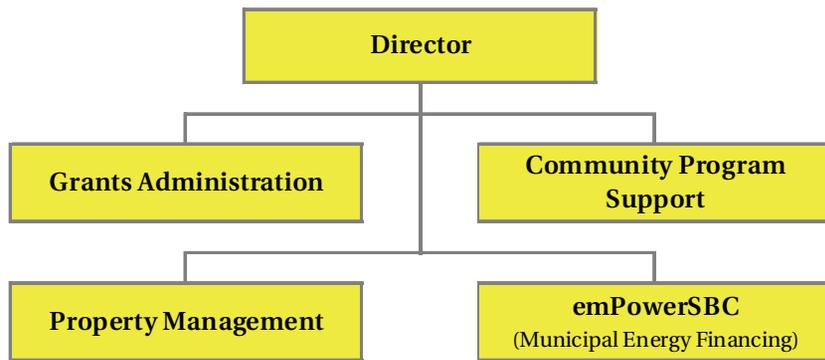
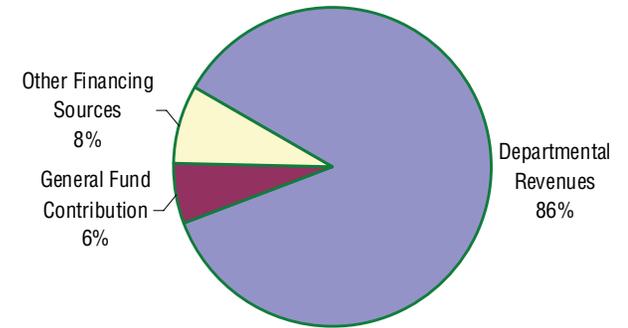


HOUSING & COMMUNITY DEVELOPMENT

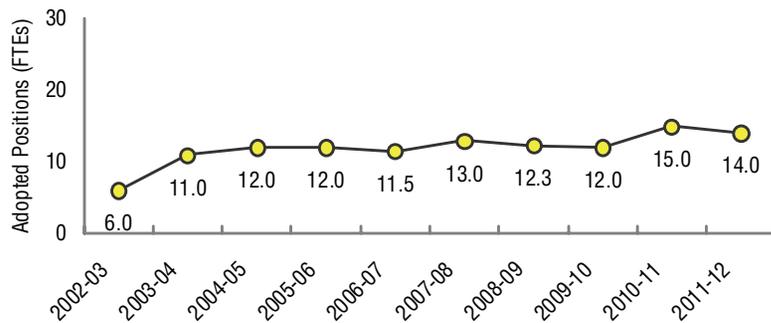
Budget & Positions (FTEs)	
Operating \$	11,877,254
Capital	-
Positions	14.0 FTEs



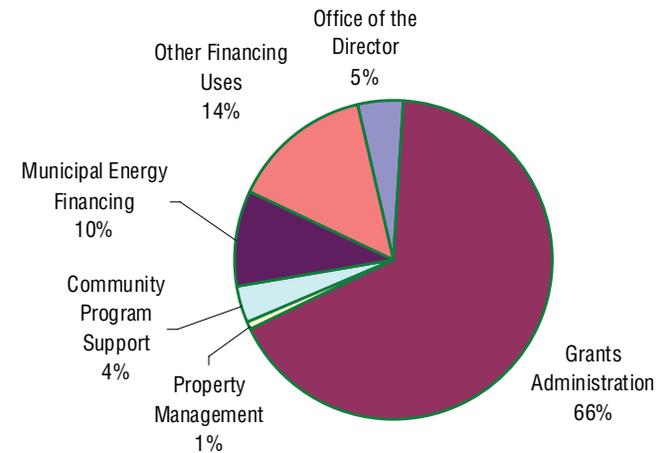
SOURCE OF FUNDS



STAFFING TREND



USE OF FUNDS



HOUSING & COMMUNITY DEVELOPMENT

Department Summary

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Use of Funds Summary				
<i>Operating Expenditures</i>				
Office of the Director	\$ 925,872	\$ 769,404	\$ 546,431	\$ 667,178
Grants Administration	2,847,415	5,491,229	2,221,200	9,419,251
Property Management	293,352	269,949	179,630	133,956
Community Program Support	--	620,913	620,913	516,020
Municipal Energy Financing	--	16,524,975	898,392	1,349,038
Operating Sub-Total	4,066,639	23,676,470	4,466,566	12,085,443
Less: Intra-County Revenues	(43,178)	(607,006)	(113,935)	(207,905)
Expenditure Total	4,023,461	23,069,464	4,352,631	11,877,538
<i>Other Financing Uses</i>				
Operating Transfers	1,482,255	1,772,397	1,664,269	1,941,267
Designated for Future Uses	1,362,743	2,193,104	994,265	116,840
Department Total	\$ 6,868,459	\$ 27,034,965	\$ 7,011,165	\$ 13,935,645

Character of Expenditures

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
<i>Operating Expenditures</i>				
Regular Salaries	\$ 836,068	\$ 1,235,022	\$ 870,235	\$ 1,159,651
Overtime	9,261	2,000	2,000	--
Extra Help	24,333	35,000	1,000	--
Benefits	331,150	562,378	297,890	580,310
Salaries & Benefits Sub-Total	1,200,812	1,834,400	1,171,125	1,739,961
Services & Supplies	2,865,827	20,852,657	2,950,028	10,000,069
Contributions	--	345,413	345,413	345,413
Principal & Interest	--	644,000	--	--
Operating Sub-Total	4,066,639	23,676,470	4,466,566	12,085,443
Less: Intra-County Revenues	(43,178)	(607,006)	(113,935)	(207,905)
Expenditure Total	\$ 4,023,461	\$ 23,069,464	\$ 4,352,631	\$ 11,877,538

Note: Presentation of the individual program amounts for fiscal years 2009-10 and 2010-11 have been adjusted to provide a consistent level of detail with the fiscal year 2011-12 budget, however, the totals for 2009-10 and 2010-11 have not been changed.

