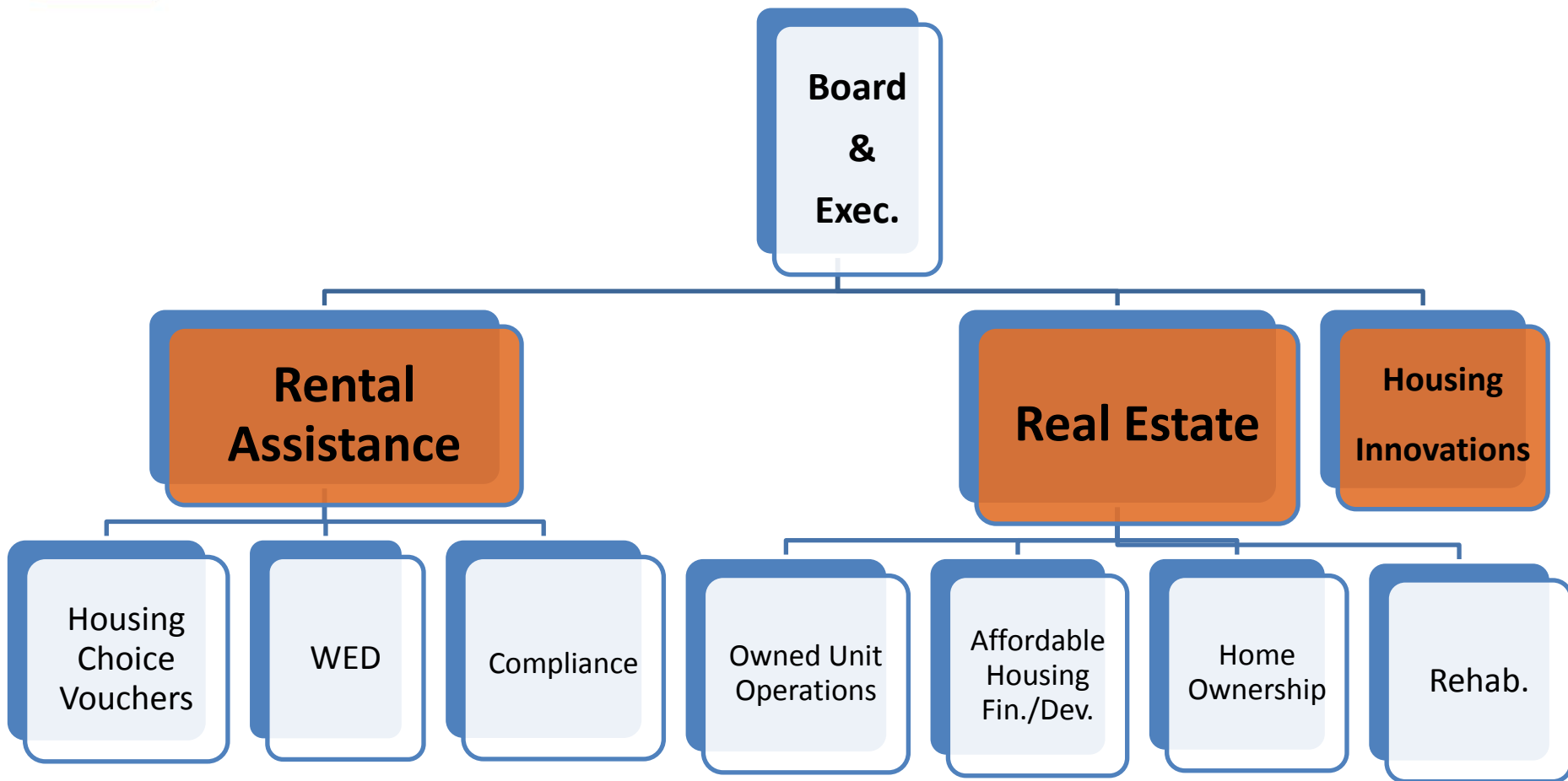


# SDHC Programs Provide Quality Housing Opportunities To Improve The Lives Of Those In Need

- Rental Assistance
- Management of SDHC-Owned Housing
- First-Time Homebuyer Assistance
- Initiatives to Reduce Homelessness
- Home Rehabilitation
- New Affordable Units
- Family Self-Sufficiency



# Organizational Chart

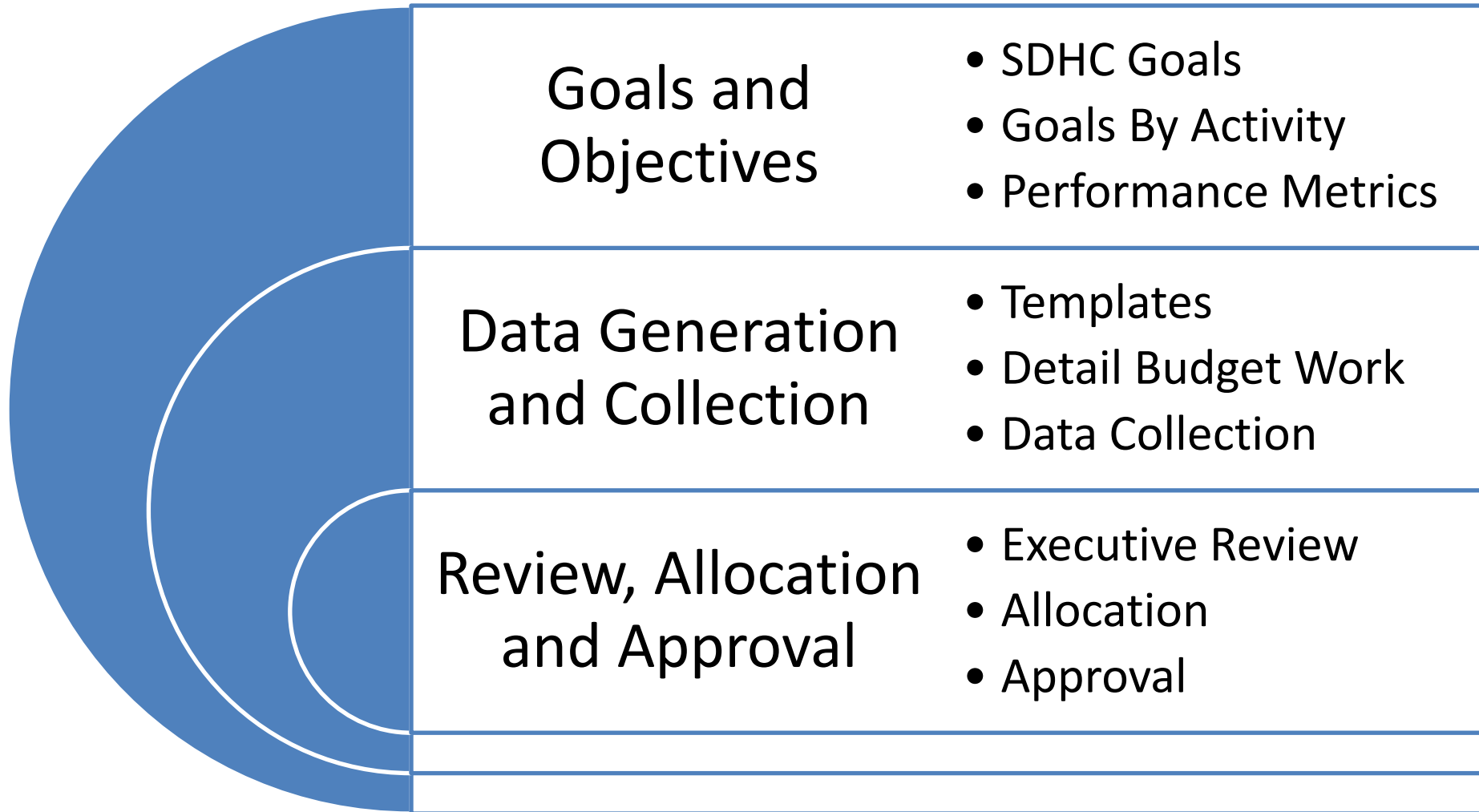


Operational Support: IT, HR, Procurement, Finance, Public Policy, Communications





# Budgeting Process





# Budget Process and Timeline

SDHC FY 2013 Budget Timeline	December 2011				January 2012				February 2012				March 2012				Post March 2012		
	<u>Week 1</u>	<u>Week 2</u>	<u>Week 3</u>	<u>Week 4</u>	<u>Week 1</u>	<u>Week 2</u>	<u>Week 3</u>	<u>Week 4</u>	<u>Week 1</u>	<u>Week 2</u>	<u>Week 3</u>	<u>Week 4</u>	<u>Week 1</u>	<u>Week 2</u>	<u>Week 3</u>	<u>Week 4</u>	<u>April</u>	<u>May</u>	<u>June</u>
HC/HA/City												Board Chair Review	3/2 Budget Due **	3/16 HC Work Shop			4/5 City Final V.2 4/13 HC Approval	5/10 City Budget Comm.	6/12 HA Approval
Executive Team				Develop Goals and Metrics With VPs					Exec. Review 2/15	Alloc.									
Vice Presidents			Revenue Estimates		Prep Budget & Meetings														
Budget Staff	Prep Forms For Revenues	Prep Exp. Templates			Dist. Manual	Compile and Review Budget Templates		Pre Review			HC/City Budget Report Prep	3/2 Budget Due **			Prep Full Budget Book		4/1 Full Book Due		

## Stage

\*\* 3/2 Budget Due in City Format To City (Version 1)

Goals/Metrics
Budget Prep.
Review/Alloc.
Approval/Due



# Budget Policy

- **Budget is “fully balanced”:**  
**Operating Expenses + Capital Expenditures + Reserves = Available Funds**
- **Available funds include prior year awarded and unspent funds and anticipated FY 2013 new awards**
- **Reserve policy: unobligated reserves set aside shall be targeted at a minimum level of 2.0% of total budget (excluding reserves)**
- **All unused funding and related unspent expenses are carried over to the next fiscal year budget**



# Procedures for Amending Budget

- **The Housing Commission has delegated authority to the CEO to amend the annual Budget in the amount of \$100,000 or less**
- **All Budget amendments in excess of \$100,000 must be approved by the Housing Commission Board**
- **The Housing Authority has delegated authority to the Housing Commission Board to amend the annual Budget in the amount of less than \$500,000**
- **The Housing Commission recommends that all Budget amendments in excess of \$500,000 must be approved by the Housing Authority**



# Fiscal Year 2013 Priorities and Goals

- **Develop and manage additional affordable rental housing units for extremely low to moderate income families, seniors and individuals and assist first-time homebuyers**
- **Decrease homelessness and its impact on the community by supporting innovative strategies including housing and supportive services**
- **Implement the SDHC Path to Success initiative to help families become self-sufficient. These families are receiving federal rental assistance and have been identified as able to work**



# Fiscal Year 2013 Priorities and Goals

## *(Continued)*

- **Create progressive programs to address affordable housing issues**
- **Effectively communicate our programs and accomplishments**
- **Model a positive customer experience through respectful, efficient delivery of programs and services to all clients**
- **Continue as an employer of choice in the region by expanding professional development initiatives and rewarding exemplary performance**



# Factors Affecting FY 2013 Budget

- **State Site Conversion (opportunity for additional federal funds)**
- **Increased focus on homelessness**
- **Physical Needs Assessment (PNA)**
- **Remaining finance plan funds for acquisition**
- **Enterprise Resource Planning (ERP) system implementation**
- **Internal efficiency improvement**
- **Funding environment changes**





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# Fiscal Year 2013 Budget Presentation

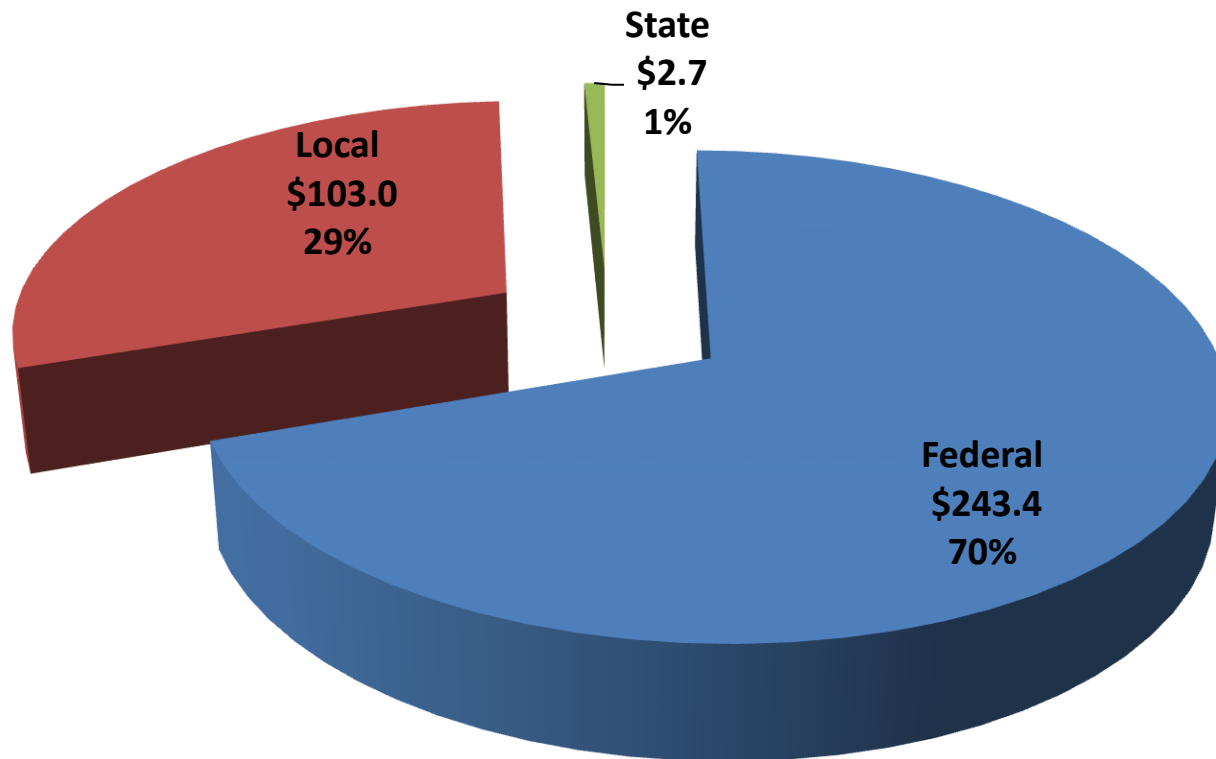
## Section 2 - Sources of Funds





# FY13 Funding Sources By Major Category - \$349.1M

*(\$ in Millions)*



# Available Funding Sources By Fiscal Year

(\$ in Millions)

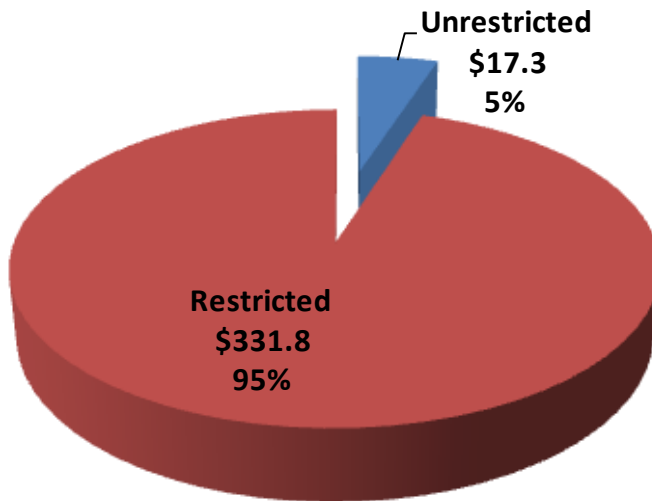
	<u>FY 2013 Budget</u>	<u>FY 2012 Current Budget</u>	<u>Increase/ (Decrease)</u>	<u>Inc./ (Dec) %</u>
Federal	\$ 243.4	\$ 250.6	\$ (7.2)	-3%
Local	103.0	100.5	2.5	3%
State	<u>2.7</u>	<u>1.8</u>	<u>0.9</u>	<u>52%</u>
	<u>\$ 349.1</u>	<u>\$ 352.9</u>	<u>\$ (3.8)</u>	<u>-1%</u>



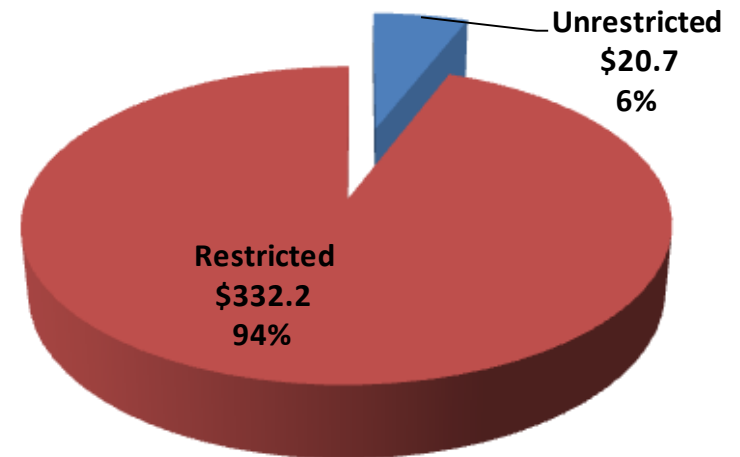
# Sources of Funds By Restriction

*(\$ in Millions)*

FY 2013 Budget – \$349.1M



FY 2012 Budget – \$352.9M



# Available Funding Sources By Fiscal Year

*(\$ in Millions)*

	FY 2013 <u>Budget</u>	FY 2012 <u>Current Budget</u>	Increase/ <u>(Decrease)</u>	Inc./ <u>(Dec)</u> <u>%</u>
New	\$ 216.2	\$ 220.6	\$ (4.4)	-2%
Carry Over	132.9	132.3	0.6	0%
	<u>\$ 349.1</u>	<u>\$ 352.9</u>	<u>\$ (3.8)</u>	<u>-1%</u>



# Available Funding Sources By Fiscal Year

(\$ in Millions)

