



Good Neighbors

San Diego
Housing Commission

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REPORT

DATE ISSUED: August 30, 2005

ITEM 101

REPORT NO: HCR05-85
For the Agenda of September 16, 2005

SUBJECT: San Diego Housing Commission
FY 2006 - 2008 Business Plan (Citywide)

SUMMARY:

ISSUE: Should the Housing Commission approve the Three-Year Business Plan for FY 2006 – 2008 with the revisions suggested at the August 26th, 2005 Housing Commission meeting workshop?

Recommendation: Housing Commission approval of the Three-Year Business Plan for FY 2006 – 2008 as revised.

Fiscal Impact: There will be no fiscal impact to the Housing Commission with this action.

Equal Opportunity Statement: None

Environmental: This activity is not a project within the meaning of CEQA and is categorically exempted and/or excluded under the provisions of NEPA and these administrative issues were exempted and/or excluded in connection with the actions on the FY 06 budget. The City of San Diego as Responsible Agency has issued the Notice of Exemption under NEPA.

Previous Related Action: This Business Plan was a discussed in a workshop at the Housing Commission meeting on August 26, 2005. A staff presentation was made and comments were solicited from the Commissioners.

Future Related Action: Following Housing Commission approval, the Business Plan will be forwarded to the Housing Authority for review and approval.



BACKGROUND

In December 2002, the Board of Commissioners approved the San Diego Housing Commission's first Business Plan as a step in making the Housing Commission a more effective and business-like organization. The original Business Plan covered three years (FY 2004-2006). Due to significant changes in program regulations, funding structures, and the continuing housing crisis in San Diego, a new three-year Business Plan ("the Plan") has been developed to more aggressively guide the Housing Commission activities.

To develop the strategies and goals, department directors met off-site for two days to discuss options available to increase revenues and develop additional affordable housing. Some strategies included in the original Business Plan, approved by the Housing Commission in December 2002 and the Housing Authority in January 2003, along with innovative approaches suggested by the Board in previous discussions and workshops, have been incorporated into the final document.

DISCUSSION

Business plans are traditionally utilized by for-profit businesses to provide a blueprint for growing the business and to seek additional capital. The Housing Commission has chosen to use this instrument to commit to achieving organizational long-range goals including decreasing the Housing Commission's dependency on Federal subsidy and housing programs through asset development and/or enhancement of alternative financial resources.

The strategies, goals, narratives and financial data are based on the FY06 budget approved by the Board on May 20, 2005. The primary strategies of this plan will provide specific outcomes to be accomplished or begun during Fiscal Years 2006, 2007, 2008 and a framework for addressing the Housing Commission's funding issues given the continual decline in traditional funding sources.

The major strategies include:

1. Further the Agency's Mission of Creating Affordable Housing Opportunities for Low and Moderate Income Families, Seniors and Persons with Disabilities
2. Increase State and Local Revenue Sources to Relieve Financial Dependency on the Federal Government for Affordable Housing
3. Establish the Housing Commission as a National Model of Efficiency
4. Provide Policy and Public Education Leadership Regarding Affordable Housing

For the Agenda of September 16, 2005

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During the Housing Commission meeting of August 26, 2005 a workshop was held with the Commissioners to review the proposed plan and receive input for the final document. Changes recommended are included in the final Business Plan, Attachment 1. In addition, the proposed Business Plan was posted on the Housing Commission website on August 26, 2005 and public comments were invited.

Alternatives:

- 1) Adopt the Plan with additional revisions.
- 2) Do not adopt the Plan and provide direction to the staff to pursue other goals and outcomes.

