



INVESTING IN COMMUNITIES

2017 PROPOSED BUDGET

SHRA 2017 Proposed Budget

Submitted to:

Sacramento City Council

Sacramento County Board of Supervisors

Housing Authority of the City of Sacramento

Housing Authority of the County of Sacramento

Sacramento Housing and Redevelopment
Commission

By
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Executive Director

SHRA

2017 Proposed Budget

ACKNOWLEDGEMENT

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SECTION A

GENERAL

THIS SECTION FOR TRANSMITTAL LETTER

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JURISDICTIONAL PROFILE

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PROFILE OF THE AGENCY

The Agency is located in Sacramento, California. The City of Sacramento, established in 1849, serves as the capitol for the State of California and is the center of state government. Sacramento also serves as the seat of Sacramento County government. It is the sixth largest populated city in California and continues to see a migration of people from the San Francisco Bay Area and Southern California. The United States Census Bureau estimates the population on July 1, 2015 at 490,712 for the City and 1,501,335 for the County of Sacramento. Sacramento encompasses 99 square miles and is located in the northern section of California's burgeoning Central Valley. Sacramento is a charter city and operates under a Council-Manager form of government.

The Agency is a joint powers authority formally created in 1982 (but operating since 1973) to provide common professional staffing to the City and County of Sacramento to administer and manage its housing authorities and the city and county federal housing and community development entitlement funds. The Agency is a separate legal entity and is not a component unit of the City or County of Sacramento. The Agency receives no City or County general funds and SHRA is not included in Comprehensive Annual Financial Report of either the City or County of Sacramento.

The members of the joint powers agency included the City and County of Sacramento, the Housing Authorities of the City and County of Sacramento and the Redevelopment Agencies of the City and County of Sacramento. On February 1, 2012, all Redevelopment Agencies in the State of California were eliminated and replaced with a Successor Agency responsible for the wind down of former redevelopment agency activities and obligations. On February 1, 2012, the legal and treasury functions related to the administration and management of the former redevelopment activities and payment of debt for the former redevelopment agencies of the City and County of Sacramento were assumed within the City and County management structure. However, all housing assets and housing functions of the former redevelopment agencies were assumed by the Housing Authority of the City and the Housing Authority of the County to be staffed, managed and administered by the Agency

The Agency serves as the fiscal agent/administrator and provides the exclusive staffing for the Housing Authorities of the City and County of Sacramento. The Housing Authorities of the City and County were formed in July 1939 and June 1940, respectively. Additionally, since June of 1982 the Agency administers and manages the federal Community Development Block Grant Programs (CDBG) and Home Investment Partnership Programs (HOME) for the City and County of Sacramento. In 2012 with changes to federal regulations related to Homeless Continuum of Care funding, the Agency assumed administration of Housing Opportunities for Person with AIDS (HOPWA), a federal grant program from the County of Sacramento. In 2013 the Agency also assumed administration of the Emergency Solutions Grants, a federal grant program from the County of Sacramento.

The governing board of the Agency is the Sacramento Housing and Redevelopment Commission (Commission). The Commission authority to approve housing related projects, programs and budgets is limited to what is delegated to them by the governing boards of the Agency members. The City Council serves as the City Housing Authority and the City Redevelopment Agency Successor Agency governing boards and retained the power to approve City housing related projects, programs and budgets. The County Board of Supervisors, serves as the County Housing Authority and the County Redevelopment Agency Successor Agency governing boards and retained power to, approve County related housing agenda items. The Commission also serves in an advisory capacity for each Agency member and the Commission has operational authority within the budget and policy direction approved by the City Council and County Board of Supervisors.

FACTORS AFFECTING ECONOMIC CONDITION

Local economy

Where rents and home prices are growing at about a 10% pace in most areas of California, inland markets such as Sacramento are growing faster than projected. As the long-anticipated Golden One Center opens in downtown Sacramento, the private sector in the capital region is showing signs of life while public sector growth slows though public sector salaries are rising. Overall wage growth in the Sacramento region continues to grow at a slower pace than the rest of the state mainly because 80% of the local labor market is growing at a slower pace than the rest of the state or is entrenched in structurally low growth industries, while only 20% of the job market is growing faster than statewide averages. The Sacramento Business Review 2016 mid-year update projected that the Sacramento Region's unemployment rate would continue to stabilize in the 5-6% range during the next six-month period.

State Economy

The Center for Business and Policy Research indicates in its fall 2016 quarterly report that the California economy is maintaining steady growth. The unemployment rate is about 5.5% and is not projected to drop any further in this fall cycle. California has continued to add jobs at about 2% pace throughout 2016, but the job growth is expected to recede to about a 1% pace over the next two years. The solid job growth is fueling increased demand for housing across California. It is expected that strong demand for housing will drive a significant increase in construction activity in 2017 and 2018.

Long-term financial planning

The Agency adopted conservative fiscal strategies during prior years in anticipation of a progressive decline in resources. Although the economy appears to be stabilizing on a national and local level, the Agency continues to actively seek out ways to continue to improve work processes and implement initiatives that streamline and consolidate services and functions to remain as cost effective and as efficient an organization as possible.

Some of the guiding principles used to develop the Agency's budget include:

- Protecting "core services" to the greatest extent possible, with delivery of housing programs, public services and capital projects being a major priority;
- Managing program activities by focusing on the efficiency of program delivery and the maximization of results;
- Consideration of the long term financial sustainability;
- Using partnerships with community based organizations and private entities whenever practical; and
- Developing budget plans that deal with the immediate needs of the Agency and employ strategies that address the long-term needs of the communities we serve.

Relevant financial policies

The Agency is committed to increasing the supply of affordable housing and has worked closely with the City and County in the development of inclusionary ordinances, the development of a ten year plan to end chronic homelessness, and other policies that will help increase rental housing production and homeownership opportunities. As a lender and developer, the Agency strives to efficiently manage its resources in order to address the range of need and reach special populations, the workforce population, and those who are moving out of the rental market and buying their first homes.

Strategic Goals

In 2016 Key Indicators were added to the department narrative sections of the Budget. Going forward, these indicators will be refined as needed to reflect those objectives that provide the best measures of outcomes, effectiveness and efficiencies that best support the Mission of SHRA. The establishing of key Indicators will be used as a management tool to assist in evaluating and developing supporting actions relating to operational improvements and to assist with the setting of key strategic goals, standards, measurements and objectives.

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RESOLUTIONS

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RESOLUTION NO. SHRC – 2016-

ADOPTED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION UNDER THE AUTHORITY DELEGATED TO THE COMMISSION PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE, SECTION 33202 BY RESOLUTION NO. RA 81-083 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. RA83 ADOPTED BY THE REDEVELOPMENT AGENCY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981, AND PURSUANT TO CALIFORNIA HEALTH AND SAFETY CODE SECTION 34292 BY RESOLUTION NO. HA 81-098 ADOPTED BY THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO ON OCTOBER 20, 1981, AND BY RESOLUTION NO. HA-1497 ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO ON OCTOBER 27, 1981

ON DATE OF
October 19, 2016

APPROVAL OF 2017 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

WHEREAS, the Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts to manage and administer federal housing and community development programs on behalf of the City and County and to provide a competitive advantage to the City and County when seeking federal and other housing and community development funding opportunities. The consolidation of multiple departments from different jurisdictions achieves close coordination of housing and community development programs and provides budget savings for operation and overhead. The Agency Executive Director reports directly to the City and the County governing boards. The Agency is recognized statewide and nationally as a model public agency that achieves multi-jurisdictional cooperation and effectively leverages local, state and federal housing and community development funds.

WHEREAS, the Agency receives annual funding from a combination of federal, state and local sources. The sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year;

WHEREAS, Agency's fiscal year is the calendar year from January 1st through December 31.

WHEREAS, pursuant to Health and Safety Code Section 34176 the City and County of Sacramento designated the Housing Authorities of the City and County of Sacramento, managed and staffed by the Agency, as the designated local authorities to retain the housing-assets and housing-functions previously performed by the respective Redevelopment Agencies.

NOW, THEREFORE, BE IT RESOLVED BY THE SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION:

Section 1. The proposed actions to adopt the 2017 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are exempt under CEQA pursuant to CEQA Guidelines Section 15061(b)(3), and categorically excluded, converting to exempt, under NEPA pursuant to 24 CFR Section 58.35(b)(1), (2), (3), and (4).

All other actions are associated with the adoption of the 2017 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The 2017 Operating Budget totaling \$159,016,419 and the 2017 Project Budget totaling \$31,508,357, all as further described in the 2017 Proposed Agency Budget (hereinafter “2017 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2017 fiscal year. The 2017 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 230 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 4. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.

Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the United States Department of Housing and Urban Development (HUD), the California State Department of Finance and/or the State Controller’s Office and the actions taken by the Successor Agencies of the former Redevelopment Agencies approved by the Successor Agency oversight Boards.

Section 6. The Executive Director, or designee, is authorized to submit the 2017 Annual Housing Operating Budget and all supporting documents to the United States Department of

Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.

Section 7. The proposed expenditures under the 2017 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2017 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It implements the fee for service provisions and support service costs based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service,. The fee for service provision is predicated on the concept that fee revenues will cover the cost of the services provided.

Section 9. The Executive Director, or designee, is authorized to submit applications to HUD for the Capital Fund Plan and Program. If such grants are awarded, the Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements, and amend the Budget accordingly. The Executive Director, or designee, is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Executive Director, or designee, is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review.

Section 10. On an annual basis, HUD requires the Agency to conduct a physical inventory, analyze receivables for collectability and accordingly, reconcile and adjust related financial records. The Executive Director, or designee, is authorized to amend the Budget and financial records as needed for such adjustments.

Section 11. The Executive Director, or designee, is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.

Section 12. Subject to availability under the Budget of any required funds, The Executive Director, or designee, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is

approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals. The Executive Director, or her designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.

Section 13. The Executive Director, or designee, is authorized and directed to approve, submit, and implement the Public Housing Agency (PHA) Annual Plan, PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.

Section 14. The Executive Director, or designee, is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). The Agency is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, the Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The Executive Director is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. The Executive Director, or designee, is authorized to amend the Capital Reserve Project in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

Section 15. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards, to administer ESG and HOPWA programs and expend funds and to execute contracts with the appropriate entities to carry out the activities contained in the Action Plan utilizing ESG and HOPWA funds, strictly in accordance with the terms of the Action Plan and funding source requirements.

Section 16. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which the Agency is the designated recipient of grant funds or contracting agency. Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

Section 17. The Executive Director, or designee, is authorized to submit grant applications on behalf of any of the Agency constituent members for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and

projects. The Executive Director is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

- Homeless Prevention and Rapid Re-housing Program (HPRP)
- Neighborhood Stabilization Program
- Family Unification Program
- Family Self Sufficiency
- Veteran’s Assistance and Supportive Housing
- United States Environmental Protection Agency Brownfield Assessment
- United States Environmental Protection Agency Brownfield Clean Up
- United States Environmental Protection Agency Brownfield Revolving Loan Fund
- United States Environmental Protection Agency Brownfield Job Training
- California State Water Resources Control Board – Underground Storage Cleanup
- CAL REUSE Cleanup Grant and Loan Program
- Social Innovation Fund

Section 18. The proposed expenditure of tax increment housing funds for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as set out in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all Redevelopment Project Areas as set forth in City Redevelopment Agency Resolution 2004-062 and County Redevelopment Agency Resolution RA-0757, by facilitating the production of affordable housing and providing housing for a homeless population which remains in or frequents the Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes redevelopment of the Project Areas.

Section 19. The expenditure of tax increment housing funds from the Project Areas to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increasing, improving, and preserving the community’s supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households for proposed projects, will be of benefit to all the community.

Section 20. The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2017 Agency Budget year.

Section 21. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.

Section 22. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 23. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.

Section 24. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 25. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 26. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups.

Section 27. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher tax increment revenues.

Section 28. The Executive Director, or designee, is authorized to transfer funding of approved capital projects within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.

Section 29. The Executive Director, or designee, is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed to assure receipt of anticipated revenues.

Section 30. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, The Executive Director, or designee, is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 31. All project appropriations in existence as of December 31, 2016 will be carried over and continued in 2017.

Section 32. All multi-year operating grant budgets in existence as of December 31, 2016 shall be continued in 2017.

Section 33. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2016 may remain in effect in 2017. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2016, but only to the extent that the applicable division's 2016 operating budget appropriations exceeded 2016 expenditures.

Section 34. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2017 Budget.

Section 35. The Executive Director, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 36. This resolution shall take effect immediately.

_____ CHAIR

ATTEST

CLERK

RESOLUTION NO. 2016-

Adopted by the Sacramento City Council

on date of

APPROVAL OF 2017 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORIZATIONS INCLUDING AUTHORITY FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

BACKGROUND

- A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts and to manage and administer federal housing and community development programs on behalf of the City and County of Sacramento. This structure provides a competitive advantage to the City and County when seeking federal and other housing and community development funding opportunities. The consolidation of multiple departments from different jurisdictions achieves close coordination of housing and community development programs and provides budget savings for operation and overhead. The Agency Executive Director reports directly to the City and the County governing boards. The Agency is recognized statewide and nationally as a model public agency that achieves multi-jurisdictional cooperation and effectively leverages local, state and federal housing and community development funds.
- B. The Agency receives annual funding from a combination of federal, state and local sources. The sources of Agency revenue require that an operating budget be adopted prior to the start of each new fiscal year. The Agency's fiscal year is the calendar year from January 1st through December 31st.
- C. Pursuant to Health and Safety Code Section 34176, City Resolution No. 2012-018, and Housing Authority Resolution No. 2012-001, the City of Sacramento designated the Housing Authority of the City of Sacramento (Authority), managed and staffed by the Agency, as the designated local authority to retain the housing assets and housing functions previously performed by its Redevelopment Agency, and the Housing Authority consented to serve in that role.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL RESOLVES AS FOLLOWS:

- Section 1. The proposed actions to adopt the 2017 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b)(4). These actions are also exempt from environmental review under the National Environmental Policy Act

(NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15301 and do not require a review under NEPA pursuant to 24 CFR Section 58.35(b)(1), (2), (3), and (4).

All other actions are associated with the adoption of the 2017 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

- Section 2. The 2017 Operating Budget totaling \$159,016,419 and the 2017 Project Budget totaling \$31,508,357, all as further described in the 2017 Proposed Agency Budget (hereinafter “2017 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of the Agency for the 2017 fiscal year. The 2017 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 3. A total of 230 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 4. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 5. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The Agency is authorized to submit the 2017 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Agency is authorized to amend the Budget to reflect

actual HUD approved expenditures and revenues for HUD funded programs and projects.

Section 7. The proposed expenditures under the 2017 Housing Operating Budget are necessary in the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2017 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It includes asset management project budgets prepared on an individual basis as shown in the schedule of public housing AMP and Central office 2017 budget.

Section 9. The Housing Authority of the City of Sacramento (Authority), staffed by the Agency, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Agency is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review and approval of the Sacramento Housing and Redevelopment Agency Commission.

Section 10. On an annual basis, HUD requires the Authority, staffed by the Agency, to conduct a physical inventory, analyze receivables for collectability, and, accordingly, reconcile and adjust related financial records. The Agency is authorized to amend the Budget and financial records as needed for such adjustments.

Section 11. The Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be

secured through a local independent agent.

- Section 12. Subject to availability under the Budget of any required funds, the Agency is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.
- Section 13. The Agency is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998, as approved by the Sacramento Housing and Redevelopment Commission.
- Section 14. The Agency is delegated authority to administer and accept specific federal entitlement grant funds, execute all related documents, and amend the Budget in the event that the actual federal entitlement grant funds exceeds or is less than the amount estimated in the Budget. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants.
- Section 15. The Agency is authorized to administer ESG and HOPWA funds, or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the approved Action Plan, strictly in accordance with the terms of the approved Action Plan and funding source requirements.
- Section 16. The Agency is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which the Agency is the designated recipient of grant funds or contracting agency. The Agency is authorized to accept such grants, execute contracts to implement homeless activities as outlined in the Agency public services schedule and funded in the Budget, and amend the Budget accordingly, provided that the activities are fully funded by the grant or are within the Agency Budget.
- Section 17. The Agency is authorized to submit grant applications on behalf the City of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded and approved by the governing board if in excess of \$100,000, Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are

permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

- Homeless Prevention and Rapid Re-housing Program (HPRP)
- Neighborhood Stabilization Program
- Family Unification Program
- Family Self Sufficiency
- Veteran's Assistance and Supportive Housing
- United States Environmental Protection Agency Brownfield Assessment
- United States Environmental Protection Agency Brownfield Clean Up
- United States Environmental Protection Agency Brownfield Revolving Loan Fund
- United States Environmental Protection Agency Brownfield Job Training
- California State Water Resources Control Board – Underground Storage Cleanup
- CAL REUSE Cleanup Grant and Loan Program
- Social Innovation Funds

Section 18. The Agency is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Agency may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, the Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.

Section 19. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 20. The Agency is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.

Section 21. The Agency is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 22. The Agency is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 23. The Agency is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity.

Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

- Section 24. The Agency is authorized to transfer project appropriations among fund groups.
- Section 25. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 26. The Agency is authorized to amend the Operating Budget or Capital Project Budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.
- Section 27. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed to assure receipt of anticipated revenues.
- Section 28. The Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.
- Section 29. All project appropriations in existence as of December 31, 2016 will be carried over and continued in 2017.
- Section 30. All multi-year operating grant budgets in existence as of December 31, 2016 shall be continued in 2017.
- Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2016 may remain in effect in 2017. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2016, but only to the extent that the applicable division's 2016 operating budget appropriations exceeded 2016 expenditures.

- Section 32. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2017 Budget.
- Section 33. If any entity requires a separate resolution to confirm any action approved within this resolution, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 34. The Agency is authorized to delegate the authorities as set out in this resolution to Agency's Executive Director.
- Section 35. This resolution shall take effect immediately.

Table of Contents:

Exhibit A - Summary of Changes to Sacramento Housing and Redevelopment Agency
Proposed 2017 Budget

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2017 BUDGET

Approved 2017 Total Operating Budget	\$ 159,016,419
Revised Approved 2017 Total Operating Budget	\$0
Approved 2017 New Projects	\$ 31,508,357
Revised Approved 2017 New Projects	\$0
TOTAL AGENCY BUDGET	\$ 190,524,776

RESOLUTION NO. 2016-

Adopted by the Housing Authority of the City of Sacramento

on date of

APPROVAL OF 2017 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

BACKGROUND

- A. The Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts and to manage and administer federal housing and community development programs on behalf of the City and County of Sacramento. This structure provides a competitive advantage to the City and County when seeking federal and other housing and community development funding opportunities. The consolidation of multiple departments from different jurisdictions achieves close coordination of housing and community development programs and provides budget savings for operation and overhead. The Agency Executive Director reports directly to the City and the County governing boards. The Agency is recognized statewide and nationally as a model public agency that achieves multi-jurisdictional cooperation and effectively leverages local, state and federal housing and community development funds.
- B. The Agency receives annual funding from a combination of federal, state and local sources. The sources of Agency revenue require that an operating budget be adopted prior to the start of each new fiscal year. The Agency's fiscal year is the calendar year from January 1st through December 31st.
- C. Pursuant to Health and Safety Code Section 34176 and City Resolution No. 2012-018 and Housing Authority Resolution 2012-001, the City of Sacramento designated the Housing Authority of the City of Sacramento (HACS), managed and staffed by the Agency, as the local authority to retain the housing-assets and housing-functions previously performed by its Redevelopment Agency and the Housing Authority consented to serve in that role.

BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE HOUSING AUTHORITY OF THE CITY OF SACRAMENTO RESOLVES AS FOLLOWS:

- Section 1. The above recitals are found to be true and correct and are hereby adopted.
- Section 2. The proposed actions to adopt the 2017 Proposed Agency Budget are considered administrative and management activities. As such, these

actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b). These actions are also exempt from environmental review under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15061, and categorically excluded under NEPA pursuant to 24 CFR Section 58.35(b)(1), (2), (3), and (4).

All other actions associated with the adoption of the 2017 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

- Section 3. The 2017 Operating Budget totaling \$159,016,419 and the 2017 Project Budget totaling \$31,508,357, all as further described in the 2017 Proposed Agency Budget (hereinafter “2017 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2017 fiscal year. The 2017 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, the Sacramento Housing Development Corporation, and the adoption of those budgets is contingent upon the approval of each of these respective entities.
- Section 4. A total of 230 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 7. The Executive Director, or designee, is authorized to submit the 2017 Annual Housing Operating Budget and all supporting documents to the

United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects. See Exhibit B-1 for a summary of the public housing operating budget.

- Section 8. The proposed expenditures under the 2017 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.
- Section 9. The housing financial plan set forth in the 2017 Housing Operating Budget is reasonable in that:
- a. It indicates a source of funding adequate to cover all proposed expenditures.
 - b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
 - c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract
 - d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP and Central Office 2017 Budget attached as Exhibit B-1.
- Section 10. Form HUD-52574 (04/2013), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 7d.
- Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the proposed Budget implements the fee for service provisions and support service costs. The fee for service provision is predicated on the concept that fee revenues will cover the cost of the services provided.
- Section 12. The Executive Director, or designee, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents and to execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the budget accordingly. The Executive Director, or designee, is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Executive Director, or designee, is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review.
- Section 13. On an annual basis the Agency, on behalf of HACS, conducts a physical inventory, analyzes receivables for collectability and, accordingly,

reconciles and adjusts related financial records. The Executive Director, or designee, is authorized to amend the Budget and financial records as needed for such adjustments.

- Section 14. The Executive Director, or designee, is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency, on behalf of HACS, is also authorized to obtain flood insurance through the federal flood insurance program for HACS properties and this coverage may be secured through a local independent agent.
- Section 15. Subject to availability under the Budget of any required funds, the Executive Director, on behalf of HACS, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted HACS policy and governing board approvals. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the HUD approved conversion.
- Section 16. The Executive Director, or designee, is authorized and directed, on behalf of HACS, to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and the PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.
- Section 17. The Executive Director, or designee, is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). HACS, staffed by the Agency, is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Agency is authorized to amend the Capital Reserve Project budget in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.
- Section 18. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the

approved Action Plan, strictly in accordance with the terms of the approved Action Plan and funding source requirements.

- Section 19. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which HACS/Agency is the designated recipient of grant funds or contracting agency. The Agency, on behalf of HACS, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.
- Section 20. HACS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules, for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.
- Section 21. HACS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increases, improves, and preserves the community's supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households and will be of benefit to the community.
- Section 22. HACS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved recognized obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2017 Agency Budget year.
- Section 23. HACS is authorized to amend the budget to transfer or accept funding or assets consistent with an approved recognized obligation payment schedule to the Agency or City Redevelopment Agency Successor Agency (RASA) for approved capital projects or operating expenses in

compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 24. HACS is authorized to amend the budget to receive assets or transfer assets, receive funds or transfer funds to the City RASA and execute agreements with the City or RASA as necessary to facilitate authorized directives of the State of California, the California State Department of Finance and/or the State Controller's Office or to provide staffing services to RASA. Agreements between the Agency or HACS and the City RASA are subject to Successor Agency Oversight Board Approval.

