

*Housing Authority
of the County of
San Bernardino*

ANNUAL REPORT 2010



OUR MISSION

The Housing Authority of the County of San Bernardino empowers all individuals and families in need to achieve an enriched quality of life by providing housing opportunities and resources throughout San Bernardino County.

OUR CORE VALUES

*Respect
Safety
Integrity
Service*

ON THE COVERS:

In March, 2010, the Housing Authority and the Boys & Girls Club of San Bernardino co-sponsored a fun day for children at the Housing Authority's Waterman Gardens site. More than 230 children are enrolled in Boys & Girls Club after-school activities at the Waterman Gardens and Redlands Housing Communities (page 11).



BOARD OF COMMISSIONERS

Mario Saucedo
CHAIRMAN

George Guerrero
VICE CHAIRMAN

Loretta Guillen

Jessie Muñoz

Sylvia Miller

Karen Fricke

Frank Williams

BUILDING COMMUNITIES, CHANGING LIVES

Another productive year has flown by, and as we reflect on the many accomplishments we have made in 2010, we are both proud and excited to be helping the thousands of families we serve and their communities during the most pressing economic times in decades.

A major highlight was receiving American Recovery and Reinvestment Act dollars as well as several grants for construction and energy improvements totaling over \$10 million dollars. Those grants allowed us to make significant upgrades to nearly a thousand units of affordable housing. Recognizing this has been a difficult year for many around our county, we were fortunate to have been a catalyst for job creation and employment opportunities in many of the construction and energy trades. Through this work we ensured that many of those dollars stayed within our communities.

The Housing Authority is one of the largest providers of affordable housing in the County of San Bernardino, and the pages that follow show how we go far beyond providing housing. We consciously take on numerous other initiatives such as development/acquisition, energy improvements, employment and training, and homeownership. Those initiatives contribute to our overall mission of bettering the lives of the families and children we serve, and also provide healthier communities for everyone to enjoy.

The successes we have achieved were not accomplished alone, but were derived from the coming together of numerous community partners, city and county departments, the hard work of staff, and the guidance and wisdom of our Board of Commissioners, who gave generously of their time and expertise.

As we continue to tighten our belts for 2011 and position ourselves for the challenging year ahead, we will continue our commitment to spending our dollars wisely, being mindful of the trust the public has placed in us to do our job of providing affordable housing to those in need.

Susan L. Benner
EXECUTIVE DIRECTOR



MOVING TO WORK

The HACSB's designation as a Moving to Work agency enables us to develop programs and activities to better meet local needs within San Bernardino County.

The HACSB received its Moving to Work (MTW) designation from the U.S. Department of Housing and Urban Development in 2008. Over the past two years, we have developed programs and activities to meet the local needs within our county. We have also made improvements in operational efficiency that benefit both the agency and the clients we serve.

MTW provides the HACSB with the flexibility to use funding resources and to offer more housing opportunities to families and individuals from the massive waiting list. In 2010, HACSB pulled 3,300 applicants from this list. Given the 30% response rate, 990 new/additional families are now participating in the Housing Choice Voucher (HCV) program.

HACSB has nearly 5,000 active private sector landlords who rent homes to HCV program participants. The HACSB regularly provides orientation programs for new landlords. In 2010, 400 to 500 families with vouchers sought quality housing in the county. Transitioning a client from the waiting list to their new home takes approximately 60 to 120 days.



*Building Communities
Changing Lives*

MTW DESIGNATED AGENCY

NEW PROPERTY ACQUISITION

“The County is delighted to partner with the Housing Authority to refurbish the Virginia Village and Scenic View apartment complexes in Barstow. Renovations are underway, and we are confident the residents of the community will be pleased with the results.”

BRAD MITZELFELT,
FIRST DISTRICT
SUPERVISOR

Because of HACSB’s strong partnership with the County, the Board of Supervisors recently loaned HACSB \$11.8 million in funding from the U.S. Department of Housing and Urban Development’s Neighborhood Stabilization Program to acquire and renovate two foreclosure properties in Barstow: Virginia Village and Scenic View Apartments. This loan demonstrated the county’s confidence with the HACSB to refurbish the 300 market-rate apartments, increase vacancy levels, and help keep families in their homes.



VIRGINIA VILLAGE



SCENIC VIEW

GRACIOUS LIVING FOR SENIORS

HACSB celebrated completion of the Vista del Sol senior complex with an Open House in April 2010. This development marks the agency's sixth senior complex in partnership with Housing Partners I, Inc. — a positive example of partnerships working in collaboration to create a gracious living environment for low-income seniors.

