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# Draft Fiscal Year 2021 Annual Action Plan

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### Attachments:

1. Attachment A: Citizen Comments and Public Notices *(provided in final version)*
2. Attachment B: Grantee Unique Appendices *(provided in final version)*
3. Attachment C: Certifications & SF-424 *(provided in final version)*

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## Executive Summary

AP-05: Executive Summary – 24 CFR 91.200(c), 91.220(b)

### **1. Introduction**

The Fiscal Year 2021 Annual Action Plan (Action Plan) represents the second year of the City's Consolidated Plan (Con Plan) for the Fiscal Years 2020-2024 (Con Plan) as ratified by the City Council and approved by HUD. The Action Plan is the City of San Diego's application for U.S. Department of Housing and Urban Development (HUD) entitlement grants and identifies the proposed programs and projects to be funded during the City's Fiscal Year (FY) 2021. The three\* HUD entitlement grants that are covered in the Action Plan:

- Community Development Block Grant (CDBG): The primary objective of the CDBG program is the development of viable urban communities through the provision of improved living environments, expansion of economic opportunity, and suitable housing. Funds are intended to serve low and moderate-income residents and areas.
- HOME Investment Partnerships Program (HOME): The HOME program is dedicated to increasing the availability, quality, and access to affordable and decent housing for low-income households.
- Emergency Solutions Grant (ESG): The purpose of the ESG program is to assist individuals, and families regain both temporary and permanent housing after experiencing a housing crisis or homelessness

*\*Please note, the HOPWA grant is currently in the process of having the County of San Diego become the Alternative Grantee, therefore removing the City's responsibility of tracking allocations and outcome numbers for the HOPWA grant. For information about the HOPWA allocations and outcome goals, please visit the County of San Diego's Annual Action Plan.*

On behalf of the City, the San Diego Housing Commission (Housing Commission) administers both the ESG and HOME programs. The Action Plan has been prepared by the City's Economic Development Department in partnership with Housing Commission.

The Annual Action plan identifies how the City of San Diego, working in collaboration with the Housing Commission, proposes to utilize these funds in the upcoming fiscal year to address its community development, housing, and public services goals and priorities as described in the Con Plan. The plan also outlines other projects and programs that leverage those funded by CDBG, HOME, and ESG and further support the City's efforts to address its goals and priorities as identified in the Con Plan.

The Annual Action Plan also includes activities to help remediate impediments to Fair Housing as identified in the San Diego Regional Analysis of Impediments to Fair Housing Choice (FY 2016–FY 2020). Beginning in FY 2020, the City released an Request for Proposal (RFP) for a Fair Housing

provider to begin in FY 2021. The fair housing service provider will provide outreach, education, investigation and enforcement assistance. The City will continue to sponsor free educational workshops and produce multilingual informational brochures for the public.

## **Consolidated Plan Goals**

It is important to note that the Consolidated Plan sets goals and strategies to be achieved over the FY 2020 – 2024 period and identifies a list of funding priorities. The seven Consolidated Plan Goals represent high priority needs for the City of San Diego and serve as the basis for FY 2021 programs and activities identified in the Action Plan. The Con Plan goals are listed below in no particular order:

- Enhance the City's economic stability by investing in inclusive economic growth initiatives that develop and strengthen small businesses and support local entrepreneurs.
- Support the development of vibrant, equitable, and adaptable neighborhoods by investing in public facilities and critical infrastructure.
- Increase and preserve affordable rental and homeowner housing to improve access to housing opportunities that reflect community needs, including but not limited to, opportunities in close proximity to transit, employment, and community services.
- Foster individual and household resiliency by investing in employment and workforce development programs and improving access to job opportunities
- 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.
- Invest in community services that promote equity and serve vulnerable populations including, but not limited to, refugees and recent immigrants, previously incarcerated individuals, veterans, youth, seniors, and food insecure households.
- Finance impactful nonprofit facility improvements to provide new or increased access to programs that serve vulnerable populations or implement sustainability measures.

## **2. Summarize the objectives and outcomes identified in the Plan**

The objectives and outcomes targeted in the Consolidated Plan and this Annual Action Plan in relation to each of the seven goals listed above are detailed in sections AP-15 and AP-35.

## **3. Evaluation of past performance**

The City in partnership with numerous non-profit organizations and the San Diego Housing Commission continue to monitor and evaluate the performance of the City's HUD programs while ensuring regulatory compliance.

The City recognizes that the evaluation of past performance is critical to ensuring the City and its sub-recipients are implementing activities efficiently and that those activities align with the City's overall strategies and goals. The City continues to utilize Performance Indicator report cards to evaluate and better track past performance of sub-recipients. In addition, the City has completed implementation

of ED Grants, an electronic management system to improve and streamline the process for sub-recipients, CPAB reviewers, and City staff. The system allows for increased performance and compliance management and is utilized from the start with Request for Qualifications and Proposals, award processes, and project management to the benefit of all involved.

**4. Summary of Citizen Participation Process and consultation process**

Please refer to Attachment A: Citizen Participation Comments in the Final version of the Action Plan.

*Please note, due to the COVID-19 crisis, Citizen Participation will be limited. Emergency and urgent need statements will be included in the final version of the Annual Action Plan.*

**5. Summary of public comments**

Please refer to Attachment A: Citizen Participation Comments in the Final version of the Action Plan.

*Please note, due to the COVID-19 crisis, Citizen Participation will be limited. Emergency and urgent need statements will be included in the final version of the Annual Action Plan.*

**6. Summary of comments or views not accepted and the reasons for not accepting them**

Please refer to Attachment A: Citizen Participation Comments in the Final version of the Action Plan.

*Please note, due to the COVID-19 crisis, Citizen Participation will be limited. Emergency and urgent need statements will be included in the final version of the Annual Action Plan.*

**7. Summary**

Not applicable.



1. **Agency/entity responsible for preparing/administering the Consolidated Plan**

Agency Role	Name	Department/Agency
CDBG Administrator	SAN DIEGO	City of San Diego Economic Development
<i>HOPWA Alternative Grantee</i>	<i>SAN DIEGO</i>	<i>County of San Diego Housing &amp; Community Development Services</i>
HOME Administrator	SAN DIEGO	San Diego Housing Commission
ESG Administrator	SAN DIEGO	San Diego Housing Commission

Table 1 – Responsible Agencies

**Narrative (optional)**

The City has a memorandum of understanding with the San Diego Housing Commission to administer its HOME and ESG funds and the County of San Diego has been designated as the Alternative Grantee to administer the HOPWA program. The aforementioned organizations work in close coordination with the City to develop the Annual Action Plan. In accordance with the terms of these memorandums, the Housing Commission acts as a sub-recipient, while the County receives the HOPWA grant directly from HUD and is responsible for carrying out the implementation, operations and administrative functions associated with the program. The Community Development Division of the City of San Diego is responsible for the administration of the CDBG program and is also charged with the overall oversight and coordination of the City’s HUD programs.

**Consolidated Plan Public Contact Information**

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**AP-10: Consultation – 91.100, 91.200(b), 91.215(l)****1. Introduction*****Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))***

In developing the Fiscal Year 2020-2024 Consolidated Plan, the City conducted an extensive citizen community participation effort by engaging citizens and key partners. The City received input from elected officials, City departments, local nonprofit agencies, community stakeholders, and beneficiaries of entitlement. 344 participants provided input on the Consolidated Plan's goals and priorities through a total of 16 meetings held throughout San Diego. In addition to the community and stakeholder consultation meetings, 1,186 participants provided responses to an online Community Needs Survey via the City's website. Input received informed the development of the priorities and strategies contained within the five-year plan.

The City's outreach and consultation strategies included the formation of community outreach partnerships with public and assisted housing, service agencies, and mental health providers; workforce and business developers; community advocates; and others. Of the 16 total meetings held, eight meetings were Consolidated Plan Community Forums targeted to the public at large with the remaining eight conducted as stakeholder sessions with specific focuses. Through these efforts, the City was able to solicit input from the community at large and to encourage further collaboration in determining present and future needs.

Results of the valuable input received from community forums and surveys were published on [www.sandiego.gov/cdbg](http://www.sandiego.gov/cdbg) and reported publicly to the Consolidated Plan Advisory Board and the San Diego City Council. Each segment of the community outreach and planning process was transparent to ensure the public knew their input was being collected, reviewed, and considered as part of the planning process.

The City collaborates with the San Diego Housing Commission staff to implement the policies, programs, and projects identified in the Consolidated Plan. The discussions further inform locally driven approaches for delivering services and housing options to homeless individuals and families within San Diego to ensure meaningful outcomes.

The City's Community Development Division (CDD) will continue to collaborate with all partners, including the San Diego Housing Commission, to enhance inclusive economic development efforts and better meet the needs of low-to-moderate income residents.



***Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness***

Under HUD’s authorization, the Regional Task Force on the Homeless (RTFH) replaced the Continuum of Care (CoC) as the coordinating body for the City and County of San Diego for HUD-funded programs. RTFH applies annually to HUD for grants to support local efforts and programs designed to serve an array of homeless persons, with a focus on chronically homeless. Programs serve the holistic needs of the population by through the provision of supportive services, housing solutions, and referrals to resources geared towards housing stability and self-reliance.

The RTFH’s jurisdiction includes all geographies within the County of San Diego, including 18 incorporated areas and all unincorporated areas. Public Housing Authorities and Veteran Administration within the service area where ESG, HOPWA, and HOME programs are administered. The synergy and informed coordination occurring within this structure benefits homeless persons and those at risk of homeless by ensuring existing resources are leveraged to maximum potential, thus providing increased opportunities to serve greater numbers of persons.

