



Hillcrest Business Association  
 Board of Directors Meeting  
 Public Meeting  
 December 11, 2012, 5pm  
 Joyce Beers Center, 1230 Cleveland Ave., San Diego CA 92103

AGENDA

<b>Call to order and introductions</b>	G. Younger	2 minutes
<b>Public comment</b> (1 minute per speaker)		5 minutes
<b>Reports:</b>		
1. President's report	G. Younger	5 minutes
2. Executive Director's report	B. Nicholls	5 minutes
<b>Consent items</b> (action):	G. Younger	5 minutes
1. Approval of minutes <sup>1</sup>		
2. Approval of organizational financials <sup>2</sup>		
<b>Special Event Committee items</b>		
1. San Diego Half Marathon presentation (action)	B. Nicholls	10 minutes
2. Mardi Gras partnership discussion (action)	J. Hale	10 minutes
<b>Beautification Committee items</b>		
1. Purchase recycle cans (action)	C. Moreno	5 minutes
<b>Marketing Committee items</b>		
1. Co-operative print campaign policy (action) <sup>3</sup>	A. Capano	10 minutes
<b>Executive Committee items:</b>		
1. Approval of Hillcrest 2.0 plan update memo (action) <sup>4</sup>	M. Brennan	10 minutes
2. Executive Director review (action) (closed session)	G. Younger	10 minutes
3. Executive Director compensation discussion (action)	G. Younger	5 minutes
<b>Pride Flag ad hoc Committee items</b>		
1. Maintenance and partnership update (information)	J. Hale	5 minutes

Attachments:

- |                            |                                     |
|----------------------------|-------------------------------------|
| 1. November 2012 minutes   | 3. SOP#13 Co-operative print policy |
| 2. October 2012 financials | 4. Hillcrest 2.0 memo               |

**HBIA**  
**Balance Sheet**  
As of September 30, 2012

	<b>Sep 30, 12</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
10020 - CHASE - Checking	3.16
10025 - CA. Bank & Trust	40,997.20
10035 - Comerica - Checking	208,275.91
10040 - CHASE - Money Market	
General	80,667.36
<b>Total 10040 - CHASE - Money Market</b>	<b>80,667.36</b>
<b>Total Checking/Savings</b>	329,943.63
<b>Accounts Receivable</b>	
12000 - Accounts Receivable	24,475.88
<b>Total Accounts Receivable</b>	<b>24,475.88</b>
<b>Other Current Assets</b>	
10115 - SBEP City Services	4,620.00
10125 - MAD Receivable	25,943.30
10135 - City Fest Receivable	5,000.00
10145 - Farmers Market Receivable	9,969.09
10155 - Prepaid Expense	2,714.50
10165 - Workers Compensation Deposit	842.00
<b>Total Other Current Assets</b>	<b>49,088.89</b>
<b>Total Current Assets</b>	403,508.40
<b>Fixed Assets</b>	
10200 - Office Furniture & Equipment	13,139.00
10220 - Accumulated Depreciation	-12,792.40
<b>Total Fixed Assets</b>	<b>346.60</b>
<b>TOTAL ASSETS</b>	<b>403,855.00</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	

**HBIA**  
**Balance Sheet**  
As of September 30, 2012

	<u>Sep 30, 12</u>
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
20210 · Accrued Expenses	23,155.00
20215 · BID Assessment	-1,160.39
20230 · Sales Tax Payable	6,278.00
<b>21000 · Payroll Liabilities</b>	
Vacation Payable	<u>3,681.33</u>
<b>Total 21000 · Payroll Liabilities</b>	<u>3,681.33</u>
<b>Total Other Current Liabilities</b>	<u>31,953.94</u>
<b>Total Current Liabilities</b>	<u>31,953.94</u>
<b>Total Liabilities</b>	31,953.94
<b>Equity</b>	
31100 · Unrestricted Net Assets	376,719.27
Net Income	<u>-4,818.21</u>
<b>Total Equity</b>	<u>371,901.06</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>403,855.00</u></u>

**HBIA**  
**Profit & Loss Budget vs. Actual**  
 July through September 2012

				<b>TOTAL</b>		
	<b>Sep 12</b>	<b>Budget</b>	<b>Variance</b>	<b>Jul - Sep 12</b>	<b>Budget</b>	<b>Variance</b>
<b>Income</b>						
40015 - CityFest	5,256.70	0.00	5,256.70	137,284.95	130,000.00	7,284.95
40020 - Farmers Market	17,182.10	13,334.00	3,848.10	53,272.11	40,002.00	13,270.11
40040 - MAD	8,978.84	7,515.00	1,463.84	23,018.83	25,981.00	-2,962.17
40045 - MAD Reserve	0.00	2,146.00	-2,146.00	0.00	6,377.00	-6,377.00
40050 - BID	9,887.78	11,659.00	-1,771.22	29,229.36	38,412.00	-9,182.64
40080 - Newsletter/Advertising	0.00	85.00	-85.00	0.00	255.00	-255.00
40090 - Mardi Gras	-500.00	0.00	-500.00	-500.00	0.00	-500.00
40120 - Interest	3.07	100.00	-96.93	9.98	300.00	-290.02
40135 - Hillcrest Hoedown	1,469.50	15,000.00	-13,530.50	11,528.59	33,000.00	-21,471.41
40140 - Banner Space	-52.00	667.00	-719.00	548.00	2,001.00	-1,453.00
40145 - Pride Flag	0.00			7,750.00		
40155 - Pride of Hillcrest	186.75			121,331.61		
40160 - Hillcrest Map.	0.00	720.00	-720.00	600.00	2,160.00	-1,560.00
40180 - Other Income	52.00	167.00	-115.00	104.00	501.00	-397.00
<b>Total Income</b>	<b>42,464.74</b>	<b>51,393.00</b>	<b>-8,928.26</b>	<b>384,177.43</b>	<b>278,989.00</b>	<b>105,188.43</b>
<b>Expense</b>						
<b>50000 - Personnel</b>						
50005 - Salaries	13,196.71	10,300.00	2,896.71	41,226.07	36,900.00	4,326.07
50025 - Employer Taxes - Federal	1,009.55	1,419.00	-409.45	3,153.79	4,257.00	-1,103.21
50035 - Health Insurance	672.93	788.00	-115.07	1,910.79	2,364.00	-453.21
50040 - Workers Comp Insurance	0.00	193.00	-193.00	346.93	579.00	-232.07
<b>Total 50000 - Personnel</b>	<b>14,879.19</b>	<b>12,700.00</b>	<b>2,179.19</b>	<b>46,637.58</b>	<b>44,100.00</b>	<b>2,537.58</b>
<b>50045 - Operating</b>						
50050 - Rent Office Space	723.00	726.00	-3.00	2,892.00	2,178.00	714.00
50055 - Storage	235.00	150.00	85.00	705.00	450.00	255.00
50060 - Accounting	1,833.00	1,834.00	-1.00	5,499.00	5,502.00	-3.00
50065 - Audit	4,500.00	0.00	4,500.00	4,500.00	7,500.00	-3,000.00
50070 - Equipment Purchase	896.95	1,000.00	-103.05	1,282.91	2,000.00	-717.09
50075 - Intern/Consultant	505.00	417.00	88.00	2,270.00	1,251.00	1,019.00
50080 - Bank & Credit Card Charges	65.59	50.00	15.59	81.54	150.00	-68.46
50085 - Repair and Maintenance	70.00	100.00	-30.00	460.00	300.00	160.00
50090 - Office Supplies	682.87	268.00	414.87	834.56	804.00	30.56