Section 25. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the City of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

- Homeless Prevention and Rapid Re-housing Program HPRP
- Neighborhood Stabilization Program
- Family Unification Program
- Family Self Sufficiency
- Veteran's Assistance and Supportive Housing
- United States Environmental Protection Agency Brownfield Assessment
- United States Environmental Protection Agency Brownfield Clean Up
- United States Environmental Protection Agency Brownfield Revolving Loan Fund
- United States Environmental Protection Agency Brownfield Job Training
- California State Water Resources Control Board – Underground Storage Cleanup
- CAL REUSE Cleanup Grant and Loan Program
- Social Innovation Fund

Section 26. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, the Agency is authorized to expend available balances from the

payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave and vacation accruals.

- Section 27. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.
- Section 28. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 29. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 30. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 31. The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 32. The Executive Director, or designee, is authorized to transfer any available fund balances from HACS instrumentalities or affiliates to allocate for future HACS projects or to reduce budget shortfalls, provided the use and receipt of funds is not otherwise restricted by law or regulations. Such transactions are subject to HACS instrumentality or affiliate board approval.
- Section 33. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments, loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 34. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets in compliance with appropriate approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.
- Section 35. The Executive Director, or designee, on behalf of HACS serving as the Successor Housing Entity, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for the completion of enforceable housing obligations of the former redevelopment agency to assure receipt of anticipated revenues.

- Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect HACS assets under contracts, loans, disposition and development agreements, owner participation agreements and other HACS agreements and to appropriate the associated revenues in the Budget. Agency, on behalf of HACS is authorized to enter into "loan work outs," to the extent reasonably necessary to protect HACS assets, and in entering such "work outs," The Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, The Executive Director, or designee, is authorized to renegotiate existing HACS debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide HACS with more favorable loan terms.
- Section 37. All project appropriations in existence as of December 31, 2016 will be carried over and continued in 2017.
- Section 38. All multi-year operating grant budgets in existence as of December 31, 2016 shall be continued in 2017.
- Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2016 may remain in effect in 2017. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2016, but only to the extent that the applicable division's 2016 operating budget appropriations exceeded 2016 expenditures.
- Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2017 Budget.
- Section 41. If any entity requires a separate resolution for any action approved within this resolution other than resolutions for approval or amendment of projects, programs or the Agency Budget, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 42. The Executive Director, or designee, or designee, is authorized to delegate the authorities as set out in this resolution.
- Section 43. Form HUD-52574 (04/2013), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 8d.
- Section 44. This resolution shall take effect immediately.

Table of Contents:

- Exhibit A: Summary of Changes to Sacramento Housing and Redevelopment Agency Proposed 2017 Budget
- Exhibit B-1: 2017 City Public Housing Asset Management Projects (AMP) and Central Office Cost Center (COCC)
- Exhibit B-2: HUD Resolution Approving the 2017 AMP Budgets

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2017 BUDGET

Approved 2017 Total Operating Budget	\$ 159,016,419
Revised Approved 2017 Total Operating Budget	\$0
Approved 2017 New Projects	\$ 31,508,357
Revised Approved 2017 New Projects	\$0
TOTAL SHRA BUDGET	\$ 190,524,776

City Public Housing AMP, Central Office and Central Services Budget

January 1 - December 31, 2017

PHA Code: CA005 City of Sacramento	City AMP 1	City AMP 2	City AMP 3	City AMP 4	City AMP 5	City AMP 7	Total City Public Housing	City COCC Central Office & Central Svc
Beginning fund equity	\$ 1,502,889	\$ 2,271,595	\$ 2,296,779	\$ 758,453	\$ 826,099	\$ 1,141,474	8,797,289	\$ 731,463
Revenues:								
HUD Operating Subsidy	1,500,000	1,800,000	680,000	830,000	800,000	670,000	6,280,000	-
Maintenance Charges to Tenants	10,000	20,000	2,000	10,000	15,000	5,000	62,000	-
Washer/Dryer Income	1,000	200	15,000	5,000	3,000	5,000	29,200	-
Rental Income - Dwelling	790,000	765,000	900,000	640,000	590,000	516,000	4,201,000	-
Rental Income - Commercial			378,000				378,000	-
Interest Income - Investment	15,000	20,000	20,000	6,000	8,000	10,000	79,000	2,000
Bad Debt Recovery	1,000	1,500	1,000	100	1,000	1,000	5,600	-
Miscellaneous income	20,470	38,020	5,045	2,590	4,090	3,030	73,245	25,015
Management Fee	-	-	-	-	-	-	-	1,791,144
IT/Bookkeeping Fee	-	-	-	-	-	-	-	173,880
Asset Management Fee	-	-	-	-	-	-	-	235,440
Admin Fee (CFP)	-	-	-	-	-	-	-	268,784
Central services fees	-	-	-	-	-	-	-	402,123
Total operating revenue	2,337,470	2,644,720	2,001,045	1,493,690	1,421,090	1,210,030	11,108,045	2,898,386
CFP Mgmt impr transfers	22,603	24,275	37,062	14,141	22,873	26,369	147,323	-
Total revenues and transfers in	2,360,073	2,668,995	2,038,107	1,507,831	1,443,963	1,236,399	11,255,368	2,898,386
Expenditures:								
Employee Services:								
- Management/Maintenance	668,610	677,675	488,897	453,336	329,943	324,346	2,942,807	984,267
- Resident Trainees	30,164	32,334	49,317	18,932	30,553	35,111	196,411	-
Total Employee Services	698,774	710,009	538,214	472,268	360,496	359,457	3,139,218	984,267
Services & Supplies:								
- Management/Maintenance	1,121,370	1,258,859	948,829	762,657	764,414	651,731	5,507,860	2,437,258
Other Charges:								
Financial Transactions	61,980	43,833	8,888	17,642	19,698	13,087	165,128	271
- Central Service Fees	90,398	98,073	68,314	49,639	49,401	46,298	402,123	-
- Miscellaneous (PILOT, Depr.)	47,802	52,355	45,526	29,594	27,314	25,038	227,629	-
Management Fee	291,741	317,004	267,294	170,318	167,874	158,909	1,373,140	-
IT / Bookkeeping Fee	32,220	35,010	29,520	18,810	18,540	17,550	151,650	-
Asset Management Fee	43,200	46,920	39,720	25,560	25,080	23,400	203,880	-
Total operating expense	2,387,485	2,562,063	1,946,305	1,546,488	1,432,817	1,295,470	11,170,628	3,421,796
Ending Balance	\$ 1,475,477	\$ 2,378,527	\$ 2,388,581	\$ 719,796	\$ 837,245	\$ 1,082,403	\$ 8,882,029	\$ 208,053

PHA Board Resolution
 Approving Operating Budget

**U.S. Department of Housing
 and Urban Development**
 Office of Public and Indian Housing -
 Real Estate Assessment Center (PIH-REAC)

OMB No. 2577-0026
 (exp. 04/30/2016)

Public reporting burden for this collection of information is estimated to average **10 minutes per response**, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Housing Authority-City of Sacramento PHA Code: CA005

PHA Fiscal Year Beginning: 01/01/2017 Board Resolution Number: _____

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

DATE

- Operating Budget approved by Board resolution on: 11/1/2016
- Operating Budget submitted to HUD, if applicable, on: _____
- Operating Budget revision approved by Board resolution on: _____
- Operating Budget revision submitted to HUD, if applicable, on: _____

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name: Mayor Kevin Johnson	Signature:	Date:
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RESOLUTION NO. _____

APPROVAL OF 2017 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITY FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

WHEREAS, the Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts and to manage and administer federal housing and community development programs on behalf of the City and County of Sacramento. This structure provides a competitive advantage to the City and County when seeking federal and other housing and community development funding opportunities. The consolidation of multiple departments from different jurisdictions achieves close coordination of housing and community development programs and provides budget savings for operation and overhead. The Agency Executive Director reports directly to the City and the County governing boards. The Agency is recognized statewide and nationally as a model public agency that achieves multi-jurisdictional cooperation and effectively leverages local, state and federal housing and community development funds; and

WHEREAS, the Agency receives annual funding from a combination of federal, state and local sources; and

WHEREAS, the sources of Agency revenue require that an operating budget be adopted prior to the start of each new fiscal year. The Agency's fiscal year is the calendar year from January 1st through December 31st.

NOW, THEREFORE, BE IT RESOLVED AND ORDERED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF SACRAMENTO:

Section 1. The proposed actions to adopt the 2017 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b). These actions are also exempt under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are categorically exempt under CEQA pursuant to CEQA Guidelines Section 15061(b), and these activities are categorically excluded under NEPA pursuant to 24 CFR Section 58.35(b)(1), (2), (3) and (4). All other actions are associated with the adoption of the 2017 proposed budget, and do not make any commitments to, or give

approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The 2017 Operating Budget totaling \$159,016,419 and the 2017 Project Budget totaling \$31,508,357, all as further described in the 2017 Proposed Agency Budget (hereinafter “2017 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of the Agency for the 2017 fiscal year. The 2017 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 3. A total of 230 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 4. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.

Section 5. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the County of Sacramento acting as Successor Agency to the former Redevelopment Agency (CRASA) as approved by the CRASA Oversight Board regarding housing successor matters.

Section 6. The Agency is authorized to submit the 2017 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Agency is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects.

Section 7. The proposed expenditures under the 2017 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 8. The housing financial plan set forth in the 2017 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It implements the fee for service provisions and support service costs based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service. The fee for service provision is predicated on the revenues generated by fees being sufficient to cover the cost of services provided over time.

Section 9. The Housing Authority of the County of Sacramento (Authority or HACOS), staffed by the Agency, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the Budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Agency is authorized to submit the annual statement to HUD, after receiving public comments and resident review and approval of the Sacramento Housing and Redevelopment Agency Commission.

Section 10. On an annual basis HUD requires HACOS, staffed by the Agency, to conduct a physical inventory, analyze receivables for collectability and accordingly, reconcile and adjust related financial records. The Agency is authorized to amend the Budget and financial records as needed for such adjustments.

Section 11. The Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.

Section 12. Subject to availability under the Budget of any required funds, the Agency is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals. The

Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.

Section 13. The Agency is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998, as approved by the Sacramento Housing and Redevelopment Agency Commission.

Section 14. The Agency is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). The Agency, is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. The Agency is authorized to amend the Capital Reserve Project budget in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

Section 15. The Agency is authorized to administer ESG and HOPWA funds, or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and to execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the Action Plan, strictly in accordance with the terms of approved Action Plans and funding source requirements.

Section 16. The Agency is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which the Agency is the designated recipient of grant funds or contracting agency. The Agency is authorized to accept such grants, execute contracts to implement homeless activities as outlined in the Agency public services schedule and funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget).

Section 17. The Agency is authorized to submit grant applications on behalf of the County of Sacramento for any and all housing and community development activities within the jurisdiction of the Agency. If such grants are awarded, and approved by the governing board if in excess of \$100,000, the Agency is authorized to accept the grant or grants, execute contracts

to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

- Homeless Prevention and Rapid Re-housing Program (HPRP)
- Neighborhood Stabilization Program
- Family Unification Program
- Family Self Sufficiency
- Veteran's Assistance and Supportive Housing
- Social Innovation Fund

Section 18 The Agency is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, the Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.

Section 19. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 20. The Agency is authorized to amend the Budget to appropriate for expenditure of all revenues received in revolving funds.

Section 21. The Agency is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 22. The Agency is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 23. The Agency is authorized to transfer project appropriations among fund groups.

Section 24. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual revenues.

Section 25. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 26. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to reconcile available revenues as needed to assure receipt of anticipated revenues.

Section 27. The Agency is authorized to exercise default remedies and take other actions to protect the Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect the Agency assets, and in entering such “work outs,” the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 28. All project appropriations in existence as of December 31, 2016 will be carried over and continued in 2017.

Section 29. All multi-year operating grant budgets in existence as of December 31, 2016 shall be continued in 2017.

Section 30. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2016 may remain in effect in 2017. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2016, but only to the extent that the applicable division’s 2016 operating budget appropriations exceeded 2016 expenditures.

Section 31. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2017 Budget.

Section 32. If any entity requires a separate resolution to confirm any action approved within this resolution, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 33. The Agency is authorized to delegate the authorities as set out in this resolution to the Agency's Executive Director.

Section 34. This resolution shall take effect immediately.

On a motion by Supervisor _____, seconded by Supervisor _____, the foregoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 15th day of November, 2016, by the following vote, to wit:

AYES: Supervisors,

NOES: Supervisors,

ABSENT: Supervisors,

ABSTAIN: Supervisors,

RECUSAL: Supervisors,

(PER POLITICAL REFORM ACT (§ 18702.5.))

Chair of the Board of Supervisors
of Sacramento County, California

(SEAL)

ATTEST: _____
Clerk, Board of Supervisors

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2017 BUDGET

Approved 2017 Total Operating Budget	\$ 159,016,419
Revised Approved 2017 Total Operating Budget	\$0
Approved 2017 New Projects	\$ 31,508,357
Revised Approved 2017 New Projects	\$0
TOTAL AGENCY BUDGET	\$ 190,524,776

RESOLUTION NO. _____

ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO

ON DATE OF

APPROVAL OF 2017 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITY FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS

WHEREAS, the Sacramento Housing and Redevelopment Agency (Agency) is a joint powers agency created to eliminate duplicate staffing efforts to manage and administer federal housing and community development programs on behalf of the City and County of Sacramento which provides a competitive advantage to the City and County when seeking federal and other housing and community development funding opportunities. The consolidation of multiple departments from different jurisdictions achieves close coordination of housing and community development programs and provides budget savings for operation and overhead. The Agency Executive Director reports directly to the City and the County governing boards. The Agency is recognized statewide and nationally as a model public agency that achieves multi-jurisdictional cooperation and effectively leverages local, state and federal housing and community development funds; and

WHEREAS, Agency receives annual funding from a combination of federal, state and local sources; and

WHEREAS, the sources of Agency revenues requires an operating budget adopted prior to the start of each new fiscal year. The Agency's fiscal year is the calendar year from January 1st through December 31st.

WHEREAS, as of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution no. 2012-0051, the fiscal administration of the former Redevelopment Agency of the County was assumed within the management structure of the County of Sacramento which elected to administer the dissolution of its redevelopment agency and manage the County Redevelopment Agency Successor Agency (CRASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget; and

WHEREAS, Pursuant to Health and Safety Code Section 34176 and resolution no.HA-2012-2329 the County of Sacramento designated the Housing Authority of the County of Sacramento (HACOS), managed and staffed by the Agency, as the local authority to retain the housing-assets and housing-functions previously performed by its Redevelopment Agency.

NOW, THEREFORE, BE IT RESOLVED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO:

Section 1. The above recitals are found to be true and correct and are hereby adopted.

Section 2. The proposed actions to adopt the 2017 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b). These actions are also exempt under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are exempt under CEQA pursuant to CEQA Guidelines Section 15061(b)(3), and these activities are categorically excluded, converting to exempt, under NEPA pursuant to 24 CFR Sections 58.35(b)(1), (2), (3), and (4). All other actions are associated with the adoption of the 2017 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 3. The 2017 Operating Budget totaling \$159,016,419 and the 2017 Project Budget totaling \$31,508,357, all as further described in the 2017 Proposed Agency Budget (hereinafter “2017 Agency Budget” or “Budget”), a copy of which is on file with the Agency Clerk and copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2017 fiscal year. The 2017 Agency Budget incorporates the budgets of the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, and the Sacramento Housing Development Corporation, and adoption of those budgets is contingent upon the approval of each of these respective entities.

Section 4. A total of 230 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 5. Subject to availability under the Budget or limitations on use of any required funds, the Executive Director or her designees is authorized to amend the Budget as necessary to accept funds, expend funds, or transfer funds among operating budgets or project budgets to complete enforceable housing obligations, comply with legal directives of the

California State Department of Finance and/or the State Controller's Office, facilitate the dissolution of redevelopment pursuant to AB 1x 26 and AB 1484, or to provide staffing services to County Redevelopment Agency Successor Agency (CRASA). Such transactions must comply with applicable laws and regulations and agreements to provide staffing services for CRASA and are subject to CRASA Oversight Board Approval.

Section 6. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.

Section 7. The Executive Director, or designee, is authorized to submit the 2017 Annual Housing Operating Budget and all supporting documents to the United States Department of Housing and Urban Development (HUD), including all required amendments for utilities and other miscellaneous adjustments. Furthermore, the Executive Director, or designee, is authorized to amend the Budget to reflect actual HUD approved expenditures and revenues for HUD funded programs and projects. Please see Exhibit B-1 for a summary of the Public Housing operating budget.

Section 8. The proposed expenditures under the 2017 Housing Operating Budget are necessary for the efficient and economical operation of Agency housing to serve low-income families.

Section 9. The housing financial plan set forth in the 2017 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP, Central Office, and Central Services 2017 Budget attached as Exhibit B-1.

Section 10. Form HUD-52574 (04/2013), attached as Exhibit B-2 for signature by the Chair of the Board of the Housing Authority, provides necessary certifications for submission of the Operating Budgets described in Section 9d.

Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the Budget implements the fee for service provisions and support service costs. The fee for service provision is predicated on the revenues generated by fees being equal to the cost of services provided.

Section 12. The Executive Director, or designee, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Executive Director, or designee, is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the Budget accordingly. The Executive Director, or designee, is directed to comply with all policies, procedures and requirements prescribed by HUD as a condition of such grants. The Executive Director is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review and approval of the SHRA Commission.

Section 13. On an annual basis the Agency, on behalf of HACOS conducts a physical inventory, analyzes receivables for collectability and, accordingly, reconciles and adjusts related financial records. The Executive Director, or designee, is authorized to amend the Budget and financial records as needed for such adjustments.

Section 14. The Executive Director, or designee, is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency on behalf of HACOS is also authorized to obtain flood insurance through the federal flood insurance program for HACOS properties and this coverage may be secured through a local independent agent.

Section 15. Subject to availability under the Budget of any required funds, The Executive Director, or designee, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with HACOS policy and governing board approvals. The Executive Director or her designee is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.

Section 16. The Executive Director, or designee, is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.

Section 17. The Executive Director, or designee, is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Solutions Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). HACOS, staffed by the Agency is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year action Plan. If such grants are awarded, Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Agency is authorized to amend the Capital Reserve Project in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

Section 18. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards, to administer ESG and HOPWA programs and expend funds and to execute contracts with the appropriate entities to carry out the activities contained in the Action Plan utilizing ESG and HOPWA funds, strictly in accordance with the terms of the Action Plan and funding source requirements.

Section 19. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which HACOS or the Agency is the designated recipient of grant funds or contracting agency. The Agency is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

Section 20. HACOS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized obligation payment schedules, for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental

assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.

Section 21. HACOS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved recognized payment schedules to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increases, improves, and preserves the community's supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households and will be of benefit to the community.

Section 22. HACOS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved recognized payment obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2017 Agency Budget year.

Section 23. HACOS is authorized to amend the budget to transfer or accept funding or assets consistent with an approved recognized payment obligation schedule to the Agency or County RASA for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 24. HACOS is authorized to amend the budget to receive assets or transfer assets, receive funds or transfer funds to the County RASA and execute agreements with the County or RASA as necessary to facilitate authorized directives of the State of California, the California State Department of Finance and/or the State Controller's Office or to provide staffing services to RASA. Agreements between the Agency or HACOS and the County RASA are subject to Successor Agency Oversight Board Approval.

Section 25. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the County for any and all housing and community development activities within the jurisdiction of the Agency. If such grants are awarded, and approved by the governing board if in excess of \$100,000, the Agency is

authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents, and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

- Homeless Prevention and Rapid Re-housing Program (HPRP)
- Neighborhood Stabilization Program
- Family Unification Program
- Family Self Sufficiency
- Veteran's Assistance and Supportive Housing
- Social Innovation Fund

Section 26. The Executive Director, or designee, is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. The Executive Director, or designee, may allocate and transfer any available fund balances to accounts held for future projects or reduce budget shortfalls in any other fund balances, provided monies so used are not otherwise restricted by law or regulations related to the funding source. Further, Agency is authorized to expend available balances from the payroll fund for the cost of liabilities such as post retirement medical benefits, sick leave, and vacation accruals.

Section 27. The Agency Budget is controlled at the fund group level. Except as provided in this resolution, no expenditure will exceed the approved Budget.

Section 28. The Executive Director, or designee, is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.

Section 29. The Executive Director, or designee, is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 30. The Executive Director, or designee, is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.

Section 31. The Executive Director is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget

appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

Section 32. The Executive Director, or designee, is authorized to transfer any available fund balances from HACOS instrumentalities or affiliates to allocate for future HACOS projects or to reduce budget shortfalls, provided the use and receipt of funds is not otherwise restricted by law or regulations. Such transactions are subject to HACOS instrumentality or affiliate board approval.

Section 33. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments, loan repayments and other existing obligations based on actual higher or lower revenues.

Section 34. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

Section 35. The Executive Director, or designee, on behalf HACOS serving as the County Successor Housing Entity, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for the completion of enforceable housing obligations of the former redevelopment agency to assure receipt of anticipated revenues.

Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. Agency is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect Agency assets, and in entering such “work outs,” Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, The Executive Director, or designee, is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

Section 37. All project appropriations in existence as of December 31, 2016 will be carried over and continued in 2017.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2016 shall be continued in 2017.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2016 may remain in effect in 2017. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2016, but only to the extent that the applicable division's 2016 operating budget appropriations exceeded 2016 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2017 Budget.

Section 41. If any entity requires a separate resolution to confirm any action approved within this resolution the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.

Section 42. The Agency is authorized to delegate the authorities as set out in this resolution to the Agency's Executive Director. .

Section 43. This resolution shall take effect immediately.

On a motion by Member _____, seconded by Member _____, the foregoing Resolution was passed and adopted by the Housing Authority of the County of Sacramento, State of California, this 15th^t day of November, 2016, by the following vote, to wit:

AYES: Members,

NOES: Members,

ABSTAIN: Members,

ABSENT: Members,

Chair of the Housing Authority of the
County of Sacramento, California

SEAL:

ATTEST: _____
Clerk

EXHIBIT A

SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2017 BUDGET

Approved 2017 Total Operating Budget	\$ 159,016,419
Revised Approved 2017 Total Operating Budget	\$0
Approved 2017 New Projects	\$ 31,508,357
Revised Approved 2017 New Projects	\$0
TOTAL SHRA BUDGET	\$ 190,524,776

County Public Housing AMP, Central Office and Central Services Budget

January 1 - December 31, 2017

PHA Code: CA007 County of Sacramento	County AMP 1	County AMP 2	County AMP 3	County AMP 5	Total County Public Housing	County COCC Central Office & Central Svc
Beginning fund equity	\$ 283,294	\$ 44,212	\$ 404,624	\$ 177,928	\$ 910,058	\$ 511,327
Revenues:						
HUD Operating Subsidy	850,000	830,000	1,030,000	950,000	3,660,000	-
Maintenance Charges to Tenants	3,000	2,000	2,300	7,000	14,300	-
Washer/Dryer Income	3,500	8,000	8,000	3,000	22,500	-
Rental Income - Dwelling	380,000	675,000	735,000	485,000	2,275,000	-
Interest Income - Investment	800	2,000	4,000	-	6,800	750
Bad Debt Recovery	-	-	-	-	-	-
Miscellaneous income	-	-	10,548	7,620	18,168	-
Management Fee	-	-	-	-	-	1,812,474
IT/Bookkeeping Fee	-	-	-	-	-	89,730
Asset Management Fee	-	-	-	-	-	34,680
Admin Fee (CFP) & (HCV)	-	-	-	-	-	2,014,082
Central services fees	-	-	-	-	-	174,558
Total operating revenue	1,237,300	1,517,000	1,789,848	1,452,620	5,996,768	4,126,274
CFP operating transfers	40,000	50,000	141,000	50,000	281,000	-
CFP Mgmt impr transfers	17,601	17,737	20,695	19,629	75,662	-
AMP to AMP transfers	-	125,000	270,000	-	395,000	-
Total revenues and transfers in	1,294,901	1,709,737	2,221,543	1,522,249	6,748,430	4,126,274
Expenditures:						
Employee Services:						
- Management/Maintenance	331,150	460,140	456,916	424,782	1,672,988	546,549
- Resident Trainees	23,439	23,634	27,654	26,120	100,847	-
Total Employee Services	354,589	483,774	484,570	450,902	1,773,835	546,549
Services & Supplies:						
- Management/Maintenance	616,815	757,394	961,611	742,592	3,078,412	3,642,311
Other Charges:						
Financial Transactions	30,171	4,161	4,940	6,291	45,563	855
- Central Service Fees	37,199	43,339	52,400	41,620	174,558	-
- Miscellaneous (PILOT, Depr.)	26,317	31,626	35,256	29,093	122,292	-
- AMP to AMP transfers	-	-	395,000	-	395,000	-
Management Fee	175,208	210,249	235,511	191,506	812,474	-
IT / Bookkeeping Fee	19,350	23,220	26,010	21,150	89,730	-
Asset Management Fee	-	-	34,680	-	34,680	-
Total operating expense	1,259,649	1,553,763	2,229,978	1,483,154	6,526,544	4,189,715
Ending Balance	\$ 318,546	\$ 200,186	\$ 396,189	\$ 217,023	\$ 1,131,944	\$ 447,886

PHA Board Resolution
 Approving Operating Budget

**U.S. Department of Housing
 and Urban Development**
 Office of Public and Indian Housing -
 Real Estate Assessment Center (PIH-REAC)

OMB No. 2577-0026
 (exp. 04/30/2016)

Public reporting burden for this collection of information is estimated to average **10 minutes per response**, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. This agency may not collect this information, and you are not required to complete this form, unless it displays a currently valid OMB control number.

