

**EXECUTIVE SUMMARY**

**DATE ISSUED:** March 5, 2010 **REPORT NO:** HCR 10-041  
**ATTENTION:** Chair and Members of the Housing Commission  
For the Agenda of March 19, 2010  
**SUBJECT:** San Diego Housing Commission FY2011 –Business Plan

**SUMMARY:**

Since 2005 the Housing Commission has used a Business Plan as the primary tool for establishing goals meant to achieve its mission. Initially a multi-year plan was developed, however, given the changing opportunities and initiatives, the President & Chief Executive Officer (CEO), has determined that at this juncture a one-year Business Plan is more realistic. A relevant Business Plan is key to the Housing Commission's ability to chart a path and vision, adopt measurable goals and activities, and follow a practical financial projection.


Beginning in late FY2009 the Housing Commission made major organizational changes that have resulted in the creation of one new department and major changes in the overall organizational structure of others. In order to provide the necessary oversight and administration to the various funds from the U. S. Department of Housing and Urban Development (HUD), the Special Housing Initiatives Department was created. The Housing Finance Department was restructured as the Real Estate Department that focuses on expanding the availability of affordable housing in San Diego.

The proposed FY2011 Business Plan provides the Housing Commission with a greater ability to make timely service adjustments and therefore achieve effectual short and long term goals. As in the previous Business Plan, it includes a detailed plan of operations, market analysis, financial projections, and a marketing plan. This format will allow a closer coordination between operations strategies and the annual budget process as well as facilitate operations evaluation and a follow-up review process. In addition, this Plan also serves to communicate the Housing Commission's values to employees, advisors, partners, customers, and the community we serve.

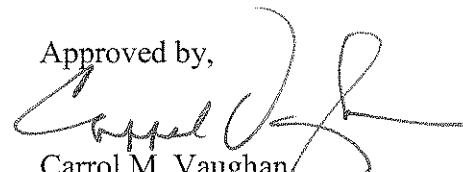
**STAFF RECOMMENDATION:**

That the Housing Commission approve the new Business Plan for FY2011. The Business Plan continues to be a "road map" for the agency and includes agency goals, strategies and actions needed to work toward achieving the Housing Commission's mission.

Respectfully submitted,

  
Mirta Schloss  
Program Manager

Approved by,

  
Carrol M. Vaughan  
Executive Vice President &  
Chief Operating Officer

## REPORT

DATE ISSUED: March 5, 2010

REPORT NO: HCR10-041

ATTENTION: Chair and Members of the Housing Commission  
For the Agenda of March 19, 2010

SUBJECT: San Diego Housing Commission FY2011 –Business Plan

### REQUESTED ACTION:

Approval of the Housing Commission's FY2011 Business Plan.

### STAFF RECOMMENDATION:

That the Housing Commission approve the new proposed Business Plan for FY2011. The Business Plan continues to be a "road map" for the agency and includes agency goals, strategies and actions needed to work toward achieving the Housing Commission's mission.

### BACKGROUND:

Since 2005 the Housing Commission has used a Business Plan as the primary tool for establishing goals meant to achieve its mission. Initially a multi-year plan was developed, however, given the changing opportunities and initiatives, the President & Chief Executive Officer (CEO), has determined that, at this juncture, a one-year Business Plan is more realistic.

Beginning in late FY2009 the Housing Commission made major organizational changes that have resulted in the creation of one new department and major changes in the overall organizational structure of others. In order to provide the necessary oversight and administration to the various funds from the U. S. Department of Housing and Urban Development (HUD), the Special Housing Initiatives Department was created. The Housing Finance Department was restructured as the Real Estate Department to focus on expanding the Housing Commission's affordable housing portfolio and financing for the development efforts of Housing Commission partners.

The proposed FY2011 Business Plan provides the Housing Commission with a greater ability to make timely service adjustments and therefore achieve effectual short and long term goals. As the previous Business Plan did, it includes a detailed plan of operations, market analysis, financial projections, and a marketing plan. This format will allow a closer coordination between operations strategies and the annual budget process and will also facilitate operations evaluation and a follow-up review process.

### DISCUSSION

The Housing Commission continues to explore and, whenever feasible, adopt private sector approaches to the development of affordable housing. Additionally, operational changes have invoked a higher standard of professionalism, and have placed a premium on strong business expertise and practices. A relevant Business Plan is key to the Housing Commission's ability to chart a path and vision, adopt measurable goals and activities, and follow a practical financial

projection. This Plan also serves to communicate the Housing Commission's values to employees, advisors, partners, customers, and the community we serve.

FISCAL CONSIDERATIONS:

None with this action; however, the FY2011 Business Plan projects future expenses as a result of specific strategies to achieve stated goals. These projected expenses will be further refined and presented for review and approval in the Housing Commission annual budget.

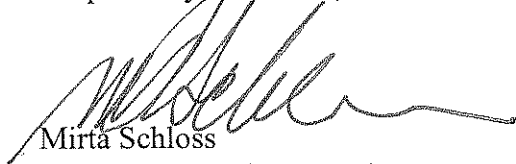
PREVIOUS COUNCIL and/or COMMITTEE ACTION:

The Housing Commission's Board and the Housing Authority approved the FY2009 – FY2011 Business Plan in April 2008 and June 2008, respectively. The previously approved business plans included steps towards more private sector business practices and the FY2011 Plan continues that same approach. A workshop with the Housing Commission Board was conducted on February 26, 2010, with discussion of the proposed new strategies and activities of the FY2011 Business Plan.

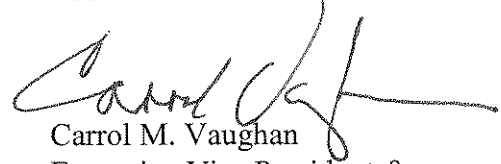
ENVIRONMENTAL REVIEW:

This activity is not a project within the meaning of the California Environmental Quality Act (CEQA) pursuant to Section 15060(c)(3) of the State CEQA guidelines. This activity is also exempt from review under the National Environmental Policy Act as no federal funds are involved.

Respectfully submitted,

  
Mirta Schloss  
Board & Executive Function  
Program Manager

Approved by,

  
Carrol M. Vaughan  
Executive Vice President &  
Chief Operating Officer

Attachments: 1. Housing Commission Revised FY2011 Business Plan

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