	FY 2013 Budget			FY 2012 Current Budget			Carryover		New		Total	
	Carryover	New	Total	Carryover	New	Total	Inc./(Dec.)	%	Inc./(Dec.)	%	Inc./(Dec.)	%
<b><u>FEDERAL</u></b>												
MTW	\$ 44,529,586	\$ 167,946,058	\$ 212,475,644	\$ 46,959,157	\$ 165,796,841	\$ 212,755,998	\$ (2,429,571)	-5%	\$ 2,149,217	1%	\$ (280,354)	0%
HOME	14,202,673	5,203,200	19,405,873	12,851,167	9,092,200	21,943,367	1,351,506	11%	(3,889,000)	-43%	(2,537,494)	-12%
Housing Innovation	1,211,057	3,550,368	4,761,425	2,491,163	4,137,220	6,628,383	(1,280,106)	-51%	(586,852)	-14%	(1,866,958)	-28%
CDBG	2,135,869	1,318,205	3,454,074	947,297	1,930,131	2,877,428	1,188,572	125%	(611,926)	-32%	576,646	20%
Other ***	3,232,940	0	3,232,940	2,153,946	4,232,714	6,386,660	1,078,994	50%	(4,232,714)	-100%	(3,153,720)	-49%
<b>Total Federal</b>	<b>65,312,125</b>	<b>178,017,831</b>	<b>243,329,956</b>	<b>65,402,730</b>	<b>185,189,106</b>	<b>250,591,836</b>	<b>(90,605)</b>	<b>0%</b>	<b>(7,171,275)</b>	<b>-4%</b>	<b>(7,261,880)</b>	<b>-3%</b>
<b><u>LOCAL</u></b>												
SDHC Real Estate	38,156,939	25,644,082	63,801,021	32,411,325	25,467,403	57,878,728	5,745,614	18%	176,679	1%	5,922,293	10%
Unrestricted	11,061,976	6,277,308	17,339,284	15,025,735	5,626,602	20,652,337	(3,963,759)	-26%	650,706	12%	(3,313,053)	-16%
RDA	2,392,960	20	2,392,980	2,605,882	1,687,693	4,293,575	(212,922)	-8%	(1,687,673)	-100%	(1,900,595)	-44%
AHF	14,465,186	3,188,219	17,653,405	14,796,912	1,595,130	16,392,042	(331,726)	-2%	1,593,089	100%	1,261,363	8%
Other ^^^	873,514	937,271	1,810,785	794,315	455,012	1,249,327	79,199	10%	482,259	106%	561,458	45%
<b>Total Local</b>	<b>66,950,575</b>	<b>36,046,900</b>	<b>102,997,475</b>	<b>65,634,169</b>	<b>34,831,840</b>	<b>100,466,009</b>	<b>1,316,406</b>	<b>2%</b>	<b>1,215,060</b>	<b>3%</b>	<b>2,531,466</b>	<b>3%</b>
<b><u>STATE</u></b>	<b>646,917</b>	<b>2,092,037</b>	<b>2,738,954</b>	<b>1,251,141</b>	<b>556,524</b>	<b>1,807,665</b>	<b>(604,224)</b>	<b>-48%</b>	<b>1,535,513</b>	<b>276%</b>	<b>931,289</b>	<b>52%</b>
<b>TOTAL</b>	<b>\$ 132,909,617</b>	<b>\$ 216,156,768</b>	<b>\$ 349,066,385</b>	<b>\$ 132,288,040</b>	<b>\$ 220,577,470</b>	<b>\$ 352,865,510</b>	<b>\$ 621,577</b>	<b>0%</b>	<b>\$ (4,420,702)</b>	<b>-2%</b>	<b>\$ (3,799,125)</b>	<b>-1%</b>

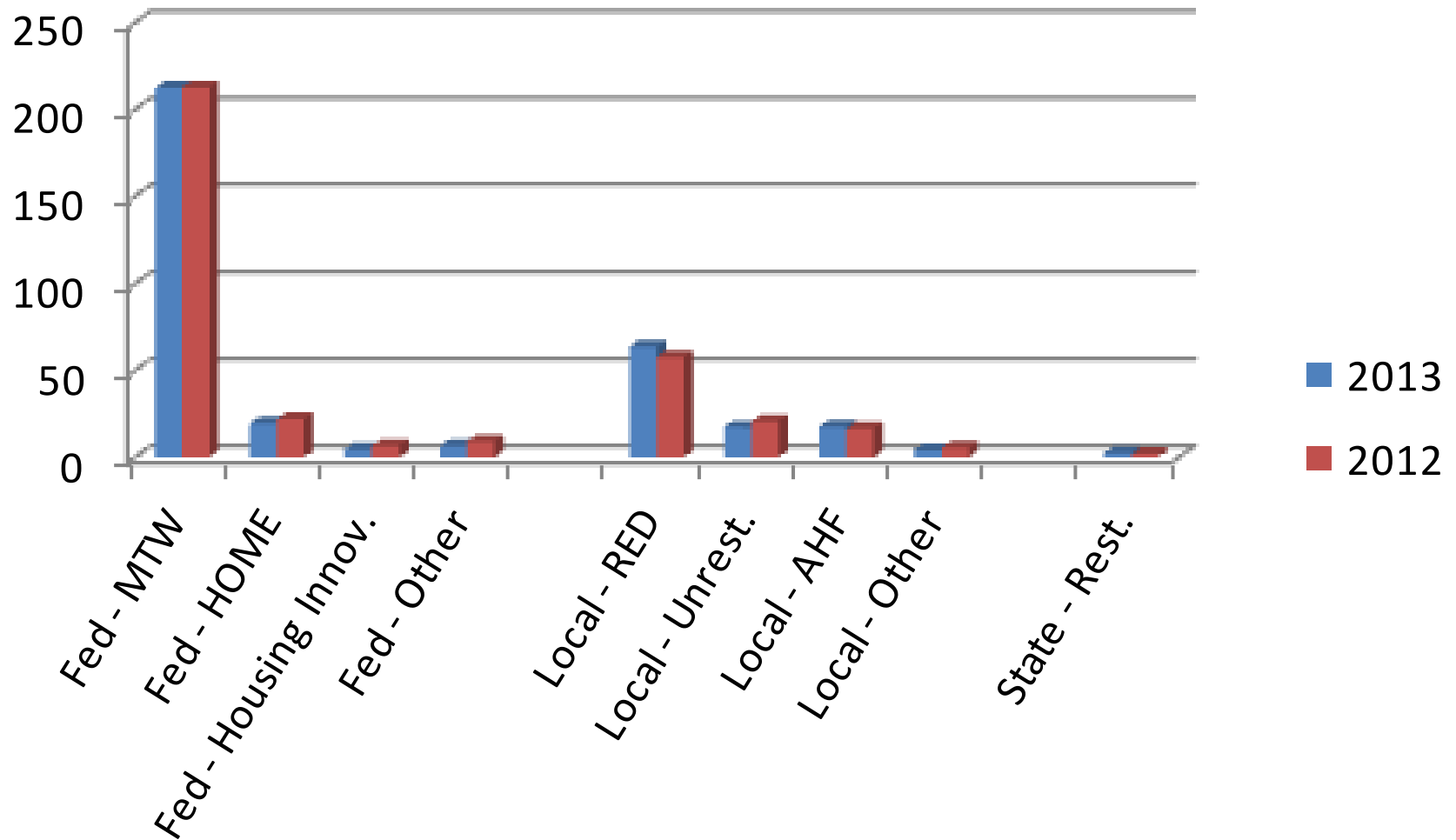
\*\*\* Lead, Healthy Homes, NSP, Assets For Independence

^^^ HDP, AFI, United Way, Youth Indiv. Dev. Accounts



# FY 2013 Funding Source Detail

(\$ in Millions)





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# Fiscal Year 2013 Budget Presentation

## Section 3 - Uses of Funds

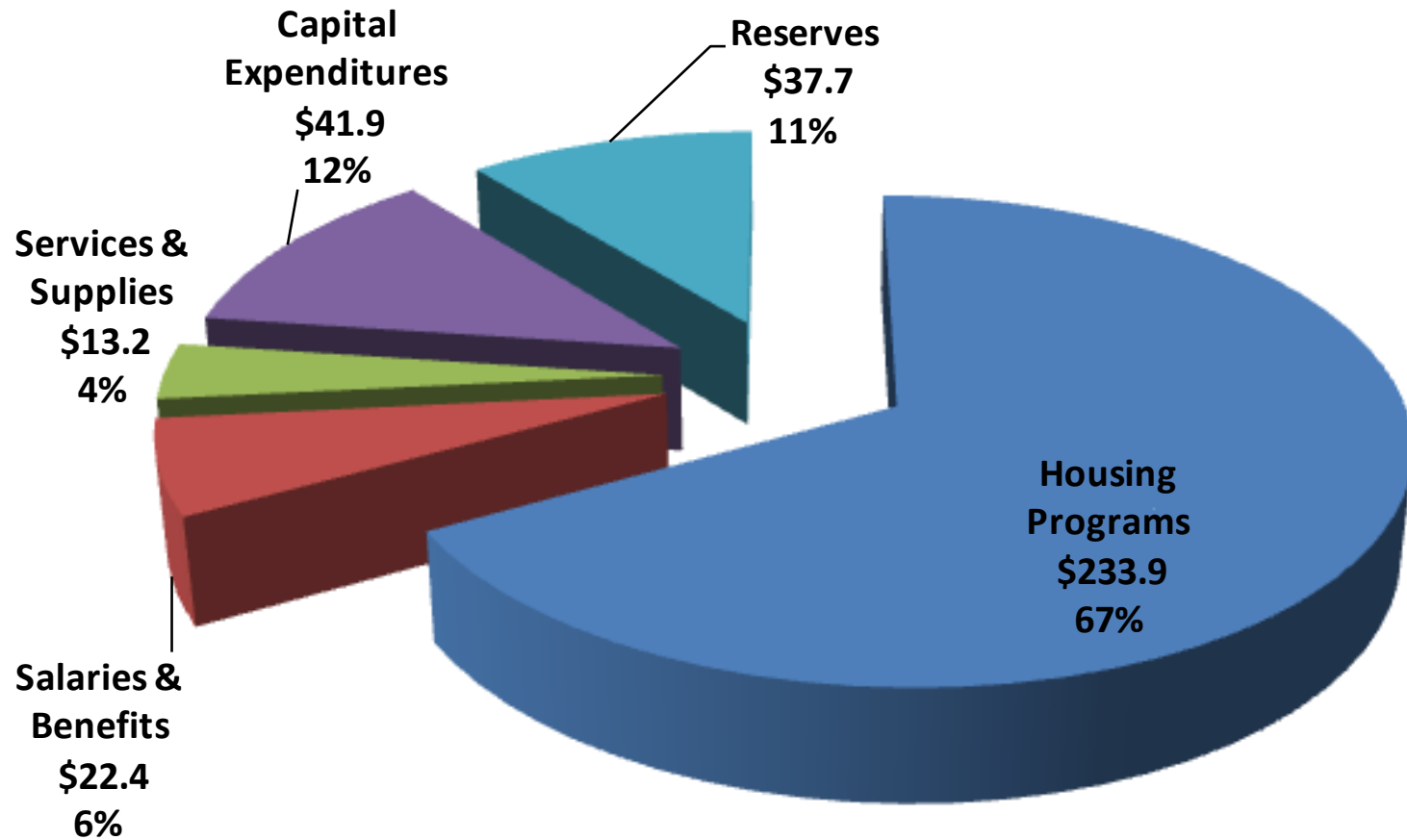






# FY13 Funding Uses By Major Category - \$349.1 M

(\$ in Millions)



# Funding Uses By Fiscal Year

*(\$ in Millions)*

	<b>FY 2013</b>	<b>FY 2012</b>		<b>Inc./</b>
	<b><u>Budget</u></b>	<b><u>Budget</u></b>	<b><u>Inc./</u></b>	<b><u>(Dec)</u></b>
			<b><u>%</u></b>	
Housing Programs	\$ 233.9	\$ 239.7	\$ (5.8)	-2%
Salaries & Benefits	\$ 22.4	21.9	0.5	2%
Services & Supplies	\$ 13.2	16.2	(3.0)	-18%
Capital Expenditures	\$ 41.9	32.3	9.6	30%
Reserves	\$ 37.7	42.8	(5.1)	-12%
<b>Total</b>	<b>\$ 349.1</b>	<b>\$ 352.9</b>	<b>\$ (3.8)</b>	<b>-1%</b>



# Funding Uses Detail – Housing Programs

(\$ in Millions)

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>Inc./ (Dec)</u> <u>%</u>
Rent to Owners	\$ 172.6	\$ 167.0	\$ 5.6	3%
Loans & Grants	42.7	45.0	(2.3)	-5%
Mortgage Payments	7.9	16.2	(8.3)	-51%
Property Operations	9.9	10.5	(0.6)	-6%
Workforce & Econ. Dev.	0.8	1.0	(0.2)	-21%
<b>Total</b>	<b>\$ 233.9</b>	<b>\$ 239.7</b>	<b>\$ (5.8)</b>	<b>-2%</b>



# Funding Uses Detail – Salaries & Benefits

(\$ in Millions)

	FY 2013		FY 2012			
	<u>Budget</u>	<u>%</u>	<u>Budget</u>	<u>%</u>	<u>Inc/(Dec.)</u>	<u>%</u>
Salaries	\$ 16.3	73%	\$ 15.9	73%	\$ 0.4	3%
Flex Plan Benefits	2.4	11%	2.4	11%	(0.1)	-3%
Pension Plan	2.3	10%	2.2	10%	0.1	3%
Fringe Benefits	1.4	6%	1.3	6%	0.1	9%
<b>Total</b>	<b>\$ 22.4</b>	<b>100%</b>	<b>\$ 21.9</b>	<b>100%</b>	<b>\$ 0.5</b>	<b>2%</b>
<b>FTE's</b>	<b>266.0</b>		<b>268.5</b>		<b>(2.5)</b>	<b>-1%</b>

**Benefit Load as % Of Salaries: 37%**



# Salary and Staffing Detail

## Rental Assistance

Housing Choice Vouchers  
WED  
Compliance

### Subtotal Rental Assistance

## Real Estate

Property Management & Maintenance  
Construction Services  
Facilities Management  
Rental Housing Development  
Rental Housing Finance  
Homeownership  
Rehabilitation  
Lease Management  
Loan Mgmt

### Subtotal Real Estate

## HDP \*\*

## Housing Innovations

## Operations

Board and Executive Functions  
Public Policy & Legislative Svcs  
Communications  
Special Programs  
Reinvestment Task Force  
Section 3 & Outreach  
Human Resources  
Procurement  
Information Technology  
Financial Services

### Subtotal Support

## TOTAL

FY13 FTE	FY13 Salaries	Adds/Deletes FTE	Adds/Deletes Salaries	Other * FTE	Other * Salaries	Pay for Performance Incentives	FY12 FTE	FY12 Salaries
91.85	\$ 4,773,746	(4.00)	\$ (173,500)	-	\$ (29,021)	\$ 105,941	95.85	\$ 4,870,326
13.15	783,017	(3.50)	(164,958)	(1.00)	(94,956)	17,653	17.65	1,025,278
5.00	298,162	-	-	-	(2,050)	6,722	5.00	293,490
<b>110.00</b>	<b>5,854,925</b>	<b>(7.50)</b>	<b>(338,458)</b>	<b>(1.00)</b>	<b>(126,027)</b>	<b>130,316</b>	<b>118.50</b>	<b>6,189,094</b>
39.39	1,886,321	-	-	0.94	72,888	40,949	38.45	1,772,484
5.84	413,892	-	-	(0.16)	(17,262)	9,223	6.00	421,931
1.57	114,965	-	-	(0.18)	(15,845)	2,580	1.75	128,230
2.13	154,363	(2.10)	(180,778)	(1.02)	(65,636)	3,480	5.25	397,297
3.23	243,139	(1.00)	(70,139)	0.98	62,676	5,482	3.25	245,120
3.20	191,958	-	-	0.05	(7,771)	4,328	3.15	195,401
11.43	815,758	-	-	(0.37)	(26,559)	18,391	11.80	823,926
1.11	84,578	-	-	(0.89)	(89,922)	1,907	2.00	172,593
6.00	378,103	-	-	0.90	54,720	8,524	5.10	314,859
<b>73.90</b>	<b>4,283,077</b>	<b>(3.10)</b>	<b>(250,917)</b>	<b>0.25</b>	<b>(32,711)</b>	<b>94,864</b>	<b>76.75</b>	<b>4,471,841</b>
<b>3.10</b>	<b>323,199</b>	<b>3.10</b>	<b>315,912</b>	-	-	<b>7,287</b>	-	-
<b>9.00</b>	<b>606,735</b>	-	-	-	<b>16,745</b>	<b>13,679</b>	<b>9.00</b>	<b>576,311</b>
3.50	520,170	-	-	(5.80)	(416,706)	12,120	9.30	924,756
4.50	323,031	-	-	4.50	315,748	7,283	-	-
4.00	342,013	-	-	-	(3,755)	9,254	4.00	336,514
5.00	377,627	-	-	5.00	369,506	8,121	-	-
1.00	70,402	-	-	(0.10)	(6,862)	1,587	1.10	75,677
2.00	153,338	1.00	52,361	1.00	97,520	3,457	-	-
6.00	453,136	1.00	63,702	(1.60)	(99,659)	10,216	6.60	478,877
9.00	571,645	1.00	68,462	(3.00)	(237,711)	12,761	11.00	728,133
13.00	970,015	2.00	130,427	0.50	95,791	24,815	10.50	718,982
22.00	1,491,053	-	-	0.25	36,960	33,616	21.75	1,420,477
<b>70.00</b>	<b>5,272,430</b>	<b>5.00</b>	<b>314,952</b>	<b>0.75</b>	<b>150,832</b>	<b>123,230</b>	<b>64.25</b>	<b>4,683,416</b>
<b>266.00</b>	<b>\$ 16,340,366</b>	<b>(2.50)</b>	<b>\$ 41,489</b>	-	<b>\$ 8,839</b>	<b>\$ 369,376</b>	<b>268.50</b>	<b>\$15,920,662</b>

\* Position transfers, reclassifications, salary changes due to turn-over

\*\* HDP salaries are 100% reimbursed by HDP revenues and are not agency funded



# Funding Uses Detail – Capital Expenditures

(\$ in Millions)

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./</u> (Dec)	<u>Inc./</u> (Dec) <u>%</u>
Capital Improvements	\$ 15.2	\$ 7.9	\$ 7.3	93%
Acquisition/Development	16.7	15.0	1.7	11%
Affordable Units (Loan Proceeds)	9.4	9.4	-	0%
Software and IT Equipment	0.6	-	0.6	0%
<b>Total</b>	<b>\$ 41.9</b>	<b>\$ 32.3</b>	<b>\$ 9.6</b>	<b>30%</b>



# Funding Uses Detail – Reserves

(\$ in Millions)

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	Increase/ <u>(Decrease)</u>	Inc./ <u>(Dec)</u> <u>%</u>
Program Restricted	\$ 7.4	\$ 15.8	\$ (8.5)	-54%
Property Reserves	22.9	19.7	3.2	16%
Contingency Reserves	0.6	1.2	(0.6)	-49%
Unobligated Reserves	6.9	6.1	0.8	13%
<b>Total</b>	<b>\$ 37.7</b>	<b>\$ 42.8</b>	<b>\$ (5.1)</b>	<b>-12%</b>