This information is required by Section 6(c)(4) of the U.S. Housing Act of 1937. The information is the operating budget for the low-income public housing program and provides a summary of the proposed/budgeted receipts and expenditures, approval of budgeted receipts and expenditures, and justification of certain specified amounts. HUD reviews the information to determine if the operating plan adopted by the public housing agency (PHA) and the amounts are reasonable, and that the PHA is in compliance with procedures prescribed by HUD. Responses are required to obtain benefits. This information does not lend itself to confidentiality.

PHA Name: Housing Authority-County of Sacramento PHA Code: CA007

PHA Fiscal Year Beginning: 01/01/2017 Board Resolution Number: _____

Acting on behalf of the Board of Commissioners of the above-named PHA as its Chairperson, I make the following certifications and agreement to the Department of Housing and Urban Development (HUD) regarding the Board's approval of (check one or more as applicable):

DATE

- Operating Budget approved by Board resolution on: 11/15/2016
- Operating Budget submitted to HUD, if applicable, on: _____
- Operating Budget revision approved by Board resolution on: _____
- Operating Budget revision submitted to HUD, if applicable, on: _____

I certify on behalf of the above-named PHA that:

1. All statutory and regulatory requirements have been met;
2. The PHA has sufficient operating reserves to meet the working capital needs of its developments;
3. Proposed budget expenditure are necessary in the efficient and economical operation of the housing for the purpose of serving low-income residents;
4. The budget indicates a source of funds adequate to cover all proposed expenditures;
5. The PHA will comply with the wage rate requirement under 24 CFR 968.110(c) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.110(i).

I hereby certify that all the information stated within, as well as any information provided in the accompaniment herewith, if applicable, is true and accurate.

Warning: HUD will prosecute false claims and statements. Conviction may result in criminal and/or civil penalties. (18 U.S.C. 1001, 1010, 1012.31, U.S.C. 3729 and 3802)

Print Board Chairperson's Name: Roberta MacGlashan	Signature:	Date:
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RESOLUTION NO. SHDC ____

ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT CORPORATION

ON DATE OF

**SACRAMENTO HOUSING DEVELOPMENT CORPORATION RIVERVIEW PLAZA
RESIDENTIAL PROJECT OPERATING BUDGET; RELATED FINDINGS,
AUTHORIZATIONS AND APPROVALS**

**NOW THEREFORE BE IT RESOLVED AND ORDERED BY THE BOARD OF
DIRECTORS OF THE SACRAMENTO HOUSING DEVELOPMENT CORPORATION:**

Section 1. The proposed actions to adopt the 2017 Proposed Agency Budget are considered administrative and management activities. As such, these actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA), as provided in CEQA Guidelines Section 15378(b). These actions are also exempt under the National Environmental Policy Act (NEPA) per 24 CFR Section 58.34(a)(3). Public services provided for in the budget associated with multi-family supplemental assessments and rental assistance are actions associated with existing facilities with no changes to or expansion of use. As such, these activities are exempt under CEQA pursuant to CEQA Guidelines Section 15061(b)(4). There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2017 proposed budget, and do not make any commitments to, or give approvals for, specific projects. Environmental Review for specific projects will be completed prior to any discretionary action(s) being carried out with regard to such projects.

Section 2. The Budget totaling \$825,310 for the Riverview Plaza Residential project, which is incorporated in the budget of the Sacramento Housing and Redevelopment Agency, all as further described in the “2017 Proposed Budget”, a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2017 fiscal year for the Sacramento Housing Development Corporation (2017 Budget).

Section 3. The Executive Director of the Sacramento Housing Development Corporation (Executive Director) is authorized to obtain flood insurance for the Riverview Plaza Residential project through the federal flood insurance program, and is authorized to purchase liability insurance and enter into agreements with risk retention pools or other similar organizations, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved 2017 Budget.

Section 4. The Executive Director is authorized to submit grant applications for any and all activities within the authority and jurisdiction of the Sacramento Housing Development Corporation. The Executive Director is authorized to accept such grants, to amend the 2017 Budget to receive and allocate the grant funds, and to implement the actions required by the grant for any projects and programs currently within the Sacramento Housing Development Corporation's authorization and jurisdiction, provided that the activities are fully funded by the grant. Such Budget amendments are permitted for, but not limited to, positions, services and supplies, equipment and projects.

Section 5. The Executive Director is authorized to make transfers of fund balances to accommodate reserve requirements. The Executive Director may allocate and transfer any available fund balances to accounts held for future projects or to reduce budget shortfalls in any other fund balances, provided monies so used are not restricted by law or regulations related to the funding source.

Section 6. The Executive Director is authorized to make payments on debt incurred by the Sacramento Housing Development Corporation as necessary to comply with the provisions of the Partnership Agreement within which the Corporation serves as the General Partner, and as deemed prudent and necessary by the Executive Director on behalf of the Sacramento Housing Development Corporation and within the 2017 Budget hereby adopted.

Section 7. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2017 Budget.

Section 8. The Executive Director is authorized to act on behalf of the Sacramento Housing Development Corporation with the same authority as conferred upon the Executive Director of the Sacramento Housing and Redevelopment Agency.

Section 9. This resolution shall take effect immediately.

On a motion by Director _____, seconded by
Director _____, the foregoing Resolution was passed and adopted
by the Sacramento Housing Development Corporation, State of California, this 15th day of
November, 2016, by the following vote, to wit:

AYES: Directors,

NOES: Directors,

ABSTAIN: Directors,

ABSENT: Directors,

ABSTAIN: Directors,

(PER POLITICAL REFORM ACT (§ 18702.5.))

Chair, Board of Directors
Sacramento Housing Development
Corporation

(SEAL)

ATTEST: _____
Clerk

SECTION B

FINANCIAL MANAGEMENT POLICIES

Revenue Policy

- Revenues will be conservatively estimated using the best information available, and the Agency will strive to maintain a stable revenue system and operating structure that protects the Agency from short term fluctuations in individual revenue sources.
- Intergovernmental assistance in the form of grants and loans will be used to finance only capital projects or programs that can be sustained over time or have a limited horizon.
- In general, one-time revenues will be used only to support capital projects or other non-recurring expenditures. One-time revenues may be used for operating programs provided that longer term financial planning is addressing any imbalances between operating revenues and expenditures.

Debt Policy

- It is the intent of the Agency to issue debt in a manner that adheres to state and federal laws, existing bond covenants and prudent financial management.
 - Minimize debt service and issuance costs
 - Maintain the highest practical credit rating
 - Evaluate the cost effectiveness of all potential borrowings
- The Agency will not use long-term debt financing for any recurring purpose such as current operating and maintenance expenditures. While the Agency does not anticipate issuing any short-term debt instruments such as tax or bond anticipation notes, these financing instruments shall be excluded from this limitation.
- The Agency will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
 - Full and timely repayment of outstanding debt
 - Compliance with continuing disclosure requirements

Interdepartmental Charges / Indirect Cost Recovery

The Agency currently utilizes an internal service fund for the following purposes:

- Support Services: to accumulate resources in the form of fees for service which are charged to operating departments for the costs of support services and for the replacement of equipment serving the entire organization.
- Insurance: to accumulate resources for payment of insurance premiums, deductibles, and loss reserves.
- Capital Facilities: to accumulate resources for the maintenance, repair and debt payments of the Agency administrative building.
- Payroll Fund: to accumulated resources to pay for employee payroll and benefit costs as well as the costs of future post-retirement medical benefits.

Annual Audit

The Agency is required to have an independent audit performed annually by a qualified independent accounting firm.

The independent auditing firm will be selected by the Agency based on a competitive proposal process and the selection will be approved by the City Council and the County Board of Supervisors.

Budget Policies and Procedures

The Agency is a joint powers authority formed by the City and County of Sacramento, and the annual budget is prepared on a calendar year basis. Initially, the Executive Director is required to submit a proposed budget to the Agency advisory board, the Sacramento Housing and Redevelopment Commission for their recommendation. The budget is then submitted for approval to the Sacramento City Council, sitting as the City Council, and the Housing Authority of the City of Sacramento. Simultaneously, the budget is also submitted for approval to the Sacramento County Board of Supervisors, sitting as the County Board of Supervisors and the Housing Authority of the County of Sacramento. The budget submitted is required to be a balanced budget either through the matching of ongoing revenues with proposed expenditures or through the use of existing fund balances.

FINANCIAL MANAGEMENT POLICIES

Budget Basis

The basis of the budget refers to when revenues and expenditures are recognized in the funds. Governmental funds recognize revenues when they become measurable and available and expenditures are generally recognized when the related liability is incurred. Proprietary funds are accounted for using the accrual basis of accounting. Their revenues are recognized when they are earned, and their expenses are recognized when incurred.

Responsibility

Each department's management team is responsible for preparing the individual departmental budget requests in accordance with the guidelines provided by the Executive Director and Director of Finance. The Finance Department provides each department with cost experience data and assists departments in addressing issues related to funding availability. The Finance Department prepares all revenue, debt service and financial transaction estimates.

Budget Review

During the budget review process, the Executive Director, in conjunction with the Finance Department, analyzes new positions, operating and capital budget requests. This information is then compiled and the Executive Director or Director of Finance holds meetings with each department, as needed, to review their expenditure request for the proposed budget year. At the completion of these meetings, the Finance Department again compiles all the financial data and the Director of Finance presents the proposed budget to the Executive Director for review.

Budget Adoption

The Executive Director presents, via publicly noticed sessions, the budget to the governing boards. Three publicly noticed budget workshops are conducted at the Sacramento Housing and Redevelopment Commission prior to submission of the proposed budget to all governing boards for approval.

Budget Implementation

A budgetary control system is maintained to ensure compliance with the budget. The Finance Department is responsible for setting up the budget for tracking purposes and is charged with ensuring fund availability during the year to cover expenditures and appropriations. Reports comparing the budget with expenditures may be generated by departments as needed for review.

Budget Control

The Agency budget is controlled at the fund group level. Except as provided in the enclosed budget resolutions, no expenditure will exceed the approved budget.

Accounting Structure and Principles

Accounting System

In developing and evaluating the Agency's accounting system, consideration is given to the adequacy of internal accounting controls. Internal accounting controls are designed to provide reasonable, but not absolute, assurance regarding the safeguarding of assets against loss from unauthorized use or disposition; and the reliability of financial records for preparing financial statements and maintaining accountability for assets. The concept of reasonable assurance recognizes that the cost of a specific control feature should not exceed the benefits likely to be derived and the evaluation of costs and benefits require estimates and judgments by management.

All evaluations of the Agency's internal control will continue to occur within the above framework. The Agency's internal accounting controls adequately safeguard assets and provide reasonable assurance of proper recording of financial transactions.

Basis of Accounting

Special revenue and other governmental fund types are accounted for on a modified accrual basis. Under the modified accrual basis, revenue is recognized when susceptible to accrual (e.g., when it becomes both measurable and available).

"Measurable" means the amount can be determined and "available" means collectible within the current period or soon enough thereafter to pay current liabilities. This is generally within sixty (60) days after the end of the fiscal year. Expenditures are recognized when the related fund liability is incurred.

Proprietary funds (enterprise and internal service funds) are accounted for on an accrual basis. Under this method, revenue is recognized when earned and expenses are recognized at the time the liability is incurred.

Fund Descriptions

The Agency's accounting records are organized and operate on a "fund" basis, which is the basic financial accounting entity in governmental accounting. The accounting system is designed to enable the use of these types of funds. Each fund is designed by fund type and classification:

- Proprietary Funds: Enterprise and Internal Service
- Governmental Funds: Special Revenue, Debt Service and Capital Projects
- Account Groups: Capital Assets and Long-Term Debt

Proprietary Funds

Generally Accepted Accounting Principles (GAAP) applicable to a private commercial business is applicable to proprietary funds of a governmental entity. The accrual basis of accounting is utilized. The measurement focus is based upon a determination of net income, financial position and cash flows. Accordingly, basic financial statements are required, such as the balance sheet, the statement of revenues, expenses and changes in retained earnings (deficit), and the statement of cash flows.

FINANCIAL MANAGEMENT POLICIES

Enterprise Fund: accounts for operations that are financed and operated in a manner similar to private enterprises, where the intent is that the cost of providing goods or services is recovered primarily through user charges.

Internal Service Fund: accounts for activities involved in rendering services to departments within the Agency. Costs of materials and services used are accumulated in these funds and are charged to the user departments as such goods are delivered or services rendered.

Governmental Funds

Governmental Funds are used to account for the Agency's expendable financial resources and related current liabilities, except for those accounted for in proprietary funds. The basic financial statements necessary to fairly present financial position and operating results for governmental funds are the balance sheet and the statement of revenues, expenditures and changes in fund balance. Governmental funds are maintained using the modified accrual basis of accounting.

Special Revenue Fund: accounts for the proceeds of specific revenue sources that are restricted by law or administrative action for specified purposes.

Debt Service Fund: accounts for accumulation of resources for, and payment of, interest and principal on long-term debt.

Capital Project Fund: accounts for financial resources used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds).

Account Groups

Account Groups are used to establish accounting control and accountability for the Agency's capital assets and long-term debt.

Capital Assets Account Group: accounts for long-term assets of the Agency, except for those accounted for in proprietary fund types.

Long-Term Debt Account Group: accounts for long-term debt of the Agency, except for debt accounted for in proprietary fund types.

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SECTION C

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Enterprise Funds - Housing

Public Housing:

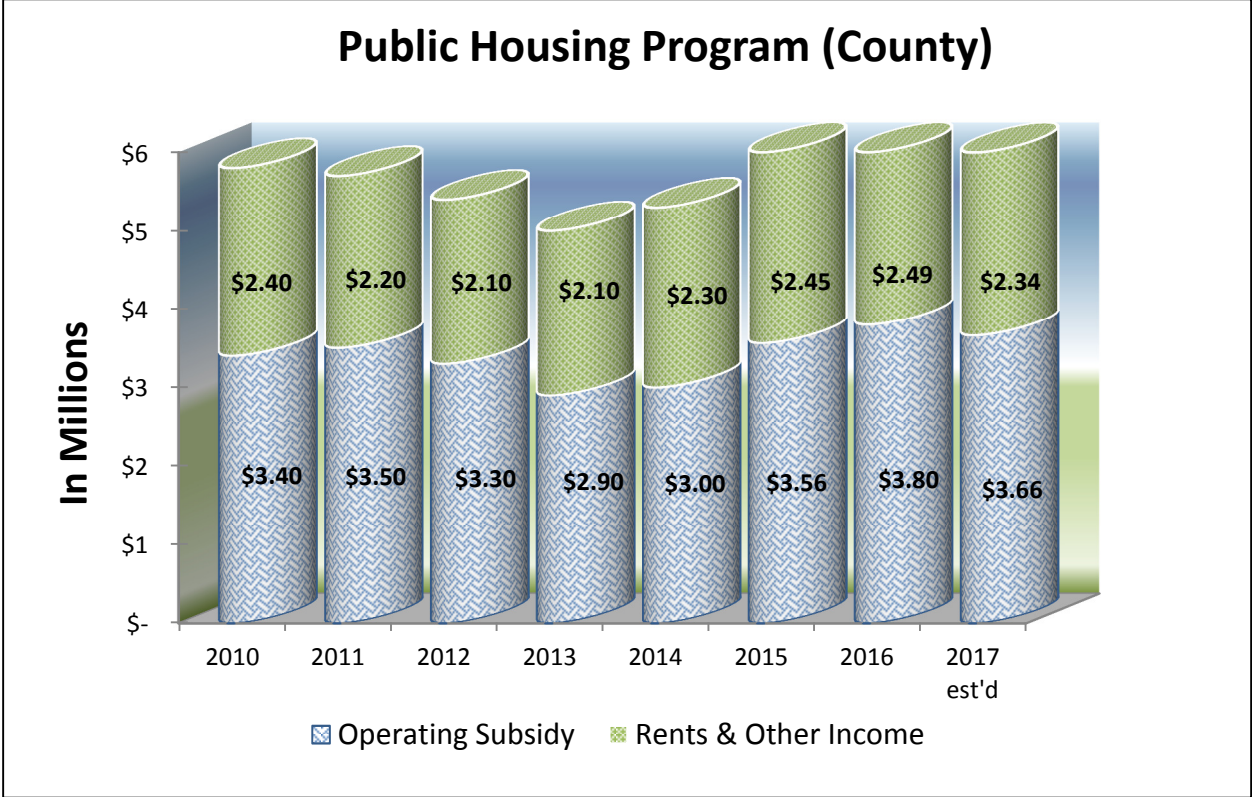
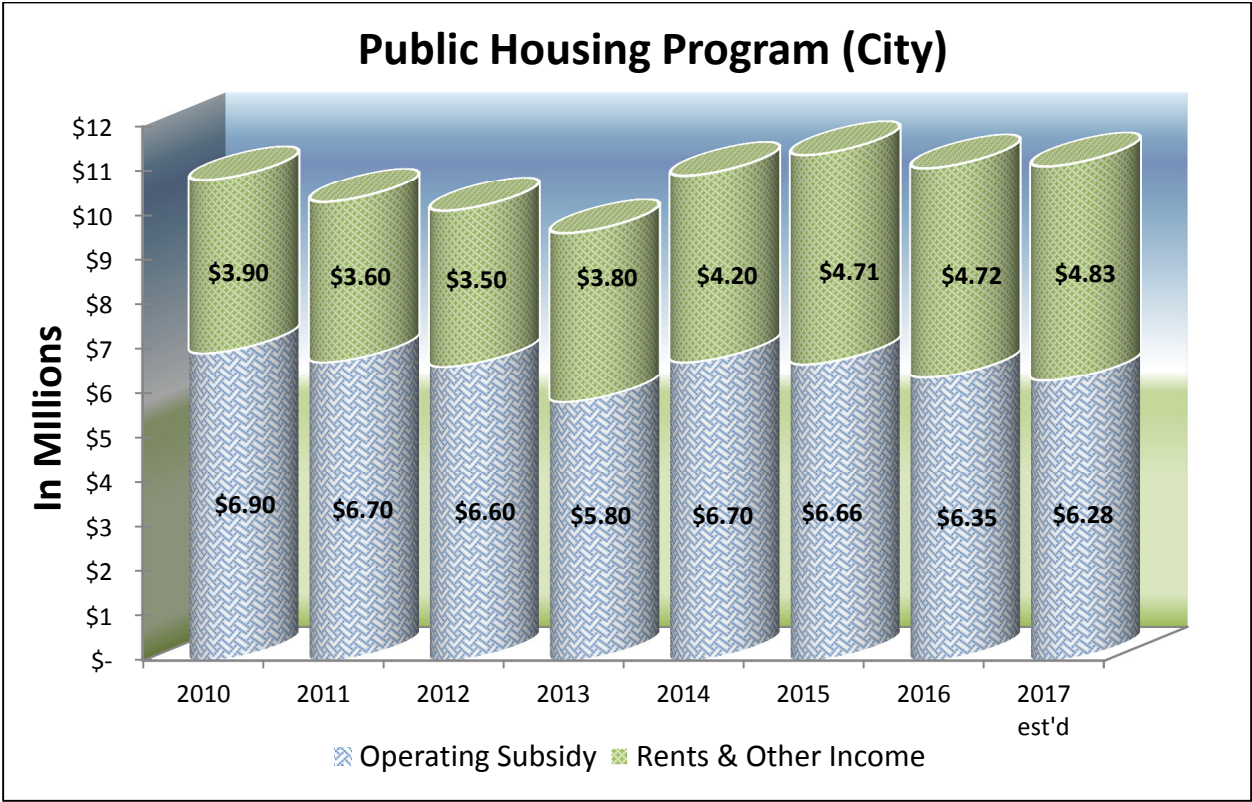
The Housing Authorities' own and/or manage approximately 3,215 housing units within the City and County of Sacramento. Of these, 2,713 of the units were developed under the federal public housing program administered by the Department of Housing and Urban Development (HUD) and are located throughout the Sacramento region with (1700 units) in the City and (1,013 units) in the County. Approximately 1,000 of these units are designated as elderly and/or disabled only with the remaining units available to families. Program revenues are generated from tenant rent collections and operating subsidies provided by HUD. The amount of rent paid by the tenants is based on 30 percent of gross family income minus certain other adjustments. In addition to the public housing units, the Housing Authority manages another 498 units of local non-public housing.

Revenue Estimate

The average occupancy rate in the Public Housing program is 99 percent for public housing properties available to be leased. Rents reflect a slight increase over the last year due primarily to the 99 percent lease up. Operating subsidy reflects a slight decrease over 2016 due to the increase in rental income.

HUD operating subsidy, the funds provided by HUD to pay the costs of the program not covered by tenant rents, is appropriated annually through the federal budget process. Given the turmoil surrounding the federal budget, annual appropriations have been erratic reaching as high as 103% of funding eligibility in 2010 to as low as 82% in 2013. In 2016 the program is being funded at 87% of funding eligibility, meaning that the program is only receiving 87% of what HUD believes the Agency needs to run the program. This requires the public housing program to cut operating costs wherever possible and utilize its meager operating reserves. The Agency anticipates a similar level of funding for 2017.

