



**Self-Help
Enterprises**

ANNUAL REPORT 2023

OUR MISSION

Since its inception in 1965, Self-Help Enterprises (SHE) has remained the pioneer and leading developer of mutual self-help housing in the United States.

We work together with low-income families to build and sustain healthy homes and communities. We're honored to serve nine counties across the San Joaquin Valley. Our programs encompass a range of endeavors to build better homes and communities for farmworkers and other hard-working families.

MAKING AN IMPACT SINCE

1965

AREAS WE
SERVE



BOARD OF DIRECTORS

- Martha Renteria, Chair
- Yolanda Meraz, Vice Chair
- Mike Carnes
- Tim Denton
- Olivia Gomez
- Kayode Kadara
- Harold Liles
- Ivan Lopez
- Veronica Lopez
- Lupe Martinez
- Steve Montes
- Miguel Perez
- Gary Rodriguez
- Dolores Salgado
- Tina Sumner
- Susan Zachary-Kreps

EMPOWERING HOMEOWNERS

"When I first applied, I prayed that I would have the opportunity to make this dream come true for my family. In these past months of construction, I have learned the true value of all of our hard work. This home will always be one of my greatest accomplishments."

– Maria Gomez, Mutual Self-Help Housing Participant in Orosi



Committed to making homeownership achievable for hardworking families in the San Joaquin Valley, our organization centers around the Mutual Self-Help Housing program.



OFFICIALLY STARTED THE URBAN SELF-HELP PROJECT IN TURLOCK!

Originally planned in 2008, this highly anticipated project faced delays due to the housing market downturn. Thanks to a CalHome Grant and support from the City of Turlock, the project is now set to complete 22 homes by March 2024.

OUR HOUSING REHABILITATION PROGRAM HELPS PRESERVE AND IMPROVE THE OLDER HOMES OF LOW-INCOME RESIDENTS IN THE SAN JOAQUIN VALLEY!

- 36 single-family rehabs completed
- 4 home reconstructions
- Secured more than \$8.2 million in funding for seven grant applications
- Increased funds to grow the Accessory Dwelling Unit program



"I am so thankful for the housing rehabilitation program. My house turned out beautiful. Seeing my home look like new again was so special to me. I hope more people will be able to benefit from the program like I did."

– SanJuanita Rodriguez, Housing Rehabilitation program participant in Parlier



CREATING HEALTHY COMM

IN 2023, OUR REAL ESTATE DEVELOPMENT, ASSET MANAGEMENT, AND RESIDENT SERVICES

We received the San Joaquin Valley Blueprint Award of Merit for Residential Development in recognition of Sugar Pine Village.

We are listed as a Top 50 Developer by Affordable Housing Finance magazine and won the Readers' Choice Award for Creekside Terrace.

Capital Magnet Fund awarded us \$8 million for real estate activities.



"I am so grateful to be housed in a brand-new apartment, fully furnished, with services on site. My Sanctuary. My Home. My safe haven. Thank you all for making this dream possible."

– Joy Flores,
Permanent Supportive Housing Resident at Santa Fe Commons

Our Resident Services offer robust programs that help create a vibrant living space for residents!





UNITIES OF OPPORTUNITY

PROGRAMS CONTINUED TO EXPAND AFFORDABLE HOUSING SOLUTIONS IN THE VALLEY!

Six new properties opened 405 units of new housing.



Grand Openings for:
Palm Terrace II, Santa Fe Commons I,
The Lofts at Fort Visalia, and Finca Serena.



Developing Housing Solutions: Los Arroyos in
Farmersville is now available for farmworker
households working or retired from
agricultural jobs.



110 Permanent Supportive
Housing (PSH) units opened.



71 fully furnished units and
Welcome Home Kits provided.



5,000 lunches at 13 SHE sites.



20 ESL Class graduates.



SETTING THE STAGE FOR RESILIENT COMMUNITIES

Our Emergency Services (ES) staff continued to respond to climate events (like floods) and prepare communities for the future.

We successfully secured a first-ever funding award to address flood damage to domestic water wells.

In May, we received the CESA Gold Award for exceptional work in providing domestic well owners affected by drought with interim solutions for clean drinking water!