Respectfully submitted,

**Signature on File
With Original Document**

Carrol M. Vaughan, Executive Vice President &
Chief Operating Officer

Attachment 1: FY2006 – 2008 Business Plan

SAN DIEGO HOUSING COMMISSION

THREE-YEAR BUSINESS PLAN

FISCAL YEARS 2006, 2007, 2008

PREPARED BY

THE SAN DIEGO HOUSING COMMISSION

September 2005

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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.”***

PLAN STRATEGIES

FISCAL YEARS 2006, 2007, 2008

- STRATEGY 1:** Further the Agency’s Mission of Creating Affordable Housing Opportunities for Low and Moderate Income Families, Seniors and Persons With Disabilities
- STRATEGY 2:** Increase State and Local Revenue Sources to Relieve Financial Dependency on the Federal Government for Affordable Housing
- STRATEGY 3:** Establish the Housing Commission as a National Model of Efficiency
- STRATEGY 4:** Provide Policy and Public Education Leadership Regarding Affordable Housing

SAN DIEGO HOUSING COMMISSION BUSINESS PLAN

Fiscal Years 2006, 2007, 2008

EXECUTIVE SUMMARY

Since its inception in 1979, the San Diego Housing Commission has acted as the primary local government agency charged with providing affordable housing opportunities for residents of the City. As an agency of the City, established under California statute and through the general policy direction of the Housing Authority, the Housing Commission has been directly responsible for the planning, financing and implementation of publicly assisted housing programs, especially those conducted on a citywide basis.

The Housing Commission has also worked in collaboration with others to educate the community, policy leaders, and various stakeholders about the need for affordable housing for all San Diegans – and the impact the shortage of affordable housing has on the City’s economic well being. Housing Commission staff help to clarify issues, explain programs, and identify potential actions to address the affordable housing shortage.

The past several years represent an unparalleled challenge for the Housing Commission in two distinct directions. First, the City of San Diego has a recognized “housing crisis” since 2003. Conversely, HUD has made unprecedented changes in the funding formulas for Rental Assistance and Public Housing during the past two years.

The Housing Commission’s first Business Plan was developed to guide its efforts in Fiscal Years 2004, 2005, and 2006. Because of significant changes in program rules and funding, a more aggressive strategy is needed. While this plan continues and augments the efforts identified in the first plan, the FY06-08 Plan includes strategies, goals and outputs that are more aggressive and broader reaching than before. We are committed to using the best private market principles while maintaining the public mission.

It is critical that the Housing Commission retains its ability to continue to provide affordable housing. Our first major strategy detailed later in this document: “Further the Agency’s Mission of Creating Affordable Housing Opportunities for Lower Income Families, Seniors and Persons with Disabilities,” includes innovative ideas such as mixed income development sites, acquiring new and existing properties and creating programs that will ensure continual development of affordable housing.

The second major strategy: “Increase State and Local Revenue Sources to Relieve Financial Dependency on the Federal Government for Affordable Housing” moves the Housing Commission in a direction of further collaboration within the community, seeking alternative funding, revamping the entire Rental Assistance Program, and relocating our offices to a new facility at the Smart Corner. These new directions seek to improve and stabilize the Housing Commission’s financial position.

The third major strategy: “Establish the Housing Commission as a National Model of Public Agency Efficiency” reflects our desire to be the best in the business. We believe that with the support of the Board of Commissioners and the Housing Authority we have ample talent and ability to move beyond the current status quo.

Our fourth major strategy, critical to every San Diegan, is to “Provide Policy and Public Education Leadership Regarding Affordable Housing.” Through outreach to the private sector and community education at large, we believe we can change public perception about affordable housing and its effect on all citizens within the City.

The FY 06 budget is \$221,300,000. Of that, only 21% is unrestricted revenues. The rest consists of direct reimbursements for programmatic, operational and administrative costs incurred as a result of specific program guidelines. It is imperative that the Housing Commission develop additional financial and organizational resources over which more discretion can be exercised to address local housing needs. The Strategies and Goals presented in this plan are intended to promote increased self-reliance, while expanding housing availability within the City.

GENERAL BACKGROUND

I. THE CITY OF SAN DIEGO AFFORDABLE HOUSING STRATEGY

The often-documented housing crisis affecting the greater San Diego area has prompted the City of San Diego (“the City”) to update and accelerate its overall citywide affordable housing strategy. Over the last five years housing prices in San Diego have doubled while incomes have only risen by ten percent.

Broad policies and priorities are established by the City’s adopted Housing Element and Consolidated Plan which seek to expand housing initiatives with a continued sense of urgency.