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Source of Funds Summary				
<i>Departmental Revenues</i>				
Interest	\$ 50,731	\$ 408,040	\$ 41,920	\$ 37,794
Federal & State Revenues	3,222,038	6,765,212	3,666,660	11,442,191
Other Charges for Services	45,178	330,875	165,935	259,905
Miscellaneous Revenue	695,112	789,000	513,395	415,000
Revenue Sub-Total	4,013,059	8,293,127	4,387,910	12,154,890
Less: Intra-County Revenues	(43,178)	(607,006)	(113,935)	(207,905)
Revenue Total	3,969,881	7,686,121	4,273,975	11,946,985
<i>General Fund Contribution</i>	689,343	623,150	623,150	843,756
<i>Other Financing Sources</i>				
Operating Transfers	1,951,525	969,701	644,756	1,001,230
Proceeds of Long-term Debt	--	15,000,000	--	--
Use of Prior Fund Balances	257,710	2,755,993	1,469,284	143,674
Department Total	\$ 6,868,459	\$ 27,034,965	\$ 7,011,165	\$ 13,935,645

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
	Pos.	FTE	Pos.	FTE

Position Summary

<i>Permanent</i>									
Office of the Director	3.0	3.9	5.0	5.0	5.0	4.4	4.0	4.0	
Grants Administration	5.0	4.3	5.0	4.0	5.0	2.9	6.0	6.0	
Property Management	4.8	2.5	2.8	2.0	2.8	2.0	2.8	1.0	
Municipal Energy Financing	--	--	5.0	4.0	5.0	0.5	4.0	3.0	
Total Permanent	12.8	10.7	17.8	15.0	17.8	9.8	16.8	14.0	
<i>Non-Permanent</i>									
Extra Help	--	0.4	--	--	--	--	--	--	
Total Positions	12.8	11.1	17.8	15.0	17.8	9.8	16.8	14.0	

Note: FTE and position totals may not sum correctly due to rounding.

MISSION STATEMENT

Housing and Community Development creates opportunities that empower residents and organizations to improve the local economy, environment, and quality of life through innovative programming by facilitating partnerships and leveraging local, state and federal resources.

Budget Organization

Housing and Community Development (HCD) has four service cost centers: Grants Administration, Property Management, emPowerSBC (Municipal Energy Financing) and Community Program Support. HCD also maintains one business unit cost center, comprised of the Office of the Director and Fiscal Operations. The department has a total of 14 staff located in Santa Barbara.

The Office of the Director and Fiscal Operations provides unified executive and fiscal oversight of the Housing and Community Development Department, including service as the lead agency of two regional partnerships with six local cities, the CDBG Urban County Partnership and the Santa Barbara County HOME Consortium. This includes oversight of approximately \$17.4 million of annual, ongoing federal entitlement funding derived from the Department of Housing and Urban Development (HUD) Community Development Block Grant (CDBG), HOME Investment Partnerships Act (HOME), Emergency Shelter Grant (ESG), and the McKinney-Vento Supportive Housing Program. In addition, this unit identifies community needs, priorities and potential funding sources, performs economic analysis to forecast County program outcomes, analyzes and interprets pertinent legislation, conceptualizes incentive-based economic development programs, and makes presentations to the Board of Supervisors and numerous organizations throughout the community.

Grants Administration is responsible for securing, allocating and managing ongoing federal funding from the four sources noted above. For Fiscal Year 2011-12 this includes an estimated direct expenditure of \$10.1 million for budgeted projects and an indirect expenditure of \$1.1 million for homeless services on behalf of McKinney-Vento program partners. HUD funds are used to support community programming ranging from public services to special needs to homeless services, as well as the development and revitalization of community infrastructure and housing for persons of all income levels.

Property Management is responsible for setting, maintaining and monitoring standards and conditions of the residential housing units created through the County's housing policy framework. This cost center prepares Affordable Housing Agreements with developers, selects qualified homebuyers and renters through a lottery and income certification process, and ensures that the appropriate restrictive covenants are recorded upon home sale. The cost center also monitors homeowner compliance with various restrictive covenants that have been put in place over the last thirty years.

Community Program Support provides General Fund dollars of \$345,413 in Fiscal Year 2011-12 to support local homeless shelter administration and fund vital shelter bed nights throughout the community in partnership with neighboring cities. General Fund dollars are proposed to be provided to local conference and visitor bureaus for external advertising, tourism promotion and business attraction, in the amount of \$170,607; this reflects a decrease of 24% over the previous year's funding. This cost center is also responsible for the implementation of various special pro-

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

jects as directed by the Board of Supervisors such as the creation of the Santa Barbara South Coast Tourism Business Improvement District, Chapter 44 implementation of tenant-landlord rights and acting Clerk of the Mobile Home Rent Control Ordinance, which facilitates the arbitration process between park management and mobile home owners defined in Chapter 11A of the County Code (Mobile Home Rent Control Ordinance).

Municipal Energy Financing implements and operates emPowerSBC, a cutting edge \$55 million economic development and jobs creation program, which in partnership with local financial institutions, offers voluntary financing to help residential property owners cover the upfront costs of energy efficiency, water efficiency and renewable property improvements.

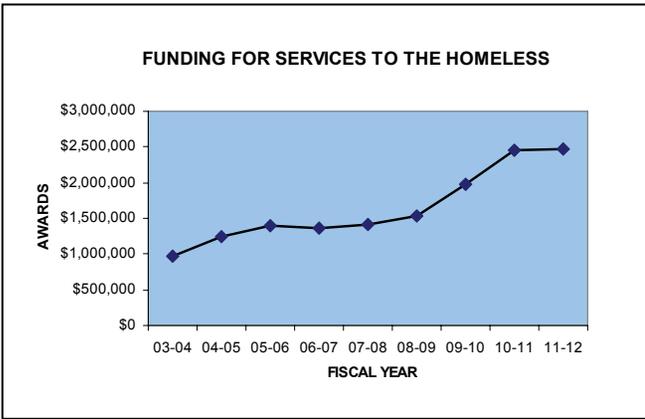


Casa Esperanza Homeless Center serves as a support system, providing recovery services that address the mental, emotional and physical disabilities that many homeless people must confront.

