



## 2017 ANNUAL REPORT



# 47 YEARS

Providing affordable housing and supportive services for low-income individuals and families along the Central Coast.



**MESSAGE FROM BOARD CHAIR**

**DAVE GUSTAFSON**

On behalf of the Board of Directors, I am pleased to report that Peoples' Self-Help Housing has had another stellar year, even in the face of an ongoing and escalating crisis in the provision and preservation of affordable housing. Regulatory changes, financial market uncertainties, and funding reductions have been daunting for developers of affordable housing nationwide—and particularly in California. Increases in homelessness, soaring rents coupled with an inadequate supply of multi-family housing, continued to make the situation untenable for working families.

Our corporate responses to these challenges were characterized by skill, innovation, and commitment in our 47th year of operation. Our management and staff, to no one's surprise, continued to excel, and we were able to add highly-skilled and highly-motivated individuals to our team. All our employees can be characterized as creative and mission-driven, happy to be in a dynamic organization that so successfully contributes to the betterment of the lives of our fellow citizens.

The Board of Directors has been able to increase its already strong expertise by the addition of new members who bring valuable insight and knowledge to the corporate effort. The board of Peoples' Self-Help Housing has had a legacy of committed participation for over 47 years, and that will not change.

The Board and staff took time together in 2017 to gather for a strategic planning retreat to chart the next three years. Some organizations might have decided to retrench in this uncertain environment, but the universal commitment that emerged was to be both activists and good stewards. We will continue to search for opportunities that are creative and innovative and essential for the social health of the communities we serve, while at the same time to be fiscally responsible to assure the protracted financial health and longevity of our organization. The other principle that was shared by all was the commitment to be collaborative, to pursue partnerships with other agencies—housing developers (both nonprofit and for profit), social service organizations, government bodies, private corporations, and other partners as they are identified.

I encourage anyone who shares our perspective, that the key to any successful life is to have a home which is stable and safe, to join us in our efforts. Feel free to contact us about ways to help continue the success of 2017.

# 2017 LEADERSHIP

## BOARD OF DIRECTORS

### PEOPLES' SELF-HELP HOUSING

- |                            |                     |
|----------------------------|---------------------|
| Chair   Dave Gustafson     | Vito Gioiello       |
| Vice Chair   Charles Fruit | Tensie Hernandez    |
| Jolie Ditmore              | Shelly Higginbotham |
| Dieter Eckert, M.D.        | Karol Schulkin, MSW |
| Scott Fina                 | Nick Tompkins       |
| Jose Flores                |                     |

### THE DUNCAN GROUP

- |                                  |                |
|----------------------------------|----------------|
| Chair   Dave Gustafson           | Adele Rosen    |
| Vice Chair   Dieter Eckert, M.D. | Carl Steinberg |
| Shelly Higginbotham              | Michael Towbes |
| Paula Johnson                    |                |

## EXECUTIVE TEAM

- President & CEO | John Fowler, CPA  
 Executive Vice President & CFO | Kenneth Trigueiro  
 Chief Operating Officer | Joe Thompson

## SENIOR MANAGEMENT

- |   |  |
|---|--|
| Morgen Benevedo<br>Multifamily Housing Development            | Rick Gulino, LCSW<br>Neighborhood Development<br>& Resident Services |
| Todd Broussard<br>Construction                                | Alejandra Mahoney<br>Educational Programs                            |
| Gillian Cole-Andrews<br>Communications & Resource Development | Annette Montoya<br>Administration                                    |
| Anna Corbett<br>Property Management                           | Griffin Moore<br>Controller  |
| Monica Demalleville<br>Fiscal Projects<br>(not pictured)      | Nicole Ramos<br>Human Resources                                      |
| Sheryl Flores<br>Home Ownership                               | Mark Wilson<br>Multifamily Housing Development<br>(not pictured)     |
| Davis Foley<br>Network Administration/IT                      |  |

Senior Management





Casas de Los Careros Housing Lottery



**MESSAGE FROM PRESIDENT/CEO**

**JOHN FOWLER**

As I embark on my fifth year as President/CEO of Peoples' Self-Help Housing, I'm afforded the perspective to appreciate just how much this organization has grown. This growth, particularly in the last few years, has come not only through opportunity but because of necessity. The housing crisis continues seemingly unabated. In California we are, by all best estimates, a million units of affordable housing short; across the country that number is almost incalculable. For challenges of this magnitude, we have traditionally looked to a national solution, but now with federal budgets suggesting that responses to social issues should reside with the states, our options for funding are shrinking and often disappearing all together.

