



**2022 ANNUAL REPORT**



HOUSING AUTHORITY  
*of the CITY of SANTA BARBARA*



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## Our Mission

To create safe, affordable, and quality housing opportunities for families and individuals while promoting self-sufficiency and neighborhood revitalization.



Safe, affordable homes are foundational to equitable, prosperous and happy communities.



# DEAR FRIENDS,

For over 50 years, the Housing Authority of the City of Santa Barbara's steadfast commitment to creating affordable housing has fueled our continued growth and success, with more than 4,000 units and counting. We are proud of our impact in the Santa Barbara community and are grateful for many new opportunities on the horizon.

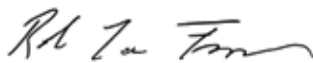
Our annual report is a time to reflect on and celebrate the successes of the past year and look ahead to what's coming. It's also a time to bring to light the challenges we are facing carrying out our mission of creating safe, affordable, and quality housing opportunities for families and individuals while promoting self-sufficiency and neighborhood revitalization.

Affordable housing is a key issue across the country and our community. As leaders on local, state, and national levels grapple with the affordable housing crisis, HACSB continues to expand the City's precious affordable housing stock.

In this report, you will learn about our team's efforts to develop and diversify our portfolio of affordable housing. While these efforts have allowed for more housing to be built and acquired for the Santa Barbara community, more funding sources and incentives are needed locally and nationally to continue to address the housing crisis.

Our board and staff have worked tirelessly to provide and advocate for housing opportunities in Santa Barbara. Safe, affordable homes are foundational to equitable, prosperous and happy communities. As always, there is more work to be done.

We call ourselves 'relentless housers'. We are not going to stop. We are going to push forward with whatever we can until everybody in Santa Barbara has the housing that they need.



**Rob L. Fredericks**

Executive Director/CEO



**Lucille Boss**

**Chair, Housing Authority Board of Commissioners**

# Building Community

## Who We Are

Established by the City Council and city voters, the Housing Authority of the City of Santa Barbara (HACSB) has provided affordable housing to thousands of individuals and families through a variety of programs, services, and developments since 1969. HACSB has a \$61 million annual operating budget, employs approximately 60 individuals and is led by a Board of Commissioners.

## What We Do

More than 50 years since its creation, HACSB continues to create vibrant communities, build quality affordable housing, and support the success of our residents.



## Development

As an affordable housing developer, HACSB and its instrumentalities bring private sector principles to a public institution. HACSB is not only able to incorporate resident needs and local priorities into each project, but also captures sought-after developer fees that are reinvested back into the community. This ranges from initial feasibility and resident engagement, to construction, design and ultimately property management, enhancing HACSB's ability to deliver on outcomes for stakeholders while creating quality housing opportunities that are energy efficient, include community gathering space, and other amenities.



## Housing Programs

Our core responsibility is to help low-income families attain safe and stable housing through a variety of rental assistance programs. Our largest rental assistance program, the Housing Choice Voucher program, serves more than 3,000 families through housing assistance payments made to landlords on behalf of the families.

- Housing Choice Voucher (Section 8)
- Rental Assistance Demonstration (RAD)
- Locally Owned/Non-HUD
- Low Income Housing Tax Credit (LIHTC)
- Supportive Housing
- Community-Based Supportive Housing



## Support Services

The Housing Authority recognizes that our work is about more than building quality affordable housing; it is also about providing our clients with the opportunity to access needed health and social services in order to stabilize and improve the quality of their lives.

- Supportive Services Program
- Family Self-sufficiency Program
- Youth Services
- Senior Services

## Instrumentalities/Non-profits

HACSB established non-profit affiliates to advance its mission and vision, expand its housing portfolio, increase and sustain affordable housing stock, and provide enhanced services critical to the communities we serve.

### Santa Barbara Affordable Housing Group

- Created in 2013 to take ownership of former public housing.

### 2nd Story Associates

- Public Benefit Corporation est. in 2007 to support development of affordable housing and promote social services for low-income families and individuals.

### Garden Court, Inc.

- Est. in 1997 to develop affordable housing for low income seniors.
- Serves as General Partner in LIHTC projects

# National Award for Excellence

In recognition of the Housing Authority of Santa Barbara's dedication to classicism in its affordable housing projects, the Institute of Classical Architecture & Art (ICAA) honored the Housing Authority as its first recipient of the Gindroz Award for Excellence in Affordable Housing. The award aims to recognize organizations that pursue excellence in the design and implementation of affordable housing.

ICAA President Peter Lyden said, "at the ICAA, we are excited to introduce the Gindroz Award for Excellence in Affordable Housing and to celebrate the extraordinary work of firms, practitioners, and agencies that are helping to create beautiful and healthy communities. People of all income levels are entitled to dignified homes, and it is vital that the principles of classical and traditional design are employed to benefit all. Truly, the remarkable work of the Housing Authority of the City of Santa Barbara answers one of today's significant



challenges, and it is my great honor to see HACSB named as the inaugural recipient of the award."