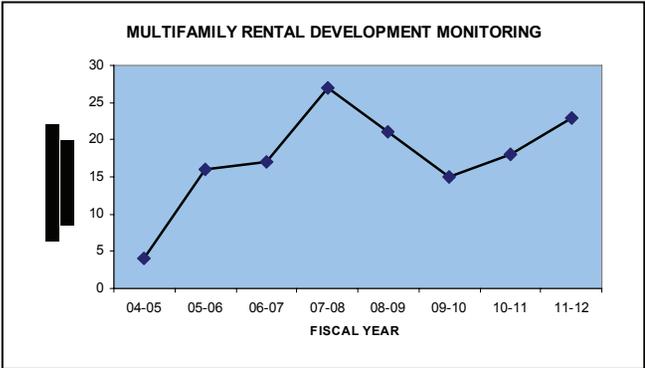


Good Samaritan Emergency Shelter, a 90-bed facility, provides shelter for men, women and children along with case management, public and mental health care services and after school tutoring for children.

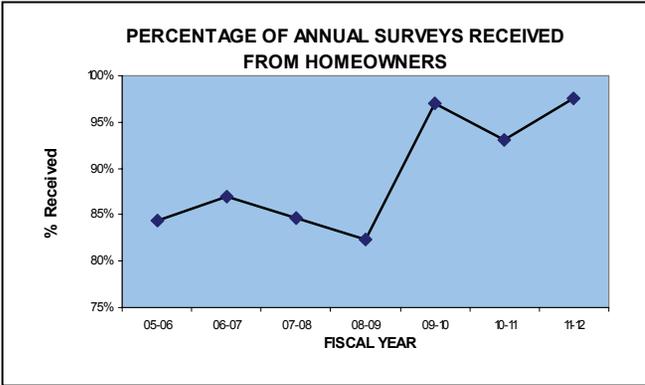
HOUSING & COMMUNITY DEVELOPMENT
 Department Summary (cont'd)



Facilitate \$2.4 million of funding from General Fund and various federal sources to local agencies through-out the County for homeless services and homelessness prevention programs.



Monitor twenty-three multifamily affordable developments as required by HUD grant agreements.



Annual surveys returned within 6 weeks from homeowners who purchased deed restricted affordable units through the County's Inclusionary Housing Program.

Significant Changes (FY 2010-11 Adopted to FY 2010-11 Estimated Actual)

Expenditures:

The Estimated Actual operating expenditures decreased by \$4,210,000 to \$4,466,000 from the Adopted Budget of \$8,676,000. This 49% decrease is the result of:

- -\$644,000 – Decreased expenditures for emPowerSBC as the program is not recognizing interest expense in the redesigned program;
- -\$590,000 – Decreased HOME project expenditures for Casa de Familia, planned now for FY 2011-12 due to additional federal requirements;
- -\$540,000 – Decreased expenditures for the CDBG Lompoc Library HVAC project, extended into FY 2011-12 due to reduced staffing at the City of Lompoc;
- -\$424,000 – Decreased HOME expenditures for Creekside Apartments extended into FY 2011-12 due to delays in receiving tax credits from the State;
- -\$321,000 – Decreased HPRP expenditures for Transition House and Good Samaritan Shelter extended to FY 2011-12 due to changes in program based on new federal definition of eligible client services.
- -\$312,000 – Decreased CDBG expenditures for capital projects such as Habitat, WEV Microenterprise Development and VTC Quality of Life Services Building, extended into FY 2011-12 due to staffing vacancies in HCD;
- -\$250,000 – Decreased expenditures as opportunities to repurchase deed restricted affordable housing units did not materialize with the frequency expected;
- -\$245,000 – Decreased CDBG expenditures for Lompoc Code Enforcement project, budgeted in FY 2011-12 due to reduced staffing at the City of Lompoc;
- -\$224,000 – Decreased CDBG expenditures for several smaller projects including Solvang accessibility improvements and the Chapel Court project extended into FY 2011-12 due to project modifications and reduced staffing;
- -\$204,000 – Decreased expenditures for salary and benefits due to vacancies and leave of absence;
- -\$200,000 – Decreased HOME expenditures for Braddock House, scheduled for completion in FY 2011-12 due to unavailability of State funding;
- -\$175,000 – Decreased CDBG expenditures for URC Legacy Interfaith Cooperative House; budgeted for FY 2011-12 due to issues in securing project parking;
- -\$80,000 – Decreased CDBG housing activity delivery costs as many projects will instead be moving forward in FY 2011-12.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

The Estimated Actual operating transfer uses decreased by \$108,000 to \$1,664,000 from the Adopted Budget of \$1,772,000. This 6% decrease is the result of changes that are primarily driven by projects which vary from year to year and include:

- -\$365,000 – Salary and benefit savings due to vacancies and medical leave of absence;
- +\$135,000 – Increased transfers to General Services for capital project management services due to ARRA CDBG-R funding for Women’s Shelter Rehabilitation Project;
- +\$90,000 – Increased transfers to General Services due to ARRA CDBG-R funding for Foster Youth Home Rehabilitation Project;
- -\$65,000 – Decreased transfers to General Services due to the CDBG Lompoc Veterans Building Rehabilitation Project;
- +\$64,000 – Increased collection of property assessments in the Orcutt Community Facilities District; and
- +\$33,000 – Unanticipated HOME project implementation costs.

