



REVISED

DATE ISSUED: April 30, 2015

ATTENTION: Budget and Government Efficiency Committee
Meeting of May 7, 2015

ORIGINATING DEPT: Civic San Diego

SUBJECT: Fiscal Year 2015-2016 Administrative Budget for Civic San Diego
– General

COUNCIL DISTRICT: 1-9

STAFF CONTACT: Reese A. Jarrett, President
Pamela Rojas, Principal Accountant

REQUESTED ACTIONS: That the Budget and Government Efficiency Committee (“Committee”) recommends that the City of San Diego (“City”):

- Approves the Fiscal Year 2015-2016 Administrative Budget (“FY16 Budget”) for Civic San Diego (“CivicSD”).

STAFF RECOMMENDATION: Approve requested actions.

SUMMARY: Annually, CivicSD must prepare and submit a budget to the City of San Diego (“City”) to be incorporated with the City’s budget. On March 25, 2015, the CivicSD Board of Directors approved the FY16 Budget.

This memorandum, combined with the attachment, represents the FY16 Budget for CivicSD. The FY16 Budget totals \$7,445,000.

FISCAL CONSIDERATIONS: The FY16 Budget totals \$7,445,000 and has increased by 10.1 percent, or \$685,000 as compared to the Fiscal Year 2014-2015 Budget (“FY15 Budget”). The FY16 Budget is categorized by function and respective revenue sources, permit applications fees, parking-meter revenues, revenues from administrative and project management fees performed for the City, solely in its capacity as the designated Successor Agency to the Redevelopment Agency of the City (“Successor Agency”) in the wind-down process pursuant to AB26, grants, and other revenues sources.

ECONOMIC IMPACTS: None.

CIVIC SAN DIEGO RECOMMENDATION: On March 25, 2015, the CivicSD Board of Directors voted 8-0 to support the staff recommendation.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS: None.

BACKGROUND

With the dissolution of Redevelopment Agencies, the City, as Successor Agency to the former Redevelopment Agency of the City, has engaged CivicSD to implement the redevelopment wind down function pursuant to Assembly Bill x1 26 and Assembly Bill 1484, as well as other Planning, Parking District, Public Works, and Economic Development functions.

DISCUSSION

The FY16 Budget totals \$7,445,000, which represents an increase of 10.1 percent, or \$685,000 as compared to the FY15 Budget. The administrative budget is comprised of Personnel Expense (salaries and benefits) and Non-Personnel expense (general administration costs to operate the corporation) and are reflected in the table below.

	FY 2015-2016 Budget	FY 201-2015 Proposed Budget	FY 2015-2016 Change
Positions	40.0	35.0	5.0
Personnel Expense	\$4,910,000	\$4,340,000	\$570,000
Non-Personnel Expense	\$2,535,000	\$2,420,000	\$115,000
Total	\$7,445,000	\$6,760,000	\$685,000

The Personnel Expense budget has increased by 13.1 percent or \$570,000 as compared to the FY15 Budget. The Personnel line item is comprised of 40 Full-Time Equivalencies and one intern, an increase of five positions as compared to the FY15 Budget with \$3,570,000 budgeted for salaries and \$1,340,000 budgeted for taxes and benefits. Base salaries include a proposed pool for merit increases for employees of approximately 3.5 percent. The Non-Personnel Expense budget increased by 4.8 percent or \$115,000 as compared to the FY15 Budget primarily as a result of: (1) decrease in Rent due to renegotiating the office lease terms. CivicSD's current office lease expires July 1, 2015; (2) increases in Leasehold Improvements associated with tenant improvements in connection with the renegotiation of office space; (3) increase in insurance costs for general liability insurance as well as other insurance programs; (4) increase in FF&E and Computer Equipment related to the tenant improvements associated with the renegotiated office lease; (5) a new program for Economic Development and Equal Opportunity fund from the fees earned through the New Market Tax Credit Program; and, (6) increase in Professional/ Consulting Services associated with consultant costs for computer and network service associated with the tenant improvements as well as consultant costs associated with various grants the Corporation has secured.

Environmental Impact: This activity is not a "Project" for purposes of the California Environmental Quality Act (CEQA) because it does not fit within the definition of a "Project" set forth in Public Resources Code Section 21065 or CEQA Guidelines Section 15378. Therefore, this activity is not subject to CEQA pursuant to CEQA Guidelines Section 15060(c)(3).

CONCLUSION:


This memorandum, combined with the attachments, represents the FY16 Budget for CivicSD.

Respectfully submitted,



Pamela Rojas
Principal Accountant

Concurred by:



Reese A. Jarrett
President

Attachments: A – FY16 Administrative Budget

CIVIC SAN DIEGO

FY 2015-2016 BUDGET

Prepared:
March 18, 2015

Civic San Diego
Board Approved:
March 25, 2015

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**BUILDING GREAT URBAN NEIGHBORHOODS.
TOGETHER**

VISION

Revitalized urban neighborhoods that are great places to live, work and recreate, making San Diego economically competitive with the world's best cities

MISSION

Be the entrepreneurial partner to improve economic and social well being with a better built environment in targeted urban neighborhoods

VALUES

Entrepreneurial, results-driven culture

Leaders in innovation

Open engagement with neighborhoods

Cultural understanding

Trusted partner

Accountable

GOALS

To build Public Private Partnerships and use leveraged financing to:

Advance community goals through public improvements

Provide affordable housing, smart mixed-use and transit-oriented development

Foster livable, sustainable and healthy neighborhoods

Nurture small business and stimulate job creation

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SUMMARY OF ADMINISTRATIVE BUDGET
OVERALL BUDGET

	FY 2016 PROPOSED	FY 2015 BUDGET	FY 2015-2016 CHANGE
Positions	40.0	35.0	5.0
Personnel Expense	\$ 4,910,000	\$ 4,340,000	\$ 570,000
Non-Personnel Expense	<u>\$ 2,535,000</u>	<u>\$ 2,420,000</u>	<u>\$ 115,000</u>
TOTAL	\$ 7,445,000	\$ 6,760,000	\$ 685,000

OVERALL BUDGET

The Fiscal Year 2015-2016 Budget (“FY16 Budget”) has increased by 10.1%, or \$685,000, as compared to the Fiscal Year 2014-2015 Budget (“FY15 Budget”). The FY16 Budget is categorized by function and each function’s respective revenue source(s). The anticipated functions for FY16 include: permit processing for which the Corporation will collect permit application fees to offset the costs; Downtown Community Parking District activities for which the Corporation will seek reimbursement for costs from the City from parking meter revenue and other associated parking revenues; Successor Agency Administration and Project Management for which the Corporation will seek reimbursement from the Successor Agency for costs included within the Successor Agency’s budget in the Administrative Support line item and Project Management line item and on specific ROPS line items; Housing Successor Agency Administration and Project Management for which the Corporation will seek reimbursement from the Housing Successor Agency; and Economic Development, New Market Tax Credit and other activities for which the Corporation will offset the costs by seeking grants and other revenues such as FAR bonus fees collected by the Corporation or seeking reimbursement from the funds allocated to the corporation through City’s General Fund, DIF funds or other funds the City may make available to the Corporation. The table below summarizes the costs. Detailed information can be found on Schedule 2 of the Budget – Budget Breakdown, and supporting schedules 4A to 4H.

