



HOUSING AUTHORITY OF THE CITY OF SANTA BARBARA



2018 ANNUAL REPORT
2019 CALENDAR



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WELCOME

The Housing Authority of the City of Santa Barbara had much to celebrate over the past year: grand openings, groundbreakings, property acquisitions, and resident successes. However, we are living in unprecedented times with an acute housing shortage that is gripping the nation, as well as our own community.

We are facing a near-zero vacancy rate, median home prices are approaching record levels and rents continue to increase beyond the means of many in Santa Barbara. Demand for our work is peaking at a time when resources are as depleted as they have ever been. Whether low-income or middle-income, families and individuals are priced out of decent and safe affordable housing.

Yet we know that a stable, decent home makes an enormous difference in the lives of the people we serve and the many who need housing. A caring, healthy and vibrant community must ensure service workers, first responders, teachers and others can afford to live where they serve. Therefore, no matter what is happening around us, it is imperative that we find ways to create new homes for those that need them.


Doing more with less has become our motto the past few years. As our 2018 Annual Report shows, we continue to be resilient, advocating for, financing, and in the end developing high-quality homes for people in our community, as well as providing needed supportive services to those we serve. We are proud to report that our efforts have resulted in 1,257

affordable homes, and this next year we are creating another 89 new homes for frail seniors and 17 homes for veterans moving from homelessness.

Affordable housing is the work of many hands. Our successes are the result of the work of many, from our nonprofit housing partners, our committed and knowledgeable staff and passionate Board of Commissioners, to the City of Santa Barbara. We are committed to listening to, and learning from, those we work with and the community we serve.

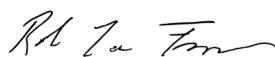
We often hear people say, “We can’t build our way out of the housing problem, and if people cannot afford to live here then they should move.” The reality is people are tied to the communities where they live, and people who struggle financially often have valuable social networks.

As we look forward to celebrating our 50th anniversary in 2019, we remain committed to crafting and implementing affordable housing solutions for Santa Barbara.



Patricia Wheatley

Chair, Housing Authority Board of Commissioners



Rob L. Fredericks

Executive Director/CEO

WE REMAIN COMMITTED
TO CRAFTING AND
IMPLEMENTING AFFORDABLE
HOUSING SOLUTIONS FOR
SANTA BARBARA.





2018 HIGH- LIGHTS

A GRAND OPENING

The completion of construction on Grace Village, the former site of Grace Lutheran Church, added 58 critically needed affordable housing units for low-income seniors.



THE GARDENS ON HOPE

The Housing Authority was awarded tax credits through the Low Income Housing Tax Credit program for development of The Gardens on Hope, a 90 unit affordable housing project with services, to serve frail low-income seniors. Currently under construction, The Gardens on Hope should be ready for occupancy by the end of 2019.

PRESERVING AFFORDABLE HOUSING

The Housing Authority was able to purchase Garden Court on De La Vina, a service enhanced, senior affordable housing development. Built in 2000, the Housing Authority was instrumental in its development and through this purchase is preserving the affordability of 97 studio units for low-income seniors in Santa Barbara.

JOHNSON COURT

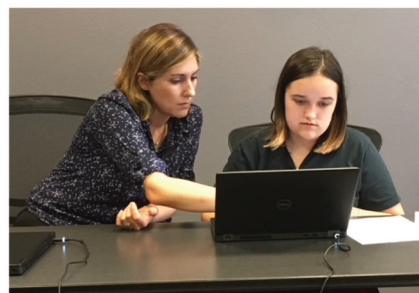
Tax credits were also awarded to the Housing Authority for Johnson Court, 17 units to serve homeless veterans. After a groundbreaking celebration, construction is in full swing, with completion expected in early 2020.

MAINSTREAM VOUCHERS

The Housing Authority was awarded an additional 35 “mainstream” vouchers to provide rental assistance for non-elderly disabled homeless or those at risk of homelessness.

GRAD ACADEMY GOING STRONG

The 2018-2019 school year started off strong with full enrollment in our K-6 after-school literacy program. The long standing partnership between The Housing Authority and The Assistance League of Santa Barbara provides students with homework tutoring and reading assistance. Collaborations with The Foodbank’s Kids’ Farmers’ Market program and the Santa Barbara Public Library provide additional avenues to explore literacy in a variety of creative ways.



EARN & LEARN

Year two of this summer program was successful in providing job readiness training for Housing Authority residents 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.

