



MEMORANDUM

DATE: September 10, 2018

TO: Michele Marano, Community Development Coordinator, Economic Development
 Leo Alarcon, Community Development Project Manager
 Michelle Harati, Community Development Specialist

FROM: Erica Snyder, Principal, LeSar Development Consultants

COPY: Nadine Hassoun, Associate, LeSar Development Consultants

SUBJECT: Draft Fiscal Year 2020-2024 Consolidated Plan Goals

LeSar Development Consultants (LDC) is proposing the attached City of San Diego's 2020-2024 Consolidated Plan goals using the data collected through citizen and community participation (Attachment A). Citizen participation and stakeholder consultations are vital components for gathering input on priority needs and target areas.

Three hundred and forty-four participants provided in-person input into the 2020-2024 Consolidated Plan goals and priorities through a series of meetings. A total of 16 meetings were held, 8 community forums and 8 stakeholder meetings with 226 and 118 participants respectively. The forums and meetings were held at multiple locations throughout San Diego. Below provides an overview of the locations, dates, and number of attendees at each engagement:

Community Forum	Date	Location	Attendees
Valencia Park	July 10, 2018	Malcolm X Library	15
Linda Vista	July 16, 2018	Linda Vista Library	28
San Ysidro	July 19, 2018	San Ysidro Civic Center	25
Barrio Logan	July 23, 2018	Woodbury University	31
Skyline	July 25, 2018	Skyline Library	16
City Heights	July 31, 2018	City Heights/ Weingart Library	44
Downtown	August 1, 2018	San Diego Central Library	7
Mountain View	August 29, 2018	Mountain View Recreation Center	60
TOTAL			226
Stakeholder Meeting	Date	Location	Attendees
Consolidated Plan Advisory Board	July 12, 2018	Civic Concourse	12
Continuum of Care	July 18, 2018	211-San Diego	8
Community and Economic Development Grantees	July 17, 2018	Economic Development Department	18
City Heights Economic Development Collaborative	August 14, 2018	Price Building	23
Downtown Community Planning Council	August 15, 2018	Civic San Diego	3
San Diego Refugee Forum	August 21, 2018	International Rescue Committee	40
Nonprofit Focus Group 1	August 21, 2018	University of San Diego	5
Nonprofit Focus Group 2	August 22, 2018	University of San Diego	9
TOTAL			118

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Members of the community and stakeholders ranked the highest needs and priorities in their communities or in the communities they serve during these meetings. Below are the aggregate ranking results from all community and stakeholder engagements:

Needs		Points
1	Affordable Housing	1111
2	Economic Development	889
3	Housing and Support for Individuals Experiencing Homelessness	840
4	Public Services	750
5	Public Facilities and Infrastructure	661
6	Improvements to Nonprofit Facilities	632

Priorities		Points
1	Increasing availability of affordable housing	227
2	Youth services	163
3	Centralized homelessness resources	146
4	Increased access to loan and grant capital for small business	110
5	Improved sidewalks and streetlights	107
6	Improvements to City parks	103
7	Homeless-designated transitional and permanent housing	91
8	Job creation for small businesses	73
9	Programs supporting vulnerable populations	71
10	Homelessness supportive services	71

Based on the feedback received, LDC drafted seven goals for the 2020-2024 Consolidated Plan for your consideration (Attachment B).

Recommended changes from the previous Consolidated Plan goals include:

Economic Development Goal:

- Creating two economic development goals based on the feedback received from the forums, as well as a memorandum from Council President Cole (District 4), Council Member Alvarez (District 8), and Council Member Gomez (District 9). The first economic development goal is proposed to focus on assistance for small businesses and local entrepreneurs, while the second goal focuses on employment and workforce development.
- Including “inclusive economic growth” within the goal focused on small business and entrepreneurs, based on input from Districts 4, 8 and 9 and increased interest in inclusivity from residents and stakeholders in the City.

Public Facilities & Infrastructure Goal:

- We do not recommend making significant changes to this goal as it is a continuing priority within the City of San Diego, as validated by the feedback from the community forums.

Affordable Housing Goal:

- We do not recommend making significant changes to this goal as it is a continuing priority within the City of San Diego, as validated by the feedback from the community forums.

Housing & Support for Individuals Experiencing Homelessness Goal:

- Adding “best practices” to Goal 5 to ensure the use of proven effective interventions to end homelessness, based on recommendations from Continuum of Care (CoC) stakeholders.

Public Services & Improvements to Nonprofit Facilities Goals:

- Developing separate goals for public services and nonprofit facility improvements given the diversity of needs within each area.
- Include the value of promoting equity for public and community programs that serve vulnerable populations, specifically acknowledging refugees and immigrant populations within the goal based on community and Councilmember feedback.

Housing & Support for Individuals Experiencing HIV/AIDS

- The City of San Diego is requesting City Council designate the County of San Diego as the Housing Opportunities for Persons with HIV/AIDS (HOPWA) alternative grantee as permitted within the Department of Housing and Urban Development’s regulations. If approved, the City would no longer have the administrative or reporting responsibilities for the HOPWA program and it would be the responsibility of the County of San Diego to address it within its Consolidated Plan. A goal will be developed to address housing and support for individuals experiencing HIV/AIDS should City Council not approve this action.

Lastly, areas for potential prioritization based on the memorandum from Districts 4, 8, and 9 include:

- Facilitating opportunities for job readiness and economic development in low-to-moderate-income and previously incarcerated communities to create access to high-quality and well-paying jobs.
- Meeting the needs of the Cali-Baja Mega-Region by providing housing, health, workforce and citizenship or other legal services for immigrant and refugee families in San Diego.
- Development of affordable housing in underserved neighborhoods.

ATTACHMENT A

City of San Diego, Consolidated Plan Goals 2020-2024 DRAFT

GOAL 1: Increase and preserve **affordable rental and homeowner housing** to improve access to housing opportunities that reflect community needs.

Previous Consolidated Plan Goal: Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to transit, employment and community services.

GOAL 2: Enhance the City's economic stability by investing in inclusive economic growth initiatives that develop and strengthen **small businesses and support local entrepreneurs**.

Previous Consolidated Plan Goal: Enhance the City's economic stability and prosperity by increasing opportunities for job readiness and investing in economic development programs.

GOAL 3: Foster individual and household resiliency by **investing in employment and workforce development** programs and improving access to job opportunities.

Previous Consolidated Plan Goal: Enhance the City's economic stability and prosperity by increasing opportunities for job readiness and investing in economic development programs.

GOAL 4: Support the development of vibrant, equitable, and adaptable neighborhoods by investing in **public facilities and critical infrastructure**.

Previous Consolidated Plan Goal: Strengthen neighborhoods by investing in the City's critical public infrastructure needs.

GOAL 5: **Assist individuals and families to gain stable housing after experiencing homelessness or a housing crisis** by providing appropriate housing and service solutions grounded in best practices.

Previous Consolidated Plan Goal: 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.

GOAL 6: Invest in **community services that promote equity and serve vulnerable populations** including, but not limited to, refugees and recent immigrants, previously incarcerated, veterans, youth, seniors and food insecure households.

Previous Consolidated Plan Goal: 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.

GOAL 7: Finance **impactful nonprofit facility improvements** to provide new or increased access to programs that serve vulnerable populations or implement sustainability measures.

Previous Consolidated Plan Goal: 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 household

2020-2024 Consolidated Plan Update

Prepared for the City of San Diego

September 10, 2018

Community Forums and Feedback

LeSar Development Consultants (LDC) facilitated eight Consolidated Plan community forums with the support of City staff. The forums were held to introduce the City of San Diego's Five-Year Consolidated Plan process and to solicit input from residents on the needs and priorities of their communities that can be addressed by the 2020-2024 Consolidated Plan.

The forums were held in low-to moderate-income (LMI) communities throughout Council Districts 3, 4, 7, 8, and 9, seeking to receive input from the City's diverse residents. A total of 226 individuals participated in the forums and offered feedback on the potential housing, economic, and community development priorities for the City.

Community Forum	Date	Location	Attendees
Valencia Park	July 10, 2018	Malcolm X Library	15
Linda Vista	July 16, 2018	Linda Vista Library	28
San Ysidro	July 19, 2018	San Ysidro Civic Center	25
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Mountain View	August 29, 2018	Mountain View Recreation Center	60
TOTAL			226

Forum Structure

An introductory presentation on the process of the Consolidated Plan and on San Diego's market conditions was given to help inform the discussion on priorities and needs. The presentation was followed by small group discussions. Participants in each discussion group were asked how the City can be more inclusive in programs supporting LMI residents and communities, and what the most pressing needs are in their communities. They were then asked to individually complete two ranking activities, one ranking overall need categories, and another ranking the top four priorities in their communities. Interpretation services were provided upon request.

The forums concluded with a review of the consolidated plan process timeline and opportunities to for residents to engage in the remainder of the Consolidated Plan process.

Feedback Themes and Results

Below are themes heard in the small group discussions and results from the ranking activities.