## Award-winning housing developments highlighted by ICAA

The ICAA highlighted several of the Housing Authority's projects, including El Carrillo (Spanish style), Casa de las Fuentes (Mediterranean style), and Jacaranda Court (still in planning). The aesthetics of each of these housing developments compliment the neighborhoods where they are located, allowing them to blend in seamlessly with the local architecture.

## ICAA holds educational program in Santa Barbara featuring work of HACSB

The ICAA held an educational program in Santa Barbara highlighting lessons from the work of the Housing Authority that can be applicable to the nation's critical housing shortage. The itinerary comprised of an in-depth examination of HACSB's affordable housing projects and included walking tours. Housing Authority staff and local architect, Christine Pierron presented on behalf of HACSB detailing the design and planning processes, challenges and solutions, and lessons learned.



*El Carrillo provides housing to 61 formerly homeless individuals as well as on-site supportive services such as mental health treatment, job training, life skills, addiction counseling and budgeting.*



*The Casa de las Fuentes development was designed around a common courtyard with Mediterranean architectural style and provides 42 studio and one-bedroom apartments targeted to downtown workers without vehicles.*

# 2022 Highlights



## PRESERVING AFFORDABLE HOUSING

### Higher Education Scholarships

Since 1998, the Housing Authority has provided financial aid through the Scholarship Fund of Santa Barbara to affordable housing residents to pursue higher education. This year, four scholarships were awarded to first-generation students attending undergraduate studies at UC Santa Barbara, San Diego State University, CSU Northridge and UC Riverside. The careers they intend to pursue include veterinarian, aerospace engineering, ethics and law, and radiological technician.

### Property Acquisition

The Housing Authority purchased 602 and 619 Kentia Avenue, which include 8 residential units - 2 one-bedroom units and 6 two-bedroom units. The original owners had leased the apartments to clients of the Coalition for Housing Accessibility, Needs, Choices and Equality (CHANCE Housing) clients, a local non-profit social service organization which helps adults and children with intellectual, cognitive, and developmental disabilities find and maintain affordable, accessible community-based housing. The Housing Authority intends to continue this tradition to fill vacancies through CHANCE Housing utilizing the Housing Choice Voucher program to secure the properties for affordability for many years to come.

*"As a first-generation, Latin-American student who comes from a low-income household, this income truly is a blessing. Seeing my parents struggle financially throughout my life made me want to make something of myself and help people. You are truly helping me live my dreams of becoming a medical professional."*

## BRIGHT FUTURES

### Moving to Work

The Housing Authority is one of 29 agencies nationwide selected by the Department of Housing and Urban Development (HUD) to participate in the Moving to Work Demonstration Expansion (MTW), Cohort 4, for Landlord Incentives. This provides agencies the opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently. The Housing Authority will be able to evaluate and expand our current landlord incentives - damage claims, pre-qualifying unit inspections and vacancy loss - and their effect on landlord participation in the Housing Choice Voucher Program. Ultimately, this makes the program more attractive to landlords and easier for voucher holders to find units to rent.



## LANDLORD INCENTIVES



Issued by the Department of Housing and Urban Development (HUD) to local Public Housing Authorities as part of the American Rescue Plan (ARPA).

### Emergency Housing Vouchers (EHV's)

Allocated to the The Housing Authority. All were successfully leased within eight months.

89 EHV's

The Housing Authority was granted another 25 vouchers – resources that other housing authorities had voluntarily returned to HUD.

25 EHV's

## EMERGENCY HOUSING VOUCHER LEASE UP

### Vera Cruz Village Groundbreaking

A groundbreaking ceremony was held for Vera Cruz Village, an apartment complex intended for low-income, disabled and homeless residents. The four-story, contemporary building will have 28 studio apartments and a one-bedroom unit for an apartment manager. The Housing Authority purchased the property located at 116 E. Cota St. in 2020, and was awarded Low Income Housing Tax Credits to finance the project. Residents will receive project-based Housing Choice Voucher assistance and pay 30% of their income for rent. The City of Santa Barbara invested \$2 million in the project during its inception and subsequently issued a \$1.5 million loan after the City Council heard the project was delayed due to soaring construction costs.

## Housing the Homeless

Emergency Housing Vouchers assist individuals and families who are homeless; fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or human trafficking; at risk of homelessness; or were recently homeless or have a high risk of housing instability. The EHV program provides communities flexibility and resources to help individuals and families with higher barriers successfully use housing vouchers. The Housing Authority's success was accomplished through generous financial incentives for landlords, working with partner organizations, and rolling out a media blitz to raise awareness. The Housing Authority helped emergency voucher recipients after move-in, including career development and educational assistance.



