

County of San Diego Health and Human Services Agency  
Housing and Community Development Services

# County of San Diego Consortium 2025-2029 Consolidated Plan

## Fiscal Year 2026-2027 Annual Plan Strategy



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# Fiscal Year 2026-2027 Annual Plan Strategy Executive Summary

## OVERVIEW

As a recipient of United States Department of Housing and Urban Development (HUD) entitlement program funding, the County of San Diego Health and Human Services Agency, Housing and Community Development Services (HCDS), develops a five-year Consolidated Plan. For each year of the five-year Consolidated Plan, an annual plan cycle follows, which includes the Annual Plan Strategy. The Annual Plan Strategy is developed to set forth the priorities for which activities should be funded in the upcoming year's Annual Plan.

### Consolidated Plan Funding



#### Community Development Block Grant:

Supports community development activities benefiting low- and moderate-income residents



#### HOME Investment Partnerships:

Supports local housing strategies to increase the supply of affordable housing



#### Emergency Solutions Grant:

Supports the first step in a continuum of assistance to prevent homelessness



#### Housing Opportunities for Persons with AIDS:

Supports housing and services for low-income individuals living with HIV/AIDS

## CONSOLIDATED PLAN ALIGNMENT



On March 11, 2025 (08), the San Diego County Board of Supervisors approved the 2025-2029 Consolidated Plan. The Annual Plan Strategy is in alignment with the Consolidated Plan goals shown below:

1	2	3
<b>Affordable Housing Opportunities</b>	<b>Housing Stability</b>	<b>Quality of Life</b>

## COMMUNITY ENGAGEMENT



The Annual Plan Strategy is informed by feedback gathered through in-person and virtual community input sessions, an online survey, and an analysis of community data indicators. Total community outreach and engagement included:

- Outreach to over **14,000 residents & stakeholders**;
- Generating **2,980 social media impressions**;
- Collecting input from **214 community members** through online survey and input sessions; and
- Receiving over **900 open-ended responses** with qualitative feedback.

Any additional feedback received will be incorporated into the final Annual Plan Strategy.

## PROPOSED ANNUAL PLAN STRATEGY FUNDING PRIORITIES



The Annual Plan Strategy, shaped by community input, will prioritize feasible projects for Fiscal Year 2026-2027 that align with the 2025–2029 Consolidated Plan goals and funding eligible activities. This will include projects that:

- Support the **development** and **rehabilitation** of **affordable housing**;
- Maintain emergency and long-term **supportive housing assistance** options;
- Promote **housing** and **economic stability** by investing in programs that help individuals maintain housing; and
- **Improve neighborhoods** and **public facilities** that foster safe, healthy, accessible, connected, and livable communities.



## Background

The County of San Diego (County) Health and Human Services Agency, through Housing and Community Development Services (HCDS), administers programs funded by the United States Department of Housing and Urban Development (HUD) to support a wide range of housing and community development activities.

HCDS prepares a five-year Consolidated Plan, which serves as a strategic framework for investing federal entitlement funds. This plan includes a demographic profile of the region, identifies housing and community development needs, and outlines strategies to address them through four federal entitlement programs. The current Consolidated Plan covers Fiscal Years (FY) 2025–2029 (July 1, 2025, to June 30, 2030).

The four HUD entitlement programs administered by the County are:

- **Community Development Block Grant (CDBG):** Supports housing, public services, and community development activities benefiting low- and moderate-income residents
- **Emergency Solutions Grant (ESG):** Funds the initial steps in a continuum of care to prevent and address homelessness through street outreach, emergency shelter, homeless prevention, and rapid rehousing
- **HOME Investment Partnerships (HOME):** Supports local strategies to expand affordable housing through development, acquisition and/or rehabilitation of affordable housing, first time homebuyer activities, and rental assistance
- **Housing Opportunities for Persons with AIDS (HOPWA):** Provides housing and services for low-income individuals living with HIV/AIDS and their families

These programs each have a specific service area:

- **Urban County:** Includes the County's unincorporated area and the participating cities of Coronado, Del Mar, Imperial Beach, Lemon Grove, Poway, and Solana Beach; the CDBG and ESG programs serve residents within the Urban County
- **HOME Consortium:** Includes the Urban County plus the participating cities of Carlsbad, Encinitas, La Mesa, San Marcos, Santee, and Vista; the HOME program serves residents within the Home Consortium
- **Regional:** Includes the entire region of San Diego County; the HOPWA program serves residents within the San Diego County region