Inclusivity in Programs

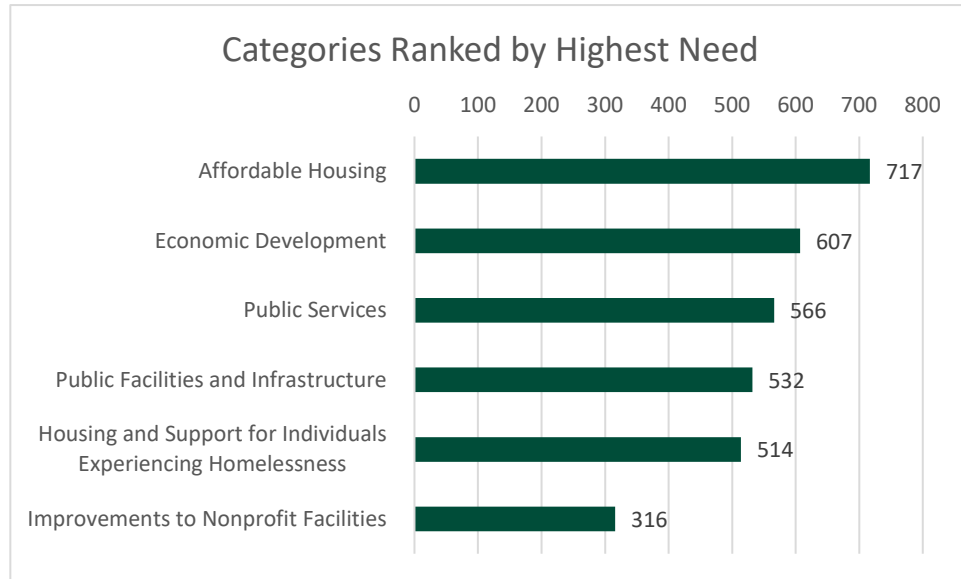
Within small groups, community members were asked how the City of San Diego can be more inclusive in programs supporting LMI communities. Answers were recorded on flip charts. Below are the themes heard throughout all community forums.

- Increase diversity and cultural competency of City staff
- Increase effectiveness of outreach efforts by partnering with community-based organizations
 - Publicize programs and services through easily-understood flyers posted or distributed at schools/colleges, community and recreation centers, libraries, community events and through community-based organizations and service providers in multiple languages
- Incentivize attendees with gift cards, raffle prizes
- Increase accessibility of programs, events, and meetings, by providing on-site childcare, meals or snacks, and holding them during non-work hours
- Increase City presence in communities, or increase communication between City staff or councilmembers and active community members
- Streamline Request for Proposals (RFP) process for community organizations to access funding

Ranking of Needs

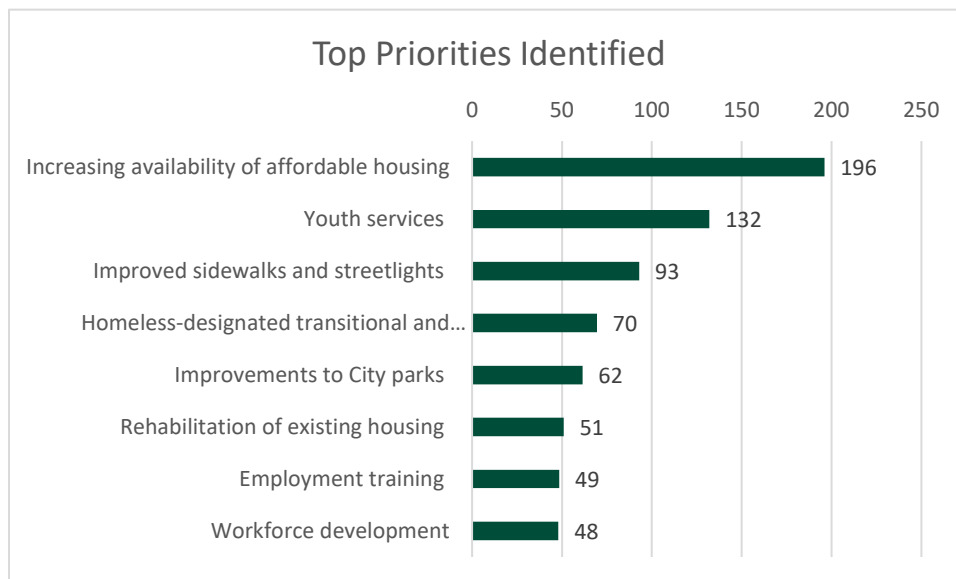
Community forum attendees were asked to rank six categories from one to six, with one being the highest need. The categories ranked were: economic development, public facilities and infrastructure, affordable housing, housing and support for individuals experiencing homelessness, public services, and improvements to nonprofit facilities.

Votes were tallied and weighted -- categories ranked as “1” or, highest need, received 6 points, categories ranked with a “2” received five points, and so on. Below are the aggregate results across all community forums, showing points received for each category.



Most Pressing Needs in LMI Communities

Participants were asked to select and rank the four most pressing needs in their communities. Votes were weighted -- needs ranked as “1” or, highest need, received four points, needs ranked as “2” received three points, and so on. Below are the aggregate results across all community forums, showing points received for the top eight needs in order of importance.



Other frequently identified needs include:

- Improvements to recreational and senior centers (45)
- Job creation for small businesses (44)
- Programs supporting vulnerable populations (42)
- Storefront improvement (40)
- Financial education and counseling programs (39)

- Increased access to loan and grant capital for small business (36)
- Homelessness supportive services (35)
- Homebuyer assistance programs (31)

Less frequently identified needs:

- Centralized homelessness resources (24)
- Assistance starting a small business (24)
- Services for single female head of household (23)
- Services for those with disabilities (22)
- Nutritional services (18)
- Nonprofit sustainability improvements (16)
- Survivors of domestic violence services (16)
- Improvements to nonprofit facilities (14)
- Small business counseling (12)
- Storage center for those experiencing homelessness (10)
- One-on-one microenterprise assistance (9)
- Mental health services (3)
- Services for those living with HIV/AIDS (3)

Most Pressing Community Needs: Themes by Council District

Participants were asked what they felt the most pressing needs in their communities are. Below are the themes we heard during the open-ended dialogue activity, organized by Council District. Complete notes from each community forum can be found in Appendix A.

Council District 3: San Diego Central Library

- Address lack of affordable housing and poor housing quality
 - Incentivize developers to build mixed-use housing
 - Increase housing density
 - Penalize landlords/property management companies violating buildings codes
 - Supportive services for low-income tenants
- Workforce development programs
- Housing for people experiencing homelessness programs and supportive services including mental health services
- Maintenance of road medians and increase in bike lanes

Council District 4: Malcolm X Library and Skyline Library

- Increase in affordable housing
 - Mixed-use housing
 - Rent control
 - Affordable housing for seniors
- Beautification of community with increase in urban forestry, green medians, parks and community gardens
- Increase and improve streetlights and sidewalks

- Increase employment training programs such as trade/vocational training, apprenticeship programs, trade certificate programs and job matching/placement opportunities targeting previously incarcerated residents, youth, and other vulnerable populations
- Housing First programs and supportive services for people experiencing homelessness
- Attract and retain more businesses (grocery stores, restaurants) to the community

Council District 7: Linda Vista Library

- Increase affordable housing availability and housing quality
- Expansion and rehabilitation of public spaces including library, recreation centers and parks
- Improve street safety and mobility with street lights, lighted signs, and pedestrian walkways
- Increase in businesses such as grocery stores in the community
- Job and volunteer opportunities and workforce development programs for youth

Council District 8: Barrio Logan/Woodbury University and San Ysidro Civic Center

- Increase availability of affordable housing by streamlining permitting process and preserve existing affordable housing
- First-time homebuyer assistance
- Services and programs for youth including college preparation programs and mental health services
- Education programs for adults, including digital literacy
- Repair streets and sidewalks, and improve pedestrian safety
- Improve parks and median landscaping
- Increase access to job opportunities for formerly incarcerated residents
- Small business assistance and mentorship programs
- Economic development strategies needed to attract tourism to area

Council District 9: City Heights/ Weingart Library and Mountain View Recreation Center

- Increase availability of affordable housing units and subsidize home rehabilitation
- Programs for youth including youth leadership programs, college preparation programs, and early childhood services
- Improve and increase sidewalks and street lights and pedestrian safety
- Community beautification
- Improved public transportation and subsidies
- Support for small businesses through technical assistance and storefront improvements
- Workforce development programs for youth and other vulnerable populations

Stakeholder Feedback

Stakeholder Meeting Summary Report

LeSar Development Consultants (LDC) and City staff facilitated eight stakeholder meetings to solicit input from organizations that serve and support low-to moderate-income (LMI) residents in San Diego. A total of 118 participants from non-profits, service provider agencies, and other community organizations provided feedback on the potential housing, economic, and community development priorities for the City. Stakeholder meetings were held with the Consolidated Plan Advisory Board (CPAB), Continuum of Care (CoC) agencies, the City Heights Economic Development Collaborative (CHEDC), the FY 19 Community and Economic Development Grantees, the Downtown Community Planning Council, and finally, two focus groups were held at the City of San Diego's Nonprofit Academy.

Stakeholder Meeting	Date	Location	Attendees
Consolidated Plan Advisory Board	July 12, 2018	Civic Concourse	12
Continuum of Care	July 18, 2018	211-San Diego	8
Community and Economic Development Grantees	July 17, 2018	Economic Development Department	18
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San Diego Refugee Forum	August 21, 2018	International Rescue Committee	40
Nonprofit Focus Group 1	August 21, 2018	University of San Diego	5
Nonprofit Focus Group 2	August 22, 2018	University of San Diego	9
TOTAL			118

Meeting Structure

An introductory presentation on the process of the Consolidated Plan and on San Diego's market conditions was given to stakeholders to help inform the discussion on priorities and needs. The presentation was followed by open-ended dialogue. The interactive format of the meeting solicited strong participation by attendees.

