

**REPORT****DATE ISSUED:** May 8, 2009**REPORT NO:** HCR 09-036**ATTENTION:** Chair and Members of the Housing Commission  
For the Agenda of May 15, 2009**SUBJECT:** Proposed Fiscal Year 2010 Budget**REQUESTED ACTION:**

Housing Commission and Housing Authority adoption of the Proposed Fiscal Year 2010 (FY10) Budget and authority for the Housing Commission Board and the President & Chief Executive Officer (CEO) to amend the FY10 Budget under specific circumstances.

**STAFF RECOMMENDATION:**

1. Housing Commission and Housing Authority adoption of the \$279.4 million FY10 Proposed Activity Based Budget (Attachment 1).
2. Housing Authority delegation to the Housing Commission to amend the FY10 Budget for amounts up to \$250,000 consistent with prior delegation of the Housing Authority and with adopted policies, programs and activities. NOTE: The exception to the \$250,000 level is Policy 300.103, Real Estate Acquisition Policy. On March 24, 2009 the Housing Authority delegated authority to the Housing Commission Board and the President and CEO to finance, acquire and create additional affordable housing units, subject to the Housing Authority review.
3. Housing Commission continued delegation of authority to the President & CEO to amend the FY10 Budget for amounts up to \$100,000 consistent with policies, programs and activities approved by the Housing Commission and Housing Authority.

**EXECUTIVE SUMMARY:**

The proposed FY10 Budget totals \$279,438,923, a decrease of \$21.4 million from the current FY09 Budget of \$300,881,416. There are no City General Funds in this budget.

The \$21.4 million decrease in the FY10 Budget is due to the following factors: 1) There is an \$18.9 million decrease in Housing Programs primarily in loans and grants as the result of less new revenues and less carryover of prior year funds due to the expected obligation or expenditure of these funds in FY09; 2) There are decreases in rent to owners, dwelling equipment and workforce & economic development expenses due to less carryover from prior year or the obligation or expenditure in FY09; 3) There is a net reduction in Reserves of \$4.8 million as a result of transferring reserves to fund rental housing development, Move to Work activities and operating expenses.

The budget for salaries and benefits includes the following: Salaries include anticipated movement along the seven-step pay plan, a 2% increase in salary, \$43,000 in bonuses, \$150,000 in overtime and a vacancy factor. Benefits include a defined contribution pension (14% of salary); a deferred compensation plan (457) with a 1% employer contribution and a 1.5% employer match for participation; and a flexible spending reimbursement account for health and dependent care expenses. Also included in the benefits budget is a provision for Workers' Compensation, Medicare, life and long term disability insurance and State Unemployment Insurance. The \$1.9 million increase in FY10 salaries and benefits provides for the factors previously described and the following additions: seven new positions (six former temporary positions and one new position); reclassification of eight positions; a one-time 5% factor for potential changes as a result of the classification and compensation study currently underway;

and an increase in the flexible spending reimbursement account. The 2% increase in salary and the flexible spending reimbursement account were negotiated as part of the three-year memorandum of understanding with the Service Employees International Union (SEIU). The current Memorandum of Understanding will end in June, 2010.

The \$0.37 million increase in services and supplies represents the increase in the office rent per square foot charge at the Smart Corner facility from \$2.35 to \$3.15. This change will provide needed income to fund the cost of operating the Smart Corner facility until economic conditions improve allowing better opportunities to rent the office space on the first and second floors. There is a decrease of \$545,132 in contract/consultants.

Authority to Amend the Budget

Each year, the Housing Authority delegates certain authority to the Board of Commissioners to amend the agency's budget. Currently that authority is \$250,000 and this report recommends a continuation of the same authority level. This will allow Commissioners to accept unexpected funds and move funds within the approved budget up to \$250,000. In addition, the Housing Authority has the right to request that any Commission action be brought before it for review.

FISCAL CONSIDERATIONS:

The FY10 Proposed Budget anticipates revenues of \$279,438,923 from almost eighty sources (a net decrease of \$21.4 million from FY09). As in past years, the budget is expected to increase as new grants are approved and Federal and State allocations of funds are finalized. For example, the FY10 Budget includes \$270,000 in anticipated CDBG funds. Once the City's total CDBG allocation is confirmed, this amount is expected to increase significantly. There are no City General Funds in this budget. Approval of the Proposed Budget will appropriate funds for the Agency to pursue the strategies and goals outlined in the FY09-FY11 Business Plan, approved by the Housing Commission and Housing Authority on April 25, 2008 and June 10, 2008, respectively.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

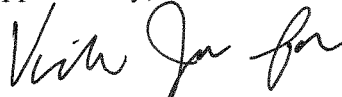
The Housing Commission approved similar recommendations for the Fiscal Year 2009 Budget on April 25, 2008. On June 10, 2008, the Housing Authority approved the FY09 Budget and approved the delegation of \$250,000 of approval authority to the Housing Commission to amend the budget.

Respectfully submitted,



John Pfeiffer, CPA  
Chief Financial Officer

Approved by,



Carrol M. Vaughan  
Executive Vice President & Chief Operating Officer

Attachment: Proposed FY10 Budget

Distribution of these attachments may be limited. Copies are available for review during business hours at the Housing Commission offices at 1122 Broadway, Suite 300.



# **Fiscal Year 2010 Budget**

## **HOUSING COMMISSION**

**Sal Salas, Chair  
Jennifer Adams-Brooks  
Khadija Basir  
Gary Gramling  
Sam Guillen  
Allen Sims**

**Richard C. Gentry  
President & Chief Executive Officer**

**FY10 BUDGET**  
**San Diego Housing Commission**

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# San Diego HOUSING COMMISSION

## **Mission:**

**We are committed to providing quality housing opportunities to improve the lives of those in need.**

## **Vision:**

**An affordable home for every San Diegan**

## **Goals:**

- **Continue to be the leading provider of affordable housing opportunities for lower income families and individuals in the City of San Diego.**
- **Achieve financial independence and economic stability through the application of private sector business practices within the context that the agency's highest priority is to provide homes at below-market rates for those who can least afford it.**
- **Become the regional housing leader, expert and authority in initiating and implementing new, progressive solutions to San Diego's affordable housing needs.**
- **Provide a positive customer experience through the seamless, efficient and professional delivery of our products, programs and services.**
- **Become an employer of choice in San Diego.**

# I EXECUTIVE SUMMARY

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# FY10 BUDGET

## San Diego Housing Commission

### Agency Overview

|                                             | Original<br>FY09   | Current<br>FY09    | Proposed<br>FY10   | Change              |
|---------------------------------------------|--------------------|--------------------|--------------------|---------------------|
| <b>I. ACTIVITY GROUPS</b>                   |                    |                    |                    |                     |
| Housing Services                            | 171,601,370        | 179,204,604        | 178,806,581        | (398,023)           |
| Housing Development & Finance               | 46,232,541         | 73,789,421         | 55,400,055         | (18,389,366)        |
| Operations                                  | 12,210,031         | 12,408,341         | 14,506,305         | 2,097,964           |
| Program, Contingency & Unobligated Reserves | 34,988,406         | 35,479,050         | 30,725,982         | (4,753,068)         |
| <b>Total Activity Groups</b>                | <b>265,032,348</b> | <b>300,881,416</b> | <b>279,438,923</b> | <b>(21,442,493)</b> |

### II. REVENUES

#### Restricted Revenues

|                  |             |             |             |             |
|------------------|-------------|-------------|-------------|-------------|
| Section 8        | 162,871,642 | 171,499,657 | 172,852,346 | 1,352,689   |
| Other HUD        | 10,658,799  | 30,256,061  | 32,818,029  | 2,561,968   |
| State            | 1,926,817   | 2,320,821   | 2,045,328   | (275,493)   |
| CDBG             | 3,129,615   | 2,187,639   | 2,752,746   | 565,107     |
| Restricted Local | 34,866,598  | 34,017,776  | 31,665,055  | (2,352,721) |
| Subtotal         | 213,453,471 | 240,281,954 | 242,133,504 | 1,851,550   |

#### Unrestricted Revenues

|                         |            |            |            |              |
|-------------------------|------------|------------|------------|--------------|
| Rental Rehabilitation   | 37,788     | 37,788     | 5,097      | (32,691)     |
| Local                   | 20,713,400 | 23,191,965 | 20,983,478 | (2,208,487)  |
| Affordable Housing Fund | 12,984,862 | 19,040,904 | 4,496,034  | (14,544,870) |
| HOME                    | 17,842,827 | 18,328,805 | 11,820,810 | (6,507,995)  |
| Subtotal                | 51,578,877 | 60,599,462 | 37,305,419 | (23,294,043) |

#### Total Revenues

|  |             |             |             |              |
|--|-------------|-------------|-------------|--------------|
|  | 265,032,348 | 300,881,416 | 279,438,923 | (21,442,493) |
|--|-------------|-------------|-------------|--------------|

### III. EXPENDITURES

|                                             |                    |                    |                    |                     |
|---------------------------------------------|--------------------|--------------------|--------------------|---------------------|
| Salaries & Benefits                         | 18,686,970         | 18,686,970         | 20,611,907         | 1,924,937           |
| Services & Supplies                         | 8,674,426          | 10,180,127         | 10,550,013         | 369,886             |
| Housing Programs                            | 202,682,546        | 236,535,269        | 217,551,021        | (18,984,248)        |
| Program, Contingency & Unobligated Reserves | 34,988,406         | 35,479,050         | 30,725,982         | (4,753,068)         |
| <b>Total Expenditures</b>                   | <b>265,032,348</b> | <b>300,881,416</b> | <b>279,438,923</b> | <b>(21,442,493)</b> |

#### Continuing Appropriations

|  |           |            |            |              |
|--|-----------|------------|------------|--------------|
|  | 6,287,958 | 36,665,359 | 26,281,478 | (10,383,881) |
|--|-----------|------------|------------|--------------|

# FY10 BUDGET

## San Diego Housing Commission

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### Summary of FY10 Budget

#### I. Budget Issues

Fiscal Year 2010 (FY10) will offer many important challenges and initiatives to the Housing Commission. First, the Commission welcomed a new President & Chief Executive Officer (CEO) in mid 2009 and he has set a new direction for the Commission. New initiatives, strategic thinking, systemic approaches and entrepreneurial leadership have replaced the "business as usual" approach of past years. One of the CEO's goals is to expand the Housing Commission's national influence as a leader in the affordable housing development community and following the successful completion of the public housing disposition project, the Housing Commission is beginning to develop additional affordable housing owned and managed by the Housing Commission. In addition, new initiatives expected to be implemented in FY10 include addressing the foreclosure issue in the city, working more closely with the service community to provide permanent supportive housing for homeless persons and pursuing resources to develop additional workforce housing.

As in past years, the Housing Commission has experienced increased program activity but insufficient available revenues to support related programmatic support or operating expenses. Through pursuit of the approved Business Plan strategies, additional revenue sources are being identified and will continue to be explored. However, it is necessary in FY10 to utilize reserves to balance administrative expenses with available revenues. **Importantly, supervision and overhead costs proposed in the FY10 budget are held to less than five percent of the total budget.**

In FY10, the Policy & Public Affairs Department is being eliminated; a new department, Community Relations, is being established to raise awareness of the affordable housing needs of the community as well as the Housing Commission's commitment to addressing those needs. Also, the internal development function has been restructured into the Housing Development & Finance Department; that department is now lead by a highly experienced executive, well versed in the development process. Finally, Board & Executive Function has been expanded to include responsibility for the Reinvestment Task Force as well as housing policy support for the City.

It is commonly assumed that it is prudent to budget a reserve for unanticipated events with reserves of at least five percent considered optimal. The Housing Commission anticipates having \$12.5 million or 4.47 percent of the total budget available in FY10 in Unobligated Reserves (compared with 2 percent in FY09). Although, there was an increase of \$6.3 million in Unobligated Reserves, unobligated funds were used to support administrative and project expenses in FY10, some of which have been funded with CDBG funds in past years. The current economic conditions have resulted in the expectation of lower HOME program income and Affordable Housing and Inclusionary fees making it necessary to use unobligated funds to support the administrative expenses of Housing Development and Finance activities. In addition to the Unobligated Reserves, the budget also contains \$15.6 million in reserves for specific programs and \$2.6 million in Contingency Reserves for potential litigation, uninsured losses and the office facility. Altogether, 11 percent of the budget is set aside for unexpected or future year obligations.

# FY10 BUDGET

## San Diego Housing Commission

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### Summary of FY10 Budget

#### Levels of Production

This proposed budget implements the City Council-directed multifaceted strategy (included in the Housing Element of the General Plan and the Consolidated Plan). This strategy recognizes the varied affordable housing needs of San Diegans living in the City's diverse neighborhoods. Through a variety of programs, the Commission will continue to serve more than 80,000 San Diegans. The \$279.4 million proposed FY10 Budget would enable the San Diego Housing Commission to:

- Assist 13,941 households to rent private housing.
- Subsidize approximately 90 first-time homebuyers through the Neighborhood Stabilization Program
- Initiate production of 370 additional affordable rental units, some Housing Commission owned.
- Oversee physical improvements to 405 homes and apartments.
- Manage 1,813 units of publicly owned housing.
- Provide special purpose housing opportunities for 795 persons including homeless persons.
- Assist 450 families toward self-sufficiency.

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

#### II. Activity Based Budget

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

**Housing Services** covers direct services including Rental Assistance, Property Management (including Management, Routine Maintenance and Asset Management of the Housing Commission's portfolio) and Workforce & Economic Development Activities.

**Housing Development & Finance** covers Housing Development including all housing development accomplished by the Housing Commission, nonprofit and for profit entities. Housing Finance covers the entire loan and grant program including Rental Housing Finance, Homeownership, Rehabilitation (Owner Occupied and Rental Housing), Portfolio Servicing & Compliance Monitoring, and Special Purpose Housing.

**Operations** cover administration including Board and Executive Functions, Reinvestment Task Force, Support Services (including Human Resources, Information Technology, Business Services, Financial Services and Facilities Management) and Community Relations.

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

## **FY10 BUDGET**

### **San Diego Housing Commission**

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#### **Summary of FY10 Budget**

The following chart shows the proposed FY10 Budget for each of the four Activity Groups and compares the FY09 Budget to FY10.

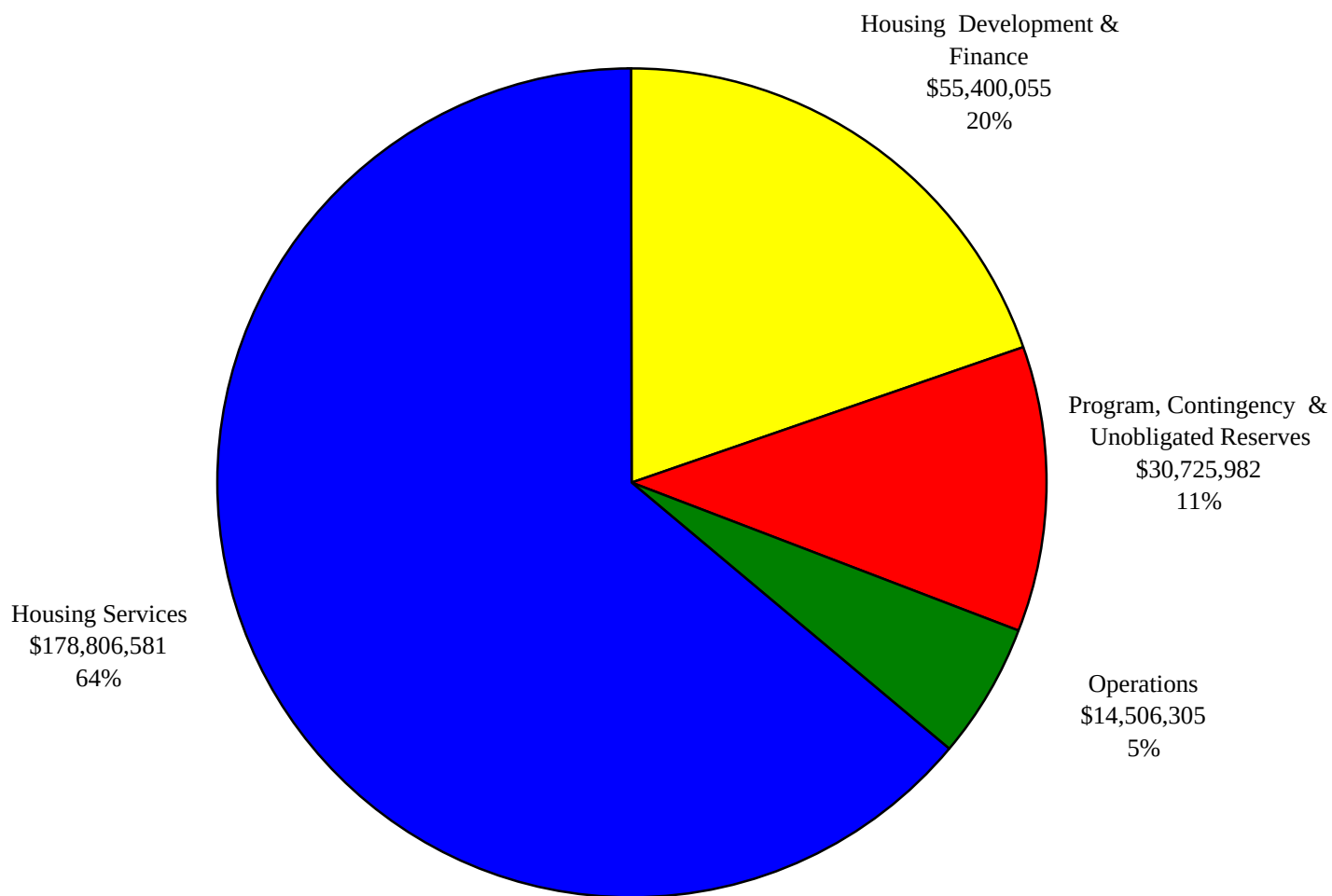
|                           | <b>Number<br/>of Staff</b> | <b>Salaries<br/>&amp; Benefits</b> | <b>Services<br/>&amp; Supplies</b> | <b>Housing<br/>Programs</b> | <b>FY10<br/>Proposed<br/>Budget</b> | <b>FY 09<br/>Current<br/>Budget</b> |
|---------------------------|----------------------------|------------------------------------|------------------------------------|-----------------------------|-------------------------------------|-------------------------------------|
| Hsg. Services             | 155.87                     | 11,353,164                         | 3,443,645                          | 164,009,772                 | 178,806,581                         | 179,204,604                         |
| Hsg. Dev. & Fin.          | 41.00                      | 3,975,551                          | 2,769,586                          | 48,654,918                  | 55,400,055                          | 73,789,421                          |
| Operations                | 53.63                      | 5,283,192                          | 4,336,782                          | 4,886,331                   | 14,506,305                          | 12,408,341                          |
| Reserves                  | .00                        | 0                                  | 0                                  | 0                           | 30,725,982                          | 35,479,050                          |
| <b>Total</b>              | <b>250.50</b>              | <b>\$20,611,907</b>                | <b>\$10,550,013</b>                | <b>\$217,551,021</b>        | <b>\$279,438,923</b>                | <b>\$300,881,416</b>                |
| Continuing Appropriations |                            |                                    |                                    |                             | \$26,281,478                        | \$36,665,359                        |

Continuing Appropriations represent projects, contracts or activities approved in FY09 or earlier but not completed to date. As such, these funds are not available for allocation. Estimated Continuing Appropriations of \$26.3 million are not included in the proposed FY10 Budget total but are shown on the budget summary charts to give a complete picture of resources and activity levels.

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

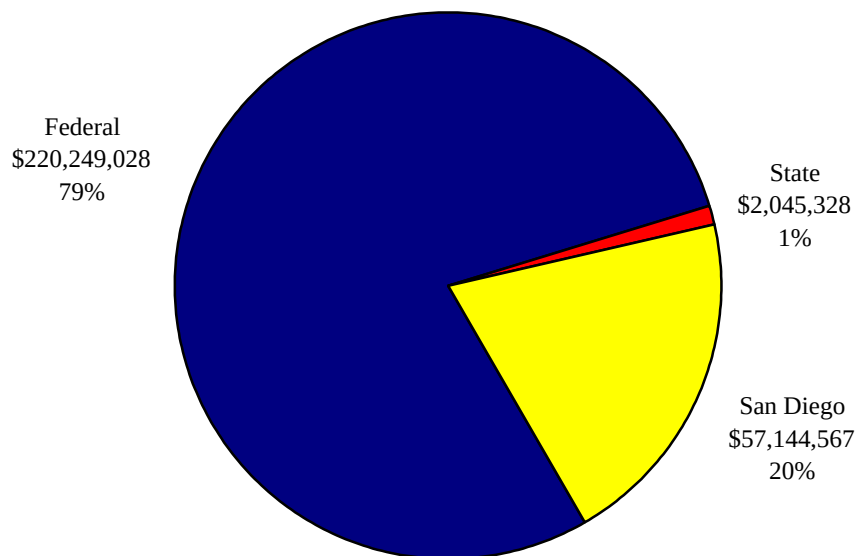
# FY10 Budget by Activity Group

## Total \$279,438,923\*

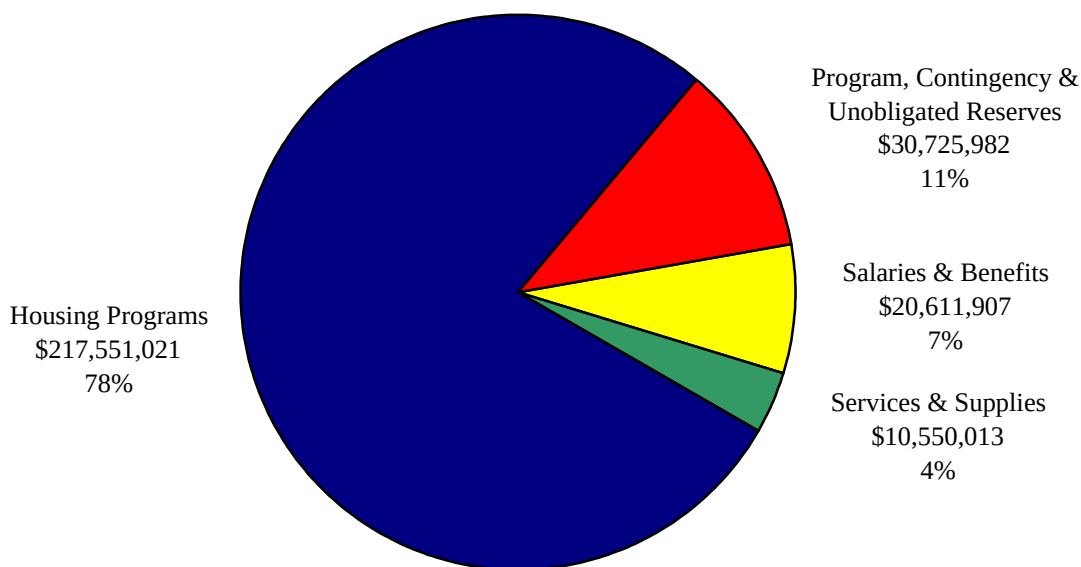


**\*Note: Does not include Continuing Appropriations of \$26,281,478**

# **FY10 Revenue by Major Category** **Total \$279,438,923\***

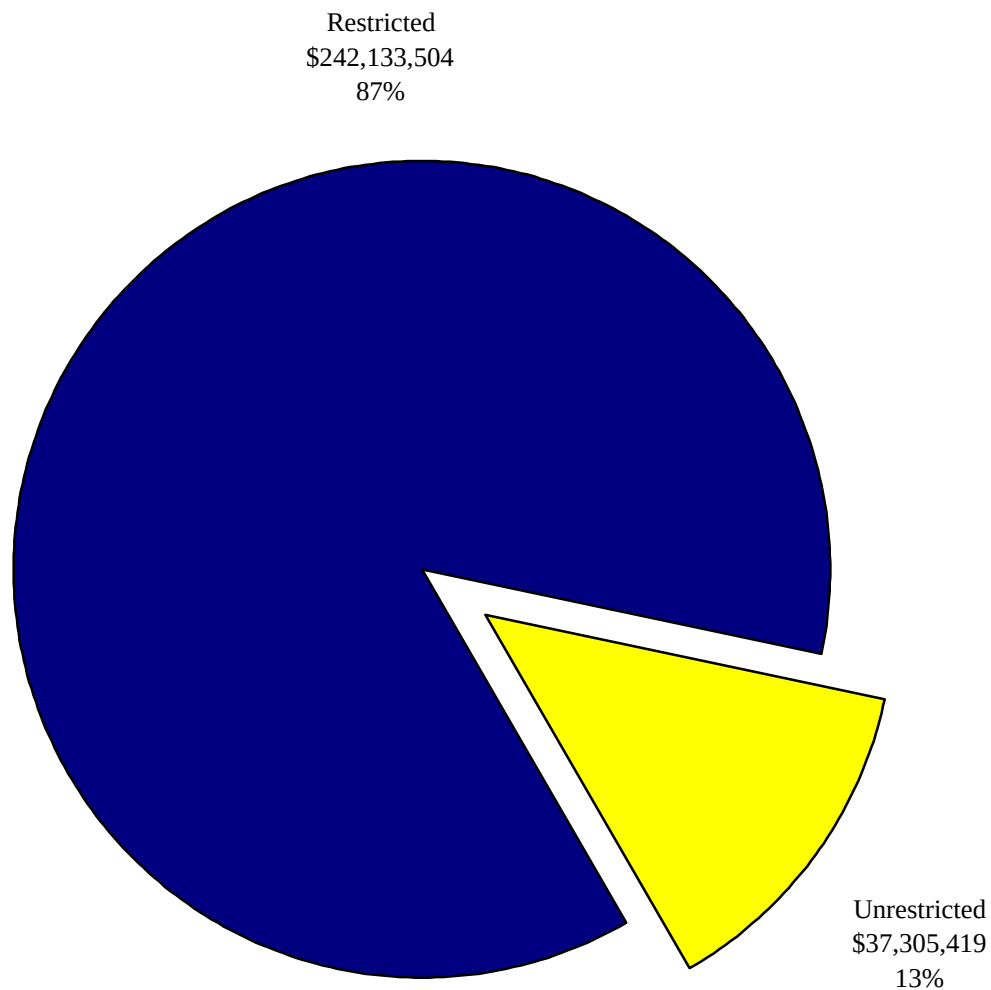


# **FY10 Expense by Major Category** **Total \$279,438,923\***



**\*Note: Does not include Continuing Appropriations of \$26,281,478**

**FY10 Revenues  
Restricted and Unrestricted  
Total \$279,438,923\***



**\* Note: Does not include Continuing Appropriations of \$26,281,478**

## II FY10 ACTIVITY BASED BUDGET



**FY10 BUDGET**  
**San Diego Housing Commission**

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## FY10 BUDGET

## San Diego Housing Commission

## Schedule I

| Activity Based Budget Summary               |            |                     |                     |                  |                      |                       |                           |                     |                      |  |  |  |
|---------------------------------------------|------------|---------------------|---------------------|------------------|----------------------|-----------------------|---------------------------|---------------------|----------------------|--|--|--|
| Activities                                  | # of Staff | Salaries & Benefits | Services & Supplies | Housing Programs | Contingency Reserves | Total Proposed Budget | Continuing Appropriations | FY09 Current Budget | FY09 Original Budget |  |  |  |
| Housing Services                            | 155.87     | 11,353,164          | 3,443,645           | 164,009,772      | 0                    | 178,806,581           | 263,244                   | 179,204,604         | 171,601,370          |  |  |  |
| Rental Assistance                           | 92.00      | 6,524,138           | 1,752,961           | 155,565,452      | 0                    | 163,842,551           | 134,882                   | 163,764,383         | 157,017,065          |  |  |  |
| Property Management                         | 46.22      | 3,409,334           | 1,030,278           | 7,517,217        | 0                    | 11,956,829            | 83,362                    | 12,584,072          | 11,975,790           |  |  |  |
| Management                                  | 20.80      | 1,337,866           | 527,430             | 1,026,662        | 0                    | 2,891,958             | 0                         | 3,331,992           | 3,331,992            |  |  |  |
| Routine Maintenance                         | 18.57      | 1,416,796           | 290,905             | 4,580,698        | 0                    | 6,288,399             | 0                         | 6,224,575           | 6,224,575            |  |  |  |
| Construction Services                       | 6.85       | 654,672             | 211,943             | 1,909,857        | 0                    | 2,776,472             | 83,362                    | 3,027,505           | 2,419,223            |  |  |  |
| Workforce & Economic Development            | 17.65      | 1,419,692           | 660,406             | 927,103          | 0                    | 3,007,201             | 45,000                    | 2,856,149           | 2,608,515            |  |  |  |
| Housing Development & Finance               | 41.00      | 3,975,551           | 2,769,586           | 48,654,918       | 0                    | 55,400,055            | 25,216,200                | 73,789,421          | 46,232,541           |  |  |  |
| Rental Housing Development                  | 2.65       | 348,005             | 564,596             | 16,338,090       | 0                    | 17,250,691            | 8,725,622                 | 12,314,518          | 3,477,507            |  |  |  |
| Rental Housing Finance                      | 7.25       | 779,181             | 394,414             | 9,214,561        | 0                    | 10,388,156            | 11,704,378                | 28,830,230          | 22,454,805           |  |  |  |
| Homeownership                               | 4.60       | 391,466             | 235,989             | 6,405,859        | 0                    | 7,033,314             | 2,022,255                 | 11,253,975          | 5,497,280            |  |  |  |
| Rehabilitation                              | 13.45      | 1,307,195           | 1,174,125           | 10,673,283       | 0                    | 13,154,603            | 424,142                   | 12,133,398          | 6,657,761            |  |  |  |
| Rental Housing                              | 5.45       | 527,092             | 394,875             | 4,687,780        | 0                    | 5,609,747             | 0                         | 4,536,778           | 760,390              |  |  |  |
| Owner Occupied                              | 8.00       | 780,103             | 779,250             | 5,985,503        | 0                    | 7,544,856             | 424,142                   | 7,596,620           | 5,897,371            |  |  |  |
| Portfolio Servicing & Compliance Monitoring | 9.60       | 769,973             | 302,392             | 1,725,910        | 0                    | 2,798,275             | 0                         | 2,620,181           | 2,564,635            |  |  |  |
| Special Purpose Housing                     | 3.45       | 379,731             | 98,070              | 4,297,215        | 0                    | 4,775,016             | 2,339,803                 | 6,637,119           | 5,580,553            |  |  |  |
| Operations                                  | 53.63      | 5,283,192           | 4,336,782           | 4,886,331        | 0                    | 14,506,305            | 802,034                   | 12,408,341          | 12,210,031           |  |  |  |
| Board & Executive Functions                 | 8.00       | 1,161,515           | 536,952             | 0                | 0                    | 1,698,467             | 131,589                   | 1,173,974           | 1,090,664            |  |  |  |
| Board & Executive Functions                 | 6.90       | 1,067,527           | 519,596             | 0                | 0                    | 1,587,123             | 131,589                   | 1,006,094           | 901,094              |  |  |  |
| Reinvestment Task Force                     | 1.10       | 93,988              | 17,356              | 0                | 0                    | 111,344               | 0                         | 167,880             | 189,570              |  |  |  |
| Support Services                            | 41.63      | 3,620,719           | 3,695,518           | 4,886,331        | 0                    | 12,202,568            | 670,445                   | 10,148,100          | 10,033,100           |  |  |  |
| Human Resources                             | 3.05       | 299,643             | 291,170             | 0                | 0                    | 590,813               | 51,846                    | 690,232             | 595,232              |  |  |  |
| Information Technology                      | 9.55       | 838,129             | 1,733,427           | 0                | 0                    | 2,571,556             | 75,676                    | 2,516,696           | 2,516,696            |  |  |  |
| Business Services                           | 7.40       | 607,030             | 536,492             | 0                | 0                    | 1,143,522             | 0                         | 1,126,637           | 1,106,637            |  |  |  |
| Financial Services                          | 20.00      | 1,704,343           | 565,630             | 0                | 0                    | 2,269,973             | 44,587                    | 2,046,714           | 2,046,714            |  |  |  |
| Facilities Management                       | 1.63       | 171,574             | 568,799             | 4,886,331        | 0                    | 5,626,704             | 498,336                   | 3,767,821           | 3,767,821            |  |  |  |
| Community Relations                         | 4.00       | 500,958             | 104,312             | 0                | 0                    | 605,270               | 0                         | 463,391             | 463,391              |  |  |  |
| Policy & Public Affairs                     | 0.00       | 0                   | 0                   | 0                | 0                    | 0                     | 0                         | 622,876             | 622,876              |  |  |  |
| Program, Contingency & Unobligated Reserves | 0.00       | 0                   | 0                   | 0                | 30,725,982           | 30,725,982            | 0                         | 35,479,050          | 34,988,406           |  |  |  |
| FY10 Proposed Activity Based Budget         | 250.50     | 20,611,907          | 10,550,013          | 217,551,021      | 30,725,982           | 279,438,923           | 26,281,478                | 300,881,416         | 265,032,348          |  |  |  |
| FY09 Current Budget                         | 243.50     | 18,686,970          | 10,180,127          | 236,535,269      | 35,479,050           | 300,881,416           |                           |                     |                      |  |  |  |

## Activities and Revenues

| Restricted Revenue Sources                  |                 |             |                 |           |           |                  |                       |            |                         | Unrestricted Revenue Sources |  |  |  |  |
|---------------------------------------------|-----------------|-------------|-----------------|-----------|-----------|------------------|-----------------------|------------|-------------------------|------------------------------|--|--|--|--|
| Activities                                  | FY10            |             |                 |           |           |                  |                       |            |                         |                              |  |  |  |  |
|                                             | Proposed Budget | Section 8   | Other HUD & HHS | State     | CDBG      | Restricted Local | Rental Rehabilitation | Local      | Affordable Housing Fund | HOME                         |  |  |  |  |
| (A)                                         | (B)             | (C)         | (D)             | (E)       | (F)       | (G)              | (H)                   | (I)        | (J)                     | (K)                          |  |  |  |  |
| Housing Services                            | 178,806,581     | 166,132,998 | 925,687         | 787,690   | 0         | 10,909,479       | 0                     | 50,727     | 0                       | 0                            |  |  |  |  |
| Rental Assistance                           | 163,842,551     | 163,842,551 | 0               | 0         | 0         | 0                | 0                     | 0          | 0                       | 0                            |  |  |  |  |
| Property Management                         | 11,956,829      | 0           | 471,482         | 787,690   | 0         | 10,646,930       | 0                     | 50,727     | 0                       | 0                            |  |  |  |  |
| Management                                  | 2,891,958       | 0           | 317,533         | 140,791   | 0         | 2,433,634        | 0                     | 0          | 0                       | 0                            |  |  |  |  |
| Routine Maintenance                         | 6,288,399       | 0           | 106,949         | 393,004   | 0         | 5,746,844        | 0                     | 41,602     | 0                       | 0                            |  |  |  |  |
| Construction Services                       | 2,776,472       | 0           | 47,000          | 253,895   | 0         | 2,466,452        | 0                     | 9,125      | 0                       | 0                            |  |  |  |  |
| Workforce & Economic Development            | 3,007,201       | 2,290,447   | 454,205         | 0         | 0         | 262,549          | 0                     | 0          | 0                       | 0                            |  |  |  |  |
| Housing Development & Finance               | 55,400,055      | 18,000      | 27,490,074      | 1,048,988 | 2,572,746 | 5,479,540        | 0                     | 3,452,431  | 4,431,222               | 10,907,054                   |  |  |  |  |
| Rental Housing Development                  | 17,250,691      | 0           | 16,404,276      | 0         | 0         | 846,415          | 0                     | 0          | 0                       | 0                            |  |  |  |  |
| Rental Housing Finance                      | 10,388,156      | 0           | 0               | 350,000   | 0         | 764,805          | 0                     | 226,593    | 2,526,212               | 6,520,546                    |  |  |  |  |
| Homeownership                               | 7,033,314       | 0           | 3,192,328       | 348,988   | 0         | 74,766           | 0                     | 128,720    | 477,710                 | 2,810,802                    |  |  |  |  |
| Rehabilitation                              | 13,154,603      | 0           | 6,189,951       | 0         | 1,546,836 | 3,793,554        | 0                     | 918,307    | 191,444                 | 514,511                      |  |  |  |  |
| Rental Housing                              | 5,609,747       | 0           | 3,761,573       | 0         | 1,546,836 | 0                | 0                     | 301,338    | 0                       | 0                            |  |  |  |  |
| Owner Occupied                              | 7,544,856       | 0           | 2,428,378       | 0         | 0         | 3,793,554        | 0                     | 616,969    | 191,444                 | 514,511                      |  |  |  |  |
| Portfolio Servicing & Compliance Monitoring | 2,798,275       | 0           | 0               | 0         | 1,025,910 | 0                | 0                     | 1,472,326  | 41,439                  | 258,600                      |  |  |  |  |
| Special Purpose Housing                     | 4,775,016       | 18,000      | 1,703,519       | 350,000   | 0         | 0                | 0                     | 706,485    | 1,194,417               | 802,595                      |  |  |  |  |
| Operations                                  | 14,506,305      | 5,297,257   | 266,724         | 150,918   | 180,000   | 2,303,770        | 0                     | 5,970,078  | 64,812                  | 272,746                      |  |  |  |  |
| Board & Executive Functions                 | 1,698,467       | 826,927     | 46,005          | 22,701    | 0         | 399,976          | 0                     | 315,183    | 16,834                  | 70,841                       |  |  |  |  |
| Board & Executive Functions                 | 1,587,123       | 826,927     | 46,005          | 22,701    | 0         | 349,976          | 0                     | 253,839    | 16,834                  | 70,841                       |  |  |  |  |
| Reinvestment Task Force                     | 111,344         | 0           | 0               | 0         | 0         | 50,000           | 0                     | 61,344     | 0                       | 0                            |  |  |  |  |
| Support Services                            | 12,202,568      | 4,470,330   | 220,719         | 128,217   | 180,000   | 1,903,794        | 0                     | 5,049,625  | 47,978                  | 201,905                      |  |  |  |  |
| Human Resources                             | 590,813         | 299,070     | 13,756          | 13,615    | 0         | 200,763          | 0                     | 41,701     | 4,205                   | 17,703                       |  |  |  |  |
| Information Technology                      | 2,571,556       | 1,153,613   | 48,980          | 37,908    | 0         | 566,003          | 0                     | 681,273    | 16,086                  | 67,693                       |  |  |  |  |
| Business Services                           | 1,143,522       | 586,944     | 28,373          | 24,807    | 0         | 367,920          | 0                     | 88,823     | 8,958                   | 37,697                       |  |  |  |  |
| Financial Services                          | 2,269,973       | 1,108,203   | 58,610          | 51,887    | 0         | 769,108          | 0                     | 184,624    | 18,729                  | 78,812                       |  |  |  |  |
| Facilities Management                       | 5,626,704       | 1,322,500   | 71,000          | 0         | 180,000   | 0                | 0                     | 4,053,204  | 0                       | 0                            |  |  |  |  |
| Community Relations                         | 605,270         | 0           | 0               | 0         | 0         | 0                | 0                     | 605,270    | 0                       | 0                            |  |  |  |  |
| Policy & Public Affairs                     | 0               | 0           | 0               | 0         | 0         | 0                | 0                     | 0          | 0                       | 0                            |  |  |  |  |
| Program, Contingency & Unobligated Reserves | 30,725,982      | 1,404,091   | 4,135,544       | 57,732    | 0         | 12,972,266       | 5,097                 | 11,510,242 | 0                       | 641,010                      |  |  |  |  |
| FY10 Proposed Budget                        | 279,438,923     | 172,852,346 | 32,818,029      | 2,045,328 | 2,752,746 | 31,665,055       | 5,097                 | 20,983,478 | 4,496,034               | 11,820,810                   |  |  |  |  |
| FY09 Current Budget                         | 300,881,416     | 171,499,657 | 30,256,061      | 2,320,821 | 2,187,639 | 34,017,776       | 37,788                | 23,191,965 | 19,040,904              | 18,328,805                   |  |  |  |  |