So what is to be done? Most recently, we have countered the tightening financial landscape tactically, with enterprise, and in some cases, plain old thrift. Now, with pundits projecting more of the same for the foreseeable future, I intend to continue those strategies in tandem with innovative partnerships, nontraditional collaborations and open-source solutions.

In both the nonprofit and commercial communities we are known as connectors. We have earned a reputation for willingness to think imaginatively and for pragmatic problem-solving. If there are those who are tempted to say that in some cases we have made strange bedfellows, I counter with this. When people are trying to escape crushing poverty, leave behind substandard living conditions, evade gunfire or flee domestic violence and are relying on your ingenuity, diplomacy and skill, all possible alliances should be explored. When you know that thousands of families are doubling up with friends, couch surfing with neighbors, living in hotels, motels and cars, you try to move the needle in any way possible.

The nexus between health, education and housing is irrefutable, I have recently given three webinars on health and housing myself. And this past year we invested even more time and resources to learn from peer nonprofits in Denver, Chicago, Texas and New York, to seek

solutions which could be replicated here in our own neighborhoods. These visits forged partnerships with health professionals and national foundations allowing us to open more on-site clinics and to plan for even more after school programming. And these visits yielded not just funding, but resources, and indeed inspiration, which will take us into the next decade and beyond.

Nationally, the nonprofit housing sector is populated by astonishing people, those dedicating the peak of their careers to the vulnerable and to the most downtrodden. I am so proud that some of the very best are right here on the Central Coast and with our agency as dedicated board and staff.

It is because of such dedication that I found myself at a rural city council meeting on a winter night with a group of local women. Dirty from a day of labor in nearby fields, eschewing hot showers and their hard-earned evening meal, they were using "public comment", not to further their own needs, but to advocate for Peoples' Self-Help Housing and for our latest building project. Instead of going home to their friends and families they were speaking up for affordable housing, speaking up for us. And the reason these courageous women were there was because of the untold hours board and staff had spent listening and building trust in the community. Close to tears, I was humbled.

I have never been more resolved to be a voice for the voiceless, an advocate for the poor. Unapologetically, I find my emotional connection to our mission very close to the surface these days. I find myself running numbers one more time just in case we can find one more unit of housing. I find myself pushing for one more school program, one more opportunity for those simply waiting for a chance.

Yes, the past four years have given me perspective, which also causes me to look to the horizon with humility and reverence for all there is yet to be done. Our work requires urgency and commitment and I know anyone reading this report will see that reflected in the dedication of the partners, supporters, board and staff who made the achievements of 2017 possible. I challenge everyone to join us in this effort; I invite everyone to share in our work as life changers and opportunity givers.

# 2017 FINANCIALS & STATS

For Year Ended June 30, 2017

## Statement of Financial Position

Cash and Cash Equivalents	\$13,657,930
Accounts, Grants and Contracts Receivable	\$5,194,928
Notes Receivable	\$4,804,772
Endowment Fund	\$180,150
Affordable Housing Project Interests	\$4,750,749
Other Investments	\$0
Prepaid Expenses	\$211,011
Development Projects in Progress	\$14,299,242
Property and Equipment, Net of Depreciation	\$46,551,723

**Total Assets**  
**\$89,650,505**

Accounts Payable and Accrued Liabilities	\$3,429,914
Security Deposits	\$549,315
Deferred Revenues	\$551,187
Notes Payable	\$50,222,662
Other Liabilities	\$2,597,247

**Total Liabilities**  
**\$57,350,325**

Unrestricted Net Assets	\$30,367,780
Temporarily Restricted Net Assets	\$267,985
Permanently Restricted Net Assets	\$1,664,415

**Net Assets**  
**\$32,300,180**

**Total Liabilities and Net Assets \$89,650,505**

## Statement of Activities



### Revenues, Gains & Other Support

Affordable housing rental income and rent subsidies	\$7,633,764
Government, grants and contributions	\$3,499,247
Construction management and fees	\$6,910,143
Interest, dividends and sale of land	\$543,408



### Program Expenses

Housing development, net of capitalized costs	\$2,689,893
Rental operations and property management costs	\$6,581,967
Social services and educational programs	\$1,514,046
Depreciation Expense	\$1,898,630
<b>Total Program Expenses 86%</b>	<b>\$12,684,535</b>

### Support Services Expenses

Management & General 12%	\$1,837,911
Fund Development 2%	\$254,496

**Net Assets 6/30/2016 \$28,490,560**

**Net Assets 6/30/2017 \$32,300,180**

**INTERIM REPORT:** This is a snapshot of activities for the 2017 calendar year (January-December).

Peoples' Self-Help Housing is transitioning to provide annual financial and programs statements on its fiscal calendar (July-June). Please look forward to our 2017-18 annual report in Fall 2018.