The RTFH Governance Board provides the strategic focus for ending homelessness by establishing funding policies and priorities, pursuing a holistic systemic approach to addressing homelessness, and reviewing outputs and outcomes to inform future programming strategies. Public meetings in the community allow providers and stakeholders to comment and provide feedback concerning proposed actions. In addition, the City is represented on the RTFH general membership by the Economic Development Department. Regular attendance and participation in the RTFH meetings, the City develops cooperative plans and strategies to effectively leverage resources for the provision of emergency shelters and rapid re-housing services. The meetings also inform the City of changes in local goals, objectives, and performance measures. City representatives actively participate on the Governance Board’s Executive Committee, the Opening Doors leadership group, and Advisory committees such as the Veteran’s Coalition and the Coordinated Assessment and Placement subgroup.

***Describe consultation with the Continuum(s) of Care that serves the jurisdiction’s area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies, and procedures for the operation and administration of HMIS***

The RTFH coordinates the prioritization and use of ESG funds to meet the local needs of homeless San Diegans. Funds are allocated to the San Diego Housing Commission, on behalf of the City, in order to design programs consistent with federal and local requirements while efficiently distributing funds. Effective administration of the ESG funds is ensured via an ESG Policy and Operations Guide, created by the RTFH, which serves as a practical guide to applying local standards and procedures for the utilization and distribution of ESG funds. Further, the guide includes federal, state, and local ESG policies and regulations to inform the administration of the funds.



The San Diego Housing Commission consults with the RTFH to establish standard outcomes for the homeless programs funded with ESG. Open and informative dialogue memorialize minimum performance thresholds, meaningful measures to achieve the region’s broader goals, and the anticipated outcomes. The RTFH advises the San Diego Housing Commission on the expectations and responsibilities of administering the ESG funds. The San Diego Housing Commission in-turn translates the information into best practices, programmatic requirements, and goals as subrecipient contract elements.

**Setting Performance Outcomes**

The San Diego Housing Commission sets performance outcomes for subrecipient contracts according to national best practices and methodologies. Although inputs are important to determining compliance on a contractual level, meaningful outcomes detailing the impact on the client’s journey towards overarching self-sufficiency, such as increased housing stability and the self-motivated utilization of community resources to maintain stability, provide a meaningful context for quantifying the impact of the programs on an individual and aggregate level.

**Operating and Administrating Homeless Management Information System (HMIS)**

A Homeless Management Information System (HMIS) is an effective medium for coordinating client services, informing community planning and public policy, and increasing collaboration across agencies. This central repository of data assists with targeting services and housing solutions appropriately to the client. HMIS data is also used to inform advocacy efforts, create innovative and strategic approaches, apply uniform reporting standards, and analyzing the overall programmatic impact on reducing homelessness in the City.

**2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction’s consultations with housing, social service agencies, and other entities –**

Table 2 – Agencies, Groups, Organizations Who Participated

**Identify any Agency Types not consulted and provide rationale for not consulting**

Not applicable.



**Other local/regional/state/federal planning efforts considered when preparing the Plan**

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Governance Board of San Diego Regional Continuum of Care	The Continuum of Care, now called the Regional Task Force on the Homeless (RTFH), works to alleviate the impact of homelessness in the community through the cooperation and collaboration of social service providers. This effort aligns with the Strategic Plan’s goal to provide client-appropriate housing and supportive service solutions for homeless individuals and families.
City of San Diego General Plan	City of San Diego	The City’s General Plan is its constitution for development. It is comprised of ten elements that provide a comprehensive slate of citywide policies and further the City of Villages smart growth strategy for growth and development.
City of San Diego General Plan- Housing Element	City of San Diego	The Housing Element serves as a policy guide to help the City of San Diego meet existing and future housing needs. Both plans have the goal of creating and preserving affordable housing stock within the City.
25 Cities Initiative- San Diego	City of San Diego	A federal partnership of HUD, VA and the US Interagency Council on Homelessness created to end chronic & veteran homelessness in America by 2016. San Diego was chosen as one of the 25 cities in the nation.
City of San Diego Climate Action Plan	City of San Diego	The Climate Action Plan is a package of policies that will benefit San Diego’s environment and economy. It helps create new jobs in the renewable energy industry, improve public health and air quality with the goal of creating a cleaner San Diego. The plan aligns with the Strategic Plan’s aims of benefiting LMI individuals by encouraging non-profits to more efficiently use resources while reinvesting savings into programs.
San Diego Regional AI for 2015-2020	City of San Diego	The San Diego Regional Analysis of Impediments to Fair Housing Choice 2015-2020 (AI) presents a demographic profile of San Diego County, assesses the extent of housing



		needs among specific income groups, and evaluates the availability of a range of housing choices for residents.
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Table 3 – Other local / regional / federal planning efforts

***Narrative (optional)***

None



**1. Summary of citizen participation process/Efforts made to broaden citizen participation**

**Summarize citizen participation process and how it impacted goal-setting.**

City staff continues to work with the Consolidated Plan Advisory Board (CPAB) to increase citizen participation and improve the FY 2021 CDBG application and evaluation process. Established in 2010, the CPAB serves in an advisory capacity to the Mayor and City Council on policy issues related to the Consolidated Plan, annual Action Plans, end of the year CAPER reporting, Analysis of Impediments to Fair Housing, and the allocation of CDBG, HOME, ESG and HOWPA funds.

All the meetings are open to the public and agendas are distributed via e-mail, internet posting, and hardcopy posting. Meeting notes summarizing the discussion items and actions taken are posted online and made available at subsequent meetings to keep interested parties informed. The CPAB meetings provide a regular forum for citizens to participate in matters related to the City of San Diego’s HUD Programs as well as provide staff an opportunity to review policy issues and obtain public feedback.

In addition to the CPAB process, City staff along with partner agencies, such as the Housing Commission and the County, receive feedback from the public and other community stakeholders regarding the implementation of its HUD funded programs through presentations and attendance at various public meetings including the Regional Continuum of Care Council, the Joint City/County HIV Housing Committee, the San Diego HIV Health Services Planning Council, the City Council’s Public Safety and Livable Neighborhoods Committee (PS&LN), the City’s Park and Recreation Board, and the Board of the San Diego Housing Commission. The processes involved for the allocation of each entitlement grant are based on goals and strategies outlined in the City’s 2015-2019 Consolidated Plan for HUD Programs.

**Citizen Participation Outreach**

Mode of Outreach	Target of Outreach	Summary of response/ attendance	Summary of comments received	URL (If applicable)
CPAB Monthly Meeting	Broad Community	10-20 members of the public attend	The public comments on policies and procedures- summarized in meetings’ notes,	<a href="http://www.sandiego.gov/cdbg/cpab">www.sandiego.gov/cdbg/cpab</a>



			available on the City's Website.	
CDBG Interest Workshop (RFQ)	Broad Community	120 members of the public attended	The workshop provides information to potential applicants on the City's CDBG program	
CDD E-mail distribution list	Broad Community	Approximately 600 recipients	The CDD sends out regular electronic mails advising subscribers of any actions related to the Consolidated Plan, its implementation, and pertinent public hearings	email: CDBG@sandiego.gov
Joint City-County HIV Housing Committee Bi-monthly Meeting	Broad community	Vary	Housing and supportive services recommendations for persons living with HIV/AIDS	
City of San Diego Nonprofit Academy and Workshop Series	Broad Community and Nonprofit Partners	150 individuals per Nonprofit Academy; 25-30 individuals per workshop	The Nonprofit Academy and Workshops provide general information to potential applicants on the City's CDBG program and best practices for a successful nonprofit.	<a href="http://www.sandiego.gov/cdbg/nonprofit-academy">www.sandiego.gov/cdbg/nonprofit-academy</a>
Public Hearings: City Council & Council Committees	Broad Community	Vary	Vary	



Table 4 – Citizen Participation Outreach



**AP-15: Expected Resources – 91.220(c) (1, 2)**

**Introduction**

The City of San Diego is anticipating an additional \$17 million in FY n2021 CDBG Program Income. This additional amount is the result of an agreement negotiated between the former Redevelopment Agency and HUD to repay the City’s CDBG Program over the course of several years with escalating payments.

**Priority Table**

Program	Uses of Funds	Expected Amount Available Year 2				Amount Available Reminder of Con Plan \$
		Annual Allocation	Program Income	Prior Years:	Total: \$	
CDBG	Acquisition, Admin and Planning, Economic Development, Housing, Public Services, Public Improvements	\$12,280,031	\$17,515,000	\$TBD	\$29,795,031	\$89,385,093
Narrative:	CDBG Anticipated Resources have been updated to reflect Year 2 (FY 2021).					
HOME	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction	\$5,780,859	\$2,148,108	\$13,174,438 (\$5328706 entitlement, \$7,845,732 program income)	\$21,103,405	\$23,123,436



	for ownership TBRA					
Narrative:	HOME anticipated resources for second year of Consolidated Plan cycle.					
ESG	Conversion and rehab for transitional housing Financial Assistance Overnight shelter Rapid re-housing (rental assistance) Rental Assistance Services Transitional housing	\$1,043,517	0	0	0	\$1,043,517
Narrative:	ESG anticipated resources for second year of Consolidated Plan cycle.					

***Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied***

**HOME-25% Match Requirement**

The Housing Commission uses local Inclusionary Funds, Housing Trust Funds, coastal funds, state funds, and multi-family bond proceeds as contributions to housing pursuant to the matching requirements.

**ESG-100% Match Requirement**

The Housing Commission uses CDBG funding set aside in Council Policy 700-02 and Housing Commission Housing Trust Funds. The Rapid Re-housing 100% match comes from Continuum of Care funding, and in-kind match from sub-recipients (case management and services). Also, the City commits general fund dollars to the provision of homeless services to better leverage the federal



funds received. In FY 2021, the City expects to commit at least \$1,318,078 towards homeless public services.