SECTION 8 LANDLORD INCENTIVES

The Section 8 Housing Choice Voucher Program depends on the participation of local property owners and with vacancy rates at 1% and rents higher than ever, the Housing Authority this year implemented additional incentives for new and existing landlords. New program incentives include vacancy loss payments, signing bonuses for new landlords and bonuses for individuals referring new landlords.



VETERAN AFFAIRS SUPPORTIVE HOUSING

For the first time, the Housing Authority was awarded 30 Veteran Affairs Supportive Housing (VASH) Section 8 Vouchers. VASH provides permanent supportive housing for eligible homeless veterans.

Social Workers with the Department of Veterans Affairs provide case management services to help veterans connect with community resources, obtain and maintain permanent housing.



TOOLS FOR SCHOOL

The Housing Authority's annual event in partnership with 2nd Story Associates, Tools for School, distributed backpacks filled with school supplies to over 400 low-income children this year. Tools for School also serves to expose families to Housing Authority and community programs and services.

FAMILY RESOURCE CENTER

Opening its doors as a Family Resource Center in 2018, HACSB's Resident Services staff supports families in successfully responding to the challenges they face, including access to food, transportation, child care, employment, health insurance enrollment, and so on.

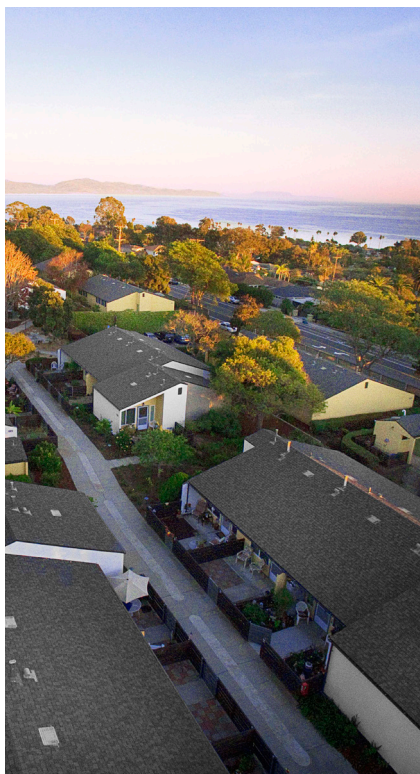
WHAT HOME MEANS TO ME

Housing Authority youth participate annually in the National Association of Housing and Redevelopment Organization's Housing America campaign by creating a poster with the theme "What Home Means to Me." The contest is a remarkable event that gives children an opportunity to share not only how housing is important, but the significance of what having a home means to them. Our young resident Emily Baranda's inspiring poster was a finalist!



SECTION 8 TENANT-BASED WAITLIST OPENING

For the first time in more than four years, the Housing Authority opened its Section 8 Housing Choice Voucher waitlist for tenant-based vouchers. We received over 4000 applications in a 30 day period.



THE “MISSING MIDDLE”

The Housing Authority further expanded its reach to Santa Barbara’s middle-income families by increasing its income limits to 160% AMI, defined as those earning up to \$127,360 for a family of four. The “missing middle” 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.

LIBRARY ON THE GO!

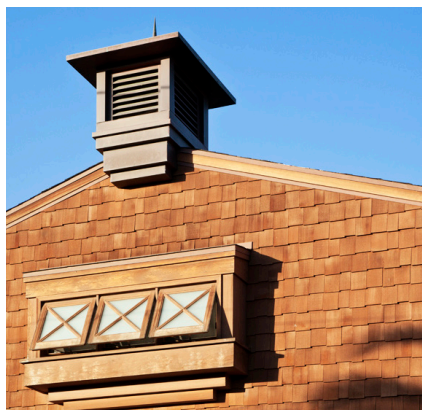
As member agencies of the Campaign for Grade Level Reading, the Housing Authority and the Santa Barbara Public Library teamed up to keep kids reading over the summer through a series of mobile library visits to nine family properties. Kids signed up to participate in the library’s Choose Adventure summer reading program, got library cards, and went home with a book to get them started.

BRING THE VOTE HOME

The Housing Authority partnered with League of Women Voters for a National Voter Registration Day event, “Bring the Vote Home” for residents. With almost half of non-voters being from low-income families, the goal was to make registration easy and accessible, so nothing could get in the way of their voices being heard. Those who registered to vote included seniors, youth aging out of foster care and the formerly homeless - a few of whom registered for the first time!

HOUSING SANTA BARBARA DAY

One of the most important topics in our community, our agency was a lead in visioning and planning a day of information, resources and advocacy for affordable housing for South Coast residents.