Funding for this project came from a variety of federal, state, and local sources, including: \$4 million from the City of Redlands Redevelopment Agency, \$1,703,000 in HUD HOME funds, \$1,078,000 in Neighborhood Initiative Program funds, and a \$6,149,000 loan from HACSB.

Vista del Sol features 71 apartments for seniors 62 year of age or older, with 58 one-bedroom and 13 two-bedroom apartments and a 2,886-square-foot community center. Vista del Sol residents are proud to live in a brand new community with the latest amenities.

*Vista
del Sol*



IMPROVING THE QUALITY OF LIFE AND GREEN JOBS

In November 2009, HACSB received approximately \$5.1 million in American Recovery and Reinvestment Act (ARRA) grant funding to upgrade four housing developments in the cities of San Bernardino, Redlands, Chino, and Colton.

Nearly 300 residential duplexes in San Bernardino's Medical Center community were upgraded, using approximately \$3.4 million dollars through the ARRA program, and \$1.84 million from Southern California Edison's Multifamily Affordable Solar Housing (MASH) grant.

Construction renovation of the Medical Center community began in June 2010. At the same time, energy-efficient cooling systems, water and sewer laterals, solar panels, and roofing were installed throughout the community, employing 80 construction workers.

Today, the community has a more attractive, contemporary look. Plans for the future include solar panels installed atop 96 units and three community buildings at this site, which are predicted to save each resident over \$485 annually. The ongoing renovation work is stimulating the economy by putting money back into our community, which ultimately improves the residents' overall quality of life and pride of neighborhood.

Helio, the contractor overseeing the Medical Center MASH project, has a Green Job Training and Placement program that makes specialized training available to site residents, which will result in potential job placement. Helio also plans to provide community workshops to increase tenant awareness of the benefits of solar and energy efficiency.

Renovation work at the Medical Center community in San Bernardino began in June, 2010. The renovation includes major energy conservation upgrades. Below: a unit before renovation. Bottom: after renovation.





ENERGY CONSERVATION

The HACSB has an ongoing commitment to reducing energy consumption through sustainable technology, which means lower utility bills for residents and a smaller carbon footprint.

We are helping to conserve natural resources while saving families and individuals money by investing \$7.5 million from a variety of sources in energy and water conservation measures, including new, more energy-efficient water sub-metering, plumbing fixtures, thermostats, lighting, windows, and xeriscaping. These upgrades provide substantial water, energy, and cost savings immediately upon implementation for both the HACSB and its residents. The improvements are projected to save more than \$800,000 each year, or approximately \$16 million over 20 years.

The HACSB also is teaching residents to use water responsibly and conserve energy through regular on-site community training meetings. Residents have become mindful of their water consumption and the importance of keeping it within reasonable limits. The HACSB hopes this will also influence others in the community.

“It’s our intention to reduce energy and water use across our housing portfolio, which today includes over 3,000 units of affordable housing, market rate, and senior housing.”

SUSAN BENNER,
HACSB EXECUTIVE
DIRECTOR



CREATING JOBS, CONTROLLING COSTS

500 JOBS CREATED IN 2010

Chino: 157 jobs

Colton: 98 jobs

Redlands: 165 jobs

San Bernardino: 80 jobs

“This small business procurement initiative paved the way in how we award contracts in the future. We are pleased with the overall outcome of this process, because we not only achieved our goals of improving four communities, but each contract assisted in retaining 500 trade employee positions.”

GUS JOSLIN, DEPUTY EXECUTIVE DIRECTOR, OFFICE OF REAL ESTATE DEVELOPMENT

The HACSB has strengthened and revitalized its communities through efficient use of funding sources, including American Recovery and Reinvestment Act (ARRA) funding approved in 2009.

In the process, the HACSB provided additional sparks of hope to the community by investing in local contractors. In FY 2010, HACSB initiated a multi-prime contract format designed to support San Bernardino’s small trade contractors. This provided opportunities for smaller local trade contractors to have a fair chance to win contracts for this work. As a result of these efforts, the Housing Authority awarded 40 multiple-trade contracts to reputable local trade contractors to complete the needed improvements in four cities.

