

# PHA Plans

## Streamlined Annual Version

U.S. Department of Housing and  
Urban Development  
Office of Public and Indian  
Housing

OMB No. 2577-0226  
(exp. 05/31/2006)

This information collection is authorized by Section 511 of the Quality Housing and Work Responsibility Act, which added a new section 5A to the U.S. Housing Act of 1937 that introduced 5-year and annual PHA Plans. The full PHA plan provides a ready source for interested parties to locate basic PHA policies, rules, and requirements concerning the PHA's operations, programs, and services, and informs HUD, families served by the PHA, and members of the public of the PHA's mission and strategies for serving the needs of low-income and very low-income families. This form allows eligible PHAs to make a streamlined annual Plan submission to HUD consistent with HUD's efforts to provide regulatory relief for certain types of PHAs. Public reporting burden for this information collection is estimated to average 11.7 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. HUD may not collect this information and respondents are not required to complete this form, unless it displays a currently valid OMB Control Number.

**Privacy Act Notice.** The United States Department of Housing and Urban Development, Federal Housing Administration, is authorized to solicit the information requested in this form by virtue of Title 12, U.S. Code, Section 1701 et seq., and regulations promulgated there under at Title 12, Code of Federal Regulations. Information in PHA plans is publicly available.

# Streamlined Annual PHA Plan for Fiscal Year: 2004

## PHA Name: Carlsbad Housing Agency



**NOTE: This PHA Plan template (HUD-50075-SA) is to be completed in accordance with instructions contained in previous Notices PIH 99-33 (HA), 99-51 (HA), 2000-22 (HA), 2000-36 (HA), 2000-43 (HA), 2001-4 (HA), 2001-26 (HA), 2003-7 (HA), and any related notices HUD may subsequently issue.**

## Streamlined Annual PHA Plan Agency Identification

**PHA Name: Carlsbad Housing Agency**

**PHA Number: CA077**

**PHA Fiscal Year Beginning: (mm/yyyy) 07/2004**

**PHA Programs Administered:**

**Public Housing and Section 8**       **Section 8 Only**       **Public Housing Only**  
Number of public housing units:      Number of S8 units: 703      Number of public housing units:  
Number of S8 units:

**PHA Consortia: (check box if submitting a joint PHA Plan and complete table)**

Participating PHAs	PHA Code	Program(s) Included in the Consortium	Programs Not in the Consortium	# of Units Each Program
Participating PHA 1:				
Participating PHA 2:				
Participating PHA 3:				

**PHA Plan Contact Information:**

Name: **Roberta "Bobbi" Nunn**      Phone: **760/434-2816**  
TDD: **760/434-8113**      Email (if available): **bunn@ci.carlsbad.ca.us**

**Public Access to Information**

**Information regarding any activities outlined in this plan can be obtained by contacting: (select all that apply)**

PHA's main administrative office       PHA's development management offices

**Display Locations For PHA Plans and Supporting Documents**

The PHA Plan revised policies or program changes (including attachments) are available for public review and inspection.       Yes       No.

If yes, select all that apply:

- Main administrative office of the PHA - **2965 Roosevelt Street, Suite B, Carlsbad**
- PHA development management offices
- Main administrative office of the local, county or State government
  - **City of Carlsbad, City Clerk – 1200 Carlsbad Village Drive, Carlsbad**
- Public library
  - **Georgina Cole Library – 1250 Carlsbad Village Drive, Carlsbad**
  - **Main Library – 1775 Dove Lane, Carlsbad**
- PHA website – **www.ci.carlsbad.ca.us**

- Other (list below)
- **Senior Center – 799 Pine Avenue, Carlsbad**
  - **Faraday Center, Planning Department – 1635 Faraday Avenue, Carlsbad**

PHA Plan Supporting Documents are available for inspection at: (select all that apply)

- Main business office of the PHA- **2965 Roosevelt Street, Suite B, Carlsbad**
- PHA development management offices
- Other (list below)
- **City of Carlsbad, City Clerk – 1200 Carlsbad Village Drive, Carlsbad**
  - **Faraday Center, Planning Department – 1635 Faraday Avenue, Carlsbad**

**Streamlined Annual PHA Plan**  
**Fiscal Year 2004**  
[24 CFR Part 903.12(c)]

**Table of Contents**  
[24 CFR 903.7(r)]

Provide a table of contents for the Plan, including applicable additional requirements, and a list of supporting documents available for public inspection.

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**Attachments**

Attachment 1 - PHA Management Organizational Chart

Attachment 2 - Carlsbad Housing and Redevelopment Department Strategic Assessment Report -  
Executive Summary

Attachment 3 - City of Carlsbad Housing and Redevelopment Department Mission Statement

**A. PHA PLAN COMPONENTS**

- 1. Site-Based Waiting List Policies  
**903.7(b)(2) Policies on Eligibility, Selection, and Admissions**
- 2. Capital Improvement Needs  
**903.7(g) Statement of Capital Improvements Needed**
- 3. Section 8(y) Homeownership  
**903.7(k)(1)(i) Statement of Homeownership Programs**
- 4. Project-Based Voucher Programs
- 5. PHA Statement of Consistency with Consolidated Plan. Complete only if PHA has changed any policies, programs, or plan components from its last Annual Plan.
- 6. Supporting Documents Available for Review
- 7. Capital Fund Program and Capital Fund Program Replacement Housing Factor, Annual Statement/Performance and Evaluation Report
- 8. Capital Fund Program 5-Year Action Plan