Revenues:

The Estimated Actual operating revenues decreased by \$3,905,000 to \$4,387,000 from the Adopted Budget of \$8,293,000. This 47% decrease is a result of:

- -\$685,000 – Decreased revenue received as a result of the redesigned emPowerSBC program not receiving fees and contractual assessment as a substantial portion of its revenues;
- -\$590,000 – Delay in HOME funding for Casa de Familia Apartments;
- -\$540,000 – Delay in CDBG funding for the Lompoc Library HVAC project;
- -\$424,000 – Delay in HOME funding for the Creekside Apartments;
- -\$321,000 – Decreased grant revenues due to completion of CDBG-R funding for projects with Good Samaritan and Casa Esperanza homeless shelters, Transition House, Catholic Charities, and Legal Aid;
- -\$312,000 – Delay in CDBG funding for capital projects such as Habitat WEV Microenterprise Development and VTC Quality of Life Services Building;
- -\$245,000 – Delay in CDBG funding for the Lompoc Code Enforcement Program;
- -\$200,000 – Delay in HOME funding for the Braddock House project;
- -\$175,000 – Delay in CDBG funding for the URC Legacy Interfaith Cooperative House;
- -\$174,000 – Delay in CDBG funding for several projects including Solvang accessibility improvements, Bridgehouse Greenhouses, and County Capital Projects;
- -\$126,000 – Delay in revenue received for various emPowerSBC projects; and
- -\$80,000 – Decreased project implementation revenue received for projects that will move forward in FY 2011-12.

The Estimated Actual operating transfer sources decreased by \$324,000 to \$645,000 from the Adopted Budget of \$970,000. This 34% decrease is the result of changes that are primarily driven by projects which vary from year to year and include:

- -\$156,000 – Decreased Property Management administration costs as a result of staffing vacancies;
- -\$88,000 – Decreased CDBG administration costs a result of staffing vacancies; and
- -\$80,000 – Salary and benefit savings due to a medical leave of absence.

Use and Source of Fund Balance: The Housing and Community Development Department manages four special revenue funds. Changes are primarily driven by projects which vary from year to year.

The Estimated Actual FTEs decreased to 9.8 from the Adopted Budget of 15.0. This 5.2 decrease is the result of vacancies.

Significant Changes (FY 2010-11 Estimated Actual to FY 2011-12 Recommended)

Expenditures:

The Recommended Budget operating expenditures will increase by \$7,619,000 to \$12,085,000 from the Estimated Actual of \$4,466,000. This 170% increase is the result of:

- +\$2,034,000 – Completion of Casa de Familia apartments funded by HOME;
- +\$1,534,000 – 2011 HOME funding for projects to be allocated through the 2011 NOFA, currently under process;
- +\$1,022,000 – HOME funding received for Rancho Hermosa;
- +\$983,000 – 2011 CDBG projects to be allocated through the 2011 NOFA, currently under process;
- +\$572,000 – Increase in salaries and benefits due to proposed filling of vacancies;
- +\$540,000 – Completion of CDBG funded Lompoc Library HVAC project;
- +\$500,000 – Completion of HOME funded project Creekside Apartments;
- -\$469,000 – Completion of HOME funding and assorted project expenses for Dahlia Court Apartments Expansion (Phase II) project in current year;
- +\$241,000 – Salary and benefit costs for staffing of the emPowerSBC program;
- +\$225,000 – Completion of the CDBG funded Lompoc Code Enforcement Program;
- +\$175,000 – CDBG funding proceeds received for URC Legacy Interfaith Cooperative House;
- +\$140,000 – CDBG funding proceeds received for several County capital projects;
- +\$127,000 – Indirect costs to be charged to emPowerSBC grants;

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

- +\$106,000 – Advertising and marketing expense for the emPowerSBC program;
- -\$55,000 – Decrease in funding allocated to City Promotional Advertising contracts; and
- -\$50,000 – Decrease in one-time funding allocation to Santa Barbara Conference and Visitors' Bureau.

The Recommended Budget operating transfer uses will increase by \$277,000 to \$1,941,000 from the Estimated Actual of \$1,664,000. This 17% increase is the result of:

- -\$354,000 – Decreased transfers to General Services for the CDBG funded Joseph Centeno Cuyama Pool completed in the last year;
- +\$300,000 – Increased transfers to General Services for the CDBG funded County Health Department Elevator Project;
- +\$250,000 – Increased transfers to General Services for the CDBG funded Cuyama Recreation Center Project;
- -\$179,000 – Decreased transfers to General Services for CDBG funded Lompoc Veterans Building Rehabilitation Project;
- +\$175,000 – Increased transfers to Grants Administration for proposed filling of vacancies;
- +\$104,000 – Increased transfers for HOME direct administration costs;
- -\$87,000 – Decreased transfers to General Services of one-time CDBG-R funding for Women's Shelter Rehabilitation Project; and
- +\$71,000 – One-time use of HOME program income administration funding.

Revenues:

The Recommended Budget operating revenues will increase by \$7,767,000 to \$12,155,000 from the Estimated Actual of \$4,388,000. This 177% increase is the result of:

- +\$2,034,000 – Completion of Casa de Familia apartments funded by HOME;
- +\$1,534,000 – 2011 HOME funding for projects to be allocated through the 2011 NOFA, currently under process;
- +\$1,022,000 – HOME funding received for Rancho Hermosa;
- +\$983,000 – 2011 CDBG projects to be allocated through the 2011 NOFA, currently under process;
- +\$585,000 – Federal grant revenue for emPowerSBC program;
- +\$540,000 – CDBG funding for the Lompoc Library HVAC project;
- -\$500,000 – HOME funding for the Creekside Apartments;
- +\$225,000 – CDBG funding for the Lompoc Code Enforcement Program;
- +\$175,000 – CDBG funding for the URC Legacy Interfaith Cooperative House; and
- +\$140,000 – CDBG funding for several projects including Bridgehouse Greenhouses and County Capital Projects.

The Recommended Budget operating transfer sources will increase by \$356,000 to \$1,001,000 from the Estimated Actual of \$645,000. This 55% increase is the result of changes that are primarily driven by projects which vary from year to year and include:

- +\$209,000 – Increase in supplies and services and salaries and benefits reimbursements for administration of the Homeless Programs;
- +\$120,000 – Increase in Grants Administration revenues as the result of staffing vacancies having been filled; and
- +\$28,000 – Increase in HOME program project implementation revenues.

