



HOUSING

AUTHORITY OF THE
CITY OF SANTA BARBARA

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NOTICE OF PUBLIC HEARING

The Housing Authority of the City of Santa Barbara (HACSB) will hold a public hearing to discuss its Moving to Work (MTW) Plan and application package for said plan. The public hearing will occur on Wednesday July 7, 2021 at 4:00 p.m. via zoom, meeting number 873 0522 2043.

HACSB is proposing to apply for MTW status via application to Housing and Urban Development. Interested parties may obtain a copy of the MTW Plan from the Housing Authority's website at www.hacsb.org or at the Housing Authority's main office at 808 Laguna Street, Santa Barbara CA 93101. Should you wish to comment on the proposed changes please submit comments in writing to the above address, or via email to Andrea Fink at afink@hacsb.org, by July 5, 2021. Public comment will also be accepted on July 7th during the regularly scheduled Housing Authority Commission meeting.

A. Moving To Work Plan (10 pages max)

1. Vision

The Housing Authority City of Santa Barbara (HACSB) has struggled with maintaining 100% voucher utilization based on the jurisdiction's extremely tight rental market: vacancy rates of less than 1% and high rental rates. These conditions put voucher holders at an unfair advantage when competing with more affluent applicants that have good credit, rental histories and the ability to pay a full month's rent and security deposit up front, thus edging out the voucher holder. Further impacting voucher utilization has been the Fair Market Rates which are set for Santa Barbara County as a uniform jurisdiction, when in fact North and South County are not comparable markets. The flexibility that comes with a Moving to Work designation would allow the Housing Authority City of Santa Barbara (HACSB) the flexibility to adopt Payment Standards that are reflective of the South County market, as well as to implement incentives that make the Section 8 program more attractive to private market property owners.

MTW designation would give HACSB the ability to implement an alternative Inspection schedule which would make the program more cost effective. HACSB will continue to conduct yearly inspections of its own units and respond to landlord concerns regarding private market units and schedule special inspections as needed.

The implementation of approved activities such as small area fair market rents (SAFMR), increased payment standards, vacancy loss, damage claims, and other landlord incentives will be attractive to landlords, helping voucher holders compete more evenly with more affluent applicants. This will in turn provide participants with a wider housing choice in safer neighborhoods with better schools and more family support services. Having the additional support gives adult household members the opportunity to attend higher education institutions or seek a professional certification in higher paying careers and leads to a higher level of self-sufficiency.

HACSB has been blessed with longevity of its employees and dedication to providing excellent customer service to landlords and participants alike. The four staff that will primarily be responsible for administering the MTW program have a combined 96 years of affordable housing experience with HACSB as well as a great deal of experience working in the private market. The following HACSB personnel are those charged with primary responsibility for the administration of the local MTW program.

- ❖ Rob Fredericks, Executive Director/Chief Executive Officer
Employed by HACSB since 1996, Mr. Fredericks has held several positions within the agency, first as a Section 8 Housing Choice Voucher Inspector, but most recently as Deputy Executive Director/Chief Administrative Officer. The balance of Rob's professional career was on the Central Coast of California where he managed several entry-level market housing developments with his family's Real Estate Sales and Land Development Company. He holds an undergraduate degree in Business Administration with a concentration in Real Estate Financial Management from Cal Poly San Luis Obispo. Rob's other civic commitments includes immediate past President of the Pacific Southwest Region of the National Association of Housing and Redevelopment Officials (NAHRO); a board member and treasurer of the Housing Trust Fund of Santa Barbara County; a board member and President of San Felipe Independent Living; He also

serves as an officer of the Housing Authority's two affiliate 501c(3) non-profits, 2nd Story Associates and Garden Court, Inc. Rob is also a licensed California Real Estate Broker

❖ Veronica Loza, Director of Housing Programs

❖ Andrea Fink, Programs Supervisor

Ms. Fink has been with HACSB since 2005. During her 16 years of employment at HACSB, she has held numerous positions that allowed her to become well-versed in HACSB's overall functions, policies, procedures, and many other facets of the agency. As the Housing Programs Supervisor, she oversees the daily operations, delivery, and administration of HACSB's various housing programs. Ms. Fink also supervises the Section 8 Housing Choice Voucher program lease-up team and front office staff. Ms. Fink received a Bachelors in Global Studies and Spanish Literature from the University of California at Santa Barbara.