Budget Function	Amount
Successor Agency	
Administration	\$ 1,687,586
Project Management	<u>1,604,164</u>
Total Successor Agency	\$ 3,291,750
Housing Successor Agency	794,983
Permit Processing	1,042,766
Parking District	626,144
Economic Development	779,620
New Market Tax Credit	314,098
Other Programs	595,639
Total FY 16 Budget	<u>\$ 7,445,000</u>

REVENUES

The Corporation receives revenues from several sources including contributions from the City, the City as Successor Agency, the Downtown Community Parking District, and the New Market Tax Credit Fund (“NMTC Fund”). The Corporation collects permit fees associated with the processing of development permits in downtown San Diego. The Corporation receives other revenues including Floor Area Ratio Bonus (“FAR Bonus”) fees, Development Impact Fees (“DIF’s”), proceeds from grant, and collects deposits from developer to offset the cost of staff, legal and consultant costs associated with the negotiation of development deals. The table below is a comparison of budgeted revenues for FY16 and FY15.

Revenue Description	Fiscal Year 2015-2016	Fiscal Year 2014-2015	2015-2016 Change
Reimbursements from the Successor Agency	\$ 3,291,751	\$ 3,346,904	\$ (55,153)
Reimbursements from the City			
Housing Successor Entity	794,983	544,498	250,485
Economic Development	375,000	375,000	-
Parking District/Garages	626,144	660,235	(34,091)
Environmental Services - Portland Loo Maint.	-	50,000	(50,000)
Reimbursements from the NMTC Fund	719,098	175,000	544,098
Permit & Planning Fees	1,042,825	940,000	102,825
Other Revenues	596,000	670,000	(74,000)
Total	<u>\$ 7,445,801</u>	<u>\$ 6,761,637</u>	<u>\$ 684,164</u>

Contributions from the Successor Agency – The Corporation, under its consulting agreement with the City of San Diego, is permitted to seek reimbursement from the City of San Diego as Successor Agency for activities related to the wind down of redevelopment in accordance with Assembly Bill x1 26 and 1484. These activities include Successor Agency Administration and Project Management. These costs are billed to the respective line items in the Successor Agency’s Recognized Obligation Payment Schedule (“ROPS”), which is approved every six months. The Corporation is reimbursed on a dollar for dollar basis based on actual expenditures. It is anticipated that the Corporation would receive reimbursements from the City of San Diego as Successor Agency of approximately \$3,291,751. Reimbursements from the Successor Agency have decreased as workloads associated with the wind down of redevelopment activities have decreased. Details of the anticipated revenues can be found on Schedule 3 under Reimbursements from the Successor Agency.

Contributions from the City – The Corporation, under its consulting agreement with the City of San Diego, is permitted to seek reimbursement from the City of San Diego for activities related to Housing Successor Entity, the Downtown Community Parking District, Economic Development or other duties as assigned to the Corporation by the City. The Corporation is reimbursed on a dollar for dollar basis based on actual expenditures. It is anticipated that the Corporation would receive reimbursements from the City of approximately \$1,796,127. Reimbursements from the Housing Successor Agency have increased as staff workload associated with the implementation of the Affordable Housing Master Plan and associated development agreements have increased. Details of the anticipated revenues can be found on Schedule 3 under Reimbursements from the City.

Contributions from the NMTC Fund – The Corporation seeks reimbursement from the Civic San Diego Economic Development and Neighborhood Growth Fund for activities related to the New Market Tax Credit Program. The Corporation is reimbursed on a dollar for dollar basis based on actual expenditures. Revenue is derived from the annual asset management fees as well as onetime placement fees earned on each NMTC deal

that closes. It is anticipated that the corporation would receive contribution from the NMTC Fund of approximately \$719,098. Reimbursement from the NMTC Fund have increased due to the closing of additional NMTC deals and the increased asset management fees earned, as well as an assumed contribution to Civic from the NMTC fund for one time fees earned. Details of the anticipated revenues can be found on Schedule 2 under Contributions from the NMTC Fund.

Permit Fees – The Corporation collects Permit fees related to its activities in processing development permits, conditional use permits, neighborhood use permits as well as other permits. These fees are established by the City of San Diego and collected by the Corporation. The fees were originally adopted in May 2012. The original study assumed that the fees would increase annually in connection with the Consumer Price Index (“CPI”), but did not include an automatic increase on an annual basis. Staff is proposing that the fees be increased for the FY16 budget by the CPI increase over the last two calendar years. The CPI increase for the San Diego area according to the Bureau of Labor Statistics (“BLS”) for the calendar year ending 2013 was 1.3% and for 2014 was 1.9%. Data on the CPI increase can be found at the BLS website at http://www.bls.gov/regions/west/data/ConsumerPriceIndex_SanDiego_Table.pdf. Details of the anticipated revenues can be found on Schedule 3 under Permit & Planning Fees.

Other Revenues – The Corporation collects other revenues including developer deposits, FAR Bonus Fees, DIF’s Grants Interest Income and other income. It is anticipated that the Corporation will receive approximately \$596,000 of other income. Details of the anticipated revenues can be found on Schedule 3 under Other Revenues.

EXPENDITURES

Total projected expenditures for Fiscal Year 2016 are estimated \$7.4 million and are broken down between personnel expenditure, and non-personnel expenditures. Further, the Corporation allocates its time and resources to the distinct function for which it provides services. The functions for which the Corporation allocates its expenditures are as follows:

Successor Agency Administration – The City of San Diego (“City”), as Successor Agency to the former Redevelopment Agency of the City of San Diego (“Successor Agency”), has engaged the Corporation to carry out the redevelopment wind down function as prescribed under Assembly Bills x1 26 and Assembly Bill 1484.

The Corporation has a consulting agreement with the City of San Diego and through this consulting agreement the Corporation is responsible for, but not limited to, administering existing contracts, processing payments, preparation of every six-month Recognized Obligation Payment Schedule (“ROPS”), coordination with the California Department of Finance (DOF) as well as other administrative, project management, and property functions necessary to wind down the former redevelopment agency. Every six months, the Successor Agency must prepare an Administrative budget and have that budget approved by the Oversight Board and DOF. The Corporation is reimbursed for its services through that administrative budget.

