50 YEARS

HOUSING AUTHORITY
OF THE CITY OF SANTA BARBARA

2019 ANNUAL REPORT
2020 CALENDAR
2019 MARKED THE 50TH ANNIVERSARY of the Housing Authority of the City of Santa Barbara. In 1969, the Santa Barbara City Council created the Housing Authority of the City of Santa Barbara and appointed its first Commission. Over the ensuing decades, the Housing Authority has grown to become the City's largest provider of affordable housing. Since 1969, our agency has developed and/or secured over 4,000 units of affordable rental housing for Santa Barbara.

We have seen firsthand how critical housing is to families and to communities. The common denominator for any one of us is the need for a safe, decent and affordable place to live. This is a most basic human right. We realized from the beginning that when we provide housing, we are also providing dignity, hope and opportunity. We hope the timeline highlighting our acquisition and construction of properties over the last 50 years demonstrates our commitment to this cause. This year, our Annual Report highlights this history, as well as some of our most important programs demonstrating “we are more than housing”.

Despite our efforts, Santa Barbara, and the nation, continue to face an affordable housing crisis today. Moreover, the lack of affordable housing is not only a problem for low-income residents and for those with special needs, but also for moderate-income working families and young professionals. Much has been accomplished and so much more is to be done, especially to end homelessness. We believe the most important strategy for ending chronic homelessness is as simple as it is effective: provide permanent housing with supportive services to those most in need.

The Housing Authority is both a provider and developer of affordable housing; and in the age of continued cutbacks to Federal Housing programs and increased polarization over the provision of essential safety net programs, the Housing Authority continues to thrive in crafting and implementing solutions to our community’s affordable housing needs. This year we purchased 200 N. La Cumbre, a 1.34 acre parcel, which will be our next affordable housing development endeavor, after we complete the Gardens on Hope project, an 89 unit senior housing development, and Johnson Court, a 17 unit veteran housing development serving homeless Veterans. Both are expected to be completed in early 2020.

One of our biggest accomplishments this past year is completion of a new 5-Year Action Plan for the Housing Authority. We are committed to long range planning that must take place to ensure affordable housing is available to a broad cross-section of the community, including the homeless. We invite you to read the Plan and our goals at our website.

These 50 years of housing success would not have been possible without the dedication of generations of employees, board members, property owners and the support of the City Council and community members. Looking toward Santa Barbara’s next half century, there will be complex housing policy issues for our community to address while preserving the beauty and unique charm of Santa Barbara. Your Housing Authority is committed to being an integral part of implementing these important housing solutions through these policies, so that we continue to have a diverse, inclusive and thriving community.

Patricia Wheatley
Chair, Housing Authority Board of Commissioners

Rob L. Fredericks
Executive Director/CEO
In early 1970, the Housing Authority Commission and staff took the necessary steps to obtain federal funds from the U.S. Department of Housing and Urban Development (HUD) for the Housing Authority’s first public housing development. Monteria Village, located at 512-524 W. Montecito St., was built in 1973 and included 28 family townhouses.

In November 1968, City Council sponsored a measure entitled Proposition C, which the voters approved, asking for authority to develop low-income housing units. One year later, Santa Barbara City Council created and appointed the first Housing Authority Commission.

Groundbreaking of 15 townhouse-style family units, in collaboration with the firm Lang and Lang, the City Housing Authority, City Redevelopment Agency and HUD. Nelson and Pearl Young realize lifelong dream to develop the townhouse project on South Soledad Street, called “Pearl Gardens” in honor of Pearl Young.
1975
809-811 OLIVE ST.
Acquisition – 3 units – PH
810 VINE AVE
Acquisition – 1 unit – PH
1934-1938 ELISE WAY
New construction – 6 family units – PH

1976-1977
HOIT GARDENS
Acquisition – 10 units – PH
425-431 E. ORTEGA ST.
Acquisition – 3 units – NH
PRESIDIO SPRINGS
New construction – 122 senior units – PH

1978
1831 DE LA VINA ST.
Acquisition – 4 units – PH
602 EUCALYPTUS
Acquisition – 4 units – PH
1913 SAN PASCUAL
Acquisition – 10 units – PH