## IT TAKES A VILLAGE

### Tools for School

2nd story Associates, the Housing Authority's non-profit affiliate, hosted the 10th annual "Tools for School" event, welcoming over 900 youth and their families in person. Thanks to a generous donation by Union Bank and other organizations, over 400 low-income children living in affordable housing received backpacks filled with school supplies. HACSB's Executive Director, Rob Fredericks summed up the heartfelt event, "As the Housing Authority, people look at us as providers of affordable housing, and housing is foundational. But we look at ourselves as more than just housing, we don't just turn over the keys to an affordable place to live. We provide support service to all of our families, and that includes the youth and helping them start school off ready."



## STARTING THE SCHOOL YEAR READY



## EDUCATION, ADVOCACY AND EMPOWERMENT

### NAHRO Awards of Merit

The National Association of Housing and Redevelopment Officials (NAHRO) presented the Housing Authority with three Awards of Merit this year: one for innovation in affordable housing for The Gardens on Hope development, and two for client services highlighting our innovative collaborations with the Adventures in Caring: Phone-a-Friend Program and with Santa Barbara Neighborhood Clinics through the Senior Supportive Services Program. NAHRO created the Awards of Merit program to honor member agencies' successes and amplify the innovative ways in which they've improved their agencies, their communities, and the lives of the people they serve.



## MAKING LIVES BETTER

### Community Partner Award

The Housing Authority honored City Net as their Outstanding Community Partner of the Year. The Housing Authority created its annual partner award as a way of recognizing and thanking organizations and businesses that help change lives for the better. The supportive services provided to clients through a collaboration with City Net are an essential part of the Housing Authority's holistic service delivery approach. Founded in 2005 in Long Beach, California, their mission is based on a commitment to break the cycle of homelessness in the communities they serve by connecting neighbors experiencing homelessness to transformative care and innovative housing solutions.



## OUTSTANDING COMMUNITY PARTNER

## HUD Region IX Administrator Jason Pu Visits HACSB Developments

The Housing Authority was honored to host U.S. Department of Housing and Urban Development (HUD) Region IX Administrator for a visit and tour of affordable housing in Santa Barbara. Jason Pu, appointed by President Joe Biden, has been visiting various sites to discover best practices in the production of affordable housing, how communities have worked together on reducing homelessness, and how federal partners can provide additional opportunities and address challenges. During his visit, he toured several of the Housing Authority's developments, including El Carrillo, Johnson Court, and Vera Cruz Village (currently under construction) and The Gardens on Hope (where he stopped to lunch with the seniors). Additionally, he was able to visit several sites operated by other community organizations including Dignity Moves, Hedges House of Hope and Pescadero Lofts.



# Family Self-Sufficiency Program

## Partnership For Success

Family Self-Sufficiency (FSS) is a voluntary HUD program designed to help Housing Choice Voucher program participants work towards financial independence and greater self-sufficiency. The Housing Authority partners with social service agencies, schools, businesses, and other local partners to develop a comprehensive program that gives families who are receiving rental assistance the skills and experience to enable them to obtain economic independence. FSS enables participants to increase their earned income and consequently decrease or eliminate the need for rental assistance.

## How FSS works

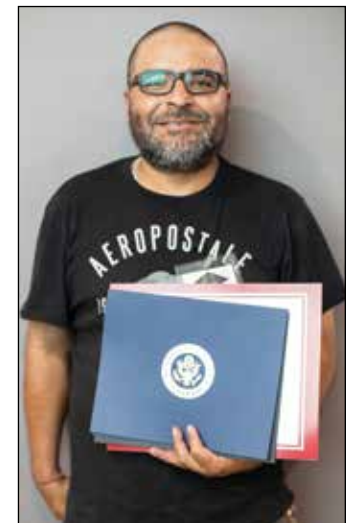
- An FSS Coordinator works with participants to make a 5-year plan for success. This plan may include employment with increased earnings, training, more education, first-time homeownership or other services.
- A percentage of a participant's earned income increases are put into an escrow account.
- The FSS Coordinator provides continuous monitoring, support and encouragement.
- Financial Literacy workshops are offered and include financial management, credit repair, debt reduction, retirement, and home ownership preparation.

## Program Coordinating Committee

The Housing Authority works in collaboration with a network of 23 local businesses/service providers who offer program vision and coordination, streamline access to services in life-skills, workforce training, financial literacy workshops, academic counseling, vocational rehabilitation, family counseling, and job placement.

The Program Coordinating Committee includes:

- Family Service Agency
- Montecito Bank & Trust
- Workforce Resource Center
- American Riviera Bank
- SBCC School of Extended Learning
- Union Bank
- Santa Barbara County Education Office
- Women's Economic Ventures
- CommUnify
- Spherion Staffing
- Transition House



Family Self Sufficiency graduates in 2022 pictured clockwise from the top: Luis A. Arellano Sotelo and family, Norma Moctezuma, Luis Jarquin, Maribel Barrios, and Susana Nava.

