



THE CITY OF SAN DIEGO

**CONSOLIDATED PLAN ADVISORY BOARD  
NOTES FOR MEETING**

MONDAY, DECEMBER 02, 2013

SAN DIEGO CIVIC CONCOURSE  
NORTH TERRACE ROOMS 207-208  
202 'C' STREET  
SAN DIEGO, CA 92101

<b>BOARD MEMBERS PRESENT</b>	<b>BOARD MEMBERS ABSENT</b>
<ul style="list-style-type: none"> <li>• Vicki Granowitz, Council District 3 representative</li> <li>• Ken Malbrough, Council District 4 representative</li> <li>• Earl Wong, Council District 6 representative</li> <li>• Richard Thesing, Council District 7 representative</li> <li>• Nohelia Patel, Council District 9 representative</li> </ul>	<ul style="list-style-type: none"> <li>• Joyce Abrams, Council District 1</li> <li>• Maruta Gardner, Council District 2</li> <li>• Aaron Friberg, Council District 8</li> </ul>

<b>STAFF PRESENT</b>	<b>ATTENDANCE SHEET</b>
<ul style="list-style-type: none"> <li>• Sima Thakkar, HUD Programs Manager</li> <li>• Eliana Barreiros, CDBG Policy Coordinator</li> <li>• Michele (St. Bernard) Marano, Fair Housing and Special Programs Coordinator</li> <li>• Leo Alarcon, CDBG Project Manager</li> <li>• Connie Vestal, CDBG Account Clerk</li> <li>• Rosalia Hernandez, CDBG Administrative Aide II</li> <li>• Liza Fune, CDBG Coordinator</li> <li>• Hector Guerrero, CDBG Intern</li> <li>• Umme Hussain, CDBG Intern</li> </ul>	<p>32 people signed the attendance sheet</p>

**Call to Order**

- Vicki Granowitz called the meeting to order at 9:03 a.m. with five Board members present. Quorum was achieved at the same time.

### Approval of Minutes

- Ms. Granowitz motioned to have the minutes approved from the November 13 meeting. Mr. Wong stated that the minutes should be revised to include the following comments which he made at said meeting:
  - 1,300 responses to the FY 2015 – FY 2019 Consolidated Plan (Con Plan) survey was not adequate given the City of San Diego has over 1.3M residents.
  - Consultant team should do more outreach with time remaining to ensure a strong foundation of public input moving forward.
- Minutes were then unanimously approved with the above revisions, 5-0-0.

### Staff Announcements

- Ms. Thakkar announced that the Department of Finance (DOF) of the State of California has failed to recognize the CDBG Repayment Agreement between the former Redevelopment Agency of the City of San Diego (RDA) and the City of San Diego as an enforceable obligation in the latest *Recognized Obligation Payment Schedule* (ROPS). Said agreement set the terms for the former RDA repayment of the CDBG debt to the City in the total amount of \$78,787,000 to be paid in annual payments over a ten-year term. The City of San Diego Successor Agency to the former RDA (Successor Agency) is responsible for submitting to DOF a ROPS delineating the enforceable obligations of the former RDA every six months. ROPS are subject to the approval of DOF.

Ms. Thakkar added that while the City is working with the support of HUD in order to challenge DOF's determination in this matter, at this point the City will not factoring in the affected re-payment as part of its estimated FY 2015 CDBG budget. In response to a question, Ms. Thakkar also noted that the HUD CDBG allocation for FY 2014 was approximately \$11 million.

*Notes for clarification (information not discussed at the meeting):*

- CDBG FY 2014 allocation was \$11,327,381
  - The anticipated CDBG repayment from the Successor Agency for FY 2015 amounts to \$4,392,400
- Ms. Thakkar also welcomed back CDBG Policy Coordinator, Ms. Eliana Barreiros.

### Board Announcements

- No board announcements

### Non-Agenda and Agenda Public Comment

- Ms. Katheryn Rhodes spoke about the former RDA repayment of the CDBG debt and passed onto Board members a November 21, 2013 letter to City Council she authored in regard to this matter –*copy of said letter is available through the City’s HUD Program Office.*
- Mr. Jim Varnadore spoke in favor regarding the number of respondents to the Con Plan survey and passed onto Board members a revised set of plan goals (agenda item) –*copy of said document is available through the City’s HUD Program Office.*
- In regard to the Con Plan leverage strategies, Mr. Daniel Hernandez (representing La Maestra Family Clinic) recommended considering the addition of mentoring relationships between CDBG applicant organizations so that organizations that have not been successful with funding can contact successful organizations. He also noted the CDBG application process should include a mechanism to provide feedback to applicants.
- Mr. Robert McNamara recommended adopting the goals as presented (agenda item).

