

# ***Housing Agency***

***Housing Administration***

***Code Enforcement***

***Grants Administration***

***Neighborhood Revitalization***

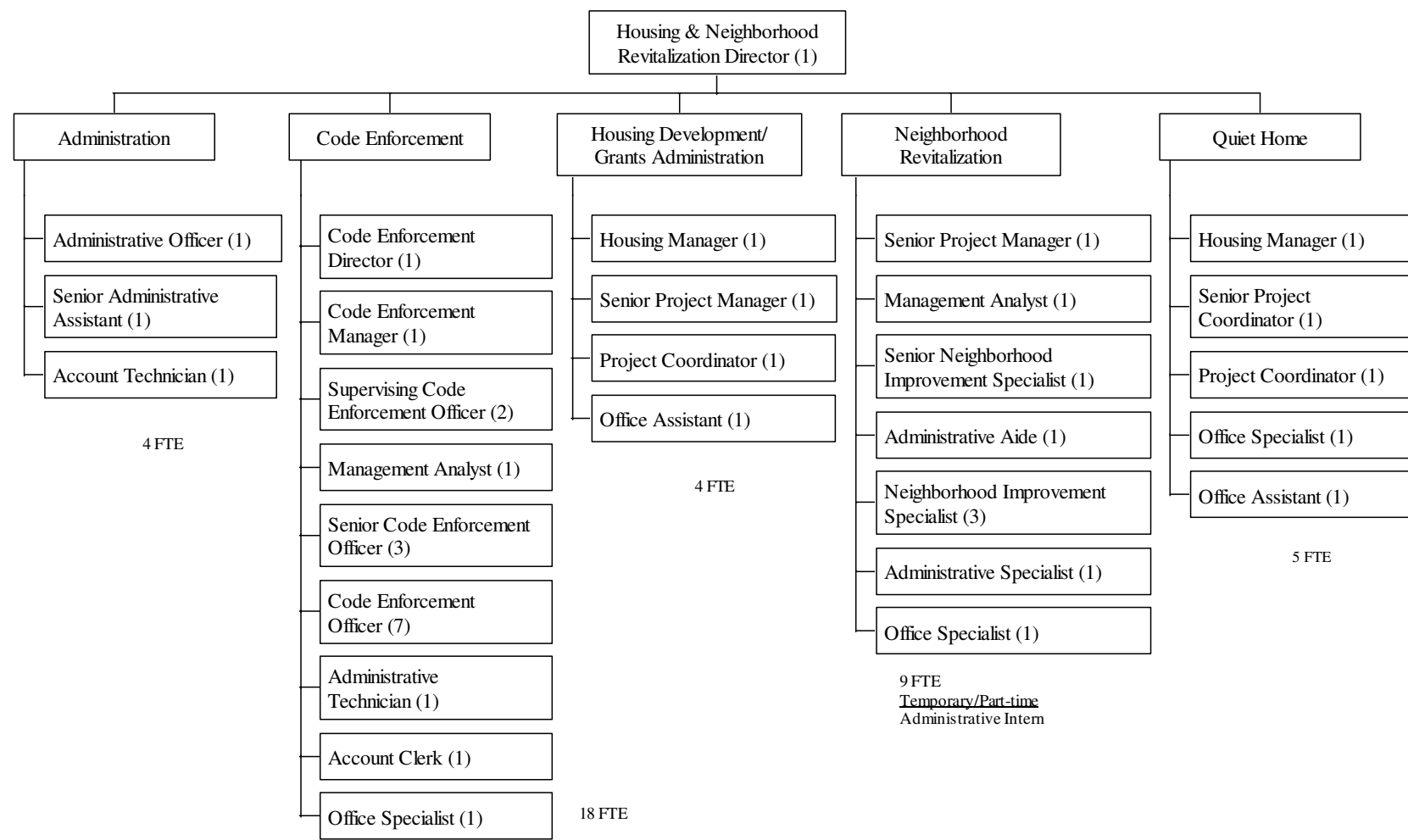
***Quiet Home***

# 2005-06 Organizational Chart

## Housing

Effective July 1, 2005

(40 Full-time employees)