HIGHER EDUCATION SCHOLARSHIPS

The Housing Authority Scholarship Fund was created in 1998 to provide Housing Authority residents and Section 8 program participant’s financial aid to pursue higher education. For the 2018-2019 school year, eight scholarships were awarded to students attending various colleges and universities including California State Long Beach, UC Santa Barbara, UC Berkeley, Colorado State University and Loyola Marymount. Seven of these students are the first generation in their family to attend college. As one student noted “Thank you so much for your generosity towards my educational goals. This scholarship will give me more incentive to keep reaching my full potential...”

CREATING & PRESERVING AFFORDABLE HOUSING

This year, the Housing Authority was awarded 21.3 million in Federal Low Income Housing Tax Credits (LIHTC) to two local projects to be developed by the Housing Authority, serving veterans and seniors. The Gardens on Hope, located at 251 S. Hope Ave., and Johnson Court, located at 813 E. Carrillo St., will together create 107 new affordable rental units in the Santa Barbara community.

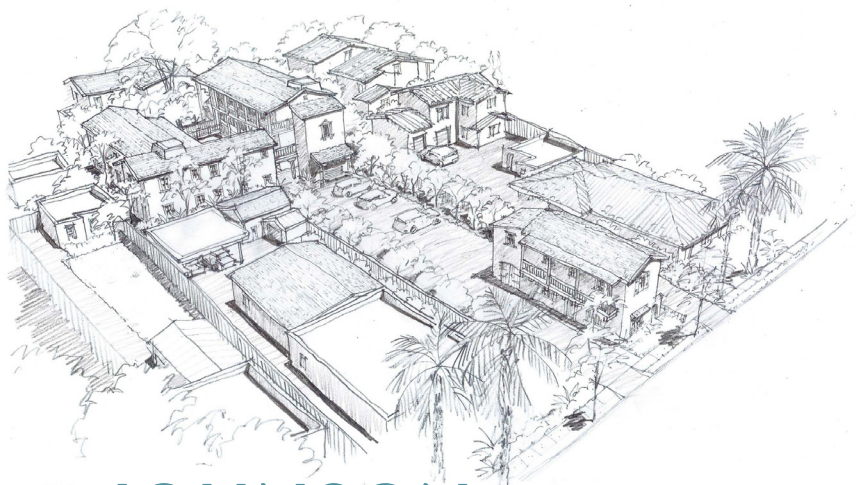


The Housing Authority of the City of Santa Barbara purchased the vacant lot located at 251 S. Hope Avenue in April 2014 with the intention of developing a project similar to the highly successful 98-unit Garden Court on de La Vina. The Gardens on Hope will consist of 89 studio units and 1 one-bedroom manager unit, and serve the same low income, frail senior population, providing three meals a day, housekeeping, transportation to medical appointments, as well as a host of social programs.

The need for affordable senior housing is growing significantly nationwide, and in California alone, the senior population is expected to increase from 4.5 million to 8.8 million by 2030. As reported in UCLA's

Elder Economic Security Index, nearly 40% of the County's senior population is economically insecure. Many of those seniors saw what retirement they had decline significantly during the recession and recovery has been difficult. Locally, there are over 3000 seniors waiting for affordable housing. It is estimated that 1/3 of the homeless are over age 50.

The Gardens on Hope broke ground in August 2018 and is estimated to be completed by December 2019. All of the rental units will be subsidized with Project Based Housing Choice Vouchers, making rent affordable at 30% of the residents' income.



JOHNSON COURT

Johnson Court is an affordable housing development that will serve the homeless veteran population in Santa Barbara. The proposed project provides 16 studio units for very low and low-income veterans, a two-bedroom manager unit, and common area and office space to accommodate the provision of services and activities on-site.

The Housing Authority purchased the property located at 813 E. Carrillo St. in October 2017. The veteran target population for “Johnson Court” is in keeping with the wishes of the former property owners, the Johnson family, whose father had served in the military.

The need for affordable veteran housing is growing significantly nationwide. The local Vulnerability Index database indicates that there are 210 homeless veterans on our streets with an average age of 59.2 years, and the oldest veteran reported to be 84 years old. The proposed housing will meet the needs of veterans with special needs, disabilities, who are seniors, and any combination of these realities veterans experience.

Construction is anticipated to start in the fall of 2018 with completion in early 2020. All studio units will be subsidized with Project Based Vouchers, making rent affordable at 30% of a resident’s income.



NEW WORKFORCE HOUSING

The Housing Authority expanded its Workforce Housing program through the purchase of two new properties from private owners, 1616 - 1618 Castillo St. (above) & 2120-2124 Oak Park Lane (below) in Santa Barbara. Preserving these units is critical as more low to middle income households struggle to find affordable places to live.



