

A close-up portrait of a young man, likely a construction worker, wearing a white hard hat and a high-visibility yellow safety vest over a blue collared shirt. He is holding a thick metal rebar over his right shoulder. The hard hat features a blue and red Ironworkers union logo with the number 229 and 'SAN DIEGO CA'. In the background, a green metal structure has a yellow sign that reads '30 YD'.

The City of  
**SAN DIEGO**

# Community Development Investment Summary

Consolidated Plan FY2015-19





Community Development Division Staff

The City of San Diego receives millions in federal funds from the U.S. Department of Housing and Urban Development each year. To guide our investment, we visited our neighborhoods. We engaged citizen participation through community-wide dialogue, especially in our most underserved areas. We listened. Together, we assessed our City's needs, established community development priorities and created the Consolidated Plan FY2015-19.

For the past five years, the Consolidated Plan has served as an ambitious strategic roadmap for the allocation of \$195 million in federal entitlement funds toward programs and projects that promote the well-being of San Diegans in our low- and moderate-income communities.

I am proud to present this report that details the City's investment of \$195 million federal entitlements and leverage of \$388 million for a total of \$583 million in community development dollars. We have aimed to strengthen neighborhoods, assist small businesses, empower the vulnerable and turn our social challenges into opportunities.

Since the start of this Consolidated Plan, we have seen this investment lead to economic progress. By committing to inclusive economic growth, we can ensure that all San Diegans, including those most in need, share in our City's prosperity now and for generations to come.

Sincerely,

**Stephen Maduli-Williams**  
Program Manager, Community Development Division  
Economic Development Department



Consolidated Plan

This Consolidated Plan for Fiscal Years 2015-2019 is the City of San Diego's strategic plan for allocating and leveraging federal entitlement grants to assist low- and moderate-income (LMI) individuals and communities.



Consolidated Plan Goals

As an entitlement jurisdiction, the City of San Diego receives federal funds from the **U.S. Department of Housing and Urban Development (HUD)**. From FY2015 to FY2019, the City allocated approximately \$196 million in entitlement funds and leveraged \$388 million for a total funding of \$583 million.

The **Economic Development Department's Community Development Division (CDD)** invests and leverages **Community Development Block Grant (CDBG)** funds awarded to the City. CDD also allocates **HOME Investment Partnerships Program (HOME)** and **Emergency Solutions Grant (ESG)** funds to the **San Diego Housing Commission**, which administers programs on behalf of the City. The City allocates its **Housing Opportunities for Persons with AIDS (HOPWA)** Program funds to the **County of San Diego**, which manages programs on behalf of the City.

All funds must assist LMI individuals and attempt to achieve goals identified as high-priority needs in the Consolidated Plan FY2015-2019:



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 nonprofit 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.



Federal Entitlement Funds

**Community Development Block Grant Program (CDBG)**

CDBG funds are intended to develop viable communities by providing decent housing, a suitable living environment and expanded economic opportunities. CDBG can be used for Public Services, Community and Economic Development, Capital Improvements Program Projects (CIP) of City Facilities/Infrastructure and Housing Rehabilitation.

**HOME Investment Partnerships Program (HOME)**

HOME funds are dedicated to housing activities that meet local housing needs and typically preserve or create affordable housing. Uses include tenant-based rental assistance, rehabilitation, homebuyer assistance and new construction. HOME funds may also be used for site acquisition, site improvements, demolition and other necessary activities related to developing non-luxury housing.

**Housing Opportunities for Persons With AIDS Program (HOPWA)**

HOPWA funds assist local communities in developing affordable housing opportunities and related supportive services for low-income persons living with HIV/AIDS. HOPWA-eligible activities include direct housing, support services, information and referral, resource identification and technical assistance.

**Emergency Solutions Grant Program (ESG)**

ESG supports outreach to and shelters for homeless individuals and families. ESG also supports programs that prevent homelessness or rapidly re-house homeless San Diegans.

Inside This Report

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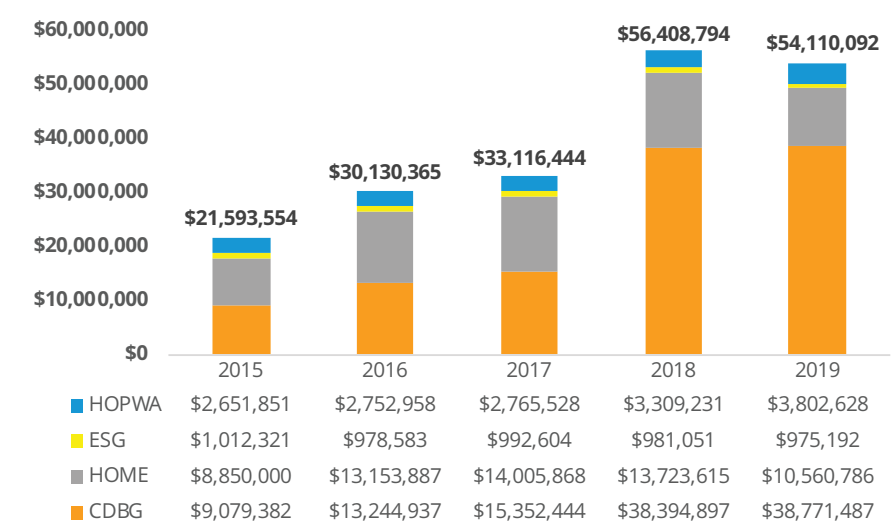
# Community Development Investment Summary

## Looking Back: Consolidated Plan FY2015-2019

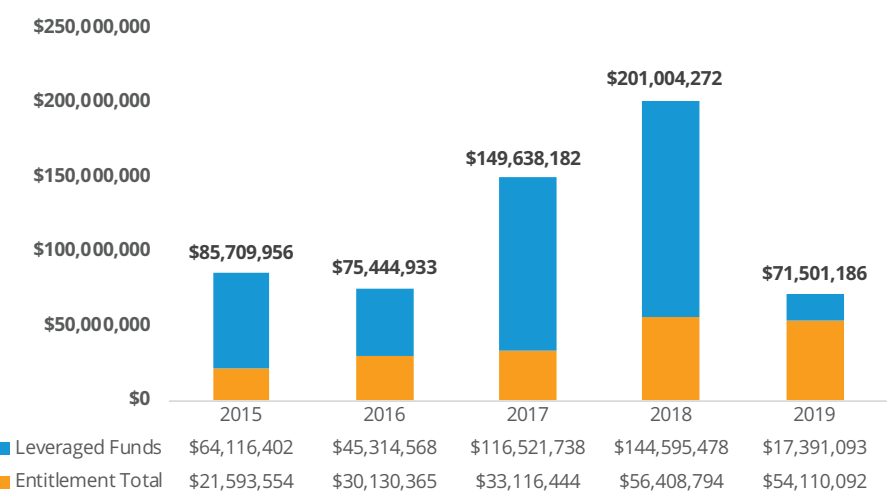
From FY2015-19, the City has allocated more than \$195 million in CDBG, HOME, ESG and HOPWA funds toward addressing the Consolidated Plan's high-priority need areas and goals. CDBG was the top source of funding, with its nearly \$115 million invested in the projects and programs serving LMI individuals, families, businesses and neighborhoods—all within the City of San Diego limits. (CDBG administrative costs are not included among the allocations detailed below.)

Page 3 highlights projects receiving City entitlement funding in the following areas: **City Facilities and Infrastructure Improvements, Public Services, HOPWA Projects, Nonprofit Capital Improvements Program (NCIP), Homeless Services, Affordable Housing** and **Community and Economic Development**. Increased program income supplemented our CDBG entitlement, notably in 2018-19, establishing the City's **Reinvestment Initiative**, which expanded support for the number and variety of organizations and programs that serve vulnerable populations.

### Entitlement Allocations by Fiscal Year



### Total Entitlement and Leveraged Funding by Fiscal Year



**FY2015-19**  
Program Years

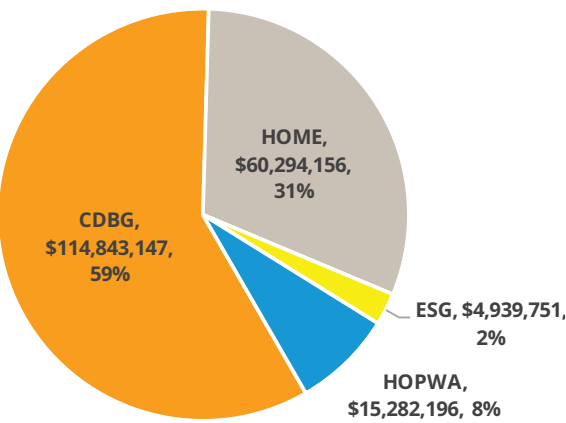
**\$114,843,147**  
Total CDBG Funds Allocated

**\$60,294,156**  
Total Home Funds Allocated

**\$4,939,751**  
Total ESG Funds Allocated

**\$15,282,196**  
Total HOPWA Funds Allocated

**\$195,359,250**  
Total Entitlement Allocated



**Building Support**

**\$387,939,279**  
Total Leveraged Funds

**\$583,298,529**  
Total Funding  
Entitlement and Leveraged Funds

The Consolidated Plan promotes the leveraging of additional public- and private-sector funds on projects supported through entitlement allocations. From FY2015-19, affordable housing projects generated more than \$331 million (86 percent) of \$388 million leveraged total. City-funded nonprofits accounted for the balance of \$57 million. (The FY2019 HOPWA leveraged data were not submitted in time for this report.)