Stakeholders in each meeting were asked how the City of San Diego could be more inclusive in the programs supporting low-to moderate-income (LMI) individuals and communities, and what the most pressing needs are of the clients they serve. They were then asked to individually complete two ranking activities, one ranking the overall need categories, and another ranking the top four priorities for communities they serve.

The forums concluded with a review of the consolidated plan process timeline and opportunities to for stakeholders to engage in the remainder of the Consolidated Plan process.

Feedback Summary

All stakeholder responses were recorded, and detailed meeting results can be found in Appendix B. Below is the summary of the feedback and input received at the stakeholder meetings.

Inclusivity in Programs

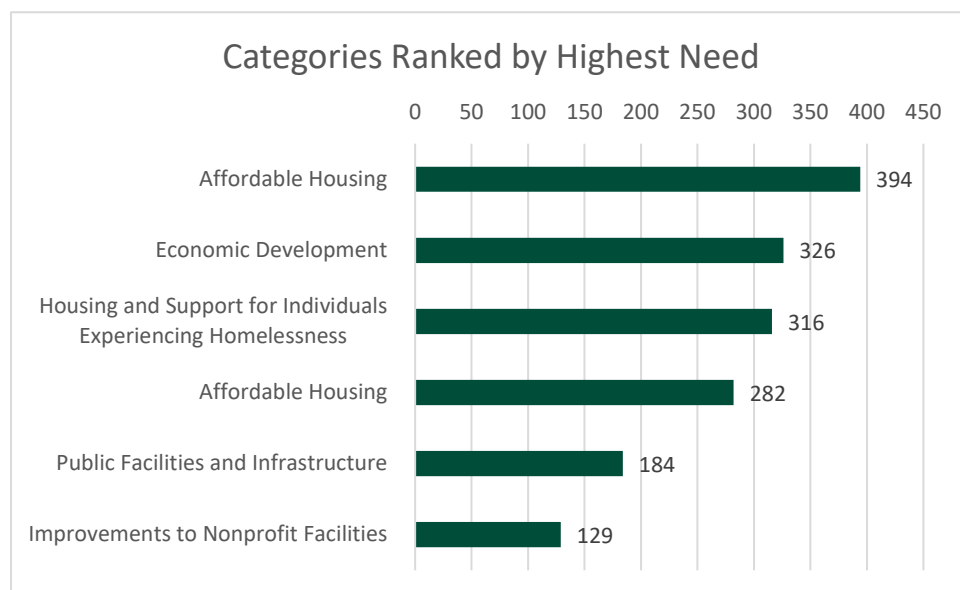
Stakeholders were asked how the City could be more inclusive in the programs supporting low-to-moderate-income individuals and communities. Below are the themes heard throughout all stakeholder meetings.

- Provide in-language and culturally relevant workshops and mentorship
- Address barriers to programs and services due to incarceration
- Increase transparency about projects funded in communities and make information on programs accessible to marginalized communities
- Increase accessibility of outreach materials to LMI and non-English speaking communities
- Contract with community organizations to assist with outreach for City events/programs
- Outreach at schools, churches, and community resource centers -- email is often not a good way to reach out to LMI communities who don't have access to computers/internet
- Meetings and events need to include food and childcare, and be held at schools or community centers on weekends and/or evenings to ensure accessibility for those who work multiple jobs and have young children

Ranking of Needs

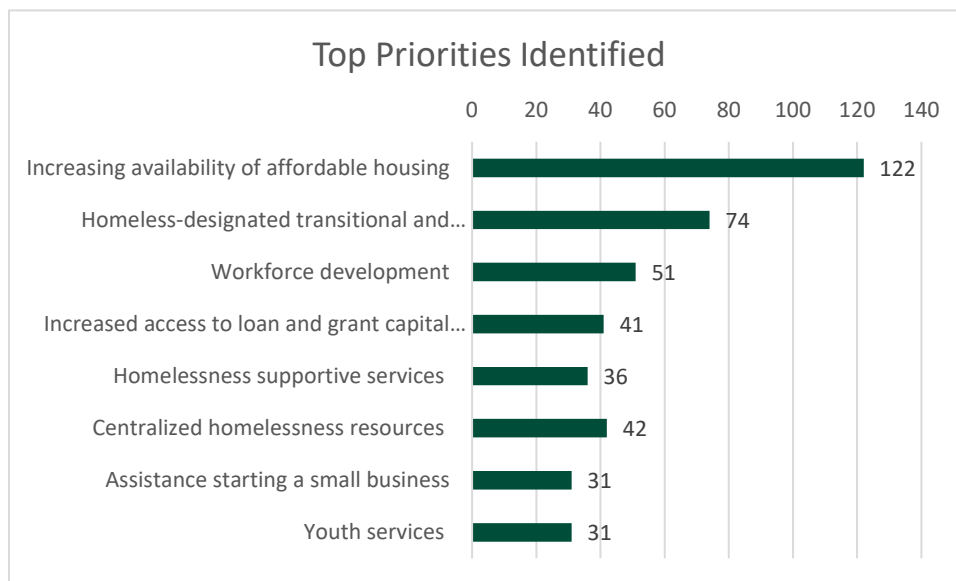
Stakeholders were asked to rank six categories from one to six, with one being the highest need. The categories ranked were: economic development, public facilities and infrastructure, affordable housing, housing and support for individuals experiencing homelessness, public services, and improvements to nonprofit facilities.

Votes were tallied and weighted -- categories ranked as “1” or, highest need, received 6 points, categories ranked with a “2” received five points, and so on. Below are the aggregate results across all stakeholder meetings, showing points received for each category.



Most Pressing Needs – Ranking Activity

Participants were asked to select and rank the four most pressing needs of their clients. Votes were weighted – categories ranked as “1” or, highest need, received four points, categories ranked with a “2” received three points, and so on. Below are the aggregate results across all stakeholder meetings, showing points received for the top eight needs in order of importance.



Other identified critical needs included:

- Programs supporting vulnerable populations (28)
- Improved sidewalks and streetlights (27)
- Job creation for small business (26)
- Rehabilitation of existing housing (19)
- Nonprofit sustainability improvements (13)
- Financial education and counseling programs (11)
- Small business counseling (11)
- Storage center for those experiencing homelessness (9)

Less frequently identified needs:

- Homebuyer assistance programs (8)
- Improvements to City parks (8)
- Services for single female head of household (8)
- Improvements to nonprofit facilities (7)
- Improvements to recreational and senior centers (3)
- Services for those with disabilities (3)
- Storefront improvement (3)
- Survivors of domestic violence services (1)
- One-on-one microenterprise assistance (0)
- Services for those living with HIV/AIDS (0)

Most Pressing Client Needs

Participants were asked what they felt were the most pressing needs of their clients. Below are the themes we heard across all meetings during the open-ended dialogue activities. Complete notes from each stakeholder meeting can be found in Appendix B.

- Economic Development
 - Business mentorship and incubators
 - Support for development of business corridors in LMI communities
 - Entrepreneurship programs, particularly for youth
- Public Facilities and Infrastructure
 - Improve sidewalks, streetlights and increase pedestrian safety
 - Better access to public transportation in areas where people seek services
- Affordable housing
 - Need for creative housing solutions including rehabilitation of old motels for housing, shared housing opportunities, and flexibility with Section 8 vouchers
 - Streamline and reduce stringent requirements for affordable housing developments
- Housing and support for individuals experiencing homelessness
 - Permanent supportive housing
 - Effective supportive services including mental health services, rental assistance, and business counseling services
- Transportation
 - Subsidize public transportation passes for LMI individuals
 - Expand public transportation route operating hours
- Public Services
 - Financial literacy programs
 - Employment training programs
 - Increased programs for vulnerable populations including youth and refugees

Appendix A

Table of Contents

Community Forum Summaries	2
Downtown.....	2
Valencia Park.....	4
Skyline	6
Linda Vista	9
Barrio Logan	12
San Ysidro.....	15
City Heights	18
Mountain View.....	21
Stakeholder Meetings.....	24
Consolidated Plan Advisory Board (CPAB)	24
CoC Stakeholders	25
FY 19 Community and Economic Development Award Grantees	27
City Heights Economic Development Collaborative	31
Downtown Community Planning Council	33
San Diego Refugee Forum.....	34
Nonprofit Academy – Focus Group 1.....	36
Nonprofit Academy – Focus Group 2.....	38

Community Forum Summaries
City of San Diego, Consolidated Plan 2020-2024
Downtown
San Diego Central Library, August 1, 2018
Attendees: 7

1. How can the City be more inclusive in the programs supporting low to moderate income individuals and communities?

- More face-to-face communication between City staff and residents
- City should work more closely with community organizations to foster civic engagement
- Language of flyers/at events should be more accessible
- Employ culturally competent individuals at the City

2. Categories, Ranked by Highest Need

1. Affordable Housing (32 points)
2. Housing and Support for Individuals Experiencing Homelessness (31 points)
3. Public Services (20 points)
4. Public Facilities and Infrastructure (14 points)
5. Improvement to Nonprofit Facilities (13 points)
6. Economic Development (10 points)

3. What are the most pressing needs in your community?

A. Economic Development

- Work programs for people experiencing homelessness

B. Public Facilities and Infrastructure

- Urban vs suburban park management
- Bike lanes
- Tree maintenance, new trees
- Maintenance of road medians

