

# City Planning and Community Investment



## Department Description

The City Planning & Community Investment Department (CPCI) combines Planning, Urban Form, Economic Development, and Redevelopment to integrate the City's development strategy, policies, and visioning processes with some of its major implementation tools. The Department is organized into four divisions: Planning, Urban Form, Economic Development, and Redevelopment. Additionally, the Department includes the Facilities Financing Program that monitors development agreements and formulates and administers a variety of funds used to finance public facilities in community planning areas throughout the City.

The Department's mission is:

*To engage San Diegans to envision, plan, implement, and maintain a sustainable city through the wise use of land, resources, and aesthetics ensuring a high quality of life for all generations*

## Goals and Objectives

The following goals and objectives represent the action plan for the Department.

### ***Goal 1: Create visionary plans that are achievable***

Creating plans that are highly valued by the public requires coordination and collaboration in order to form implementation strategies that effectively execute plans. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Employ the collaborative use of multi-disciplinary teams
- Present plans in a cohesive and comprehensive way
- Ensure that all work efforts include an implementation strategy

### ***Goal 2: Plan and enhance San Diego's urban form***

As the City develops over time, protection and creation of our open space and park systems, conservation of our historic resources, and attention to urban design are increasingly important to maintain and enhance community values. This requires envisioning the outcomes of the City's plans and policies so that the communities will embrace and support them. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Create more preservation and incentive tools for respecting our historic resources
- Plan open space, trails, and parks comprehensively so that they become a connected citywide system
- Protect the natural habitat and sensitive species

# City Planning and Community Investment

- Include methods to achieve sustainability in plans and projects
- Use flexible techniques to achieve excellence in urban design

## ***Goal 3: Foster economic development***

Encouraging community revitalization and promoting economic opportunity for all segments of the population is a key component in ensuring a high quality of life. It is essential to retain, attract, and maintain the type of businesses that contribute positively to the local economy. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Leverage public incentives and assistance to promote community revitalization
- Promote economic development efforts to attract and induce investment in local businesses
- Support and encourage local businesses to provide private sector revitalization solutions

## ***Goal 4: Implement redevelopment***

The purpose of redevelopment is to assist local governments in the elimination of blight from designated areas through new development, infrastructure, public spaces and facilities, reconstruction, and rehabilitation. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Provide, upgrade, restore, and enhance public infrastructure and facilities
- Increase the supply of affordable housing, improve housing conditions, and increase affordable housing opportunities
- Promote economic development activities that retain and expand business and employment opportunities
- Enhance and preserve neighborhood character and rehabilitate historical properties

## ***Goal 5: Finance public facilities***

Providing adequate financing is critical to developing and maintaining public facilities (such as parks, libraries, fire stations, and streets) that will serve the City's current and future populations. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Maintain an effective facilities financing program to ensure that the impact of new development is mitigated through appropriate fees
- Pursue a broad range of funding sources to finance public facilities and infrastructure
- Invest in public infrastructure that supports and leverages private investment in communities
- Coordinate with redevelopment agencies to effectively utilize tax increment and other agency financing in order to leverage additional funds

## ***Goal 6: Develop a focused and productive department workforce***

A skilled and productive workforce is essential for every type of organization. Having highly-trained, self-directed employees result in more operational effectiveness, as well as a better work product. The Department will move toward accomplishing this goal by focusing on the following objectives.

- Establish and integrate CPCI work plan priorities
- Promote the use of cross-disciplinary teams
- Promote professional growth and development
- Reward and recognize good employee performance

# Service Efforts and Accomplishments

## **Planning**

During Fiscal Year 2009, the Planning Division provided planning services including the preparation of community plans, special projects, and mobility studies, as well as General Plan monitoring, planning group support, grant administration, development project reviews, and other efforts.

San Diego's General Plan, adopted in March of 2008, is the blueprint for how the City of San Diego will grow and develop over the next 20 to 30 years. Work on the General Plan Action Plan occurred in Fiscal Year 2009 to outline how General Plan policies will be implemented over the short-, mid-, and long-term.

# City Planning and Community Investment

The Planning Division made significant progress on community plan updates in the Otay Mesa and Ocean Beach communities. The Otay Mesa Community Plan began the public hearing process in late Fiscal Year 2009 while the Ocean Beach Community Plan is anticipated to be scheduled for City Council consideration in Fiscal Year 2010. The Barrio Logan Community Plan update and the Grantville Master Plan have significantly progressed while work on the Uptown, North Park, Golden Hill, Midway, Old San Diego, and San Ysidro Community Plan updates began in Fiscal Year 2009.

In addition to community plan updates, the Planning Division processed approximately 20 community plan amendments. These amendments affected communities throughout the City and dealt with issues from providing mixed use policies for commercial/residential development to amending land use plans to allow appropriate uses that had not previously been anticipated. The Planning Division also supported San Diego's 42 recognized community planning groups. Most notably, the Division worked with community planning groups to bring their operating bylaws into conformance with provisions of the Brown Act and Council Policy 600-24. The Division trained planning group members on planning group operations, conformance with the Brown Act, and other topics. The Division also reviewed numerous discretionary development proposals in order to ensure conformance with adopted community plans and related policy documents. The Mobility Section of Planning continued to develop the Bicycle Master Plan as well as work on seven pilot communities for the Pedestrian Master Plan. Work on a grant-funded mobility project, the San Ysidro Mobility Strategy, was completed in Fiscal Year 2008.

## Urban Form

The Urban Form Division includes four sections: Urban Design, Park Planning, Historic Resources, and the Multiple Species Conservation Program (MSCP). Work conducted in this Division will focus on urban design strategies, project design, open space and park systems planning, and historic preservation.

The Park Planning section helped prepare the draft Recreation and Conservation components of the General Plan Action Plan, and new policies affecting the application of population-based park and recreation standards citywide. Park Planning staff initiated and monitored the acquisition of parkland located in six communities in accordance with development agreements and discretionary permit conditions, and reviewed 250 discretionary and ministerial development proposals for impacts to existing parks and open space which resulted in six new parks and seven development/joint use/reimbursement agreements. Park Planning staff prepared and submitted 15 new park projects for the Fiscal Year 2009 Capital Improvements Program Budget. Additionally, Park Planning staff helped prepare recreation elements for four community plan updates and master plans, 16 park and recreation sections of public facilities financing plan updates, and continued work on the San Diego River Master Plan.