Successor Agency Project Management – The City, as Successor Agency to the former Redevelopment Agency of the City of San Diego (“Successor Agency”), has engaged the Corporation in order to carry out the redevelopment wind down function as prescribed under Assembly Bill x1 26 and Assembly Bill 1484. The Corporation has a consulting agreement with the City of San Diego and through this consulting agreement the Corporation is responsible for, but not limited to, administering existing contracts, processing payments, preparation of every six-month ROPS, coordination with the DOF, as well as other administrative, project management, and property functions necessary to wind down the former redevelopment agency. The redevelopment dissolution law states that staff time associated with the implementation of Enforceable Obligations, may be considered a project management cost and not an administrative cost. The law states that property management costs may be considered an enforceable obligation. The Successor Agency has listed project management and property management as line items on the ROPS. The Corporation cost associated with these functions will be reimbursed through the respective line items on each ROPS.

Housing Successor Agency – The City elected to become the Housing Successor Agency for the former Redevelopment Agency of the City of San Diego (“Housing Successor Agency”), and has engaged the Corporation to assist the City in its capacity as Housing Successor Agency. The Housing Successor Agency has retained twenty-two real properties and approximately \$32 million in excess housing bond proceeds. The Corporation will be assisting the City in such activities, but not limited to, managing the existing Enforceable Obligation, administering and implementing existing contracts, managing the solicitation and the selection process for development partners, Development and Disposition Agreements (DDA’s), Owner Participation Agreements (OPA’s), managing the properties held by the Housing Successor Agency, and implementing the DDA’s or OPA’s for properties held by the Housing Successor Agency.

Planning & Permitting – The Planning Department performs professional planning tasks emphasizing implementation of the Downtown Community Plan, adopted in 2006. The Department conducts and manages a variety of Community Plan implementation studies, tasks, and consultant contracts and oversees all development entitlement services, including design review of new projects and discretionary land use permits.

Downtown Parking Programs – The Corporation has a Memorandum of Understanding with the City to act as the Downtown Community Parking District Advisory Board (DCPD). The DCPD was established by the City in 1997 in order to invest in and manage public parking assets within downtown San Diego. City Council Policy #100-18 – Community Parking District Policy governs the activities of the DCPD. The DCPD’s goal is to increase the supply and manage the existing supply of public on-street and off-street parking, calm traffic, reduce congestion, promote walking and biking, provide for pedestrian safety improvements and improve

neighborhood appearance. The Corporation costs associated with this function will be reimbursed by the City through the DCPD budget.

Economic Development Function– The Corporation has a consulting agreement with the City to perform Economic Development activities within the Downtown and former Southeastern Economic Development Corporation’s areas. Activities include facilitating business attraction, expansion and retention, and collaborating with other strategic partners in targeted underserved communities. Additionally the corporation continues to seek new opportunities to identify additional funding sources. The Corporation continues to work jointly with the Housing Commission on the development of a Transit Oriented Development fund to facilitate development in targeted neighborhoods.

New Market Tax Credit Function – The Corporation is a registered Community Development Entity (CDE), with the U.S. Treasury Department through the Community Development Financial Institution Fund (CDFI) and is eligible to apply for and be allocated New Market Tax Credits (NMTC). The CDFI Fund's mission is to increase economic opportunity and promote community development investments for underserved populations and in distressed communities in the United States.

Other Functions – The Corporation may also provide services to the City on special projects as assigned by the City, under the Corporation’s consulting agreement with the City. The Corporation also collects developer deposit fees associated with its planning function or when negotiating a project with developers to cover staff time and consultant time. During fiscal year 2015 the Corporation, in conjunction with the City of San Diego, submitted several grant application for various projects through the former redevelopment project areas, in order to continue projects that could not be added to the Successor Agency Recognized Obligation Payment Schedule. Staff time and costs which can be attributed to those grants are reflected in this function. Additionally, the Corporation may collect fees for providing services to outside third parties.

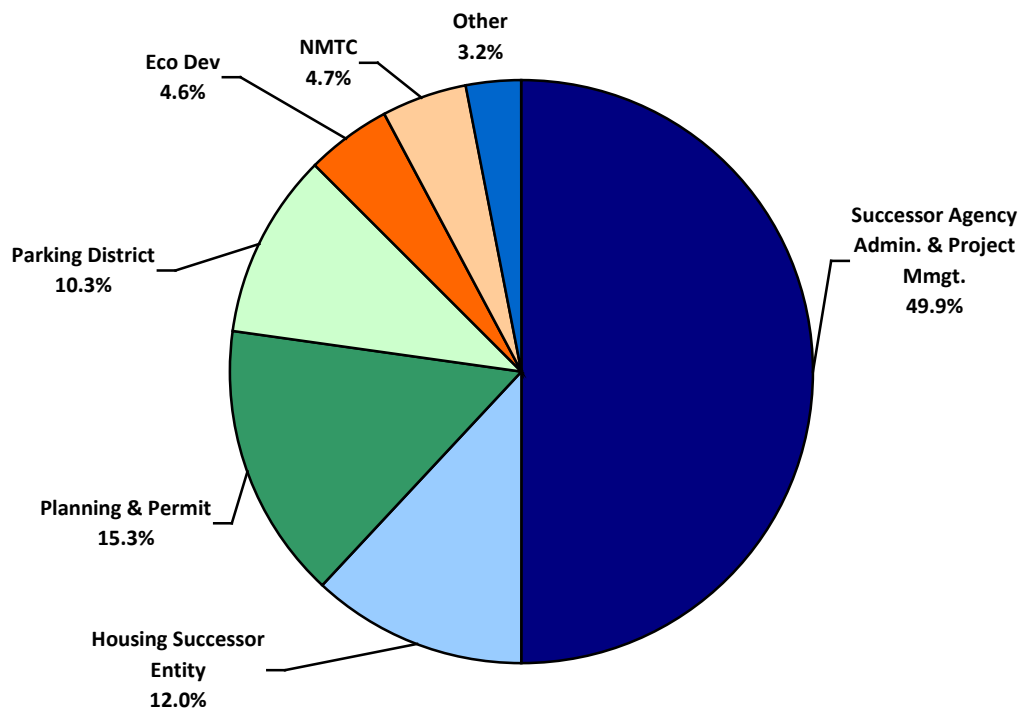
The table below summarizes the costs associated with the above functions, and more detailed information can be found on Schedules 4A to 4H