# Set for Success

## Santa Barbara Native Opens Catering Business with Skills Learned from HACSB's Family Self-Sufficiency Program

Lisa Tejeda has lived in the Santa Barbara area her entire life. Despite the challenges life has thrown at her, she has always had one goal: To go into business for herself cooking and serving the authentic Hispanic recipes passed down to her by her father and grandmother. That goal was little more than a dream until she enrolled in the Housing Authority's Family Self-Sufficiency Program (FSS) in 2015. With the skills she learned from the program, she was finally able to take the first steps toward a brand-new future.

"I learned to set goals, I learned to plan, I tried to set myself up for success," Tejeda said. "I got my first credit card and I didn't think I'd ever be able to get a credit card. I felt like I was getting a second chance." Using her savings to buy up the equipment she needed and to hire a small crew, she was able to open her catering business, Tacos Alegria on July 10, 2022.

"Whatever they want, I can make it for them," Tejeda said. "I can make tacos al pastor, chicken adobo, pupusas, chicharron, carne asada, tacos vegetarian, salsas, rice and beans. I also do agua frescas with all the flavors: horchata, watermelon, cucumber lime and more."

Tejeda's said her rice and beans are almost always the first dishes to run out and people often ask her what her secret is. The recipe is a family secret passed down from her grandmother and perfected over years of practice. Tejeda feels privileged to be able to honor her grandmother's legacy through cooking.

Included on her team is Tejeda's 24-year-old daughter, Christina, and Christina's friend, Vanessa. Both girls are deaf and have attended specialized schools for the deaf over the years. Their work with Tacos Alegria gives them experience serving food and provides them with the chance to learn marketable skills they can utilize in future jobs. Tejeda's desire to build a better life for her daughter has long been a driving motivation for her. Today, with



the skills she developed from the FSS program and a lifetime of hard work and dedication, she is achieving that goal in more ways than she had ever dared hope.



Since 1994, HACSB's FSS program has a track record of success

- More than **344 families** have graduated
- Families received an **average escrow reward of \$9,706**, a total of **\$3,125,461**
- These families reduced or eliminated their need for government assistance
- They reached personal goals that included being debt free, graduating college
- Over **48 families** bought their own homes

# Developments on the Horizon

## Vera Cruz Village

Address: 116 E. Cota Street

Purchased: 2020

Lot size: .25 acres

Planned use: Unhoused individuals

Profile: 28 studio units; 2-bedroom manager unit; on-site supportive services; no vehicles allowed

Architect: DesignARC

Contractor: McGillivray Construction, Inc.

Financing: Low Income Housing Tax Credit funding (\$10,301,010) + Housing Choice Vouchers (residents will pay 30% of income for rent)

Timeline: Under construction, expected to be completed mid 2023



Vera Cruz Village

## Jacaranda Court

Address: 400 W. Carrillo St.

Land donated by the City of Santa Barbara

Lot size: 1.1 acres

Proposed use: Affordable rental housing for "missing middle" households (moderate-income workforce housing in the range of 80% to 120% Area Median Income)

Current use: Commuter lot



Jacaranda Court

## Bella Vista

Address: 200 N. La Cumbre Road

Purchased: 2019

Lot size: 3.14 acres

Planned use: Affordable rental housing for low-income families

Profile: 48 units; 16 one-bedrooms, 20 two-bedrooms, 12 three-bedrooms

Architect: Cearnal Collective

Contractor: McGillivray Construction, Inc.

Financing: Low Income Housing Tax Credit program + Housing Choice Vouchers

Current use: Professional office space



Bella Vista

## Monteria Village

Address: 305 Rancheria Street and 512-524 West Montecito Street

Lot size: 2.34 acres

Proposed use: Through demolition, new construction and rehabilitation will provide approximately 58 units, comprised of 5 one-bedrooms units, 37 two-bedroom units and 16 three-bedroom units.

Current use: Originally developed under the federal Public Housing program in 1973 to serve low income families, currently owned by Santa Barbara Affordable Housing Group

## Grace Village II

Address: 3883 La Cumbre Plaza Lane

Lot size: .41 acres

Proposed use: Affordable rental housing for independent seniors, similar to current Grace Village development; the size of the project will depend on design and entitlement process, but expected to range from 12 to 30 units

Proposed Financing: Low Income Housing Tax Credit program

Current use: Commercial use

# Santa Barbara Green Mobile Home Park



## Preserved for low-income residents

In May of 2022, residents of Santa Barbara Green Mobile Home Park breathed a sigh of relief with the announcement that the Housing Authority had acquired the park and was committed to preserving it as affordable housing.

The deal came just in time, as the mobile home park has been in a troubled status with the California Department of Housing and Community Development (HCD) for several years due to being out of compliance with the regulatory agreement and deferred maintenance on essential infrastructure on the property. In December of 2020, HCD had issued a Notice of Default for the park's loan, with a balance, including principal and interest, of about \$1.4 million. The park was also in default of an expired \$75,000 loan from the City of Santa Barbara and the affordability covenant on the City loan expired in 2020. Foreclosure seemed to be the only answer. Should the park have been sold to a private entity, its status as an affordable housing development would have been in jeopardy. A private buyer would have been unlikely to continue operating the park without significant rises in site rent.

