

2017 ANNUAL REPORT

2018 CALENDAR



HOUSING AUTHORITY
OF THE CITY OF SANTA BARBARA



THE IMPORTANCE OF AFFORDABLE HOUSING

The Supreme Court of the United States declared in 1921 that housing is a “necessary of life.” Nevertheless, nearly a century later the number of people living on the streets, permanently or temporarily, continues to be a significant national problem. Millions of extremely-low, low, and moderate-income families and individuals struggle every day to afford a safe, decent, healthy place to call home, and many are unable to afford the most basic of necessities after paying rent.

For the last several years, Congress has imposed deep cuts to federal non-defense discretionary spending programs including essential safety net affordable housing programs such as the Section 8 Housing Choice Voucher Program, Public Housing Capital Fund and Operating Grants and the Community Development Block Grant Program. These cuts to the Housing and Urban Development’s budget threaten to turn an affordable housing problem into a crisis. Additionally, the Federal Low Income Housing Tax Credit (LIHTC) program, one of the only avenues available to provide new affordable rental housing, is becoming more and more competitive for affordable housing providers.

A lack of affordable housing affects not only the most vulnerable living in our communities, but also a wide range of our workforce. Virtually nowhere in the U.S. can a full-time, minimum-wage employee afford a one-bedroom apartment. Applying the standard of paying no more than 30% of income for housing costs, a household must earn \$100,000 annually (\$8,333 per month or \$48.08 per hour) to afford the average rent of \$2,500 for a two bedroom apartment in Santa Barbara.

Why is affordable housing so important?

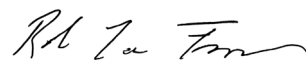
- Safe, decent and affordable housing creates an environment that promotes healthy growth and development in children, and allows families to thrive, seniors to age in place, and veterans and individuals with disabilities to be surrounded and supported by community.
- Affordable housing promotes diversity by creating communities comprised of people of various socio-economic, educational, professional and cultural backgrounds.
- Essential service workers such as teachers, firefighters, police officers and health care workers need safe, affordable housing opportunities within a reasonable distance from their work.
- Research supports the critical link between stable, decent, and affordable housing and positive health outcomes.
- Building new affordable housing and rehabilitating existing housing creates jobs and this has a positive ripple effect on the local economy.
- Permanent supportive housing reduces the need for costly public services by providing permanent housing along with life-enhancing — even life-saving — supportive services to help formerly homeless individuals and families maintain their housing.

This year’s Annual Report and Calendar highlights the Housing Authority’s accomplishments, portrays images of affordable housing done right, and most importantly, celebrates how our work has changed lives and created opportunities.



David K. Hughes

Chair, Housing Authority Board of Commissioners



Rob L. Fredericks

Executive Director/CEO

Jack in his studio at El Carrillo.



Often homeless since his discharge from the Army in 1973, Jack moved into his first permanent home at El Carrillo. “It is perfect,” Jack says. “It’s like living in a castle after living on the streets. I go to drink coffee at McDonalds, I go to Jodi House for yoga classes, I am learning how to use a computer, I go to group meetings to work on my memory, and I read books at home. And I finally was able to go to a concert at the Santa Barbara Bowl.”

EL CARRILLO – 11 YEARS OF HOUSING THE HOMELESS

El Carrillo, the Housing Authority’s beautiful Spanish-style apartment complex located in downtown Santa Barbara, is the first development of its kind in Santa Barbara County to provide permanent, affordable housing with on-site supportive services for homeless individuals.

A 61 studio-unit development financed through public/private funding of the Low Income Housing Tax Credit program, El Carrillo is an example of a project born out of the recognized need that to successfully transition into, and maintain, permanent housing, simply providing a roof over one’s head, without the social service counterpart, is not enough.

The Housing Authority and partner PathPoint have been working together since 2006, when El Carrillo opened its doors, to provide services such as mental health treatment, addiction counseling, job training, life skills and budgeting classes.