Expenditure Description by Function	Fiscal Year 2015-2016	Fiscal Year 2014-2015	2015-2016 Change
Successor Agency	\$ 3,291,750	\$ 3,429,637	\$ (137,887)
Housing Successor Entity	794,983	557,722	237,261
Permit & Planning Fees	1,042,766	961,377	81,389
Parking District	626,144	677,053	(50,909)
Economic Development	779,620	558,468	221,152
New Market Tax Credit Program	314,098	-	314,098
Other Programs	595,639	575,743	19,896
Total	<u>\$ 7,445,000</u>	<u>\$ 6,760,000</u>	<u>\$ 685,000</u>

Personnel Expenses– Personnel Expenses have increased by 13.1% or \$570,000 in FY16 compared to FY15. The Personnel line item is comprised of 40 FTE’s and one intern, an increase of 5 positions compared to FY15, with \$3.57 million budgeted for Salaries and \$1.34 million budgeted for taxes and benefits. The FY16 budget proposes a 3.5% increase in salaries as a pool for merit increases, and includes approximately \$52 thousand of contingency costs for any potential payout of accrued vacation due to attrition and adjustments to salaries that may be necessary when hiring due to attrition or for special circumstances such as severance or

retention adjustments. A mid-year amendment to the FY16 budget may be necessary to increase staffing levels should workload demands necessitate. Examples of potential increases in Corporation staff workload include: (a) an allocation of 2014 New Market Tax Credits, (b) authorization and funding by City of San Diego to assign enhanced and specialized planning authority to the Corporation for targeted urban areas outside of downtown to facilitate neighborhood investment and transit-oriented development, (c) the identification of new funding sources to pay for community engagement, neighborhood infrastructure improvements, or public-private partnerships. The following chart displays the estimated allocation of hours employees will work on each function during FY16.

Allocation of Employee Hours



The FY16 budget includes the addition of 5 new positions, which can be found in the table below:

Position	Salary Range	Explanation for Modification
Project Manager – Engineer	\$60,000 to \$139,000	New position to implement projects on the ROPS and for the Downtown Parking District.
Project Manager – Neighborhood Services	\$53,000 to 130,000	New position to implement DDA's/OPS that result from the Affordable Housing Master Plan and Long Range Property Management Plan
Communications Manager	\$55,000 to \$85,000	Newly defined position to handle the corporation's communication and media issues.

Associate Planner	\$48,000 to \$102,000	New position to assist in the processing of entitlement permits.
Human Resources Assistant	\$35,000 to \$55,000	Newly defined position to assist the AVP of Human Resources and Compliance with various administrative duties

During FY15, staff performed a market analysis of salary ranges and has proposed changes to salary ranges, but no changes to actual salaries. The Corporation engaged Barney & Barney to conduct an independent salary survey for all staff positions to assess total target cash compensation levels and salary ranges relative to market data. Market data sources included peer organizations as well as private and public data sources. After analyzing the survey data and consulting with Barney & Barney, the Corporation recommends refining salary ranges for the following job families. A full listing of salary ranges can be found on Schedule 5.

Positions	Current Salary Range	Proposed Salary Range	Explanation for Modification
Project Manager – Engineer (Principal, SR, PM, Assoc. or Asst.)	\$49,000 - \$128,000	\$60,000 - \$139,000	Current range is below the 25 th and 75 th percentile of current market rates. The range adjustment considers the Principal Engineer level which was newly defined in FY15 in order to accommodate business needs.
Project Manager – Neighborhood Investment (SR, PM, Assoc. or Asst.)	\$49,000 - \$128,000	\$53,000 - \$130,000	Current range is below the 25 th and 75 th percentile of current market rates.
Planner (SR, PM, Assoc. or Asst.)	\$40,000 - \$99,000	\$48,000 - \$102,000	Current range is below the 25 th and 75 th percentile of current market rates. Range adjustment considers the Sr. Planner, Landscape Architect level.
Administrative Assistant	\$34,000 - \$57,000	\$36,000 - \$65,000	Current range is below the 25 th percentile of current market rates. Range adjustment considers a senior level administrative assistant which has not been reflected in the range previously.
Confidential Assistant		\$47,000 - \$75,000	Newly defined position in FY 2015. During FY15 converted a budgeted Executive Assistant position to a Confidential Assistant for the newly hired President to accommodate business needs.
Business & Community Development Manager		\$90,000 - \$130,000	Newly defined position. During FY 15 converted a budgeted Project Manager position to a Business & Community Development Manager to accommodate business needs.
Marketing & Communications Manager		\$55,000 - \$85,000	Newly defined position proposed for FY16.
Human Resources Assistant		\$35,000 - \$55,000	Newly defined position proposed for FY16.

Non-Personnel Expenses – The FY16 Non-Personnel Expense budget has increased by 4.8%, or \$115,000, as compared to the FY15 Budget. The change is primarily a result of:

- (1) a decrease of \$370,000 in the Rent-Office line item. The Corporation's office lease expires July 1, 2015. Staff has been engaged in evaluating various office locations including the current office space. All options include a reduction in the square footage of office space and a reduction in the monthly office rent, resulting in a significant reduction in the annual office expense;
- (2) an increase of \$65,000 in the Leasehold Improvement line item. All options related to any new office space would require some amount of leasehold improvements related to tenant improvements, new cabling and wiring expenses, office moving expenses as well as other expenses. These expenses are onetime expenses related to the new office lease and would not roll forward into future fiscal years;
- (3) an increase of \$18,000 in the Insurance line item. Based on an estimate received from the Corporation's insurance broker, premiums are expected to increase in the range of 10% to 20% next year;
- (4) an increase of \$40,000 in the FF&E and Computer Equipment line item. Furniture and equipment will need to be purchased in conjunction with the tenant improvements. Additionally next fiscal year several computer servers need to be replaced as they have outlived their useful life expectancy. Many of the servers were purchased in 2008 and are failing; and
- (5) an increase of \$70,000 in the Professional/Consulting Services line item. Several consultant services will need to be utilized in conjunction with the tenant improvement as it relates to the information technology infrastructure. Additionally the Corporation has been successful in obtaining several grants for planning activities. Consultant costs associated with these grants are reflected in this line item.

Finally, the FY16 Budget includes a new line item entitled Economic Development and Business Outreach. Senior staff is working to define a program that will allocate resources to facilitate business attraction, expansion and retention, and collaborating with other strategic partners in targeted underserved communities. The program will focus on the development of alternative infrastructure financing methods to support economic development activities, and expand the tools and capacity of community based organizations and developers. In addition, the program will engage workforce development organizations to create and implement local hire, job training and apprenticeship programs that align with the identified needs and opportunities within these underserved communities. The newly defined program is proposed to be funded by fees earned from the New Market Tax Credit program. Expenditures are estimated at \$300,000.