**B. SEPARATE HARD COPY SUBMISSIONS TO LOCAL HUD FIELD OFFICE**

**Form HUD-50076, PHA Certifications of Compliance with the PHA Plans and Related Regulations: Board Resolution to Accompany the Streamlined Annual Plan** identifying policies or programs the PHA has revised since submission of its last Annual Plan, and including Civil Rights certifications and assurances the changed policies were presented to the Resident Advisory Board for review and comment, approved by the PHA governing board, and made available for review and inspection at the PHA's principal office;

For PHAs Applying for Formula Capital Fund Program (CFP) Grants: **N/A**

**Form HUD-50070, Certification for a Drug-Free Workplace;**

**Form HUD-50071, Certification of Payments to Influence Federal Transactions;** and

**Form SF-LLL &SF-LLL, Disclosure of Lobbying Activities.**

**1. Site-Based Waiting Lists (Eligibility, Selection, Admissions Policies)**

[24 CFR Part 903.12(c), 903.7(b)(2)]

Exemptions: Section 8 only PHAs are not required to complete this component.

**A. Site-Based Waiting Lists-Previous Year**

1. Has the PHA operated one or more site-based waiting lists in the previous year? If yes, complete the following table; if not skip to B.

Site-Based Waiting Lists				
Development Information: (Name, number, location)	Date Initiated	Initial mix of Racial, Ethnic or Disability Demographics	Current mix of Racial, Ethnic or Disability Demographics since Initiation of SBWL	Percent change between initial and current mix of Racial, Ethnic, or Disability demographics

2. What is the number of site based waiting list developments to which families may apply at one time?
3. How many unit offers may an applicant turn down before being removed from the site-based waiting list?
4.  Yes  No: Is the PHA the subject of any pending fair housing complaint by HUD or any court order or settlement agreement? If yes, describe the order, agreement or complaint and describe how use of a site-based waiting list will not violate or be inconsistent with the order, agreement or complaint below:

**B. Site-Based Waiting Lists – Coming Year**

If the PHA plans to operate one or more site-based waiting lists in the coming year, answer each of the following questions; if not, skip to next component.

1. How many site-based waiting lists will the PHA operate in the coming year?
2.  Yes  No: Are any or all of the PHA’s site-based waiting lists new for the upcoming year (that is, they are not part of a previously-HUD-approved site based waiting list plan)?  
If yes, how many lists?

3.  Yes  No: May families be on more than one list simultaneously  
If yes, how many lists?
4. Where can interested persons obtain more information about and sign up to be on the site-based waiting lists (select all that apply)?
- PHA main administrative office
  - All PHA development management offices
  - Management offices at developments with site-based waiting lists
  - At the development to which they would like to apply
  - Other (list below)

## **2. Capital Improvement Needs**

[24 CFR Part 903.12 (c), 903.7 (g)]

Exemptions: Section 8 only PHAs are not required to complete this component.

### **A. Capital Fund Program**

1.  Yes  No Does the PHA plan to participate in the Capital Fund Program in the upcoming year? If yes, complete items 7 and 8 of this template (Capital Fund Program tables). If no, skip to B.
2.  Yes  No: Does the PHA propose to use any portion of its CFP funds to repay debt incurred to finance capital improvements? If so, the PHA must identify in its annual and 5-year capital plans the development(s) where such improvements will be made and show both how the proceeds of the financing will be used and the amount of the annual payments required servicing the debt. (Note that separate HUD approval is required for such financing activities.).

### **B. HOPE VI and Public Housing Development and Replacement Activities (Non-Capital Fund)**

Applicability: All PHAs administering public housing. Identify any approved HOPE VI and/or public housing development or replacement activities not described in the Capital Fund Program Annual Statement.

1.  Yes  No: Has the PHA received a HOPE VI revitalization grant? (if no, skip to #3; if yes, provide responses to the items on the chart located on the next page, copying and completing as many times as necessary).
2. Status of HOPE VI revitalization grant(s):

<b>HOPE VI Revitalization Grant Status</b>	
a. Development Name:	
b. Development Number:	
c. Status of Grant:	
<input type="checkbox"/>	Revitalization Plan under development
<input type="checkbox"/>	Revitalization Plan submitted, pending approval
<input type="checkbox"/>	Revitalization Plan approved
<input type="checkbox"/>	Activities pursuant to an approved Revitalization Plan underway

3.  Yes  No: Does the PHA expect to apply for a HOPE VI Revitalization grant in the Plan year?  
If yes, list development name(s) below:

4.  Yes  No: Will the PHA be engaging in any mixed-finance development activities for public housing in the Plan year? If yes, list developments or activities below:

5.  Yes  No: Will the PHA be conducting any other public housing development or replacement activities not discussed in the Capital Fund Program Annual Statement? If yes, list developments or activities below:

**3. Section 8 Tenant Based Assistance--Section 8(y) Homeownership Program**  
(if applicable) [24 CFR Part 903.12(c), 903.7(k)(1)(i)]

1.  Yes  No: Does the PHA plan to administer a Section 8 Homeownership program pursuant to Section 8(y) of the U.S.H.A. of 1937, as implemented by 24 CFR part 982 ? (If “No”, skip to the next component; if “yes”, complete each program description below (copy and complete questions for each program identified.)

2. Program Description:

a. Size of Program

Yes  No: Will the PHA limit the number of families participating in the Section 8 homeownership option?

If the answer to the question above was yes, what is the maximum number of participants this fiscal year?

b. PHA-established eligibility criteria

Yes  No: Will the PHA’s program have eligibility criteria for participation in its Section 8 Homeownership Option program in addition to HUD criteria?  
If yes, list criteria:

c. What actions will the PHA undertake to implement the program this year (list)?