More than 10,000 participants gathered for the United Nations (UN) 2023 Water Conference in New York in March. It has been over 45 years since the UN gathered for a major conference focused solely on water. As a leader in water solutions for the Valley, we joined the historic event!



INSTALLED OVER 200 NEW EMERGENCY
WATER TANKS FOR HOUSEHOLDS AND
SMALL WATER SYSTEMS

123 REPLACEMENT
WATER WELLS DRILLED

- Delivered bottled water to nearly 3,500 households
- Provided hauled water to meet the emergency water needs of nearly 20,000 residents
- Educated over 30,000 residents on disaster preparedness

A PATHWAY TO CLEAN DRINKING WATER AND COMMUNITY SUSTAINABILITY

WATER IS A HUMAN RIGHT

Our Community Development team works proactively to build long-term water solutions for residents of low-income communities in the San Joaquin Valley. This year we achieved a breakthrough in the longstanding challenge of providing sustainable clean water to the community of Tooleville in Tulare County.

422 —
NEW WATER &
SEWER CONNECTIONS

6 —
EMERGENCY DRINKING WATER
SYSTEM PROJECTS COMPLETED

MULTIBENEFIT LAND REPURPOSING GRANT

As co-chairs of the Multibenefit Land Repurposing Program (MLRP) Statewide Support Entity (SSE), SSE and the Environmental Defense Fund provide technical support to rural communities across the San Joaquin Valley and Central Coast.

In the SSE's first full year in this role, our Community Sustainability team facilitated 13 meetings with topics on community outreach, building resilience, and working land options. They also provided 18 tools and resources, ranging from grant management tools to outreach materials, including a community and grower survey.

WATER TOUR

This Summer, our Community Engagement & Planning team hosted its North San Joaquin Valley Tour in Madera and Merced Counties. Forty participants traveled to Fairmead, Planada, and El Nido. There, they learned about these communities' history with water supply, its management, and how each is preparing to become more resilient as major climatic events occur.

EMBRACING OUR GROWTH SHAPING OUR FUTURE

Staff grew to over 200 during the year, and with that growth, we are also rising to the challenge of making SHE the inclusive place we aspire for it to be, aligning with our mission and values. The SHE Equity Team worked alongside a consultant to collect direct input and interactions from SHE staff to produce our Diversity, Equity, and Inclusion (DEI) report. It is a significant step in our DEI journey and has deepened our understanding of how we can strengthen our organization. The report's findings will help guide our DEI efforts to foster a workplace culture and environment where all staff feel a sense of belonging.

As part of our continued commitment to helping our communities grow and thrive, **we awarded \$22,500 in scholarships to sixteen students** from families who have participated in one of our programs via the Doris "Do" Dooley Scholarship.



OUR MOST IMPORTANT ASSET, THE STAFF OF SHE



TOTAL COMPLETIONS

	IN 2023	CUMULATIVE
Self-Help Housing	78	6,547
Multi-Family Housing	405	2,641
Homebuyer Assistance	70	2,297
Infrastructure - Water & Sewer	422	33,925
Housing Rehabilitation	49	6,913
Emergency Services Temporary Solutions ¹	5,767	15,562
Emergency Services Permanent Solutions ²	207	746
COVID-19 Assistance ³	2,453	5,921
Gateway Housing Counseling	853	15,361
New Grant Applications Written	23	663
Grants Managed	15	N/A
Loans In Portfolio	N/A	2,098
Loan Portfolio Funds	N/A	\$ 69,253,823

¹ EMERGENCY TANKS, BOTTLED WATER DELIVERIES

² WELLS CONSTRUCTED, FILTRATION SYSTEMS INSTALLED

³ RENT, MORTGAGE, UTILITY (IN ADDITION TO PANDEMIC RELIEF FUND)

STATEMENT OF FINANCIAL POSITION

Cash and Cash Equivalents	\$ 14,675,975	TOTAL ASSETS \$ 201,668,235
Accounts, Grants and Contracts Receivable	29,476,049	
Investments	6,698,769	
Restricted Cash	13,417,059	
Notes Receivable (Net of deferred loans)	47,442,762	
Other Assets	865,740	
Development Projects in Progress	25,709,956	TOTAL LIABILITIES AND NET ASSETS \$ 201,668,235
Property and Equipment (Net of Depreciation)	63,381,925	
Accounts Payable and Accrued Liabilities	\$ 13,316,589	
Deferred Grants	10,818,530	
Notes Payable and Accrued Interest	85,704,433	
Deferred Loans	30,741,852	
Net Assets	61,086,831	