**HBIA**  
**Profit & Loss Budget vs. Actual**  
 July through September 2012

				<b>TOTAL</b>		
	<b>Sep 12</b>	<b>Budget</b>	<b>Variance</b>	<b>Jul - Sep 12</b>	<b>Budget</b>	<b>Variance</b>
<b>50095 - Postage and Delivery</b>	0.00	42.00	-42.00	45.00	126.00	-81.00
<b>50100 - Printing/Photocopy</b>	0.00	340.00	-340.00	28.19	1,020.00	-991.81
<b>50120 - Meetings</b>	619.40	252.00	367.40	619.40	756.00	-136.60
<b>50125 - Legal</b>	331.00	167.00	164.00	331.00	501.00	-170.00
<b>50130 - Telephone &amp; Internet</b>	487.65	447.00	40.65	1,426.61	1,341.00	85.61
<b>50135 - Parking/Mileage</b>	200.00	200.00	0.00	600.00	600.00	0.00
<b>50140 - Depreciation</b>	0.00	100.00	-100.00	173.30	300.00	-126.70
<b>50330 - D &amp; O / Liability Insurance</b>	1,913.50	589.00	1,324.50	5,659.50	1,967.00	3,692.50
<b>Total 50045 - Operating</b>	<b>13,062.96</b>	<b>6,682.00</b>	<b>6,380.96</b>	<b>27,408.01</b>	<b>26,746.00</b>	<b>662.01</b>
<b>51000 - Neighborhood/Promotion</b>						
<b>51515 - CityFest</b>	10,395.31	0.00	10,395.31	104,507.36	85,000.00	19,507.36
<b>51525 - Promotion/Marketing</b>	550.99	2,033.00	-1,482.01	3,222.57	6,099.00	-2,876.43
<b>51530 - Banners</b>	300.00	300.00	0.00	2,380.00	1,400.00	980.00
<b>51535 - Web Site Communications</b>	400.67	117.00	283.67	701.71	351.00	350.71
<b>51540 - Business Mixers/Open House</b>	0.00	116.00	-116.00	642.11	348.00	294.11
<b>51545 - Newsletter</b>	0.00	225.00	-225.00	0.00	675.00	-675.00
<b>51555 - Farmer's Market</b>	4,358.39	1,234.00	3,124.39	7,062.73	3,702.00	3,360.73
<b>51565 - Hillcrest Map</b>	2.00	900.00	-898.00	1,927.00	2,700.00	-773.00
<b>51570 - Hillcrest Hoedown.</b>	9,125.78	12,000.00	-2,874.22	9,386.88	14,500.00	-5,113.12
<b>51575 - Pride Flag Project</b>	4,521.32			33,439.07		
<b>51800 - Pride of Hillcrest</b>	20,362.31			103,942.81		
<b>51870 - Mardi Gras</b>	150.00	0.00	150.00	150.00	0.00	150.00
<b>Total 51000 - Neighborhood/Promotion</b>	<b>50,166.77</b>	<b>16,925.00</b>	<b>33,241.77</b>	<b>267,362.24</b>	<b>114,775.00</b>	<b>152,587.24</b>
<b>53000 - Physical Improvements</b>						
<b>53125 - Hillcrest Sign Utilities/Maint.</b>	50.59	67.00	-16.41	147.10	201.00	-53.90
<b>53130 - Security</b>	3,165.40	3,000.00	165.40	9,496.20	9,000.00	496.20
<b>53135 - Street Cleaning</b>	3,637.00	4,167.00	-530.00	10,097.00	12,501.00	-2,404.00
<b>53137 - Pressure Washing</b>	1,199.00	1,321.00	-122.00	3,699.00	6,946.00	-3,247.00
<b>53150 - Dumpsters</b>	618.56	301.00	317.56	1,237.12	903.00	334.12
<b>53152 - Flower Baskets (Purchase)</b>	2,148.00	1,274.00	874.00	12,723.00	11,726.00	997.00
<b>53155 - Tree Trimming &amp; Maintenance</b>	680.00	2,080.00	-1,400.00	6,800.00	6,240.00	560.00
<b>53160 - Capital Projects</b>	0.00	2,085.00	-2,085.00	0.00	6,255.00	-6,255.00
<b>53161 - Special Projects</b>	0.00	7,100.00	-7,100.00	2,090.39	21,300.00	-19,209.61

**HBIA**  
**Profit & Loss Budget vs. Actual**  
 July through September 2012

				<b>TOTAL</b>		
	<b>Sep 12</b>	<b>Budget</b>	<b>Variance</b>	<b>Jul - Sep 12</b>	<b>Budget</b>	<b>Variance</b>
53165 - Contingency	0.00	4,314.00	-4,314.00	1,298.00	12,942.00	-11,644.00
Total 53000 - Physical Improvements	11,498.55	25,709.00	-14,210.45	47,587.81	88,014.00	-40,426.19
<b>Total Expense</b>	89,607.47	62,016.00	27,591.47	388,995.64	273,635.00	115,360.64
	<b><u>-47,142.73</u></b>	<b><u>-10,623.00</u></b>	<b><u>-36,519.73</u></b>	<b><u>-4,818.21</u></b>	<b><u>5,354.00</u></b>	<b><u>-10,172.21</u></b>