❖ Jerry Morales, Leasing Agent

Mr. Morales has been employed with HACSB since 2019. He performs a variety of complex technical, administrative, and analytical duties in support of the HCV Program. Mr. Morales coordinates and monitors all leasing and inspection activities to ensure maximum utilization and program compliance and develops landlord outreach strategies and promotes program participation among the city's landlord community. He serves as a liaison between landlords, program participants, and Authority staff. Mr. Morales brought critical business experience to the agency that was gained as a sole proprietor for 23 years in addition to the experience gained as a property owner / manager for 34 years. Mr. Morales earned a Bachelor of Science in Business Administration with a concentration in Marketing and a minor in Spanish.

❖ Eddie Capristo, Leasing Representative

Eddie Capristo is currently the Leasing Representative for HACSB being employed with the agency since 2016. Under this newly created position Eddie serves as the primary liaison for our Section 8 landlord community to ensure they receive great customer service throughout the lease up process and continued through the duration of the tenancy. Eddie also focuses on landlord outreach and retention and provides housing location services for our voucher holders. He holds two undergraduate degrees in Psychology and Global Studies with an emphasis in Socio Economics from the University of California, Santa Barbara. Prior to HACSB Eddie worked for over 9 years at Deckers Outdoor Corporation with multiple management positions where he gained relevant experience in project management, data analysis, marketing, sales, and international business development.

❖ Janett Emery, Administrative Specialist

Ms. Emery began her career with HACSB 7 years ago as the primary receptionist. Since then Ms. Emery has been promoted to Administrative Specialist; in her current position she executes a variety of tasks, including finalization of the lease up process. Her role also includes daily communication with landlords, applicants, housed households, and the general public. Ms.

Emery assists in training the reception staff and providing leadership to ensure outstanding customer service. Before joining HACSB, Ms. Emery worked for an international medical device manufacturer where she held several positions, beginning as a bilingual customer service representative, promoted to field inventory coordinator, then to a consumer affairs representative. Ms. Emery earned a Bachelor of Arts in Graphic Design, and Associates Degree in Liberal Studies.

Fair Housing Statement

HACSB firmly believes and enforces all Fair Housing Laws. The following is an excerpt from HACSB's Section 8 Administrative Plan regarding Fair Housing.

Fair Housing Federal laws require PHAs to treat all applicants and participants equally, providing the same opportunity to access services, regardless of family characteristics and background. Federal law prohibits discrimination in housing on the basis of race, color, religion, sex, national origin, age, familial status, and disability. In addition, HUD regulations provide for additional protections regarding sexual orientation, gender identity, and marital status. The PHA will comply fully with all federal, state, and local nondiscrimination laws, and with rules and regulations governing fair housing and equal opportunity in housing and employment, including:

- Title VI of the Civil Rights Act of 1964
 - Title VIII of the Civil Rights Act of 1968 (as amended by the Community Development Act of 1974 and the Fair Housing Amendments Act of 1988)
 - Executive Order 11063
 - Section 504 of the Rehabilitation Act of 1973
 - The Age Discrimination Act of 1975
 - Title II of the Americans with Disabilities Act (to the extent that it applies, otherwise Section 504 and the Fair Housing Amendments govern)
 - The Equal Access to Housing in HUD Programs Regardless of Sexual Orientation or Gender Identity Final Rule, published in the Federal Register February 3, 2012 and further clarified in Notice PIH 2014-20
 - Violence Against Women Reauthorization Act of 2013 (VAWA) When more than one civil rights law applies to a situation, the laws will be read and applied together. Any applicable state laws or local ordinances and any legislation protecting individual rights of tenants, applicants, or staff that may subsequently be enacted will also apply.
 - HACSB Policy No state or local nondiscrimination laws or ordinances apply.
- 2-I.B. NONDISCRIMINATION Federal regulations prohibit discrimination against certain protected classes and other groups of people. State and local requirements, as well as PHA policies, can prohibit discrimination based on other factors. The PHA shall not discriminate because of race, color, sex, religion, familial status, age, disability or national origin (called "protected classes")