For each year of the five-year Consolidated Plan, HCDS follows an annual plan cycle which includes three key documents:

1. **Annual Plan Strategy:** Defines how the County will prioritize funding projects for the upcoming program year
2. **Annual Plan:** Identifies recommended projects for HUD funding with measurable annual goals
3. **Consolidated Annual Performance and Evaluation Report (CAPER):** Reports on outcomes and accomplishments from the previous program year

All activities and projects funded through these programs must align with regulatory requirements of the relevant HUD program and the 2025–2029 Consolidated Plan goals, which are:

- **Expanding affordable housing** options by increasing the supply and improving the affordability of existing housing
- **Promoting housing stability** for the region’s most vulnerable populations through programs that span the homeless-to-housed continuum
- **Enhancing quality of life** by improving access to vital services, community infrastructure, and economic opportunities

The purpose of the Annual Plan Strategy is to develop an approach informed by community input. This Strategy will also support the evaluation process of project proposals for the upcoming year, and serves to maintain a resident-informed, people-centered approach to the planning process.

## Community Input Process

During June 2025, HCDS led a comprehensive community engagement process to gather meaningful input for the FY 2026–2027 Annual Plan Strategy (Strategy). This Strategy will guide the development of the Annual Plan (July 1, 2026 – June 30, 2027) of the 2025–2029 Consolidated Plan. To ensure broad participation, HCDS implemented a variety of outreach activities. These included launching a dedicated project page on the Engage San Diego County website, deploying an online community input survey, publishing an article on the County News Center, and releasing targeted social media posts. HCDS also hosted six in-person community input sessions and two virtual sessions to provide accessible, interactive opportunities for residents to share their priorities and ideas.

To maximize awareness and encourage participation, HCDS collaborated with other County offices and departments, including the San Diego County Library, the Department of Strategy and Community Engagement, Office of Equitable Communities, and the

County Communication Office, who assisted in outreach announcements across County social media platforms. In total, 214 community members participated in the engagement process, with 169 completing the online survey and 45 attending the in-person or virtual sessions.

Community Engagement Activities:

Type of Engagement	Date	Location
<b>Online Community Survey</b>	June 5 – June 20, 2025	Virtual
<b>In-Person Input Session</b>	June 10, 2025	Bonita
<b>In-Person Input Session</b>	June 11, 2025	Del Mar
<b>In-Person Input Session</b>	June 12, 2025	Fallbrook
<b>Virtual Input Session</b>	June 13, 2025	Virtual
<b>In-Person Input Session</b>	June 16, 2025	Spring Valley
<b>In-Person Input Session</b>	June 17, 2025	Alpine
<b>In-Person Input Session</b>	June 18, 2025	Borrego Springs
<b>Virtual Input Session</b>	June 20, 2025	Virtual

Community Engagement Outreach:

Type of Publicity	Details	Views/Audience
Informational Website	<a href="#">Housing &amp; Community Development   Engage San Diego County</a>	551
News Story	<a href="#">County News Center Story</a>	816
Social Media	HHSIA Instagram/Facebook/X	1,741
E-mail Announcement	HCDS GovDelivery Email Announcements June 2, 2025	14,154
E-mail Announcement	HCDS GovDelivery Email Announcements June 5, 2025	14,143
E-mail Announcement	HCDS GovDelivery Email Announcements June 16, 2025	14,149
June Newsletter	Regional Community June Newsletters	5,848
San Diego County Libraries	Announcement Distribution	Library goers/ groups/partners

In addition, a 30-day public comment period for this Strategy opened on October 3, 2025, and will conclude following the public hearing on November 4, 2025. Any written and oral public comments received prior to the end of the public comment period will inform the development of the Annual Plan. Overall, community input received will guide funding priorities for programs and projects that align with Consolidated Plan goals and eligible activities, focusing on the most pressing needs identified and capacity to implement them.

## Community Feedback

HCDS conducted community input sessions and surveys to inform the development of the FY 2026–2027 Annual Plan Strategy and upcoming Annual Plan. Residents, stakeholders, the San Diego County Board of Supervisors, and partners shared their perspectives through open-ended responses, ranking exercises, and geographic identifiers. In-person and virtual sessions also offered attendees the chance to provide feedback through interactive activities and open discussions. In addition to quantifiable input gathered through survey questions, over 900 open-ended qualitative responses were received. This extensive feedback provided valuable insights into the most pressing issues facing residents.