3. Capacity of the PHA to Administer a Section 8 Homeownership Program:

The PHA has demonstrated its capacity to administer the program by (select all that apply):

- Establishing a minimum homeowner down payment requirement of at least 3 percent of purchase price and requiring that at least 1 percent of the purchase price come from the family's resources.
- Requiring that financing for purchase of a home under its Section 8 homeownership will be provided, insured or guaranteed by the state or Federal government; comply with secondary mortgage market underwriting requirements; or comply with generally accepted private sector underwriting standards.
- Partnering with a qualified agency or agencies to administer the program (list name(s) and years of experience below):
- Demonstrating that it has other relevant experience (list experience below):

#### **4. Use of the Project-Based Voucher Program**

##### **Intent to Use Project-Based Assistance**

Yes  No: Does the PHA plan to "project-base" any tenant-based Section 8 vouchers in the coming year? If the answer is "no," go to the next component. If yes, answer the following questions.

1.  Yes  No: Are there circumstances indicating that the project basing of the units, rather than tenant-basing of the same amount of assistance is an appropriate option? If yes, check which circumstances apply:

- low utilization rate for vouchers due to lack of suitable rental units
- access to neighborhoods outside of high poverty areas
- other (describe below):
  - Ensure and maintain financial feasibility of affordable developments
  - Maintain affordability of Senior affordable apartment complex

2. Indicate the number of units and general location of units (e.g. eligible census tracts or smaller areas within eligible census tracts):

- Approximately 140 units within the 179.00 census tract
  - 3363 Tyler Street, Carlsbad
  - 2578 Roosevelt Street, Carlsbad

## **5. PHA Statement of Consistency with the Consolidated Plan**

[24 CFR Part 903.15]

For each applicable Consolidated Plan, make the following statement (copy questions as many times as necessary) only if the PHA has provided a certification-listing program or policy changes from its last Annual Plan submission.

1. Consolidated Plan jurisdiction: (provide name here)
  - City of Carlsbad
  
2. The PHA has taken the following steps to ensure consistency of this PHA Plan with the Consolidated Plan for the jurisdiction: (select all that apply)
  - The PHA has based its statement of needs of families on its waiting lists on the needs expressed in the Consolidated Plan/s.
  - The PHA has participated in any consultation process organized and offered by the Consolidated Plan agency in the development of the Consolidated Plan.
  - The PHA has consulted with the Consolidated Plan agency during the development of this PHA Plan.
  - Activities to be undertaken by the PHA in the coming year are consistent with the initiatives contained in the Consolidated Plan. (list below)
  - Other: (list below)
  
3. The Consolidated Plan of the jurisdiction supports the PHA Plan with the following actions and commitments: (describe below)
  - Allocation of CDBG and HOME funds in support of Affordable Housing development and increasing the available affordable housing in the jurisdiction.
  - Provides funding to numerous non-profit agencies to support a variety of Continuum of Care services.

## **6. Supporting Documents Available for Review for Streamlined Annual PHA Plans**

PHAs are to indicate which documents are available for public review by placing a mark in the “Applicable & On Display” column in the appropriate rows. All listed documents must be on display if applicable to the program activities conducted by the PHA.

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Related Plan Component</b>
N/A	<i>PHA Certifications of Compliance with the PHA Plans and Related Regulations and Board Resolution to Accompany the Standard Annual, Standard Five-Year, and Streamlined Five-Year/Annual Plans;</i>	5 Year and Annual Plans
<b>Document A</b>	<i>PHA Certifications of Compliance with the PHA Plans and Related Regulations and Board Resolution to Accompany the Streamlined Annual Plan</i>	Streamlined Annual Plans
<b>Document B</b>	<i>Certification by State or Local Official of PHA Plan Consistency with Consolidated Plan.</i>	5 Year and standard Annual Plans
<b>Document C</b>	Fair Housing Documentation Supporting Fair Housing Certifications: Records reflecting that the PHA has examined its programs or proposed programs,	5 Year and Annual Plans