El Carrillo has been one of the Housing Authority’s greatest success stories. 184 formerly homeless individuals have found a home at El Carrillo over the past 11 years. As one resident states: “Thank you so much for the opportunity to become a viable part of society again – I can come home instead of getting off of work and having no place to go other than my car.”

Number of homeless persons housed since opening	184
Number of homeless veterans housed since opening	35
Current number of veterans	16
Longest time homeless before being housed at El Carrillo	40 years
Average age of residents at El Carrillo	57 years
Oldest resident housed at El Carrillo	63 years
Current original El Carrillo tenants	7



STORIES OF SUCCESS

We seldom pause to consider the gravity of what “home” represents — safety, community, stability, a foundation for opportunity and growth. We believe stable and affordable housing is one of the most important determinants of a healthy life filled with opportunity.

Bill is a Vietnam Veteran, and served over 18 years with the National Guard. He is a native of Santa Barbara, where he raised two daughters and a grandson. Then, as he describes it, his life went downhill. His eldest daughter passed away, he lost his wife to mental illness, and his long-time employer laid him off. Bill explains he became deeply depressed, began living in his car, and then on the street when unemployment payments stopped. Regarding his eligibility for affordable housing through the Housing Authority, he states, “I have hope again. Thank you, I now have my life back.”

Anthony was a shy and quiet teen when he started the Earn and Learn program this summer. Hence, Celia Wright, program leader, was surprised to receive an email from him after the conclusion of the six-week series imparting some very exciting news: he had been hired by a local company. “This is very exciting for me as it will be my first job ever”, shared Anthony. “Through the classes, I learned many social skills and tools that help me feel more comfortable and prepared for a work environment. I also want to think those classes help pushed me to try even harder to find a job, and it was successful!”

All eight recipients of the Housing Authority’s Scholarship Fund this year are current or former residents of low-income housing, and most are first generation college students. All of their stories are inspiring. Raised by her single father, Anne states, “I know that I am not only working towards earning this degree for myself, but for both my father and I.” Regino conveys an important message, “This scholarship is an opportunity to beat the

odds that were heavily against me.” Maria expressed her gratitude for the opportunity to live in affordable housing, describing it as “a blessing for my family and me”, and adding, “your investment in my education is one that will be advantageous to my future. This is a stepping stool to a number of opportunities and a chance to create change in my community, family and life.”

Andrew and his wife Traci, with the help of the Section 8 Family Self Sufficiency program, were able to set goals for themselves and take the necessary steps to build a better life for their three children. They found steady jobs, graduated from school, and learned new ways to budget and save. “The Housing Authority was our 1st stepping stone to a future that we didn’t think existed.” They continue to advance in their careers with the stability they now have. They recently relinquished their Section 8 assistance and now live in Carpinteria. Their story is evidence that economic self-reliance starts with affordable housing.

Through the Housing Authority’s summer program, *Literacy in the Garden*, kids explore a variety of literature, boost reading and writing skills, create art and cultivate in the garden. As part of the Santa Barbara County Campaign for Grade Level Reading collaborative, the Housing Authority’s students showed the greatest improvement in literacy scores over the summer of any member of the collaborative. On average, *Literacy in the Garden* participants gained 88% of one grade level from where they began the summer!



The “Pumphouse” at 509 W. Victoria St. was built in 1931 and served as the City of Santa Barbara’s water pump-house. Acquisition by the Housing Authority in 1988 involved rehabilitation of the historic structure (pictured) and new construction of 10 large family units. This former pump-house was designated a “Structure of Merit” by the City of Santa Barbara in 1985 due to its historic significance.

2017 HIGHLIGHTS



Grace Village – The award of Low Income Housing Tax Credits provided the necessary funds to begin construction of this new, affordable housing development. Grace Village will become a place to call home for 57 low-income seniors upon completion in early 2018.