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES



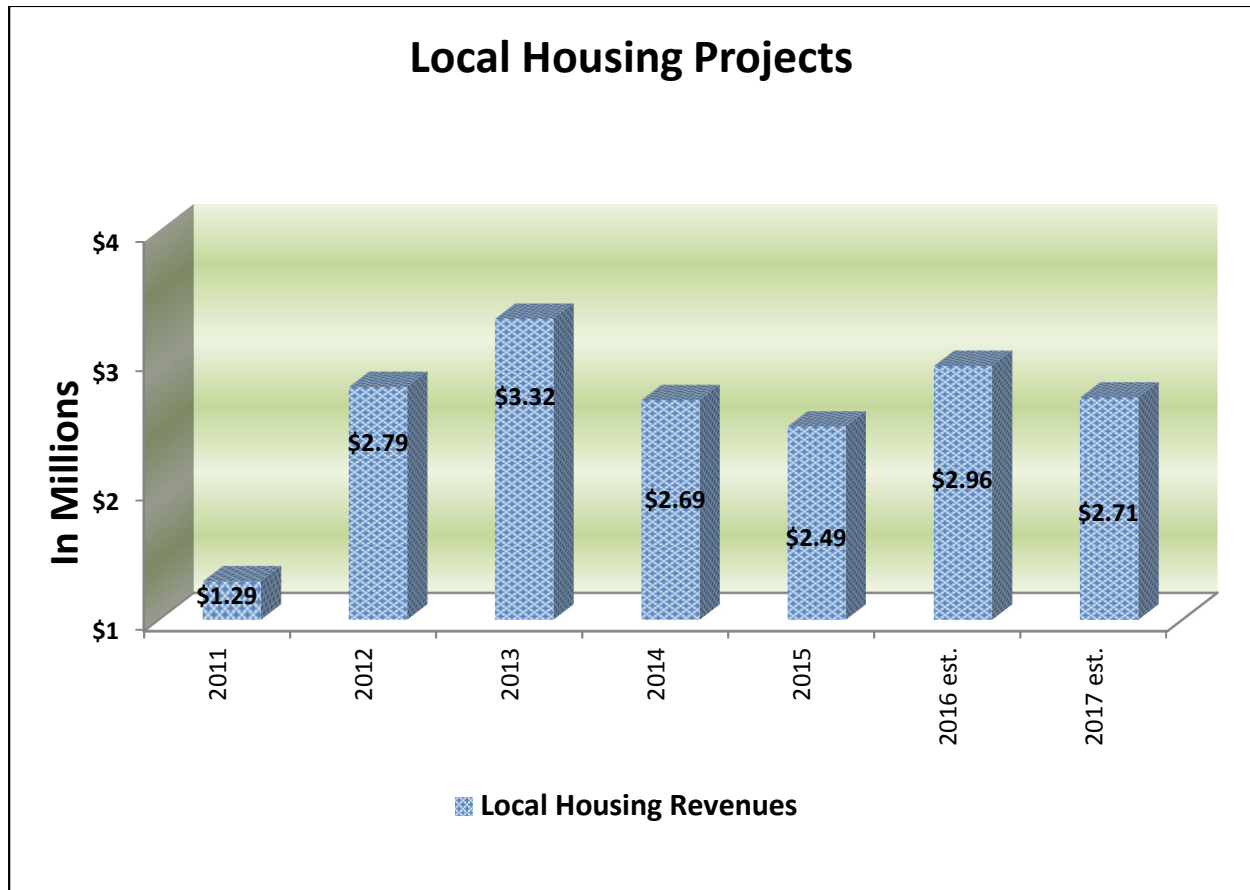
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Public Housing (Non-Federal):

The Housing Authority also owns and manages 271 affordable units comprising of tax credits, and local funds. The non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns and manages 3 project based voucher high-rise consisting of 231 elderly only units.

Revenue Estimate

These local housing projects, units not regulated by HUD, have shown positive revenue trends. Rental income and HAP revenues are projected to be relative status quo with 2016 levels. Total revenues were higher in 2016 due to loan repayments and deferred development fees in the Phoenix Park project.



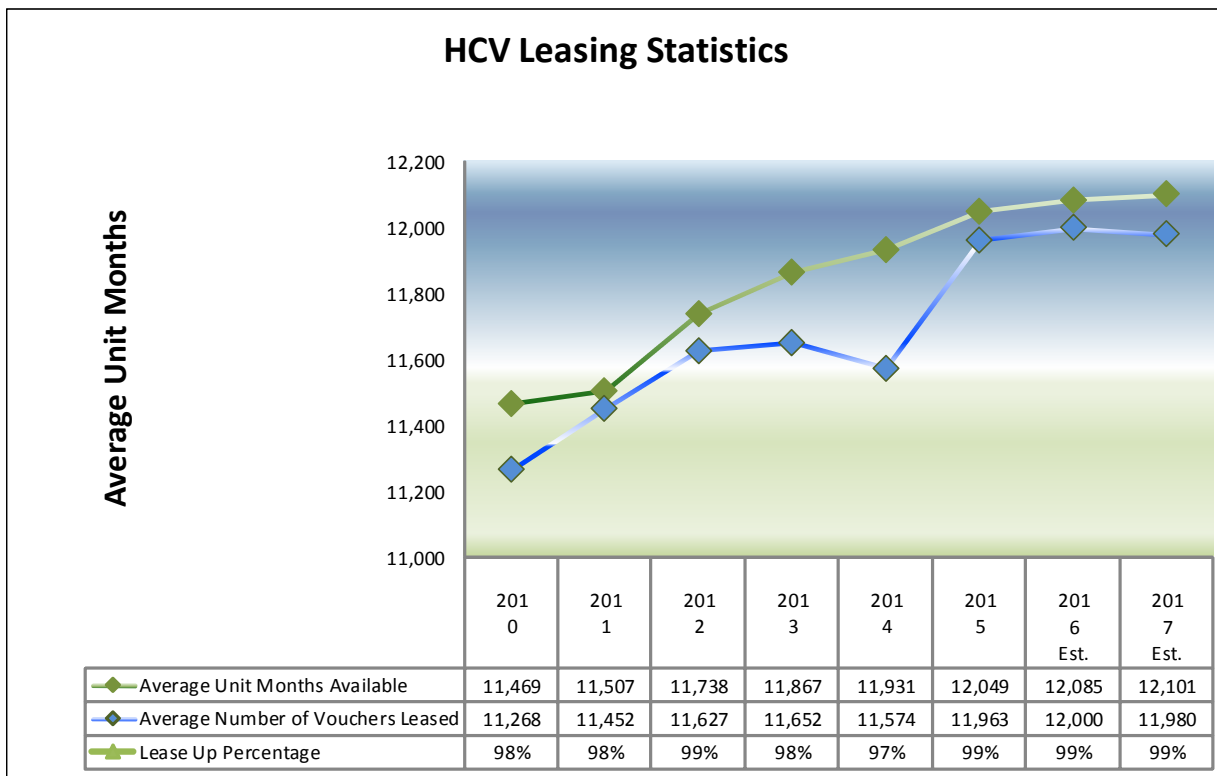
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Housing Choice Voucher Program (HCV):

The Housing Choice Voucher (formerly Section 8 Housing Assistance) program is funded by the HUD through Annual Contribution Contracts (ACC). The Agency administers this program on behalf of the Housing Authority of the County of Sacramento. The HCV program permits the applicant to obtain housing in the private rental market using housing vouchers. The program participants pay a portion (an adjusted 30 percent of gross family income) of the lease rate to the owner and the remaining rent amount is paid by the Housing Authority. Participants can utilize their voucher anywhere in the City or County of Sacramento.

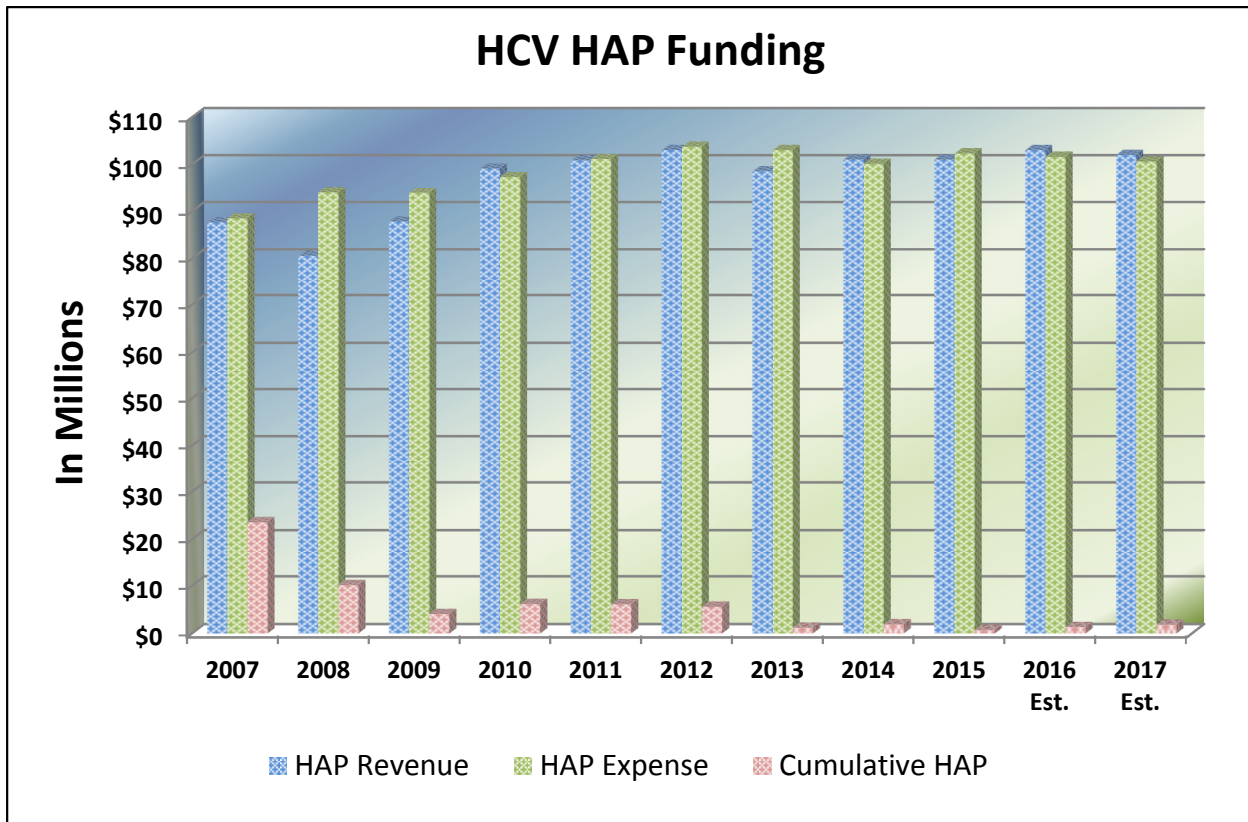
Revenue Estimate

Revenue under the HCV program is received from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). The federal appropriations process dictates the amount of funding that will be allocated to the HCV program on a national level. Jurisdictional funding allocations are performance based, with the funding level determined by the number of authorized vouchers leased. Currently, the Housing Authority has 12,101 vouchers authorized for leasing each month and the program has effectively maintained a leasing level between 98-100 percent utilization of all vouchers authorized by HUD.



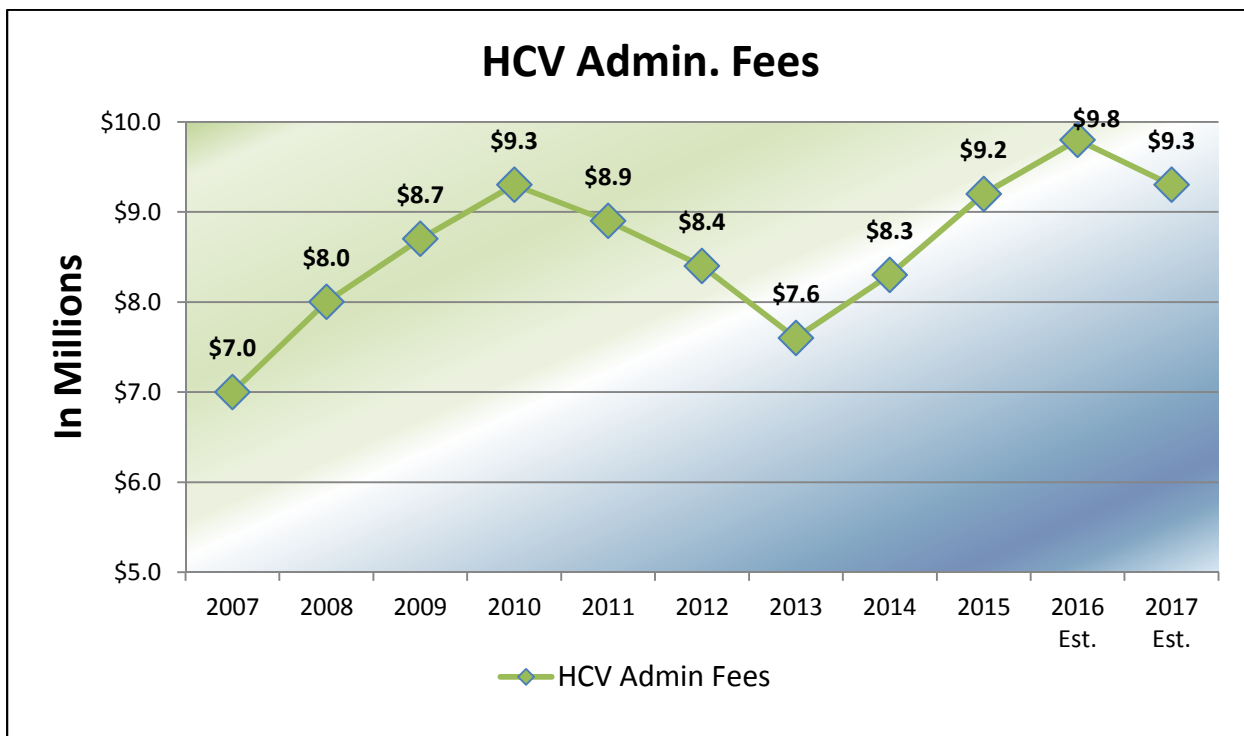
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

The high utilization level of vouchers makes the HCV program eligible for maximum funding from HUD. Despite the Agency being entitled to maximum funding for the program, HUD intentionally provided less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2016 HUD intentionally recaptured HAP reserves leaving the Housing Authority with approximately two weeks of reserves; therefore, managing leasing levels becomes exceptionally critical. In 2016, HUD prorated our HAP eligibility at 99.5 percent and the Agency anticipates a similar funding level for 2017 based upon the current proposals moving through Congress.



MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

HCV administrative funding eligibility is based upon the number of units leased within the Housing Authority's authorized voucher allocation, currently 12,101 units per month. Once eligibility is determined, HUD uses a formula to determine administrative fees for the Agency. For 2016, the Agency receives \$86.16 per unit for the first 7200 unit months leased and \$80.42 per unit on all remaining unit months leased. HUD then applies a proration to the formula to reduce fees paid so that the administrative fees paid to housing authorities' matches the appropriations provided by Congress. In 2015 the proration was 75 percent of administrative funding eligibility. This proration was increased to 84 percent of administrative funding eligibility in 2016. The Agency expects funding in 2017 to remain the same given the wide array of funding levels purposed by the administration and Congress.



MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

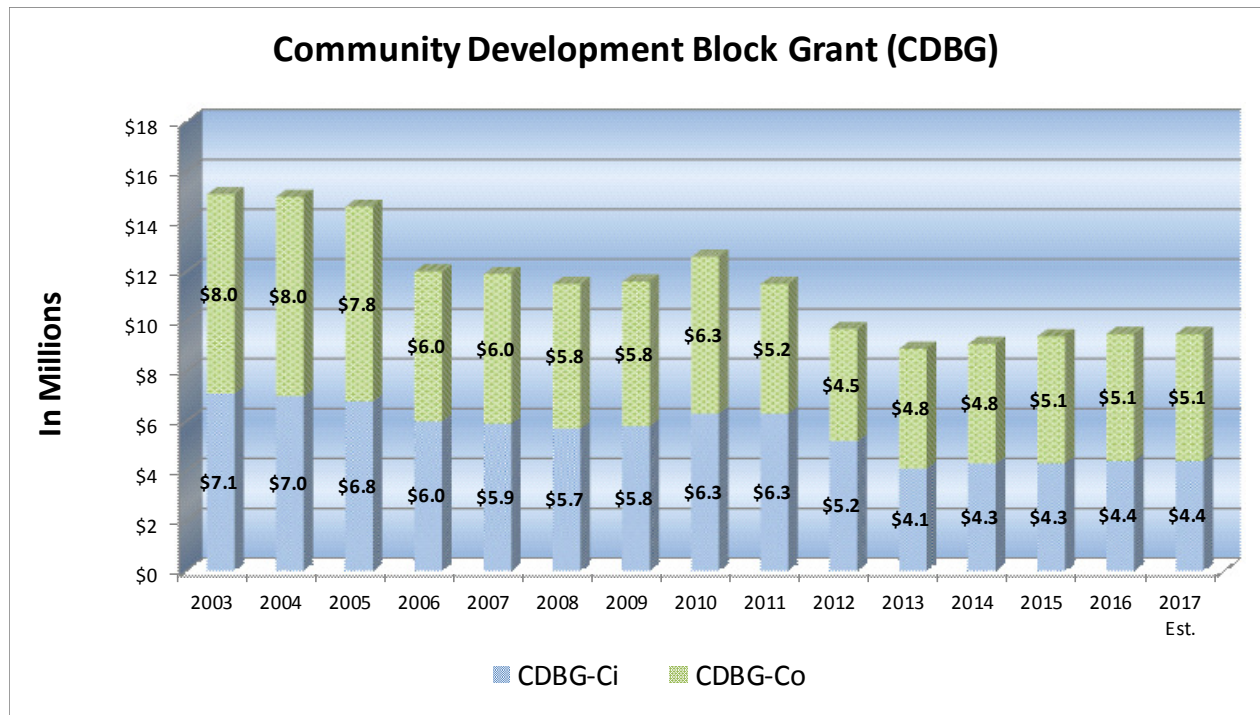
Other Governmental Funds (Special Revenue):

Community Development Block Grant (CDBG):

This is a federal entitlement program provided to communities annually for the benefit of low-income persons through housing improvement, public improvements, economic development, public service and elimination of blighting conditions. Areas of Sacramento which are low-income and extremely physically blighted have been selected for targeted CDBG assistance in the areas of capital improvements, housing preservation and renovation, and economic development and commercial revitalization activities. These funds must be used to augment but not replace local funds and responsibilities.

Revenue Estimate

The annual HUD CDBG entitlement budget is allocated to cities and counties based on a formula comprised of several measures. The Agency receives grants for both the City of Sacramento and the County of Sacramento. Since 2010, CDBG appropriations have been cut by 25 percent. Revenues are projected to be relative status quo with 2016 levels.



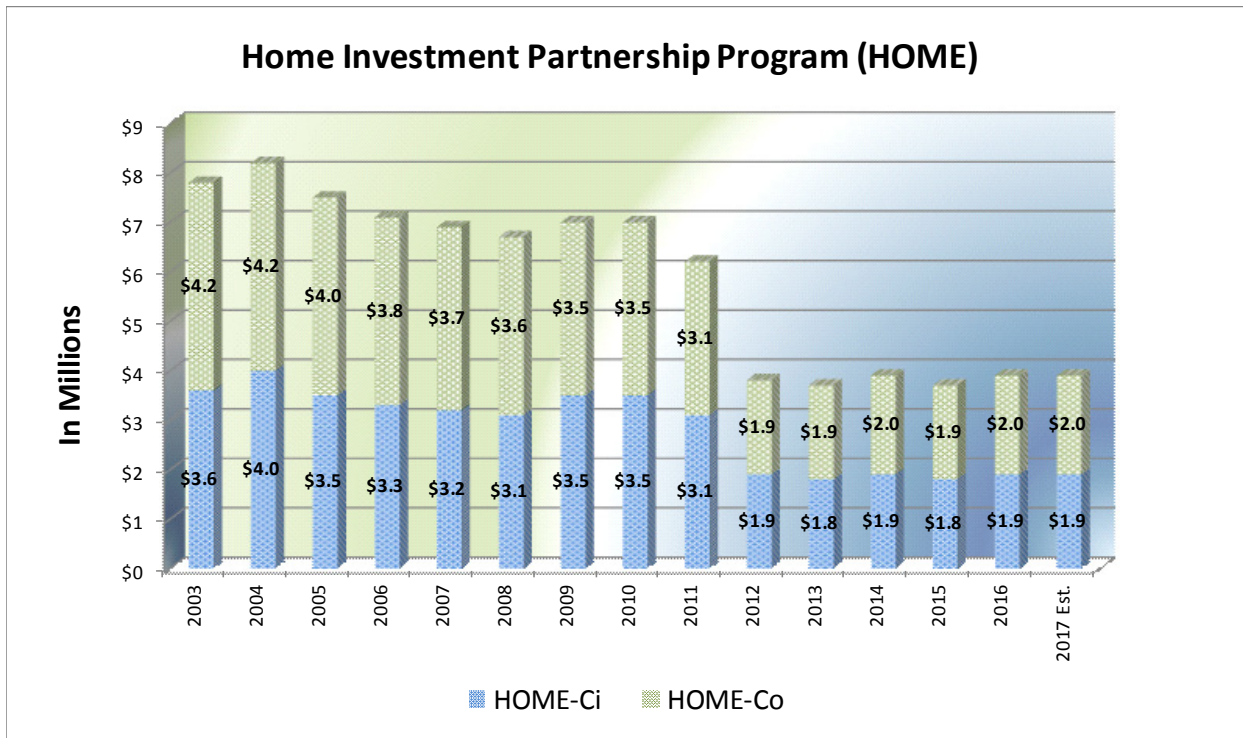
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Home Investment Partnership Program (HOME):

The Agency administers HOME program on behalf of the City and County of Sacramento as well as the City of Citrus Heights through a consortium agreement. This program provides for the preservation and expansion of affordable housing to very low and low-income persons. Housing developers and sponsors (both for-profit and non-profit) apply to SHRA for funding. In the past, HOME funds have assisted families in purchasing their first home, renovated deteriorating housing developments and assisted in special housing programs.

Revenue Estimate

The annual HUD HOME budget is allocated to states and participating jurisdictions as formula grants. The Agency receives HOME entitlement for both the City of Sacramento and the County of Sacramento. Since 2010, appropriations for HOME have declined by 47 percent. Funding improved slightly in 2016 and 2017 levels are projected to be relative status quo with 2016 levels.

