

2015 Annual Report
2016 Calendar



HOUSING AUTHORITY
OF THE CITY OF SANTA BARBARA



Another View of Affordable Housing

A message from The Chair and the Executive Director/CEO

2015 was a pivotal year for the Housing Authority of the City of Santa Barbara (HACSB). Demographic and income trends have created a pressing need for more affordable housing; yet lack of adequate funding to address the need has remained a pervasive local, state and national issue. The impacts in high cost coastal communities like Santa Barbara are particularly acute. Traditional forms of funding to build, buy and rehabilitate low-income housing such as those provided by the U.S. Department of Housing and Urban Development (HUD) have continued to be cut and are no longer sufficient. With this political climate, the Housing Authority has concentrated its efforts this past year on both preserving its existing rental stock through financial repositioning and increasing supply by leveraging the equity in its current real estate holdings. Our successes for 2015 are largely the result of our internal examination of how and why we prosecute our work—an “inspired outlook” if you will which is also the theme of this 2015 Annual Report/2016 Calendar entitled “Another View of Affordable Housing.” The photographs displayed herein are of a few of our properties taken “from above,” literally “another view.” They clearly demonstrate affordable housing’s positive and shared place in the Santa Barbara community.

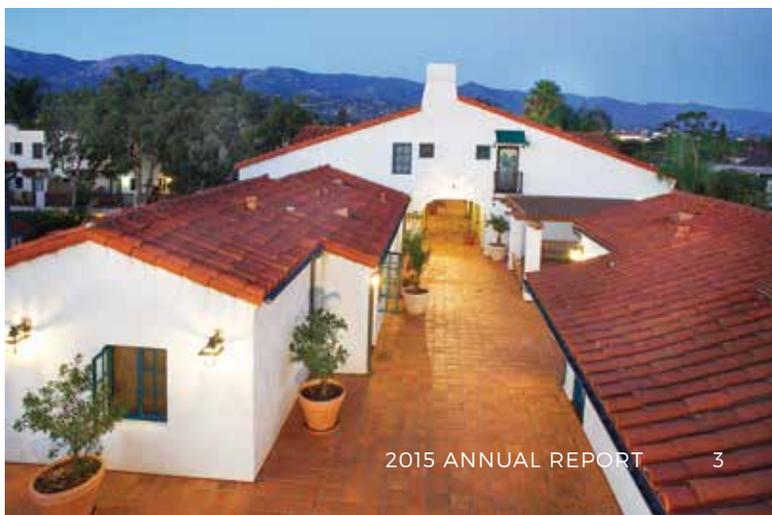
In 2011, the Housing Authority began implementing its long term vision and needed goal of repositioning its entire HUD-Assisted Public Housing inventory of 496 units that were spread over 31 locations in the city. Many of these apartment complexes are over 40 years in age and have long suffered from continual Congressional budget cuts to the HUD funding necessary for their proper upkeep. Santa Barbara’s HUD funded public housing was not alone in this failed federal promise of modernization funding.

To correct this serious decline in needed funding, HACSB opted to transform its public housing through HUD’s Rental Assistance Demonstration (RAD) program. RAD is the vehicle we are using to move this portion (496 units) of our inventory from a Public Housing based platform to one that calls on Section 8 rental subsidies for needed ongoing revenue. This will allow us to operate these units more like the private sector where property equity can be tapped and borrowed

upon to tackle needed property improvements. To date, more than 35,000 public housing units across the country have been converted to Section 8 based rental subsidies through the Rental Assistance Demonstration (RAD) Program. This is helping to address HUD’s well documented backlog of nearly \$26 billion in needed capital improvements to the Nation’s 1.2 million units of HUD funded public housing. RAD is also making it possible for public housing authorities to get out from under HUD’s overly prescriptive “one size fits all” regulations and leverage traditional capital and financing tools previously unavailable to public housing.