Familial status includes children under the age of 18 living with parents or legal custodians, pregnant women, and people securing custody of children under the age of 18. The PHA will not discriminate on the basis of marital status, gender identity, or sexual orientation [FR Notice 02/03/12].

- HACSB Policy: The PHA does not identify any additional protected classes. The PHA will not use any of these factors to:
 - Deny to any family the opportunity to apply for housing, nor deny to any qualified applicant the opportunity to participate in the housing choice voucher program
 - Provide housing that is different from that provided to others
 - Subject anyone to segregation or disparate treatment
 - Subject anyone to sexual harassment
 - Restrict anyone's access to any benefit enjoyed by others in connection with the housing program
 - Treat a person differently in determining eligibility or other requirements for admission
 - Steer an applicant or participant toward or away from a particular area based any of these factors
 - Deny anyone access to the same level of services
 - Deny anyone the opportunity to participate in a planning or advisory group that is an integral part of the housing program
 - Discriminate in the provision of residential real estate transactions • Discriminate against someone because they are related to or associated with a member of a protected class
 - Publish or cause to be published an advertisement or notice indicating the availability of housing that prefers or excludes persons who are members of a protected class
- Providing Information to Families and Owners The PHA must take steps to ensure that families and owners are fully aware of all applicable civil rights laws. As part of the briefing process, the PHA must provide information to HCV applicant families about civil rights requirements and the opportunity to rent in a broad range of neighborhoods [24 CFR 982.301]. The Housing Assistance Payments (HAP) contract informs owners of the requirement not to discriminate against any person because of race, color, religion, sex, national origin, age, familial status, or disability in connection with the contract.

2. Plan for Future Community Engagement

Throughout the MTW application process, and if selected as a participating agency, HACSB will involve both participants and the landlord community. HACSB actively engages the community at large through social media, press releases and featured stories on local television and print media. The success of the agency is in part due to the dissemination of agency achievements such as new projects and programs. HACSB through its efforts with its non-profit entity 2nd Story Associates, hosts an annual affordable housing event, *Housing Santa Barbara Day* at which HACSB provides information in a central location to members of the community. It is a free event open to all Santa Barbara County residents. *Housing Santa Barbara Day*, winner of NAHRO's Award of Excellence, provides information on all affordable housing in the area with over 30 participating agencies.

HACSB provides assistance with waitlist signups and information on the full array of programs and supportive services available.

HACSB actively engages with all local affordable housing and supportive services agencies regarding new programs, open waitlists, and voucher issuance which enhances the HACSB's ability to reach more residents in its jurisdiction.

HACSB holds annual landlord meetings and produces a quarterly newsletter to inform landlords of program changes and to solicit feedback. We provide landlords with direct access to staff and HACSB is a longstanding member of the Santa Barbara Rental Property Association (SBRPA), which is a local entity comprised of rental property owners and leasing agencies in the County of Santa Barbara. Advertisements and frequent feature stories are run in their monthly magazine. HACSB also frequently participates in SBRPA meetings and conducts presentations to SBRPA members to inform them of the Section 8 Program and solicit feedback on how to make the Section 8 program more attractive to private market landlords.

3. PHA operating and Inventory Information

The Housing Authority of the City of Santa Barbara represents 2,883 households on the Section 8 Housing Choice Voucher Program and 1,370 households in our own properties. Our agency was recently granted 89 Emergency Housing Vouchers that we will begin issuing in July 2021. The HCV program alone brings \$36 million annually into the local economy.