**City of Ontario**  
**Summary of Personnel and Organizational Changes**

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<b><u>Housing Department</u></b>	<b><u>2003-04</u></b>	<b><u>2004-05</u></b>	<b><u>2005-06</u></b>
<b>Administration</b>			
Account Technician	1	1	1
Administrative Officer	1	1	1
Housing & Neighborhood Revit. Director	1	1	1
Senior Administrative Assistant	1	1	1
	<hr/> 4	<hr/> 4	<hr/> 4
<b>Code Enforcement</b>			
Account Clerk	1	1	1
Administrative Technician	1	1	1
Code Enforcement Director	1	1	1
Code Enforcement Manager	1	1	1
Code Enforcement Officer	6	6	7
Management Analyst	1	1	1
Office Specialist	1	1	1
Senior Code Enforcement Officer	2	2	3
Supervising Code Enforcement Officer	2	2	2
	<hr/> 16	<hr/> 16	<hr/> 18
<b>Housing Development/Grants Administration</b>			
Housing Manager	1	1	1
Office Assistant	1	1	1
Project Coordinator	1	1	1
Senior Project Manager	1	1	1
	<hr/> 4	<hr/> 4	<hr/> 4
<b>Neighborhood Revitalization</b>			
Administrative Aide	1	1	1
Administrative Specialist	1	1	1
Management Analyst	1	1	1
Neighborhood Improvement Specialist	3	3	3
Office Specialist	1	1	1

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*Summary of Personnel and Organizational Changes**Fiscal Year 2005-06*

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	<u>2003-04</u>	<u>2004-05</u>	<u>2005-06</u>
Senior Neighborhood Improvement Specialist	1	1	1
Senior Project Manager	1	1	1
	<hr/> 9	<hr/> 9	<hr/> 9
<b>Quiet Home Program</b>			
Housing Manager	0	0	1
Office Assistant	1	1	1
Office Specialist	1	1	1
Project Coordinator	1	1	1
Senior Project Coordinator	1	1	1
Senior Project Manager	1	1	0
	<hr/> 5	<hr/> 5	<hr/> 5
<b>Total – Housing Agency</b>	<b>38</b>	<b>38</b>	<b>40</b>