## Measuring Progress

### Annual CDBG Allocations by Program Type

**FY2015-18 Outcomes<sup>1</sup>**

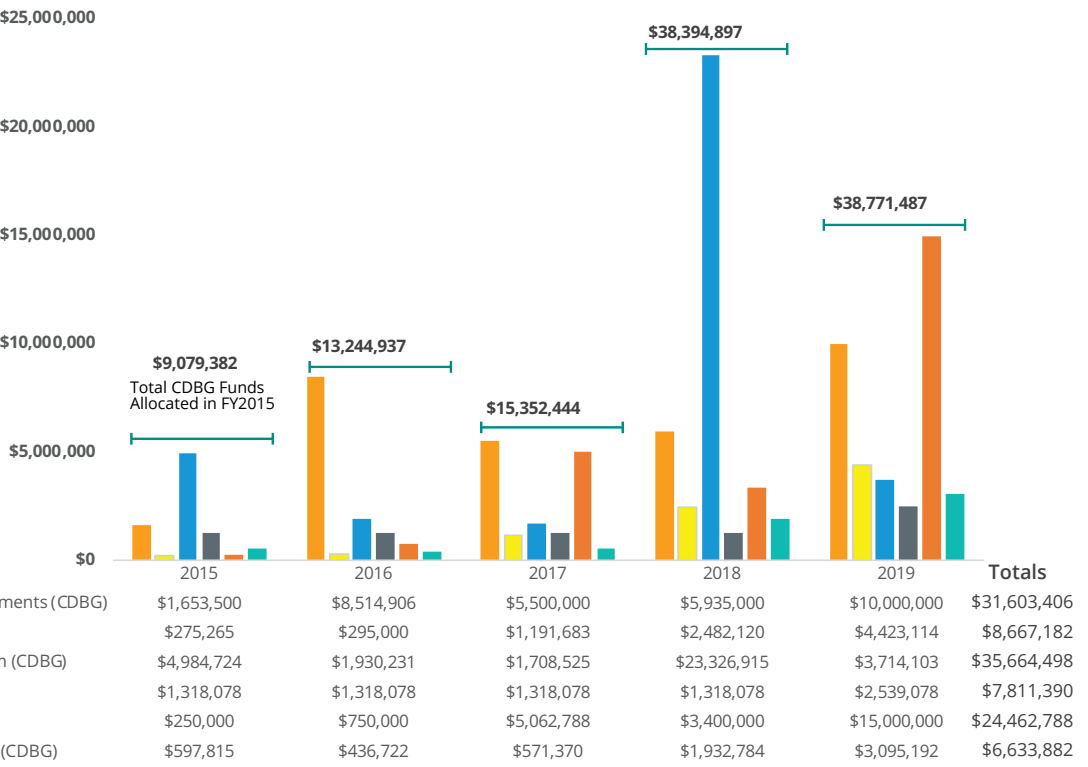
**782,730**  
Total People and Households Served

**49**  
City Facilities Projects Benefiting City of San Diego

**787**  
Units Built/Rehabbed at Affordable Housing Projects

**757**  
Households Assisted With Homeownership or Home Rehabilitation

**663**  
Businesses Assisted



### Total Entitlement Allocations by Program Type and Fiscal Year

**Making Homelessness a Priority**

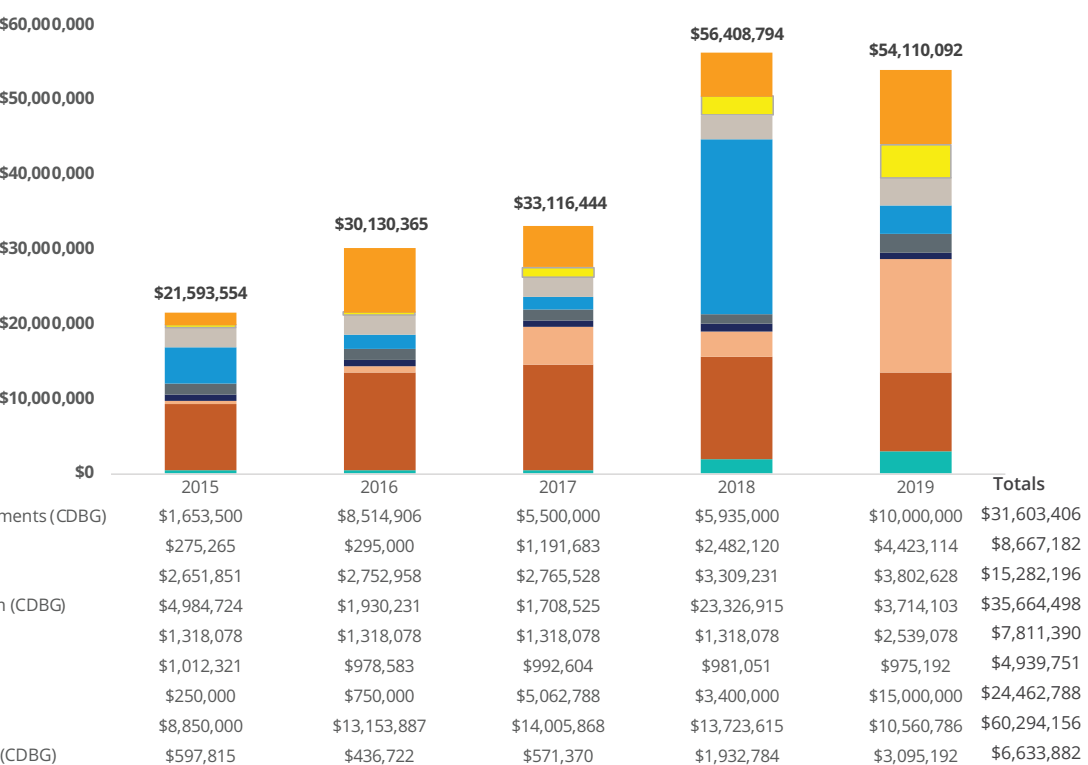
**\$33,957,072**  
Total Entitlement Allocation for Homeless Programs

The City has dedicated 51 percent (\$8.37 million) of its entire CDBG Public Service entitlement to homelessness.

**CDBG Funding**  
\$20,649,999 NCIP Homeless Facilities  
\$ 7,811,390 Public Services set-aside<sup>2</sup>  
\$ 555,932 Public Services RFP

**ESG Funding**  
\$ 4,939,751 ESG Homeless Programs

**\$33,957,072 Total Funding**



<sup>1</sup> Outcomes cover the beneficiaries of all CDBG, HOME, ESG and HOPWA funding through FY2018 closeout.  
<sup>2</sup> Council Policy 700-02 calls for an annual \$1,318,078 Public Service set-aside for Homeless Programs.



# City Facilities and Infrastructure Improvements

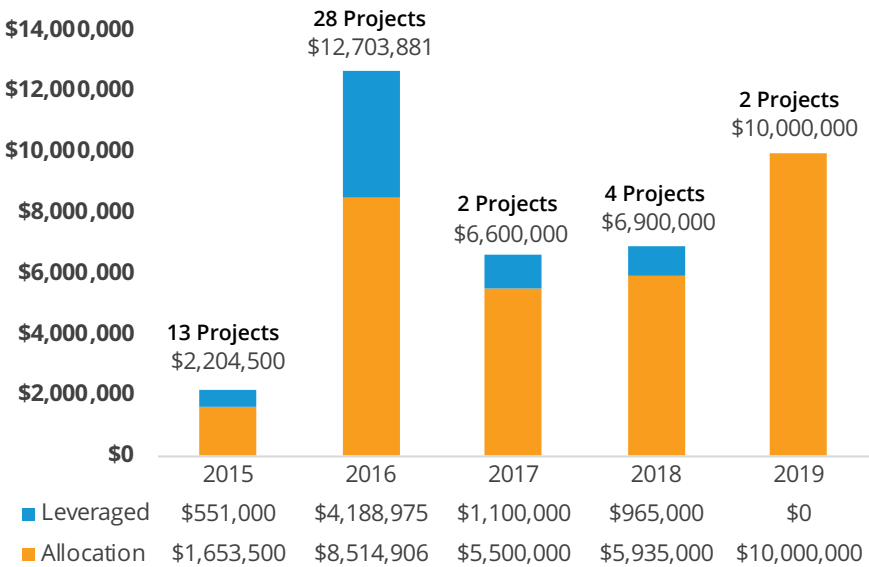
Promoting Safe and Livable Communities

## The City of San Diego has invested more than \$31 million in CDBG funding in 49 projects from FY2015-2019

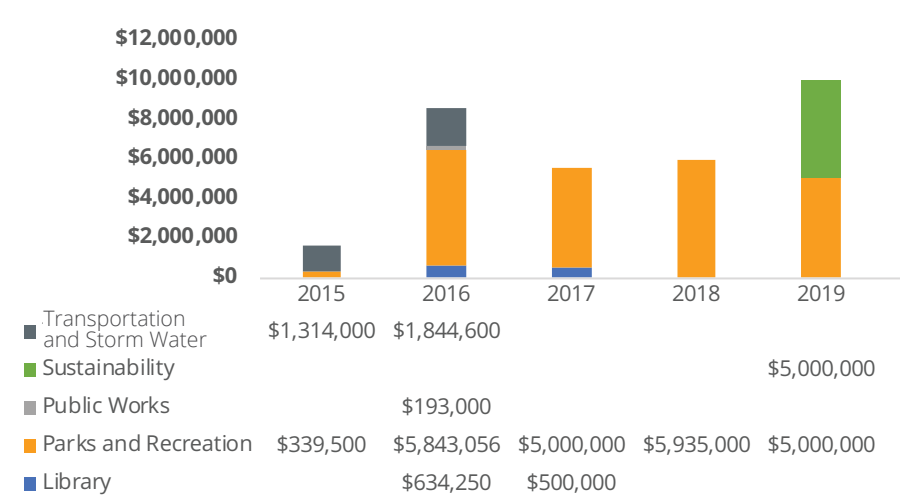
The City's commitment to improving the quality of life of its residents in low- and moderate-income neighborhoods has shown in its selection of Capital Improvements Program (CIP) projects. Investments focus on critical public infrastructure needs that promote neighborhood safety, livability and walkability throughout the City.

We have invested in upgrading City facilities. Our parks and recreation centers have new playgrounds, pools, hardcourts and athletic fields with age- specific equipment and ADA upgrades. We have renovated libraries and community centers with state-of-the-art resources. New sidewalks, crosswalks and plans for smart streetlights improve pedestrian access and neighborhood safety.

### City Facilities and Infrastructure Improvements Funding



### City Facilities and Infrastructure Improvements by City Department



**Consolidated Plan Goal**

Strengthen neighborhoods by investing in the City's critical public infrastructure needs.