The Housing Authority has spent much of the past year navigating this process that includes transferring ownership of all of these units to its affiliated nonprofit, the Santa Barbara Affordable Housing Group (SBAHG). In 2014, we successfully repositioned 180 units of senior Public Housing on 6 separate sites to Section 8 Project Based rental subsidies; and this year 93 family units on multiple sites have been moved from HUD’s Public Housing platform to ownership and operation under the Housing Authority’s SBAHG nonprofit affiliate. By the end of 2016, the remaining 223 units will be repositioned to SBAHG and, completely rehabilitated soon thereafter. Our primary goal in pursuing these rather complex and time consuming RAD conversions is to ensure that these important and high value public assets are fully rehabilitated and preserved as affordable housing for those most in need for generations to come. All 31 properties have, or will be, undergoing extensive renovations of varying degrees.

As an agency, we have long understood that supportive services for our clients provide an essential complement to rental housing subsidies. Many of those we serve are vulnerable households born to poverty and other forms of human strife. For special needs populations such as the mentally disabled and homeless individuals, this means providing intensive, on-site, specialized services that include case management. For families that may be stalled on the path to achieving economic self-sufficiency, this means assuring access to job-readiness, childcare, youth development and after-school programs. In 2015, we renewed our focus on service-enriched housing by



concentrating our efforts on our GRAD (Growth, Readiness and Development) Initiative, enhancing our Family Self-Sufficiency Initiatives, and elevating community dialogue and collaboration on the need for affordable housing and related social services as well as join the national Campaign for Grade Level Reading.

We have also focused our efforts on our senior population realizing we are in the midst of unprecedented growth in the U.S. population aged 65 and older. Many reports speak of potential crisis with regard to our nation's aging and increasingly frail elderly population with limited income and few options with regard to affordable, supportive housing to meet their needs. Our goal has long been the creation of a more robust continuum of care for the low-income elderly we were created to serve. Bringing health and supportive services to our affordable senior housing communities is a cost-effective strategy for helping low-income seniors age in place even as they struggle with frailty, disability and chronic illness. Much of this last year has been spent laying the groundwork for new senior affordable housing developments—Grace Village and The Gardens on Hope being two prime examples of this effort.

The Housing Authority has indeed taken this time of flux and funding uncertainty and turned it into one of opportunity. This year we saw our inventory of affordable housing continue to grow despite the funding challenges that are causing havoc in many other communities. In our day-to-day work, the Housing Authority Commission and staff realize we have a shared responsibility to take care of each other as well as the places we call home. This responsibility goes beyond finding immediate solutions, but rather emphasizes the need for sustainability and sound growth. And to this end, we offer you, the reader, "Another View of Affordable Housing."

Geoff Green
Chair, Board of Commissioners

Robert G. Pearson
Executive Director, CEO



2015 Housing Authority Team

Commissioners

Geoff Green, *Chair*
David K. Hughes, *Vice Chair*
Barbara B. Allen
Dolores Z. Daniel

Don Olson
Victor Suhr
Catherine Woodford



Management

Robert C. Pearson, *Executive Director/Chief Executive Officer*
Rob Fredericks, *Deputy Executive Director/Chief Administrative Officer*
Skip Szymanski, *Deputy Executive Director/Chief Operating Officer*

Veronica Loza, *Director of Housing Programs*
Dale Fathe-Aazam, *Director of Property and Development*
Bob Peirson, *Director of Finance*
Tiffany Carter, *Human Resources Manager*



Staff

Derek Aleksander
Martha Angel
Bernard Baggarly
Octavio Botello
Charla Bregante
Perla Corral
Anthony DeAnda
Jennifer Diaz
Dee Eduarte
Janett Emery
Matias Escareno
Brenda Escoto
Alicia Esparza
Andrea Fink
Julia Garcia
Miguel Garcia
Andrew Gonzales
Antonia Hood
Katie Howell
Juan Lizalde
Christina Mathieu
Clarissa Montenegro
Jerry Morales

