

HOUSING AUTHORITY  
OF THE  
**CITY OF SAN BUENAVENTURA**

2013  
ANNUAL  
REPORT



LOCAL HOUSING  
OPPORTUNITY

# CORE VALUES

Since it was established in 1949, the Housing Authority of the City of San Buenaventura has served the community by providing quality, low-cost housing and related services, with the goal of helping residents gain self-sufficiency and improve their quality of life—for themselves, for their families, for generations to come.

- **TRANSPARENCY**
- **INTEGRITY**
- **SERVICE**
- **COMPASSION**
- **RESILIENCE**

# INTRODUCTION LETTER

The year 2013 was one of the most challenging years for the public housing industry. The so-called “fiscal cliff,” or sequestration, reduced federal funds to domestic discretionary programs like affordable housing at levels that have not been seen in more than 20 years. As a result, public housing authorities including HACSB must learn to do more with less through innovative approaches.

HACSB’s strategy to manage decreased federal funding has been to limit hiring, centralize purchasing, centralize key maintenance functions and develop creative, mixed-finance capital projects to maintain and expand its affordable housing portfolio. Going forward, HACSB will continue to identify methods of becoming more self-sufficient. The HACSB continues to enter into public/private partnerships in the creation of communities filled with economic vitality and opportunity.

In spite of the challenges, we succeeded. The HACSB maintained its high programmatic standards, as a High Performer in the Housing Choice Voucher (Section 8) Program, High Performer in the Public Housing Program and had a clean audit with no findings or management letter.



The challenges of our work remain daunting but the commitment and hard work of our staff and board are still our greatest assets, and we are confident about our prospects. In these uncertain economic times, it is more important than ever that we provide decent, stable housing for those who need it most. In 2013 we not only focused on these core services, but also were able to put the building blocks in place for expanding housing choices into the future. Clearly we will continue to experience significant changes and we remain committed in times of change to our stakeholders, community and employees.

DENISE WISE, CEO, AND  
JOHN POLANSKEY, BOARD CHAIR





# MAKING GOOD ON THE CORE OF OUR MISSION

Thanks to the agency's resourcefulness, strong relationships with our community and vendor partners and innovative approach to managing funding, we were able to make substantial progress on several blue-chip initiatives.

## STRATEGIC ACQUISITIONS TO ENHANCE OUR CAPACITY

- In 2013, we moved forward with the Castillo Del Sol project. We received Planning Commission approval for the project and received a County of Ventura funding award.
- We completed a strategic purchase of a relatively new five-unit complex that sits adjacent to Westview Village. Due to its proximity to a large Housing Authority complex, maintenance efficiencies and competitive pricing, acquisition of this complex was a complementary addition to our inventory.
- The HACSB purchased three "financially distressed" condominium units at 1300 Saratoga Avenue, a condominium complex in East Ventura. Our goal is to secure another seven units in the same complex.

## RAD IN ACTION

In 2013, the HACSB received approval to convert 144 public housing units, which allowed us to access Low Income Housing Tax Credit equity to invest in capital improvements, provided an important revenue stream and expanded our capacity to serve. We also received approval to convert an additional 380 units.



The Rental Assistance Demonstration (RAD) program's goal is to preserve the nation's dwindling stock of deeply affordable rental housing.



## SUCCESS BY THE NUMBERS

In 2013, all in all, 1,361 vouchers were issued, including:

- 12 Family Unification Vouchers
- 62 Enhanced Vouchers
- 114 Project-based Vouchers
- 75 Veterans Affairs Supportive Housing Vouchers
- 13 Shelter Plus Care Vouchers

AS OF DECEMBER 2013, OUR OCCUPANCY RATE WAS 99.164% AGENCY WIDE.

# LOOKING AHEAD, LOOKING OUT FOR THOSE WE COULD BE SERVING

## PUSH TO PROVIDE MORE HOUSING FOR VETERANS

About 12% of the adult homeless population are veterans. To us, this figure is unacceptable.

Serving those men and women who served us was a priority for us in 2013: We issued 75 Housing Choice Vouchers to qualified homeless veterans. But there are so many more who need us.

In 2014, we are strengthening our efforts. This is a meaningful and important task, and we will do whatever it takes to find a way to provide for our veterans.

## MAKING THE MOST OF OUR AVAILABLE RESOURCES, WHILE SEEKING OUT INNOVATIVE NEW STREAMS OF FUNDING AND CULTIVATING PARTNERSHIPS

Ongoing work with RAD is a vitally important part of achieving this, as it provides a new revenue stream and tax credits that are used for capital improvements.



## WESTVIEW COMMUNITY GARDEN PROJECT

We are beginning a new project to add garden access as well as nature trails. This project will allow residents to grow their own food, while providing educational, economic and health opportunities.

## PREFERENCE FOR HOMELESS FAMILIES WITH MINOR CHILDREN

Working together with partner agencies including the Ventura Unified School District and Child Protective Services, we developed a preference for families who have minor children (school age or younger) for all programs. Our mutual goals are to provide homeless families with a stable home environment and a better chance at successfully maintaining housing.