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Related Plan Component</b>
	identified any impediments to fair housing choice in those programs, addressed or is addressing those impediments in a reasonable fashion in view of the resources available, and worked or is working with local jurisdictions to implement any of the jurisdictions' initiatives to affirmatively further fair housing that require the PHA's involvement.	
<b>Document D</b>	Housing Needs Statement of the Consolidated Plan for the jurisdiction(s) in which the PHA is located and any additional backup data to support statement of housing needs for families on the PHA's public housing and Section 8 tenant-based waiting lists.	Annual Plan: Housing Needs
<b>N/A</b>	Most recent board-approved operating budget for the public housing program	Annual Plan: Financial Resources
<b>N/A</b>	Public Housing Admissions and (Continued) Occupancy Policy (A&O/ACOP), which includes the Tenant Selection and Assignment Plan [TSAP] and the Site-Based Waiting List Procedure.	Annual Plan: Eligibility, Selection, and Admissions Policies
<b>N/A</b>	Deconcentration Income Analysis	Annual Plan: Eligibility, Selection, and Admissions Policies
<b>N/A</b>	Any policy governing occupancy of Police Officers and Over-Income Tenants in Public Housing. <input type="checkbox"/> Check here if included in the public housing A&O Policy.	Annual Plan: Eligibility, Selection, and Admissions Policies
<b>Document E</b>	Section 8 Administrative Plan	Annual Plan: Eligibility, Selection, and Admissions Policies
<b>N/A</b>	Public housing rent determination policies, including the method for setting public housing flat rents. <input type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Rent Determination
<b>N/A</b>	Schedule of flat rents offered at each public housing development. <input type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Rent Determination
<b>Document E</b>	Section 8 rent determination (payment standard) policies (if included in plan, not necessary as a supporting document) and written analysis of Section 8 payment standard policies. <input checked="" type="checkbox"/> Check here if included in Section 8 Administrative Plan.	Annual Plan: Rent Determination
<b>N/A</b>	Public housing management and maintenance policy documents, including policies for the prevention or eradication of pest infestation (including cockroach infestation).	Annual Plan: Operations and Maintenance
<b>N/A</b>	Results of latest Public Housing Assessment System (PHAS) Assessment (or other applicable assessment).	Annual Plan: Management and Operations
<b>N/A</b>	Follow-up Plan to Results of the PHAS Resident Satisfaction Survey (if necessary)	Annual Plan: Operations and Maintenance and Community Service & Self-Sufficiency
<b>Document H</b>	Results of latest Section 8 Management Assessment System (SEMAP)	Annual Plan: Management and Operations
<b>Document E</b>	Any policies governing any Section 8 special housing types <input checked="" type="checkbox"/> Check here if included in Section 8 Administrative Plan	Annual Plan: Operations and Maintenance
<b>N/A</b>	Public housing grievance procedures <input type="checkbox"/> Check here if included in the public housing A & O Policy	Annual Plan: Grievance Procedures
<b>Document E</b>	Section 8 informal review and hearing procedures. <input checked="" type="checkbox"/> Check here if included in Section 8 Administrative Plan.	Annual Plan: Grievance Procedures
<b>N/A</b>	The Capital Fund/Comprehensive Grant Program Annual Statement /Performance and Evaluation Report for any active grant year.	Annual Plan: Capital Needs
<b>N/A</b>	Most recent CIAP Budget/Progress Report (HUD 52825) for any active CIAP grants.	Annual Plan: Capital Needs
<b>N/A</b>	Approved HOPE VI applications or, if more recent, approved or submitted HOPE VI Revitalization Plans, or any other approved proposal for development of public housing.	Annual Plan: Capital Needs
<b>N/A</b>	Self-evaluation, Needs Assessment and Transition Plan required by regulations	Annual Plan: Capital Needs

<b>List of Supporting Documents Available for Review</b>		
<b>Applicable &amp; On Display</b>	<b>Supporting Document</b>	<b>Related Plan Component</b>
	implementing Section 504 of the Rehabilitation Act and the Americans with Disabilities Act. See PIH Notice 99-52 (HA).	
N/A	Approved or submitted applications for demolition and/or disposition of public housing.	Annual Plan: Demolition and Disposition
N/A	Approved or submitted applications for designation of public housing (Designated Housing Plans).	Annual Plan: Designation of Public Housing
N/A	Approved or submitted assessments of reasonable revitalization of public housing and approved or submitted conversion plans prepared pursuant to section 202 of the 1996 HUD Appropriations Act, Section 22 of the US Housing Act of 1937, or Section 33 of the US Housing Act of 1937.	Annual Plan: Conversion of Public Housing
N/A	Documentation for required Initial Assessment and any additional information required by HUD for Voluntary Conversion.	Annual Plan: Voluntary Conversion of Public Housing
N/A	Approved or submitted public housing homeownership programs/plans.	Annual Plan: Homeownership
N/A	Policies governing any Section 8 Homeownership program (Section _____ of the Section 8 Administrative Plan)	Annual Plan: Homeownership
N/A	Public Housing Community Service Policy/Programs <input type="checkbox"/> Check here if included in Public Housing A & O Policy	Annual Plan: Community Service & Self-Sufficiency
N/A	Cooperative agreement between the PHA and the TANF agency and between the PHA and local employment and training service agencies.	Annual Plan: Community Service & Self-Sufficiency
<b>Document F</b>	FSS Action Plan(s) for public housing and/or Section 8.	Annual Plan: Community Service & Self-Sufficiency
N/A	Section 3 documentation required by 24 CFR Part 135, Subpart E for public housing.	Annual Plan: Community Service & Self-Sufficiency
N/A	Most recent self-sufficiency (ED/SS, TOP or ROSS or other resident services grant) grant program reports for public housing.	Annual Plan: Community Service & Self-Sufficiency
	Policy on Ownership of Pets in Public Housing Family Developments (as required by regulation at 24 CFR Part 960, Subpart G). <input type="checkbox"/> Check here if included in the public housing A & O Policy.	Annual Plan: Pet Policy
<b>Document G</b>	The results of the most recent fiscal year audit of the PHA conducted under the Single Audit Act as implemented by OMB Circular A-133, the results of that audit and the PHA's response to any findings.	Annual Plan: Annual Audit
N/A	Other supporting documents (optional) (list individually; use as many lines as necessary)	(specify as needed)
N/A	Consortium agreement(s) and for Consortium Joint PHA Plans <u>Only</u> : Certification that consortium agreement is in compliance with 24 CFR Part 943 pursuant to an opinion of counsel on file and available for inspection.	Joint Annual PHA Plan for Consortia: Agency Identification and Annual Management and Operations