Public Housing Repositioning – The Housing Authority completed the conversion of 496 units of HUD-assisted Public Housing to locally owned affordable units. This more stable funding platform allows for extended useful life through rehabilitation and extensive renovations. Pearl Gardens, 13-21 South Soledad, and Sycamore Gardens, 211-221 Sycamore Lane, were two properties included in the disposition in desperate need of rehabilitation.

The Gardens on Hope – Final development entitlements were received from the City of Santa Barbara allowing for the development of 90 units to serve frail low-income seniors.

Johnson Court – Final development entitlements were received from the City of Santa Barbara allowing for the development of 17 units to serve homeless veterans. The Central Coast Collaborative Vulnerability Index database shows there are currently 210 homeless veterans on our streets.

Health Access and Care Coordination – The Health Access and Care Coordination (HACC) Project is an innovative multi-agency, multi-disciplinary collaborative focused on expanding access and improving coordination city-wide in Santa Barbara to ensure equitable healthcare for newly eligible Medi-Cal members residing in affordable housing. CenCal Health funded this initiative through a contract with the Housing Authority and to date over 900 unduplicated persons have been served through this program.

Sweet Success – The Housing Authority's Family Self Sufficiency (FSS) program helps low-income families pursue and maintain employment and financial independence

while working toward educational, professional, and personal goals. It takes perseverance, commitment, and resilience to graduate from the FSS program, and this year the 13 "graduates" met their self-sufficiency goals and between them have earned a GED; Master of Arts in Education; Dental Assistant Certification; and increase of over \$20,000 in annual income.

Earn and Learn – This pilot program was implemented to provide mentoring, education, and job readiness training for at risk youth assisted by the Housing Authority, between the ages of 15 and 21 years of age. Twelve teens participated in the six-week workshop that included a variety of classes designed to help students obtain jobs, internships, learn about handling their finances and explore potential careers.

Campaign for Grade Level Reading – The Housing Authority collaborated with the United Way to become an official campaign community to help resident youth achieve success through literacy.

The "Missing Middle" – The Housing Authority is now expanding its reach to Santa Barbara's moderate income families – defined as those earning \$77,100 - \$92,500 (120% AMI) for a family of four – who are fleeing the area due to high rents and inaccessibility to homeownership. Through our nationally recognized Workforce Housing program, we are addressing the need for affordable housing for our community's low to moderate-income workforce.

Investing in Our Future – The Housing Authority Scholarship Fund was created in 1998 to provide youth living in Housing Authority and Section 8 assisted properties the financial aid necessary to pursue higher education with the goal of becoming self-sufficient. For the 2017-2018 school year, eight scholarships were awarded to students attending Santa Barbara City College, UC Santa Barbara, UC Berkeley, UC Santa Cruz, Art Institute of New York City and Westmont.

PEARL GARDENS

13–21 South Soledad Street
12 three-bedroom and
3 four-bedroom units





SYCAMORE GARDENS 211–221 Sycamore Lane / 20 three-bedroom townhouses

TRANSFORMING PUBLIC HOUSING

Public housing was established to provide decent and safe rental housing for eligible low-income families, the elderly, and persons with disabilities. However, public housing units across the country have been underfunded by Congress for many years, delaying necessary maintenance and repairs that have amounted to \$26 billion.

In response to these serious needs, Congress enacted the Rental Assistance Demonstration (RAD) in 2012 to preserve and improve public housing buildings. RAD is the voluntary, permanent conversion of public housing to the Section 8 housing program which allows for more funding flexibility, including the use of other funding sources like tax credits, to maintain and improve existing public housing buildings. RAD also guarantees strong tenant protections that tenants had under the public housing program.

Since 2011, the Housing Authority has been working to reposition its entire HUD-assisted Public Housing portfolio (496 units spread over 33 distinct properties) in order to meet the growing rehabilitation needs of the aging developments and to promote and ensure their viability for future generations.