## HACSB steps in to rescue floundering park

Recognizing this eventuality, the City of Santa Barbara and HCD contacted HACSB for assistance. Together, the groups developed a proposal which included a City Council-approved pay down of the \$75,000 loan, matched by the Housing Authority, to prove good faith to the HDC. Ownership of Santa Barbara Green Mobile Home Park was transferred to 2nd Story Associates, the non-profit affiliate of the Housing Authority, to allow for flexibility and maximize the potential for competitive bids and expedite the repairs and maintenance needs to the park's essential infrastructure.

The Housing Authority then became the property manager of record for the park. The Housing Authority insisted there be a covenant written which would define the park as affordable housing for the next 90 years.

Before pushing the deal through, however, Housing Authority staff met with the current residents of Santa Barbara Green Mobile Home Park for approval. The site itself is 1.5 acres and offers 41 mobile home spaces.

The coaches parked there are estimated to range in value between \$15,000 and \$60,000 with baseline rents starting at \$760 per month. This is in direct contrast with Santa Barbara's median sale price for homes in May of 2022 hovering at \$2.2 million.

## Projects planned to bring park up to date

While the future of Santa Barbara Green Mobile Home Park is secure, there is still work that needs to be done to bring it up to date on years of deferred maintenance. The Housing Authority has started the planning process for significant infrastructure improvements, including new gas lines, new sewer lines, new fencing, repaving the roadways, landscaping improvements and laundry room improvements.

Over time, the site rents will need to inch up to keep the park solvent, but tenancy will continue to target people falling within the low-income spectrum, and rents will be no higher than 30 percent of anyone's income. Residents who have lived and worked in Santa Barbara for decades can feel confident the future of their neighborhood is assured for nearly a century to come.

# Resident Services

The Housing Authority recognizes that our work is about more than building quality affordable housing; it is also about supporting the housing stability and well-being of our residents. Through the work of our Resident Services team we are able to achieve this by partnering with community organizations and linking clients with services and resources to improve the quality of their lives.

## BASIC NECESSITIES

**Healthy Family Food Distribution/Foodbank Partnership** – Over **145 households** were served each month through the Healthy Families Food Distribution, in partnership with the Foodbank of Santa Barbara County.

**Other Food-related Services** – Food related activities included CalFresh referrals, providing grocery cards to vulnerable clients, and Emergency Food Pantry collaboration with Unity Shoppe



**Holiday Remembrance Boxes - 217 seniors and 93 families** were referred and received Holiday Remembrance Boxes – a program through the Unity Shoppe during the holiday season.

**Furnishing Hope - 16 households** were provided with free, gently used furniture donated by community members and new beds were provided to **7 senior and disabled clients** in need. The Rotary Club of Santa Barbara Sunrise generously donated 10 beautifully curated "Welcome Home Kits" to support newly housed, formerly homeless individuals and families. The kits included handmade quilts provided by the Coastal Quilters Guild.



## TOOLS FOR SCHOOL

2nd Story Associates, the Housing Authority's non-profit affiliate, hosted its annual back-to-school Tools for School event, generously funded through Union Bank. The event was back in person this year.

- **450 backpacks** filled with school supplies were distributed to school-age youth in grades K-12
- **20 youth-based local community organizations** provided information and resources



## FAMILY RESOURCE CENTER

**Advocate of the Day – 321 interventions and referrals** to date to a variety of essential programs and services including CalFresh, MediCal, CalWorks, and IHSS.

**Home Energy Assistance Program (HEAP) – 116 households** received assistance with utility rebates and credit applications. This includes **99 formerly homeless residents** of the Housing Authority's permanent supportive housing developments.

**Outreach and Communication** - Digital newsletters were sent bi-monthly to over **1,900 households** containing vital information on programs and community resources.



## GRAD INITIATIVE

**United Learning Center: GRAD Academy** - For the second year, the Housing Authority continued its successful partnership with United Way of Santa Barbara County for the United Learning Center/GRAD Academy program. The program is an after-school tutoring center specializing in literacy development and small group instruction. Approximately **20 Housing Authority youth** in grades K-6 received free after-school tutoring and academic support.

## VOLUNTEER INCOME TAX ASSISTANCE (VITA) PROGRAM

The HACSB's VITA program provides free tax preparation, tax education and financial literacy, to deter clients from expensive, fee-based tax-preparation and predatory lending practices such as "rapid-refund" loan programs.

- Total returns prepared - **1,071**
- Total Federal Refunds - **\$1,976,540**
- Average Refund - **\$1,846**
- Average adjusted gross income of clients served - **\$32,953**
- Total Federal Earned Income Credit - **\$465,238**
- Total Advanced Child Tax Credit - **\$591,075**



## SUPPORTIVE SERVICES PROGRAM

Since August 2018, HACSB and Family Service Agency have collaborated to provide a Supportive Services Program to Housing Authority clients aimed at promoting resident stability and improving their quality of life.