Use and Source of Fund Balance: The Housing and Community Development Department manages four special revenue funds. Changes are primarily driven by projects that vary from year to year.

The Recommended Budget FTEs will increase to 14.0 from the Estimated Actual of 9.8. This 4.2% increase is due to filling vacancies for Grants Administration (2.6 FTE) and emPowerSBC Municipal Energy Program (1.5 FTE).

Local Conference & Visitors Bureaus by Fiscal Year			
Organization	Adopted FY 2009-10 Amount	Adopted FY 2010-11 Amount	Recommended FY 2011-12 Amount
Buellton Chamber of Commerce	\$ 3,190	\$ 3,190	\$ 2,413
Carpinteria Valley Chamber of Commerce	8,280	8,280	6,264
Cuyama Valley Recreation District	960	960	727
Goleta Valley Chamber of Commerce	26,720	26,720	20,216
Lompoc Valley Chamber of Commerce	25,090	25,090	18,982
Los Alamos Valley Visitors Bureau	3,020	3,020	2,285
Los Olivos Business Organization	1,390	1,390	1,052
Santa Barbara Conference & Visitors Bureau	166,680 ^a	141,680 ^b	69,363
Santa Maria Valley Chamber of Commerce	47,760	47,760	36,134
Santa Ynez Valley Visitors Association	8,450	8,450	6,393
Solvang Chamber of Commerce	4,480	4,480	3,389
Solvang Conference & Visitors Bureau	4,480	4,480	3,389
TOTAL	\$ 300,500	\$ 275,500	\$ 170,607
^a Includes one-time \$75,000 allocation from Strategic Reserve ^b Includes one-time \$50,000 allocation from Strategic Reserve			

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Departmental Priorities and Their Alignment With County Goals

Housing and Community Development's Strategic Actions align primarily with the following adopted County Strategic Goals:

- Goal 1: Efficient and Responsive Government: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community;**
- Goal 2: Health and Safety: A Safe and Healthy Community in Which to Live, Work and Visit;**
- Goal 3: Economic Vitality: A Community that is Economically Vital and Sustainable;**
- Goal 4: Quality of Life: A High Quality of Life for All Residents;**
- Goal 5: Citizen Involvement: A County Government that is Accessible, Open and Citizen-Friendly; and**
- Goal 6: Families and Children: A Community that Fosters the Safety and Well-Being of Families and Children.**

Housing and Community Development's Strategic Actions are also aligned with the following adopted Critical Issues:

- Issue 1: Financial Stability of the County;**
- Issue 4: Housing for all Segments of the Population; and**
- Issue 8: Accommodate Demographic Changes.**



Lompoc Veterans Memorial Building

Repair of the deteriorated electrical system will be funded through the Community Development Block Grant program.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area 1: Homeless Services

Annually HCD provides approximately \$2.4 million in funding to support a range of homeless assistance and homelessness prevention services through the County General Fund and federal grant programs, including the Continuum of Care, Emergency Shelter Grant (ESG), and Community Development Block Grant (CDBG), including nearly \$850,000 awarded through the Homelessness Prevention and Rapid Re-Housing Program (HPRP) under the American Recovery and Reinvestment Act (ARRA).

Current Year (Fiscal Year 10-11) Accomplishments:

- Awarded \$84,327 in ESG funds to support the operations of five (5) emergency shelter and transitional housing providers throughout the County. Provided contracting, reporting, monitoring, and programmatic and financial oversight of these funds.
- Ongoing participation in the 10-Year Plan to End Homelessness, the South Coast Homeless Advisory Committee, the Lompoc City/County Homeless Advisory Committee, and the Santa Maria City/County Homeless Coalition.
- Awarded \$1.4 million in federal monies through the successful submission of the Continuum of Care (CoC) application under the McKinney-Vento Act to provide funding for eleven (11) homeless services agencies, including \$582,000 for Shelter Plus Care vouchers that house homeless persons.
- Continued implementation of the countywide Homeless Management Information System (HMIS), a HUD required database that manages and tracks information on the characteristics and service needs of the homeless population. As the lead agency in the CoC, HCD provides ongoing HMIS technical assistance to homeless services providers throughout the County.
- Provided \$747,516 in ARRA funding through HPRP to three (3) local collaboratives: 1) Good Samaritan Shelters and Catholic Charities; 2) Transition House and Casa Esperanza; and 3) Legal Aid Foundation along with the City of Santa Barbara Rental Housing Mediation Task Force. These collaboratives provide direct financial assistance and housing relocation and stabilization services to persons and households who are homeless and/or at-risk of becoming homeless.
- Provided \$129,051 in CDBG Public Services funding to nine (9) homeless services agencies throughout the County.
- Conducted biennial Point-in-Time Count in conjunction with the Common Ground Santa Barbara campaign to survey Santa Barbara County's sheltered and unsheltered homeless population. Jointly led the countywide effort through the coordination of local government agencies, homeless service providers, local and faith-based groups, and community members, to mobilize over 500 volunteers that administered comprehensive surveys to understand the needs and characteristics of the homeless population.

Proposed Strategic Actions:

- Prepare and submit the 2011 Continuum of Care application to HUD to receive funds that support the operations of homeless services providers countywide.
- Administer funding provided by the County of Santa Barbara that supports operations of three emergency shelters in Santa Maria, Lompoc and Santa Barbara.
- Continue to support and attend homeless community forums to assess emerging needs, gaps in services, and identify solutions and potential additional funding sources.

Proposed Key Projects:

- Continue implementation of three-year HPRP program funded under ARRA to prevent individuals and families from becoming homeless and re-house and stabilize those experiencing homelessness.
- Continue community leadership in the utilization and expansion of the HMIS system to collect data and report performance-based outcomes for homeless programs and services across the region.



Point-in-Time Count conducted with support from over 500 community volunteers to survey the homeless throughout Santa Barbara County with the goal of better understanding the needs and characteristics of the local homeless population.



HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area 2: Community Services and Development

HCD provides a range of vital community services to income challenged households and communities, including supporting the development and revitalization of community facilities, public infrastructure, as well as providing financial support to over 40 local agencies that deliver needed public services to community members.