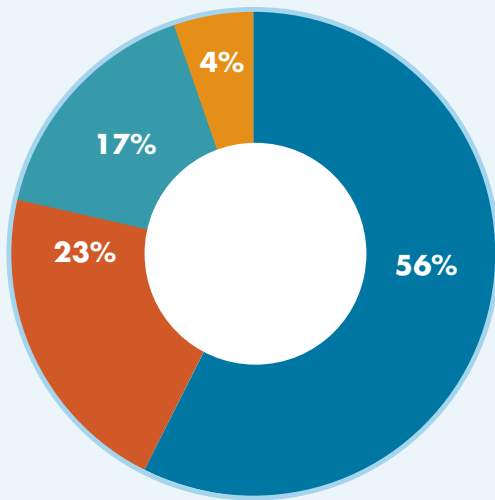
Santa Barbara Affordable Housing Group, an instrumentality of the Housing Authority, was created to take ownership of the repositioned units. In 2016, the Housing Authority completed the transfer of all of its former HUD-assisted Public Housing units. This portfolio transfer places all of the Housing Authority's heretofore HUD Public Housing units on a far more sustainable funding platform.

Pearl Gardens and Sycamore Gardens

are two former Public Housing developments repositioned out of the Public Housing Program through RAD. Both properties were developed in the early seventies and needed extensive renovations, including new windows, roofing, siding, flooring, cabinets, tank-less water heaters, energy efficiency appliances and photovoltaic solar panels.

WHO WE SERVE

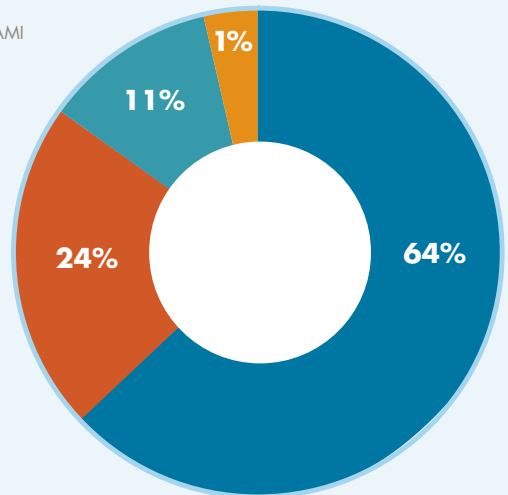
**OWNED/MANAGED HOUSING
HOUSEHOLD BY INCOME**



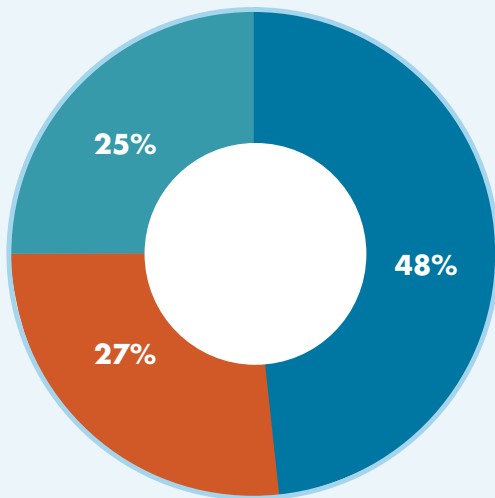
■ Extremely Low 30% AMI
■ Very Low 50% AMI
■ Low 80% AMI
■ Not Low > 80% AMI

For 2017, Median Family Income (100% AMI) for a family of four in Santa Barbara County is \$73,900.