The Historic Resources section completed reform of the City's Mills Act program, prepared historic context statements and surveys for two community plan updates completed the Mission Hills Historic District appeal and new guidelines for historic district nominations and surveys, prepared historical resource evaluation report guidelines for discretionary projects, and updated information bulletins and new submittal requirements to better inform the public and permit customers about the historical review process. Staff also reviewed and took forward 50 individually significant historical resources for designation by the Historical Resources Board (HRB) and completed 1,500 project reviews of buildings that are 45 or more years old and designated historic sites. Staff began processing two new historic districts, one in Kensington and one in North Park, and a new Programmatic Agreement with the Airport Authority under Section 106 of the National Historic Preservation Act.

The Multiple Species Conservation Program (MSCP) section conducted 276 development review cycles for compliance with the MSCP Implementing Agreement, compiled the MSCP Annual Report for the U.S. Fish and Wildlife Service and California Department of Fish and Game, and administered over \$750,000 in grants for endangered species policy, monitoring, and habitat restoration. Additionally, in accordance with the City's MSCP Implementing Agreement, 52,727 acres are required to be conserved within the City's Multi-Habitat Planning Area (MHPA). To date, approximately 93 percent of this acreage has been conserved or is obligated for future conservation.

## Economic Development

The Office of Small Business (OSB) provided individual assistance to more than 5,000 aspiring and existing entrepreneurs with information and referrals, and provided project and contract management services to more than 50 non-profit organizations developing economic opportunities in more than 15 neighborhoods or developing

# City Planning and Community Investment

tourism to San Diego. OSB staff also provided project and contract management services to six community parking districts to develop local solutions to mitigate parking-related impacts and partnered on the Parking Meter Utilization Improvement plan designed to provide for more effective management of on-street parking.

The OSB managed the recently created Tourism Marketing District (TMD). The TMD will raise more than \$25.0 million annually over a five year period from 2008 through 2012 to promote tourism and increase hotel room night use in the City of San Diego. Of this \$25.0 million, approximately \$10.0 million offsets tourism support expenses previously provided by the City's General Fund.

The Community Development Block Grant (CDBG) Program provided over \$13.0 million in funds to programs that serve the low and moderate income communities of the City of San Diego. The CDBG Program staff provided oversight on 182 projects and directly managed 42 contracts. The City is continuing with major reforms to the CDBG Program.

The Business Finance section manages the HUD Section 108 Loan Program portfolio consisting of 17 loans totaling approximately \$33.6 million. An additional loan in the amount of \$353,000 for the Logan Heights Library has been approved by HUD. In addition, the Business Finance section manages three small business loan programs totaling \$4.3 million funded by Economic Development Administration grants. In Fiscal Year 2008, five loans were approved totaling \$2.1 million and creating 38 new jobs. In Fiscal Year 2009, two loans closed totaling \$1.3 million with an additional four loans totaling \$585,000 being approved.

## Facilities Financing

Facilities Financing has been working on Public Facility Financing Plan updates in several communities; however, due to the severe recession in Fiscal Year 2009, taking action on new updates that increase impact fees have been selective. One financing plan has been updated and approved for the funding of public facilities. Facilities Financing has prepared initial work on an infrastructure financing strategy as referenced in the recently approved General Plan. Approximately \$10.0 million in impact fees to fund future community facilities is projected to be collected in Fiscal Year 2009. Facilities Financing staff is also now administering two new programs for the City of San Diego—the Statewide Community Infrastructure Program (SCIP) and the Regional Transportation Congestion Improvement Plan (RTCIP). Approximately \$23.0 million is estimated to be reimbursed this fiscal year under current reimbursement agreements. Three new reimbursement agreements are anticipated to be approved in Fiscal Year 2009.

## Redevelopment

Service efforts and accomplishments in the 15 Redevelopment Project Areas are listed under the specific project area budgets.

# Budget Dollars at Work: Performance Expectations

## Goal 1: Create visionary plans that are achievable

Performance Measure	Baseline FY2008	Estimated FY2009	Target FY2010
1. Percent of General Plan Monitoring Report completed	N/A	N/A	100%
2. Percent of community plans equal to or less than:			
▪ 5 years old	0%	0%	2%
▪ 10 years old	30%	9%	15%
▪ 15 years old	51%	30%	30%
3. Number of Community Plan updates underway	N/A	9	8
4. Percent of Economic Development Strategic Plan completed	N/A	20%	100%

# City Planning and Community Investment

## Goal 2: Plan and enhance San Diego's urban form

Performance Measure	Baseline FY2008	Estimated FY2009	Target FY2010
1. Percent of Citywide Parks Master Plan completed	N/A	5%	25%
2. Additional acreage of Multiple Species Conservation Program (MSCP) lands secured	39.0	65.5	25.0
3. Number of new historic designations and Mills Act agreements processed, and monitoring of historic properties completed	145	150	210
4. Number of environmental, open space, and park plans initiated, ongoing, or completed	8	7	7
5. Percentage of development plans reviewed to include urban design principles into projects	N/A	N/A	80%
6. Percentage of discretionary reviews resulting in sustainable elements included in the project	N/A	N/A	80%

## Goal 3: Foster economic development

Performance Measure	Baseline FY2008	Estimated FY2009	Target FY2010
1. Percent of Housing and Urban Development (HUD) Community Development Block Grant (CDBG) audit recommendations completed	40%	40%	100%
2. Percent of Community Development Block Grant reform and new Council policy completed	50%	25%	100%
3. Number of small businesses assisted	5,233	5,105	5,000

## Goal 4: Implement redevelopment

Performance Measure	Baseline FY2008	Estimated FY2009	Target FY2010
1. Percentage of five year Implementation Plans updated	100%	100%	100%
2. Percentage of revised implementation strategies for Pilot Villages updated	100%	100% <sup>1</sup> 50% <sup>2</sup>	100% of Balance
3. Number of affordable housing units completed by the Redevelopment Agency	409	273	499