Tiffany Morten
Maximo Navarro
Adriana Ortega
Tia Payne
Leanna Pearson
Salvador Pereyra III
Jose Quezada
Magdalena Rodriguez
Vilma Rodriguez
Amado Rubio-Sanchez
Guadalupe Sanchez
Jennifer Schipa
Celia Solis
Tracey Taylor
Hector Torres
Beatriz Valenzuela
Heladio Vega
Angel Velasquez
Gerardo Velazquez
Alice Villarreal Redit
Timothy Waaler
Scott Wexler
Celia Wright



2015 Highlights

- The Housing Authority received a prestigious National Excellence Award from the National Association of Housing and Redevelopment Officials (NAHRO) for collaboration with its non-profit affiliate, 2nd Story Associates. The award was for providing outdoor, freestanding “Little Outdoor Libraries” at several of its public housing family developments. Realizing approximately 61% of low income families do not have books at home for their children, HACSB staff sought ways to make access to books easy and fun – and the idea for the Little Outdoor Libraries was born. It was launched in 2014 through a special partnership with Leadership Santa Barbara County. This year 2 more libraries were added to our public housing sites.
- This year, NAHRO also bestowed its highest and most prestigious lifetime achievement award to the Housing Authority's Executive Director/CEO, Robert G. Pearson. The M. Justin Herman Memorial Award honors an exceptionally qualified person who has made outstanding contributions to the quality of life through service in the field of housing or community development. Rob has served as the CEO of the Housing Authority since 1988, and under his leadership has generated over 3,600 units of critically-needed low rent housing assistance to the greater Santa Barbara area for low-income seniors, families, and disabled individuals. His life's work—undertaken with remarkable dedication, humanity, and commitment—will impact the Santa Barbara community for generations to come.
- The Housing Authority saw 10 more families graduate its Family Self Sufficiency (FSS) program this year. This is no small feat. Goals include obtaining employment and/or education and financial literacy in order to no longer be reliant on government support. Many have started their own businesses, bought homes and/or sought higher education. To date, 260 individuals have graduated from FSS and 44 are now homeowners. From the time the families enroll in FSS to the time they graduate, most triple their income, reducing government spending and recycling tax dollars and housing through this “hand-up” approach to helping the poor in our community.
- Realizing our efforts in administering the Housing Choice Voucher/Section 8 Rental Subsidy Program weren't producing desired results given Santa Barbara's extremely tight rental market, the Housing Authority expanded its outreach efforts to current landlords and the greater community. This included implementing several new “programs” with the goal of increased landlord participation as well as alleviating barriers and stigma to help voucher holders successfully find private housing to rent. These new initiatives include damage protection of up to \$2000/unit for landlords for unpaid unit damages, rent and/or related court costs; hiring a “Housing Location Specialist” to provide one-on-one assistance to Section 8 Voucher holders seeking housing; and removing limits on annual rent increases.
- This year, the Housing Authority acquired the leasehold interest of a 19 unit senior complex at 100 N. La Cumbre in order to maintain affordability for current and future residents. The Housing Authority is continually searching for unique and creative ways to increase the community's inventory of affordable housing for service workers, seniors and the disabled and continues to reach out to current owners of rental housing who may want to consider a possible sale to the Housing Authority or management of their property.
- Partnering with 2nd Story Associates to host the 3rd annual Tools for School program was a true highlight of 2015. Through funding generously provided by Union Bank, over 300 children living in Public Housing received free backpacks and school supplies to ensure they have the tools necessary to start the school year off right. Tools for School is part of the Housing Authority's Growth, Readiness and Development initiative, which is aimed at encouraging academic success and high school graduation among low-income youth through a variety of collaborations and programming.

On the Horizon

- “Grace Village” will replace the former Grace Lutheran Church located at 3869 State St. and will soon be home to 58 low income seniors. The Church gifted the property to the Housing Authority in 2015 and plans are in process to utilize the Low Income Housing Tax Credit program to build much needed senior housing in place of the former church.
- A single-family home at 813 E. Carrillo St. was purchased by the Housing Authority in 2014 and has since been providing housing for low income, formerly homeless families in partnership with Transition House. Plans are in the works to develop a 15 unit affordable housing development for homeless veterans with on-site supportive services. We hope to see this construction begin at the end of 2016 with completion in the fall of 2017.
- The Housing Authority and the non-profit Garden Court, Inc., had been searching for an appropriate addition to the community's highly successful and very needed Garden Court property on De La Vina, a 98 unit congregate care facility for frail, low- income seniors. To this end, the Housing Authority purchased vacant land at 251 S. Hope Avenue in late 2014 with the goal of developing, in partnership with Garden Court, Inc., “The Gardens on Hope”. Plans and approvals are in motion for a 90 studio unit complex with a host of needed services including meals to serve a population similar to that at Garden Court on De La Vina.