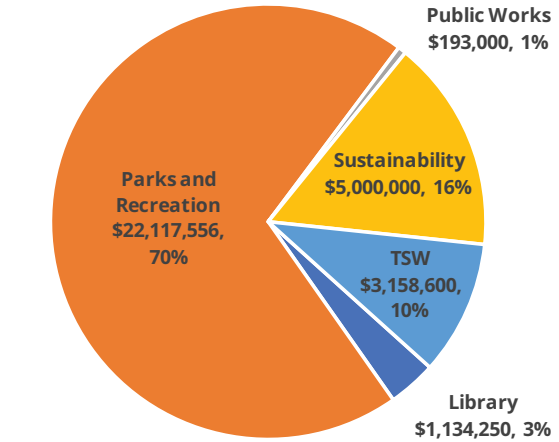
**FY2015-19**  
Program Years

49  
CIP Projects

**\$31,603,406**  
Total CDBG Funds Allocated

**\$6,804,975**  
Total Funds Leveraged

1.4M  
City of San Diego Population  
\*2018 population



Breakdown of CDBG Allocation by City Department

## City Neighborhood Infrastructure Project Highlights



### Larsen Athletic Field 455 Sycamore Road, San Diego 92173

In San Ysidro, two new playgrounds with play equipment, rubberized playground surfaces, drought-tolerant landscaping, picnic tables and benches, additional parking and ADA-compliant travel paths were among the nationally recognized upgrades celebrated at a July 2017 ceremony.

*"When we invest in our parks, we breathe new life into our communities. This beautiful park will go a long way toward creating a fun, accessible and safe environment for everyone in San Ysidro."*  
— Mayor Kevin L. Faulconer

**FY2016**  
Program Year

**\$1M**  
CDBG Funds Allocated

**\$1.69M**  
Total Project Cost

49,615  
People Served

### FY2016-17 Program Years

**\$839,338**  
CDBG Funds Allocated

**\$1,639,338**  
Total Project Cost

3,100+  
People Served

### Valencia Park/Malcolm X Library 5148 Market St., San Diego 92114

A safe place to gather, learn, explore and be inspired by STEAM (science, technology, engineering, arts and mathematics), this branch library brings state-of-the-art resources and programming to the youth who could become the next generation of leaders in our City's innovation economy. Phase 1's physical buildout, exterior painting and installation of additional security cameras was completed in FY2017. Phase 2's **Legler Benbough Teen IDEA Lab** features 3D printers, a recording studio, VR technology, an interactive video wall, video-gaming center and more than 30 computers.



Legler Benbough Teen IDEA Lab



Market Street, from Euclid Avenue to Pitta Street

### Pedestrian Access and Traffic Calming Low- and Moderate-Income Areas

The City's **Transportation and Storm Water Department** worked on 27 projects: construction of sidewalks (17) and installation of traffic-calming signs (6), 127 pedestrian count-down timers, a road hump, curb ramp and crosswalk.

Spanning Market Street (left) from Euclid Avenue to Pitta Street, a new sidewalk (3,600 linear feet) improved pedestrian access around Euclid Avenue transit station, **Elementary Institute of Science, Tubman Chavez Community Center, Valencia Park/Malcolm X Library** and a major business park.

**FY2015-19**  
Program Years

**\$3.16M**  
CDBG Funds Allocated

**\$3.71M**  
Total Project Costs

27  
Total Projects



# City of San Diego Nonprofit Academy

Building Capacity Within San Diego's Nonprofit Sector

# Small Emerging Nonprofits

Promoting the Pipeline of Future City Partners

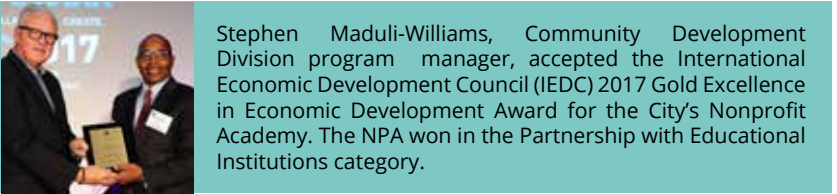
### Of 46 CDBG-awarded organizations in the FY2019 funding year, 27 were graduates of the City's Nonprofit Academy

Our region is home to more than 11,000 registered 501(c)(3) nonprofits, including many that provide valuable social services and have the potential to partner with the City of San Diego. In August 2016, the City partnered with **The Nonprofit Institute at the University of San Diego** to develop and launch the **City of San Diego Nonprofit Academy (NPA)**.

Offered twice a year at USD's **School of Leadership and Education Sciences**, the NPA is a free, two-day training program designed to strengthen the effective management and organizational capacity of local nonprofits. Its goal is not only to grow existing nonprofits but also to increase the quantity, quality and diversity of nonprofits competing for **Community Development Block Grant (CDBG)** and other economic and civic grants awarded by the City and other funding entities.

- The NPA supports nonprofit development by providing:
- High-quality educational courses taught by leading experts in nonprofit management and research
  - Personalized office hours
  - Information on how to partner with the City and apply for City grants
  - Networking opportunities with other local nonprofits

Through five NPAs, 627 attendees represented 348 nonprofits. In post-NPA surveys, 75 percent of attendees indicated gaining a better understanding of City funding opportunities, and 70 percent implemented new practices. Nonprofits applying and qualifying for the City's CDBG funding Request for Qualifications (RFQ) increased 49 percent and 42 percent, respectively, between FY2015 and FY2018 grant cycles. Moreover, 31 NPA-graduate nonprofits (42 percent) were among the 73 CDBG-awarded organizations in the FY2018 and FY2019 funding years.



### Building on Success

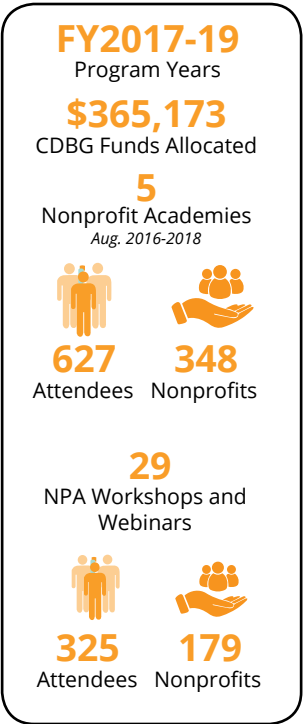
The Nonprofit Academy Signature Workshop Series

Given the high demand and benefits of the NPA, the City developed **The Nonprofit Academy Signature Workshop Series** featuring 26 workshops and three webinars on major topics, and a four-session **Program Design Academy** (April 2019).

The workshops covered topics such as *Nonprofit Financial Management*, *Marketing Fundamentals and Storytelling Strategies*, *Defining Need and Measuring Impact*, *Considering Starting a Nonprofit?*, *Program Planning and Grant Proposal Writing*, and *Strategic Fundraising for the Small Shop*. The first 20 workshops drew 325 attendees representing 179 organizations were held in LMI communities at venues such as the City Heights/Weingart Library, Valencia Park/Malcolm X Library, Logan Heights Library and Skyline Hills Library.

**Consolidated Plan Goal**

Invest in community services and nonprofit 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.

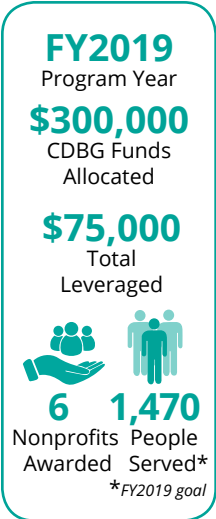


Erik Caldwell, the then-director of the City's Economic Development Department, welcomes attendees to the 2017 NPA.

### City of San Diego Nonprofit Accelerator

Seeking capacity to compete for City, state and federal funding, nonprofits apply through a competitive Public Services RFP for \$50,000 grants and accelerated training. Selected nonprofits have six months to complete public service projects, audited financial statements and work with USD **Nonprofit Institute** mentors.

Nonprofit	Public Service Project	Target Population
I Am My Brother's Keeper	IAMBK Green	Vulnerable LMI persons seeking cleantech careers
LaunchBio, Inc.	Biomedical Career Workshops for LMI Youth	LMI juniors or seniors at five San Diego Unified School District Life Sciences Academy programs
New Americans Museum	Microenterprise Technical Assistance for Creative Sector	LMI City Heights residents, immigrants and refugees pursuing creative jobs
Shep-Ty, Inc.	Game Changer	Civilian juvenile and adult probationers/ex-probationers in poverty; current/former gang members
The Rosie Network	Service2CEO	LMI military spouses, veterans and transitioning service members
Wave Academy	Aquatic Therapy for Veterans and Caregivers	LMI military personnel and veterans suffering post-traumatic stress



### New Americans Museum

Microenterprise Technical Assistance for the Creative Sector

New Americans Museum provides technical assistance at the **South Sudanese Community Center** in City Heights to LMI community members who want to become entrepreneurs in creative fields. Participants learn how to sew, make jewelry and create products that they can sell online and at local farmer's markets. They also receive training in financial literacy, marketing and the business basics from making a business plan to a go-to-market strategy.



New Americans Museum Staff, Photo courtesy of New Americans Museum

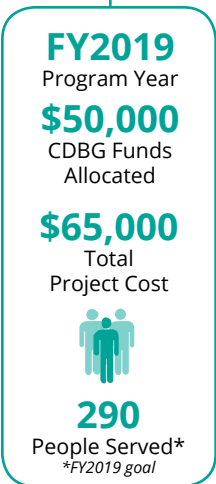


Photo courtesy LaunchBio, Inc.

### LaunchBio, Inc.

Biomedical Career Workshop for LMI Youth

Seeking to inspire high school students to pursue biomedical careers and entrepreneurship, LaunchBio presents day-long immersive experiences in the field. Juniors and seniors in **Life Science Academy** programs at five LMI high schools (Clairemont, Crawford, Hoover, Kearny and San Diego) participate in a hands-on science experiments, tour working labs and hear from a career panel of biotech professionals and entrepreneurs. Students also participate in a team project to pitch ideas, such as starting a company, a nonprofit or a campaign, to solve real-world public health problems.