1981
1983
OLIVE TOWNHOMES
New construction – 6 units – PH
CASTILLO COURT
New construction – 8 units – PH
OLD COAST TOWNHOUSES
New construction – 5 townhouses – PH

1985-1987
LA CASA CASTILLO
New construction – 17 units – PH
CASITAS DE LA GUERRA
Acquisition – 15 units – NH
817 OLIVE ST. & 816 VINE AVE.
Acquisition – 6 units – Rehab of older house and new construction – NH

1982
PRESIDIO GARDENS
New construction – 46 units – PH
VISTA LA CUMBRE
New construction – 36 senior units – PH
MIRADERO
New construction – 10 one-bedroom units – PH
CASA CARRILLO
New construction – 7 units – PH
WILSON COTTAGES
New construction – 24 units – PH

1988-1989
SHIFCO
Acquisition – 107 units – Rent Supplement 221(d3) HUD insured project/ LIHTC
509-515 W. VICTORIA ST.
New construction – 10 units – Rehab of historic city water pumphouse – NH
1027 E. ORTEGA ST.
New construction – 6 senior units – NH
217-227 S. SALINAS ST.
Acquisition – 10 units – PH
221-223 W. VICTORIA ST.
Acquisition – 12 units – PH
125 S. VOLUNTARIO ST.
Acquisition – 3 units – PH
3931-3937 VIA DIEGO
New construction – 24 units – PH
Housing Authority establishes scholarship fund for public housing residents attending college or trade school.

**1988**

3030 DE LA VINA ST
Former City fire station purchased by the Housing Authority to become transitional housing for families through partnership with Transition House.

**1990-1993**

Housing Authority establishes scholarship fund for public housing residents attending college or trade school.

- 801-813-835 OLIVE ST.
  Acquisition – 18 units – NH

- 2525 DE LA VINA ST.
  Acquisition – 6 units – NH

- CASITAS DE LA GUERRA
  New construction – 10 units – NH

- COTTAGE GARDENS
  New construction – 17 units – first Low Income Housing Tax Credit project for the Housing Authority

- PICO/SALSIPIUEDES
  Acquisition – 4 units – PH

**1994**

SARAH HOUSE
Originally opened as residential care facility for persons with AIDS, developed by the Housing Authority and gifted to Central Coast Congregate Care.

630 W. ARRELLAGA
Acquisition – 4 units – NH

**1995**

EL PATIO GARDENS
Senior complex with 48 one-bedroom LIHTC apartments master leased by the Housing Authority – LIHTC

616 W. MISSION ST.
Acquisition – 6 one-bedroom units – NH

82 N. LA CUMBRE RD.
New construction – 11 three-bedroom units – PH

**1996**

The Family Self Sufficiency Program, a voluntary five year program offered to Housing Choice Voucher families to help them in becoming more self-sufficient, celebrates its first graduate of the program.

224 W. ORTEGA
Acquisition – 6 units – NH
1997

Creation of non-profit, Garden Court, Inc. (originally Coast Congregate Care), for developing new affordable housing opportunities with limited support services for frail low-income seniors in the County of Santa Barbara.

2000

GARDEN COURT ON DE LA VINA
New construction – 98 senior units with services – LIHTC

521 N LA CUMBRE RD.
Acquisition – 60 units – NH/LIHTC

1910 SAN PASCUAL ST.
New construction – 12 units – NH

2001

821 E. FIGUEROA ST.
Acquisition – 6 units – NH

2003

CASA DE LAS FUENTES
New construction – 42 units – first housing for Santa Barbara’s downtown workforce – NH

2006

EL CARRILLO
New construction – 61 units – first housing for homeless with supportive services in City of Santa Barbara

2004

PHASE I OF PASEO VOLUNTARIO
309-311 S. VOLUNTARIO
New construction – 20 units – NH

2007

HACSB’s non-profit affiliate, 2nd Story Associates, created for the purpose of funding and developing affordable housing and related social services for the benefit of low-income families, seniors and disabled members of the Santa Barbara community.