# **FY10 BUDGET**

## **San Diego Housing Commission**

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### **ACTIVITY GROUP I: HOUSING SERVICES**

Housing Services encompasses those activities that provide direct housing assistance and supportive services to the agency's primary clients, approximately 80,000 low-, very low-, and extremely low-income persons. These program activities provide eligible families with Rental Assistance; oversee Property Management and Maintenance of agency-owned and managed complexes; and coordinate the provision of Workforce & Economic Development to assist clients to promote self-sufficiency and economic stability.

| <b>RESOURCE<br/>ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|---------------------------------|----|-------------------------|--------------------------|
| Budget                          | \$ | 179,204,604             | \$ 178,806,581           |
| Continuing Appropriations       | \$ | 824,850                 | \$ 263,244               |
| Positions                       |    | 152.97                  | 155.87                   |

**The Housing Services Activity Group includes the following Activities:**

### **ACTIVITY IA: RENTAL ASSISTANCE**

**PURPOSE AND DESCRIPTION:** The Rental Assistance Program (RAP) provides rental subsidies, using federal funds, to about 14,000 qualified low-income households (40,000 individuals) living in privately-owned rental units. The primary program is the federally funded Section 8 Housing Choice Voucher Program. RAP also includes the Veterans Affairs Supportive Housing (VASH), the HOME Tenant Based Rental Assistance and the Section 8 Moderate Rehabilitation programs. The primary activities of the department include maintaining the Section 8 Voucher waiting list (currently at 37,000 families) and determining the initial and continuing eligibility of participating families. In FY10, the department will assist clients through a voucher-based homeownership program and offer services designed to assist participant families to move out of areas of high poverty.

| <b>RESOURCE<br/>ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|---------------------------------|----|-------------------------|--------------------------|
| Budget                          | \$ | 163,764,383             | \$ 163,842,551           |
| Continuing Appropriations       | \$ | 221,225                 | \$ 134,882               |
| Positions                       |    | 92.00                   | 92.00                    |

## FY10 BUDGET

### San Diego Housing Commission

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|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------------|------------------|
| <b>ACTIVITY IB:      PROPERTY MANAGEMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                        |    |                 |                  |
| <b>PURPOSE AND DESCRIPTION:</b> Property Management is responsible for the operation of all 1,813 Housing Commission-owned and/or managed units. Routine Maintenance provides for the daily routine and preventive maintenance functions of all Housing Commission-owned properties. Construction Services ensures the long-term viability of the Housing Commission's housing stock through the completion of needed capital improvement projects. |    |                 |                  |
| <b>RESOURCE ALLOCATION:</b>                                                                                                                                                                                                                                                                                                                                                                                                                         |    | FY09<br>Current | FY10<br>Proposed |
| Budget                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$ | 12,584,072      | \$ 11,956,829    |
| Continuing Appropriations                                                                                                                                                                                                                                                                                                                                                                                                                           | \$ | 407,779         | \$ 83,362        |
| Positions                                                                                                                                                                                                                                                                                                                                                                                                                                           |    | 47.32           | 46.22            |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |                 |                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------------|------------------|
| <b>ACTIVITY IC:      WORKFORCE &amp; ECONOMIC DEVELOPMENT</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |    |                 |                  |
| <b>PURPOSE AND DESCRIPTION:</b> The primary function of Workforce & Economic Development (W&ED) is to promote economic stability and self-sufficiency in housing-assisted families through career development, access to education and training, financial education, and asset building. The establishment of the Economic Development Academy in FY10 will improve and streamline service delivery to a broader client base by centralizing services, providing easy access for clients, and forging strategic collaborations with over a dozen public and private organizations. Another function of W&ED is to support elderly and disabled residents to age in place and to live independently. |    |                 |                  |
| <b>RESOURCE ALLOCATION:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |    | FY09<br>Current | FY10<br>Proposed |
| Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$ | 2,856,149       | \$ 3,007,201     |
| Continuing Appropriations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$ | 195,846         | \$ 45,000        |
| Positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    | 13.65           | 17.65            |

# **FY10 BUDGET**

## **San Diego Housing Commission**

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### **ACTIVITY GROUP II: HOUSING DEVELOPMENT & FINANCE**

Housing Development & Finance creates housing opportunities by developing affordable housing, lending funds to other developers, supporting low- and moderate-income homebuyers, preserving existing affordable housing, and providing technical assistance, underwriting, compliance monitoring and loan servicing.

| <b>RESOURCE<br/>ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|---------------------------------|----|-------------------------|--------------------------|
| Budget                          | \$ | 73,789,421              | \$ 55,400,055            |
| Continuing Appropriations       | \$ | 34,802,551              | \$ 25,216,200            |
| Positions                       |    | 38.08                   | 41.00                    |

**The Housing Development & Finance Activity Group includes the following Activities:**

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

**PURPOSE AND DESCRIPTION:** Identify and pursue market opportunities to expand the Housing Commission's inventory of affordable housing.

| <b>RESOURCE<br/>ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|---------------------------------|----|-------------------------|--------------------------|
| Budget                          | \$ | 12,314,518              | \$ 17,250,691            |
| Continuing Appropriations       | \$ | 8,740,337               | \$ 8,725,622             |
| Positions                       |    | 1.08                    | 2.65                     |

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

**PURPOSE AND DESCRIPTION:** This activity involves the development and preservation of affordable rental housing units using a variety of financing sources for acquisition, acquisition with rehabilitation, and new construction. This activity also provides: project management support for units in development; technical assistance and/or financing to nonprofit and for-profit developers and development; and implementation of policies and programs that promote private sector development of affordable rental housing.

| <b>RESOURCE<br/>ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|---------------------------------|----|-------------------------|--------------------------|
| Budget                          | \$ | 28,830,230              | \$ 10,388,156            |
| Continuing Appropriations       | \$ | 18,636,406              | \$ 11,704,378            |
| Positions                       |    | 10.60                   | 7.25                     |

## FY10 BUDGET

### San Diego Housing Commission

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------|------------|------------------|
| <b>ACTIVITY IIC: HOMEOWNERSHIP</b>                                                                                                                                                                                                                                                                                                                |                           |                 |            |                  |
| <b>PURPOSE AND DESCRIPTION:</b> This activity provides for a range of financial products and technical assistance designed to help low- and moderate-income families purchase homes and improve affordability for existing homeowners. In FY10, the source of funding for this activity will primarily be the Neighborhood Stabilization Program. |                           |                 |            |                  |
| <b>RESOURCE ALLOCATION:</b>                                                                                                                                                                                                                                                                                                                       |                           | FY09<br>Current |            | FY10<br>Proposed |
|                                                                                                                                                                                                                                                                                                                                                   | Budget                    | \$              | 11,253,975 | \$ 7,033,314     |
|                                                                                                                                                                                                                                                                                                                                                   | Continuing Appropriations | \$              | 2,663,395  | \$ 2,022,255     |
|                                                                                                                                                                                                                                                                                                                                                   | Positions                 |                 | 3.10       | 4.60             |

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                 |            |                  |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------|------------|------------------|
| <b>ACTIVITY IID: REHABILITATION</b>                                                                                                                                                                                                                                                                                                                                                                                                                                        |                           |                 |            |                  |
| <b>PURPOSE AND DESCRIPTION:</b> The Rehabilitation activity provides financial and technical assistance for the renovation of homes or mobile homes occupied by low-income households, and investor-owned housing occupied by low-income renters. A significant portion of the Rehabilitation activities are focused in designated Redevelopment Areas of the City. Rehabilitation includes lead paint hazard reduction to eliminate and prevent childhood lead poisoning. |                           |                 |            |                  |
| <b>RESOURCE ALLOCATION:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                |                           | FY09<br>Current |            | FY10<br>Proposed |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Budget                    | \$              | 12,133,398 | \$ 13,154,603    |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Continuing Appropriations | \$              | 559,118    | \$ 424,142       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Positions                 |                 | 11.60      | 13.45            |

|                                                                                                                                                                                                                                                                                                                                                                             |                           |                 |           |                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------|-----------|------------------|
| <b>ACTIVITY IIE: PORTFOLIO SERVICING &amp; COMPLIANCE MONITORING</b>                                                                                                                                                                                                                                                                                                        |                           |                 |           |                  |
| <b>PURPOSE AND DESCRIPTION:</b> This activity includes servicing and administration of the Housing Commission's loan portfolio; monitoring projects for compliance with occupancy and affordability restrictions; managing the Housing Commission's relocation/tenant assistance program; and managing tenant relocation under the City's condominium conversion ordinance. |                           |                 |           |                  |
| <b>RESOURCE ALLOCATION:</b>                                                                                                                                                                                                                                                                                                                                                 |                           | FY09<br>Current |           | FY10<br>Proposed |
|                                                                                                                                                                                                                                                                                                                                                                             | Budget                    | \$              | 2,620,181 | \$ 2,798,275     |
|                                                                                                                                                                                                                                                                                                                                                                             | Continuing Appropriations | \$              | 0         | \$ 0             |
|                                                                                                                                                                                                                                                                                                                                                                             | Positions                 |                 | 9.55      | 9.60             |

**FY10 BUDGET**  
**San Diego Housing Commission**

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|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------|--------------|
| <b>ACTIVITY IIF: SPECIAL PURPOSE HOUSING</b>                                                                                                                                                                                                                  |                           |              |              |
| <b>PURPOSE AND DESCRIPTION:</b> This activity provides funding to support affordable housing or services for persons with special needs. Includes transitional housing and permanent supportive housing or services as well as homeless services and housing. |                           |              |              |
| <b>RESOURCE</b>                                                                                                                                                                                                                                               |                           | FY09         | FY10         |
| <b>ALLOCATION:</b>                                                                                                                                                                                                                                            |                           | Current      | Proposed     |
|                                                                                                                                                                                                                                                               | Budget                    | \$ 6,637,119 | \$ 4,775,016 |
|                                                                                                                                                                                                                                                               | Continuing Appropriations | \$ 4,203,295 | \$ 2,339,803 |
|                                                                                                                                                                                                                                                               | Positions                 | 2.15         | 3.45         |



# **FY10 BUDGET**

## **San Diego Housing Commission**

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

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

| <b>RESOURCE ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|-----------------------------|----|-------------------------|--------------------------|
| Budget                      | \$ | 12,408,341              | \$ 14,506,305            |
| Continuing Appropriations   | \$ | 1,037,958               | \$ 802,034               |
| Positions                   |    | 52.45                   | 53.63                    |

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

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

**PURPOSE AND DESCRIPTION:** This activity includes strategic planning, policy analysis and development, management, response to requests for public information and direction for the agency. The President & Chief Executive Officer and Executive Vice President & Chief Operating Officer and their immediate support staff, as well as support to the Boards of the Housing Commission and Housing Authority are included.

| <b>RESOURCE ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|-----------------------------|----|-------------------------|--------------------------|
| Budget                      | \$ | 1,006,094               | \$ 1,587,123             |
| Continuing Appropriations   | \$ | 175,686                 | \$ 131,589               |
| Positions                   |    | 3.40                    | 6.90                     |

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

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

| <b>RESOURCE ALLOCATION:</b> |    | <b>FY09<br/>Current</b> | <b>FY10<br/>Proposed</b> |
|-----------------------------|----|-------------------------|--------------------------|
| Budget                      | \$ | 167,880                 | \$ 111,344               |
| Continuing Appropriations   | \$ | 7,768                   | \$ 0                     |
| Positions                   |    | 1.00                    | 1.10                     |

## FY10 BUDGET

### San Diego Housing Commission

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| <b>ACTIVITY IIIC: SUPPORT SERVICES</b>                                                                                                                                                                                                                                                                                                    |                           |                 |            |                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------|------------|------------------|
| <b>PURPOSE AND DESCRIPTION:</b> Operations activities of the agency provide direct staff, equipment and contracting services to support housing program functions. These internal operations of the Housing Commission include Human Resources, Information Technology, Business Services, Financial Services, and Facilities Management. |                           |                 |            |                  |
| <b>RESOURCE ALLOCATION:</b>                                                                                                                                                                                                                                                                                                               |                           | FY09<br>Current |            | FY10<br>Proposed |
|                                                                                                                                                                                                                                                                                                                                           | Budget                    | \$              | 10,148,100 | \$ 12,202,568    |
|                                                                                                                                                                                                                                                                                                                                           | Continuing Appropriations | \$              | 854,407    | \$ 670,445       |
|                                                                                                                                                                                                                                                                                                                                           | Positions                 |                 | 42.05      | 41.63            |

| <b>ACTIVITY IIID: COMMUNITY RELATIONS</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                           |                 |         |                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|-----------------|---------|------------------|
| <b>PURPOSE AND DESCRIPTION:</b> Community Relations serves to increase awareness and build support among all audiences for and about the agency's goals, programs, accomplishments, offerings and initiatives; to educate clients and the community about the agency's affordable housing programs and services; and to improve the flow of information within the agency between management and staff and among departments. Activities include media relations, public affairs, and ombudsmanship. |                           |                 |         |                  |
| <b>RESOURCE ALLOCATION:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                           | FY09<br>Current |         | FY10<br>Proposed |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Budget                    | \$              | 463,391 | \$ 605,270       |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Continuing Appropriations | \$              | 97      | \$ 0             |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Positions                 |                 | 3.65    | 4.00             |

| <b>ACTIVITY IIIE: POLICY &amp; PUBLIC AFFAIRS</b>                          |                           |                 |         |                  |
|----------------------------------------------------------------------------|---------------------------|-----------------|---------|------------------|
| <b>PURPOSE AND DESCRIPTION:</b> This activity has been eliminated in FY10. |                           |                 |         |                  |
| <b>RESOURCE ALLOCATION:</b>                                                |                           | FY09<br>Current |         | FY10<br>Proposed |
|                                                                            | Budget                    | \$              | 622,876 | \$ 0             |
|                                                                            | Continuing Appropriations | \$              | 0       | \$ 0             |
|                                                                            | Positions                 |                 | 2.35    | 0                |

### III ADDENDA

**FY10 BUDGET**  
**San Diego Housing Commission**

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# Activity Based Budget Detail

## HOUSING SERVICES

### ACTIVITY GROUP

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                   |                  |
|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|------------------|
| ACTIVITY GROUP:                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | HOUSING SERVICES  |                  |
| ACTIVITY:                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | RENTAL ASSISTANCE |                  |
| SUBACTIVITY:                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Rental Assistance |                  |
| Purpose and Description of the Activity: | Provide rental subsidies, using federal funds, to 14,000 qualified low-income households (40,000 individuals) living in tenant-selected, privately owned rental units.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                   |                  |
| Strategies:                              | <div>1. Maximize utilization of housing assistance through maintaining average lease-up rate of 99%-100%. (Business Plan Strategy 29)</div> <div>2. Restructure RAP processes and procedures in order to maximize administrative efficiencies while providing new services and support to households. (Business Plan Goal 4)</div> <div>3. Implement the following progressive initiatives to address the community affordable housing needs:<div><div>A voucher-based homeownership program that will allow ten Section 8 voucher households to purchase their first home by applying their monthly voucher rent subsidy towards mortgage payments. (Business Plan Goal 3)</div><div>An expanded project-based voucher program that will provide decent and safe housing along with supportive services to 100 chronically homeless households in San Diego. (Business Plan Goal 3)</div></div></div> <div>4. Strengthen the strong partnerships developed with the San Diego Apartment Association and participating owners in order to ensure adequate program support that enables clients to have sufficient housing choices. (Business Plan Strategy 31)</div> <div>5. Provide new online services to customers allowing access to previously unavailable information regarding unit inspection, rent portions, assigned staff person and upcoming appointments via the agency’s website, www.sdhc.org. (Business Plan Strategy 32)</div> |                   |                  |
| Resource Allocation:                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | FY09<br>Current   | FY10<br>Proposed |
|                                          | Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | \$ 163,764,383    | \$ 163,842,551   |
|                                          | Continuing Appropriations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | \$ 221,225        | \$ 134,882       |
|                                          | Positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 92.00             | 92.00            |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

**HOUSING SERVICES**  
**RENTAL ASSISTANCE**  
**Rental Assistance**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change  |
|---------------------------|---------------------------|----------------------------|-----------|
| <b>EXPENDITURES</b>       |                           |                            |           |
| Salaries & Benefits       | 6,125,163                 | 6,524,138                  | 7%        |
| Services & Supplies       | 1,651,825                 | 1,752,961                  | 6%        |
| Housing Programs          |                           |                            |           |
| Rent to Owners            | 155,987,395               | 155,265,452                | 0%        |
| Loans & Grants            | 0                         | 300,000                    | -         |
| Housing Programs Total    | 155,987,395               | 155,565,452                | 0%        |
| <b>TOTAL EXPENDITURES</b> | <b>163,764,383</b>        | <b>163,842,551</b>         | <b>0%</b> |
| <b>REVENUES</b>           |                           |                            |           |
| Restricted                |                           |                            |           |
| Section 8                 | 163,764,383               | 163,842,551                | 0%        |
| Restricted Total          | 163,764,383               | 163,842,551                | 0%        |
| <b>TOTAL REVENUES</b>     | <b>163,764,383</b>        | <b>163,842,551</b>         | <b>0%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                        |                                                                                                                                                                                                                                                                                                                           |                 |                  |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
|--------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|-----------------|------------------|--------|----|-----------|--------------|---------------------------|----|--------|------|-----------|--|-------|-------|
| <b>ACTIVITY GROUP:           HOUSING SERVICES</b>      |                                                                                                                                                                                                                                                                                                                           |                 |                  |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| <b>ACTIVITY:                   PROPERTY MANAGEMENT</b> |                                                                                                                                                                                                                                                                                                                           |                 |                  |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| <b>SUBACTIVITY:           Management</b>               |                                                                                                                                                                                                                                                                                                                           |                 |                  |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| <b>Purpose and Description of the Activity:</b>        | Full utilization of existing housing resources through the achievement and maintenance of industry standard 95% occupancy rate.                                                                                                                                                                                           |                 |                  |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| <b>Strategies:</b>                                     | Complete implementation of new software and operate individual accounts to effectively track revenues and expenses by site. (Business Plan Strategy 5)                                                                                                                                                                    |                 |                  |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| <b>Resource Allocation:</b>                            | <table><tr><td></td><td></td><td>FY09<br/>Current</td><td>FY10<br/>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>3,331,992</td><td>\$ 2,891,958</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>28,110</td><td>\$ 0</td></tr><tr><td>Positions</td><td></td><td>20.92</td><td>20.80</td></tr></table> |                 |                  | FY09<br>Current | FY10<br>Proposed | Budget | \$ | 3,331,992 | \$ 2,891,958 | Continuing Appropriations | \$ | 28,110 | \$ 0 | Positions |  | 20.92 | 20.80 |
|                                                        |                                                                                                                                                                                                                                                                                                                           | FY09<br>Current | FY10<br>Proposed |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| Budget                                                 | \$                                                                                                                                                                                                                                                                                                                        | 3,331,992       | \$ 2,891,958     |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| Continuing Appropriations                              | \$                                                                                                                                                                                                                                                                                                                        | 28,110          | \$ 0             |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |
| Positions                                              |                                                                                                                                                                                                                                                                                                                           | 20.92           | 20.80            |                 |                  |        |    |           |              |                           |    |        |      |           |  |       |       |



**FY10 BUDGET**  
**San Diego Housing Commission**

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

**HOUSING SERVICES**  
**PROPERTY MANAGEMENT**  
**Management**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change    |
|---------------------------|---------------------------|----------------------------|-------------|
| <b>EXPENDITURES</b>       |                           |                            |             |
| Salaries & Benefits       | 1,247,403                 | 1,337,866                  | 7%          |
| Services & Supplies       | 502,106                   | 527,430                    | 5%          |
| Housing Programs          |                           |                            |             |
| Other Housing Programs    | 1,582,483                 | 1,026,662                  | -35%        |
| Housing Programs Total    | 1,582,483                 | 1,026,662                  | -35%        |
| <b>TOTAL EXPENDITURES</b> | <b>3,331,992</b>          | <b>2,891,958</b>           | <b>-13%</b> |
| <b>REVENUES</b>           |                           |                            |             |
| Restricted                |                           |                            |             |
| Other HUD                 | 873,107                   | 317,533                    | -64%        |
| State                     | 132,723                   | 140,791                    | 6%          |
| Restricted Local          | 2,322,570                 | 2,433,634                  | 5%          |
| Restricted Total          | 3,328,400                 | 2,891,958                  | -13%        |
| Unrestricted              |                           |                            |             |
| Local                     | 3,592                     | 0                          | -100%       |
| Unrestricted Total        | 3,592                     | 0                          | -100%       |
| <b>TOTAL REVENUES</b>     | <b>3,331,992</b>          | <b>2,891,958</b>           | <b>-13%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |    |                                                                                                                                                                                                                                                                                                                                                                                                          |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
|------------------------------------------|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------|--|--|--|------|--|------|--|--|---------|--|----------|--------|----|-----------|----|-----------|---------------------------|----|---------|----|---|-----------|--|-------|--|-------|
| ACTIVITY GROUP:                          |    | HOUSING SERVICES                                                                                                                                                                                                                                                                                                                                                                                         |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| ACTIVITY:                                |    | PROPERTY MANAGEMENT                                                                                                                                                                                                                                                                                                                                                                                      |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| SUBACTIVITY:                             |    | Routine Maintenance                                                                                                                                                                                                                                                                                                                                                                                      |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| Purpose and Description of the Activity: |    | Provide cost effective daily routine and preventive maintenance of all Housing Commission-owned and/or managed properties.                                                                                                                                                                                                                                                                               |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| Strategies:                              |    | Operate decentralized site based maintenance program including issuance of work orders by site based staff. (Business Plan Strategy 5)                                                                                                                                                                                                                                                                   |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| Resource Allocation:                     |    | <table><tr><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>6,224,575</td><td>\$</td><td>6,288,399</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>184,224</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>20.63</td><td></td><td>18.57</td></tr></table> |    |           |  |  |  | FY09 |  | FY10 |  |  | Current |  | Proposed | Budget | \$ | 6,224,575 | \$ | 6,288,399 | Continuing Appropriations | \$ | 184,224 | \$ | 0 | Positions |  | 20.63 |  | 18.57 |
|                                          |    | FY09                                                                                                                                                                                                                                                                                                                                                                                                     |    | FY10      |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
|                                          |    | Current                                                                                                                                                                                                                                                                                                                                                                                                  |    | Proposed  |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| Budget                                   | \$ | 6,224,575                                                                                                                                                                                                                                                                                                                                                                                                | \$ | 6,288,399 |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| Continuing Appropriations                | \$ | 184,224                                                                                                                                                                                                                                                                                                                                                                                                  | \$ | 0         |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |
| Positions                                |    | 20.63                                                                                                                                                                                                                                                                                                                                                                                                    |    | 18.57     |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |   |           |  |       |  |       |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

**HOUSING SERVICES**  
**PROPERTY MANAGEMENT**  
**Routine Maintenance**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change  |
|---------------------------|---------------------------|----------------------------|-----------|
| <b>EXPENDITURES</b>       |                           |                            |           |
| Salaries & Benefits       | 1,458,257                 | 1,416,796                  | -3%       |
| Services & Supplies       | 283,213                   | 290,905                    | 3%        |
| Housing Programs          |                           |                            |           |
| Other Housing Programs    | 4,483,105                 | 4,580,698                  | 2%        |
| Housing Programs Total    | 4,483,105                 | 4,580,698                  | 2%        |
| <b>TOTAL EXPENDITURES</b> | <b>6,224,575</b>          | <b>6,288,399</b>           | <b>1%</b> |
| <b>REVENUES</b>           |                           |                            |           |
| Restricted                |                           |                            |           |
| Other HUD                 | 107,875                   | 106,949                    | -1%       |
| State                     | 394,207                   | 393,004                    | 0%        |
| Restricted Local          | 5,716,915                 | 5,746,844                  | 1%        |
| Restricted Total          | 6,218,997                 | 6,246,797                  | 0%        |
| Unrestricted              |                           |                            |           |
| Local                     | 5,578                     | 41,602                     | 646%      |
| Unrestricted Total        | 5,578                     | 41,602                     | 646%      |
| <b>TOTAL REVENUES</b>     | <b>6,224,575</b>          | <b>6,288,399</b>           | <b>1%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                 |                                                                                                                                                                                                  |              |                  |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|
| <b>ACTIVITY GROUP: HOUSING SERVICES</b>         |                                                                                                                                                                                                  |              |                  |
| <b>ACTIVITY: PROPERTY MANAGEMENT</b>            |                                                                                                                                                                                                  |              |                  |
| <b>SUBACTIVITY: Construction Services</b>       |                                                                                                                                                                                                  |              |                  |
| <b>Purpose and Description of the Activity:</b> | Complete capital improvement projects at Housing Commission-owned and managed developments.                                                                                                      |              |                  |
| <b>Strategies:</b>                              | Ensure the long-term viability of Housing Commission-owned developments and the achievement of 95% occupancy by expending 100% of budgeted capital improvement funds. (Business Plan Strategy 3) |              |                  |
| <b>Resource Allocation:</b>                     |                                                                                                                                                                                                  |              | FY09<br>Current  |
|                                                 |                                                                                                                                                                                                  |              | FY10<br>Proposed |
|                                                 | Budget                                                                                                                                                                                           | \$ 3,027,505 | \$ 2,776,472     |
|                                                 | Continuing Appropriations                                                                                                                                                                        | \$ 195,445   | \$ 83,362        |
|                                                 | Positions                                                                                                                                                                                        | 5.77         | 6.85             |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

**HOUSING SERVICES**  
**PROPERTY MANAGEMENT**  
**Construction Services**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 543,771                   | 654,672                    | 20%        |
| Services & Supplies       | 180,794                   | 211,943                    | 17%        |
| Housing Programs          |                           |                            |            |
| Other Housing Programs    | 2,302,940                 | 1,909,857                  | -17%       |
| Housing Programs Total    | 2,302,940                 | 1,909,857                  | -17%       |
| <b>TOTAL EXPENDITURES</b> | <b>3,027,505</b>          | <b>2,776,472</b>           | <b>-8%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Restricted                |                           |                            |            |
| Other HUD                 | 91,424                    | 47,000                     | -49%       |
| State                     | 55,796                    | 253,895                    | 355%       |
| Restricted Local          | 2,871,160                 | 2,466,452                  | -14%       |
| Restricted Total          | 3,018,380                 | 2,767,347                  | -8%        |
| Unrestricted              |                           |                            |            |
| Local                     | 9,125                     | 9,125                      | 0%         |
| Unrestricted Total        | 9,125                     | 9,125                      | 0%         |
| <b>TOTAL REVENUES</b>     | <b>3,027,505</b>          | <b>2,776,472</b>           | <b>-8%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
|------------------------------------------|----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------|--|--|--|------|--|------|--|--|---------|--|----------|--------|----|-----------|----|-----------|---------------------------|----|---------|----|--------|-----------|--|-------|--|-------|
| ACTIVITY GROUP:                          |    | HOUSING SERVICES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| ACTIVITY:                                |    | WORKFORCE & ECONOMIC DEVELOPMENT                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| SUBACTIVITY:                             |    | Workforce & Economic Development                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| Purpose and Description of the Activity: |    | To promote self-sufficiency and economic stability in housing-assisted families through career development, access to education and training, financial education, and asset building. To support aging in place and independent living for elderly and disabled residents.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| Strategies:                              |    | 1. Coordinate programs, partnerships and supportive services that assist 450 Housing Commission clients in achieving economic self-sufficiency and financial stability through the administration of the Family Self-Sufficiency Program, Learning Opportunity Centers, and specialized senior/disabled services. (Business Plan Strategy 6)<br>2. Establish the Economic Development Academy at Smart Corner by the end of the second quarter, in order to improve and streamline service delivery to a broader client base by centralizing Learning Opportunity Centers. (Business Plan Strategy 7)<br>3. Secure \$250,000 of new funding sources to replace funding specifically tied to public housing, including HUD and other government agencies, financial institutions, and private and corporate foundations. (Business Plan Strategy 6) |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| Resource Allocation:                     |    | <table><tr><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>2,856,149</td><td>\$</td><td>3,007,201</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>195,846</td><td>\$</td><td>45,000</td></tr><tr><td>Positions</td><td></td><td>13.65</td><td></td><td>17.65</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                      |    |           |  |  |  | FY09 |  | FY10 |  |  | Current |  | Proposed | Budget | \$ | 2,856,149 | \$ | 3,007,201 | Continuing Appropriations | \$ | 195,846 | \$ | 45,000 | Positions |  | 13.65 |  | 17.65 |
|                                          |    | FY09                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |    | FY10      |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
|                                          |    | Current                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |    | Proposed  |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| Budget                                   | \$ | 2,856,149                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | \$ | 3,007,201 |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| Continuing Appropriations                | \$ | 195,846                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$ | 45,000    |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |
| Positions                                |    | 13.65                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |    | 17.65     |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |        |           |  |       |  |       |

**FY10 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:**

**ACTIVITY:**

**SUBACTIVITY:**

**HOUSING SERVICES**

**WORKFORCE & ECONOMIC DEVELOPMENT**

**Workforce & Economic Development**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change  |
|---------------------------|---------------------------|----------------------------|-----------|
| <b>EXPENDITURES</b>       |                           |                            |           |
| Salaries & Benefits       | 1,104,914                 | 1,419,692                  | 28%       |
| Services & Supplies       | 443,939                   | 660,406                    | 49%       |
| Housing Programs          |                           |                            |           |
| Other Housing Programs    | 1,307,296                 | 927,103                    | -29%      |
| Housing Programs Total    | 1,307,296                 | 927,103                    | -29%      |
| <b>TOTAL EXPENDITURES</b> | <b>2,856,149</b>          | <b>3,007,201</b>           | <b>5%</b> |
| <b>REVENUES</b>           |                           |                            |           |
| Restricted                |                           |                            |           |
| Section 8                 | 559,917                   | 2,290,447                  | 309%      |
| Other HUD                 | 297,390                   | 454,205                    | 53%       |
| Restricted Local          | 1,998,842                 | 262,549                    | -87%      |
| Restricted Total          | 2,856,149                 | 3,007,201                  | 5%        |
| <b>TOTAL REVENUES</b>     | <b>2,856,149</b>          | <b>3,007,201</b>           | <b>5%</b> |

## Activity Based Budget Detail

# HOUSING DEVELOPMENT & FINANCE

## ACTIVITY GROUP



**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |    |                                                                                                                                                                                                                                                                                                                                                                                                                    |    |            |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
|------------------------------------------|----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|------------|--|--|--|------|--|------|--|--|---------|--|----------|--------|----|------------|----|------------|---------------------------|----|-----------|----|-----------|-----------|--|------|--|------|
| ACTIVITY GROUP:                          |    | HOUSING DEVELOPMENT & FINANCE                                                                                                                                                                                                                                                                                                                                                                                      |    |            |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| ACTIVITY:                                |    | RENTAL HOUSING DEVELOPMENT                                                                                                                                                                                                                                                                                                                                                                                         |    |            |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| SUBACTIVITY:                             |    | Rental Housing Development                                                                                                                                                                                                                                                                                                                                                                                         |    |            |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| Purpose and Description of the Activity: |    | Identify and pursue market opportunities to expand the Housing Commission’s inventory of affordable housing.                                                                                                                                                                                                                                                                                                       |    |            |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| Strategies:                              |    | 1. Leverage existing assets to create funding mechanism to support acquisition and/or development activity. (Business Plan Strategy 4)<br>2. Initiate acquisition and/or development of 120 units of affordable housing consistent with the Public Housing Disposition Strategy. (Business Plan Strategy 4)                                                                                                        |    |            |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| Resource Allocation:                     |    | <table><tr><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>12,314,518</td><td>\$</td><td>17,250,691</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>8,740,337</td><td>\$</td><td>8,725,622</td></tr><tr><td>Positions</td><td></td><td>1.08</td><td></td><td>2.65</td></tr></table> |    |            |  |  |  | FY09 |  | FY10 |  |  | Current |  | Proposed | Budget | \$ | 12,314,518 | \$ | 17,250,691 | Continuing Appropriations | \$ | 8,740,337 | \$ | 8,725,622 | Positions |  | 1.08 |  | 2.65 |
|                                          |    | FY09                                                                                                                                                                                                                                                                                                                                                                                                               |    | FY10       |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
|                                          |    | Current                                                                                                                                                                                                                                                                                                                                                                                                            |    | Proposed   |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| Budget                                   | \$ | 12,314,518                                                                                                                                                                                                                                                                                                                                                                                                         | \$ | 17,250,691 |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| Continuing Appropriations                | \$ | 8,740,337                                                                                                                                                                                                                                                                                                                                                                                                          | \$ | 8,725,622  |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |
| Positions                                |    | 1.08                                                                                                                                                                                                                                                                                                                                                                                                               |    | 2.65       |  |  |  |      |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |           |    |           |           |  |      |  |      |

**FY10 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:** HOUSING DEVELOPMENT & FINANCE  
**ACTIVITY:** RENTAL HOUSING DEVELOPMENT  
**SUBACTIVITY:** Rental Housing Development

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 104,846                   | 348,005                    | 232%       |
| Services & Supplies       | 257,661                   | 564,596                    | 119%       |
| Housing Programs          |                           |                            |            |
| Site Acquisition          | 11,952,011                | 16,338,090                 | 37%        |
| Housing Programs Total    | 11,952,011                | 16,338,090                 | 37%        |
| <b>TOTAL EXPENDITURES</b> | <b>12,314,518</b>         | <b>17,250,691</b>          | <b>40%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Restricted                |                           |                            |            |
| Other HUD                 | 2,124,533                 | 16,404,276                 | 672%       |
| CDBG                      | 1,227,478                 | 0                          | -100%      |
| Restricted Local          | 7,989,985                 | 846,415                    | -89%       |
| Restricted Total          | 11,341,996                | 17,250,691                 | 52%        |
| Unrestricted              |                           |                            |            |
| Local                     | 972,522                   | 0                          | -100%      |
| Unrestricted Total        | 972,522                   | 0                          | -100%      |
| <b>TOTAL REVENUES</b>     | <b>12,314,518</b>         | <b>17,250,691</b>          | <b>40%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |    |            |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----|------------|--|------|--|--|---------|--|----------|--------|----|------------|----|------------|---------------------------|----|------------|----|------------|-----------|--|-------|--|------|
| <b>ACTIVITY GROUP:        HOUSING DEVELOPMENT &amp; FINANCE</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |    |            |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| <b>ACTIVITY:                 RENTAL HOUSING FINANCE</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |    |            |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| <b>SUBACTIVITY:           Rental Housing Finance</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |            |    |            |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| <b>Purpose and Description of the Activity:</b>                 | Provide financing to nonprofit and for-profit entities for production or preservation of affordable rental housing, including special purpose housing, through issuance of bonds, loans, grants, tax credits, inclusionary and density bonus units, contribution of land, land-use regulations and technical assistance.                                                                                                                                                                                                                             |            |    |            |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| <b>Strategies:</b>                                              | <div>1. Initiate creation or preservation of 250 rental units through financing (new construction, acquisition, acquisition with rehabilitation), affordable at/below 60% Area Median Income. (Business Plan Strategy 8)</div> <div>2. Provide technical assistance to nonprofits in the form of project development assistance and provide workshops for developers regarding rental housing development issues. (Business Plan Goal 3)</div> <div>3. Provide project management support for 800 units in development. (Business Plan Goal 1)</div> |            |    |            |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| <b>Resource Allocation:</b>                                     | <table><tr><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>28,830,230</td><td>\$</td><td>10,388,156</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>18,636,406</td><td>\$</td><td>11,704,378</td></tr><tr><td>Positions</td><td></td><td>10.60</td><td></td><td>7.25</td></tr></table>                                                                                                                                |            |    | FY09       |  | FY10 |  |  | Current |  | Proposed | Budget | \$ | 28,830,230 | \$ | 10,388,156 | Continuing Appropriations | \$ | 18,636,406 | \$ | 11,704,378 | Positions |  | 10.60 |  | 7.25 |
|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | FY09       |    | FY10       |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Current    |    | Proposed   |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| Budget                                                          | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 28,830,230 | \$ | 10,388,156 |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| Continuing Appropriations                                       | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | 18,636,406 | \$ | 11,704,378 |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |
| Positions                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 10.60      |    | 7.25       |  |      |  |  |         |  |          |        |    |            |    |            |                           |    |            |    |            |           |  |       |  |      |

**FY10 BUDGET****San Diego Housing Commission**

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****HOUSING DEVELOPMENT & FINANCE****RENTAL HOUSING FINANCE****Rental Housing Finance**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change    |
|---------------------------|---------------------------|----------------------------|-------------|
| <b>EXPENDITURES</b>       |                           |                            |             |
| Salaries & Benefits       | 1,053,063                 | 779,181                    | -26%        |
| Services & Supplies       | 421,474                   | 394,414                    | -6%         |
| Housing Programs          |                           |                            |             |
| Loans & Grants            | 27,292,740                | 9,208,361                  | -66%        |
| Other Housing Programs    | 62,953                    | 6,200                      | -90%        |
| Housing Programs Total    | 27,355,693                | 9,214,561                  | -66%        |
| <b>TOTAL EXPENDITURES</b> | <b>28,830,230</b>         | <b>10,388,156</b>          | <b>-64%</b> |
| <b>REVENUES</b>           |                           |                            |             |
| Restricted                |                           |                            |             |
| State                     | 0                         | 350,000                    | -           |
| Restricted Local          | 698,273                   | 764,805                    | 10%         |
| Restricted Total          | 698,273                   | 1,114,805                  | 60%         |
| Unrestricted              |                           |                            |             |
| Local                     | 436,923                   | 226,593                    | -48%        |
| Affordable Housing Fund   | 14,001,367                | 2,526,212                  | -82%        |
| HOME                      | 13,693,667                | 6,520,546                  | -52%        |
| Unrestricted Total        | 28,131,957                | 9,273,351                  | -67%        |
| <b>TOTAL REVENUES</b>     | <b>28,830,230</b>         | <b>10,388,156</b>          | <b>-64%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                  |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|-----------------|------------------|--------|----|------------|--------------|---------------------------|----|-----------|--------------|-----------|--|------|------|
| ACTIVITY GROUP: HOUSING DEVELOPMENT & FINANCE |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                  |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| ACTIVITY: HOMEOWNERSHIP                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                  |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| SUBACTIVITY: Homeownership                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                 |                  |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| Purpose and Description of the Activity:      | Provide financial and technical assistance to homebuyers and to private entities operating homeownership programs. Also provide housing programs and/or incentives to developers of affordable homeownership opportunities.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                  |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| Strategies:                                   | <div>1. For 80 homebuyers: administer first-time homebuyer financial assistance programs including the Neighborhood Stabilization Program for foreclosed properties. Assistance includes deferred second trust deed loans, down payment/closing cost assistance grants, and mortgage credit certificates. Determine buyer eligibility for a variety of affordable for-sale (price-restricted) units with particular emphasis on those within 120% of Area Median Income. (Business Plan Strategy 17)</div> <div>2. Underwrite, process and fund all first-time homebuyer program loans and grants in accordance with Housing Commission policies, guidelines and regulations. (Business Plan Strategy 12)</div> |                 |                  |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| Resource Allocation:                          | <table><tr><td></td><td></td><td>FY09<br/>Current</td><td>FY10<br/>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>11,253,975</td><td>\$ 7,033,314</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>2,663,395</td><td>\$ 2,022,255</td></tr><tr><td>Positions</td><td></td><td>3.10</td><td>4.60</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                             |                 |                  | FY09<br>Current | FY10<br>Proposed | Budget | \$ | 11,253,975 | \$ 7,033,314 | Continuing Appropriations | \$ | 2,663,395 | \$ 2,022,255 | Positions |  | 3.10 | 4.60 |
|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | FY09<br>Current | FY10<br>Proposed |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| Budget                                        | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 11,253,975      | \$ 7,033,314     |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| Continuing Appropriations                     | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 2,663,395       | \$ 2,022,255     |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |
| Positions                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 3.10            | 4.60             |                 |                  |        |    |            |              |                           |    |           |              |           |  |      |      |