The community input received confirmed that housing affordability is the single most urgent challenge for San Diego County residents. Over 85% of participants reported knowing someone who struggled to find affordable housing in the past year, and many shared personal accounts of housing instability, displacement, and homelessness. Rising rents, lack of affordable units, investor ownership of properties, and short-term rental conversions are believed to be drivers of the local housing crisis.

Input from participants overwhelmingly prioritized funding for housing production, especially for seniors, people with disabilities, and extremely low-income households. Expanding rental assistance programs and eviction prevention emerged as top-ranked needs, alongside permanent supportive housing with health and behavioral health services. Participants emphasized the need for streamlined rental assistance access, noting that long waiting lists and cumbersome eligibility criteria may unintentionally exclude vulnerable families. Underserved rural communities such as Borrego Springs, Jamul, and Julian, overwhelmingly highlighted limited access to affordable housing, transportation for seniors, and supportive services.

In addition to increasing housing production, community input conveyed that housing affordability is impacted by several factors such as livable wages, childcare access, reliable public transportation, mental health and substance use treatment, and safe community spaces. Many respondents described these systems as tightly interlinked, suggesting that housing stability requires addressing root causes such as poverty, behavioral health, and gaps in supportive infrastructure.

Survey data revealed similar needs across all regions of the county. Responses included residents from communities across Central, East, South Bay, North County, and unincorporated areas of the county. Overall findings based on the input received emphasized the importance of coordinated efforts to address housing affordability, support for the most vulnerable, and invest in services that promote long-term housing stability for all residents.

## Affordable Housing

**What are the biggest challenges related to affordable housing in your community? (Select up to 3)**

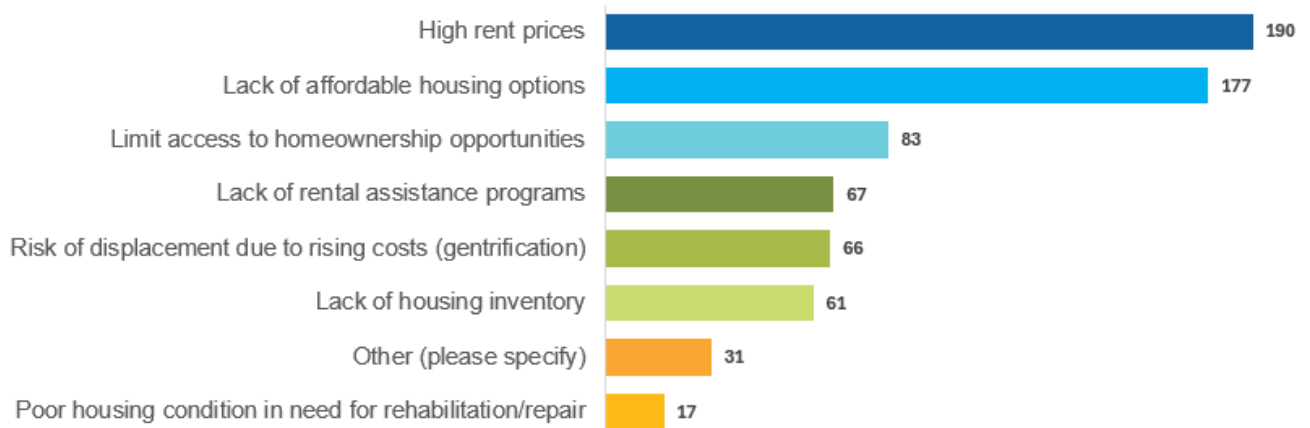


Figure 1. Source: FY 2026-2027 Community Input Survey

The survey results shown in Figure 1 highlight high rent prices and a lack of affordable housing options as the most frequently cited community challenges. Additional concerns included limited access to homeownership opportunities, insufficient rental assistance, and the risk of displacement due to rising costs.