CELEBRATING RESIDENT SUCCESS

The Housing Authority of the City of Santa Barbara's Family Self-Sufficiency Program (FSS) offers a voluntary five-year program where participants design a clear path of specific goals and objectives in order to achieve living-wage employment, gain economic self-sufficiency and become financially independent of welfare systems. Participants receive case management services to develop job and financial management skills and may qualify for a FSS Savings Account. When the employed FSS program participant reports a wage increase, the agency calculates a monthly bonus amount that is deposited into an incentive savings "escrow" account that the family can receive upon program graduation.

MODERN ROLE MODEL: SILVIA'S ROAD TO INDEPENDENCE



With a daughter to care for, Silvia Alvarez found herself in a tough spot when she lost her job. Uncertain about her next move, Alvarez turned to her Housing Authority of the City of Santa Barbara case worker, who referred her to the organization's Family Self-Sufficiency (FSS) program. With the extra support, she soon returned to school for her associates degree and had plenty to be proud about as she graduated from the FSS program in October 2018.

It changed my life dramatically," said Silvia, 37. "I'm a lot more independent. I'm more of a positive influence on my daughter. She sees that if you work hard you can get what you want in the long run."

A Santa Barbara native, Silvia is thankful she and her daughter were already living in a Housing Authority property when she lost her job in 2012, otherwise the situation could have been much worse. Still, the loss of income caused Silvia a great deal of stress and led to her losing her car.

While looking for work, Silvia learned about the FSS

program and signed up. In her first meeting, program coordinator Magdalena Rodriguez had her write down what she wanted to accomplish.

"My first goal was to finish school," said Silvia.

Silvia previously attended Santa Barbara Business College to become a clinical medical assistant, but she had to leave to care for her grandmother and because of trouble finding childcare. Seeing her goals written down and having Magdalena's support energized Silvia to give it another go. With a lot of hard work, Silvia earned her Associate of Science in Medical Assisting in 2015.

"I was actually the first person in my family to graduate from college," said Silvia. "It was an awesome feeling."

Silvia continued in the FSS program to meet her other goals, including buying a car and landing a full-time job. Along the way, she learned important lessons through FSS about managing her money in the bank, how to purchase a home and saving for retirement.

Today, Silvia is working for a nonprofit assisting people with diabetes. Her accomplishments and attitude are an inspiration.

"This is the first time I've had a job that I look forward to going to every morning," said Silvia, "I love helping the community."



MORE THAN JUST HOUSING

HACSB's philosophy of being "more than just housing" encompasses the services, programs and support offered to its clients. Family strengthening is at the core of HACSB's work, and our dedicated staff are committed to developing family-centered programs through community partnerships that foster resilience, self-sufficiency, and educational and career advancement in an effort to break the cycle of poverty.

As a recent member of the Network of Family Resource Centers, and with support from First 5 Santa Barbara County, HACSB has been able to adapt its services to better address the needs of its clients utilizing a Protective Factors approach. Opening its doors as a Family Resource Center in 2018, HACSB's Resident Services staff supports families in successfully responding to the challenges they face, including access to food, transportation, child care, employment, health insurance enrollment, and so on.

The Housing Authority's collection of family-centered services, known as the Family Strengthening Partnership, is possible due to longstanding partnerships with numerous community-based organizations including the Foodbank of Santa Barbara County, United Way of Santa Barbara County, the Santa Barbara County Department of Social Services, Community Action Commission, and many other public, private and nonprofit organizations. Key program elements of HACSB's Family Strengthening Partnership include:

2nd Story Associates: As HACSB's affiliate non-profit, 2nd Story not only develops affordable housing but also provides access to programs and services for low-income households.

Advocate-of-the-Day: As part of HACSB's Family Resource Center, staff is available each day to provide individualized assistance to Housing Authority families and clients that need help in accessing basic necessities, public benefits, or other resources. These services are offered in collaboration with a variety of local agencies.

Supportive Services: HACSB offers clinical case management services in partnership with Family Services Agency, aimed at promoting stability, wellbeing and housing retention. Families are connected to a variety of resources including in-home support, crisis intervention services, and counseling. Services are free and confidential.

Financial Literacy: A workshop series that provides families with the tools necessary to create financial goals and to establish a financial plan.

Parent Advisory Committee (PAC): The PAC provides an opportunity for parents to engage in their children's education as well as to participate in decision-making and program design within the Housing Authority's GRAD Initiative.

Family and Community-Building Academy: Tenant education workshops that focus on family networking and community building, aimed at promoting healthy affordable housing communities.