# OUR SERVICE TO RESIDENTS STRENGTHENS THE LARGER COMMUNITY

We provide additional programs and services to our residents to improve their health, add to their skillsets and enrich their lives – all of which makes our community stronger.

**PARTNERSHIP WITH VENTURA ADULT CONTINUING EDUCATION:** This partnership provides essential skills training, including ESL classes, for residents.

**SOCIAL SERVICES AT THE PALMS:** For harder to serve residents, this program helps build interpersonal skills and improves the ability to function in public settings.



Being chosen by the HACSB to take photographs of their housing units was very special to me. The process developed my skills...as well as giving me the confidence to take on large projects.

Barbie Lange—  
Gregory Gardens resident

The Zumba Class was good exercise and fun learning the dance moves. But for me, it helped lower my diabetes. Thank you, Zumba!

Rosie Torres—Westview Village Resident

## AFTER-SCHOOL “LEARN TO GOLF”

**PROGRAM FOR KIDS:** A unique take on afterschool education teaches the sport of golf, sportsmanship and etiquette.

**ZUMBA:** This ongoing class is a fun social activity that also provides heart-healthy cardio exercise.

**CITY KIDZ:** This faith-based organization offers a variety of afterschool and family programs, including a full, year-round calendar of sports, arts and recreational activities.

## COMMUNITY EMERGENCY RESPONSE

**TRAINING:** This life-saving program teaches “first responder” emergency skills in the event of a natural disaster.

## SECTION 3, RESIDENT EMPLOYMENT:

This program puts HACSB residents to work on assorted tasks, giving them a sense of autonomy and esteem as well as a paycheck!

## COMPLETION AND DEDICATION OF THE

**KAY DOYLE COMMUNITY GARDEN:** The garden consists of 12 plots and areas for community use and dog walking, and it’s a positive addition to the downtown community and streetscape.

# RECOGNIZING SOME OF THE STAFF WHO MAKE IT HAPPEN: OUR 2013 EMPLOYEES OF THE YEAR



We’re a tightly-knit team of individuals of different skills and different backgrounds—all driven to giving the job our all and making a difference in the lives of others.

From left to right: Dan Hardy, Nelly Valenzuela, Stephanie Spampinato, Cheryl Tabbi, Leticia Serrato and Ryan Wood.

## DAN HARDY

Dan’s innovative process improvements have saved the agency money and made it more sustainable, simplified internal administration and helped staff members raise the bar on their own performance.

## NELLY VALENZUELA

Nelly was assigned to the RAD conversion at AMP2, and she coordinated inspections and administrative challenges, while managing the property and occasionally dealing with emergencies – all without breaking a sweat!

## STEPHANIE SPAMPANATO

Stephanie is a tireless networker who has created valuable connections, often doing so on her own time. She has raised our profile in the community, created valuable partnerships and improved the lives of our residents

## CHERYL TABBI

Cheryl, our Human Resources Coordinator, goes above and beyond to make the work environment a great place to be...even if that means doing so on her own time, and helping people outside of work.