HACSB is proud of its efforts to upgrade the existing affordable housing stock, infuse financial stimulus into San Bernardino’s hard-hit construction industry, and lower operating costs by increasing energy efficiency which are in line with the ARRA goals of:

1. Preserving and creating living wage jobs
2. Supporting local trade contractors and small businesses
3. Lowering operating costs and increasing energy efficiency

After returning from the Iraq war, Veteran Chris Mata (below) found work as a general day laborer. “This job was a stepping stone for me,” Mata said. “It allowed me to save enough money to go back to school and learn an in-demand profession as a Diesel Mechanic. My goals are to pass my finals, get hired on as a certified Diesel Mechanic, and become financially stable.”

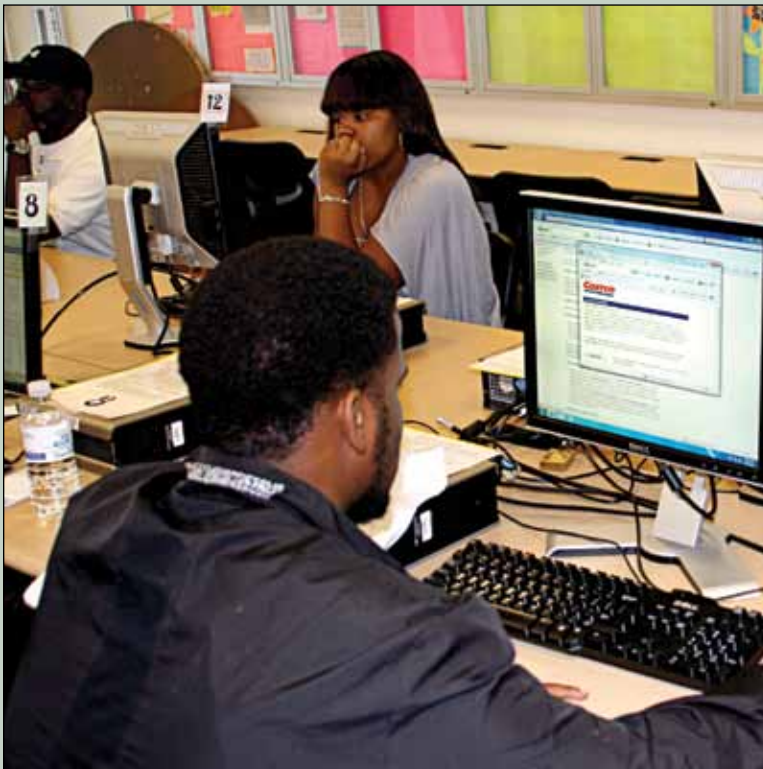


PROVIDING TECHNOLOGY FOR EMPLOYMENT

The HACSB was one of 10 agencies nationwide to receive a \$1.2 million Broadband Technology Opportunity Program (BTOP) award over three years through the Department of Commerce. The grant money enabled the HACSB to stimulate job creation and provide resources and tools for residents of San Bernardino County.

This funding was used to expand and enhance five computer centers located in various housing communities throughout San Bernardino County. The centers added 25 new workstations, increased broadband speeds, extended operating hours, provided a range of online training workshops, and served more than 350 additional users per week. Eighty-six residents obtained jobs in FY2010.

The Career Institute and the Housing Authority collaborated to provide valuable career, education, and job counseling for housing residents to help them work toward self-sufficiency. Class topics include resumé review editing, job interview coaching, career assessment exercises, networking strategies, and utilizing the Internet to seek and obtain employment.



The HACSB believes that the best way to create positive change in a community is to offer residents the tools they need to achieve a higher quality of life. Therefore, in 2010, HACSB continued to provide programs and services that promote self-sufficiency and economic opportunities.

“The County faces its most serious economic challenge since the 1930s, and these computer centers offer the opportunity for people to take advantage of the computers to access resources for employment and education.”

MARCIA WAGGONER,
DEPUTY EXECUTIVE
DIRECTOR, OFFICE OF
HOUSING PROGRAMS

HOMEOWNERSHIP ASSISTANCE PROGRAM

HACSB's Homeownership Assistance Program has opened new doors for 11 families to become proud homeowners in San Bernardino County. These families managed to overcome financial barriers and take advantage of the housing market to move into their own homes in the cities of Barstow, Colton, Fontana, Highland, Rialto, and Redlands.

The homeownership program provides families with guidance and access to workshops such as homeownership counseling, credit repair, and money management. HACSB commends these families for their accomplishments!

“The homeownership program is a very good program. I thank the Housing Authority for helping our family to buy a home.”