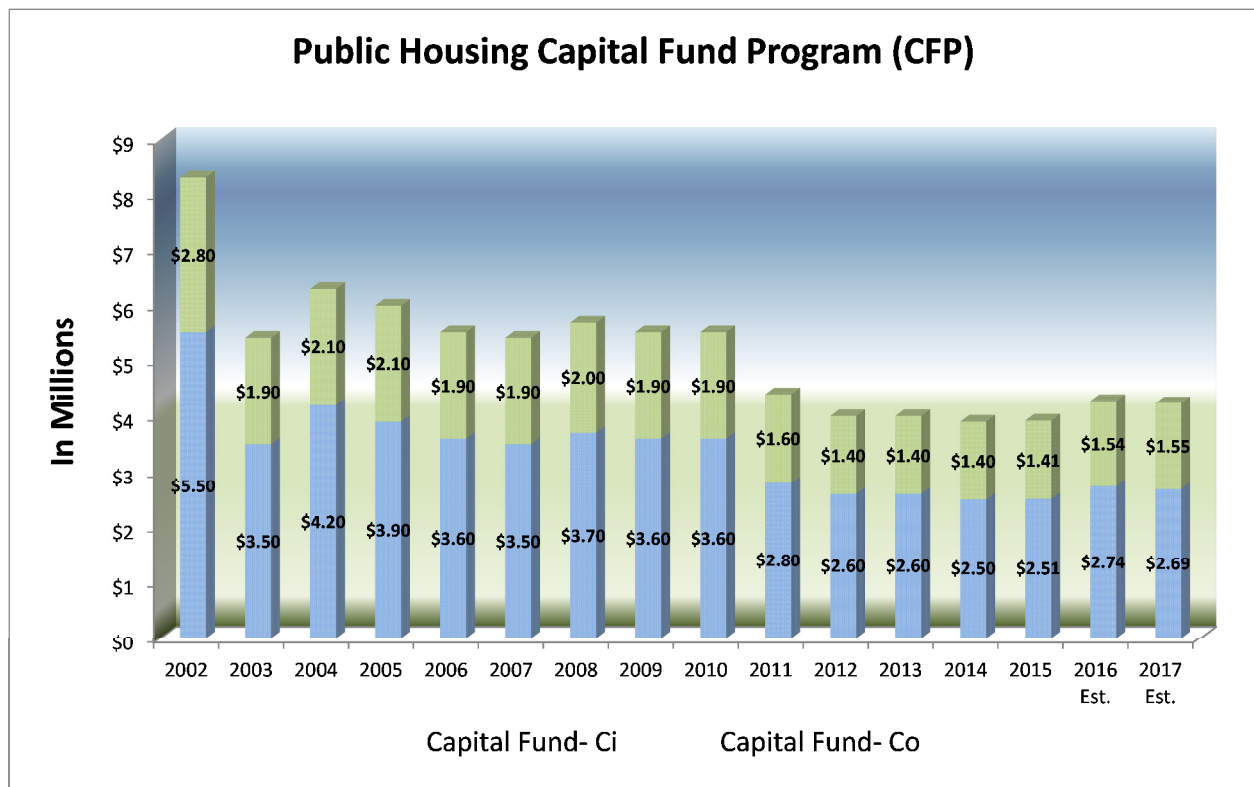


MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Other Governmental Funds:

Capital Fund Program (CFP):

The HUD CFP provides funding specifically intended for the development, financing, modernization, and management improvements for properties owned under the HUD public housing program. Funds are allocated annually via a formula. The Agency receives funding for the public housing properties owned by the City and County Housing Authorities. Between 2002 and 2016, HUD funding for the capital improvements and modernization of Public Housing properties decreased 53 percent, with a sharp decrease coming in 2011 at 21 percent. 2017 HUD funding for the CFP is expected to be relative status quo with 2016 levels. Revenue estimates are based on the current year grant amounts and are adjusted based upon Federal appropriation proposals.



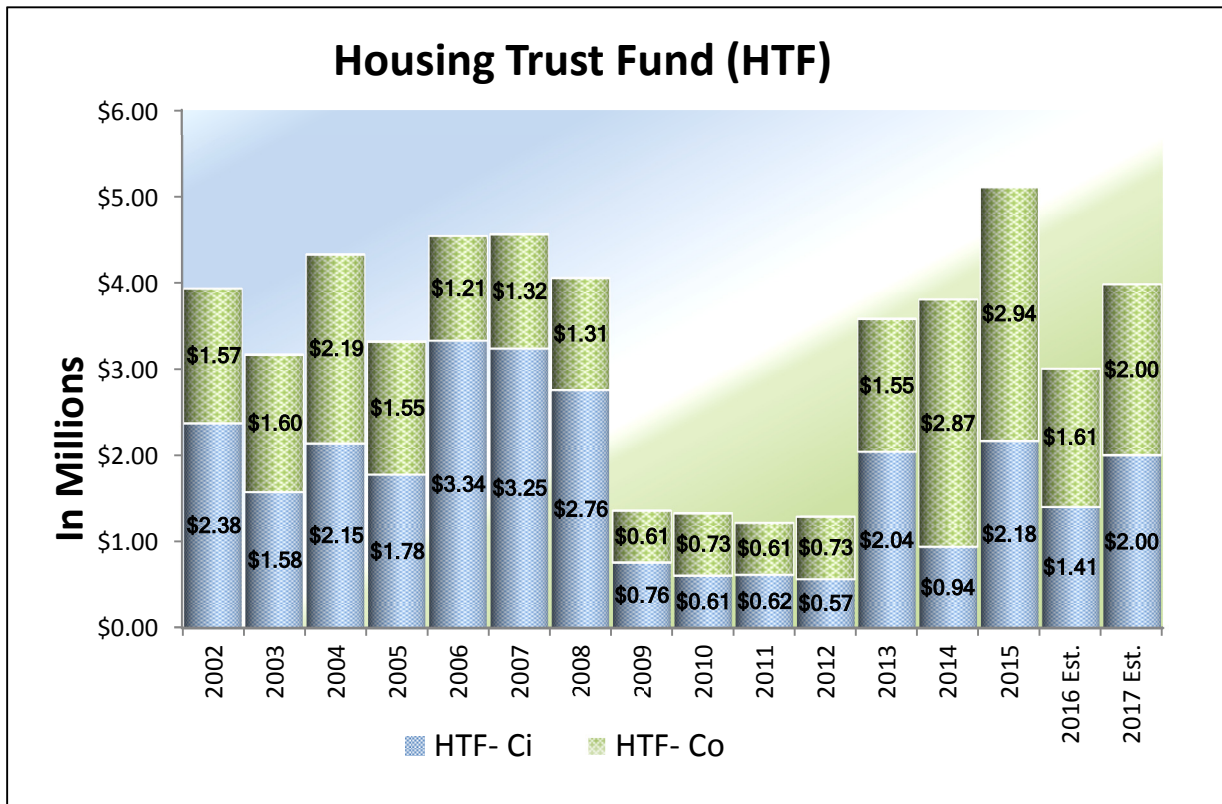
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Housing Trust Funds (HTF):

The Agency administers Housing Trust Funds on behalf of the City and County of Sacramento. The City and County of Sacramento adopted ordinances in 1989 and 1990 respectively, for the purposes of generating fees for the development of affordable housing near employment centers. Fees collected from non-residential development are deposited in the Housing Trust Fund, and are used to fund affordable housing projects that are intended to serve the low income workforce employed by the commercial businesses in the surrounding area.

Revenue Estimate

Housing Trust Fund fees dropped dramatically from 2009 to 2012 due to the sharp decline in number of commercial building permits being issued. There has been a steady increase beginning in 2013 due to increases in building permits and loan repayments. In addition, revenue estimates for 2017 increased from 2016 due the City of Sacramento's HTF fee increase which takes effect July 1, 2016.



MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Choice Neighborhoods Implementation Grant

The Agency and the City of Sacramento will receive a \$30 million Choice Neighborhoods Implementation Grant to redevelop the distressed Twin Rivers public housing community and revitalize the Sacramento River District-Railyards neighborhood. Sacramento was one of five recipients. The Twin Rivers proposal envisions the one-for-one replacement of the existing 218 units and additional workforce and market rate units in a mixed income development both on and off-site. Implementation Grants (typically in the amount of \$30 million each) support those communities that have undergone a comprehensive local planning process and are ready to implement their Transformation Plan to redevelop the neighborhood. The grant will provide additional resources to dozens of partner organizations to provide enhanced services to Twin Rivers public housing residents to improve outcomes in health, education and employment. The grant requires the project to break ground in the upcoming months.

Revenue Estimate

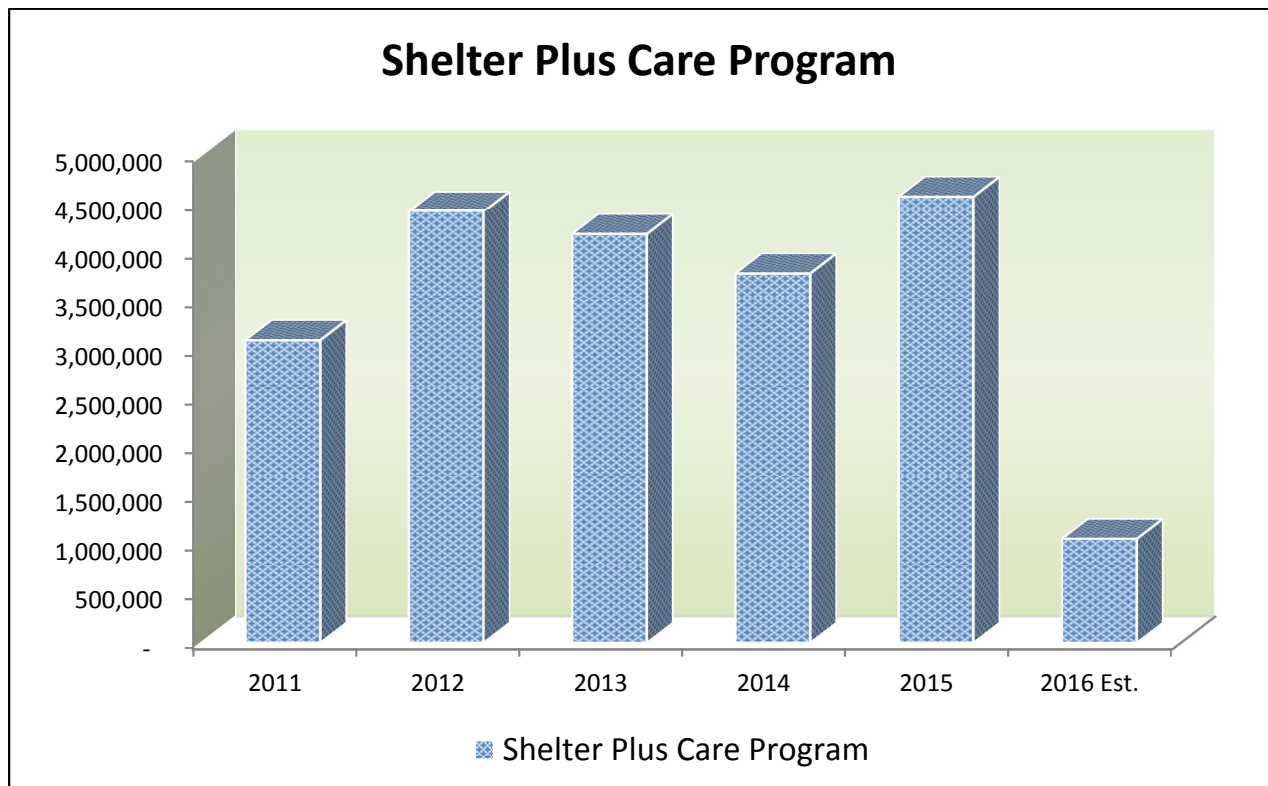
The Agency anticipates the 2017 revenues from the CNI grant to be approximately \$2 Million. Revenues will fluctuate annually since they are drawn based on operating and construction expenses.

MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Shelter Plus Care Program

The Shelter Plus Care program is a rental assistance program that provides housing assistance to homeless disabled individuals and families. These families are also linked to supportive services with case management from local service providers to keep the families stabilized in housing. The McKinney Vento Homeless Assistance Act established the legislative authority to fund the homeless programs nationwide and it was recently amended by the Hearth Act in 2009. The Agency applies for the funding through a local competitive process to receive the funds from HUD. In 2016 the Agency was awarded \$4.6 million to serve 570 homeless families in Sacramento County.

The Agency currently administers three Shelter Plus Care programs; a tenant based program (where families find a rental unit anywhere in Sacramento County), at the Shasta Hotel and also at Boulevard Court (a rehabilitated old motel which was converted into one and two bedroom units).



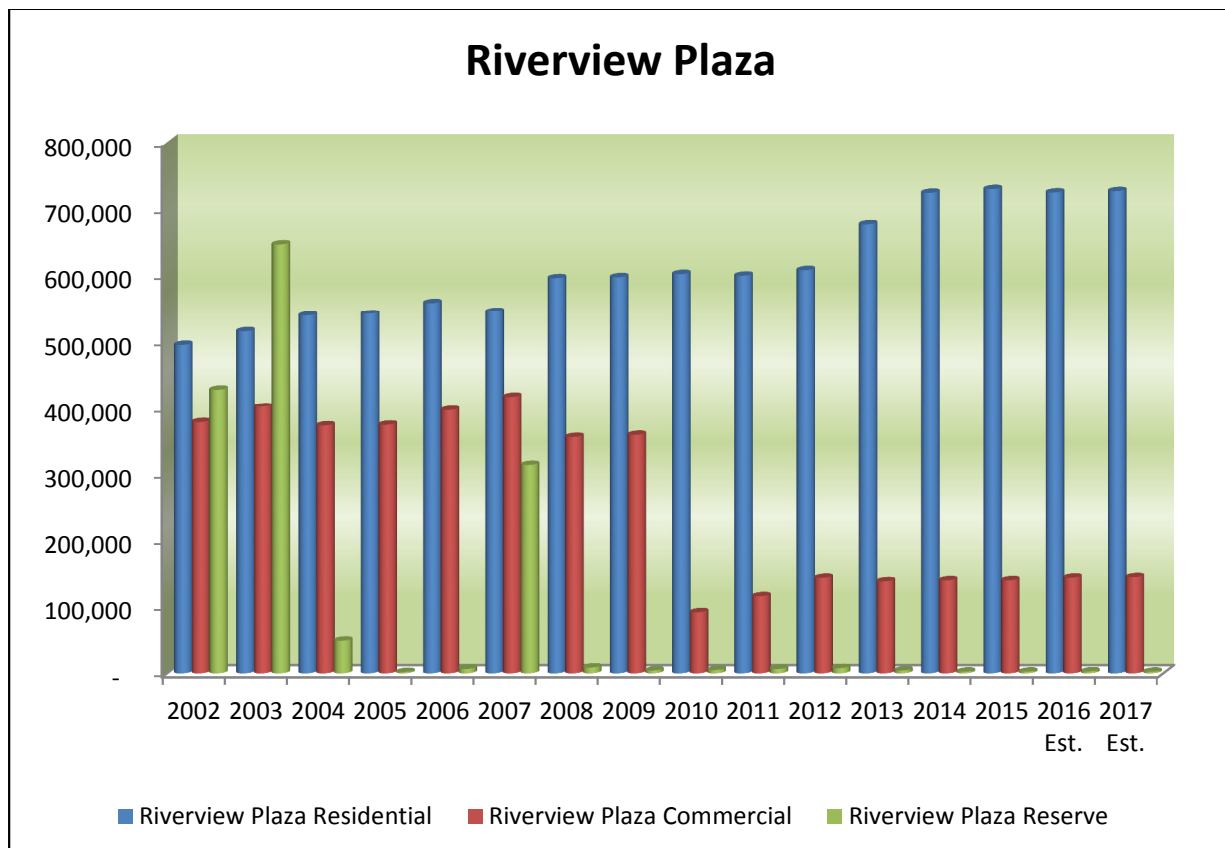
MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Riverview Plaza

Riverview Plaza is a mixed-use development located at 600 I Street in downtown Sacramento. Office and retail tenants occupy approximately 24,800 square feet on the first two floors. Vacant office space occupies approximately 16,000 square feet, with the balance occupied by a day-care center, hair salon, and vacant retail space. The residential portion of the building (floors 3-16) consists of 123 affordable one-bedroom senior apartments, a two-bedroom manager’s apartment, and common areas including a large commercial kitchen, dining area, and swimming pool.

The development was constructed in 1988 and placed in service as a nine percent Low Income Housing Tax Credit (LIHTC) project in 1989. The residential owner, Riverview Plaza Associates, a California Limited Partnership, is now comprised of the Housing Authority of the City of Sacramento (with a 99% percent interest), and a non-profit general partner, Sacramento Housing Development Corporation (with a 1% percent interest), for which the Sacramento County Board of Supervisors serves as the Board of Directors.

Revenues are projected to be relative status quo with 2016 levels.



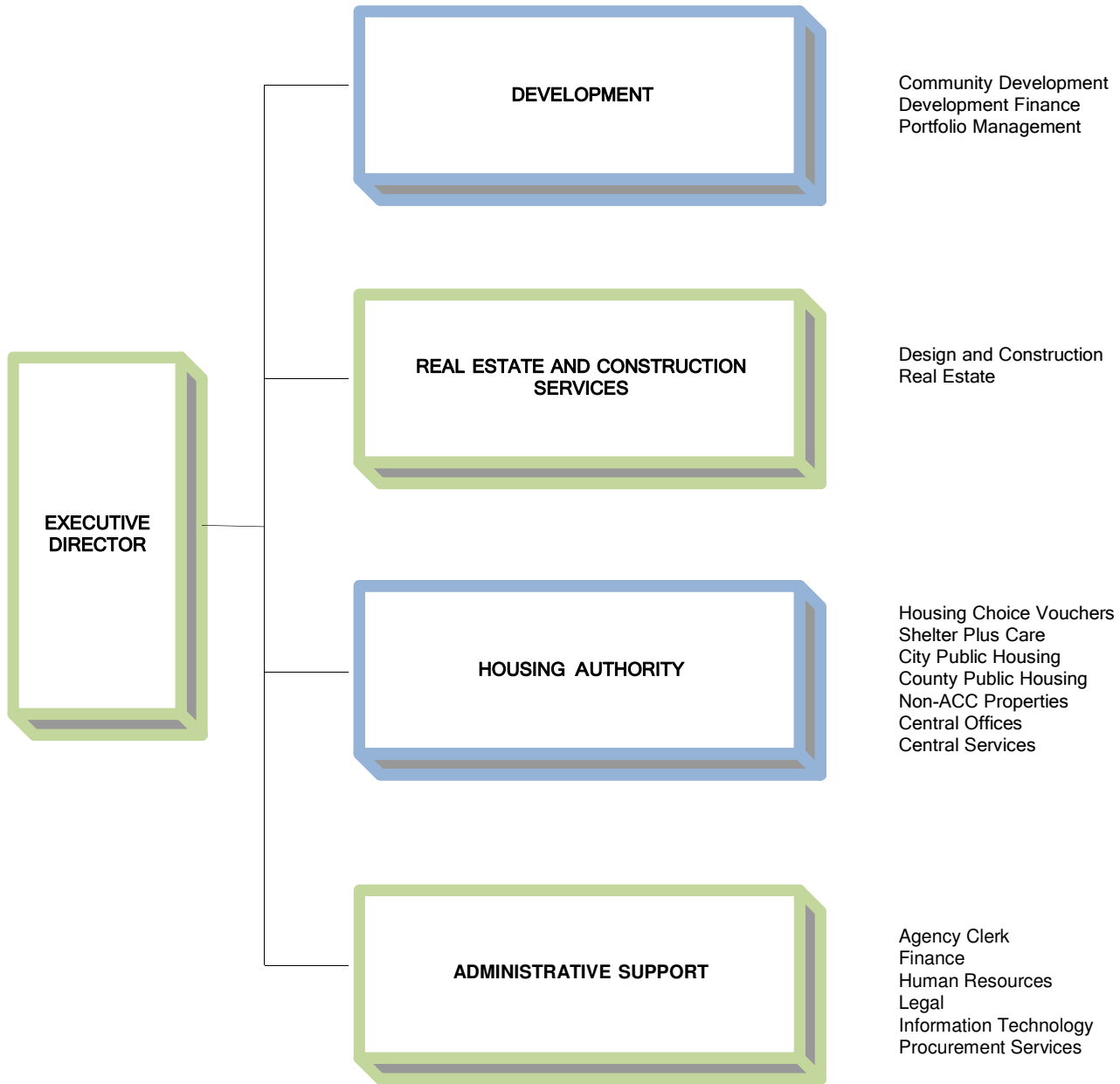
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SECTION D

BUDGET SUMMARIES

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

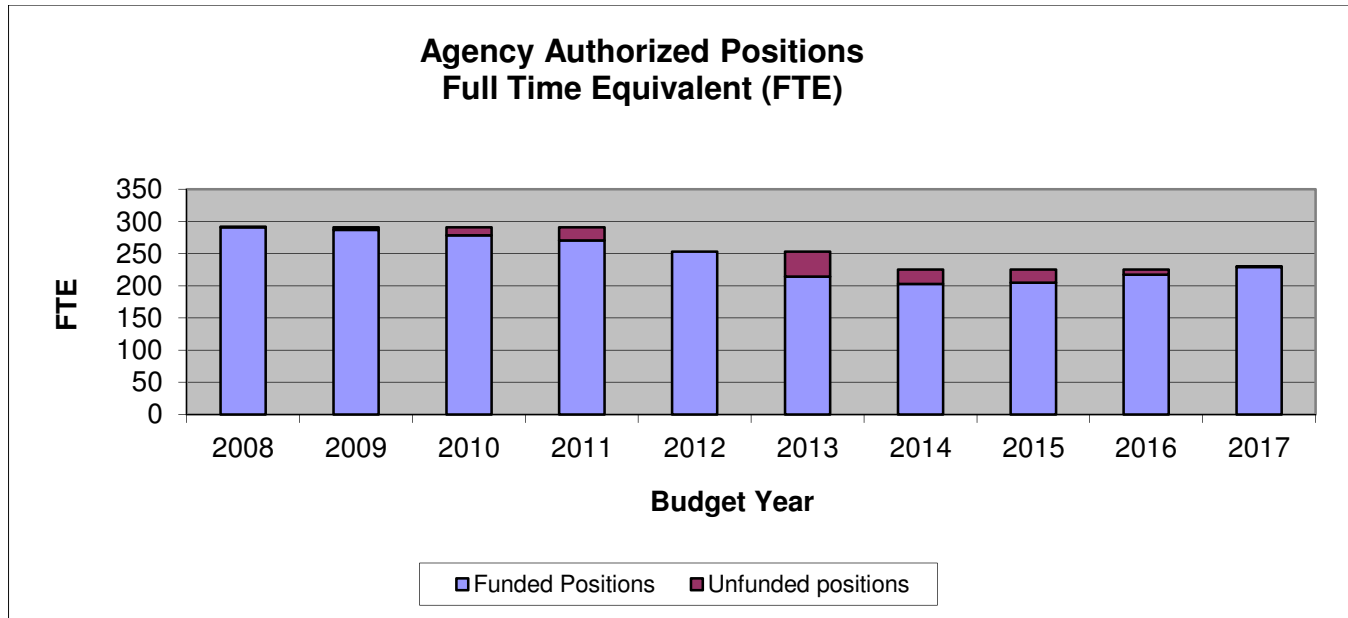
DEPARTMENT/DIVISION ORGANIZATION CHART



SHRA

Summary of Full Time Equivalent (FTE) Positions By Department

The 2017 budget increased full time equivalent positions (FTE) to 230 from the prior year FTE of 225, but recommends that 1 authorized position be left unfunded. In total, the Agency has reduced authorized FTE positions by 21 percent since 2008 when the Agency had 291.8 FTE positions.