633 DE LA VINA ST.
Acquisition – 8 units – NH

2010

2941 STATE ST.
Acquisition – 6 units – NH

2011

1020 PLACIDO AVE
Acquisition – 1 unit (SFH) leased to CADA for detox – NH

ARTISAN COURT
New construction – 56 units – LIHTC

2904 STATE ST.
Acquisition – 8 units – former motel leased to Willbridge for transitional housing for homeless – NH
2012

1022 GARDEN ST.
Acquisition – 6 units – NH

BRADLEY STUDIOS
New construction – 54 units – LIHTC

2013

Santa Barbara Affordable Housing Group (SBAHG), an instrumentality of the Housing Authority, was created to take ownership of former public housing units and future developments.

2016

ELEANOR APARTMENTS (518 E. CANON PERDIDO ST.)
Acquisition – Eight 2-bedroom apartments serving Mental Wellness Center clients – LIHTC

RENTAL ASSISTANCE DEMONSTRATION (RAD)
Completed multi-year transfer of entire HUD-assisted public housing inventory 496 units into more stable funding platforms through HUD’s RAD disposition process.

2017-2018

1616-1618 CASTILLO ST.
Acquisition – 9 units – NH

2120-2124 OAK PARK LN.
Acquisition – 9 units – NH

GRACE VILLAGE
New construction – 58 units – LIHTC

2014

Multi-million dollar rehab and financial repositioning of of two senior complexes, SHIFCO and Villa La Cumbre (now known as Villa Santa Fe Apartments I & II, respectively), totaling 167 units.

GRAD Growth Readiness and Development initiative introduced by the Housing Authority’s Resident Services Department to provide low-income youth the skills and support to increase their likelihood of graduating from high school and attending college.

2015

100 N. LA CUMBRE RD.
Acquisition – 19 units – NH
2019
421 N. ALISOS
Acquisition – 4 single family homes – NH

200 N LA CUMBRE
Office building/future affordable housing
Acquisition – NH

2020
JOHNSON COURT
New construction – 17 units for homeless
Veterans – LIHTC

THE GARDENS ON HOPE
New construction – 89 units with services for frail seniors – LIHTC
Santa Barbara is suffering from a severe shortage of housing for our workforce, including hospitality professionals, nurses and other medical support personnel, restaurant and office workers, teachers, police officers, firefighters, and public safety professionals—all the moderate-income workers essential to a strong functioning economy. To find affordable places to live, many are forced to commute long distances to and from work.

The Housing Authority’s innovative Workforce Housing Program is designed to address the affordable housing needs of our community’s low to moderate-income workforce who are increasingly caught in the gap between skyrocketing rents and ineligibility for other assistance.

This year, the Housing Authority expanded its Workforce Housing Program to assist families who make up to 160% of the Area Median Income. For a family of four, this amounts to $160,480 annually.
on the horizon

THE GARDENS ON HOPE

The Gardens on Hope is modeled after the Housing Authority’s highly successful Garden Court on De La Vina, a service enhanced development serving low-income frail seniors with three-meals a day, housekeeping, transportation as well as a host of social programs. It will consist of 89 studio units, one-bedroom manager unit, library, common dining room, community rooms and a host of social programs. The vacant lot was purchased in 2014, we broke ground in August 2018 and expect The Gardens on Hope to be completed in early 2020.

JOHNSON COURT

The Housing Authority purchased 813 E. Carrillo Street in 2017 in hopes of turning the single family home into affordable housing for low-income homeless veterans. The project provides 16 studio units, a two-bedroom manager unit, and common area and office space to accommodate the provision of services and activities on-site. Construction began in the fall of 2018 with completion expected in early 2020.

200 N LA CUMBRE ROAD

The Housing Authority purchased 200 N. La Cumbre Rd. in 2019. The 3.14 acre property includes four professional offices leased to primarily medical tenants. The Housing Authority intends to operate the property as is for the near-term, with the long-term goal of redeveloping the property for affordable housing.
FAMILY STRENGTHENING

Family strengthening is at the core of HACSB’s programs. We are dedicated to developing client-centered services through community partnerships that foster resilience, self-sufficiency, and educational and career advancement in effort to break the cycle of poverty.