**Non-Entitlement Federal Resources include:**

Redevelopment: After the dissolution of redevelopment, the Department of Finance (DoF) of the State of California approved the terms for the former Redevelopment Agency of the City of San Diego (RDA) repayment of the CDBG debt to the City in the total amount of \$78,787,000. Payment was to be made annually over a ten-year term. The City of San Diego Successor Agency to the former RDA (Successor Agency) is responsible for submitting to DOF a Recognized Obligation Payment Schedule (ROPS), delineating the enforceable obligations of the former RDA every six months. In 2012, DOF suspended approval of the payments. However, Senate Bill 107, enacted in September 2015, permitted the Successor Agency to the former RDA to resume including repayments under the CDBG Repayment Agreement on its annual Recognized Obligation Payment Schedule (ROPS). In addition to reinstating the CDBG Repayment Agreement payments, Senate Bill 107 resulted in the DOF authorizing the repayment of an additional \$151 million in CDBG program income from the Successor Agency under a separate Long-Term Miscellaneous CDBG Debt Agreement between the City and the former RDA. These payments are subject to DOF approval in April of each year, and projecting amounts is a challenge. As these amounts become available, specific Reinvestment Initiative (REI) activities and allocation amounts will be described in each Annual Action Plan per the actual funds to be received for that particular year and will be subject to City Council review and approval.

**Homeless Continuum of Care (CoC) Program of the Emergency Assistance and Rapid Transition to Housing Act (HEARTH):** Historically, the RTFH received approximately \$19 million annually to prevent and alleviate homelessness throughout the region. In 2018, the region received \$19.3 million for homeless programs through CoC funding considerations and expects this to continue in FY 2021.

**Housing Choice Voucher Section 8 funds:** The San Diego Housing Commission administers the Section 8 program within the City of San Diego and will provide subsidies to approximately 15,000 San Diego households. The Housing Commission anticipates receiving notification from HUD by April 2019 for its funding to pay for Housing Assistance Payments for 8its Housing Assistance Payments for its Housing Assistance Payments for its rental assistance programs within the City in FY 2021.

**HUD VASH:** In Fiscal Year 2020 the San Diego Housing Commission received 118 new federal housing vouchers from the U.S. Department of Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) Program for their efforts to house homeless veterans in the City of San Diego. This increases the agency's allocation to 1235 to support homeless veterans in FY 2021.

The Housing Commission expanded its **Project-Based Voucher (PBV) program** by committing an additional 140 vouchers for people experiencing homelessness and 100 vouchers for low-income families during the most recent Notice of Funding Availability (NOFA). SDHC now has 1,760 Project Based Vouchers dedicated to homelessness and 413 Project Based Vouchers to low-income families for a total of 2,173.

**Sponsor-based subsidies** assist individuals identified as homeless through the provision of permanent supportive housing while supportive services are provided by the sponsor organizations. Additionally, a transitional subsidy program provides a flat subsidy to partnering agencies to ensure homeless individuals are housed while appropriate housing solutions are identified. The coordinated assessment referral system is utilized in these programs. In FY20, SDHC awarded an additional 130 sponsor based subsidies reaching a total of 1,026 subsidies available.

**Project One for All (POFA)** is a county initiative that provides full wrap-around services for homeless persons with serious mental illness, including individuals who are exiting from mental health facilities. The County of San Diego partners with Housing Authorities (including San Diego Housing Commission), non-profits, health clinics, and housing developers to provide stability to homeless persons with mental illness. POFA participants receive either a Project Based Voucher or Sponsor Based Subsidy depending on the program. Currently 292 individuals are housed and connected with services under POFA and an additional 57 are approved searching for units. There are 267 POFA vouchers and subsidies that are currently under construction or not available for leasing yet. All POFA units will be available for leasing by April 2022 when construction on the final project is anticipated to be completed

In Fiscal Year 2019, SDHC received their first allocation of **Mainstream Vouchers** from HUD. SDHC Mainstream Voucher program provides rental assistance to homeless families that include a non-elderly person with a disability between the ages of 18 - 61. The non-elderly person with a disability can be any household member. SDHC currently has 83 Mainstream vouchers.

**Low-Income Housing Tax Credits (LIHTC):** The federal 4% and 9% LIHTC is the principal source of funding for the construction and rehabilitation of affordable rental homes. They are a dollar-for-dollar credit against federal tax liability In FY 2020, the Housing Commission projects 767 units utilizing these federal sources will be constructed.

***If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan***

City Neighborhood Infrastructure Projects are being carried out within City-owned real property and/or the public right-of-way. Refer to section AP-35 (Projects) and/or Attachment B for further details.

***Discussion***

Not applicable.



**Goals Summary Information**

Goal Name (For FY 2020-2024)	Category	Geographic Area	Needs Addressed	Funding
1. Creating and preserving affordable housing	Affordable Housing Public Housing Homeless Non-Homeless Special Needs	Citywide	Affordable Housing Affordable Housing and Public Services	CDBG Projects: \$5,269,919 HOME: \$ 19,492,291 Total: \$24762210
<b>Goal Outcome Indicator</b>	Direct Financial Assistance to Homebuyers/Homeowners: HOME 40; Rehabilitation of Rental Units: CDBG: 63; Construction of New Rental Units: HOME: 41			
2. Homelessness	Homeless	Citywide	Homelessness and Public Services	CDBG: \$1,318,078 (set aside),  ESG: \$1,043,517 Total: \$2,361,595
<b>Goal Outcome Indicator</b>	Homeless Person Overnight Shelter: CDBG 1400 Persons Assisted, ESG: 1050 Tenant-based rental assistance/Rapid rehousing: 110 Households  Public service activities other than LMI Housing Benefit: CDBG 8000 persons			
3. Public and Community Services	Non-Homeless Special Needs Non-Housing Community Development	Citywide	Public Services	CDBG: \$5,108,852
<b>Goal Outcome Indicator</b>	Public Service Activities other than Low/Moderate Income Housing Benefit: 2277 Persons Assisted			
<b>4. Nonprofit Facility Improvements</b>	Non-Housing Community Development	Citywide	Nonprofit Facility Improvement	CDBG: \$1,493,091



<b>Goal Outcome Indicator</b>	Public Facility Activities other than LMI Housing Benefit: 143,502 people assisted			
5. Public facilities and infrastructure	Non-Housing Community Development	Citywide	Public Improvements and Infrastructure	CDBG: \$6,517,061
<b>Goal Outcome Indicator</b>	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: TBD Persons Assisted 2 facilities (other); Urgent Need facility included			
6. Economic development	Non-Homeless Special Needs Non-Housing Community Development	Citywide	Economic Development	CDBG: \$1,526,782
<b>Goal Outcome Indicator</b>	Businesses assisted: 575			
7. Workforce Development	Non-Housing Community Development	Citywide	Workforce Development	CDBG: \$306,545
<b>Goal Outcome Indicator</b>	Public Service activities other than LMI assistance: 194			

Table 6 – Goals Summary

**Goal Descriptions**

<b>1</b>	<b>Goal Name</b>	HIV/AIDS housing, health, and support services
	<b>Goal Description</b>	Meet the needs of persons with HIV/AIDS and their families through the provision of housing, health and support services.
<b>2</b>	<b>Goal Name</b>	Creating and preserving affordable housing
	<b>Goal Description</b>	Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to transit, employment, and community services.
<b>3</b>	<b>Goal Name</b>	Homelessness



	<b>Goal Description</b>	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.
<b>4</b>	<b>Goal Name</b>	Services/facilities serving vulnerable population
	<b>Goal Description</b>	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.
<b>5</b>	<b>Goal Name</b>	Public infrastructure needs
	<b>Goal Description</b>	Strengthen neighborhoods by investing in the City’s critical public infrastructure needs.
<b>6</b>	<b>Goal Name</b>	Job readiness and economic development
	<b>Goal Description</b>	Enhance the City’s economic stability and prosperity by increasing opportunities for job readiness and investing in economic development programs.

Table 7 – Goal Descriptions

**Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):**

All assistance will be provided to low-income and moderate income households ( 81 households in total-for year 2 of the Consolidated Plan).

**AP-35: Projects – 91.220(d)*****Introduction***

The Consolidated Plan sets goals and strategies to be achieved over the FY 2015 – 2019 period and identifies a list of funding priorities. The six Consolidated Plan Goals represent high priority needs for the City and serve as the basis for FY 2021 programs and activities identified in the Action. The Consolidated Plan goals are listed below in no particular order:

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

Based on these goals, the table below summarizes the priorities and specific objectives that the City of San Diego aims to achieve during the Consolidated Plan five-year period (accomplishments sought in order to address the goals are expressed in terms on quantitative outcomes).



#	Project Name
1	CDBG Administration
2	Workforce Development and Job Readiness
3	Community and Public Services
4	Affordable Housing and Residential Rehabilitation
5	Assisting Persons Experiencing Homelessness
6	Public Infrastructure Improvements
7	SDHC-HOME-Homeownership
8	SDHC-HOME-Rental Housing
9	SDHC-HOME Administration
10	SDHC-ESG (includes Admin)
11	Unobligated Funds-TBD

Table 8 – Project Information

**Describe the reasons for allocation priorities and any obstacles to addressing underserved needs.**

In accordance with the Consolidated Plan, CDBG, HOME, ESG, and HOPWA funds are distributed using the following allocation priorities:

CDBG: As noted above, projects and program identified for funding with CDBG are selected in accordance with the policies and procedures outlined in the Consolidated Plan-refer to sections AP-12 and AP above for further details.

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. It is anticipated that funding will be allocated solely to the creation or preservation of affordable housing along with funding for homebuyer assistance.