Home Owner Annette H.

## All In the Family *An Owner-Builder Success Story*

Twenty years ago, when Annette H. built her home through the PSHH owner-builder program, little did she know she'd be starting a family tradition.

This year, following in his sister's footsteps, Annette's brother Ben made the same commitment and along with eight other families, built a home for himself in San Miguel.

To commemorate the joyous occasion, and in honor of her brother's hard work, Annette hand-painted garden rocks for each household in Ben's group with inspirational messages. What beautiful housewarming gifts!

## Construction & Development

In 2017, Peoples' Self-Help Housing continued to add to the local affordable housing inventory with land purchased, ground broken and keys handed to happy hard-working families in all three counties:

-  Projects In the Pipeline - 16
-  Under Construction - 9
-  Ribbon-Cutting Ready - 2



Los Adobes de Maria III, Santa Maria



Dahlia Court Apartments

## Property Management

Once construction or rehabilitation is complete, PSHH retains ownership of its multifamily housing developments. Dedicated property managers and maintenance staff ensure that all residents enjoy safe and beautiful housing.

-  Units Managed - 1,643
-  Individuals Housed - 5,032
-  Value of Property Portfolio - \$300M

## Supportive Services

The key to keeping people successful in their homes is through the provision of a wide-range of supportive services. Participation is voluntary and free of cost to all our residents.

-  Food Programs - 368
-  Social Gatherings - 195
-  Veterans Served - 69



Health and fitness activities for all ages



Fun with coding class

## Classes & Programs

PSHH offers a broad array of educational opportunity to all age groups. From after school programming to career building classes, PSHH creates communities of learning.

-  Learning Centers - 9
-  High School Graduation Rate - 100%
-  Students Attending After School Programs - 304

# THANK YOU TO OUR 2017 PARTNERS

## \$50,000+

Arthur J. Gallagher & Company  
Change a Life Foundation  
Community Foundation  
San Luis Obispo County  
County of San Luis Obispo  
NeighborWorks America  
Wells Fargo Foundation  
Women's Fund of Santa Barbara

## \$49,999-\$25,000

Hutton Parker Foundation  
Santa Barbara Foundation  
YARDI Systems, Inc  
Anonymous

## \$24,999-\$10,000

Bank of America  
Barbara N. Rubin Foundation  
City of San Luis Obispo  
County of Santa Barbara  
County of Ventura  
Guadalupe Union School District  
Housing Trust Fund of  
Santa Barbara County  
James Irvine Foundation, in collaboration  
with San Luis Obispo Museum of Arts  
McCune Foundation  
Pacific Premier Bank  
Santa Maria-Bonita School District  
Towbes Foundation  
Union Bank Foundation  
Williams-Corbett Foundation

## \$9,999-\$5,000

Anumodana Donor Advised Endowment Fund  
ARTS Obispo  
Avila Beach Community Foundation  
City of Pismo Beach  
City of Ventura  
Culbert Construction & Plumbing Inc.  
First Republic Bank  
Jeanette & Corky Duncan  
Montecito Bank & Trust  
Rabobank, N.A.  
Santa Maria Joint Union High School District  
Santa Ynez Band of Chumash Indians

## \$4,999-\$2,000

Bank of the Sierra  
Bohner Construction  
City of Arroyo Grande  
Community Economics, Inc.  
John Fowler, CPA  
Richard G. Heimberg General  
Building Contractor, Inc.  
La Centra-Sumerlin Foundation  
Bill & Brenda Loar  
Michael & Jennifer Payne  
Spurr Company  
Gary & Vallerie Steenson  
Tom Curry Roofing & Waterproofing, Inc  
United Way of San Luis Obispo

## \$2,499-\$1,000

Peter & Rebecca Adams  
Stuart Atkins  
Bergantz Construction  
Cosco Diversified Finishes, Inc.  
Enterprise Community Investment, Inc.  
Scott Fina & Barbara Courain  
Robert Andrew Fowler Landscape Architect  
Hayward Lumber Company  
Hayward Truss Company  
Robert & Shelly Higginbotham  
Cynthia James  
Murray Duncan Architects  
NKT Commercial  
North Coast Engineering, Inc.  
Ann Linnett Pless  
Polly Sackrider  
Karol Schulkin, MSW  
Solarponics Inc.  
Anonymous  
Streator Pipe & Supply, Inc.  
Swift Action Fund  
Anonymous  
Thoma Electric, Inc.