Current Year (Fiscal Year 10-11) Accomplishments:

- Awarded \$2,183,790 in federal funding from HUD for community services and development through the successful submission of the 2010 Annual Action Plan, a strategic planning document and federal grant application, which describes the goals, priorities, and objectives of the Santa Barbara CDBG Urban County Partnership for the 2010-11 fiscal year.
- Continued implementation of two projects using federal ARRA Community Development Block Grant Recovery Act (CDBG-R) funding in the aggregate amount of \$365,954, involving rehabilitation of an emergency shelter for victims of domestic violence and rehabilitation of homes for foster children.
- Implementation and completion of the New Cuyama Recreation Center rehabilitation project that was provided \$353,766 of CDBG funding to correct life safety and accessibility deficiencies and code violations for the community facility serving the Cuyama Valley.
- Implementation of the Health Clinic Elevator Modernization and Restoration project utilizing \$300,000 of CDBG funding to repair two elevators allowing accessibility for disabled and elderly patients throughout the Santa Barbara Health Care Center.
- Implementation of the Lompoc Veterans Memorial Building project that was provided \$309,545 of CDBG funds to repair the community facility's electrical system.
- Implementation of the North County Home Restoration and Rehabilitation Program, that provides \$106,130 of CDBG funding to rehabilitate homes owned and occupied by low income households in northern Santa Barbara County.
- Completion of the water service delivery reconstruction phase and the engineering and design of the tank replacement for the Casmalia Water System Improvements project provided \$410,000 in CDBG funding to restore sustainable water service to the residents of the rural community of Casmalia and simultaneously conserve water resources previously lost as a result of the failing system.
- Administration of 31 contracts with community services and economic development programs that received an aggregate amount of \$377,568 of CDBG funding through the 2010 Annual Action Plan.
- Developed amendment to Chapter 44 that updated the local County ordinance related to the rights and responsibilities of tenants and landlords.
- Completed all steps necessary to ensure the creation of a Santa Barbara South Coast Tourism Business Improvement District to establish a new revenue source for tourism promotion.

Proposed Strategic Actions:

- Conduct public outreach to solicit feedback on the annual allocation of federal CDBG, HOME, and ESG program funds, coordinate funding application process, collaborate with participating jurisdictions, and hold public hearings to determine projects recommended for funding under the HOME Consortium and CDBG Urban County Partnership.
- Submit the 2011 Action Plan, the County's annual entitlement grant application to HUD, that identifies community services and development projects and programs for funding consistent with the 2010-2015 Consolidated Plan and community specified priorities.
- Submit a required Consolidated Annual Performance and Evaluation Report (CAPER) to HUD, articulating County programmatic and financial performance under federal entitlement funding.
- Continue to promote fair housing and the transparent flow of information regarding rights and duties to tenants and landlords.

Proposed Key Projects:

- Complete the rehabilitation of the Lompoc Veterans Memorial Building electrical system utilizing County CDBG funds in the amount of \$309,545.
- Complete two projects using ARRA CDBG-R funding in the aggregate amount of \$365,954, including rehabilitation of an emergency shelter for victims of domestic violence and rehabilitation of a home for foster children.
- Complete the Health Clinic Elevator Modernization and Restoration project utilizing \$300,000 of CDBG funding to repair two elevators allowing accessibility for disabled and elderly patients throughout the Santa Barbara Health Care Center.
- Implement an Action Plan related to tenant and landlord rights and duties including developing a Mass Eviction Response Plan for tenants abruptly displaced through evictions or termination-of-tenancies, conducting public education and outreach and create a system to track data.



Santa Barbara County Health Clinics received funding through the CDBG program to reactivate and modernize two elevators.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area 3: emPowerSBC (Municipal Energy Finance Program)

Launched in April 2010 by the County of Santa Barbara, emPowerSBC is designed to take advantage of strong local demand for home retrofits by addressing two main barriers for homeowners: 1) accessing upfront money, and 2) navigating a confusing new market of efficiency-related services and resources. emPowerSBC is one of two local government programs in California to receive competitive grant funding from the Department of Energy's BetterBuildings program. Through extensive community engagement, emPowerSBC has built a solid foundation of support and partnership throughout the entire County, including all eight (8) cities. emPowerSBC will use \$3.2m in state and federal Energy Efficiency and Conservation Block Grant (EECBG) funding to implement a program that will finance over 1,300 home upgrades by 2013, in coordination with the State's new Energy Upgrade California program. Consequently, emPowerSBC will improve the economy, environment and local quality of life by creating local jobs, decreasing Green House Gas (GHG) emissions and reliance on traditional energy sources, putting money back in the pocketbooks of homeowners while improving the quality and comfort of homes.

Current Year (Fiscal Year 10-11) Accomplishments:

- Led County interdepartmental efforts on behalf of the County Executive Office to successfully complete all statutory requirements to implement a Property Assessed Clean Energy (PACE) program, including judicial validation through the local courts.
- As a result of decisions rendered by the Federal Housing Finance Agency, created a redesigned implementation plan for emPowerSBC, which received unanimous support by the Board of Supervisors in December 2010. The plan focuses on a new energy efficiency financing mechanism, which uses \$1 million dollars in grant funding to provide credit enhancements to local lending partners that will provide affordable private loans to consumers for home energy and water efficiency upgrades. The plan also outlines essential complementary activities to be administered by emPowerSBC, including marketing, workforce development and data evaluation.
- Secured \$3.2 million dollars in grant funding to cover the expenses of emPowerSBC, including selection as one of 35 innovative local jurisdictions nationwide to be awarded funding through the U.S. Department of Energy's (DOE) BetterBuildings program.
- Continued extensive regional outreach and partnership-building with key stakeholders including construction trades, chambers of commerce, realtors, non-profit organizations, utility companies, the Workforce Investment Board, and institutes of higher education across the region.
- Established partnership with the statewide Energy Upgrade California (EUCA) program to incorporate more robust quality control, energy modeling, contractor management and data collection procedures for emPowerSBC projects and leverage more marketing resources for Santa Barbara County.