CIVIC SAN DIEGO

FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

COMBINED BUDGET FOR ALL FUNCTIONS

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
Existing Positions	\$ 3,570,000	\$ 3,150,000	\$ 420,000
Benefits	1,340,000	1,190,000	150,000
Subtotal Salaries and Benefits	<u>\$ 4,910,000</u>	<u>\$ 4,340,000</u>	<u>\$ 570,000</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 430,000	800,000	\$ (370,000)
2 Rent- Equipment	3,000	5,000	(2,000)
3 Leasehold Improvements	90,000	25,000	65,000
4 Telephone/Communications	32,000	32,000	-
5 Office/Graphics/Computer Programs & Supplies	55,000	55,000	-
6 Postage	28,000	30,000	(2,000)
7 Publications	2,000	2,000	-
8 Reproduction Expense	65,000	70,000	(5,000)
9 Advertising/Relocation/Recruiting Expense	25,000	25,000	-
10 Business Expense	20,000	20,000	-
11 Travel-Board/Corporate	5,000	5,000	-
12 Auto Expense	4,000	4,000	-
13 Repairs & Maintenance	10,000	10,000	-
14 General Memberships	8,000	8,000	-
15 Professional Development	20,000	21,000	(1,000)
16 Associated Travel	10,000	8,000	2,000
17 Memberships	10,000	10,000	-
18 Insurance	198,000	180,000	18,000
19 F F & E /Computer Equipment	80,000	40,000	40,000
20 Directors/Board Expense	5,000	5,000	-
21 Economic Dvelopment and Outreach	300,000	-	300,000
22 Professional/Consulting Services	1,135,000	1,065,000	70,000
Subtotal Overhead	<u>\$ 2,535,000</u>	<u>\$ 2,420,000</u>	<u>\$ 115,000</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 7,445,000</u>	<u>\$ 6,760,000</u>	<u>\$ 685,000</u>

CIVIC SAN DIEGO

FISCAL YEAR 2015-2016

BUDGET BY FUNCTION

Description	Project							
	Successor Agency Oversight & Overhead	Housing Successor Agency	Management for Enforceable Obligations	Permitting & Planning	Parking Programs	Economic Develop.	NMTC Program	Other Programs
Revenues								
Contributions from Successor Agency	1,687,587	-	1,604,164	-	-	-	-	-
Contributions from City	-	794,983	-	-	626,145	375,000	-	-
Contributions from NMTC Fund	-	-	-	-	-	405,000	314,098	-
Permit & Planning Fees	-	-	-	1,042,825	-	-	-	-
Other Revenues	-	-	-	-	-	-	-	596,000
Total Revenues	1,687,587	794,983	1,604,164	1,042,825	626,145	780,000	314,098	596,000
Expenditures								
Salaries	900,093	437,849	889,345	533,413	331,782	188,731	171,664	117,123
Benefits & Taxes	350,601	161,168	320,864	213,520	126,190	65,054	60,627	41,977
Rent	121,009	50,001	100,519	63,439	42,910	19,247	19,725	13,150
Rent- Equipment	771	361	725	458	310	139	142	95
Leasehold Improvements	23,128	10,821	21,754	13,730	9,287	4,166	4,269	2,846
Telephone/Communications	8,223	3,848	7,735	4,882	3,302	1,481	1,518	1,012
Office/Graphics/Computer Programs & Supplies	14,134	6,613	13,294	8,390	5,675	2,546	2,609	1,739
Postage	2,004	938	1,885	21,390	805	361	370	247
Publications	411	192	387	244	165	474	76	51
Reproduction Expense	16,703	7,815	15,711	9,916	6,707	3,008	3,083	2,055
Advertising/Relocation/Recruiting Expense	4,626	2,164	4,351	9,746	1,857	833	854	569
Business Expense	5,140	2,405	4,834	3,051	2,064	926	949	632
Travel-Board/Corporate	3,306	274	551	348	235	106	108	72
Auto Expense	1,028	481	967	610	413	185	190	126
Repairs & Maintenance	2,570	1,202	2,417	1,526	1,032	463	474	316
General Memberships	2,056	962	1,934	1,220	825	370	379	253
Professional Development	3,983	1,864	3,747	2,365	1,599	717	5,235	490
Associated Travel	2,570	1,202	2,417	1,526	1,032	463	474	316
Memberships	2,570	1,202	2,417	1,526	1,032	463	474	316
Insurance	198,000	50,881	47,859	30,205	20,430	9,164	9,392	6,261
F F & E /Computer Equipment	80,000	20,558	19,337	12,204	8,255	3,703	3,795	2,530
Directors/Board Expense	5,000	1,285	1,209	763	516	231	237	158
Economic Development and Outreach	300,000	-	-	-	-	300,000	-	-
Professional/Consulting Services	1,135,000	149,938	69,593	139,904	59,723	176,789	27,454	403,303
Total Expenditures	7,445,801	794,983	1,604,164	1,042,766	626,145	779,620	314,098	595,639
Net Change in Fund Balance	801	-	-	59	-	380	-	361