FAMILY SELF-SUFFICIENCY PROGRAM (FSS)

145 PARTICIPANTS
8 GRADUATES

The average increase in annual income by FSS families is $4,667. Graduating families have increased their income by an average of $362,307 over the course of five years!

HEALTHY FOOD PANTRY
270 pounds of food provided to 26 households in need.

HOME ENERGY ASSISTANCE PROGRAM
30 families secured over $8,000 in utility credits.

COLLABORATION WITH UNITY SHOPPE
148 individuals and 54 families were provided with year-round assistance.

ADVOCATE HEALTH PROGRAM
300 total clients were able to access basic necessities, public benefits, and other vital resources.

SENIORS

SENIOR SERVICES
Our Senior Services programs provide critical resources to elderly clients that connect them with local providers and enable them to safely age in place.

YOUNG AT HEART SENIOR FAIR
250 seniors were connected to 27 community providers, offering vital linkages to resources & programs in the community.

FURNITURE CLOSET
66 households were provided with needed furniture and 50 community donations were received.

NEW BED PURCHASE PROGRAM
25 beds were donated to seniors and disabled residents in need. 4 beds were donated to displaced families.

WELCOME HOME KITS
15 kits distributed to individuals transitioning from homelessness, and 57 Welcome to the Neighborhood kits provided to new residents of Grace Village!

TEEN ACADEMY

COLLEGE READINESS
18 students and their families were provided with college preparatory information, workshops, college tours, and application assistance.

EARN & LEARN - YOUTH EMPLOYMENT
15 students participated in this summer program. They learned about the job application process and were connected to potential employers.

SUMMER CAREER EXPLORATION PROGRAM
120 volunteer hours were performed by Teen Academy students. 10 students worked in teams to complete hands-on STEM projects with The Four Ingenious Foundation. 14 students participated in the Aviation Program with A Different Point of View and flew over 30 flight hours while also learning about various careers in aviation.
THE GRAD INITIATIVE

GROWTH, READINESS AND DEVELOPMENT
Innovative programs such as GRAD ensure that Housing Authority youth are well supported academically through tutoring, online learning, STEM activities, and college readiness programs.

FOCUS ON LITERACY
810 minutes spent reading aloud to GRAD students.
400+ minutes of book discussion with students.
54 story books read aloud to students.

HOMEWORK HELP
300+ tutoring hours available to students throughout the year.

AFTER-SCHOOL PROGRAM
25 HACSB children were enrolled and regularly attended the GRAD Academy. 120 total GRAD after-school program days for HACSB students.

K-6 SUMMER LITERACY PROGRAM
137 HACSB children were connected to the SB Public Library through the Library on the Go! program.
18 students participated in the Literacy program.
53 books provided through the Little Tree Bookshop.

At sixteen years old, Michelle Alba is already an accomplished young woman with a bright future ahead. A dedicated student, she has participated in the Housing Authority’s youth program for seven years.

Michelle started attending the programs for youth in the 4th grade soon after moving into one of the Housing Authority’s developments. She attended faithfully and benefitted from tutoring and other programs including Girl Scouts and “Everybody Dance Now”.

As a teen, Michelle has participated in every program available to her through the Teen Academy and regularly volunteers at Housing Authority events. She observed, “What I like about the teen programs is the variety. I have learned how to get a job, build things and do things that I never thought I would have been able to do! For instance, I was able to learn how to fly an airplane – it’s crazy to be able to say that!”

Now a junior at Santa Barbara High School, Michelle is an AVID student. She challenges herself by taking Advanced Placement classes and Dual Enrollment courses at SBCC to earn college credit. She regularly maintains a 4.0 GPA and as for her “next big thing,” she plans to attend a 4-year university after she graduates.