In 2002 the City Council declared that the constrained supply of housing, and especially the shortage of housing affordable to low and moderate income families, had reached crisis proportions. In response, the City declared a Housing State of Emergency and convened the Affordable Housing Task Force (AHTF).

The AHTF was tasked with analyzing and suggesting methods to address and alleviate the housing crisis in San Diego. Since the release of the AHTF’s report in 2003, the City has pursued the sixty recommendations put forth by the Task Force.

Over the past two years, the City of San Diego has made significant progress in the implementation of the AHTF’s proposals. Among the highlights are:

- **Inclusionary Housing:** In May of 2003, the Council approved a City-wide inclusionary housing program. The program is designed to ensure homebuilders provide at least ten percent of future residential development at affordable rates or pay a fee in lieu of building the housing. The housing units must be affordable to households earning up to 65% of the area median income for rental properties or up to 100% of area median income for for-sale properties. As a result of this program, the City has built or is in progress of building over 1,000 affordable units and has collected over \$4 million that will go towards creating more housing opportunities in San Diego.
- **Collaborative Housing Finance Strategy:** All three arms of the City’s Redevelopment Agency, working in conjunction with the Housing Commission, have collaborated to offer below-market financing for affordable housing development. Since 2003, \$55 million has been made available for lending inside the redevelopment areas and in other areas that will benefit from

redevelopment. This strategy has been so successful that more than \$55 million of projects have been submitted for consideration and additional financing is being sought.

- Development Expediting Program: Affordable and in-fill housing development proposal applications have received expedited treatment in order to get needed housing to the market more quickly. To date this program has processed approximately 18,000 new residential units, 2,400 of which, are affordable.
- Single Room Occupancy: Single Room Occupancy hotels (SROs) provide some of the City's most affordable housing inventory. It is anticipated that in 2005, the City will revise the existing SRO ordinance to provide significant incentives for the creation and rehabilitation of SRO projects, while still protecting current SRO residents from being displaced.
- Housing Trust Fund Fee: It is also anticipated that calendar year 2005 will see an update and revision to the Housing Trust Fund fee (also known as the linkage fee). Since 1995, the linkage fee has remained constant and has not kept pace with the ever-rising costs associated with constructing affordable units in San Diego. A new Nexus Study has been conducted and the Housing Commission anticipates seeing the Housing Trust Fund double in size in the coming years, this furthering the 75,000 housing opportunities made possible by the Housing Trust Fund to date.

In addition to these specific actions, the City is actively pursuing the City of Villages long-range planning program adopted by the City Council. This policy framework envisions creating vibrant neighborhoods comprised of transit-oriented elements and a range of housing types and prices.

Collectively, city programs have produced more than 13,000 affordable residences since 1992, with more in various phases of development. In addition, approximately 12,000 households are assisted in paying rent in private rental units and the Housing Commission manages nearly 1,750 units for seniors, people with disabilities and low-income families.

Although substantial by sheer numbers, the resources of all the City's agencies are not sufficient to assist the estimated 130,000 households that the Housing Element cites with affordable housing problems.¹ For this reason, City policy leaders will continue to focus on strengthening San Diego's affordable housing strategy.

¹ The Housing Element references housing problems as households with affordability, overcrowding and/or sub-standard living conditions.

II. THE ROLE OF THE HOUSING COMMISSION

Historically, the Housing Commission's "core" assisted housing programs have included:

- rental assistance
- management of publicly owned apartment units
- financing development of affordable housing units by other entities
- first-time homebuyer assistance
- housing rehabilitation
- special needs programs
- self-sufficiency programs

These Housing Commission sponsored programs, with the respective federal, state and/or local administrative, financial and programmatic requirements, have assisted approximately 30,000 households on an annual basis.

Since 1982, it is estimated that the Housing Finance and Development department, primarily by issuing conduit bond financings through the Housing Authority, has provided in excess of \$624,000,000 in public financing toward the development of 12,972 (5,471 restricted) new and/or rehabilitated affordable rental units. The Housing Commission has also provided approximately \$71,000,000 in direct loans to developers of affordable housing, resulting in the development of an additional 4,879 affordable units.