## 7. Capital Fund Program Annual Statement/Performance and Evaluation Report and Replacement Housing Factor

<b>Annual Statement/Performance and Evaluation Report Capital Fund Program and Capital Fund Program Replacement Housing Factor (CFP/CFPRHF) Part I: Summary</b>					
PHA Name:		Grant Type and Number Capital Fund Program Grant No: Replacement Housing Factor Grant No:			Federal FY of Grant:
<input type="checkbox"/> Original Annual Statement <input type="checkbox"/> Reserve for Disasters/ Emergencies <input type="checkbox"/> Revised Annual Statement (revision no:   )					
<input type="checkbox"/> Performance and Evaluation Report for Period Ending: <input type="checkbox"/> Final Performance and Evaluation Report					
Line No.	Summary by Development Account	Total Estimated Cost		Total Actual Cost	
		Original	Revised	Obligated	Expended
1	Total non-CFP Funds				
2	1406 Operations				
3	1408 Management Improvements				
4	1410 Administration				
5	1411 Audit				
6	1415 Liquidated Damages				
7	1430 Fees and Costs				
8	1440 Site Acquisition				
9	1450 Site Improvement				
10	1460 Dwelling Structures				
11	1465.1 Dwelling Equipment—Nonexpendable				
12	1470 Nondwelling Structures				
13	1475 Nondwelling Equipment				
14	1485 Demolition				
15	1490 Replacement Reserve				
16	1492 Moving to Work Demonstration				
17	1495.1 Relocation Costs				
18	1499 Development Activities				
19	1501 Collateralization or Debt Service				
20	1502 Contingency				
21	Amount of Annual Grant: (sum of lines 2 – 20)				
22	Amount of line 21 Related to LBP Activities				
23	Amount of line 21 Related to Section 504 compliance				
24	Amount of line 21 Related to Security – Soft Costs				
25	Amount of Line 21 Related to Security – Hard Costs				
26	Amount of line 21 Related to Energy Conservation Measures				





## Capital Fund Program Five-Year Action Plan

### Part I: Summary

PHA Name		<input type="checkbox"/> <b>Original 5-Year Plan</b> <input type="checkbox"/> <b>Revision No:</b>			
Development Number/Name/HA-Wide	Year 1	Work Statement for Year 2  FFY Grant: PHA FY:	Work Statement for Year 3  FFY Grant: PHA FY:	Work Statement for Year 4  FFY Grant: PHA FY:	Work Statement for Year 5  FFY Grant: PHA FY:
	Annual Statement				
CFP Funds Listed for 5-year planning					
Replacement Housing Factor Funds					



**Capital Fund Program Five-Year Action Plan**  
**Part II: Supporting Pages—Work Activities**

Activities for Year : ____ FFY Grant: PHA FY:			Activities for Year: ____ FFY Grant: PHA FY:		
Development Name/Number	Major Work Categories	Estimated Cost	Development Name/Number	Major Work Categories	Estimated Cost
Total CFP Estimated Cost		\$			\$

## **9. STATEMENT OF PROGRESS IN MEETING THE 5-YEAR PLAN AND GOALS**

### **PHA Goal: Expand the supply of assisted housing:**

The Carlsbad Housing Agency submitted an application for the Section 8 Housing Choice Voucher Incremental Funding Program and will continue to submit applications in response to Notices of Funding Available (NOFA). The Housing Agency has received 125 additional Vouchers since FY 2000.

Through the City's Inclusionary Housing requirement approximately 443 units have been developed, since FY 2000, providing additional opportunities for Section 8 participants especially in a tight rental market.

### **PHA Goal: Leverage private or other public funds to create additional housing opportunities:**

The Carlsbad Housing Agency has utilized the Inclusionary Housing Ordinance, Housing Trust funds, Redevelopment funds, CDBG funds and HOME funds to assist development of additional affordable housing opportunities. The following are in the process of development or approval:

- The Terraces at Sunny Creek                      50 affordable rental units – completed November 2002
- Mariposa Apartments                                106 affordable rental units – expected to be complete Fall 2004
- La Costa Paloma Apartments                      180 affordable rental units – expected to be complete January 2005
- Pacific View Apartments                            111 affordable rental units – expected to be complete Summer 2004
- Manzanita Apartments                              24 affordable rental units

Also, the agency purchased .58 acre of land within the Redevelopment area to provide another 11 affordable rental units.

In addition, the following for-sale affordable units are in the process of development or approval:

- Village by the Sea Condos                      11 affordable units
- Rose Bay Townhomes                              24 affordable units
- Laguna Point Condos                              3 affordable units
- Bressi Ranch                                         100 affordable units

**PHA Goal: Improve the quality of assisted housing:**

- The Carlsbad Housing Agency received a “High Performer” ranking on the SEMAP Certification for FY 2001. In FY 2002 and 2003, the PHA received a “Standard Performer” as a result of the lease rate.
- Applicants, participants, property owners and members of the community continually recognize the Housing Agency as providing excellent customer service.
- The Housing Agency has developed a rental property owner survey to:
  - Measure the overall satisfaction of the Housing Agency’s customer service;
  - Identify areas of service that need improvement;
  - Determine interest in an “Electronic Deposit” system for Housing Assistance Payments;
  - Evaluate the level of interest for Owner educational workshops; and
  - Identify rental owner’s reservations and/or objections to participation in the Rental Assistance Program.
- The Housing Agency is continually looking at areas to streamline the lease process; the majority of initial HAP checks to owners are mailed within two weeks of the effective lease date.
- The Housing Agency is aggressively working towards increasing the utilization rate. The waiting time for a resident, whose income is less than 30% of the AMI, has been reduced to approximately 6 months to 1 year.
- The Housing Agency developed a *Rental Assistance Participant Education Enhancement Program* and the following informational workshops have been conducted:
  - *Fair Housing and Tenant’s Rights and Housing Education and Eviction Prevention.*
  - *A Fair Housing and Tenant/Landlord Seminar* - conducted in English and Spanish.
  - *Section 8 Rental Assistance Program* – conducted in Spanish.
  - *North County Lifeline Family Development’s Personal Growth Workshops*The Housing Agency has developed a survey to further determine the educational interests and/or needs of the participants.
- The Housing Agency has participated in local community events to recruit owners and advise the community of the availability of the Section 8 Rental Assistance Program as well as the other affordable opportunities within Carlsbad.