**FY10 BUDGET****San Diego Housing Commission**

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****HOUSING DEVELOPMENT & FINANCE****HOMEOWNERSHIP****Homeownership**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change    |
|---------------------------|---------------------------|----------------------------|-------------|
| <b>EXPENDITURES</b>       |                           |                            |             |
| Salaries & Benefits       | 239,050                   | 391,466                    | 64%         |
| Services & Supplies       | 158,710                   | 235,989                    | 49%         |
| Housing Programs          |                           |                            |             |
| Loans & Grants            | 10,856,215                | 6,405,859                  | -41%        |
| Housing Programs Total    | 10,856,215                | 6,405,859                  | -41%        |
| <b>TOTAL EXPENDITURES</b> | <b>11,253,975</b>         | <b>7,033,314</b>           | <b>-38%</b> |
| <b>REVENUES</b>           |                           |                            |             |
| Restricted                |                           |                            |             |
| Other HUD                 | 6,173,600                 | 3,192,328                  | -48%        |
| State                     | 1,196,006                 | 348,988                    | -71%        |
| Restricted Local          | 690,220                   | 74,766                     | -89%        |
| Restricted Total          | 8,059,826                 | 3,616,082                  | -55%        |
| Unrestricted              |                           |                            |             |
| Local                     | 123,162                   | 128,720                    | 5%          |
| Affordable Housing Fund   | 856,563                   | 477,710                    | -44%        |
| HOME                      | 2,214,424                 | 2,810,802                  | 27%         |
| Unrestricted Total        | 3,194,149                 | 3,417,232                  | 7%          |
| <b>TOTAL REVENUES</b>     | <b>11,253,975</b>         | <b>7,033,314</b>           | <b>-38%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                          |                                                                                                                                                                                                         |              |                  |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|
| <b>ACTIVITY GROUP: HOUSING DEVELOPMENT &amp; FINANCE</b> |                                                                                                                                                                                                         |              |                  |
| <b>ACTIVITY: REHABILITATION</b>                          |                                                                                                                                                                                                         |              |                  |
| <b>SUBACTIVITY: Rental Housing</b>                       |                                                                                                                                                                                                         |              |                  |
| <b>Purpose and Description of the Activity:</b>          | Provide technical and financial assistance for the rehabilitation of privately-owned housing occupied by low-income renters.                                                                            |              |                  |
| <b>Strategies:</b>                                       | 1. Provide lead based paint reduction grants for 100 rental housing units. (Business Plan Strategy 10)<br>2. Provide accessibility grants for 15 renters with disabilities. (Business Plan Strategy 10) |              |                  |
| <b>Resource Allocation:</b>                              |                                                                                                                                                                                                         |              | FY09<br>Current  |
|                                                          |                                                                                                                                                                                                         |              | FY10<br>Proposed |
|                                                          | Budget                                                                                                                                                                                                  | \$ 4,536,778 | \$ 5,609,747     |
|                                                          | Continuing Appropriations                                                                                                                                                                               | \$ 0         | \$ 0             |
|                                                          | Positions                                                                                                                                                                                               | 3.95         | 5.45             |

## FY10 BUDGET

### San Diego Housing Commission

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****HOUSING DEVELOPMENT & FINANCE****REHABILITATION****Rental Housing**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 360,661                   | 527,092                    | 46%        |
| Services & Supplies       | 569,700                   | 394,875                    | -31%       |
| Housing Programs          |                           |                            |            |
| Loans & Grants            | 3,261,646                 | 4,383,280                  | 34%        |
| Other Housing Programs    | 344,771                   | 304,500                    | -12%       |
| Housing Programs Total    | 3,606,417                 | 4,687,780                  | 30%        |
| <b>TOTAL EXPENDITURES</b> | <b>4,536,778</b>          | <b>5,609,747</b>           | <b>24%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Restricted                |                           |                            |            |
| Other HUD                 | 4,305,577                 | 3,761,573                  | -13%       |
| CDBG                      | 0                         | 1,546,836                  | -          |
| Restricted Total          | 4,305,577                 | 5,308,409                  | 23%        |
| Unrestricted              |                           |                            |            |
| Local                     | 231,201                   | 301,338                    | 30%        |
| Unrestricted Total        | 231,201                   | 301,338                    | 30%        |
| <b>TOTAL REVENUES</b>     | <b>4,536,778</b>          | <b>5,609,747</b>           | <b>24%</b> |



**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |    |                                                                                                                                                                                                                                                                                                                                                                                                                       |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
|------------------------------------------|----|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----|-----------|--|--|--|------|--|------|--|--|---------|--|----------|--------|----|-----------|----|-----------|---------------------------|----|---------|----|---------|-----------|--|------|--|------|
| ACTIVITY GROUP:                          |    | HOUSING DEVELOPMENT & FINANCE                                                                                                                                                                                                                                                                                                                                                                                         |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| ACTIVITY:                                |    | REHABILITATION                                                                                                                                                                                                                                                                                                                                                                                                        |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| SUBACTIVITY:                             |    | Owner Occupied                                                                                                                                                                                                                                                                                                                                                                                                        |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Purpose and Description of the Activity: |    | Provide financial and technical assistance to low-income owners wishing to rehabilitate their owner-occupied housing and to nonprofit entities that assist such owners.                                                                                                                                                                                                                                               |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Strategies:                              |    | Provide financial assistance in the rehabilitation of 290 owner-occupied residences consisting of: <ul style="list-style-type: none"><li>• Deferred loans to 200 very low-, low-, and moderate-income single family homeowners</li><li>• Grants for 50 very low-income mobile home owners</li><li>• Lead based paint reduction grants for 40 single family owner-occupied homes (Business Plan Strategy 10)</li></ul> |    |           |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Resource Allocation:                     |    | <table><tr><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>7,596,620</td><td>\$</td><td>7,544,856</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>559,118</td><td>\$</td><td>424,142</td></tr><tr><td>Positions</td><td></td><td>7.65</td><td></td><td>8.00</td></tr></table>          |    |           |  |  |  | FY09 |  | FY10 |  |  | Current |  | Proposed | Budget | \$ | 7,596,620 | \$ | 7,544,856 | Continuing Appropriations | \$ | 559,118 | \$ | 424,142 | Positions |  | 7.65 |  | 8.00 |
|                                          |    | FY09                                                                                                                                                                                                                                                                                                                                                                                                                  |    | FY10      |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
|                                          |    | Current                                                                                                                                                                                                                                                                                                                                                                                                               |    | Proposed  |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Budget                                   | \$ | 7,596,620                                                                                                                                                                                                                                                                                                                                                                                                             | \$ | 7,544,856 |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Continuing Appropriations                | \$ | 559,118                                                                                                                                                                                                                                                                                                                                                                                                               | \$ | 424,142   |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Positions                                |    | 7.65                                                                                                                                                                                                                                                                                                                                                                                                                  |    | 8.00      |  |  |  |      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |

**FY10 BUDGET****San Diego Housing Commission**

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****HOUSING DEVELOPMENT & FINANCE****REHABILITATION****Owner Occupied**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 704,193                   | 780,103                    | 11%        |
| Services & Supplies       | 862,701                   | 779,250                    | -10%       |
| Housing Programs          |                           |                            |            |
| Loans & Grants            | 5,924,248                 | 5,884,103                  | -1%        |
| Other Housing Programs    | 105,478                   | 101,400                    | -4%        |
| Housing Programs Total    | 6,029,726                 | 5,985,503                  | -1%        |
| <b>TOTAL EXPENDITURES</b> | <b>7,596,620</b>          | <b>7,544,856</b>           | <b>-1%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Restricted                |                           |                            |            |
| Other HUD                 | 2,324,616                 | 2,428,378                  | 4%         |
| Restricted Local          | 3,600,323                 | 3,793,554                  | 5%         |
| Restricted Total          | 5,924,939                 | 6,221,932                  | 5%         |
| Unrestricted              |                           |                            |            |
| Local                     | 468,441                   | 616,969                    | 32%        |
| Affordable Housing Fund   | 657,818                   | 191,444                    | -71%       |
| HOME                      | 545,422                   | 514,511                    | -6%        |
| Unrestricted Total        | 1,671,681                 | 1,322,924                  | -21%       |
| <b>TOTAL REVENUES</b>     | <b>7,596,620</b>          | <b>7,544,856</b>           | <b>-1%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                  |
|---------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|
| <b>ACTIVITY GROUP: HOUSING DEVELOPMENT &amp; FINANCE</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                  |
| <b>ACTIVITY: PORTFOLIO SERVICING &amp; COMPLIANCE MONITORING</b>    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                  |
| <b>SUBACTIVITY: Portfolio Servicing &amp; Compliance Monitoring</b> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                  |
| <b>Purpose and Description of the Activity:</b>                     | Servicing of the Housing Commission's \$230 million loan portfolio and \$670 million bond portfolio, and contract monitoring for compliance with loan terms and conditions. Monitoring projects for compliance with occupancy and affordability restrictions, and assist in managing tenant relocation under the City's condominium conversion ordinance.                                                                                                           |                 |                  |
| <b>Strategies:</b>                                                  | <ol style="list-style-type: none"> <li>1. Provide servicing for the loans in the Housing Commission's portfolio to ensure that all loans are in compliance with the loan terms and conditions.</li> <li>2. Provide compliance monitoring for 400 projects and 15,000 units with occupancy and affordability restrictions.</li> <li>3. Assist in managing the tenant relocation requirement for the City of San Diego's condominium conversion ordinance.</li> </ol> |                 |                  |
| <b>Resource Allocation:</b>                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | FY09<br>Current | FY10<br>Proposed |
|                                                                     | Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                              | \$ 2,620,181    | \$ 2,798,275     |
|                                                                     | Continuing Appropriations                                                                                                                                                                                                                                                                                                                                                                                                                                           | \$ 0            | \$ 0             |
|                                                                     | Positions                                                                                                                                                                                                                                                                                                                                                                                                                                                           | 9.55            | 9.60             |

## FY10 BUDGET

### San Diego Housing Commission

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****HOUSING DEVELOPMENT & FINANCE****PORTFOLIO SERVICING & COMPLIANCE MONITORING****Portfolio Servicing & Compliance Monitoring**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change  |
|---------------------------|---------------------------|----------------------------|-----------|
| <b>EXPENDITURES</b>       |                           |                            |           |
| Salaries & Benefits       | 714,669                   | 769,973                    | 8%        |
| Services & Supplies       | 295,351                   | 302,392                    | 2%        |
| Housing Programs          |                           |                            |           |
| Site Acquisition          | 1,610,161                 | 1,725,910                  | 7%        |
| Housing Programs Total    | 1,610,161                 | 1,725,910                  | 7%        |
| <b>TOTAL EXPENDITURES</b> | <b>2,620,181</b>          | <b>2,798,275</b>           | <b>7%</b> |
| <b>REVENUES</b>           |                           |                            |           |
| Restricted                |                           |                            |           |
| CDBG                      | 910,161                   | 1,025,910                  | 13%       |
| Restricted Total          | 910,161                   | 1,025,910                  | 13%       |
| Unrestricted              |                           |                            |           |
| Local                     | 1,398,314                 | 1,472,326                  | 5%        |
| Affordable Housing Fund   | 59,596                    | 41,439                     | -30%      |
| HOME                      | 252,110                   | 258,600                    | 3%        |
| Unrestricted Total        | 1,710,020                 | 1,772,365                  | 4%        |
| <b>TOTAL REVENUES</b>     | <b>2,620,181</b>          | <b>2,798,275</b>           | <b>7%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                  |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|-----------------|------------------|--------|----|-----------|--------------|---------------------------|----|-----------|--------------|-----------|--|------|------|
| ACTIVITY GROUP: HOUSING DEVELOPMENT & FINANCE |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                  |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| ACTIVITY: SPECIAL PURPOSE HOUSING             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                  |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| SUBACTIVITY: Special Purpose Housing          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                 |                  |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| Purpose and Description of the Activity:      | Provide transitional and permanent supportive housing for individuals and families in the City of San Diego with special needs, identified as specific disabilities, e.g., mental illness, homeless, HIV AIDS, chronic substance abuse and victims of domestic violence.                                                                                                                                                                                                                                                                                                                                                                |                 |                  |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| Strategies:                                   | <div>1. Fund the development of at least one 20-bed special purpose housing facility. (Business Plan Strategy 15)</div> <div>2. Provide a portion of the funding for at least 400 beds in transitional housing programs throughout the City. (Business Plan Strategy 15)</div> <div>3. Provide a minimum of 225 units of permanent supportive housing for 250 homeless, disabled individuals and families. (Business Plan Goal 1)</div> <div>4. Provide a minimum of 50 HOME-funded temporary tenant-based rental assistance vouchers to graduates of transitional housing and domestic violence programs. (Business Strategy 25)</div> |                 |                  |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| Resource Allocation:                          | <table><tr><td></td><td></td><td>FY09<br/>Current</td><td>FY10<br/>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>6,637,119</td><td>\$ 4,775,016</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>4,203,295</td><td>\$ 2,339,803</td></tr><tr><td>Positions</td><td></td><td>2.15</td><td>3.45</td></tr></table>                                                                                                                                                                                                                                                                                                      |                 |                  | FY09<br>Current | FY10<br>Proposed | Budget | \$ | 6,637,119 | \$ 4,775,016 | Continuing Appropriations | \$ | 4,203,295 | \$ 2,339,803 | Positions |  | 2.15 | 3.45 |
|                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | FY09<br>Current | FY10<br>Proposed |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| Budget                                        | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 6,637,119       | \$ 4,775,016     |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| Continuing Appropriations                     | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 4,203,295       | \$ 2,339,803     |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |
| Positions                                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 2.15            | 3.45             |                 |                  |        |    |           |              |                           |    |           |              |           |  |      |      |

**FY10 BUDGET**  
**San Diego Housing Commission**

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**ACTIVITY GROUP:** HOUSING DEVELOPMENT & FINANCE  
**ACTIVITY:** SPECIAL PURPOSE HOUSING  
**SUBACTIVITY:** Special Purpose Housing

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change    |
|---------------------------|---------------------------|----------------------------|-------------|
| <b>EXPENDITURES</b>       |                           |                            |             |
| Salaries & Benefits       | 205,547                   | 379,731                    | 85%         |
| Services & Supplies       | 44,547                    | 98,070                     | 120%        |
| Housing Programs          |                           |                            |             |
| Rent to Owners            | 2,335,929                 | 1,780,497                  | -24%        |
| Loans & Grants            | 4,051,096                 | 2,516,718                  | -38%        |
| Housing Programs Total    | 6,387,025                 | 4,297,215                  | -33%        |
| <b>TOTAL EXPENDITURES</b> | <b>6,637,119</b>          | <b>4,775,016</b>           | <b>-28%</b> |
| <b>REVENUES</b>           |                           |                            |             |
| Restricted                |                           |                            |             |
| Section 8                 | 0                         | 18,000                     | -           |
| Other HUD                 | 2,065,468                 | 1,703,519                  | -18%        |
| State                     | 146,932                   | 350,000                    | 138%        |
| Restricted Total          | 2,212,400                 | 2,071,519                  | -6%         |
| Unrestricted              |                           |                            |             |
| Rental Rehabilitation     | 37,788                    | 0                          | -100%       |
| Local                     | 673,807                   | 706,485                    | 5%          |
| Affordable Housing Fund   | 3,303,124                 | 1,194,417                  | -64%        |
| HOME                      | 410,000                   | 802,595                    | 96%         |
| Unrestricted Total        | 4,424,719                 | 2,703,497                  | -39%        |
| <b>TOTAL REVENUES</b>     | <b>6,637,119</b>          | <b>4,775,016</b>           | <b>-28%</b> |

# Activity Based Budget Detail

## OPERATIONS

## ACTIVITY GROUP

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 1

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |    |                  |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
|------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----|------------------|--|------------------|--------|----|-----------|----|-----------|---------------------------|----|---------|----|---------|-----------|--|------|--|------|
| ACTIVITY GROUP: OPERATIONS               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |    |                  |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| ACTIVITY: BOARD & EXECUTIVE FUNCTIONS    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |    |                  |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| SUBACTIVITY: Board & Executive Functions |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                 |    |                  |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Purpose and Description of the Activity: | Responsible for providing effective policy direction to the agency and developing new initiatives, programs and practices, assuring implementation in a manner that carries out the strategies and goals of the Business Plan. Perform periodic evaluation of program and organizational effectiveness and efficiency. Provide direct support to the Board of Commissioners. Includes President & Chief Executive Officer, Executive Vice President & Chief Operating Officer, and immediate support staff.              |                 |    |                  |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Strategies:                              | <div>1. Expand the San Diego Housing Commission’s national influence as a leader in the housing development community.</div> <div>2. Continue to build community support for affordable housing by the Housing Commission’s leadership role in these efforts with the business, civic and public sectors of San Diego. (Business Plan Goal 3)</div> <div>3. Coordinate with other City agencies and departments regarding programs, legislation, etc., to further affordable housing goals. (Business Plan Goal 3)</div> |                 |    |                  |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Resource Allocation:                     | <table><tr><td></td><td></td><td>FY09<br/>Current</td><td></td><td>FY10<br/>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>1,006,094</td><td>\$</td><td>1,587,123</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>175,686</td><td>\$</td><td>131,589</td></tr><tr><td>Positions</td><td></td><td>3.40</td><td></td><td>6.90</td></tr></table>                                                                                                                                                         |                 |    | FY09<br>Current  |  | FY10<br>Proposed | Budget | \$ | 1,006,094 | \$ | 1,587,123 | Continuing Appropriations | \$ | 175,686 | \$ | 131,589 | Positions |  | 3.40 |  | 6.90 |
|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | FY09<br>Current |    | FY10<br>Proposed |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Budget                                   | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 1,006,094       | \$ | 1,587,123        |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Continuing Appropriations                | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 175,686         | \$ | 131,589          |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |
| Positions                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | 3.40            |    | 6.90             |  |                  |        |    |           |    |           |                           |    |         |    |         |           |  |      |  |      |



**FY10 BUDGET**  
**San Diego Housing Commission**

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

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

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 629,586                   | 1,067,527                  | 70%        |
| Services & Supplies       | 376,508                   | 519,596                    | 38%        |
| <b>TOTAL EXPENDITURES</b> | <b>1,006,094</b>          | <b>1,587,123</b>           | <b>58%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Restricted                |                           |                            |            |
| Section 8                 | 426,649                   | 826,927                    | 94%        |
| Other HUD                 | 19,061                    | 46,005                     | 141%       |
| State                     | 14,362                    | 22,701                     | 58%        |
| Restricted Local          | 256,831                   | 349,976                    | 36%        |
| Restricted Total          | 716,903                   | 1,245,609                  | 74%        |
| Unrestricted              |                           |                            |            |
| Local                     | 211,882                   | 253,839                    | 20%        |
| Affordable Housing Fund   | 26,958                    | 16,834                     | -38%       |
| HOME                      | 50,351                    | 70,841                     | 41%        |
| Unrestricted Total        | 289,191                   | 341,514                    | 18%        |
| <b>TOTAL REVENUES</b>     | <b>1,006,094</b>          | <b>1,587,123</b>           | <b>58%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                  |                                                                                                                                                                                                                                   |            |                  |
|--------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|
| <b>ACTIVITY GROUP: OPERATIONS</b>                |                                                                                                                                                                                                                                   |            |                  |
| <b>ACTIVITY: BOARD &amp; EXECUTIVE FUNCTIONS</b> |                                                                                                                                                                                                                                   |            |                  |
| <b>SUBACTIVITY: Reinvestment Task Force</b>      |                                                                                                                                                                                                                                   |            |                  |
| <b>Purpose and Description of the Activity:</b>  | To spur private and public financing of affordable housing and economic development in areas suffering from disinvestment; and provide factual, consistent, cooperative opportunities for reinvestment by lenders and government. |            |                  |
| <b>Strategies:</b>                               | 1. Monitor lending practices and policies.<br>2. Develop strategies for investment in underserved areas.                                                                                                                          |            |                  |
| <b>Resource Allocation:</b>                      |                                                                                                                                                                                                                                   |            | FY09<br>Current  |
|                                                  |                                                                                                                                                                                                                                   |            | FY10<br>Proposed |
|                                                  | Budget                                                                                                                                                                                                                            | \$ 167,880 | \$ 111,344       |
|                                                  | Continuing Appropriations                                                                                                                                                                                                         | \$ 7,768   | \$ 0             |
|                                                  | Positions                                                                                                                                                                                                                         | 1.00       | 1.10             |

## FY10 BUDGET

### San Diego Housing Commission

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****OPERATIONS****BOARD & EXECUTIVE FUNCTIONS****Reinvestment Task Force**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change    |
|---------------------------|---------------------------|----------------------------|-------------|
| <b>EXPENDITURES</b>       |                           |                            |             |
| Salaries & Benefits       | 128,967                   | 93,988                     | -27%        |
| Services & Supplies       | 38,913                    | 17,356                     | -55%        |
| <b>TOTAL EXPENDITURES</b> | <b>167,880</b>            | <b>111,344</b>             | <b>-34%</b> |
| <b>REVENUES</b>           |                           |                            |             |
| Restricted                |                           |                            |             |
| CDBG                      | 50,000                    | 0                          | -100%       |
| Restricted Local          | 85,766                    | 50,000                     | -42%        |
| Restricted Total          | 135,766                   | 50,000                     | -63%        |
| Unrestricted              |                           |                            |             |
| Local                     | 32,114                    | 61,344                     | 91%         |
| Unrestricted Total        | 32,114                    | 61,344                     | 91%         |
| <b>TOTAL REVENUES</b>     | <b>167,880</b>            | <b>111,344</b>             | <b>-34%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |         |    |          |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----|----------|--|------|--|--|---------|--|----------|--------|----|---------|----|---------|---------------------------|----|---------|----|--------|-----------|--|------|--|------|
| ACTIVITY GROUP: OPERATIONS               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |         |    |          |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| ACTIVITY: SUPPORT SERVICES               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |         |    |          |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| SUBACTIVITY: Human Resources             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |         |    |          |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| Purpose and Description of the Activity: | Monitor and evaluate new human resources service delivery partnerships to ensure the appropriate selection, staffing, classification, and compensation of personnel to support the Housing Commission’s needs in the area of human capital management and labor relations in accordance with employment regulations and practices.                                                                                                                                                                                                            |         |    |          |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| Strategies:                              | <div>1. Review classification and compensation studies recommendations; obtain approval of implementation by end of September, 2009. (Business Plan Strategy 54)</div> <div>2. Implement evaluation tools to assist in standardizing consistency in performance measurements and documentation by end of March, 2010. (Business Plan Strategy 52)</div> <div>3. Review and/or revise personnel management related Administrative Regulations to ensure clarity and consistency with Personnel Policy Handbook by end of December, 2009.</div> |         |    |          |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| Resource Allocation:                     | <table><tr><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>690,232</td><td>\$</td><td>590,813</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>128,338</td><td>\$</td><td>51,846</td></tr><tr><td>Positions</td><td></td><td>2.95</td><td></td><td>3.05</td></tr></table>                                                                                                                                       |         |    | FY09     |  | FY10 |  |  | Current |  | Proposed | Budget | \$ | 690,232 | \$ | 590,813 | Continuing Appropriations | \$ | 128,338 | \$ | 51,846 | Positions |  | 2.95 |  | 3.05 |
|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | FY09    |    | FY10     |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Current |    | Proposed |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| Budget                                   | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 690,232 | \$ | 590,813  |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| Continuing Appropriations                | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 128,338 | \$ | 51,846   |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |
| Positions                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | 2.95    |    | 3.05     |  |      |  |  |         |  |          |        |    |         |    |         |                           |    |         |    |        |           |  |      |  |      |

**FY10 BUDGET****San Diego Housing Commission**

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**ACTIVITY GROUP:****ACTIVITY:****SUBACTIVITY:****OPERATIONS****SUPPORT SERVICES****Human Resources**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change    |
|---------------------------|---------------------------|----------------------------|-------------|
| <b>EXPENDITURES</b>       |                           |                            |             |
| Salaries & Benefits       | 301,685                   | 299,643                    | -1%         |
| Services & Supplies       | 388,547                   | 291,170                    | -25%        |
| <b>TOTAL EXPENDITURES</b> | <b>690,232</b>            | <b>590,813</b>             | <b>-14%</b> |
| <b>REVENUES</b>           |                           |                            |             |
| Restricted                |                           |                            |             |
| Section 8                 | 313,939                   | 299,070                    | -5%         |
| Other HUD                 | 10,048                    | 13,756                     | 37%         |
| State                     | 11,090                    | 13,615                     | 23%         |
| Restricted Local          | 223,518                   | 200,763                    | -10%        |
| Restricted Total          | 558,595                   | 527,204                    | -6%         |
| Unrestricted              |                           |                            |             |
| Local                     | 72,704                    | 41,701                     | -43%        |
| Affordable Housing Fund   | 12,269                    | 4,205                      | -66%        |
| HOME                      | 46,664                    | 17,703                     | -62%        |
| Unrestricted Total        | 131,637                   | 63,609                     | -52%        |
| <b>TOTAL REVENUES</b>     | <b>690,232</b>            | <b>590,813</b>             | <b>-14%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |                  |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|
| <b>ACTIVITY GROUP: OPERATIONS</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |                  |
| <b>ACTIVITY: SUPPORT SERVICES</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |                  |
| <b>SUBACTIVITY: Information Technology</b>      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              |                  |
| <b>Purpose and Description of the Activity:</b> | Provide information technology and telecommunication services to internal and external customers. Services include acquisition and implementation of commercial off-the-shelf technology, application maintenance, developing and maintaining systems and security policies, database management, custom report development, network and user support, and computer training.                                                                                                                                                                                                                                                                                                                                                                                                                                        |              |                  |
| <b>Strategies:</b>                              | <ol style="list-style-type: none"> <li>1. Develop business continuity and disaster recovery plan in conjunction with Management Team &amp; Records Retention Officer by March, 2010. (Business Plan Strategy 50)</li> <li>2. Continue implementation of a multiyear document imaging project to reduce paper storage requirements and enhance the ability to search documents. Compliance Monitoring and Human Resources sections to be completed by June, 2010. (Business Plan Strategy 48)</li> <li>3. Implement Information Technology helpdesk software to provide performance measurement of IT service to internal customers by December, 2009. (Business Plan Strategy 47)</li> <li>4. Complete server virtualization project to facilitate management by March, 2010. (Business Plan Strategy 51)</li> </ol> |              |                  |
| <b>Resource Allocation:</b>                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              | FY09<br>Current  |
|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |              | FY10<br>Proposed |
|                                                 | Budget                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | \$ 2,516,696 | \$ 2,571,556     |
|                                                 | Continuing Appropriations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | \$ 141,564   | \$ 75,676        |
|                                                 | Positions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 9.65         | 9.55             |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

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

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change  |
|---------------------------|---------------------------|----------------------------|-----------|
| <b>EXPENDITURES</b>       |                           |                            |           |
| Salaries & Benefits       | 775,297                   | 838,129                    | 8%        |
| Services & Supplies       | 1,741,399                 | 1,733,427                  | 0%        |
| <b>TOTAL EXPENDITURES</b> | <b>2,516,696</b>          | <b>2,571,556</b>           | <b>2%</b> |
| <b>REVENUES</b>           |                           |                            |           |
| Restricted                |                           |                            |           |
| Section 8                 | 979,599                   | 1,153,613                  | 18%       |
| Other HUD                 | 30,519                    | 48,980                     | 60%       |
| State                     | 34,055                    | 37,908                     | 11%       |
| Restricted Local          | 627,516                   | 566,003                    | -10%      |
| Restricted Total          | 1,671,689                 | 1,806,504                  | 8%        |
| Unrestricted              |                           |                            |           |
| Local                     | 735,873                   | 681,273                    | -7%       |
| Affordable Housing Fund   | 38,060                    | 16,086                     | -58%      |
| HOME                      | 71,074                    | 67,693                     | -5%       |
| Unrestricted Total        | 845,007                   | 765,052                    | -9%       |
| <b>TOTAL REVENUES</b>     | <b>2,516,696</b>          | <b>2,571,556</b>           | <b>2%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |    |           |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
|------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|----|-----------|--|------|--|--|---------|--|----------|--------|----|-----------|----|-----------|---------------------------|----|---|----|---|-----------|--|------|--|------|
| ACTIVITY GROUP: OPERATIONS               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |    |           |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| ACTIVITY: SUPPORT SERVICES               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |    |           |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| SUBACTIVITY: Business Services           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |           |    |           |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| Purpose and Description of the Activity: | Responsible for providing continued improvement and technological innovation for the organizational development of the agency’s human capital. Administer an equal opportunity program that promotes staff respect, dignity, and worth.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |           |    |           |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| Strategies:                              | <div>1. Continue to maintain an environment conducive to the development of highly effective work teams through focused training and coaching for an overall improvement of departmental productivity and communication. Provide five management coaching sessions by June 30, 2010. (Business Plan Goal 5)</div> <div>2. Monitor the agency’s Equal Opportunity Employment/Contracting Programs to maintain a respectful environment, which stimulates productivity and enhances diversity. (Business Plan Goal 5)</div> <div>3. Conduct a minimum of four small/disadvantaged business outreach workshops by June 30, 2010.</div> <div>4. Establish and coordinate a Professional Development Initiative agency-wide to provide core and technical skill set training to 150 staff by March 31, 2010.</div> <div>5. Continually review and evaluate the contract administration guidelines to ensure standardization in the contracting process and maintaining procedural efficiency. Ensure 100% of the services are user-friendly and efficient. (Business Plan Strategy 59)</div> <div>6. Ensure agency compliance with procurement policy by reviewing process to monitor cost and compliance, and by improving accountability in the procurement of goods and services, resulting in zero audit recommendations. (Business Plan Strategy 60)</div> |           |    |           |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| Resource Allocation:                     | <table><tr><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>1,126,637</td><td>\$</td><td>1,143,522</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>0</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td>8.00</td><td></td><td>7.40</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |           |    | FY09      |  | FY10 |  |  | Current |  | Proposed | Budget | \$ | 1,126,637 | \$ | 1,143,522 | Continuing Appropriations | \$ | 0 | \$ | 0 | Positions |  | 8.00 |  | 7.40 |
|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | FY09      |    | FY10      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
|                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Current   |    | Proposed  |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| Budget                                   | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 1,126,637 | \$ | 1,143,522 |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| Continuing Appropriations                | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 0         | \$ | 0         |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |
| Positions                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 8.00      |    | 7.40      |  |      |  |  |         |  |          |        |    |           |    |           |                           |    |   |    |   |           |  |      |  |      |



**FY10 BUDGET**  
**San Diego Housing Commission**

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

**OPERATIONS**  
**SUPPORT SERVICES**  
**Business Services**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change  |
|---------------------------|---------------------------|----------------------------|-----------|
| <b>EXPENDITURES</b>       |                           |                            |           |
| Salaries & Benefits       | 627,347                   | 607,030                    | -3%       |
| Services & Supplies       | 499,290                   | 536,492                    | 7%        |
| <b>TOTAL EXPENDITURES</b> | <b>1,126,637</b>          | <b>1,143,522</b>           | <b>1%</b> |
| <b>REVENUES</b>           |                           |                            |           |
| Restricted                |                           |                            |           |
| Section 8                 | 497,027                   | 586,944                    | 18%       |
| Other HUD                 | 18,767                    | 28,373                     | 51%       |
| State                     | 23,871                    | 24,807                     | 4%        |
| Restricted Local          | 421,374                   | 367,920                    | -13%      |
| Restricted Total          | 961,039                   | 1,008,044                  | 5%        |
| Unrestricted              |                           |                            |           |
| Local                     | 104,878                   | 88,823                     | -15%      |
| Affordable Housing Fund   | 21,176                    | 8,958                      | -58%      |
| HOME                      | 39,544                    | 37,697                     | -5%       |
| Unrestricted Total        | 165,598                   | 135,478                    | -18%      |
| <b>TOTAL REVENUES</b>     | <b>1,126,637</b>          | <b>1,143,522</b>           | <b>1%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
|-------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|-----------------|------------------|--------|----|-----------|--------------|---------------------------|----|--------|-----------|-----------|--|-------|-------|
| <b>ACTIVITY GROUP: OPERATIONS</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| <b>ACTIVITY: SUPPORT SERVICES</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| <b>SUBACTIVITY: Financial Services</b>          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| <b>Purpose and Description of the Activity:</b> | Provide financial services to stakeholders of the Housing Commission. Includes accounting services such as accounts payable, payroll, accounts receivable, financial reporting, monitoring and enforcement of internal controls and audit. Financial services such as cash management, financial analysis and projections, investments, revenue and expense analysis, debt financing and capacity analysis, financial systems analysis and budget development. Also provides safety and risk management services.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                 |                  |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| <b>Strategies:</b>                              | <div>1. Provide timely, accurate and relevant financial information, reporting tools and services to Housing Commission program areas to assist in the successful administration of agency programs and overall mission. (Business Plan Strategy 61)</div> <div>2. Continue an annual risk control program that provides a safe operational environment and protects the organization’s assets. (Business Plan Goal 4)</div> <div>3. Continue to maximize the use of idle cash by maintaining a quality investment portfolio focused on the safety and liquidity of principal while sustaining an average yield to maturity in excess of the 2-year US Treasury. (Business Plan Strategy 64)</div> <div>4. Provide internal financial reporting on each of the Housing Commission’s local housing properties.</div> <div>5. Develop a new indirect cost allocation plan.</div> <div>6. Analyze the financial strength of the Housing Commission’s balance sheet by structuring a debt policy, calculating debt capacity and looking for feasible financing opportunities in anticipation of the Housing Commission acquiring more property and undertaking additional debt.</div> <div>7. Review and evaluate accounting software packages for a possible change in software in FY11.</div> <div>8. Submit the Housing Commission’s Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association (GFOA) for qualification of an Excellence in Financial Report Certification.</div> |                 |                  |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| <b>Resource Allocation:</b>                     | <table><tr><td></td><td></td><td>FY09<br/>Current</td><td>FY10<br/>Proposed</td></tr><tr><td>Budget</td><td>\$</td><td>2,046,714</td><td>\$ 2,269,973</td></tr><tr><td>Continuing Appropriations</td><td>\$</td><td>44,587</td><td>\$ 44,587</td></tr><tr><td>Positions</td><td></td><td>20.00</td><td>20.00</td></tr></table>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                 |                  | FY09<br>Current | FY10<br>Proposed | Budget | \$ | 2,046,714 | \$ 2,269,973 | Continuing Appropriations | \$ | 44,587 | \$ 44,587 | Positions |  | 20.00 | 20.00 |
|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | FY09<br>Current | FY10<br>Proposed |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| Budget                                          | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2,046,714       | \$ 2,269,973     |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| Continuing Appropriations                       | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 44,587          | \$ 44,587        |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |
| Positions                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 20.00           | 20.00            |                 |                  |        |    |           |              |                           |    |        |           |           |  |       |       |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

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

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 1,606,334                 | 1,704,343                  | 6%         |
| Services & Supplies       | 440,380                   | 565,630                    | 28%        |
| <b>TOTAL EXPENDITURES</b> | <b>2,046,714</b>          | <b>2,269,973</b>           | <b>11%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Restricted                |                           |                            |            |
| Section 8                 | 790,479                   | 1,108,203                  | 40%        |
| Other HUD                 | 40,185                    | 58,610                     | 46%        |
| State                     | 42,011                    | 51,887                     | 24%        |
| Restricted Local          | 819,557                   | 769,108                    | -6%        |
| Restricted Total          | 1,692,232                 | 1,987,808                  | 17%        |
| Unrestricted              |                           |                            |            |
| Local                     | 207,991                   | 184,624                    | -11%       |
| Affordable Housing Fund   | 51,086                    | 18,729                     | -63%       |
| HOME                      | 95,405                    | 78,812                     | -17%       |
| Unrestricted Total        | 354,482                   | 282,165                    | -20%       |
| <b>TOTAL REVENUES</b>     | <b>2,046,714</b>          | <b>2,269,973</b>           | <b>11%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                 |                                                                                                                                                                                       |              |                  |
|-------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|------------------|
| <b>ACTIVITY GROUP: OPERATIONS</b>               |                                                                                                                                                                                       |              |                  |
| <b>ACTIVITY: SUPPORT SERVICES</b>               |                                                                                                                                                                                       |              |                  |
| <b>SUBACTIVITY: Facilities Management</b>       |                                                                                                                                                                                       |              |                  |
| <b>Purpose and Description of the Activity:</b> | Maintain a safe, secure and healthy operational environment for staff, clients and visitors of the Housing Commission.                                                                |              |                  |
| <b>Strategies:</b>                              | Assume full responsibility for management of the Housing Commission's office facility and complete lease up of 1 <sup>st</sup> and 2 <sup>nd</sup> floors. (Business Plan Strategy 1) |              |                  |
| <b>Resource Allocation:</b>                     |                                                                                                                                                                                       |              | FY09<br>Current  |
|                                                 |                                                                                                                                                                                       |              | FY10<br>Proposed |
|                                                 | Budget                                                                                                                                                                                | \$ 3,767,821 | \$ 5,626,704     |
|                                                 | Continuing Appropriations                                                                                                                                                             | \$ 539,918   | \$ 498,336       |
|                                                 | Positions                                                                                                                                                                             | 1.45         | 1.63             |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

**OPERATIONS**  
**SUPPORT SERVICES**  
**Facilities Management**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 147,195                   | 171,574                    | 17%        |
| Services & Supplies       | 560,824                   | 568,799                    | 1%         |
| Housing Programs          |                           |                            |            |
| Site Acquisition          | 596,027                   | 2,323,423                  | 290%       |
| Other Housing Programs    | 2,463,775                 | 2,562,908                  | 4%         |
| Housing Programs Total    | 3,059,802                 | 4,886,331                  | 60%        |
| <b>TOTAL EXPENDITURES</b> | <b>3,767,821</b>          | <b>5,626,704</b>           | <b>49%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Restricted                |                           |                            |            |
| Section 8                 | 0                         | 1,322,500                  | -          |
| Other HUD                 | 0                         | 71,000                     | -          |
| CDBG                      | 0                         | 180,000                    | -          |
| Restricted Total          | 0                         | 1,573,500                  | 0%         |
| Unrestricted              |                           |                            |            |
| Local                     | 3,767,821                 | 4,053,204                  | 8%         |
| Unrestricted Total        | 3,767,821                 | 4,053,204                  | 8%         |
| <b>TOTAL REVENUES</b>     | <b>3,767,821</b>          | <b>5,626,704</b>           | <b>49%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
|-------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|--|--|-----------------|------------------|--------|----|---------|------------|---------------------------|----|----|------|-----------|--|------|------|
| <b>ACTIVITY GROUP: OPERATIONS</b>               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| <b>ACTIVITY: COMMUNITY RELATIONS</b>            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| <b>SUBACTIVITY: Community Relations</b>         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |                 |                  |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| <b>Purpose and Description of the Activity:</b> | Implement a comprehensive Commission-wide public affairs, community and government relations plan. Direct and implement marketing, advertising, outreach and media relations programs and activities. Develop and take proactive steps to build positive relationships with key elected, business, civic and community leaders and with members of the media. Improve flow of information within the agency between management and staff and among departments.                                                                                                                                                                                    |                 |                  |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| <b>Strategies:</b>                              | <ol style="list-style-type: none"> <li>1. Inform the agency's internal and external publics about affordable housing issues and Housing Commission initiatives, building support for new ideas and resources. (Business Plan Goals 3 and 4)</li> <li>2. Measure the community's perception of the agency and of affordable housing issues. (Business Plan Goals 3 and 4 )</li> <li>3. Present an agency image that reflects private sector professionalism and business-like practices. (Business Plan Goal 4)</li> <li>4. Raise awareness of the Housing Commission's initiatives and programs at the local, state and national level.</li> </ol> |                 |                  |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| <b>Resource Allocation:</b>                     | <table> <tr> <td></td><td></td><td>FY09<br/>Current</td><td>FY10<br/>Proposed</td></tr> <tr> <td>Budget</td><td>\$</td><td>463,391</td><td>\$ 605,270</td></tr> <tr> <td>Continuing Appropriations</td><td>\$</td><td>97</td><td>\$ 0</td></tr> <tr> <td>Positions</td><td></td><td>3.65</td><td>4.00</td></tr> </table>                                                                                                                                                                                                                                                                                                                           |                 |                  |  |  | FY09<br>Current | FY10<br>Proposed | Budget | \$ | 463,391 | \$ 605,270 | Continuing Appropriations | \$ | 97 | \$ 0 | Positions |  | 3.65 | 4.00 |
|                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | FY09<br>Current | FY10<br>Proposed |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| Budget                                          | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 463,391         | \$ 605,270       |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| Continuing Appropriations                       | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 97              | \$ 0             |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |
| Positions                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3.65            | 4.00             |  |  |                 |                  |        |    |         |            |                           |    |    |      |           |  |      |      |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