Statewide housing bond monies, Housing Trust Fund revenue, inclusionary housing "in-lieu" fees and additional federal dollars may become available and will need to be considered during the budget deliberations in the next fiscal years. Individually and collectively, these potential new revenue sources, and other resources identified later in this document, will govern the extent and breadth of new and expanded programs and methods the Housing Commission may consider.

It should also be noted that this document suggests that the Housing Commission undertake an expanded role in addressing the housing needs of the citizens of the City of San Diego. Traditionally, the Housing Commission has focused on working through private developers (for profit and non-profit) to meet the needs of economically disadvantaged individuals and households. Given the growing problems of short supply and housing affordability across a broader spectrum of income levels, the Housing Commission must now consider whether to undertake a more active role in the financing and/or actual development of new housing units.

This document suggests that the Housing Commission may expand its target market to include more low-moderate income households. This position does not suggest that the Housing Commission reduce its commitment to providing

housing assistance to those most in need. The traditionally targeted low income levels should continue to be the priority of the Housing Commission. Housing affordability is not just endemic to the lower economic strata of the City.

Condominium conversions are removing rental housing opportunities and, at the same time, the private market is unable to develop new apartments to replenish the rental stock. Working families are increasingly in the position of seeking affordable housing opportunities further and further away from their respective employment locations. The ramifications of pushing low-moderate income households “out” of the City negatively contribute to other quality of life, economic, and environmental issues. Expanding the affordable housing supply for low- through the moderate-income ranges is now becoming more central to local housing program strategies and may require expanding the City’s and Housing Commission’s traditional “priority” households.

III. ADMINISTRATIVE AND PROGRAMMATIC FINANCIAL CONDITION OF THE HOUSING COMMISSION

Challenges

As with most public agencies, the increasing demand for Housing Commission services continues to exceed its financial resources. In addition, administrative expenses continue to grow while revenues remain relatively static or are being reduced.

Effective Planning

When the previous business plan was prepared in January 2003, the challenges to administrative operations were identified because of the agency’s proactive financial forecasting models. Recognizing the likelihood of an impending deficit, the Commission’s management took immediate steps to resolve the situation. This fiscally conservative approach resulted in elimination of staff positions at all levels of the organization and critical review of administrative expenditures.

Today, similar challenges still exist. Changes in programmatic regulations and reduced funding continue to pressure the organization’s ability to deliver services at the levels achieved in prior years. Management continues to monitor its forecasting models and make necessary changes to ensure best use of available resources.

In the last year, the agency has planned for the future by executing an agreement for an office facility designed to ensure efficient delivery of services to clients. This new office building addresses many structural and logistical problems inherent in the current facility. It provides an environment

over the long term that is potentially more cost effective and is part of a major redevelopment effort with the Center City Development Corporation.

Future opportunities and challenges are uncertain. Many strategies are presented within this business plan. Some strategies may or may not prove feasible, depending upon future funding and market conditions. However, if these strategies are successful in helping the agency become less reliant on unpredictable state and federal resources, the Commission will be in a better position to control its own future and continue its role of providing housing opportunities for people in need.

Administrative Revenue and Expenses

As with other public or private organizations, operating expenses have and are projected to increase. However, there is not a corresponding growth in revenues. While revenue levels have remained unchanged or declined through the years, costs associated with operating and administering housing programs have continued to increase due to labor and benefit costs, as well as fixed administrative expenditures.

Given the continuing and projected need for housing assistance, it is imperative the Housing Commission identify new revenues to not only offset increased costs, but also to expand service levels to meet the increasing demand. Further reduction in staffing resources would significantly challenge the Housing Commission's ability to maintain existing levels of service and stymie any attempt to expand assistance in order to meet the compounding affordable housing demands of the City.