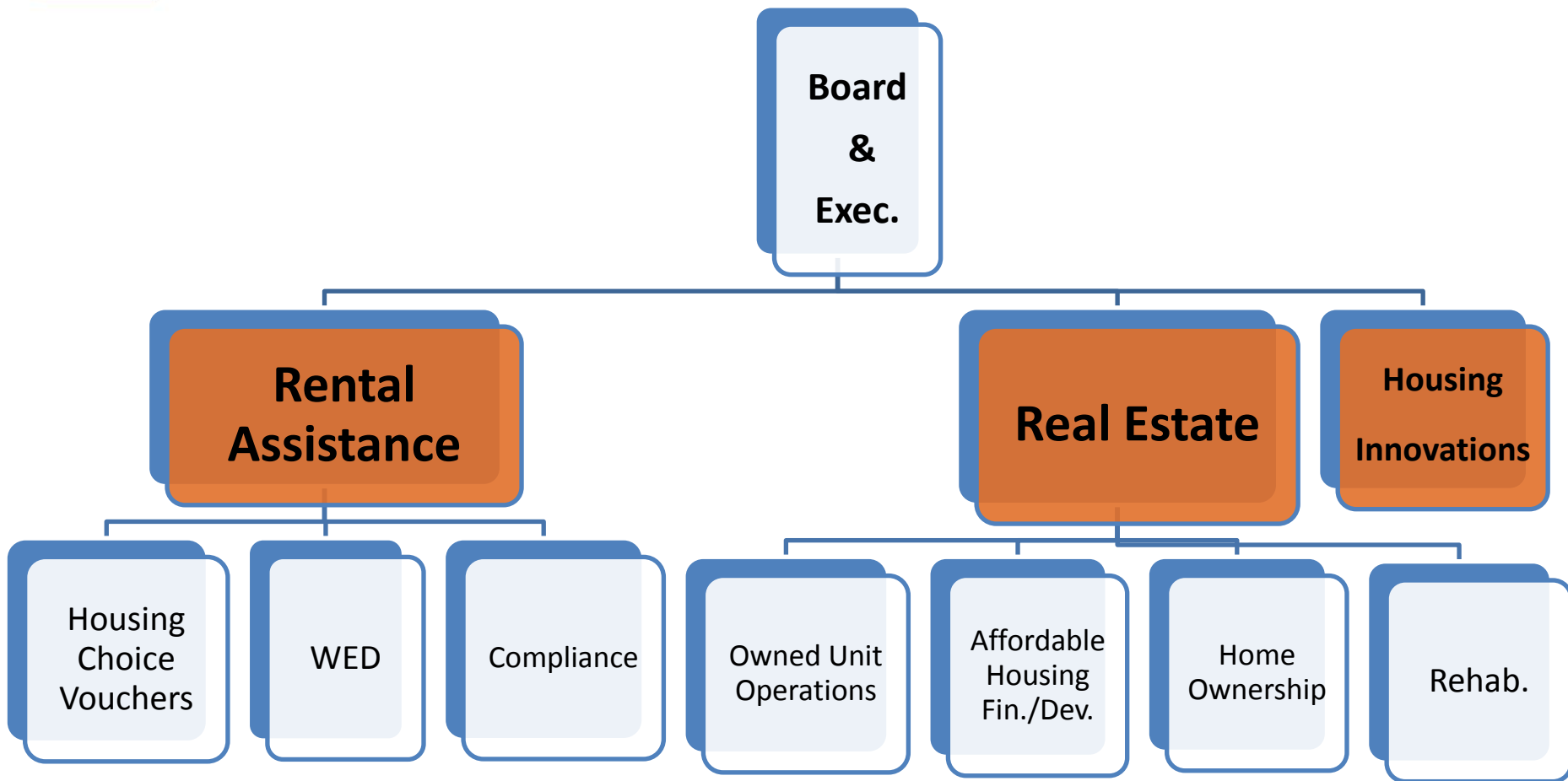


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# Fiscal Year 2013 Budget Presentation

## Section 4 - Activity Based Budget Information

# Organizational Chart



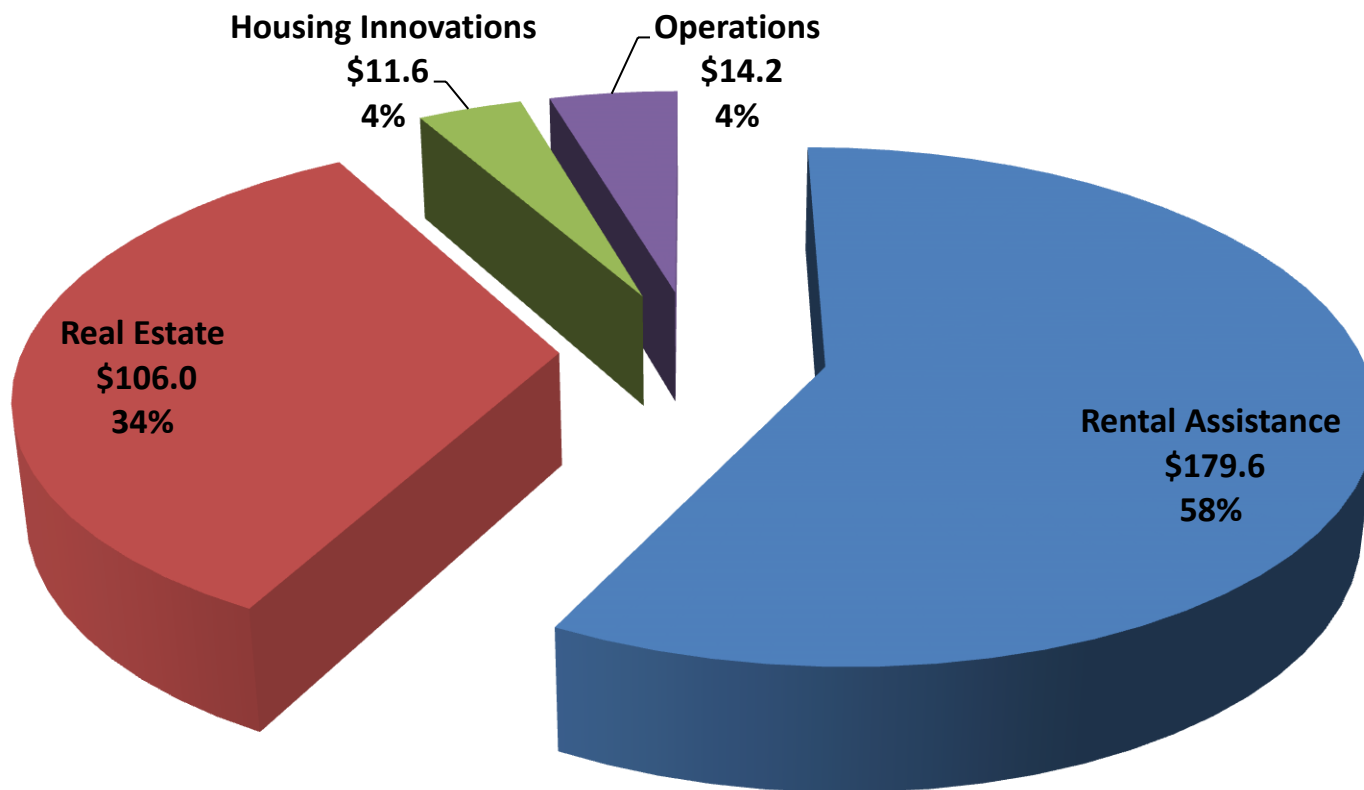
Operational Support: IT, HR, Procurement, Finance, Public Policy, Communications



# FY13 Funding Uses By Activity

## \$311.4 M (Excl. Reserves)

*(\$ in Millions)*



# Annual Budget By Activity

(\$ in Millions)

	<u>FY 2013 Budget</u>	<u>FY 2012 Budget</u>	<u>Inc./ (Dec)</u>	<u>Inc./ (Dec) %</u>
Rental Assistance	\$ 179.6	\$ 173.6	\$ 5.9	3%
Real Estate	106.0	111.5	(5.4)	-5%
Housing Innovations	11.6	13.2	(1.7)	-12%
Operations	14.2	11.7	2.5	21%
Reserves	37.7	42.8	(5.1)	-12%
<b>Total</b>	<b>\$ 349.1</b>	<b>\$ 352.9</b>	<b>\$ (3.8)</b>	<b>-1%</b>



# Annual Budget By Activity

## Rental Assistance

(\$ in Millions)

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./</u> (Dec)	Inc./
			<u>Inc./</u> (Dec)	<u>%</u>
Housing Choice Vouchers	\$ 176.7	\$ 170.2	\$ 6.5	4%
Workforce & Econ. Dev.	2.3	2.9	(0.6)	-20%
Compliance	0.5	0.5	0.0	5%
<b>Total</b>	<b>\$ 179.6</b>	<b>\$ 173.6</b>	<b>\$ 5.9</b>	<b>3%</b>



# Annual Budget By Activity

## Real Estate

(\$ in Millions)

	FY 2013	FY 2012		Inc./(Dec)
	<u>Budget</u>	<u>Budget</u>	<u>Inc./(Dec)</u>	<u>%</u>
Property Operations	\$ 36.5	\$ 39.1	\$ (2.6)	-7%
Rental Housing Development	27.3	28.0	(0.7)	-2%
Rental Housing Finance	25.1	25.9	(0.9)	-3%
Homeownership	6.1	4.4	1.7	39%
Rehabilitation	8.4	11.7	(3.3)	-28%
Lease Management	0.1	0.3	(0.1)	-42%
Loan Management	2.0	2.0	(0.0)	0%
Housing Development Partners	0.4	-	0.4	0%
<b>Total</b>	<b>\$ 106.0</b>	<b>\$111.5</b>	<b>\$ (5.4)</b>	<b>-5%</b>



# Annual Budget By Activity

## Operations

(\$ in Millions)

	<u>FY 2013</u> <u>Budget</u>	<u>FY 2012</u> <u>Budget</u>	<u>Inc./Dec</u>	<u>Inc./Dec</u> <u>%</u>
Board & Executive Functions	\$ 1.3	\$ 2.3	\$ (1.0)	-44%
Public Policy & Legislative Services	0.5	-	0.5	0%
Community Relations & Communications	0.8	0.7	0.0	6%
Special Programs	0.9	-	0.9	0%
Reinvestment Task Force	0.1	0.1	(0.0)	-4%
Section 3 & Outreach	0.2	-	0.2	0%
Human Resources	1.1	1.5	(0.4)	-24%
Procurement	1.5	1.5	(0.0)	-2%
Information Technology	4.9	3.0	1.9	63%
Financial Services	2.9	2.6	0.3	11%
<b>Total</b>	<b>\$ 14.2</b>	<b>\$ 11.7</b>	<b>\$ 2.5</b>	<b>21%</b>





# Real Estate Sources and Uses of Funding

(\$ in Millions)

**SDHC PROPERTY CASH FLOW**  
**FY 2013 Budget**

	LLC's	Nonleveraged 1-4's	Total Former Public Housing	Mariner's Village	Hotel Sandford	Courtyard	Hotel Churchill	Total Financing Plan	Maya	University Canyon	State Sites	Public Housing	Other*	GRAND TOTAL
# of Units	1,254	117	1,371	172	130	39	94	435	131	83	113	76	12	2,221
Effective Gross Income	\$ 16,278,701	\$ 1,841,484	\$ 18,120,185	\$ 2,315,138	\$ 801,857	\$ 618,692	\$ -	\$ 3,735,688	\$ 1,758,552	\$ 989,370	\$ 592,017	\$ 425,466	\$ 221,333	\$ 25,842,611
Direct Expenses	4,712,533	562,901	5,275,435	818,820	592,119	163,054	133,316	1,707,309	445,447	235,642	418,924	292,720	140,021	8,515,498
<b>Net Operating Income</b>	<b>11,566,167</b>	<b>1,278,583</b>	<b>12,844,750</b>	<b>1,496,318</b>	<b>209,738</b>	<b>455,638</b>	<b>(133,316)</b>	<b>2,028,379</b>	<b>1,313,105</b>	<b>753,728</b>	<b>173,093</b>	<b>132,746</b>	<b>81,312</b>	<b>17,327,113</b>
Total Debt Service/Other	5,953,441	-	5,953,441	303,160	-	155,610	-	458,770	-	-	-	-	-	6,412,211
DSCR Incl. Rebate & Other	1.9		2.2	4.9	-	2.9	-	4.4	-	-	-	-	-	2.7
<b>NOI Net of Debt Service</b>	<b>5,612,727</b>	<b>1,278,583</b>	<b>6,891,310</b>	<b>1,193,158</b>	<b>209,738</b>	<b>300,028</b>	<b>(133,316)</b>	<b>1,569,609</b>	<b>1,313,105</b>	<b>753,728</b>	<b>173,093</b>	<b>132,746</b>	<b>81,312</b>	<b>10,914,903</b>
Property Mgmt Overhead	996,278	92,954	1,089,233	136,651	103,282	30,985	74,681	345,599	104,077	65,942	89,776	60,381	9,534	1,764,541
Operations Overhead	1,468,777	137,039	1,605,816	201,459	152,266	45,680	110,100	509,504	153,437	97,216	132,354	89,017	14,055	2,601,399
<b>Total Overhead</b>	<b>2,465,056</b>	<b>229,993</b>	<b>2,695,049</b>	<b>338,110</b>	<b>255,548</b>	<b>76,664</b>	<b>184,781</b>	<b>855,103</b>	<b>257,514</b>	<b>163,158</b>	<b>222,130</b>	<b>149,397</b>	<b>23,589</b>	<b>4,365,940</b>
<b>Net Cash Flow Post Overhead</b>	<b>3,147,671</b>	<b>1,048,590</b>	<b>4,196,261</b>	<b>855,049</b>	<b>(45,810)</b>	<b>223,364</b>	<b>(318,097)</b>	<b>714,506</b>	<b>1,055,591</b>	<b>590,570</b>	<b>(49,037)</b>	<b>(16,651)</b>	<b>57,723</b>	<b>6,548,963</b>
Construction Services	1,176,506	82,510	1,259,016	178,608	48,505	51,134	81,895	360,142	292,532	426,405	807,837	127,017	14,172	3,287,121
<b>Net Cash Flow Available</b>	<b>\$ 1,971,165</b>	<b>\$ 966,080</b>	<b>\$ 2,937,245</b>	<b>\$ 676,441</b>	<b>\$ (94,315)</b>	<b>\$ 172,230</b>	<b>\$ (399,992)</b>	<b>\$ 354,364</b>	<b>\$ 763,059</b>	<b>\$ 164,165</b>	<b>\$ (856,874)</b>	<b>\$ (143,669)</b>	<b>\$ 43,551</b>	<b>\$ 3,261,842</b>

\*Includes City Sites, La Jolla Marine and vacant land



## Approval Request:

**FY 2013 Budget - \$349.1 Million**  
**266 Employees**  
**\$0 City General Funds**





Rental Assistance



SDHC Achievement Academy



Housing Rehabilitation

# Thank You!





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# Fiscal Year 2013 Budget Presentation – Appendix A

## Section 5 – Sources of Funds By Activity Summary

# Sources of Funds By Activity Summary

Activities	TOTAL BUDGET	Restricted Revenue Sources				Unrestricted
		Federal - Restricted	Federal - Partially Restricted	State - Restricted	San Diego Local - Restricted	San Diego Local Unrestricted
<b>Rental Assistance</b>	<b>\$ 179,564,112</b>	<b>\$ 178,292,270</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 500,482</b>	<b>\$ 771,360</b>
Housing Choice Vouchers	176,700,791	176,700,791	0	0	0	0
Workforce & Economic Development	2,321,680	1,591,479	0	0	500,482	229,719
Compliance	541,641	0	0	0	0	541,641
<b>Real Estate</b>	<b>106,012,398</b>	<b>25,568,924</b>	<b>16,615,828</b>	<b>2,045,805</b>	<b>55,603,897</b>	<b>6,177,944</b>
Property Operations	36,505,459	9,590,626	0	522,138	21,781,186	4,611,509
Rental Housing Development	27,298,617	12,317,124	1,225,059	0	13,756,434	0
Rental Housing Finance	25,052,903	0	10,014,971	0	14,947,850	90,082
Homeownership	6,128,729	0	3,292,409	1,523,667	1,094,279	218,374
Rehabilitation	8,430,118	2,751,976	2,083,389	0	3,594,753	0
Lease Management	147,291	0	0	0	0	147,291
Loan Management	2,019,886	909,198	0	0	0	1,110,688
Housing Development Partners	429,395	0	0	0	429,395	0
<b>Housing Innovations</b>	<b>11,591,812</b>	<b>5,960,944</b>	<b>2,534,020</b>	<b>110,549</b>	<b>2,190,407</b>	<b>795,892</b>
<b>Operations</b>	<b>14,186,294</b>	<b>7,775,590</b>	<b>256,025</b>	<b>180,224</b>	<b>4,626,399</b>	<b>1,348,056</b>
Board & Executive Functions	1,306,596	766,636	24,130	16,987	396,345	102,498
Public Policy & Legislative Services	516,348	290,582	10,464	7,365	163,492	44,445
Community Relations & Communications	751,579	422,958	15,230	10,720	237,978	64,693
Special Programs	903,340	510,500	18,206	12,816	284,482	77,336
Reinvestment Task Force	120,732	0	0	0	53,181	67,551
Section 3 & Outreach	239,642	134,859	4,857	3,418	75,880	20,628
Human Resources	1,144,574	637,411	22,664	15,955	372,271	96,273
Procurement	1,459,703	821,461	29,581	20,823	462,193	125,645
Information Technology	4,876,746	2,610,332	73,968	52,069	1,633,185	507,192
Financial Services	2,867,034	1,580,851	56,925	40,071	947,392	241,795
<b>Reserves</b>	<b>37,711,769</b>	<b>6,326,355</b>	<b>0</b>	<b>402,376</b>	<b>22,737,006</b>	<b>8,246,032</b>
<b>FY 2013 Budget</b>	<b>\$ 349,066,385</b>	<b>\$ 223,924,083</b>	<b>\$ 19,405,873</b>	<b>\$ 2,738,954</b>	<b>\$ 85,658,191</b>	<b>\$ 17,339,284</b>





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# Fiscal Year 2013 Budget Presentation – Appendix A