**OPERATIONS**  
**COMMUNITY RELATIONS**  
**Community Relations**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change   |
|---------------------------|---------------------------|----------------------------|------------|
| <b>EXPENDITURES</b>       |                           |                            |            |
| Salaries & Benefits       | 362,326                   | 500,958                    | 38%        |
| Services & Supplies       | 101,065                   | 104,312                    | 3%         |
| <b>TOTAL EXPENDITURES</b> | <b>463,391</b>            | <b>605,270</b>             | <b>31%</b> |
| <b>REVENUES</b>           |                           |                            |            |
| Unrestricted              |                           |                            |            |
| Local                     | 463,391                   | 605,270                    | 31%        |
| Unrestricted Total        | 463,391                   | 605,270                    | 31%        |
| <b>TOTAL REVENUES</b>     | <b>463,391</b>            | <b>605,270</b>             | <b>31%</b> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                                 |                                            |            |                  |
|-------------------------------------------------|--------------------------------------------|------------|------------------|
| <b>ACTIVITY GROUP: OPERATIONS</b>               |                                            |            |                  |
| <b>ACTIVITY: POLICY &amp; PUBLIC AFFAIRS</b>    |                                            |            |                  |
| <b>SUBACTIVITY: Policy &amp; Public Affairs</b> |                                            |            |                  |
| <b>Purpose and Description of the Activity:</b> | This activity has been eliminated in FY10. |            |                  |
| <b>Resource Allocation:</b>                     |                                            |            | FY09<br>Current  |
|                                                 |                                            |            | FY10<br>Proposed |
|                                                 | Budget                                     | \$ 622,876 | \$ 0             |
|                                                 | Continuing Appropriations                  | \$ 0       | \$ 0             |
|                                                 | Positions                                  | 2.35       | 0                |



**FY10 BUDGET**  
**San Diego Housing Commission**

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

**OPERATIONS**  
**POLICY & PUBLIC AFFAIRS**  
**Policy & Public Affairs**

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change     |
|---------------------------|---------------------------|----------------------------|--------------|
| <b>EXPENDITURES</b>       |                           |                            |              |
| Salaries & Benefits       | 246,696                   | 0                          | -100%        |
| Services & Supplies       | 361,180                   | 0                          | -100%        |
| Housing Programs          |                           |                            |              |
| Loans & Grants            | 15,000                    | 0                          | -100%        |
| Housing Programs Total    | 15,000                    | 0                          | -100%        |
| <b>TOTAL EXPENDITURES</b> | <b>622,876</b>            | <b>0</b>                   | <b>-100%</b> |
| <b>REVENUES</b>           |                           |                            |              |
| Restricted                |                           |                            |              |
| Section 8                 | 15,000                    | 0                          | -100%        |
| Restricted Total          | 15,000                    | 0                          | -100%        |
| Unrestricted              |                           |                            |              |
| Local                     | 607,876                   | 0                          | -100%        |
| Unrestricted Total        | 607,876                   | 0                          | -100%        |
| <b>TOTAL REVENUES</b>     | <b>622,876</b>            | <b>0</b>                   | <b>-100%</b> |

## Activity Based Budget Detail

# PROGRAM, CONTINGENCY & UNOBLIGATED

## RESERVES

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 1

|                                          |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |            |    |            |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
|------------------------------------------|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|----|------------|--|--|--|------|--|------|--|--|--|---------|--|----------|--------|--|----|------------|----|------------|---------------------------|--|----|---|----|---|-----------|--|--|------|--|------|
| ACTIVITY GROUP:                          |  | PROGRAM, CONTINGENCY & UNOBLIGATED RESERVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |    |            |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
| ACTIVITY:                                |  | PROGRAM, CONTINGENCY & UNOBLIGATED RESERVES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |    |            |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
| SUBACTIVITY:                             |  | Program, Contingency & Unobligated Reserves                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |            |    |            |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
| Purpose and Description of the Activity: |  | <p>The Program, Contingency &amp; Unobligated Reserves are funds budgeted in the current year to provide for a future event.</p> <ul style="list-style-type: none"><li>• The Program Reserves provide for future personnel, services and supplies or expenditures on specific housing programs</li><li>• The Contingency Reserves include amounts to provide for potential litigation, uninsured losses and building reserves</li><li>• The Unobligated Reserves include amounts that are available for any unanticipated housing purpose</li></ul> <p>A detailed list of these Reserves and uses is at the end of Addendum 1.</p> |            |    |            |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
| Resource Allocation:                     |  | <table><tr><td></td><td></td><td></td><td>FY09</td><td></td><td>FY10</td></tr><tr><td></td><td></td><td></td><td>Current</td><td></td><td>Proposed</td></tr><tr><td>Budget</td><td></td><td>\$</td><td>35,479,050</td><td>\$</td><td>30,725,982</td></tr><tr><td>Continuing Appropriations</td><td></td><td>\$</td><td>0</td><td>\$</td><td>0</td></tr><tr><td>Positions</td><td></td><td></td><td>0.00</td><td></td><td>0.00</td></tr></table>                                                                                                                                                                                    |            |    |            |  |  |  | FY09 |  | FY10 |  |  |  | Current |  | Proposed | Budget |  | \$ | 35,479,050 | \$ | 30,725,982 | Continuing Appropriations |  | \$ | 0 | \$ | 0 | Positions |  |  | 0.00 |  | 0.00 |
|                                          |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | FY09       |    | FY10       |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
|                                          |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Current    |    | Proposed   |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
| Budget                                   |  | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 35,479,050 | \$ | 30,725,982 |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
| Continuing Appropriations                |  | \$                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 0          | \$ | 0          |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |
| Positions                                |  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 0.00       |    | 0.00       |  |  |  |      |  |      |  |  |  |         |  |          |        |  |    |            |    |            |                           |  |    |   |    |   |           |  |  |      |  |      |

**FY10 BUDGET**  
**San Diego Housing Commission**

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

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

|                           | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | % Change    |
|---------------------------|---------------------------|----------------------------|-------------|
| <b>EXPENDITURES</b>       |                           |                            |             |
| Reserves                  | 35,479,050                | 30,725,982                 | -13%        |
| <b>TOTAL EXPENDITURES</b> | <b>35,479,050</b>         | <b>30,725,982</b>          | <b>-13%</b> |
| <b>REVENUES</b>           |                           |                            |             |
| Restricted                |                           |                            |             |
| Section 8                 | 4,152,664                 | 1,404,091                  | -66%        |
| Other HUD                 | 11,773,891                | 4,135,544                  | -65%        |
| State                     | 269,768                   | 57,732                     | -79%        |
| Restricted Local          | 5,694,926                 | 12,972,266                 | 128%        |
| Restricted Total          | 21,891,249                | 18,569,633                 | -15%        |
| Unrestricted              |                           |                            |             |
| Rental Rehabilitation     | 0                         | 5,097                      | -           |
| Local                     | 12,664,770                | 11,510,242                 | -9%         |
| Affordable Housing Fund   | 12,887                    | 0                          | -100%       |
| HOME                      | 910,144                   | 641,010                    | -30%        |
| Unrestricted Total        | 13,587,801                | 12,156,349                 | -11%        |
| <b>TOTAL REVENUES</b>     | <b>35,479,050</b>         | <b>30,725,982</b>          | <b>-13%</b> |

# FY10 BUDGET

## San Diego Housing Commission

### Addendum 1

| Type of Reserve                                                                                                                                                                                                                                                                                                                      | Proposed Use                         | FY09<br>Current<br>Budget | FY10<br>Proposed<br>Budget | Change             |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------|----------------------------|--------------------|
| <b>I Program Reserves</b>                                                                                                                                                                                                                                                                                                            |                                      |                           |                            |                    |
| The Program Reserves provide for future personnel, services and supplies or housing expenditures on specific housing programs. These funds are generally restricted and must be used in support of each program or returned to the funding source. This reserve also includes a sinking fund for the future purchase of State units. |                                      |                           |                            |                    |
| CalHOME Program                                                                                                                                                                                                                                                                                                                      | Administration for FY11              | 61,776                    | 13,770                     | (48,006)           |
| Coastal Housing                                                                                                                                                                                                                                                                                                                      | Administration for FY11              | 23,618                    | 0                          | (23,618)           |
| Condo Conversion                                                                                                                                                                                                                                                                                                                     | Administration for FY11              | 56,313                    | 36,398                     | (19,915)           |
| Family Health Centers of San Diego                                                                                                                                                                                                                                                                                                   | Administration for FY10              | 22,451                    | 0                          | (22,451)           |
| HOME                                                                                                                                                                                                                                                                                                                                 | Administration for FY11 & FY12       | 910,144                   | 641,010                    | (269,134)          |
| Housing Rehab Trust Fund                                                                                                                                                                                                                                                                                                             | Administration for FY10              | 19,602                    | 0                          | (19,602)           |
| HTF CDBG                                                                                                                                                                                                                                                                                                                             | Administration for FY10              | 12,887                    | 0                          | (12,887)           |
| HUD Development                                                                                                                                                                                                                                                                                                                      | Future Public Housing Development    | 443,207                   | 0                          | (443,207)          |
| Lead Hazard Control Grant                                                                                                                                                                                                                                                                                                            | Administration for FY11 & FY12       | 1,394,154                 | 814,942                    | (579,212)          |
| Neighborhood Stabilization Program                                                                                                                                                                                                                                                                                                   | Administration for FY11 & FY12       | 944,237                   | 579,492                    | (364,745)          |
| Property Management - Chollas Creek                                                                                                                                                                                                                                                                                                  | Future Capital Improvements          | 0                         | 128,355                    | 128,355            |
| Property Mgmt - Maya Apartments                                                                                                                                                                                                                                                                                                      | Future Capital Improvements          | 820,430                   | 921,353                    | 100,923            |
| Property Mgmt - SDHC Local Units                                                                                                                                                                                                                                                                                                     | Future Capital Improvements          | 557,133                   | 900,371                    | 343,238            |
| Property Mgmt - State Rental                                                                                                                                                                                                                                                                                                         | Future Capital Improvements          | 186,182                   | 21,772                     | (164,410)          |
| Property Mgmt - State Rental Local Funds                                                                                                                                                                                                                                                                                             | Provide Sinking Fund for State Units | 2,000,000                 | 2,000,000                  | 0                  |
| Property Mgmt - University Canyon Management                                                                                                                                                                                                                                                                                         | Future Capital Improvements          | 2,302,615                 | 2,975,937                  | 673,322            |
| Public Housing - Management                                                                                                                                                                                                                                                                                                          | Future Capital Improvements          | 8,940,986                 | 2,741,110                  | (6,199,876)        |
| Redevelopment Agency - CCDC Homeownership                                                                                                                                                                                                                                                                                            | Administration for FY11              | 109,915                   | 37,000                     | (72,915)           |
| Redevelopment Agency - City Heights Redevelopmen                                                                                                                                                                                                                                                                                     | Administration for FY11              | 194,979                   | 186,427                    | (8,552)            |
| Redevelopment Agency - College Grove                                                                                                                                                                                                                                                                                                 | Administration for FY11              | 26,087                    | 39,131                     | 13,044             |
| Redevelopment Agency - Crossroads                                                                                                                                                                                                                                                                                                    | Administration for FY11              | 72,871                    | 100,942                    | 28,071             |
| Redevelopment Agency - Grantville                                                                                                                                                                                                                                                                                                    | Administration for FY11              | 0                         | 32,609                     | 32,609             |
| Redevelopment Agency - Linda Vista                                                                                                                                                                                                                                                                                                   | Administration for FY11              | 52,789                    | 34,302                     | (18,487)           |
| Redevelopment Agency - North Park                                                                                                                                                                                                                                                                                                    | Administration for FY11              | 61,304                    | 34,235                     | (27,069)           |
| Redevelopment Agency - San Ysidro                                                                                                                                                                                                                                                                                                    | Administration for FY11              | 65,217                    | 1,695                      | (63,522)           |
| Redevelopment Agency - SEDC Market Street Redev.                                                                                                                                                                                                                                                                                     | Administration for FY11              | 13,241                    | 306                        | (12,935)           |
| Redevelopment Agency - SEDC Mt Hope Rehabilitation                                                                                                                                                                                                                                                                                   | Administration for FY11              | 13,852                    | 12,283                     | (1,569)            |
| Redevelopment Agency - SEDC Southcrest                                                                                                                                                                                                                                                                                               | Administration for FY11              | 14,260                    | 6,485                      | (7,775)            |
| Redevelopment Agency - SEDC Southeast Redev.                                                                                                                                                                                                                                                                                         | Administration for FY11              | 0                         | 39,131                     | 39,131             |
| Rental Rehabilitation                                                                                                                                                                                                                                                                                                                | Administration for FY11              | 0                         | 5,097                      | 5,097              |
| Section 8 - HCV FSS Coordinator                                                                                                                                                                                                                                                                                                      | Administration for FY11              | 134,000                   | 132,000                    | (2,000)            |
| Section 8 - HCV FSS Homeownership Coordinator                                                                                                                                                                                                                                                                                        | Administration for FY11              | 67,000                    | 66,000                     | (1,000)            |
| Section 8 - Local Funds                                                                                                                                                                                                                                                                                                              | Provide Section 8 Support            | 1,900,000                 | 1,900,000                  | 0                  |
| Section 8 Surplus Admin Fees                                                                                                                                                                                                                                                                                                         | Administration for FY11              | 3,951,664                 | 1,206,091                  | (2,745,573)        |
| Shea Homes                                                                                                                                                                                                                                                                                                                           | Administration for FY10              | 9,919                     | 0                          | (9,919)            |
| Shelter Plus Care                                                                                                                                                                                                                                                                                                                    | Administration for FY10              | 51,307                    | 0                          | (51,307)           |
| State REO                                                                                                                                                                                                                                                                                                                            | Administration for FY11              | 21,810                    | 22,190                     | 380                |
|                                                                                                                                                                                                                                                                                                                                      | Subtotal                             | 25,455,950                | 15,630,434                 | (9,825,516)        |
| <b>II Contingency Reserves</b>                                                                                                                                                                                                                                                                                                       |                                      |                           |                            |                    |
| The Contingency Reserves include amounts to provide for potential litigation, uninsured losses, building reserves, and the affordable housing development reserves. The unexpended Contingency Reserves will be re-budgeted in the following year.                                                                                   |                                      |                           |                            |                    |
| Local Funds                                                                                                                                                                                                                                                                                                                          | Provide for potential litigation     | 300,000                   | 300,000                    | 0                  |
| Local Funds                                                                                                                                                                                                                                                                                                                          | Provide for uninsured losses         | 300,000                   | 300,000                    | 0                  |
| Local Funds                                                                                                                                                                                                                                                                                                                          | Provide for office facility          | 2,000,000                 | 2,000,000                  | 0                  |
| SDHC Local Units                                                                                                                                                                                                                                                                                                                     | Provide for internal development     | 1,258,330                 | 0                          | (1,258,330)        |
|                                                                                                                                                                                                                                                                                                                                      | Subtotal                             | 3,858,330                 | 2,600,000                  | (1,258,330)        |
| <b>III Unobligated Reserves</b>                                                                                                                                                                                                                                                                                                      |                                      |                           |                            |                    |
| The Unobligated Reserves include amounts that are available for any unanticipated housing purpose.                                                                                                                                                                                                                                   |                                      |                           |                            |                    |
| Local Funds                                                                                                                                                                                                                                                                                                                          | Unanticipated Needs                  | 6,164,770                 | 12,495,548                 | 6,330,778          |
| <b>Total Program, Contingency &amp; Unobligated Reserves</b>                                                                                                                                                                                                                                                                         |                                      | <b>35,479,050</b>         | <b>30,725,982</b>          | <b>(4,753,068)</b> |

## **FY10 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 2

#### **Revenues**

The proposed FY10 Budget includes \$279,438,923 in estimated revenue sources identified to date, representing a decrease of \$21,442,493 from the current FY09 revenues. The decrease is the result of reductions of \$6,620,889 in carryover funds and \$14,821,604 in new funds.

The \$6,620,889 reduction in carryover funds is due to the following changes:

- Decrease of \$15,779,001 due to the expected obligation/completion of projects funded by CalHome, Coastal, Condo Conversion, HOME, HTF CDBG, HTF Linkage, Housing Rehab Trust Fund, Inclusionary Housing, NCFUA and Redevelopment Agency funds in FY09
- Decrease of \$3,439,193 in Section 8 funds is the result of less carryover into FY10 than FY09
- Decrease of \$3,043,856 in Local Funds is the result of the expected expenditure and/or obligation of prior year funds in FY09
- Decrease of \$2,362,914 in Property Management funds due to the expenditure and/or obligation of prior year reserves for site acquisition, maintenance and resident economic development
- Decrease of \$355,199 in Shelter Plus Care funds due to the expenditure of the remaining obligations from FY08 awards in FY09
- Increase of \$15,618,063 due to the timing of the obligation/completion of projects funded by the Neighborhood Stabilization Program, HUD Lead Control & Reduction Grants and the FY09 CDBG award which will be carried into FY10
- Increase of \$1,642,752 in Public Housing funds including repositioning fees and the prior year Capital Funds
- Increase of \$869,824 in Redevelopment Agency carryover due to the new awards received in FY09 and administrative fees to be earned in FY09
- Increase of \$200,798 in Assets for Independence carryover due to the receipt of new funds in FY09
- Increase of \$27,837 of carryover in Family Health Centers of San Diego, Shea Homes, State REO and HTF Transient Occupancy Tax funds

The \$14,821,604 reduction in new funds is due to the following changes:

- \$17,442,370 reduction in new awards received in FY09 that are not expected in FY10 including the Neighborhood Stabilization Program, the HUD Lead Control and Reduction Grants and the CalHome Program award
- \$4,327,553 reduction in HOME funds is due to a \$5,340,766 nonrecurring loan payoff in FY09 and a decrease of \$365,241 in new program income due to less shared equity loan payoffs. These decreases are offset by an increase of \$1,378,454 in the FY10 award of HOME funds

## **FY10 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 2

#### **Revenues**

- \$1,223,829 reduction in Housing Trust Fund Linkage Fees is due to a decrease of \$1,019,758 in new housing impact fees generated by non-residential construction; the reduction is directly related to current economic conditions and a \$204,071 nonrecurring loan payoff received in FY09
- \$837,095 reduction in CDBG funds is due to the reduction of \$828,120 in CDBG Citywide funds awarded to the Housing Commission and a reduction in new CDBG Foreclosure funds of \$8,975 of investment income
- \$1,098,753 net reduction in Redevelopment Agency funds due to the reduction of new funds from ongoing awards offset by the addition of new awards for the redevelopment areas of Grantville and Southeast San Diego
- \$505,618 reduction in Inclusionary Housing in-lieu fees which is directly related to current economic conditions
- \$314,054 of reductions ranging from \$100,214 to \$197 in several funds due to anticipated reductions in new awards, fees, and investment income in FY10
- \$4,791,882 increase in Section 8 programs is due to increases in the Voucher, Moderate Rehabilitation and Veterans Affairs Supportive Housing funds for rent to owners and administrative fees in FY10
- \$2,220,051 increase in Capital funds due to the award of \$47,000 for site improvement at the 36 unit public housing site and the Award of \$2,173,051 of Capital Fund ARRA funds for public housing development
- \$1,122,607 increase in Property Management funds is due to additional income from existing sites and the addition of Chollas Creek; a reduction in the number of properties managed for the City of San Diego and no new funds are budgeted for the Family Health Centers of San Diego in FY10
- \$1,104,690 increase in Public Housing funds due to \$156,112 of additional income and \$948,578 additional funds for repositioning fees
- \$853,068 increase in Cal State Housing Trust Funds due to a new award in anticipated in FY10
- \$835,369 increase in Local Funds is due to more office space rental income from the rental of additional space and the increase in the per square foot charge for space occupied by the Housing Commission. There are also increases in bond fees, SRO administrative fees, resident rents and site leases

Of the \$279,438,923 in identified revenues in FY10, \$242,133,504 is Restricted Revenues that can only be expended for specific purposes defined by the funding sources. Restricted Revenues include Section 8 rental assistance, resident workforce/economic development grants, State Funds and CDBG funds awarded to the Housing Commission from the City of San Diego. The FY10 Budget also includes \$37,305,419 in Unrestricted Revenues. The Commission has discretion over these less restricted revenues that include Rental Rehabilitation loan repayments, Local funds (bond fees, lease/sale revenue, loan repayments, etc.), Housing Trust Funds and HOME funds.

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

#### **Revenues**

|                         | FY09 Current | FY10 Proposed | Change       |
|-------------------------|--------------|---------------|--------------|
| Restricted Revenues     |              |               |              |
| Section 8               | 171,499,657  | 172,852,346   | 1,352,689    |
| Other HUD               | 30,256,061   | 32,818,029    | 2,561,968    |
| State                   | 2,320,821    | 2,045,328     | (275,493)    |
| CDBG                    | 2,187,639    | 2,752,746     | 565,107      |
| Restricted Local        | 34,017,776   | 31,665,055    | (2,352,721)  |
| Subtotal                | 240,281,954  | 242,133,504   | 1,851,550    |
| Unrestricted Revenues   |              |               |              |
| Rental Rehab            | 37,788       | 5,097         | (32,691)     |
| Local                   | 23,191,965   | 20,983,478    | (2,208,487)  |
| Affordable Housing Fund | 19,040,904   | 4,496,034     | (14,544,870) |
| HOME                    | 18,328,805   | 11,820,810    | (6,507,995)  |
| Subtotal                | 60,599,462   | 37,305,419    | (23,294,043) |
| Total Revenues          | 300,881,416  | 279,438,923   | (21,442,493) |

Section 8 funds have increased by \$1,352,689 primarily due to increases in the Voucher, Moderate Rehabilitation and Veterans Affairs Supportive Housing funds for rent to owners and administrative fees in FY10 offset by a reduction in carryover from FY09 to FY10.

Other HUD funds have increased \$2,561,968 primarily due to:

- An increase in Public Housing Capital Funds resulting from carryover of prior year funds and the addition of new awards
- An increase in Public Housing funds resulting from estimated carryover and additional repositioning fees in FY10
- The addition of the new ROSS Neighborhood Network grant for resident economic development
- The decrease HUD lead control grants resulting from the completion of the original grants and the anticipated obligation or expenditure of the new grants in FY09
- The decrease in the Neighborhood Stabilization Program and Shelter Plus Care grants due to the anticipated obligation or expenditures of funds in FY09

State funds have decreased \$275,493 due to CalHOME funds not awarded in FY09, this decrease was partially offset by the expected award of Cal State Housing Trust Funds in FY10.

CDBG funds have increased \$565,107 due to the additional of the new Citywide award of funds for rehabilitation and tenant improvements and the estimated carryover of Foreclosure funds.

Restricted Local funds have decreased \$2,352,721 primarily as a result of:

- \$2,260,728 reduction due to the expected obligation or expenditure of funds in FY09
- \$91,993 reduction in new funds expected in FY10



# **FY10 BUDGET**

## **San Diego Housing Commission**

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### Addendum 2

#### **Revenues**

Unrestricted Local funds decreased \$2,208,487 primarily due to:

- \$3,043,856 reduction due to the expected obligation or expenditure of funds in FY09
- \$835,369 increase in rental income to the office facility due to the rental of additional office space and the increase in the per square foot rent for space occupied by the Housing Commission

Affordable Housing Funds decreased \$14,544,870 due to less expected linkage fees, inclusionary fees and lower loan payoffs in FY10.

HOME funds decreased \$6,507,955 due to the:

- \$2,180,442 reduction due to the expected obligation or expenditure of funds in FY09
- \$4,327,553 reduction in new funds as a result of a decrease in HOME program income; a nonrecurring \$5.3 million loan payoff in FY09; and an increase of \$1.4 in the FY10 HOME award

# FY10 BUDGET

## San Diego Housing Commission

### Addendum 2

### Agency Summary of Revenues

| REVENUES                                           | FY09 Current      |                    |                    | FY10 Proposed     |                    |                    | % of Chg<br>Curr/Prop |
|----------------------------------------------------|-------------------|--------------------|--------------------|-------------------|--------------------|--------------------|-----------------------|
|                                                    | Carryover         | New                | Total              | Carryover         | New                | Total              |                       |
| Assets for Independence (HHS)                      | 132,127           | 340,000            | 472,127            | 332,925           | 40,000             | 372,925            | -21%                  |
| Cal State Housing Trust Fund                       | 0                 | 146,932            | 146,932            | 0                 | 1,000,000          | 1,000,000          | 581%                  |
| CalHome Program                                    | 259,185           | 1,000,000          | 1,259,185          | 74,402            | 0                  | 74,402             | -94%                  |
| CDBG                                               | 881,676           | 1,305,963          | 2,187,639          | 2,283,878         | 468,868            | 2,752,746          | 26%                   |
| Coastal Housing                                    | 346,647           | 100,781            | 447,428            | 28,356            | 567                | 28,923             | -94%                  |
| Condo Conversion                                   | 178,620           | 71,262             | 249,882            | 145,354           | 36,398             | 181,752            | -27%                  |
| County CDBG RTF                                    | 0                 | 60,000             | 60,000             | 0                 | 50,000             | 50,000             | -17%                  |
| Family Health Centers of SD                        | 29,151            | 23,872             | 53,023             | 48,532            | 0                  | 48,532             | -8%                   |
| HOME                                               | 3,818,797         | 14,510,008         | 18,328,805         | 1,638,354         | 10,182,456         | 11,820,810         | -36%                  |
| Housing Rehabilitation Trust Fund                  | 269,994           | 217,450            | 487,444            | 125,582           | 201,773            | 327,355            | -33%                  |
| HTF - CDBG                                         | 321,871           | 97,985             | 419,856            | 31,559            | 34,501             | 66,060             | -84%                  |
| HTF - Linkage Fees                                 | 5,955,002         | 2,576,606          | 8,531,608          | 441,056           | 1,352,777          | 1,793,833          | -79%                  |
| HTF - Redevelopment Agency                         | 51,560            | 393                | 51,953             | 50,835            | 1,017              | 51,852             | 0%                    |
| HTF - Transient Occupancy Tax                      | 29,308            | 266                | 29,574             | 29,545            | 591                | 30,136             | 2%                    |
| HUD Development                                    | 443,207           | 0                  | 443,207            | 443,207           | 0                  | 443,207            | 0%                    |
| HUD Lead Hazard Control Grant                      | 886,439           | 7,000,000          | 7,886,439          | 6,433,530         | 0                  | 6,433,530          | -18%                  |
| Inclusionary Housing Fund                          | 8,491,059         | 1,516,854          | 10,007,913         | 1,542,917         | 1,011,236          | 2,554,153          | -74%                  |
| Local Funds                                        | 18,030,536        | 5,161,429          | 23,191,965         | 14,986,680        | 5,996,798          | 20,983,478         | -10%                  |
| National City CDBG - RTF                           | 25,766            | 0                  | 25,766             | 0                 | 0                  | 0                  | -100%                 |
| Neighborhood Stabilization Program                 | 0                 | 9,442,370          | 9,442,370          | 8,668,770         | 0                  | 8,668,770          | -8%                   |
| North County Future Urbanizing Area                | 151,869           | 3,222              | 155,091            | 146,884           | 2,325              | 149,209            | -4%                   |
| Property Mgmt - Chollas Creek                      | 0                 | 0                  | 0                  | 0                 | 358,108            | 358,108            | 0%                    |
| Property Mgmt - City Properties Management         | 0                 | 76,236             | 76,236             | 0                 | 39,106             | 39,106             | -49%                  |
| Property Mgmt - Maya Apartments                    | 775,255           | 1,525,224          | 2,300,479          | 644,209           | 1,611,303          | 2,255,512          | -2%                   |
| Property Mgmt - SDHC Local Units                   | 2,788,091         | 18,006,448         | 20,794,539         | 1,770,337         | 18,628,403         | 20,398,740         | -2%                   |
| Property Mgmt - State Rental Housing               | 296,600           | 596,294            | 892,894            | 194,594           | 754,142            | 948,736            | 6%                    |
| Property Mgmt - University Canyon Management       | 3,461,556         | 1,220,786          | 4,682,342          | 2,374,354         | 1,180,405          | 3,554,759          | -24%                  |
| Public Housing - Capital Fund                      | 0                 | 0                  | 0                  | 566,333           | 2,220,051          | 2,786,384          | 0%                    |
| Public Housing - Management                        | 7,816,526         | 2,236,366          | 10,052,892         | 8,892,945         | 3,341,056          | 12,234,001         | 22%                   |
| Public Housing - ROSS Neighborhood Networks        | 61,600            | 0                  | 61,600             | 41,612            | 300,000            | 341,612            | 455%                  |
| Redevelopment Agency - CCDC Homeownership          | 42,415            | 700,000            | 742,415            | 47,620            | 0                  | 47,620             | -94%                  |
| Redevelopment Agency - City Heights                | 340,274           | 1,060,843          | 1,401,117          | 408,691           | 912,766            | 1,321,457          | -6%                   |
| Redevelopment Agency - College Grove               | 0                 | 200,000            | 200,000            | 200,000           | 100,000            | 300,000            | 50%                   |
| Redevelopment Agency - Crossroads                  | 296,884           | 251,180            | 548,064            | 277,462           | 255,160            | 532,622            | -3%                   |
| Redevelopment Agency - Grantville                  | 0                 | 0                  | 0                  | 0                 | 250,000            | 250,000            | 0%                    |
| Redevelopment Agency - Linda Vista                 | 245,143           | 25,732             | 270,875            | 151,126           | 25,754             | 176,880            | -35%                  |
| Redevelopment Agency - Market Street               | 115,701           | 1,746              | 117,447            | 118,737           | 1,771              | 120,508            | 3%                    |
| Redevelopment Agency - North Park                  | 0                 | 470,000            | 470,000            | 166,568           | 257,200            | 423,768            | -10%                  |
| Redevelopment Agency - San Ysidro                  | 0                 | 500,000            | 500,000            | 423,217           | 5,000              | 428,217            | -14%                  |
| Redevelopment Agency - SEDC Mt Hope Rehabilitation | 89,711            | 876                | 90,587             | 69,220            | 4,012              | 73,232             | -19%                  |
| Redevelopment Agency - SEDC Southcrest             | 78,321            | 843                | 79,164             | 81,702            | 804                | 82,506             | 4%                    |
| Redevelopment Agency - SEDC Southeast              | 0                 | 0                  | 0                  | 0                 | 300,000            | 300,000            | 0%                    |
| Rental Rehabilitation                              | 0                 | 37,788             | 37,788             | 0                 | 5,097              | 5,097              | -87%                  |
| Section 8 Programs                                 | 29,752,415        | 141,747,242        | 171,499,657        | 26,313,222        | 146,539,124        | 172,852,346        | 1%                    |
| Shea Homes                                         | 9,919             | 0                  | 9,919              | 17,561            | 3,653              | 21,214             | 114%                  |
| Shelter Plus Care                                  | 541,319           | 1,592,444          | 2,133,763          | 186,120           | 1,531,812          | 1,717,932          | -19%                  |
| State REO                                          | 21,186            | 624                | 21,810             | 21,763            | 427                | 22,190             | 2%                    |
| WED Youth Individual Development Accounts          | 19,621            | 0                  | 19,621             | 14,703            | 0                  | 14,703             | -25%                  |
| <b>Total Budget</b>                                | <b>87,055,351</b> | <b>213,826,065</b> | <b>300,881,416</b> | <b>80,434,462</b> | <b>199,004,461</b> | <b>279,438,923</b> | <b>-7%</b>            |
| <b>Continuing Appropriations</b>                   |                   |                    | <b>36,665,262</b>  |                   |                    | <b>26,281,478</b>  | <b>-28%</b>           |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

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

|                                     |                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Assets for Independence             | <p>The decrease of 21% reflects:</p> <ul style="list-style-type: none"> <li>▪ Pace of expenditures in FY09 will result in \$200,798 more carryover in FY10 than in FY09</li> <li>▪ \$40,000 of new funds are anticipated in FY10, \$300,000 less than in FY09</li> </ul>                                                                |
| Cal State Housing Trust Fund        | <p>The increase of 581% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of \$146,932 in Special Purpose Housing in FY09</li> <li>▪ New award of \$1,000,000 is expected for Rental Housing Finance, Homeownership &amp; Special Purpose Housing activities</li> </ul>                            |
| CalHome Program                     | <p>The decrease of 94% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure in Homeownership in FY09; a reduction of \$184,783</li> <li>▪ Elimination of the \$1,000,000 grant included in the FY09 budget that was not awarded</li> <li>▪ No award of new funds is anticipated in FY10</li> </ul>    |
| CDBG                                | <p>The increase of 26% reflects:</p> <ul style="list-style-type: none"> <li>▪ The \$1,277,478 carryover and \$269,358 of new CDBG funds awarded by the City that is budgeted in Rehab Rental Housing in FY10</li> <li>▪ The \$1,006,400 carryover and \$19,510 of new CDBG Foreclosure funds budgeted in Portfolio Servicing</li> </ul> |
| Coastal Housing                     | <p>The decrease of 94% is primarily due to:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Rental Housing Finance in FY09; a reduction of \$318,291</li> <li>▪ No award of new funds is anticipated in FY10; a reduction of \$100,214</li> </ul>                                              |
| Condo Conversion                    | <p>The decrease of 27% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Homeownership and Rental Housing Finance in FY09; a reduction of \$33,266</li> <li>▪ \$36,398 of new monitoring fees are anticipated in FY10; a reduction of \$34,864 from FY09</li> </ul>                    |
| County CDBG Reinvestment Task Force | <p>The County of San Diego will contribute \$50,000 of support for the Reinvestment Task Force activity, \$10,000 less than in FY10.</p>                                                                                                                                                                                                |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

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

|                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Family Health Centers of San Diego | <p>The decrease of 8% reflects:</p> <ul style="list-style-type: none"> <li>▪ Pace of expenditures in FY09 will result in more carryover in FY10 than in FY09; an increase of \$19,381</li> <li>▪ No award of new funds is anticipated in FY10; a reduction of \$23,872</li> </ul>                                                                                                                                                                                                                                                                                                                                                                |
| HOME Program                       | <p>The decrease of 36% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation and/or completion of Rental Housing Finance, Homeownership, Rehabilitation and Special Purpose projects in FY09 resulting in \$2,180,442 less carryover in FY10</li> <li>▪ Decrease of \$4,327,553 in new funds is due to: <ul style="list-style-type: none"> <li>○ Expected increase in the HOME award in FY10 of \$1,378,454</li> <li>○ Expected \$365,241 decrease in HOME program income due to the current economic conditions</li> <li>○ Decrease due to nonrecurring loan payoff of \$5,340,766 received in FY09</li> </ul> </li> </ul> |
| Housing Rehabilitation Trust Fund  | <p>The decrease of 33% is primarily due to:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Rehab Owner Occupied in FY09; a reduction of \$144,412</li> <li>▪ \$201,773 of new funds are anticipated in FY10; a reduction of \$15,677</li> </ul>                                                                                                                                                                                                                                                                                                                                                        |
| HTF CDBG                           | <p>The decrease of 84% is primarily due to the:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Rehab Owner Occupied in FY09; a reduction of \$209,312</li> <li>▪ \$34,501 of new funds are anticipated in FY10; a reduction of \$63,484</li> </ul>                                                                                                                                                                                                                                                                                                                                                     |
| HTF Linkage                        | <p>The decrease of 79% is due to the:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation and/or completion of projects will result in \$4,393,609 less carryover in FY10</li> <li>▪ Decrease of \$1,120,337 of new fees budgeted in FY09 that are not expected due to the change in economic conditions</li> <li>▪ Decrease of \$1,223,829 in new funds is due to: <ul style="list-style-type: none"> <li>○ Expected \$1,019,758 decrease in new fees anticipated in FY10 due to economic conditions</li> <li>○ Decrease due to nonrecurring \$204,071 loan payoff received in FY09</li> </ul> </li> </ul>                         |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

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

|                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| HTF Redevelopment Agency              | The reduction of \$101 is the result of \$725 less carryover in FY10 than in FY09 and a \$624 increase in estimated income estimated for FY10.                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| HTF Transient Occupancy Tax           | The increase of \$562 is the result of \$237 more carryover in FY10 than in FY09 and a \$325 increase in estimated income in FY10.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| HUD Lead Control Grants               | The decrease of 18% reflects: <ul style="list-style-type: none"> <li>▪ Completion of the original lead grants; a reduction of \$886,439</li> <li>▪ Anticipated expenditure/obligation of the new awards in Rehabilitation in FY09; a reduction of \$566,470</li> </ul>                                                                                                                                                                                                                                                                                                                               |
| Inclusionary Housing Fund             | The decrease of 74% is due to the: <ul style="list-style-type: none"> <li>▪ Expected obligation and/or completion of projects will result in \$6,948,142 less carryover in FY10</li> <li>▪ Decrease of \$505,618 in new fees anticipated in FY10 due to economic conditions</li> </ul>                                                                                                                                                                                                                                                                                                               |
| Local Funds                           | The decrease of 10% is due to: <ul style="list-style-type: none"> <li>▪ Expected obligation and/or completion of projects will result in \$3,043,856 less carryover in FY10</li> <li>▪ Increase in new funds of \$835,369 is due to: <ul style="list-style-type: none"> <li>○ More rental income to the Smart Corner facilities from the rental of additional space and the increase in the per square foot charge for the space occupied by the Housing Commission</li> <li>○ Additional funds expected from bond fees, SRO admin fees, tenant rents and site leases in FY10</li> </ul> </li> </ul> |
| National City CDBG RTF                | The decrease of 100% is due to the expected use of all funding in FY09. No new funds are expected in FY10.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Neighborhood Stabilization Program    | The decrease of 7% reflects: <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in FY09 in Homeownership; a reduction of \$673,600</li> <li>▪ No new funds are expected in FY10</li> </ul>                                                                                                                                                                                                                                                                                                                                                                            |
| Property Management – Chollas Creek   | \$358,108 increase in rental and other income to provide for the property management and maintenance of the newly acquired 31 unit complex.                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Property Management – City Properties | The decrease of 49% reflects the reduction from 7 to 4 units managed by the Housing Commission for the City of San Diego.                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

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

|                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Property Management – Maya Apartments       | <p>The decrease of 2% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in FY09 in Property Management; a reduction of \$131,046</li> <li>▪ Additional rental and other income estimated for FY10; an increase of \$86,079</li> </ul>                                                                                                                                                                                   |
| Property Management – SDHC Local Units      | <p>The decrease of 2% is the result of:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in FY09 in Property Management; a reduction of \$1,017,754</li> <li>▪ Estimated increase in rental and other income in FY10; an increase of \$621,955</li> </ul>                                                                                                                                                                        |
| Property Management – State Rental Housing  | <p>The increase reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in FY09 in Property Management; a reduction of \$102,006</li> <li>▪ Estimated increase in rental and other income in FY10; an increase of \$157,848</li> </ul>                                                                                                                                                                                        |
| Property Management – University Canyon     | <p>The decrease of 24% is the result of:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in FY09 in Property Management; a reduction of \$1,087,202</li> <li>▪ A decrease in new income of \$40,381 in FY10</li> </ul>                                                                                                                                                                                                          |
| Public Housing Capital Funds                | <p>The increase in Capital Funds is the result of:</p> <ul style="list-style-type: none"> <li>▪ The carryover of \$566,333 Capital Fund administration and operation funds from grants 501-05, 501-06 and 501-07 for housing development</li> <li>▪ The new award of \$2,173,051 of Capital Fund 501-09 ARRA funds for housing development</li> <li>▪ The application for \$47,000 of Capital Funds for capital improvements on 36 units of public housing</li> </ul> |
| Public Housing – Management                 | <p>The increase of 22% is the result of the estimated carryover of public housing reserves and anticipated new award of repositioning fees</p>                                                                                                                                                                                                                                                                                                                        |
| Public Housing - ROSS Neighborhood Networks | <p>The increase of 455% is the result of:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in Workforce &amp; Economic Development in FY09; a reduction of \$19,988</li> <li>▪ New award of \$300,000 for Neighborhood Networks</li> </ul>                                                                                                                                                                                       |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