Programmatic Revenues and Expenditures

Approximately 79 percent, or nearly \$175,300,000 of the Commission's FY06 budget of \$221,300,000, is restricted revenues. Rental assistance, property management and a significant portion of the Housing Commission's rehabilitation and homeownership programs receive federal, state and local funds specifically earmarked for these purposes. These restricted funds are received primarily as direct reimbursements for actual programmatic and operational expenses incurred according to specific program guidelines. Over \$124,500,000 of these restricted monies is for the administration and issuance of rental assistance payments alone. Of particular importance is HUD's direction of moving rental assistance funding to a dollar-based allocation as opposed to unit based. This may result in shrinking dollars and fewer families receiving subsidies.

Although the Housing Commission will continue to pursue the federal, state and local funding sources, normally utilized to fund many of its programs, there is no certainty what the funding levels will be from year-to-year.

Optimistic projections tend towards static funding; other projections indicate a continuing decline in operating funds.

In FY06, unrestricted revenues amount to approximately \$46 million and are earmarked for rental housing production, homeownership assistance, rehabilitation, and special purpose housing. These programs are particularly relevant to efforts to preserve and expand the supply of housing.

BUSINESS PLAN STRATEGIES

FISCAL YEARS 2006, 2007, 2008

The Business Plan is intended to be a road map for the Housing Commission for the next three years. It is not the overall housing strategy for the City of San Diego. The City's housing policy is detailed in the Housing Element, Five Year Consolidated Plan, and the Annual Action Plan. The Business Plan is meant to establish specific actions the Housing Commission may take to improve its financial stability and enable the Housing Commission to expand affordable housing services offered.

The strategies included may be categorized as a policy, financial, or organizational enhancements to the Housing Commission. Certain actions may not be implemented if the appropriate governing bodies of the Housing Commission, Housing Authority and/or City do not approve them. Still other strategies will require additional analysis beyond the scope of the Business Plan.

The Housing Commission's primary mission is to increase and preserve affordable housing in San Diego. In order to be able to do this, despite decreasing revenues, the agency must also focus on strategies to remain fiscally solvent. Only a small percentage of unrestricted funds are available to enable the Housing Commission to make organizational and programmatic adjustments to changes in demand for services or changes in available financial resources. Our commitment to succession planning and human capital management is integral to our continued success. We must be able to compete in the market to retain staff and to employ new, dedicated talent. Consequently, the Housing Commission will need to develop additional financial and organizational resources that will enable the Housing Commission to grow with the marketplace and to become more self-reliant. The Business Plan strategies are intended to promote this increased self-reliance.

The Business Plan will be used as a management tool in conjunction with the annual budgets for Fiscal Years 2006 through 2008. The budget will document goals, objectives, and measurable outcomes based on the strategies included in the Business Plan.

Strategy 1: Further the Agency’s Mission of Creating Affordable Housing Opportunities for Lower Income Families, Seniors and Persons with Disabilities

| GOAL | ACTIONS/OUTPUT | MEASUREMENT | ESTIMATED DATE OF COMPLETION |
|--|--|--|-------------------------------------|
| 1.1 Develop, own and operate multifamily rental housing independently or in partnership with other developers in addition to financing other entities projects | 1.1a Design models for mixed finance projects | <ul style="list-style-type: none"> • Increased inventory of affordable housing • Increased revenue stream to Housing Commission to support continuing operations | FY 2008 |
| | 1.1b Identify opportunity for joint ventures, including potential syndication services | | FY 2007 |
| 1.2 Implement a mixed income re-use plan for University Canyon combining Conventional public housing with open market units restricted to 80% of median area income | 1.2a Use income from 80% AMI units to help offset cost of the units available to very low income households | <ul style="list-style-type: none"> • Preserve affordability of units • Mixed income model completed • Improved positive cash flow • Additional units available | June 2006 |
| | 1.2b Add 120 vouchers to S8 inventory | | June 2007 |
| | 1.2c Develop additional units on available land at the site | | FY 2008 |
| 1.3 Create and implement a mixed income re-use plan for two developments currently assisted through the State of California Rental Housing Construction program | 1.3a Buy out or pre-pay state loans | <ul style="list-style-type: none"> • Preserve affordability of 113 units • Extend useful life of property • Improved site conditions • Positive cash flow | June 2007 |
| | 1.3b Complete needed repairs/renovation to units and site | | December 2007 |
| | | | April 2008 |