SHRA Summary of Full Time Equivalent (FTE) Positions By Department

Department	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Ipcrease (Decrease)
Executive Director	5.00	3.00	3.00	3.00	4.00	1.00
Legal	4.00	3.00	3.00	3.50	4.50	1.00
Human Resources	6.00	5.60	5.60	7.60	7.00	-0.60
Finance	14.00	12.00	12.00	13.00	13.00	0.00
IMTS	8.00	6.00	8.00	9.00	10.00	1.00
Agency Clerk	2.00	2.00	2.00	1.50	1.50	0.00
Procurement*	0.00	4.00	4.00	4.00	4.00	0.00
Subtotal Administrative Support	<u>39.00</u>	<u>35.60</u>	<u>37.60</u>	<u>41.60</u>	<u>44.00</u>	<u>2.40</u>
Public Housing	94.90	93.20	93.40	91.40	87.90	-3.50
Public Housing Intake	4.50	4.85	3.90	4.00	3.35	-0.65
Subtotal Public Housing	<u>99.40</u>	<u>98.05</u>	<u>97.30</u>	<u>95.40</u>	<u>91.25</u>	<u>-4.15</u>
Housing Choice Vouchers	60.60	54.80	53.60	53.60	58.10	4.50
Housing Choice Vouchers Intake	3.50	3.65	5.10	6.00	7.65	1.65
Subtotal Housing Choice Vouchers	<u>64.10</u>	<u>58.45</u>	<u>58.70</u>	<u>59.60</u>	<u>65.75</u>	<u>6.15</u>
Development	14.00	8.00	22.00	22.00	23.00	1.00
Development Finance*	17.50	13.50	0.00	0.00	0.00	0.00
Subtotal Housing and Community Development	<u>31.50</u>	<u>21.50</u>	<u>22.00</u>	<u>22.00</u>	<u>23.00</u>	<u>1.00</u>
Real Estate and Construction Services	14.00	11.40	9.40	6.40	6.00	-0.40
Procurement Services**	5.00	0.00	0.00	0.00	0.00	0.00
Subtotal Real Estate and Construction Services	<u>19.00</u>	<u>11.40</u>	<u>9.40</u>	<u>6.40</u>	<u>6.00</u>	<u>-0.40</u>
Total	<u>253.00</u>	<u>225.00</u>	<u>225.00</u>	<u>225.00</u>	<u>230.00</u>	<u>5.00</u>

*Development Finance has been included in Development.

**Procurement was moved to Administrative Support in 2014.

BUDGET APPROPRIATION COMPARISON SCHEDULE

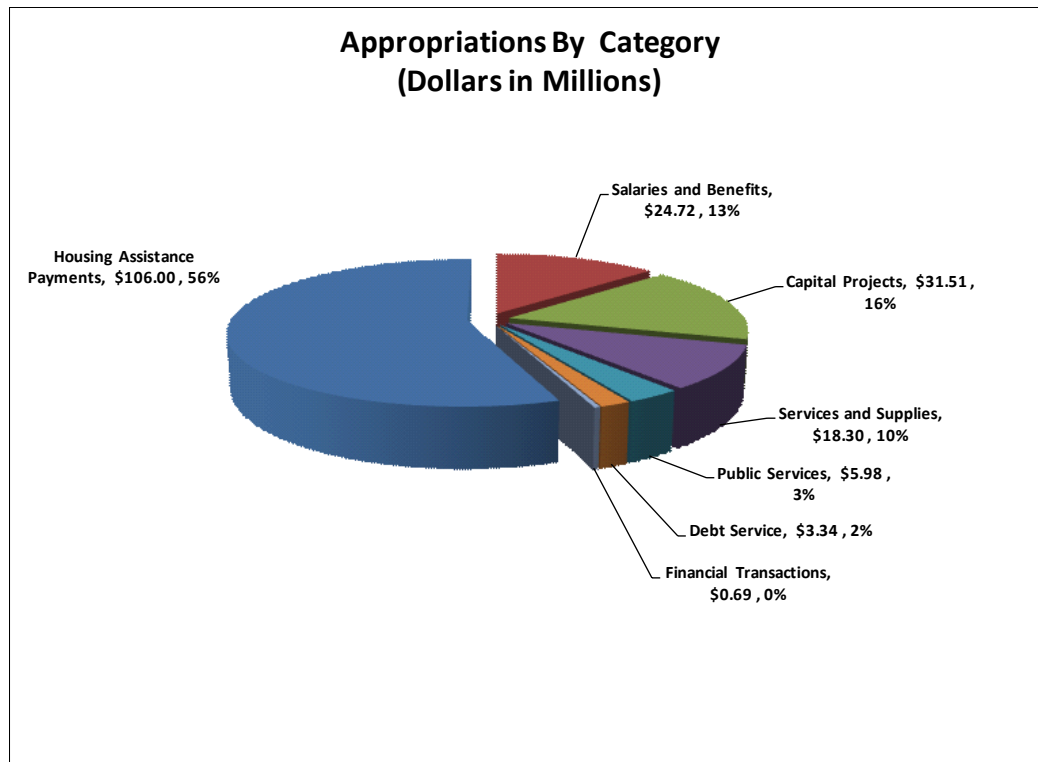
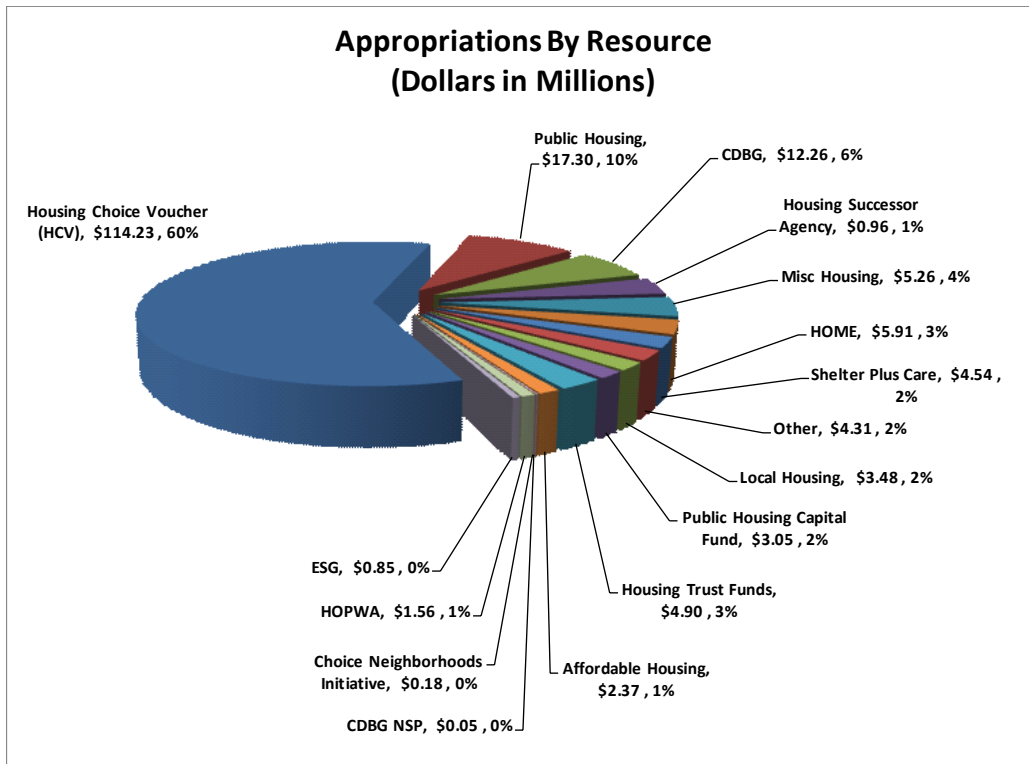
	<u>2013 Approved Budget</u>	<u>2014 Approved Budget</u>	<u>2015 Approved Budget</u>
<u>Operations:</u>			
Salaries and Benefits	\$ 19,927,391	\$ 19,594,800	\$ 20,891,628
Services & Supplies	14,715,153	14,822,948	15,272,808
HAPs Payments	107,203,447	103,536,889	108,071,387
Debt Service	3,147,580	2,284,002	3,153,447
Financial Transactions	947,737	554,659	561,208
Public Services	5,131,797	4,934,613	5,237,669
Total Operations	<u>\$ 151,073,105</u>	<u>\$ 145,727,911</u>	<u>\$ 153,188,147</u>
<u>Projects:</u>			
Housing Development and Preservation	\$ 13,206,912	\$ 14,051,022	\$ 19,393,817
Housing Authority Capital Projects	2,312,436	4,365,149	2,814,727
Infrastructure and Public Improvements	3,092,547	3,489,384	8,673,963
Total Projects	<u>\$ 18,611,895</u>	<u>\$ 21,905,555</u>	<u>\$ 30,882,507</u>
Total Budget	<u>\$ 169,685,000</u>	<u>\$ 167,633,466</u>	<u>\$ 184,070,654</u>

BUDGET APPROPRIATION COMPARISON SCHEDULE

2016 Approved Budget	2017 Approved Budget	Variance 2016 to 2017		
		Amount	%	
				Operations:
\$ 22,342,008	\$ 24,719,916	\$ 2,377,908	10.6%	Salaries and Benefits
17,003,960	18,297,664	\$ 1,293,704	7.6%	Services & Supplies
105,577,774	106,002,960	\$ 425,186	0.4%	HAPs Payments
2,347,337	3,345,047	\$ 997,710	42.5%	Debt Service
407,541	672,295	\$ 264,754	65.0%	Financial Transactions
5,707,190	5,978,537	\$ 271,347	4.8%	Public Services
<u>\$ 153,385,810</u>	<u>\$ 159,016,419</u>	<u>\$ 5,630,609</u>	3.7%	Total Operations
				Projects:
\$ 16,660,079	\$ 20,754,777	\$ 4,094,698	24.6%	Housing Development and Preservation
2,138,678	3,253,877	\$ 1,115,199	52.1%	Housing Authority Capital Projects
7,396,740	7,499,703	\$ 102,963	1.4%	Infrastructure and Public Improvements
<u>\$ 26,195,497</u>	<u>\$ 31,508,357</u>	<u>\$ 5,312,860</u>	20.3%	Total Projects
<u>\$ 179,581,307</u>	<u>\$ 190,524,776</u>	<u>\$ 10,943,469</u>	6.1%	Total Budget

SHRA 2017 BUDGET

\$190,524,776



2017 FUND EQUITY SUMMARY

	<u>Enterprise- Housing</u>	<u>Other Governmental</u>	<u>Internal Service</u>	<u>Gross Total</u>	<u>Net Total (1)</u>
RESOURCES					
Estimated Fund Balance - January 1	\$ 32,545,078	\$ 11,424,084	\$ 4,877,651	\$ 48,846,813	\$ 48,846,813
Interest Revenue	305,257	1,339,578	99,312	1,744,147	1,744,147
Intergovernmental	-	3,300,252	-	3,300,252	3,300,252
Repayment on Loans	123,786	813,799	26,063	963,648	963,648
Dwelling Rents	8,869,814	-	-	8,869,814	8,869,814
Grants	11,062,345	19,474,874	-	30,537,219	30,537,219
Housing Vouchers - Administration	9,389,342	253,188	-	9,642,530	9,642,530
Housing Vouchers - HAP	101,655,330	4,284,630	-	105,939,960	105,939,960
Miscellaneous	5,168,618	6,852,197	17,000	12,037,815	12,037,815
Interdepartmental Charges	7,130,096	-	9,117,614	16,247,710	-
Net Transfers	503,985	(1,669,171)	1,165,186	-	-
Subtotal Operating Revenues	<u>144,208,573</u>	<u>34,649,347</u>	<u>10,425,175</u>	<u>189,283,095</u>	<u>173,035,385</u>
Defundings	-	2,654,032	135,499	2,789,531	2,789,531
Gross Resources	<u>176,753,651</u>	<u>48,727,463</u>	<u>15,438,325</u>	<u>240,919,439</u>	<u>224,671,729</u>
Less Interfund Transactions	(7,130,096)	-	(1,116,136)	(8,246,232)	-
Less Interdepartmental Charges	-	-	(8,001,478)	(8,001,478)	-
Net Resources (1)	<u>169,623,555</u>	<u>48,727,463</u>	<u>6,320,711</u>	<u>224,671,729</u>	<u>224,671,729</u>
APPROPRIATIONS					
Salaries and Benefits	14,738,787	2,984,052	6,997,077	24,719,916	24,719,916
Services and Supplies	14,380,807	794,427	3,122,430	18,297,664	18,297,664
Housing Assistance Payments	101,718,330	4,284,630	-	106,002,960	106,002,960
Debt Service	1,297,381	1,002,998	1,044,668	3,345,047	3,345,047
Financial Transactions	671,467	248,627	102,122	1,022,216	672,295
Public Services	1,268,229	4,710,308	-	5,978,537	5,978,537
Interdepartmental Charges	13,124,812	2,139,757	633,220	15,897,789	-
Subtotal Operating expenditures	<u>147,199,813</u>	<u>16,164,799</u>	<u>11,899,517</u>	<u>175,264,129</u>	<u>159,016,419</u>
Capital Projects	1,789,816	29,398,541	320,000	31,508,357	31,508,357
Gross Appropriations	<u>148,989,629</u>	<u>45,563,340</u>	<u>12,219,517</u>	<u>206,772,486</u>	<u>190,524,776</u>
Less Interfund Transactions	(7,130,096)	-	(1,116,136)	(8,246,232)	-
Less Interdepartmental Charges	-	-	(8,001,478)	(8,001,478)	-
Net Appropriations (1)	<u>141,859,533</u>	<u>45,563,340</u>	<u>3,101,903</u>	<u>190,524,776</u>	<u>190,524,776</u>
Estimated Fund Balance-December 31	<u>\$ 27,764,022</u>	<u>\$ 3,164,123</u>	<u>\$ 3,218,808</u>	<u>\$ 34,146,953</u>	<u>\$ 34,146,953</u>

Note 1: Reflects resources and appropriations net of transfers, interfund transactions and interdepartmental charges

2017 FUND EQUITY - ENTERPRISE FUNDS - HOUSING

City Enterprise - Housing

	City Public Housing	City Local Housing	City Misc Housing	City Component Units	Subtotal
RESOURCES					
Estimated Fund Balance - January 1	\$ 8,797,289	\$ 1,984,511	\$ 3,611,080	\$ 212,403	\$ 14,605,283
Interest Revenue	79,000	24,074	35,395	2,000	140,469
Repayment on Loans	-	-	-	-	-
Dwelling Rents	4,242,310	1,656,116	-	580,000	6,478,426
Grants	6,280,000	-	984,345	-	7,264,345
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Miscellaneous	506,735	927,567	1,521,849	146,000	3,102,151
Interdepartmental Charges	-	-	2,882,280	-	2,882,280
Net Transfers	147,323	84,000	-	-	231,323
Subtotal Operating Revenues	<u>11,255,368</u>	<u>2,691,757</u>	<u>5,423,869</u>	<u>728,000</u>	<u>20,098,994</u>
Defundings	-	-	-	-	-
Gross Resources	<u>20,052,657</u>	<u>4,676,268</u>	<u>9,034,949</u>	<u>940,403</u>	<u>34,704,277</u>
Less Interfund Transactions	-	-	(2,882,280)	-	(2,882,280)
Net Resources (1)	<u>20,052,657</u>	<u>4,676,268</u>	<u>6,152,669</u>	<u>940,403</u>	<u>31,821,997</u>
APPROPRIATIONS					
Salaries and Benefits	3,139,218	577,824	1,925,008	149,484	5,791,534
Services and Supplies	5,507,860	1,748,995	296,540	495,701	8,049,096
Housing Assistance Payments	-	-	-	-	-
Debt Service	-	69,399	-	27,982	97,381
Financial Transactions	392,757	24,468	6,347	29,578	453,150
Public Services	-	-	700,116	-	700,116
Interdepartmental Charges	2,130,793	132,509	2,358,536	122,565	4,744,403
Subtotal Operating expenditures	<u>11,170,628</u>	<u>2,553,195</u>	<u>5,286,547</u>	<u>825,310</u>	<u>19,835,680</u>
Capital Projects	-	-	1,206,045	-	1,206,045
Gross Appropriations	<u>11,170,628</u>	<u>2,553,195</u>	<u>6,492,592</u>	<u>825,310</u>	<u>21,041,725</u>
Less Interfund Transactions	-	-	(2,882,280)	-	(2,882,280)
Net Appropriations (1)	<u>11,170,628</u>	<u>2,553,195</u>	<u>3,610,312</u>	<u>825,310</u>	<u>18,159,445</u>
Estimated Fund Balance-December 31	<u>\$ 8,882,029</u>	<u>\$ 2,123,073</u>	<u>\$ 2,542,357</u>	<u>\$ 115,093</u>	<u>\$ 13,662,552</u>

Note 1: Reflects resources and appropriations net of transfers, interfund transactions and interdepartmental charges

2017 FUND EQUITY - ENTERPRISE FUNDS - HOUSING

County Enterprise - Housing

County Public Housing	County Local Housing	County Misc Housing	County Housing Choice Vouchers	Subtotal	Total Enterprise Funds- Housing	
\$ 910,058	\$ -	\$ 10,079,245	\$ 6,950,492	\$ 17,939,795	\$ 32,545,078	RESOURCES
6,800	-	127,988	30,000	164,788	305,257	Estimated Fund Balance - January 1
-	-	123,786	-	123,786	123,786	Interest Revenue
2,293,168	98,220	-	-	2,391,388	8,869,814	Repayment on Loans
3,660,000	-	138,000	-	3,798,000	11,062,345	Dwelling Rents
-	-	-	9,389,342	9,389,342	9,389,342	Grants
-	-	-	101,655,330	101,655,330	101,655,330	Housing Vouchers - Administration
36,800	6,640	2,023,027	-	2,066,467	5,168,618	Housing Vouchers - HAP
-	-	4,247,816	-	4,247,816	7,130,096	Miscellaneous
356,662	-	(84,000)	-	272,662	503,985	Interdepartmental Charges
<u>6,353,430</u>	<u>104,860</u>	<u>6,576,617</u>	<u>111,074,672</u>	<u>124,109,579</u>	<u>144,208,573</u>	Net Transfers
-	-	-	-	-	-	Subtotal Operating Revenues
7,263,488	104,860	16,655,862	118,025,164	142,049,374	176,753,651	Defundings
-	-	(4,247,816)	-	(4,247,816)	(7,130,096)	Gross Resources
<u>7,263,488</u>	<u>104,860</u>	<u>12,408,046</u>	<u>118,025,164</u>	<u>137,801,558</u>	<u>169,623,555</u>	Less Interfund Transactions
1,773,835	-	1,436,703	5,736,715	8,947,253	14,738,787	Net Resources (1)
3,078,412	100,860	525,757	2,626,682	6,331,711	14,380,807	APPROPRIATIONS
-	-	-	101,718,330	101,718,330	101,718,330	Salaries and Benefits
167,855	4,000	34,438	12,024	218,317	671,467	Services and Supplies
-	-	568,113	-	568,113	1,297,381	Housing Assistance Payments
1,111,442	-	4,335,753	2,933,214	8,380,409	13,124,812	Debt Service
<u>6,131,544</u>	<u>104,860</u>	<u>6,900,764</u>	<u>114,226,965</u>	<u>127,364,133</u>	<u>147,199,813</u>	Financial Transactions
-	-	583,771	-	583,771	1,789,816	Public Services
6,131,544	104,860	7,484,535	114,226,965	127,947,904	148,989,629	Interdepartmental Charges
-	-	(4,247,816)	-	(4,247,816)	(7,130,096)	Subtotal Operating expenditures
<u>6,131,544</u>	<u>104,860</u>	<u>3,236,719</u>	<u>114,226,965</u>	<u>123,700,088</u>	<u>141,859,533</u>	Capital Projects
\$ 1,131,944	\$ -	\$ 9,171,327	\$ 3,798,199	\$ 14,101,470	\$ 27,764,022	Gross Appropriations
						Less Interfund Transactions
						Net Appropriations (1)
						Estimated Fund Balance-December 31

2017 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

City Special Revenue

	City CDBG	City CDBG RLF	City CDBG NSP 1	City CDBG NSP 3	City HOME	City HOME RLF	City Misc Grants
RESOURCES							
Estimated Fund Balance - January 1	\$ -	\$ 49,995	\$ -	\$ 15,000	\$ 1,898	\$ 135,092	\$ 129,676
Interest Revenue	-	30,597	-	-	-	119,078	1,400
Intergovernmental	-	-	-	-	-	-	874,468
Repayment on Loans	-	60,232	-	-	-	89,248	-
Grants	4,420,123	-	-	-	1,929,401	-	-
Miscellaneous	-	-	-	-	-	-	-
Net Transfers	49,995	(49,995)	-	-	-	-	(874,468)
Subtotal Operating Revenues	<u>4,470,118</u>	<u>40,834</u>	<u>-</u>	<u>-</u>	<u>1,929,401</u>	<u>208,326</u>	<u>1,400</u>
Defundings	287,458	-	-	-	-	-	-
Gross Resources	<u>4,757,576</u>	<u>90,829</u>	<u>-</u>	<u>15,000</u>	<u>1,931,299</u>	<u>343,418</u>	<u>131,076</u>
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
Net Resources (1)	<u>4,757,576</u>	<u>90,829</u>	<u>-</u>	<u>15,000</u>	<u>1,931,299</u>	<u>343,418</u>	<u>131,076</u>
APPROPRIATIONS							
Salaries and Benefits	657,610	43,650	-	6,650	95,009	15,015	-
Services and Supplies	408,328	4,440	-	1,032	10,338	2,565	-
Debt Service	376,242	-	-	-	-	-	-
Financial Transactions	1,100	1,495	-	724	-	3,024	884
Public Services	687,773	-	-	-	-	-	-
Interdepartmental Charges	336,389	41,244	-	6,594	87,593	13,717	-
Subtotal Operating expenditures	<u>2,467,442</u>	<u>90,829</u>	<u>-</u>	<u>15,000</u>	<u>192,940</u>	<u>34,321</u>	<u>884</u>
Capital Projects	2,847,247	-	-	-	1,738,559	308,897	130,192
Gross Appropriations	<u>5,314,689</u>	<u>90,829</u>	<u>-</u>	<u>15,000</u>	<u>1,931,499</u>	<u>343,218</u>	<u>131,076</u>
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
Net Appropriations (1)	<u>5,314,689</u>	<u>90,829</u>	<u>-</u>	<u>15,000</u>	<u>1,931,499</u>	<u>343,218</u>	<u>131,076</u>
Estimated Fund Balance-December 31	<u>\$ (557,113)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (200)</u>	<u>\$ 200</u>	<u>\$ -</u>

Note 1: Reflects resources and appropriations net of transfers, interfund transactions and interdepartmental charges

2017 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

City Special Revenue

City Housing Trust	City Affordable Housing	City Housing Authority-HSA Funds (2)	City HOPWA	City ESG	City CalHOME	Subtotal	
							RESOURCES
\$ -	\$ (225,905)	\$ 4,747,475	\$ 643,770	\$ -	\$ 495,320	\$ 5,992,321	Estimated Fund Balance - January 1
126,450	-	235,807	-	-	10,000	523,332	Interest Revenue
-	-	1,689,066	-	-	-	2,563,534	Intergovernmental
100,000	-	136,586	-	-	-	386,066	Repayment on Loans
-	-	-	912,361	390,322	-	7,652,207	Grants
1,773,550	1,000,000	-	-	-	-	2,773,550	Miscellaneous
-	-	-	-	-	-	(874,468)	Net Transfers
<u>2,000,000</u>	<u>1,000,000</u>	<u>2,061,459</u>	<u>912,361</u>	<u>390,322</u>	<u>10,000</u>	<u>13,024,221</u>	Subtotal Operating Revenues
-	-	-	-	-	-	287,458	Defundings
<u>2,000,000</u>	<u>774,095</u>	<u>6,808,934</u>	<u>1,556,131</u>	<u>390,322</u>	<u>505,320</u>	<u>19,304,000</u>	Gross Resources
-	-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	-	Less Interdepartmental Charges
<u>2,000,000</u>	<u>774,095</u>	<u>6,808,934</u>	<u>1,556,131</u>	<u>390,322</u>	<u>505,320</u>	<u>19,304,000</u>	Net Resources (1)
							APPROPRIATIONS
88,428	46,885	146,805	12,415	13,705	-	1,126,172	Salaries and Benefits
13,907	6,628	3,195	2,646	2,145	-	455,224	Services and Supplies
-	-	466,194	-	-	-	842,436	Debt Service
9,987	-	182,983	-	-	5,320	205,517	Financial Transactions
-	-	1,172,864	883,085	361,048	-	3,104,770	Public Services
87,678	46,487	-	12,309	13,424	-	645,435	Interdepartmental Charges
<u>200,000</u>	<u>100,000</u>	<u>1,972,041</u>	<u>910,455</u>	<u>390,322</u>	<u>5,320</u>	<u>6,379,554</u>	Subtotal Operating expenditures
1,800,000	674,095	4,836,893	645,676	-	500,000	13,481,559	Capital Projects
<u>2,000,000</u>	<u>774,095</u>	<u>6,808,934</u>	<u>1,556,131</u>	<u>390,322</u>	<u>505,320</u>	<u>19,861,113</u>	Gross Appropriations
-	-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	-	Less Interdepartmental Charges
<u>2,000,000</u>	<u>774,095</u>	<u>6,808,934</u>	<u>1,556,131</u>	<u>390,322</u>	<u>505,320</u>	<u>19,861,113</u>	Net Appropriations (1)
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (557,113)</u>	Estimated Fund Balance-December 31