**PHA Goal: Increase assisted housing choices:**

The Carlsbad Housing Agency continues to provide voucher mobility counseling at all briefings, intakes and move appointments. The Housing Agency has conducted several Rental Property Owner informational workshops in collaboration with the other housing agencies in San Diego County. The payment standards were increased October 1, 2003 to 110% of the HUD Fair Market Rents to increase housing opportunities for Section 8 participants. A large number of contacts have been made with potential property owners who are interested in participating in the Section 8 program. The agency has recruited 28 new owners to date this fiscal year and a total of 171 since fiscal year 2000.

**PHA Goal: Promote self-sufficiency and asset development of assisted households:**

- The Carlsbad Housing Agency continues to administer a Family Self-Sufficiency Program.
- Housing staff meets at least bi-annually and communicates on a regular basis with agencies that assist persons with disabilities to assist mutual clients and to obtain information about supportive services available for persons with disabilities.
- The Carlsbad Housing Agency provides information to participants on homeownership opportunities and first-time homebuyers programs that the department offers. In addition, the agency provides information about affordable for-sale units.

**PHA Goal: Ensure Equal Opportunity in Housing for all Americans:**

The Housing Agency continues to provide information about equal opportunity and fair housing at all Section 8 Program briefings, and upon request from participants and the public. The Agency contracts with Heartland Human Relations and Fair Housing Association to provide staff and property owners fair housing training and provide fair housing assistance to Carlsbad residents. The Housing Agency provides information regarding reasonable accommodation to participants and applicants, and offers reasonable accommodation for persons with disabilities when appropriate. The Housing Agency has published a packet for persons with disabilities, including information on agencies that assist persons with disabilities, accessible units, and financial resources for making alterations to units.

**10. RESIDENT MEMBERSHIP OF THE PHA GOVERNING BOARD**

The Housing Commission consists of five members, two of which are participants of the Section 8 program. The Chairperson of the Housing and Redevelopment Commission appoints the members of the Housing Commission. The two participant members are:

Bobbie Smith                      term expires: July 2005  
Margaret Schraml                term expires: July 2005

**11. MEMBERSHIP OF THE RESIDENT ADVISORY BOARD**

The following individual comprised the Resident Advisory Board:

John Bohn

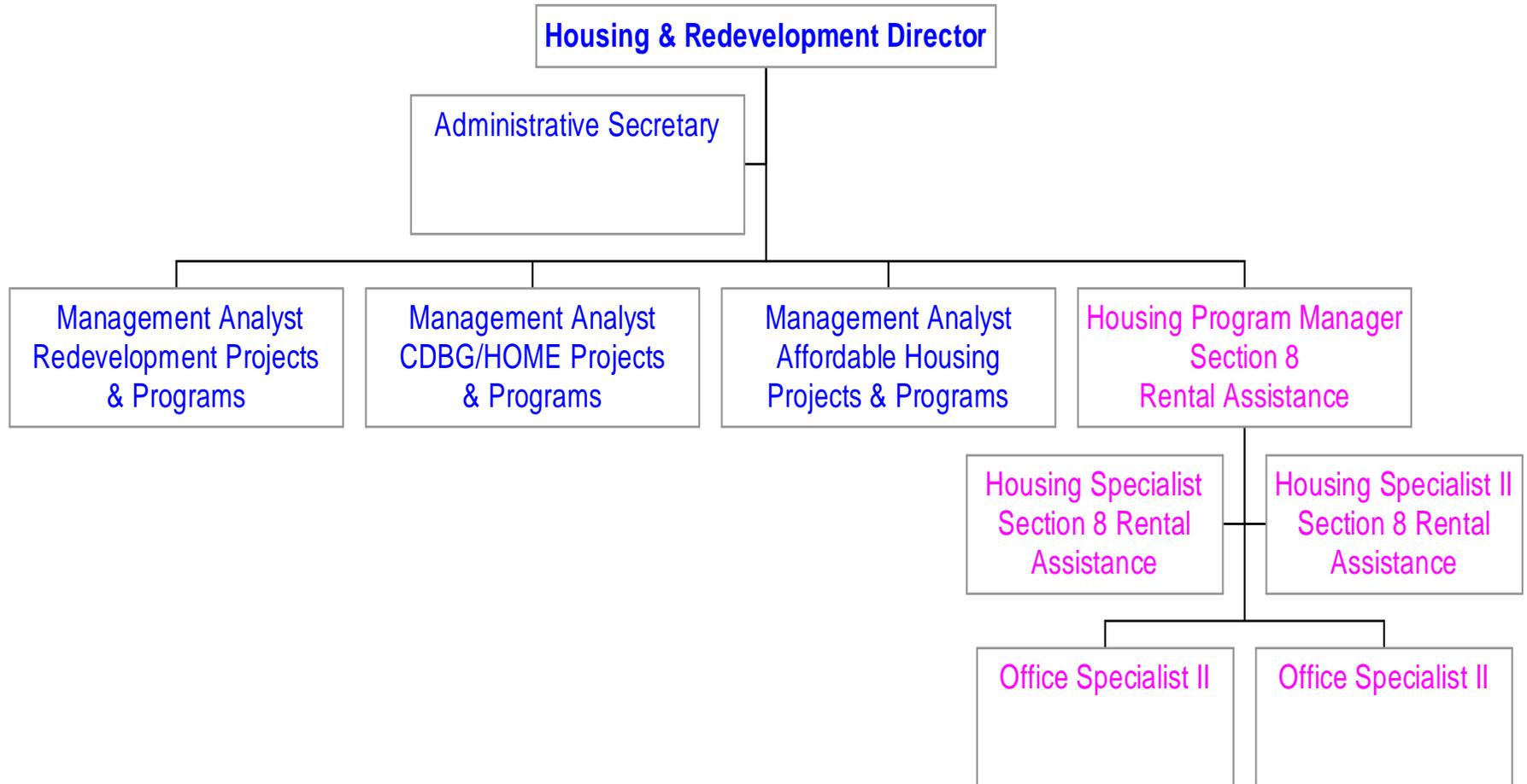
## 12. COMMENTS

The following comments were received during the Public Hearing:

- There is a great need for affordable housing in high-rent areas and there is especially a need for more affordable housing in Carlsbad.
- “Affordable Housing” is not affordable for people who are extremely low-income.