STRATEGIES AND GOALS

| GOAL | ACTIONS/OUTPUT | MEASUREMENT | ESTIMATED DATE OF COMPLETION |
|--|---|---|--|
| 1.4 “Land bank” property specifically for affordable housing | 1.4a Identify public land to be used for housing 1.4b Have sites selected and board approved with some pre-development activities completed | <ul style="list-style-type: none"> • Additional sites available for Housing Commission or other affordable housing developers | November 2005 January 2007 |
| 1.5 Reposition underperforming assets, including vacant land and certain public housing sites | 1.5a Create and implement plan to leverage existing properties | <ul style="list-style-type: none"> • Development strategy for sale of assets • Additional affordable housing is created • Added revenues to support housing programs | August 2006 |
| 1.6 Identify potential resources and program model to take advantage of acquisition opportunities if market turns | 1.6a Establish resource development role on Management Team 1.6b Develop an analytical tool to determine feasibility of development opportunities 1.6c Actively search for acquisition opportunities | <ul style="list-style-type: none"> • Focused resource development activity • Agreed upon parameters to proceed with projects • Successful acquisition of at least one site | November 2005 January 2006 June 2008 |
| 1.7 Establish policy to retain HOME program income to produce Housing Commission owned assets with ongoing revenue stream | 1.7a Production of Housing Commission owned assets | <ul style="list-style-type: none"> • Focused affordable housing and revenues to support under funded programs | October 2005 |

STRATEGIES AND GOALS

Strategy 2: Increase State and Local Revenue Sources to Relieve Financial Dependency on the Federal Government For Affordable Housing and Resident Self Sufficiency

| GOAL | ACTIONS/OUTPUT | MEASUREMENT | ESTIMATED DATE OF COMPLETION |
|---|---|---|------------------------------------|
| <p>2.1 Seek alternate sources of funding, including private and corporate foundations to pay for current projects, including Family Self-Sufficiency</p> | <p>2.1a Submit six to eight grant applications per year, including letters of inquiry and/or applications to foundations and to non-HUD government divisions 2.1b Continue to submit at least six applications annually under HUD's SuperNOFA</p> | <ul style="list-style-type: none"> • Sustain current programming and support efforts toward helping families reach economic self-sufficiency. | <p>Ongoing</p> |
| <p>2.2 Determine marketability of Housing Commission technical skills for joint venturing on the Housing Commission's behalf</p> | <p>2.2a Partnering with public agencies, non-profits or for profits 2.2b Meet with other jurisdictions to determine potential interest in HC services 2.2c Expand contractual relationships with City departments to manage housing related activities</p> | <ul style="list-style-type: none"> • Establish an internal (or as needed, an external) consulting service to aid in the creation of improved operations and programs to ensure financial viability • Through joint venturing, ensure properties return to the Housing Commission after 15 years • Increasing revenue from City departments | <p>Ongoing</p> <p>January 2006</p> |

STRATEGIES AND GOALS

| GOAL | ACTIONS/OUTPUT | MEASUREMENT | ESTIMATED DATE OF COMPLETION |
|---|--|---|------------------------------|
| <p>2.3 Complete the development of the Commission's new central office facility at the Smart Corner and relocate satellite offices, dispose of the Newton property and lease up suitable retail and office space</p> | <p>2.3a Improved customer service for clients 2.3b Relocation of most staff to one central office</p> | <ul style="list-style-type: none"> • Transition accomplished on time within budget | <p>December 2006</p> |
| <p>2.4 Seek alternative sources of funding for special purpose housing</p> | <p>2.4a Serve in advisory capacity to County Department of Health regarding use of Prop 63 funds for housing people with mental illness</p> | <ul style="list-style-type: none"> • Production of new special purpose housing units | <p>Ongoing</p> |