Civic San Diego
FISCAL YEAR 2015-2016 CORP. BUDGET
Revenue Details

REVENUE DESCRIPTION	BUDGET 2015-2016	AB 26 Admin	Housing Successor	Project Management	Permitting	Parking Programs	Eco Dev	NMTC	Other	Total
Reimbursement from Successor Agency										
Administrative Cost	1,687,587	1,687,587	-	-	-	-	-	-	-	1,687,587
Project Management Cost	1,604,164	-	-	1,604,164	-	-	-	-	-	1,604,164
Subtotal Reimbursement from the S.A.	<u>3,291,751</u>	<u>1,687,587</u>	<u>-</u>	<u>1,604,164</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>3,291,751</u>
Reimbursement from the City										
Housing Successor Entity	794,983	-	794,983	-	-	-	-	-	-	794,983
Parking District-Parking Meter Revenue	541,249	-	-	-	-	541,249	-	-	-	541,249
Parking Garages	84,895	-	-	-	-	84,895	-	-	-	84,895
Economic Development	375,000	-	-	-	-	-	375,000	-	-	375,000
Other	-	-	-	-	-	-	-	-	-	-
Subtotal Reimbursement from the City	<u>1,796,127</u>	<u>-</u>	<u>794,983</u>	<u>-</u>	<u>-</u>	<u>626,145</u>	<u>375,000</u>	<u>-</u>	<u>-</u>	<u>1,796,127</u>
Contributions from NMTC Fund										
Annual Administration Fee	290,000	-	-	-	-	-	-	290,000	-	290,000
Contributions from the Fund	429,098	-	-	-	-	-	405,000	24,098	-	429,098
Subtotal Reimbursement from the NMTC Fund	<u>719,098</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>405,000</u>	<u>314,098</u>	<u>-</u>	<u>719,098</u>
Permit & Planning Fee										
Permit Fees	1,042,825	-	-	-	1,042,825	-	-	-	-	1,042,825
Other Fees/Charges	-	-	-	-	-	-	-	-	-	-
Subtotal Reimbursement from the NMTC Fund	<u>1,042,825</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,042,825</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>1,042,825</u>
Other Revenues										
Earned Deposit Revenue	150,000	-	-	-	-	-	-	-	150,000	150,000
FAR Bounus Funds	100,000	-	-	-	-	-	-	-	100,000	100,000
DIF	-	-	-	-	-	-	-	-	-	-
Grants	340,000	-	-	-	-	-	-	-	340,000	340,000
Interest Income	500	-	-	-	-	-	-	-	500	500
Other Revenue	5,500	-	-	-	-	-	-	-	5,500	5,500
Subtotal Other Revenues	<u>596,000</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>596,000</u>	<u>596,000</u>
Prior Years Budget	<u>7,445,801</u>	<u>1,687,587</u>	<u>794,983</u>	<u>1,604,164</u>	<u>1,042,825</u>	<u>626,145</u>	<u>780,000</u>	<u>314,098</u>	<u>596,000</u>	<u>7,445,801</u>
Increase/(Decrease) from Prior Year		1,750,443	557,722	1,679,194	961,885	677,053	558,912	-	576,456	6,761,665
		-3.59%	42.54%	-4.47%	8.41%	-7.52%	39.56%		3.39%	10.12%

Notes:

CIVIC SAN DIEGO
FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

SUCCESSOR AGENCY ADMINISTRATION

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	10.74	10.06	0.68
Existing Positions	\$ 900,093	\$ 864,069	\$ 36,024
Benefits	350,601	335,079	15,522
Subtotal Salaries and Benefits	<u>\$ 1,250,694</u>	<u>\$ 1,199,148</u>	<u>\$ 51,546</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 121,009	\$ 244,017	\$ (123,008)
2 Rent- Equipment	771	1,463	(692)
3 Leasehold Improvements	23,128	7,313	15,815
4 Telephone/Communications	8,223	9,360	(1,137)
5 Office/Graphics/Computer Programs & Supplies	14,134	16,088	(1,954)
6 Postage	2,004	2,867	(863)
7 Publications	411	468	(57)
8 Reproduction Expense	16,703	20,476	(3,773)
9 Advertising/Relocation/Recruiting Expense	4,626	5,265	(639)
10 Business Expense	5,140	5,850	(710)
11 Travel-Board/Corporate	3,306	3,387	(81)
12 Auto Expense	1,028	1,170	(142)
13 Repairs & Maintenance	2,570	2,925	(355)
14 General Memberships	2,056	2,340	(284)
15 Professional Development	3,983	5,119	(1,136)
16 Associated Travel	2,570	2,340	230
17 Memberships	2,570	2,925	(355)
18 Insurance	50,881	52,652	(1,771)
19 F F & E /Computer Equipment	20,558	11,701	8,857
20 Directors/Board Expense	1,285	1,463	(178)
21 Economic Dvelopment an Equal Opportunity	-	-	-
22 Professional/Consulting Services	149,938	152,107	(2,169)
Subtotal Overhead	<u>\$ 436,893</u>	<u>\$ 551,296</u>	<u>\$ (114,403)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 1,687,587</u>	<u>\$ 1,750,444</u>	<u>\$ (62,857)</u>

CIVIC SAN DIEGO

FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

SUCCESSOR AGENCY ENFORCEABLE OBLIGATION & PROJECT MANAGEMENT

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	9.44	9.07	0.37
Existing Positions	\$ 889,345	\$ 875,370	\$ 13,975
Benefits	320,864	316,917	3,947
Subtotal Salaries and Benefits	<u>\$ 1,210,209</u>	<u>\$ 1,192,287</u>	<u>\$ 17,922</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 100,519	\$ 209,432	\$ (108,913)
2 Rent- Equipment	725	1,333	(608)
3 Leasehold Improvements	21,754	6,663	15,091
4 Telephone/Communications	7,735	8,528	(793)
5 Office/Graphics/Computer Programs & Supplies	13,294	14,658	(1,364)
6 Postage	1,885	2,612	(727)
7 Publications	387	426	(39)
8 Reproduction Expense	15,711	18,655	(2,943)
9 Advertising/Relocation/Recruiting Expense	4,351	4,797	(446)
10 Business Expense	4,834	5,330	(496)
11 Travel-Board/Corporate	551	608	(57)
12 Auto Expense	967	1,066	(99)
13 Repairs & Maintenance	2,417	2,665	(248)
14 General Memberships	1,934	2,132	(198)
15 Professional Development	3,747	4,664	(917)
16 Associated Travel	2,417	2,132	285
17 Memberships	2,417	2,665	(248)
18 Insurance	47,859	47,970	(110)
19 F F & E /Computer Equipment	19,337	10,660	8,677
20 Directors/Board Expense	1,209	1,333	(124)
21 Economic Dvelopment and Outreach	-	-	-
22 Professional/Consulting Services	139,904	138,580	1,325
Subtotal Overhead	<u>\$ 393,955</u>	<u>\$ 486,907</u>	<u>\$ (92,952)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 1,604,164</u>	<u>\$ 1,679,194</u>	<u>\$ (75,030)</u>

CIVIC SAN DIEGO
FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

HOUSING SUCCESSOR AGENCY ADMINISTRATION

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	4.61	3.02	1.59
Existing Positions	\$ 437,849	\$ 288,626	\$ 149,223
Benefits	161,168	105,842	55,326
Subtotal Salaries and Benefits	<u>\$ 599,017</u>	<u>\$ 394,468</u>	<u>\$ 204,549</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 50,001	\$ 70,220	\$ (20,218)
2 Rent- Equipment	361	447	(86)
3 Leasehold Improvements	10,821	2,234	8,587
4 Telephone/Communications	3,848	2,859	989
5 Office/Graphics/Computer Programs & Supplies	6,613	4,914	1,699
6 Postage	938	876	62
7 Publications	192	143	49
8 Reproduction Expense	7,815	6,255	1,560
9 Advertising/Relocation/Recruiting Expense	2,164	1,608	556
10 Business Expense	2,405	1,787	618
11 Travel-Board/Corporate	274	204	70
12 Auto Expense	481	357	124
13 Repairs & Maintenance	1,202	894	308
14 General Memberships	962	715	247
15 Professional Development	1,864	1,564	300
16 Associated Travel	1,202	715	487
17 Memberships	1,202	894	308
18 Insurance	23,807	16,084	7,723
19 F F & E /Computer Equipment	9,619	3,574	6,045
20 Directors/Board Expense	601	447	154
21 Economic Dvelopment and Outreach	-	-	-
22 Professional/Consulting Services	69,593	46,464	23,129
Subtotal Overhead	<u>\$ 195,966</u>	<u>\$ 163,254</u>	<u>\$ 32,712</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 794,983</u>	<u>\$ 557,722</u>	<u>\$ 237,261</u>