ESG: The San Diego Housing Commission administers the ESG Program on behalf of the City of San Diego. The ESG program provides funding to (1) engage homeless individuals and families living on the street, (2) rapidly re-house homeless individuals and families, (3) help operate and provide



essential services in emergency shelters for homeless individuals and families, and (4) prevent individuals and families from becoming homeless. In the City of San Diego, ESG supports year-round shelters which include: Connections Housing Interim Shelter for Single Adults, Father Joe's Villages Interim Shelter, and the Cortez Hill Interim Family Shelter. In addition, ESG supports the PATH rapid-rehousing program which focuses on quickly placing homeless households back into permanent housing, with intermediate term rental assistance and housing stabilization services.

HOPWA: The County of San Diego administers the HOPWA on behalf of the City. HOPWA funds are allocated using a 5-year competitive RFP process to select project sponsors that assist local communities in developing affordable housing opportunities and related supportive service for low income person living with HIV/AIDS and their families. HOPWA activities include: direct housing, support service, information and referral, resource identification technical assistance and administration expenses. The County works closely with the Joint City/County HIV/AIDS Housing Committee when seeking to establish adequate housing and support services for people living with HIV/AIDS.



AP-38: Projects Summary

**Project Summary Information**

Table 9 – Project Summary

<b>1</b>	<b>Project Name</b>	CDBG ADMINISTRATION
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	<p>Creating and preserving affordable housing</p> <p>Homelessness</p> <p>Services/facilities serving vulnerable population</p> <p>Public infrastructure needs</p> <p>Job readiness and economic development</p>
	<b>Needs Addressed</b>	<p>Affordable Housing</p> <p>Homelessness and Public Services</p> <p>Public Services</p> <p>Public Facilities</p> <p>Public Improvements and Infrastructure</p> <p>Economic Development</p> <p>Workforce Development</p>
	<b>Funding</b>	CDBG: \$5959006
	<b>Description</b>	<p>City of San Diego administrative costs directly related to administering the CDBG Program to ensure compliance with all HUD planning and community development activities provided to City residents and businesses, as well as fair housing services. The Nonprofit Accelerator and Fair Housing Education and Legal Aid programs are also funded through administration.</p>
	<b>Target Date</b>	6/30/2021



	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
2	<b>Project Name</b>	ECONOMIC DEVELOPMENT/SMALL BUSINESS ASSISTANCE
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Economic Development
	<b>Needs Addressed</b>	Economic Development
	<b>Funding</b>	CDBG: \$1526782
	<b>Description</b>	Enhance the City's economic stability and prosperity by increasing opportunities and investing in economic development program.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	575 BUSINESSES ASSISTED
	<b>Location Description</b>	



3	<b>Project Name</b>	PUBLIC FACILITIES AND INFRASTRUCTURE
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Public infrastructure needs
	<b>Needs Addressed</b>	Public Improvements and Infrastructure
	<b>Funding</b>	CDBG: \$6517061
	<b>Description</b>	Strengthen neighborhoods by investing in the City's critical public infrastructure needs.
	<b>Target Date</b>	06/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	TBD persons assisted 2 facilities (other)
	<b>Location Description</b>	
4	<b>Project Name</b>	RESIDENTIAL REHABILITATION/AFFORDABLE HOUSING
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Creating and preserving affordable housing
	<b>Needs Addressed</b>	Affordable Housing
	<b>Funding</b>	CDBG: CDBG Projects: \$526919



	<b>Description</b>	Improve housing opportunities by creating and preserving affordable rental and homeowner housing in close proximity to transit, employment and community services.
	<b>Target Date</b>	06/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	63 Household housing units rehabilitated rental units rehabilitated
	<b>Location Description</b>	
5	<b>Project Name</b>	HOMELESSNESS
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness and Public Services
	<b>Funding</b>	CDBG: \$1,318,078
	<b>Description</b>	Assist individuals and families to stabilize in permanent housing after experiencing a housing crisis or homelessness by providing client-appropriate housing and supportive services.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that</b>	TBD_Public service activities other than LMI Housing Benefit



	<b>will benefit from the proposed activities</b>	
	<b>Location Description</b>	
6	<b>Project Name</b>	Nonprofit FACILITIES
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Services/facilities serving vulnerable populations
	<b>Needs Addressed</b>	Nonprofit Facilities
	<b>Funding</b>	CDBG: \$1493091
	<b>Description</b>	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.
	<b>Target Date</b>	06/30/2022
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	143,502 persons assisted 5 facilities (other)
	<b>Location Description</b>	Citywide
7	<b>Project Name</b>	Workforce Development
	<b>Target Area</b>	Citywide



	<b>Goals Supported</b>	Public Services, Workforce Development
	<b>Needs Addressed</b>	Workforce Development
	<b>Funding</b>	CDBG: \$306,545
	<b>Description</b>	Foster individual and household resiliency by investing in employment and workforce development programs and improving access to job opportunities.
	<b>Target Date</b>	6/30/21
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	194 people assisted
7	<b>Location Description</b>	SDHC-Homeownership
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Creating & preserving affordable housing
	<b>Needs Addressed</b>	Affordable housing
	<b>Funding</b>	HOME: 2,800,000
	<b>Description</b>	Provision of financial assistance towards homeownership in the form assistance towards down payment and closing costs
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that</b>	40 households



	<b>will benefit from the proposed activities</b>	
	<b>Location Description</b>	
8	<b>Project Name</b>	SDHC-Rental Housing
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Creating & preserving affordable housing
	<b>Needs Addressed</b>	Affordable housing
	<b>Funding</b>	HOME: \$16,692,291
	<b>Description</b>	Rental units constructed
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	41 households (HOME designated units only) Contributing in projects creating a total of 184 affordable units
	<b>Location Description</b>	
9	<b>Project Name</b>	SDHC-HOME Administration
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Creating & preserving affordable housing



	<b>Needs Addressed</b>	Affordable housing
	<b>Funding</b>	HOME: \$1611114
	<b>Description</b>	Administration costs of HOME program for City of San Diego and San Diego Housing Commission
	<b>Target Date</b>	
	<b>Estimate the number and type of families that will benefit from the proposed activities</b>	
	<b>Location Description</b>	
10	<b>Project Name</b>	ESG SAN DIEGO
	<b>Target Area</b>	Citywide
	<b>Goals Supported</b>	Homelessness
	<b>Needs Addressed</b>	Homelessness and Public Services
	<b>Funding</b>	ESG: \$1043517
	<b>Description</b>	Federal Fiscal Year 2021 ESG funds for the City of San Diego have been allocated to the San Diego Housing Commission (SDHC) to operate shelters for the homeless, provide rapid-re-housing strategies and program administration and data collection through HMIS.
	<b>Target Date</b>	6/30/2021
	<b>Estimate the number and</b>	Supports four distinct programs: <b>Connections Housing Interim Bed Program:</b> Provides emergency and interim





	<b>type of families that will benefit from the proposed activities</b>	shelter beds for homeless single adults, \$123,618. <b>Cortez Hill Family Center:</b> \$305,625. <b>Interim Housing for Homeless Adults:</b> Provides interim shelter beds and inclement weather contingences for homeless single adults, \$174,234. Rapid Rehousing, Financial Assistance and Case Management: \$361,776. Administration: \$78,264. 1163 persons assisted
	<b>Location Description</b>	Citywide

**Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed.**

The City’s FY 2015 – 2019 Consolidated Plan outlined a strategy to incorporate Geographic Targeting as a way to help stabilize and improve neighborhoods by directing the investment of HUD resources to geographic areas with the highest need. The initiative was defined in FY 2016. After consultation with local subject matter experts and analysis of local data for a variety of indicators (such as, poverty, rent burden, violent crime and unemployment), the Geographic Targeting initiative identified (which can be viewed on the CDBG website) six high need Community Planning Areas. These six Community Planning areas are Barrio Logan, City Heights, Encanto, Linda Vista, San Ysidro, and Southeastern. As part of the FY 2020-2024 Consolidated Plan the City intends to review these designations by reviewing available data to ensure areas with the current highest need are included. Please refer to Section SP-10 of the Consolidated Plan for additional information.

In addition to the six Geographic Targeted areas, a section of San Diego was designated in 2016 as the San Diego Promise Zone (SDPZ) that provides additional federal funding to address critical need areas in the City’s most disadvantaged neighborhoods (more information available on the City’s Promise Zone website). The targeted area stretches from East Village and Barrio Logan in the West to Encanto and Emerald Hills in the East. It has an estimated population of more than 77,000 residents. To better support development in the Promise Zone and Geographic Targeted areas, the CDBG Request for Proposals now considers whether projects are located within the targeted areas and whether services will be delivered to targeted area residents. As a result, 20 projects in FY 2019 are located in the Promise Zone and nearly all projects will serve residents of Geographic Targeted areas. Please view Attachment B for more information.

The Opportunity Zone was also added as another region to leverage resources. Although the Opportunity Zone has a similar boundary to the Promise Zone, the Opportunity Zone provides more opportunities for organizations to take provide services and critical resources to residents in these areas. The six geographic targeted areas, Promise Zone, and Opportunity Zone are factors in the applications process and organizations located or providing services in these areas are awarded additional points during the evaluation process.

**Geographic Distribution**

Target Area	Percentage of Funds
Citywide	

Table 10 – Geographic Distribution

**Rationale for the priorities for allocating investments geographically.**

Not applicable.

**Discussion**

**AP-55: Affordable Housing – 91.220(g)**

**Introduction**

It is not possible to delineate annual affordable housing goals by population type as requested in the tables below. Per HUD requirements, the totals for the two following tables must match, yet the second table may not capture all relevant activities identified in the first table. For example, homeless population housing needs are supported through overnight shelters, but that program type is not listed as an option in the second table.