**HOUSING CHOICE VOUCHER
HOUSEHOLD BY INCOME**

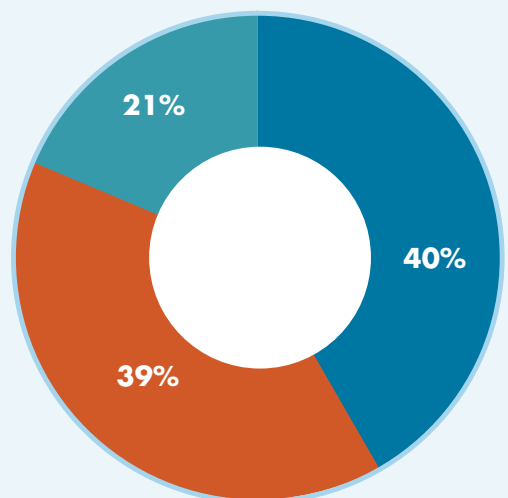


**OWNED/MANAGED HOUSING
HOUSEHOLD DEMOGRAPHICS**



■ Seniors
■ Disabled
■ Families

**HOUSING CHOICE VOUCHER
HOUSEHOLD DEMOGRAPHICS**



Combined Statement of Net Position

As of March 31, 2017

ASSETS

Current Assets:

Cash & Cash Equivalents	\$ 2,960,315
Restricted Cash & Cash Equivalents	4,615,571
Investments	13,051,277
Restricted Investments	2,244,000
Accounts & Notes Receivable, Current Portion	487,794
Prepaid Expenses	102,024
Inventory	64,800

Total Current Assets \$ 23,525,781

Non-Current Assets:

Capital Assets, Net of Depreciation	\$ 49,561,281
Accounts & Notes Receivable, Non-Current Portion	35,725,804

Total Non-Current Assets \$ 85,287,085

TOTAL ASSETS \$ 108,812,866

LIABILITIES & NET ASSETS

Current Liabilities:

Accounts Payable & Accrued Liabilities	\$ 597,564
Tenant Security Deposits	531,589
Notes Payable, Current Portion	770,197
Other Current Liabilities	367,206

Total Current Liabilities 2,266,556

Non-Current Liabilities:

Notes Payable, Long-term Portion	\$ 28,565,484
Accrued Other Post-Employment Benefits	2,754,682
Other Non-Current Liabilities	2,279,830

Total Non-Current Liabilities \$ 33,599,996

TOTAL LIABILITIES \$ 35,866,552

Net Assets:

Net Investment in Capital Assets	\$ 20,225,600
Restricted Net Position	5,601,944
Unrestricted Net Position	47,118,770

Total Net Assets \$ 72,946,314

TOTAL LIABILITIES & NET ASSETS \$ 108,812,866

Combined Statement of Revenue, Expenses & Change in Net Position

For the Fiscal Year Ended March 31, 2017

REVENUE

Operating Revenue:

Tenant Rent	\$ 6,664,383
HUD Operating Grants	29,001,424
HUD CFP Operating Grants	127,281
Other Operating Income	3,275,403

Total Operating Revenue \$ 39,068,491

Operating Expenses:

Administration	\$ 5,461,705
Tenant Services	1,589,637
Utilities	972,261
Maintenance & Operations	3,659,215
General Expense	1,801,411
Depreciation	1,985,609
Housing Assistance Payments	21,797,487

Total Operating Expenditures: \$ 37,267,325

NET OPERATING INCOME \$ 1,801,166

Non-Operating Revenue (Expense)

Investment Income	\$ 40,756
Gain on Disposition of Assets	768,056
HUD Capital Grants	416,410
Interest Expense	(857,909)