Michelle shares “Thanks to Teen Academy, I’m getting to participate in experiences that aren’t necessarily available to everyone my age and I’m charting a course for taking flight.”
COLLABORATIVE HOUSING

Everyone needs safe, decent, stable housing. For some of the most vulnerable—people with mental illness, chronic health conditions, histories of trauma, and other struggles—a home helps them to get adequate treatment and start on the path toward recovery. But some conditions make it difficult for people to maintain a stable home without additional help. Supportive housing, a highly effective strategy that combines affordable housing with intensive coordinated services, can provide that needed assistance. In recognition of this, the Housing Authority has collaborated with several local agencies to provide supported living situations utilizing Authority developments in a range of bedroom sizes for men, women and children.
**WORKFORCE HOUSING**
The Housing Authority’s Commission approved an increase of the income limit for the Workforce Housing Program to 160% Area Median Income, in order to serve the “middle income” workforce.

**VASH VOUCHERS**
HACSB was awarded 30 VASH Vouchers this year. The HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA).

**HEALTHY FOOD DISTRIBUTION**
The Housing Authority was approved to be a Mobile Food Pantry Site for Foodbank and started hosting monthly distributions this year for Housing Authority clients, most of whom often face food insecurity. It is also an opportunity to connect families with resident services and partnering agencies like the Public Library and Family Services Agency.

**HOUSING SANTA BARBARA DAY**
With a generous donation from Santa Barbara Foundation, the Housing Authority’s non-profit, 2nd Story Associates, hosted the 2nd annual Housing Santa Barbara Day to advocate for affordable housing for the community. In addition to the participation of over 30 local agencies, food, music and a visit from the Santa Barbara Fire Department for the kids, new additions this year included trolley tours of affordable housing developments and workshops on Accessory Dwelling Unit Ordinance, Homeownership Programs and Tenant Rights and Responsibilities.

**HIGHER EDUCATION SCHOLARSHIPS**
Each year since 1998, the Housing Authority has provided financial aid to affordable housing residents to pursue higher education. For the 2019-2020 school year, scholarships were awarded to students attending colleges including UC Irvine, UC Santa Barbara and CSU Northridge, and all are first-generation college students.

**PROPERTY ACQUISITION**
The Housing Authority purchased an office building on 1.34 acres at 200 N. La Cumbre, the future site of affordable housing, as well as 4 single family homes at 421 N. Alisos St.

**SELF-SUFFICIENT FAMILIES**
Our Family Self Sufficiency program, which currently has 145 participants, saw eight families graduate this year. They increased their income by a total of $362,307 over the course of 5 years!

**FAMILY RESOURCE FAIR**
The Housing Authority hosted its first family-themed fair appropriately named “Healthy Families, Thriving Communities”. 40 families attended, 23 community agencies offered family-centered resources, 81 bags of food distributed, and 56 individuals received vision screenings.

**TOOLS FOR SCHOOL**
Once again, our local Union Bank made the Tools for School event possible this year. Through their generous gift, over 400 backpacks and school supply kits were distributed to K-12th graders. Many community partners were present to provide resources and information to families, including free vision screenings & fluoride varnishes.

**BRING THE VOTE HOME**
Our 2nd time partnering with League of Women Voters gathered 16 additional new or re-registered voters on Voter Registration Day.
WHO WE SERVE

FOR 2019, MEDIAN FAMILY INCOME (100% AMI) FOR A FAMILY OF FOUR IN SANTA BARBARA COUNTY IS $79,300

SECTION 8 HOUSEHOLDS

Including RAD Households — formerly Public Housing Program

SECTION 8 TOTALS

2,685 HOUSEHOLDS
5,042 PEOPLE
$22,260 AVERAGE INCOME
AVERAGE HOUSEHOLD SIZE: 1
PERCENTAGE OF HOUSEHOLDS WHO EARN 30% AMI OR LESS: 72%