C. Affordable Housing

- Address lack of affordable housing (more flexibility in using Section 8 vouchers)
- Need for mixed-use housing
- Incentivize developers to build mixed use housing
- High density, medium rise
- Master lease units
- Fine landlords/property management companies that are violating codes
- Poor air quality in affordable apartments
- Develop separate non-smoking vs smoking affordable housing
- Smoking ban policy at multifamily complexes

D. Housing and Support for People Experiencing Homelessness

- Need for housing
- Work programs

- Programs targeted to end homelessness
- Better discharge policies of homeless individuals from hospitals (for example, in the past, patients experiencing homelessness have been dropped off at Balboa park in hospital gown)
- Family shelters

E. Public Services

- Meal nutrition services
- Medical care - access to quality doctors specialized in senior care
- Testing for mold in low-income housing
- Supportive programs for drug addiction
- Encourage use of MTS (or require use of public transportation if living in public housing)
- Mental health services (currently, siloed approach by agencies dealing with mental health has resulted in lack of communication)
- Enforcement of drug regulations
- Smoking cessation program
- More social services related to housing needed
- Supportive services for low-income tenants
- Legal services for landlord disputes (not just focused on evictions)

4. Top Four Pressing Needs in the Community:

1. Increasing availability of affordable housing (18 points)
2. Homeless-designated transitional and permanent housing (10 points)
3. Services for those with disabilities (5 points)
4. Centralized homelessness resources **and** rehabilitation of existing housing (4 points, tied)

Valencia Park
Malcolm X Library, July 10, 2018
Attendees: 15

1. How can the City be more inclusive in the programs supporting low-to-moderate income individuals and communities?

- Elected officials should publicize opportunities and events, and be open to receiving feedback from communities
- Increase direct outreach to LMI communities and increase outreach to service providers, county, schools, recreation and senior centers, libraries, and radio.
- Events for public should be held during non-work hours and weekends to make them more accessible for those who work.
- Greater accountability from City
- Partnering with non-traditional non-profits and faith-based organizations

2. Categories, Ranked:

1. Economic Development (29 points)
2. Affordable Housing (28 points)
3. Public Services (22 points)
4. Housing and Support for Individuals Experiencing Homelessness (21 points)
5. Public Facilities and Infrastructure (13 points)
6. Improvements to Nonprofit Facilities (11 points)

3. What are the most pressing needs in your community?

A. Economic Development

- Workforce development:
 - Job training
 - Apprenticeships
 - Trade certificates
 - Vocational training
- Job creation
- Continuing education in community college -- "Promise Program"
- Youth workforce programs
- Employment matching: connecting trained employees to employers (Malcolm X Library Solar)
- Storefront improvement
- Police patrol on bicycles to protect businesses
- Attract more businesses to southeastern San Diego (restaurants, grocery stores)

B. Public Facilities and Infrastructure

- Infrastructure projects
- Walkable streets

C. Affordable Housing

- Matching with opportunity in construction field and affordable housing need over the next 5-10 years
- Housing for seniors

D. Housing and Support for Individuals Experiencing Homelessness

- Housing for homeless individuals– Housing First model
- Increased outreach to people experiencing homelessness
- All-inclusive supportive services for people experiencing homelessness and a centralized location to receive services/ resources and case management
- Public locker and storage facilities for people experiencing homelessness

E. Public Services

- Community groups-based security and funding to support development of communal groups
- Safe spaces for youth after school

4. Top Four Pressing Needs in the Community

1. Job creation (14 points)
2. Workforce development (13 points)
3. Increasing availability of affordable housing (12 points)
4. Homeless-designated transitional and permanent housing (11 points)

Skyline
Skyline Hills Library, July 25, 2018

Attendees: 25

1. How can the City be more inclusive in the programs supporting low-to-moderate-income individuals and communities?

- Communication: Ads in public transportation, notices to students (high school, community colleges), flyers at schools/colleges, reach out to professors, coordinate with labor councils, Next Door app, booth at community events (example: Filipino-American Festival), library, reach out to community organizations (particularly those that serve minorities)
- Neighborhood council meetings, family resource centers
- Incentivize attendees with gift cards, raffles, etc.
- Partner with organizations already in the community

2. Categories, Ranked by Highest Need

1. Economic Development (61 points)
2. Affordable Housing (51 points)
3. Housing and Support for Individuals Experiencing Homelessness (50 points)
4. Public Facilities and Infrastructure (44 points)
5. Public Services (33 points)
6. Improvements to Nonprofit Facilities (25 points)

3. What are the most pressing needs of your community?

A. Economic Development

- Employment training programs:
 - Job training and job matching/placement opportunities
 - Trade/vocational training
 - Apprenticeship programs needed
 - Trade certificates – example: solar apprenticeship
 - Employment programs focusing on those with felonies
- Create job opportunities
- Greater investment in small businesses needed -- not chains, or large businesses
- Façade improvement – specifically around Imperial/Market/Euclid
- Financial education/ literacy
- Small nonprofits access to funding/ grant support
- Food desert, business desert
 - Need for grocery stores
 - Hotel
- Valencia Business Park needs development
 - Light industry, blue tech, grocery store, restaurants
- Workforce partnership should report job placement based on zip codes
- Address redlining practices by banks in the neighborhood

B. Public Facilities and Infrastructure

- Streetlights needed
- Beautification/ Landscaping – there is a lack of urban forestry
 - Plant low tolerant plants/foliage
 - Plant native plants, trees
 - Community garden
- Basic maintenance
 - Deferred maintenance – SB terraces shop center
 - Cleanup PV road weekly
 - Trash cans at bus stops
 - Trash pick-up
- Public transportation expansion
- Improved public facilities
- Code enforcement
- Illegal dumping in neighborhoods
 - Increase in dumping fees
- Landfill (1967)
- Skate park built 10 years ago

C. Affordable Housing

- More housing units needed – particularly affordable housing
- Empty lot – Alla View and Briarwood near 54th St – potential for housing development
- Senior housing
- Mixed-use housing
- Rent control
- Cost of housing too high –residents are cost burdened
- Mountain view and Breyer Wood – empty lot, possible development opportunity
- Senior housing and mixed use income housing
- Promise program

D. Housing and Support for Individuals Experiencing Homelessness

- Housing First programs
- Mental health services
- Interfaith shelter

E. Public Services

- Section 8 discrimination
- After-school programs
- Child care programs for single moms (example: 6 to 6 program)
- Digital lab centers
- Broadband investment – free internet
- Bus passes, ride sharing services for those in need

- Improvements to nonprofit capacities

4. Top Four Pressing Needs in the Community

1. Improvements to City Parks (16 points)
2. Increase in Affordable Housing (14 points)
3. Improvements to Sidewalks and Street Lights (11 points)
4. Employment Training **and** Homelessness Supportive Services (tied, 7 points)

Other Comments:

- Increase minimum wage
- Residents were concerned about control of JCNI over Southeastern San Diego, generational inequity and disenfranchisement in the community,
- Residents afraid to get assistance

Linda Vista
Linda Vista Library, July 16, 2018
Attendees: 28

1. How can the City be more inclusive in the programs supporting low-to-moderate-income individuals and communities?

- Communication strategies: Offer translation (not just upon-request translation) in multiple languages, reach non-online community
- Accessibility to meetings/events: Varied times of meetings, increase access to public transportation
- Program/service suggestions: Provide services for all age groups – children to seniors – by needs, offer programs in-home or out of large centers, information on access of programs and services
- Broadcast information on who residents should contact about concerns example: for housing discrimination
- Reduce fear of immigrant communities
- Listen to residents
- Extend time for survey
- Train service providers to engage community
- Strengthen partnerships with organizations serving immigrant populations

2. Categories, Ranked by Highest Need

1. Affordable Housing (84 points)
2. Public Facilities and Infrastructure (80 points)
3. Economic Development (68 points)
4. Public Services (67 points)
5. Housing and Support for Individuals Experiencing Homelessness (51 points)
6. Improvements to Nonprofit Facilities (33 points)

3. What are the most pressing needs in your community?

A. Economic Development

- Job creation
- Jobs/volunteer opportunities for youth
- Youth job training
- Youth workforce development
- More local shopping centers
 - Increase in businesses. A concern that was brought up by many is the lack of grocery stores in the community.
- Programs/services to support wage growth

B. Public Facilities and Infrastructure

- Expand and rehabilitate the Linda Vista library to accommodate more community activities and events
- More regular street repairs without having to call every time a repair is needed

- Street safety/mobility
 - Lighting, street lights,
 - Lighted signs
 - Reflective roadway paint
 - pedestrian walkways
- Improved streetlights – plain/smart
- Address sidewalks, curbs
- Increased public spaces - lack of space for all programs community wants to implement
- Parks and recreation infrastructure improvements
- Sanitize streets
- Trees, greenery in shopping center
- Community beautification projects – example: cleaning soil
- Cleaning the brush/weeds coming up the hill into Linda Vista
- Safe, clean parks for all
 - Residents noted homeless encampment at Morley Park
- Kiosk for meetings (technology)