## \$999-\$500

Ayers Automotive Repairs • Boone Graphics •  
Bruce Burke • Gillian Cole-Andrews • Central  
Coast Playgrounds • Community West Bank  
• Dalene Eimon • Sheryl & Bob Flores • Ray  
& Dianne Gateley • Mark Henry • Gene  
Hershberger • Michael Hicks • Dene &  
Emily Hurlbert • Interiors by Adele • Paula &  
Charlie Johnson • Alan & Carol Koch • Jerry  
& Alejandra Mahoney • Anonymous • Henry  
Mercado • Merritt Community Capital  
Corporation • Montecito Bank & Trust • Annette  
Montoya • Harriet Mosson • Robert Phillips  
Construction • Rigo Rodriguez • Marc &  
Kimberly Sargen • Jean Scott • Wayne & Debra  
Shimp • Joe & Elise Thompson • Turpin Family  
Charitable Foundation • Geoffrey & Laura Wyatt

## \$499-\$100

Alderman & Sons, Inc. • Richard & Patricia  
Angel • Pearl & Steve Baker • Aracely  
Barajas • Marya Barr • Jean Barrows Holmes  
• Morgen & Carla Benevedo • Kyle Berlin •  
David & Alyce Boyd • Alicia Bramble • Todd  
Broussard • Ray & Dianne Brown • Wendy  
Brown • Robert & Sally Burns • Michael  
Burrell • Susan Burroughs • CSA Architects • City  
of Santa Barbara • Joe & Margaret Connell •  
Robert & Kathleen Copeland • Jerry & Paula  
Crawford • Chuck & Lois Crotser • Monica &  
Dan Demalleville • Sid & Carol Dykstra •  
Nina & Chuck Ebner • Dieter & Gail Eckert  
• Jose & Magdalena Flores • Barbara  
Fullerton • Harris & Bernice Gelberg • Ghita  
Ginberg • Debbie Greidanus • Gary & Susan  
Gulbransen • Rick & Sara Gulino • David &  
Nancy Gustafson • Hamner, Jewell & Associates  
• Venny Hernandez-Contreras • J. Myron &  
Susan L. Hood • Carlos & Deborah Jimenez •  
Steven Jobst & Jill Anderson • Joseph &  
Madeline Johnson • Kenneth A. Knight Consulting  
• Rachel Knott • Darlene Krouse • Sara Lack •  
Joseph & Dinah Lockhart • Maria Elena McCall  
• McCarty Electric, Inc. • Anonymous • Daniel  
Maldonado-Guzman • Joe Mangiardi II •  
Catherine Manning • Mary Manzo • William  
& Carole Marks • MarBorg Industries • Nicole  
Mercier • Brittany Mitchell • William Moses •  
Michael Multari & Denise Fourie • Tim Murphy •  
Lauren Nichols • Susie Nivin • Veronica Nunez •  
Griselda Ochoa • Richard Perez • Ana Ramirez  
• Rapoza Associates • Anonymous • James &  
Ann Ream • Jane Renahan & Michael Pearlman  
• Joseph & Elizabeth Renahan • Kathryn  
Renahan & John O'Brien • Ian B. Rhodes &  
Pam Maines • Mark Rider • Anonymous •  
Richard & Kate Riggins • Monica Scholl • John &  
Julie Schutz • Rigoberto & Blanca Serna  
• James Shammass • Liz Smith • Southern Mutual  
Help Association, Inc. • Stantec • Carrie  
Towbes, Ph.D. & John Lewis • Ken & Gladys  
Trigueiro • Dan & Michelle Troy • Anonymous  
• Brittany Venia • Mark & Sheila Wilson •  
Martin & Mary Zuanich



Long after a property has enjoyed its ribbon cutting, these designers, contractors and stakeholders continue their support with significant contributions to the programs which keep our residents thriving in their homes.

Culbert Construction & Plumbing, Inc.

MOEN

Bergantz Construction

Pure Water Plumbing, Inc.

Bohner Construction

Rea & Luker Architects, Inc.

Kaiser Air Conditioning & Sheet Metal, Inc.

Spurr Company

Morris & Garritano Insurance

Tom Curry Roofing & Waterproofing, Inc.