**HBIA**  
**Profit & Loss by Class**  
 July through September 2012

	<u>110 GENERAL</u>	<u>220 SPECIAL EVENTS</u>	<u>410 BID CONTRACT</u>	<u>510 MAD</u>	<u>TOTAL</u>
<b>Income</b>					
40015 - CityFest	0.00	137,284.95	0.00	0.00	137,284.95
40020 - Farmers Market	53,272.11	0.00	0.00	0.00	53,272.11
40040 - MAD	0.00	0.00	0.00	23,018.83	23,018.83
40050 - BID	0.00	0.00	29,229.36	0.00	29,229.36
40090 - Mardi Gras	0.00	-500.00	0.00	0.00	-500.00
40120 - Interest	9.98	0.00	0.00	0.00	9.98
40135 - Hillcrest Hoedown	0.00	11,528.59	0.00	0.00	11,528.59
40140 - Banner Space	548.00	0.00	0.00	0.00	548.00
40145 - Pride Flag	7,750.00	0.00	0.00	0.00	7,750.00
40155 - Pride of Hillcrest	0.00	121,331.61	0.00	0.00	121,331.61
40160 - Hillcrest Map.	600.00	0.00	0.00	0.00	600.00
40180 - Other Income	104.00	0.00	0.00	0.00	104.00
<b>Total Income</b>	<u>62,284.09</u>	<u>269,645.15</u>	<u>29,229.36</u>	<u>23,018.83</u>	<u>384,177.43</u>
<b>Expense</b>					
<b>50000 - Personnel</b>					
50005 - Salaries	22,759.15	10,174.64	8,292.28	0.00	41,226.07
50025 - Employer Taxes - Federal	1,741.02	778.40	634.37	0.00	3,153.79
50035 - Health Insurance	1,362.02	548.77	0.00	0.00	1,910.79
50040 - Workers Comp Insurance	192.38	0.00	154.55	0.00	346.93
<b>Total 50000 - Personnel</b>	<u>26,054.57</u>	<u>11,501.81</u>	<u>9,081.20</u>	<u>0.00</u>	<u>46,637.58</u>
<b>50045 - Operating</b>					
50050 - Rent Office Space	1,874.00	0.00	1,018.00	0.00	2,892.00
50055 - Storage	705.00	0.00	0.00	0.00	705.00
50060 - Accounting	3,024.45	989.84	1,484.71	0.00	5,499.00
50065 - Audit	0.00	0.00	1,125.00	3,375.00	4,500.00
50070 - Equipment Purchase	1,282.91	0.00	0.00	0.00	1,282.91
50075 - Intern/Consultant	2,270.00	0.00	0.00	0.00	2,270.00
50080 - Bank & Credit Card Charges	81.54	0.00	0.00	0.00	81.54
50085 - Repair and Maintenance	460.00	0.00	0.00	0.00	460.00
50090 - Office Supplies	736.42	0.00	98.14	0.00	834.56
50095 - Postage and Delivery	45.00	0.00	0.00	0.00	45.00
50100 - Printing/Photocopy	28.19	0.00	0.00	0.00	28.19
50120 - Meetings	619.40	0.00	0.00	0.00	619.40

**HBIA**  
**Profit & Loss by Class**  
 July through September 2012

	<u>110 GENERAL</u>	<u>220 SPECIAL EVENTS</u>	<u>410 BID CONTRACT</u>	<u>510 MAD</u>	<u>TOTAL</u>
50125 - Legal	331.00	0.00	0.00	0.00	331.00
50130 - Telephone & Internet	954.61	0.00	472.00	0.00	1,426.61
50135 - Parking/Mileage	600.00	0.00	0.00	0.00	600.00
50140 - Depreciation	173.30	0.00	0.00	0.00	173.30
50330 - D & O / Liability Insurance	3,743.30	0.00	1,916.20	0.00	5,659.50
<b>Total 50045 - Operating</b>	<b>16,929.12</b>	<b>989.84</b>	<b>6,114.05</b>	<b>3,375.00</b>	<b>27,408.01</b>
<b>51000 - Neighborhood/Promotion</b>					
51515 - CityFest	0.00	104,507.36	0.00	0.00	104,507.36
51525 - Promotion/Marketing	1,902.57	0.00	1,320.00	0.00	3,222.57
51530 - Banners	2,380.00	0.00	0.00	0.00	2,380.00
51535 - Web Site Communications	701.71	0.00	0.00	0.00	701.71
51540 - Business Mixers/Open House	0.00	0.00	642.11	0.00	642.11
51555 - Farmer's Market	7,062.73	0.00	0.00	0.00	7,062.73
51565 - Hillcrest Map	1,927.00	0.00	0.00	0.00	1,927.00
51570 - Hillcrest Hoedown.	0.00	9,386.88	0.00	0.00	9,386.88
51575 - Pride Flag Project	33,439.07	0.00	0.00	0.00	33,439.07
51800 - Pride of Hillcrest	0.00	103,942.81	0.00	0.00	103,942.81
51870 - Mardi Gras	0.00	150.00	0.00	0.00	150.00
<b>Total 51000 - Neighborhood/Promotion</b>	<b>47,413.08</b>	<b>217,987.05</b>	<b>1,962.11</b>	<b>0.00</b>	<b>267,362.24</b>
<b>53000 - Physical Improvements</b>					
53125 - Hillcrest Sign Utilities/Maint.	0.00	0.00	0.00	147.10	147.10
53130 - Security	0.00	0.00	0.00	9,496.20	9,496.20
53135 - Street Cleaning	1,716.75	0.00	4,567.81	3,812.44	10,097.00
53137 - Pressure Washing	191.84	0.00	1,693.63	1,813.53	3,699.00
53150 - Dumpsters	0.00	0.00	596.16	640.96	1,237.12
53152 - Flower Baskets (Purchase)	10,575.00	0.00	2,148.00	0.00	12,723.00
53155 - Tree Trimming & Maintenance	0.00	0.00	3,066.40	3,733.60	6,800.00
53161 - Special Projects	2,090.39	0.00	0.00	0.00	2,090.39
53165 - Contingency	1,298.00	0.00	0.00	0.00	1,298.00
<b>Total 53000 - Physical Improvements</b>	<b>15,871.98</b>	<b>0.00</b>	<b>12,072.00</b>	<b>19,643.83</b>	<b>47,587.81</b>
<b>Total Expense</b>	<b>106,268.75</b>	<b>230,478.70</b>	<b>29,229.36</b>	<b>23,018.83</b>	<b>388,995.64</b>
	<b><u>-43,984.66</u></b>	<b><u>39,166.45</u></b>	<b><u>0.00</u></b>	<b><u>0.00</u></b>	<b><u>-4,818.21</u></b>