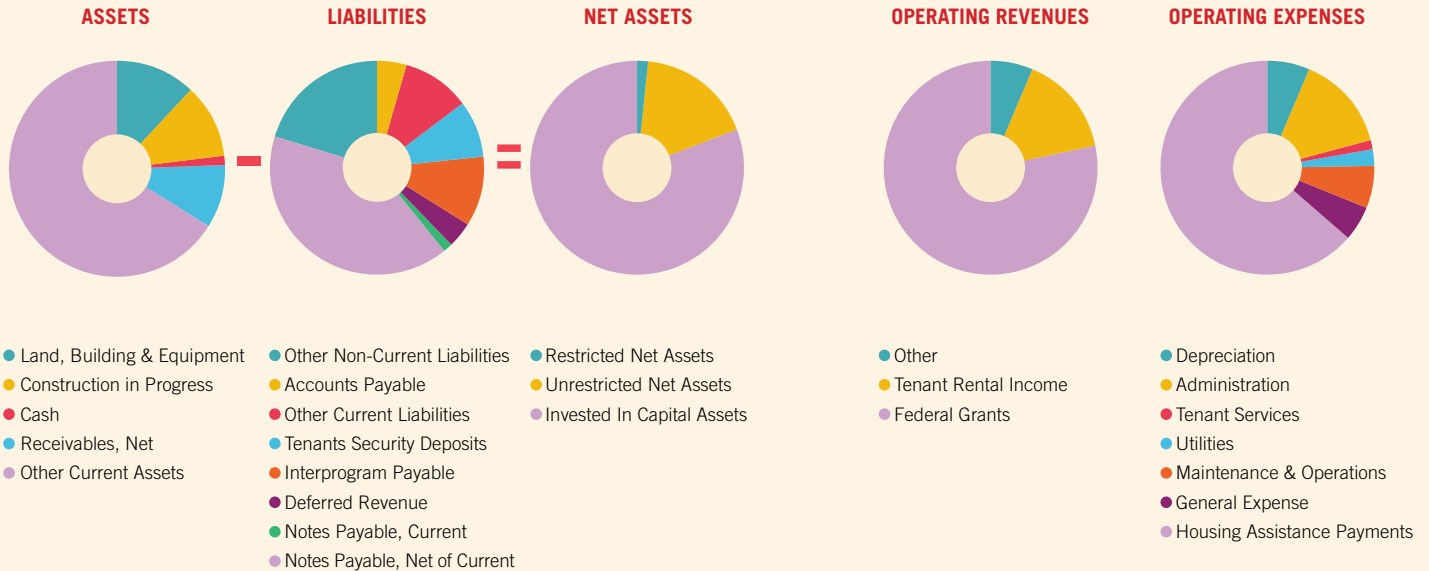
## LETTY SERRATO

As both a person and a professional, Letty has become known for her empathy and willingness to put herself in our customer’s shoes. She’s also become known for her willingness to go the extra mile to help staff, residents and the public.

## RYAN WOOD

Ryan is a maintenance professional who is looked up to as a role model – for both his skills and his positive attitude. His service is essential to both the HACSB and residents – he’s always willing to help, even if he’s not on duty.

# BY THE NUMBERS



## STATEMENT OF NET ASSETS (AUDITED) FOR FISCAL YEAR ENDED SEPTEMBER 30, 2013

	Enterprise Fund	Component Unit
<b>ASSETS</b>		
Cash	\$4,263,735	\$350,071
Receivables, Net	575,734	5,109
Other Current Assets	3,610,705	382
Land, Building & Equipment	25,161,681	1,704,815
Construction in Progress	4,568,015	814,029
<b>TOTAL ASSETS</b>	<b>\$38,179,870</b>	<b>\$2,874,406</b>
<b>LIABILITIES</b>		
Accounts Payable	\$111,613	\$581
Other Current Liabilities	254,778	19,186
Tenants Security Deposits	211,698	19,336
Interprogram Payable	264,100	227,270
Deferred Revenue	91,199	2,957
Notes Payable, Current	39,187	3,717
Notes Payable, Net of Current	994,115	2,783,207
Other Non Current Liabilities	499,191	5,217
<b>TOTAL LIABILITIES</b>	<b>\$2,465,881</b>	<b>\$3,061,471</b>
<b>NET ASSETS</b>		
Invested In Capital Assets	\$28,798,394	\$(268,080)
Restricted Net Assets	665,920	-
Unrestricted Net Assets	6,249,675	81,015
<b>TOTAL NET ASSETS</b>	<b>\$35,713,989</b>	<b>\$(187,065)</b>
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$38,179,870</b>	<b>\$2,874,406</b>

## STATEMENT OF REVENUES, EXPENSES & CHANGES IN NET ASSETS (AUDITED) FOR FISCAL YEAR ENDED SEPTEMBER 30, 2013

	Enterprise Fund	Component Unit
<b>OPERATING REVENUES</b>		
Tenant Rental Income	\$3,379,268	\$305,927
Federal Grants	17,148,181	-
Other	1,412,248	46,736
<b>TOTAL OPERATING REVENUES</b>	<b>\$21,939,697</b>	<b>\$352,663</b>
<b>OPERATING EXPENSES</b>		
Administration	\$3,297,343	\$273,635
Tenant Services	294,919	150
Utilities	591,399	15,609
Maintenance & Operations	1,450,601	32,510
General Expense	1,170,754	11,704
Housing Assistance Payments	14,503,611	-
Depreciation	1,516,566	80,088
<b>TOTAL OPERATING EXPENSES</b>	<b>\$22,825,193</b>	<b>\$413,696</b>
<b>TOTAL OPERATING SUPPLUS (DEFICIT)</b>	<b>\$(885,496)</b>	<b>\$(61,033)</b>
<b>NON OPERATING REVENUES (EXPENSES)</b>		
Interest & Investment Income	\$28,661	\$18
Interest Expense	(1,368)	(13,856)
<b>TOTAL NON OPERATING REVENUES (EXPENSES)</b>	<b>\$27,293</b>	<b>\$(13,838)</b>
<b>INCOME (LOSS) BEFORE CONTRIBUTIONS</b>	<b>\$(858,203)</b>	<b>\$(74,871)</b>
<b>CAPITAL CONTRIBUTIONS</b>	<b>\$358,720</b>	<b>-</b>
<b>CHANGE IN NET ASSETS FOR YEAR</b>	<b>\$(499,483)</b>	<b>\$(74,871)</b>
<b>TOTAL - NET ASSETS, Beginning of Year</b>	<b>\$36,213,472</b>	<b>\$(112,194)</b>
<b>TOTAL - NET ASSETS, End of Year</b>	<b>\$35,713,989</b>	<b>\$(187,065)</b>