## Housing Stability

**What are the most pressing housing stability challenges for vulnerable populations in your community? (Select up to 3)**

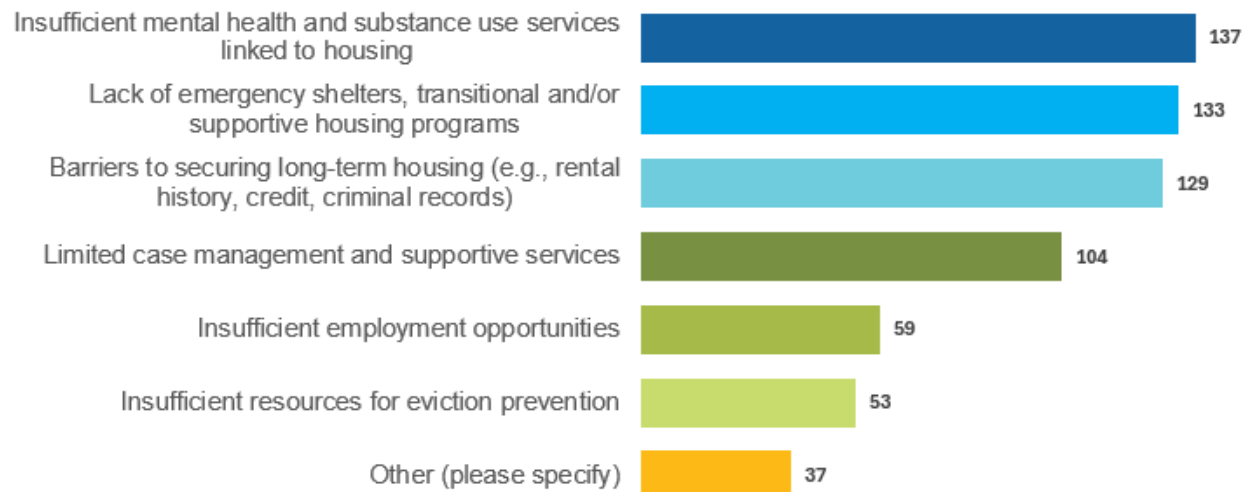


Figure 2. Source: FY 2026-2027 Community Input Survey



The survey findings in Figure 2 reflect the community identified challenges to preventing homelessness. Respondents indicated insufficient mental health and substance use services linked to housing, lack of emergency shelters, transitional and/or supportive housing programs, and barriers to securing long-term housing as the most pressing concerns.

## Quality of Life

**What community improvements would have the most positive impact on quality of life in your area? (Select up to 3)**

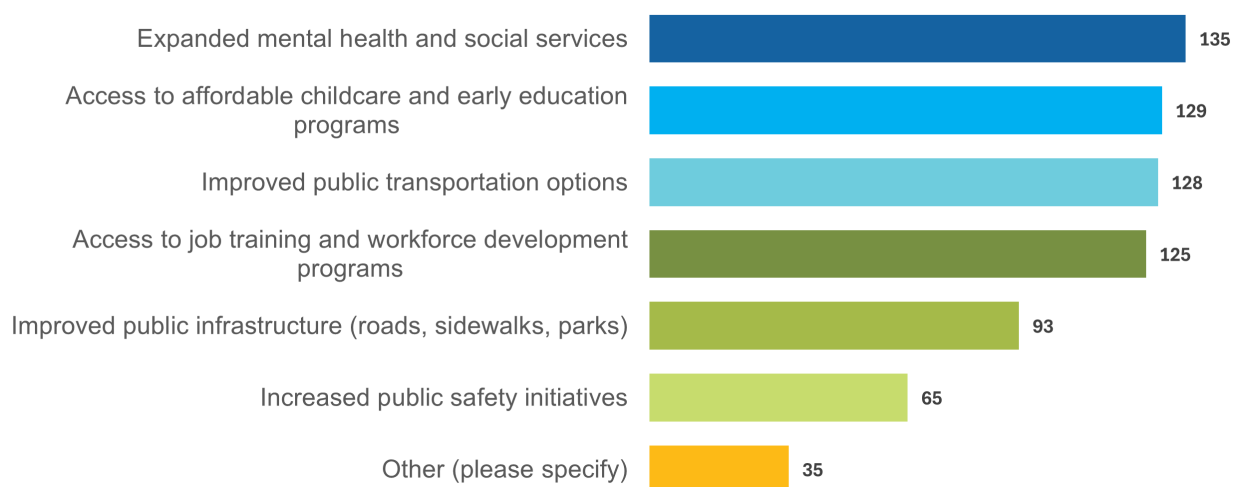


Figure 3. Source: FY 2026-2027 Community Input Survey

The graph in Figure 3 illustrates survey responses related to improving quality-of-life. Respondents were asked to identify community improvements that would most enhance their quality of life. The top priorities included expanded mental health and social services, access to affordable childcare and early education, improved public transportation options, and job training and workforce development programs.