2017 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

County Special Revenue

	County CDBG	County CDBG RLF	County CDBG NSP 1	County CDBG NSP 3	County HOME	County HOME RLF	County Misc Grants
Revenues							
Estimated Fund Balance - January 1	\$ -	\$ 134,793	\$ 25,000	\$ 11,421	\$ 8,462	\$ 735,322	\$ 204,305
Interest Revenue	-	2,786	-	-	-	615,777	23,050
Repayment on Loans	-	-	-	-	-	-	290,718
Grants	5,098,764	28,770	-	-	2,038,691	232,438	-
Miscellaneous	-	-	-	-	-	-	68,647
Net Transfers	-	-	-	-	-	-	(290,718)
Total Agency Revenue	<u>5,098,764</u>	<u>31,556</u>	<u>-</u>	<u>-</u>	<u>2,038,691</u>	<u>848,215</u>	<u>91,697</u>
Defundings	1,589,872	-	-	-	-	-	594,451
Gross Resources	<u>6,688,636</u>	<u>166,349</u>	<u>25,000</u>	<u>11,421</u>	<u>2,047,153</u>	<u>1,583,537</u>	<u>890,453</u>
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Net Resources	<u>6,688,636</u>	<u>166,349</u>	<u>25,000</u>	<u>11,421</u>	<u>2,047,153</u>	<u>1,583,537</u>	<u>890,453</u>
Appropriations							
Salaries and Benefits	485,274	12,438	11,587	4,853	99,335	78,168	-
Services and Supplies	100,420	2,690	1,924	1,246	11,200	7,932	53,982
Debt Service	-	-	-	-	-	-	160,562
Financial Transactions	-	3,919	-	511	-	3,292	6,214
Public Services	887,232	-	-	-	-	-	-
Interdepartmental Charges	443,312	12,509	11,489	4,811	93,334	68,941	-
Subtotal Operating expenditures	<u>1,916,238</u>	<u>31,556</u>	<u>25,000</u>	<u>11,421</u>	<u>203,869</u>	<u>158,333</u>	<u>220,758</u>
Capital Projects	4,772,398	134,793	-	-	1,843,484	1,425,004	47,406
Gross Appropriations	<u>6,688,636</u>	<u>166,349</u>	<u>25,000</u>	<u>11,421</u>	<u>2,047,353</u>	<u>1,583,337</u>	<u>268,164</u>
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
Net Appropriations (1)	<u>6,688,636</u>	<u>166,349</u>	<u>25,000</u>	<u>11,421</u>	<u>2,047,353</u>	<u>1,583,337</u>	<u>268,164</u>
Estimated Fund Balance-December 31	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (200)</u>	<u>\$ 200</u>	<u>\$ 622,289</u>

Note 1: Reflects resources and appropriations net of transfers, interfund transactions and interdepartmental charges

2017 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

County Special Revenue

County Housing Trust	County Affordable Housing	County Housing Authority-HSA Funds (2)	County ESG	County CalHOME	County Shelter Plus Care	Choice Neighborhoods Initiative Grant	Subtotal	
\$ 902,338	\$ 78,075	\$ -	\$ -	\$ 299,254	\$ -	\$ -	\$ 2,398,970	Estimated Fund Balance - January 1
125,000	16,125	4,000	-	2,900	-	-	789,638	Interest Revenue
-	-	446,000	-	-	-	-	736,718	Intergovernmental
165,000	-	-	-	1,400	-	-	427,608	Repayment on Loans
-	-	-	456,547	-	-	-	7,594,002	Grants
1,710,000	1,500,000	-	-	-	-	-	3,278,647	Miscellaneous
-	-	-	-	-	-	-	(290,718)	Net Transfers
<u>2,000,000</u>	<u>1,516,125</u>	<u>450,000</u>	<u>456,547</u>	<u>4,300</u>	<u>4,537,818</u>	<u>-</u>	<u>17,073,713</u>	Subtotal Operating Revenues
-	-	-	-	-	-	182,251	2,366,574	Defundings
<u>2,902,338</u>	<u>1,594,200</u>	<u>450,000</u>	<u>456,547</u>	<u>303,554</u>	<u>4,537,818</u>	<u>182,251</u>	<u>21,839,257</u>	Gross Resources
-	-	-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	-	-	Less Interdepartmental Charges
<u>2,902,338</u>	<u>1,594,200</u>	<u>450,000</u>	<u>456,547</u>	<u>303,554</u>	<u>4,537,818</u>	<u>182,251</u>	<u>21,839,257</u>	Net Resources (1)
								APPROPRIATIONS
89,171	71,828	146,983	16,197	-	215,592	182,251	1,413,677	Salaries and Benefits
13,303	10,666	3,017	2,542	-	37,596	-	246,518	Services and Supplies
-	-	-	-	-	-	-	160,562	Debt Service
9,111	2,805	4,000	-	3,554	-	-	33,406	Financial Transactions
-	-	296,000	422,306	-	-	-	1,605,538	Public Services
88,415	71,219	-	15,502	-	-	-	809,532	Interdepartmental Charges
<u>200,000</u>	<u>156,518</u>	<u>450,000</u>	<u>456,547</u>	<u>3,554</u>	<u>4,537,818</u>	<u>182,251</u>	<u>8,553,863</u>	Subtotal Operating expenditures
2,702,338	1,437,682	-	-	300,000	-	-	12,663,105	Capital Projects
<u>2,902,338</u>	<u>1,594,200</u>	<u>450,000</u>	<u>456,547</u>	<u>303,554</u>	<u>4,537,818</u>	<u>182,251</u>	<u>21,216,968</u>	Gross Appropriations
-	-	-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	-	-	Less Interdepartmental Charges
<u>2,902,338</u>	<u>1,594,200</u>	<u>450,000</u>	<u>456,547</u>	<u>303,554</u>	<u>4,537,818</u>	<u>182,251</u>	<u>21,216,968</u>	Net Appropriations (1)
<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 622,289</u>	Estimated Fund Balance-December 31

2017 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

City Capital Projects Funds

	City Capital Fund	City Public Housing Homeownership	City Section 32	City Purchase and Resale Entity (PRE)	City Commerce Circle	Subtotal
RESOURCES						
Estimated Fund Balance - January 1	\$ 545,054	\$ 302,930	\$ -	\$ -	\$ 1,310,171	\$ 2,158,155
Interest Revenue	-	2,000	2,108	2,500	15,000	21,608
Intergovernmental	-	-	-	-	-	-
Repayment on Loans	-	125	-	-	-	125
Grants	2,687,843	-	-	-	-	2,687,843
Miscellaneous	-	-	-	800,000	-	800,000
Net Transfers	(147,323)	-	-	-	-	(147,323)
Subtotal Operating Revenues	2,540,520	2,125	2,108	802,500	15,000	3,362,253
Defundings	-	-	-	-	-	-
Gross Resources	3,085,574	305,055	2,108	802,500	1,325,171	5,520,408
Less Interfund Transactions	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
Net Resources (1)	3,085,574	305,055	2,108	802,500	1,325,171	5,520,408
APPROPRIATIONS						
Salaries and Benefits	106,247	150,137	-	-	-	256,384
Services and Supplies	22,700	27,492	-	-	-	50,192
Debt Service	-	-	-	-	-	-
Financial Transactions	-	1,488	2,108	1,249	2,263	7,108
Public Services	-	-	-	-	-	-
Interdepartmental Charges	268,784	125,938	-	-	-	394,722
Subtotal Operating expenditures	397,731	305,055	2,108	1,249	2,263	708,406
Capital Projects	1,558,949	-	-	801,251	-	2,360,200
Gross Appropriations	1,956,680	305,055	2,108	802,500	2,263	3,068,606
Less Interfund Transactions	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-
Net Appropriations (1)	1,956,680	305,055	2,108	802,500	2,263	3,068,606
Estimated Fund Balance-December 31	\$ 1,128,894	\$ -	\$ -	\$ -	\$ 1,322,908	\$ 2,451,802

Note 1: Reflects resources and

Note 2: Housing Authority as Successor Housing Agency

2017 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

County Capital Projects Funds

County Capital Fund	County Public Housing Homeownership	County Section 32	Subtotal	Total Other Governmental Funds	
\$ 554,715	\$ 299,691	\$ 20,232	\$ 874,638	\$ 11,424,084	RESOURCES
-	2,000	3,000	5,000	1,339,578	Estimated Fund Balance - January 1
-	-	-	-	3,300,252	Interest Revenue
-	-	-	-	813,799	Intergovernmental
1,540,822	-	-	1,540,822	19,474,874	Repayment on Loans
-	-	-	-	6,852,197	Grants
(356,662)	-	-	(356,662)	(1,669,171)	Miscellaneous
<u>1,184,160</u>	<u>2,000</u>	<u>3,000</u>	<u>1,189,160</u>	<u>34,649,347</u>	Net Transfers
-	-	-	-	-	Subtotal Operating Revenues
-	-	-	-	2,654,032	Defundings
<u>1,738,875</u>	<u>301,691</u>	<u>23,232</u>	<u>2,063,798</u>	<u>48,727,463</u>	Gross Resources
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
<u>1,738,875</u>	<u>301,691</u>	<u>23,232</u>	<u>2,063,798</u>	<u>48,727,463</u>	Net Resources (1)
25,871	160,849	1,099	187,819	2,984,052	APPROPRIATIONS
18,100	4,036	20,357	42,493	794,427	Salaries and Benefits
-	-	-	-	1,002,998	Services and Supplies
-	1,715	881	2,596	248,627	Debt Service
-	-	-	-	4,710,308	Financial Transactions
154,082	135,091	895	290,068	2,139,757	Public Services
<u>198,053</u>	<u>301,691</u>	<u>23,232</u>	<u>522,976</u>	<u>16,164,799</u>	Interdepartmental Charges
893,677	-	-	893,677	29,398,541	Subtotal Operating expenditures
-	-	-	-	-	Capital Projects
<u>1,091,730</u>	<u>301,691</u>	<u>23,232</u>	<u>1,416,653</u>	<u>45,563,340</u>	Gross Appropriations
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
<u>1,091,730</u>	<u>301,691</u>	<u>23,232</u>	<u>1,416,653</u>	<u>45,563,340</u>	Net Appropriations (1)
\$ 647,145	\$ -	\$ -	\$ 647,145	\$ 3,164,123	Estimated Fund Balance-December 31

2017 FUND EQUITY - INTERNAL SERVICES FUNDS

	<u>Total Internal Services</u>
<u>RESOURCES</u>	
Estimated Fund Balance - January 1	\$ 4,877,651
Interest Revenue	99,312
Miscellaneous	17,000
Interdepartmental Charges	9,117,614
Net Transfers	1,165,186
Subtotal Operating Revenues	<u>10,425,175</u>
Defundings	135,499
Gross Resources	<u>15,438,325</u>
Less Interfund Transactions	(1,116,136)
Less Interdepartmental Charges	(8,001,478)
Net Resources (1)	<u><u>6,320,711</u></u>
 <u>APPROPRIATIONS</u>	
Salaries and Benefits	6,997,077
Services and Supplies	3,122,430
Debt Service	1,044,668
Financial Transactions	102,122
Interdepartmental Charges	633,220
Subtotal Operating expenditures	<u>11,899,517</u>
Capital Projects	320,000
Gross Appropriations	<u>12,219,517</u>
Less Interfund Transactions	(1,116,136)
Less Interdepartmental Charges	(8,001,478)
Net Appropriations (1)	<u><u>3,101,903</u></u>
 Estimated Fund Balance-December 31	 <u><u>\$ 3,218,808</u></u>

Note 1: Reflects resources and appropriations net of transfers, interfund transactions and interdepartmental charges

Internal service funds are used to account for the costs of insurance and accumulated funds for catastrophic events, the accumulation and allocation of costs associated with central support organizations, the accumulation of funds to pay for compensated absences, and accumulated resources for the maintenance, repair and debt payments of the Agency administrative building.

HISTORICAL RESOURCE SUMMARY BY FUND

Description	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Enterprise					
City Public Housing	\$ 13,268,970	\$ 13,964,948	\$ 17,765,442	\$ 19,111,197	\$ 20,052,657
City Local Housing	8,043,292	3,643,438	3,444,984	4,343,315	4,676,268
City Misc Housing	-	5,907,268	7,326,123	6,771,710	9,034,949
City Component Units	4,792,576	4,123,808	4,488,588	1,126,346	940,403
County Public Housing	6,937,270	7,105,510	6,623,794	7,745,824	7,263,488
County Local Housing	-	98,178	132,331	101,946	104,860
County Misc Housing	8,344,430	9,207,658	11,553,706	14,439,519	16,655,862
County Housing Choice Vouchers	119,861,569	108,112,002	118,318,011	114,645,656	118,025,164
County Shelter Plus Care	4,419,155	4,859,523	5,016,991	4,526,276	4,537,818
Sub total Enterprise	<u>165,667,262</u>	<u>157,022,333</u>	<u>174,669,970</u>	<u>174,911,789</u>	<u>181,291,469</u>
Other Governmental					
City CDBG	4,479,644	4,194,009	4,521,911	5,600,979	4,757,576
City CDBG - RLF	-	-	211,578	63,400	90,829
City CDBG-NSP 1	73,025	233,250	145,000	156,460	-
City CDBG-NSP 3	280,113	-	18,000	696,000	15,000
City HOME	2,216,512	2,007,709	1,818,295	1,813,714	1,931,299
City HOME- RLF	-	-	209,212	376,528	343,418
City Misc Grants	1,365,121	1,386,317	3,022,593	38,967	131,076
City Housing Trust	586,763	972,300	1,938,922	1,223,826	2,000,000
City Affordable Housing	51,647	7,014	1,162	501,000	774,095
City Housing Successor Agency	2,260,879	3,094,505	6,856,116	4,526,032	6,808,934
City HOPWA	-	-	-	1,759,255	1,556,131
City ESG	-	-	-	380,592	390,322
City CalHOME	-	-	-	172,323	505,320
County Choice Neighborhoods Initiative	-	-	-	2,100,000	182,251
County CDBG	5,233,367	4,763,472	5,252,596	5,771,618	6,688,636
County CDBG - RLF	-	-	2,485,718	967,997	166,349
County CDBG-NSP 1	267,380	216,382	134,999	95,000	25,000
County CDBG-NSP 3	377,366	-	-	55,000	11,421
County HOME	3,187,424	6,271,030	1,932,649	1,715,632	2,047,153
County HOME - RLF	-	-	810,444	822,004	1,583,537
County Misc Grants	5,088,334	1,266,304	4,377,115	1,017,820	890,453
County Housing Trust	1,197,205	1,091,000	2,777,505	2,159,927	2,902,338
County Affordable Housing	355,159	678,165	483,394	1,769,852	1,594,200
County Housing Successor Agency	564,024	482,689	869,500	1,003,672	450,000
County ESG	-	-	-	429,246	456,547
County CalHOME	-	-	-	210,083	303,554
City Capital Fund	4,777,915	4,326,734	4,315,397	3,778,255	3,085,574
City Public Housing Homeownership	-	-	-	163,943	305,055
City Section 32	-	-	-	88,880	2,108
City Commerce Circle	-	-	-	1,307,576	1,325,171
County Capital Fund	2,480,051	1,382,988	1,373,927	1,772,997	1,738,875
County Public Housing Homeownership	-	-	-	477,945	301,691
County Section 32	-	-	-	51,204	23,232
Sub total Other Governmental	<u>34,841,929</u>	<u>32,373,868</u>	<u>43,556,033</u>	<u>40,967,727</u>	<u>44,189,645</u>
Internal Services					
Sub total Internal Services	<u>14,843,468</u>	<u>16,908,084</u>	<u>15,502,952</u>	<u>13,953,044</u>	<u>15,438,325</u>
Gross Total (1)	<u>\$ 215,352,659</u>	<u>\$ 206,304,285</u>	<u>\$ 233,728,955</u>	<u>\$ 229,832,560</u>	<u>\$ 240,919,439</u>
Less Interdepartmental Charges	(12,228,200)	(12,272,594)	(11,996,321)	(13,238,285)	(16,247,710)
Net Total (2)	<u>\$ 203,124,459</u>	<u>\$ 194,031,691</u>	<u>\$ 221,732,634</u>	<u>\$ 216,594,275</u>	<u>\$ 224,671,729</u>

Note 1: Resources available in any given fund include the estimated revenue to be received in that fund for the current year plus the beginning balance of that fund transfers to and from other funds, interdepartmental charges and the use of capital project defundings.

Note 2: Net total reflects resources net of interdepartmental charges.

HISTORICAL APPROPRIATIONS SUMMARY BY FUND

Description	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget
Enterprise					
City Public Housing	\$ 10,065,947	\$ 10,116,178	\$ 10,591,115	\$ 11,088,570	\$ 11,170,628
City Local Housing	5,738,102	2,035,483	2,284,532	2,343,884	2,553,195
City Misc Housing	-	4,138,267	3,461,088	4,577,996	6,492,592
City Component Units	1,599,302	1,873,320	2,569,099	720,580	825,310
County Public Housing	5,870,063	6,502,889	5,541,789	5,574,742	6,131,544
County Local Housing	-	56,423	53,666	101,946	104,860
County Misc Housing	5,357,217	6,319,307	5,705,294	6,288,277	7,484,535
County Housing Choice Vouchers	111,798,482	106,608,564	111,236,546	110,259,676	114,226,965
County Shelter Plus Care	4,419,155	4,859,523	5,016,991	4,526,276	4,537,818
Sub total Enterprise	<u>144,848,268</u>	<u>142,509,954</u>	<u>146,460,120</u>	<u>147,581,947</u>	<u>153,527,447</u>
Other Governmental					
City CDBG	4,418,216	4,194,009	4,521,911	5,600,979	5,314,689
City CDBG - RLF	-	-	211,578	63,400	90,829
City CDBG-NSP 1	73,025	233,250	145,000	156,460	-
City CDBG-NSP 3	280,113	-	18,000	696,000	15,000
City HOME	2,195,578	2,007,709	1,818,295	1,689,436	1,931,499
City HOME - RLF	-	-	209,212	376,328	343,218
City Misc Grants	2,660,729	1,386,317	2,972,974	20,494	131,076
City Housing Trust	586,763	972,300	1,938,922	421,031	2,000,000
City Affordable Housing	51,647	7,014	75	501,000	774,095
City Housing Successor Agency	2,260,879	3,094,505	6,856,116	4,526,032	6,808,934
City HOPWA	-	-	-	1,759,255	1,556,131
City ESG	-	-	-	380,592	390,322
City CalHOME	-	-	-	156,113	505,320
County Choice Neighborhoods Initiative	-	-	-	2,100,000	182,251
County CDBG	5,108,991	4,763,472	5,252,596	5,771,618	6,688,636
County CDBG - RLF	-	-	2,485,718	967,997	166,349
County CDBG-NSP 1	267,380	216,382	134,999	95,000	25,000
County CDBG NSP 3	377,366	-	-	55,000	11,421
County HOME	3,187,424	6,271,030	1,932,649	1,694,556	2,047,353
County HOME - RLF	-	-	810,444	822,004	1,583,337
County Misc Grants	3,009,811	708,748	3,787,000	275,177	268,164
County Housing Trust	1,197,205	1,091,000	2,777,505	2,129,609	2,902,338
County Affordable Housing	355,159	678,165	452,059	1,769,552	1,594,200
County Housing Successor Agency	564,024	482,689	869,500	1,003,672	450,000
County ESG	-	-	-	429,246	456,547
County CalHOME	-	-	-	192,462	303,554
City Capital Fund	1,732,398	1,679,508	1,612,740	1,686,757	1,956,680
City Public Housing Homeownership	-	-	-	123,111	305,055
City Section 32	-	-	-	88,880	2,108
City Purchase and Resale Entity (PRE)	-	-	-	-	802,500
City Commerce Circle	-	-	-	-	2,263
County Capital Fund	924,990	900,293	861,500	882,798	1,091,730
County Public Housing Homeownership	-	-	-	120,592	301,691
County Section 32	-	-	-	51,204	23,232
Sub total Other Governmental	<u>29,251,698</u>	<u>28,686,391</u>	<u>39,668,793</u>	<u>34,506,355</u>	<u>41,025,522</u>
Internal Services					
Sub total Internal Services	<u>7,813,234</u>	<u>8,709,715</u>	<u>9,938,061</u>	<u>10,731,290</u>	<u>12,219,517</u>
Gross Total (1)	<u>\$ 181,913,200</u>	<u>\$ 179,906,060</u>	<u>\$ 196,066,974</u>	<u>\$ 192,819,592</u>	<u>\$ 206,772,486</u>
Less Interdepartmental Charges	(12,228,200)	(12,272,594)	(11,996,321)	(13,238,285)	(16,247,710)
Net Total (2)	<u>\$ 169,685,000</u>	<u>\$ 167,633,466</u>	<u>\$ 184,070,653</u>	<u>\$ 179,581,307</u>	<u>\$ 190,524,776</u>

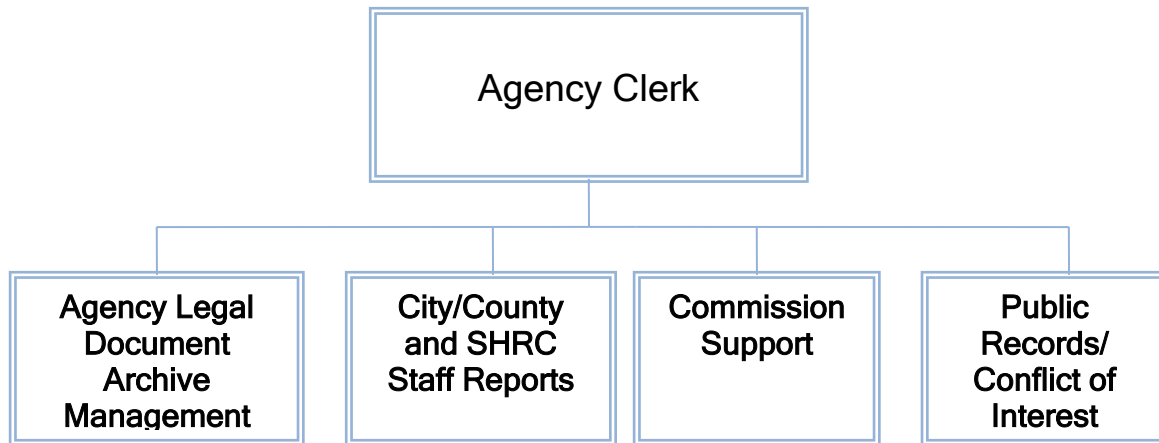
Note 1: Appropriations reflected in any given fund include interdepartmental charges

