

## **City Heights Community Development Corporation (CHCDC)**

### **FISCAL YEAR 2008 ACCOMPLISHMENTS**

**Conducts a comprehensive “Rebuild City Heights” program as a Community Based Development Organization to implement the following key outcome driven goals to achieve the CHCDC mission to *“enhance the quality of life in City Heights by working with our community to create quality affordable housing and livable neighborhoods, foster economic self-sufficiency and stimulate investment.”***

#### **1. Increase the Availability and Quality of Affordable Housing.**

**CHCDC is a federally designated Community Housing Development Organization (CHDO). CHCDC owns and operates 134 quality affordable rental units at 11 neighborhood locations. Ten of our apartment communities have 132 units of housing and the eleventh site has two residential units and two commercial leases and is a currently identified for mixed use development of 26 units of affordable housing and an Economic Opportunity Center serving as CHCDC’s program offices, Maintain City Heights facility and other neighborhood services.**

**CHCDC is Managing General Partner in three partnerships: 1. Bridgeport Properties, LP which provides affordable rental housing to 401 families at 40 primarily Mid-City San Diego locations; 2. San Diego/Fox Hollow, LP provided renovation and new construction of 94 unit Hollywood Palms Home Apartments featuring community building, solar hot water heating for all units and four laundries; 3. Metro Villas Housing Partners, LP which developed and operates 120 units of affordable rental units featuring community building, study center, two laundries and two tot lots and solar hot water heating as part of a mixed residential and commercial office and retail project with shared parking to serve Metro Career Center adjacent to City Heights Transit Plaza on SR 15 and University Avenue.**

**CHCDC provided maintenance services to a total of 749 apartment units through Maintain City Heights NICE (Neighborhood Improvement Cooperation Enterprise) which provides services and “On the Job Training” for maintenance. CHCDC provides property management services to all owned properties (134 units at 11 locations) and to 94 unit Hollywood Palms and subcontracts for other services in partnerships.**

**In FY 2008, CHCDC completed a Physical Needs Assessment (PNA) of its portfolio of 10 apartment communities and 132 units of housing as part of an overall comprehensive approach to addressing the needs of the properties. In conjunction with the PNA, CHCDC completed a series of repairs on each property addressing a variety of health and safety items such as railings and plumbing. CHCDC addressed this as an opportunity to train Maintain City Heights Staff in welding and plumbing line replacement.**

As a result of the findings and recommendations of the PNA , CHCDC issued an RFP/RFQ for a Project Manager for the refinance, recapitalization and rehabilitation of 10 CHCDC owned properties. The purpose of this project was to address the needs identified in the PNA, meet other physical needs such as paint and window replacement, provide resident serving amenities, provide energy efficiency measures such as solar energy, accessibility, and recapitalize the properties with sufficient financing to fund capital expenditures in the future. CHCDC prepared an application to the Housing Commission for the project and is continuing to explore all available options with them.

CHCDC contracted with California Housing Partnership to conduct financial pro-forma analysis and assist with Federal, state and/or local financing applications to develop 20 units or more of affordable housing and office/retail development at 3332-3406 Fairmont Avenue (“Fairmont Mixed Use Project”). Multiple pro forma analyses were completed based on the number of units and multiple financing options including but not limited to 4% and 9% tax-credits, Multi-Family Housing Program (MHP), and Affordable Housing Program (AHP).

A RFQ/RFP was issued and Project Manager selected for the Fairmont Mixed Use Project. Project Manager continued to complete proforma analyses, with the purpose of establishing optimal unit mix, refining cost estimates, and determining the best financing option with the least amount needed for local public gap subsidy. The final approach selected was a 26 unit complex with 18 two bedroom and 8 three bedroom units, using 9% Tax-Credits and Redevelopment funding as the major funding instruments as well as other sources. To fund this project CHCDC prepared an application to the City of San Diego Redevelopment Housing Opportunities Program to finance the difference between other state and federal sources and the project cost (commonly referred to as the “gap”).

CHCDC issued RFQ and contracted for Architectural Services to develop conceptual site plans and cost estimates of the project for input into the pro-forma analyses. The Architect developed draft site plans that would optimize the use of the site “by-right” and be entitled through ministerial approval through the City’s Development Services Department.

As part of an effort to increase CHCDC’s portfolio CHCDC identified 22 apartment complexes for sale ( 14 between 10 and 60 units) and reviewed operating statements from those that met financing and other pertinent criteria. Due to market conditions, Tax-credit financing difficulties, and owner willingness to go through an extended escrow, none of the identified properties were eligible for purchase within the necessary criteria.

Received “2008 Community Vision Award of Distinction” from San Diego Architectural Foundation and Supervisor Ron Roberts for Metro Center Mixed Use Development

Enterprise centers, including Maintain City Heights NICE, property management and limited partnership management, are consolidated with property operations, assets and development as Property Assets and Operations Department. Property Assets and Operations Committee is chaired by a Board member.