Founded in 1903, Grace Lutheran Church of Santa Barbara served as a worshipping community for over a century, with a long history of serving people in need throughout the community.

The concept of Grace Village began as far back as 10 years ago as Grace Lutheran members partnered with California Lutheran Homes, an independent, not-for-profit social ministry organization, to begin exploring ways to continue its strong service to the Santa Barbara community after a decline in membership.

In December 2014, the church and land at 3869 State Street was gifted to the Housing Authority of the City of Santa Barbara for co-development with Front Porch Development (an affiliate non-profit of California Lutheran Homes) for an affordable housing complex for seniors, aptly named Grace Village.

The former site of the iconic Grace Lutheran Church re-opened in March 2018 as the completed Grace Village Apartments, bringing 58 critically-needed affordable housing units for low-income seniors.

According to Pat Wheatley, Housing Authority Commission Chair and Grace Housing, Inc. President, “When we were of a size that was too small to be functional, we never lost the hope or dream that it

would always be a service to this community. From the beginning it was no discussion; it was housing for low-income seniors. That was always the vision.”

The need for affordable senior housing is growing significantly nationwide, and in California alone, the senior population is expected to increase from 4.5 million to 8.8 million by 2030. Locally, there are more than 3,000 low-income seniors on the Housing Authority’s waiting lists for affordable housing.

Our community’s vulnerable seniors are currently paying the majority of their income for rent, having to make the choice of foregoing food, healthcare and other necessities just to have a place to call home. Far too many have fallen into homelessness. This is why affordable housing like Grace Village is so important. Without housing, everything else falls apart. It is a foundation for a healthy, stable life.

Grace Village also marked a breakthrough in housing for low-income seniors in Santa Barbara as the first 100 percent affordable senior housing development to be completed under the City of Santa Barbara’s Average Unit Size Density Incentive Program Ordinance, created in part to encourage smaller more affordable rental housing near transit and services.

GRACE VILLAGE DEVELOPMENT PROFILE

Owner: Grace Village Apartments, L.P.

Limited Partner Tax Credit Equity Investor: MUFG
Union Bank, N.A.

Permanent Lender: California Community
Reinvestment Corporation (CCRC), City of Santa
Barbara - Residual Receipts Loan

General Partners: Garden Court, Inc., 2nd Story
Associates, Hearthstone Housing Foundation

Co-Developers: Housing Authority of the City of
Santa Barbara, Front Porch Development Company

Architect: RRM Design Group

Contractor: McGillivray Construction, Inc.

Year Built: 2017-2018

Property Management: CARING Housing Ministries, Inc.

Service Provider: Center for Successful Aging

Maximum Density Allowed Under AUD: 63 units/acre

Site Area: 1.04 acres

Base Zoning: 24 one-bedroom units

Density: 56 units/acre

Parking: 16 spaces (58 required per zoning)

Development Profile: 57 One-Bedroom Units (445-
505 sq. ft. per unit), 1 Managers Unit One-Bedroom
(548 sq. ft.), 58 Total

Amenities: On-site management, community room,
laundry facilities, elevators, solar panels, drought
tolerant landscape, community garden

Income Targeting:

Units	Income Limit	Rent*
6 units	30% of AMI (\$21,090)	\$527
12 units	40% of AMI (\$28,120)	\$703
26 units	50% of AMI (\$35,150)	\$878
13 units	60% of AMI (\$42,180)	\$1,054

*35 units will receive Project-based Section 8 Voucher
assistance, paying 30% of their income towards rent



TRAINS, PLANES & THE AT-HOME FEEL

Chances are you've already run into Paul Gannaway. Since moving to Santa Barbara with his parents in 1956 at the age of 7, Paul attended local schools, worked at restaurants, created artwork and earned a reputation as a passionate collector of model trains and planes. But as he approached the age of 70, like many locals, Santa Barbara's ever-rising housing prices threatened to push him out.

"Rent was going up and up every 14 months," said Paul, 69. "The notices would be posted to my door, and it got to the point I was making serious adjustments. I was about two years from being down to a sleeping bag and back pack."

With meeting rent becoming more and more difficult, Paul entered his name in the Housing Authority of the City of Santa Barbara's affordable housing waiting list in 2017. Staff notified Paul about the Grace Village Apartments, then still in-development, which would offer 58 affordable housing units for low-income seniors, and he immediately applied for a spot. To great celebration, Paul moved in when Grace Village Apartments opened in April 2018.

"Security, I have total security," Paul said of his new home. "There's total relief from that dreaded, dreaded rent increase. I'm no longer asking, 'How am I going to handle this again? What am I going to have to sacrifice?'"