Non-Operating Revenue (Expense) \$ 367,313

Net Income \$ 2,168,479

NET POSITION, BEGINNING OF YEAR \$ 70,777,835

NET POSITION, END OF YEAR \$ 72,946,314

Housing Authority of the City of Santa Barbara Portfolio

ADDRESS	NAME	UNITS	TYPE
SANTA BARBARA AFFORDABLE HOUSING GROUP			
1831 De La Vina St.	N/A	4	Senior
2721 Miradero Dr.	Arroyo Miradero	10	Senior
175 S. La Cumbre Ln.	Vista La Cumbre	36	Senior
401-404 Transfer Ave.	Castillo Court	8	Senior
721 Laguna St.	Presidio Springs	122	Senior
716 N. Salsipuedes St.	N/A	2	Family
602 Pico Ave.	N/A	2	Family
217-227 S. Salinas St.	N/A	10	Family
221-223 W. Victoria St.	N/A	12	Family
125 S. Voluntario St.	N/A	3	Family
519-521 N. Alisos St.	N/A	4	Family
602 Eucalyptus Ave.	N/A	4	Family
422 Old Coast Hwy.	Old Coast Townhouses	5	Family
902 Olive St.	Olive Townhouses	6	Family
3931-3937 Via Diego	N/A	24	Family
82 N. La Cumbre Rd.	N/A	11	Family
305 Rancheria St.	Monteria Village	4	Family
512-524 W. Montecito St.	Monteria Village	24	Family
630 Bath St.	N/A	2	Family
231-233 W. Ortega St.	N/A	4	Family
323-327 S. Voluntario St.	Paseo Voluntario	9	Family
606 W. Micheltorena St.	N/A	1	Family
1507 San Pascual St.	N/A	2	Family
219-231 Meigs Rd.	N/A	18	Family
1934-1938 Elise Way	N/A	16	Family
818-826 Laguna St.	Presidio Gardens	8	Family
821 Vine Ave.	Presidio Gardens	6	Family
820-824 Vine Ave.	Presidio Gardens	4	Family
825 Olive St.	Presidio Gardens	4	Family
511-515 E. Ortega St.	Presidio Gardens	12	Family
714-720 Olive St.	Presidio Gardens	12	Family
1913 San Pascual St.	N/A	10	Family
610-616 W. Carrillo St.	Casa Carrillo	7	Family
1203-1215 Castillo St.	Wilson Cottages	16	Family
416-422 W. Anapamu St.	Wilson Cottages	8	Family
28-38 N. Voluntario St.	Hoit Gardens	6	Family
1112-1120 E. Mason St.	Hoit Gardens	4	Family
620-652 Castillo St.	La Casa Castillo	17	Family
TOTAL SBAHG UNITS		465	

COMMUNITY BASED SUPPORTIVE HOUSING

3030 De La Vina St.	Firehouse	16 bed	Transitional
2612 Modoc Rd.	Sarah House	11 group	Special needs
1020 Placido Ave.	N/A	12 bed	Detox
2904 State St.	N/A	8	Family

TOTAL COMMUNITY BASED UNITS	47
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ADDRESS	NAME	UNITS	TYPE
LOCALLY OWNED / NON-HUD			
922 Castillo St.	Casa De Las Fuentes	42	Downtown Wkr
509-515 W. Victoria St.	N/A	11	Family
633 De La Vina St.	N/A	8	Family
2941 State St.	N/A	6	Family
425-431 E. Ortega St.	N/A	3	Family
705 Olive St.	N/A	3	Family
801-835 Olive St.	N/A	18	Family
630 W. Arrellaga St.	N/A	4	Family
309-311 S. Voluntario St.	Paseo Voluntario	18	Family
810 Vine St.	N/A	1	Family
809-811 Olive St.	N/A	3	Family
816 Vine Ave.	N/A	6	Senior
817 Olive St.	N/A	1	Senior
1027 E. Ortega St.	N/A	6	Senior
224 W. Ortega St.	N/A	6	Senior
821 E. Figueroa St.	N/A	6	Family
1012-1024 E. De La Guerra St.	Casitas De La Guerra	15	Family
2525 De La Vina St.	N/A	6	Family
616 W. Mission St.	N/A	6	Family
1910 San Pascual St.	N/A	12	Family
1022 Garden St.	N/A	6	Family
100 N. La Cumbre	N/A	19	Family
TOTAL NON-HUD UNITS		206	