There is a great need for affordable housing in our community. Contract rents continue to increase annually with high demand and a very limited supply of rentals available creating a competitive market for anyone, let alone HCV participants with limited income and resources. HACSB's combined waitlist number over 12,000 with 80% of applicants at 30% of AMI or under. Having the flexibilities of the MTW program would be very beneficial for our community.

HACSB is constantly striving to implement innovative ways to make the program and its process more effective, efficient, and appealing to prospective landlords. HACSB has used unrestricted non-HUD funds in the past to pay for several programs that make the program more attractive to prospective landlords. Some of the programs are: supportive service contract to offer counseling and referral services for its HCV participants; security deposit loan program for participants who do not have the funds for a quick lease up; apartment protection funds as a type of insurance for landlords when dealing with evictions, unit damages, court costs and unpaid rent; bonus sign up payment of \$500 for new participating landlords on the HCV program;

4. Plan for Local MTW Program: Discuss initiatives we want to implement and why

HACSB seeks to implement a variety of initiatives in its local MTW program to give HCV voucher holders a better chance of competing with applicants that have more financial resources and rental history as well as streamlining its requirements for landlords to more easily navigate the lease up

process while still meeting HUD regulations. The objective of each of the initiatives will be to attain one of more of the following: cost effectiveness, self-sufficiency, and housing choice.

- Cost Effectiveness – activities such as alternative housing inspection scheduling will be cost effective for HACSB. While that activity’s cost effectiveness is very evident, other activities such as the implementation of monetary incentives that drive more interest in the program will also be cost effective because staff will need less time searching for apartment leads and direct outreach to landlords. The addition of an incentive package for landlords will lure more landlords to seek out information on the program benefits. The ability to pre-inspect units up to 90 days will reduce costs by not having to re-inspection a unit that has been vacant for more than 30 days.
- Self-Sufficiency - Quality, stable housing, which housing assistance makes possible, is the basis for self-sufficiency. Children learn more in stable housing, adult household members have more time and build self-esteem which can lead them to re-enter the workforce, pursue higher education, and/or develop new skills. The flexibilities of being selected in the cohort 4 group would afford HACSB the possibility of incorporating its Family Self-Sufficiency Program as an elective step in the MTW program.
- Housing Choice – the impact of the recent pandemic on the housing market was very evident. Thousands of college age students at two local higher education institutions that would normally flock to the Santa Barbara area, stayed home due to the cancellation of in person instruction. The drop in the number of applicants momentarily reduced demand and opened the possibility for many of HACSB’s HCV participants to find better quality housing in safer areas with better schooling as a result of the reduced competition for apartments. As students and workers return to the area, it will be more important than ever to have incentives for landlords that will attract them to the HCV program. Leasing bonuses, vacancy loss and mitigation payments all make the program more attractive to landlords. The more choices participants have, the better the quality of housing, schools, and supportive services.

5. Proposed Use of MTW Funds

While HACSB has been resourceful in using its limited funding for creative programs, the possibility of using HAP funds for those programs will add value and increase the effectiveness of the programs mentioned above: supportive service contract to offer counseling and referral services for its HCV participants; security deposit loan program for participants who do not have the funds for a quick lease up; apartment protection funds as a type of insurance for landlords when dealing with evictions, unit damages, court costs and unpaid rent; bonus sign up payment of \$500 for new participating landlords on the HCV program.

Additionally, HACSB is looking at new programs and incentive for landlords such as: partial payment for membership with the Santa Barbara Rental Property Association which will give participating landlords access to legal forms and documents as well as legal advice which will reduce staff time in dealing with such issues; loans to landlords for unit repairs on subsidized units when using recommended contractors; stipend for initial placement of GFIs to make units safer and meet future UPCS-V protocol; funding for a landlord portal to more effectively and efficiently collect legal documents and provide landlords with information; provide incentives to develop Accessory

Dwelling Units (ADUs) when being leased up by HCV clients; [ay \$1000 bonus for chronically homeless persons and/or for clients with bad or no credit.