Additionally, the population types are not mutually exclusive. A detailed discussion of how HUD entitlements will be used to support affordable housing needs within the City of San Diego is provided in AP-20 above, with the number of households and individuals to be assisted itemized by funding source.

<b>One Year Goals for the Number of Households to be Supported</b>	
Homeless	35 (HOME)
Non-Homeless	46 (HOME)
Special-Needs	
<b>Total</b>	<b>81(HOME)</b>

Table 11 – One-Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	
The Production of New Units	41 (HOME)
Rehab of Existing Units	
Acquisition of Existing Units	40 (HOME)
<b>Total</b>	<b>81</b>

Table 12 – One-Year Goals for Affordable Housing by Support Type

**Discussion**

The tables above capture units assisted in part with HOME funds. In FY 2021 it is anticipated that funding will support the construction of new affordable rental housing and promote homeownership through the HOME program.

**AP-60: Public Housing – 91.220(h)*****Introduction***

The Housing Commission owns and manages the public housing inventory, affordable housing units, and ground leases within the City. The units are restricted to low-income renters with incomes at 80% Area Median Income (AMI) or less. The number of units in the Housing Commission's Real Estate portfolio is over 2,700 units amongst 159 residential properties, eight of those being Public Housing properties and six sites that are under a long-term ground and building lease. The Public Housing figures include the transition of five State-subsidized properties to the Public Housing portfolio upon completion of major rehabilitation work during FY 2018. In addition to the units owned and operated, the Housing Commission is the Ground Lessor on sixteen properties that provide over 1,460 affordable units and manages one property (8 units) owned by the City of San Diego. It is anticipated that ownership title of the 8-unit City of San Diego owned property will be transferred to the Housing Commission before the end of FY 2019.

***Actions planned during the next year to address the needs to public housing***

During FY 2020, the Housing Commission does not anticipate any new Public Housing or Affordable Housing acquisitions. The focus in FY 2020 will be renovation and rehabilitation work on a number of properties as a direct result of the Green Physical Needs Assessment completed in FY 2015.

SDHC is anticipating an acquisition in FY2020, to be transferred to HDP for financing and rehabilitation. The acquisition will create approximately 50 new affordable housing units, at approximately \$15m in TDC. Renovations to include immediate fire and life safety needs, accessibility improvements, and upgrades and/or modifications to building systems (mechanical, electrical, plumbing) as needed.

Additionally, in FY2020, HDP will be initiating rehabilitation for: Quality Inn, a 92-unit permanent supportive housing project at approximately \$13m TDC; and West Park, a 47-unit permanent supportive housing project at approximately \$15m TDC. Also, in FY2020, we will be closing on the financing and initiating rehabilitation for Mariner's Village, a 172-unit, family housing project.

***Actions to encourage public housing residents to become more involved in management and participate in homeownership***

In order for a Family Self Sufficiency (FSS) program participant to successfully complete the program, the head of household is solely responsible for completing his/her Individual Training and Services Plan (ITSP) and must be employed by contract expiration. In its 2015 Moving to Work Plan, the

Housing Commission requested the authority to provide FSS enrollment to “all adult family members by waiving the requirement for the head of household to join the program. Non-head of households who enter into a contract will be responsible for the completion of the ITSP and must be employed by the end of participation in order for the FSS family to successfully complete the program.” This will result in “increased recruitment and enrollment into the FSS Program, thus providing incentives to families to become economically self-sufficient. The initiative will allow families to enroll into FSS in the event the head of household is unable or unwilling to participate in the program.”

In its 2015 Moving to Work Plan, the Housing Commission also requested authority to modify the Family Self-Sufficiency (FSS) program by revising the contract term and the escrow calculation method to coincide with the Path to Success initiative. Changes to the program include a \$10,000 maximum on total escrow accumulation, escrow deposits based on outcomes achieved, and a two-year contract term with the option to extend the contract an additional three years if additional time is needed to attain goals.

SDHC was awarded a Resident Opportunities and Self Sufficiency-Service Coordinator (ROSS-SC) (three-year grant) to promote jobs development, financial stability and self-sufficiency for public housing residents. Similar to FSS, ROSS Service Coordinators work directly with public housing residents to assess their needs and connect them with education, job training and placement programs, and/or computer and financial literacy services available in their community to promote self-sufficiency.

In 2018 the US Department of Housing and Urban Development (HUD) designated the SDHC Achievement Academy as one of eighteen EnVision Centers in seventeen communities across the country. The EnVision Center demonstration program focuses on empowering individuals and families to leave HUD-assisted housing through self-sufficiency to become responsible homeowners and renters in the private market, so that HUD will be able to help more individuals and families in need. Through the EnVision Center program, federal agencies, state and local governments, nonprofit and faith-based organizations, and private businesses will come together in a centralized location to provide comprehensive resources for low-income families that receive federal rental assistance.

Achievement Academy partners include:

- AmeriMed
- Biocom Introductory Life Sciences Experience
- Center for Employment Training
- Citi Bank
- City Heights Community Development Corporation
- Community Housing Works
- Connect 2 Careers
- Copley-Price Family YMCA
- Food & Beverage Associates of San Diego
- Housing Opportunities Collaborative
- International Rescue Committee

- Job Corp
- Juma Ventures
- Landeros & Associates
- La Maestra Community Health Centers
- San Diego Futures Foundation
- San Diego Public Library
- San Diego Workforce Partnership
- San Diego Zoo
- Self-Help Federal Credit Union
- The Campaign for Grade-Level Reading
- TransUnion
- Urban Corps
- US Bank

***If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance***

Not applicable

***Discussion***

None

## Introduction

The U.S. Department of Housing and Urban Development (HUD) charges communities that receive funds under the Homeless Continuum of Care (CoC) Program of the Homeless Emergency Assistance and Rapid Transition to Housing Act (HEARTH) with specific responsibilities. The RTFH is the coordinating body recognized by HUD and, in its 20-year history, the RTFH has brought over \$287 million in resources to the region. The RTFH applies annually to HUD and has been successful with the annual federal award received increasing to over \$21 million in 2018. Awarded funds are directed to support programs and services for homeless San Diegans.

The RTFH includes all of the geographies within the County of San Diego, including 18 incorporated cities and all unincorporated areas. This area also includes several Public Housing Authorities and Emergency Solutions Grant (ESG), Community Development Block Grant (CDBG), HOPWA, HOME and Veteran Administration service areas.

The RTFH Governance Board, seated in 2014, meets on a monthly basis to identify gaps in homeless services, establish funding priorities, and to pursue a systematic approach to addressing homelessness. The meetings are public and the community of providers and stakeholders are welcome to attend and provide comment. The City is represented on the RTFH general membership by staff of the City's Economic Development Division. Through regular attendance and participation in the RTFH meetings, the City consults with the RTFH to develop cooperative plans and strategies to leverage resources for the provision of emergency shelter and rapid re-housing services. In doing so, the City and is informed of changes in local goals, objectives and performance measures.

The recognition of homelessness as a social and economic issue is uniting service providers, the business community, and the public and private sectors in achieving compliance with the HEARTH Act, adopting best practices to end Veterans and chronic homelessness, and improving the system to rapidly re-house individuals and families. The RTFH has become HEARTH Act compliant by creating a new governance structure, implementing a coordinated entry system (CES) with an assessment tool used County-wide, reporting results, and aligning itself with the national efforts of the United States Interagency Council on the Homeless (USICH) 2010 plan, *Opening Doors: Federal Strategic Plan to Prevent and End Homelessness. Home, Together*, the new strategic plan introduced by USICH, covers fiscal years 2018-2022 and contains the following key goals and objectives to:

### 1.Ensure homelessness is a rare experience

Objective 1.1: Collaboratively Build Lasting Systems that End Homelessness



Objective 1.2: Increase Capacity and Strengthen Practices to Prevent Housing Crises and Homelessness

## **2. Ensure homelessness is a brief experience**

Objective 2.1: Identify and Engage All People Experiencing Homelessness as Quickly as Possible

Objective 2.2: Provide Immediate Access to Low-Barrier Emergency Shelter or other Temporary Accommodations to All Who Need it

Objective 2.3: Implement Coordinated Entry to Standardize Assessment and Prioritization Processes and Streamline Connections to Housing and Services

Objective

2.4: Assist People to Move Swiftly into Permanent Housing with Appropriate and Person-Centered Services

## **3. Ensure homelessness is a one-time experience**

Objective 3.1: Prevent Returns to Homelessness through Connections to Adequate Services and Opportunities

## **4. Sustain an end to homelessness**

Objective 4.1: Sustain Practices and Systems at a Scale Necessary to Respond to Future Needs

***Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including:***

### ***Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs***

As noted, one of the Con Plan goals calls for "assisting individuals and families to stabilize in permanent housing after experiencing a housing crisis or homelessness, by providing client-appropriate housing and support services." Actions undertaken to achieve this goal include the allocation of ESG and CDBG funds totaling \$3361595 to assist homeless households via the Interim Housing Facility for Homeless Adults, the Day Center for Homeless Adults, Cortez Hill Family Center, Connections Housing, the City's four Bridge Shelters, the Housing Navigation Center, and the Housing Commission's Rapid Re-Housing programs.

In addition to the 1-year goals specified in the AP-20 Homelessness Goal, the City continues to participate as a member in the RTFH and its Coordinated Entry System which has become an umbrella

for local efforts like, the Campaign to End Homelessness in Downtown San Diego and 25 Cities: a national initiative to end Veteran homelessness. The RTFH built a regional system for coordinated assessment. The RTFH received guidance from HUD Technical Assistance and established the Coordinated Entry System (CES), a region-wide system to assess and place homeless individuals and families in housing, which ensures compliance with the HEARTH Act. CES uses a coordinated assessment tool, developed and piloted within the City of San Diego that is designed to determine a homeless person's level and type of need, and match the person to an appropriate housing resource. The Coordinated Entry System was successfully introduced as a pilot program and is currently utilized throughout the San Diego region by Homeless Service providers.