As of March 31, 2015

Combined Statement of Net Position

Assets	
Current Assets:	
Cash & Cash Equivalents	\$ 6,133,652
Restricted Cash & Cash Equivalents	\$ 3,186,891
Investments	\$ 10,145,001
Restricted Investments	\$ 298,754
Accounts & Notes Receivable, Current	\$ 7,973,138
Prepaid Expenses	\$ 98,155
Inventory	\$ 61,882
Total Current Assets	\$ 27,897,473
Non-Current Assets:	
Capital Assets, Net of Depreciation	\$ 50,053,662
Accounts & Notes Receivable, Non-Current	\$ 14,342,617
Total Non-Current Assets	\$ 64,396,279
TOTAL ASSETS	\$ 92,293,752
Liabilities & Net Positions	
Current Liabilities:	
Accounts Payable & Accrued Liabilities	\$ 699,057
Tenant Security Deposits	\$ 518,822
Notes Payable, Current Portion	\$ 350,483
Other Current Liabilities	\$ 340,374
Total Current Liabilities	\$ 1,908,736
Non-Current Liabilities:	
Notes Payable, Long-Term Portion	\$ 25,801,642
Accrued Other Post-Employment Benefits	\$ 2,461,085
Other Non-Current Liabilities	\$ 923,147
Total Non-Current Liabilities	\$ 29,185,874
TOTAL LIABILITIES	\$ 31,094,610
Net Position:	
Net Investment in Capital Assets	\$ 23,901,537
Restricted Net Position	\$ 2,205,639
Unrestricted Net Position	\$ 35,091,966
Total Net Position	\$ 61,199,142
TOTAL LIABILITIES & NET POSITION	\$ 92,293,752

For the fiscal year ended March 31, 2015

Combined Statement of Revenue, Expenses & Change in Net Position

Revenue	
Operating Revenue:	
Tenant Rent	\$ 6,428,186
HUD Operating Grants	\$ 27,950,181
HUD CFP Operating Grants	\$ 254,638
Other Operating Income	\$ 6,921,399
Total Operating Revenue	\$ 41,554,404
Operating Expenses:	
Administration	\$ 4,745,243
Tenant Services	\$ 1,399,757
Utilities	\$ 937,880
Maintenance & Operations	\$ 3,114,568
General Expense	\$ 1,491,331
Depreciation	\$ 1,890,712
Housing Assistance Payments	\$ 20,494,018
Total Operating Expenses	\$ 34,073,509
NET OPERATING INCOME	\$ 7,480,895
Non-Operating Revenue (Expense):	
Investment Income	\$ 82,027
Gain on Disposition of Assets	\$ 15,649
HUD Capital Grants	\$ 442,436
Interest Expense	\$ (741,604)
Net Non-Operating Revenue (Expense)	\$ (201,492)
Net Income	\$ 7,279,403
NET POSITION, BEGINNING OF YEAR	\$ 54,327,981
Prior Period Adjustments	\$ (408,242)
NET POSITION, END OF YEAR	\$ 61,199,142