This past year:

**420** unduplicated Housing Authority clients received services through the Supportive Services Program

**113** residents received ongoing, intensive case management services

**307** households received referral linkage and follow up services

FSA offered several parent education classes and support groups to our residents

## SENIOR SUPPORTIVE SERVICES PROGRAM

*In partnership with Santa Barbara Neighborhood Clinics 2nd Story Associates, the Housing Authority's affiliate non-profit, was awarded a \$100,000 grant by the Women's Fund of Santa Barbara to administer a Senior Supportive Services Program, providing a dedicated senior services team that includes a Registered Nurse Care Manager, a bilingual Licensed Clinical Social Worker, and a Wellness Navigator.*

In the final six months of the program:

**53** seniors were linked with community resources, including dental care, primary care, counseling services, food and in-home assistance

**66** seniors received direct RN support

**13** seniors received behavioral health services

**8** on-site, events were coordinated



**BOARD OF COMMISSIONERS**

- Lucille Boss  
**Chair**
- David Rowell  
**Vice Chair**
- Esvin Almengor
- Steven Faulstich
- Mary Fenger
- Rose Muñoz
- Patricia Wheatley

**MANAGEMENT TEAM**

- Rob Fredericks  
**Executive Director/  
Chief Executive Officer**
- Skip Szymanski  
**Deputy Executive  
Director/Chief Operating  
Officer**
- Tiffany Carter  
**Human Resources  
Manager**
- Dale Fathe-Aazam  
**Director of Property,  
Development &  
Administration**
- Veronica Loza  
**Director of Housing  
Programs**
- Robert Peirson  
**Director of Finance**

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- Dulce Astorga
- Hector Avila
- Octavio Botello
- Miguel Bustos
- Eduardo Capristo
- Gil'bere Coutouzis
- Jennifer Diaz
- Ricardo Dorado
- Janett Emery
- Alicia Esparza
- Ina Fernandez
- Andrea Fink
- Julia Garcia
- Miguel Garcia
- Andrew Gonzales
- Kevin Guerra
- Rigoberto Gutierrez
- Primitiva Hernandez
- Antonia Hood
- Jose Manuel Jauregui Cruz
- Christina Mathieu
- Clarissa Montenegro Uhl
- Jerry Morales
- Tiffany Morten
- Scott Myrvold
- Maximo Navarro
- Stefan Ornelaz
- Teresa Orozco
- Adriana Ortega
- Leanna Pearson
- Jose Quezada
- Vanessa Ramirez
- Sandra Rivas
- Meghan Robles
- Vilma Rodriguez
- Amado Rubio-Sanchez
- Dianna Rush-Guillen
- Guadalupe Sanchez
- Jennifer Schipa
- Celia Solis
- Tracey Taylor
- Hector Torres
- Ivonne Ugalde
- Beatriz Valenzuela
- Heladio Vega
- Perla Vega
- Angel Velasquez
- Gerardo Velazquez
- Alice Villarreal Redit
- Timothy Waaler
- Dane Ward
- Leticia Zuniga

# 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.



# Our Vision

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

# 2022 Inventory

## SANTA BARBARA AFFORDABLE HOUSING GROUP

ADDRESS	NAME	UNITS	TYPE
175 S. LA CUMBRE LN.	VISTA LA CUMBRE	36	SENIOR
1831 DE LA VINA ST.	N/A	4	SENIOR
2721 MIRADERO DR.	ARROYO MIRADERO	10	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
<b>TOTAL SBAHG UNITS</b>		<b>457</b>	

## COMMUNITY-BASED SUPPORTIVE HOUSING

ADDRESS	NAME	UNITS	TYPE
3030 DE LA VINA ST.	FIREHOUSE	1	16 BED TRANSITIONAL
1020 PLACIDO AVE.	N/A	1	12 BED DETOX
2904 STATE ST.	N/A	8	GROUP HOME
421 N ALISOS ST.	N/A	4	8 BED GROUP HOME
<b>TOTAL COMMUNITY BASED UNITS</b>		<b>14</b>	

## 2ND STORY ASSOCIATES

ADDRESS	NAME	UNITS	TYPE
1200 PUNTA GORDA ST.	SANTA BARBARA GREEN MOBILE HOME PARK	42	FAMILY
<b>TOTAL 2ND STORY ASSOCIATES UNITS</b>		<b>42</b>	