C. Affordable Housing

- Residents expressed concerns that housing costs are too high, and more affordable housing is needed
- Concerns that housing quality is low - lead abatement needed
- Landlord tenant remediation/ conflict resolution
- Programs/services needed to transition people from Section 8 housing to market rate housing
- Don't allow developers use the in lieu costs to avoid building true affordable housing
- More housing with ADA accessibility – elevators, etc.
- More inclusionary housing
- Understanding parking impacts on ADU/ granny flats
- Nondiscriminatory affordable housing
- Assistance for housing discrimination
- Assistance for placement into affordable housing

D. Public Services

- Food security – access to healthy, fresh, affordable food
- Senior services
- Multicultural services
- Lower barriers to use of city assets example: museums, zoos, performances etc.
- Keeping seniors in their homes by simplifying process for assistance (ex. Accessing senior services)
- Mental health services (there are none nearby)
- Services to bridge language barriers for community engagement
- In home services (engage people where they live)
- Transportation services (MTS bus passes)
- Develop and provide skill set development for youth

- Universal internet, broadband

E. Housing and Support for Individuals Experiencing Homelessness

- Support for homeless individuals in multiple locations
- Homeless individuals sleeping in parks
- Checks and balances for homeless programs (diversity of services)
- Chronic homeless individuals
- Homeless shelters
- Transitional and permanent housing

4. Top Four Pressing Needs in the Community

1. Increasing availability of affordable housing (36 points)
2. Rehabilitation of affordable housing (13 points)
3. Improved sidewalks and streetlights (12 points)
4. Improvements to city parks, and improvements to recreational and senior centers (tied, 10 points)

Other comments:

- Ease the fear with government
- Percent homeownership in Linda Vista?
- Slumlords
- SDUSD relationship
- Address policies that transfer money upwards – example trash collection, free parking vs transit

Barrio Logan
Woodbury University, July 23, 2018
Attendees: 31

1. How can the City be more inclusive in the programs supporting Low-to-Moderate-Income Individuals?

- Inclusive communication strategies: Host meetings in multiple, specific languages, reach out to community planning groups, churches, non-profits, social services (Barrio Station, W4W, NHA), library, ACCE action, EHC, community college, social media, more PSAs, daycare centers, trolley/bus ads.
 - For non-computer or smart phone users communicate through news (TV), public postings, public schools (send announcements with students), radio (Spanish), mailing, leverage with church and non-profits
- Provide childcare for parents attending meetings/forums/events
- Listen to communities
- Better messaging/ targeted outreach: Talking points for varying communities, for example: single moms

2. Categories, Ranked by Highest Need

1. Affordable Housing (107 points)
2. Public Services (82 points)
3. Economic Development (81 points)
4. Public Facilities and Infrastructure (77 points)
5. Housing and Support for Individuals Experiencing Homelessness (64 points)
6. Improvements to Nonprofit Facilities (30 points)

3. What are the most pressing needs of the community?

A. Economic Development

- Employment within local area
- Increased access to job opportunities for formally incarcerated
- Grant and loan capital for small businesses
- Increase support to local/ minority owned businesses – access to capital, technical assistance, counseling
- Increase collaboration with job fairs, employers, non-profits
- Incubator for restaurant entrepreneurs
- Collaboration between small and large organizations
- Provide resources for start-ups and entrepreneurs
- Storefront improvement: Logan/ NH Ave
- Small business administration
 - Example: Jackie Robinson YMCA - neighborhood revitalization

B. Public Facilities and Infrastructure

- Street repairs: for example, at 28th St and Sampson; National & 28th St; Harrison; Ocean view & Franklin Alley

- Streetlights: for example, at Boston Ave 28th to 32nd St; Logan Ave 28th to 32nd St.; Alleys Ways 28th to 32nd; Marcy St 28th to 32nd; Logan Ave S. 32nd to S. 38th; Boston Ave S. 22nd to S. 32nd; Newton Ave S. 28th to S. 32nd; Newton Ave; National Ave
- Sidewalks (ADA compliant): for example, at the end of 16th, Harbor end; no sidewalk on Main St.
- Sidewalk repairs needed: Logan Ave – Boston Ave; from 28th to 32nd
- Graffiti cleanup needed
- Flood channel overgrowth (fire hazard)
- Improve public health and safety through sanitation of sidewalks, canals
- Multiple use of athletics school fields on memorial park
- Abandoned houses on Harrison Ave 2200 block – becoming unsafe and drug house
- Improve youth/ recreation centers
- More open spaces, green spaces, and parks
- Develop corridor between downtown and Barrio Logan to draw tourists to invest in their community
- Improve parks – on Clay Ave: replace sand, lighting
- Decrease amount of unused rail line hazard
- Metering/utility issues
- Improved pedestrian safety, speedbumps and lower speed limits
- Maintenance of weeds in alley ways
- Green space island to reduce speed of vehicles
- Elevate trolley and/or road so large commercial trucks and cars aren't idle while trolley crosses – this helps reduce air and noise pollution
- Change railroad crossing time schedule so that deliveries are not during rush hour, blocking port business employees arriving or leaving work

C. Affordable Housing

- Habitat for humanity – new homes, repairs
- Community plan needed
- Review zoning
- Permitting process streamline- reduce fees, tax rebates, zoning, decrease off-street parking requirements
- Promote homeownership
- Creation of affordable housing – oppressive housing policies
- Preserve existing housing/ homeownership
- First-time home buyer programs
- Veteran housing
- Family housing
- Assisted living house for seniors with illnesses or other physical disabilities
- Senior community housing
- Kidney failure/ dialysis housing

D. Housing and Support for Individuals Experiencing Homelessness

- Mental health and substance use disorder (SUD) programs

- Equal distribution of homeless centers and services across the city

E. Public Services

- Youth services i.e. college preparation programs
- increase support for vocational training
- Mental health services with a youth focus
- Financial literacy and life skills
- Digital divide/ increase availability of computer internet
- Education – funds for programs like Reality Changers, after school tutoring
- Food deserts - increase access to nutritional services
- Meals for seniors/ vulnerable populations
- Support development of community and trusts / common goals and direction

F. Environmental Issues

- Noise, pollution, low air quality
- Commercial businesses – toxic fumes near 3064 National Ave San Diego, CA 92113
- Supporting environmental and public health issues

4. Top Four Pressing Needs in the Community

1. Increasing availability of affordable housing (14 points)
2. Youth services (13 points)
3. Improvements to City parks (12 points)
4. Homeless-designated transitional and permanent housing (11 points)

Other Comments

- Homelessness services currently concentrated in Barrio Logan and residents feel that the services have been pushed into their community
- Setbacks on transit corridor village concept, with hubs – feel like it died
- Asset map – who are players in each neighborhood
- Contact Stephen Russell from SDHF for affordable housing project ideas that look great and house homeless families and seniors

City of San Diego, Consolidated Plan 2020-2024

San Ysidro

San Ysidro Civic Center, July 19, 2018

Attendees: 25

1. How can the City be more inclusive in the programs support low-to-moderate-income individuals and communities?

- Communication: Phone calls from council members and City staff to invite active community members to events, informational flyers, advertise on Spanish TV channels, offer presentations and workshops in Spanish, Tagalog, and other languages, instead of just interpreting from English.
- The City should be more present in the community.
- Council member or City staff to make phone calls to directly invite active community members to meetings

2. Categories, Ranked by Highest Need

1. Affordable Housing (80 points)
2. Housing and Support for Individuals Experiencing Homelessness **and** Public Facilities and Infrastructure (tied, 64 points)
3. Economic Development (58 points)
4. Public Services (47 points)
5. Improvements to Nonprofit Facilities (44 points)

3. What are the most pressing needs in the community?

A. Affordable housing

- Overcrowding in in houses
- Housing for fixed income households at 0-30% AMI
- Single family housing rehabilitation
- Repairs to homes, especially roofs
- First-time homebuyer assistance
- Eliminate obstacles to the construction of new homes
- People prefer single-family homes, but apartments can serve many more people
- Emergency family housing

B. Public Facilities and Infrastructure

- Update overall infrastructure: such as water, electric, and sewer lines
- Street lights (on Beyer Blvd – Avenida de la Cruz)
- Trash pick-up
- Public safety
- ADA improvements
- Plaza
- Parks for small children
- Rehabilitation of old buildings
- Commercial improvements on San Ysidro Blvd and Beyer Blvd

- City parking lot near Bank of America needs to be cleaned up – median landscaping, dry weeds and high weeds on the side of the street
- Sidewalks needed (at Cottonwood); sidewalks too narrow at San Ysidro boulevard
- Pedestrian bridge by adult school/ La Mirada Middle School
- Trash dumping concerns
- Fence needed for kids' safety near park and San Ysidro Community Center
- Speed bumps needed at Avenida de la Madrid
- Public transportation/ school bus routes

C. Economic Development

- Business training program/incubator for business owners
- Job training
- Trade certificates
- San Ysidro needs attractions and an economic strategy to attract tourism. San Ysidro not benefitting from tourism, except gas stations/fast food places
- Resource Center in K-Mart for aspiring business owners
- "Self-employment university"
- Employment centers

D. Public Services

- Need for increased programs in community, and funding to support the programs. Existing programs are either no longer serving the community or are unaffordable. Examples of programs: sports, baseball/football leagues, dances, etc.
- Help with legal issues related to families with children
- Education programs for adults
- Access to technology
- Computer classes/digital literacy
- College prep programs
- Daycare services to support working families
- Private but affordable schools, e.g. training or charter school
- Education with a youth development focus
- Community clean ups / Trash pick-up near freeway exits
- More police patrols or community/security patrols
- More community events, for example: movie nights at the park
- Longer senior center hours and fund more activities
- Increased safety at Park ave
- More investment in youth centers

E. Homelessness Support and Housing

- Mobile trailer for showers for the homeless

4. Top Four Pressing Needs in the Community

1. Improved sidewalks and street lights (21 points)
2. Increasing availability of affordable housing (17 points)
3. Improvements to recreational and senior centers (14 points)
4. Rehabilitation of existing housing **and** employment training (tied, 9 points)

Other Comments

- Juan Vargas used to fund a van to clean-up in SY (graffiti, trash bags, one man to drive around and help where needed)
- Marijuana store has increased the transient population nearby; afraid to walk near the store
- The community “feels neglected” by the Council member and the City. “No one cares about us.”
- Instead of the being the “last neighborhood” before Mexico, we should be the “first neighborhood in the US”.