Statement of Inventory

Address	Name	Type	Units Per Address
Locally Owned or Managed			
Non-HUD			
509-515 W. VICTORIA ST.	N/A	FAMILY	11
633 DE LA VINA ST.	N/A	FAMILY	8
2941 STATE ST.	N/A	FAMILY	6
2904 STATE ST.	N/A	FAMILY	8
425-431 E. ORTEGA ST.	N/A	FAMILY	3
705 OLIVE ST.	N/A	FAMILY	3
801-835 OLIVE ST.	N/A	FAMILY	18
630 W. ARRELLAGA ST.	N/A	FAMILY	4
82 N. LA CUMBRE RD.	N/A	FAMILY	11
3931-3937 VIA DIEGO	N/A	FAMILY	24
716 N. SALSIPUEDES ST.	N/A	FAMILY	2
602 PICO AVE.	N/A	FAMILY	2
217-227 S. SALINAS ST.	N/A	FAMILY	10
125 S. VOLUNTARIO ST.	N/A	FAMILY	3
519-521 N. ALISOS ST.	N/A	FAMILY	4
221-223 W. VICTORIA ST.	N/A	FAMILY	12
602 EUCALYPTUS AVE.	N/A	FAMILY	4
1913 SAN PASCUAL ST.	N/A	FAMILY	10
902 OLIVE ST.	OLIVE TOWNHOUSES	FAMILY	6
422 OLD COAST HWY.	OLD COAST TOWNHOUSES	FAMILY	5
309-319 S. VOLUNTARIO ST.	PASEO VOLUNTARIO	FAMILY	18
2721 MIRADERO DR.	ARROYO MIRADERO	ELDERLY	10
175 S. LA CUMBRE LN.	VISTA LA CUMBRE	ELDERLY	36
401-404 TRANSFER AVE.	CASTILLO COURT	ELDERLY	8
721 LAGUNA ST.	PRESIDIO SPRINGS	ELDERLY	122
1027 E. ORTEGA ST.	N/A	ELDERLY	6
224 W. ORTEGA ST.	N/A	ELDERLY	6
816 VINE AVE.	N/A	ELDERLY	6
817 OLIVE ST.	N/A	ELDERLY	1
1831 DE LA VINA ST.	N/A	ELDERLY	4
100 N. LA CUMBRE	N/A	ELDERLY	19
821 E. FIGUEROA ST.	N/A	FAMILY/ELDERLY	6
1012-1024 E. DE LA GUERRA ST.	CASITAS DE LA GUERRA	FAMILY/ELDERLY	15
2525 DE LA VINA ST.	N/A	FAMILY/ELDERLY	6
616 W. MISSION ST.	N/A	FAMILY/ELDERLY	6
1910 SAN PASCUAL ST.	N/A	FAMILY/ELDERLY	12
1022 GARDEN ST.	N/A	FAMILY/ELDERLY	6
922 CASTILLO ST.	CASA DE LAS FUENTES	DOWNTOWN WKR	42
251 S. HOPE AVE.	GARDENS ON HOPE	VACANT LAND - PROPOSED SENIOR HOUSING	
3869 STATE ST.	GRACE VILLAGE	VACANT LAND - PROPOSED SENIOR HOUSING	
Total			483
Low Income Housing Tax Credit/Leased			
422 E. COTA ST.	ARTISAN COURT	HMLESS/DOWNTOWN WKR	56
315 W. CARRILLO ST.	EL CARRILLO	HMLESS/DOWNTOWN WKR	62

512 BATH ST.	BRADLEY STUDIOS	HMLESS/DOWNTOWN WKR	54
227 W. DE LA GUERRA ST.	COTTAGE GARDENS	ELDERLY	17
1116 DE LA VINA ST.	GARDEN COURT	ELDERLY	98
418 SANTA FE PLACE	VILLA SANTA FE I	ELDERLY	107
521 N. LA CUMBRE RD.	VILLA SANTA FE II	ELDERLY	60

Total **454**

Community-Based Supportive Housing

3030 DE LA VINA ST.	FIREHOUSE	16 BED TRANSIT	
2612 MODOC RD.	SARAH HOUSE	GROUP HM/FAM	
1020 PLACIDO AVE.	N/A	12 BED DETOX	
813 E. CARRILLO ST.	N/A	2 BED TRANSIT - PROPOSED VETERAN HOUSING	