## Goal 5: Finance public facilities

Performance Measure	Baseline FY2008	Estimated FY2009	Target FY2010
1. Percent of Public Facilities Financing Plans (PFFPs) equal to or less than: <ul style="list-style-type: none"> <li>▪ 1 year old since last comprehensive update</li> <li>▪ 2 years old since last comprehensive update</li> <li>▪ 3 years old since last comprehensive update</li> </ul>	24% 37% 48%	10% 29% 36%	7% 14% 33%
2. Amount of public facility improvements funded through Facilities Benefit Assessments (FBAs)	\$43.9M	\$28.5M	\$35.0M
3. Amount of public facility improvements funded through Development Impact Fees (DIFs)	\$12.8M	\$9.4M	\$2.0M
4. Amount of public facility improvements funded through tax increment	\$25.2M	\$5.5M	\$12.5M
5. Amount of public facility improvements funded through other sources	\$4.8M	\$2.8M	\$3.8M

<sup>1</sup> North Park

<sup>2</sup> Market Creek

# City Planning and Community Investment

## Goal 6: Develop a focused and productive workforce

Performance Measure	Baseline FY2008	Estimated FY2009	Target FY2010
1. Number of employees with professional certification	24	29	29
2. Percent of staff (non-management) that attend training	60%	90%	90%
3. Percent of project managers trained on department grants and contracts management	N/A	40%	80%

## Budget Dollars at Work: Sizing and Workload Data

	Actual FY2006	Actual FY2007	Actual FY2008	Estimated FY2009	Target FY2010
<b>Workload Data</b>					
Number of community plan updates initiated, ongoing, or completed	2	2	6	9	8
Number of projects reviewed	N/A	N/A	N/A	1,500	1,000
Number of mobility plans initiated, ongoing, or completed	3	5	8	17	20
Initiation and preparation of new park projects	N/A	N/A	N/A	N/A	15
Implementation of Multiple Species Conservation Program (MSCP) Grants	N/A	N/A	N/A	2	2
Total number of plan reviews completed by the Department	2,692	2,425	2,303	375	1,500
Number of community meetings attended	N/A	N/A	340	517	360
Value of Parking District funds managed	\$2.7M	\$2.7M	\$4.1M <sup>3</sup>	\$4.5M <sup>3</sup>	\$2.7M
Value of Assessment District funds managed <sup>4</sup>	\$8.7M	\$8.8M	\$17.7M	\$34.0M <sup>5</sup>	\$30.0M
Value of CDBG <sup>6</sup> funds managed	\$18.3M	\$17.3M	\$15.5M	\$15.4M	\$14.6M
Value of new small business loans approved	\$0.7M	\$0.2M	\$1.2M	\$1.7M	\$0.5M
Number of contracts administered by the Economic Development Division	98	117	112	108	100
Number of redevelopment project areas managed	11	11	11	11	11
Number of businesses assisted by economic development programs	2,226	2,292	5,263	5,155	5,005
Total amount of tax increment managed	\$32.3M	\$40.0M	\$40.5M	\$43.4M	\$46.0M

<sup>3</sup> Including funds carried over from previous fiscal years

<sup>4</sup> Includes Business Improvement Districts (BIDs), Maintenance Assessment Districts (MADs), the Downtown Property and Business Improvement District (PBID), and the Tourism Marketing District (TMD)

<sup>5</sup> Including \$4 million carryover from Fiscal Year 2008 for TMD

<sup>6</sup> Community Development Block Grant (CDBG)

# City Planning and Community Investment

	<b>Actual FY2006</b>	<b>Actual FY2007</b>	<b>Actual FY2008</b>	<b>Estimated FY2009</b>	<b>Target FY2010</b>
Total dollar amount of facilities financing funds managed	\$132.0M	\$116.7M	\$123.4M	\$119.0M	\$117.0M
Number of plans reviewed for impact fee assessments	1,201	821	764	434	563
Number of development agreements monitored	16	11	11	11	10



# City Planning and Community Investment

## Department Summary

City Planning and Community Investment				
	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 PROPOSED	FY 2009-2010 CHANGE
Positions	137.45	128.45	<b>123.45</b>	(5.00)
Personnel Expense	\$ 14,516,262	\$ 13,747,279	\$ <b>13,163,503</b>	\$ (583,776)
Non-Personnel Expense	\$ 8,751,752	\$ 10,144,750	\$ <b>10,228,321</b>	\$ 83,571
<b>TOTAL</b>	<b>\$ 23,268,014</b>	<b>\$ 23,892,029</b>	<b>\$ 23,391,824</b>	<b>\$ (500,205)</b>

## Department Staffing

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 PROPOSED
<b>GENERAL FUND</b>			
<b>City Planning and Community Investment</b>			
Admin & Tech Svcs Mgmt	0.00	1.00	<b>1.00</b>
Administrative Services	0.00	8.50	<b>8.50</b>
Brown Act Compliance	0.00	1.00	<b>1.00</b>
Comm Plan Updates & Spec Projs	20.75	6.00	<b>5.00</b>
CP&CI Management	0.00	1.00	<b>2.00</b>
Economic Development	18.00	11.00	<b>2.00</b>
Economic Development Mgmt	1.00	1.00	<b>1.00</b>
Grant Monitoring & Admin	9.00	10.00	<b>0.00</b>
Historical Resources Planning	0.00	4.75	<b>4.75</b>
Multiple Species Conservation Program	3.00	3.00	<b>3.00</b>
Park Planning	0.00	5.00	<b>5.00</b>
Park Planning Activity Group	7.00	0.00	<b>0.00</b>
Planning & Economic Research	0.00	1.00	<b>1.00</b>
Planning Implementation	0.00	8.00	<b>8.00</b>
Planning Mgmt	4.00	1.00	<b>1.00</b>
Planning Policy	5.00	4.00	<b>5.00</b>
Sm Bus & Neighbrhd Revitalize	0.00	9.00	<b>7.00</b>
Support Services	12.50	0.00	<b>0.00</b>
Support Services - Econ Dev	3.20	0.00	<b>0.00</b>
Technical Services	0.00	4.20	<b>4.20</b>
Transportation Planning	10.00	4.00	<b>4.00</b>
Urban Form Mgmt	0.00	1.00	<b>1.00</b>
<b>Total</b>	<b>93.45</b>	<b>84.45</b>	<b>64.45</b>
<b>FACILITIES FINANCING FUND</b>			
<b>Facilities Financing</b>			
Facilities Financing	16.00	16.00	<b>16.00</b>
<b>Total</b>	<b>16.00</b>	<b>16.00</b>	<b>16.00</b>