## **2. Help Families and Businesses Earn, Save and Invest More Money.**

CHCDC has conducted the City Heights Action for Neighbors to Get Employed (CHANGE) program since 1997. A component of this program is “City Heights Gets to Work and Save”

that includes workshops and one on one assistance with job preparation and job placement to community residents. 212 residents participated in workshops and received individualized personal employment assistance; 47 residents placed in jobs (total placements since 1997 equal over 1,900 residents); 8 new jobs were created as a result of program services.

Programs offered in conjunction with the “Resident Self Sufficiency (RSS) program operated for benefit of 749 households of CHCDC and affiliated partnership properties, include financial literacy workshops; enrollment and information on Earned Income Tax information, utility (CARE) and phone (Lifeline) cost saving programs is provided. A Food Pantry and Living Essentials Cooperation serves over 300 families monthly and has been expanded to include the public. Computer study centers operate at six housing locations (an average of 423 total residents participating weekly during FY 08). In addition, over 80 residents per week use the newly opened “Window to the World” family computing center for internet access and after school study at no cost. Individual short term training in computer applications is available. Computers are available for job searches and small business technical assistance. Continued “e-Earn to Learn” web based learning modules project, in collaboration with San Diego Futures Foundation, for Hollywood Palms youth.

The comprehensive Resident Self Sufficiency (RSS Program) serving all 749 tenant households of CHCDC and affiliated / partnership properties has five elements:

1. Referrals to CHANGE program and financial literacy training
2. Computer Study Centers
3. Food & Living Essentials Cooperation
4. Residents and Youth Councils organized around issues and improvement projects
5. Support to property operations includes seasonal newsletter to all resident households

Continued education, advocacy and promotion of CenterLine Rapid Transit System, stations and express routes to provide access to regional job centers. Coordinated coalition sponsorship of 2 community forums on I 15 Mid City transit decks and interchange issues and obtained commitment by 3<sup>rd</sup> and 7<sup>th</sup> City Council District persons to prioritize public transit concerns. CHCDC participated in year long working group with CALTRANS to develop 4 alternatives (currently in the formal review process) for Centerline Bus Rapid Transit Stations at the Mid City Transit decks.

Partnered with Metropolitan Transit System (MTS) to add and retain local and express bus routes to City Heights. These routes included in Business Goods and Services Directory centerfold community map featuring a transit oriented cover which encourages residents and visitors to work shop and play in City Heights.

Continued to identify opportunities to collaborate with the Metro Career Center, a federally designated One Stop for the Workforce Investment Act (WIA) implementation by the San Diego Workforce Partnership (SDWP).

**CHCDC supports a “Community Hire” project as a part of a “Buy and Hire City Heights” initiative to promote use of local vendors, contractors and employment of residents in redevelopment projects. “Buy and Hire” includes publication of 5,500 copies of updated City Heights Business Goods and Services Directory (2008-2009 edition) which highlighted transit routes to employment centers in collaboration with Metropolitan Transit Services and local micro businesses.**

**Five internships were created for youth with local employers and twelve individuals hired into CHCDC Maintain City Heights enterprise as well as 10 within the Mid City community.**

**Business technical assistance and employer incentives led to creation of 8 new jobs and saved or increase revenue to area small business by more than \$700,000.**

**Economic Development Programs are consolidated with Community Development programs as Community and Economic Development Department. The Community and Economic Development Committee is chaired by a Board member.**

### **3. Improve Neighborhood Residential and Commercial Areas.**

**CHCDC was chosen by San Diego Local Support Initiatives Corporation (LISC) to lead the ‘Neighborhood First’ pilot project. This collaborative effort of community residents, local non profits and other stakeholders created a resident driven, action oriented quality of life plan in the Colina Park neighborhood of City Heights. The plan, which includes specific actions items in each of 8 strategy areas, was produced during a 9 month process of community engagement.**

**Implemented State of California Transportation Department Environmental Justice Grant on “City Heights Walks to School” which involves continued assessments and planning assistance and cooperation with City of San Diego engineers and residents for additional SR2S and traffic calming installations at 9 area elementary schools. Obtained parent input to Marshal Elementary preferred SR2S map and created deficit map in collaboration with Walk San Diego.**

**Engaged City Year in 2 major improvement projects valued at over \$50,000 in collaboration with Timberland Corp.; new mural, bank and garden refurbishing at Ibarra Elementary school and entire block of fencing, parkway improvement, landscaping and structure repainting on Van Dyke Ave. Local goods and services used in this project included purchase of substantial nursery and streetscape improvement materials.**

**Conducted major neighborhood and property improvement “Kiwaniis One Day” international event with Kiwanis Regional Club with 146 volunteer teens, mentors, residents and CHCDC participants completing neighborhood trash clean up, graffiti removal and mural and landscape improvement projects in the Colina Park and Castle neighborhoods**

**Community and Neighborhood Improvement programs are consolidated with Economic Development programs as Community and Economic Development Department. The Community and Economic Development Committee is chaired by a Board member.**

#### **4. Increase Resident and Community Member Involvement in Community Improvement Efforts.**

The Neighborhoods First project in Colina Park has been the ultimate expression of CHCDC expansion of community member involvement beyond our affordable housing residents. A neighborhood task force (comprised of representative from 17 community organizations) invited key strategy area experts to 8 roundtable discussions to advise the quality of life plan working groups.