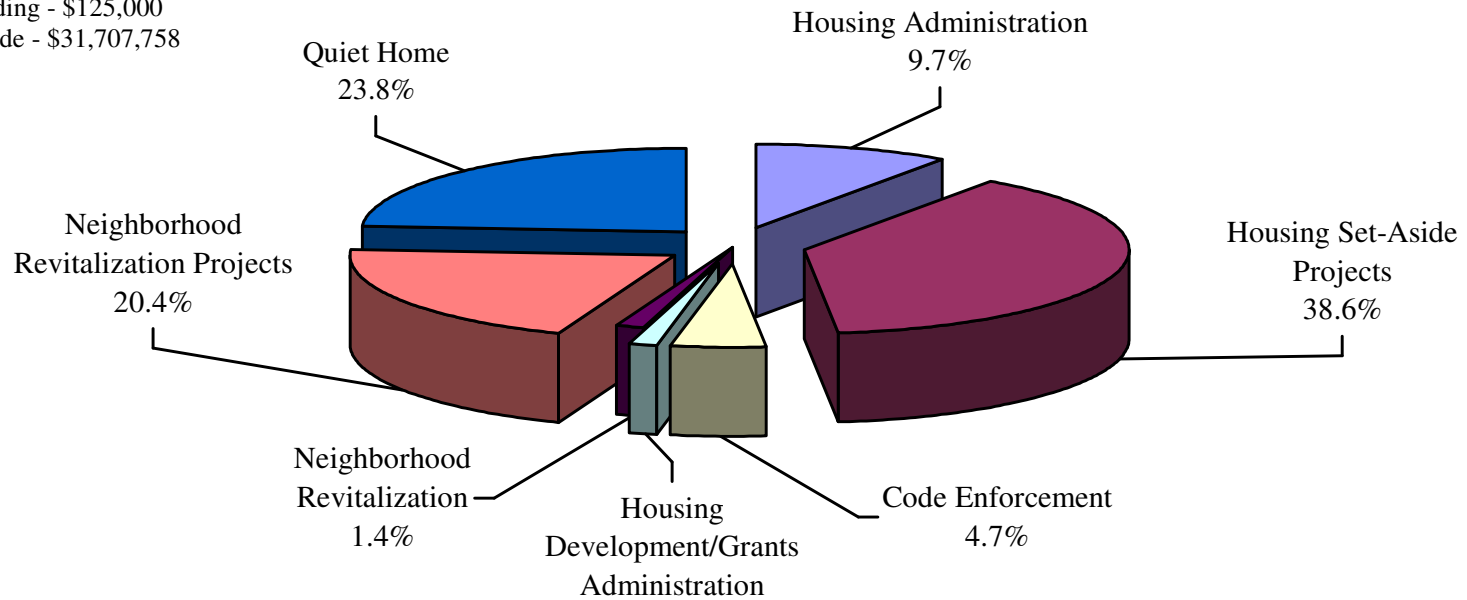
## Housing Agency

Total Funds:	\$50,730,377
General Fund:	\$1,653,210
Other Funds:	\$49,077,167

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### OTHER FUNDS CONSIST OF:

Quiet Home Program - \$12,095,671  
C.D.B.G. - \$2,222,357  
HOME Grants - \$2,926,381  
Dangerous Building - \$125,000  
Housing Set Aside - \$31,707,758



## AGENCY SUMMARY FOR FISCAL YEAR 2005-06

### Housing Agency

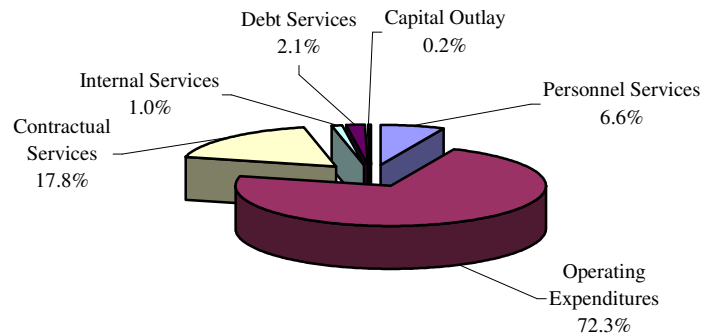
Agency includes Administration, Housing Set-Aside Projects, Code Enforcement, Housing Development/Grants Administration, Neighborhood Revitalization, and Quiet Home Departments.

### Service Objective:

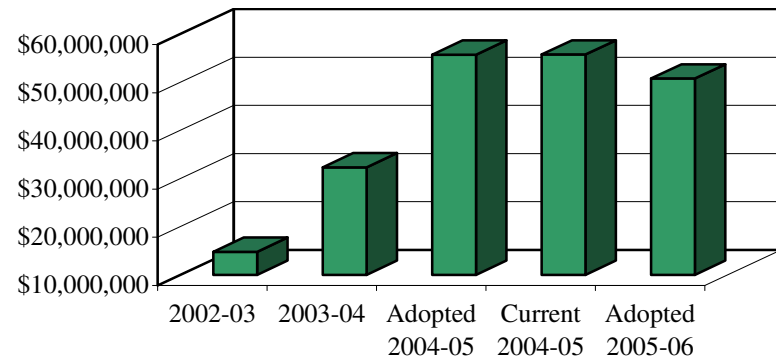
To implement and administer housing programs and projects in order to maintain, preserve and improve the City's existing housing stock; to work with private and non-profit developers to provide additional housing opportunities; to maintain and improve the City's existing infrastructure and provide for the development of new infrastructure; to provide enforcement of all codes, ordinances, and land use regulations; to improve the quality of life in the aircraft noise-impacted neighborhoods and to increase land use compatibility near Ontario International Airport