HOUSEHOLDS WITH CHILDREN

639 HOUSEHOLDS WITH YOUTH AGES 0-17
1,320 TOTAL YOUTH
PERCENTAGE OF HOUSEHOLDS WHO EARN 30% AMI OR LESS: 80%

SENIORS

HEAD OF HOUSEHOLD - AGE 62+
1,316 HOUSEHOLDS
$16,557 AVERAGE INCOME
AVERAGE HOUSEHOLD SIZE: 1

PEOPLE WITH DISABILITIES

1,188 HOUSEHOLDS
$16,328 AVERAGE INCOME
# Combined Statement of Net Position

**As of March 31, 2019**

## Assets

### Current Assets
- Cash & Cash Equivalents $5,813,124
- Restricted Cash & Cash Equivalents $2,542,581
- Investments $20,701,729
- Accounts & Notes Receivable, Current Portion $529,030
- Prepaid Expenses $99,855
- Inventory $68,845

**Total Current Assets** $29,755,164

### Non-Current Assets
- Capital Assets, Net of Depreciation $61,030,586
- Accounts & Notes Receivable, Non-Current Portion $42,758,433

**Total Non-Current Assets** $103,789,019

Deferred Outflows of Resources $116,225

**Total Assets** $133,660,408

## Liabilities & Net Assets

### Current Liabilities
- Accounts Payable $462,193
- Accrued Liabilities $282,840
- Unearned Revenue $158,984
- Compensated Absences, Current Portion $108,761
- Tenant Security Deposits $614,594
- Notes Payable, Current Portion $741,572

**Total Current Liabilities** $2,368,944

### Non-Current Liabilities
- Accrued Liabilities $2,000,667
- Compensated Absences, Non-Current Portion $353,048
- Notes Payable, Long-Term Portion $36,247,450
- Accrued Other Post-Employment Benefits $4,458,642

**Total Non-Current Liabilities** $43,059,807

**Total Liabilities** $45,428,751

## Net Position
- Net Investment in Capital Assets $24,702,649
- Restricted Net Position $5,151,425
- Unrestricted Net Position $58,377,583

**Total Net Assets** $88,231,657

**Total Liabilities & Net Assets** $133,660,408

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# Combined Statement of Revenue, Expenses & Change in Fund Net Position

**For the Fiscal Year Ended March 31, 2019**

## Revenue

### Operating Revenue
- Dwelling Rent $7,712,144
- Government Grants $33,965,796
- Other Operating Income $2,041,333

**Total Operating Revenue** $43,719,273

### Operating Expenses
- Administration $5,570,112
- Tenant Services $1,571,502
- Utilities $1,095,645
- Maintenance & Operations $3,331,683
- General Expense $1,360,229
- Depreciation $2,193,749
- Housing Assistance Payments $24,738,095

**Total Operating Expenditures** $39,861,015

## Net Operating Income $3,858,258

### Non-Operating Revenue (Expense)
- Investment Income $1,557,847
- Interest Expense $(1,091,788)
- Debt Forgiveness $5,245,017
- Gain on Disposition of Assets $2,806,947

**Non-Operating Revenue (Expense)** $8,518,023

## Change in Net Position
- Net position, beginning of year $77,131,532
- Prior period adjustments $(1,276,156)

**Net Position, End of Year** $88,231,657

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2019 Annual Report 17
# 2019 PORTFOLIO

## SANTA BARBARA AFFORDABLE HOUSING GROUP

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<thead>
<tr>
<th>ADDRESS</th>
<th>NAME</th>
<th>UNITS</th>
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<tr>
<td>610-616 W. CARRILLO ST.</td>
<td>CASA CARRILLO</td>
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<td>1203-1215 CASTILLO ST.</td>
<td>WILSON COTTAGES</td>
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<td>416-422 W. ANAPAMU ST.</td>
<td>WILSON COTTAGES</td>
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<td>28-38 N. VOLUNTARIO ST.</td>
<td>HOI GARDENS</td>
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<td>1112-1120 E. MASON ST.</td>
<td>HOI GARDENS</td>
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<td>620-652 CASTILLO ST.</td>
<td>LA CASA CASTILLO</td>
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**TOTAL SBAHG UNITS** 457