**LOCALLY OWNED/NON-HUD**

ADDRESS	NAME	UNITS	TYPE
922 CASTILLO ST.	CASA DE LAS FUENTES	42	DOWNTOWN WORKFORCE
1616 - 1618 CASTILLO ST.	N/A	9	WORKFORCE
2120 - 2124 OAK PARK LANE	N/A	10	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	19	WORKFORCE
810 VINE ST.	N/A	1	WORKFORCE
809-811 OLIVE ST.	N/A	3	WORKFORCE
816 VINE AVE.	N/A	6	SENIOR
817 OLIVE ST.	N/A	1	SENIOR
1027 E. ORTEGA ST.	N/A	6	SENIOR
224 W. ORTEGA ST.	N/A	6	WORKFORCE
821 E. FIGUEROA ST.	N/A	6	WORKFORCE
1012-1024 E. DE LA GUERRA ST.	CASITAS DE LA GUERRA	15	SENIOR & 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
4455 HOLLISTER AVE.	N/A	11	WORKFORCE
536 W. PEDREGOSA	N/A	3	FORMALLY HOMELESS FAMILIES
602 & 619 KENTIA AVE.	N/A	8	SPECIAL NEEDS
821 STATE STREET	N/A	14	FUTURE DEVELOPMENT/WORKFORCE
400 W. CARRILLO	JACARANDA COURT	Approx. 63	FUTURE DEVELOPMENT/WORKFORCE
<b>TOTAL NON-HUD UNITS</b>		<b>325</b>	

**LOW INCOME HOUSING TAX CREDIT**

ADDRESS	NAME	UNITS	TYPE
422 E. COTA ST.	ARTISAN COURT	56	FORMALLY HOMELESS/DOWNTOWN WORKFORCE
512 BATH ST.	BRADLEY STUDIOS	54	FORMALLY HOMELESS/DOWNTOWN WORKFORCE
315 W. CARRILLO ST.	EL CARRILLO	62	FORMALLY HOMELESS
813 E. CARRILLO ST.	JOHNSON COURT	17	FORMALLY HOMELESS VETERANS
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
251 S. HOPE AVENUE	THE GARDENS ON HOPE	90	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
200 N. LA CUMBRE	BELLA VISTA	48	FUTURE DEVELOPMENT/FAMILIES
116 E. COTA ST.	VERA CRUZ VILLAGE	29	FUTURE DEVELOPMENT/HOMELESS
<b>TOTAL LIHTC UNITS</b>		<b>681</b>	

<b>TOTAL PHYSICAL UNITS</b>	<b>1,519</b>
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**SECTION 8 HOUSING CHOICE VOUCHER /CONTINUUM OF CARE**

ADDRESS	NAME	UNITS	TYPE
DISPERSED THROUGHOUT CITY	SECTION 8 RENTAL ASSISTANCE	3009	FAMILY/SENIOR/DISABLED
DISPERSED THROUGHOUT CITY	CONTINUUM OF CARE	8	FAMILY/SENIOR/DISABLED
<b>TOTAL SECTION 8 HCV/COC UNITS</b>		<b>3,017</b>	

<b>TOTAL HOUSING UNITS</b>	<b>4,536</b>
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# Financials

## COMBINED STATEMENT OF NET POSITION

As of March 31, 2022

### ASSETS

#### Current Assets

Cash & Cash Equivalents	\$	10,367,659
Restricted Cash & Cash Equivalents		3,171,212
Investments		26,711,581
Accounts & Notes Receivable, Current Portion		487,663
Prepaid Expenses		162,337
Inventory		92,324

**Total Current Assets** **\$ 40,992,776**

#### Non-Current Assets

Capital Assets, Net of Depreciation	\$	156,018,364
Accounts & Notes Receivable, Non-Current Portion		43,339,441

**Total Non-Current Assets** **\$ 199,357,805**

**Deferred Outflows of Resources** **\$ 206,342**

**TOTAL ASSETS** **\$ 240,556,923**

### LIABILITIES & NET ASSETS

#### Current Liabilities

Accounts Payable	\$	439,554
Accrued Liabilities		234,976
Unearned Revenue		244,610
Compensated Absences, Current Portion		125,233
Funds Held in Trust		855,784
Notes Payable, Current Portion		795,911

**Total Current Liabilities** **\$ 2,696,068**

#### Non-Current Liabilities

Funds Held in Trust	\$	952,115
Compensated Absences, Non-Current Portion		375,703
Notes Payable, Long-term Portion		36,106,192
Accrued Other Post-Employment Benefits		2,574,604

**Total Non-Current Liabilities** **\$ 40,008,614**

**TOTAL LIABILITIES** **42,704,682**

**Deferred Inflows of Resources** **\$ 3,125,498**

#### Net Position

Net Investment in Capital Assets	\$	119,116,261
Restricted Net Position		10,420,187
Unrestricted Net Position		65,190,295

**Total Net Assets** **\$ 194,726,743**

**TOTAL LIABILITIES & NET ASSETS** **\$ 240,556,923**

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

For the fiscal year ended March 31, 2022

### REVENUE

#### Operating Revenue

Dwelling Rent	\$	8,969,437
Government Grants		45,557,480
Other Operating Income		7,180,384

**Total Operating Revenue** **\$ 61,707,301**

#### Operating Expenses

Administration	\$	5,344,911
Tenant Services		2,605,791
Utilities		1,494,490
Maintenance & Operations		3,901,303
General Expense		1,250,532
Insurance		547,507
Depreciation		3,986,405
Housing Assistance Payments		32,263,357