### Adopted Budget Expenditures

**\$50,730,377**



### Expenditures



### Budget

<u>Expenditures Category</u>	<u>FY 2002-03</u>	<u>FY 2003-04</u>	<u>Adopted FY 2004-05</u>	<u>Current FY 2004-05</u>	<u>Adopted FY 2005-06</u>	<u>% Change to Adopted 04-05</u>
Personnel Services	\$ 2,075,879	\$ 2,469,964	\$ 3,076,243	\$ 2,984,507	\$ <b>3,332,772</b>	8.3%
Operating Expenditures	7,284,612	22,989,513	38,961,325	37,964,608	<b>36,695,741</b>	-5.8%
Contractual Services	4,182,932	5,471,326	11,984,010	13,102,032	<b>9,048,126</b>	-24.5%
Internal Services	277,619	309,584	355,486	353,736	<b>508,020</b>	42.9%
Debt Services	921,306	1,048,473	1,048,105	1,048,105	<b>1,047,718</b>	0.0%
Capital Outlay	21,284	13,088	262,187	262,187	<b>98,000</b>	-62.6%
<b>Total Expenditures</b>	<b>\$ 14,763,632</b>	<b>\$ 32,301,948</b>	<b>\$ 55,687,356</b>	<b>\$ 55,715,175</b>	<b>\$ 50,730,377</b>	-8.9%
Annual Percentage Change		118.8%	72.4%	0.0%	-8.9%	
Annual Amount Change		\$ 17,538,316	\$ 23,385,408	\$ 27,819	\$ (4,984,798)	

Historical data may reflect fluctuations due to organizational restructuring.

## Housing Agency 2005-06 Department Summary

Department Title (Department ID)	Detail Book Page Number	2002-03 Actual	2003-04 Actual	2004-05 Adopted Budget	2004-05 Current Budget	2005-06 Adopted Budget	% Change to Adopted Budget 2004-05
Housing Administration (176)	328	\$ 3,523,445	\$ 4,524,073	\$ 4,580,893	\$ 4,767,195	\$ 4,928,174	7.6%
Housing Set-Aside Projects (177)	331	2,293,814	4,365,059	19,548,241	19,906,257	19,593,599	0.2%
Code Enforcement/Administration (115)	332	978,252	956,078	1,106,246	1,202,954	1,653,210	49.4%
Code Enforcement/Community Improvement Team-CIT (131)	335	256,014	572,514	702,187	702,187	600,000	-14.6%
Code Enforcement/Citywide Building Safety Fund (198)	336	41,410	70,246	125,000	126,581	125,000	0.0%
Code Enforcement Project (313)	337	26,761	5,073	12,198	12,490	10,000	-18.0%
Housing Development/Grants Administration (128)	338	260,333	306,072	393,651	360,941	335,538	-14.8%
Housing Development/Grants Admin/HUD Project (312)	340	254,145	253,446	221,950	519,980	341,219	53.7%
Neighborhood Revitalization/Housing Revitalization (125)	342	114,130	107,908	166,000	150,000	170,000	2.4%
Neighborhood Revitalization/HOME Program (126)	343	31,274	53,040	52,393	52,393	48,291	-7.8%
Neighborhood Revitalization/HOME CHDO Program (127)	344	24,058	-	366,875	347,520	473,177	29.0%
Neighborhood Revitalization Project (314)	345	1,620,794	10,557,062	14,719,732	9,857,187	10,356,498	-29.6%
Quiet Home/LAWA Acquisition (120)	353	4,938	4,594	392,511	392,511	542,776	38.3%
Quiet Home/1997 DOA Property Acquisition Admin. (123)		60,249	52,231	-	-	-	0.0%
Quiet Home/FAA NB-DOA 99 Insulation Admin. (166)	355	2,788,878	2,637,078	3,123,000	3,123,000	404,000	-87.1%
Quiet Home/FAA NC-DOA 97 Acquisition (247)	356	1,548,924	1,574,168	793,500	769,500	101,000	-87.3%
Quiet Home/FAA ND-DOA 02 Insulation (256)	357	219,739	1,533,648	5,712,421	5,712,421	1,857,271	-67.5%
Quiet Home/FAA 17-LAWA 03 Acquisition (259)	358	716,474	3,049,486	1,490,489	2,217,489	2,259,543	51.6%
Quiet Home/FAA 21-LAWA 04 Acquisition (261)	360	-	1,680,172	2,180,069	2,202,069	116,000	-94.7%
Quiet Home/FAA 23-LAWA 04 Property Acquisition (262)	362	-	-	-	3,292,500	4,302,981	0.0%
Quiet Home/FAA 25-LAWA 05 Noise Insulation (265)	364	-	-	-	-	2,212,100	0.0%
Quiet Home/LAWA Miscellaneous Projects (323)	365	-	-	-	-	300,000	0.0%
<b>Total Housing Agency</b>		<b>\$ 14,763,632</b>	<b>\$ 32,301,948</b>	<b>\$ 55,687,356</b>	<b>\$ 55,715,175</b>	<b>\$ 50,730,377</b>	<b>-8.9%</b>