Total **1141**

Public Housing

305 RANCHERIA ST.	MONTERIA VILLAGE	FAMILY	4
512-524 W. MONTECITO ST.	MONTERIA VILLAGE	FAMILY	24
630 BATH ST.	N/A	FAMILY	2
231-233 W. ORTEGA ST.	N/A	FAMILY	4
323-327 S. VOLUNTARIO ST.	N/A	FAMILY	9
606 W. MICHELTORANA ST.	N/A	FAMILY	1
1507 SAN PASCUAL ST.	N/A	FAMILY	2
13-21 S. SOLEDAD ST.	PEARL GARDENS	FAMILY	15
219-231 MEIGS RD.	N/A	FAMILY	18
810 VINE ST.	N/A	FAMILY	1
809-811 OLIVE ST.	N/A	FAMILY	3
1934-1938 ELISE WAY	N/A	FAMILY	16
818-826 LAGUNA ST.	PRESIDIO GARDENS	FAMILY	8
821 VINE AVE.	PRESIDIO GARDENS	FAMILY	6
820-824 VINE AVE.	PRESIDIO GARDENS	FAMILY	4
825 OLIVE ST.	PRESIDIO GARDENS	FAMILY	4
511-515 E. ORTEGA ST.	PRESIDIO GARDENS	FAMILY	12
714-720 OLIVE ST.	PRESIDIO GARDENS	FAMILY	12
610-616 W. CARRILLO ST.	CASA CARRILLO	FAMILY	7
1203-1215 CASTILLO ST.	WILSON COTTAGES	FAMILY	16
416-422 W. ANAPAMU ST.	WILSON COTTAGES	FAMILY	8
28-38 N. VOLUNTARIO ST.	HOIT GARDENS	FAMILY	6
1112-1120 E. MASON ST.	HOIT GARDENS	FAMILY	4
620-652 CASTILLO ST.	LA CASA CASTILLO	FAMILY	17
211-221 SYCAMORE LN.	SYCAMORE GARDENS	FAMILY	20

Total **223**

Housing Choice Voucher/Shelter Plus Care

DISPERSED THROUGHOUT THE CITY	SECTION 8 RENTAL ASSISTANCE	FAMILY/ELDERLY	2366
DISPERSED THROUGHOUT THE CITY	SHELTER PLUS CARE	FAMILY/ELDERLY	63

Total **2429**

TOTAL HOUSING UNITS **3589**







January 2016

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February 2016

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March 2016

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY																																																																																				
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April 2016

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April Fools Day

Tax Day

Passover



May 2016

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY																																																																																				
<p>APRIL 2016</p> <table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>2</td></tr> <tr><td>3</td><td>4</td><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td></tr> <tr><td>10</td><td>11</td><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td></tr> <tr><td>17</td><td>18</td><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td></tr> <tr><td>24</td><td>25</td><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td></tr> </table>	S	M	T	W	T	F	S						1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	<p>JUNE 2016</p> <table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr> <tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30							
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June 2016

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July 2016

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<p style="text-align: center;">JUNE 2016</p> <table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>2</td><td>3</td><td>4</td></tr> <tr><td>5</td><td>6</td><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td></tr> <tr><td>12</td><td>13</td><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td></tr> <tr><td>19</td><td>20</td><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td></tr> <tr><td>26</td><td>27</td><td>28</td><td>29</td><td>30</td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30			<p style="text-align: center;">AUGUST 2016</p> <table border="1"> <tr><td>S</td><td>M</td><td>T</td><td>W</td><td>T</td><td>F</td><td>S</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td></tr> <tr><td>7</td><td>8</td><td>9</td><td>10</td><td>11</td><td>12</td><td>13</td></tr> <tr><td>14</td><td>15</td><td>16</td><td>17</td><td>18</td><td>19</td><td>20</td></tr> <tr><td>21</td><td>22</td><td>23</td><td>24</td><td>25</td><td>26</td><td>27</td></tr> <tr><td>28</td><td>29</td><td>30</td><td>31</td><td></td><td></td><td></td></tr> </table>	S	M	T	W	T	F	S															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							1	2
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August 2016

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September 2016

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October 2016

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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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