## COMMUNITY-BASED SUPPORTIVE HOUSING

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<th>UNITS</th>
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<tr>
<td>3030 DE LA VINA ST.</td>
<td>FIREHOUSE</td>
<td>1</td>
<td>16 BED TRANSITIONAL</td>
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<td>2612 MODOC RD.</td>
<td>SARAH HOUSE</td>
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<td>16 BED TRANSITIONAL</td>
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<tr>
<td>1020 PLACIDO AVE.</td>
<td>N/A</td>
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<td>12 BED DETOX</td>
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<tr>
<td>2904 STATE ST.</td>
<td>N/A</td>
<td>8</td>
<td>GROUP HOME</td>
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<tr>
<td>421 N ALISOS ST.</td>
<td>N/A</td>
<td>4</td>
<td>8 BED GROUP HOME</td>
</tr>
<tr>
<td>657 SAN FELIPE DRIVE</td>
<td>N/A</td>
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<td>5 BED GROUP HOME</td>
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**TOTAL COMMUNITY-BASED UNITS** 26
### Locally Owned / Non-HUD

<table>
<thead>
<tr>
<th>Address</th>
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<th>Units</th>
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<tbody>
<tr>
<td>922 Castillo St.</td>
<td>Casa de las Fuentes</td>
<td>42</td>
<td>Downtown Workforce</td>
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<td>1616 – 1618 Castillo St.</td>
<td>N/A</td>
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<td>Workforce</td>
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<tr>
<td>2120 - 2124 Oak Park Lane</td>
<td>N/A</td>
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<tr>
<td>509-515 W. Victoria St.</td>
<td>N/A</td>
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<td>Workforce</td>
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<tr>
<td>633 De la Vina St.</td>
<td>N/A</td>
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<tr>
<td>2941 State St.</td>
<td>N/A</td>
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<td>Workforce</td>
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<tr>
<td>425-431 E. Ortega St.</td>
<td>N/A</td>
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<tr>
<td>705 Olive St.</td>
<td>N/A</td>
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<td>801-835 Olive St.</td>
<td>N/A</td>
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<td>Workforce</td>
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<td>630 W. Arrellaga St.</td>
<td>N/A</td>
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<td>309-311 S. Voluntario St.</td>
<td>Paseo Voluntario</td>
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<tr>
<td>810 VINE St.</td>
<td>N/A</td>
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<tr>
<td>890-811 Olive St.</td>
<td>N/A</td>
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<tr>
<td>816 Vine Ave.</td>
<td>N/A</td>
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<td>Senior</td>
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<td>817 Olive St.</td>
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<td>Senior</td>
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<tr>
<td>1027 E. Ortega St.</td>
<td>N/A</td>
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<td>Senior</td>
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<tr>
<td>224 W. Ortega St.</td>
<td>N/A</td>
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<td>Workforce</td>
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<tr>
<td>821 E. Figueroa St.</td>
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<tr>
<td>1012-1024 E. De La Guerra St.</td>
<td>N/A</td>
<td>15</td>
<td>Senior &amp; Workforce</td>
</tr>
<tr>
<td>2525 De la Vina St.</td>
<td>N/A</td>
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<tr>
<td>616 W. Mission St.</td>
<td>N/A</td>
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<tr>
<td>1910 San Pascual St.</td>
<td>N/A</td>
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<tr>
<td>1022 Garden St.</td>
<td>N/A</td>
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<td>Workforce</td>
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<tr>
<td>100 N. La Cumbre</td>
<td>N/A</td>
<td>19</td>
<td>Workforce</td>
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<tr>
<td>200 N. La Cumbre</td>
<td>N/A</td>
<td>OFFICE</td>
<td>Future Development</td>
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**Total Non-HUD Units**: 224