**ATTACHMENTS**

**Attachment 1**





# City of Carlsbad Housing and Redevelopment Department

## HELPING PEOPLE TO ACHIEVE THEIR DREAMS

**BUSINESS &  
PROPERTY  
DEVELOPMENT**



**AFFORDABLE  
HOUSING**



**ENHANCED  
QUALITY  
OF LIFE**



**STRONG  
COMMUNITY  
SPIRIT**



# STRATEGIC ASSESSMENT REPORT

## MAY 2003

# HOUSING AND REDEVELOPMENT DEPARTMENT

## STRATEGIC ASSESSMENT



### *A Note from the Director...*

For the Housing and Redevelopment Department, helping people is the most important and rewarding part of the job. We help people by promoting business and property development, providing affordable housing, enhancing opportunities for improvements to quality of life, and assisting to create a strong community spirit. To ensure that we are helping people to the best of our abilities and resources, the Department completed a Strategic Assessment in 2002/2003. Our goal was to evaluate our current efforts and then to identify priorities for action today as well as to develop a plan for future years. The Department felt that this was important to ensure that staff is/will be spending its time on appropriate activities/programs that best meet the quality of life needs of our customers, or stakeholders.

All staff within the Housing and Redevelopment Department participated in this Strategic Assessment. The completion of the Assessment also involved a spirit of cooperation between Department Staff and representatives of its stakeholder groups. It was an interesting and inspiring process of discovery. The following report outlines the results of our Strategic Assessment as well as the manner in which the Carlsbad Housing and Redevelopment Department intends to continue its efforts to implement its programs and remain successful in its achievements.

In our Vision for the future, the Carlsbad Housing and Redevelopment Department is recognized by the community and industry as a highly effective and compassionate organization that makes a difference in people's lives. This statement of our future will inspire us to truly be the best that we can be and to provide the very best to the Carlsbad community through our efforts.

**"Great discoveries and achievements  
invariably involve the cooperation of many  
minds".  
-Alexander Graham Bell**

**DEBBIE FOUNTAIN**

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**EXECUTIVE SUMMARY**

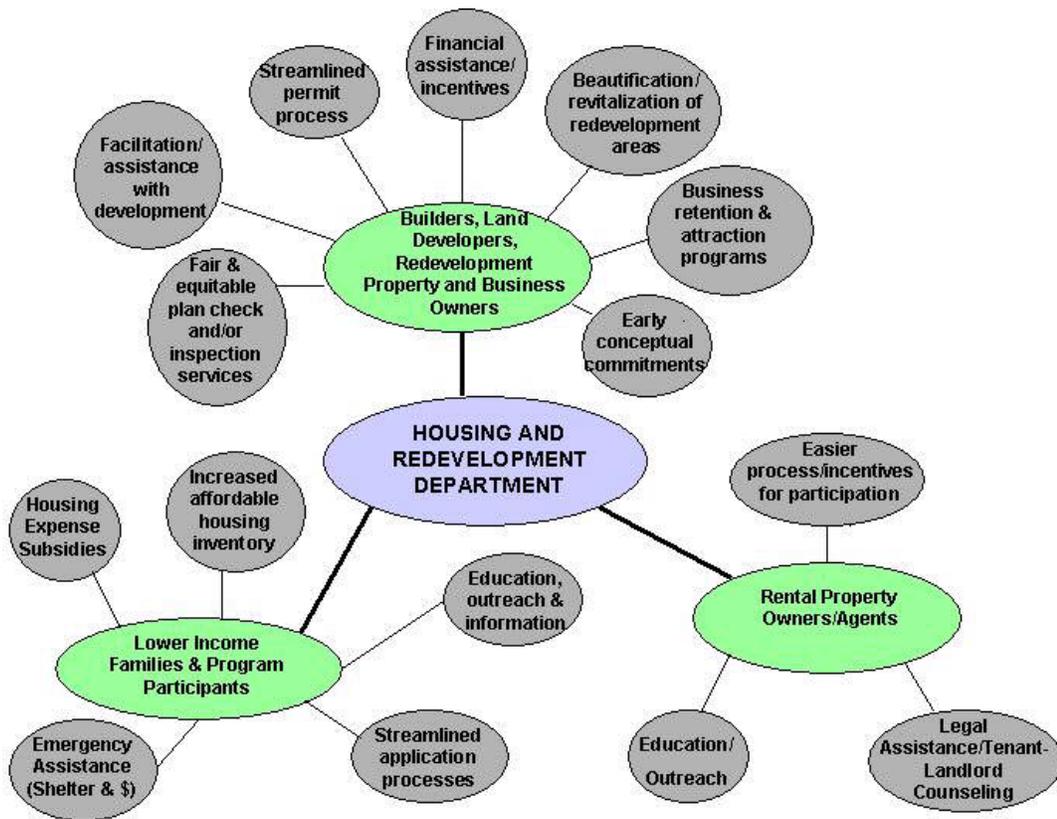
**Vision:** The Carlsbad Housing and Redevelopment Department is recognized by the community and industry as a highly effective and compassionate organization that makes a difference in people’s lives.