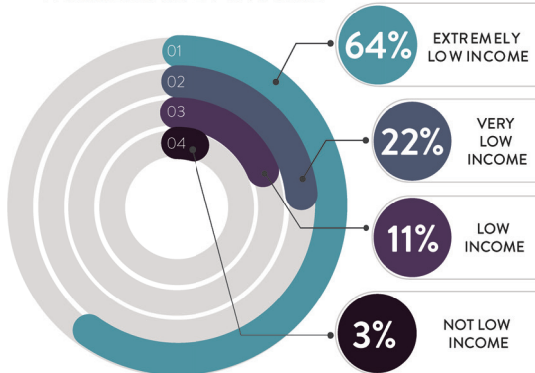
Today, Paul is focusing on his part-time job at Path-Point, where he works with adults with Cerebral Palsy by leading them through activities such as art. When he's home, Paul continues to enjoy his train and plain model collection, which was great to set up in his new home. Paul left behind an art career dream because he's continuing to work at age 69, the heavy infrastructure involved and the uncertainty, but he hopes to again chase this dream in the coming years.

Even after more than six months at Grace Village, Paul said he continues to pinch himself, unable to believe how fortunate he is. He is also looking for ways to pay that kindness forward.

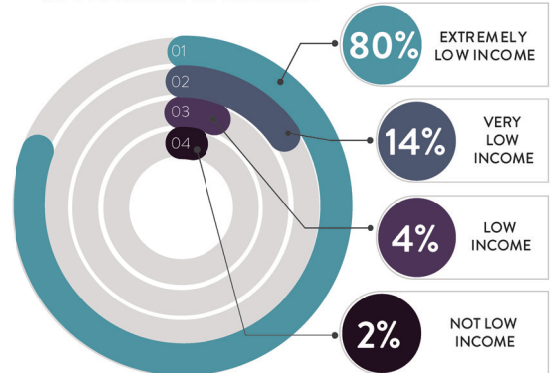
"Having a place to live should be a right, not a privilege" he said.

WHO WE SERVE

OWNED/MANAGED HOUSING HOUSEHOLD BY INCOME



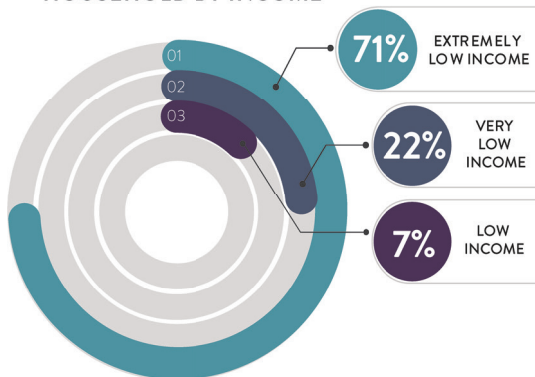
OWNED/MANAGED HOUSING APPLICANTS BY INCOME



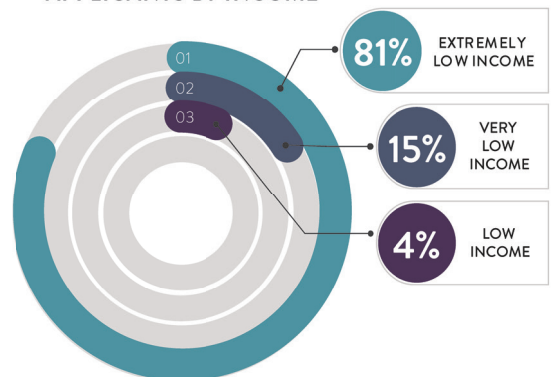
Extremely Low Income 30% AMI
Very Low Income 50% AMI
Low Income 80% AMI
Not Low Income >80% AMI

For 2018, Median Family Income (100% AMI) for a family of four in Santa Barbara County is \$79,600

HOUSING CHOICE VOUCHER PROGRAM HOUSEHOLD BY INCOME



HOUSING CHOICE VOUCHER PROGRAM APPLICANTS BY INCOME



SECTION 8 HOUSEHOLDS

Including RAD Households – formerly Public Housing Program

SECTION 8 TOTALS

2,573 HOUSEHOLDS

4,836 PEOPLE

\$21,410 AVERAGE INCOME

PERCENTAGE OF HOUSEHOLDS WHO EARN 30% AMI OR LESS: 71%

HOUSEHOLDS WITH CHILDREN

623 HOUSEHOLDS WITH YOUTH AGES 0-18

\$20,572 AVERAGE INCOME

1,283 TOTAL YOUTH

SENIORS

HEAD OF HOUSEHOLD – AGE 62+

1,243 HOUSEHOLDS

\$15,235 AVERAGE INCOME

AVERAGE HOUSEHOLD SIZE: 1

PERCENTAGE OF HOUSEHOLDS WHO EARN 30% AMI OR LESS: 79%

PEOPLE WITH DISABILITIES

545 HOUSEHOLDS

\$14,087 AVERAGE INCOME

COMBINED STATEMENT OF NET POSITION

AS OF MARCH 31, 2018

ASSETS

CURRENT ASSETS:

Cash & Cash Equivalents	\$ 3,831,362
Restricted Cash & Cash Equivalents	5,038,558
Investments	15,091,017
Restricted Investments	2,244,000
Accounts & Notes Receivable, Current Portion	438,523
Prepaid Expenses	62,908
Inventory	57,919

Total Current Assets \$ 26,764,287

NON-CURRENT ASSETS:

Capital Assets, Net of Depreciation	\$ 53,657,755
Accounts & Notes Receivable, Non-Current Portion	36,154,011

Total Non-Current Assets \$ 89,811,766

TOTAL ASSETS \$ 116,576,053

LIABILITIES & NET ASSETS

CURRENT LIABILITIES:

Accounts Payable & Accrued Liabilities	\$ 611,776
Tenant Security Deposits	593,142
Notes Payable, Current Portion	907,123
Other Current Liabilities	344,325

Total Current Liabilities \$ 2,456,366

NON-CURRENT LIABILITIES:

Notes Payable, Long-term Portion	\$ 31,846,296
Accrued Other Post-Employment Benefits	2,904,626
Other Non-Current Liabilities	2,237,233

Total Non-Current Liabilities \$ 36,988,155

TOTAL LIABILITIES \$ 39,444,521

NET ASSETS:

Net Investment in Capital Assets	\$ 20,904,336
Restricted Net Position	5,983,132
Unrestricted Net Position	50,244,064

Total Net Assets \$ 77,131,532

TOTAL LIABILITIES & NET ASSETS \$ 116,576,053

COMBINED STATEMENT OF REVENUE, EXPENSES & CHANGE IN FUND NET POSITION

FOR THE FISCAL YEAR ENDED MARCH 31, 2018

REVENUE

OPERATING REVENUE:

Tenant Rent	\$ 7,117,401
HUD Operating Grants	31,738,585
Other Operating Income	2,171,990

Total Operating Revenue \$ 41,027,976

OPERATING EXPENSES:

Administration	\$ 5,720,704
Tenant Services	1,694,859
Utilities	1,084,203
Maintenance & Operations	3,274,207
General Expense	1,638,667
Depreciation	1,761,409
Housing Assistance Payments	23,484,719

Total Operating Expenditures \$ 38,658,768

NET OPERATING INCOME \$ 2,369,208

NON-OPERATING REVENUE (EXPENSE):

Investment Income	\$ 232,830
Gain on Disposition of Assets	13,200
Interest Expense	(891,821)

Non-Operating Revenue (Expense) \$ (645,791)

Net Income \$ 1,723,417

Net position, beginning of year	\$ 72,946,314
Prior period adjustments	2,461,801

NET POSITION, END OF YEAR \$ 77,131,532

2018 PORTFOLIO

SANTA BARBARA AFFORDABLE HOUSING GROUP			
ADDRESS	NAME	UNITS	TYPE
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		457	

COMMUNITY-BASED SUPPORTIVE HOUSING			
ADDRESS	NAME	UNITS	TYPE
3030 DE LA VINA ST.	FIREHOUSE	1	16 BED TRANSIT
2612 MODOC RD.	SARAH HOUSE	11	GROUP HM/FAM
1020 PLACIDO AVE.	N/A	1	12 BED DETOX
2904 STATE ST.	N/A	8	FAMILY
TOTAL COMMUNITY-BASED UNITS		21	