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

|                                           |                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Redevelopment Agency - CCDC Homeownership | <p>The decrease of 94% reflects:</p> <ul style="list-style-type: none"> <li>▪ Estimated carryover of \$47,620; an increase of \$5,205</li> <li>▪ Reduction of the \$700,000 grant included in the FY09 budget that was not awarded in FY09</li> <li>▪ No new funds are expected in FY10</li> </ul> |
| Redevelopment Agency – City Heights       | <p>The decrease of 6% is due to the:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in the Rehab Owner Occupied activity in FY09; an increase of \$68,417</li> <li>▪ Estimated new funds for FY10 are \$148,077</li> </ul>                                  |
| Redevelopment Agency – College Grove      | <p>The increase of 50% is due to:</p> <ul style="list-style-type: none"> <li>▪ Carryover of \$200,000 of the original grant received late in FY09</li> <li>▪ Estimate of \$100,000 of new funds in FY10</li> </ul>                                                                                 |
| Redevelopment Agency – Crossroads         | <p>The decrease of 3% is due to:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in the Rehab Owner Occupied activity in FY09; a reduction of \$19,422</li> <li>▪ Estimated new funds of \$255,160 in FY10; an increase of \$3,980</li> </ul>                |
| Redevelopment Agency – Grantville         | <p>Redevelopment Agency – Grantville is a new program for the rehabilitation of existing owner occupied housing in the Grantville Redevelopment Area. New funds will assist three to four homeowners earning less than 100% of AMI with \$20,000 to \$25,000 loans forgivable over ten years.</p>  |
| Redevelopment Agency- Linda Vista         | <p>The decrease of 35% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in the Rehab Owner Occupied activity in FY09; a reduction of \$94,017</li> <li>▪ New award anticipated of \$25,754, the same level as FY09; an increase of \$22</li> </ul>  |
| Redevelopment Agency – North Park         | <p>The decrease of 10% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/expenditure of funds in the Rehab Owner Occupied activity in FY09; an increase of \$166,568</li> <li>▪ New award of \$257,200 expected in FY10, \$212,800 less than received in FY09</li> </ul>  |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

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

|                                                          |                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Redevelopment Agency – San Ysidro                        | <p>The decrease of 14% reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in the Rehab Owner Occupied activity in FY09; an increase of \$423,217</li> <li>New funds of \$5,000 are expected in FY10 from investment income; a decrease of \$495,000</li> </ul>                              |
| Redevelopment Agency – SEDC Market Street Rehabilitation | <p>The decrease of 3% reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/expenditure of funds in the Rehab Owner Occupied activity in FY09; an increase of \$3,036</li> <li>New funds of \$1,771 are expected in FY10 from principal and interest payments and investment income; an increase of \$25</li> </ul> |
| Redevelopment Agency - SEDC Mt Hope Rehabilitation       | <p>The decrease of 19% reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/completion of Rehab Owner Occupied projects during FY09; a reduction of \$20,491</li> <li>New funds of \$4,012 are expected from principal and interest payments and investment income; an increase of \$3,136</li> </ul>              |
| Redevelopment Agency - SEDC Southcrest                   | <p>The increase of 4% reflects:</p> <ul style="list-style-type: none"> <li>Expected obligation/completion of Rehab Owner Occupied projects during FY09; an increase of \$3,381</li> <li>New funds of \$804 are expected in FY10 from investment income; a decrease of \$39</li> </ul>                                                  |
| Redevelopment Agency – SEDC Southeast                    | <p>Redevelopment Agency - SEDC Southeast is a new program for the rehabilitation of existing owner occupied housing in the Southeast San Diego Redevelopment Area. New funds will assist 20 to 24 homeowners earning less than 100% of AMI by providing \$25,000 to \$30,000 loans forgivable over ten years.</p>                      |
| Rental Rehabilitation                                    | <p>The decrease of 87% reflects:</p> <ul style="list-style-type: none"> <li>No anticipated carryover from FY09</li> <li>\$5,097 of new funds from principal and interest payments and investment income; a decrease of \$32,691</li> </ul>                                                                                             |



# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 2

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

|                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Section 8 Programs                        | <p>The increase of 1% is due to:</p> <ul style="list-style-type: none"> <li>▪ Reduction in the FY10 estimated carryover of \$3,439,193 from FY09 carryover</li> <li>▪ Increase in FY10 new funds of \$4,791,882 resulting from: <ul style="list-style-type: none"> <li>○ An estimated increase of \$5,649,420 of Voucher funds for FY10. The actual funds available for FY10 will be calculated by HUD and the budget will be adjusted in the fall revision</li> <li>○ An increase of \$54,357 of additional funding for the Moderate Rehab program due to higher rents estimated in FY10</li> <li>○ A reduction in new funds of \$911,895 due to the close of the Disaster Voucher program in FY09 and the continuation of the VASH program into FY10</li> </ul> </li> </ul> |
| Shea Homes                                | <p>The increase of 114% is the result of:</p> <ul style="list-style-type: none"> <li>▪ \$17,561 of estimated carryover from FY09; an increase of \$7,642</li> <li>▪ \$3,653 of new funds from investment income</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Shelter Plus Care                         | <p>The decrease of 19% reflects:</p> <ul style="list-style-type: none"> <li>▪ Expected obligation/completion of the FY09 Shelter Plus Care grants by the end of the fiscal year; a reduction of \$355,199</li> <li>▪ Award of seven annual grants and one five year grant for FY10; a decrease of \$60,632</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| State REO                                 | <p>The increase of 2% reflects:</p> <ul style="list-style-type: none"> <li>▪ \$577 more carryover estimated in FY10 than in FY09</li> <li>▪ \$197 less new income anticipated in FY10</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| WED Youth Individual Development Accounts | <p>The decrease of 25% reflects:</p> <ul style="list-style-type: none"> <li>▪ \$4,918 less carryover estimated in FY10 than in FY09</li> <li>▪ No new income anticipated in FY10</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

## FY10 Budget

### San Diego Housing Commission

#### Addendum 3

#### Expenditures

The proposed FY10 Budget shows a 7% decrease in expenditures and reserves. Salaries and benefits increased primarily as a result of the proposed addition of new positions, anticipated employee movement along the seven-step merit pay plan in FY10 and the one-time 5% classification and pay plan factor. Services and Supplies increased primarily due to the increase in office rent offset by the decrease in contracts/consultants. Housing Programs decreased due to less new funds and the obligation and/or completion of various housing projects in FY09.

|                                             | FY09<br>Current     | FY10<br>Proposed    | Change                |
|---------------------------------------------|---------------------|---------------------|-----------------------|
| Salaries & Benefits                         | \$18,686,970        | \$20,611,907        | \$1,924,937           |
| Services & Supplies                         | 10,180,127          | 10,550,013          | 369,886               |
| Housing Programs                            | 236,535,269         | 217,551,021         | (18,984,248)          |
| Program, Contingency & Unobligated Reserves | 35,479,050          | 30,725,982          | (4,753,068)           |
| Total                                       | \$300,881,416       | \$279,438,923       | (\$21,442,493)        |
| <b>Continuing Appropriations</b>            | <b>\$36,665,359</b> | <b>\$26,281,478</b> | <b>(\$10,383,881)</b> |

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

Services and Supplies have increased 4% due to:

- \$46,059 decrease in legal services due to the elimination of the Policy & Public Affairs activity
- \$9,721 net increase in training and travel reflects increases to provide for new commissioner training and travel offset by decreases in several activities to align budgets with actual expenditure history
- \$545,132 decrease in contract/consultants primarily due to the \$993,512 reduction in contracts/consultants due to the obligation or completion of a variety of contracts for Rental Assistance, Housing Development & Finance and Operations, including the change to permanent status of six long term temporary direct hires. This reduction is partially offset by the addition of contracts/consultants in Housing Finance & Development for housing development
- \$910,013 increase in office rent due to the change in the per square foot charge from \$2.35 to \$3.15 and rent of additional office space for the Economic Development Academy
- \$61,887 increase in sundry due to increases for software support, business expenses, agency memberships, office supplies, paper shredding services, parking, advertising and photocopy are partially offset by decreases in moving expense, mileage and janitorial services
- \$33,929 increase for insurance based on provider's estimate of costs in FY10
- \$54,473 decrease in computer and office equipment due to the one-time purchase of equipment

## **FY10 Budget**

### **San Diego Housing Commission**

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#### Addendum 3

#### **Expenditures**

Housing Programs expenses decreased by 8% due primarily to:

- \$381,493 decrease in workforce & economic development expenses due to the obligation or expenditures of HUD and local grants in FY09
- \$71,967 increase in maintenance expenses for additional maintenance services at the Smart Corner office facility and the newly acquired Property Management units at Chollas Creek
- \$113,700 increase provided for water, sewer, gas and electric rates increases in FY10
- \$56,753 decrease in mortgage payments to the loan payoffs to the State of California for the Casa Colina and 52<sup>nd</sup> Street properties
- \$12,359 increase in protective services of additional monitoring equipment and services at the Smart Corner office facility and the economic development academies
- \$1,277,375 decrease in rent to owners due primarily to reductions in Section 8 Voucher, Shelter Plus Care, HOME Tenant Based Rental Assistance (TBRA) and the Disaster Voucher programs due to less carryover and the obligation FY09 funds
- \$22,702,624 decrease in loans and grants due to \$16,051,878 less in new revenues; \$6,680,424 less carryover; \$240,202 reduction due to the completion of the first award of HUD lead control grants and the net transfer of \$754,522 of funds from loans & grants to site acquisition and housing development. This decrease is partially offset by an additional \$1,024,402 in new awards
- \$650,170 decrease in relocation is primarily due to the transfer of repositioning fees from relocation to site acquisition/housing development
- \$6,229,224 increase in site acquisition is due to addition of \$4,386,079 for rental housing development Rental Housing Development; the addition of \$1,727,396 for tenant improvements at Smart Corner primarily for the Economic Development Academy and an \$115,749 addition to for foreclosure expenses
- Capital Improvements: The budget of \$1,819,482, an increase of \$353,359 will provide for capital improvements at the Housing Commission owned, Public Housing and State Rental Housing properties
- The decrease of \$696,442 of dwelling equipment reflects the FY09 purchase of stoves for the SDHC local units

The Reserves decrease of \$4,753,068 is the result of transferring revenues from reserves to fund rental housing development, Move to Work activities and administrative expenses.

# FY10 BUDGET

## San Diego Housing Commission

### Addendum 3

#### Agency Summary of Expenditures

|                                             | FY09<br>Current    | FY10<br>Proposed   | % of Chg<br>Curr/Prop |
|---------------------------------------------|--------------------|--------------------|-----------------------|
| Staffing                                    | 243.50             | 250.50             | 3%                    |
| <b>EXPENDITURES</b>                         |                    |                    |                       |
| Salaries & Benefits                         | 18,686,970         | 20,611,907         | 10%                   |
| Services & Supplies                         |                    |                    |                       |
| Legal                                       | 764,750            | 718,691            | -6%                   |
| Training                                    | 207,644            | 203,272            | -2%                   |
| Travel                                      | 115,848            | 129,941            | 12%                   |
| Audit                                       | 91,000             | 91,000             | 0%                    |
| Contract/Consultant                         | 3,894,486          | 3,349,354          | -14%                  |
| Office & Building Rent                      | 1,898,678          | 2,808,691          | 48%                   |
| Sundry                                      | 1,983,274          | 2,045,161          | 3%                    |
| Insurance                                   | 488,662            | 522,591            | 7%                    |
| Office Equipment                            | 735,785            | 681,312            | -7%                   |
| Total Services & Supplies                   | 10,180,127         | 10,550,013         | 4%                    |
| Housing Programs                            |                    |                    |                       |
| Resident Workforce & Economic Development   | 1,277,596          | 896,103            | -30%                  |
| Maintenance Expenses                        | 2,949,581          | 3,021,548          | 2%                    |
| Utilities                                   | 2,014,887          | 2,128,587          | 6%                    |
| PILOT & Property Taxes                      | 42,450             | 42,450             | 0%                    |
| Collection Loss                             | 155,762            | 155,762            | 0%                    |
| Mortgage Payments                           | 2,106,255          | 2,049,502          | -3%                   |
| Protective Services                         | 416,385            | 428,744            | 3%                    |
| Rent to Owners                              | 158,323,324        | 157,045,949        | -1%                   |
| Loans & Grants                              | 51,400,945         | 28,698,321         | -44%                  |
| Relocation                                  | 1,356,070          | 705,900            | -48%                  |
| Site Acquisition & Housing Development      | 14,158,199         | 20,387,423         | 44%                   |
| Capital Improvements                        | 1,466,123          | 1,819,482          | 24%                   |
| Dwelling Equipment                          | 867,692            | 171,250            | -80%                  |
| Total Housing Programs                      | 236,535,269        | 217,551,021        | -8%                   |
| Program, Contingency & Unobligated Reserves | 35,479,050         | 30,725,982         | -13%                  |
| <b>Total Budget</b>                         | <b>300,881,416</b> | <b>279,438,923</b> | <b>-7%</b>            |
| <b>Continuing Appropriations</b>            | <b>36,665,359</b>  | <b>26,281,478</b>  | <b>-28%</b>           |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 3

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

|                     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|---------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Salaries & Benefits | <p>The \$1,924,937 increase in salaries and benefits is primarily the result of :</p> <ul style="list-style-type: none"> <li>▪ Proposed addition of 7.00 positions</li> <li>▪ Proposed reclassification of 8.00 positions</li> <li>▪ An approved 2% contingency for salary increases as negotiated</li> <li>▪ Anticipated employee movement along the seven-step merit pay plan in FY10</li> <li>▪ A factor of 5% of salary is included in the budget for the potential changes in salary as a result of the classification and compensation study currently underway</li> <li>▪ Change in benefits based on a percentage of salary</li> <li>▪ An approved increase in the flex credit plan as negotiated</li> </ul> <p>A detailed explanation of the changes in salaries and benefits is included in Section III, Addenda 6.</p> |
| Legal               | <p>The decrease of \$46,059 or -6% in legal is due to the elimination of Policy &amp; Public Affairs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Training            | <p>The decrease of \$4,372 in training is the result of :</p> <ul style="list-style-type: none"> <li>▪ \$16,697 net reduction in several activities to align budget with actual expenditures</li> <li>▪ \$8,125 increase in Organizational Development &amp; Training for professional development and assessment</li> <li>▪ \$4,200 increase in Board &amp; Executive Functions for new Commissioners and Staff training</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                              |
| Travel              | <p>The increase of \$14,093 in travel is the result of:</p> <ul style="list-style-type: none"> <li>▪ \$24,000 increase in Board &amp; Executive Functions to provide travel for new Commissioners and the transfer of the Policy &amp; Public Affairs travel budget to Board &amp; Executive Functions</li> <li>▪ \$9,907 net reduction in several activities to align budget with actual expenditures</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Contract/Consultant | <p>The decrease of \$545,132 or -14% in contract/consultant is due to a variety of changes:</p> <ul style="list-style-type: none"> <li>▪ \$308,586 reduction in Rehab Rental Housing &amp; Owner Occupied activities is due to the transfer of two direct hire contract positions to permanent positions in FY10</li> <li>▪ \$255,868 reduction due to the elimination of Policy &amp; Public Affairs <ul style="list-style-type: none"> <li>o transfer of the preparation of the Consolidated Plan and the</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                |

# **FY10 BUDGET**

## **San Diego Housing Commission**

Addendum 3

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

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>Action/CAPER to the City of San Diego</p> <ul style="list-style-type: none"> <li>o transfer of the fair housing contract to Board &amp; Executive Functions</li> <li>o elimination of the direct hire contract position</li> <li>▪ \$179,300 reduction in Rental Assistance <ul style="list-style-type: none"> <li>o reduction in MTW consultants</li> <li>o reduction in the HQS inspection contract</li> <li>o reduction in lead based inspections and the completion of the third party audit</li> <li>o increase to provide for the MTW Neighborhood Choice program</li> </ul> </li> <li>▪ \$120,536 reduction in Workforce &amp; Economic Development <ul style="list-style-type: none"> <li>o reduction in direct hire contract is due to the transfer of the three direct hire contract positions to permanent positions in FY10</li> <li>o reductions in grant writing and translation services</li> <li>o increase to provide for information center and counseling services</li> </ul> </li> <li>▪ \$120,260 reduction in Human Resources <ul style="list-style-type: none"> <li>o decrease due to the completion of the classification and compensation study</li> <li>o decrease due to the transfer of payroll processing services to Financial Services</li> </ul> </li> <li>▪ \$269,380 increase in Rental Housing Development to provide for housing development acquisition and new construction consultants</li> <li>▪ \$76,000 increase in Financial Services <ul style="list-style-type: none"> <li>o temporary agency employees to assist in the setup of 150 funds to track local units by site</li> <li>o payroll services including the transfer of these services from Human Resources and an increase based on the actual costs of services in FY09</li> <li>o increase to provide for management consulting</li> </ul> </li> <li>▪ \$73,000 increase in Board &amp; Executive Functions <ul style="list-style-type: none"> <li>o increase to pursue additional opportunities for stimulus funds</li> <li>o increase for the fair housing contract transferred from Policy &amp; Public Affairs</li> </ul> </li> </ul> |
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**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 3

**Summary of Housing Commission Expenditure Changes**

|             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|             | <ul style="list-style-type: none"> <li>o decrease due to the completion of the City's performance audit</li> <li>▪ \$54,160 increase in Homeownership for the addition of 1.5 direct hire positions for the Neighborhood Stabilization Program</li> <li>▪ \$30,000 increase in Special Purpose Housing for the Emergency Housing and Assistance Program (EHAP) application</li> <li>▪ \$63,122 net decreases in various activities</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Office Rent | <p>The increase of \$910,013 or 48% in office rent is due to the increase in the per square foot charge from \$2.35 to \$3.15. This increase will provide additional income to fund the cost of operating the Smart Corner facility until economic conditions improve allowing the rental of office space on the first and second floors.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Sundry      | <p>The increase of \$61,887 or 3% in sundry is due to following changes:</p> <ul style="list-style-type: none"> <li>▪ \$25,800 increase for software support</li> <li>▪ \$24,116 increase in business expense to provide for quarterly agency staff meetings</li> <li>▪ \$22,157 increase in Agency memberships in housing related and professional organizations</li> <li>▪ \$21,150 increase in office supplies for wireless phone headsets for the Rental Assistance staff</li> <li>▪ \$19,508 increase in paper shredding services will provide for the increased routine service and destruction of client files as the Agency transitions to document imaged files</li> <li>▪ \$19,389 increase in parking to provide parking, trolley and bus reimbursement for staff</li> <li>▪ \$13,760 increase in advertising for hiring and requests for proposals</li> <li>▪ \$12,000 increase for agency photocopy to provide additional machines for Property Management</li> <li>▪ \$45,000 reduction in moving expenses in Board &amp; Executive Functions and Information Technology</li> <li>▪ \$36,138 reduction in mileage and auto allowance is primarily the result of eliminating auto allowances</li> <li>▪ \$12,000 reduction in janitorial services due to the closure of office at Calle Primera</li> <li>▪ \$2,855 net reduction in other sundry accounts</li> </ul> |
| Insurance   | <p>The increase of \$33,929 or 7% in insurance reflects:</p> <ul style="list-style-type: none"> <li>▪ The providers' estimate of higher costs for property, employment practices and vehicle insurance</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |

# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 3

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

|                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                           | <ul style="list-style-type: none"> <li>Costs for general liability, boiler and machinery, crime and fiduciary insurance are expected to decrease</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Office Equipment                          | <p>The decrease of \$54,473 or -4% in office equipment is due to:</p> <ul style="list-style-type: none"> <li>\$68,973 decrease in Information Technology, Financial Services, Rehab Owner Occupied and Policy &amp; Public Affairs</li> <li>\$14,500 increase to provide furniture for the Economic Development Academy</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                 |
| Workforce & Economic Development Expenses | <p>The decrease of \$381,493 or -30% is the result of spending or committing prior year and current year funding in FY09. It is expected that new awards to replenish these decreases will occur during FY10.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Maintenance Expenses                      | <p>The increase of 71,967 or 2% will provide:</p> <ul style="list-style-type: none"> <li>\$42,667 of additional maintenance contracting for the Smart Corner office facility</li> <li>\$31,000 of maintenance materials and contracts for the planned acquisition of new units in Property Management in FY10</li> <li>\$1,700 reduction in janitorial services for Workforce and Economic Development</li> </ul>                                                                                                                                                                                                                                                                                                                  |
| Utilities                                 | <p>The increase of \$113,700 will provide for anticipated increases in FY10 rates for water, sewer, gas and electric utilities for agency managed units and office facilities.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Mortgage                                  | <p>The decrease of \$56,753 or -3% in mortgage payments is the result of loan payoffs to the State of California on the Casa Colina and 52<sup>nd</sup> Street properties.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Protective Services                       | <p>The increase of \$12,359 will provide for additional monitoring equipment and services at the Smart Corner office facility and at the economic development academies.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Rent to Owners                            | <p>The decrease of \$1,277,375 or -1% is due primarily to:</p> <ul style="list-style-type: none"> <li>\$758,834 decrease in Section 8 Voucher funds for rent to owners is the result of \$5,084,156 less carryover anticipated and an increase of new funds of \$4,325,324 in FY10</li> <li>\$345,432 decrease in Shelter Plus Care funds: \$712,500 for the Cove Apartments was fully committed in FY09; a \$322,368 new award was received for the Townspeople 34<sup>th</sup> Street project; and a net increase of \$44,700 was received for seven annual grant renewals</li> <li>\$210,000 decrease resulting from less carryover of HOME Tenant Based Rental Assistance for special purpose transitional vouchers</li> </ul> |



# **FY10 BUDGET**

## **San Diego Housing Commission**

### Addendum 3

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

|                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        | <ul style="list-style-type: none"> <li>Other changes include an additional \$43,395 for the Section 8 Mod Rehab program and a \$6,504 reduction in the Disaster Voucher program</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Loans & Grants                         | <p>The decrease of \$22,702,624 is the result of:</p> <ul style="list-style-type: none"> <li>\$16,051,878 less new revenues anticipated in FY10</li> <li>\$6,680,424 less carryover anticipated in FY10 due to the expected obligation or expenditures in FY09</li> <li>\$240,202 reduction due to the completion of the first round of lead control grants</li> <li>Transfer of net \$754,522 of funds from loans &amp; grants to site acquisition and housing development</li> <li>\$1,024,402 addition of new funds in several programs including HOME, Cal State Housing Trust Fund, Shelter Plus Care and Property Management</li> </ul>                                                                                                                                             |
| Relocation                             | <p>The decrease of \$650,170 or -48% is due to:</p> <ul style="list-style-type: none"> <li>\$555,821 transfer of PH repositioning fees from relocation in Property Management to site acquisition/housing development in Rental Housing Development</li> <li>\$50,000 reduction in Construction Services to provide for relocation during capital improvements in FY10</li> <li>\$44,349 reduction in Rehab Rental Housing and Rehab Owner Occupied to adjust to reflect the new lead grants</li> </ul>                                                                                                                                                                                                                                                                                   |
| Site Acquisition & Housing Development | <p>The increase of \$6,229,224 or 30% is:</p> <ul style="list-style-type: none"> <li>Rental Housing Development <ul style="list-style-type: none"> <li>\$10,040,506 addition of Public Housing funds for site acquisition or housing development</li> <li>\$2,173,051 addition of the Capital Fund 501-09 ARRA funds</li> <li>\$772,522 net transfer of funds from loans &amp; grants to site acquisition and housing development</li> <li>\$8,600,000 reduction from the FY09 obligation of funds for the acquisition of Chollas Creek</li> </ul> </li> <li>Smart Corner Office Facility <ul style="list-style-type: none"> <li>\$1,727,396 addition for tenant improvements in FY10 for new tenants as well as the build out of the Economic Development Academy</li> </ul> </li> </ul> |

**FY10 BUDGET**  
**San Diego Housing Commission**

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Addendum 3

**Summary of Housing Commission Expenditure Changes**

|                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      | <ul style="list-style-type: none"> <li>▪ Portfolio Servicing <ul style="list-style-type: none"> <li>o \$115,749 addition of prior year carryover and new FY10 funds for foreclosure expenses</li> </ul> </li> </ul>                                                                                                                                                                                                                                                                                                                                                                                     |
| Capital Improvements | The budget of \$1,819,482, an increase of \$353,359 or 24% will provide for capital improvements at the Housing Commission owned, Public Housing and State Rental Housing properties.                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Dwelling Equipment   | The decrease of \$696,442 of dwelling equipment reflects the FY09 purchase of stoves for the SDHC local units.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Reserves             | <p>The decrease of \$4,753,068 is the result of:</p> <ul style="list-style-type: none"> <li>▪ Add \$10,957,352 of surplus carryover and new funds to reserves</li> <li>▪ Transfer \$6,460,049 from reserves to Rental Housing Development for site acquisition/housing development</li> <li>▪ Transfer \$4,738,616 from reserves to fund administrative expenses in several activities</li> <li>▪ Transfer \$4,236,755 from reserves to various activities for the Move to Work Program</li> <li>▪ \$275,000 transfer of repositioning fees to Property Management to provide for relocation</li> </ul> |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 4

**Summary of Staffing Changes From FY09 TO FY10**

|                               | Housing Services | Housing Development<br>& Finance | Operations   | Total         |
|-------------------------------|------------------|----------------------------------|--------------|---------------|
| <b>FY09 Staff</b>             | <b>152.97</b>    | <b>38.08</b>                     | <b>52.45</b> | <b>243.50</b> |
| <b>Proposed FY10 Changes:</b> |                  |                                  |              |               |
| Adds                          | 3.00             | 3.00                             | 1.00         | 7.00          |
| Deletes                       | 0.00             | 0.00                             | 0.00         | 0.00          |
| Transfers                     | (0.10)           | (0.08)                           | 0.18         | 0.00          |
| <b>Change</b>                 | <b>2.90</b>      | <b>2.92</b>                      | <b>1.18</b>  | <b>7.00</b>   |
| Upgrades                      | 2.00             | 4.00                             | 0.00         | 6.00          |
| Downgrades                    | 0.00             | 0.00                             | 2.00         | 2.00          |
| <b>Proposed FY10 Staff</b>    | <b>155.87</b>    | <b>41.00</b>                     | <b>53.63</b> | <b>250.50</b> |

**FY10 BUDGET****San Diego Housing Commission**

Addendum 5

**Classification and Pay Plan****Effective July 1, 2009 (Start of Pay Period)**

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

**"M" SCHEDULE**

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

# FY10 BUDGET

## San Diego Housing Commission

### Addendum 5

#### "S" SCHEDULE

| Range | OC | OT/BU | Classification                         | Type         | Step 1    | Step 2    | Step 3    | Step 4    | Step 5    | Step 6    | Step 7    |
|-------|----|-------|----------------------------------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| S42   | B  | Ex/S  | Asst Director of Housing Programs *    | Hrly. Rate   | 33.90     | 35.59     | 37.37     | 38.30     | 39.26     | 40.24     | 41.25     |
|       |    |       |                                        | BiWk. Equiv. | 2,712.00  | 2,847.20  | 2,989.60  | 3,064.00  | 3,140.80  | 3,219.20  | 3,300.00  |
|       | B  | Ex/S  | Budget Officer *                       | Ann. Equiv.  | 70,512.00 | 74,027.20 | 77,729.60 | 79,664.00 | 81,660.80 | 83,699.20 | 85,800.00 |
|       | B  | Ex/S  | Housing Construction Officer *         |              |           |           |           |           |           |           |           |
|       | B  | Ex/S  | Human Resources Officer *              |              |           |           |           |           |           |           |           |
|       | B  | Ex/S  | Information Technology Officer *       |              |           |           |           |           |           |           |           |
|       | B  | Ex/S  | Supervising Project Manager *          |              |           |           |           |           |           |           |           |
|       | B  | Ex/S  | Communications Officer *               |              |           |           |           |           |           |           |           |
| S41   | B  | Ex/A  | Financial Specialist *                 | Hrly. Rate   | 32.28     | 33.89     | 35.59     | 36.48     | 37.39     | 38.32     | 39.28     |
|       | B  | Ex/A  | Loan Management Supv. *                | BiWk. Equiv. | 2,582.40  | 2,711.20  | 2,847.20  | 2,918.40  | 2,991.20  | 3,065.60  | 3,142.40  |
|       | D  | Ex/A  | Policy Advisor to the President & CEO* | Ann. Equiv.  | 67,142.40 | 70,491.20 | 74,027.20 | 75,878.40 | 77,771.20 | 79,705.60 | 81,702.40 |
|       | D  | Ex/S  | Project Manager *                      |              |           |           |           |           |           |           |           |
| S40   | B  | Ex/S  | Housing Construction Supervisor        | Hrly. Rate   | 30.74     | 32.28     | 33.89     | 34.74     | 35.61     | 36.50     | 37.41     |
|       |    |       |                                        | BiWk. Equiv. | 2,459.20  | 2,582.40  | 2,711.20  | 2,779.20  | 2,848.80  | 2,920.00  | 2,992.80  |
|       |    |       |                                        | Ann. Equiv.  | 63,939.20 | 67,142.40 | 70,491.20 | 72,259.20 | 74,068.80 | 75,920.00 | 77,812.80 |
| S39   | B  | Ex/S  | Accounting Supervisor *                | Hrly. Rate   | 29.27     | 30.73     | 32.27     | 33.08     | 33.90     | 34.75     | 35.62     |
|       | B  | Ex/A  | Associate Project Manager *            | BiWk. Equiv. | 2,341.60  | 2,458.40  | 2,581.60  | 2,646.40  | 2,712.00  | 2,780.00  | 2,849.60  |
|       | B  | Ex/A  | Business Analyst *                     | Ann. Equiv.  | 60,881.60 | 63,918.40 | 67,121.60 | 68,806.40 | 70,512.00 | 72,280.00 | 74,089.60 |
|       | B  | Ex/A  | Community Liaison *                    |              |           |           |           |           |           |           |           |
|       | B  | Ex/A  | Organizational Training Spec. *        |              |           |           |           |           |           |           |           |
|       | B  | Ex/A  | Principal Accountant *                 |              |           |           |           |           |           |           |           |
|       | B  | Ex/A  | Principal HR Analyst *                 |              |           |           |           |           |           |           |           |
|       | B  | Ex/A  | Senior Budget Analyst *                |              |           |           |           |           |           |           |           |
|       | B  | Ex/A  | Senior Program Analyst *               |              |           |           |           |           |           |           |           |
| S38   | D  | Pre/O | Housing Construction Spec.             | Hrly. Rate   | 27.88     | 29.27     | 30.73     | 31.50     | 32.29     | 33.10     | 33.93     |
|       | B  | Ex/A  | Sr. HR Analyst *                       | BiWk. Equiv. | 2,230.40  | 2,341.60  | 2,458.40  | 2,520.00  | 2,583.20  | 2,648.00  | 2,714.40  |
|       | T  | Ex/A  | Sr. Information Technology Analyst *   | Ann. Equiv.  | 57,990.40 | 60,881.60 | 63,918.40 | 65,520.00 | 67,163.20 | 68,848.00 | 70,574.40 |
|       | B  | Ex/S  | Supv Resident Initiatives Coord *      |              |           |           |           |           |           |           |           |
| S37   | B  | Ex/A  | Community Relations Spec. *            | Hrly. Rate   | 26.54     | 27.87     | 29.27     | 30.00     | 30.75     | 31.52     | 32.30     |
|       | B  | Ex/S  | Housing Supervisor *                   | BiWk. Equiv. | 2,123.20  | 2,229.60  | 2,341.60  | 2,400.00  | 2,460.00  | 2,521.60  | 2,584.00  |
|       | T  | Ex/A  | Information Technology Analyst *       | Ann. Equiv.  | 55,203.20 | 57,969.60 | 60,881.60 | 62,400.00 | 63,960.00 | 65,561.60 | 67,184.00 |
|       | B  | Ex/A  | Senior Accountant *                    |              |           |           |           |           |           |           |           |
|       | B  | Ex/A  | Sr. Resident Initiatives Coord. *      |              |           |           |           |           |           |           |           |

# FY10 BUDGET

## San Diego Housing Commission

### Addendum 5

| Range | OC | OT/BU | Classification                    | Type         | Step 1    | Step 2    | Step 3    | Step 4    | Step 5    | Step 6    | Step 7    |
|-------|----|-------|-----------------------------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| S36   | B  | Ex/A  | Budget Analyst                    | Hrly. Rate   | 25.30     | 26.56     | 27.89     | 28.59     | 29.30     | 30.03     | 30.78     |
|       | B  | Ex/A  | Contracts Analyst                 | BiWk. Equiv. | 2,024.00  | 2,124.80  | 2,231.20  | 2,287.20  | 2,344.00  | 2,402.40  | 2,462.40  |
|       | B  | Ex/A  | Human Resources Analyst           | Ann. Equiv.  | 52,624.00 | 55,244.80 | 58,011.20 | 59,467.20 | 60,944.00 | 62,462.40 | 64,022.40 |
|       | B  | Ex/A  | Program Analyst                   |              |           |           |           |           |           |           |           |
| S35   | B  | Ex/A  | Inspection Coordinator            | Hrly. Rate   | 24.08     | 25.28     | 26.55     | 27.21     | 27.89     | 28.59     | 29.30     |
|       |    |       |                                   | BiWk. Equiv. | 1,926.40  | 2,022.40  | 2,124.00  | 2,176.80  | 2,231.20  | 2,287.20  | 2,344.00  |
|       |    |       |                                   | Ann. Equiv.  | 50,086.40 | 52,582.40 | 55,224.00 | 56,596.80 | 58,011.20 | 59,467.20 | 60,944.00 |
| S34   | B  | Ex/A  | Accountant                        | Hrly. Rate   | 22.94     | 24.09     | 25.29     | 25.92     | 26.57     | 27.24     | 27.92     |
|       | B  | Ex/M  | Docket Coordinator                | BiWk. Equiv. | 1,835.20  | 1,927.20  | 2,023.20  | 2,073.60  | 2,125.60  | 2,179.20  | 2,233.60  |
|       | B  | Ex/A  | Fiscal Services Specialist        | Ann. Equiv.  | 47,715.20 | 50,107.20 | 52,603.20 | 53,913.60 | 55,265.60 | 56,659.20 | 58,073.60 |
|       | T  | Ex/O  | Loan Servicing Specialist         |              |           |           |           |           |           |           |           |
|       | T  | Ex/A  | PIU Hearing Coordinator           |              |           |           |           |           |           |           |           |
| S33   | B  | Ex/S  | Asst. Hsg. Property Supv.         | Hrly. Rate   | 21.84     | 22.93     | 24.08     | 24.68     | 25.30     | 25.93     | 26.58     |
|       | B  | Ex/A  | Housing Specialist                | BiWk. Equiv. | 1,747.20  | 1,834.40  | 1,926.40  | 1,974.40  | 2,024.00  | 2,074.40  | 2,126.40  |
|       | B  | Ex/A  | Information Technology Specialist | Ann. Equiv.  | 45,427.20 | 47,694.40 | 50,086.40 | 51,334.40 | 52,624.00 | 53,934.40 | 55,286.40 |
| S32   | P  | Pre/A | Contracts Compliance Asst.        | Hrly. Rate   | 20.82     | 21.86     | 22.95     | 23.53     | 24.12     | 24.72     | 25.34     |
|       | T  | Pre/O | Housing Inspector                 | BiWk. Equiv. | 1,665.60  | 1,748.80  | 1,836.00  | 1,882.40  | 1,929.60  | 1,977.60  | 2,027.20  |
|       | T  | Ex/O  | Loan Production Specialist        | Ann. Equiv.  | 43,305.60 | 45,468.80 | 47,736.00 | 48,942.40 | 50,169.60 | 51,417.60 | 52,707.20 |
|       | D  | Pre/S | Maintenance Supervisor            |              |           |           |           |           |           |           |           |
|       | B  | Pre/O | Resident Initiatives Coord.       |              |           |           |           |           |           |           |           |
|       | P  | Pre/A | Senior Administrative Assistant   |              |           |           |           |           |           |           |           |
|       | P  | Pre/M | Senior Human Resources Tech.      |              |           |           |           |           |           |           |           |
| S31   | C  | Pre/O | Senior Accounting Technician      | Hrly. Rate   | 19.84     | 20.83     | 21.87     | 22.42     | 22.98     | 23.55     | 24.14     |
|       | T  | Pre/O | Senior Housing Assistant          | BiWk. Equiv. | 1,587.20  | 1,666.40  | 1,749.60  | 1,793.60  | 1,838.40  | 1,884.00  | 1,931.20  |
|       | C  | Pre/M | Wage Services Technician          | Ann. Equiv.  | 41,267.20 | 43,326.40 | 45,489.60 | 46,633.60 | 47,798.40 | 48,984.00 | 50,211.20 |
| S30   | C  | Pre/M | Executive Secretary               | Hrly. Rate   | 18.87     | 19.81     | 20.80     | 21.32     | 21.85     | 22.40     | 22.96     |
|       |    |       |                                   | BiWk. Equiv. | 1,509.60  | 1,584.80  | 1,664.00  | 1,705.60  | 1,748.00  | 1,792.00  | 1,836.80  |
|       |    |       |                                   | Ann. Equiv.  | 39,249.60 | 41,204.80 | 43,264.00 | 44,345.60 | 45,448.00 | 46,592.00 | 47,756.80 |
| S29   | C  | Pre/O | Administrative Assistant          | Hrly. Rate   | 17.97     | 18.87     | 19.81     | 20.31     | 20.82     | 21.34     | 21.87     |
|       | T  | Pre/O | Housing Assistant II              | BiWk. Equiv. | 1,437.60  | 1,509.60  | 1,584.80  | 1,624.80  | 1,665.60  | 1,707.20  | 1,749.60  |
|       | C  | Pre/M | Human Resources Technician        | Ann. Equiv.  | 37,377.60 | 39,249.60 | 41,204.80 | 42,244.80 | 43,305.60 | 44,387.20 | 45,489.60 |
|       | C  | Pre/S | Office Supervisor                 |              |           |           |           |           |           |           |           |