MR. SINH HUYNH,
NEW HOMEOWNER



COLLEGE SCHOLARSHIP PROGRAM

In an effort to promote self-sufficiency, HACSB established a College Scholarship Award Program in 1991. In 2010, 15 students received scholarships totaling over \$12,000 to help pay for their college expenses. HACSB realizes that educational costs are on the rise and scholarships are scarce, which is why we remain committed to helping our participants meet their academic goals.

2010 SCHOLARSHIP RECIPIENTS:

LEFT TO RIGHT: Randy Freeman, Nara Lightfoot, Nicolas Daily, Kristy Plascencia, Ashley Ngeth, Raul Lozada Jr., Margie Sims, Alma Castro, Loren Odom, Natasha Woodley, Christy Sullivan, Tina Hollman, Rhonda Brown, Tamisha Newsom



BOYS & GIRLS CLUB

The HACSB understands that our youth are our future, which is why we collaborate with the Boys & Girls Club to provide after-school programs serving youth ages 6 to 18 years. “Great futures start here” is the Boys & Girls Clubs’ motto, and their mission is to empower youth to develop positive self-image, good character, and respect for other cultural identities.

The Boys & Girls Club provides onsite programs in the areas of education and career development; sport and fitness; health, nutrition and life skills; character and leadership development; and the arts. These programs focus on building skills and encouraging interaction and communication among an ethnically and racially diverse group of youth, helping to build bridges that open minds and engage kids in productive activities.



BOYS & GIRLS CLUB



“Our relationship with the HACSB works because we’ve developed a great working partnership that’s also a win-win. The HACSB wants to see their residents children succeed in life and so do we, therefore our missions align perfectly.”

P.T. McEWEN, CEO,
REDLANDS BOYS & GIRLS CLUB

As part of Boys & Girls Club Week, P.T. McEwen (right) presents a certificate of appreciation to Estella Nuñez, Housing Authority Resident Services Coordinator.

YOUTH JOB FAIR

HACSB brings hope and opportunity to the community's teenage youth by providing dynamic forums where local employers can meet, interact with, and hire youth seeking employment. In June the HACSB co-partnered with 30 community agencies and organizations to host a Youth Job Fair focused on young adults between the ages of 12 and 23. More than 300 youth attended this event.

Many employers recruited potential candidates onsite at the Job Fair, and Valley College allowed attendees to use the computer labs to develop their resumés and apply for jobs. Youth Action Project also conducted four workshops on "Dressing for Success and Interviewing Tips".

“We were pleased to make our campus available for the Youth Job Fair in June, 2010. Valley College shares the Housing Authority’s goal of preparing our community’s youth for entry into the job market.”

TIMOTHY VASQUEZ,
JOB DEVELOPER,
VALLEY COLLEGE



Hundreds of job seekers attended the HACSB’s Youth Job Fair on the Valley College campus. They were able to talk with employer representatives and submit applications and resumés online.



HEALTHIER SMOKE-FREE LIVING

HACSB partnered with the County Department of Public Health (DPH) and Loma Linda University to survey HACSB residents regarding their preference on smoke-free housing environments. The results indicated residents' strong preference for a smoke-free living environment. Therefore HACSB began to transition several housing sites into 100% smoke-free environments. In partnership with the DPH, education and resources on tobacco cessation programs were provided for residents. This policy change has promoted healthier lifestyles among the 1,430 residents of Waterman Gardens Apartments (San Bernardino), Parkside Pine Apartments (Colton), Mt. View Manor Senior Apartments (Colton), Yucaipa Crest Senior Apartments (Yucaipa), Vista del Sol Senior Apartments (Redlands), and the Brockton Apartments (Redlands).

LOMA LINDA UNIVERSITY: A MODEL PARTNERSHIP

The HACSB's partnership with Loma Linda University (LLU) was recently recognized as a model of synergy by HUD, who presented it to Congress as a prime example of how research can help support policy initiatives for affordable housing.

Before implementing the "Pilot Work Requirement", an MTW activity among residents at a housing site, HACSB wanted to make sure the resources were in place to help residents meet the policy change requirements. The LLU School of Science and Technology developed a detailed assessment of the families participating in the pilot work requirement and the resources needed to help them succeed.

HACSB is currently analyzing the survey's findings and partnering with the University to determine the best way to help residents leverage resources, effect change, and gain a sense of empowerment. HACSB hopes to continue its partnership with LLU to assist in future research projects on appropriate MTW activities and learn how to better serve families through tenant research surveys.

“It's important for service providers to work together to meet community needs. Loma Linda University looks forward to continuing our partnership with the Housing Authority to help ensure that resources and services are in place to help residents meet policy change requirements and achieve self-sufficiency.”