## Section 6 – Uses of Funds By Activity/Type

# Uses of Funds By Activity Summary

Activities	# of Staff	Salaries & Benefits	Services & Supplies	Housing Programs	Capital Expenditures	Reserves	Total FY 2013 Budget	FY 2012 Current Budget	FY 13 vs. 12
<b>Rental Assistance</b>	<b>110.00</b>	<b>\$ 8,130,948</b>	<b>\$ 2,185,044</b>	<b>\$ 169,248,120</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 179,564,112</b>	<b>\$ 173,621,992</b>	<b>\$ 5,942,120</b>
Housing Choice Vouchers	91.85	6,650,839	1,517,957	168,531,995	0	0	176,700,791	170,191,202	6,509,589
Workforce & Economic Development	13.15	1,071,128	534,427	716,125	0	0	2,321,680	2,917,279	(595,599)
Compliance	5.00	408,981	132,660	0	0	0	541,641	513,511	28,130
<b>Real Estate</b>	<b>77.00</b>	<b>6,381,265</b>	<b>4,190,196</b>	<b>54,088,495</b>	<b>41,352,441</b>	<b>0</b>	<b>106,012,398</b>	<b>111,451,876</b>	<b>(5,439,478)</b>
Property Operations	46.80	3,443,522	1,408,004	16,413,883	15,240,050	0	36,505,459	39,118,074	(2,612,615)
Rental Housing Development	2.13	206,572	979,654	0	26,112,391	0	27,298,617	27,984,770	(686,153)
Rental Housing Finance	3.23	326,351	597,982	24,128,570	0	0	25,052,903	25,941,270	(888,367)
Homeownership	3.20	263,344	65,991	5,799,394	0	0	6,128,729	4,406,374	1,722,355
Rehabilitation	11.43	1,089,454	940,230	6,400,434	0	0	8,430,118	11,718,438	(3,288,320)
Lease Management	1.11	113,066	34,225	0	0	0	147,291	254,383	(107,092)
Loan Management	6.00	515,646	158,026	1,346,214	0	0	2,019,886	2,028,567	(8,681)
Housing Development Partners	3.10	423,310	6,085	0	0	0	429,395	0	429,395
<b>Housing Innovations</b>	<b>9.00</b>	<b>821,500</b>	<b>371,602</b>	<b>10,398,710</b>	<b>0</b>	<b>0</b>	<b>11,591,812</b>	<b>13,246,197</b>	<b>(1,654,385)</b>
<b>Operations</b>	<b>70.00</b>	<b>7,099,006</b>	<b>6,494,288</b>	<b>0</b>	<b>593,000</b>	<b>0</b>	<b>14,186,294</b>	<b>11,733,994</b>	<b>2,452,300</b>
Board & Executive Functions	3.50	700,136	606,460	0	0	0	1,306,596	2,337,738	(1,031,142)
Public Policy & Legislative Services	4.50	435,129	81,219	0	0	0	516,348	0	516,348
Community Relations & Communication	4.00	452,865	298,714	0	0	0	751,579	709,993	41,586
Special Programs	5.00	506,296	397,044	0	0	0	903,340	0	903,340
Reinvestment Task Force	1.00	94,973	25,759	0	0	0	120,732	126,289	(5,557)
Section 3 & Outreach	2.00	205,554	34,088	0	0	0	239,642	0	239,642
Human Resources	6.00	607,237	537,337	0	0	0	1,144,574	1,501,478	(356,904)
Procurement	9.00	776,074	683,629	0	0	0	1,459,703	1,489,435	(29,732)
Information Technology	13.00	1,301,741	2,982,005	0	593,000	0	4,876,746	2,997,228	1,879,518
Financial Services	22.00	2,019,001	848,033	0	0	0	2,867,034	2,571,833	295,201
<b>FY 2013 Activity Based Budget</b>	<b>266.00</b>	<b>22,432,719</b>	<b>13,241,131</b>	<b>233,735,325</b>	<b>41,945,441</b>	<b>0</b>	<b>311,354,616</b>	<b>310,054,059</b>	<b>1,300,557</b>
<b>Reserves</b>	<b>0.00</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>37,711,769</b>	<b>37,711,769</b>	<b>42,811,451</b>	<b>(5,099,682)</b>
<b>FY 2013 Budget</b>	<b>266.00</b>	<b>\$ 22,432,719</b>	<b>\$ 13,241,131</b>	<b>\$ 233,735,325</b>	<b>\$ 41,945,441</b>	<b>\$ 37,711,769</b>	<b>\$ 349,066,385</b>	<b>\$ 352,865,510</b>	<b>\$ (3,799,125)</b>



# Uses of Funds Detail By Type

	FY 2013 Proposed	FY12 Current Budget	Inc./ (Dec.) Amount	%
<b>Rent to Owners</b>	<b>\$ 172,375,759</b>	<b>\$ 167,047,359</b>	<b>\$ 5,328,400</b>	<b>3%</b>
<b>Loans &amp; Grants</b>	<b>42,704,594</b>	<b>44,956,235</b>	<b>(2,251,641)</b>	<b>-5%</b>
<b>Mortgage Payments</b>	<b>7,909,421</b>	<b>16,197,226</b>	<b>(8,287,805)</b>	<b>-51%</b>
<b>Workforce &amp; Economic Development</b>	<b>841,208</b>	<b>1,014,904</b>	<b>(173,696)</b>	<b>-17%</b>
<b>Property Operations</b>				
Maintenance	3,366,123	3,380,810	(14,687)	0%
Utilities	2,663,978	2,737,970	(73,992)	-3%
Site Acquisition	1,346,214	2,489,393	(1,143,179)	-46%
Protective Services	554,671	553,526	1,145	0%
Collection Loss	245,585	310,325	(64,740)	-21%
Extraordinary Maintenance	1,332,988	322,725	1,010,263	313%
Dwelling Equipment	107,606	300,780	(193,174)	-64%
Property Fees, LLC Fees, Taxes	106,356	88,799	17,557	20%
Relocation	180,822	295,475	(114,653)	-39%
<b>Total Property Operations</b>	<b>9,904,343</b>	<b>10,479,803</b>	<b>(575,460)</b>	<b>-5%</b>
<b>Total Housing Programs</b>	<b>233,735,325</b>	<b>239,695,527</b>	<b>(5,960,202)</b>	<b>-2%</b>
<b>Salaries &amp; Benefits</b>				
Salaries	16,340,666	15,920,662	420,004	3%
Flex Plan Benefits	2,392,717	2,417,482	(24,765)	-1%
Pension Plan	2,287,714	2,228,909	58,805	3%
Fringe Benefits	1,411,622	1,295,525	116,097	9%
<b>Total Salaries &amp; Benefits</b>	<b>22,432,719</b>	<b>21,862,578</b>	<b>570,141</b>	<b>3%</b>
<b>Services &amp; Supplies</b>				
Contracts/Consultants	7,100,599	6,460,007	640,592	10%
Office & Building Rent	0	2,495,721	(2,495,721)	-100%
Sundry	2,846,685	2,305,742	540,943	23%
Legal	925,949	1,050,806	(124,857)	-12%
Office Equipment	615,447	889,042	(273,595)	-31%
Insurance	510,659	605,595	(94,936)	-16%
Training	246,833	259,063	(12,230)	-5%
Management Fees	613,484	1,732,633	(1,119,149)	-65%
Travel	205,772	223,805	(18,033)	-8%
Audit	175,703	156,000	19,703	13%
<b>Total Services &amp; Supplies</b>	<b>13,241,131</b>	<b>16,178,414</b>	<b>(2,937,283)</b>	<b>-18%</b>
<b>Total Capital Budget</b>	<b>41,945,441</b>	<b>32,317,540</b>	<b>9,627,902</b>	<b>30%</b>
<b>Total Reserves</b>	<b>37,711,769</b>	<b>42,811,451</b>	<b>(5,099,682)</b>	<b>-12%</b>
<b>TOTAL BUDGET</b>	<b>\$ 349,066,385</b>	<b>\$ 352,865,510</b>	<b>\$ (3,799,124)</b>	<b>-1%</b>







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# Fiscal Year 2013 Budget Presentation – Appendix A

## Section 7 – Capital Expenditure Detail



# Capital Expenditures Detail

PROJECT DESCRIPTION	DIVISION	FUNDING SOURCE	FY 2013 BUDGET	FY 2012 BUDGET	Inc/(Dec)
<b>Capital Improvements</b>					
<u>Planned Projects:</u>					
Architectural Services for the Hotel Sandford - CA	RED	Hotel Sandford	\$ 147,911	\$ 147,912	\$ (1)
Architectural Services for Mariner's Village Apts - CA	RED	Mariner's Village	91,740	0	91,740
Courtyard - PM Offices TI and FF&E	RED	Courtyard Funds	114,588	114,588	0
Hotel Churchill	RED	Local - Lease Sale Proceeds	750,000	0	750,000
Hotel Sandford Construction Management Services - C	RED	Hotel Sandford	16,619	16,619	0
Hotel Sandford Rehabilitation - CA	RED	Hotel Sandford	1,653,835	0	1,653,835
Maya Apts	RED	Maya Apts	349,490	1,410,424	(1,060,934)
Maya Apts - Noise Attenuation	RED	Maya Apts - Noise Attenuation Litigation Funds	0	1,230,093	(1,230,093)
Project to be determined	RED	Capital Fund RHF 501-12	1,516,787	0	1,516,787
Public Housing - Picador & Scattered	RED	Capital Fund RHF 501-09	262,068	262,068	0
Public Housing AMP 7 / University Canyon	RED	Capital Funds	0	48,246	(48,246)
SDHC Local Units - Non-critical repairs	RED	SDHC Local Units	0	1,371,000	(1,371,000)
SDHC Local Units - Non-critical repairs relo	RED	SDHC Local Units	0	143,650	(143,650)
State Sites (113 units)	RED	CDBG Citywide, Capital Fund RHF	0	3,167,060	(3,167,060)
State Sites Conversion (Picador & Scattered)	RED	CDBG Citywide	1,231,878	0	1,231,878
State Sites Conversion (Picador & Scattered)	RED	Public Housing Other AMPS	2,515,541	0	2,515,541
State Sites Conversion (Picador & Scattered)	RED	Capital Fund 501-10 RHF	1,935,182	0	1,935,182
State Sites Conversion (Picador & Scattered)	RED	Capital Fund 501-11 RHF	1,654,411	0	1,654,411
State Sites Conversion (Picador & Scattered)	RED	Local Funds - Discretionary (New Loan)	3,000,000	0	3,000,000
<b>TOTAL CAPITAL IMPROVEMENTS</b>			<b>15,240,050</b>	<b>7,911,660</b>	<b>7,328,391</b>
<b>Housing Development/Acquisition</b>					
<u>Planned Projects:</u>					
Courtyard	RED	Courtyard	285,894	0	285,894
Hotel Sandford	RED	Hotel Sandford	369,647	0	369,647
Mariner's Village	RED	Mariner's Village	1,832,999	260,879	1,572,120
Mercado	RED	Mercado	700,000	0	700,000
Mission	RED	Mission	10,000	0	10,000
<u>Projects To Be Identified:</u>					
Project to be determined	RED	HOME Program	1,225,059	0	1,225,059
Project to be determined	RED	Capital Funds 501-07	261,126	261,126	0
Project to be determined	RED	Capital Funds 502-07	574,411	574,411	0
Project to be determined	RED	HUD Development	21,263	21,249	14
Project to be determined	RED	Inclusionary Housing	0	565,824	(565,824)
Project to be determined	RED	Loan Proceeds	9,371,668	9,371,668	0
Project to be determined	RED	Public Housing Reserves	5,000,000	5,000,000	0
Project to be determined	RED	Public Housing Repositioning Fees	2,680,771	5,196,312	(2,515,541)
Project to be determined	RED	Section 8 Voucher Move to Work	3,500,000	1,500,000	2,000,000
Public Housing - State Sites	RED	Capital Fund RHF 501-11	0	1,654,411	(1,654,411)
Purchase of Vista Verde Apts. CA	RED	Capital Fund RHF 501-09	279,553	0	279,553
<b>TOTAL DEVELOPMENT/ACQUISITION</b>			<b>26,112,391</b>	<b>24,405,880</b>	<b>1,706,511</b>
<b>Software and IT Equipment</b>					
Information Technology Equipment	IT	Local - Discretionary	193,000	0	193,000
Yardi ERP System	IT	SDHC Local Units	400,000	0	400,000
<b>TOTAL SOFTWARE AND IT EQUIPMENT</b>			<b>593,000</b>	<b>0</b>	<b>593,000</b>
<b>Total Capital Budget</b>			<b>\$ 41,945,441</b>	<b>\$ 32,317,540</b>	<b>\$ 9,627,902</b>





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# Fiscal Year 2013 Budget Presentation – Appendix A

## Section 8 – Reserve Detail



# Detail Schedule of Reserves

Reserve Description	Program Restriction/Use	FY 2013	FY 2012	Inc/(Dec)
<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.				
AFI Federal	Administration for future years	\$ -	\$ 9,000	\$ (9,000)
Cal Home Program	Administration for future years	111,080	86,798	24,282
Capital Funds	Administration for future years	246,176	248,270	(2,094)
Condo Conversion	Administration for future years	0	5,237	(5,237)
Healthy Homes Grant	Administration for future years	0	326,768	(326,768)
HOME Program	Administration for future years	0	100,926	(100,926)
Emergency Shelter Grant	Administration for future years	0	33,069	(33,069)
Housing Development Partnership	Administration for future years	148	0	148
HTF CDBG	Administration for future years	0	18,359	(18,359)
HTF Linkage	Administration for future years	0	29,203	(29,203)
HTF Redevelopment Agency	Administration for future years	0	1,694	(1,694)
HTF Transfer Occupancy Tax Fund	Administration for future years	0	991	(991)
Inclusionary Housing	Administration for future years	0	253,220	(253,220)
Lead Hazard Control Grant	Administration for future years	0	863,715	(863,715)
Neighborhood Stabilization Program	Administration for future years	279,132	555,187	(276,055)
North County Future Urbanizing Area	Administration for future years	0	2,555	(2,555)
Public Housing - Management/AMPS	Administration & Program for future years	3,326,969	3,435,311	(108,342)
Redevelopment Agency - CCDC Homeownership	Administration for future years	1,887	2,060	(173)
Redevelopment Agency - City Heights Redevelopment	Administration for future years	68,514	244,100	(175,586)
Redevelopment Agency - College Grove	Administration for future years	9,841	62,271	(52,430)
Redevelopment Agency - Crossroads	Administration for future years	53,801	130,007	(76,206)
Redevelopment Agency - Grantville	Administration for future years	1,947	15,704	(13,757)
Redevelopment Agency - Linda Vista	Administration for future years	3,941	29,729	(25,788)
Redevelopment Agency - North Park	Administration for future years	59,178	156,008	(96,830)
Redevelopment Agency - San Ysidro	Administration for future years	18,751	41,473	(22,722)
Redevelopment Agency - SEDC Central Imperial	Administration for future years	78	4,354	(4,276)
Redevelopment Agency - SEDC Market Street Redev.	Administration for future years	1,680	4,129	(2,449)
Redevelopment Agency - SEDC Mt Hope Rehabilitation	Administration for future years	423	76,801	(76,378)
Redevelopment Agency - SEDC Southcrest	Administration for future years	370	22,945	(22,575)
Rental Rehabilitation	Program for future years	32,196	15,525	16,671
Section 8 - HCV FSS Coordinator	Administration for future years	204,000	215,048	(11,048)
Section 8 - Local Funds	Provide Section 8 Support	622,950	1,900,000	(1,277,050)
Section 8 Surplus Admin Fees	Administration for future years	2,226,028	6,791,945	(4,565,917)
Shelter Plus Care	Administration for future years	44,050	107,332	(63,282)
State REO	Program for future years	43,626	26,570	17,056
United Way Financial Education	Administration for future years	0	16,845	(16,845)
Youth Individual Dev	Administration for future years	0	770	(770)
Subtotal		\$ 7,356,766	\$ 15,833,919	\$ (8,477,153)





# Detail Schedule of Reserves

## (Continued)

Reserve Description	Program Restriction/Use	FY 2013	FY 2012	Inc/(Dec)
<b>II Property Reserves</b>				
The Property Reserves provide for future improvements, replacement, upgrading or capital repairs to SDHC owned and operated properties. These funds are generally restricted and should be used in support of each property as needed.				
Property Mgmt - City Properties	Unused City management fees	\$ -	\$ 974	\$ (974)
Property Mgmt - Courtyard Apts.	Replacement reserves	447,741	36,095	411,646
Property Mgmt - Hotel Sandford	Replacement reserves	365,420	57,170	308,250
Property Mgmt - La Jolla Marine	Replacement reserves	476,133	0	476,133
Property Mgmt - Mariner's Village	Replacement reserves	2,964,618	2,651,207	313,411
Property Mgmt - Maya Apartments	Replacement reserves	1,055,964	486,119	569,845
Property Mgmt - Parker Keir	Replacement reserves	0	162,113	(162,113)
Property Mgmt - SDHC Local Units	Replacement reserves	816,600	816,600	0
Property Mgmt - State Rental	Replacement reserves	247,670	191,307	56,363
Property Mgmt - State Rental Local Funds	Collateral for State Conversion/Sinking fund	3,600,000	2,600,000	1,000,000
Property Mgmt - University Canyon Management	Replacement reserves	5,892,858	5,684,361	208,497
Smart Corner Office Facilities Reserve	Loan repayment and replacement reserves	2,000,000	2,000,000	0
SDHC Local Units Reserves (Per HAR09-030)	Reserved for SDHC local unit use	5,000,000	5,000,000	0
	Subtotal	22,867,004	19,685,946	3,181,058
<b>III Contingency Reserves</b>				
The Contingency Reserves include amounts to provide for potential litigation, uninsured losses, building reserves, and the affordable housing development reserves. The unexpended Contingency Reserves will be re-budgeted in the following year.				
Potential Litigation		300,000	300,000	0
Uninsured Losses		300,000	300,000	0
FY 2012 Approved Performance Incentives		0	578,779	(578,779)
	Subtotal	600,000	1,178,779	(578,779)
<b>IV Unobligated Reserves</b>				
The Unobligated Reserves include amounts that are available for any unanticipated housing purpose.				
Unanticipated Needs	2.2% of Total Budget (Excl. Reserves)	6,887,999	6,112,807	775,192
	Subtotal	6,887,999	6,112,807	775,192
<b>Total Reserves</b>		<b>\$ 37,711,769</b>	<b>\$ 42,811,451</b>	<b>\$ (5,099,682)</b>





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# Fiscal Year 2013 Budget Presentation – Appendix A

## Section 9 – Budget in City Format



# FY 2013 Budget Mission Statement

## **Mission Statement**

To provide quality affordable housing opportunities in the City of San Diego.

## **Fiscal Year 2013 Budget Summary**

The San Diego Housing Commission (SDHC) is a public agency that provides affordable housing programs and services for extremely low- and moderate-income individuals and families in the City of San Diego. SDHC assists close to 14,000 low-income households by paying a portion of their rent through the federal Housing Choice Voucher program. More than half are senior citizens and disabled individuals. SDHC plays a major role in supporting temporary and permanent housing to address homelessness among families, senior citizens, individuals and veterans. SDHC is also a lender and developer of affordable multi-family housing developments, including loans to first time homebuyers.