**FY10 BUDGET**  
**San Diego Housing Commission**

Addendum 5

| Range | OC | OT/BU | Classification                    | Type         | Step 1    | Step 2    | Step 3    | Step 4    | Step 5    | Step 6    | Step 7    |
|-------|----|-------|-----------------------------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| S28   | C  | Pre/O | Accounting Technician             | Hrly. Rate   | 17.12     | 17.97     | 18.87     | 19.34     | 19.82     | 20.32     | 20.83     |
|       | D  | Pre/O | Senior Maintenance Technician     | BiWk. Equiv. | 1,369.60  | 1,437.60  | 1,509.60  | 1,547.20  | 1,585.60  | 1,625.60  | 1,666.40  |
|       |    |       |                                   | Ann. Equiv.  | 35,609.60 | 37,377.60 | 39,249.60 | 40,227.20 | 41,225.60 | 42,265.60 | 43,326.40 |
| Z27   | D  | Pre/O | Maintenance Technician II         | Hrly. Rate   | 17.10     | 17.95     | 18.85     | 19.32     | 19.81     | 20.30     | 20.81     |
|       |    |       |                                   | BiWk. Equiv. | 1,368.00  | 1,436.00  | 1,508.00  | 1,545.60  | 1,584.80  | 1,624.00  | 1,664.80  |
|       |    |       |                                   | Ann. Equiv.  | 35,568.00 | 37,336.00 | 39,208.00 | 40,185.60 | 41,204.80 | 42,224.00 | 43,284.80 |
| S27   | C  | Pre/O | Information Technology Technician | Hrly. Rate   | 16.32     | 17.13     | 17.99     | 18.44     | 18.90     | 19.38     | 19.86     |
|       | D  | Pre/O | Maintenance Technician II         | BiWk. Equiv. | 1,305.60  | 1,370.40  | 1,439.20  | 1,475.20  | 1,512.00  | 1,550.40  | 1,588.80  |
|       | C  | Pre/O | Senior Storekeeper                | Ann. Equiv.  | 33,945.60 | 35,630.40 | 37,419.20 | 38,355.20 | 39,312.00 | 40,310.40 | 41,308.80 |
| S26   | C  | Pre/O | Senior Office Assistant           | Hrly. Rate   | 15.52     | 16.30     | 17.11     | 17.54     | 17.98     | 18.43     | 18.89     |
|       |    |       |                                   | BiWk. Equiv. | 1,241.60  | 1,304.00  | 1,368.80  | 1,403.20  | 1,438.40  | 1,474.40  | 1,511.20  |
|       |    |       |                                   | Ann. Equiv.  | 32,281.60 | 33,904.00 | 35,588.80 | 36,483.20 | 37,398.40 | 38,334.40 | 39,291.20 |
| Z25   | C  | Pre/O | Accounting Assistant              | Hrly. Rate   | 15.51     | 16.29     | 17.10     | 17.53     | 17.97     | 18.42     | 18.88     |
|       |    |       |                                   | BiWk. Equiv. | 1,240.80  | 1,303.20  | 1,368.00  | 1,402.40  | 1,437.60  | 1,473.60  | 1,510.40  |
|       |    |       |                                   | Ann. Equiv.  | 32,260.80 | 33,883.20 | 35,568.00 | 36,462.40 | 37,377.60 | 38,313.60 | 39,270.40 |
| S25   | C  | Pre/O | Accounting Assistant              | Hrly. Rate   | 14.80     | 15.54     | 16.32     | 16.73     | 17.15     | 17.57     | 18.01     |
|       | T  | Pre/O | Housing Assistant I               | BiWk. Equiv. | 1,184.00  | 1,243.20  | 1,305.60  | 1,338.40  | 1,372.00  | 1,405.60  | 1,440.80  |
|       | B  | Ex/S  | Property Manager                  | Ann. Equiv.  | 30,784.00 | 32,323.20 | 33,945.60 | 34,798.40 | 35,672.00 | 36,545.60 | 37,460.80 |
| S24   | C  | Pre/O | Client Services Receptionist      | Hrly. Rate   | 14.07     | 14.78     | 15.52     | 15.90     | 16.30     | 16.71     | 17.13     |
|       | C  | Pre/O | Office Assistant II               | BiWk. Equiv. | 1,125.60  | 1,182.40  | 1,241.60  | 1,272.00  | 1,304.00  | 1,336.80  | 1,370.40  |
|       | C  | Pre/O | Storekeeper                       | Ann. Equiv.  | 29,265.60 | 30,742.40 | 32,281.60 | 33,072.00 | 33,904.00 | 34,756.80 | 35,630.40 |
| S23   | C  | Pre/O | Information Technology Assistant  | Hrly. Rate   | 13.41     | 14.08     | 14.79     | 15.15     | 15.53     | 15.92     | 16.32     |
|       | D  | Pre/O | Maintenance Technician I          | BiWk. Equiv. | 1,072.80  | 1,126.40  | 1,183.20  | 1,212.00  | 1,242.40  | 1,273.60  | 1,305.60  |
|       | C  | Pre/O | Office Assistant I                | Ann. Equiv.  | 27,892.80 | 29,286.40 | 30,763.20 | 31,512.00 | 32,302.40 | 33,113.60 | 33,945.60 |
| S22   | -- | --    | --                                | Hrly. Rate   | 12.77     | 13.41     | 14.08     | 14.43     | 14.80     | 15.17     | 15.54     |
|       |    |       |                                   | BiWk. Equiv. | 1,021.60  | 1,072.80  | 1,126.40  | 1,154.40  | 1,184.00  | 1,213.60  | 1,243.20  |
|       |    |       |                                   | Ann. Equiv.  | 26,561.60 | 27,892.80 | 29,286.40 | 30,014.40 | 30,784.00 | 31,553.60 | 32,323.20 |

## FY10 BUDGET

### San Diego Housing Commission

#### Addendum 5

| Range | OC | OT/BU | Classification  | Type         | Step 1    | Step 2    | Step 3    | Step 4    | Step 5    | Step 6    | Step 7    |
|-------|----|-------|-----------------|--------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| S21   | -- | --    | --              | Hrly. Rate   | 12.17     | 12.78     | 13.42     | 13.75     | 14.10     | 14.45     | 14.81     |
|       |    |       |                 | BiWk. Equiv. | 973.60    | 1,022.40  | 1,073.60  | 1,100.00  | 1,128.00  | 1,156.00  | 1,184.80  |
|       |    |       |                 | Ann. Equiv.  | 25,313.60 | 26,582.40 | 27,913.60 | 28,600.00 | 29,328.00 | 30,056.00 | 30,804.80 |
| S20   | C  | Pre/O | Housing Aide II | Hrly. Rate   | 10.77     | 11.31     | 11.87     | 12.17     | 12.48     | 12.79     | 13.11     |
|       |    |       |                 | BiWk. Equiv. | 861.60    | 904.80    | 949.60    | 973.60    | 998.40    | 1,023.20  | 1,048.80  |
|       |    |       |                 | Ann. Equiv.  | 22,401.60 | 23,524.80 | 24,689.60 | 25,313.60 | 25,958.40 | 26,603.20 | 27,268.80 |
| S19   | -- | --    | --              | Hrly. Rate   | 9.68      | 10.16     | 10.67     | 10.94     | 11.21     | 11.49     | 11.78     |
|       |    |       |                 | BiWk. Equiv. | 774.40    | 812.80    | 853.60    | 875.20    | 896.80    | 919.20    | 942.40    |
|       |    |       |                 | Ann. Equiv.  | 20,134.40 | 21,132.80 | 22,193.60 | 22,755.20 | 23,316.80 | 23,899.20 | 24,502.40 |
| S18   | C  | Pre/O | Housing Aide I  | Hrly. Rate   | 9.14      | 9.60      | 10.08     | 10.33     | 10.59     | 10.86     | 11.13     |
|       |    |       |                 | BiWk. Equiv. | 731.20    | 768.00    | 806.40    | 826.40    | 847.20    | 868.80    | 890.40    |
|       |    |       |                 | Ann. Equiv.  | 19,011.20 | 19,968.00 | 20,966.40 | 21,486.40 | 22,027.20 | 22,588.80 | 23,150.40 |

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

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

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

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

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

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



## FY10 BUDGET

### San Diego Housing Commission

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#### Addendum 5

**OC = Occupational Category:**

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

**OT = Overtime Designation**

Pre - Premium Overtime Compensation  
Ex - Exempt from Overtime Compensation

**BU = Bargaining Unit Designation:**

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

**NOTES:**

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

## **FY10 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 6

#### **Explanation of the Change in the Housing Commission Salaries and Benefits Costs from FY09 to FY10**

The FY10 salaries and benefits budget totals \$20,611,907. This is an increase of \$1,924,937 or 10% from the current FY09 budget. The following factors contribute to this increase:

|                                                    |              |
|----------------------------------------------------|--------------|
| <u>FY09 Current Salaries &amp; Benefits Budget</u> | \$18,686,970 |
|----------------------------------------------------|--------------|

#### FY10 Recalculation of Salaries

Included in the FY10 budget are current employees' actual salaries reflecting the FY09 2.0% salary increases approved by the Housing Commission and Housing Authority and any step increases due in FY10.

369,493

#### FY10 Adding Positions

The FY10 budget includes the addition of 7.00 positions, 6.0 of which have been temporary direct hires for a number of years. They are: 2.00 Housing Construction Specialists, 2.00 Resident Initiatives Coordinators, 1.00 Housing Specialist, 1.00 Senior Administrative Assistant, and 1.00 Office Assistant II.

367,497

#### FY10 Reclassification of Positions

The FY10 budget reclassifies 8.00 positions. The changes reclassify 1.00 Director of Housing Development & Finance to Senior Vice President, Housing Development & Finance, 1.00 Supervising Project Manager to Assistant Vice President, 1.00 Supervising Project Manager to Senior Manager, 1.00 Project Manager to Supervising Project Manager, 1.00 Program Analyst to Senior Program Analyst, 1.00 Maintenance Supervisor to Housing Construction Supervisor, 1.00 Reinvestment Coordinator to Program Analyst, and 1.00 Community Relations Specialist to Senior Administrative Assistant.

50,842

#### FY10 Salary Reserves

The FY10 budget contains a contingency reserve for salary increases and bonuses, which may be approved by the Housing Commission and Housing Authority.

10,717

#### FY10 Classification and Compensation Reserves

The FY10 budget contains a factor of 5% of salary for the potential changes in salary as a result of the classification and compensation study currently underway.

723,793

#### FY10 Vacancy Factor

The FY10 vacancy factor of 0.5%, which is the same level as previous years, has been incorporated into the budget to provide for vacant positions during FY10.

(3,813)

#### FY10 Benefits

Employee benefits provided include defined contribution pension, 457, flex plan, Workers' Compensation, Medicare, long-term disability, State Unemployment Insurance and life insurance. These benefits change as employees progress through the pay plan, service providers adjust rates, and any increases/decreases are approved. In FY10, benefits are budgeted at an average agency rate of 34.52%, down from 35.37% in FY09.

406,408

#### **FY10 Salaries and Benefits Budget**

\$20,611,907

## FY10 BUDGET

### San Diego Housing Commission

#### Addendum 7

#### Estimated Continuing Appropriations as of June 30, 2009

| Activity Group / Activity / Project                   | Funding Source                             | Amount       |
|-------------------------------------------------------|--------------------------------------------|--------------|
| 1. Housing Services                                   |                                            |              |
| Rental Assistance                                     |                                            |              |
| Financial Analysis related to MTW                     | Section 8                                  | 45,000       |
| Process Engineering Services related to MTW           | Section 8                                  | 45,000       |
| Mediation Services                                    | Section 8                                  | 15,000       |
| HQS Inspections                                       | Section 8                                  | 14,557       |
| Background Checks                                     | Section 8                                  | 10,000       |
| Rent Reasonableness & Vacancy Referral Service        | Section 8                                  | 5,325        |
| <i>Total Rental Assistance</i>                        |                                            | \$134,882    |
| Property Management                                   |                                            |              |
| Capital Improvements - Maya Linda                     | Maya                                       | 83,362       |
| <i>Total Property Management</i>                      |                                            | \$83,362     |
| Workforce & Economic Development                      |                                            |              |
| Matching Bank Deposits - Aspire Program               | SDHC Local                                 | 45,000       |
| <i>Total Workforce &amp; Economic Development</i>     |                                            | \$45,000     |
| 2. Housing Development & Finance                      |                                            |              |
| Rental Housing Development                            |                                            |              |
| Acquisition - Chollas Creek                           | SDHC Local, University Canyon, Local Funds | 8,600,000    |
| Predevelopment Consultant Services                    | SDHC Local, Local Funds                    | 125,622      |
| <i>Total Rental Housing Development</i>               |                                            | \$8,725,622  |
| Rental Housing Finance                                |                                            |              |
| Acquisition & Rehab - Villa Nueva                     | HOME                                       | 10,000       |
| Acquisition & Rehab - Alabama Manor                   | HOME                                       | 10,000       |
| Acquisition & Rehab - HDP                             | HTF Linkage                                | 157,142      |
| Acquisition & Rehab - 34th Street / Townspeople       | HOME, HTF Linkage                          | 2,040,000    |
| Acquisition & Rehab - University Ave / Pathfinders SD | HOME                                       | 1,400,000    |
| Development - Pacific Hwy / Veteran's Village         | HOME, HTF Linkage                          | 301,000      |
| Development - HDP / Dawson Seniors                    | HOME, Inclusionary                         | 3,500,000    |
| Development - City Heights CDC                        | CDBG                                       | 17,145       |
| Development - Commercial & 22nd Street                | Inclusionary, HTF Linkage                  | 4,200,000    |
| Predevelopment Loan - 34th Street / Townspeople       | HOME                                       | 11,591       |
| Legal and Programmatic Services                       | Inclusionary, Local Funds                  | 57,500       |
| <i>Total Rental Housing Finance</i>                   |                                            | \$11,704,378 |

## FY10 BUDGET

### San Diego Housing Commission

#### Addendum 7

#### Estimated Continuing Appropriations as of June 30, 2009

| Activity Group / Activity / Project                                                                        | Funding Source                           | Amount      |
|------------------------------------------------------------------------------------------------------------|------------------------------------------|-------------|
| Homeownership                                                                                              |                                          |             |
| CA. Debt Allocation Committee Bond Deposit                                                                 | Local Funds                              | 100,000     |
| Down Payment/Closing Costs Assistance                                                                      | HOME, HTF Linkage, Inclusionary          | 198,269     |
| First-Time Homebuyer Assistance                                                                            | HOME, HTF Linkage, Inclusionary, CCDC    |             |
|                                                                                                            | Homeownership                            | 1,361,252   |
| Shared Equity Loan Program                                                                                 | Shea Homes                               | 353,000     |
| Housing Counselor - Community Housing Works                                                                | CDBG                                     | 9,734       |
| <i>Total Homeownership</i>                                                                                 |                                          | \$2,022,255 |
| Rehabilitation                                                                                             |                                          |             |
| Owner Occupied                                                                                             |                                          |             |
| Homeworks Program                                                                                          | HOME                                     | 100,000     |
| 0% or 1% Deferred Payment Home Loans                                                                       | HOME                                     | 300,000     |
| Weatherization, Energy Efficiency, and Rehabilitation for Senior & Disabled Households - Urban Corps of SD | CDBG                                     | 24,142      |
| <i>Total Rehabilitation Owner Occupied</i>                                                                 |                                          | \$424,142   |
| Special Purpose Housing                                                                                    |                                          |             |
| Acquisition & Rehab - University Ave / Pathfinders                                                         | HTF Linkage                              | 650,000     |
| Shelter Plus Care                                                                                          | Shelter Plus Care                        | 1,680,118   |
| Transitional Housing                                                                                       | HTF Linkage                              | 9,685       |
| <i>Total Special Purpose Housing</i>                                                                       |                                          | \$2,339,803 |
| 3. Operations                                                                                              |                                          |             |
| Support Services                                                                                           |                                          |             |
| Human Resources                                                                                            |                                          |             |
| Classification & Compensation Study                                                                        | Local Funds, HOME, Section 8, SDHC Local | 51,846      |
| <i>Total Human Resources</i>                                                                               |                                          | \$51,846    |
| Information Technology                                                                                     |                                          |             |
| Custom Programming                                                                                         | SDHC Local                               | 7,021       |
| Document Imaging Software                                                                                  | SDHC Local, Section 8                    | 22,839      |
| Housing Program Software                                                                                   | SDHC Local, Local Funds                  | 7,194       |
| IT User Guidelines for Housing Software                                                                    | Section 8                                | 19,785      |
| Technical Implementation                                                                                   | SDHC Local                               | 18,837      |
| <i>Total Information Technology</i>                                                                        |                                          | \$75,676    |
| Financial Services                                                                                         |                                          |             |
| Audit Preparation Services                                                                                 | SDHC Local                               | 29,985      |
| Financial Services Training & Consulting                                                                   | Local Funds                              | 14,602      |
| <i>Total Financial Services</i>                                                                            |                                          | \$44,587    |

## FY10 BUDGET

### San Diego Housing Commission

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Addendum 7

#### Estimated Continuing Appropriations as of June 30, 2009

| Activity Group / Activity / Project           | Funding Source | Amount              |
|-----------------------------------------------|----------------|---------------------|
| Facilities Management                         |                |                     |
| Facility Maintenance Services                 | Local Funds    | 62,809              |
| Facilities Consultants                        | Local Funds    | 18,319              |
| Lease Commissions for Smart Corner            | Local Funds    | 417,208             |
| <i>Total Facilities Management</i>            |                | \$498,336           |
| Board & Executive Functions                   |                |                     |
| 2010-2014 SD Regional Analysis of Impediments | Local Funds    | 56,644              |
| City of SD 5-Year Consolidated Plan           | Local Funds    | 34,945              |
| Affordable Housing Parking Study              | Local Funds    | 40,000              |
| <i>Total Board &amp; Executive Functions</i>  |                | \$131,589           |
| <b>AGENCY TOTAL</b>                           |                | <b>\$26,281,478</b> |

## FY10 BUDGET

### San Diego Housing Commission

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#### Addendum 8

#### Non-Budgeted Restricted Cash

In addition to the amounts of revenue shown in the FY10 Budget document, there are the following restricted cash amounts that are not available for inclusion in the FY10 Budget for the reasons noted. Below is a detailed listing of these cash amounts and an explanation is provided that describes each amount.

|      | <u>PROGRAM</u>                             | <u>AMOUNT</u> | <u>DESCRIPTION</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------|--------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|      | 1. Security Deposits                       | \$ 577,737    | Residents who occupy units owned/managed by the Housing Commission are required to provide security deposits. This deposit is returned to the resident if the resident vacates the unit with no past due rent or excessive wear and tear damage to the unit. The amount shown is the balance at 06/30/08.                                                                                                                                                                                                               |
| 3-78 | 2. Family Self-Sufficiency Escrow Accounts | \$ 729,216    | Residents who participate in the Family Self-Sufficiency Program and experience an increase in earned income would normally pay a higher rent payment. In order to encourage self-sufficiency, part of the increase in the rent payment is set aside in an escrow account for the benefit of the resident. At the end of the five-year program, a successful resident who has achieved self-sufficiency would be able to withdraw the escrow balance that has accumulated. The amount shown is the balance at 06/30/08. |
|      | 3. Rehabilitation Line of Credit Deposit   | \$ 78,736     | The Housing Commission has previously entered into Line of Credit Agreements with Wells Fargo Bank. The Agreements require the deposit of these funds as collateral at Wells Fargo Bank to sustain the leveraging of bank funds. The amount shown is the balance at 06/30/08.                                                                                                                                                                                                                                           |
|      | 4. Bond Program Performance Deposits       | \$ 22,500     | The State of California requires that the Housing Commission collect a performance deposit from each developer who applies for State tax credits. These funds are held by the Housing Commission and returned to the developer upon written authorization from the State of California that the developer has performed satisfactorily. If the developer fails to perform, these funds are remitted to the State of California. The amount shown is the balance at 06/30/08.                                            |

# FY10 BUDGET

## San Diego Housing Commission

### Addendum 9

#### Use of Unrestricted Revenues

The proposed FY10 Budget allocates both restricted and unrestricted funds to support multiple affordable housing activities including: rental assistance, development to increase the supply of affordable rental housing, renovation to extend the life of older housing stock, first-time homebuyer assistance, and transitional and supportive housing. Unrestricted Revenues (\$60.6 million and \$37.3 million in FY09 and FY10 respectively) of the Housing Commission have far fewer restrictions on usage than the Restricted Revenues and may be used for a variety of activities. There are four types of Unrestricted Revenue sources as explained below:

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

In past years, the Housing Commission has supported a multifaceted approach by allocating the Unrestricted Revenue sources among several activities. In the proposed FY10 Budget, the allocation of the Unrestricted and Restricted Revenues is as follows:

| Activity                   | Proposed FY10<br>Unrestricted Revenues |        | Proposed FY10<br>Restricted Revenues |        | Proposed FY10 Total<br>Revenues |        |
|----------------------------|----------------------------------------|--------|--------------------------------------|--------|---------------------------------|--------|
| Reserves                   | 12,156,349                             | 32.5%  | 18,569,633                           | 7.7%   | 30,725,982                      | 11.0%  |
| Rental Housing Finance     | 9,273,351                              | 24.8%  | 1,114,805                            | .5%    | 10,388,156                      | 3.7%   |
| Operations                 | 6,307,636                              | 16.9%  | 8,198,669                            | 3.4%   | 14,506,305                      | 5.2%   |
| Homeownership              | 3,417,232                              | 9.1%   | 3,616,082                            | 1.5%   | 7,033,314                       | 2.5%   |
| Special Purpose Housing    | 2,703,497                              | 7.2%   | 2,071,519                            | .8%    | 4,775,016                       | 1.7%   |
| Portfolio Servicing        | 1,772,365                              | 5.1%   | 1,025,910                            | .4%    | 2,798,275                       | 1.0%   |
| Rehabilitation             | 1,624,262                              | 4.3%   | 11,530,341                           | 4.8%   | 13,154,603                      | 4.7%   |
| Property Management        | 50,727                                 | .1%    | 11,906,102                           | 4.9%   | 11,956,829                      | 4.3%   |
| Rental Housing Development | 0                                      | 0%     | 17,250,691                           | 7.1%   | 17,250,691                      | 6.2%   |
| Rental Assistance          | 0                                      | 0%     | 163,842,551                          | 67.7%  | 163,842,551                     | 58.6%  |
| Workforce & Economic Dev.  | 0                                      | 0%     | 3,007,201                            | 1.2%   | 3,007,201                       | 1.1%   |
| Total Proposed Budget      | 37,305,419                             | 100.0% | 242,133,504                          | 100.0% | 279,438,923                     | 100.0% |

## **FY10 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 9

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

This allocation of Unrestricted Revenues is similar to previous fiscal years. As the chart demonstrates, the majority of the unrestricted funding is included in Reserves. Rental Housing Finance receives the next largest allocation at \$9.3 million, and a combined allocation of \$9.5 million is distributed among Homeownership, Special Purpose Housing, Portfolio Servicing, Rehabilitation, and Property Management. Most reserves are earmarked to provide for the future costs associated with specific programs, litigation, insurance claims and the office facility. In FY10, \$12.5 million, 4.47% of the total budget, is set aside for unanticipated purposes and to provide for future years administration for programs that provide insufficient administrative funding.

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



## **FY10 BUDGET**

### **San Diego Housing Commission**

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#### Addendum 10

#### **Glossary of Budget Terms**

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

# **FY10 BUDGET**

## **San Diego Housing Commission**

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### Addendum 10

### **Glossary of Budget Terms**

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

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

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

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

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

**REINVESTMENT TASK FORCE** - Charged with encouraging private and public financing of affordable housing and economic development in those areas suffering from disinvestments. Jointly funded by the Housing Commission and the County.

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

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

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

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

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

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

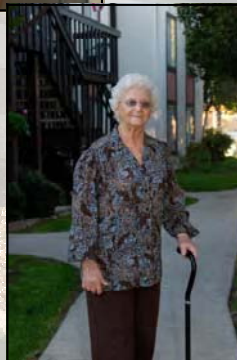
**UNRESTRICTED REVENUE** - Revenues that can be allocated to a variety of housing related purposes by the Board of Commissioners.

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

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# San Diego Housing Commission Business Plan

Fiscal Years 2009 – 2011



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## THE FACES OF AFFORDABLE HOUSING

The San Diego Housing Commission's award-winning housing and economic advancement programs serve a broad range of populations, including low-income families, seniors and persons with disabilities or debilitating illnesses. Here are just a few examples of how SDHC has changed lives:

- 1) SDHC's Aspire Program has put Hing and Fang on the road to "financial fitness." They recently opened their first bank account.
- 2) Ethel and daughter Jessemina were once homeless. Today, they're thriving with support from SDHC's Section 8 Rental Assistance Program. Ethel is also advancing her career with help from the agency's Family Self-Sufficiency Program.
- 3) Michael, a construction worker, his wife Megan and daughter Heidi are able to live affordably in an apartment community created through SDHC funding and inclusionary housing policies.
- 4) Irene would not be able to afford her rent without her Rental Assistance voucher.
- 5) Rafael's career dream came true with help from the agency's Family Self-Sufficiency program.



# Mission & Goals

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## Mission

We are committed to providing affordable housing opportunities to improve the quality of life for those in need.

## Business Plan Goals, FY 2009 – 2011

1. Continue to be the leading provider of affordable housing opportunities for lower income families and individuals in the City of San Diego.
2. Achieve financial independence and economic stability through the application of private sector business practices within the context that the agency's highest priority is to provide homes at below-market rates for those who can least afford it.
3. Become the regional housing leader, expert and authority in initiating and implementing new, progressive solutions to San Diego's affordable housing needs.
4. Provide a positive customer experience through the seamless, efficient and professional delivery of our products, programs and services.
5. Become an employer of choice in San Diego.





## Executive Summary

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The San Diego Housing Commission (SDHC) is a public agency working to expand affordable housing opportunities in the City of San Diego. Each year, the agency helps 80,000 lower income individuals with affordable housing through award-winning programs that benefit the city's economy and revitalize neighborhoods. The agency also finances affordable housing development and advises the San Diego City Council on housing policy matters.

Founded in 1979 with just 50 employees and a budget of about \$15 million, the agency now has an annual budget of \$231.3 million and 245 employees. The agency's primary source of funding is the U.S. Department of Housing and Urban Development (HUD). The agency does not receive any City of San Diego General Funds.

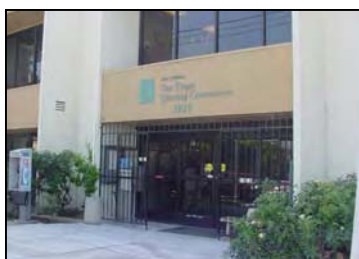
In 2004, the agency's leadership team began utilizing three-year business plans as a strategic management tool to identify priorities, guide agency activities, and align staff and resources behind common goals. This document, which builds upon previous plans, offers a clear roadmap for the next three fiscal years – 2009-2011.

The FY 2009-2011 Business Plan is presented at a pivotal turning point in the agency's history. In FY 2008, SDHC transitioned out of the federal Public Housing Program in favor of a private sector asset management model. This allows

*continued*



**Above:**  
Original offices at  
Spreckels building  
(1979-1984)



**Right:** Offices at  
Newton Avenue  
(1984-2006)



**SDHC's main offices are now located at Smart Corner, a smart growth development in downtown San Diego. The agency's Silver LEED-certified building is environmentally friendly and conveniently located near public transit.**

## Executive Summary

SDHC access to equity and to better utilize revenues generated by more than 1,350 apartment units previously under HUD control. As such, SDHC is poised to pursue new strategies and service delivery models to achieve its mission.

The agency's Commissioners, management team and multiple levels of staff provided input into the development of the Business Plan. This effort resulted in five focused goals:

### **Business Plan Goals, FY 2009-2011**

1. Continue to be the leading provider of affordable housing opportunities for lower income families and individuals in the City of San Diego.
2. Achieve financial independence and economic stability through the application of private sector business practices within the context that the agency's highest priority is to provide homes at below-market rates for those who can least afford it.
3. Become the regional housing leader, expert and authority in initiating and implementing new, progressive solutions to San Diego's affordable housing needs.
4. Provide a positive customer experience through the seamless, efficient and professional delivery of our products, programs and services.
5. Become an employer of choice in San Diego.

### **Business Plan Structure**

The Business Plan is modeled after private sector business planning practices:

- The Operations Plan includes 66 strategies in support of the five Business Plan goals;
- The Financial Analysis presents the agency's fiscal position and revenue sources;
- The Agency Analysis reviews the agency's past success indicators and unique qualifications;
- The Market Analysis and Customer Analysis provides context of the agency's current environment and identifies the agency's customers and their needs; and
- The Marketing Plan demonstrates how the strategies will be communicated to the agency's customers and how feedback will be collected in an effort to make continuous improvements.

The agency's Business Plan and financial reporting run on a fiscal year calendar of July 1 through June 30. ■



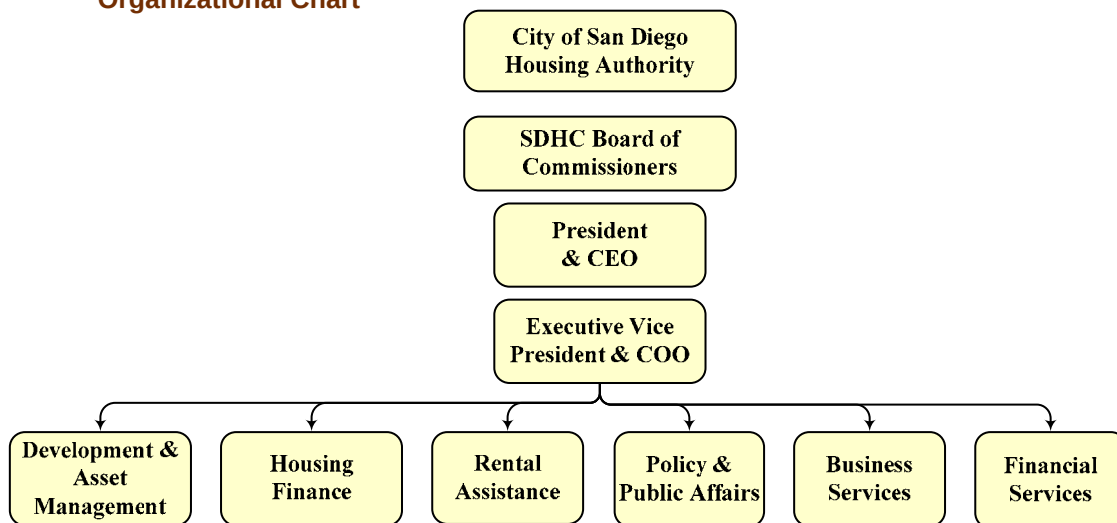
## Operations Plan

The San Diego Housing Commission's organizational structure is composed of a President & Chief Executive Officer, an Executive Vice President & Chief Operating Officer, and six Department Directors, as shown below. The President & CEO is responsible to the Board of Commissioners and to the City of San Diego Housing Authority. The Department Directors are responsible to the Executive Vice President & COO and are charged with developing and operating all programs and activities.

Each year, each Department develops its next fiscal year budget based on the degree to which existing strategies will be continued and new strategies will be added.

In the following Operations Plan, each Department has established ongoing and new strategies, including the action to be implemented, measure of success, date of completion, and approximate cost. Each of the 66 strategies support one or more of the Business Plan's five primary goals. ■

### Organizational Chart





## Operations Plan Development & Asset Management

**D**evelopment & Asset Management is responsible for the agency's real estate assets, comprised of nearly 1,750 apartment units, a main office location and two satellite locations. The Department is comprised of three work units: Asset Services, Property Management, and Workforce & Economic Development. From FY 2009-FY2011, Development & Asset Management will focus on implementation of the Public Housing Disposition Strategy and the transition to a private sector approach in the management of all SDHC-owned property and the services provided to the residents in these properties. ■



**SDHC owns and manages nearly 1,750 award-winning affordable apartments that serve low-income families, seniors and persons with disabilities. The well-maintained sites are designed to blend into and enhance their neighborhoods.**

# Operations Plan

## Development & Asset Management

### Asset Services

| Ongoing Strategies                                     | Action to Implement                                                                                                                                                  | Measurement                                                                       | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| 1. Manage Smart Corner office building.                | Assume in-house management of the office building and participate in lease process for potential tenants on ground and second floors.                                | Achieve full occupancy by leasing remaining ground floor and second floor spaces. | FY2010                       | N/A                   | 2                  |
| 2. Provide technical support services for maintenance. | Assist with development of a redesigned building maintenance operation, including parts distribution, inventory, dispatching and work order system software testing. | New operations implemented; benchmarks to be developed for measurement.           | FY2009<br>–<br>FY2011        | N/A                   | 4                  |
| 3. Update capital improvements.                        | Identify new potential work items given transition to private sector methodology, establish funding source for work items, and contract for work.                    | Complete needs assessment and highest priority work.                              | FY2009<br>–<br>FY2011        | \$1,200,000/year      | 1                  |

| New Strategies                                  | Action to Implement                                                                                                                                  | Measurement                      | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|-------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------|-----------------------|--------------------|
| 4. Develop additional affordable housing units. | Produce and/or acquire additional SDHC-owned rental units to meet commitment of 350 units using the most cost-effective financing methods available. | 210 units built and/or acquired. | FY2009<br>–<br>FY2011        | TBD                   | 1                  |

"N/A" indicates that this action will be accomplished using staff with no additional costs anticipated.

**Operations Plan**  
**Development & Asset Management**  
*Property Management*

| New Strategies                                                | Action to Implement                                                                               | Measurement                                                                                  | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|---------------------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| 5. Transition to private sector model of property management. | Develop and implement techniques for marketing to and retaining private market clients (80% AMI). | Vacancy rate at or below 5%.                                                                 | FY2009                       | N/A                   | 3                  |
|                                                               | Identify key staff and assign to oversee new operations office.                                   | Fully staffed operations office.                                                             | FY2009                       | N/A                   | 3                  |
|                                                               | Install private sector software for property management.                                          | Fully automate administration and record keeping of SDHC-owned and/or managed properties.    | FY2010                       | \$90,000              | 4                  |
|                                                               | Develop new policies and procedures consistent with private sector industry standards.            | Implement new policies and procedures and benchmark costs against private sector management. | FY2011                       | N/A                   | 3                  |

**Operations Plan**  
**Development & Asset Management**  
**Workforce & Economic Development**

| Ongoing Strategies                            | Action to Implement                                                                  | Measurement                                                        | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|-----------------------------------------------|--------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| 6. Promote resident self-sufficiency efforts. | Integrate financial education as core program component and expand partnership base. | 450 families served through Family Self-Sufficiency program (FSS). | FY2009<br>—<br>FY2011        | \$50,000              | 3                  |
|                                               | Assess and centralize service delivery at Learning Opportunity Centers.              | Improved efficiency and utilization of staff and funding.          | FY2009<br>—<br>FY2011        | N/A                   | 3                  |
|                                               | Increase total funding to \$250,000.                                                 | Increased total funding available.                                 | FY2009<br>—<br>FY2011        |                       | 2                  |

| New Strategies                                | Action to Implement                                                                                                                                        | Measurement                                | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|-----------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|------------------------------|-----------------------|--------------------|
| 7. Promote resident self-sufficiency efforts. | Develop and implement a Youth Financial Education and Individual Development Account Program by designing a pilot program at Learning Opportunity Centers. | 75 youth served.                           | FY2009                       | \$20,000              | 3                  |
|                                               | Establish an Economic Development Academy through redesign of program and relocating services to central location(s). Pursue ongoing funding.              | 400 youth and adults served.               | FY2009<br>—<br>FY2011        | \$195,000             | 4                  |
|                                               | Expand current Homeownership Education and resource component. Track and report families moving to homeownership.                                          | Additional funding received (20 families). | FY2010                       | \$20,000              | 2                  |

The Housing Finance Department applies its resources to four areas of work:

**Rental Housing Production:** Through favorable financing and incentives to nonprofit and for-profit developers, SDHC has helped produce more than 12,000 affordable housing units;

**Housing Rehabilitation:** SDHC provides technical and financial assistance to owners of older homes in need of repair;

**Homeownership:** Through closing cost assistance, downpayment grants and “silent second” mortgages, SDHC has helped 4,300 families purchase their first home; and

**Special Purpose Housing:** SDHC provides financial assistance to community service organizations that provide transitional housing and services to San Diego’s most vulnerable populations, including shelters for victims of domestic violence, supportive housing for the homeless, and permanent housing for persons who are elderly, disabled or have debilitating illnesses.

