

# **APPENDIX D:**

## **CONSOLIDATED PLAN GOALS, OBJECTIVES, & OUTCOMES**

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**CONSOLIDATED PLAN GOALS, OBJECTIVES, & OUTCOMES**

Following are the goals, objectives, and outcomes of the Consolidated Plan, as revised and presented in the Fiscal Year (FY) 2014 Annual Action Plan. In FY 2012, based on comments from and with concurrence from staff from the United States Department of Housing and Urban Development (HUD), staff from the City of San Diego (City) reviewed the goals and objectives in the Consolidated Plan and edited them for simplicity and soundness. Duplicative objectives were combined and streamlined, and objectives and outcomes were reworded as needed for clarity. In FY 2013, additional outcomes associated with fair housing were added. The edits allow for a better understanding of the goals, objectives, and outcomes by the public and facilitate the evaluation of accomplishments.

**Goal 1. Improve citizen and stakeholder participation for Annual Action Plans (Priority 13 in FY 2014).**

Objective 1.1. Establish a “deputy” process whereby advocates, neighborhood leaders, representatives of housing and community development, nonprofits, and private sector organizations are engaged to increase the public participation process related the Annual Action Plan. These deputies will assist the City with getting the word out about public forums and hearings and representing the comments and needs of their clients and neighborhoods in the input process.

*Outcome 1.1.1. Implement a deputy process during the 2010 Annual Action Plan development. Create at least 30 deputies initially and expand the network through the 2010–2014 program years.*

Objective 1.2. Establish a working group made up of volunteers from the housing and community sectors of San Diego to assist with the Annual Action Plan Outreach process. This group will create a network of housing- and community-oriented organizations representatives of participants in housing programs, government representatives, and other interest groups. This network will be used to ensure full participation in the creation of plans and reports and ensure that the process is collaborative and comprehensive.

**Goal 2. Create a better living environment for persons with special needs (Priority 5 in FY 2014).**

Objective 2.1. Increase the number of public facilities that are accessible to persons with disabilities.

*Outcome 2.1.1. Complete an Americans with Disabilities Act (ADA) needs assessment/survey of City-owned properties to ensure compliance with the ADA and California Building Code Title 24. The anticipated five-year goals are to conduct 185 assessments and implement 24 ADA improvement projects.*

~~*Outcome 2.1.2.—*~~

~~*Outcome 2.1.3.—*~~

~~Outcome 2.1.4.~~ —

Objective 2.2. Increase the number of housing units in the private sector that contain accessibility features.

*Outcome 2.2.1. Continue the City's owner-occupied rehabilitation program that provides deferred loans for accessibility improvements. Assist up to 15 households annually with accessibility improvements.*

~~Outcome 2.2.2.~~ —

Objective 2.3. Support the operation of the social service and housing programs that assist low- and moderate-income persons, including those with special needs.

*Outcome 2.3.1. Annually fund a variety of activities ranging from case management, health care, teen parenting training, homeless services, legal services, to recreation using the 15 percent CDBG public services set-aside.*

~~Objective 2.4.~~ —

~~Outcome 2.4.1.~~ —

Objective 2.5. Encourage the creation of supportive housing through the following activities:

Support the integration of people with disabilities into private housing as much as possible.

Support the concept of providing a continuum of housing to specialized subgroups with disabilities, focusing on the provision of permanent, supportive housing space and services.

Continue to rank supportive housing and supportive services as a high priority. When appropriate and contingent upon local, state, and federal funding requirements, place as a priority the leveraging of the funds available in the Consolidated Plan with additional public resources available, such as redevelopment set-aside monies; locally created public funds and additional federal funds during the economic recovery period.

Consider the creation of project-based Section 8 vouchers to leverage against funds listed under the Consolidated Plan.

Continue to reach out in a coordinated manner with other agencies involved in the goal of ending long-term homelessness.

Identify opportunities to align planning with the Mental Health Services Act Housing Plan.

**Goal 3. Provide shelter for persons who are homeless and assist them in moving out of homelessness (Priority 4 in FY 2014).**

Objective 3.1. Continue to support homeless clients by operating homeless emergency shelters.

*Outcome 3.1.1. Continue to support homeless clients by operating emergency shelters. The anticipated 5-year goal is to provide shelter services to 4,315 homeless persons.*

*Outcome 3.1.2. Provide walk-in and referral services to the homeless. The anticipated 5-year goal is to provide support services to 9,992 homeless persons.*

Objective 3.2. Assist families with access to transitional housing, case management, and support services.

*Outcome 3.2.1. Assist families with access to transitional housing, case management, and support services. The anticipated 5-year goal is to provide transitional housing to 2,400 homeless persons.*

**Goal 4. Create a better living environment for persons who are living with HIV/AIDS (Priority 8 in FY 2014).**

Objective 4.1. Provide tenant-based rental assistance to persons living with HIV/AIDS who are low-income through Housing Opportunities for Persons with AIDS (HOPWA) funding.