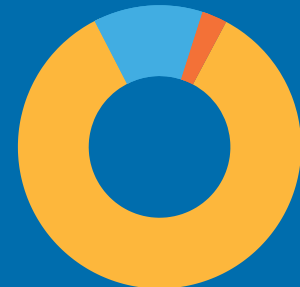
REVENUES

Rental	\$ 10,499,191
Grants & Contracts	53,954,307
Land\Development Sales	5,365,850
Developer Fees	7,682,860
Contributions	1,197,814
Other	1,128,287
TOTAL:	\$ 79,828,309



EXPENSES

Program Services	\$ 73,818,545
Management & General	2,667,887
Fundraising	13,693
TOTAL:	\$ 76,500,125



INCREASE (DECREASE) IN NET ASSETS
\$ 3,328,184

DONORS

THANK YOU FOR YOUR SUPPORT

COMMUNITY BUILDER

- Bank of America Foundation
- Bank of the Sierra
- Bank of the West
- Citizens Business Bank
- F.B. Heron Foundation
- Keith Campbell Fnd
for the Environment, Inc .
- Morgan Stanley
- National Equity Fund
- NeighborWorks
- Pacific Gas & Electric
- Possibility Labs
- The California Endowment
- Tri Counties Bank
- US Bank Foundation
- Wells Fargo Bank

HOMESTEADER

- AWI Management Corporation
- Tom & Suzanne Collishaw
- Elevance Health
- Enterprise Holdings Foundation
- Insperity
- Carole Ludekens
- B.J. Perch Construction, Inc.
- Phil & Marty Pigott
Family Foundation
- Quiring General, LLC
- Jackie & Dick Ursitti
- Vesper Energy Development LLC

CORNERSTONE

- ABC30/KFSN
- Alliant Ins
- Ashwood Construction, Inc.
- Bezak Liquid Transport
- Jaime Bordenave
- Gretchen & Steven Burke
- California Water Service
- Peter & Cathy Carey
- Eva Dominguez
- Cal & Linda Dooley
- Downtown Rotary Foundation
- Ednah Beth Friedman
- Gubb & Barshay, LLP
- Ellen Hanak Valletta
- Jim & Pat Holly
- Hudson Housing Capital
- Tom Johnson
- Jim & Barbara Kautz
- Robert & Angelina Kelly
- Maureen Kennedy
- Carole J. Kent
- KMM Services, Inc.
- Labor Consultants of California
- LVM Foundation
- Merritt Community Capital Corporation
- Paloma Development
- Donna & Darwin Poulos
- Sue Ruiz
- Dolores Salgado
- Quiring General
- Herb & Dale Simmons
- Visalia Breakfast Lions
- Visalia Breakfast Rotary
- Visalia County Center Rotary
- Visalia Sunset Lions Club
- Anne & Kirke Wilson

ARCHITECT

- Steve Antonino & DiBuduo & DeFendis
- Loren Ayarzagaitia
- Neil Black
- Central Valley Community Bank
- Olivia P. Chavez
- Greg & Dorothy Collins
- Bill & Marla Decker
- Diana & Dan Dooley

- Joanne Dudley
- Ethan Dutton & Rachele Berglund
- Shanthi & David Ebenezer
- Fausto S. Escamilla
- Denise & Ed Fletcher
- Belinda & Gerardo Gomez
- Hamner, Jewell & Associates
- Sally Hufbauer
- Patrick Isherwood
- Dr. Steven & Mrs. Karin Koobatian
- Mike Leoni
- Eddie Ocampo
- Armando Ortiz
- Robert Rapoza
- Gary & Chris Reed
- Res-Com Pest Control
- Karen Saucedo
- Paul Schommer
- Jessi Snyder
- Spence Fence Company Enterprises
- Gailerd Swisegood
- The Vintage Press Restaurante
- Donna Waterman
- Ryan Waterman