**Total Operating Expenditures:** **\$ 51,394,296**

**Net Operating Income** **\$ 10,313,005**

#### Non-Operating Revenue (Expense)

Investment Income	\$	1,000,179
Interest Expense		(1,214,190)

**Non-Operating Revenue (Expense)** **\$ (214,011)**

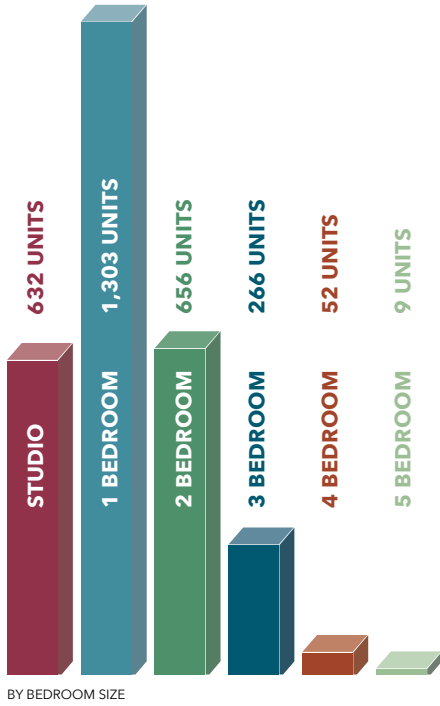
**Change in Net Position** **\$ 10,098,994**

**Net position, beginning of year** **\$ 184,627,749**

**Net position, end of year** **\$ 194,726,743**

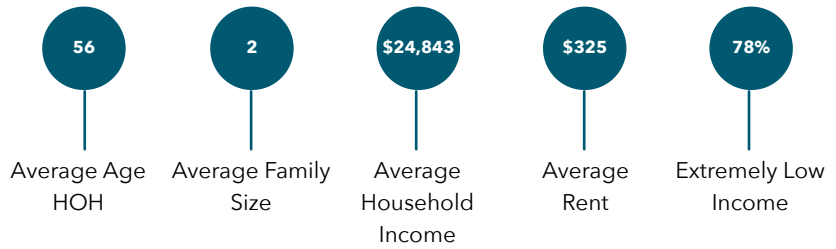
# Who We Serve

## HOUSING CHOICE VOUCHER PROGRAM

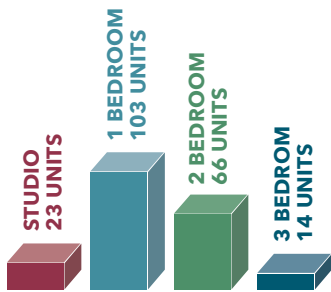


Families Vouchers/households	2,918
Total Residents	5,273
Total Children	1,261

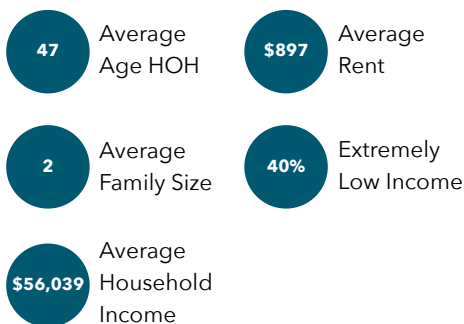
Seniors	51%
Disabled	45%



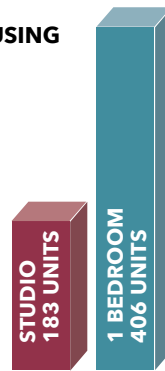
## WORKFORCE HOUSING



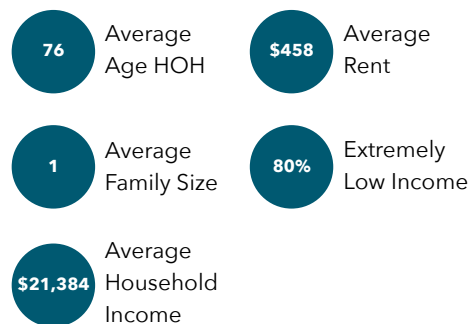
Households	207
Total Residents	420
Total Children	101
Seniors	29%
Disabled	8%



## SENIOR HOUSING



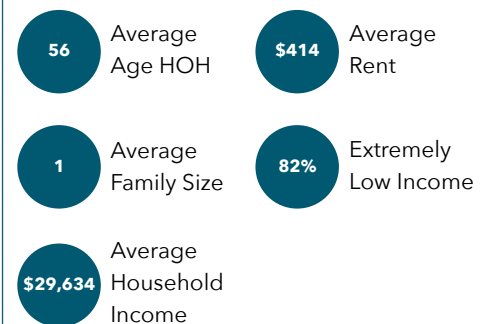
Households	589
Total Residents	647
Total Children	0
Seniors	100%
Disabled	29%



## SUPPORTIVE HOUSING



Households	189
Total Residents	196
Total Children	0
Seniors	46%
Disabled	64%





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