In Fiscal Year 2013, SDHC will further focus on the following programs and activities:

- Preservation and creation of affordable rental housing
- Collaboration with service providers to prevent and resolve homelessness for families, seniors, individuals and veterans
- Providing policy advice to the San Diego City Council by initiating, monitoring, or implementing municipal ordinances that address the City's housing needs and protect existing housing stock, such as Inclusionary Zoning, Density Bonuses, Single Room Occupancy Preservation and the Housing Impact Fee

The \$349.1M proposed Fiscal Year 2013 Budget would enable SDHC to:

- Continue to assist close to 14,000 low income households by paying a portion of their rent through federal assistance
- Assist approximately 80 households become first-time homebuyers
- Create an additional 579 additional affordable rental housing units
- Oversee physical improvements to 275 homes and apartments
- Manage 2,250 units of SDHC-owned housing
- Provide housing and/or services for 9,030 persons impacted by homelessness
- Assist 850 families receiving federal rental assistance to work toward self-sufficiency through SDHC's Achievement Academy

The Fiscal Year 2013 Proposed Budget will be presented to the City's Budget Committee in early May 2012 for their review and it will then be forwarded to the Housing Authority of the City of San Diego for their review and approval in late May or June 2012.



# FY 2013 Budget Mission Statement – *(Continued)*

SDHC's Activity Based Budget is composed of five activity groups: Rental Assistance, Real Estate, Housing Innovations, Operations and Reserves. Following is a brief overview of each group.

The Rental Assistance activity group expenditures are budgeted at \$179.6 million. Rental Assistance encompasses those activities that provide direct housing assistance and supportive services to SDHC's primary clients. These program activities provide eligible families with monthly federal rental assistance and promote self-sufficiency and economic stability through the SDHC Achievement Academy, which focuses on improving job skills and career planning. Additionally, this activity monitors projects and homeowners for compliance with Federal, State and local occupancy and affordability restrictions.

The Real Estate activity group expenditures are budgeted at \$106.0 million. The Real Estate group creates housing opportunities by developing affordable housing, owning, managing and maintaining affordable housing for SDHC-owned assets. The Real Estate group also lends funds to other developers of affordable housing, supports low- and moderate-income first-time homebuyers, preserves existing affordable housing, and provides programs that revitalize communities.

The Housing Innovations activity group expenditures are budgeted at \$11.6 million. This group provides activities that address homelessness and the housing needs of those with extremely low incomes. This activity includes transitional housing, interim, emergency, and permanent supportive housing and services.

The Operations activity group expenditures are budgeted at \$14.2 million. This group provides support services to carry out the SDHC mission and goals of providing affordable housing opportunities. Included are: 1) Board & Executive Functions which provides strategic planning, leadership, and management to implement housing programs; 2) Community Relations & Communications which serves to increase awareness and perform community outreach among all audiences for and about SDHC's goals, programs, and accomplishments; 3) Public Policy & Legislative Services which is responsible for providing effective program related policy direction to SDHC and the Housing Authority; and 4) Other Support Services such as Human Resources, Finance, Information Technology, Procurement, Section 3 & Outreach, Special Programs and the Reinvestment Task Force.

Funds allocated for Reserves are budgeted at \$37.7 million. These funds contains three types of reserves: 1) Program and Property Reserves to provide for future personnel, services and supplies, housing program and property replacement expenditures; 2) Contingency Reserves to provide for potential litigation and uninsured losses; and 3) Unobligated Reserves, which include amounts available for any unanticipated housing purpose.





# Budget In City Format – Budget Summary

**Table A San Diego Housing Commission Budget Summary**

	<b>FY 2011 Budget</b>	<b>FY 2011 Actual</b>	<b>FY 2012 Budget</b>	<b>FY 2012 Projected</b>	<b>FY 2013 Proposed</b>	<b>FY 2012-2013 Change</b>
Positions	265.50	265.50	268.50	268.50	266.00	(2.50)
Personnel Expense	\$ 21,164,870	\$ 19,968,456	\$ 21,862,578	\$ 21,862,578	\$ 22,432,719	\$ 570,141
Non-Personnel Expenses	294,433,375	280,450,447	331,002,932	331,002,932	326,633,666	\$ (4,369,266)
<b>TOTAL</b>	<b>\$ 315,598,245</b>	<b>\$ 300,418,903</b>	<b>\$ 352,865,510</b>	<b>\$ 352,865,510</b>	<b>\$ 349,066,385</b>	<b>\$ (3,799,125)</b>



# Budget In City Format – Expenditures

Table B San Diego Housing Commission Expenditures						
	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Proposed Budget	FY 2012-2013 Change
<b>PERSONNEL</b>						
Salaries & Wages	\$ 15,428,517	\$ 15,001,335	\$ 15,771,212	\$ 15,771,212	\$ 16,195,976	\$ 424,764
Overtime	\$ 149,236		\$ 149,450	\$ 149,450	\$ 144,690	\$ (4,760)
Fringe Benefits (health)	\$ 2,185,096	\$ 2,014,554	\$ 2,417,482	\$ 2,417,482	\$ 2,392,717	\$ (24,765)
Fringe Benefits (pension)	\$ 2,199,620	\$ 1,997,113	\$ 2,228,909	\$ 2,228,909	\$ 2,287,714	\$ 58,805
Fringe Benefits (Life, LTD, Medicare, Workers Comp, SUI, and 457)	\$ 1,202,401	\$ 955,454	\$ 1,295,525	\$ 1,295,525	\$ 1,411,622	\$ 116,097
<b>SUBTOTAL PERSONNEL</b>	<b>\$ 21,164,870</b>	<b>\$ 19,968,456</b>	<b>\$ 21,862,578</b>	<b>\$ 21,862,578</b>	<b>\$ 22,432,719</b>	<b>\$ 570,141</b>
<b>NON-PERSONNEL</b>						
Legal	\$ 1,090,572	\$ 959,045	\$ 1,050,806	\$ 1,050,806	\$ 925,949	\$ (124,857)
Training	\$ 229,702	\$ 210,077	\$ 259,063	\$ 259,063	\$ 246,833	\$ (12,230)
Travel	\$ 209,585	\$ 162,908	\$ 223,805	\$ 223,805	\$ 205,772	\$ (18,033)
Audit	\$ 201,110	\$ 136,112	\$ 156,000	\$ 156,000	\$ 175,703	\$ 19,703
Professional Services	\$ 4,876,326	\$ 2,898,750	\$ 6,460,007	\$ 6,460,007	\$ 7,100,599	\$ 640,592
Office Rent	\$ 2,816,715	\$ 1,672,316	\$ 2,495,721	\$ 2,495,721	\$ -	\$ (2,495,721)
Sundry	\$ 2,372,607	\$ 1,959,548	\$ 2,305,742	\$ 2,305,742	\$ 2,846,685	\$ 540,943
Insurance	\$ 599,302	\$ 424,473	\$ 605,595	\$ 605,595	\$ 510,659	\$ (94,936)
Management Fees	\$ 1,486,480	\$ 1,406,867	\$ 1,732,633	\$ 1,732,633	\$ 613,484	\$ (1,119,149)
Office Equipment	\$ 1,119,133	\$ 414,678	\$ 889,042	\$ 889,042	\$ 615,447	\$ (273,595)
Resident Services Expenses	\$ 815,915	\$ 497,126	\$ 1,014,904	\$ 1,014,904	\$ 841,208	\$ (173,696)
Maintenance Expenses	\$ 3,353,667	\$ 3,196,605	\$ 3,380,810	\$ 3,380,810	\$ 3,366,123	\$ (14,687)
Utilities	\$ 2,706,863	\$ 2,335,900	\$ 2,737,970	\$ 2,737,970	\$ 2,663,978	\$ (73,992)
Property & LLC Fees & Taxes	\$ 99,801	\$ 75,200	\$ 88,799	\$ 88,799	\$ 106,356	\$ 17,557
Collection Loss	\$ 158,325	\$ 310,814	\$ 310,325	\$ 310,325	\$ 245,585	\$ (64,740)
Mortgage Payments	\$ 8,101,094	\$ 8,292,881	\$ 16,197,226	\$ 16,197,226	\$ 7,909,421	\$ (8,287,805)
Protective Services	\$ 626,301	\$ 471,899	\$ 553,526	\$ 553,526	\$ 554,671	\$ 1,145
Rent to Owners	\$ 171,533,824	\$ 145,973,304	\$ 167,047,359	\$ 167,047,359	\$ 172,375,759	\$ 5,328,400
Loans & Grants	\$ 30,038,712	\$ 20,441,826	\$ 44,956,235	\$ 44,956,235	\$ 42,704,594	\$ (2,251,641)
Relocation	\$ 644,130	\$ 738,661	\$ 295,475	\$ 295,475	\$ 180,822	\$ (114,653)
Site Acquisition & Housing Dev	\$ 21,063,440	\$ 3,956,937	\$ 2,489,393	\$ 2,489,393	\$ 1,346,214	\$ (1,143,179)
Extraordinary Maintenance	\$ 1,593,182	\$ 3,234,776	\$ 322,725	\$ 322,725	\$ 1,332,988	\$ 1,010,263
Dwelling Equipment	\$ 227,940	\$ 141,963	\$ 300,780	\$ 300,780	\$ 107,606	\$ (193,174)
Capital Expenses		\$ 48,804,405	\$ 32,317,540	\$ 32,317,540	\$ 41,945,441	\$ 9,627,901
Reserves	\$ 38,468,649	\$ 31,733,376	\$ 42,811,451	\$ 42,811,451	\$ 37,711,769	\$ (5,099,682)
<b>SUBTOTAL NON-PERSONNEL</b>	<b>\$ 294,433,375</b>	<b>\$ 280,450,447</b>	<b>\$ 331,002,932</b>	<b>\$ 331,002,932</b>	<b>\$ 326,633,666</b>	<b>\$ (4,369,266)</b>
<b>TOTAL</b>	<b>\$ 315,598,245</b>	<b>\$ 300,418,903</b>	<b>\$ 352,865,510</b>	<b>\$ 352,865,510</b>	<b>\$ 349,066,385</b>	<b>\$ (3,799,125)</b>



# Budget In City Format Significant Budget Adjustments

Table C San Diego Housing Commission Significant Budget Adjustments					
Significant Budget Adjustments	Position/Explanation for Change	Revenue	Expenses		
<b>Salaries and Benefits Adjustments</b>					
<b>Personnel</b>					
Salaries & Wages	Primarily due to \$369,377 for Pay For Performance funding approved by the Housing Authority for inclusion in the budget in the prior year.		\$ 424,764		
Overtime	Reduced expectation of overtime		(4,760)		
Fringe Benefits (health)	Due to the reduction in staff headcount by 2.5 FTEs		(24,765)		
Fringe Benefits (pension)	Due to increase related to Pay For Performance		58,805		
Fringe Benefits (Life, LTD, Medicare, Workers Comp, SUI, and 457)	Due to increase related to Pay For Performance and increase in Workers' Compensation rates		116,097		
<b>Non-Personnel Expenditure Adjustments</b>					
Legal	Expecting lower level of expenditures due to decreased contractual work.		(124,857)		
Training	Efficiency budget reductions		(12,230)		
Travel	Efficiency budget reductions		(18,033)		
Audit	Increase due to annual escalation per 5 year contract		19,703		
Professional Services	Majority of increase due to new ERP system implementation and PNA (property needs assessment) study necessary to assess property reserves		640,592		
Office Rent	Change in budgetary policy		(2,495,721)		
Sundry	Mostly due to increased costs for software support and licenses for new ERP system		540,943		
Insurance	Savings due to combination of EPL and D&O as well decreases in property insurance based on actual expense trends		(94,936)		
Management Fees	Change in budgetary policy		(1,119,149)		
Office Equipment	Combination of decreased office equipment acquisition and inclusion of capitalizable office equipment (>\$5K) in capital budget		(273,595)		
Resident Services Expenses	Decrease in funding to support these services		(173,696)		
Maintenance Expenses	Reduced budget based on actual expense trends		(14,687)		
Utilities	Reduced budget based on actual expense trends		(73,992)		
Property & LLC Fees & Taxes	Due to property assessment increases		17,557		
Collection Loss	Expect decrease in loan losses		(64,740)		
Mortgage Payments	FY 2012 included a one-time \$5M reduction in loan amount due to the refinancing of the Smart Corner building as well as the pay-off of a \$2.3M loan for the Maya apartments		(8,287,805)		
Protective Services	Represents increase as expected per existing contracts		1,145		
Rent to Owners	Due to increased carry over of available funds to fiscal year 2013		5,328,400		
Loans & Grants	Due to decreased carry over of available funds to fiscal year 2013		(2,251,641)		
Relocation	Decreased relocation due to lower rehabilitation activity		(114,653)		
Capital Expenses/Site Acquisition/Development	The increase in capital expenditures is mainly due to the \$10.3 budgeted to be invested in the rehabilitation of the state sites.		8,484,722		
Extraordinary Maintenance	Due to Belden, Maya and University Canyon rehabilitation		1,010,263		
Dwelling Equipment	Decreased need for new equipment		(193,174)		
Reserves	Used for program activities		(5,099,682)		
<b>TOTAL EXPENSE ADJUSTMENTS</b>			\$ (3,799,125)		



# Budget In City Format Significant Budget Adjustments (Continued)

Table C San Diego Housing Commission Significant Budget Adjustments			
Significant Budget Adjustments	Position/Explanation for Change	Revenue	Expenses
<b>Revenue Adjustments</b>			
AHEAD Program	Program completed	\$ (55)	
Assets for Independence	Additional program income	33,188	
Cal State Housing Trust Fund	Higher carry-over of funding to fiscal year 2013	183	
CalHome Program	Applied for new award	883,316	
CDBG	Due to increased carry over of available funds to fiscal year 2013	576,646	
Coastal Housing	Higher carry-over of funding to fiscal year 2013	37,254	
Condo Conversion	Higher carry-over of funding to fiscal year 2013	17,205	
County CDGB RTF	Higher award expected than in prior year	1,181	
Emergency Shelter Grant	Received higher award than prior year	504,812	
Family Health Centers of SD	Program closed	(7,097)	
HOME	Due to reduction of program funding	(2,537,494)	
Homeless Prevention & Rapid Rehousing	Program completed, no new funding available	(1,248,469)	
Housing Development Partners	Represents cost reimbursement for funds expended	512,473	
Housing Rehabilitation Trust Fund	Expect new funding	15,405	
Housing Trust Funds	Lower carry-over of funding to fiscal year 2013	(716,440)	
HUD Development	Interest on existing fund, no new funds available	14	
HUD Healthy Homes	Lower carry-over of funding to fiscal year 2013	(371,551)	
Inclusionary Housing Fund	Expecting increased program revenue from new projects	1,962,398	
Social Innovation Funds	Expect lower funding	(56,295)	
Lead Hazard Control Grants	Expect lower funding	(1,940,934)	
Local Funds	Lower carry-over of funding to fiscal year 2013	(3,313,053)	
Neighborhood Stabilization Program	Program completed, no new funding available	(794,986)	
North County Future Urbanizing Area	Higher carry-over of funding to fiscal year 2013	16,798	
Property Management	Higher carry-over of funding to fiscal year 2013	5,953,027	
Public Housing	Due to increase in capital program funding	1,408,795	
Redevelopment Agency Funds	Additional funding not available	(1,900,595)	
Rental Rehabilitation	Higher program income due to higher expected loan payoffs	16,671	
Section 8 Programs	Lower carry-over of funding to fiscal year 2013	(1,689,149)	
Shea Homes	Interest income	35	
Shelter Plus Care	Decreased program income	(1,123,301)	
State REO	Higher carry-over of funding to fiscal year 2013	17,056	
United Way Financial Education	Lower carry-over of funding to fiscal year 2013	(55,393)	
WED Youth Individual Development Accounts	Lower carry-over of funding to fiscal year 2013	(770)	
<b>TOTAL REVENUE ADJUSTMENTS</b>		<b>\$ (3,799,125)</b>	



# Budget In City Format

## Reimbursements to Departments/Entities

Table D San Diego Housing Commission Reimbursements to Departments/Entities						
Departments/Entities	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Proposed Budget	FY 2012-2013 Change
Department Name						\$ -
Housing Innovations Team - Water Man Check In Center	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ (45,000)
						-
						-
						-
						-
						-
						-
						-
						-
						-
<b>TOTAL</b>	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	\$ (45,000)





# Budget In City Format – Revenues

Table E San Diego Housing Commission Revenues						
Revenue Source	FY 2011 Budget	FY 2011 Actual	FY 2012 Budget	FY 2012 Projected	FY 2013 Proposed Budget	FY 2012-2013 Change
AHEAD Program	\$ 20,000	\$ 20,130	\$ 55	\$ 55	\$ -	\$ (55)
Assets for Independence	333,035	346,555	359,861	359,861	393,049	33,188
Cal State Housing Trust Fund	110,366	110,366	110,366	110,366	110,549	183
CalHome Program	1,530,428	405,766	769,588	769,588	1,652,904	883,316
CDBG	4,242,698	981,600	2,877,428	2,877,428	3,454,074	576,646
Coastal Housing	205,366	204,391	319,796	319,796	357,050	37,254
Condo Conversion	112,269	168,611	76,886	76,886	94,091	17,205
County CDGB RTF	52,000	52,000	52,000	52,000	53,181	1,181
Emergency Shelter Grant	662,000	-	661,372	661,372	1,166,184	504,812
Family Health Centers of SD	13,675	19,693	7,097	7,097	-	(7,097)
HOME	14,737,655	5,225,420	21,943,367	21,943,367	19,405,873	(2,537,494)
Homeless Prevention & Rapid Rehousing	4,734,430	3,328,169	1,248,469	1,248,469	-	(1,248,469)
Housing Development Partners	-	-	-	-	512,473	512,473
Housing Rehabilitation Trust Fund	207,506	198,943	170,779	170,779	186,184	15,405
Housing Trust Funds	2,185,679	2,802,413	2,810,993	2,810,993	2,094,553	(716,440)
HUD Development	20,799	20,942	21,249	21,249	21,263	14
HUD Healthy Homes	10,400	10,400	989,600	989,600	618,049	(371,551)
Inclusionary Housing Fund	5,987,392	7,460,245	13,410,270	13,410,270	15,372,668	1,962,398
Social Innovation Funds	-	-	135,000	135,000	78,705	(56,295)
Lead Hazard Control Grants	1,345,239	727,514	4,137,120	4,137,120	2,196,186	(1,940,934)
Loan Proceeds	-	-	9,371,668	9,371,668	9,371,668	-
Local Funds	21,107,317	22,337,216	20,652,337	20,652,337	17,339,284	(3,313,053)
Neighborhood Stabilization Program	1,521,175	2,221,967	1,084,087	1,084,087	289,101	(794,986)
North County Future Urbanizing Area	155,432	170,401	169,581	169,581	186,379	16,798
Property Management	47,985,377	49,245,523	49,408,201	49,408,201	55,361,228	5,953,027
Public Housing	17,022,416	14,394,237	19,428,218	19,428,218	20,837,013	1,408,795
Redevelopment Agency Funds	2,971,834	2,667,226	4,293,575	4,293,575	2,392,980	(1,900,595)
Rental Rehabilitation	6,698	15,525	15,525	15,525	32,196	16,671
San Diego Foundation	5,463	11,713	11,666	11,666	11,666	-
Section 8 Programs	184,876,623	185,488,095	193,327,780	193,327,780	191,638,631	(1,689,149)
Shea Homes	378,320	380,934	5,239	5,239	5,274	35
Shelter Plus Care	2,885,340	1,187,367	4,718,542	4,718,542	3,595,241	(1,123,301)
State REO	26,617	26,571	26,570	26,570	43,626	17,056
United Way Financial Education	78,417	78,806	196,043	196,043	140,650	(55,393)
WED Youth Individual Development Accounts	66,279	110,164	55,182	55,182	54,412	(770)
<b>TOTAL</b>	<b>\$ 315,598,245</b>	<b>\$ 300,418,903</b>	<b>\$ 352,865,510</b>	<b>\$ 352,865,510</b>	<b>\$ 349,066,385</b>	<b>\$ (3,799,125)</b>