# City Planning and Community Investment

## Department Staffing

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 PROPOSED
<b>REDEVELOPMENT FUND</b>			
<b>Redevelopment</b>			
Administration	6.00	8.00	9.00
Affordable Housing	3.10	1.00	1.00
Redevelopment Plan Implementation	18.90	19.00	19.00
<b>Total</b>	<b>28.00</b>	<b>28.00</b>	<b>29.00</b>
<b>HUD PROGRAMS ADMINISTRATION FUND</b>			
<b>HUD Programs Administration</b>			
CDBG Administration	0.00	0.00	14.00
<b>Total</b>	<b>0.00</b>	<b>0.00</b>	<b>14.00</b>
<b>DEPARTMENT TOTAL</b>	<b>137.45</b>	<b>128.45</b>	<b>123.45</b>

## Department Expenditures

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 PROPOSED
<b>GENERAL FUND</b>			
<b>City Planning and Community Investment</b>			
Admin & Tech Svcs Mgmt	\$ -	\$ 122,372	\$ 121,213
Administrative Services	\$ -	\$ 2,719,571	\$ 3,112,738
Brown Act Compliance	\$ -	\$ 60,836	\$ 80,003
Comm Plan Updates & Spec Projs	\$ 2,974,752	\$ 2,276,061	\$ 4,005,841
Community Planning	\$ (244,063)	\$ (233,764)	\$ (168,819)
CP&CI Management	\$ -	\$ 266,200	\$ 325,431
Economic Development	\$ 5,177,194	\$ 1,713,355	\$ 221,975
Economic Development Mgmt	\$ 186,030	\$ 193,955	\$ 185,900
Grant Monitoring & Admin	\$ 1,177,784	\$ 1,590,156	\$ -
Historical Resources Planning	\$ -	\$ 524,478	\$ 538,884
Multiple Species Conservation Program	\$ 444,665	\$ 352,228	\$ 345,060
Park Planning	\$ -	\$ 631,801	\$ 623,338
Park Planning Activity Group	\$ 766,883	\$ -	\$ -
Planning & Economic Research	\$ -	\$ 122,605	\$ 121,164
Planning Implementation	\$ -	\$ 991,113	\$ 974,364
Planning Mgmt	\$ 647,520	\$ 175,693	\$ 172,866
Planning Policy	\$ 640,334	\$ 496,993	\$ 625,025
Public Info & Comm	\$ -	\$ 51,049	\$ -
Public Involvement and Communications	\$ 2,414	\$ -	\$ -
Sm Bus & Neighbrhd Revitalize	\$ -	\$ 4,475,298	\$ 2,003,454
Support Services	\$ 1,352,385	\$ -	\$ -
Support Services - Econ Dev	\$ 2,255,358	\$ -	\$ -
Technical Services	\$ -	\$ 565,488	\$ 856,183
Transportation Planning	\$ 1,335,079	\$ 626,945	\$ 619,605

# City Planning and Community Investment

## Department Expenditures

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 PROPOSED
<b>GENERAL FUND</b>			
<b>City Planning and Community Investment</b>			
Urban Form Mgmt	\$ -	\$ 175,693	\$ 172,644
<b>Total</b>	<b>\$ 16,716,335</b>	<b>\$ 17,898,126</b>	<b>\$ 14,936,869</b>
<b>FACILITIES FINANCING FUND</b>			
<b>Facilities Financing</b>			
Facilities Financing	\$ 2,687,127	\$ 2,655,287	\$ 2,545,962
<b>Total</b>	<b>\$ 2,687,127</b>	<b>\$ 2,655,287</b>	<b>\$ 2,545,962</b>
<b>REDEVELOPMENT FUND</b>			
<b>Redevelopment</b>			
Administration	\$ 613,238	\$ 824,207	\$ 1,153,239
Affordable Housing	\$ 308,180	\$ 119,870	\$ 120,250
Department Management	\$ 7,743	\$ -	\$ -
Redevelopment Plan Implementation	\$ 2,732,535	\$ 2,394,539	\$ 2,276,535
<b>Total</b>	<b>\$ 3,661,696</b>	<b>\$ 3,338,616</b>	<b>\$ 3,550,024</b>
<b>CDBG ADMINISTRATION</b>			
<b>CDBG Admin/Youth Services</b>			
CDBG Admin/Youth Services	\$ 202,856	\$ -	\$ -
<b>Total</b>	<b>\$ 202,856</b>	<b>\$ -</b>	<b>\$ -</b>
<b>HUD PROGRAMS ADMINISTRATION FUND</b>			
<b>HUD Programs Administration</b>			
CDBG Administration	\$ -	\$ -	\$ 1,808,368
HUD Programs Administration	\$ -	\$ -	\$ (28,099)
Services to CDBG	\$ -	\$ -	\$ 578,700
<b>Total</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,358,969</b>
<b>DEPARTMENT TOTAL</b>	<b>\$ 23,268,014</b>	<b>\$ 23,892,029</b>	<b>\$ 23,391,824</b>