Historical data may reflect fluctuations due to organizational restructuring.

**Housing Agency  
Major Accomplishments  
Fiscal Year 2004-05**

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**Housing Administration**

- Completed the affordability and maintenance monitoring of over 1,600 units for the following projects: Cedar Villas, Woodside, Waterford Court Apartments, Mission Oaks, Parc Vista, Cinnamon Ridge, Vineyard Village, Cambridge Court, Waverly Place, Sunnyside III, Terrace View, Whispering Winds, Ontario Seasons Senior Apartments, Parkside Housing, Virginia Apartments, The Grove, Mountain View Senior Apartments, HOGI, and HOME projects to ensure compliance with the respective Owner Participation Agreements and/or Regulatory Agreements.
- Renewed the housing assistance contract with Forest City Management and HUD for the Grove Apartments, a 100-unit very affordable senior citizen complex.
- Implemented the computer database for CARES program to enhance tracking and reporting program participation.
- Implemented the Ontario Ownership Program Enhancing Neighborhoods (“Ontario OPEN House”) first time homebuyer program.
- Participated with the County of San Bernardino to provide home mortgage programs throughout the City.

**Code Enforcement:**

**Citywide**

- Conducted 8,077 field inspections in response to citizen complaints.
- Worked in a cooperative effort with citizens to abate 2,527 code violations.
- Issued 467 citations and 1,527 notices for uncorrected violations.

**Community Improvement Team (CIT)**

- Conducted 2,828 field inspections in response to citizen complaints.
- Four properties were assigned a court-appointed receiver which resulted in complete rehabilitation of the properties
- Continued inspections in the D Street and Imperial (166 units) target area.
- Continued projects in the Sixth and Grove target area, and the 500-700 blocks of North Grove Avenue.
- Investigated 746 substandard housing complaints received throughout the City.
- Continued to monitor the progress of the West Stoneridge Court Homeowner’s Association through attendance at Association meetings and area inspections.



**Housing Agency  
Major Accomplishments  
Fiscal Year 2004-05**

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- Conducted assessments of all properties in the new Mission Boulevard and Lincoln School Focus Neighborhoods for participation in the CARES Program.

