



September 12, 2007

Honorable Scott Peters, Chair
Housing Authority of the City of San Diego
202 C Street
San Diego, CA 92101

Dear Mr. Peters:

I am writing to announce my plan to retire from the San Diego Housing Authority and San Diego Housing Commission, effective January 15, 2008. It has been my honor to serve as Executive Director of the Housing Authority and President & CEO of the Housing Commission since 1994, capping a 35-year career in affordable housing and community development.

The San Diego Housing Commission has offered me an extraordinary opportunity to affect the lives of thousands of San Diego families. Working with talented and committed employees, we have created a dynamic organization that is recognized for its many contributions. Since I joined the Housing Commission in 1979, we have:

- served more than 750,000 lower income individuals through myriad housing assistance programs
- facilitated the development of nearly 25,000 homes (of which 12,000 are currently affordable) by providing \$135.2 million in direct loans and \$815.3 million in bonds
- helped 4,300 families purchase their first home and assisted 10,000 owners of homes in need of repair
- crafted bold policy initiatives that advance affordable housing production, such as Inclusionary Housing and a Housing Trust Fund
- spearheaded collaborations to provide supportive housing for people with special needs
- helped families achieve their dreams by offering programs in career planning, job training, financial literacy, academic tutoring and homeownership education
- applied private-sector management principles to ensure streamlined operations and fiscal accountability, as evidenced in low overhead of only 7 percent.

Looking back at what our team has already accomplished, I also take great pride in knowing that the Housing Commission is embarking on an exciting new era. We have completed the agency's relocation to an environmentally friendly, transit-oriented office building that is providing improved access and service to our clients. Most of the first and second floor space will be leased by year-end.

Additionally, we have just learned that our groundbreaking public housing proposal has been approved by the U.S. Department of Housing & Urban Development. This will allow us to remove our 1,366 public housing apartments from the underfunded federal program and leverage our real estate assets to build additional housing. The companion

application for Section 8 tenant protection vouchers is pending approval. This was a critical strategy in maintaining our agency's fiscal health and protecting our residents, and I am pleased that it is coming to fruition.

It has been rewarding to work with an array of dedicated elected officials, and with the many appointed Housing Commissioners who, over the years, have volunteered their time to serve on our board. These fine individuals have embraced our mission, devoted their skills to help us serve our community and supported me in chartering new paths.

Among the memories I take away from my time spent here are the struggles and triumphs made possible through strong working relationships forged with private companies and public institutions, advocacy organizations and community groups, and many, many special individuals here and across the country. For every phone call returned, each request for advice answered, and every task force that folks agreed to join, I owe so many people a debt of gratitude and friendship.

Thank you for innumerable opportunities to influence housing policy at all levels of government. This has truly been the career of a lifetime!

Sincerely,



Elizabeth Morris
President & CEO

Cc:
Mayor Jerry Sanders

Housing Authority Members:

Kevin Faulconer
Toni Atkins
Tony Young
Brian Maienschein
Donna Frye
Jim Madaffer
Ben Hueso

Housing Commissioners:

Sal Salas, Chair
Tony Yip, Vice Chair
Jennifer Adams-Brooks
Khadija Basir
Todd Gloria
Alice Tumminia