# City Planning and Community Investment

## Significant Budget Adjustments

### GENERAL FUND

City Planning and Community Investment	Positions	Cost	Revenue
<p><b>Salary and Benefit Adjustments</b></p> <p>Adjustments to reflect the annualization of the Fiscal Year 2009 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and fringe adjustments.</p>	0.00 \$	156,028 \$	0
<p><b>Community Plan Updates</b></p> <p>One-time addition of funds for the Mission Valley, Ocean Beach, Otay Mesa, SESD/Skyline-Paradise Hills, and Uptown/North Park/Golden Hill Community Plan Updates.</p>	0.00 \$	3,413,500 \$	0
<p><b>Public Use Lease Adjustment</b></p> <p>One-time adjustment reflects the change in the contractually required payment and reserve amount for the Las Americas, Imperial Marketplace, and Marketplace at the Grove shopping centers.</p>	0.00 \$	376,674 \$	0
<p><b>Equipment/Support for Information Technology</b></p> <p>Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.</p>	0.00 \$	358,084 \$	0
<p><b>Fiscal Year 2009 Reorganization</b></p> <p>Transfer of 1.00 Executive Secretary position from the City Planning and Development Department to the City Planning and Community Investment Department.</p>	1.00 \$	79,743 \$	0
<p><b>Funding of Terminal Leave</b></p> <p>Funding of additional personnel expenditures for terminal leave paid to employees who, upon conclusion of their tenure with the City, possess a large leave balance.</p>	0.00 \$	20,579 \$	0
<p><b>Support for Safety and Maintenance of Visitor-Related Facilities</b></p> <p>Support to reimburse the General Fund for expenditures associated with the safety and maintenance of visitor-related facilities.</p>	0.00 \$	0 \$	311,650
<p><b>Additional Revenue from Community Development Block Grant (CDBG)</b></p> <p>Addition of revenue for Deputy Director oversight of the newly created HUD Programs Administration Fund.</p>	0.00 \$	0 \$	128,775
<p><b>Additional Revenue Generated by Park Planning</b></p> <p>Adjustment reflects 1.00 Park Designer position focusing exclusively on community plan updates in order to generate new revenue.</p>	0.00 \$	0 \$	117,527

# City Planning and Community Investment

## Significant Budget Adjustments

### GENERAL FUND

City Planning and Community Investment	Positions	Cost	Revenue
<p><b>Revised Revenue</b></p> <p>Adjustment to reflect Fiscal Year 2010 revenue projections.</p>	0.00 \$	0 \$	(275,452)
<p><b>Non-Discretionary Adjustment</b></p> <p>Adjustments to expense allocations that are determined outside of the department's direct control. These adjustments are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.</p>	0.00 \$	(66,881) \$	0
<p><b>Vacancy Savings</b></p> <p>Adjustments to personnel expenses to reflect the anticipated savings resulting from positions projected to be vacant for any period of the fiscal year due to personnel attrition and salary differentials for new employees.</p>	0.00 \$	(168,819) \$	0
<p><b>Fiscal Year 2009 Budget Amendment</b></p> <p>Adjustments to personnel and non-personnel expenses, and revenue as a result of the Fiscal Year 2009 Budget Amendment. These adjustments are further discussed in Volume 1: Budget Overview and Schedules.</p>	(1.00) \$	(185,379) \$	0
<p><b>Economic Growth Services Transfer</b></p> <p>Transfer of 9.00 FTE positions and associated non-personnel expenses from City Planning and Community Investment to the Community and Legislative Services Department.</p>	(9.00) \$	(1,470,266) \$	(871,332)
<p><b>One-Time Reduction</b></p> <p>Adjustment to reflect the removal of one-time revenues and expenditures implemented in Fiscal Year 2009.</p>	0.00 \$	(1,550,000) \$	0
<p><b>Community Development Block Grant Administrative Group Transfer</b></p> <p>Transfer of 11.00 FTE positions and associated non-personnel expenses and revenues from the Community Development Block Grant Administrative Group in City Planning &amp; Community Development Department to the newly created HUD Programs Administration Fund.</p>	(11.00) \$	(1,647,628) \$	(1,475,000)
<p><b>Transfer of Community Parking District</b></p> <p>Transfer of Community Parking District appropriations from the City Planning and Community Investment Department to the City Treasurer Department to consolidate and support the Parking Utilization Plan.</p>	0.00 \$	(2,276,892) \$	0

# City Planning and Community Investment

## Significant Budget Adjustments

### FACILITIES FINANCING FUND

Facilities Financing	Positions	Cost	Revenue
<p><b>Salary and Benefit Adjustments</b></p> <p>Adjustments to reflect the annualization of the Fiscal Year 2009 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and fringe adjustments.</p>	0.00 \$	21,566 \$	0
<p><b>Equipment/Support for Information Technology</b></p> <p>Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.</p>	0.00 \$	5,985 \$	0
<p><b>Revised Revenue</b></p> <p>Adjustment to reflect Fiscal Year 2010 revenue projections.</p>	0.00 \$	0 \$	(317,708)
<p><b>Vacancy Savings</b></p> <p>Adjustments to personnel expenses to reflect the anticipated savings resulting from positions projected to be vacant for any period of the fiscal year due to personnel attrition and salary differentials for new employees.</p>	0.00 \$	(33,287) \$	0
<p><b>Non-Discretionary Adjustment</b></p> <p>Adjustments to expense allocations that are determined outside of the department's direct control. These adjustments are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.</p>	0.00 \$	(103,589) \$	0

### REDEVELOPMENT FUND

Redevelopment	Positions	Cost	Revenue
<p><b>Salary and Benefit Adjustments</b></p> <p>Adjustments to reflect the annualization of the Fiscal Year 2009 negotiated salary compensation schedule, changes to average salaries, retirement contributions, retiree health contributions, and fringe adjustments.</p>	0.00 \$	30,956 \$	0
<p><b>Additional Financial Support</b></p> <p>Addition of 1.00 Financial Operations Manager and 1.00 Senior Management Analyst position to work on budget and fiscal monitoring of Agency-related activities, continuing bond disclosures, internal control oversight, and bond proceeds monitoring.</p>	2.00 \$	261,106 \$	0
<p><b>Additional Internship Support</b></p> <p>Adjustment reflects the anticipated costs for interns to do work in Redevelopment. All costs associated with the interns are recoverable from the Redevelopment Agency.</p>	0.00 \$	67,878 \$	0