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# Fiscal Year 2013 Budget Presentation – Appendix A

## Section 10 – Detailed Funding by Activity

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# Annual Budget By Activity

<b>ACTIVITY GROUP: RENTAL ASSISTANCE</b>			
<b>ACTIVITY: HOUSING CHOICE VOUCHERS</b>			
<b>SUBACTIVITY: Housing Choice Vouchers</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, SDHC properties or privately-owned rental units.		
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. Implement a rent calculation reform initiative, including administrative streamlining and a biennial re-examination schedule. The endeavor will provide work-able households currently not employed or underemployed with incentives to locate employment and increase income. Incentives will include job skills training, placement, a tiered rent schedule and minimum rents. Streamlining for the elderly/disabled households will also be implemented.</li> <li>2. Maximize utilization of housing assistance by maintaining a lease up rate of 98% to 100% of available vouchers.</li> <li>3. Utilize Moving to Work (MTW) authority to implement initiatives to make housing programs for veterans more accessible to eligible participants, both current and those chronically homeless.</li> <li>4. Expand Sponsored-Based and Project-Based voucher programs targeting the chronically and transitory homeless by establishing non-traditional transitional housing programs.</li> <li>5. Transition to a new housing management software system that will allow staff to work more efficiently, effectively and accurately. The system will also allow SDHC to provide participating landlords and residents access to pertinent information related to their unit or file via a secure landlord and resident portal.</li> <li>6. Implement an automated inspections report system that will allow inspectors to file reports electronically and thus provide final inspection results and rent reasonableness determination to participant owners and residents in real time.</li> </ol>		
<b>Resource Allocation:</b>		FY 2013	FY 2012
		Budget	Budget
	Budget	\$ 176,700,791	\$ 170,191,202
	Positions	91.85	95.85



# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**RENTAL ASSISTANCE**

**HOUSING CHOICE VOUCHERS**

**Housing Choice Vouchers**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 6,650,839	\$ 6,777,795	\$ (126,956)	-2%
Services & Supplies	1,517,957	1,701,884	(183,927)	-11%
Housing Programs	168,531,995	161,711,523	6,820,472	4%
<b>TOTAL EXPENDITURES</b>	<b>\$176,700,791</b>	<b>\$170,191,202</b>	<b>\$ 6,509,589</b>	<b>4%</b>
<b>REVENUES</b>				
Federal - Restricted	\$ 176,700,791	\$ 170,191,202	\$ 6,509,589	4%
<b>TOTAL REVENUES</b>	<b>\$176,700,791</b>	<b>\$170,191,202</b>	<b>\$ 6,509,589</b>	<b>4%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: RENTAL ASSISTANCE</b>			
<b>ACTIVITY: WORKFORCE &amp; ECONOMIC DEVELOPMENT</b>			
<b>SUBACTIVITY: Workforce &amp; Economic Development</b>			
<b>Purpose and Description of the Activity:</b>	To promote self-sufficiency and economic stability in housing-assisted families through career development, access to education and training, and financial skill building.		
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. Outreach to 1,000 work-able households who will be impacted by increased rent obligation caused by the implementation of "Path to Success". Provide access to services at the Achievement Academy for these individuals to include: assistance with determining eligibility and applying for income supports; work readiness training; job development; financial skills education and counseling; and work supports and supportive services.</li> <li>2. Reinvent the Family Self-Sufficiency Program and implementation of new program starting July 2013. The new program will include the reduction in the initial contract term, new program requirements, new escrow calculation method and a transition plan for current participants.</li> <li>3. Secure \$100,000 in new funding, to complement HUD funds, from other government agencies, financial institutions, and private and corporate foundations.</li> <li>4. Provide 60 youth employment opportunities, academic support and asset building in partnership with Juma Ventures.</li> </ol>		
<b>Resource Allocation:</b>		FY 2013 Budget	FY 2012 Budget
	Budget	\$ 2,321,680	\$ 2,917,279
	Positions	13.15	17.65



# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**RENTAL ASSISTANCE**

**WORKFORCE & ECONOMIC DEVELOPMENT**

**Workforce & Economic Development**

	FY 2013	FY 2012		
	<u>Budget</u>	<u>Budget</u>	<u>Inc./.(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 1,071,128	\$ 1,401,061	\$ (329,933)	-24%
Services & Supplies	534,427	549,448	(15,021)	-3%
Housing Programs	716,125	966,770	(250,645)	-26%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,321,680</b>	<b>\$ 2,917,279</b>	<b>\$ (595,599)</b>	<b>-20%</b>

**REVENUES**

Federal - Restricted	\$ 1,591,479	\$ 2,307,422	\$ (715,943)	-31%
San Diego Local - Restricted	500,482	489,057	11,425	2%
San Diego Local - Unrestricted	229,719	120,800	108,919	90%
<b>TOTAL REVENUES</b>	<b>\$ 2,321,680</b>	<b>\$ 2,917,279</b>	<b>\$ (595,599)</b>	<b>-20%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:</b> RENTAL ASSISTANCE																					
<b>ACTIVITY:</b> COMPLIANCE																					
<b>SUBACTIVITY:</b> Compliance																					
<b>Purpose and Description of the Activity:</b>	Monitor projects and homeowners for compliance with occupancy and affordability restrictions.																				
<b>Goals &amp; Metrics:</b>	<div><div>1.</div><div>Review monitoring fee schedule/cost structure and determine an appropriate structure based on current market data.</div></div> <div><div>2.</div><div>Explore possibility of offering compliance monitoring services to other Housing Authorities and third parties.</div></div> <div><div>3.</div><div>Provide compliance monitoring for 275 projects and 16,900 units with occupancy and affordability restrictions. Includes multiple inspections for same client (e.g. unit/property is checked quarterly or 4 times a year).</div></div> <div><div>4.</div><div>Develop &amp; post HUD Income Limit Chart, Utility Allowance Schedule and Income &amp; Rent Calculation Chart.</div></div>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>541,641</td><td>\$</td><td>513,511</td></tr><tr><td>Positions</td><td></td><td>5.00</td><td></td><td>5.00</td></tr></table>			FY 2013		FY 2012			Budget		Budget	Budget	\$	541,641	\$	513,511	Positions		5.00		5.00
		FY 2013		FY 2012																	
		Budget		Budget																	
Budget	\$	541,641	\$	513,511																	
Positions		5.00		5.00																	



# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**RENTAL ASSISTANCE**

**COMPLIANCE**

**Compliance**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 408,981	\$ 400,557	\$ 8,424	2%
Services & Supplies	132,660	112,954	19,706	17%
<b>TOTAL EXPENDITURES</b>	<b>541,641</b>	<b>513,511</b>	<b>\$ 28,130</b>	<b>5%</b>

**REVENUES**

Federal - Partially Restricted	\$ -	\$ 173,816	\$ (173,816)	-100%
San Diego Local - Unrestricted	541,641	339,695	201,946	59%
<b>TOTAL REVENUES</b>	<b>\$ 541,641</b>	<b>\$ 513,511</b>	<b>\$ 28,130</b>	<b>5%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: REAL ESTATE</b>															
<b>ACTIVITY: PROPERTY OPERATIONS</b>															
<b>SUBACTIVITY: Property Management &amp; Maintenance</b>															
<b>Purpose and Description of the Activity:</b>		Full utilization of existing housing resources through the achievement and maintenance of industry standard 95% occupancy and 95% rent collection.													
<b>Goals &amp; Metrics:</b>		<div><div>1. Implement systematic monitoring of Housing Commission property management performance. Revenue metric: percentage of gross potential income (GPI) being achieved. Measured quarterly against the property’s budgeted GPI with 95% being the minimum goal.</div><div>2. Collaborative work with maintenance to ensure short turnaround time on vacant units.  Average days required to prepare units for occupancy, measured from date each unit is vacated until date that same unit is available for occupancy, with all turned units during a fiscal quarter averaged, with an average of 6 working days per turn being the goal.</div><div>3. Minimize collection losses.  Total collection losses in each fiscal quarter, measured against total Property Management budgeted collection losses per fiscal quarter, with no collection losses over 2% of total budget goals.</div><div>4. Ensure staff is fully trained and kept current on housing law, property management best practices, and market conditions.  Scheduled and presented training sessions in each subject area, with documented attendance by property managers and supervisors each fiscal year.</div><div>5. Expand utilization of reports and analyses available under Yardi.  Providing accurate reports and analyses in response to each Housing Commission request, with no unfilled requests.</div></div>													
<b>Resource Allocation:</b>		<table><tr><td></td><td>FY 2013</td><td>FY 2012</td></tr><tr><td></td><td>Budget</td><td>Budget</td></tr><tr><td>Budget</td><td>\$ 17,511,250</td><td>\$ 21,513,168</td></tr><tr><td>Positions</td><td>39.39</td><td>38.45</td></tr></table>			FY 2013	FY 2012		Budget	Budget	Budget	\$ 17,511,250	\$ 21,513,168	Positions	39.39	38.45
	FY 2013	FY 2012													
	Budget	Budget													
Budget	\$ 17,511,250	\$ 21,513,168													
Positions	39.39	38.45													
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.															





# Activity Based Budget Detail

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

**REAL ESTATE**  
**PROPERTY OPERATIONS**  
**Property Management & Maintenance**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 2,735,326	\$ 2,583,201	\$ 152,125	6%
Services & Supplies	2,128,363	3,367,531	(1,239,168)	-37%
Housing Programs	12,647,561	15,562,436	(2,914,875)	-19%
<b>TOTAL EXPENDITURES</b>	<b>\$ 17,511,250</b>	<b>\$ 21,513,168</b>	<b>\$ (4,001,918)</b>	<b>-19%</b>

<b>REVENUES</b>				
Federal - Restricted	\$ 356,403	\$ 2,643,913	\$ (2,287,510)	-87%
San Diego Local - Restricted	16,641,459	18,286,377	(1,644,918)	-9%
San Diego Local - Unrestricted	0	51,007	(51,007)	-100%
State Restricted	513,388	531,871	(18,483)	-3%
<b>TOTAL REVENUES</b>	<b>\$ 17,511,250</b>	<b>\$ 21,513,168</b>	<b>\$ (4,001,918)</b>	<b>-19%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:        REAL ESTATE</b>			
<b>ACTIVITY:                PROPERTY OPERATIONS</b>			
<b>SUBACTIVITY:           Construction Services</b>			
<b>Purpose and Description of the Activity:</b>	Efficiently complete capital improvement projects at Housing Commission-owned and managed developments.		
<b>Goals &amp; Metrics:</b>	<div>1.     The Division goal is to successfully complete capital improvement projects as planned.</div> <div>2.     Success in this area will be measured by:<div>a.     Completing these projects on time or ahead of schedule, and</div><div>b.     By meeting budget requirements for each project.</div></div>		
<b>Resource Allocation:</b>		<div>FY 2013</div> <div>Budget</div> <div>Budget</div> <div>Positions</div>	<div>FY 2012</div> <div>Budget</div> <div>\$        8,784,404</div> <div>\$                    5.84</div> <div>6.00</div>
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.			



# Activity Based Budget Detail

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

**REAL ESTATE**  
**PROPERTY OPERATIONS**  
**Construction Services**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 554,910	\$ 565,549	\$ (10,639)	-2%
Services & Supplies	1,165,977	237,817	928,160	390%
Housing Programs	1,180,888	69,375	1,111,513	1602%
Capital	15,240,050	7,911,663	7,328,387	93%
<b>TOTAL EXPENDITURES</b>	<b>\$ 18,141,825</b>	<b>\$ 8,784,404</b>	<b>\$ 9,357,421</b>	<b>107%</b>
<b>REVENUES</b>				
Federal - Restricted	\$ 9,234,223	\$ 3,574,415	\$ 5,659,808	158%
San Diego Local - Restricted	5,139,727	5,142,911	(3,184)	0%
San Diego Local - Unrestricted	3,759,125	9,125	3,750,000	41096%
State Restricted	8,750	57,953	(49,203)	-85%
<b>TOTAL REVENUES</b>	<b>\$ 18,141,825</b>	<b>\$ 8,784,404</b>	<b>\$ 9,357,421</b>	<b>107%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: REAL ESTATE</b>																			
<b>ACTIVITY: PROPERTY OPERATIONS</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>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. The Division goal is to maintain and operate the Housing Commission headquarters building consistent with Class-A commercial office space standards.</li> <li>2. Success in this area will be measured by: <ol style="list-style-type: none"> <li>a. The control of per-square-foot costs associated with regular, routine service and maintenance expenses, and</li> <li>b. The cost effective management of unbudgeted extraordinary maintenance.</li> </ol> </li> </ol>																		
<b>Resource Allocation:</b>	<table> <tr> <td></td><td></td><td>FY 2013</td><td>FY 2012</td></tr> <tr> <td></td><td></td><td>Budget</td><td>Budget</td></tr> <tr> <td>Budget</td><td>\$</td><td>852,384</td><td>\$ 8,820,502</td></tr> <tr> <td>Positions</td><td></td><td>1.57</td><td>1.75</td></tr> </table>					FY 2013	FY 2012			Budget	Budget	Budget	\$	852,384	\$ 8,820,502	Positions		1.57	1.75
		FY 2013	FY 2012																
		Budget	Budget																
Budget	\$	852,384	\$ 8,820,502																
Positions		1.57	1.75																



# Activity Based Budget Detail

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

**REAL ESTATE**  
**PROPERTY OPERATIONS**  
**Facilities Management**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 153,286	\$ 171,077	\$ (17,791)	-10%
Services & Supplies	563,939	520,581	43,358	8%
Interfund Transfer (Office Rent Alloc.)	(2,450,275)	0		0%
Housing Programs	2,585,434	8,128,844	(5,543,410)	-68%
<b>TOTAL EXPENDITURES</b>	<b>\$ 852,384</b>	<b>\$ 8,820,502</b>	<b>\$ (7,968,118)</b>	<b>-90%</b>

<b>REVENUES</b>				
Federal - Restricted	\$ -	\$ 5,000,000	\$ (5,000,000)	-100%
San Diego Local - Unrestricted	852,384	3,820,502	(2,968,118)	-78%
<b>TOTAL REVENUES</b>	<b>\$ 852,384</b>	<b>\$ 8,820,502</b>	<b>\$ (7,968,118)</b>	<b>-90%</b>



# Annual Budget By Activity

<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. Evaluate potential leveraging of new acquisitions and develop a Finance Plan for a second phase of acquisitions.		
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. Complete the acquisition and/or development of 131 units of affordable housing consistent with the Finance Plan.</li> <li>2. Leverage existing assets to create additional financial resources and initiate actions to acquire and/or develop additional affordable rental housing.</li> <li>3. Complete the development/conversion of 113 State-funded units to public housing units including rehabilitation of the sites.</li> <li>4. Provide continued real estate project management support to two projects under construction.</li> </ol>		
<b>Resource Allocation:</b>		FY 2013 Budget \$ 27,298,617 2.13	FY 2012 Budget \$ 27,984,770 5.25



# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**REAL ESTATE**

**RENTAL HOUSING DEVELOPMENT**

**Rental Housing Development**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 206,572	\$ 531,064	\$ (324,492)	-61%
Services & Supplies	979,654	934,516	45,138	5%
Housing Programs	0	2,113,310	(2,113,310)	-100%
Capital	26,112,391	24,405,880	1,706,511	7%
<b>TOTAL EXPENDITURES</b>	<b>\$ 27,298,617</b>	<b>\$ 27,984,770</b>	<b>\$ (686,153)</b>	<b>-2%</b>

**REVENUES**

Federal - Restricted	\$ 12,317,124	\$ 14,574,585	\$ (2,257,461)	-15%
Federal - Partially Restricted	1,225,059	0	\$ 1,225,059	0%
San Diego Local - Restricted	13,756,434	12,310,185	1,446,249	12%
San Diego Local - Unrestricted	0	1,100,000	(1,100,000)	-100%
<b>TOTAL REVENUES</b>	<b>\$ 27,298,617</b>	<b>\$ 27,984,770</b>	<b>\$ (686,153)</b>	<b>-2%</b>



# Annual Budget By Activity

<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 affordable housing developers in the development and preservation of affordable rental housing units using a variety of financial sources. Provide real estate manager support for units in development. Implement programs that promote development of affordable rental housing, including Inclusionary Housing, Density Bonus, and North City Future Urbanizing Area land use restrictions. Administer the Housing Commission's \$620 million Bond Portfolio.														
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. Initiate creation or preservation of 335 rental units through financing or affordable housing program restrictions, affordable at/below 65% Area Median Income.</li> <li>2. Administer multifamily bond program and provide compliance reports to CDLAC. Current portfolio is comprised of 46 projects with 5,941 affordable units.</li> <li>3. Provide real estate manager support for 550 units in development.</li> </ol>														
<b>Resource Allocation:</b>	<table> <thead> <tr> <th></th><th>FY 2013 Budget</th><th></th><th>FY 2012 Budget</th></tr> </thead> <tbody> <tr> <td>Budget</td><td>\$ 25,052,903</td><td>\$</td><td>25,941,270</td></tr> <tr> <td>Positions</td><td>3.23</td><td></td><td>3.25</td></tr> </tbody> </table>				FY 2013 Budget		FY 2012 Budget	Budget	\$ 25,052,903	\$	25,941,270	Positions	3.23		3.25
	FY 2013 Budget		FY 2012 Budget												
Budget	\$ 25,052,903	\$	25,941,270												
Positions	3.23		3.25												