CIVIC SAN DIEGO
FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

PLANNING AND PERMITTING FUNCTIONS

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	6.70	5.95	0.75
Existing Positions	\$ 533,413	\$ 459,883	\$ 73,530
Benefits	213,520	189,495	24,025
Subtotal Salaries and Benefits	<u>\$ 746,933</u>	<u>\$ 649,378</u>	<u>\$ 97,555</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 63,439	\$ 116,048	\$ (52,609)
2 Rent- Equipment	458	738	(281)
3 Leasehold Improvements	13,730	3,692	10,038
4 Telephone/Communications	4,882	4,725	157
5 Office/Graphics/Computer Programs & Supplies	8,390	8,122	268
6 Postage	21,390	21,647	(257)
7 Publications	244	236	8
8 Reproduction Expense	9,916	10,337	(421)
9 Advertising/Relocation/Recruiting Expense	9,746	9,658	88
10 Business Expense	3,051	2,953	98
11 Travel-Board/Corporate	348	337	11
12 Auto Expense	610	591	19
13 Repairs & Maintenance	1,526	1,477	49
14 General Memberships	1,220	1,181	39
15 Professional Development	2,365	2,584	(219)
16 Associated Travel	1,526	1,181	345
17 Memberships	1,526	1,477	49
18 Insurance	30,205	26,581	3,624
19 F F & E /Computer Equipment	12,204	5,907	6,297
20 Directors/Board Expense	763	738	25
21 Economic Dvelopment and Outreach	-	-	
22 Professional/Consulting Services	108,296	91,788	16,508
Subtotal Overhead	<u>\$ 295,833</u>	<u>\$ 311,999</u>	<u>\$ (16,166)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 1,042,766</u>	<u>\$ 961,377</u>	<u>\$ 81,389</u>

CIVIC SAN DIEGO
FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

PARKING DISTRICT ADMINISTRATION

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	3.82	3.85	(0.03)
Existing Positions	\$ 331,782	\$ 340,477	\$ (8,695)
Benefits	126,190	128,959	(2,769)
Subtotal Salaries and Benefits	<u>\$ 457,971</u>	<u>\$ 469,436</u>	<u>\$ (11,465)</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 42,910	\$ 89,301	\$ (46,391)
2 Rent- Equipment	310	568	(259)
3 Leasehold Improvements	9,287	2,841	6,445
4 Telephone/Communications	3,302	3,636	(334)
5 Office/Graphics/Computer Programs & Supplies	5,675	6,250	(575)
6 Postage	805	1,114	(309)
7 Publications	165	182	(17)
8 Reproduction Expense	6,707	7,955	(1,248)
9 Advertising/Relocation/Recruiting Expense	1,857	2,045	(188)
10 Business Expense	2,064	2,273	(209)
11 Travel-Board/Corporate	235	259	(24)
12 Auto Expense	413	455	(42)
13 Repairs & Maintenance	1,032	1,136	(104)
14 General Memberships	825	909	(84)
15 Professional Development	1,599	1,989	(390)
16 Associated Travel	1,032	909	123
17 Memberships	1,032	1,136	(104)
18 Insurance	20,430	20,454	(24)
19 F F & E /Computer Equipment	8,255	4,545	3,710
20 Directors/Board Expense	516	568	(52)
21 Economic Dvelopment and Outreach	-	-	-
22 Professional/Consulting Services	59,723	59,090	633
Subtotal Overhead	<u>\$ 168,173</u>	<u>\$ 207,617</u>	<u>\$ (39,443)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 626,145</u>	<u>\$ 677,053</u>	<u>\$ (50,908)</u>

CIVIC SAN DIEGO
FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

ECONOMIC DEVELOPMENT FUNCTION

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	1.80	2.04	(0.24)
Existing Positions	\$ 188,731	\$ 222,256	\$ (33,525)
Benefits	65,054	77,293	(12,239)
Subtotal Salaries and Benefits	<u>\$ 253,785</u>	<u>\$ 299,549</u>	<u>\$ (45,764)</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 19,247	\$ 47,322	\$ (28,075)
2 Rent- Equipment	139	301	(162)
3 Leasehold Improvements	4,166	1,505	2,660
4 Telephone/Communications	1,481	1,927	(446)
5 Office/Graphics/Computer Programs & Supplies	2,546	3,312	(766)
6 Postage	361	590	(229)
7 Publications	474	496	(22)
8 Reproduction Expense	3,008	4,215	(1,207)
9 Advertising/Relocation/Recruiting Expense	833	1,084	(251)
10 Business Expense	926	1,204	(279)
11 Travel-Board/Corporate	106	137	(32)
12 Auto Expense	185	241	(56)
13 Repairs & Maintenance	463	602	(139)
14 General Memberships	370	482	(111)
15 Professional Development	717	4,554	(3,836)
16 Associated Travel	463	482	(19)
17 Memberships	463	602	(139)
18 Insurance	9,164	10,839	(1,675)
19 F F & E /Computer Equipment	3,703	2,409	1,294
20 Directors/Board Expense	231	301	(70)
21 Economic Dvelopment and Outreach	300,000	-	300,000
22 Professional/Consulting Services	176,789	176,313	476
Subtotal Overhead	<u>\$ 525,835</u>	<u>\$ 258,919</u>	<u>\$ 266,916</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 779,620</u>	<u>\$ 558,468</u>	<u>\$ 221,152</u>

