



REPORT

DATE ISSUED: March 5, 2010 REPORT NO: LUH 10-003

ATTENTION: Chair and Members of the Land Use & Housing Committee
For the Agenda of April 21, 2010

SUBJECT: San Diego Housing Commission FY2011 Business Plan

REQUESTED ACTION:

Approval of the San Diego Housing Commission's FY2011 Business Plan.

STAFF RECOMMENDATION:

That the Land Use & Housing Committee (LU&H) recommend to the Housing Authority approval of the San Diego Housing Commission's FY2011 Business Plan. The Business Plan continues to be a "road map" for the agency and includes agency goals, strategies and actions to achieve 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 to finance the development efforts of San Diego 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 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 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, facility and operational

changes have invoked a higher standard of professionalism, and have placed a premium on stronger 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 served.

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 budgets.

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. On April 16, 2010 the FY2011 Business Plan will be presented to the Housing Commission for approval.

ENVIRONMENTAL REVIEW:

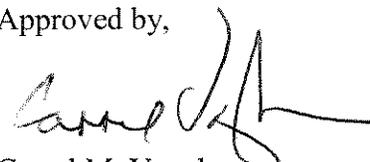
This activity is not a project within the meaning of the California Environmental Quality Act (CEQA) pursuant to Section 15060(c)(3) of the State CEQA guidelines. This activity is also exempt from review under the National Environmental Policy Act as no federal funds are involved.

Respectfully submitted,



Mirta Schloss
Board & Executive Functions
Program Manager

Approved by,



Carrol M. Vaughan
Executive Vice President &
Chief Operating Officer

Attachments: 1. Housing Commission FY2011 Business Plan

Distribution of these attachments may be limited. Copies are available for review during business hours at the Office of the City Clerk, 202 C Street, San Diego, CA 92101.