The Downtown San Diego Partnership's Clean & Safe Program instituted an Integrated Outreach Team (IOT) consisting of Clean & Safe, the San Diego Police Department's Homeless Outreach Team (HOT), Alpha Project, Connections Housing, and the San Diego City Attorney's Office. The IOT is leading a coordinated effort to place people in beds, provide access to resources, and create a path to obtaining permanent supportive housing. As a result, outreach is strategically conducted in targeted hot-spots throughout the City and Downtown area.

In December 2017, the first of the city's three Bridge Shelters were opened for single adults. These actions were followed by the opening of the Veterans Bridge Shelter and the opening of the Families with Children & Single Women Shelter in January 2018. In November of 2019, a fourth Bridge Shelter opened to serve single adults. The 139 beds serve flexible populations depending on the current needs within the City. In December 2019, the Bridge Shelter for Families with Children & Single Women expanded to include an additional 48 beds dedicated to Transitional Aged Youth for a total of 288 beds. The shelters have the capacity to serve 951 persons daily and are an important intervention within the region. The shelters provide not only a safe, and stable shelter environment, but also a direct connection to housing navigation staff whose main focus is to rapidly rehouse shelter residents into permanent or other long-term housing options. Housing matches are dependent upon a vulnerability assessment and CES housing resource match opportunities.

Bridge Shelter referrals and placements are prioritized for those individuals and families already matched to a housing resource. Once maximized the additional beds are prioritized for unsheltered persons experiencing homelessness and in need of emergency shelter. This allows shelter residents to work with Housing Navigators in a stable environment while also having access to a multitude of resources such as assistance with documentation, meeting medical and mental health needs, and social benefit eligibility. In addition, each Bridge Shelter has its own Outreach team that coordinates with RTFH staff, as well as the IOT and SDPD HOT teams, to ensure that outreach is occurring in targeted hot-spots throughout the downtown area as well as other areas throughout the City in need of outreach. Outreach workers conduct assessments utilizing the CES Triage Tool in the field and offer

entrance into shelters when beds are available. When beds are not available, outreach staff work to connect persons to other homeless resources and provide Housing Navigation services in the field.

In December 2019, the City's Housing Navigation Center (HNC) began operations in the East Village neighborhood of San Diego. The overarching strategy behind HNC services is to prevent homelessness whenever possible, and to provide an integrated array of housing and supportive services to assist families, individuals, and youth who are experiencing homelessness with obtaining permanent housing or longer-term housing. The HNC delivers supportive services according to national Housing First principles to ensure low barriers to entry and ongoing participation while aligning with the Regional Task Force on the Homeless' Community Standards. Housing First is an approach to quickly and successfully connect individuals and families experiencing homelessness to permanent housing without preconditions and barriers to entry, such as sobriety, treatment or service participation requirements.

### ***Addressing the emergency shelter and transitional housing needs of homeless persons.***

As per the Mayor's proposed budget, Council Policy 700-02, and the Housing Commission's Move to Work Plan, the City is committed to increasing resources to help homeless persons. While many efforts are focused on the USICH Housing First Model, helping homeless individuals and families quickly and easily access and sustain permanent housing, emergency and transitional housing programs are also receiving benefit from these resources too.

San Diego is at a tipping point in its provision of homeless services. Community resources have been reassessed and streamlined. In addition to the Day Center for Homeless Adults (formerly [HM1] the Neil Good Day Center) and the three interim shelter programs (Single Adult, Veterans and Families, serving 484 individuals and 45 families), that provide basic services, case management and housing navigator services to refer clients to appropriate housing; in FY18, the SDHC opened 3 Bridge Shelters for homeless individuals, Veterans, and families to obtain immediate shelter and rapidly transfer into a more permanent housing solution. The first of the cities three Bridge Shelters was opened for Single Adults on December 1, 2017, followed quickly by the opening of the Veterans Bridge Shelter in late December 2017, and the opening of the Families with Children & Single Women Shelter in January of 2018. In November of 2019, a fourth Bridge Shelter opened to serve single adults. The 139 beds serve flexible populations depending on the current needs within the City. In December 2019, the Bridge Shelter for Families with Children & Single Women expanded to include an additional 48 beds dedicated to Transitional Aged Youth for a total of 288 beds.

These Bridge Shelters, serving 951 persons daily are unique to the region, providing for not only a safe, and stable shelter environment, but direct connection to housing navigation staff at each shelter, whose main focus is to rapidly rehouse shelter residents into permanent housing or other long-term housing options, depending on their vulnerability assessment, and CES housing resource match

opportunities. Shelter residents work with Housing Navigators in a stable environment, while also having access to a multitude of resources, for assistance with documentation, meeting medical and mental health needs, benefit eligibility, etc.

In addition, the Bridge Shelters leverage Outreach teams that coordinates with RTFH staff, as well as the IOT and SDPD HOT teams, to ensure that outreach is occurring in targeted hot-spots throughout the downtown area as well as other areas throughout the city in need of outreach. Outreach workers utilize the CES Triage Tool in the field to assess the needs of the client and offer entrance into Shelter when beds are available. When beds are not available, Outreach staff work to connect persons encountered to other homeless resources and provide Housing Navigation services in the field.

Under SDHC's homelessness action plan, HOUSING FIRST – SAN DIEGO, the Housing Commission operates direct-client services programs including Homelessness Prevention/Diversion, Moving Home Rapid Rehousing and the Landlord Engagement and Assistance Program (LEAP). The Homelessness Prevention/Diversion program provides one-time financial assistance and light-touch case management services to individuals and families who are at imminent risk of homelessness or who are recently experiencing homelessness. Moving Home Rapid Rehousing provides one-time financial assistance, rental assistance and case management services for individuals and families who are experiencing homelessness to move into housing quickly and support stability in housing. LEAP works to recruit and retain landlords through relationship building, financial incentives and bonuses in order to connect people experiencing homelessness to housing. Each year, these three (3) programs create more than 1,200 housing opportunities for households who are at imminent risk of or experiencing homelessness

The City of San Diego and the Housing Commission also support an inclement weather program that provides homeless individuals and families with night shelter from the cold and/or wet winter nights.

Additionally, the Corporation for Supportive Housing (CSH), a collaborative community partner and influential advocate for supportive housing, conducted a review of 18 transitional housing sites within the San Diego Region. They recommended that the majority of the reviewed transitional housing projects make program adjustments to become "High Performing" Transitional Housing, with recommendations for a few sites to convert to a Permanent Supportive Housing or Rapid Re-Housing model. Some of the transitional housing providers have reassessed their programs and converted them to permanent housing units.

***Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.***



The Housing Commission subcontracts with local providers to assist families and individuals in short-term housing programs to move to permanent housing via the Rapid Re-Housing intervention. The goals of the program are to help clients to move quickly from homelessness to stably housed. This program provides households with security and utility deposits, and short or medium-term rental assistance. Clients receive case management targeted to housing stability.

All City permanent supportive housing programs [HM1] utilize the RTFH's Coordinated Entry System. The System prioritizes housing placements to those that have been identified as most vulnerable and meet the region's priorities as outlined in the Regional Task Force on the Homeless Community Standards.

The City and Housing Commission rolled out a new program in December 2017. The SDHC opened 3 Bridge Shelters for homeless individuals, Veterans, and families to obtain immediate shelter and rapidly transfer into a more permanent housing solution. The first of the cities three Temporary Bridge Shelters was opened for Single Adults on December 1, 2017, followed quickly by the opening of the Veterans Temporary Bridge Shelter in late December 2017, and the opening of the Families with Children & Single Women Shelter in January of 2018. In November of 2019, a fourth Bridge Shelter opened to serve single adults. The 139 beds serve flexible populations depending on the current needs within the City. In December 2019, the Bridge Shelter for Families with Children & Single Women expanded to include an additional 48 beds dedicated to Transitional Aged Youth for a total of 288 beds. These shelters serve 951 persons daily, providing a safe, and stable shelter environment, and direct connection to housing navigation staff at each shelter, whose main focus is to rapidly rehouse shelter residents into permanent housing or other long-term housing.

Additionally, the Housing Commission was awarded a CoC grant which funds housing and case management services for transitional age youth in FY18. This ongoing grant assists young adults (18-24 years old) to gain permanent housing by providing them with financial assistance to rent a unit and case management to maintain housing stability.

In FY 2018 the Commission in partnership with the City, released an RFP for Transitional Storage Center services for homeless persons. The Center keeps homeless San Diegans' belongings off of downtown streets, sidewalks and storefronts by providing a safe place for homeless individuals to keep their belongings as they look for work, attend classes, or meet with a service provider or doctor. The Center is operated by Mental Health Systems and provides for up to 500 individual bins.. This storage center is in addition to the current storage center operated by Think Dignity, which provides for up to 400 bins for individual storage and serves a minimum of 550 individuals.

The Housing Navigation Center opened in December 2019 in the East Village Community of San Diego. The Housing Navigation Center provides outreach and housing navigation services, prevention and diversion, and serves as a central location where persons experiencing homelessness or are at risk of homelessness can access an array of resources and referrals. Partnering agencies are co-located onsite and provide services related to mental health, employment opportunities, benefits screening, DMV services, and linkages to housing. A dedicated staff person provides transportation services to

assist clients with attending appointments. Family Health Centers of San Diego operates the Housing Navigation Center and offers a menu of services related to health care and medical interventions.