**HBIA**  
**Profit & Loss Budget vs. Actual**  
 July through October 2012

				<b>TOTAL</b>		
	<b>Oct 12</b>	<b>Budget</b>	<b>Variance</b>	<b>Jul - Oct 12</b>	<b>Budget</b>	<b>Variance</b>
<b>Income</b>						
40015 - CityFest	12,634.50	0.00	12,634.50	149,181.20	130,000.00	19,181.20
40020 - Farmers Market	12,314.82	13,334.00	-1,019.18	65,586.93	53,336.00	12,250.93
40030 - SBEP	2,509.43	2,380.00	129.43	2,509.43	2,380.00	129.43
40040 - MAD	4,227.05	7,515.00	-3,287.95	27,245.88	33,496.00	-6,250.12
40045 - MAD Reserve	0.00	2,146.00	-2,146.00	0.00	8,523.00	-8,523.00
40050 - BID	6,344.87	14,642.00	-8,297.13	35,574.23	53,054.00	-17,479.77
40080 - Newsletter/Advertising	0.00	85.00	-85.00	0.00	340.00	-340.00
40090 - Mardi Gras	0.00	0.00	0.00	-500.00	0.00	-500.00
40115 - Taste 'N Tinis	0.00	3,000.00	-3,000.00	0.00	3,000.00	-3,000.00
40120 - Interest	67.37	100.00	-32.63	77.35	400.00	-322.65
40135 - Hillcrest Hoedown	18,319.33	5,700.00	12,619.33	29,847.92	38,700.00	-8,852.08
40140 - Banner Space	0.00	667.00	-667.00	600.00	2,668.00	-2,068.00
40145 - Pride Flag	0.00			7,750.00		
40155 - Pride of Hillcrest	2,058.53			123,390.14		
40160 - Hillcrest Map.	0.00	720.00	-720.00	600.00	2,880.00	-2,280.00
40180 - Other Income	0.00	167.00	-167.00	52.00	668.00	-616.00
<b>Total Income</b>	<b>58,475.90</b>	<b>50,456.00</b>	<b>8,019.90</b>	<b>441,915.08</b>	<b>329,445.00</b>	<b>112,470.08</b>
<b>Expense</b>						
<b>50000 - Personnel</b>						
50005 - Salaries	13,512.69	12,490.00	1,022.69	54,738.76	49,390.00	5,348.76
50025 - Employer Taxes - Federal	1,033.73	1,587.00	-553.27	4,187.52	5,844.00	-1,656.48
50035 - Health Insurance	672.93	788.00	-115.07	2,583.72	3,152.00	-568.28
50040 - Workers Comp Insurance	351.25	193.00	158.25	698.18	772.00	-73.82
<b>Total 50000 - Personnel</b>	<b>15,570.60</b>	<b>15,058.00</b>	<b>512.60</b>	<b>62,208.18</b>	<b>59,158.00</b>	<b>3,050.18</b>
<b>50045 - Operating</b>						
50050 - Rent Office Space	723.00	726.00	-3.00	3,615.00	2,904.00	711.00
50055 - Storage	235.00	150.00	85.00	940.00	600.00	340.00
50060 - Accounting	1,841.70	1,834.00	7.70	7,340.70	7,336.00	4.70
50065 - Audit	0.00	0.00	0.00	4,500.00	7,500.00	-3,000.00
50070 - Equipment Purchase	753.07	0.00	753.07	2,035.98	2,000.00	35.98
50075 - Intern/Consultant	820.00	417.00	403.00	3,090.00	1,668.00	1,422.00