### Agenda Item(s)

1. Next steps: 2015-2019 Consolidated Plan Update Process:
  - i. Best Practices
  - ii. Leverage Funding Sources
  - iii. Preliminary Goals

Ms. Vicki Joes (with LeSar Development, consultants to the City’s HUD Program Office) led a presentation of the Five-Year Consolidated Plan 2015-2019 –*copy of the presentation is available for download at the City’s HUD Program Office website.*

Ms. Joes also presented the staff recommended Con Plan preliminary goals (subject to City Council approval) as follows:

- Enhance the City’s economic stability and prosperity by increasing opportunities for job readiness and investing in economic development programs.
- Strengthen neighborhoods by investing in the City’s critical public infrastructure needs.
- Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to transit, employment and community services.
- Assist individuals and families to stabilize in permanent housing after experiencing a housing crisis or homelessness by providing client-appropriate housing and supportive service solutions.

- Invest in community services and non-profit facilities that maximize impact by providing new or increased access to programs that serve highly vulnerable populations such as youth, seniors and food insecure households.
- Meet the needs of persons with HIV/AIDS and their families through the provision of housing, health, and support services.

It was noted that the goals as presented are not ranked in any matter and will be refined with specific objectives and outcomes to measure progress and achievements.

Board members provided comments following the presentation and inquired about the FY 2014 CDBG allocation process as well as the amount of CDBG moneys that can be apportioned to different uses and the City's process to ensure technical assistance is provided to non-profit organizations in order to build their capacity. Board members also requested more information about the Home Investments Partnership Program (HOME).

Following the discussion, Board members approved the preliminary Con Plan goals as presented in a unanimous manner following a motion from Mr. Thesing, 5-0-0.

#### **Adjournment**

- Meeting adjourned at 10:18am.



**City of San Diego**  
**FY 2015 – 2019 Consolidated Plan DRAFT Goals**  
**November 25, 2013**

The United States Department of Housing and Urban Development (HUD) requires local jurisdictions to prepare a Consolidated Plan in order to receive federal housing and community development funding for all HUD entitlement grants. The following constitutes the **draft** goals of the City of San Diego FY 2015 – 2019 Consolidated Plan. Said goals will be presented to the [Consolidated Plan Advisory Board](#) (“**Board**”) for their consideration during its December 2, 2013 meeting and the Board will be asked to take an action to recommend their adoption by the City Council. Following the meeting of the Board, the goals will be presented to the City Council during a public hearing yet to be scheduled.

- Enhance the City’s economic stability and prosperity by increasing opportunities for job readiness and investing in economic development programs.
- Strengthen neighborhoods by investing in the City’s critical public infrastructure needs.
- Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to transit, employment and community services.
- Assist individuals and families to stabilize in permanent housing after experiencing a housing crisis or homelessness by providing client-appropriate housing and supportive service solutions.
- Invest in community services and non-profit facilities that maximize impact by providing new or increased access to programs that serve highly vulnerable populations such as youth, seniors and food insecure households.
- Meet the needs of persons with HIV/AIDS and their families through the provision of housing, health, and support services.

City of San Diego staff contact: Eliana Barreiros, CDBG Policy Coordinator, [ebarreiros@sandiego.gov](mailto:ebarreiros@sandiego.gov)

# City of San Diego Five-Year Consolidated Plan 2015-2019

## Next Steps

Consolidated Plan Advisory Board Meeting  
December 2, 2013

Prepared by: LeSar Development Consultants



# AGENDA

- **Recap of Preliminary Needs Assessment and Community Outreach**
- **Best Practices**
- **Opportunity for Leverage**
- **Presentation of Goals**
- **Next Steps**

**PRELIMINARY  
SAN DIEGO  
NEEDS ASSESSMENT**



# SAN DIEGO NOW

- \$898 million backlog of deferred capital projects (*Source: Independent Budget Analyst Report, June 2013*)
- 5,733 homeless persons in the City in 2013 (*Source: PITC 2013*)
- Housing Commission has a Section 8 Waitlist of 8-10 years (*Source: San Diego Housing Commission*)
- Seniors do not make enough to cover basic expenses. (*Source: UCLA Center for Health Policy Research, 2011*)
- 459,180 people are food insecure in San Diego County. 162,320 are children. (*Source: Feeding America*)
- 5,338 cases of HIV and 15,103 cases of AIDS in San Diego County in 2013 (*Source: California Department of Public Health*)
- San Diegan children living below the poverty level: 21.4% (1 in 5) (*Source: U.S. Census, American Community Survey*)