In the next three years, in addition to advancing production and preservation in all four of these areas, Housing Finance will contribute to the agency’s financial stability through revenue enhancement and cost recapture, increase permanent supportive housing opportunities for persons who are elderly and/or disabled, participate in the City’s effort to develop a permanent homeless shelter, and continue to pursue the production of workforce housing. ■



**Operations Plan**  
**Housing Finance**  
*Affordable Rental Housing Production*

| Ongoing Strategies                                                                                                                                                                        | Action to Implement                                                                                                                                                                                                            | Measurement                                                                  | Estimated Date of Completion | Estimated \$ / Source                              | Business Plan Goal |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|------------------------------|----------------------------------------------------|--------------------|
| 8. Continue to provide financing for development of affordable housing units through a variety of activities.                                                                             | Provide NOFA project structuring, underwriting and residual receipts loans to affordable housing developers and operators.                                                                                                     | Annual creation of 400 new affordable housing units restricted for 55 years. | FY2009<br>–<br>FY2011        | HOME, Affordable Housing Fund<br>\$12,000,000/year | 1                  |
|                                                                                                                                                                                           | Implement Multifamily Bond Program by obtaining project financial analysis, underwriting and approvals to issue from both the State and Housing Authority.                                                                     | Production rate of four new bond issuances per year.                         | FY2009<br>–<br>FY2011        | N/A                                                | 1                  |
|                                                                                                                                                                                           | Provide Early Assistance and Capacity-Building Loans by review of project proposals and feasibility to support loan amount requested.                                                                                          | Production rate of four loans per year.                                      | FY2009<br>–<br>FY2011        | HOME, Housing Trust Fund<br>\$50,000/year          | 3                  |
|                                                                                                                                                                                           | Continue project management: monitor construction, review and approve loan payments and any relocation or prevailing wage activities, through construction completion and lease-up; establish date for loan payments to begin. | All loans and units that were funded were completed and occupied.            | FY2009<br>–<br>FY2011        | N/A                                                | 1                  |
| 9. Implement land-use based affordable housing programs for the City such as Inclusionary, NCFUA, Condo Conversion, Coastal Affordable Housing, Density Bonus; collect fees for services. | Operate or develop programs, provide services to other governmental or private development entities, update fee schedule for various programs.                                                                                 | Receipt of fees for services (\$150,000 per year anticipated).               | FY2009                       | N/A                                                | 4                  |

**Operations Plan**  
**Housing Finance**  
*Housing Rehabilitation*

| Ongoing Strategies                                                                             | Action to Implement                                                                                                 | Measurement                                                                 | Estimated Date of Completion | Estimated \$ / Source                        | Business Plan Goal |
|------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------|----------------------------------------------|--------------------|
| <b>10.</b> Continue to offer rehabilitation assistance through several programs.               | Review, obtain approvals and fund rehabilitation loans; provide technical assistance to low-income owner borrowers. | Provide 150 rehabilitation loans per year.                                  | FY2009<br>–<br>FY2011        | HOME, Housing Trust Fund<br>\$2,150,000/year | 1                  |
|                                                                                                | Review, approve and fund grant; provide technical assistance; apply for two new HUD Lead Grants for FY2009-FY2011.  | Lead paint reduction for 150 units per year.                                | FY2009<br>–<br>FY2011        | \$1,400,000 annual award from HUD            | 1                  |
|                                                                                                | Review, approve and fund grant; provide technical assistance.                                                       | Provide 10 accessibility grants per year.                                   | FY2009<br>–<br>FY2011        | Housing Trust Fund<br>\$35,000/year          | 1                  |
| <b>11.</b> Administer Redevelopment Area rehabilitation programs in seven redevelopment areas. | Enter into two new agreements with Redevelopment in FY2009; obtain a fee for services.                              | Add two more redevelopment areas. Provide 75 rehabilitation loans per year. | FY2011                       | Redevelopment<br>\$2,250,000/year            | 1                  |



## Operations Plan

### Housing Finance

### Homeownership

| Ongoing Strategies                                                                                                            | Action to Implement                                                                                                                           | Measurement                                  | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------|-----------------------|--------------------|
| <b>12.</b> Provide first-time home buyer resources and funding tools.                                                         | Underwrite, process and fund all first-time home buyer program loans and grants in accordance with SDHC policies, guidelines and regulations. | Assist 80 homebuyers per year.               | FY2009<br>–<br>FY2011        | \$6,000,000/year      | 1                  |
| <b>13.</b> Maintain relationships with participating lending institutions; outreach to obtain additional participating banks. | Engage in marketing activities to individual banks to solicit participation.                                                                  | Ensure enough banks to maintain the program. | FY2011                       | N/A                   | 3                  |
| <b>14.</b> Market programs; attendance at housing fairs.                                                                      | Utilize staff to attend fairs and answer questions; make marketing materials available.                                                       | Attend two promotional activities per year.  | FY2009<br>–<br>FY2011        | N/A                   | 3                  |



**Operations Plan**  
**Housing Finance**  
*Special Purpose Housing*

| Ongoing Strategies                                                                                            | Action to Implement                                                                                                                                                     | Measurement                                 | Estimated Date of Completion | Estimated \$ / Source                             | Business Plan Goal |
|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|------------------------------|---------------------------------------------------|--------------------|
| 15. Continue commitment to expand housing opportunities for persons with special needs.                       | Provide deferred loans or grants for development of permanent supportive housing and transitional housing for homeless, disabled individuals and their families (beds). | 40 beds per year.                           | FY2009<br>–<br>FY2011        | HOME, Affordable Housing Fund<br>\$2,000,000/year | 1                  |
|                                                                                                               | Provide deferred loans or grants for the operation of transitional housing throughout the City.                                                                         | 400 beds citywide per year.                 | FY2009<br>–<br>FY2011        | Housing Trust Fund<br>\$1,000,000/year            | 1                  |
| 16. Participate in City's Continuum of Care for new and renewal HUD funding for permanent supportive housing. | Provide technical assistance to nonprofits applying for funding.                                                                                                        | Nonprofits receive funding awards from HUD. | FY2009<br>–<br>FY2011        | N/A                                               | 1                  |

## Operations Plan Housing Finance New Strategies

| New Strategies                                                                                                                                                       | Action to Implement                                                                                                                                          | Measurement                                                                                  | Estimated Date of Completion | Estimated \$ / Source                     | Business Plan Goal |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|------------------------------|-------------------------------------------|--------------------|
| <b>17.</b> Homeownership: Increase % AMI on deferred second trust deed loans to 120% to support workforce housing effort and to take advantage of product on market. | Seek program approval at HC and HA.                                                                                                                          | Assist 80 households per year.                                                               | FY2009<br>–<br>FY2011        | Housing Trust Fund, others<br>\$6,000,000 | 1                  |
| <b>18.</b> Homeownership: Achieve approval at the federal level of an increase to HOME program limits to 120% AMI to take advantage of market conditions.            | Provide input to elected officials and their staff.                                                                                                          | Obtain a program change.                                                                     | FY2010                       | HOME,<br>\$3,000,000                      | 3                  |
| <b>19.</b> Address foreclosure situation in City of San Diego.                                                                                                       | Contract with nonprofit credit counseling agency to promote one-time emergency assistance to eligible families at risk of losing their homes to foreclosure. | Ten households per year assisted to prevent loss of their homes to foreclosure.              | FY2009<br>–<br>FY2010        | \$50,000/year                             | 3                  |
| <b>20.</b> Pursue new affordable housing financing sources and tools to obtain better leverage of loan dollars.                                                      | Encourage use of, and interface existing loan programs with: MHSA, and Prop 1C, TOD and Infrastructure funds.                                                | Combine at least one additional new source in project finance structures.                    | FY2009<br>–<br>FY2011        | N/A                                       | 3                  |
| <b>21.</b> Revise Rental Housing Production NOFA to include new ways to promote green building, energy efficiency and universal design.                              | Consult developers, architects, experts, consultants to develop proper measurement standards or thresholds to be encouraged in the NOFA.                     | Affordable housing projects that include these amenities are given preference for financing. | FY2009                       | N/A                                       | 3                  |

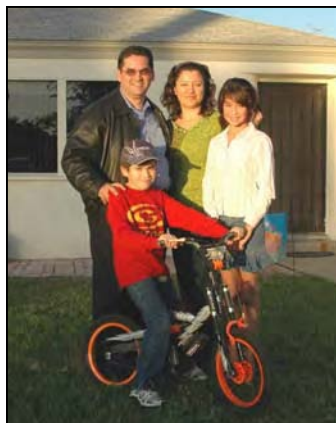
**Operations Plan**  
**Housing Finance**  
*New Strategies (continued)*

| New Strategies                                                                                                                                                                                                                            | Action to Implement                                                                                                                                      | Measurement                                                                                      | Estimated Date of Completion | Estimated \$ / Source                                        | Business Plan Goal |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------------------------------|--------------------|
| <b>22.</b> Support Development & Asset Management via: (1) assistance with site identification, financial plans and solicitation of development partners; and (2) a real estate asset management plan involving disposition, acquisition. | Engage in planning, dialogue.                                                                                                                            | Successful and expeditious production of SDHC-owned units. Complete a 5-year plan.               | FY2009<br>–<br>FY2011        | N/A                                                          | 2                  |
| <b>23.</b> Pursue sources for development financing for Special Purpose housing including Project-Based Section 8.                                                                                                                        | Investigate loan products with banks, other lenders; work with Rental Assistance to earmark vouchers for project-basing.                                 | Identify a loan program that can be used to develop new units utilizing Project-Based Section 8. | FY2009                       | TBD                                                          | 3                  |
| <b>24.</b> Homelessness: Permanent shelter                                                                                                                                                                                                | Assist in City effort to locate site; create financing plan for development and operation of a permanent shelter.                                        | Source for operating expenses is identified.                                                     | FY2011                       | TBD                                                          | 1 & 3              |
| <b>25.</b> Homelessness: Make more transitional housing program beds available to homeless families and adults by providing next level of housing support.                                                                                | Design and fund Tenant-Based Rental Assistance program to enable timely exit from transitional housing and domestic violence programs to stable housing. | 50 families with 2-year vouchers.                                                                | FY2009<br>–<br>FY2011        | HOME<br>\$900,000                                            | 1 & 3              |
| <b>26.</b> Work with County HCD and County Mental Health to provide new housing for persons with mental health disabilities using the MHSA funding.                                                                                       | Provide technical assistance to County Mental Health and to housing developers.                                                                          | Housing is developed with MHSA funds as part of financing.                                       | FY2009                       | Additional leverage to \$100,000 per unit developed w/ MHSA. | 1 & 3              |
| <b>27.</b> Obtain Public Housing Authority Issuer Credit Rating for SDHC from Standard & Poors.                                                                                                                                           | Research criteria and submit application.                                                                                                                | Obtain rating.                                                                                   | FY2011                       | \$40,000/year                                                | 2                  |

## Operations Plan Rental Assistance

Each month, SDHC's Rental Assistance Program helps more than 13,700 low-income families, seniors and persons with disabilities pay rent in private apartments.

Over the next three years, the Rental Assistance Department will focus on maximizing available Housing Assistance Payment funding to serve the highest number of clients possible while remaining in strict compliance with federal, state and local requirements. The Department will also identify innovative methods to move away from the traditional model and toward a Profit Center/Private Sector model. Staff will streamline procedures involved in the processing of client files and adjust the structure of the department to remove redundancies among teams and increase efficiency across the department. In addition, Rental Assistance will explore areas in which the customer experience can be improved (e.g., internet tools). ■



## Operations Plan Rental Assistance

| Ongoing Strategies                                                                                       | Action to Implement                                                                                                                           | Measurement                                           | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|------------------------------|-----------------------|--------------------|
| <b>28.</b> Retain High Performing Agency Rating.                                                         | Ensure that performance in SEMAP measurements result in High Performer rating all three years.                                                | High Performer rating each year.                      | FY2009<br>–<br>FY2011        | N/A                   | 3                  |
| <b>29.</b> Maximize use of available housing assistance by maintaining average lease-up rate of 99-100%. | Manage leasing efforts to ensure that vouchers freed up through attrition or allocated from HUD are promptly issued to those on waiting list. | Monthly leasing rates are maintained between 98-101%. | FY2009<br>–<br>FY2011        | N/A                   | 1                  |

| New Strategies                                                                                            | Action to Implement                                                                                                                                                                                                         | Measurement                                                                                                                                                | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|-----------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| <b>30.</b> Increase owner outreach.                                                                       | Annually survey owners to determine areas where adjustments would increase customer satisfaction.<br><br>Work with Communications to create innovative ways to attract new owners to program.                               | 20% improvement in customer satisfaction from FY 2009 to FY 2011. Year Three survey will determine objectives achieved and identify areas for improvement. | FY2009<br>–<br>FY2011        | \$15,000              | 4                  |
| <b>31.</b> Develop strong alliance with Apartment Association, owners, HUD, and area Housing Authorities. | Regular attendance at Apartment Association meetings and maintain active membership. Maintain active memberships in conferences including NAHRO, HAASC, PSWRC, SCNAHRO, etc.                                                | Recognized for active role in collaborative meetings and conferences with local, state and national partners involving broad range of RAP staff.           | FY2009<br>–<br>FY2011        | N/A                   | 3                  |
| <b>32.</b> Expand web-based services.                                                                     | Provide online services for clients including user-friendly vacancy listing, and information about unit inspections, rent portion and assigned worker. Explore available technology for managing large groups of customers. | Four new online tools added for Section 8 clients and owners.                                                                                              | FY2009<br>–<br>FY2010        | \$110,000             | 4                  |

## Operations Plan Policy & Public Affairs

The Policy & Public Affairs Department is comprised of two work units: Policy and Communications. Policy is responsible for forming and revising local housing policy, acting as the policy advisor to the City Council, and for managing all government relations activities on the local, state and federal levels. Communications is responsible for all external and internal communications, public relations and community outreach activities, with the goal of increasing awareness of and support for the agency's programs and services among all audiences.

Over the next three years, Policy will focus on local regulatory issues and will maintain existing relationships and housing policy committee memberships. Staff will also seek to establish and strengthen both state and federal connections to better serve low-income families in San Diego and raise the agency's profile by bringing attention to SDHC's legislative priorities.

Communications will create new ways to communicate with stakeholders, customers and the general public through a redesigned, user-friendly website, educational newsletters, brochures, and improved processes. ■



**Operations Plan**  
**Policy & Public Affairs**  
*Policy*

| Ongoing Strategies                                                              | Action to Implement                                                                                                           | Measurement                                                                 | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| <b>33.</b> Provide policy guidance to City on existing policies and ordinances. | Recommend elimination of the Inclusionary In-Lieu Fee or raise the fee to the full 100% of the need.                          | Implementation of full fee.                                                 | FY2009                       | N/A                   | 3                  |
|                                                                                 | Revise SRO Ordinance through meetings with City/CCDC Staff; convene SRO Working Group; write report; schedule for hearing(s). | Implementation of new ordinance or require developers to provide the units. | FY2009                       | N/A                   | 3                  |
| <b>34.</b> Be seated on Community Land Trust Initiative Board (CLT).            | Get seated on CLT Board; assist in steering the direction and purpose of the CLT.                                             | Continual participation; positive positioning for SDHC.                     | FY2009<br>–<br>FY2011        | N/A                   | 3                  |
| <b>35.</b> Prepare City's Consolidated Plan for 2010-2014.                      | Continue with contracted consultant to gather requisite data from SDHC, City and County; submit to Council.                   | Adoption of Plan by Council and HUD.                                        | FY2010                       | \$50,000              | 3                  |



**Operations Plan**  
**Policy & Public Affairs**  
*Policy (continued)*

| New Strategies                                                                            | Action to Implement                                                                                                                                                                                    | Measurement                                                                                  | Estimated Date of Completion              | Estimated \$ / Source | Business Plan Goal |
|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|-------------------------------------------|-----------------------|--------------------|
| 36. Expand role and participation of SDHC in all aspects of affordable housing promotion. | Create active and dynamic federal and state bill tracking system.                                                                                                                                      | Creation of list and capacity to maintain it.                                                | FY2010                                    | \$1,000 - \$2,000     | 3                  |
|                                                                                           | Strengthen relationships in elected officials' offices, Mayor's office, and increase involvement in state/federal housing associations and related organizations.                                      | Inclusion in all local, statewide and national meetings and discussions relating to housing. | FY2009 – FY2011                           | N/A                   | 3                  |
|                                                                                           | Approach Council campaigns to schedule meeting times to introduce SDHC.                                                                                                                                | Well- informed elected candidates who understand SDHC and housing issues.                    | FY2009 and each successive election cycle | N/A                   | 3                  |
| 37. Create a low-income development parking reduction ordinance.                          | Convene working group to implement consultant's recommendations.                                                                                                                                       | Passage of reduced parking ratios for affordable housing developments.                       | FY2010                                    | \$40,000              | 3                  |
| 38. Create a tenant relocation ordinance.                                                 | Write report; brief Council; schedule for hearing(s).                                                                                                                                                  | Completion of ordinance.                                                                     | FY2011                                    | N/A                   | 3                  |
| 39. Create annual legislative priority list.                                              | Convene bi-yearly meetings of Housing Finance, Policy and Section 8 management to discuss upcoming legislation; rank legislative priorities and effectuate appropriate legislation per priority list.. | Passage of important legislation that benefits SDHC mission.                                 | FY2009 – FY2011                           | N/A                   | 3                  |
| 40. Create dedicated funding source for affordable housing infrastructure costs.          | Convene stakeholder group; identify the source of funding; begin seeking support; write report(s); schedule for hearings.                                                                              | Local bond passed by voters.                                                                 | FY2011                                    | N/A                   | 1                  |



**Operations Plan**  
**Policy & Public Affairs**  
**Communications**

| Ongoing Strategies                                                                                                                             | Action to Implement                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Measurement                                                                                                                                                                                                                                                                                                    | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| 41. Increase awareness and build support among all audiences for and about the agency's accomplishments, programs, offerings, and initiatives. | <ul style="list-style-type: none"> <li>External newsletters targeted to specific audiences (<i>Housing Matters, Good Neighbors, Voucher Advantage</i>)</li> <li>Collateral materials (fact sheets, brochures, letters)</li> <li>Media relations</li> <li>Website management</li> <li>Special events</li> <li>Speaker's bureau</li> <li>Issues management</li> <li>Award applications</li> <li>Affordable Housing Guide</li> <li>Public Information Requests</li> </ul> | <ul style="list-style-type: none"> <li>Readership surveys will measure how to improve content, delivery.</li> <li>Opinion leader survey will measure how to improve content, delivery.</li> <li>50 positive media stories/year.</li> <li>5 speaking engagements/year.</li> <li>3 award "wins"/year.</li> </ul> | FY2009<br>–<br>FY2011        | N/A                   | 3                  |
| 42. Improve flow of information within the agency between management and staff and among departments.                                          | <ul style="list-style-type: none"> <li>Employee Newsletters (<i>Around the Corner, Operations Update</i>)</li> <li>Intranet Management</li> <li>All-Staff Meetings (<i>Anything Goes, Annual Meeting</i>)</li> </ul>                                                                                                                                                                                                                                                   | Readership/employee surveys will measure how to improve content, delivery.                                                                                                                                                                                                                                     | FY2009<br>–<br>FY2011        | N/A                   | 4                  |
| 43. Obtain community and client feedback about the agency's performance.                                                                       | Develop survey/feedback tool for use by Ombudsman.                                                                                                                                                                                                                                                                                                                                                                                                                     | 10% reduction in number of calls and complaints.                                                                                                                                                                                                                                                               | FY2009<br>–<br>FY2011        | \$10,000              | 4                  |

**Operations Plan**  
**Policy & Public Affairs**  
*Communications (continued)*

| New Strategies                                                                                                                                 | Action to Implement                                                                                       | Measurement                                                                                                                                                                                                                               | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| 44. Create easier, user-friendly methods for current and potential customers to access information about agency's affordable housing services. | Redesign external website.                                                                                | Integrate analytical web tools to measure page visits, unique visitors, etc., and incorporate online feedback/survey forms to gather input on useability.                                                                                 | FY2009                       | \$50,000              | 4                  |
|                                                                                                                                                | Develop searchable affordable housing database for customers to research available housing opportunities. | Incorporate online feedback/survey forms to gather input on useability.                                                                                                                                                                   | FY2010                       | \$1,000 - \$2,000     |                    |
|                                                                                                                                                | Re-write and simplify agency's voicemail information scripts.                                             | 25% reduction in customer complaints.                                                                                                                                                                                                     | FY2009                       | N/A                   |                    |
| 45. Measure community's perception of agency and of affordable housing issues.                                                                 | Conduct opinion leader survey.                                                                            | Survey will establish current public perception baseline. Results will be used to prioritize communications programming, tactics and messages. Future survey(s) will measure public perception shift based on communications programming. | FY2010                       | \$10,000              | 3                  |
| 46. Present an agency image that reflects private sector professionalism and business-like practices.                                          | Rebrand all agency communications materials.                                                              | Completion of all agency materials and assets.                                                                                                                                                                                            | FY2009                       | N/A                   | 4                  |

## Operations Plan Business Services

During the next three years, Business Services will continue to improve the customer experience and provide excellent service delivery in support of the agency's departments through Information Technology, Human Resources, Purchasing & Procurement, and Organizational Development & Training. The Business Plan goals will be accomplished through broad collaboration, recruiting and developing appropriate staff, providing the right goods and services and delivering the best current technology. ■



**Operations Plan**  
**Business Services**  
*Information Technology*

| Ongoing Strategies                                                                           | Action to Implement                                                                                                                                                                                                                                                                                                                                                                            | Measurement | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|----------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------------------|-----------------------|--------------------|
| 47. Continue to provide information technology and telecommunication services to the agency. | <ul style="list-style-type: none"> <li>Acquisition, project management and implementation of commercial off-the-shelf technology</li> <li>Software application maintenance</li> <li>Developing and maintaining systems and security policies</li> <li>Database management</li> <li>Custom report development</li> <li>Network and user support</li> <li>Computer training for users</li> </ul> |             | FY2009<br>–<br>FY2011        | N/A                   | 4                  |

**Operations Plan**  
**Business Services**  
*Information Technology (continued)*

| New Strategies                                                                                                       | Action to Implement                                                                                                                                                                                             | Measurement                                                                                         | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| <b>48.</b> Implementation of document imaging throughout agency.                                                     | Implement document imaging technology to replace standard Section 8 files and most other critical hard copy documents.                                                                                          | Departments completed including RAP case files.                                                     | FY2009                       | \$100,000             | 4                  |
|                                                                                                                      |                                                                                                                                                                                                                 | Development & Asset Mgt.                                                                            | FY2010                       | \$20,000              |                    |
|                                                                                                                      |                                                                                                                                                                                                                 | Human Resources                                                                                     | FY2010                       | \$5,000               |                    |
|                                                                                                                      |                                                                                                                                                                                                                 | Housing Finance (Loan Management)                                                                   | FY2011                       | \$50,000              |                    |
| <b>49.</b> Improve IT response to departments based on needs assessment.                                             | Add two Business Analyst positions to support major departments. The Business Analysts will be primarily dedicated to high demand operating departments (Rental Assistance and Development & Asset Management). | 25% decrease in response time between needs identification by department and completion of project. | FY2010                       | \$85,000              | 4                  |
|                                                                                                                      |                                                                                                                                                                                                                 | Increased quality of technical expertise and customer service delivery.                             | FY2011                       | \$90,000              |                    |
| <b>50.</b> Develop agency business continuity and disaster recovery plan in conjunction with agency management team. | Develop and complete project scope with management approval.                                                                                                                                                    | Documented plan approved by Housing Commission.                                                     |                              |                       | 2                  |
|                                                                                                                      |                                                                                                                                                                                                                 | Plan completed and disseminated.                                                                    | FY2009                       | \$25,000              |                    |
|                                                                                                                      |                                                                                                                                                                                                                 |                                                                                                     | FY2010                       |                       |                    |
| <b>51.</b> Virtualize agency server environment to facilitate management, business continuity and disaster recovery. | Develop technical project scope. Acquire and implement solution.                                                                                                                                                | Improved operational flexibility. Improved business continuity. Consolidation of infrastructure.    | FY2009                       | \$100,000             | 2                  |

**Operations Plan**  
**Business Services**  
*Human Resources*

| New Strategies                                      | Action to Implement                                                                      | Measurement                                                                  | Estimated Date of Completion                                | Estimated \$ / Source | Business Plan Goal |
|-----------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-------------------------------------------------------------|-----------------------|--------------------|
| 52. Provide new performance evaluation tool.        | Review and research evaluation tools.                                                    | Standardized performance measurements completed with 85% of all evaluations. | FY2010                                                      | \$25,000              | 4                  |
|                                                     | Identify and implement performance tools.                                                |                                                                              | –<br>FY2011                                                 |                       |                    |
| 53. Expand online benefits enrollment.              | Provide access for employees to make benefit changes online.                             | 95% online participation.                                                    | FY2010                                                      | \$10,000              | 4                  |
| 54. Complete classification and compensation study. | Finalize RFP process.                                                                    | Implementation of revised job specifications and compensation system.        | FY2009                                                      | \$100,000             | 5                  |
|                                                     | Obtain firm to initiate/ conclude study; and provide analysis.                           |                                                                              | Implement compensation recommendations beginning in FY2010. | TBD                   |                    |
|                                                     | Identify market salary lead/ lag benchmarks; utilize in recruitment/retention processes. |                                                                              |                                                             |                       |                    |

**Operations Plan**  
**Business Services**  
*Organizational Development & Training*

| New Strategies                                                                                                                                    | Action to Implement                                                                                                                                                                                                                                                                                                                                             | Measurement                                                                                                                                                                                                                                                                                                                                         | Estimated Date of Completion   | Estimated \$ / Source | Business Plan Goal |
|---------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------|--------------------|
| 55. Develop, implement, and coordinate a yearly training and professional development curriculum based on agency needs.                           | Identify agency training priorities. Conduct one-on-one meetings with Directors/Supervisors to review and assess the existing training system, roadblocks, and recommendations.                                                                                                                                                                                 | Conduct minimum of 9-12 trainings annually. Assess and evaluate trainings and outcomes based on required performance standards.                                                                                                                                                                                                                     | FY2011                         | \$50,000              | 5                  |
| 56. Expand the Succession Planning Program for the agency.                                                                                        | Identify and include other key target and feeder positions. Establish pre- and post-assessment evaluation tools for candidates. Establish tools to evaluate each Project Work Plan.                                                                                                                                                                             | <p>Increase the number of targeted positions by three classifications each fiscal year.</p> <p>Increase the number of participants by 100% each fiscal year.</p> <p>Use the evaluation criteria for each Project Work Plan.</p>                                                                                                                     | <p>FY2009<br/>–<br/>FY2011</p> | \$15,000              | 5                  |
| 57. Establish an internship program to develop and build current candidate pool. Increase interest in affordable housing as a career opportunity. | <p>Identify and recruit current college and university undergraduate and graduate students with an interest in the housing. (One-year internship commitment required.)</p> <p>Establish work-study curriculum based on affordable housing field.</p> <p>Develop benchmark tasks and evaluation criteria for participants to continue in internship program.</p> | <p>Coordinate four affordable housing mini-workshops.</p> <p>Conduct three information and outreach presentations at local colleges and universities, targeting majors/programs such as urban planning, economic development, and public policy.</p> <p>Present the SDHC mission and vision to generate interest in affordable housing careers.</p> | FY2010                         | \$17,000              | 5                  |

**Operations Plan**  
**Business Services**  
*Purchasing & Procurement*

| Ongoing Strategies                                                                                                     | Action to Implement                                                                                                  | Measurement                                                               | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| 58. Provide best quality, best service and best value possible to all SDHC departments in support of agency functions. | Create a streamlined vendor database process to increase supplier access to procurement opportunities (online form). | Improve 90% of accessibility to information on qualified vendors via web. | FY2009<br>–<br>FY2011        | \$10,000              | 4                  |
|                                                                                                                        | Deliver user-friendly and efficient buying methods by implementing online requisition program on SDHC intranet.      | 50% increase in time savings and efficiency for all departments.          |                              |                       |                    |
|                                                                                                                        | Increase the amount of business SDHC does with qualified small, disadvantaged, and women-owned business concerns.    |                                                                           |                              |                       |                    |

| New Strategies                                                                 | Action to Implement                                                                                                         | Measurement                                                                      | Estimated Date of Completion | Estimated \$ / Source | Business Plan Goal |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------|------------------------------|-----------------------|--------------------|
| 59. Create a standardized procurement process in current decentralized system. | Implement Contract Administration guidelines to ensure standardization in the contracting process and effective management. | 100% improvement in procurement practices and compliance with existing policies. | FY2009                       | \$5,000               | 2                  |
| 60. Ensure agency compliance with procurement policy.                          | Review process to monitor cost and compliance.                                                                              | No annual audit findings on procurement process in each fiscal year.             | FY2009<br>–<br>FY2011        | \$10,000              | 2                  |
|                                                                                | Improve accountability in the procurement of goods and services.                                                            |                                                                                  |                              | \$5,000               |                    |



## Operations Plan Financial Services

Over the next three years, Financial Services will focus on improving processes and the product delivered to internal and external customers. The Department will pursue innovative methods to increase customer satisfaction and will become recognized as a model for a dynamic housing agency. ■



## Operations Plan Financial Services

| Ongoing Strategies                                     | Action to Implement                                                                                                                                                                                                   | Measurement                                         | Estimated Date of Completion | Estimated \$ Amount      | Business Plan Goal |
|--------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|------------------------------|--------------------------|--------------------|
| 61. Improve operating effectiveness of the department. | Provide timely response to other departments' inquiries or service requests.                                                                                                                                          | Two-day response time to all departmental requests. | FY2009<br>–<br>FY2011        | N/A                      | 4                  |
|                                                        | Provide monthly, quarterly and annual closing procedures to supervisors to ensure work is reviewed on a continual basis instead of at year-end. Make managers responsible for assigned general ledgers and deadlines. | Written procedures in place and implemented.        | FY2009                       | N/A                      | 2                  |
|                                                        | Strengthen technical skills, knowledge base and leadership skills of Accounting Supervisors through trainings and seminars.                                                                                           | A professional leadership team.                     | FY2009<br>–<br>FY2011        | \$5,000<br>–<br>\$10,000 | 5                  |
|                                                        | Cross-train Accounting Technicians through education on other aspects of Financial Services. Offer job rotation to staff.                                                                                             | Cross-training procedures in place and implemented. | FY2009<br>–<br>FY2011        | N/A                      | 5                  |

## Operations Plan

### Financial Services (continued)

| New Strategies                                                                                                                                           | Action to Implement                                                                                                                                                                                                                                             | Measurement                                                                               | Estimated Date of Completion | Estimated \$ Amount | Business Plan Goal |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|------------------------------|---------------------|--------------------|
| <b>62.</b> Produce a Comprehensive Annual Financial Report that meets the standards for certification by the Government Financial Officer's Association. | Submit Comprehensive Annual Financial Report to Government Financial Officer's Association for certification.                                                                                                                                                   | A GFOA Certification on a Housing Commission CAFR.                                        | FY2009<br>–<br>FY2011        | N/A                 | 3                  |
| <b>63.</b> Provide business analysis services to the agency.                                                                                             | Conduct business analysis functions for financial viability of new business ventures, development of new housing projects, and tenant acquisitions for Smart Corner building.                                                                                   | Analytical review of new projects and business partnerships from a financial perspective. | FY2009<br>–<br>FY2011        | \$100,000           | 2                  |
| <b>64.</b> Maximize financial performance in investment portfolio.                                                                                       | Broaden scope of investment instruments and develop list of agency-approved and certified investment firms.                                                                                                                                                     | Increase income by approximately \$50,000 - \$250,000 annually.                           | FY2011                       | N/A                 | 2                  |
| <b>65.</b> Determine need for new accounting software.                                                                                                   | Research and implement new accounting software that better meets the needs of agency.                                                                                                                                                                           | New software in place and operating.                                                      | FY2011                       | \$500,000           | 3                  |
| <b>66.</b> Increase interaction with City financial leaders.                                                                                             | Work with CEO, COO, and Policy & Public Affairs to identify and develop key relationships with City's Independent Budget Analyst, Chief Financial Officer, City Treasurer, and others. Participate on boards that impact the financial situation of the agency. | Working relationships established with key financial persons in place.                    | FY2010<br>–<br>FY2011        | N/A                 | 3                  |

## Financial Analysis

In the following Financial Analysis, the proforma financial statements will present the forecast of SDHC's financial performance during the FY 2009-2011 Business Plan cycle.

The current audited financial statements were used as a starting point to which forecasts and estimates were made to reflect the financial data projected for the time covered by the proforma.

Proforma statements are generally used in connection with a long-term financial planning process. These proforma financial statements focus on SDHC's financial future, reflecting a dynamic environment in which change is possible and a variety of different alternatives can be forecasted.

The proforma includes the basic historical financial statements which include: **Statement of Net Assets; Statement of Activities & Changes in Net Assets; and Statement of Capital Assets.**

These projections generally include an inflation factor, estimate of continuation of current federal and state grants, and the goals and future activities projected in the Operations Plan.

The financial statements offer short- and long-term financial information about SDHC's activities, using accounting methods similar to those used by private sector companies.

*continued*

### Projected Financial Highlights, FY2009 – FY2011

- SDHC's **Net Assets** will increase 22% to approximately \$361 million over the next four years (includes FY08) due to a \$28 million increase in HOME loans, an increase of \$24 million of investments in Capital Assets, less associated debt, and an increase of \$12 million in unrestricted net assets.
- SDHC's **Unrestricted Net Assets** will increase slightly, 8.7%, to approximately \$154 million, due to use of funds for ongoing programs.
- SDHC's **Capital Assets** will increase by \$85 million from FY2007 due to the acquisition and development of real property.
- **Operating Revenues** will increase by \$2.3 million, from FY2007, due to an increase in dwelling unit rents, Smart Corner lease income and fee revenues.
- **Non-operating Revenues** are projected to increase 16% from FY2007 to \$193 million. The increase is largely attributed to 1.5% annual increases in state and local grant funds received during the next four years (includes FY08) and increases in Housing Choice Voucher revenues, as well as increases in investment income from a diversified investment portfolio.
- **Operating Expense** will increase approximately 5% annually to \$189 million by FY2011. The increase is due principally to new programs initiated by SDHC and increases in grants and programs, administrative, asset management costs, and general expenses through FY2011.
- **Capital Grants** and **Public Housing** funds will diminish significantly after FY2008, as a result of the Public Housing disposition.

## Financial Analysis

### Discussion of Proforma Statements

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The following analysis assesses SDHC's projected net assets (Chart 1, p. 36) and changes in net assets (Chart 2, p. 36) during the FY 2009-2011 Business Plan cycle.

#### **Discussion of Chart 1 :**

##### **Projected Net Assets**

Chart 1 shows that Total Net Assets are projected to increase by \$64 million (22%) to \$361 million by 2011 as a result of operating surpluses. Total Assets are projected to increase by \$127 million and projected Total Liabilities increase by \$63 million.

The financial worksheet (Appendix – Table 1) also indicates that:

- Current assets, other than cash and investments, are projected to increase by \$1.25 million and current liabilities are projected to increase \$1.4 million by 2011.
- Net assets invested in capital assets, net of debt are projected to increase to \$24 million by 2011.
- Unrestricted Net Assets are projected to increase \$12 million by FY2011.
- Unrestricted assets include funds that have been encumbered for future year's contractual obligations, funds that are restricted in their use by funding sources, funds that are invested in notes receivable and unrestricted funds available for operations.
- Restricted Net Assets will increase to \$115 million, a 32 percent increase. Restricted Net Assets include HOME loans and associated accrued interest.

Future years' overall surplus of \$64 million represents small annual increases from the base year. The increases are largely attributed to increases in grants and other income and gains on the portfolio investments. In addition, associated operating expenses will increase from year to year.

#### **Discussion of Chart 2:**

##### **Changes in Net Assets**

Chart 2 indicates that SDHC will continue to rely on non-operating income in the form of grants and subsidies to provide necessary services, and make up the difference between operating costs and operating revenues. The agency currently administers 97 individual grants. By 2011, SDHC will administer 125 individual grants for ongoing programs.

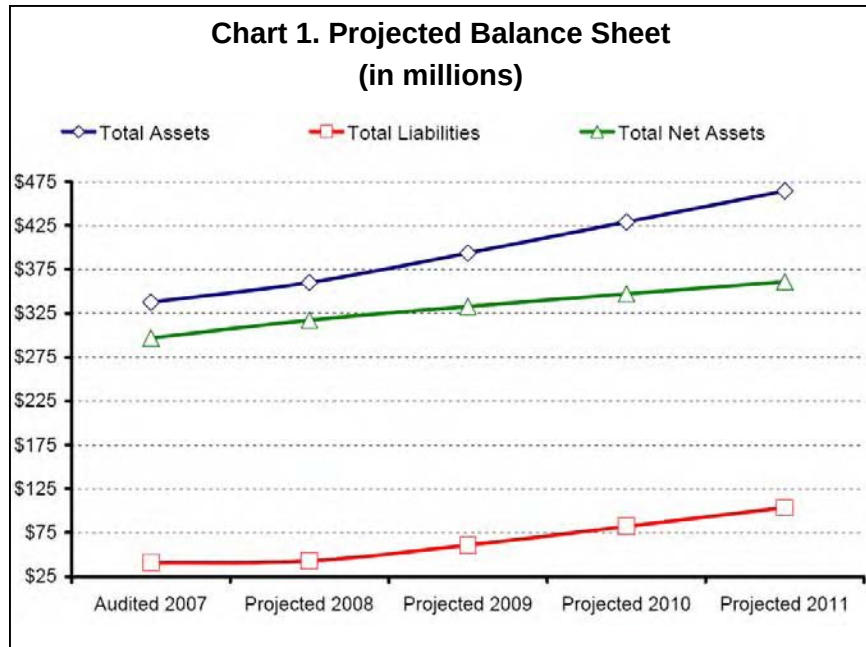
Operating expenses will increase by 5% annually, primarily due to increases in administrative, tenant services, asset management, and grant expenditures.

*continued*

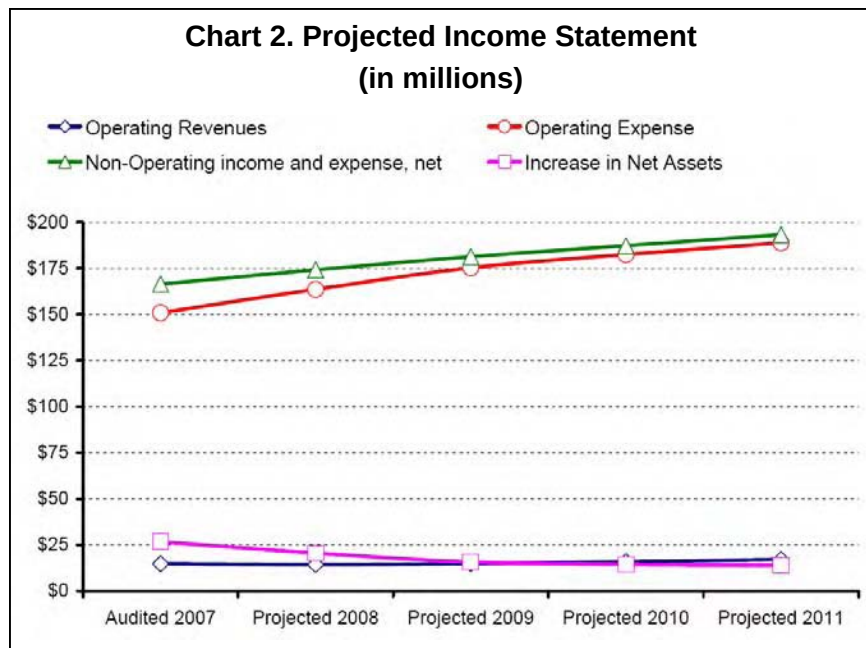
## Financial Analysis

### Balance Sheet & Income Statement

**Balance Sheet (Statement of Net Assets)** includes SDHC's assets and liabilities from FY2007-FY2011, and provides information about the nature and projected amounts of investments in resources (assets) and the obligations to creditors (liabilities). It also provides the basis for computing rates of return, evaluating the agency's capital structure, and assessing the future liquidity and financial flexibility.



**Income Statement (Statement of Activities and Changes in Net Assets)** accounts for all of SDHC's projected revenue and expenses from FY2008-FY2011. The statement reflects the forecasted results of operations over this business plan cycle and can be used to determine projected credit worthiness, and ability to successfully recover all costs through grants, tenant charges and other income.





## Financial Plan

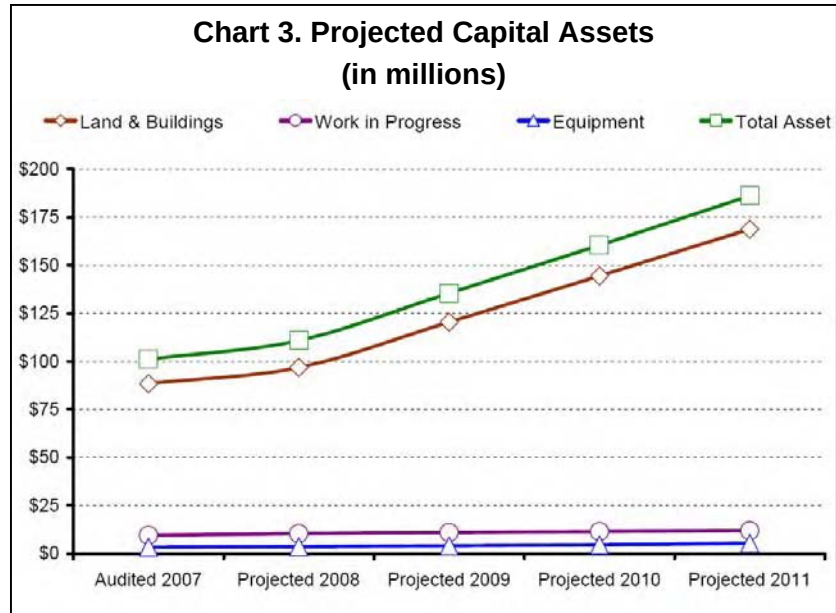
### Discussion of Projected Capital Assets

#### Discussion of Chart 3: Projected Capital Assets

Chart 3 summarizes SDHC's capital assets from FY2008-FY2011. At the end of FY2007, the agency had over \$101.1 million invested in fixed assets, including office furniture, equipment, vehicles, land, building and building improvements.

By the end of FY2011, over \$186 million is projected to be invested in fixed assets, including land, building, building improvements, office furniture, equipment, and vehicles. This is 84% more than the 2007 amount in fixed assets. This increase is mainly due to the planned acquisition/construction of 210 additional units of affordable housing by the end of FY2011.

*continued*



#### Proforma Financial Statements: Assumptions Made

- General operating expenses will increase by 5% annually.
- Administrative expenses will increase by 2.5% annually.
- Grant revenues will grow by approximately 1.5% annually.
- All goal strategies/activities identified in the Business Plan will occur as projected.
- Investment income will increase from a diversified portfolio.
- Dwelling rental income will increase by 5% annually due to acquisition of additional units.
- Current liabilities will grow annually by 5% through 2011.
- Current assets, other than cash and investments, will increase by 3% annually through 2011.
- The US Bank note due in full in 2011 will be refinanced and not paid off.
- SDHC will continue to expand and manage housing units.

*The financial data expressed on Charts 1- 3 are taken from financial worksheets in the Appendix.*

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### Political, Business and Economic Factors Affecting the Projections

In comparison to most other major metropolitan centers in the United States, there has historically been a greater need for affordable housing in the San Diego area, with mounting pressure to provide more quality housing at more affordable levels. In addition, questions concerning the number of residents served and the level of services provided will need to be addressed during the FY 2009-2011 Business Plan cycle. At this time, however, SDHC's FY2009 budget is being prepared and funding of \$265 million roughly reflects the resources available to provide the essential services.

One of the main challenges facing SDHC is determining the proper role it should play within the political and business community while at the same time developing a framework to address new issues as they are raised. To that end, SDHC will be improving services and implementing new processes to better provide for its clients, as well as evaluating new programs and grants by applying discerning criteria to ensure that each program is self-supporting and all administrative obligations are met. This ensures that SDHC will continue to be fiscally solvent while still providing new and better services to its clients.