**HBIA**  
**Profit & Loss Budget vs. Actual**  
 July through October 2012

				<b>TOTAL</b>		
	<b>Oct 12</b>	<b>Budget</b>	<b>Variance</b>	<b>Jul - Oct 12</b>	<b>Budget</b>	<b>Variance</b>
<b>50080 - Bank &amp; Credit Card Charges</b>	8.00	50.00	-42.00	176.12	200.00	-23.88
<b>50085 - Repair and Maintenance</b>	70.00	100.00	-30.00	530.00	400.00	130.00
<b>50090 - Office Supplies</b>	424.29	268.00	156.29	1,258.85	1,072.00	186.85
<b>50095 - Postage and Delivery</b>	145.00	42.00	103.00	190.00	168.00	22.00
<b>50100 - Printing/Photocopy</b>	0.00	340.00	-340.00	28.19	1,360.00	-1,331.81
<b>50120 - Meetings</b>	838.41	252.00	586.41	1,457.81	1,008.00	449.81
<b>50125 - Legal</b>	0.00	167.00	-167.00	331.00	668.00	-337.00
<b>50130 - Telephone &amp; Internet</b>	757.22	447.00	310.22	2,183.83	1,788.00	395.83
<b>50135 - Parking/Mileage</b>	200.00	200.00	0.00	800.00	800.00	0.00
<b>50140 - Depreciation</b>	0.00	100.00	-100.00	173.30	400.00	-226.70
<b>50330 - D &amp; O / Liability Insurance</b>	2,572.54	589.00	1,983.54	8,232.04	2,556.00	5,676.04
<b>Total 50045 - Operating</b>	9,388.23	5,682.00	3,706.23	36,882.82	32,428.00	4,454.82
<b>51000 - Neighborhood/Promotion</b>						
<b>51515 - CityFest</b>	-3,001.00	0.00	-3,001.00	100,807.53	85,000.00	15,807.53
<b>51525 - Promotion/Marketing</b>	1,537.00	2,033.00	-496.00	4,759.57	8,132.00	-3,372.43
<b>51527 - Taste 'N Tinis</b>	75.00	3,000.00	-2,925.00	75.00	3,000.00	-2,925.00
<b>51530 - Banners</b>	800.00	300.00	500.00	3,980.00	1,700.00	2,280.00
<b>51535 - Web Site Communications</b>	0.00	117.00	-117.00	701.71	468.00	233.71
<b>51540 - Business Mixers/Open House</b>	647.20	116.00	531.20	1,289.31	464.00	825.31
<b>51545 - Newsletter</b>	0.00	225.00	-225.00	0.00	900.00	-900.00
<b>51555 - Farmer's Market</b>	3,087.49	1,234.00	1,853.49	9,350.22	4,936.00	4,414.22
<b>51565 - Hillcrest Map</b>	35.00	800.00	-765.00	1,962.00	3,500.00	-1,538.00
<b>51570 - Hillcrest Hoedown.</b>	28,710.96	22,000.00	6,710.96	38,122.84	36,500.00	1,622.84
<b>51575 - Pride Flag Project</b>	0.00			33,439.07		
<b>51800 - Pride of Hillcrest</b>	484.88			104,427.69		
<b>51870 - Mardi Gras</b>	0.00	0.00	0.00	150.00	0.00	150.00
<b>Total 51000 - Neighborhood/Promotion</b>	32,376.53	29,825.00	2,065.65	299,154.94	144,600.00	154,554.94
<b>53000 - Physical Improvements</b>						
<b>53125 - Hillcrest Sign Utilities/Maint.</b>	61.65	67.00	-5.35	208.75	268.00	-59.25
<b>53130 - Security</b>	3,165.40	3,000.00	165.40	12,661.60	12,000.00	661.60
<b>53135 - Street Cleaning</b>	0.00	4,167.00	-4,167.00	10,097.00	16,668.00	-6,571.00
<b>53137 - Pressure Washing</b>	2,000.00	4,304.00	-2,304.00	5,699.00	11,250.00	-5,551.00
<b>53150 - Dumpsters</b>	324.00	301.00	23.00	1,561.12	1,204.00	357.12

**HBIA**  
**Profit & Loss Budget vs. Actual**  
 July through October 2012

				<b>TOTAL</b>		
	<b>Oct 12</b>	<b>Budget</b>	<b>Variance</b>	<b>Jul - Oct 12</b>	<b>Budget</b>	<b>Variance</b>
53152 - Flower Baskets (Purchase)	0.00	1,274.00	-1,274.00	12,723.00	13,000.00	-277.00
53155 - Tree Trimming & Maintenance	0.00	2,086.00	-2,086.00	6,800.00	8,326.00	-1,526.00
53160 - Capital Projects	0.00	2,085.00	-2,085.00	0.00	8,340.00	-8,340.00
53161 - Special Projects	0.00	7,100.00	-7,100.00	2,090.39	28,400.00	-26,309.61
53165 - Contingency	0.00	4,314.00	-4,314.00	1,298.00	17,256.00	-15,958.00
<b>Total 53000 - Physical Improvements</b>	<b>5,551.05</b>	<b>28,698.00</b>	<b>-23,146.95</b>	<b>53,138.86</b>	<b>116,712.00</b>	<b>-63,573.14</b>
<b>Total Expense</b>	<b>62,886.41</b>	<b>79,263.00</b>	<b>-16,376.59</b>	<b>451,394.80</b>	<b>352,898.00</b>	<b>98,496.80</b>
	<b><u>-4,410.51</u></b>	<b><u>-28,807.00</u></b>	<b><u>24,396.49</u></b>	<b><u>-9,479.72</u></b>	<b><u>-23,453.00</u></b>	<b><u>13,973.28</u></b>

**HBIA**  
**Balance Sheet**  
As of October 31, 2012

	<b>Oct 31, 12</b>
<b>ASSETS</b>	
<b>Current Assets</b>	
<b>Checking/Savings</b>	
10020 · CHASE - Checking	3.16
10025 · CA. Bank & Trust	40,997.20
10035 · Comerica - Checking	181,025.50
10040 · CHASE - Money Market	
General	80,670.98
Total 10040 · CHASE - Money Market	80,670.98
<b>Total Checking/Savings</b>	302,696.84
<b>Accounts Receivable</b>	
12000 · Accounts Receivable	28,954.41
<b>Total Accounts Receivable</b>	28,954.41
<b>Other Current Assets</b>	
10115 · SBEP City Services	4,620.00
10125 · MAD Receivable	30,170.35
10145 · Farmers Market Receivable	6,251.83
10155 · Prepaid Expense	2,714.50
10165 · Workers Compensation Deposit	842.00
10175 · Commission for Arts Grant Rcvbl	14,959.00
<b>Total Other Current Assets</b>	59,557.68
<b>Total Current Assets</b>	391,208.93
<b>Fixed Assets</b>	
10200 · Office Furniture & Equipment	13,139.00
10220 · Accumulated Depreciation	-12,792.40
<b>Total Fixed Assets</b>	346.60
<b>TOTAL ASSETS</b>	<b>391,555.53</b>
<b>LIABILITIES &amp; EQUITY</b>	
<b>Liabilities</b>	

**HBIA**  
**Balance Sheet**  
As of October 31, 2012

	<u>Oct 31, 12</u>
<b>Current Liabilities</b>	
<b>Other Current Liabilities</b>	
20215 · BID Assessment	-138.92
20225 · SBEP Advance	20,039.57
20230 · Sales Tax Payable	734.00
<b>21000 · Payroll Liabilities</b>	
Vacation Payable	<u>3,681.33</u>
<b>Total 21000 · Payroll Liabilities</b>	<u>3,681.33</u>
<b>Total Other Current Liabilities</b>	<u>24,315.98</u>
<b>Total Current Liabilities</b>	<u>24,315.98</u>
<b>Total Liabilities</b>	24,315.98
<b>Equity</b>	
31100 · Unrestricted Net Assets	376,719.27
Net Income	<u>-9,479.72</u>
<b>Total Equity</b>	<u>367,239.55</u>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<u><u>391,555.53</u></u>