STRATEGIES AND GOALS

Strategy 3: Establish the Housing Commission as a National Model of Public Agency Efficiency

| GOAL | ACTIONS/OUTPUT | MEASUREMENT | ESTIMATED DATE OF COMPLETION |
|--|---|--|---|
| <p>3.1 Redesign the Rental Assistance Program in response to anticipated legislative changes</p> | <p>3.1a Develop a plan for Voucher funding using anticipated regulatory flexibility</p> <p>3.1b Do a cost analysis of Housing Assistance Payment Costs (HAP) of the current voucher program vs. the proposed Flexible Voucher Program (FVP) or other program models to maximize number of families served</p> <p>3.1c Use project-based vouchers when advantageous to the Housing Commission</p> | <ul style="list-style-type: none"> • Maintain or increase the number of families receiving a housing subsidy • Minimize administrative expenses | <p>March 2006 (dependent on release of final regulations)</p> |
| <p>3.2 Develop a private sector asset management model for all Housing Commission owned real estate</p> | <p>3.2a Identify real cost of operations by individual development rather than by entire public housing inventory</p> | <ul style="list-style-type: none"> • Information will be available to make appropriate business decisions about each site, e.g. should be asset be retained, improved or disposed | <p>June 2007</p> |

STRATEGIES AND GOALS

| GOAL | ACTIONS/OUTPUT | MEASUREMENT | ESTIMATED DATE OF COMPLETION |
|---|--|---|--|
| <p>3.3 Ensure the Housing Commission meets strategic and operational challenges by having the right people in the right places at the right times to do the right things</p> | <p>3.3a Plan for leadership continuity and bench talent from within the organization 3.3b Ensure staffing to support the Business Plan strategies 3.3c Conduct class/ compensation study to identify current staffing needs and skills available and compare with project needs for longer term success</p> | <ul style="list-style-type: none"> • Access to required knowledge and skills to conduct Agency’s business in the most efficient manner • Diverse staff is retained with the required skills, knowledge, and ability to carry out the Agency’s mission • Staff is classified and compensated based on program changes and evolving Housing Commission focus | <p>Succession Plan: June 2006</p> <p>Ongoing</p> <p>January 2007</p> |
| <p>3.4 Develop an Information Technology Plan for the Agency</p> | <p>3.4a Project current and future technology needs and identify opportunities to optimize efficiency of Commission operations</p> | <ul style="list-style-type: none"> • More effective technology systems • Improved staff productivity and efficiency through use of software solutions that can adapt to changing needs | <p>IT Plan: January 2006</p> <p>Ongoing</p> |
| <p>3.5 Optimize efficiency of all departments to ensure cost effectiveness, appropriate levels of customer service and optimum service delivery models</p> | <p>3.5a Create a call center for the Rental Assistance Dept. 3.5b Explore opportunities for outsourcing functions</p> | <ul style="list-style-type: none"> • Fast, accurate, and consistent responses to clients, owners and public queries • The Human Resources and Payroll work units outsourcing is completed with minimum disruption to employees | <p>January 2006</p> <p>October 2005</p> |

STRATEGIES AND GOALS

Strategy 4: Provide Affordable Housing Leadership in Community Policy and Education

| GOAL | ACTIONS/OUTPUT | MEASUREMENT | ESTIMATED DATE OF COMPLETION |
|--|---|--|------------------------------|
| 4.1 Serve as policy leader in Affordable housing solutions for the City of San Diego. | 4.1a Outreach to housing advocates and private housing industry 4.1b Formulate advisory group to identify affordable housing possibilities | <ul style="list-style-type: none"> • Partnerships that create more affordable housing quickly for eligible families • Increased role of the Housing Commission in the affordable housing arena | Ongoing January 2007 |
| 4.2 Serve as leader in educating the public regarding affordable housing | 4.2a Develop community support for Agency initiatives to enable the Housing Commission to achieve its goals and objectives 4.2b Create forums to share and brainstorm ideas 4.2c Integrate affordable housing discussions regarding infrastructure finance | <ul style="list-style-type: none"> • Community is more educated about issues and policy decisions regarding the availability of affordable housing • Awareness of pivotal role that affordable housing plays in economic success of the San Diego region | Ongoing |

San Diego Housing Commission
 FY06 Organization Chart
 BOARD & EXECUTIVE FUNCTION