# COMMUNITY PARTICIPATION

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- *Community Needs Survey*: 1,156 responses
- Three Community Forums and one Stakeholder Meeting: 172 participants
- **Increased Economic Opportunities, Youth Related Programs, Public Safety (Streets and Lights), Affordable Housing, Job Training, Homeless Services, and Facilities Improvement** emerged as top themes.



# BEST PRACTICES

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## ■ Review of HUD and GAO Best Practices:

- There is no single model for success.
- “Grantees must weigh the risks, impacts, and tradeoffs of approaches they choose, and they must calibrate their use for local conditions.”
- “Well-functioning systems, like well-run governments, embrace professionalism and performance across the board, learn from past mistakes, and continue to innovate and experiment with new approaches to adjust to new realities.”
- “Good ones evolve as grantees continue to experiment with new approaches and adjust to new realities.”

# BEST PRACTICES

## ■ Pay for Performance

- Example: Duluth grantees draw reimbursements for program costs up to only 75 percent of the agreement. The remaining 25 percent can be drawn, on a pro rata basis, but only the grantee has fulfilled its annual contract goals

## ■ Reduce the Number of Grantees or Projects

- Example: Dayton reduced the number of grantees from 50 to about 12 to 15, allowing much larger average funding levels and a more strategic focus of activities

## ■ Improve Administrative Process

- Example: Asheville uses a risk assessment process that considers seven factors to determine if grantee is a high, moderate, or low risk of meeting proposed and contracted performance outcomes.

## ■ Geographic Targeting

- Example: Palm Beach County providing “entitlement” funds to grantees only if they use the funds in areas that meet specific needs criteria.

# OPPORTUNITIES FOR LEVERAGE

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- Leverage is the identification and use of other public and private resource to increase the amount of money or resources that can be committed to complete a project.
- Leverage promotes collaboration and impact. Leveraging other local, regional, state and federal sources from both the public and private sector will create an exponential impact that funding can't achieve when the investment is isolated and spread too thinly.
- Leverage is not a match requirement.



# OPPORTUNITIES FOR LEVERAGE

Including but not limited to:

- In-Kind
- Lead Hazard
- Section 8
- Affordable Housing Fund
- Proposition 46 – The Housing and Emergency Shelter Trust Fund Act
- Social Impact Bonds
- Affordable Care Act
- CA Sustainable Communities
- Federal Partnership for Sustainable Communities (HUD, EPA, DOT, ED & DOL)
- New Market Tax Credits
- Affordable Housing Sources
- Continuum of Care Funding
- Older Americans Act Title III-E Family Caregiver Support Funds
- Philanthropy

# PRELIMINARY GOALS

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Enhance the City's economic stability and prosperity by increasing opportunities for **job readiness** and investing in **economic development** programs (CDBG)



# PRELIMINARY GOALS

Strengthen neighborhoods by investing in the City's critical **public infrastructure needs** (CDBG)



# PRELIMINARY GOALS

Improve housing opportunities by creating and preserving **affordable rental and homeowner housing** in close proximity to transit, employment, and community services (HOME, CDBG)



# PRELIMINARY GOALS

Assist individuals and families to stabilize in permanent housing after experiencing a housing crisis or **homelessness** by providing client-appropriate housing and supportive service solutions (ESG, HOPWA, CDBG)



# PRELIMINARY GOALS

Invest in community services and non-profit facilities that maximize impact by providing new or increased access to programs that serve highly vulnerable populations such as **youth, seniors, and food insecure households** (CDBG)





# PRELIMINARY GOALS

Meet the needs of persons with **HIV/AIDS** and their families through the provision of housing, health, and support services (HOPWA)





# NEXT STEPS

# NEXT STEPS

- Presentation of Preliminary Goals to City Council

December 17, 2013, 2:00P.M.

202 “C” Street

Council Chambers

12<sup>th</sup> Floor

San Diego, CA 92101

# QUESTIONS

If you have questions, please contact:

## **LESAR DEVELOPMENT CONSULTANTS**

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