BUILDER

- Andrea Barnier
- Bob & Jill Barnier
- Richard & Rita Barron
- Scott Belford
- Linda Berry
- Bethany Black
- Andy Blauvelt
- Ashley Boren
- Denise Boswell
- Pearl Call
- Louie Campos
- Juan Cano
- Mike & Jacque Carnes
- Michael & Linda Perez Carroll
- Champions Recovery
Alternative Programs, Inc.
- Congregational Women's Fellowship
- Joe DabeK
- Lisa & David Diffley
- Drew & Hefner Well Drilling
- Jeanette Duncan
- Bill & Florence Evans
- Alice Fechner

- Guadalupe Felix
- Patricia Felts
- Hector Fernandez
- Robin & Bill French
- Onside Partners
- Gallagher Insurance
- Olivia Gamboa
- Joe & Betsy Garcia
- Ron & Sylvia Garrett
- Anne Gero-Stillwell
- Jody Gilman
- Rick Gonzales
- Sarge Green
- Gregory Haag
- Marvin & Sally Hansen
- Mike Hartman
- Diane Hawkes
- Lloyd Hicks
- Cindy & Bill Hill
- Dirk Holkeboer
- Jaclyn Ibarra
- Dee Jaspar & Associates.
- Ronald Javor
- Kayode & Denise Kadara
- Stan Keasling
- Dennis Keller
- Kim Knutson
- The Lang Family
- Frank Lang
- Dwight H. Lansing
- Thomas Lauderbach
- Judy Lawsen
- Bill & Doni Lewis
- Luso American Financial
- Erica Lutterbein
- Jane Madden O'Gorman
- Gwyn Marshall
- Beth & Stephen McAuliff
- Melas Energy Engineering
- David & Morri Nash
- Ralph & Denise Nelson
- Sabrina Padama
- B.J. Perch Construction Inc.
- James B. Preston, A Professional Corp
- Provost & Pritchard Consulting Group
- Gene & Dru Quesnoy

- Karin Rainey
- Rie Reniers
- Javier & Theresa A. Robles
- Harold Rollin
- Rural Community Assistance Corp
- Julie Scaife
- Duane & Ellen Scott
- SHE Emergency Services Team
- Julie Shelton
- Andrea Sherrill
- Mary Ellen Sluka
- Barry & Donna Sommer
- Drew & Leslie Sorensen
- Greg Sparks
- John & Christina Sundstrom
- Lee S. Tesdell
- Cecilia Vela
- Ann Veneman
- David Warner
- Teri Bressler Williamson
- Faye Zeeb

ARTISAN

- Louie Campos
- Molly Cronin
- Ted & Linda Dal Porto
- Charles & Rachel FelixRoberto Garcia
- Adrienne Graham
- Kerry & Wade Hedrick
- Dave & Rhonda Herb
- Renee Jewett
- Suzanne Mendonca
- R.D. Miller
- Louise Washburn Pease
- Kathryn Price
- Inman Rouse
- Brooke & Randall Sisk
- Henry & Jenny Yang

GIFTS WERE RECEIVED IN MEMORY OF

- Marlene Bibbens
- Alfred B. Chavez
- Robert J. Collishaw
- Doris "Do" Dooley
- Joseph Y. Friedman
- Robert Marshall
- Bard & Olga McAllister
- Hope Medina
- Basil Perch
- Howard Washburn
- Douglas Waterman

GIFTS WERE RECEIVED IN HONOR OF

- Elizabeth Brasfield
- Denise (Dee Dee) Fletcher

DONATE

Donations to Self-Help Enterprises fund a range of programs and services that help low-income families to build and sustain healthy homes and communities. By contributing to any of our campaigns, you'll help ensure that our work to help communities continues.

HOW TO GET INVOLVED:

To get involved, please visit
www.selfhelpenterprises.org/get-involved



**Self-Help
Enterprises**





**Self-Help
Enterprises**

YEARS

2024 marks the 60th year of Self-Help Enterprises. We look forward to celebrating six decades of impact throughout the San Joaquin Valley!

#SHE60YearsStrong #SelfHelpEnterprises

ANNUAL REPORT 2023



@Self_Help_Enterprises



@SelfHelpEnterprises



Self-Help Enterprises



@SelfHelpEnt

CONTACT

Phone: (559) 651-1000

8445 W. Elowin Court
Visalia, CA 93291

VISIT US ONLINE

www.selfhelpenterprises.org