*Outcome 4.1.1. Assist households with rental assistance so that they pay no more than 30 percent of their annual household income in rent and ensure that 100 percent of the units leased in the program meet HUD's established quality standards. The anticipated 5-year goal is to assist 320 households.*

~~*Outcome 4.1.2. —*~~

*Outcome 4.1.3. Provide funding for operations and support of permanent housing units in affordable housing complexes with affordable rents for persons with HIV/AIDS. The anticipated 5-year goal is to provide support of seven permanent housing units in two apartment complexes and serve 28 households.*

Objective 4.2. Provide transitional housing to low-income persons living with HIV/AIDS.

*Outcome 4.2.1. Provide funding to support transitional housing beds. The anticipated 5-year goal is to serve 624 persons and provide 232 beds.*

*Outcome 4.2.2. Provide funding for the operation of beds in a 24-hour licensed residential care facility for the chronically ill. The anticipated 5-year goal is to serve 108 persons and provide 80 beds.*

~~Outcome 4.2.3.~~

~~Outcome 4.2.4.~~

Objective 4.3. Provide supportive services to persons living with HIV/AIDS.

*Outcome 4.3.1. Fund the coordination of residential services. The anticipated 5-year goal is to fund the coordination of residential services for 104 households and housing units.*

*Outcome 4.3.2. Fund intensive case management for HOPWA program participants. The 5-year goal is to serve 400 persons.*

*Outcome 4.3.3. Fund and provide moving services to HOPWA program participants. The anticipated 5-year goal is to serve 540 persons.*

*Outcome 4.3.4. Provide funding for emergency beds. The 5-year goal is to provide 400 beds and serve 400 persons.*

Objective 4.4. Increase public awareness of HIV/AIDS and improve access for persons with HIV/AIDS who need housing and services.

*Outcome 4.4.1. Fund an information and referral program.*

*Outcome 4.4.2. Fund a resource identification program.*

**Goal 5. Add to the supply of affordable rental and homeownership properties and units, including permanent supportive housing (Priority 3 in FY 2014).**

Objective 5.1. Provide 15 percent of HOME Investment Partnerships Program (HOME) funding to certified community housing development organizations (CHDOs), nonprofits to build affordable rental complexes and homeownership properties.

*Outcome 5.1.1. Develop affordable housing units through CHDO assistance. The anticipated 5-year goal is to develop 140 units.*

Objective 5.2. Provide gap financing and technical assistance to nonprofit developers to build affordable rental complexes and homeownership properties.

*Outcome 5.2.1. Develop affordable housing units through HOME assistance. The anticipated 5-year goal is to develop 340 units.*

Objective 5.3. Provide rental subsidies for low-income households.

*Outcome 5.3.1. Provide tenant-based rental assistance (TBRA) vouchers to households. The anticipated 5-year goal is to provide 120 TBRA vouchers.*

Objective 5.4. Acquire and rehabilitate units for sale as affordable homeownership properties.

*Outcome 5.4.1. Acquire and rehabilitate rental housing units using Community Development Block Grant (CDBG) funding. The anticipated 5-year goal is to acquire/rehabilitate 30 units.*

**Goal 6. Increase the number of low- to moderate-income households who can become homeowners (Priority 7 in FY 2014).**

Objective 6.1. Provide downpayment assistance to low- and moderate-income families to purchase homes.

*Outcome 6.1.1. Assist households earning 80 percent or less of the area median income annually with downpayment assistance using HOME funds. The anticipated 5-year goal is to assist 180 households.*

*Outcome 6.1.2. Provide funding for the operation of homeownership counseling services. The anticipated 5-year goal is to assist 250 households.*

**Goal 7. Improve the condition of the City's housing stock and facilities that serve low- and moderate income persons, including special needs populations, and group homes (Priority 6 in FY 2014).**

Objective 7.1. Assist low-income owner-occupied households with needed emergency and critical repairs.

*Outcome 7.1.1. Assist low-income owner-occupied households with deferred loans for health and safety repairs using HOME funding and local trust fund dollars. The anticipated 5-year goal is to assist 100 households.*

~~*Outcome 7.1.2. —*~~

*Outcome 7.1.3. Provide free minor home security repairs, weatherization, and minor rehabilitation activities to low- and moderate-income households, including seniors and persons with disabilities, to increase the safety and security of their homes. The anticipated 5-year goal is to assist 2,932 households.*

~~*Outcome 7.1.4. —*~~

Objective 7.2. Provide funds to conduct necessary improvements to existing housing units occupied by low- and moderate-income residents, many with special needs, and facilities that serve special needs populations.

*Outcome 7.2.1. Provide funds to conduct needed rehabilitation activities in housing units occupied by low- and moderate-income households and households with special needs persons, including victims of domestic violence, at-risk youth, and persons with HIV/AIDS.*

*Outcome 7.2.2. Provide funds to rehabilitate and/or increase the number of facilities that serve low- and moderate-income households, including households with special needs persons. The anticipated 5-year goal is to rehabilitate 100 public facilities.*

Objective 7.3. Reduce lead-based paint hazards in the City's housing stock.