LOW INCOME HOUSING TAX CREDIT

422 E. Cota St.	Artisan Court	56	Hmless/Downtown Wkr
315 W. Carrillo St.	El Carrillo	62	Hmless/Downtown Wkr
512 Bath St.	Bradley Studios	54	Hmless/Downtown Wkr
227 W. De La Guerra St.	Cottage Gardens	17	Senior
1116 De La Vina St.	Garden Court	98	Senior
401-419 Santa Fe Place	Villa Santa Fe I	107	Senior
1433-1443 La Vista Del Oceano	Villa Santa Fe I	N/A	Senior
1420-1430 Cliff Dr.	Villa Santa Fe I	N/A	Senior
521 N. La Cumbre Rd.	Villa Santa Fe Ii	60	Senior
13-21 S. Soledad St.	Pearl Gardens	15	Family
211-221 Sycamore Ln.	Sycamore Gardens	20	Family
518 E. Canon Perdido St.	Eleanor Apartments	8	Family
3869 State St.	Grace Village	58	Senior/Under Construction
251 S. Hope Avenue	The Gardens on Hope	Vacant Land	Future Development
813 E. Carrillo St.	Johnson Court	Single Family Home	Future Development
TOTAL LIHTC/LEASED UNITS		547	

SECTION 8 HOUSING CHOICE VOUCHER / SHELTER PLUS CARE

Dispersed throughout the city	Section 8 rental assistance	2366	Family/elderly
Dispersed throughout the city	Shelter Plus Care	55	Family/elderly
TOTAL SECTION 8 HCV/SPC		2421	
TOTAL HOUSING UNITS		3868	



2017 HOUSING AUTHORITY TEAM

BOARD OF COMMISSIONERS

David K. Hughes, **Chair**
 Don Olson, **Vice-Chair**
 Geoff Green
 David Gustafson
 Lawrence Larsson
 Victor Suhr
 Patricia Wheatley

MANAGEMENT STAFF

Rob Fredericks,
**Executive Director/
 Chief Executive Officer**
 Skip Szymanski,
**Deputy Executive Director/
 Chief Operating Officer**
 Tiffany Carter,
Human Resources Manager

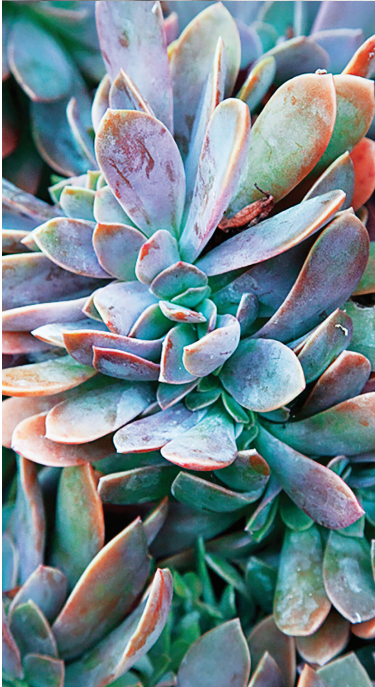
Dale Fathe-Aazam,
**Director of Property,
 Development & Administration**
 Veronica Loza,
Director of Housing Programs
 Robert Peirson,
Director of Finance

STAFF

Cesar Alcala
 Derek Aleksander
 Martha Angel
 Bernard Baggarly
 Octavio Botello
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 Eduardo Capristo
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 Jennifer Diaz
 Dee Eduarte
 Janett Emery
 Brenda Escoto Morales

Alicia Esparza
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 Rigoberto Gutierrez
 Miguel Hernandez
 Primitiva Hernandez
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 Stefan Ornelas
 Adriana Ortega
 Leanna Pearson

Salvador Pereyra III
 Jose Quezada
 Janice Rodriguez
 Magdalena Rodriguez
 Vilma Rodriguez
 Amado Rubio-Sanchez
 Guadalupe Sanchez
 Jennifer Schipa
 Celia Solis
 Tracey Taylor
 Hector Torres
 Beatriz Valenzuela
 Heladio Vega
 Perla Vega
 Angel Velasquez
 Gerardo Velazquez
 Alice Villarreal Redit
 Timothy Waaler
 Celia Wright