# City Planning and Community Investment

## Significant Budget Adjustments

### REDEVELOPMENT FUND

Redevelopment	Positions	Cost	Revenue
<p><b>Non-Discretionary Adjustment</b></p> <p>Adjustments to expense allocations that are determined outside of the department's direct control. These adjustments are generally based on prior year expenditure trends and examples of these include utilities, insurance, and rent.</p>	0.00 \$	11,388 \$	0
<p><b>Revised Revenue</b></p> <p>Adjustment to reflect Fiscal Year 2010 revenue projections.</p>	0.00 \$	0 \$	211,408
<p><b>Equipment/Support for Information Technology</b></p> <p>Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.</p>	0.00 \$	(15,539) \$	0
<p><b>Vacancy Savings</b></p> <p>Adjustments to personnel expenses to reflect the anticipated savings resulting from positions projected to be vacant for any period of the fiscal year due to personnel attrition and salary differentials for new employees.</p>	0.00 \$	(67,703) \$	0
<p><b>SAP Support Department Transfer</b></p> <p>Transfer of position(s) to the newly created SAP Support Department to manage the integrated ERP System.</p>	(1.00) \$	(76,678) \$	0

### HUD PROGRAMS ADMINISTRATION FUND

HUD Programs Administration	Positions	Cost	Revenue
<p><b>Community Development Block Grant Administrative Group Transfer</b></p> <p>Transfer of 11.00 FTE positions and associated non-personnel expenses from the Community Development Block Grant Administrative Group in City Planning and Community Development Department to the newly created HUD Programs Administration Fund.</p>	11.00 \$	1,647,629 \$	1,475,000
<p><b>Additional Administration Support</b></p> <p>Addition of 1.00 Community Development Specialist II position, 1.00 Accountant II position, and associated expenditures including Temporary Help, to better meet the administration standards requested by the U.S. Department of Housing and Urban Development (HUD).</p>	2.00 \$	582,465 \$	883,969
<p><b>HUD Programs Administration Transfer</b></p> <p>Transfer of 1.00 Accountant III position from the City Comptroller Department to the newly created HUD Programs Administration Fund to comply with the Housing and Urban Development (HUD) audit recommendations.</p>	1.00 \$	101,581 \$	0

# City Planning and Community Investment

## Significant Budget Adjustments

### HUD PROGRAMS ADMINISTRATION FUND

HUD Programs Administration	Positions	Cost	Revenue
<b>Additional Administrative Support</b> Adjustment reflects addition of administrative support.	0.00	\$ 33,627	\$ 0
<b>Equipment/Support for Information Technology</b> Funding allocated according to a zero-based annual review of information technology funding requirements and priority analyses.	0.00	\$ 21,766	\$ 0
<b>Vacancy Savings</b> Adjustments to personnel expenses to reflect the anticipated savings resulting from positions projected to be vacant for any period of the fiscal year due to personnel attrition and salary differentials for new employees.	0.00	\$(28,099)	\$ 0

## Expenditures by Category

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 PROPOSED
<b>PERSONNEL</b>			
Salaries & Wages	\$ 9,648,323	9,223,153	<b>8,961,440</b>
Fringe Benefits	\$ 4,867,939	4,524,126	<b>4,202,063</b>
<b>SUBTOTAL PERSONNEL</b>	<b>14,516,262</b>	<b>13,747,279</b>	<b>13,163,503</b>
<b>NON-PERSONNEL</b>			
Supplies & Services	\$ 8,325,249	9,661,715	<b>9,432,959</b>
Information Technology	\$ 259,696	304,169	<b>604,495</b>
Energy/Utilities	\$ 105,100	125,331	<b>157,161</b>
Equipment Outlay	\$ 61,707	53,535	<b>33,706</b>
<b>SUBTOTAL NON-PERSONNEL</b>	<b>8,751,752</b>	<b>10,144,750</b>	<b>10,228,321</b>
<b>TOTAL</b>	<b>23,268,014</b>	<b>23,892,029</b>	<b>23,391,824</b>

## Revenues by Category

	FY 2008 BUDGET	FY 2009 BUDGET	FY 2010 PROPOSED
<b>GENERAL FUND</b>			
Licenses and Permits	\$ 797,309	\$ 747,309	<b>\$ 694,000</b>
Revenue from Other Agencies	\$ 106,298	\$ 106,298	<b>\$ 75,656</b>
Charges for Current Services	\$ 2,700,483	\$ 3,363,598	<b>\$ 1,638,420</b>
Transfers from Other Funds	\$ 115,688	\$ 303,303	<b>\$ 165,600</b>
Other Revenues	\$ -	\$ 120,000	<b>\$ 3,000</b>
<b>TOTAL</b>	<b>\$ 3,719,778</b>	<b>\$ 4,640,508</b>	<b>\$ 2,576,676</b>