**Housing Development**

- Acquired 12 properties with a total value of approximately \$3.9 million, started negotiations to acquire 10 additional properties, and completed demolition work on 4 properties within the Downtown Civic Center Project site.
- Entered into an Exclusive Right to Negotiate Agreement with J.H. Snyder for the Downtown Civic Center Project.
- Completed the construction of a 91-unit affordable senior housing community with Ontario Senior Housing, Inc. and fully leased the property located at 1449 East “D” Street (Ontario Senior Housing – Phase I).
- Submitted an application for HUD Section 202 funds for Ontario Senior Housing – Phase II, to construct 48 affordable senior housing units.
- Submitted an application for the construction of 20 affordable senior housing units located at 1045 West “G” Street (Mountain View Senior Apartments- Phase II).
- Negotiated and executed agreements for the purchase of Parc Vista, Terrace View and Whispering Winds apartments consisting of 215 affordable housing units.
- Approved the financial restructuring and sale of Cinnamon Ridge, Estancia, and Mission Oaks to RPK Development. These projects consist of 333 units, of which 266 are affordable housing units.
- Negotiated the development of a 3.47-acre site located at the corner of Mission Boulevard and Oakland Avenue for the construction of 31 single-family properties.
- Began construction of a 5 bedroom, single family house at 916 Taylor Avenue, which was a property acquired by the Ontario Redevelopment Agency through a tax-default sale. The project is constructed by AOF/Golden State Community Development Corporation, a non-profit Community Housing Development Organization (CHDO).
- Acquired property at 905 East Holt Boulevard (Ideal Mobile Home Park) with a total value of \$525,000.
- Developed and executed a full service homeless continuum of care strategy.

**Housing Agency  
Major Accomplishments  
Fiscal Year 2004-05**

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**Grants Administration**

- Prepared the Five-Year Consolidated Plan, One-Year Action Plan for Fiscal Year 2005-06, Analysis of Impediments to Fair Housing Choice.
- Executed contracts with 7 non-profit organizations to carry out 11 housing and community development projects.
- Prepared annual performance reports on the CDBG, HOME and ESG Programs for submission to HUD.
- Continued to manage a nine-unit multi-family complex on Virginia Street.

**Neighborhood Revitalization**

- Acquired tax defaulted property at Fourth & Cucamonga for potential housing development.
- Submitted documentation to the County of San Bernardino Assessor's Office for the acquisition process for 10 tax defaulted properties.
- Implemented Ontario CARES program in November 2004 in two new focus neighborhoods of Lincoln School and Mission Boulevard.
- Phased out Ontario CARES program in the Anthony Munoz and Berlyn School focus neighborhoods. In these two focus areas, 410 properties have received painting and landscaping improvements.
- Continued to implement a Citywide Emergency Grant Program to assist elderly, disabled and very low-income residents and brought 13 homes into compliance with the Ontario Municipal Code.
- Continued to implement rehabilitation loans to assist Ontario homeowners to rehabilitate properties and/or abate code violations. Received 20 applications and funded 15 loans.
- Developed and implemented the Ontario Ownership Program Enhancing Neighborhoods (Ontario OPEN House) Program to provide down payment and closing cost assistance to first-time homebuyers.

**Quiet Home Program:**

**Residential Sound Insulation**

- Completed sound insulation work on 154 homes.
- Awarded two construction contracts totaling \$3.5 million for 145 homes.
- Submitted two grant applications totaling \$4.4 million to soundproof approximately 140 additional homes.

**Housing Agency  
Major Accomplishments  
Fiscal Year 2004-05**

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***Property Acquisition Program***

- Secured a new \$5.5 million Federal Aviation Agency (FAA) grant and a \$1.4 million Los Angeles World Airports (LAWA) matching grant to acquire approximately 22 residential properties.
- Acquired 10 residential properties and expended approximately \$3.3 million in acquisition and relocation.
- Completed demolition work on 26 homes located on 14 City-owned properties.

**Housing Agency  
Major Goals  
Fiscal Year 2005-06**

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**Housing Administration**

**Operate in a Businesslike Manner**

- Implement the first year of the adopted Five-Year Housing Strategy Plan.
- Monitor Agency-assisted housing projects to ensure compliance with affordability, maintenance requirements and revenue sharing pursuant to applicable agreements.
- Develop Housing database automation to effectively utilize technology in sharing data and reporting program results.
- Complete work to move Housing, Redevelopment, Code Enforcement and Quiet Home Program offices to a new facility.