City Heights
Weingart Library, July 31, 2018
Attendees: 44

1. How can the City be more inclusive in the programs supporting low to moderate income individuals and communities?

- Targeted outreach via community associations (cultural/translation connection) and schools
- Prioritize community needs
- Community members need to go downtown to get services, there should be a constant presence from City in communities or an online platform where residents and City staff can interact (for example, via skype)
- Childcare services during meetings/events/workshops by partnering with local childcare services
- Increase accessibility for refugees
- Representation of minorities in City departments

2. Categories, Ranked by Highest Need

1. Public Services (105 points)
2. Affordable Housing (98 points)
3. Housing and Support for Individuals Experiencing Homelessness (90 points)
4. Economic Development (75 points)
5. Improvements to Nonprofit Facilities (51 points)
6. Public Facilities and Infrastructures (48 points)

3. What are the most pressing needs of the community?

A. Economic Development

- Residents voiced concern about informal/underground economy in City Heights (largest sector of economy)
- Workforce development
 - Job training
 - Recruit young, minority adults to provide translation and learn policy, enter job market
- Small business support
 - Microenterprise support, technical assistance individualized need to expand services,
 - Small employers can't afford to pay medical insurance for employees – small business associations pool rates
 - Increase small business technical assistance
 - Business owner assistance (classes, resources such as literature on entry and expansion, business tax overview/breakdown)
 - Legal services
 - Storefront Improvement, fixing signage, awning, etc.
- Market and need-mapping

- Marketing for City Heights/ tourism focus
 - Financial literacy classes for residents
 - Partnership with City Heights Business Association
 - Entrepreneurship programs -- residents can lead sustainable, independent lives and provide services to community instead of going outside of community to get services.
- B. Public Facilities and Infrastructure
- Maintenance of facilities and build new facilities
 - Maintenance of sidewalks, adding sidewalks, for example at Winchester
 - Bike lanes
 - Invest more of the BIDs in the city
 - Maintain public parks/ land and keep them safe
 - Street lights, for example at University & 41st
 - Lights on trees, and fixture improvements
 - Trash, illegal dumping
 - Air-conditioning at Colina Park
 - VPAC improvements in nonprofit facilities
 - Walkability/trees/greenery
 - Commercial kitchen
 - Beautification projects such as murals/art projects
- C. Affordable Housing
- More affordable housing units
 - Down payment assistance for first-time home buyers
 - Subsidize home improvements
 - 80% of properties in CH have enough space to build granny flats; grants to build and restrict LMI units, to LMI households. City Heights lost a lot of units to Price and I-15
- D. Housing and Support for Individuals Experiencing Homelessness
- Residents expressed concerns about rise of homelessness, especially around Fairmont Ave., University Ave., Orange Ave and City Heights Parks
 - Transitional housing
 - Mental health services
 - Substance abuse services
 - Need for more reliable data on homelessness in the city
 - Homelessness prevention services
 - Financial literacy, budgeting programs targeting people experiencing homelessness
 - Food pantry
- E. Public Services
- Neighborhood cleanups to deal with untidiness, sanitation issues
 - City staff liaison and community interaction (staff person to be more hands-on in community and lead by example)
 - Youth leadership programs

- Community leadership programs, for example: investing in creating leaders within the homeless community. These programs would aid individuals but also provide a liaison between homelessness community and general public.
- College preparatory programs
- No-cost transit passes for youth
- Mental health programs and services
- Domestic violence services (examples: self-protection programs, healthy relationship and teaching consent to youth and adults, housing services for victims)
- Community organizing workshops to build economic, political and community power so residents can bring their needs forward
- Free law services
- Early childhood services
- After school programs – reality changers
- Restorative justice – mediator, community focus, healing, supportive services
- Immigration services for undocumented youth
- Schools → social justice academy
- Access to fresh fruit and vegetables through WIC
- Continue funding for refugee/immigrant programs
- Transportation mobility access to bus passes – walkability, after school opportunities near Hoover HS
- Nutritional services with cultural awareness – for example: halal meals for Muslims

F. Transportation

- Access to reliable transportation at low/no cost for youth in the community
- Improved transportation services

4. Top Four Pressing Needs in the Community

1. Increasing availability of affordable housing (84 points)
2. Youth services (59 points)
3. Financial education programs (24 points)
4. Improved sidewalks and street lights (23 points)

Mountain View
Mountain View Community Center, August 30, 2018

Attendees: 60

1. How can the City be more inclusive in the programs supporting low-to-moderate-income individuals and communities?

- Community based organizations should be involved in the outreach process to communities – set up a meeting with these organizations to strategize on outreach efforts
- More emphasis on youth
- County facility information
- Collaborate with county for outreach
- Streamlined criteria online portal, basic checklist
- Re-devoting funds / resources to non-conventional organizations
- More frequent community outreach meetings
- Creative widespread marketing
- Share information with school district
- More information on programs should be shared via forums, social media, canvassing,
- Evening meetings
- Make resources and information accessible to all – particularly about the process and timeline of the consolidated plan
- Streamline and automate RFP process and make it more accessible to all
- Encourage resident participation in town councils
- Inclusive city services

2. Categories, Ranked by Highest Need

1. Economic Development (186 points)
2. Affordable Housing (181 points)
3. Public Services (145 points)
4. Public Facilities and Infrastructure (125 points)
5. Housing and Support for Individuals Experiencing Homelessness (113 points)
6. Improvements to Nonprofit Facilities (87 points)

3. What are the most pressing needs in your community?

A. Economic Development

- Job training programs
- Financial counseling programs, especially for vulnerable populations
- Small business assistance to increase self-sustainability
- Increase in employment opportunities
- Workforce development programs for previously incarcerated residents
- Work readiness programs
- Increase employment opportunities within community

B. Public Facilities and Infrastructure

- Streetlights needed at Newton Ave
- Sidewalks and streetlights on Ocean View Blvd.
- Chollas Creek – protected habitat but there’s a lot of trash. People sleeping there.
- Southcrest bridge
- Improved parks, playgrounds in Mountain View community
- Pool at recreation center or park
- Parking lot requires maintenance at Henderson
- Unused City property can be redeveloped for outdoor activities – basketball courts, tennis courts, etc.
- Diagonal parking on Logan Avenue
- Improved recreation centers (specifically Henderson and Southcrest) – meeting rooms, Wi-Fi, and more.
- Beautification projects: 38th and Alpha
- Weed abatement
- Safe streets

C. Affordable Housing

- Issues: high cost of living
- Rent increases are a large concern– residents homeless due to rising rents
- Overcrowding in housing
- Increase in affordable housing
- Rent control
- Increase density
- Home rehabilitation loans (forgivable)
- Higher density housing

D. Public Services

- College prep programs need increased funding and capacity (for example: Reality changers)
- High youth criminalization – restorative training for law enforcement
- Free, increased programs
- Youth programs related to gang activity
- Youth mentorship
- Increase and improve services for youth aging out of foster care system
- Community garden
- Juvenile justice reform

E. Transportation

- Free bus passes or subsidized passes (particularly for youth to access employment opportunities and extracurricular activities)

F. Other comments:

- Natural disaster plans
- Too many liquor licenses for a small population

- Increased parking enforcement - need for permit parking
- City needs to devote more resources to assist smaller non-profits with the process of applying for funds. Creation of an online portal that directs you through the entire process and directs you to resources if you need further assistance.
- Level playing field for organizations who are volunteer based compared to those who have paid staff and grant-writers
- Workshop to assist with paperwork
- Fair/ equal wages in small businesses

4. Top Four Priorities

1. Youth services (54 points)
2. Increasing availability of affordable housing (45 points)
3. Improved sidewalks and streetlights (34 points)
4. Workforce development (22 points)

Stakeholder Meetings
Consolidated Plan Advisory Board (CPAB)
San Diego Civic Concourse, July 12, 2018

Attendees: 12

Public Comments:

- Investment in permanent housing solutions
- Increase affordability of housing and decrease displacement among low-to moderate-income communities
- Increase projects that build life skills, expand employment opportunities and expand housing stock
- Incentivize collaboratives and resource sharing among nonprofits
- Support and expand capacity of nonprofits

CPAB Member Comments:

- Micro-grants to build nonprofit capacity and allow for staff to attend public meetings and build relationships
- Programs that provide wrap around services
- Employment programs that provide living wages (example: apprenticeship programs)
- Assess homelessness programs to ensure they are impactful
- Rental assistance for people experiencing homelessness
- Counseling services
- Increase funding and capacity for nonprofits to provide adequate support for vulnerable populations