6. Evidence of Significant Partnerships

The Housing Authority of the City of Santa Barbara has a well-established history of creating effective partnerships with public and private nonprofit organizations in our community that provide direct services and other resources to the clients we serve. Integrated within HACSB's organizational structure is our Department of Resident Services (DRS). DRS was created to better assist our clients in preserving their housing, achieving self-sufficiency, and maintaining stability and well-being in the context of their housing. The Department operates a range of supportive services programs aimed at improving the quality of life of our clients with an emphasis on accessing services and benefits, with an overall goal of promoting dignity, self-sufficiency and stability. DRS staff works extensively with various social service providers in the community to ensure that necessary support services are provided and remain in place. Resident Services staff collaborate closely with agencies involved in the care and coordination of services for the families, seniors and disabled individuals that we serve.

Through its extensive network of service providers, HACSB ensures that our clients gain access to critical services and benefits, such as primary and behavioral health services, entitlement benefits, childcare and educational services, and a variety of other resources. The Housing Authority's management team and staff actively participate on a number of boards, commissions, and network advisory groups. For example, the Housing Authority's Deputy Executive Director is the board chair of Santa Barbara County's Public Health Centers Board, which evaluates the effectiveness of Federally Qualified Health Care clinics in making medical services available and accessible to underserved residents. Our agency is also a member of the Adult and Aging Network (AAN), which includes representatives from many public and private agencies working to improve the lives of seniors and disabled individuals in our County. The AAN meets to set goals and priorities to help provide this population with health and human services, education, access and integration into the community.

Our organization also has a formal partnership with the Department of Social Services. As a Community-Based Organization (CBO), our team has been trained in helping families and seniors apply for specific public benefits and entitlements, including CalFresh, CalWorks, MediCal and In-Home Supportive Services. This service is one of many resources provided through the Housing Authority's Family Resource Center, which serves as a hub of support for all Housing Authority clients. As a member of the Network of Family Resource Centers, which consists of 15 public and nonprofit agencies, our staff help to plan and prioritize early childhood development, health, and family support programs and services that directly respond to the needs of local children. HACSB is also a member of the KIDS Network, a countywide membership organization that serves as an advisory body on children and family issues. The network consists of public agencies and CBO's throughout Santa Barbara County. And finally, our partnership with the Workforce Development Board and United Way, allows us to

address the employment needs of recently housed families and persons who have been displaced in the workforce due to the COVID-19 crisis.

Through all of these social sector partnerships and affiliations, we are able to draw upon the broad array of community resources and access strategic funding opportunities, in an effort to expand the services available to our clients and achieve greater social impact.

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B) Landlord Incentive Activities Information (5 pages max)

1) Landlord Needs Assessment

The jurisdiction for the Housing authority of the City of Santa Barbara (HACSB) is located in the southern part of Santa Barbara County that stretches along the coastline from Gaviota in the northeast corner to Carpinteria in the southwest corner. There are approximately 220,000 residents in the area and the medium income is \$80,000 for a family of four. According to a recent survey by the City of Santa Barbara, the medium rent for a 2-bedroom apartment is \$2,800.00. That would require a 2 adult (3 person) household to earn \$51.68 per hour (combined income) in an area where the jobs offered are predominantly in the service industry paying an average of \$15.00 an hour. Therein lies the problem – housing affordability is certainly one of the biggest issues for residents.

Many Santa Barbara area workers live outside the PHA jurisdiction due to the affordability factor. Additionally, workers must compete with college and university students for the limited supply of rental units which has traditionally resulted in a vacancy rate between .5 and 1%. Landlords benefit from a low vacancy rate and competition for rental units which results in little down time in unit turnovers and less of a desire to work with Housing Choice Voucher clients.