*Outcome 7.3.1. Using HUD lead grant funding, assist low-income owners and renters with lead-based paint removal and hazard mitigation. The anticipated 5-year goal is to assist 160 owners and 540 renters.*

*Outcome 7.3.2. Fund the Lead Safe Neighborhoods Program. The anticipated 5-year goal is to implement the program among 30 housing units.*

**Goal 8. Increase opportunities for affordable housing to be located in close proximity to transit (Priority 9A in FY 2014).**

Objective 8.1. Examine creation of incentives or removal of potential barriers to integrating affordable housing into transit-oriented development (TOD).

*Outcome 8.1.1. Conduct a study that looks at the transportation uses of TOD residents relative to parking requirements.*

**Goal 9. Expand opportunities for new industries with higher-paying and promotional opportunities and expand local small businesses (Priority 1 in FY 2014).**

Objective 9.1. Explore the energy efficiency industry as a solution to: decrease utility costs; provide jobs that pay a living wage; and expand employment opportunities, all especially for low- to moderate-income households.

*Outcome 9.1.1. Expand contacts in the energy efficiency industry to create partnerships for future job creation and training in the field.*

Objective 9.2. Expand partnerships with enterprise zone areas.

Objective 9.3. Create and/or expand opportunities for microenterprises.

*Outcome 9.3.1. Provide financial literacy, business development, and educational services to low- and moderate-income residents who want to create a microenterprise business. The anticipated 5-year goal is to assist 548 businesses.*

*Outcome 9.3.2. Provide small business loans and education/training to low- and moderate-income clients.*



**Goal 10. Support the continued revitalization of low- and moderate-income neighborhoods (Priority 2 in FY 2014).**

Objective 10.1. Continue funding code enforcement in targeted neighborhoods.

*Outcome 10.1.1. Assist low- to moderate-income households annually become compliant through code enforcement services. The anticipated 5-year goal is to assist 386 households.*

Objective 10.2. Consider create a Neighborhood Revitalization Strategy Area (NRSA) to “jump start” revitalization in low- to moderate-income neighborhoods.

~~Objective 10.3.~~

Objective 10.4. Annually fund public improvements to reduce vacant lots, reduce blight, and spur revitalization.

Objective 10.5. Support community-based development organization (CBDO) activities in neighborhoods targeted for revitalization.

*Outcome 10.5.1. In 2010, provide a comprehensive CBDO program in the Mid City/City Heights area to include neighborhood revitalization, community and economic development, and energy conservation.*

**Goal 11. As dollars become available, explore using additional financial resources to create new programs (Priority 12 in FY 2014).**

Objective 11.1. Explore the creation of programs, such as: job creation and training; street and façade improvements; NRSA neighborhood investments (also include in Goal 10); and small business microenterprise lending.

**Goal 12. Enhance capacity building of nonprofits, including those that provide fair housing assistance (Priority 11 in FY 2014).**

Objective 12.1. Provide training to increase the capacity of the City's nonprofits.

*Outcome 12.1.1. Provide CDBG funding for technical assistance and organizational capacity building activities. Per Council Policy 700-02, CDBG funds shall be provided for this activity on an annual basis. The 5-year goal is to assist 120 organizations.*

Objective 12.2. Annually provide funding to support fair housing activities that benefit low- and moderate-income San Diegans through CDBG.

*Outcome 12.2.1. Accept and investigate complaints alleging housing discrimination based on federal, state, and local laws. The anticipated 5-year goal is to conduct 350 tests.*

*Outcome 12.2.2. Distribute multilingual fair housing brochures throughout the City of San Diego - focusing on underrepresented communities.*

- Outcome 12.2.3. Provide outreach and educational workshops to unduplicated groups.*
- Outcome 12.2.4. Conduct unduplicated random, paired fair housing tests in the areas of rental, sales, accessibility, insurance and lending.*
- Outcome 12.2.5. Train unduplicated testers to conducted random and complaint-based fair housing tests.*
- Outcome 12.2.6. Conduct workshops to homeseekers, homebuyers, and tenants on fair housing.*
- Outcome 12.2.7. Recruit new, qualified testers to be trained to conduct random and complaint-based fair housing tests.*
- Outcome 12.2.8. Outreach to partnering agencies in order to recruit new, qualified testers to conduct random and complaint-based fair housing tests.*

**Goal 13. Maintain the quality of foreclosed housing stock and make the units available to low- and moderate-income families, if possible (Priority 9B in FY 2014).**

- Objective 13.1. Acquire and rehabilitate foreclosed properties and bank-owned homes to ensure that they do not fall into disrepair, causing neighborhood blight, by making them available for sale to eligible first-time homebuyers. The anticipated Neighborhood Stabilization Program (NSP) 3-year goal is to assist approximately 11 homebuyers.
- Objective 13.2. Acquire and rehabilitate foreclosed properties and bank-owned homes to ensure that they do not fall into disrepair, causing neighborhood blight, by making them available for rent to low- and moderate-income families. The anticipated NSP three-year goal is to acquire/rehabilitate approximately 30 rental homes.