Provisions at 42 U.S.C. 12755 and HOME Program regulations at 24 CFR 92.253(d) require that persons assisted in housing funded through the HOME Program be selected from a waiting list in chronological order; however, the waiting list process for HOME-funded units may defer to the process allowed by other federal regulations. Under the CoC Program, CoCs are required to create written standards, which include policies and procedures for determining and prioritizing which eligible individuals and families will receive Permanent Supportive Housing assistance funded with CoC Program funds (24 CFR 578.7(a)(9)(v)). The HOME Program requirement for selecting persons from a wait list in chronological order defers to this CoC Program requirement and allows for the establishment of a limited preference such as one for persons experiencing chronic homelessness with the longest histories of homelessness and the most severe service needs.

The HOME Program requirement for affirmatively marketing units can be satisfied by the CoC CES if the CES includes all homeless providers in its system and provides a method for persons who decline assessment through the coordinated entry system to be placed on a HOME Program-funded project waiting list.

***Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.***

The Housing Commission expanded its Project-Based Voucher (PBV) program by allocating a minimum of 400 additional project-based vouchers to serve the City's low-income families, with a primary focus on the homeless population. The baseline number of new housing units made available for homeless households at or below 80% AMI as a result of the activity is 145, and the benchmark is 216 new housing units made available for homeless households at or below 80% AMI by June 30, 2018. During 2018, the Housing Commission's full commitment of PBV targeting the homeless reached a cumulative total of 997. The Housing Commission anticipates meeting the aforementioned benchmark when construction is completed on five developments with PBV commitments.

Sponsor-based subsidies assist individuals identified as homeless through the provision of permanent supportive housing while supportive services are provided by the sponsor organizations. Additionally, a transitional subsidy program provides a flat subsidy to partnering agencies to ensure homeless individuals are housed while appropriate housing solutions are identified. The coordinated assessment referral system is utilized in these programs.



Project One for All (POFA) is a county initiative that provides full wrap-around services for homeless persons with serious mental illness, including individuals who are exiting from mental health facilities. The County of San Diego partners with Housing Authorities (including San Diego Housing Commission), non-profits, health clinics, and housing developers to provide stability to homeless persons with mental illness. The program is on track to far exceed their goal of housing 250 individuals with wraparound services.

Additionally, in Fiscal Year 2018 the City and the Housing Commission rolled out the SMART Pilot Program, which stands for San Diego Misdemeanants At-Risk Track. This pilot program will provide temporary housing and access to drug treatment programs to “Chronic Offenders” in collaboration with the San Diego Police Department and Superior Court. The objective of the program is to reduce repeat citations and misdemeanor charges by providing temporary housing beds, treatment programs, and assistance with finding permanent housing and jobs as a pathway out of an at-risk lifestyle.



<b>One-year goals for the number of households to be provided housing through the use of HOPWA for*:</b>	
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family	
Tenant-based rental assistance	
Units provided in permanent housing facilities developed, leased, or operated with HOPWA funds	
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds	
<b>Total</b>	

**Table 13 – HOPWA Number of Households to Be Served**

*\*The County of San Diego will report goals in their Annual Action Plan.*



**Introduction**

A variety of barriers exist which make increasing the affordable housing stock in San Diego difficult:

1. Income and wages are not keeping pace with rising housing costs and the overall cost of living.
2. Federal resources for programs, such as the federal Section 8 Program, do not match the need experienced.
3. Homeownership is out of reach for the majority of residents.
4. Low housing vacancy rates are contributing to higher rents.
5. The cost of land is high and there is a lack of vacant land for future growth.
6. Development barriers in some communities, including permit processing times, height restrictions, outdated community plans, environmental review, and community opposition (“NIMBYism”).
7. Backlog of infrastructure and public facilities investment needs.
8. Impediments to Fair Housing.

***Actions planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment.***

The City is addressing the barriers to affordable housing through:

- The prioritization of job readiness & economic development as a Five-year Consolidated Plan Goal.
- Implementing a place-based, geographically targeted allocation process that prioritizes the lowest income areas needing the most investment.
- Enforcing the Inclusionary Housing Ordinance, which requires all new residential developments of two units or more to provide 10% affordable housing or pay an Inclusionary Affordable Housing fee.
- Maintaining the housing impact fee, which is meant to offset the cost of affordable housing for low-wage workers and mitigate some of the need for increased affordable housing due to employment growth.
- Offering a Density Bonus “to provide increased residential density to developers who guarantee that a portion of their residential development will be available to moderate-income, low-income, very low-income, or senior households.”
- Allowing additional incentives to developers who provide affordable housing; including an expedited permit process, reduced water and sewer fees, and multifamily bond financing
- Implementing recommendations from the San Diego Regional Analysis of Impediments to Fair Housing Choice.
- Continuing to update Community Plans, which are components of the City’s General Plan & which specify the location & intensity of proposed residential development. The updates are

intended to implement General Plan smart growth strategies at the neighborhood level and identify housing opportunities for a variety of household sizes.

- Identifying Transit Priority Areas and Infill Opportunity Zones pursuant to Senate Bill (SB) 743. This legislation seeks to support transit-oriented residential and mixed-use development through CEQA streamlining and reform. The goal is to reduce vehicle miles traveled and contribute to reductions in greenhouse gas emissions. The City is also in the process of updating CEQA significance thresholds to address current best legal practices and reflect the SB-743 streamlined review process for transit priority areas.

## ***Discussion***

As a sub-recipient of the City, the Housing Commission is addressing the barriers that hinder affordable housing and residential investment with the following strategies:

- Increasing wage earning for Section 8 participants by enhancing Achievement Academy services.
- Providing Low Income Housing Tax Credits (LIHTC) as an indirect federal subsidy to finance the construction and rehabilitation of low-income affordable rental housing. This is an incentive for private developers and investors to provide more low-income housing that provides a dollar-for-dollar reduction in their federal tax liability in exchange for financing to develop affordable rental housing. Project rents must remain restricted for at least 30 years after project completion. The LIHTC subsidizes either 30 percent (4 percent tax credit) or 70 percent (9 percent tax credit) of the low-income unit costs in a project.
- Providing loans, closing cost assistance grants and mortgage credit certificates for first-time low/moderate-income homebuyers.
- Maintaining over 3,000 affordable housing units and preparing to purchase additional multi-family properties.
- Offering incentives to affordable housing developers which include:
  - Permanent financing in the form of low-interest loans, tax-exempt bonds and land-use incentives;
  - Technical assistance, such as help with securing tax credits; and,
  - Predevelopment assistance loans and grants to help non-profit developers during the preconstruction phase.

## Introduction

This section discusses the City's efforts in addressing underserved needs, expanding and preserving affordable housing, reducing lead-based paint hazards, and developing institutional structure for delivering housing and community development activities.

### **Actions planned to address obstacles to meeting underserved needs.**

*Strategic Actions* (as listed below) were identified in the Consolidated Plan in order to advance these goals:

- 1. Program Development, Directing Investment and Influencing Outcomes:** In an effort to proactively direct critical HUD resources and make demonstrable progress toward achieving the six Consolidated Plan Goals, the City outlined the following distribution of CDBG funds for fiscal years 2016 – 2021. After subtraction of the portion of the budget dedicated to administration purposes (20%), the following caps were established:
  - **Community Services (Public Services)** [up to 15% annually] This portion of the funds allow for public services to be delivered to the City's most vulnerable populations. Council Policy 700-02 establishes a portion of Community Services funding for services to assist the homeless population. Pursuant to San Diego City Council No. R-310812, adopted December 16, 2016 up to \$1,318,078 in CDBG Public Service funds are dedicated to assisting with the costs of homeless programs and services. In FY 2021, the City was able to substantially increase the number of Public Service projects receiving awards because of the additional program income received. As a result, a great variety of projects ranging from employment and financial literacy training, support for victims of domestic abuse, refugees and foster children, to a youth farm will receive CDBG support.
  - **Community/Economic Development** [up to 10% annually] Activities funded through this program are intended to promote economic opportunities including job readiness and business/microenterprise development. The additional program income has allowed the City to establish an early-stage Development Accelerator program and a Small Business Revolving Loan fund to further enhance the opportunities for economic growth throughout the City for low to moderate residents.
  - **Capital Improvement Projects** [up to 55% annually] Funds here are dedicated to (1) investment in the City's critical public infrastructure needs to support neighborhood safety and improved livability; and, (2) funding critical improvements to non-profit public facilities that improve or expand services to the City's most vulnerable populations as well funding housing rehabilitation programs. The recently added Sustainability category has continued to attract applicants within the Request for Proposal grant cycle and awarded projects are serving to further implement the City's Climate Action Plan.

### **Actions planned to foster and maintain affordable housing.**

Actions planned to foster and maintain affordable housing include the Strategies to remove or Ameliorate the Barriers to Affordable Housing listed in section AP-55.

***Actions planned to reduce lead-based paint hazards.***

The Environmental Services Department, Lead Safety and Healthy Homes Program (LSHHP) has been serving as the City's primary liaison for connecting the community with resources to prevent lead poisoning since 2002.

In June 2002, the City enacted San Diego Municipal Code Division 10, (Section 54.1001 et seq.) making it unlawful for a property owner to maintain or cause a lead hazard. In 2008, Division 10 was renamed the "Lead Hazard Prevention and Control Ordinance" and amended to become one of the most comprehensive local lead poisoning prevention ordinances in the nation. In addition to requiring property owners maintain their properties, the amended ordinance requires:

- Contractors conduct renovation in a lead-safe manner and conduct a visual verification and lead dust clearance testing.
- Landlords to conduct a visual assessment and correction of potential lead hazards at unit turnover.
- Home improvement and water pressure equipment rental stores required to make available lead education material to customers.
- Childcare facilities to obtain proof of blood lead testing at enrollment.