For more than 7 years beginning with the financial crisis of 2008, HACSB faced very difficult circumstances. As the local economy slowly improved and international and domestic college aged students attended local colleges, the rental market improved and apartment rates rose quickly while payment standards stayed stagnant throughout this period. Management saw the need for an independent rent study which was contracted to the University of California at Santa Barbara (UCSB) Economic Forecast team for a county-wide study that was later submitted to HUD. This resulted in a significant increase in payment standards which resulted in more lease ups.

The main strength in HACSB's HCV program was and continues to be management and lease up staff's willingness and understanding of having area landlords as partners in the program. Although staff had previously demonstrated its understanding of the need to involve landlords and ask for their input, a renewed focus on landlord input became the chief point for improving the program and its utilization rate. While the increase in payment standards was a significant boost to the HCV program and utilization rate, there was still more room to improve. HACSB staff understood the importance of listening to its landlords who complained about bureaucratic processes, too much paperwork and the time it took to approve an applicant for a unit when they could easily lease up open market applicants in a day.

Surveys and one on one discussions revealed that there were many myths about the Section 8 or "HUD program" being circulated that hurt our local program. Many landlords believed that by accepting one voucher at their complex "HUD will take over my apartment complex." Another myth was that it was rent control and landlords wouldn't be able to raise rents in the future. The myth that most hurt our HCV program was that it would be impossible to ever reach any staff to accomplish daily business tasks.

In the mid 2010's, HACSB made a concentrated effort to focus on customer service with its participating landlords. Staff made the effort to be accessible by phone and email as well as

return phone messages within 24 hours, schedule initial inspections promptly and process request for tenancy approvals in an efficient manner. HACSB continued with other activities it had implemented prior to 2010 such as a periodic newsletter, "Landlord Link" that is sent to participating landlords with information and tips to landlords; HAP payments were made on a weekly basis to ensure that mid-month new HAP contracts and retroactive interim adjustments were paid to landlords rather than have them wait until the following month for payment.

Annual landlord meetings give HACSB staff the opportunity to meet one on one with participating landlords and thank them in person for supporting the HCV program. Meetings were expanded to include representatives from partnering agencies that provided supportive services to HCV clients and guest speakers were invited including the Mayor of Santa Barbara and other dignitaries.

In 2015, HACSB implemented the Apartment Protection Plan to pay landlords up to two thousand dollars for unpaid rent, damages, and related court fees – it was the beginning of what would become an expanded landlord incentive program to boost landlord participation in the HCV program.

2) MTW Cohort # 4 Activities

HACSB has identified all of the recommended Cohort #4 MTW Activities as potential enhancements that the agency will implement if selected for the fourth cohort of the MTW Expansion. Following is a list of the activities and why how our agency's HCV program could benefit from them.

- a) **Payment Standards – Small Area Fair Market Rents (SAFMR):** Of all the recommended Cohort Activities recommended, this is the one HACSB is still discussing. While it may not be an activity that is implemented initially, it may be used at a later date if other activities are not sufficient to improve the program's utilization rate and landlord participation.
- b) **Payment Standards – Fair Market Rents (FMR):** Over the last several years, it has been necessary for the agency to contract a 3rd party such as the UCSB Economic Forecast team discussed earlier to conduct rent studies based on recent market analysis to substantiate the need for higher payment standards that reflect current market conditions so that HCV participants have a better chance of competing in the local rental market. Having the ability to raise payment standards up to 120% of FMRs may be sufficient to avoid the cost of another rent study.
- c) **Vacancy Loss:** In 2018 HACSB implemented a vacancy loss payment program for participating landlords that leased up with an HACSB client after a previous client vacated the unit. This program has been successful but due to limited funding was restricted to a maximum of 10.5 days of pro-rated rent. The capacity to expand this up to 30 days can have a profound effect on our program especially when working with voucher holders tied to a previous contract.
- d) **Damage Claims:** In 2015 HACSB began its own version for damage claims called the *Apartment Protection Fund* which guaranteed up to \$2,000 in payments to landlords for unpaid rent, damages, court costs and other costs associated with an HCV

participant that leaves with a balance owed to the landlord. Since rents and repair costs have increased, it would be beneficial to increase the maximum amount payable to landlords for vacating participants' delinquent accounts