## Proposed Strategy for Fiscal Year 2026-2027

Prioritization for FY 2026–2027 projects will depend on alignment with HUD eligible activities, Annual Plan Strategy, community feedback, and 2025-2029 Consolidated Plan goals which include: 1) expanding affordable housing, 2) promoting housing stability, 3) enhancing quality of life.

Based on overall community input, the FY 2026-2027 Annual Plan Strategy includes prioritization of funding for projects that:

- Support the development and rehabilitation of affordable housing;
- Maintain emergency and long-term supportive housing assistance options;

- Promote housing and economic stability by investing in programs that help individuals maintain housing; and
- Improve neighborhoods and public facilities that foster safe, healthy, accessible, connected, and livable communities.

### **Program Specific Considerations**

Each entitlement program procures and selects projects through a separate competitive process, shaped in part by the number, scope, and type of proposals received from subrecipients or subgrantees.

To ensure the planning and selection process remains responsive to community needs, engagement will remain central to implementation and the development of the FY 2026-2027 Annual Plan. This approach ensures that residents across all areas, including unincorporated communities, have ongoing opportunities to provide input and help shape local solutions.

Proposals will be assessed for eligibility and evaluated based on their alignment with the Annual Plan Strategy, Consolidated Plan goals, and community feedback. Funding may prioritize projects and services that directly address needs identified by residents, when possible, such as promoting access to affordable housing and supporting vulnerable populations, including older adults, people with disabilities, veterans, and extremely low-income households.

## Appendix A. Eligible Activities

The following sections outline the eligible program activities that can be funded by the four HUD Entitlement Programs below.

### Community Development Block Grant (CDBG)

#### Anticipated FY 2026-2027 Allocation: \$4.2 million

The CDBG program supports community development and housing activities that benefit low- and moderate-income households. CDBG funds may be awarded within the Urban County, for the following eligible activities:

- **Affordable Housing Development:** May be used for property acquisition, rehabilitation, site improvements, and eligible predevelopment costs to stimulate housing development for low-income individuals. While new construction is generally ineligible, certain eligible housing activities may be carried out by qualified Community Based Development Organizations under specific program provisions.
- **Public Improvements:** May be used for eligible public infrastructure and facility improvements, such as parks, streets, community centers, and drainage structures. Projects must primarily benefit low-and moderate- income residents or meet another national objective.
- **Public Services:** Up to 15% of the annual CDBG allocation, including program income, may be used for public services that primarily benefit low- and moderate-income residents. Eligible activities may include but are not limited to childcare, health care, recreation and education programs, fair housing activities, and services for older adults or homeless individuals.
- **Economic Development:** May be used to support economic development activities that create or retain jobs for low- and moderate-income persons. Eligible activities may include assistance to private for-profit businesses through grants, loans, or technical assistance; improvements to commercial or industrial areas; and support for micro enterprise development. Projects should stimulate economic growth, increase access to employment opportunities, and contribute to the revitalization of neighborhoods.
- **Planning and Administrative Activities:** Up to 20% of CDBG funds may be used for planning and administration activities that may include preparation of economic revitalization plans, assessments of facilities and housing needs, and general program administration.

## HOME Investment Partnerships (HOME)

**Anticipated FY 2025-26 Allocation: \$2.8 million**

The County Consortium's HOME program supports the creation and preservation of affordable housing through development, homeownership assistance, and tenant-based rental assistance for low-income households. HOME funds may be allocated to the following eligible activities:

- **Housing Acquisition/Rehabilitation:** May be used for the acquisition and/or rehabilitation of existing rental housing units to benefit low-income households and/or special needs populations.
- **Housing Construction:** May be used for all eligible costs associated with the new construction of rental housing, including acquisition of unimproved real property. All assisted units must be affordable to low-income households. At least 15% of the annual HOME allocation must be reserved for housing activities that are developed, owned, or sponsored by qualified Community Housing Development Organizations, which may include new construction, acquisition, or rehabilitation of affordable rental housing.
- **Tenant-Based Rental Assistance:** May be used to provide rental subsidies, including security deposits and eligible administrative costs. Tenant-Based Rental Assistance may be targeted to special needs populations, subject to local priorities and program design.
- **Homebuyer Assistance Programs:** HOME funds may be used but are not limited to assist low-income first-time homebuyers with down payment and/or closing cost assistance.