# Public Services

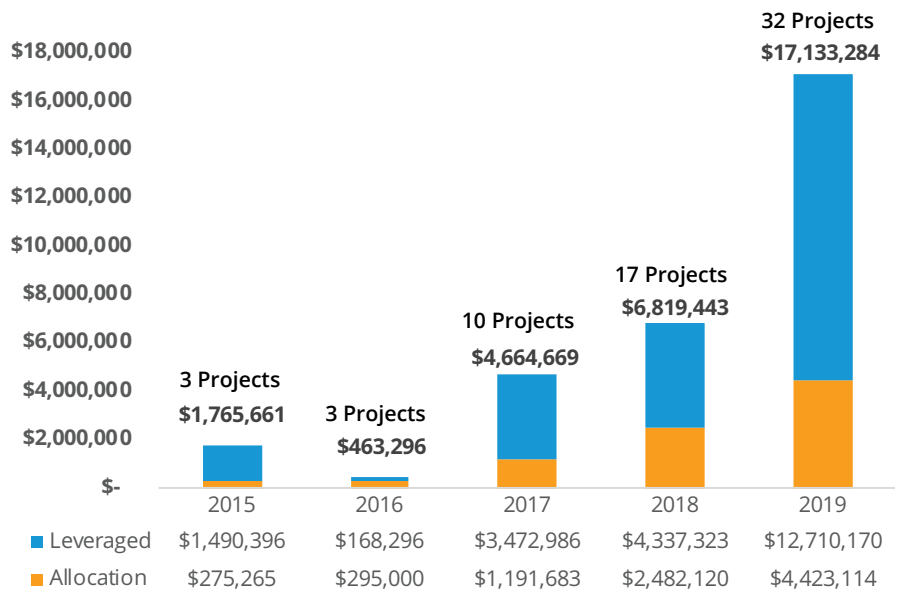
## Leveraging Our Local Nonprofits

### The City of San Diego has invested nearly \$8.7 million in CDBG funds in 65 Public Services projects from FY2015-2019

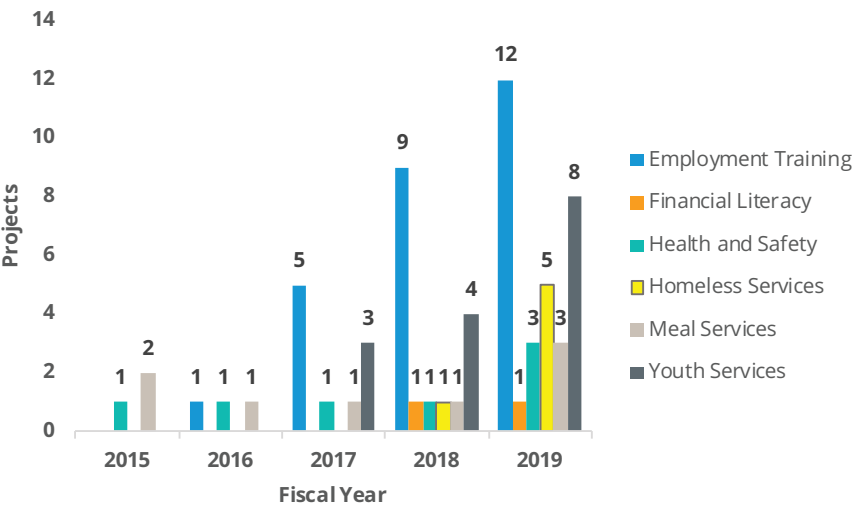
Promoting inclusive economic growth and community development, the City supports and relies on our local nonprofits that provide valuable social services. The Economic Development Department's Community Development Division uses a competitive RFQ-RFP process to award CDBG funding in **Public Services categories** of Employment Training, Youth Services, Meal Services, Health and Safety, Homeless Services, and Financial Literacy.

Please note that Homeless Services shown here represent only FY2018-19 Public Services projects awarded through the City's competitive RFP process. The majority of Homeless Services (pp. 14-15) are funded through the annual \$1,318,078 CDBG commitment. From FY2015-19, 51 percent of the City's Public Services dollars has been dedicated to addressing homelessness. See Funding Summary (pp. 2-3).

Public Services Funding by Fiscal Year

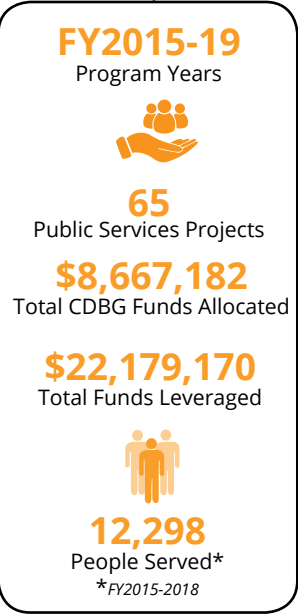


Project Type by Fiscal Year and by Allocation Percentage



### Consolidated Plan Goal

Invest in community services and nonprofit 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.



# Employment Training | Financial Literacy | Health and Safety

## Public Services Project Highlights



Public Utilities research assistant and mentee Juan Rodriguez works in the City of San Diego's Environmental Chemistry Services Lab

### San Diego Workforce Partnership PUBLIC SERVICES: EMPLOYMENT TRAINING TechHire Academy Program CONNECT2Careers Internship Program CONNECT2Careers City Mentorship Program

This trio of programs is designed to develop and diversify the workforce for the knowledge-based economy, providing job training and meaningful work-based learning experiences to Opportunity Youth and low-skilled and/or disadvantaged workers in LMI communities. In FY2018, **TechHire** placed 178 participants in tech-based opportunities, with 111 getting jobs. **CONNECT2Careers Youth Internship Program** placed 5,000 LMI youth in the SDWP employer network. **CONNECT2Careers City Mentorship Program** had 116 LMI youth learning jobs skills from City of San Diego employees across many of the 25 City departments.



### FY2018 Program Year

**\$123,858**  
CDBG Funds Allocated

**\$171,485**  
Total Project Cost

152  
People Served

### International Rescue Committee PUBLIC SERVICES: FINANCIAL LITERACY Community Financial Education and Services

Based in City Heights, International Rescue Committee (IRC) San Diego provides opportunities for refugees, asylees, victims of human trafficking, survivors of torture, immigrants and other low-income adults to rebuild their lives and thrive in America.

IRC's **Center for Financial Opportunity** program provides services include learning how to open a checking or savings account, how to start a small business, how to build credit or how to access financial services and resources. Clients learn three topics—banking, budgeting and credit—essential for self-sufficiency and receive personalized financial coaching.



Photo courtesy IRC

### Voices for Children PUBLIC SERVICES: HEALTH AND SAFETY Court Appointed Special Advocate

The Court Appointed Special Advocate (CASA) program provides advocacy services to ensure a foster child's needs are noticed, and that each child's case is progressing toward his or her finding a safe, permanent home. Expertly trained and supervised, CASAs provide a level of personal care beyond that offered by the foster care system.

This project aims to serve 50 abused and neglected children living in San Diego foster care. A disproportionate number of foster children (66 percent) come from the six communities of high need (Barrio Logan, San Ysidro, Linda Vista, Encanto, Southeastern and City Heights).

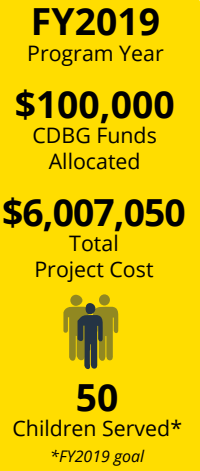
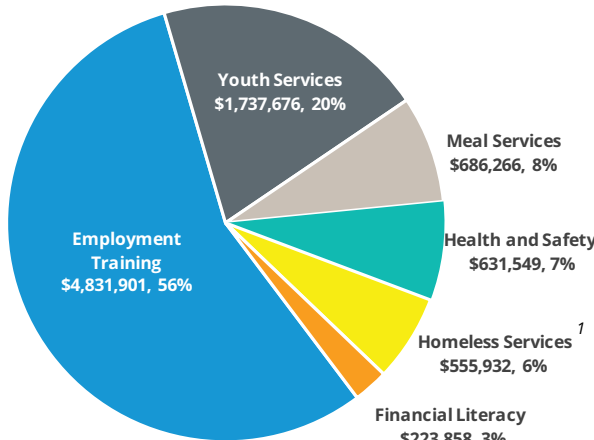


Photo courtesy Voices for Children



Breakdown of CDBG Allocation by Project Type  
<sup>1</sup> Homeless Services shown represent only FY2018-19 projects awarded through a competitive RFP process.



# Meal Services | Youth Services

## Public Services Project Highlights



Photo courtesy Serving Seniors

### Serving Seniors

**PUBLIC SERVICES: MEAL SERVICES**  
**Fresh Produce for Low-Income Seniors**

With a population of 238,284 adults aged 60 and over, the City of San Diego is home to 90,000 seniors who have to choose between paying rent and purchasing food every day. With limited access to nutritious food and income (including Social Security) averaging \$950/month, most seniors initially arrive at Serving Seniors suffering from malnourishment or chronic health conditions related to poor nutrition. This program makes fresh produce accessible and available for free to low-income seniors so they can create balanced meals.

**FY2019**  
Program Year

**\$51,454**  
CDBG Funds  
Allocated

**\$89,075**  
Total  
Project Cost



**1,500**  
People Served\*  
\*FY2019 goal

**FY2017-19**  
Program Years

**\$318,477**  
CDBG Funds  
Allocated

**\$567,228**  
Total  
Project Cost



**180**  
Youth Served\*  
FY2017-18 only

### San Diego Second Chance

**PUBLIC SERVICES: YOUTH SERVICES**  
**Second Chance Youth Garden Workforce Training**

The program teaches LMI youth the skills to grow, harvest and sell fresh produce at two San Diego garden sites. Youth learn biology, money management and entrepreneurship in this six-week garden-based program. Gains among participants have been reported in improved high school attendance, leadership skills, attainment of high school diploma/GED and unsubsidized employment, and involvement with post-secondary education.



Photo courtesy San Diego Second Chance

### Union of Pan Asian Communities

**PUBLIC SERVICES: YOUTH SERVICES**  
**Youth Business Enterprise**

Located in City Heights, Union of Pan Asian Community (UPAC) offers programs and services to LMI Asian, Pacific Islander, Latino, Middle Eastern, East African, African-American and other ethnic populations. UPAC's community and economic development efforts encourage makers and entrepreneurs to engage in running UPAC's neighborhood cafe; marketing the diversity of City Heights through products, design and printshop; and catering through UPAC's Kitchen Creations program. Activities take place at the **UPAC Neighborhood Enterprise Center**, which received \$354,500 in CDBG funds (NCIP, pp.12-13) for renovation and opened in early 2019.