LOCALLY OWNED / NON-HUD			
ADDRESS	NAME	UNITS	TYPE
922 CASTILLO ST.	CASA DE LAS FUENTES	42	WORKFORCE
1616 - 1618 CASTILLO ST.	N/A	9	WORKFORCE
2120 - 2124 OAK PARK LANE	N/A	9	WORKFORCE
509-515 W. VICTORIA ST.	N/A	11	WORKFORCE
633 DE LA VINA ST.	N/A	8	WORKFORCE
2941 STATE ST.	N/A	6	WORKFORCE
425-431 E. ORTEGA ST.	N/A	3	WORKFORCE
705 OLIVE ST.	N/A	3	WORKFORCE
801-835 OLIVE ST.	N/A	18	WORKFORCE
630 W. ARRELLAGA ST.	N/A	4	WORKFORCE
309-311 S. VOLUNTARIO ST.	PASEO VOLUNTARIO	18	WORKFORCE
810 VINE ST.	N/A	1	WORKFORCE
809-811 OLIVE ST.	N/A	3	WORKFORCE
821 E. FIGUEROA ST.	N/A	6	WORKFORCE
2525 DE LA VINA ST.	N/A	6	WORKFORCE
616 W. MISSION ST.	N/A	6	WORKFORCE
1910 SAN PASCUAL ST.	N/A	12	WORKFORCE
1022 GARDEN ST.	N/A	6	WORKFORCE
100 N. LA CUMBRE	N/A	19	WORKFORCE
1012-1024 E. DE LA GUERRA ST.	CASITAS DE LA GUERRA	15	SENIOR/WORKFORCE
224 W. ORTEGA ST.	N/A	6	SENIOR
816 VINE AVE.	N/A	6	SENIOR
817 OLIVE ST.	N/A	1	SENIOR
1027 E. ORTEGA ST.	N/A	6	SENIOR
TOTAL NON-HUD UNITS		224	

TAX CREDIT			
ADDRESS	NAME	UNITS	TYPE
422 E. COTA ST.	ARTISAN COURT	56	HMLESS/WORKFORCE
315 W. CARRILLO ST.	EL CARRILLO	62	HMLESS/WORKFORCE
512 BATH ST.	BRADLEY STUDIOS	54	HMLESS/WORKFORCE
227 W. DE LA GUERRA ST.	COTTAGE GARDENS	17	SENIOR
1116 DE LA VINA ST.	GARDEN COURT	98	SENIOR
418 SANTA FE PLACE	VILLA SANTA FE I	107	SENIOR
521 N. LA CUMBRE RD.	VILLA SANTA FE II	60	SENIOR
3869 STATE ST.	GRACE VILLAGE	58	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
251 S. HOPE AVENUE	THE GARDENS ON HOPE	90	UNDER CONSTRUCTION
813 E. CARRILLO ST.	JOHNSON COURT	17	UNDER CONSTRUCTION
TOTAL TAX CREDIT UNITS		662	

SECTION 8 HOUSING CHOICE VOUCHER / CONTINUUM OF CARE			
ADDRESS	NAME	UNITS	TYPE
DISPERSED THROUGHOUT THE CITY	SECTION 8 RENTAL ASSISTANCE	2633	FAMILY/SENIOR
DISPERSED THROUGHOUT THE CITY	CONTINUUM OF CARE	61	FAMILY/SENIOR
TOTAL SECTION 8 HCV/COC		2,694	
TOTAL HOUSING UNITS		4,058	

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

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Dave Gustafson | VICE-CHAIR
Lucille Boss
Geoff Green
David K. Hughes
Lawrence Larsson
Victor Suhr

MANAGEMENT

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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

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Jennifer Diaz	Jose Quezada
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Janett Emery	Janice Rodriguez
Brenda Escoto Morales	Magdalena Rodriguez
Alicia Esparza	Vilma Rodriguez
Andrea Fink	Amado Rubio-Sanchez
Julia Garcia	Guadalupe Sanchez
Miguel Garcia	Jennifer Schipa
Andrew Gonzales	Celia Solis
Kevin Guerra	Tracey Taylor
Rigoberto Gutierrez	Hector Torres
Miguel Hernandez	Beatriz Valenzuela
Primitiva Hernandez	Heladio Vega
Antonia Hood	Perla Vega
Jose Manuel Jauregui Cruz	Angel Velasquez
Juan Lizalde	Gerardo Velazquez
Matias Lopez Escareno	Alice Villarreal Redit
Christina Mathieu	Timothy Waaler
Clarissa Montenegro-Uhl	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.



1616

JANUARY

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	29	30	31		

FEBRUARY

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

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
					1	2
3	4		5	6	7	8
10	11		12	13	14	15
17	18		19	20	21	22
24	25		26	27	28	29
31						30

APRIL

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	29	30				



MAY

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	29	30	31	

JUNE

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	29
30						



2120

JULY

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	29	30	31			

AUGUST

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	29	30	31



SEPTEMBER

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
29	30					

OCTOBER

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	29	30	31		



NOVEMBER

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	29	30

DECEMBER

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
29	30	31				



HOUSING AUTHORITY OF THE CITY OF SANTA BARBARA

808 LAGUNA STREET, SANTA BARBARA, CA 93101

T 805.965.1071 | F 805.564.7041

INFO@HACSB.ORG | WWW.HACSB.ORG

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