Categories, Ranked by Highest Need

1. Affordable Housing (57 points)
2. Housing and Support for Individuals Experiencing Homelessness (54 points)
3. Economic Development (48 points)
4. Public Services (46 points)
5. Improvements to Nonprofit Facilities (26 points)
6. Public Facilities and Infrastructure (21 points)

Most Pressing Needs

1. Increasing availability of affordable housing (21 points)
2. Homeless-designated transitional and permanent housing (20 points)
3. Youth services (12 points)
4. Homelessness supportive services (10 points)
5. Workforce development (10 points)

CoC Stakeholders
2-1-1, July 18, 2018
Attendees: 8

1. How Can the City be more inclusive in the programs supporting low-to-moderate-income individuals and communities?

- Incarceration is a barrier for many to access programs and services, this should be addressed
- Racial disparities should be addressed
- Partner with County Health and Justice Department
- Form Neighborhood Advisory Committees to involve disenfranchised communities in planning and decision making of projects in their communities
- Invest in projects for SMI participants to help stabilize them in their current communities
- Communicate broadly how people can be involved/ funding available
- Simplified application process
- Greater transparency about projects funded in communities and make that information accessible to marginalized communities

2. Categories, ranked by highest need

1. Economic Development (16 points)
2. Housing and Support for Individuals Experiencing Homelessness (15 points)
3. Affordable Housing (12 points)
4. Public Services (8 points)
5. Improvements to Nonprofit Facilities (4 points)
6. Public Facilities and Infrastructure (2 points)

3. What are the most pressing needs of the clients you serve?

A. Economic Development

- Encourage entrepreneurship and microbusinesses, particularly for youth

B. Public Facilities and Infrastructure

- Urban gardens & access to healthy foods
- Solar energy for decreased utility bills
- Improved sidewalks and cross walks in areas where people seek services
- Better access to public transportation in areas where people seek services

C. Affordable Housing

- People doubling up due to unaffordable housing
- Need for increase in affordable housing units
- Voucher subsidy/ payment standards too low
- Address challenges of housing individuals with criminal records
- Services to help people transition out of subsidized housing
- Creative housing solutions
 - Rehabilitate old motels to provide housing

- Shared housing opportunities example: intergenerational housing
- Allow vouchers for shared housing

D. Housing and Support for Individuals Experiencing Homelessness

- Supportive housing resources are low based on community – Permanent Supportive Housing
- Diversion; housing mediators to prevent/avoid homelessness
- Providing access to services to people at the crucial crisis moment
- Transportation access: funding for clients to use: people need cars to get around, locations for public transportation not convenient to where people work, using Lyft/Uber

4. Top Four Pressing Needs in the Community

1. Homeless-designated transitional and permanent housing (11 points)
2. Increasing availability of affordable housing and Homelessness supportive services (tied, 4 points)
3. Programs supporting vulnerable populations and increased access to loan and grant capital for small businesses (tied, 3 points)
4. Youth services and centralized homelessness resources (tied, 2 points)

Other comments:

- Look at school district data to get accurate family homelessness data
- Review race and housing, as well as incarceration, data → Con Plan goals
- Nonprofit academy
- Consider master leasing & Vouchers → SDHC partnership
- Hidden family homelessness
- Review community data on race/ethnicity to develop programs/funding

FY 19 Community and Economic Development Award Grantees

August 21, 2018

Attendees: 40

Identifying Obstacles

1. Obstacles to Start-Up

- Complicated bureaucratic process
 - Many need assistance navigating government systems, obtaining proper permits and licenses
 - Limited access to traditional forms of capital due to low-incomes and poor credit histories
 - LMI community doesn't have the resources others do when it comes to getting outside investment or support from their family and friends or banks
 - Difficulty obtaining affordable space in a commercial kitchen to produce their product
- Limited knowledge
 - On processes involved in operating a business i.e. need for financial literacy, accounting systems, business bank accounts, marketing, etc.
 - Usually have an idea but don't have the ability to implement it on their own, overwhelming process
 - Unable to put together business plans on their own and think beyond initial excitement
- Language, Cultural and Digital barriers
 - information is in usually only readily available in English and online which poses a challenge for many within LMI communities – don't have the skills or access to a computer to be able to navigate themselves
 - May feel uncomfortable and intimidated entering a regulated or government space on their own
- Need Economic Information
 - Market analysis information / ecosystem mapping / ESRI data – i.e. looking at an area and figuring out where there are gaps or needs that could be filled by a new business and seeing if an area is oversaturated with a particular type of business, example provided of a nail salon in City Heights

2. Obstacles to business remaining operational/profitable

- Lack of experience in the field
- Started without much forethought or assistance, did not plan or budget for slow starts
- Poor management practices
 - Need assistance with developing proper accounting systems, filing taxes appropriately, marketing, etc.
- Language and cultural barriers
 - gentrification pushing out prior consumer base and business is unable to adapt to new customers moving into the area – need assistance with translating menus and signage. Examples of Vietnamese restaurants in CH

3. Obstacles to expansion

- Limited access to capital
- Poor management systems; perhaps have been successful but have not been tracking growth to demonstrate why investment is worthy

Identifying Program Areas of Need

- Cohort, Classroom based

- Need for this to be coupled with one-on-one assistance to develop more individualized tactics
 - Beneficial for immigrant communities, creates safe spaces to learn together in native languages
 - Helpful when conducting focused trainings, i.e. childcare – can reach large numbers at one time
- One-on-one microenterprise technical assistance
 - Very helpful as many are at very different stages, allows for individualized approach and focused attention
 - Ability to meet clients where they are at
 - Business Plan development here is crucial, relationship development and trust is built with counselors
- Access to loan capital
 - Needed as traditional lenders are wary lending to start-ups or those in the early stages of operating a business
 - Need alternative forms of lending to facilitate access to LMI community
- Access to grant capital
 - Very much needed, many businesses especially in the start-up phase are not ready to take on debt
 - Poor credit histories and income challenges make grants essential for many businesses
 - Covering start-up costs would provide many with an incentive and ability to turn an idea into an operating
 - Many industries are low cost to enter and pose low risk and here grants would be key to removing cost barriers
- Store front improvement programs
 - Current City operated program does not work well for the LMI business owners; wait periods, difficult process
 - Need to invest more and focus on CDBG areas to improve storefronts and communities, believe it will
 - Encourage further investment and development in CDBG areas
 - Program should be separated out for those who are CDBG eligible and expanded & streamlined
- Bootcamps
 - Could be beneficial but would likely be accessed by those on the more sophisticated end
 - Incentives needed
- Workshops
 - Helpful when looking at it in partnership with other services but not so much on their own as standalone
- Financial counseling and management training
 - Need for financial literacy programs and trainings to increase business owners knowledge on core concepts
 - such as business banking, taxes, credit, and accounting systems
 - Mentoring programs with MBA students have proven helpful, should increase coordination with local universities
 - Possibility of reaching out and partnering with successful businesses in the community to take on a new

- entrepreneur as their mentor
- Collaboration with BIDS
 - Is helpful, City could do more to improve and establish these connections

Other Considerations

- Business Plan Competition
 - Would be great if City conducted one and focused on LMI communities and businesses that our CED
 - Partners are assisting – incentive to perform and to strategize best practices
 - Existing business plan competitions are often inaccessible to those that are eligible for receiving CDBG
 - Services for a number of reasons including: lack of knowledge or sophistication, language barriers, etc.
- Permit difficulties
 - Need for City to expand and streamline resources relating to permitting questions
- Impact Investing
 - Need for City to further connections with impact or angel investments for CDBG assisted businesses to
 - Pitch to for further investment
 - Expand access to seed funding
- Data Sharing / Joint Platform
 - City needs to invest in technology to allow for the sharing of information on CDBG businesses assisted
 - Facilitate tracking of start-up and growth, would allow for partners and City to measure impact better
 - Could track handoffs and referrals amongst agencies
 - Come up with some type of joint assessment model and base indicators I.e. revenue, # of employees, etc.

Categories, Ranked by Highest Need

1. Economic Development (38 points)
2. Public Services (31 points)
3. Affordable Housing (31 points)
4. Housing and Support for Individuals Experiencing Homelessness (24 points)
5. Public Facilities and Infrastructure (18 points)
6. Improvements to Nonprofit Facilities (11 points)

Top Four Pressing Needs

1. Increased access to loan and grant capital for small business (12 points)
2. Assistance starting a small business (10 points)
3. Small business counseling (10 points)
4. Programs supporting vulnerable populations (7 points)
5. Workforce development (7 points)

Top Economic Development Needs

1. Access to grant capital (46 points)

2. One-on-one microenterprise technical assistance (37 points)
3. Financial counseling (32 points)
4. Access to loan capital (20 points)
5. Storefront improvement programs (9 points)
6. Cohort, classroom based (8 points)
7. Workshops (8 points)
8. Bootcamps (8 points)
9. Collaboration with BIDS (4 points)

City Heights Economic Development Collaborative
Price Building, Suite 610, August 14, 2018

Attendees: 23

Obstacles to Starting/Expanding Business and Potential Solutions

Obstacles

- Difficulty navigating bureaucracy - inability for community to understand licensing procedures or accurately complete forms needed to start business
- Language often an obstacle
- Costs of permitting are a burden
- Lack of information on process – education on process of starting business is needed
- Fear of disclosing personal information such as addresses