**HBIA**  
**Profit & Loss by Class**  
 July through October 2012

	110 GENERAL	220 SPECIAL EVENTS	410 BID CONTRACT	510 MAD	610 SBEP	TOTAL
<b>Income</b>						
<b>40010 - City Fest Income</b>						
Beer & Wine	0.00	28,023.90	0.00	0.00	0.00	28,023.90
Booth	0.00	77,087.70	0.00	0.00	0.00	77,087.70
<b>Grants</b>						
Commission for Arts & Culture	0.00	12,459.00	0.00	0.00	0.00	12,459.00
SBEP City Services	0.00	1,435.10	0.00	0.00	0.00	1,435.10
TOT City & County	0.00	10,000.00	0.00	0.00	0.00	10,000.00
<b>Total Grants</b>	<b>0.00</b>	<b>23,894.10</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>23,894.10</b>
<b>Sponsorship</b>						
ATM	0.00	175.50	0.00	0.00	0.00	175.50
Coors	0.00	7,000.00	0.00	0.00	0.00	7,000.00
Starbucks	0.00	3,000.00	0.00	0.00	0.00	3,000.00
William Grant & Sons	0.00	10,000.00	0.00	0.00	0.00	10,000.00
<b>Total Sponsorship</b>	<b>0.00</b>	<b>20,175.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>20,175.50</b>
<b>Total 40010 - City Fest Income</b>	<b>0.00</b>	<b>149,181.20</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>149,181.20</b>
<b>40020 - Farmers Market</b>	<b>65,586.93</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>65,586.93</b>
<b>40030 - SBEP</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>2,509.43</b>	<b>2,509.43</b>
<b>40040 - MAD</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>27,245.88</b>	<b>0.00</b>	<b>27,245.88</b>
<b>40050 - BID</b>	<b>0.00</b>	<b>0.00</b>	<b>35,574.23</b>	<b>0.00</b>	<b>0.00</b>	<b>35,574.23</b>
<b>40090 - Mardi Gras</b>	<b>0.00</b>	<b>-500.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-500.00</b>
<b>40120 - Interest</b>	<b>77.35</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>77.35</b>
<b>40135 - Hillcrest Hoedown</b>	<b>275.00</b>	<b>29,572.92</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>29,847.92</b>
<b>40140 - Banner Space</b>	<b>600.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>600.00</b>
<b>40145 - Pride Flag</b>	<b>7,750.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>7,750.00</b>
<b>40155 - Pride of Hillcrest</b>	<b>0.00</b>	<b>123,390.14</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>123,390.14</b>
<b>40160 - Hillcrest Map.</b>	<b>600.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>600.00</b>
<b>40180 - Other Income</b>	<b>52.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>52.00</b>
<b>Total Income</b>	<b>74,941.28</b>	<b>301,644.26</b>	<b>35,574.23</b>	<b>27,245.88</b>	<b>2,509.43</b>	<b>441,915.08</b>
<b>Expense</b>						
<b>50000 - Personnel</b>						
50005 - Salaries	27,615.83	14,251.24	10,540.57	0.00	2,331.12	54,738.76

**HBIA**  
**Profit & Loss by Class**  
 July through October 2012

	<b>110 GENERAL</b>	<b>220 SPECIAL EVENTS</b>	<b>410 BID CONTRACT</b>	<b>510 MAD</b>	<b>610 SBEP</b>	<b>TOTAL</b>
<b>50025 · Employer Taxes - Federal</b>	2,112.55	1,090.30	806.36	0.00	178.31	4,187.52
<b>50035 · Health Insurance</b>	1,853.79	729.93	0.00	0.00	0.00	2,583.72
<b>50040 · Workers Comp Insurance</b>	389.08	0.00	309.10	0.00	0.00	698.18
<b>Total 50000 · Personnel</b>	<b>31,971.25</b>	<b>16,071.47</b>	<b>11,656.03</b>	<b>0.00</b>	<b>2,509.43</b>	<b>62,208.18</b>
<b>50045 · Operating</b>						
<b>50050 · Rent Office Space</b>	2,263.00	0.00	1,352.00	0.00	0.00	3,615.00
<b>50055 · Storage</b>	940.00	0.00	0.00	0.00	0.00	940.00
<b>50060 · Accounting</b>	4,041.30	1,319.79	1,979.61	0.00	0.00	7,340.70
<b>50065 · Audit</b>	0.00	0.00	1,125.00	3,375.00	0.00	4,500.00
<b>50070 · Equipment Purchase</b>	2,035.98	0.00	0.00	0.00	0.00	2,035.98
<b>50075 · Intern/Consultant</b>	3,090.00	0.00	0.00	0.00	0.00	3,090.00
<b>50080 · Bank &amp; Credit Card Charges</b>	176.12	0.00	0.00	0.00	0.00	176.12
<b>50085 · Repair and Maintenance</b>	530.00	0.00	0.00	0.00	0.00	530.00
<b>50090 · Office Supplies</b>	957.57	0.00	301.28	0.00	0.00	1,258.85
<b>50095 · Postage and Delivery</b>	190.00	0.00	0.00	0.00	0.00	190.00
<b>50100 · Printing/Photocopy</b>	28.19	0.00	0.00	0.00	0.00	28.19
<b>50120 · Meetings</b>	1,457.81	0.00	0.00	0.00	0.00	1,457.81
<b>50125 · Legal</b>	331.00	0.00	0.00	0.00	0.00	331.00
<b>50130 · Telephone &amp; Internet</b>	1,541.83	0.00	642.00	0.00	0.00	2,183.83
<b>50135 · Parking/Mileage</b>	800.00	0.00	0.00	0.00	0.00	800.00
<b>50140 · Depreciation</b>	173.30	0.00	0.00	0.00	0.00	173.30
<b>50330 · D &amp; O / Liability Insurance</b>	6,315.84	0.00	1,916.20	0.00	0.00	8,232.04
<b>Total 50045 · Operating</b>	<b>24,871.94</b>	<b>1,319.79</b>	<b>7,316.09</b>	<b>3,375.00</b>	<b>0.00</b>	<b>36,882.82</b>
<b>51000 · Neighborhood/Promotion</b>						
<b>51525 · Promotion/Marketing</b>	2,118.57	0.00	2,641.00	0.00	0.00	4,759.57
<b>51527 · Taste 'N Tinis</b>	0.00	75.00	0.00	0.00	0.00	75.00
<b>51530 · Banners</b>	3,980.00	0.00	0.00	0.00	0.00	3,980.00
<b>51535 · Web Site Communications</b>	701.71	0.00	0.00	0.00	0.00	701.71
<b>51540 · Business Mixers/Open House</b>	400.20	0.00	889.11	0.00	0.00	1,289.31
<b>51555 · Farmer's Market</b>	9,350.22	0.00	0.00	0.00	0.00	9,350.22
<b>51565 · Hillcrest Map</b>	1,962.00	0.00	0.00	0.00	0.00	1,962.00
<b>51570 · Hillcrest Hoedown.</b>	0.00	38,122.84	0.00	0.00	0.00	38,122.84
<b>51575 · Pride Flag Project</b>	33,439.07	0.00	0.00	0.00	0.00	33,439.07
<b>51800 · Pride of Hillcrest</b>	0.00	104,427.69	0.00	0.00	0.00	104,427.69