A code enforcement case management system implemented in FY 2019 has features that allows the LSHHP staff to send informational letters by mail or e-mail related to the lead-safe work practice requirements of the Lead Hazard Prevention and Control Ordinance. This system was used to send over 1,800 such notifications to various construction contact persons in Calendar year 2019. The LSHHP will continue to use this systems e-mail notification features throughout FY 2021 to educate contractors and their associates of the lead-safe work practices requirements of the Ordinance, and how meeting these requirements will help to protect their clients, themselves and their children from exposure to lead hazards.

In December 2013, the Santa Clara County Superior Court issued a judgment in *The People of the State of California v. Atlantic Richfield Co, et al.*, that three paint manufacturers had actively promoted the use of lead-based paint as safe for the use in the interior of homes. After nearly 20 years of vigorous litigation, the court ruled that these defendants were liable for damages arising out of the sale of lead-based paint before it was banned in 1978. In July of 2019, the parties reached a settlement agreement resulting in multiple California jurisdictions being awarded a total \$305 million, with the City of San Diego's portion being \$15 million. These funds will be used primarily to eliminate lead hazards in privately owned residential housing built prior to 1960. The funding will also

be used to implement an education and outreach campaign and fund lead-hazard remediation work force development. During FY 2021, the LSHHP will work to establish all of the contracts needed to implement this new Program.

The LSHHP will continue to respond to all tips and complaints related to violations of the Lead Hazard Prevention and Control Ordinance. It is anticipated that the lead related enforcement activities will be funded through a new State funded Contract with the County of San Diego, Health and Human Services Agency (HHS). Under this agreement, the LSHHP will protect children from exposure to lead hazards by:

- Issuance of violation notices based on environmental investigation reports conducted by the County in response to a childhood lead poisoning investigation.
- Responding to tips and complaints related to lead hazards in housing and unsafe work practices.

Non-essential activities that will be temporarily suspended while LSHHP staff work from home as part of City of San Diego's efforts to reduce the spread of the Covid-19 virus include:

- Canvassing high risk areas of San Diego, and subsequently requiring property owners to eliminate visible deteriorated paint on housing built prior to 1979, or demonstrate the deteriorated paint is not lead containing.
- Sending educational information to construction contact persons by mail (e-mail notifications are planned to continue).

### ***Actions planned to reduce the number of poverty-level families.***

Through its CDBG allocations, the City of San Diego funds a variety of projects under Goal 6: Enhancing the City's economic stability and prosperity by increasing opportunities for job readiness and investing in economic development programs. The majority of these projects are microenterprise activities that provide training in business development, financial literacy and technical assistance both individually and in a classroom setting.

The City's Economic Development Strategy contains three overarching Strategic Objectives: Economic Base Growth, Middle-Income Jobs, and Neighborhood Business. The Performance Measures linked to the three Strategic Objectives are:

1. Increase the Gross Regional Product (GRP) of the San Diego Region
2. Increase the percentage of the workforce earning middle-wage incomes
3. Decrease the local unemployment rate
4. Increase the local median income
5. Decrease the percentage of people living in poverty

6. Increase General Fund tax revenues as a percentage of GRP
7. Increase the business activity in the City's neighborhood business districts

***Actions planned to develop institutional structure.***

The City has shifted from an application-driven process to a goal-driven, outcome-oriented process based on need and best practice. As noted, three Strategic Actions were proposed in the Consolidated Plan that the City is currently implementing:

1. Program development, directing investment, and influencing outcomes
2. Leverage and geographic targeting
3. Increasing administrative efficiencies

The third strategic action assist in developing institutional structure and is consistent with previous reforms, priorities, and opportunities, and budget priorities. The additional program income has added a tremendous amount of opportunities for the City and the Economic Development Department. The CDD introduced and is successfully utilizing a new software platform, ED Grants, to assist in managing the increase in programs and projects.

***Actions planned to enhance coordination between public and private housing and social service agencies.***

The City benefits from a strong jurisdiction and region-wide network of housing and community development partners, such as the County, the RTFH, and the Housing Commission. The County's Housing and Community Development Department (HCD) improves neighborhoods by assisting low-income residents, increasing the supply of affordable, safe housing, and rehabilitating residential properties in San Diego County. HCD leverages the City's HOPWA program funds with the County's Health and Human Services Agency and its own housing program income. The RTFH has approximately 80 members comprised of a broad spectrum of the community, including providers of services, government agencies, and the private sector.



**Introduction**

**Community Development Block Grant Program (CDBG)  
Reference 24 CFR 91.220(l) (1)**

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee’s strategic plan.	
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	
5. The amount of income from float-funded activities	
<b>Total Program Income:</b>	<b>\$17,515,000</b>

**Other CDBG Requirements**

1. The amount of urgent need activities (tbd)	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	95%

**HOME Investment Partnership Program (HOME)  
Reference 24 CFR 91.220(l) (2)**

**1. A description of other forms of investment being used beyond those identified in Section 92.205 is as follows:**

The City does not use HOME funds in any other manner than those described in Section 92.205. The City will occasionally submit waiver requests to HUD in accordance with applicable regulations to request to adjust the maximum purchase price for single family residences and condominiums.

**2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:**

The Housing Commission will recapture that portion of HOME program investment unforgiven by the elapsed affordability period or recapture the maximum net proceeds from sale of property (whether recapture is affected through foreclosure or no foreclosure action). Net proceeds recovered will be used to: (1) Reimburse the HOME program (approved activity) for the outstanding balance of HOME funds not repaid or forgiven during the applicable affordability period at the time of recapture. (2) Reimburse the HOME program (administration) for "holding costs" or other costs associated with the recapture action (legal fees, insurance, taxes, realtor fees, appraisal/BPO costs, etc.) If net proceeds recaptured are less than the outstanding balance of HOME funds invested in the property (for all approved activities and holding costs incurred), the loss will be absorbed by the HOME program and all HOME program requirements would be considered to have been satisfied. If net proceeds recaptured are greater than the outstanding balance of HOME funds invested in the property (for all approved activities and holding costs incurred), the balance of net proceeds would be distributed to the homeowner (or his/her estate). If the recapture of proceeds is effectuated through a completed foreclosure action, and the property is legally owned by the Housing Commission the balance of net proceeds recaptured will inure to the Housing Commission.

**3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a) (4) are as follows:**

For those cases where the affordability requirements are violated as a result of the death of the HOME beneficiary and there is an eligible person who qualified and is desirous of assuming the HOME assistance invested in the property, the Housing Commission will permit sale of the HOME-assisted unit to the qualifying, eligible person, contingent upon the Housing Commission's prior review and approval. The subsequent owner will be required to adhere to all applicable affordability requirements for the unexpired term of the original affordability period.

**4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:**

For acquisition/rehabilitation of existing rental units, the Commission provides refinancing with below market-rate, deferred payment junior mortgages. Acquisition/rehabilitation developments must have at least 20 percent of the units affordable to households at or below 80 percent of median income.



Proposals with rents affordable to households with incomes at or below 50 percent of median family income will receive preference. Proposed projects from impacted census tracts must demonstrate community support. Proposals may not result in a significant displacement of moderate-income households.

**Emergency Solutions Grant (ESG)  
Reference 91.220(I) (4)**

**1. *Include written standards for providing ESG assistance (may include as attachment)***

The Housing Commission adopted performance standards in line with the Continuum of Care. These standards include: rapidly re-housing clients into permanent housing within 30 days after determination of eligibility; retaining this housing for at least six months; attaining or maintaining income while in permanent housing. The Housing Commission also requires programs use progressive engagement with clients to determine their financial need and receive just enough assistance to maintain housing.

**2. *If the Continuum of Care has established centralized or coordinated assessment system that meets HUD requirements, describe that centralized or coordinated assessment system.***

The San Diego Regional Continuum of Care, now the Regional Task Force on the Homeless, uses a coordinated assessment system as directed by HUD and has piloted it in the City of San Diego, and part of the County in FY 16 & 17. The system uses an assessment tool that scores individuals based on their needs and vulnerability to ensure that regional programs give priority to chronically homeless individuals and families who are at-risk by remaining un-housed. Now called the Coordinated Entry System (CES), it is in use throughout the San Diego region and refers homeless persons to agencies and housing resources designed to provide them with housing solutions to meet their needs.

**3. *Identify the process for making sub-awards and describe how the ESG allocation available to private nonprofit organizations (including community and faith-based organizations).***

The Housing Commission conducts an open and competitive Request for Proposal (RFP) process for making sub-awards. RFP's are publically announced in newspapers and on the Commission's website, and the Housing Commission uses an automated service to send announcements of upcoming bids to members of the public.

**4. *If the jurisdiction is unable to meet the homeless participation requirement in 24 CFR 576.405(a), the jurisdiction must specify its plan for reaching out to and consulting with homeless or formerly homeless individuals in considering policies and funding decisions regarding facilities and services funded under ESG.***

The Housing Commission does not have homeless or formerly homeless people on its Board of Commissioners nor does the City Council, which is the final approval authority for the Housing Commission. However, the Housing Commission does consult with the Regional Continuum of Care which has formerly homeless individuals as members. Subcontractors who administer the shelters and the rapid re-housing programs have formerly homeless individuals in their organizations who help shape policies and make decisions about services and programs that receive ESG funding.

**5. Describe performance standards for evaluating ESG.**

The Housing Commission has adopted performance standards for rapid Re-housing that are in line with the Continuum of Care. These standards include: rapidly re-housing clients into permanent housing within 30 days after determination of eligibility; retaining this housing for at least six months; attaining or maintaining income while in permanent housing. The Housing Commission also requires that programs use (1) a progressive engagement approach with clients to determine their financial need and receive just enough assistance to maintain housing; and (2) Housing First to ensure clients attain housing prior to taking steps to address any other significant issues with which they may be struggling (e.g., substance abuse, mental health, gaining or increasing income).