Resident and youth groups (23) in the Colina Park neighborhood participated in one-on-one interviews (78), house meetings (5), youth summit (87 youth), Visioning Meeting (67 attendees), and 33 Task group meetings. CHCDC collaborated to host the first annual Colina Park Night Out Rally and March event; more than 300 community residents gathered to show support of efforts to promote safety and deter crime. CHCDC and 5 residents accepted Ron Robert's proclamation honoring the first Colina Park Night Out at a special meeting of the County Board of Supervisors. The Colina Park Action Day, attended by over 135 community residents, validated the newly created quality of life plan.

Continued support of Resident Advisory Board (RAB) comprised of tenant representatives of CHCDC properties with 8 member Steering Committee. RAB elects officers, adopts budget, and reviews property improvement plan priorities. Continuing to build capacity to expand RAB membership to all partnership property tenant households.

Conducted voter registration and education; foster and support resident and youth councils and application for higher education scholarships at CHCDC and affiliated properties. Awarded two Presidential Scholarships at \$500 each.

Expanded recruitment for public membership, board and program and project committees. Outreach and communications to neighborhood associations, Area Planning Committee and Project Area Committee.

Youth Councils conduct field trips and fundraising singularly or in collaboration with other community agency projects.

Convened National Walk to School Day City Heights planning committee; obtained funding for 2,000 safety T shirts for issuance to elementary school students and coordinated participation of 9 schools for community-wide fall event.

Coordinated and facilitated resident testimony on Mobility matters at City of San Diego, MTS and SANDAG.

Coordinated, hosted and participated in meetings with CALTRANS, MTS, and SANDAG on Centerline BRT project, resulting in designation of "official SANDAG" I-15 Mid City Bus Rapid Transit Working Group. Memberships appointed by City Councilmember Atkins. Identified four alternatives for intensive design and environmental review for quality Bus Rapid Transit at 2 Mid City transit plazas.

**Past accomplishments include a full scale community campaign around rapid transit to downtown and employment centers, project completion moved to RTP early action list, expansion of express bus routes to down town, creation of Mid City Transit working group with SANDAG project manager, to redesign bus rapid transit access in Mid City for the transit plaza decks..**

**Create and Coordinate Mid-City MOVES Mobility coalition to coordinate action priorities in four areas (Centerline Bus Rapid System/ Transit efficiency and affordability; walkability; bicycling.**

**Assist coalition to convene City Council candidate forum (140 attendees) with San Diego City Council Districts 3 and 7; obtained commitment of council persons currently seated to prioritize public transit issues above.**

**Further expanded CenterlineTranist.com web site, in collaboration with El Cajon Business Association, as an informational hub to keep community updated and informed about transit, mobility projects, pedestrian safety initiatives and actions in Mid City**

**CHCDC provides staff with on going organizing training to improve their capacity to develop leaders and engage in collaborative projects. CHCDC received honor of an award from Non-Profit Management Solutions for “Innovation in Community Organizing.”**

## **5. Increase organizational effectiveness and promote community partnerships.**

**Organized department work plans and budgets through Goals, Objectives and Outcomes approach incorporated in Strategic Plan to focus on implementation of strategic planning goals, quantify results and evaluate effectiveness. Expanded staff, board and resident training opportunities. Continued upgrades for computer network system and equipment.**

**Provided fiscal agent services to two local area neighborhood associations.**

**Completed FY 07 Financial Statements Audit with oversight by Independent Audit Committee.**

**Management Assessment undertaken by independent consultant results in specific recommendations to improve effectiveness.**

**Program activities and outcomes are enhanced by core funding and capacity building funding provided through LISC HUD IV programs and contributions from private sources.**

**The Organizational Effectiveness Goals and Objectives are implemented through Administrative/Operations Department which includes “HomeBase” support (corporate and office operations, financial services and accounting, human resources administration) and Resource Development and Communications.**

**Committees include the Executive/Personnel Committee chaired by Board President and the Governance Sub Committee, chaired by Board member. Finance Committee is chaired by Treasurer. Resource Development and Communications Committee is chaired by a Board member.**

**Restructured committee responsibilities implemented to include separate Resources Development and Communications Committee and Governance Sub Committee of Board Executive Committee. Board adopted Governance Guidelines for Board involvement and recruitment.**

**Reports on activities and other projects and programs of CHCDC and partners are included on [www.cityheightscdc.org](http://www.cityheightscdc.org) web site. See also [www.centerlinetransit.com](http://www.centerlinetransit.com) for information about Centerline Rapid Transit System and stations.**

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