# City Planning and Community Investment

## Salary Schedule

### GENERAL FUND

#### City Planning and Community Investment

<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	0.00	<b>1.00</b>	\$ 37,814	\$ 37,814
1105	Administrative Aide I	2.00	<b>2.00</b>	\$ 43,549	\$ 87,098
1106	Sr Management Analyst	3.00	<b>1.00</b>	\$ 71,273	\$ 71,273
1107	Administrative Aide II	4.00	<b>3.00</b>	\$ 50,409	\$ 151,227
1218	Assoc Management Analyst	1.00	<b>1.00</b>	\$ 63,595	\$ 63,595
1227	Assoc Planner	7.00	<b>7.00</b>	\$ 66,557	\$ 465,902
1233	Assoc Engineer-Traffic	2.00	<b>3.00</b>	\$ 79,963	\$ 239,888
1348	Info Systems Analyst II	1.00	<b>1.00</b>	\$ 63,270	\$ 63,270
1350	Community Development Coord	4.00	<b>1.00</b>	\$ 91,191	\$ 91,191
1352	Community Development Spec II	8.00	<b>1.00</b>	\$ 64,118	\$ 64,118
1353	Community Development Spec III	1.00	<b>1.00</b>	\$ 71,774	\$ 71,774
1354	Community Development Spec IV	8.00	<b>4.00</b>	\$ 79,413	\$ 317,651
1401	Info Systems Technician	0.20	<b>0.20</b>	\$ 49,210	\$ 9,842
1535	Clerical Assistant II	3.50	<b>0.50</b>	\$ 35,400	\$ 17,700
1638	Park Designer	3.00	<b>3.00</b>	\$ 79,900	\$ 239,700
1648	Payroll Specialist II	1.00	<b>1.00</b>	\$ 41,507	\$ 41,507
1727	Principal Engineering Aide	2.00	<b>2.00</b>	\$ 60,057	\$ 120,113
1746	Word Processing Operator	3.00	<b>2.00</b>	\$ 37,644	\$ 75,287
1751	Project Officer I	1.00	<b>1.00</b>	\$ 80,454	\$ 80,454
1752	Project Officer II	1.00	<b>1.00</b>	\$ 92,851	\$ 92,851
1872	Sr Planner	16.75	<b>14.75</b>	\$ 78,203	\$ 1,153,491
1876	Executive Secretary	0.00	<b>1.00</b>	\$ 51,538	\$ 51,538
1878	Sr Traffic Engineer	1.00	<b>1.00</b>	\$ 92,281	\$ 92,281
1879	Sr Clerk/Typist	1.00	<b>2.00</b>	\$ 43,115	\$ 86,230
1917	Supv Management Analyst	1.00	<b>1.00</b>	\$ 80,297	\$ 80,297
1926	Info Systems Analyst IV	1.00	<b>1.00</b>	\$ 79,967	\$ 79,967
2172	Planning Director	1.00	<b>1.00</b>	\$ 160,000	\$ 160,000
2214	Deputy Director	3.00	<b>3.00</b>	\$ 120,113	\$ 360,339
2234	Principal Planner	1.00	<b>2.00</b>	\$ 95,000	\$ 190,000
2270	Program Manager	2.00	<b>1.00</b>	\$ 83,000	\$ 83,000
2272	Homeless Services Coordinator	1.00	<b>1.00</b>	\$ 84,001	\$ 84,001
	Vacancy Factor Adjustment	0.00	<b>0.00</b>	\$ -	\$ (168,819)
	Bilingual - Regular	0.00	<b>0.00</b>	\$ -	\$ 1,568
	Overtime Budgeted	0.00	<b>0.00</b>	\$ -	\$ 73,210
	Reg Pay For Engineers	0.00	<b>0.00</b>	\$ -	\$ 111,603
	Temporary Help	0.00	<b>0.00</b>	\$ -	\$ 5,957
	Termination Pay Annual Leave	0.00	<b>0.00</b>	\$ -	\$ 20,579
	<b>Total</b>	<b>84.45</b>	<b>65.45</b>	<b>\$</b>	<b>4,867,497</b>

# City Planning and Community Investment

## Salary Schedule

### FACILITIES FINANCING FUND

#### Facilities Financing

<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1106	Sr Management Analyst	7.00	<b>7.00</b>	\$ 71,273	\$ 498,908
1107	Administrative Aide II	0.00	<b>1.00</b>	\$ 50,409	\$ 50,409
1218	Assoc Management Analyst	2.00	<b>2.00</b>	\$ 63,596	\$ 127,191
1727	Principal Engineering Aide	2.00	<b>2.00</b>	\$ 60,057	\$ 120,113
1746	Word Processing Operator	1.00	<b>1.00</b>	\$ 37,643	\$ 37,643
1879	Sr Clerk/Typist	1.00	<b>0.00</b>	\$ -	\$ -
1917	Supv Management Analyst	2.00	<b>2.00</b>	\$ 80,296	\$ 160,592
2270	Program Manager	1.00	<b>1.00</b>	\$ 99,000	\$ 99,000
	Vacancy Factor Adjustment	0.00	<b>0.00</b>	\$ -	\$ (33,287)
	Overtime Budgeted	0.00	<b>0.00</b>	\$ -	\$ 15,720
	<b>Total</b>	<b>16.00</b>	<b>16.00</b>	<b>\$</b>	<b>\$ 1,076,289</b>

### REDEVELOPMENT FUND

#### Redevelopment

<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1104	Account Clerk	1.00	<b>1.00</b>	\$ 37,814	\$ 37,814
1106	Sr Management Analyst	0.00	<b>1.00</b>	\$ 71,273	\$ 71,273
1218	Assoc Management Analyst	1.00	<b>1.00</b>	\$ 63,595	\$ 63,595
1350	Community Development Coord	3.00	<b>3.00</b>	\$ 91,191	\$ 273,573
1352	Community Development Spec II	5.00	<b>5.00</b>	\$ 64,118	\$ 320,590
1354	Community Development Spec IV	12.00	<b>12.00</b>	\$ 79,413	\$ 952,951
1382	Legislative Recorder I	1.00	<b>1.00</b>	\$ 46,882	\$ 46,882
1401	Info Systems Technician	1.00	<b>0.00</b>	\$ -	\$ -
1535	Clerical Assistant II	2.00	<b>2.00</b>	\$ 35,402	\$ 70,803
1917	Supv Management Analyst	1.00	<b>1.00</b>	\$ 80,297	\$ 80,297
2181	Asst Department Director	1.00	<b>1.00</b>	\$ 139,000	\$ 139,000
2217	Financial Operations Manager	0.00	<b>1.00</b>	\$ 110,000	\$ 110,000
	Vacancy Factor Adjustment	0.00	<b>0.00</b>	\$ -	\$ (67,703)
	Overtime Budgeted	0.00	<b>0.00</b>	\$ -	\$ 10,000
	Temporary Help	0.00	<b>0.00</b>	\$ -	\$ 80,000
	<b>Total</b>	<b>28.00</b>	<b>29.00</b>	<b>\$</b>	<b>\$ 2,189,075</b>

### HUD PROGRAMS ADMINISTRATION FUND

#### HUD Programs Administration

<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1100	Accountant III	0.00	<b>1.00</b>	\$ 69,639	\$ 69,639
1106	Sr Management Analyst	0.00	<b>2.00</b>	\$ 71,273	\$ 142,546
1107	Administrative Aide II	0.00	<b>1.00</b>	\$ 50,409	\$ 50,409