**Focus Resources in Ontario's Commercial and Residential Neighborhoods**

- Continue to promote and expand home ownership opportunities within project and focus area.
- First Time Home Buyers Program: Develop first-time home buyers programs which would help existing tenants become home owners. Concentrate programs in CARES focus neighborhoods or where existing single family residential rental properties can be converted to home ownership.
- Develop and implement programs and projects to meet the Agency's Inclusionary and Replacement Housing requirements.

**Code Enforcement:**

***Citywide***

**Operate in a Businesslike Manner**

- Enforce municipal codes, ordinances, and other regulations within the City.

**Pursue City's Goals and Objectives by Working with Other Governmental Agencies**

- Coordinate work efforts and procedures with other agencies and departments to enhance the overall appearance of the City.

**Focus Resources in Ontario's Commercial and Residential Neighborhoods**

- Perform inspections to identify substandard, dangerous, and unhealthy conditions within a building, or on a property, inoperative vehicles, illegal business activity, illegal signs, improper property maintenance, and inappropriate use of land.

**Housing Agency  
Major Goals  
Fiscal Year 2005-06**

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- Create partnerships and innovative responses to code-related problems, addressing “broken window theory” type issues specifically in the downtown and throughout the community.
- Correct code violations through either voluntary compliance or administrative and judicial enforcement.
- Implement a new contract for County inspection of all hotels and motels.
- Work cooperatively with the Public Works Agency and the Police Department to implement ongoing graffiti abatement efforts Citywide, and continue to develop new tools for graffiti prevention.

***Community Improvement Team (CIT)***

**Operate in a Businesslike Manner**

- Provide timely inspections and abatement in response to reports of dangerous buildings.
- Provide assistance to Public Works, Building, Police, and Fire Department in the abatement of public nuisances.
- Continue coordination of weekly inter-department meetings to discuss Community Improvement issues.

**Focus Resources in Ontario’s Commercial and Residential Neighborhoods**

- Provide inspections of multi-family properties in targeted neighborhoods. Inspections will include a thorough evaluation of unit interiors and building exteriors, to ensure compliance with the Uniform Housing Code, as well as an evaluation of the property grounds to ensure compliance with the Ontario Municipal Code.
- Continue to monitor existing multi-family rehabilitation projects.
- Coordinate with CARES program and grant programs to combine private and public improvements in targeted areas in order to maximize our impact on neighborhood preservation.
- Pursue demolition and appointment of receivers on properties that present a danger to the public.

**Housing Development**

**Focus Resources in Ontario’s Commercial and Residential Neighborhoods**

- In-fill Housing Development Program: Continue to implement a program of compatible in-fill housing on vacant or deteriorated structure sites in targeted neighborhoods of the City.
- Senior Housing Development: Continue to facilitate development of selected senior citizen housing projects or acquisition and rehabilitation projects financed through bond and tax credit or loan financing.

**Housing Agency  
Major Goals  
Fiscal Year 2005-06**

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- Multi-family Development and Acquisition Rehabilitation Development: Continue to facilitate multi-family developments and acquisition / rehabilitation projects through bond, tax credit financing or other sources.
- New Ownership Housing: Continue to assist with the development of market rate and affordable ownership housing on sites which would be compatible with surrounding land uses.
- Downtown Civic Center: Continue to assemble land, begin the disposition and development process, and begin construction of the project to create affordable and market rate housing.
- Implement a homeless continuum of care strategy.