- e) **Other Landlord Incentives:** In 2018 HACSB initiated its bonus payment plan that was limited to only \$500 for new landlords who had never participated on the program or who had not participated on the program since 2015. This has been our most successful program for adding new landlords. The ability to use HAP funding for this type of bonus will give HACSB the flexibility to increase the bonus payment.
- f) **Pre-Qualifying Unit Inspections:** HACSB has tried to be flexible with its participating landlords and has offered pre-inspections of units to help them decide if they want to participate on the program. However, the pre-inspections were limited to a period of 30 days according to HCV regulations. The additional timeframe substantially increases the flexibility the agency can have with its participating landlords.
- g) **Alternative Inspection Schedule:** When HACSB implemented biennial inspections, it realized immediate cost savings by not having to pay for 3rd party inspections as frequently as it had previously. Having the option to schedule inspections as needed but not longer than 3 years will bring additional savings. HACSB will continue to follow up on landlord or neighbor concerns when there are signs of apartment neglect. This will guarantee units are habitable, meet HQS standards by ensuring units are safe, sanitary, and decent.

3) Other Landlord Incentives and Initiatives

HACSB would like to request the use of the specific waivers related to landlord incentives, a description of that request should be made and justified in this section. The PHA must also discuss other (non-MTW) initiatives that the PHA has implemented or will implement to improve the HCV program and attract landlords.

- a) **Referral bonus** – a monetary incentive to any person referring a new landlord to the HACSB's HCV program. Section 8 participants would not be eligible
- b) **Legal Information Sessions** – one of the barriers HACSB has discovered exists with landlords unwilling to participate in the HCV program is fear of not providing proper legal documentation and fear of reprisal from HUD for not doing so. As a result, HACSB has provided periodic legal information sessions lead by a local attorney. This activity gives landlords more confidence in working with a HUD funded program.
- c) **Apartment Repair Program**
HACSB can provide loans to landlords to help pay for repairs to quickly bring a unit up to HQS standards. The loan would then be repaid over a period of 6 or 12 months with automatic deductions from HAP payments. Loan amounts will be granted up to \$2,500 with a quote from a qualified contractor or itemized estimate from the landlord.
- d) **Subsidized Membership to Santa Barbara Rental Property Association (SBRPA)**– HACSB will pay a portion of the initial fees for the first year of membership for participating landlords

for SBRPA fees. Landlords with access to SBRPA legal documents, information on new and existing tenant laws and an attorney are generally better landlords, follow rules and regulations and need less guidance from agency staff which ultimately is less of a financial and resource drain on the agency.

- e) **Landlord portal** – A landlord portal that gives access to landlords to HACSB documents, ease of use for submitting completed forms, access to program updates and HAP payments would be more efficient for landlords and the agency alike. Landlords are increasingly requesting 24-hour access to HAP payments and agency forms.
- f) **Accessory Dwelling Unit (ADUs) incentives** – HACSB is working with local private entities on a partnership to promote the development and use of ADUs for HCV participants.
- g) **Marketing** – While marketing is not a landlord incentive, having an HCV program that is not marketed well will result in limited success. HACSB has been able to create a positive image about the agency as a whole and has been successful in marketing to landlords directly by advertising in local magazines and newspapers, using social media, sending out news presses and by creating audio and visual public service (PSA) announcements. The ability to use HAP funding for marketing the HCV program will expand our reach to the landlord community.

A. Appendices 1-4

1. Certification of Compliance
2. Public Process Documentation
3. Required Standard Forms
4. Other Supporting Documentation