**FY2019**  
Program Year

**\$94,000**  
CDBG Funds  
Allocated

**\$119,000**  
Total Project  
Cost



**80**  
People Served\*  
\*FY2019 goal

# Housing Opportunities for People Living With AIDS

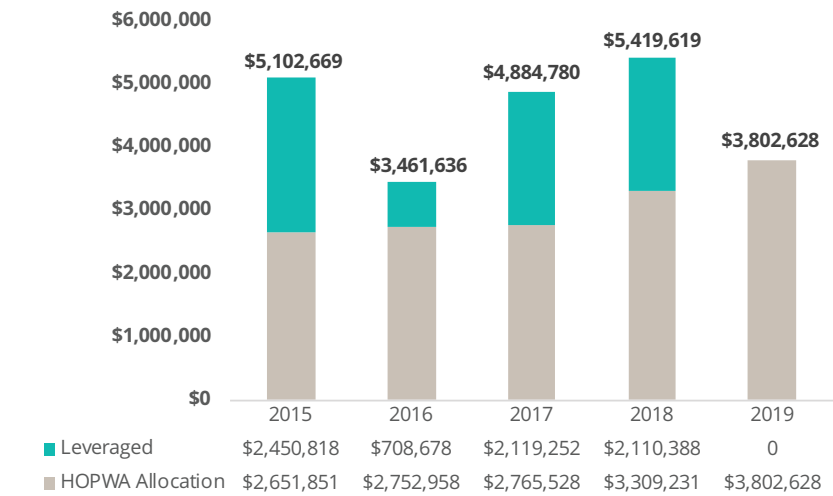
## HOPWA Program Highlights

### Partnering with the County of San Diego, the City's \$15 million in HOPWA funds supported more than 60,000 clients

The **County of San Diego** administers HOPWA Investments that focus on developing affordable housing opportunities and related supportive services for low-income persons living with HIV/AIDS and their families. HOPWA funds go toward three program types each year—Public Service Activities, Housing Operations and Tenant-Based Rental Assistance/Rapid Rehousing—and Housing Information in FY2018.

The County provides technical assistance to housing/social-service providers about their HOPWA-related activities, including referral and resource identification, HUD updates, online training, billing, expenses and contract requirements.

#### HOPWA Funding and Allocation by Program Type



Clients Served	6,823	12,078	21,264	20,059
Households Served	227	362	327	338



#### Consolidated Plan Goal

Meet the needs of persons with HIV/AIDS and their families through by providing housing, health and support services.

**FY2015-19**  
Program Years

**\$15,282,196**  
Total HOPWA Funds  
Allocated

**\$7,389,136**  
Total Funds Leveraged



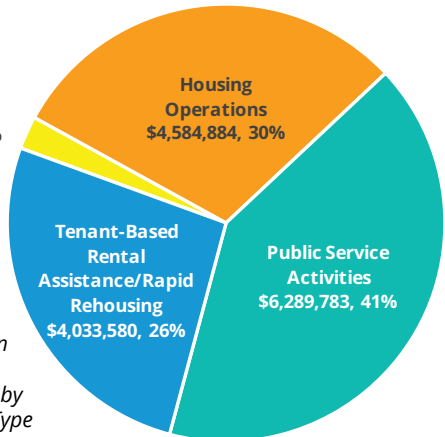
**60,224**  
Clients Served\*  
\*FY2015-18 only



**1,254**  
Households Served\*  
\*FY2015-18 only

Housing  
Information  
\$373,949, 3%

Breakdown  
of HOPWA  
Allocation by  
Program Type



### Mama's Kitchen

**HOPWA: PUBLIC SERVICE ACTIVITIES**  
**Home-Delivered Meal Services**

Located in Fairmount Park, Mama's Kitchen prepares, packages and delivers nutritious breakfasts, lunches and dinners to LMI San Diego residents too weakened by HIV/AIDS or cancer to make their own meals. Meals provide 100 percent of the recommended daily nutrition and are delivered 365 days a year, citywide and at no cost to the program recipient.



Photo courtesy Mama's Kitchen

**FY2015-19**  
Program Years

**\$754,342**  
HOPWA Funds  
Allocated



**324**  
Households Served\*  
FY2015, FY2017 only



# Nonprofit Capital Improvements Program

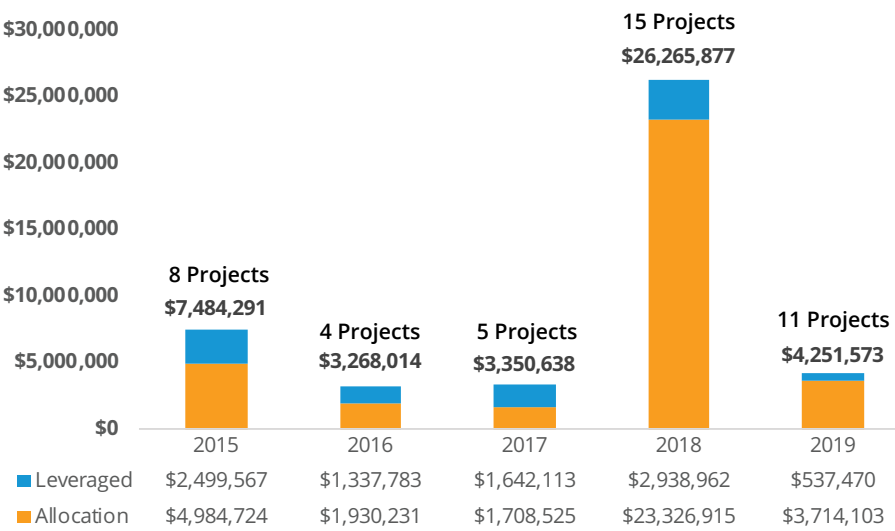
Supporting Organizations That Provide Important Social Services

The City of San Diego has invested more than \$35 million in CDBG funding in 43 NCIP projects from FY2015-2019

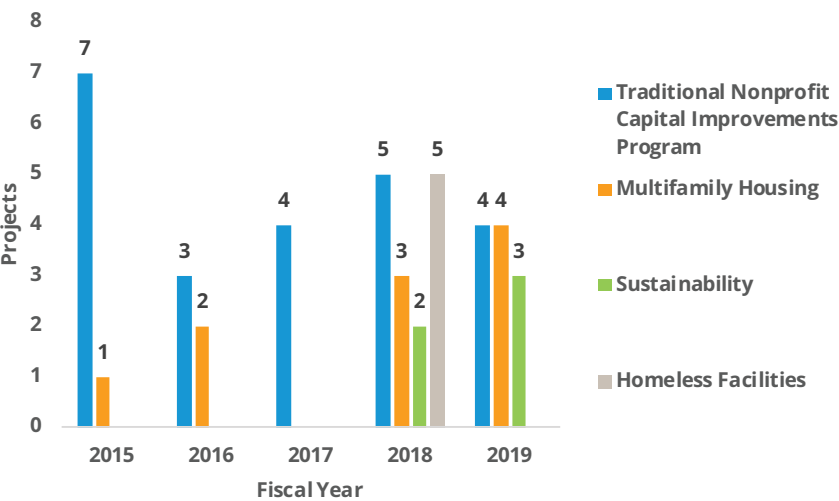
More than half (58 percent or \$14 million) of the entitlement funds allocated toward Nonprofit Capital Improvements Program (NCIP) were used for five projects that addressed the City's homelessness crisis. Most notably, the City purchased a Palm Avenue property (pg. 13) and is reconfiguring and remodeling the property as a 42-unit housing solution.

The upgrading of nonprofit facilities, or traditional NCIPs, accounted for the second-highest allocation (\$10.6 million) and the most projects (23). There were 10 Multifamily Housing projects, notably improvements at **St. Paul's Senior Services** and **Chicano Federation of San Diego County**, and five Sustainability projects, notably the Living Lab Solar Tree at the **Ocean Discovery Institute**.

NCIP Facilities Funding by Fiscal Year



NCIP Facilities by Project Type



Consolidated Plan Goal

Invest in community services and nonprofit 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.

FY2015-19

Program Years



43

NCIP Projects

\$35,664,498

Total CDBG Funds Allocated

\$8,955,894

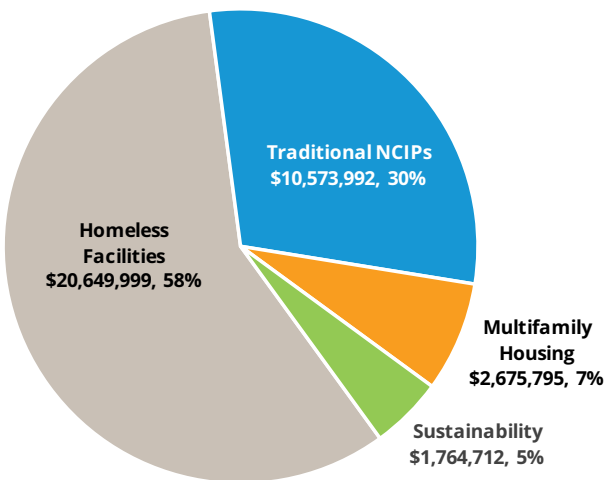
Total Funds Leveraged



674,001

People Served\*

FY2015-2017



Breakdown of CDBG Allocation by Project Type

## Homeless Facilities and Traditional NCIP Facilities Highlights



Rendering courtesy Gensler

### Palm Avenue Property

1788 Palm Ave., San Diego 92154

NCIP: HOMELESS FACILITIES

Palm Avenue Hotel Property Acquisition

Palm Avenue Hotel Rehabilitation

To help address both homelessness and the shortage of affordable housing, the City, in FY2018, bought a Palm Avenue hotel in the Nestor community with \$6.6 million in CDBG funds. It also secured \$6.5 million in funding to covert 61 hotel rooms into 42 residential units to serve as affordable housing for LMI individuals. Also in FY2018, the City used CDBG funds to purchase a former indoor skydiving facility in East Village with the intention of creating a navigation center for individuals experiencing homelessness.