**HBIA**  
**Profit & Loss by Class**  
 July through October 2012

	110 GENERAL	220 SPECIAL EVENTS	410 BID CONTRACT	510 MAD	610 SBEP	TOTAL
51870 · Mardi Gras	0.00	150.00	0.00	0.00	0.00	150.00
<b>Total 51000 · Neighborhood/Promotion</b>	51,951.77	142,775.53	3,530.11	0.00	0.00	198,257.41
<b>51520 · City Fest</b>						
Advertising	0.00	6,206.02	0.00	0.00	0.00	6,206.02
Ambulance	0.00	800.00	0.00	0.00	0.00	800.00
BID Crew & Equipment	0.00	3,055.18	0.00	0.00	0.00	3,055.18
City Fees (SDPD/Fire)	0.00	16,027.10	0.00	0.00	0.00	16,027.10
Cleaning Fees	0.00	658.57	0.00	0.00	0.00	658.57
Concessions	0.00	6,156.09	0.00	0.00	0.00	6,156.09
Entertainment	0.00	10,049.00	0.00	0.00	0.00	10,049.00
Equipment Rental	0.00	506.43	0.00	0.00	0.00	506.43
Event Management	0.00	10,195.00	0.00	0.00	0.00	10,195.00
Ice Trailer	0.00	654.50	0.00	0.00	0.00	654.50
Power	0.00	8,035.96	0.00	0.00	0.00	8,035.96
Promotions	0.00	545.86	0.00	0.00	0.00	545.86
Radios	0.00	285.00	0.00	0.00	0.00	285.00
Rentals	0.00	150.00	0.00	0.00	0.00	150.00
Safety Equipment	0.00	3,591.30	0.00	0.00	0.00	3,591.30
Security	0.00	6,170.17	0.00	0.00	0.00	6,170.17
Shuttle Services	0.00	1,733.22	0.00	0.00	0.00	1,733.22
Sound & Lights	0.00	10,900.00	0.00	0.00	0.00	10,900.00
Staging	0.00	10,868.43	0.00	0.00	0.00	10,868.43
Supplies/Printing	0.00	806.98	0.00	0.00	0.00	806.98
Toilets/Sinks	0.00	3,512.72	0.00	0.00	0.00	3,512.72
<b>Total 51520 · City Fest</b>	0.00	100,907.53	0.00	0.00	0.00	100,907.53
<b>53000 · Physical Improvements</b>						
53125 · Hillcrest Sign Utilities/Maint.	0.00	0.00	0.00	208.75	0.00	208.75
53130 · Security	0.00	0.00	0.00	12,661.60	0.00	12,661.60
53135 · Street Cleaning	1,716.75	0.00	4,567.81	3,812.44	0.00	10,097.00
53137 · Pressure Washing	191.84	0.00	2,693.63	2,813.53	0.00	5,699.00
53150 · Dumpsters	324.00	0.00	596.16	640.96	0.00	1,561.12
53152 · Flower Baskets (Purchase)	10,575.00	0.00	2,148.00	0.00	0.00	12,723.00
53155 · Tree Trimming & Maintenance	0.00	0.00	3,066.40	3,733.60	0.00	6,800.00
53161 · Special Projects	2,090.39	0.00	0.00	0.00	0.00	2,090.39



**HBIA**  
**Profit & Loss by Class**  
 July through October 2012

	<b>110 GENERAL</b>	<b>220 SPECIAL EVENTS</b>	<b>410 BID CONTRACT</b>	<b>510 MAD</b>	<b>610 SBEP</b>	<b>TOTAL</b>
<b>53165 - Contingency</b>	1,298.00	0.00	0.00	0.00	0.00	1,298.00
<b>Total 53000 - Physical Improvements</b>	16,195.98	0.00	13,072.00	23,870.88	0.00	53,138.86
<b>Total Expense</b>	124,990.94	261,074.32	35,574.23	27,245.88	2,509.43	451,394.80
	<b>-50,049.66</b>	<b>40,569.94</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-9,479.72</b>

## Statement of Operating Procedures:

### 13. Co-op community advertising for “Fabulous Hillcrest”

The purpose of this document is to create clear guidelines and expectations for media outlets that are interested in working with the HBA on promoting “Fabulous Hillcrest”.

If the requirements below are met, the Hillcrest Marketing Committee will consider partnering with reputable local San Diego publications to promote specific businesses, events, and the neighborhood of Hillcrest.

The steps and requirements to partner for co-op advertising opportunities are as follows:

1. Media outlet must complete and submit “HBA Advertiser Response Sheet” (attachment A).
2. Media outlet must demonstrate a commitment to the Hillcrest neighborhood and desire to represent Hillcrest businesses through media coverage.
3. The HBA will then approve whether or not to pursue a “Fabulous Hillcrest Co-op Opportunity” with the media outlet – under the following conditions:
  - a. Media outlet clearly brands the ‘co-op’ using Fabulous Hillcrest style guides and calls to action with the app and the web site.
  - b. HBA staff has final design approval of the ‘co-op’ concept.
  - c. HBA will pay between 10 and 15 percent of each businesses ad opportunity for up to 8 Hillcrest businesses that represent retail and restaurant industries in Hillcrest. The HBA will consider, when applicable, advertising it’s own events in the ‘co-op’.