DR. BRIAN DISTELBERG, PH.D.
DEPARTMENT OF COUNSELING AND FAMILY SERVICES,
LOMA LINDA UNIVERSITY



The HACSB's partnership with Loma Linda University has been cited in Congress as a prime example of service providers working together to meet community needs.



GOVERNMENT AFFAIRS AND PUBLIC RELATIONS

HACSB representatives advocated for San Bernardino County residents in Washington, D.C. in March, 2010.

Below, left to right: Ana Gamiz, Director of Public Policy and Community Affairs; Frank Williams, Member, Board of Commissioners; Susan Benner, Executive Director; and Mario Saucedo, Chairperson, Board of Commissioners.

The HACSB continues to advocate for its residents, programs, and services at the federal, state, and local levels, including strategy discussions with regulatory agencies and key policymakers to evaluate the impact of pending legislation or regulatory changes. HACSB staff spent considerable time analyzing proposals such as Section Eight Voucher Reform Act (SEVRA), specifically the Housing Innovation Program component and the potentially negative impacts it would have on HACSB's MTW status. These harmful provisions were amended out of the proposal. Staff also monitored various budget proposals, including proposed funding reductions to programs such as the Public Housing Operating Fund, which would limit the agency's resources to continue to address its \$45 million capital needs backlog; and reductions to the HOPE VI revitalization grant funding which HACSB hopes to leverage to revitalize various affordable housing sites throughout the county.

HACSB also works to enhance the agency's public image by issuing and responding to the media through press releases, testimony, and talking points. Throughout FY 2010, HACSB had 34 articles published in various media sources.



GIVING BACK TO THE COMMUNITY

Mindful of the economic challenges facing many families in our county, HACSB employees explored ways to give back to the community and assist those who are less fortunate. In keeping with its mission and values, HACSB staff selected Community Action Partnership of San Bernardino County (CAPSBC), a non-profit organization that serves disadvantaged residents in San Bernardino County year round. HACSB committed to a matching funds program based on staff contributions (donating money, resources, or volunteering their time) which was calculated into a monetary donation for the agency to match and donate to the non-profit. CAPSBC was extremely pleased to receive 2,000 pounds of canned and dry goods and a check for \$5,002.50 from the HACSB staff volunteers.

Early in 2010, HACSB employees and children from the Kids Club at the Parkside Pine Housing Community in Colton carried this spirit of giving back to another level by starting a campaign called “Thoughtful Pennies.” The kids collected pennies by doing chores for their parents, taking money from their own piggy banks, collecting pennies they found on the street, and asking their parents for the pennies from the change at the grocery store. Proceeds were donated to Rupert’s Kids, the St. Jude’s Children’s Hospital, and the Ronald McDonald House Charities.

HACSB employees donated a ton of goods and \$5,002.50 cash to the Community Action Partnership of San Bernardino (right top). California State Assemblymember Wilmer Amina Carter (back row second from right) congratulated the Kids Club children at the Parkside Pine Housing Community in Colton for their “Thoughtful Pennies” donation project to three charities (right bottom).



**STATEMENT OF REVENUES, EXPENSES AND CHANGES IN NET ASSETS
FOR THE PERIOD ENDING SEPTEMBER 30, 2010**

REVENUES:

HUD Operating Subsidies & Grants	\$94,685,728
Dwelling Rental Income	14,783,814
Other Income	5,858,109
Investment Income	<u>564,135</u>
Total Revenues	<u>\$115,891,786</u>

EXPENSES:

Housing Assistance Payments	\$62,425,545
Administration	23,309,879
Maintenance & Operations	9,015,753
Tenant Services	1,077,446
Utilities	2,264,579
General Expenses	1,294,926
Interest Expense	2,787,668
Depreciation	<u>3,560,441</u>
Total Expenses	<u>\$105,736,237</u>

Increase in Net Assets

\$10,155,549

Net Assets - beginning

89,349,963

Net Assets – ending

\$99,505,512

EXPENSES: \$105,736,237

Housing Assistance Payments	\$62,425,545
Administration	\$23,309,879
Maintenance & Operations	\$9,015,753
Tenant Services	\$1,077,446
Utilities	\$2,264,579
General Expenses	\$1,294,926
Interest Expense	\$2,787,668
Depreciation	\$3,560,441

REVENUES: \$115,891,786

HUD Operating Subsidies & Grants	\$94,685,728
Dwelling Rental Income	\$14,783,814
Other Income	\$5,858,109
Investment Income	\$564,135