Central Coast Playgrounds

Portney Environmental & Demolition, Inc.

Cosco Diversified Finishes

Robert Andrew Fowler, Landscape Architect

Hayward Lumber Company

RRM Design Group

Hayward Truss Company

Murray Duncan Architects

Thoma Electric, Inc.

North Coast Engineering

Solarponics, Inc.

Anonymous



Planned gifts are some of the most touching displays of support we receive. If you have made a provision for Peoples' Self-Help Housing through your estate, please let us know at [giving@pshhc.org](mailto:giving@pshhc.org) so we might recognize you among this cherished group of forward-thinking individuals.

Stuart Atkins

Rev. Charles & Shirley Stacy

Jeanette and Corky Duncan

Sharon Turner

Gene Hershberger

Anonymous

Annette Montoya

## REMEMBERING MICHAEL TOWBES

Peoples' Self-Help Housing and the Central Coast community lost one of its greatest advocates in 2017 with the passing of influencer and investor Michael Towbes. A builder of communities, Michael knew that a safe home and a great neighborhood are the start of so many good beginnings. The memory of Michael will carry on in the many PSHH projects he supported and through The Towbes Foundation's philanthropic efforts.



## IN HONOR OF

*Tribute gifts recognize friends, mark life's milestones or memorialize a loved one. Thank you to those who have chosen to support us in such a meaningful way.*

### In Memory of Michael Towbes

Pearl & Steve Baker, Lois Capps,  
Jose & Magdalena Flores, MDA Architects, Adele Rosen,  
Carrie Towbes, Ph.D. & John Lewis

### In Honor of Jeanette Duncan

Marya Barr, Robert & Sally Burns, Lois Capps,  
Joe & Margaret Connell, First Republic Bank,  
Jose & Magdalena Flores, MDA Architects, Tim Murphy,  
Adele Rosen, Karol Schulkin, MSW, Stantec

Jeanette & Corky Duncan  
in honor of Sun Lee

Christina & Eric Holenda  
in honor of Gillian Cole-Andrews

Gene Hershberger  
in honor of Peggy Hershberger

Kathryn Renahan & John O'Brien  
in honor of Jane Renahan

Jerry & Alejandra Mahoney  
in honor of  
Rosemary Doud & Mary Gonzalez

Wilson & Company  
in honor of Debbie Greidanus

Anonymous  
in honor of Father

**Every gift you make to Peoples' Self-Help Housing builds safe communities, creates opportunity and changes lives. Invest now!**

Online [pshhc.org/giving](http://pshhc.org/giving)

Mail 3533 Empleo Street  
San Luis Obispo, CA 93401

Phone (805) 781-3088

Federal Tax ID #95-2750154

*We are truly grateful for the generous support of all our partners. Without their donations, we would not be able to provide much-needed services to our residents. If we inaccurately recognized or omitted your name please accept our apologies and contact us at [giving@pshhc.org](mailto:giving@pshhc.org).*



3533 Empleo Street  
San Luis Obispo, CA 93401

26 E. Victoria Street  
Santa Barbara, CA 93101

Founded in 1970, Peoples' Self-Help Housing is the largest nonprofit affordable housing developer on the Central Coast of California.

We serve low-income working families, farmworkers, seniors and veterans and provide welcoming environments for those living with disabilities and the formerly homeless.

Along with building and managing beautiful, accessible neighborhoods in San Luis Obispo, Santa Barbara and Ventura Counties, we offer a wide range of site-based resident services.

When you support our organization, you're building so much more than housing; you're building families, building careers and building opportunity.

#### MAKE YOUR GENEROUS GIFT TODAY!

**Online** [pshhc.org/giving](http://pshhc.org/giving)

**Mail** 3533 Empleo Street  
San Luis Obispo, CA 93401

**Phone** (805) 781-3088

Federal Tax ID #95-2750154

Connect with Us



@pshhc



### Investing in the future

Experiencing life on campus is an annual tradition for the Peoples' Self-Help Housing College Club. This year the group was hosted by UCLA who shared iconic hot spots Powell Library, Royce Hall and the famous Janss Steps. Students enjoyed lab time with the Geology Department and saw first-hand ongoing research on climate change. Rounding out their visit with a behind-the-scenes tour of exhibits dedicated to UCLA Hall of Famers Bill Walton and Kareem Abdul-Jabbar, the group definitely got a feel for what life would be like as a proud Bruin! Support education today at [www.pshhc.org/giving](http://www.pshhc.org/giving)!