FY2018

Program Year

\$13.15M

CDBG Funds Allocated

\$13.15M

Total Project Cost



TBD

People Served

FY2015, 17, 19

Program Years

\$1,654,750

CDBG Funds Allocated

\$1,708,750

Total Project Cost



228

People Served\*

FY2015, FY2017 only

### Urban Corps of San Diego County

3127 Jefferson St., San Diego 92110

NCIP: TRADITIONAL NCIP

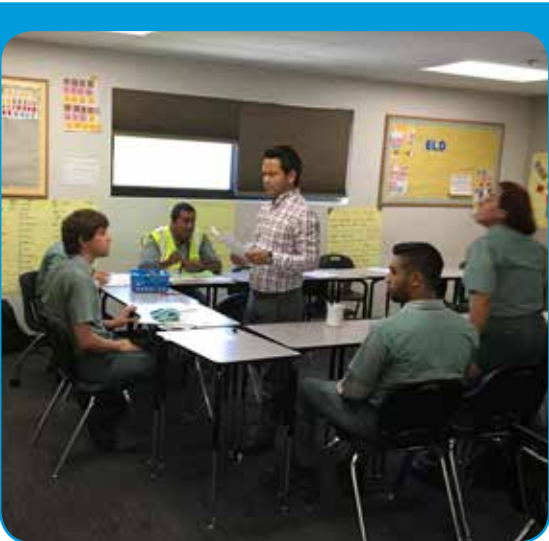
Urban Corps Facility Improvements (FY2015)

Urban Corps Training Facility Expansion (FY2017)

Accessibility and Safety Improvements (FY2019)

Urban Corps of San Diego County provides youth ages 18-26 with paid job training in construction fields, support services and a second chance to earn a high school diploma. Facility improvements created office space, a rooftop garden and classrooms (right) for the Urban Corps Charter School.

“Urban Corps has given me a second chance.”  
—Jesus Touchet, Pre-Apprentice, Urban Corps (pictured on cover)



### The Jacobs & Cushman San Diego Food Bank

9850 Distribution Ave., San Diego 92121

NCIP: TRADITIONAL NCIP

Warehouse Capacity Building (FY2015)

Community Resource and Work Room (FY2016)

Serving an average of 370,000 people per month, San Diego County's largest hunger-relief organization built out its Sorrento Valley warehouse capacity, expanding its freezer by 36,000 cubic feet and site storage by 120,000 pounds. All warehouse floors were replaced. The old racking and fire sprinkler systems were removed and replaced with upgraded systems. A new community resource workroom was created to assist many volunteer groups and staff.

FY2015-16

Program Year

\$1,400,000

CDBG Funds Allocated

\$1,938,429

Total Project Cost



669,291

People Served



# Homeless Programs

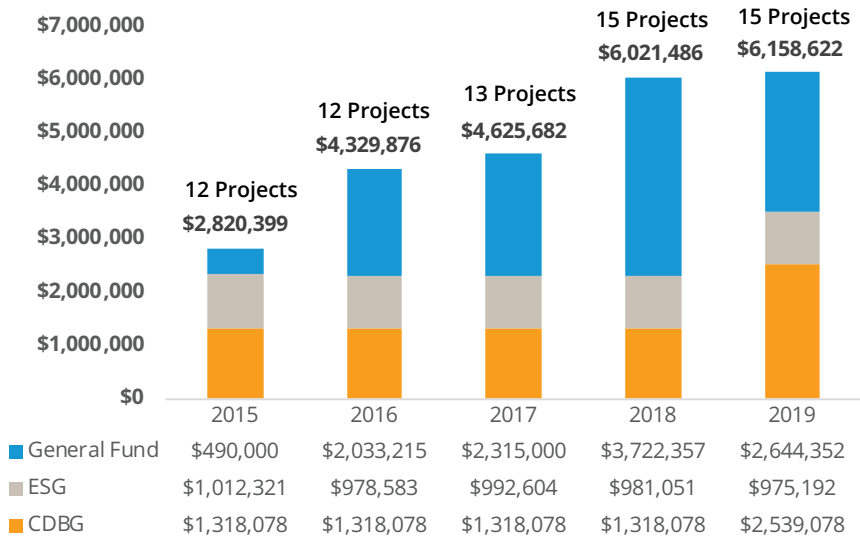
## Creating a Pathway Out of Homelessness

### The City of San Diego has invested nearly \$13 million in federal entitlement funds to ease homelessness since FY2015

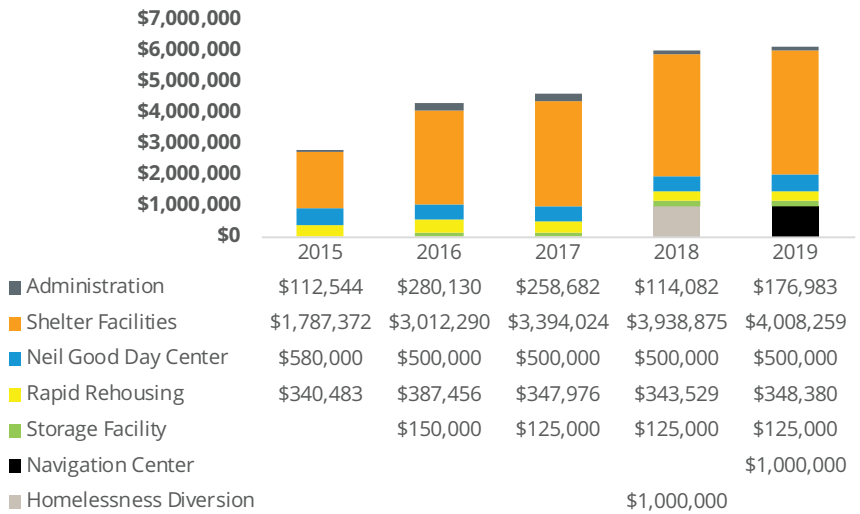
Collected in late January, the 2018 **WeALLCount** point-in-time count showed 4,912 of San Diego County's 8,576 homeless persons (57.3 percent) are in the City. Nearly 2,300 of the City's homeless (2,282)—a 19 percent increase from 2017—were in emergency shelters, safe havens or transitional housing. Others lived in cars, vehicles, tents or hand-built structures.

On behalf of the City, the **San Diego Housing Commission** administers programs addressing homelessness, including **HOUSING FIRST-SAN DIEGO** (SDHC's strategic homelessness action plan). The City's homeless programs are funded by CDBG, the Emergency Solutions Grant (ESG) and the General Fund. An annual set-aside (\$1,318,018) of CDBG funding is designated for homeless programs by Council Policy 700-02.

#### Homeless Services by Funding Source

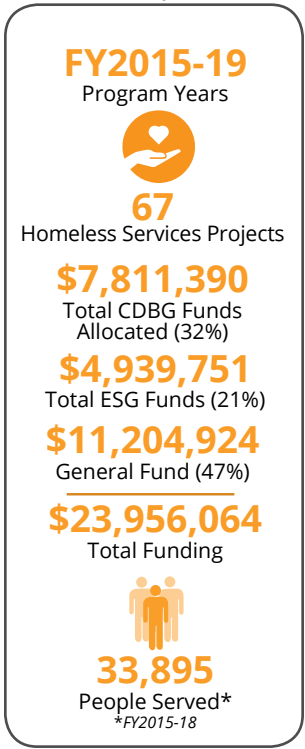


#### Homeless Services by Program Type



#### 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.

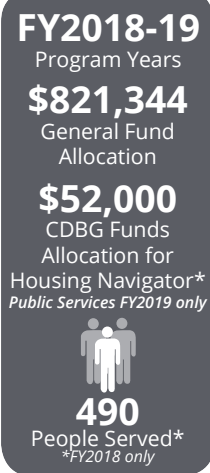
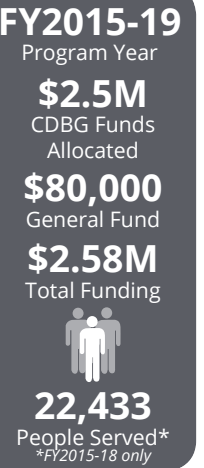


## Homeless Project Highlights



### Neil Good Day Center 299 17th St., San Diego 92101

A drop-in center operated by **St. Vincent de Paul Village**, the Day Center offers homeless adults access to basic services, such as laundry, mail, phones, messages, computers, Internet and storage space as well as support services, such as mental-health and substance-abuse treatment. Clients match with housing and support resources through the CES by using the housing navigator and VI-SPADT assessment tool. In FY2017, the City used \$187,724 in CDBG funds (Nonprofit Capital Improvements Program) to install a 100-gallon, hot-water heater; replace plumbing fixtures, lighting and its electrical system; and repair its roof, skylights and restrooms.



### Safe Parking Program Secured lots on Balboa Avenue and Aero Drive

Operated by **Jewish Family Service (JFS)**, this program provides secured parking lots where unsheltered San Diegans—many experiencing homelessness for the first time—are able to live out of their vehicles. The program also offers resources, tools and support to help families stabilize and transition back into permanent housing. With holistic services focused on basic-needs assistance, employment, family wellness, school success, financial education, credit repair and housing, JFS creates a pathway out of homelessness while assisting people in their current situations in a dignified way.

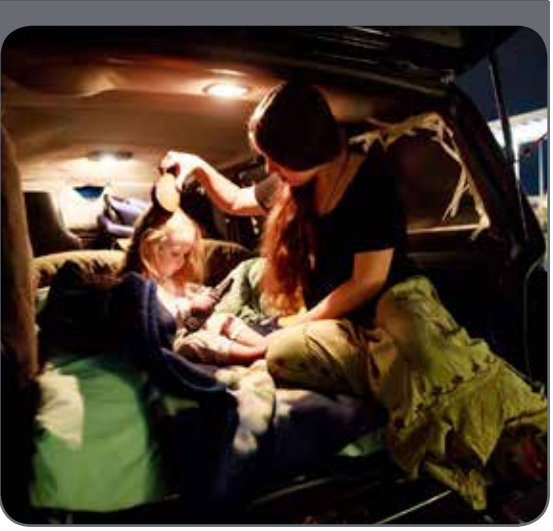
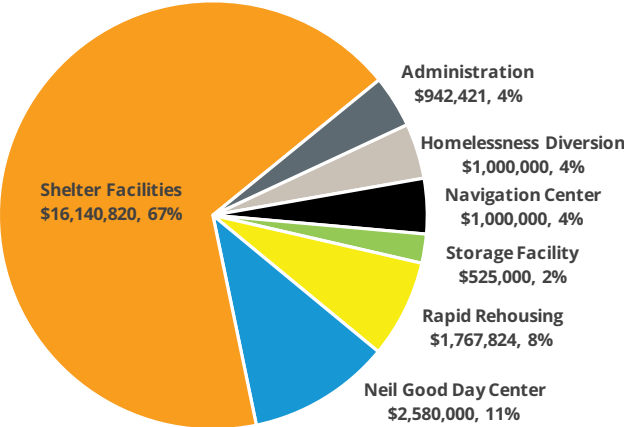


Photo courtesy Jewish Family Service

### Connections Interim Housing Program 1250 Sixth Ave., San Diego 92101

This 30- to 90-day program, co-operated by **Alpha Project** and **People Assisting the Homeless (PATH)**, prepares people who are experiencing homeless, chronically homeless, and/or deemed vulnerable or at-risk on the streets to find permanent housing. Interim Housing accommodates 150 people and is intended to quickly move people off the street. With more than 30 nonprofit partners on-site, PATH provides a spectrum of supportive services to its clients and residents daily. One-on-one case management is provided by PATH and Alpha Project. Connections Downtown offers support services each week from its **PATH Depot** community partners, including employment support, mental health services, recovery support groups and faith programs.