**Mission:** The Carlsbad Housing and Redevelopment Department helps people to achieve their dreams by partnering with the community to provide excellent places to live, operate a business, receive services, shop and enjoy a top quality lifestyle.

**Values:** The following seven (7) qualities are what we value most in the delivery of services from the Department:

- Compassion
- Integrity/Accountability
- Respect
- Team-orientation
- Empowerment
- Fairness
- Fostering Positive Result

**Target Issues:** The key target issues/needs identified for each of the stakeholder focus groups are illustrated below.



*Top Priority Strategic Goals and Focused Initiatives:*

**Goal/Initiative #1: Continue efforts to establish Carlsbad Village as a quality shopping, living and working environment.**

- 1a. Encourage/facilitate private development within Village through streamlined redevelopment permit process.
- 1b. Focus marketing and other actions on redevelopment/revitalization of North State Street.
- 1c. Prepare and initiate implementation of Redevelopment Operations Strategy to address “life” after expiration of Village Redevelopment Plan.
- 1d. Increase city-owned public parking facilities.

**Goal/Initiative #2: Eliminate blighting influences and facilitate revitalization of South Carlsbad Coastal Redevelopment Area.**

- 2a. Complete and initiate Land Use Strategy and Vision Statement for Ponto Area/Planning Area 3.
- 2b. Process amendment to SCCRA Redevelopment Plan to allow for construction of desalination plant within boundaries of area.

**Goal/Initiative #3: Increase inventory and/or opportunities for affordable housing within Carlsbad for low income households.**

- 3a. Enhance Housing and Redevelopment’s role in processing of affordable housing projects to facilitate faster processing and construction of additional affordable housing units.
- 3b. Identify new opportunities for increasing affordable housing opportunities through acquisition and rehabilitation, new construction, or other programs.
- 3c. Continue efforts to streamline Rental Assistance Program to more fully utilize existing vouchers.

**Goal/Initiative #4: Meet basic needs of low income households through partnerships with outside social service agencies.**

- 4a. Continue implementation of CDBG/HOME Program to provide funding to social service agencies and housing programs.

- 4b. Ensure completion of CDBG/HOME projects in timely manner to maintain full compliance with program regulations/mandates.

**Goal/Initiative #5: Identify best practices in management and implementation of Department Programs to ensure highly effective and efficient operations.**

- 5a. Provide time management training to staff to allow for more effective and efficient operation of Department programs/projects.
- 5b. Provide training to staff to help with customer service issues of concern. Assist staff to develop enhanced skills for providing information and responding to inquiries in a more time efficient manner.
- 5c. Enhance/increase use of technology for efficiency purposes and to provide better information to customers.
- 5d. Implement program for cross training staff.
- 5e. Revise referral procedures to enhance customer service while reducing staff time requirements.
- 5f. Enhance communication with stakeholders.

***Key Success Factors:***

- ◆ New development/redevelopment projects are approved for the Village Area, and stakeholders report high levels of satisfaction with the processing of related permits.
- ◆ Vision and marketing efforts result in new developer contacts for potential redevelopment projects in the North State Street area of the Village.
- ◆ Redevelopment Operations Strategy is adopted and implementation is initiated to allow for smooth transition to new “life” after expiration of Village Redevelopment Plan.
- ◆ New public parking opportunities are provided which increase the total number of parking spaces available within the Village Area.
- ◆ Completion of an economic analysis indicates improvements to the redevelopment areas (i.e., decreasing commercial vacancy rates, increasing property values).

- ◆ New Land Use Strategy and Vision Statement for South Carlsbad Coastal Redevelopment Area and related implementation activities result in proposals for new development projects.
- ◆ City has its financial and water reliability needs met through negotiations for construction of new desalination plant in South Carlsbad Coastal Redevelopment Area.
- ◆ Stakeholders report high level of satisfaction with efforts to process permits for new affordable housing projects in Carlsbad.
- ◆ New feasible opportunities are identified for increasing affordable housing opportunities.
- ◆ The Rental Assistance Program receives a “high performer” assessment by the US Department of Housing and Urban Development by more fully utilizing all of its existing vouchers and maintaining at least a 95% lease-up rate, as well as maintaining full compliance with all applicable program regulations.
- ◆ Participants report a high level of satisfaction with the difference made in their lives as a result of their receipt of assistance through one or more Department programs.
- ◆ Stakeholders report high level of satisfaction with administration of the City’s CDBG/HOME Program, and US Department of Housing and Urban Development finds that City is in full compliance with all applicable regulations for program, including the timely expenditure of funds.
- ◆ Staff report increased sense of accomplishment with the services they provide, and acquisition of skills necessary to more effectively and efficiently provide Department services.
- ◆ City Manager and City Council both report a sense of accomplishment with programs administered by the Department.

**City of Carlsbad**  
**Housing and Redevelopment Department**



**Helping People To**



**Afford Able Housing**

- \* Rental Assistance
- \* Homebuyers Assistance



- \* New Construction
- \* Rehabilitation



**Creating A Community Spirit**

- \* Transportation

- \* Education



- \* Social Services



- \* Family Self-Sufficiency

- \* Career Development

**EnHancing Opportunities**

- \* Plans



- \* Creativity

- \* Expansions

**Village VIsion**

- \* Innovation

- \* Goals



- \* Revitalization

- \* Beautification

**Promoting BusinE Development**

- \* Jobs

- \* Sales Tax



- \* New Products

- \* State Funds



**Increasing ReVENUES**

- \* Federal Funds

- \* Fees

- \* Property Tax

**Their**

**ExcEllent Service**



**Dreams**