### Low Income Housing Tax Credit

<table>
<thead>
<tr>
<th>Address</th>
<th>Name</th>
<th>Units</th>
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<tbody>
<tr>
<td>422 E. Cota St.</td>
<td>Artisan Court</td>
<td>56</td>
<td>Homeless/Workforce</td>
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<tr>
<td>512 Bath St.</td>
<td>Bradley Studios</td>
<td>54</td>
<td>Homeless/Workforce</td>
</tr>
<tr>
<td>315 W. Carrillo St.</td>
<td>El Carrillo</td>
<td>62</td>
<td>Homeless</td>
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<td>813 E. Carrillo St.</td>
<td>Johnson Court</td>
<td>17</td>
<td>Homeless Veterans</td>
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<tr>
<td>227 W. De la Guerra St.</td>
<td>Cottage Gardens</td>
<td>17</td>
<td>Senior</td>
</tr>
<tr>
<td>1116 de la Vina St.</td>
<td>Garden Court</td>
<td>98</td>
<td>Senior</td>
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<tr>
<td>418 Santa Fe Place</td>
<td>Villa Santa Fe I</td>
<td>107</td>
<td>Senior</td>
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<tr>
<td>521 N. La Cumbre Rd.</td>
<td>Villa Santa Fe II</td>
<td>60</td>
<td>Senior</td>
</tr>
<tr>
<td>251 S. Hope Avenue</td>
<td>The Gardens on Hope</td>
<td>90</td>
<td>Senior</td>
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<tr>
<td>3869 State St.</td>
<td>Grace Village</td>
<td>58</td>
<td>Senior</td>
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<tr>
<td>13-21 S. Soledad St.</td>
<td>Pearl Gardens</td>
<td>15</td>
<td>Family</td>
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<tr>
<td>211-221 Sycamore Ln.</td>
<td>Sycamore Gardens</td>
<td>20</td>
<td>Family</td>
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<tr>
<td>518 E. Canon Perdido St.</td>
<td>Eleanor Apartments</td>
<td>8</td>
<td>Family</td>
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**Total Tax Credit Units**: 662

### Section 8 Housing Choice Voucher / Continuum of Care

<table>
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<th>Address</th>
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<tbody>
<tr>
<td>Dispersed Throughout the City</td>
<td>Section 8 Rental Assistance Continuum of Care</td>
<td>2/33</td>
<td>Family/Senior/Disabled</td>
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<td>Dispersed Throughout the City</td>
<td>Continuum of Care</td>
<td>61</td>
<td>Family/Senior/Disabled</td>
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</table>

**Total Section 8 HCV/COC**: 2,784

**Total Housing Units**: 4,163
OUR MISSION
To create safe, affordable, and quality housing opportunities for families and individuals while promoting self-sufficiency and neighborhood revitalization.

OUR VISION
HACSB envisions a community where families and individuals have access to affordable housing and pathways to self-sufficiency.

BOARD OF COMMISSIONERS
Patricia Wheatley | CHAIR
Dave Gustafson | VICE-CHAIR
Lucille Boss
Geoff Green
Lawrence Larsson
David Rowell
Victor Suhr

MANAGEMENT
Rob Fredericks
EXECUTIVE DIRECTOR
CHIEF EXECUTIVE OFFICER
Alexander 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
Octavio Botello
Charla Bregante
Eduardo Capristo
Jennifer Diaz
Dee Eduarte
Janett Emery
Brenda Escoto Morales
Alicia Esparza
Ina Fernandez De La Hoz
Andrea Fink
Julia Garcia
Miguel Garcia
Andrew Gonzales
Kevin Guerra
Rigoberto Gutierrez
Primitiva Hernandez
Antonia Hood
Jose Manuel Jauregui Cruz
Juan Lizalde
Matias Lopez Escareno
Christina Mathieu
Clarissa Montenegro-Uhl
Jerry Morales
Tiffany Morten
Maximo Navarro
Stefan Ornelaz
Adriana Ortega
Leanna Pearson
Salvador Pereyra III
Jose Quezada
Vanessa Ramirez
Janice Rodriguez
Magdalena Rodriguez
Vilma Rodriguez
Amado Rubio-Sanchez
Dianna Rush-Guillen
Guadalupe Sanchez
Jennifer Schipa
Celia Solis
Tracey Taylor
Hector Torres
Beatriz Valenzuela
Brandon Vallin
Heladio Vega
Pela Vega
Angel Velasquez
Gerardo Velazquez
Alice Villarreal Redit
Timothy Waaler
Dane Ward
Celia Wright
CORE
VALUES

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.
<table>
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<th>TUESDAY</th>
<th>WEDNESDAY</th>
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**MARCH**

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**APRIL**
## May

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## June

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