# City Planning and Community Investment

## Salary Schedule

### HUD PROGRAMS ADMINISTRATION FUND

#### HUD Programs Administration

<i>Class</i>	<i>Position Title</i>	<i>FY 2009 Positions</i>	<i>FY 2010 Positions</i>	<i>Salary</i>	<i>Total</i>
1218	Assoc Management Analyst	0.00	<b>1.00</b>	\$ 63,595	\$ 63,595
1350	Community Development Coord	0.00	<b>1.00</b>	\$ 91,191	\$ 91,191
1352	Community Development Spec II	0.00	<b>5.00</b>	\$ 64,118	\$ 320,590
1354	Community Development Spec IV	0.00	<b>1.00</b>	\$ 79,413	\$ 79,413
1746	Word Processing Operator	0.00	<b>1.00</b>	\$ 37,643	\$ 37,643
1842	Accountant II	0.00	<b>1.00</b>	\$ 61,615	\$ 61,615
	Vacancy Factor Adjustment	0.00	<b>0.00</b>	\$ -	\$ (28,099)
	Temporary Help	0.00	<b>0.00</b>	\$ -	\$ 20,000
	<b>Total</b>	0.00	<b>14.00</b>	\$	<b>908,542</b>

<b>CITY PLANNING AND COMMUNITY INVESTMENT TOTAL</b>	128.45	<b>124.45</b>	\$	<b>9,041,403</b>
---	--------	---------------	----	------------------

# City Planning and Community Investment

## Revenue and Expense Statement (Non-General Fund)

### FACILITIES FINANCING FUND 10250

	FY 2008* BUDGET	FY 2009* BUDGET	FY 2010 PROPOSED
<b>BEGINNING BALANCE AND RESERVE</b>			
Balance from Prior Year	\$ 283,558	\$ -	\$ 208,383
<b>TOTAL BALANCE</b>	<b>\$ 283,558</b>	<b>\$ -</b>	<b>\$ 208,383</b>
<b>REVENUE</b>			
Facilities Benefit Assessments and Development Impact Fees	\$ 1,879,604	\$ 2,266,087	\$ 2,090,679
Interest	\$ 18,300	\$ 18,300	\$ 2,100
Miscellaneous Revenue	\$ 1,500	\$ 1,500	\$ 300
Services to Other Funds	\$ 369,400	\$ 369,400	\$ 244,500
TransNet Revenue	\$ 134,765	\$ -	\$ -
<b>TOTAL REVENUE</b>	<b>\$ 2,403,569</b>	<b>\$ 2,655,287</b>	<b>\$ 2,337,579</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 2,687,127</b>	<b>\$ 2,655,287</b>	<b>\$ 2,545,962</b>
<b>OPERATING EXPENSE</b>			
Non-Personnel Expense	\$ 1,066,200	\$ 1,048,446	\$ 950,842
Personnel Expenses	\$ 1,620,927	\$ 1,606,841	\$ 1,595,120
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 2,687,127</b>	<b>\$ 2,655,287</b>	<b>\$ 2,545,962</b>
<b>TOTAL EXPENSE</b>	<b>\$ 2,687,127</b>	<b>\$ 2,655,287</b>	<b>\$ 2,545,962</b>
<b>BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENSE, RESERVE, AND BALANCE</b>	<b>\$ 2,687,127</b>	<b>\$ 2,655,287</b>	<b>\$ 2,545,962</b>

\* At the time of publication, audited financial statements for Fiscal Year 2008 were not available. Therefore, the Fiscal Years 2008 and 2009 columns reflect final budget amounts from the Fiscal Year 2008 and 2009 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.

# City Planning and Community Investment

## Revenue and Expense Statement (Non-General Fund)

HUD PROGRAMS ADMINISTRATION FUND 18555

	FY 2008* BUDGET	FY 2009* BUDGET	FY 2010 PROPOSED
<b>REVENUE</b>			
Grant Receipts	\$ -	\$ -	\$ 2,358,969
<b>TOTAL REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,358,969</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,358,969</b>
<b>OPERATING EXPENSE</b>			
Non-Personnel	\$ -	\$ -	\$ 1,010,749
Personnel	\$ -	\$ -	\$ 1,348,220
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,358,969</b>
<b>TOTAL EXPENSE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,358,969</b>
<b>BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENSE, RESERVE, AND BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 2,358,969</b>

\* At the time of publication, audited financial statements for Fiscal Year 2008 were not available. Therefore, the Fiscal Years 2008 and 2009 columns reflect final budget amounts from the Fiscal Year 2008 and 2009 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.

# City Planning and Community Investment

## Revenue and Expense Statement (Non-General Fund)

### REDEVELOPMENT FUND 10275

	FY 2008* BUDGET	FY 2009* BUDGET	FY 2010 PROPOSED
<b>REVENUE</b>			
Reimbursement from Redevelopment Agency	\$ 3,661,696	\$ 3,338,616	\$ 3,550,024
<b>TOTAL REVENUE</b>	<b>\$ 3,661,696</b>	<b>\$ 3,338,616</b>	<b>\$ 3,550,024</b>
<b>TOTAL BALANCE AND REVENUE</b>	<b>\$ 3,661,696</b>	<b>\$ 3,338,616</b>	<b>\$ 3,550,024</b>
<b>OPERATING EXPENSE</b>			
Non-Personnel	\$ 632,897	\$ 327,629	\$ 323,478
Personnel Expense	\$ 3,028,799	\$ 3,010,987	\$ 3,226,546
<b>TOTAL OPERATING EXPENSE</b>	<b>\$ 3,661,696</b>	<b>\$ 3,338,616</b>	<b>\$ 3,550,024</b>
<b>TOTAL EXPENSE</b>	<b>\$ 3,661,696</b>	<b>\$ 3,338,616</b>	<b>\$ 3,550,024</b>
<b>BALANCE</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>
<b>TOTAL EXPENSE, RESERVE, AND BALANCE</b>	<b>\$ 3,661,696</b>	<b>\$ 3,338,616</b>	<b>\$ 3,550,024</b>

\* At the time of publication, audited financial statements for Fiscal Year 2008 were not available. Therefore, the Fiscal Years 2008 and 2009 columns reflect final budget amounts from the Fiscal Year 2008 and 2009 Annual Budgets. As such, balances and reserves do not reflect carryover from the previous fiscal year.