Draft: 12/4/12

Approved:

## HBA Advertiser Response Sheet

1. Print Media
  - a. How Many issues do you distribute?
  - b. How many locations do you distribute to?
  - c. What zip codes do you distribute to?
  - d. What is the media age of your reader?
  - e. What is the median income of your reader?
  - f. What is the average percentage of returned issues (pick ups)?
  - g. Are you audited? If so, by who?
  
2. Online Media
  - a. Do you use Google Analytics or similar analytics software? If so please provide reports from the last 3 months that speak to the following:
    - i. How many visitors does your site get per month?
    - ii. How many unique visitors does your site get per month?
    - iii. What is the average time a user spends on each page?
    - iv. What is the average number of pages a user visits per visit?
  - b. Are you registered with Quantcast? ([www.quantcast.com](http://www.quantcast.com))
  - c. Do you use Facebook? If so, how many followers do you currently have?
    - i. What is the average number of impressions per post?
    - ii. What is the average number of Monthly Active Users (MAU)?
  - d. Do you use Twitter? If so how many followers do you currently have?
  - e. Do you have an e-mail newsletter? (Please provide a screenshot of your user email system interface depicting actual subscribe count.)
    - i. How many subscribers?
    - ii. What is your e-news open rate?
    - iii. What is your advertiser (banner ads, etc) click through rate?
  - f. Do you offer online banner advertising?
    - i. What is the average click through rates for advertisers links/images (monthly)?
  
3. The HBA is a nonprofit organization. As such we look to community support and partnerships to help advance our efforts in the business community.
  - a. For every dollar we spend with your publication how many dollars will you return to us in advertising value? (Please list specifics on how your publication will provide this value added.)
  
4. Please attach your current advertising rate sheet and full media kit.
  
5. Please attach your current nonprofit rates.

## Hillcrest 2.0 Policy Memorandum

### **Introduction**

The Hillcrest Business Association is an active partner in the City of San Diego's Uptown Community Plan update process. The HBA has hosted the most comprehensive outreach and engagement campaign of any neighborhood. This campaign, entitled Hillcrest 2.0, seeks to engage business people and those who appreciate the Hillcrest business community. The HBA has sponsored the following activities as part of our campaign:

- Hosted five community forums in a 'mixer' setting at local restaurants. Over 450 hours of neighborhood volunteer time was spent at the forums with over 150 individual neighbors attending one or more of the forums. Each forum featured a distinguished speaker who informed our discussion. Speakers included Dr. Mirle Bussell from UCSD, Dr. Sherry Ryan from SDSU, Howard Blackson of Place Makers, and Mark Steele, founder of MW Steele Group.
- Partnered with the University of California San Diego's Planning Department to host seven student research groups on topics including public art, pedestrian alleyways, environmentalism, a business survey, a highway lid over SR 163, streetcars, and design guidelines.
- Invited nationally recognized speaker on urban renewal and community economics Charles Marohn of Strong Towns to speak in Hillcrest. The event, held at a local restaurant, was attended by over sixty neighborhood business people and residents.

As the community plan takes shape, the Hillcrest Business Association is eager to contribute and respond to the work product of the City Planning Department and its consultants. As new elements of the plan are developed the HBA will provide ongoing feedback. This will be conducted through a special ad hoc committee that will discuss proposals and documents from the Planning Department. Suggestions from this group will be endorsed or modified by the HBA Board of directors.

The feedback below was approved by the HBA, representing the businesses of Hillcrest, on November 13:

**As a general concept, HBA supports Smart Growth in Hillcrest.** The HBA supports compact, transit-oriented, walkable, bicycle-friendly land use ideas, including concepts such as complete streets theory, mixed-use development, and a range of housing choices.

**The HBA supports the height proposals but believes the proposed base heights are too low.** The Hillcrest Business Association supports the concept of base height limits, allowing for additional height through discretionary review, allowing for bonus height with appropriate amenities and identifying locations for unlimited height in certain areas. The HBA is disappointed at the proposed base height limits. The current IHO is a compromise between various groups in the neighborhood. At minimum the IHO limit of 65' should be the base for both the heart of Hillcrest and the east end.

The HBA also supports the additional design proposals described including providing height for

appropriate retail and commercial uses in addition to base height limit and height transitions based on the surrounding context.

**The height of the buildings must be based on the pedestrian experience.** As is stated in our Hillcrest 2.0 recommendations the height of buildings in the neighborhood should be based on the pedestrian experience. The street width is a good guide as to the appropriate height of buildings. The HBA recommends a 1:1 ratio of street width to the height of the “street wall”. Individual building heights may vary based on incentives described above.

**There are two centers in Hillcrest.** The HBA believes that there must be recognition of two centers of Hillcrest. When the 1988 community plan was written, the historic core at Fifth and University served as the heart of our neighborhood. Now, almost twenty five years later, the City must recognize that the east end of Hillcrest is at least as important as the historic heart of the neighborhood. The Uptown District, the LGBT Community Center, the Hillcrest Farmers Market and hundreds of new businesses have made the east end the “core” of Hillcrest too. Both areas should be seen as density hubs allowing for increased height and residential density.

**Small business storefronts will not succeed without residential growth.** The current proposals call for preserving small storefront businesses because they contribute to the street environment. The HBA agrees with this but believes that lowering the residential density range on the east end to 44du/ac and 74du/ac on the west end does not provide the opportunities for residential growth to accommodate small storefronts (especially in light of the fact that many of the parcels in Hillcrest are extremely narrow). Small storefronts and residential density go hand in hand. Storefronts will fail without residential density. The business community reserves its right to demand a level of residential density to provide continued customer growth.

Hillcrest’s diverse range of family types and sizes needs to continue to be accommodated through a mix of residential unit sizes. Calling out a number of dwelling units per acre does not envision a diversity of sizes.

**Preserve and enhance the assets of the neighborhood.** The HBA supports the proposed goals of preserving the character of the business district. Walkable neighborhoods, modern living spaces, small storefronts and intimate restaurants are all assets that the HBA encourages. However, the HBA also encourages city planners to recognize that because of its location on the crest of a hill other underutilized assets such as views of the bay, downtown, Balboa Park and the eastern mountains, and proximity to San Diego’s canyon spaces and Balboa Park should be emphasized in development proposals.