# Activity Based Budget Detail

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

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

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 326,351	\$ 326,347	\$ 4	0%
Services & Supplies	597,982	527,035	70,947	13%
Housing Programs	24,128,570	25,087,888	(959,318)	-4%
<b>TOTAL EXPENDITURES</b>	<b>\$ 25,052,903</b>	<b>\$ 25,941,270</b>	<b>\$ (888,367)</b>	<b>-3%</b>

<b>REVENUES</b>				
Federal - Restricted	\$ -	\$ 343,007	\$ (343,007)	-100%
Federal - Partially Restricted	10,014,971	12,068,274	\$ (2,053,303)	-17%
San Diego Local - Restricted	14,947,850	13,321,192	1,626,658	12%
San Diego Local - Unrestricted	90,082	208,797	(118,715)	-57%
<b>TOTAL REVENUES</b>	<b>\$ 25,052,903</b>	<b>\$ 25,941,270</b>	<b>\$ (888,367)</b>	<b>-3%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:        REAL ESTATE</b>																								
<b>ACTIVITY:                HOMEOWNERSHIP</b>																								
<b>SUBACTIVITY:            Homeownership</b>																								
<b>Purpose and Description of the Activity:</b>		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.																						
<b>Goals &amp; Metrics:</b>		For 80 homebuyers: Provide first-time homebuyer financial assistance to eligible families. 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.																						
<b>Resource Allocation:</b>		<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>6,128,729</td><td>\$</td><td>4,406,374</td></tr><tr><td>Positions</td><td></td><td>3.20</td><td></td><td>3.15</td></tr></table>					FY 2013		FY 2012			Budget		Budget	Budget	\$	6,128,729	\$	4,406,374	Positions		3.20		3.15
		FY 2013		FY 2012																				
		Budget		Budget																				
Budget	\$	6,128,729	\$	4,406,374																				
Positions		3.20		3.15																				



# Activity Based Budget Detail

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

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

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 263,344	\$ 266,162	\$ (2,818)	-1%
Services & Supplies	65,991	79,227	(13,236)	-17%
Housing Programs	5,799,394	4,060,985	1,738,409	43%
<b>TOTAL EXPENDITURES</b>	<b>\$ 6,128,729</b>	<b>\$ 4,406,374</b>	<b>\$ 1,722,355</b>	<b>39%</b>
<b>REVENUES</b>				
Federal - Restricted	\$ -	\$ 171,417	\$ (171,417)	-100%
Federal - Partially Restricted	3,292,409	2,863,074	429,335	15%
San Diego Local - Restricted	1,094,279	531,508	562,771	106%
San Diego Local - Unrestricted	218,374	112,372	106,002	94%
State Restricted	1,523,667	728,003	795,664	109%
<b>TOTAL REVENUES</b>	<b>\$ 6,128,729</b>	<b>\$ 4,406,374</b>	<b>\$ 1,722,355</b>	<b>39%</b>



# Annual Budget By Activity

ACTIVITY GROUP: REAL ESTATE																					
ACTIVITY: REHABILITATION																					
SUBACTIVITY: Rehabilitation																					
Purpose and Description of the Activity:	Provide financial and technical assistance to low-income owner-occupants and renters to rehabilitate their privately-owned housing and to nonprofit entities that assist such owners.																				
Goals & Metrics:	Provide financial assistance in the rehabilitation of 275 owner-occupied and rental housing units 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 22 very low-income mobile home owners</li><li>Lead based paint reduction grants for 25 single family owner-occupied homes and 75 rental housing units</li><li>Healthy Homes grants for 18 single family owner-occupied homes and 42 rental housing units.</li></ul>																				
Resource Allocation:	<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>8,430,118</td><td>\$</td><td>11,718,438</td></tr><tr><td>Positions</td><td></td><td>11.43</td><td></td><td>11.80</td></tr></table>			FY 2013		FY 2012			Budget		Budget	Budget	\$	8,430,118	\$	11,718,438	Positions		11.43		11.80
		FY 2013		FY 2012																	
		Budget		Budget																	
Budget	\$	8,430,118	\$	11,718,438																	
Positions		11.43		11.80																	



# Activity Based Budget Detail

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

**REAL ESTATE  
REHABILITATION  
Rehabilitation**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 1,089,454	\$ 1,101,117	\$ (11,663)	-1%
Services & Supplies	940,230	1,544,340	(604,110)	-39%
Housing Programs	6,400,434	9,072,981	(2,672,547)	-29%
<b>TOTAL EXPENDITURES</b>	<b>\$ 8,430,118</b>	<b>\$ 11,718,438</b>	<b>\$ (3,288,320)</b>	<b>-28%</b>

<b>REVENUES</b>				
Federal - Restricted	\$ 2,751,976	\$ 3,875,072	\$ (1,123,096)	-29%
Federal - Partially Restricted	2,083,389	3,490,114	(1,406,725)	-40%
San Diego Local - Restricted	3,594,753	3,952,621	(357,868)	-9%
San Diego Local - Unrestricted	0	400,631	(400,631)	-100%
<b>TOTAL REVENUES</b>	<b>\$ 8,430,118</b>	<b>\$ 11,718,438</b>	<b>\$ (3,288,320)</b>	<b>-28%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:     REAL ESTATE</b>																								
<b>ACTIVITY:             LEASE MANAGEMENT</b>																								
<b>SUBACTIVITY:        Lease Management</b>																								
<b>Purpose and Description of the Activity:</b>		The Housing Commission’s portfolio of real estate assets includes tangible assets, such as Housing Commission-owned affordable apartments, the Smart Corner office/retail building, and various unimproved parcels of land, as well as intangible assets, such as loans to owners of affordable housing and leases of office and retail space in Housing Commission-owned buildings and ground leases of Housing Commission-owned land parcels improved by other entities.  The Lease Management function is intended to monitor and manage the intangible asset classes of office/retail space leasing and ground leasing.																						
<b>Goals &amp; Metrics:</b>		Measure operating performance of each intangible real asset identified. FY13 year end.																						
<b>Resource Allocation:</b>		<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>147,291</td><td>\$</td><td>254,383</td></tr><tr><td>Positions</td><td></td><td>1.11</td><td></td><td>2.00</td></tr></table>					FY 2013		FY 2012			Budget		Budget	Budget	\$	147,291	\$	254,383	Positions		1.11		2.00
		FY 2013		FY 2012																				
		Budget		Budget																				
Budget	\$	147,291	\$	254,383																				
Positions		1.11		2.00																				



# Activity Based Budget Detail

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

**REAL ESTATE**  
**LEASE MANAGEMENT**  
**Lease Management**

		FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>					
Salaries & Benefits	\$	113,066	\$ 228,561	\$ (115,495)	-51%
Services & Supplies		34,225	25,822	8,403	33%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>147,291</b>	<b>\$ 254,383</b>	<b>\$ (107,092)</b>	<b>-42%</b>
<b>REVENUES</b>					
San Diego Local - Restricted	\$	-	\$ 254,383	\$ (254,383)	-100%
San Diego Local - Unrestricted		147,291	-	147,291	0%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>147,291</b>	<b>\$ 254,383</b>	<b>\$ (107,092)</b>	<b>-42%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:        REAL ESTATE</b>																					
<b>ACTIVITY:                LOAN MANAGEMENT</b>																					
<b>SUBACTIVITY:            Loan Management</b>																					
<b>Purpose and Description of the Activity:</b>	Service and administration of the Housing Commission’s \$271 million loan portfolio.																				
<b>Goals &amp; Metrics:</b>	<div>1.     Provide servicing for the loans in the Housing Commission’s portfolio to ensure they are in compliance with the terms and conditions, including residual receipts collections and accruals.</div> <div>2.     Provide compliance monitoring for 300 affordable for-sale housing units, 58 NSP properties and 132 multifamily loans.</div>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>2,019,886</td><td>\$</td><td>2,028,567</td></tr><tr><td>Positions</td><td></td><td>6.00</td><td></td><td>5.10</td></tr></table>			FY 2013		FY 2012			Budget		Budget	Budget	\$	2,019,886	\$	2,028,567	Positions		6.00		5.10
		FY 2013		FY 2012																	
		Budget		Budget																	
Budget	\$	2,019,886	\$	2,028,567																	
Positions		6.00		5.10																	





# Activity Based Budget Detail

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

**REAL ESTATE**  
**LOAN MANAGEMENT**  
**Loan Management**

		FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>					
Salaries & Benefits	\$	515,646	\$ 426,599	\$ 89,047	21%
Services & Supplies		158,026	212,575	(54,549)	-26%
Housing Programs		1,346,214	1,389,393	(43,179)	-3%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>2,019,886</b>	<b>\$ 2,028,567</b>	<b>\$ (8,681)</b>	<b>0%</b>
<b>REVENUES</b>					
Federal - Restricted	\$	909,198	\$ 959,808	\$ (50,610)	-5%
San Diego Local - Unrestricted		1,110,688	1,068,759	41,929	4%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>2,019,886</b>	<b>\$ 2,028,567</b>	<b>\$ (8,681)</b>	<b>0%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:      REAL ESTATE</b>																								
<b>ACTIVITY:                      HOUSING DEVELOPMENT PARTNERS</b>																								
<b>SUBACTIVITY:                  Housing Development Partners</b>																								
<b>Purpose and Description of the Activity:</b>		Develop and preserve affordable housing within the city of San Diego.																						
<b>Goals &amp; Metrics:</b>		1.      Complete the renovation of the Mason Hotel. 2.      Close on the re-syndication of Knox Glen and begin renovation work. 3.      Add 100 units to the development pipeline.																						
<b>Resource Allocation:</b>		<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>429,395</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>3.10</td><td></td><td>0</td></tr></table>					FY 2013		FY 2012			Budget		Budget	Budget	\$	429,395	\$	0	Positions		3.10		0
		FY 2013		FY 2012																				
		Budget		Budget																				
Budget	\$	429,395	\$	0																				
Positions		3.10		0																				



# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**REAL ESTATE**

**HOUSING DEVELOPMENT PARTNERS**

**Housing Development Partners**

	FY 2013		FY 2012			
	<u>Budget</u>		<u>Budget</u>		<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>						
Salaries & Benefits	\$	423,310	\$	-	\$ 423,310	0%
Services & Supplies		6,085		-	6,085	0%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>429,395</b>	<b>\$</b>	<b>-</b>	<b>\$ 429,395</b>	<b>0%</b>
<b>REVENUES</b>						
San Diego Local - Restricted	\$	429,395	\$	-	\$ 429,395	0%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>429,395</b>	<b>\$</b>	<b>-</b>	<b>\$ 429,395</b>	<b>0%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: HOUSING INNOVATIONS</b>			
<b>ACTIVITY: HOUSING INNOVATIONS</b>			
<b>SUBACTIVITY: Housing Innovations</b>			
<b>Purpose and Description of the Activity:</b>	Support the provision of emergency, interim, transitional and permanent supportive housing and services for individuals and families in the City of San Diego who are homeless or at risk of homelessness.		
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. Support permanent supportive housing to 250 formally homeless individuals and families through the Shelter Plus Care program. 316 individuals will be served through the program.</li> <li>2. Support 150 beds of interim housing to homeless families at the Cortez family Shelter. 600 individuals will be served through this program.</li> <li>3. Support 284 beds of either emergency or interim shelter as part of the Veteran's Winter shelter and Connections Housing program.</li> <li>4. Support day center services to the homeless through the Neil Good Day Center program. 1,474 individuals will be served through this program.</li> <li>5. Support 562 beds of transitional housing with Housing Trust Funds. 1,785 individuals will be served through this program.</li> <li>6. Act as lead organizer for Project Homeless Connect providing one day access to a comprehensive array of services to the homeless. 800 people will be served through this program.</li> <li>7. Implement a pilot sponsor based voucher program and continue with current vouchers utilizing TBRA funds. 89 units of housing will be provided and the same number of individuals will be served through this program.</li> <li>8. Subsequent to the pilot program a new Housing Choice Voucher sponsor based voucher will be initiated providing 200 units of permanent supportive housing. 275 individuals will be served with this program.</li> </ol>		
<b>Resource Allocation:</b>		FY 2013 Budget	FY 2012 Budget
Budget	\$	11,591,812	\$ 13,246,197
Positions		9.00	9.00



# Activity Based Budget Detail

**ACTIVITY GROUP:**

**HOUSING INNOVATIONS**

**ACTIVITY:**

**HOUSING INNOVATIONS**

**SUBACTIVITY:**

**Housing Innovations**

	FY 2013	FY 2012		
	<u>Budget</u>	<u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 821,500	\$ 781,741	\$ 39,759	5%
Services & Supplies	371,602	429,230	(57,628)	-13%
Housing Programs	10,398,710	12,035,226	(1,636,516)	-14%
<b>TOTAL EXPENDITURES</b>	<b>\$ 11,591,812</b>	<b>\$ 13,246,197</b>	<b>\$ (1,654,385)</b>	<b>-12%</b>

**REVENUES**

Federal - Restricted	\$ 5,960,944	\$ 7,174,278	\$ (1,213,334)	-17%
Federal - Partially Restricted	2,534,020	2,193,507	340,513	16%
San Diego Local - Restricted	2,190,407	2,678,167	(487,760)	-18%
San Diego Local - Unrestricted	795,892	1,089,879	(293,987)	-27%
State Restricted	110,549	110,366	183	0%
<b>TOTAL REVENUES</b>	<b>\$ 11,591,812</b>	<b>\$ 13,246,197</b>	<b>\$ (1,654,385)</b>	<b>-12%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>															
<b>ACTIVITY: OPERATIONS</b>															
<b>SUBACTIVITY: Board &amp; Executive Functions</b>															
<b>Purpose and Description of the Activity:</b>	The President & Chief Executive Officer carries out the mission and goals for the Housing Commission. With the assistance of the Executive Vice President & Chief of Staff, the President provides direct support to the Board of Commissioners and oversees activities of the organization, which includes periodic evaluation of program and organizational effectiveness and efficiency.														
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>Enhance Housing Commission's leadership role by continuing to create progressive programs and partnerships to address affordable housing issues in the city of San Diego.</li> <li>Effectively communicate Housing Commission programs and accomplishments, both locally and nationally, to bring greater public awareness and to successfully compete for program funding.</li> </ol>														
<b>Resource Allocation:</b>	<table> <tr> <td></td><td></td><td>FY 2013 Budget</td><td>FY 2012 Budget</td></tr> <tr> <td>Budget</td><td>\$</td><td>1,306,596</td><td>\$ 2,337,738</td></tr> <tr> <td>Positions</td><td></td><td>3.50</td><td>9.30</td></tr> </table>					FY 2013 Budget	FY 2012 Budget	Budget	\$	1,306,596	\$ 2,337,738	Positions		3.50	9.30
		FY 2013 Budget	FY 2012 Budget												
Budget	\$	1,306,596	\$ 2,337,738												
Positions		3.50	9.30												



# Activity Based Budget Detail

## ACTIVITY GROUP:

## ACTIVITY:

## SUBACTIVITY:

## OPERATIONS

## OPERATIONS

## Board & Executive Functions

		FY 2013	FY 2012		
		<u>Budget</u>	<u>Budget</u>	<u>Inc./Dec</u>	<u>% Change</u>
<b>EXPENDITURES</b>					
Salaries & Benefits	\$	700,136	\$ 1,243,533	\$ (543,397)	-44%
Services & Supplies		606,460	844,205	(237,745)	-28%
Housing Programs		0	250,000	(250,000)	-100%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>1,306,596</b>	<b>\$ 2,337,738</b>	<b>\$ (1,031,142)</b>	<b>-44%</b>

## REVENUES

Federal - Restricted	\$	766,636	\$ 935,950	\$ (169,314)	-18%
Federal - Partially Restricted		24,130	283,610	(259,480)	-91%
San Diego Local - Restricted		396,345	767,224	(370,879)	-48%
San Diego Local - Unrestricted		102,498	324,287	(221,789)	-68%
State Restricted		16,987	26,667	(9,680)	-36%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>1,306,596</b>	<b>\$ 2,337,738</b>	<b>\$ (1,031,142)</b>	<b>-44%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>			
<b>ACTIVITY: OPERATIONS</b>			
<b>SUBACTIVITY: PUBLIC POLICY &amp; LEGISLATIVE SERVICES</b>			
<b>Purpose and Description of the Activity:</b>	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 agency. Provide coordination, scheduling and docketing services for all items requiring action by committees, Board of Commissioners, Housing Authority and City Council, with public noticing, agenda and minutes in compliance with City requirements and the Ralph M. Brown Act.		
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. Coordinate with the City and other public agencies regarding policy, programs and legislation to further affordable housing goals throughout the jurisdiction.</li> <li>2. Provide policy guidance to the City on existing policies &amp; ordinances that address housing issues.</li> <li>3. Ensure that agency docketing of legislative actions and other business, public noticing and recording and publishing of minutes meets the requirements of the City and the Ralph M. Brown Act, and provides a smooth, efficient process for conducting business.</li> </ol>		
<b>Resource Allocation:</b>		FY 2013 Budget \$ 516,348 Positions 4.50	FY 2012 Budget \$ 0 0





# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**OPERATIONS**

**OPERATIONS**

**Public Policy & Legislative Services**

	FY 2013		FY 2012		Inc./ (Dec)	% Change
	<u>Budget</u>		<u>Budget</u>			
<b>EXPENDITURES</b>						
Salaries & Benefits	\$	435,129	\$	-	\$ 435,129	0%
Services & Supplies		81,219		-	81,219	0%
Housing Programs		-		-	-	0%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>516,348</b>	<b>\$</b>	<b>-</b>	<b>\$ 516,348</b>	<b>0%</b>