Proposed Strategic Actions:

- Complete contract negotiation with selected financial lending partner, including developing a plan for program sustainability.
- Continue developing and formalizing partnerships with Energy Upgrade CA, regional municipalities, local utility partnerships, and non profits to leverage resources, identify shared opportunities, and add on services.
- Develop and implement a comprehensive marketing plan.
- Continually seek viable opportunities to incorporate incentives for commercial, industrial and multi-family property owners and low income residents.

Proposed Key Projects:

- Launch full program operations and initiate marketing activities to facilitate broad community awareness.
- Design and implement streamlined application and data gathering process in coordination with technological vendor, EUCA representatives and lending partner.
- Continue providing contractor workshops and support workforce development and training efforts in coordination with EUCA.
- Approve and finance approximately 400 home upgrades in Fiscal Year 2011-12.



HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Focus Area 4: Housing Finance

HCD also facilitates the development, revitalization and preservation of affordable housing across the County in cooperation with its six (6) partnership cities. Annually, the housing finance cost center leverages approximately \$16 million of state, federal and private sources to support regional housing goals while ensuring compliance with grant regulations and County program policies.

Current Year (Fiscal Year 10-11) Accomplishments:

- Awarded \$1,137,335 in Federal HOME funds to affordable housing projects.
- Monitored 100% of 64 households under the Homebuyers Assistance Program (HAP) to ensure federal program compliance.
- Monitored HOME-funded affordable housing projects, which included verification of tenant income eligibility, on-site Housing Quality Standards unit inspections, and programmatic/financial regulatory compliance under current/ongoing program requirements.
- Monitored 99% of 420 homeownership units for ongoing compliance with the program covenants and restrictions through the use of annual surveys, random site visits, prompt investigation of complaints of non-compliance, and legal enforcement of covenant to cure violations.
- Instituted the requirement that escrow companies prepare and record a Performance Deed of Trust on behalf of HCD for all refinance transactions on existing affordable units which further ensures that HCD is properly noticed when units are in the process of refinancing existing mortgages.
- Played a leadership role on the City-County Affordable Housing Task Group by facilitating improved dialog on regional housing issues.
- Provided to the Santa Barbara County Housing Authority over \$2 million through the HOME and local affordable housing programs for new construction of Creekside Village providing 39 affordable units in Los Alamos.
- Financed the acquisition of a private parcel of land in Carpinteria by Peoples' Self-Help Housing Corporation, leading to the donation of a second parcel of land by the City of Carpinteria for the future development of a 33-unit affordable apartment complex known as Dahlia Court Expansion (Phase II). Provided a total of \$972,116 in HOME funding for acquisition and other development soft costs.
- In partnership with the City of Goleta, provided \$235,000 for permanent financing of Brad-dock House, a four-unit affordable housing development for persons with physical disabilities, under the sponsorship of the Santa Barbara County Housing Authority.
- Completed financing of \$200,000 in HOME funding for development of the 39-unit Home-base on G apartment complex in the City of Lompoc later than anticipated due to delays in the State funding process.

Proposed Strategic Actions:

- Continue to coordinate and staff the Capital Loan Committee (formerly the Affordable Housing Loan Committee), a Brown Act committee approved by the Board of Supervisors tasked with review and recommendation of funding for affordable housing and other community projects under the HOME and CDBG-Capital programs.
- Conduct the necessary environmental reviews under the National Environmental Policy Act (NEPA) for housing projects funded under the HOME program.
- Continue to monitor housing projects to ensure programmatic and regulatory compliance.
- Continue to streamline the Property Management Division's certification process by continually updating the application and implementing structured protocols and procedures in response to changing market and lending trends regarding affordable housing.
- Continue to monitor 420 homeownership units for ongoing compliance with the program covenants and restrictions through the use of annual surveys, random site visits, prompt investigation of complaints of non-compliance, and legal enforcement of covenant to cure violations.
- Continue to play a leading role on the City-County Affordable Housing Task Group to plan and implement ways to address needs that will increase the supply of affordable housing.
- Continue to require escrow to record a Request for Notice on all liens against existing affordable for-sale units and units that have received approval for refinance to ensure HCD is properly noticed when units are in default on their loans and thus able to preserve affordable units.
- Continue to streamline the annual survey process as part of efforts to effectively and efficiently execute the monitoring and enforcement component of the Inclusionary Housing Program. This resulted in securing a 99% return rate of annual surveys.
- Continue the standardized refinancing process that resulted in over 39 homeowners of affordable units obtaining financing that improved their financial situation.
- Continue the efficiency in administering the rental certification process including Residential Lease Application and Renter's Information Packets, which streamlined resolution of vacancy and tenancy issues countywide.

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

Proposed Key Projects:

- In partnership with the City of Santa Maria, provide \$1 million to support a new construction project known as Rancho Hermosa, which will provide 47 affordable units in Santa Maria.
- In partnership with the City of Santa Maria, provide \$2.3 million for new construction of Casa de Familia providing 16 affordable units and supportive services to formerly homeless families.
- Provide an additional \$76,000 in HOME funds for the development of Dahlia Court Expansion (Phase II).
- Provide over \$80,000 in HOME funding over a two-year period to CHANCE, Inc. to administer a county-wide Security Deposit Move-In Cost Program for disabled households.



Braddock House, a congregate care facility providing private bedrooms and common living space to four disabled individuals in Goleta, financed in part with HOME funding.

Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
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Recurring Performance Measures

Office of the Director

Number of economic modeling analyses performed to assist County decisions.

6	15	3	5
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As an efficient and responsive government, the County will maintain a quality workforce through completing 100% of departmental Employee Performance Reviews (EPRs) by the anniversary due date.

94.12%	100.00%	88.89%	100.00%
16	18	16	14
17	18	18	14

As an efficient and responsive government, the Department will reduce or maintain the rate of General Liability claims filed from the previous year's actual claims filed.