Although many funding challenges have yet to be fully resolved, it is anticipated that most of SDHC's programs will continue to receive full

funding. The Section 8 program is projected to grow significantly due to the transition of public housing units to Section 8 vouchers, and SDHC is committed to building additional housing units. Occupancy rates for SDHC-owned property should also continue at full utilization, and Section 8 will continue to be at or near 100% of leasing capacity.

In conclusion, while it seems true that housing growth in the near future will be sluggish at best for the San Diego area, the overall financial outlook for SDHC appears to be outstanding. As always, SDHC continues to strive to provide the highest quality services to both its clients and to the community at large, delivered in an efficient and fiscally prudent manner. ■

### Contacting SDHC's Financial Management

Questions concerning any of the information provided in this report or requests for additional information should be addressed to:

Chief Financial Officer  
San Diego Housing Commission  
1122 Broadway, Suite 300  
San Diego, California 92101



**F**ounded in 1979, the San Diego Housing Commission is a public agency working to expand affordable housing opportunities in the City of San Diego. Each year, the agency helps more than 80,000 lower income individuals with affordable housing through award-winning programs that benefit the city's economy and revitalize neighborhoods. With an annual budget of \$231.3 million, the agency has expanded its role and mission beyond that of a typical public housing agency. SDHC applies its resources to three areas of work:

**1) Housing Assistance** – The agency helps more than 13,700 families pay rent in private housing each month. SDHC also owns and manages nearly 1,750 apartments and provides residents with academic support and career development tools.

**2) Housing Finance Partner** – Through favorable financing and incentives, SDHC has helped nonprofit and for-profit developers create nearly 25,000 homes, of which 12,000 units are currently affordable. Agency programs have enabled 4,300 families to buy their first homes and 10,000 to repair older homes. SDHC also assists in the development of supportive housing for vulnerable populations. The agency manages a \$213 million loan portfolio and has issued nearly \$1 billion in tax-exempt bonds.

**3) Housing Policy Advisor** – The agency helps shape the city's affordable housing programs by providing policy advice to the San Diego City Council, as well as initiating, monitoring or

implementing municipal ordinances that advance affordable housing production and protect existing stock (inclusionary zoning, density bonus, single room occupancy preservation, and condo conversion protections).

### Unique Qualifications

Nationally, SDHC is recognized as one of the most innovative and well-managed housing agencies in the nation. In a special and rare commendation, the U.S. Department of Housing & Urban Development in 1994 stated, "This public housing agency is one of the best in the United States."

The agency's success is largely due to applying private-sector management principles to ensure streamlined operations and fiscal accountability, as evidenced by low overhead of seven percent.

In addition, the agency's leaders have proactively

*continued*

### Awards & Recognition

SDHC has received more than 100 national and local awards in for business-like practices, sophisticated programs and affordable housing developments from a variety of organizations, including:

- The National Association of Housing Redevelopment Officials (NAHRO)
- The National Association of Local Housing Finance Agencies (NAHLFA)
- San Diego Housing Federation
- San Diego County Apartment Association
- Chicano Federation of San Diego County
- San Diego Association of Governments
- Urban Land Institute San Diego/Tijuana

educated the community, policymakers and stakeholders about the need for affordable housing and its positive economic impact on the region. This has been accomplished by forging partnerships with groups and individuals not previously involved in affordable housing, such as chambers of commerce, builders, civic leaders, universities, and employers. As a result, SDHC has garnered widespread support for progressive initiatives, such as a local affordable housing trust fund and inclusionary zoning.

The agency's leaders also recently spearheaded the relocation of the agency's headquarters to a new "green" office building at Smart Corner, a mixed-use, transit-oriented development in downtown San Diego. The new building addresses many structural and logistical challenges to providing efficient delivery of services to customers that had been problematic in the former facility.

### **Organizational Structure & Workforce**

The agency's structure consists of a President & Chief Executive Officer, an Executive Vice President & Chief Operating Officer, and six Department Directors (p. 6). The President & CEO is responsible to a Board of Commissioners. Certain financial commitments and housing policy matters must also be approved by the eight members of the City Council, who sit as the San Diego Housing Authority.

### **Employee Recruitment, Development, Retention & Succession Plan**

SDHC is committed to the recruitment, development and retention of highly talented and skilled employees.

The agency recently implemented a Succession Plan Program for leadership development by providing a reservoir of qualified candidates, selected through a competitive process, who will be prepared to assume the duties and responsibilities of higher level positions with minimal operational disruption.

SDHC is also integrating career development into the annual evaluation process to support staff who may not be members of the formal Succession Planning Program. All appropriate staff will be encouraged to discuss their career aspirations with their supervisor, and to take advantage of agency sponsored seminars, special assignments, tuition reimbursement program, and professional development programs. ■



The activities of SDHC are affected by several external markets: first-time home buyers, housing development and rental housing. This Market Analysis focuses on the affordable rental housing market, as the agency's activities target renters and the availability and use of affordable rental housing.

## Availability of Affordable Housing

Historically, the City of San Diego has had a severe deficiency of available affordable housing. As a response, in August 2002, the Mayor and City Council took

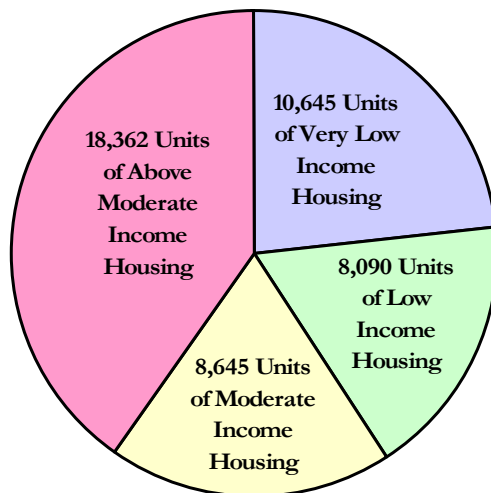
two significant steps: 1) adopted a resolution declaring a state of emergency in San Diego due to the severe shortage of affordable housing in the City, and 2) created an Affordable Housing Task Force to develop solutions to the problems identified in the resolution, which included the inability of many San Diegans to afford housing in the City.

In the past, the lack of affordable housing was primarily an issue for low- and very low-income residents and for persons with special needs.

Today, the majority of San Diegans cannot afford to

*continued*

**Chart 4. 2003-2010 City of San Diego Regional Housing Share Goal (45,742 Units)**



## Market Analysis Summary

- The City of San Diego has and will continue to have a pressing need for affordable housing for low-income renters;
- In 2000, over 85,000 low-income households paid more than 30 percent of their income toward housing costs and nearly 56,000 of those households spent more than 50 percent towards housing costs.
- The vacancy rate of available rental housing has averaged 3.2% in the past 11 years, and 3.3% in the past six years.
- The annual rent increase in the County of San Diego has averaged 4.8% over the past eight years, and 3.6% over the past five years.
- Between one-, two- and three-bedroom units, the greatest annual rent increase has been in the one- and two-bedroom units, because of the greater demand for those units.

purchase the median price home in the City and must rely on rental housing.<sup>1</sup>

### Affordable Housing Need

**Chart 4** indicates the number of housing units, in four income categories, allocated to the City of San Diego, as the City's share of the San Diego Association of Governments' Regional Housing Needs Assessment for the 2005-2010 Housing Element Cycle. Each jurisdiction's housing goals, as required by state law, are based on local market demand for housing, employment opportunities, the availability of suitable sites and public facilities, and other variables.<sup>2</sup>

In 2000, the City of San Diego had approximately 181,572 very low- and low-income households (earning 0-80 percent of Area Median Income (AMI)). Approximately 71 percent of these households are renter households and the remainder are homeowner households. The following is a breakdown of the renter households who were overpaying for housing in 2000.<sup>1</sup>

- Of the 81,113 very-low income (0-50 AMI) renter households, 78 percent paid more than 30 percent of their income toward housing costs and 64 percent spent more than 50 percent of their income toward housing costs.
- Of the 47,383 low-income (51-80 AMI) renter households, 46 percent paid more

than 30 percent of their income on housing costs and 8 percent spent more than 50 percent of their income toward housing costs.

### Present Market Conditions

In the fourth quarter of 2007, apartment availability (vacancy rates) trended downward, while rents for available apartments trended upward. In 2008, it is projected that growth within the market may slow due to the recent wildfires which claimed more than 1,100 buildings in San Diego county. History suggests that major natural disasters have a drag on the local economy as people try to recover.

However, as the area starts its recovery process, it is estimated that \$1 billion in insurance claims will be filed due to fire damage. This influx of capital will likely spur growth in the construction sector and have a ripple effect on the rest of the economy. An additional factor during this projected construction upswing is that some will be forced to find temporary housing in the local apartment market.<sup>3</sup>

### City of San Diego Apartment Vacancy Rates

The San Diego County Apartment Association, in its December 2007 Vacancy Rate Survey, reported an overall 3.5 percent vacancy rate of available apartment units in the City of San Diego. This is a decrease from its June 2007 Vacancy Rate Survey which reported an overall 5.4 percent vacancy rate. The June survey

*continued*

attributed the upward spike to hundreds of unsold/unrented condominiums entering the market. The current decline in vacancies can be attributed to the absorption of condominium conversions that returned to the rental market; and foreclosed homeowners returning to the market as renters.

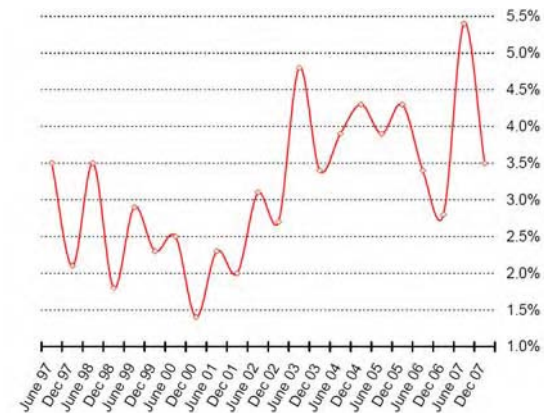
**Chart 5** shows the City of San Diego's vacancy rate from 1997-2007<sup>(4)</sup>. In December 2007, San Diego had a 3.5% vacancy rate, representing 820 vacant available apartment units.

### Average Rent Rates

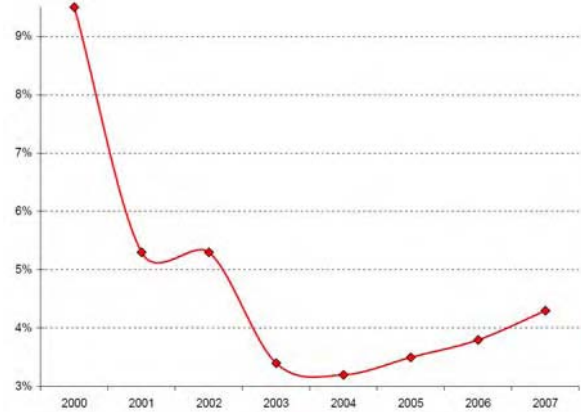
**Chart 6** shows that County of San Diego average rent increases are trending upward from an annual increase of 3.2% in 2004 to an annual increase of 4.3% in 2007.

**Chart 7** indicates that average rent increases have been in the smaller one- and two-bedroom units, from the beginning to the end of 2007. The annual rise in overall rental rates follows the law of supply and demand: as vacancy rates decrease, rental rates increase, although operational costs also have an impact. ■

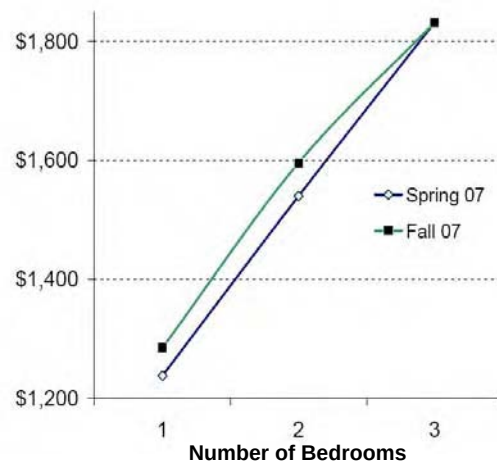
**Chart 5. Vacancy Rate of Available Apartments**



**Chart 6. Historic Average Rent Increases**



**Chart 7. Average Rental Rates**



<sup>1</sup> City of San Diego General Plan, Housing Element, FY2005 – 2010.

<sup>2</sup> San Diego Association of Governments — Regional Housing Needs Assessment — City of San Diego — February 2005.

<sup>3</sup> Apartment Update, 2007, Southern California Region, Third Quarter, Hendricks & Partners.

<sup>4</sup> Fall 2007 Vacancy & Rental Rate Survey, San Diego



## Customer Analysis

The San Diego Housing Commission draws rental assistance customers from its waiting list, which currently numbers over 19,000. Due to lower incomes, these households who currently rent on the open market are paying a disproportionate amount of their income for housing.

The waiting list was recently purged of applicants who no longer qualified for services or who had moved to other jurisdictions. Within SDHC's various programs that draw from this list there are established preferences to serve the populations of elderly, disabled, homeless with disabilities, and families with children.

**Chart 8** shows the income and demographic percentages of rental assistance applicants registered on the waiting list, as well the number of bedrooms in the preferred housing unit based on the size of their family.

**Chart 9** shows the income and demographic percentages of current rental assistance clients, as well the number of bedrooms in the housing unit they occupy.

Families on the SDHC waiting list as well as families who are current Section 8 rental assistance clients are predominantly very-low income.

*continued*

| Chart 8. SDHC Waiting List (19,000) Families |            |
|----------------------------------------------|------------|
| Annual Income                                | Percentage |
| Below \$20,000                               | 79%        |
| Between \$20,000 & \$30,000                  | 15%        |
| Between \$30,000 & \$40,000                  | 5%         |
| Families with Children.                      | 51%        |
| Elderly Families.                            | 11%        |
| Families with Disabilities.                  | 30%        |
| Families needing 1-Bedroom Unit              | 53%        |
| Families needing 2-Bedroom Unit              | 41%        |
| Families needing 3-Bedroom Unit              | 5%         |

| Chart 9. SDHC Section 8 (14,700) Families |            |
|-------------------------------------------|------------|
| Annual Income                             | Percentage |
| Below \$20,000                            | 70%        |
| Between \$20,000 & \$30,000               | 19%        |
| Between \$30,000 & \$40,000               | 8%         |
| Families with Children.                   | 56%        |
| Elderly Families.                         | 27%        |
| Families with Disabilities.               | 14%        |
| Families with 1-Bedroom Unit              | 35%        |
| Families with 2-Bedroom Unit              | 21%        |
| Families with 3-Bedroom Unit              | 16%        |

### SDHC-Owned & SDHC-Managed Affordable Housing: Good Tenant/Good Neighbor Policy

SDHC's commitment to maintaining the quality of its housing is demonstrated by its responsibility to the public trust. SDHC's property management program is designed to achieve the following objectives:

- To provide improved living conditions for extremely low, very low, and low-income families while maintaining their rent payments at an affordable level.
- To operate a socially and financially sound public housing agency that provides decent, safe, sanitary and in good repair housing within a drug-free, suitable living environment for residents and their families.
- To avoid concentrations of economically and socially deprived families in any one of SDHC's affordable housing developments.
- To lawfully deny the admission of applicants, or occupancy of residents, whose habits and practices reasonably may be expected to adversely affect the health, safety, comfort or welfare of other residents or the physical environment of the neighborhood, or create a danger to SDHC employees.
- To provide opportunities for upward mobility for families who desire to achieve economic self-sufficiency.

In HUD's latest Public Housing Assessment System ratings, SDHC received a "High

Performer" rating, including a perfect scores in "Security", which included: Screening of Applicants; Lease Enforcement; Drug Prevention and/or Crime Reduction Program Goals; and Tracking and Reporting Crime-Related Problems.

### Tenant Profile

SDHC's managed housing tenants are a stable and reliable customer base. Forty-nine percent of the 1,576 families who live in SDHC-owned properties have lived in their unit five or more years, and over 82% have lived in their unit two or more years. This program serves those who work and/or live in the City of San Diego who are low-income families, persons with disabilities, seniors (62-years or older) or meet criteria for the "San Diego area homeless" category. **Chart 10** shows the maximum eligible total household income limits, as checked through an Income Verification System.

*continued*

**Chart 10. Maximum Annual Income for Rental Assistance & SDHC Owned / Managed Units**

| Household Size | Maximum Income |
|----------------|----------------|
| 1 Person       | \$44,250       |
| 2 Persons      | \$50,550       |
| 3 Persons      | \$56,900       |
| 4 Persons      | \$63,250       |
| 5 Persons      | \$68,250       |
| 6 Persons      | \$73,300       |
| 7 Persons      | \$78,350       |
| 8 Persons      | \$83,400       |

### Family Self-Sufficiency Program

Each year, over 500 rental assistance and managed housing tenants participate in the SDHC's five-year long Family Self-Sufficiency Program. Through strategic partnerships with local businesses and community agencies, SDHC helps participants achieve economic self-sufficiency through **Education Services, Career Planning, Financial Literacy, Asset Building, and Job Training**, all free of charge.

Five years ago Kimberly was unemployed, and as a single parent, struggled to support her family. While participating in FSS, she obtained a temporary job as a phone operator.

Kimberly took advantage of staff development trainings offered by her company and was hired on a permanent basis as a flooring specialist doing quality control. She now conducts orientations for new employees and is working towards becoming a full-time trainer.



**Above: Kimberly aspires to be a full-time trainer.**

Kimberly said: "Sometimes all it takes is one person to believe in you to help you believe in yourself, and that person was my FSS Coordinator."



**Above: Celebrating graduation from the FSS program. From left to right: Rosemary Uribe, FSS coordinator; Luz, FSS graduate; and Nallely Candel, housing assistant.**

When Luz enrolled in the FSS program, she worked as an admissions advisor for an employment company. Her goal was to become an office manager, but she did not know what credentials, experience and education she needed. With the support of her FSS coordinator and employer, she was able to acquire the skills and training she needed to reach her goal.

Luz said: "The FSS program helped me to set goals and gave me direction with my job. I really enjoyed the FSS Weekend Workshops and the supportive staff." ■



As demonstrated throughout the FY2009-2011 Business Plan, SDHC serves a complex range of audiences that require varying levels of information and messages delivered in a targeted manner through distinct channels.

### Audiences

The agency's audiences fall into four primary categories, in no particular order:

1. **Opinion Leaders** (elected officials, Commissioners, City staff, other government agencies, housing advocacy groups, industry groups, community leaders/influencers, community planning groups, business/civic leaders, etc.)
2. **General Public & Media**
3. **Employees** (current and prospective)
4. **Customers & Partners** (current and prospective residents; end-users of agency programs; business partners and vendors)

### Research

A strategic communications plan is currently in place and being implemented by the Policy & Public Affairs Department. With the development of the agency's FY2009-2011 Business Plan as well as the agency's transition to new leadership and private sector business practices, additional research is needed to examine current attitudes and opinions about the agency and affordable housing issues. As such, the agency will conduct a public opinion survey in FY2009 to measure the perception of

the agency and of affordable housing issues among the agency's four primary audiences. The data collected from this survey will be used to refine current communications strategies and to prioritize communications programming, tactics and messages to better serve all audiences. As envisioned, a follow-up survey will be conducted during the Business Plan cycle to assess the shift in public opinion based on communications programming and to make adjustments as needed.

### Strategies

Key strategies are in place to support the marketing and delivery of the agency's services and programs. These include:

- Increase awareness and build support among all audiences for and about the agency's accomplishments, programs, services and offerings;
- Create user-friendly methods for current and potential customers to access information about the agency's affordable housing services;
- Measure the community's perception of the agency and affordable housing issues, as well as obtain community and client feedback about the agency's performance;
- Improve the flow of information within the agency between management and staff and among departments; and

*continued*

- 
- Present an agency image that reflects private sector professionalism and business-like practices.
  - Rebranding initiative with new agency logo to reflect professional image
  - Ombudsman service to respond to customer concerns and issues about the agency's performance

### Existing Activities

SDHC is currently implementing a variety of communications activities in support of these strategies, including but not limited to:

- Newsletters targeted to specific audiences, including *Housing Matters* for opinion leaders; *Good Neighbors* for residents of SDHC-owned properties; *Voucher Advantage* for Section 8 property owners; and *Around the Corner* and *Operations Update* for employees
- Collateral materials and publications for all audiences (fact sheets, brochures, mass mailings to residents, annual report)
- Media relations to reach the general public audience and potential customers (average of 30 positive stories per quarter)
- External and internal website management
- Special events (groundbreaking and dedication ceremonies; housing fairs)
- Awards to recognize agency programs and services
- A comprehensive Affordable Housing Guide for customers seeking housing assistance
- Speaker's bureau and presentations
- Public Information Requests

### New Activities

In FY 2009, the Policy & Public Affairs Department will undertake several major initiatives to improve customer access to information about the agency's services. The agency's website, [www.sdhc.org](http://www.sdhc.org), will be redesigned to provide user-friendly content, improved infrastructure and logical navigation. The website redesign will incorporate several unique tools, including a comprehensive affordable housing database for customers to easily research available housing opportunities. Second, the agency's voicemail recording system will be re-structured and simplified to better serve customers who do not have access to the Internet. It is anticipated that these two initiatives, as well as other activities, will greatly improve the level of service and information the agency is able to provide to its customers. ■

**Table A – Projected Balance Sheet: Net Assets in Thousands of Dollars**

Includes assets and liabilities, from FY2008 – FY2011. Provides information about the nature and projected amounts of investments in resources (assets) and the obligations to creditors (liabilities). Provides the basis for computing rates of return, evaluating the capital structure, and assessing the future liquidity and financial flexibility.

|                                                    | Audited<br>June 30<br>2003 | 2004<br>Growth<br>Rate | Audited<br>June 30<br>2004 | 2005<br>Growth<br>Rate | Audited<br>June 30<br>2005 | 2006<br>Growth<br>Rate | Audited<br>June 30<br>2006 | 2007<br>Growth<br>Rate | Audited<br>June 30<br>2007 | 2008<br>Growth<br>Rate | Projected<br>June 30<br>2008 | 2009<br>Growth<br>Rate | Projected<br>June 30<br>2009 | 2010<br>Growth<br>Rate | Projected<br>June 30<br>2010 | 2011<br>Growth<br>Rate | Projected<br>June 30<br>2011 |
|----------------------------------------------------|----------------------------|------------------------|----------------------------|------------------------|----------------------------|------------------------|----------------------------|------------------------|----------------------------|------------------------|------------------------------|------------------------|------------------------------|------------------------|------------------------------|------------------------|------------------------------|
| <b>Assets:</b>                                     |                            |                        |                            |                        |                            |                        |                            |                        |                            |                        |                              |                        |                              |                        |                              |                        |                              |
| <b>Cash &amp; Investments</b>                      | 45,075                     | -25.85%                | 33,424                     | 59.37%                 | 53,268                     | 18.92%                 | 63,344                     | 20.33%                 | 76,221                     | -13.19%                | 66,165                       | -7.61%                 | 61,127                       | -5.69%                 | 57,646                       | -8.23%                 | 52,902                       |
| <b>Other Current Assets</b>                        |                            |                        | 14,187                     | 35.62%                 | 19,240                     | -45.01%                | 10,580                     | -5.85%                 | 9,961                      | 3%                     | 10,260                       | 3%                     | 10,568                       | 3%                     | 10,885                       | 3%                     | 11,211                       |
| <b>Capital &amp; Non-Current Assets</b>            | 172,108                    | 2.74%                  | 176,824                    | 8.76%                  | 192,319                    | 12.19%                 | 215,756                    | 16.52%                 | 251,408                    | 9.58%                  | 283,639                      | 13.50%                 | 321,936                      | 12.04%                 | 360,705                      | 11.00%                 | 400,371                      |
| <b>Total Assets</b>                                | 217,183                    |                        | 224,435                    |                        | 264,827                    |                        | 289,680                    |                        | 337,590                    |                        | 360,064                      |                        | 393,630                      |                        | 429,236                      |                        | 464,484                      |
| <b>Liabilities:</b>                                |                            |                        |                            |                        |                            |                        |                            |                        |                            |                        |                              |                        |                              |                        |                              |                        |                              |
| <b>Current Liabilities</b>                         | 5,888                      | -9.99%                 | 5,300                      | 14.28%                 | 6,057                      | -11.19%                | 5,379                      | 38.67%                 | 7,459                      | -10.78%                | 6,655                        | 10.00%                 | 7,320                        | 10.00%                 | 8,052                        | 10.00%                 | 8,858                        |
| <b>Notes Payable &amp; Non-Current Liabilities</b> | 9,370                      | 0.81%                  | 9,446                      | 58.49%                 | 14,971                     | -5.78%                 | 14,105                     | 136.34%                | 33,336                     | 8.51%                  | 36,173                       | 47.88%                 | 53,491                       | 38.48%                 | 74,073                       | 27.77%                 | 94,644                       |
| <b>Total Liabilities</b>                           | 15,258                     |                        | 14,746                     |                        | 21,028                     |                        | 19,484                     |                        | 40,795                     |                        | 42,828                       |                        | 60,812                       |                        | 82,125                       |                        | 103,501                      |
| <b>Net Assets:</b>                                 |                            |                        |                            |                        |                            |                        |                            |                        |                            |                        |                              |                        |                              |                        |                              |                        |                              |
| <b>Invested in Capital Assets, Net of Debt</b>     | 76,225                     | -1.82%                 | 74,834                     | -9.11%                 | 68,018                     | -1.07%                 | 67,289                     | 0.90%                  | 67,893                     | 10.17%                 | 74,800                       | 9.84%                  | 82,160                       | 5.37%                  | 86,569                       | 5.93%                  | 91,706                       |
| <b>Restricted Assets</b>                           |                            |                        | 0                          |                        | 72,051                     | 4.09%                  | 74,995                     | 15.93%                 | 86,944                     | 8.05%                  | 93,944                       | 7.45%                  | 100,944                      | 6.93%                  | 107,944                      | 6.48%                  | 114,944                      |
| <b>Unrestricted Assets</b>                         | 125,700                    | 7.28%                  | 134,854                    | -23.08%                | 103,730                    | 23.31%                 | 127,912                    | 10.98%                 | 141,958                    | 10.00%                 | 148,492                      | 0.82%                  | 149,714                      | 1.93%                  | 152,598                      | 1.14%                  | 154,333                      |
| <b>Total net assets</b>                            | 201,925                    |                        | 209,688                    |                        | 243,799                    |                        | 270,196                    |                        | 296,795                    |                        | 317,236                      |                        | 332,818                      |                        | 347,111                      |                        | 360,983                      |
| <b>Total Liabilities &amp; Net Assets</b>          | 217,183                    |                        | 224,434                    |                        | 264,827                    |                        | 289,680                    |                        | 337,590                    |                        | 360,064                      |                        | 393,630                      |                        | 429,236                      |                        | 464,484                      |

**Table B – Projected Income Statement: Changes in Assets in Thousands of Dollars**

Accounts for all projected revenue and expenses, from FY2008 – FY2011. Reflects the forecasted results of operations over the years and can be used to determine projected credit worthiness and ability to successfully recover all its costs through grants, tenant charges and other income.

|                                                                               | Audited<br>June 30<br>2004 | 2005<br>Growth<br>Rate | Audited<br>June 30<br>2005 | 2006<br>Growth<br>Rate | Audited<br>June 30<br>2006 | 2007<br>Growth<br>Rate | Audited<br>June 30<br>2007 | 2008<br>Growth<br>Rate | Projected<br>June 30<br>2008 | 2009<br>Growth<br>Rate | Projected<br>June 30<br>2009 | 2010<br>Growth<br>Rate | Projected<br>June 30<br>2010 | 2010<br>Growth<br>Rate | Projected<br>June 30<br>2011 |
|-------------------------------------------------------------------------------|----------------------------|------------------------|----------------------------|------------------------|----------------------------|------------------------|----------------------------|------------------------|------------------------------|------------------------|------------------------------|------------------------|------------------------------|------------------------|------------------------------|
| <b>Operating<br/>revenues</b>                                                 | 17,334                     | 5.99%                  | 18,372                     | -0.78%                 | 18,229                     | -19.62%                | \$14,653                   | -2.94%                 | \$14,222                     | 3.82%                  | \$14,766                     | 6.80%                  | \$15,770                     | 7.36%                  | \$16,931                     |
| <b>Operating<br/>expenses</b>                                                 | 138,739                    | -0.93%                 | 137,443                    | 6.28%                  | 146,080                    | 3.27%                  | 150,863                    | 8.44%                  | 163,597                      | 7.13%                  | 175,264                      | 4.10%                  | 182,447                      | 3.47%                  | 188,781                      |
| <b>Deficit before<br/>depreciation<br/>&amp; other<br/>expenses</b>           | (121,405)                  | -1.92%                 | (119,071)                  | 7.37%                  | (127,851)                  | 6.54%                  | (\$136,210)                | 9.67%                  | (\$149,375)                  | 7.45%                  | (\$160,498)                  | 3.85%                  | (\$166,677)                  | 3.10%                  | (\$171,850)                  |
| <b>Depreciation</b>                                                           | 3,125                      | 3.04%                  | 3,220                      | -8.23%                 | 2,955                      | 22.81%                 | 3,629                      | 20.00%                 | 4,355                        | 20.00%                 | 5,226                        | 20.00%                 | 6,271                        | 20.00%                 | 7,525                        |
| <b>Deficit before<br/>other non-<br/>operating<br/>income and<br/>expense</b> | (124,530)                  | 1.80%                  | (122,291)                  | 6.96%                  | (130,806)                  | 6.91%                  | (139,839)                  | 9.93%                  | (153,730)                    | 7.80%                  | (165,724)                    | 4.36%                  | (172,948)                    | 3.72%                  | (179,375)                    |
| <b>Non-<br/>operating<br/>income and<br/>expenses, net</b>                    | 132,460                    | 21.5%                  | 160,955                    | -2.33%                 | 157,203                    | 5.87%                  | 166,438                    | 4.65%                  | 174,171                      | 4.10%                  | 181,306                      | 3.27%                  | 187,241                      | 3.21%                  | 193,247                      |
| <b>Increase in<br/>net assets</b>                                             | \$7,930                    | 387.6%                 | \$38,664                   | -31.73%                | \$26,397                   | 0.77%                  | \$26,599                   | -23.15%                | \$20,442                     | -23.77%                | \$15,582                     | -8.27%                 | \$14,293                     | -2.95%                 | \$13,872                     |

**Table C – Projected Capital Assets**  
Summarizes SDHC's capital assets from FY2008 – FY2011.

|                       | Audited<br>June 30<br>2004 | Growth<br>Rate<br>2005 | Audited<br>June 30<br>2005 | Growth<br>Rate<br>2006 | Audited<br>June 30<br>2006 | Growth<br>Rate<br>2007 | Audited<br>June 30<br>2007 | Growth<br>Rate<br>2008 | Projected<br>June 30<br>2008 | Growth<br>Rate<br>2009 |
|-----------------------|----------------------------|------------------------|----------------------------|------------------------|----------------------------|------------------------|----------------------------|------------------------|------------------------------|------------------------|
| Land and<br>buildings | 75,350                     | -1.7%                  | 74,049                     | -5.1%                  | 70,251                     | 25.7%                  | 88,325                     | 9.6%                   | 96,787                       | 1.5%                   |
| Work in<br>progress   | 7,308                      | 18.2%                  | 8,637                      | 15.1%                  | 9,943                      | -4.5%                  | 9,500                      | 9.6%                   | 10,410                       | 1.5%                   |
| Equipment             | 54                         | -1.9%                  | 53                         | 1760.4%                | 986                        | 232.9%                 | 3,282                      | 9.6%                   | 3,596                        | 8.0%                   |
| <b>Total</b>          | <b>82,712</b>              |                        | <b>82,739</b>              |                        | <b>81,180</b>              |                        | <b>101,107</b>             |                        | <b>110,793</b>               |                        |

|        | Projected<br>June 30<br>2009 | Growth<br>Rate<br>2010 | 2010<br>Business<br>Plan | Projected<br>June 30<br>2010 | Growth<br>Rate<br>2011 | 2011<br>Business<br>Plan | Projected<br>June 30<br>2011 |
|--------|------------------------------|------------------------|--------------------------|------------------------------|------------------------|--------------------------|------------------------------|
| 22,200 | 120,438                      | 1.5%                   | 22,200                   | 144,445                      | 1.5%                   | 22,200                   | 168,812                      |
|        | 10,931                       | 1.5%                   |                          | 11,477                       | 1.5%                   |                          | 11,936                       |
| 200    | 4,084                        | 8.0%                   | 90                       | 4,501                        | 8.0%                   | 500                      | 5,361                        |
|        | 135,453                      |                        |                          | 160,423                      |                        |                          | 186,109                      |

## Our Partners

The San Diego Housing Commission partners with hundreds of community organizations, businesses and other entities throughout San Diego and nationwide. This is just a partial list of the agency's many partners, vendors and service providers.

For information on how to do business with SDHC and current contracting opportunities, please visit [www.sdhc.org](http://www.sdhc.org).



|                                             |                                     |
|---------------------------------------------|-------------------------------------|
| Access to Independence                      | General Mortgage Corporation        |
| Cal Pacific Mortgage                        | Aztec Landscaping                   |
| Elder Legal Center of San Diego             | Countrywide Home Loans              |
| ACCION                                      | GMAC Mortgage Corporation           |
| Capital Cleaning, Inc                       | Baja Pacific                        |
| Emerald Mortgage                            | County of San Diego                 |
| Ace Parking                                 | Golden Care Academy                 |
| Capstar Financial Group                     | Bank of America                     |
| Emphasys Computer Solutions, Inc.           | CSSE / Alpha Program                |
| Affinity Financial                          | Green Point Mortgage Funding        |
| Casa Familiar                               | Barrio Station                      |
| Episcopal Community Services                | D.R. Elrod & Associates             |
| Affirmed Housing Group                      | Grondin Construction                |
| Catholic Charities                          | Bayside Community Center            |
| Fair Housing Council of SD                  | Davis Davis Architects, Inc.        |
| African Alliance                            | Guild Mortgage Company              |
| Center for Social Advocacy                  | BHI Mortgage                        |
| Family Health Centers of SD                 | Deaf Community Services of SD       |
| After-School All Stars                      | H&R Block                           |
| Centre City Development Corp.               | Bonded Window Coverings, Inc        |
| Family Resource Centers of SD               | Del Sol Apartments, L.P.            |
| Aging & Independent Services                | Hawkins Delafield & Wood            |
| Chase Home Finance                          | Boys & Girls Clubs of San Dieguito  |
| First American Mortgage                     | Denny & Son                         |
| Allstate Services Environmental             | Hazlo Inc.                          |
| Chelsea Investment Corp.                    | Bradley Security & Detective Agency |
| First Magnus Financial Corp                 | DHI Mortgage Company                |
| Alvarado Design Studio                      | Heads on Fire                       |
| Citibank                                    | Burkett & Wong                      |
| First Mortgage Corporation                  | Dixieline Builders Fund Control     |
| American Mortgage & Credit                  | The Holman Group                    |
| City of San Diego                           | Dress for Success                   |
| Fred Pryor Training                         | Housing Development Partners        |
| Apple One Employment Services               | Cal Home Shared Appreciation        |
| College Opportunity Foundation              | ElderHelp of San Diego              |
| FTHB & American Dream                       | Human Resources Capital             |
| Asher & Company                             | J.P. Witherow Roofing Company       |
| Community HousingWorks                      | National University                 |
| Association for Community Housing Solutions | San Diego Housing Federation        |
| Community Interface Services                | Jacobs Family Foundation            |
| Gamma Builders, Inc.                        | Nationwide Realty Services, Inc.    |
| Automated Data Processing, Inc              | San Diego Interfaith Housing Found. |
| Consumer Credit Counseling                  | JTB Restorations, Inc.              |
|                                             | Neighborhood House Association      |

## Our Partners

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|                                         |                                                          |                                                   |
|-----------------------------------------|----------------------------------------------------------|---------------------------------------------------|
| San Diego National Bank                 | San Diego Youth & Community Services                     | Father Joe's Villages/St. Vincent De Paul         |
| Junior's Concrete                       | Sadi Arbor Crest                                         | Streamline Applications Solutions                 |
| Networking Interpreting Service         | San Diego-Imperial Counties Labor Council                | Starbucks Corporation                             |
| San Diego Padres                        | Mortgage One Lending                                     | Wakeland Housing & Community Development Corp     |
| Kaiser Financial Services               | Salerno / Livingston Architects                          | YMCA of San Diego County                          |
| Ninteman Construction Services          | SCH Consulting Services                                  | Steadfast Villa Nueva                             |
| San Diego Regional Center               | MSC Janitorial Service                                   | Wells Fargo Home Mortgage                         |
| Nonprofit Management Solutions          | Tibbet & Associates                                      | Youth Council of San Diego                        |
| San Diego Reinvestment Task Force       | The Lenders Group                                        | Stepping Stone                                    |
| Latino Builders Industry Assn.          | Salvation Army                                           | West Coast Mortgage                               |
| Novadebt                                | Townspeople                                              | YWCA of San Diego County                          |
| San Diego Foundation                    | Strong Arm Construction                                  | Sterling Companies, Inc.                          |
| Law Offices of Kimbal, Tirey & St. John | SCME Mortgage Bankers                                    | Windsor Capital Mortgage                          |
| Office Depot                            | Unifirst Corporation                                     | San Diego Community College District              |
| San Diego Funding                       | Swift Real Estate Partners                               | Hyland Software, Inc.                             |
| Legal Aide Society                      | Senior Community Centers                                 | Interwest Electric                                |
| Office Max                              | Union Bank of California                                 | San Diego County Apartment Assn.                  |
| Nan McKay & Associates                  | Tayman Industries, Inc.                                  | Intergis                                          |
| Loan Link Financial Services            | Signs & Services Co.                                     | San Diego Home Loan Counseling & Education Center |
| Office Pavilion                         | Union of Pan Asian Communities                           | Environmental Health Coalition                    |
| National Community Renaissance          | TCS Mortgage, Inc.                                       | MAAC Project                                      |
| Local Initiatives Support Corp.         | Skillpath                                                | SDG&E Energy Team                                 |
| Optera                                  | United Way of San Diego                                  | Southeast Economic Dev. Corp.                     |
| National Conflict Resolution Center     | The Association for Community Housing Solutions          | City of SD Redevelopment Agency                   |
| M.W. Steele Group, Inc.                 | Small Business Development & International Trade Center. | Jewish Family Services                            |
| Palm Engineering                        | University of California, San Diego                      | Clancy Contracting Services                       |
| National Credit Reporting (NCR)         | The Center for Social Advocacy                           | Alpha Project                                     |
| McCullough Landscape Architecture       | South Bay Community Services                             | Corporation for Supportive Housing                |
| Pathfinders of San Diego                | University of San Diego                                  | Urban Housing Corporation                         |
| San Diego Bank & Trust                  | The Centre for Organizational Effectiveness              | City Heights CDC                                  |
| MDC Financial Service Group             | South County Career Center                               | Chicano Federation of SD County                   |
| Plaza Home Mortgage, Inc.               | Urban Corps of San Diego                                 | San Diego Youth & Family Services                 |
| San Diego Safe Harbor                   | The Epler Company                                        | Bayview CDC                                       |
| Mental Health Systems                   | South Pacific Financial Corp.                            | HOPE Community Dev. Corp.                         |
| Public Relations Society of America     | US Bank                                                  | Richard Bundy & David Thompson                    |
| San Diego Second Chance                 | Stewart National Mortgage Comp.                          | Ashkins & Associates                              |
| Michael Baker Electric                  | Springboard                                              | Chicago Title Company                             |
| Rebuilding Together San Diego           | Strategic Business Resources                             | San Ysidro Livable Neighborhoods                  |
| San Diego Workforce Partnership         | Villa Financial                                          |                                                   |
| Mission Federal Credit Union            |                                                          |                                                   |
| Rolling Readers                         |                                                          |                                                   |
| Veterans Village of San Diego           |                                                          |                                                   |
| Morgan Home Loan Funding Corp           |                                                          |                                                   |

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