Breakdown of Total Funding by Program Type



# Multifamily Affordable Housing

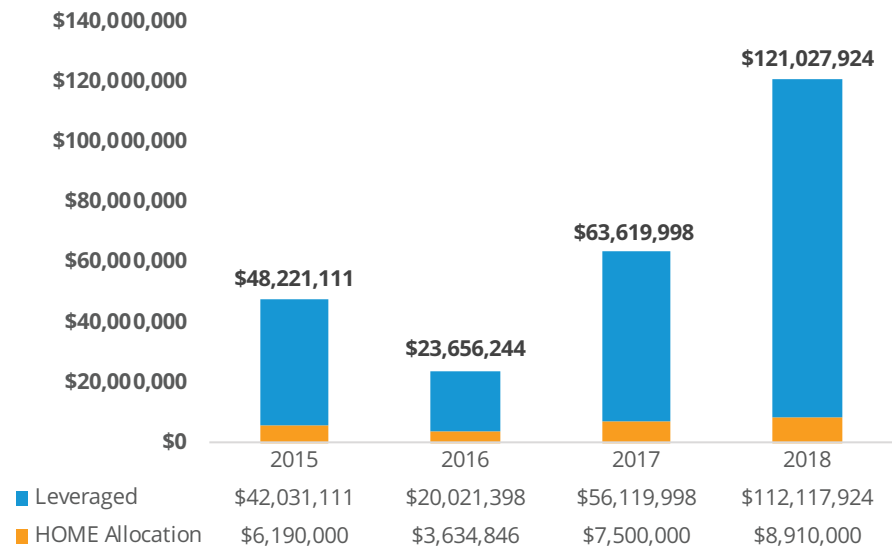
Building Housing Stability for Low-Income Residents and Families

## Multifamily Project Highlights

On behalf of the City, the San Diego Housing Commission has invested more that \$50 million in affordable housing

The rental vacancy rate was just 3.3 percent and average rent eclipsing \$2,000 a month in the City of San Diego in June 2018, according to the **San Diego County Apartment Association**. As a subrecipient receiving the City's entitlement of HOME funds from FY2015 to FY2019, the **San Diego Housing Commission** helped ease the housing shortage by creating and preserving multifamily affordable rental housing for low-income and vulnerable populations. Following **HOUSING FIRST-SAN DIEGO**, its strategic homelessness action plan, SDHC manages the City's public housing inventory, affordable housing units and Section 8 program. The City has celebrated the opening of several projects in close proximity to transit, employment and community services since FY2015.

### Multifamily Affordable Housing Development Funding



### New Construction and Rehabilitation



**Mesa Commons | College Area**  
6470 El Cajon Blvd., San Diego 92115  
77 affordable units, 11 HOME units  
**Serving:** Low-income families, 30%-60% AMI  
**HOME Funds:** \$2 million  
**City Affordable Housing Fund:** \$2.8 million  
**City Housing Trust Fund:** \$10,000  
**Total Development Cost:** \$24.9 million  
**Grand Opening:** May 20, 2015



**COMM22 Senior | Logan Heights**  
690 Beardsley St., San Diego 92113  
70 affordable units, 29 HOME units  
**Serving:** Formerly Victoria at COMM22; serves seniors ages 62 and older, 50% AMI or less  
**HOME Funds:** \$4.19 million  
**Total Development Cost:** \$23.3 million  
**Project Closeout:** July 28, 2015



**Veterans Village of San Diego**  
4141 Pacific Highway, San Diego 92110  
9 transitional units, 9 HOME units  
**Serving:** Military veterans in the continuum of care  
**HOME Funds:** \$1,444,846  
**Total Development Cost:** \$3.94 million  
**Project Closeout:** Dec. 17, 2015



### Consolidated Plan Goal

Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to public transit, employment and community services.

**FY2015-19**  
Program Years

**\$50,644,156**  
Total HOME Funds  
Allocated



**11**  
Completed Multifamily  
Affordable Housing Projects\*  
\*FY2015-18 only

**\$26,234,846**  
HOME Funds in Completed  
Multifamily Projects<sup>1</sup>

**\$230,290,431**  
Total Funds Leveraged<sup>2</sup>

**170** HOME  
Units  
**787** Total  
Affordable  
Units

1,2 Funds refer to completed projects only



**Independence Point | Lincoln Park**  
327 S. Willie James Jones Ave., San Diego 92113  
28 townhomes, 3 apartments; 10 HOME units  
**Serving:** Low-income households, 30%-60% AMI; 25 units for residents with developmental disabilities  
**HOME Funds:** \$2.2 million  
**City Housing Trust Fund:** \$300,000  
**Total Development Cost:** \$19.7 million  
**Project Closeout:** Aug. 10, 2016



**Hotel Churchill | Downtown**  
827 C St., San Diego 92101  
72 affordable units, 22 HOME units  
**Serving:** Homeless veterans, transitional-age youth (18-25), adults exiting corrections system  
**HOME Funds:** \$2.9 million  
**Total Development Cost:** \$20.6 million (rehab)  
**Grand Opening:** Sept. 19, 2016



**Trolley Park Place | Encanto**  
4985 Market St., San Diego 92102  
51 affordable units, 11 HOME units  
**Serving:** Low-income families, 30%-60% AMI  
**HOME Funds:** \$2 million  
**City's Housing Trust Fund:** \$1.12 million  
**Total Development Cost:** \$23 million  
**Grand Opening:** Oct. 24, 2016



**Talmadge Gateway | City Heights**  
4744-4748 El Cajon Blvd., 4412-4622 Euclid Ave., San Diego 92115  
59 affordable units, 22 HOME units  
**Serving:** Homeless seniors, ages 55 and older  
**HOME Funds:** \$2.6 million  
**Total Development Cost:** \$20 million  
**Project Closeout:** July 26, 2017



**Cypress Apartments | East Village**  
1435 Imperial Ave., San Diego 92101  
52 supportive permanent housing units, 23 HOME units  
**Serving:** Low-income individuals, 40% AMI or less  
**HOME Funds:** \$2.85 million  
**Total Development Cost:** \$20.4 million  
**Project Closeout:** Feb. 6, 2018



**Atmosphere | Downtown**  
1453 Fourth Ave., San Diego 92101  
202 affordable units, 11 HOME units  
**Serving:** Low-income individuals and families, including formerly homeless individuals  
**HOME Funds:** \$2.3 million  
**Total Development Cost:** \$79.5 million  
**Completed:** May 31, 2017



**North Park Senior Apartments**  
4200 Texas St., San Diego 92104  
75 affordable units, 11 HOME units  
**Serving:** First LGBT-affirming senior housing community, seniors ages 55 and older, 60% AMI or less  
**HOME Funds:** \$1.76 million  
**Total Development Cost:** \$27.1 million  
**Project Closeout:** Aug. 27, 2018



**Mesa Verde | San Carlos**  
7785 Mission Gorge Road, San Diego 92120  
89 affordable units, 11 HOME units  
**Serving:** Low-income households, 60% or less  
**HOME Funds:** \$2 million  
**Total Development Cost:** \$34 million  
**Project Closeout:** Oct. 16, 2018



**Encanto Village | Encanto**  
6323 Imperial Ave., San Diego 92114  
65 affordable units, TBD HOME units  
**Serving:** Low-income families, 60% AMI or less, and homeless veterans  
**HOME Funds:** \$960,000  
**City's Affordable Housing Fund:** \$100,000  
**Total Development Cost:** \$23.4 million  
**Anticipated Completion:** Spring 2019



# Homeownership Promotion

## First-time Homebuyer Program

Using \$15 million in federal entitlement funds, the City helped more than 200 San Diegans become first-time homeowners

San Diegans continue to feel the pressure of severely limited affordable housing. As of June 2018, the median sale price of a single-family, detached home in San Diego County was \$654,000, up 6.3 percent from June 2017, according to the **Greater San Diego Association of Realtors**. The City's **First-time Homebuyer Program** helps San Diegans deal with the housing crunch. CDBG and HOME funds provided low-interest-deferred loans, down payments and closing-cost grants first-time LMI homebuyers (*mapped below*). **Springboard** and **Community HousingWorks** also assisted about 103 additional first-time LMI homebuyers.



Consolidated Plan Goal

Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to public transit, employment and community services.

FY2015-19

Program Years

\$5,404,437

Total CDBG Funds Allocated

\$8,840,000

Total HOME Funds Allocated



492

Households Served\*  
\*FY2015-2018 estimate

\$28,952

Average CDBG & HOME Funding per Home  
\*FY2015-18 only

### Practice Fair Housing Program

The City is committed to affirmatively furthering fair housing by offering free services that promote equal housing opportunities through tenant, landlord and provider education; investigation of housing discrimination complaints by **Legal Aid Society of San Diego (LASSD)**; and the enforcement of the Fair Housing Act. From FY2015-18, the City partnered with LASSD to provide counsel, support, mediation and/or representation to 1,038 San Diegans.

Map 1  
Homes Receiving Down Payment Assistance

# Single-Family Home Rehabilitation

## Assisting LMI Households With Energy Savings and Home Improvements

The City funded four local nonprofits that made improvements to 265 homes for LMI individuals

Four agencies were contracted to perform Citywide CDBG-funded home rehabilitation projects (*FY2015-18 mapped below*), creating suitable living environments and bringing energy savings to LMI residents. **GRID Alternatives'** San Diego Solar Affordable Homes Project installed solar photovoltaic systems on 195 homes of low-income homeowners, reducing energy costs. CDBG funds covered the cost of the PV systems and materials. **San Diego Habitat for Humanity** performed critical home repairs on three homes in Logan Heights and Southeastern. **Rebuilding Together's** Safe & Sustainable Living programs improved 25 homes. **Urban Corps of San Diego County's** Water and Energy Smart Homes performed projects at 20 homes. All four agencies have FY2019 projects as well. HOME-funded projects (12 in FY2015) were managed by the **San Diego Housing Commission**.