**Home should be a safe,
stable place to gather
strength, dream about
a better future, develop
new relationships and
confidently pursue
opportunities for growth.**





JANUARY 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
	NEW YEAR'S DAY					
7	8	9	10	11	12	13
14	15	16	17	18	19	20
	MARTIN LUTHER KING DAY					
21	22	23	24	25	26	27
28	29	30	31			
DECEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	FEBRUARY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28					



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FEBRUARY 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28			



MARCH 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
DAYLIGHT SAVINGS TIME STARTS						SAINT PATRICK'S DAY
18	19	20	21	22	23	24
		SPRING BEGINS				
25	26	27	28	29	30	31
				PASSOVER		CESAR CHAVEZ DAY
FEBRUARY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28	APRIL S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30					



APRIL 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
1	2	3	4	5	6	7
EASTER 8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	TAX DAY 24	25	26	27	28
EARTH DAY 29	30					
MARCH S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	MAY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31					



MAY 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
		1	2	3	4	5
6	7	8	9	10	11	12 CINCO DE MAYO
13	14	15	16	17	18	19
20 MOTHER'S DAY	21	22	23 RAMADAN	24	25	26
27	28	29	30	31		
	MEMORIAL DAY					
APRIL S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	JUNE S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30					



JUNE 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21 FLAG DAY	22	23
24 FATHER'S DAY	25	26	27	28 SUMMER BEGINS	29	30
MAY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	JULY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31					



JULY 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY																																																																																				
1	2	3	4	5	6	7																																																																																				
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AUGUST 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
			1	2	3	4
5	6	7	8 FIESTA BEGINS	9	10 FIESTA PARADE	11
12 FIESTA ENDS	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	
JULY S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	SEPTEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30					



SEPTEMBER 2018

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OCTOBER 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	COLUMBUS DAY 15	16	17	18	19	20
21	22	23	24	25	26	27
28	HACSB FOUNDED 29	30	31			
			HALLOWEEN			
SEPTEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30	NOVEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30					



NOVEMBER 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
				1	2	3
4	5	6	7	8	9	10
DAYLIGHT SAVING TIME ENDS						
11	12	13	14	15	16	17
VETERAN'S DAY						
18	19	20	21	22	23	24
				THANKSGIVING DAY		
25	26	27	28	29	30	
OCTOBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31	DECEMBER S M T W T F S 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 26 27 28 29 30 31					



DECEMBER 2018

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
						1
2	3	4	5	6	7	8
HANUKKAH BEGINS						
9	10	11	12	13	14	15
16	17	18	19	20	21	22
					WINTER BEGINS	
23	24	25	26	27	28	29
		CHRISTMAS DAY	KWANZAA			
30	31					
NEW YEAR'S EVE						

NOVEMBER						
S	M	T	W	T	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

JANUARY 2019						
S	M	T	W	T	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

CORE VALUES

OF THE HOUSING AUTHORITY

COMMITMENT

We are dedicated to our mission and values with an overall attitude of ownership. We act accountably and productively; we are efficient and responsible. We bring passion and enthusiasm to the work that we do.

COMPASSION

We act in a friendly and respectful way. We practice the human virtues of kindness and forgiveness. We remain open and calm.

COMPETENCY

We are knowledgeable and feel confident about the work that we do. We are creative and courageous, taking on new things and being self-motivated. Our positive and upbeat staff act honestly and morally – with integrity.

COOPERATION

We work together as one team, showing respect and appreciation for each person. We are open and receptive to others' contributions and efforts, and we strive to create and achieve common goals. Humor and happiness are part of our work life.

COMMUNICATION

We strive to understand each other, as well as to be understood. We recognize that effective and professional communication and good listening play an important role in the work that we do, and we endeavor to communicate in an open, direct and honest manner, with each other, and with our clients. We embrace an attitude of helpfulness.



HOUSING AUTHORITY
OF THE CITY OF SANTA BARBARA