CIVIC SAN DIEGO

FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

NEW MARKET TAX CREDIT FUNCTIONS

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	1.73	0.00	1.73
Existing Positions	\$ 171,664	\$ -	\$ 171,664
Benefits	60,627	-	60,627
Subtotal Salaries and Benefits	<u>\$ 232,291</u>	<u>\$ -</u>	<u>\$ 232,291</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 19,725	\$ -	\$ 19,725
2 Rent- Equipment	142	-	142
3 Leasehold Improvements	4,269	-	4,269
4 Telephone/Communications	1,518	-	1,518
5 Office/Graphics/Computer Programs & Supplies	2,609	-	2,609
6 Postage	370	-	370
7 Publications	76	-	76
8 Reproduction Expense	3,083	-	3,083
9 Advertising/Relocation/Recruiting Expense	854	-	854
10 Business Expense	949	-	949
11 Travel-Board/Corporate	108	-	108
12 Auto Expense	190	-	190
13 Repairs & Maintenance	474	-	474
14 General Memberships	379	-	379
15 Professional Development	5,235	-	5,235
16 Associated Travel	474	-	474
17 Memberships	474	-	474
18 Insurance	9,392	-	9,392
19 F F & E /Computer Equipment	3,795	-	3,795
20 Directors/Board Expense	237	-	237
21 Economic Dvelopment and Outreach	-	-	-
22 Professional/Consulting Services	27,454	-	27,454
Subtotal Overhead	<u>\$ 81,807</u>	<u>\$ -</u>	<u>\$ 81,807</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 314,098</u>	<u>\$ -</u>	<u>\$ 314,098</u>

CIVIC SAN DIEGO

FISCAL YEAR 2015-2016
ADMINISTRATIVE BUDGET

DEPOSITS/OTHER FUNCTIONS

	PROPOSED FY 2015-2016 BUDGET	FY 2014-2015 BUDGET	CHANGE
SALARIES AND BENEFITS			
FTE's	1.15	0.62	0.53
Existing Positions	\$ 117,123	\$ 99,319	\$ 17,804
Benefits	41,977	36,415	5,562
Subtotal Salaries and Benefits	<u>\$ 159,101</u>	<u>\$ 135,734</u>	<u>\$ 23,367</u>
OVERHEAD			
1 Rent- Office/DIC	\$ 13,150	\$ 23,661	\$ (10,510)
2 Rent- Equipment	95	151	(56)
3 Leasehold Improvements	2,846	753	2,093
4 Telephone/Communications	1,012	963	49
5 Office/Graphics/Computer Programs & Supplies	1,739	1,656	83
6 Postage	247	295	(48)
7 Publications	51	48	3
8 Reproduction Expense	2,055	2,108	(53)
9 Advertising/Relocation/Recruiting Expense	569	542	27
10 Business Expense	632	602	30
11 Travel-Board/Corporate	72	69	3
12 Auto Expense	126	120	6
13 Repairs & Maintenance	316	301	15
14 General Memberships	253	241	12
15 Professional Development	490	527	(37)
16 Associated Travel	316	241	75
17 Memberships	316	301	15
18 Insurance	6,261	5,420	841
19 F F & E /Computer Equipment	2,530	1,204	1,326
20 Directors/Board Expense	158	151	7
21 Economic Dvelopment and Outreach	-	-	-
22 Professional/Consulting Services	403,303	400,656	2,647
Subtotal Overhead	<u>\$ 436,538</u>	<u>\$ 440,009</u>	<u>\$ (3,471)</u>
TOTAL ADMINISTRATIVE BUDGET	<u>\$ 595,639</u>	<u>\$ 575,743</u>	<u>\$ 19,896</u>

CIVIC SAN DIEGO

FISCAL YEAR 2015-2016

SALARY RANGES

CORPORATION STAFF	FY 2015 Positions	FY 2016 Positions	CURRENT	PROPOSED
President & Chief Executive Officer	1.0	1.0	\$175,000 to \$235,000	\$175,000 to \$235,000
Chief Financial Officer & Chief Operating Officer	1.0	1.0	\$138,000 to \$186,000	\$138,000 to \$186,000
Vice President	1.0	1.0	\$108,000 to \$155,000	\$108,000 to \$155,000
Assistant Vice President	3.0	3.0	\$95,000 to \$148,000	\$95,000 to \$148,000
Project Manager (Sr. PM, PM, Assoc. PM, or Asst. PM)	5.0	6.0	\$49,000 to \$128,000	\$53,000 to \$130,000
Project Manager - Engineer (Sr., PM, Assoc, Asst.)	3.0	4.0	\$49,000 to \$128,000	\$60,000 to \$139,000
Planner (Sr., Planner, Assoc., Asst. & Architect)	4.0	5.0	\$40,000 to \$99,000	\$48,000 to \$102,000
Business & Community Development Manager	1.0	1.0	\$90,000 to \$130,000	\$90,000 to \$130,000
Marketing & Communications Manager	0.0	1.0	\$69,000 to \$92,000	\$55,000 to \$85,000
Communications Specialist	0.0	0.0	\$34,000 to \$57,000	\$34,000 to \$57,000
Equal Opportunity Outreach/Comm. Specialist	0.0	0.0	\$49,000 to \$65,000	\$49,000 to \$65,000
Graphics/Designer	0.0	0.0	\$58,000 to \$75,000	\$58,000 to \$75,000
Information Technology Manager	1.0	1.0	\$70,000 to \$100,000	\$70,000 to \$100,000
Computer Information Specialist	0.0	0.0	\$44,000 to \$61,000	\$44,000 to \$61,000
GIS/Web Specialist	0.0	0.0	\$51,000 to \$84,000	\$51,000 to \$84,000
Asset and Contract Manager	1.0	1.0	\$70,000 to \$110,000	\$70,000 to \$110,000
Asst. Asset & Contract Manager	1.0	1.0	\$46,000 to \$97,000	\$46,000 to \$97,000
Finance & Accounting Manager	0.0	0.0	\$70,000 to \$110,000	\$70,000 to \$110,000
Financial Analyst	2.0	2.0	\$50,000 to \$97,000	\$50,000 to \$97,000
Accountants	4.0	4.0	\$50,000 to \$97,000	\$50,000 to \$97,000
Accounting Clerks	0.0	0.0	\$30,000 to \$50,000	\$30,000 to \$50,000
Human Resources Assistant	0.0	1.0	\$0 to \$35,000	\$35,000 to \$55,000
Admin Services Mngr/Clerk of the Board	1.0	1.0	\$61,000 to \$89,000	\$61,000 to \$89,000
Confidential Assistant	1.0	1.0	\$47,000 to \$75,000	\$47,000 to \$75,000
Executive/Administrative Assistant	3.0	3.0	\$34,000 to \$57,000	\$36,000 to \$65,000
Administrative Clerical Assistant/Receptionist	2.0	2.0	\$27,000 to \$39,000	\$27,000 to \$39,000
Subtotal Positions & Salaries	35.0	40.0	\$3,023,593	\$3,457,514
Intern Program/Overtime/Contingency			\$126,407	\$112,486
TOTAL POSITIONS & SALARIES	35.0	40.0	\$3,150,000	\$3,570,000