**Neighborhood Revitalization**

**Focus Resources in Ontario's Commercial and Residential Neighborhoods**

- Neighborhood Preservation (CARES): Implement a strategy for a new Focus Area which includes neighborhood improvement, preservation, enforcement and target Down Payment Assistance Loan (DPAL) financing. The program addresses neighborhoods utilizing the appropriate combination of CARES loans and grants, financing of public improvements and enforcement.
- Implementation of Housing Opportunities Strategy: Identify potential infill housing project sites.
- Comprehensive Enforcement: Integrate programs of code enforcement and targeted financial assistance. Program includes combination of addressing high-visibility deteriorated areas as well as establishing consistent Citywide standards and levels of maintenance and improvement.
- High Impact Single Family Neighborhood Improvement: Continue to implement Ontario CARES, a high participation program of exterior property improvement, landscaping and public improvements in a series of single family neighborhoods.
- Multi-Family Property Improvement Program: Pro-actively facilitate the acquisition, substantial rehabilitation and professional management of selected projects in high-density neighborhoods.

**Quiet Home Program**

**Invest in the Growth and Evolution of the City's Economy**

- Work with the private sector to encourage core community revitalization in the Quiet Home Program project areas.
- Continue to increase redevelopment opportunities in the property acquisition areas.
- Secure new property acquisition funding.

**Housing Agency  
Major Goals  
Fiscal Year 2005-06**

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**Operate in a Businesslike Manner**

- Prepare a Homeowner's Manual for Residential Sound Insulation.

**Pursue City's Goals and Objectives by Working with Other Governmental Agencies**

- Work with Los Angeles World Airports (LAWA) to secure release of noise mitigation funding collected through Passenger Facility Charges at LA-Ontario International Airport.
- Continue to work with LAWA to develop an aviation easement policy for the Quiet Home Program.

**Focus Resources in Ontario's Commercial and Residential Neighborhoods**

- Continue to improve and preserve the housing stock in the sound insulation area.
- Complete construction of funded residential sound insulation projects.
- Continue community outreach efforts including the creation of a residential sound insulation showroom.

**Housing Agency  
Performance Measures  
Fiscal Year 2005-06**

	Page, Goal #	Actual FY 2003-04	Actual FY 2004-05	Target FY 2005-06
<b>Housing Administration</b>				
Review applications within one week of receipt of each application	Pg. xxvii, 3	95%	95%	95%
Paint and/or landscape units within the CARES focus area	Pg. xxviii, 5	253	200	250
Additional affordable housing units either substantially improved, preserved or developed	Pg. xxviii, 5	189	238	197
Subordinations, short sales, pay-offs within a 30-day turnaround	Pg. xxxii, 3	100%	100%	100%
Affordable housing units monitored for compliance with affordability covenants (Total # of units within each project)	Pg. xxviii, 5	1,522	1,614	1,731
<b>Code Enforcement – Citywide</b>				
Provide initial response to citizen complaints within 3 days	Pg. xxvii, 3	100%	100%	100%
<b>Code Enforcement – Community Improvement Task Force (CITF)</b>				
Pursue appointment of receivers and/or demolition on dangerous buildings where appropriate	Pg. xxviii, 5	80%	100%	100%
Respond to substandard complaints within 3 days	Pg. xxvii, 3	50%	100%	100%
<b>Housing Development</b>				
Land acquisitions in the Civic Center area (# of acquired properties)	Pg. xxviii, 5	3	12	10
Land acquisitions for infill housing development (# of acquired properties)	Pg. xxviii, 5	3	1	10
<b>Grants Administration</b>				
Monitor subrecipients for program compliance; determine number of subrecipients in compliance.	Pg. xxviii, 4	100%	100%	100%



**Housing Agency  
Performance Measures  
Fiscal Year 2005-06**

	Page, Goal #	Actual FY 2003-04	Actual FY 2004-05	Target FY 2005-06
<b>Quiet Home Program</b>				
Complete construction on residential sound insulation projects (# of units)	Pg. xxviii, 5	196	154	155
Complete construction bid packages of 50 homes per package (# of units)	Pg. xxviii, 5	259	145	150
Acquire properties near LA-Ontario International Airport (# of acquired properties)	Pg. xxviii, 4	10	10	17