STATEMENT OF NET ASSETS AS OF SEPTEMBER 30, 2010

ASSETS:

Cash and Investments	\$37,111,240
Accounts Receivable	3,415,585
Prepaid Expenses	49,660
Inventory	375,541
Land, Buildings & Equipment	122,950,038
Notes Receivable	6,568,000
Total Assets	<u>\$170,470,064</u>

LIABILITIES:

Accounts Payable	\$5,257,647
Notes Payable	49,659,831
Other Liabilities	16,047,074
Total Liabilities	<u>\$70,964,552</u>

CAPITAL:

Invested in Capital Assets, Net of Related Debt	\$73,290,207
Restricted Net Assets	22,270,078
Unrestricted Net Assets	3,945,227
Total Net Assets and Liabilities	<u>\$99,505,512</u>

ASSETS: \$170,470,064
Land, Buildings & Equipment \$122,950,038
Cash and Investments \$37,111,240
Accounts Receivable \$3,415,585
Prepaid Expenses \$49,660
Inventory \$375,541
Notes Receivable \$6,568,000

LIABILITIES & CAPITAL: \$170,470,064
Invested in Capital Assets \$73,290,207
Restricted Net Assets \$22,270,078
Unrestricted Net Assets \$3,945,227
Accounts Payable \$5,257,647
Notes Payable \$49,659,831
Other Liabilities \$16,047,074

HOUSING UNITS BY CITY

The Housing Authority provides affordable housing for some 30,000 people scattered across the largest county in the contiguous United States: an area as large as the states of New Jersey, Delaware, Massachusetts and Rhode Island combined.

HOUSING CHOICE VOUCHER UNITS: 7,851

These units are privately owned, with rent subsidies paid directly to owners by the Housing Authority. Housing Choice Voucher services are managed by HACSB offices in San Bernardino, Ontario and Victorville.

PUBLIC HOUSING UNITS: 1,657

These units are owned and managed by the Housing Authority through its offices in Barstow, Chino, Colton, Redlands, and two in San Bernardino.

AUTHORITY-OWNED UNITS: 1,195

These units were either acquired or developed through a variety of partnerships with the State of California, San Bernardino County Department of Community Development and Housing, various cities throughout the county, and Housing Partners I, Inc., a non-profit public housing corporation.

CITY	HOUSING CHOICE UNITS	PUBLIC HOUSING UNITS	AUTHORITY-OWNED UNITS
ADELANTO	333	17	
ALTA LOMA	39		
ANGELES OAKS	1		
APPLE VALLEY	334	32	7
BAKER			24
BARSTOW	73	220	300
BIG BEAR CITY	11		
BIG BEAR LAKE	15		
BLOOMINGTON	55	7	
BLUE JAY	1		
CHINO	102	70	
CHINO HILLS	2		
COLTON	295	135	49
CRESTLINE	24		
FAWNSKIN	1		
FONTANA	563	46	84
GRAND TERRACE	32		
HELENDALE	16		
HESPERIA	258	20	100
HIGHLAND	413	15	
JOHNSON VALLEY	1		
JOSHUA TREE	30	9	
LAKE ARROWHEAD	4		
LANDERS	2		
LOMA LINDA	114	12	42
LUCERNE VALLEY	6		
MENTONE	19		39
MONTCLAIR	126	29	34
MORONGO VALLEY	3		
ONTARIO	351	61	23*
ORO GRANDE	1		
PHELAN	8		
PINON HILLS	3		
RANCHO CUCAMONGA	164	12	
REDLANDS	358	207	45
RIALTO	638	2	24
RIM FOREST	2		
RUNNING SPRINGS	6		
SAN BERNARDINO	2,139	684	65
SUGAR LOAF	8		
TWIN PEAKS	29		40
UPLAND	87		
VALLEY OF ENCHANTMENT	1		
VICTORVILLE	969	11	164
WRIGHTWOOD	3		
YUCAIPA	140	14	155
YUCCA VALLEY	51	30	
29 PALMS	20	24	

* Includes 4 commercial units

PROJECT MANAGEMENT
Alison Crawford, Ana Gamiz

DESIGN AND PRODUCTION
Publication Services | Ron Widman

PHOTOS
Pg.6,20: Shutterstock; Pg.13: Getty Images

PRINTING
Sunwest Printing



hacsb

HOUSING AUTHORITY OF THE
COUNTY OF SAN BERNARDINO

715 EAST BRIER DRIVE | SAN BERNARDINO, CA 92408
909.890.0644 | WWW.HACSB.COM