**REVENUES**

Federal - Restricted	\$	290,582	\$	-	\$ 290,582	0%
Federal - Partially Restricted		10,464		-	10,464	0%
San Diego Local - Restricted		163,492		-	163,492	0%
San Diego Local - Unrestricted		44,445		-	44,445	0%
State Restricted		7,365		-	7,365	0%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>516,348</b>	<b>\$</b>	<b>-</b>	<b>\$ 516,348</b>	<b>0%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>																					
<b>ACTIVITY: OPERATIONS</b>																					
<b>SUBACTIVITY: Community Relations &amp; Communications</b>																					
<b>Purpose and Description of the Activity:</b>	Community Relations & Communications Department (CRC) develops and implements community outreach strategies to educate our clients, members of the public, and decision makers about the agency’s affordable housing programs and services that serve low-income families, seniors, disabled individuals and our homeless population. CRC also serves as the Housing Commission’s clearinghouse for internal and external communications to ensure consistency and accuracy.																				
<b>Goals &amp; Metrics:</b>	<div>1. The Housing Commission’s first online, interactive annual agency report and YouTube Channel launched February 2012, providing timely information about the agency’s programs and services for clients, as well as greater public awareness of accomplishments. Produce compelling informational and educational electronic and print materials to better serve our clients.</div> <div>2. Launch Public Speaker’s Bureau to reach out to clients, public and community groups regarding SDHC’s programs. Speakers will include Commissioners and agency staff.</div> <div>3. Create communications outreach plan for the new “Path to Success,” program that will benefit individuals who are receiving federal rental assistance and who have been identified as able to work. The goal is to enroll them in the SDHC Achievement Academy to help them enter or re-enter the workforce.</div>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>751,579</td><td>\$</td><td>709,993</td></tr><tr><td>Positions</td><td></td><td>4.00</td><td></td><td>4.00</td></tr></table>			FY 2013		FY 2012			Budget		Budget	Budget	\$	751,579	\$	709,993	Positions		4.00		4.00
		FY 2013		FY 2012																	
		Budget		Budget																	
Budget	\$	751,579	\$	709,993																	
Positions		4.00		4.00																	



# Activity Based Budget Detail

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

**OPERATIONS**  
**OPERATIONS**  
**Community Relations & Communications**

		FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>					
Salaries & Benefits	\$	452,865	\$ 445,093	\$ 7,772	2%
Services & Supplies		298,714	264,900	33,814	13%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>751,579</b>	<b>\$ 709,993</b>	<b>\$ 41,586</b>	<b>6%</b>
<b>REVENUES</b>					
Federal - Restricted	\$	422,958	\$ 372,255	\$ 50,703	14%
Federal - Partially Restricted		15,230	50,357	(35,127)	-70%
San Diego Local - Restricted		237,978	170,252	67,726	40%
San Diego Local - Unrestricted		64,693	107,588	(42,895)	-40%
State Restricted		10,720	9,541	1,179	12%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>751,579</b>	<b>\$ 709,993</b>	<b>\$ 41,586</b>	<b>6%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>																					
<b>ACTIVITY: OPERATIONS</b>																					
<b>SUBACTIVITY: Special Programs</b>																					
<b>Purpose and Description of the Activity:</b>	Responsible for the oversight, management and direction of several of the agency’s external and internal programs. Develop a grants program compliance plan, design a process to ensure grant programs are carried out efficiently and in accordance with statutes, laws, regulations and assess program administration to ensure programs are meeting the goals of the communities. Provide a centralized grant application management function. Through a well designed internship program provide students with an opportunity to gain experience in the aspects of affordable housing industry. Administer, evaluate, and monitor an effective, Civil Rights and Fair Housing program that promote Equal Opportunity for all internal and external customers.																				
<b>Goals &amp; Metrics:</b>	<div><div>1.</div><div>Implement a grant lifecycle program compliance process system to ensure adherence to programmatic requirements and exceptional internal controls; develop a regulatory compliance reporting; review sub-recipients, assist program grant administrators in improving their performance in grants management.</div></div> <div><div>2.</div><div>Develop a grants research team to identify new program revenue to address our local affordable housing needs.</div></div> <div><div>3.</div><div>Continue on the implementation of a comprehensive internship program.</div></div> <div><div>4.</div><div>Continue to provide oversight of equal employment opportunity, sexual harassment, reasonable accommodation, policies and related procedures while coordinating and developing technical, prevention and sensitivity awareness training.</div></div>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>903,340</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>5.00</td><td></td><td>0</td></tr></table>			FY 2013		FY 2012			Budget		Budget	Budget	\$	903,340	\$	0	Positions		5.00		0
		FY 2013		FY 2012																	
		Budget		Budget																	
Budget	\$	903,340	\$	0																	
Positions		5.00		0																	



# Activity Based Budget Detail

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

**OPERATIONS**  
**OPERATIONS**  
**Special Programs**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 506,296	\$ -	\$ 506,296	0%
Services & Supplies	397,044	-	397,044	0%
<b>TOTAL EXPENDITURES</b>	<b>\$ 903,340</b>	<b>\$ -</b>	<b>\$ 903,340</b>	<b>0%</b>
<b>REVENUES</b>				
Federal - Restricted	\$ 510,500	\$ -	\$ 510,500	0%
Federal - Partially Restricted	18,206	-	18,206	0%
San Diego Local - Restricted	284,482	-	284,482	0%
San Diego Local - Unrestricted	77,336	-	77,336	0%
State Restricted	12,816	-	12,816	0%
<b>TOTAL REVENUES</b>	<b>\$ 903,340</b>	<b>\$ -</b>	<b>\$ 903,340</b>	<b>0%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:        OPERATIONS</b>																								
<b>ACTIVITY:                OPERATIONS</b>																								
<b>SUBACTIVITY:            Reinvestment Task Force</b>																								
<b>Purpose and Description of the Activity:</b>		To spur private and public financing of affordable housing and economic development in areas experiencing disinvestment; and provide factual, consistent, cooperative opportunities for reinvestment by lenders and government.																						
<b>Goals &amp; Metrics:</b>		1.     Develop alternative financial systems and capacity for increased economic development. 2.     Increase efforts to promote affordable housing and consumer education in collaboration with the region’s non-profits. 3.     Monitor lending practices and policies. 4.     Develop strategies for investment in underserved areas.																						
<b>Resource Allocation:</b>		<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>120,732</td><td>\$</td><td>126,289</td></tr><tr><td>Positions</td><td></td><td>1.00</td><td></td><td>1.10</td></tr></table>					FY 2013		FY 2012			Budget		Budget	Budget	\$	120,732	\$	126,289	Positions		1.00		1.10
		FY 2013		FY 2012																				
		Budget		Budget																				
Budget	\$	120,732	\$	126,289																				
Positions		1.00		1.10																				



# Activity Based Budget Detail

## ACTIVITY GROUP:

## ACTIVITY:

## SUBACTIVITY:

## OPERATIONS

## OPERATIONS

## Reinvestment Task Force

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 94,973	\$ 101,890	\$ (6,917)	-7%
Services & Supplies	25,759	24,399	1,360	6%
<b>TOTAL EXPENDITURES</b>	<b>\$ 120,732</b>	<b>\$ 126,289</b>	<b>\$ (5,557)</b>	<b>-4%</b>

## REVENUES

San Diego Local - Restricted	\$ 53,181	\$ 52,000	\$ 1,181	2%
San Diego Local - Unrestricted	67,551	74,289	(6,738)	-9%
<b>TOTAL REVENUES</b>	<b>\$ 120,732</b>	<b>\$ 126,289</b>	<b>\$ (5,557)</b>	<b>-4%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>			
<b>ACTIVITY: OPERATIONS</b>			
<b>SUBACTIVITY: Section 3 &amp; Outreach</b>			
<b>Purpose and Description of the Activity:</b>	Institute an effective Section 3 – Small Business Utilization Program with full transparency and accountability through cooperation with all stakeholders. Coordinate training & employment opportunities for Section 3 eligible residents and expanding contracting opportunities for Section 3 eligible business concerns. Ensure that Housing Commission complies with all small business and Section 3 requirements as mandated by SDHC, federal, state, and local regulations and policies.		
<b>Goals &amp; Metrics:</b>	<ol style="list-style-type: none"> <li>1. Identify and facilitate training and employment opportunities for Section 3 eligible residents of the City of San Diego by participating in 24 outreach activities by June 30, 2013.</li> <li>2. Identify and facilitate contracting and growth/development opportunities for Section 3 eligible business concerns in the City of San Diego by participating in 24 outreach activities by June 30, 2013.</li> <li>3. Conduct a Section 3 awareness campaign with all of Housing Commission Section 3-impacted departments/programs by June 30, 2013.</li> <li>4. Conduct four small/disadvantaged business outreach workshops by June 30, 2013.</li> <li>5. Participate in four workshops in support of vendor diversity with the Public Agency Consortium (PAC) by June 30, 2013.</li> </ol>		
<b>Resource Allocation:</b>		FY 2013	FY 2012
		Budget	Budget
	Budget	\$ 239,642	\$ 0
	Positions	2.00	0





# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**OPERATIONS**

**OPERATIONS**

**Section 3 & Outreach**

	FY 2013		FY 2012			
	<u>Budget</u>		<u>Budget</u>		<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>						
Salaries & Benefits	\$	205,554	\$	-	\$ 205,554	0%
Services & Supplies		34,088		-	34,088	0%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>239,642</b>	<b>\$</b>	<b>-</b>	<b>\$ 239,642</b>	<b>0%</b>

**REVENUES**

Federal - Restricted	\$	134,859	\$	-	\$ 134,859	0%
Federal - Partially Restricted		4,857		-	4,857	0%
San Diego Local - Restricted		75,880		-	75,880	0%
San Diego Local - Unrestricted		20,628		-	20,628	0%
State Restricted		3,418		-	3,418	0%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>239,642</b>	<b>\$</b>	<b>-</b>	<b>\$ 239,642</b>	<b>0%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP:            OPERATIONS</b>																			
<b>ACTIVITY:                    OPERATIONS</b>																			
<b>SUBACTIVITY:              Human Resources</b>																			
<b>Purpose and Description of the Activity:</b>		Provide support and consultation in the following functional areas: Business Management; Workforce Planning and Employment; Human Resource Development; Compensation and Benefits; Employee and Labor Relations; and Risk Management.																	
<b>Goals &amp; Metrics:</b>		1. Complete implementation of a new applicant tracking system to streamline employee acquisition/on-boarding process using online features. 2. Develop/select and implement employee training programs to increase individual/organizational effectiveness. 3. Evaluate pay-for-performance appraisal processes to increase and measure individual and organizational performance and effectiveness.																	
<b>Resource Allocation:</b>		<table><tr><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$ 1,144,574</td><td>\$</td><td>1,501,478</td></tr><tr><td>Positions</td><td>6.00</td><td></td><td>6.60</td></tr></table>			FY 2013		FY 2012		Budget		Budget	Budget	\$ 1,144,574	\$	1,501,478	Positions	6.00		6.60
	FY 2013		FY 2012																
	Budget		Budget																
Budget	\$ 1,144,574	\$	1,501,478																
Positions	6.00		6.60																



# Activity Based Budget Detail

**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**OPERATIONS**

**OPERATIONS**

**Human Resources**

		FY 2013		FY 2012			
		<u>Budget</u>		<u>Budget</u>		<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>							
Salaries & Benefits	\$	607,237	\$	643,346	\$	(36,109)	-6%
Services & Supplies		537,337		858,132		(320,795)	-37%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>1,144,574</b>	<b>\$</b>	<b>1,501,478</b>	<b>\$</b>	<b>(356,904)</b>	<b>-24%</b>

**REVENUES**

Federal - Restricted	\$	637,411	\$	748,190	\$	(110,779)	-15%
Federal - Partially Restricted		22,664		108,723		(86,059)	-79%
San Diego Local - Restricted		372,271		391,481		(19,210)	-5%
San Diego Local - Unrestricted		96,273		230,078		(133,805)	-58%
State Restricted		15,955		23,006		(7,051)	-31%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>1,144,574</b>	<b>\$</b>	<b>1,501,478</b>	<b>\$</b>	<b>(356,904)</b>	<b>-24%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>																					
<b>ACTIVITY: OPERATIONS</b>																					
<b>SUBACTIVITY: Procurement</b>																					
<b>Purpose and Description of the Activity:</b>	Responsible for the procurement of agency goods and services; ensuring compliance with all applicable Federal, State and Local regulations.																				
<b>Goals &amp; Metrics:</b>	<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. Implement a new Purchase Order and Purchase Card system, promoting the utilization of approved buying methods.</div> <div>3. Conduct a formal spend analysis initiative to maximize the agency’s buying power and cost containment opportunities.</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>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>1,459,703</td><td>\$</td><td>1,489,435</td></tr><tr><td>Positions</td><td></td><td>9.00</td><td></td><td>11.00</td></tr></table>			FY 2013		FY 2012			Budget		Budget	Budget	\$	1,459,703	\$	1,489,435	Positions		9.00		11.00
		FY 2013		FY 2012																	
		Budget		Budget																	
Budget	\$	1,459,703	\$	1,489,435																	
Positions		9.00		11.00																	



# Activity Based Budget Detail

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

**OPERATIONS**  
**OPERATIONS**  
**Procurement**

		FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./(Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>					
Salaries & Benefits	\$	776,074	\$ 983,730	\$ (207,656)	-21%
Services & Supplies		683,629	505,705	177,924	35%
<b>TOTAL EXPENDITURES</b>	<b>\$</b>	<b>1,459,703</b>	<b>\$ 1,489,435</b>	<b>\$ (29,732)</b>	<b>-2%</b>

## REVENUES

Federal - Restricted	\$	821,461	\$ 768,450	\$ 53,011	7%
Federal - Partially Restricted		29,581	97,754	(68,173)	-70%
San Diego Local - Restricted		462,193	350,401	111,792	32%
San Diego Local - Unrestricted		125,645	252,162	(126,517)	-50%
State Restricted		20,823	20,668	155	1%
<b>TOTAL REVENUES</b>	<b>\$</b>	<b>1,459,703</b>	<b>\$ 1,489,435</b>	<b>\$ (29,732)</b>	<b>-2%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>																					
<b>ACTIVITY: OPERATIONS</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>Goals &amp; Metrics:</b>	<div><div>1.</div><div>Analyze and implement productivity improvements. Improve functionality, increase productivity, develop enhancements and/or reduce cost of existing systems/applications/infrastructure to support changes in business structure, industry trends, and /or to comply with current regulatory requirements.</div></div> <div><div>2.</div><div>Assessment of current and future projects across organization. Assist departments across organization in analysis of current and/or future projects, potential acquisitions, consolidations, and/or dispositions of existing projects, systems, applications and/or tools.</div></div> <div><div>3.</div><div>Create IT Strategic Plan. Create a one to three year strategic IT plan for the organization to maximize the use of its resources in support of SDHC’s mission and to ensure long term financial stability and growth.</div></div> <div><div>4.</div><div>Create needs assessment for ERP System. Complete needs and requirements analysis and start the implementation process for new integrated Enterprise Resource Planning and Reporting system.</div></div>																				
<b>Resource Allocation:</b>	<table><tr><td></td><td></td><td>FY 2013</td><td></td><td>FY 2012</td></tr><tr><td></td><td></td><td>Budget</td><td></td><td>Budget</td></tr><tr><td>Budget</td><td>\$</td><td>4,876,746</td><td>\$</td><td>2,997,228</td></tr><tr><td>Positions</td><td></td><td>13.00</td><td></td><td>10.50</td></tr></table>			FY 2013		FY 2012			Budget		Budget	Budget	\$	4,876,746	\$	2,997,228	Positions		13.00		10.50
		FY 2013		FY 2012																	
		Budget		Budget																	
Budget	\$	4,876,746	\$	2,997,228																	
Positions		13.00		10.50																	



# Activity Based Budget Detail

## ACTIVITY GROUP:

## ACTIVITY:

## SUBACTIVITY:

## OPERATIONS

## OPERATIONS

## Information Technology

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 1,301,741	\$ 966,629	\$ 335,112	35%
Services & Supplies	2,982,005	2,030,599	951,406	47%
<b>TOTAL EXPENDITURES</b>	<b>\$ 4,876,746</b>	<b>\$ 2,997,228</b>	<b>\$ 1,879,518</b>	<b>63%</b>

## REVENUES

Federal - Restricted	\$ 2,610,332	\$ 1,203,865	\$ 1,406,467	117%
Federal - Partially Restricted	73,968	167,337	(93,369)	-56%
San Diego Local - Restricted	1,633,185	1,252,044	381,141	30%
San Diego Local - Unrestricted	507,192	341,603	165,589	48%
State Restricted	52,069	32,379	19,690	61%
<b>TOTAL REVENUES</b>	<b>\$ 4,876,746</b>	<b>\$ 2,997,228</b>	<b>\$ 1,879,518</b>	<b>63%</b>



# Annual Budget By Activity

<b>ACTIVITY GROUP: OPERATIONS</b>													
<b>ACTIVITY: OPERATIONS</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, 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, financial systems analysis and budget development. Also provides pre award grant review, post award grant setup, sets grant administration guidelines and monitors grant compliance.												
<b>Goals &amp; Metrics:</b>	<div><div>1.</div><div>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> <div><div>2.</div><div>Continue to maximize the use of reserves 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> <div><div>3.</div><div>Work with stakeholders to develop accurate cost, grant and fund reporting using matrix analysis to analyze profitability and cash flow. Ensure all programs meet financial objectives, reporting requirements, oversight and regulatory compliance.</div></div> <div><div>4.</div><div>Work with stakeholders to successfully implement Yardi systems in fiscal year 2013 with a go live date beginning fiscal year 2014.</div></div> <div><div>5.</div><div>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></div>												
<b>Resource Allocation:</b>	<table><tr><td></td><td>FY 2013</td><td>FY 2012</td></tr><tr><td></td><td>Budget</td><td>Budget</td></tr><tr><td>Budget</td><td>\$ 2,867,034</td><td>\$ 2,571,833</td></tr><tr><td>Positions</td><td>22.00</td><td>21.75</td></tr></table>		FY 2013	FY 2012		Budget	Budget	Budget	\$ 2,867,034	\$ 2,571,833	Positions	22.00	21.75
	FY 2013	FY 2012											
	Budget	Budget											
Budget	\$ 2,867,034	\$ 2,571,833											
Positions	22.00	21.75											





# Activity Based Budget Detail

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

**OPERATIONS**  
**OPERATIONS**  
**Financial Services**

	FY 2013 <u>Budget</u>	FY 2012 <u>Budget</u>	<u>Inc./ (Dec)</u>	<u>% Change</u>
<b>EXPENDITURES</b>				
Salaries & Benefits	\$ 2,019,001	\$ 1,917,526	\$ 101,475	5%
Services & Supplies	848,033	654,307	193,726	30%
<b>TOTAL EXPENDITURES</b>	<b>\$ 2,867,034</b>	<b>\$ 2,571,833</b>	<b>\$ 295,201</b>	<b>11%</b>
<b>REVENUES</b>				
Federal - Restricted	\$ 1,580,851	\$ 1,356,986	\$ 223,865	16%
Federal - Partially Restricted	56,925	181,441	(124,516)	-69%
San Diego Local - Restricted	947,392	623,355	324,037	52%
San Diego Local - Unrestricted	241,795	373,894	(132,099)	-35%
State Restricted	40,071	36,157	3,914	11%
<b>TOTAL REVENUES</b>	<b>\$ 2,867,034</b>	<b>\$ 2,571,833</b>	<b>\$ 295,201</b>	<b>11%</b>