0	0	0	0
0	0	0	0

As an efficient and responsive government, the Department will reduce or maintain the rate of Workers' Compensation claims filed from the previous year's actual claims filed.

0	0	0	0
0	0	0	0

As an efficient and responsive government, the County will maintain a productive workforce through a countywide Lost Time Rate of 5.0% or less.

3.95%	5.00%	3.62%	5.00%
875	1,248	847	1,248
22,160	24,960	23,392	24,960

As an efficient and professionally managed department, prepare and submit 100% of Budget Revision Requests within the established deadlines.

100.00%	100.00%	100.00%	100.00%
6	6	4	6
6	6	4	6

As an efficient and professionally managed department, prepare and submit 100% of approved vendor invoices on time.

100.00%	100.00%	91.42%	100.00%
325	760	341	475
325	760	373	475

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Recurring Performance Measures				
Grants Administration				
Number of ADA improvements funded as a result of CDBG funds.	1	7	4	2
Number of lower / moderate income residents provided services through various programs/projects funded through CDBG (beneficiaries of services including: shelters, programs, rehabilitated buildings).	2,500	2,500	20,000	15,000
Annually monitor 100% of multifamily affordable developments as required by our HUD grant Agreements.	73.33% 11 15	100.00% 17 17	105.88% 18 17	100.00% 23 23
Provide \$1.1 million in grant funding for 11 local agencies to provide permanent housing services for 890 homeless clients from the total of \$1.4 million secured for housing needs.	1,100,000	1,100,000	1,100,000	1,100,000
Timely execution of 100% National Environmental Policy Act (NEPA) reviews prior to contracting for expenditure of federal entitlement funding.	100.00% 35 35	100.00% 30 30	143.33% 43 30	100.00% 35 35
Submit 100% of federal reports to HUD on time.	100.00% 16 16	100.00% 16 16	100.00% 16 16	100.00% 16 16
Number of development projects funded with HOME funds.	4	3	3	3
Number of people served by homeless grant funding.	1,500	1,800	1,632	1,800
Number of persons that avoided homelessness or were rapidly rehoused from a homeless situation as a result of HPRP funding.	467	400	675	400

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Recurring Performance Measures				
Property Management				
Percentage of violation inquiries or complaints verified against appropriate covenant and responded to within 5 business days.	100.00% 15 15	100.00% 10 10	70.00% 7 10	100.00% 6 6
Conduct random site visits for at least 10% of Inclusionary Housing Program units.	19.68% 85 432	10.19% 44 432	10.00% 42 420	10.00% 42 420
Complete 100% of certifications within 14 days of receiving completed certification application for ownership units.	100.00% 30 30	100.00% 25 25	100.00% 9 9	100.00% 15 15
Number of participating homeowners whose financial situation improved through a successful refinance into a better loan.	30	20	39	39
Percentage of annual monitoring surveys received within 3 weeks of homeowner receipt of notice.	80.09% 342 427	75.00% 321 428	93.06% 389 418	95.24% 400 420
Complete 100% of certifications within 14 days of receiving completed certification application for rental units.	95.24% 20 21	100.00% 12 12	100.00% 17 17	100.00% 12 12
Percentage of buyer's information verified against final loan application within 24 hours.	100.00% 50 50	100.00% 25 25	100.00% 13 13	100.00% 15 15
Community Program Support				
Number of bednights funded by General Fund.	50,929	47,364	96,401	70,000
Number of tourism promotion and business attraction print advertisements funded by General Fund.	1,708,489	1,793,914	1,793,914	1,700,000

HOUSING & COMMUNITY DEVELOPMENT

Department Summary (cont'd)

	Actual FY 09-10	Adopted FY 10-11	Est. Actual FY 10-11	Recommended FY 11-12
Recurring Performance Measures				
Municipal Energy Financing				
Metric tons of Carbon Dioxide emissions avoided as a result of projects financed.	0	431.4	6.7	539.2
Number of applications submitted for financing.	0	700	40	700
Number of applicants pre-approved for financing.	0	400	30	400
Millions of British Thermal Units (BTUs) avoided as a result of projects financed.	0	43,135	56	4,467
Dollars of economic impact generated by County program, according to economic modeling analysis.	0	18,000,000	225,000	18,000,000
Number of jobs created by program nationally, according to economic modeling analysis.	0	82	7	127
Number of outreach / education activities with community partners.	20	20	17	15

Note: Estimated Actuals for Municipal Energy Financing are less than expected due to program redesign with emPowerSBC. Recommended FY 11-12 performance reflects launch of financing product and retrofits of homes by the beginning of FY 11-12.

	Actual FY 09-10 Pos.	Adopted FY 10-11 Pos.	Est. Actual FY 10-11 Pos.	Recommended FY 11-12 Pos.
Position Detail				
Office of the Director				
Cost Analyst	1.0	1.0	1.0	1.0
Housing Program Specialist	--	1.0	1.0	--
Director	1.0	1.0	1.0	1.0
Chief Financial Officer	--	1.0	1.0	1.0
Admin Office Pro	--	1.0	1.0	1.0
Executive Secretary	1.0	--	--	--
Sub-Division Total	3.0	5.0	5.0	4.0
Grants Administration				
Housing Program Specialist	3.0	3.0	3.0	4.0
Planner	--	1.0	1.0	1.0
Division Manager	1.0	1.0	1.0	1.0
Admin Office Pro	1.0	--	--	--
Sub-Division Total	5.0	5.0	5.0	6.0
Property Management				
Housing Program Specialist	3.0	2.0	2.0	2.0
Planner	0.8	0.8	0.8	0.8
Chief Financial Officer	1.0	--	--	--
Sub-Division Total	4.8	2.8	2.8	2.8
Municipal Energy Financing				
Program Manager	--	1.0	1.0	1.0
Administrative Leader	--	1.0	1.0	1.0
Department Business Specialist	--	3.0	3.0	2.0
Sub-Division Total	--	5.0	5.0	4.0
Division Total	12.8	17.8	17.8	16.8