Consolidated Plan Goal

Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to public transit, employment and community services.

FY2015-19

Program Years

\$2,891,187

Total CDBG Funds Allocated

\$235,495

Total HOME Funds Allocated to 12 Homes\*  
\*Program in FY2015 only



265

Home Rehabilitation Activities\*  
\*FY2015-18 only

Map 2  
Homes Rehabilitated With CDBG and HOME



Photo courtesy GRID Alternatives

[www.sandiego.gov/cdbg](http://www.sandiego.gov/cdbg)



# Community and Economic Development


Helping Small Businesses Launch, Grow and Thrive

## CED Project Highlights

### The City of San Diego has invested more than \$6.6 million in CDBG funding in 27 projects from FY2015-2019

Small businesses are at the heart of the City's economy, with 94 percent of the our 106,032 registered businesses having 12 or fewer employees. Finding ways to assist entrepreneurs by helping them launch and expand their businesses, make more informed decisions and have access to capital and skilled workers allow our overall economy to grow.

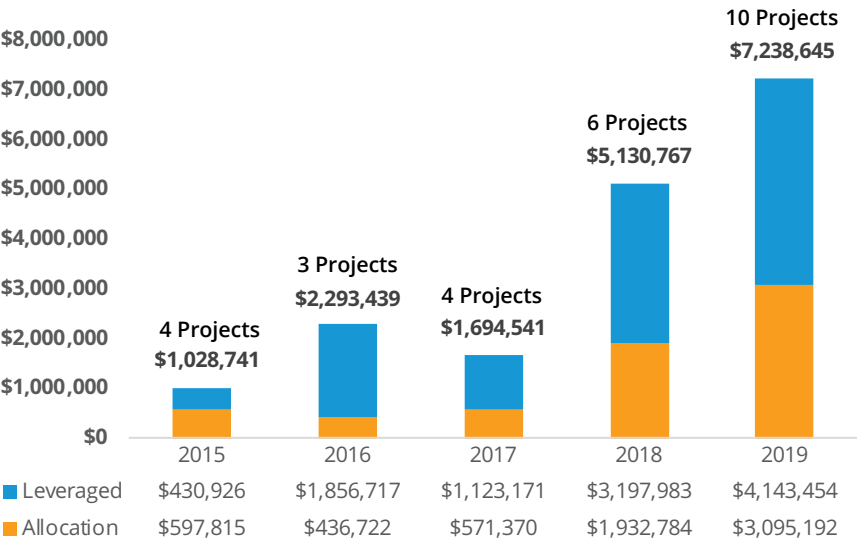
Community and Economic Development projects include microenterprise assistance and may also business and nonprofit support, such as small business loans and grant capital. Increasing opportunities for business launch and expansion, particularly among LMI residents , encourages economic stability, self-sufficiency and prosperity.




**Consolidated Plan Goal**

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

### Community and Economic Development Projects Funding





**FY2015-19**  
Program Years

  
**27**  
CED Projects

**\$6,633,822**  
Total CDBG Funds Allocated

**\$10,752,251**  
Total Funds Leveraged

  
**1,058**  
Clients Served\*

  
**663**  
Businesses Assisted\*

\*FY2015-2018



Maria Harrison, Tea Gallerie. Photo courtesy ACCION


### ACCION San Diego Microlending Program


Maria Harrison opened her store, **Tea Gallerie**, in San Diego, thanks to the support of ACCION. The microlending program provides LMI residents business education workshops, wraparound support, access to small business events, banking partners, loan application assistance and other resources that maintain and create more jobs that benefit the San Diego community. Businesses can also access capital ranging from \$300 to \$75,000 to start and expand their small businesses.

**FY2016-19**  
Program Year

**\$736,066**  
CDBG Funds Allocated

**\$6,611,976**  
Total Project Cost

  
**139**  
Clients Served


  
**136**  
Businesses Assisted \*


\*FY2016-2018

**FY2015, FY2017-19**  
Program Years

**\$734,260**  
CDBG Funds Allocated

**\$915,059**  
Total Project Cost

  
**275**  
Clients Served

  
**131**  
Businesses Assisted \*

\*FY2015-2018

### Horn of Africa San Diego Microenterprise Project (FY2015, 2017-18) City Heights Microenterprise Development (FY2019)

Promoting the successful integration and physical and emotional health of San Diego's East African refugee population—the largest in California and second-largest nationwide—Horn of Africa (HOA) trains refugees and asylum seekers to be state-certified home childcare providers and establish economic self-sufficiency.

“(Fadumo, a single mother of three who relied on government assistance) is now able to take care of children in her own apartment and make a very decent living while enjoying her newly discovered career.”  
— Abdi Mohamoud, HOA Executive Director



Photo courtesy hornofafrica.org

### Community and Economic Development Projects by Beneficiary

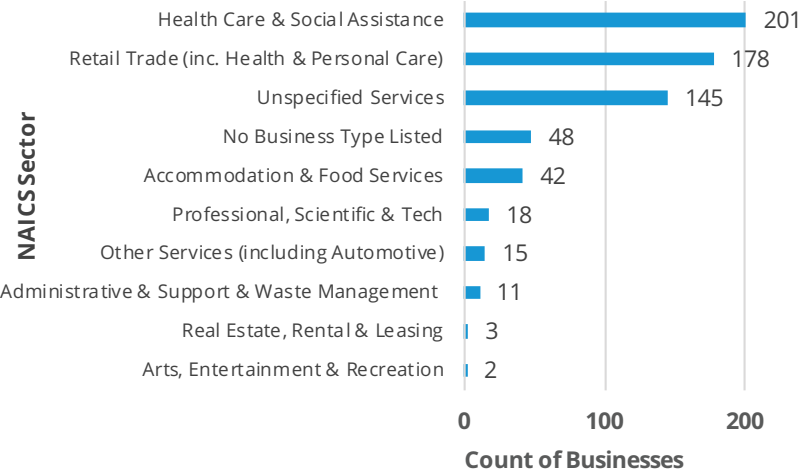
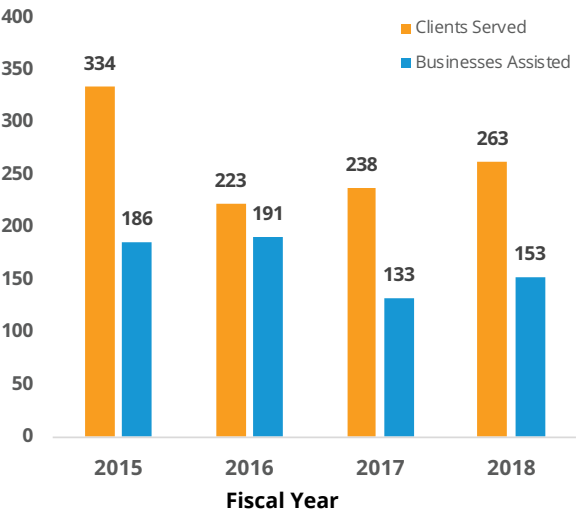


Photo courtesy 7SeasRoasting.com

### Southwestern Community College Business Basics (Training from SBDC)

Eric Dobbs and other aspiring entrepreneurs received guidance on the best practices of launching a business through “Business Basics” training from the Small Business Development Center (SBDC) at Southwestern Community College. SBDC helps with in business planning, making financial projections, permitting, lease negotiating and marketing.

“I knew the coffee business extremely well but starting a company was an entirely foreign concept. The SBDC got me up to speed incredibly quickly, and we sprinted from idea to startup in only two months!”  
— Eric Dobbs, Owner, 7 Seas Roasting

**FY2018-19**  
Program Years

**\$445,963**  
CDBG Funds Allocated

**\$1,087,756**  
Total Project Cost

  
**70**  
Clients Served\*

  
**40**  
Businesses Assisted \*

\*FY2018 only



# Looking Ahead

## Gamechanging Projects



Photo courtesy angelshaveclub.com

### CDC Small Business Finance Business Assistance Fund (FY2018-19) Revolving Loan Fund (FY2018-19)

This program provides low-cost, flexible capital to entrepreneurs seeking to start or expand a business in the City of San Diego. Using a spare bedroom and her life savings as her seed money, Iskra Tsenkova (*left*), of San Diego, founded the **Angel Shave Club**, which, in 2016, became the first online boutique subscription shave club designed exclusively for women. Angel Shave Club expanded with a \$150,000 loan, created 2.5 jobs and landed on ABC's "Shark Tank." In FY2018, seven San Diego businesses received \$925,100 in capital ranging from \$50,000 (**My Mobile LLC**) to \$218,500 (**Lima Peruvian Restaurant**), creating or retaining 27.5 jobs.

**FY2018-19**  
Program Year

**\$2.6M**  
CDBG Funds  
Allocated

**\$4.6M**  
Total Project Cost

**\$925,100**  
Loans Funded\*  
\*7 businesses in FY2018 only

**27.5**  
Jobs Created/  
Retained at Funded  
Businesses\*  
\*FY2018 only

**FY2018-19**  
Program Year

**\$839,338**  
CDBG Funds  
Allocated

**\$1.69M**  
Total  
Project Cost

**20**  
Businesses Selected  
for First Cohort

### CONNECT ALL @ the Jacobs Center Business Accelerator for LMI Startups

To stimulate inclusive economic growth, the City set out to launch the first accelerator program and business resource center established specifically to support diverse or financially disadvantaged (LMI) founders. It will be located in the **Jacobs Center for Neighborhood Innovation** (*right*) and operated by one of the region's most established and proven supporters of startups, **CONNECT**. With renovations underway, \$100,000 in donated **Steelcase** office furnishings and the first class of 20 startups selected through a competitive application process, **Connect ALL @ the Jacobs Center** is scheduled to open in April 2019. The City has committed \$2.5 million of CDBG funds through the project's first four years.



City of San Diego  
Economic Development Department  
1200 Third Ave., 14th Floor  
San Diego, CA 92101  
619-236-6700

For more information or data, about the Consolidated Plan or the Community Development Block Grant Program, visit [www.sandiego.gov/CDBG](http://www.sandiego.gov/CDBG).

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