## Emergency Solutions Grant (ESG)

**Anticipated FY 2025-2026 Allocation: \$370,000**

ESG funds may be allocated within the Urban County to implement a broad range of eligible activities that benefit individuals experiencing homelessness directly through local housing authorities or non-profit agencies. ESG funds may be allocated to fund the following eligible activities:

- **Street Outreach:** May be used for essential services necessary to reach out to unsheltered homeless individuals and families, connect them with emergency shelter, housing, or critical services, and provide them with urgent, non-facility-based care. Services consist of engagement, case management, transportation

and other health services. No more than 60% of ESG allocation may be used for the combined categories of Street Outreach and Emergency Shelter.

- **Emergency Shelter:** May be used for individuals and families in emergency shelter. Services generally consist of case management, childcare, education services, employment assistance and job, outpatient health services, legal services, life skills training, mental health services, substance abuse treatment services, and transportation. ESG funds may also be used for direct operational costs of emergency homeless shelters. Shelter Operations costs include maintenance, rent, security, fuel, equipment, insurance, utilities, and furnishings.
- **Homelessness Prevention:** May be used for programs that prevent homelessness such as providing rental assistance, and housing relocation and stabilization services. Rental assistance includes short-term, medium-term, or arrears assistance. Housing relocation and stabilization services include financial assistance such as rental application fees, security deposits, and utility deposits. It also includes services such as housing search placement, case management, and legal services.
- **Rapid Re-Housing:** May be used for short-term and medium-term rental assistance (up to 24 months). Services related to Rapid Re-Housing include rental arrears, rental application fees, security deposits, advance payment of last month's rent, utility deposits and payments, moving costs, housing search and placement, housing stability case management, mediation, legal services, and credit repair.
- **Homeless Management Information System (HMIS):** May be used for certain Homeless Management Information System (HMIS) and comparable database costs, including computer equipment and staff costs for operating and maintaining the HMIS database system.

## Housing Opportunities for Persons with AIDS (HOPWA)

**Anticipated FY 2024-2025 Allocation: \$6.3 million**

The HOPWA program provides housing assistance and housing related services for individuals living with HIV/AIDS and their families. HOPWA funds may be allocated to fund the following eligible activities:

- **Housing Information Services:** Includes, but not limited to, counseling, information, and referral services to assist an eligible person to locate, acquire, finance, and maintain housing.
- **Resource Identification:** For grantee to establish, coordinate, and develop housing assistance resources for eligible persons. Activities include developing

housing assistance resources, leading collaborative efforts, and conducting assessments and research.

- **Capital Development Costs:** Includes new construction, acquisition, rehabilitation, conversion, and repair of facilities to provide housing and services. New Construction includes single room occupancy (SRO) dwellings and community residences only.
- **Tenant-Based Rental Assistance:** Rental assistance in the form of a share of the monthly rent subsidy paid to landlords on household's behalf.
- **Short-Term Rent, Mortgage, And Utility Payments:** Includes assistance to pay for past or current due rent, mortgage, or utility payment in order to prevent homelessness.
- **Leasing and Operating for Permanent, Transitional, Short-Term Facility-Based Housing:** Includes operating costs of all or portion of a building to include maintenance, security, operation, insurance, utilities, furnishings, equipment, supplies, and other incidental costs to provide housing and services.
- **Permanent Housing Placement (PHP):** Includes application fees, credit check expenses, one-time utility connection, security deposits, first/last month's rent, rental or utility arrears, mediation services, and other services.
- **Supportive Services:** Including, but not limited to, health, mental health, assessment, permanent housing placement, drug and alcohol abuse treatment and counseling, day care, personal assistance, nutritional services, intensive care when required, and assistance in gaining access to local, State, and federal government benefits and services, except that health services may only be provided to individuals with acquired immunodeficiency syndrome or related diseases and not to family members of these individuals.