Potential Solutions

- Workshops for CBOs on City processes to assist clients who want to start businesses
- Capital grant program should be expanded
- Streamline permitting process
 - Example: food and beverage businesses secure year-long lease but can't operate until proper permitting
 - Coordinating between departments to streamline process for business development
- Refugees/immigrants need business mentors to give encouragement/confidence and share knowledge
- More assistance will lead to more success: one-on-one assistance, counselor, mentorship programs
 - In-language and culturally relevant workshops and mentorship
- Need quick reference sheet
- Reach out to commercial lease properties to help set up businesses
- Workshops on specific topics, example: zoning
- Increase resources available to entrepreneurs
- Program that funds CBOs to be matchmakers for mentorship programs
- Capacity building with CBOs
- Simplified reports for CDBG beneficiaries
- Popularize CDBG funded programs/ increase visibility of programs
 - Reports on projects funded, impacts they've had on communities
- Financial literacy programs to complement community development organizations
- Support for development of business corridor
- Increase in middle-skill jobs
- Improved transportation
- Access to employment opportunities for advanced education
- Increase walkability – more crosswalks would increase economic vitality of neighborhoods
 - Dangerous corridors: El Cajon, University make it difficult to get businesses off ground
- Anti-displacement strategies:

- Which businesses are anchors in the community? How can they avoid getting displaced
→ own the property they're operating out of

Categories, Ranked

1. Economic Development (82 points)
2. Affordable Housing (79 points)
3. Public Services (51 points)
4. Housing and Support for Individuals Experiencing Homelessness (50 points) **and** Public Facilities and Infrastructure (50 points)
5. Improvements to Nonprofit Facilities (17 points)

Top Four Priorities

1. Increasing availability of affordable housing (15 points)
2. Increase access to loan and grant capital for small business (15 points)
3. Job creation for small businesses (12 points)
4. Assistance starting a small business (4 points)

Economic Development Priorities, Ranked

1. Access to grant capital (41 points)
2. One-on-one microenterprise technical assistance (40 points)
3. Access to loan capital (21 points)
4. Financial counseling (21 points)
5. Storefront improvement program (19 points)
6. Collaboration with BIDs (18 points)
7. Workshops (specialized, one-day) (4 points)
8. Bootcamps (multi-week) (3 points)
9. Cohort, classroom-based (0 points)

Downtown Community Planning Council
Civic San Diego, August 15, 2018

Attendees: 18

Categories, Ranked by Highest Need:

1. Housing and Support for Individuals Experiencing Homelessness (17)
2. Affordable Housing (12)
3. Public Services (12)
4. Improvements to Nonprofit Facilities (9)
5. Economic Development (8)
6. Public Facilities and Infrastructure (5)

Top Priorities:

1. Homeless-designated transitional and permanent housing (10)
2. Increasing availability of affordable housing (4)
3. Homebuyer assistance programs (3)
4. Homelessness supportive services (3)
5. Storage center for those experiencing homelessness (3)
6. Improvements to City parks (3)

San Diego Refugee Forum
International Rescue Committee, August 21, 2018
Attendees: 40

1. Categories, Ranked by Highest Need

1. Affordable Housing
2. Housing and Support for Individuals Experiencing Homelessness
3. Public Services
4. Economic Development
5. Public Facilities and Infrastructure
6. Improvements to Nonprofit Facilities

2. What are the most pressing needs of the clients you serve?

A. Housing:

- Expand housing affordability with increased production of affordable housing stock and subsidizing rents
- Increase number of Section 8 Housing Vouchers
- Eliminate 10-year housing waitlist for Section 8 or offer alternative options
- Extra funds that are available should be used to build affordable housing for low/moderate income individuals
- A certain percentage of the housing stock being developed should be set aside for low/moderate income individuals
- Building developers should be required to build a certain amount of LMI housing as part of building in San Diego – should not be able to just pay a fine
- Take old hotels/motels and use it for affordable/workforce housing

B. Transportation:

- Service industry is often where many refugees and immigrants begin employment
 - However, they are negatively affected by the lack of affordable and accommodating transportation
 - “My client can get a job, but they struggle with keeping it due to transportation barriers”
- Current public transportation routes and times do not reflect current job industry – need more access to transportation at all hours and especially on Sunday
 - Request for MTS to expand operating hours
- Example of Hotel Circle- No sidewalks, streetlights – very unsafe for individuals working late nights shifts at the local hotels
- If Uber/Lyft was provided to working individuals the language, technology, and cultural barrier would still be an issue
- Monthly bus passes are too expensive for many working families and they need to be subsidized/reduced for LMI individuals

C. Community Outreach:

- Safety and security concerns due to lack of police and culturally competent/linguistically diverse city staff
- Provide a language bank in the community where bilingual locals can be employed to serve as interpreters to assist with accessing public services and government programs
 - Example provided of many refugee clients who would be interested in workforce training programs such as TECHHire or GRID but may need translation assistance – it is currently not available to them. Hence, many clients are at a disadvantage if they are not fluent in English to access services equally.

D. Public Services

- Need to invest in supportive services that are specialized to serving refugee and recent immigrant populations
 - “Trust the agencies in the field”
- Financial literacy and workshops are needed to assist with navigating US banking systems
- Need to increase knowledge of public transportation and support refugee women with becoming comfortable navigating through the City on their own
 - Through 1:1 assistance
 - Driving schools
 - Free bus passes
 - Increasing neighborhood safety
- Employment training programs should have translation services available to facilitate referrals
- Support for victims of domestic violence
- Programs for refugee youth

3. **Top Four Priorities**

1. Increasing availability of affordable housing (40 points)
2. Homeless-designated transitional and permanent housing (18 points)
3. Rehabilitation of existing housing (10 points)
4. Programs supporting vulnerable populations (9 points)

Nonprofit Academy – Focus Group 1
University of San Diego, August 22nd, 2018,
Attendees: 5

1. How can the City be more inclusive in supporting programs for low-to-moderate-income (LMI) individuals and communities?

- In-language outreach
- Make outreach materials more accessible to LMI and non-English speaking communities
 - For example, Con Plan survey is very lengthy, and language isn't accessible to non-college educated communities. Consider offering compensation for filling out survey
- Translation and interpretation available at events/meetings
- Financially support, or contract with, community organizations whose staff assist with outreach for City events or host events/meetings
- Outreach at schools, churches, WIC, community resource centers; email is often not a good way to reach out to LMI communities who don't have access to computers/internet
- Meetings/forums/events need to include food, childcare and be at schools, community centers at a range of times (weekends, evenings) to ensure accessibility for those who work multiple jobs and have young children

2. Categories, Ranked by Highest Need

6. Affordable Housing (20 points)
7. Economic Development (17 points)
8. Housing and Support for Individuals Experiencing Homelessness (16 points)
9. Public Services (15 points)
10. Public Facilities and Infrastructure (8 points); Improvements to Nonprofit Facilities (8 points)

3. What are the most pressing needs in your community?

A. Affordable Housing

- Specific housing for specific populations, for example: affordable student housing
- Affordable housing in locations further from center of the city, and location supportive services on-site
- City-owned properties for affordable housing developments
- Streamline and reduce stringent requirements for affordable housing developments
- Innovative housing models
 - Shared housing – Work space/housing with common areas
 - Flexibility with Section 8 vouchers – SROs

B. Economic Development

- Small business grants (make grants available for “riskier” businesses)
- Counseling and mentorship by other small businesses/start-ups

- Business incubator

C. Transportation

- Subsidized or free public transportation for LMI residents

D. Housing and Supportive Services for People Experiencing Homelessness

- Funding for housing instead of tents

4. Top Four Priorities

1. Workforce development (10 points)
2. Increase availability of affordable housing (9 points)
3. Homeless-designated transitional and permanent housing (5 points)
4. Financial education and counselling programs; Homelessness supportive services; Services for single female households (tied, 3 points)

Other Comments:

- City reporting is stringent, what is the City doing with the data?
- Look at outcomes of families who were experiencing homelessness who have transitioned into housing – how have their health outcomes changes?
 - Look at homelessness through a public health lens
- LeBron James school model → wrap around services provided to families; holistic view
- City siloed in departments, don't look at issues holistically (i.e. housing, transportation, supportive services)

Nonprofit Academy – Focus Group 2
University of San Diego, August 22, 2018
Attendees: 9

1. How can the City be more inclusive in the programs supporting low-to moderate-income communities and individuals?

- Outreach to all universities, community colleges, and schools
- Outreach to native populations at reservations
- Include college students in Point in Time (PIT) count

2. Categories, Ranked by Highest Need

1. Affordable Housing (38 points)
2. Housing and Support for Individuals Experiencing Homelessness (38 points)
3. Economic Development (26 points)
4. Public Services (23 points)
5. Public Facilities and Infrastructure (17 points)
6. Improvements to Nonprofit Facilities (0)

3. What are the most pressing needs for the clients you serve?

A. Housing

- Permanent supportive housing
- Mixed-income developments

B. Public Services

- Social workers
- Public defenders
- Mental health services
- Transportation services
- Co-location of services (employment and education)

C. Economic Development

- Employment centers

D. Public Facilities and Infrastructure

- Healthy and safe parks

4. Most Pressing Needs

1. Centralized homelessness resources
2. Improved sidewalks and streetlights
3. Increased access to loan and grant capital for small business
4. Increasing availability of affordable housing
5. Housing and support for individuals experiencing homelessness
6. Homeless designated transitional and permanent housing
7. Workforce development

8. Nutritional services
9. Nonprofit sustainability improvements