Note 2: Net total reflects appropriations net of interdepartmental charges

SECTION E

ADMINISTRATIVE SUPPORT

AGENCY CLERK

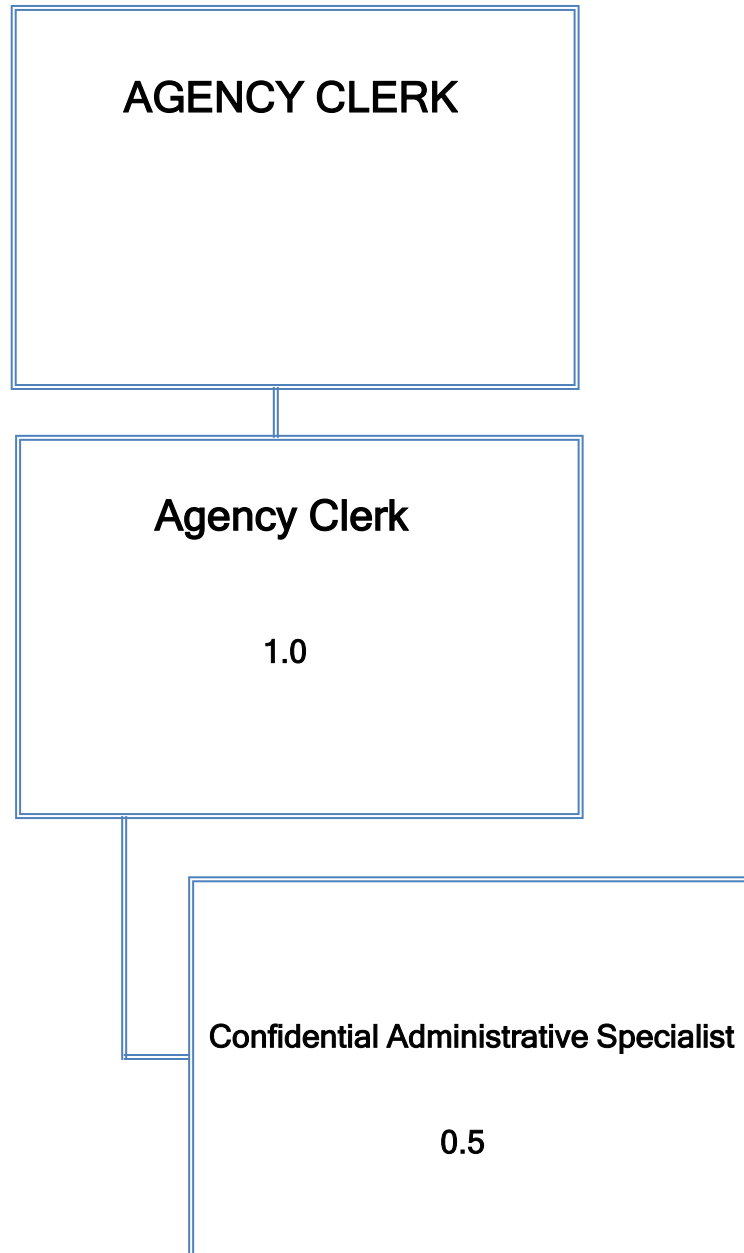


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AGENCY CLERK



INVESTING IN COMMUNITIES



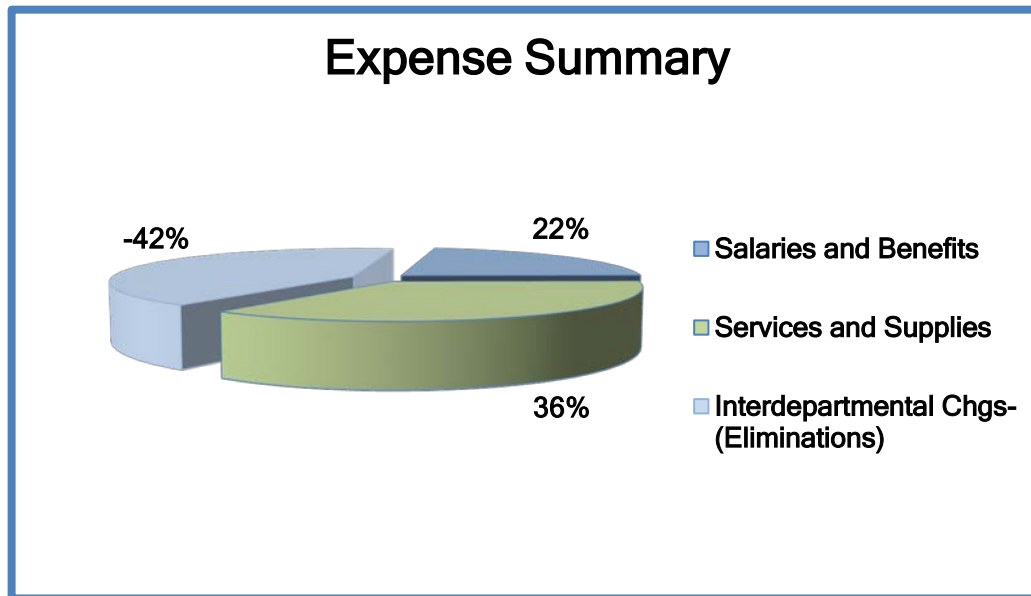
AGENCY CLERK

Department Summary

The **Agency Clerk's Department** works across the organization to ensure that all Agency projects, programs, policy and budget items receive all necessary governing board approvals through the staff report process, that all legal requirements related to public noticing and posting of items are completed in a timely manner, and that the public is able to effectively interface with the Agency by efficiently managing the public records request process and by posting the Agency's bi-monthly agenda packet and other relevant information on the Agency web site.

Appropriation Summary

<u>Type of Expense</u>	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Salaries and Benefits	\$ 187,196	\$ 189,253	\$ 207,706	\$ 196,455	\$ 199,059
Services and Supplies	98,258	165,091	170,995	174,490	324,491
Subtotal	285,454	354,344	378,701	370,945	523,550
Interdepartmental Charges-Eliminations	(373,755)	(391,462)	(219,467)	(304,341)	(381,548)
Required Funding	\$ (88,301)	\$ (37,118)	\$ 159,234	\$ 66,604	\$ 142,002



AGENCY CLERK

Activities Detail

The Agency Clerk's office provides the following external and internal services:

- Archivist for official Agency records, resolutions, ordinances and staff reports as approved by the Agency's Commission, Board of Supervisors and City Council.
- Liaison with the Sacramento City and Sacramento County Clerks offices for all Agency project approvals, oversight of all agendas, agenda items, public notices and public hearings for the Sacramento Housing and Redevelopment Commission.
- Filing office for the Agency's Conflict of Interest Statements, management and maintenance of Agency's Records Retention schedule.
- Management of Agency's public records request process.

2017 Goals and Objectives

- Implement electronic system to automate staff report process.
- Assist with upgrades to Agency website.
- Complete upgrades to Commission room technology.
- Continue to find ways to utilize both electronic signature application (DocuSign) and electronic storage/collaboration application (Box.com) to improve productivity and efficiency of Agency staff.
- Update records retention policy to comply with current standards and requirements.
- Foster a culture that recognizes its employees for their contributions to the Agency.

2016 Accomplishments

- Completed electronic signature process (DocuSign) in partnership with IT for all standard contracts and amendments. All staff are using this application whenever possible for contracts. Added over 300 electronically signed contracts to database in 2016.

AGENCY CLERK

- Completed Agency Twitter account in partnership with Public Information Officer. Developed and implemented process for departments to add information to Twitter. Monitored and updated both Twitter and Facebook accounts throughout the year.
- Completed revisions to Agency Conflict of Interest policy and trained new filers on requirements.
- Coordinated biennial ethics training for 200 Agency staff.
- Managed process to generate approximately 150 staff reports for the Commission, City Council, Board of Supervisors and County Oversight Board.
- Transitioned 5000 additional records from paper to electronic archive (Box.com). Assisted all Agency departments to review their archived paper documents. Destroyed 1000 boxes that are no longer required to be retained.
- Assisted 150 staff, commissioners and consultants to complete their required conflict of interest filing.
- Processed and assisted over 75 individuals with public records requests and records subpoena inquiries.

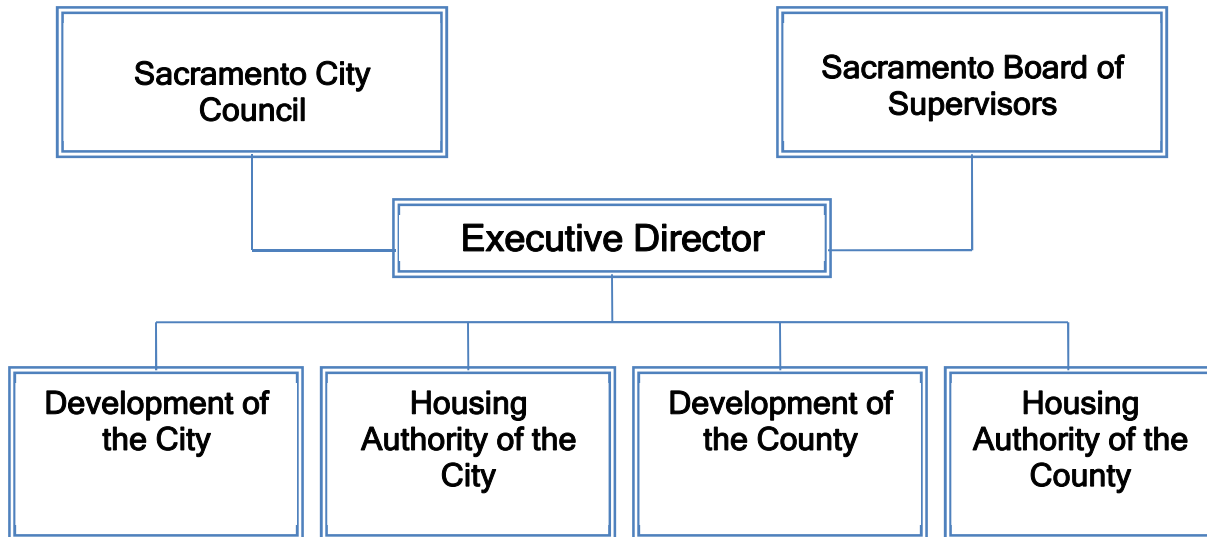
Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
Agency Clerk						
Agency Clerk	1.00	1.00	1.00	1.00	1.00	0.00
Confidential Administrative Assistant	0.00	0.00	0.00	0.50	0.00	-0.50
Confidential Administrative Specialist	0.00	0.00	0.00	0.00	0.50	0.50
Office Assistant	1.00	1.00	1.00	0.00	0.00	0.00
Total Positions	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>1.50</u>	<u>1.50</u>	<u>0.00</u>

AGENCY CLERK

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid- Year Estimated	FY 17 Estimated
Output:				
# of public records requests responded to	52	50	25	50
# of staff reports reviewed and processed	64	65	30	70
# of SHRC agenda related documents posted on the website	26	26	26	26
# of contracts processed through DocuSign (e-sign application)	58	200	120	400
# of files (documents, photos, etc) loaded into Box for retention	N/A	52,804	80,000	120,000
Effectiveness:				
% of public records requests responded to within 10 days	100%	100%	100%	100%
% of reports submitted to the Clerk's office on time for final review per required staff report review guidelines	50%	60%	70%	80%
% of SHRC agenda related documents posted on the website on time	100%	100%	100%	100%
Efficiency:				
% of contracts processed through DocuSign (e-sign application) 7 days or less/(Note - there is no specific data for hard copy contract routing but it is generally believed that contracts processed in hard copy typically take 2-4 weeks.)	55%	62%	70%	75%

EXECUTIVE DIRECTOR

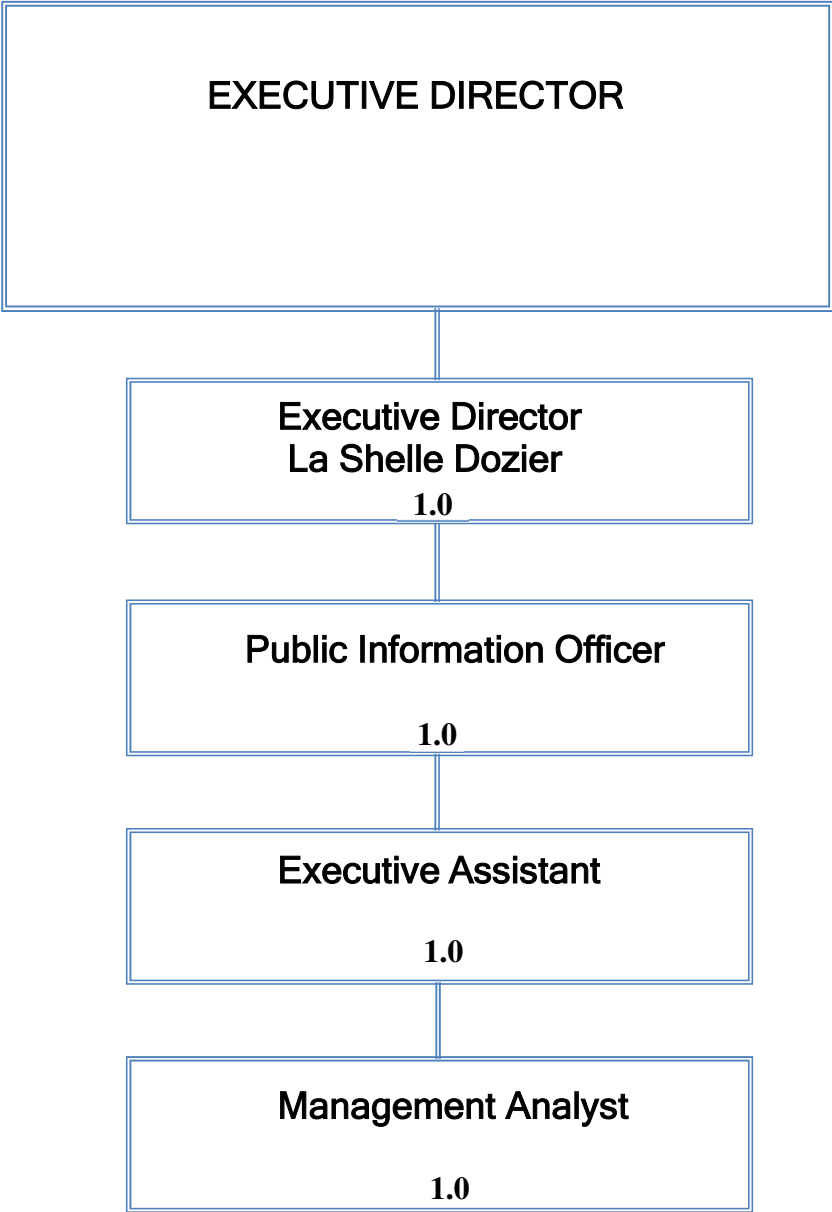


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EXECUTIVE DIRECTOR



INVESTING IN COMMUNITIES



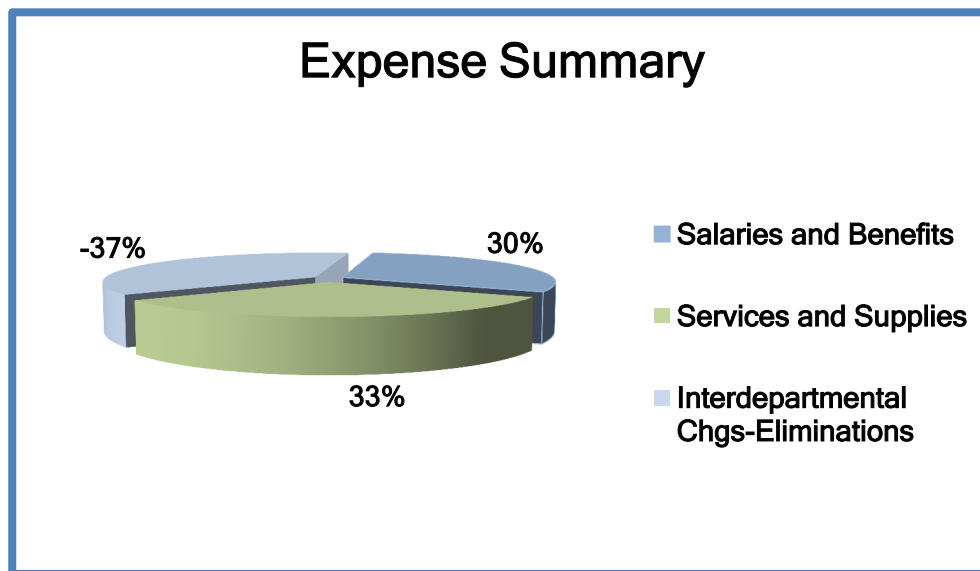
EXECUTIVE DIRECTOR

Department Summary

The **Executive Director** provides direction and guidance to the organization in effectively implementing the Agency’s mission and core goals relating to development, affordable housing initiatives, and catalytic economic and neighborhood revitalization. The Executive Director is responsible for developing and maintaining strong supportive relationships with elected officials at all levels of government. It is the Executive Director’s responsibility to maintain fiscal integrity, to develop strategic partnerships with housing advocates, private and non-profit organizations, business and community groups and residents, and to exercise visionary and innovative leadership to ensure that the Agency maintains a leading and proactive position in responding to external environmental factors that impact the future of the organization and its ability to successfully address Sacramento’s housing and development needs.

Appropriation Summary

Type of Expense	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Salaries and Benefits	\$ 461,257	\$ 466,401	\$ 486,859	\$ 484,445	\$ 657,887
Services and Supplies	554,355	512,057	385,090	512,189	712,689
Subtotal	1,015,612	978,458	871,949	996,634	1,370,576
Interdepartmental Charges-Eliminations	(321,525)	(568,750)	(490,511)	(737,738)	(815,821)
Required Funding	\$ 694,087	\$ 409,708	\$ 381,438	\$ 258,896	\$ 554,755



EXECUTIVE DIRECTOR

Activities Detail

- Maintaining collaborative partnerships with the City, County, State and Federal agencies in the effort to promote affordable housing and development activities.
- Effective communications and public outreach to residents, neighborhood associations, community groups, business associations, elected officials, government agencies, and the media.
- Implementing effective and efficient management practices to enhance customer service and project delivery.

2017 Goals and Objectives

- Continue to serve as the SHRA employee representative to the Successor Agency Oversight Boards for redevelopment assets for the City and the County of Sacramento.
- Continue to provide leadership and strategic direction to staff on matters relating to high-impact projects and programs, including budget, federal stimulus funds, post redevelopment, development, and housing authority administration.
- Continue working at the federal and state levels to support initiatives for maintaining funding for development and affordable housing programs.
- Continue committing staff resources to position the Agency for federal, state, and local funding opportunities to revitalize and redevelop public housing communities.
- Continue to navigate the challenging economy through fiscal vigilance, careful planning and conservative budgeting; and continuous evaluation of Agency programs to help ensure cost efficiency.
- Work to successfully negotiate fair contracts with each of the Agency's employee bargaining units.
- Continue our commitment to informing and educating residents and community stakeholders on a variety of issues ranging from fiscal challenges and opportunities to affordable housing and development.

EXECUTIVE DIRECTOR

- Continue developing and implementing effective media and public relations strategies through proactive outreach and timely responses to inquiries and requests for public information.
- Develop and implement strategies to communicate effectively with residents in our affordable housing communities.
- Continue providing accountability and transparency to the public in the use of federal recovery funds.
- Continue providing intermediary assistance through the Agency Ombudsman Program to address concerns by residents in housing assistance programs and to achieve timely resolution at the lowest level.
- Continue to serve as a regional resource for distressed homeowners by providing referrals and information through partnerships with home loan counseling agencies, mortgage lenders and federal program providers.

2016 Accomplishments

- Successfully negotiated multi-year agreements with both of the Agency's represented bargaining units.
- Implemented new technology with installation of virtual desktop infrastructure.
- Completed ethics and workplace violence prevention training for all Agency staff.
- Conducted strategic planning sessions for management staff to establish department objectives to achieve the Agency's organizational goals.
- Delivered annual State of the Agency address to all staff to communicate the direction and goals of the organization, and the accomplishments achieved by all departments.
- Launched Twitter and YouTube social media to complement our Facebook page and broaden the reach of our communications with stakeholders and customers.
- Provided internship opportunities through the City of Sacramento Summer at City Hall program for six high school students in our Public Information Office, Public Housing, Housing Choice Voucher, Finance, Community Development and Human Resources Departments.

EXECUTIVE DIRECTOR

- Responded to an average of 30 calls per day to residents inquiring about affordable housing opportunities.
- Responded to more than 130 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members.

Employee Services Schedule

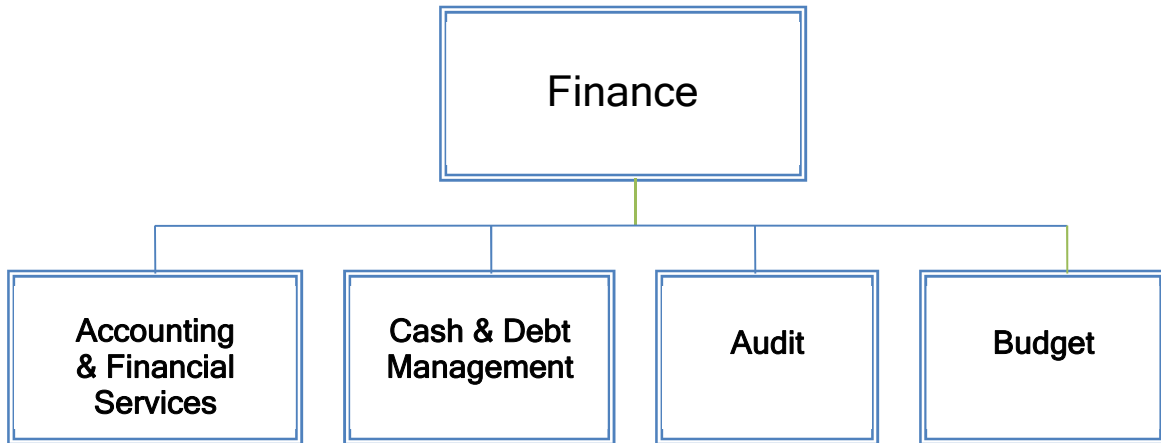
	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
<u>Executive Director</u>						
Confidential Administrative Assistant	1.00	1.00	1.00	1.00	0.00	-1.00
Deputy Executive Director	1.00	0.00	0.00	0.00	0.00	0.00
Executive Assistant	0.00	0.00	0.00	0.00	1.00	1.00
Executive Director	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	0.00	0.00	1.00	1.00
Public Information Officer	1.00	1.00	1.00	1.00	1.00	0.00
Senior Management Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Total Positions	<u>5.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>4.00</u>	<u>1.00</u>

EXECUTIVE DIRECTOR

Public Information Officer

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
# of postings on Facebook	25	50	80	160
# of postings on Twitter	N/A	170	250	500
# of videos on YouTube	12	15	20	30
# of Ombudsman inquiries responded to annually	120	140	70	140
# of news releases posted to the website	15	20	12	24
# of events or programs attracting media attention	7	6	4	8
Effectiveness:				
Increase in # of Likes on Facebook	245	490	750	1000
Increase in # of Followers on Twitter	115	500	750	1000
Increase in # of subscribers on YouTube	N/A	30	50	100

FINANCE

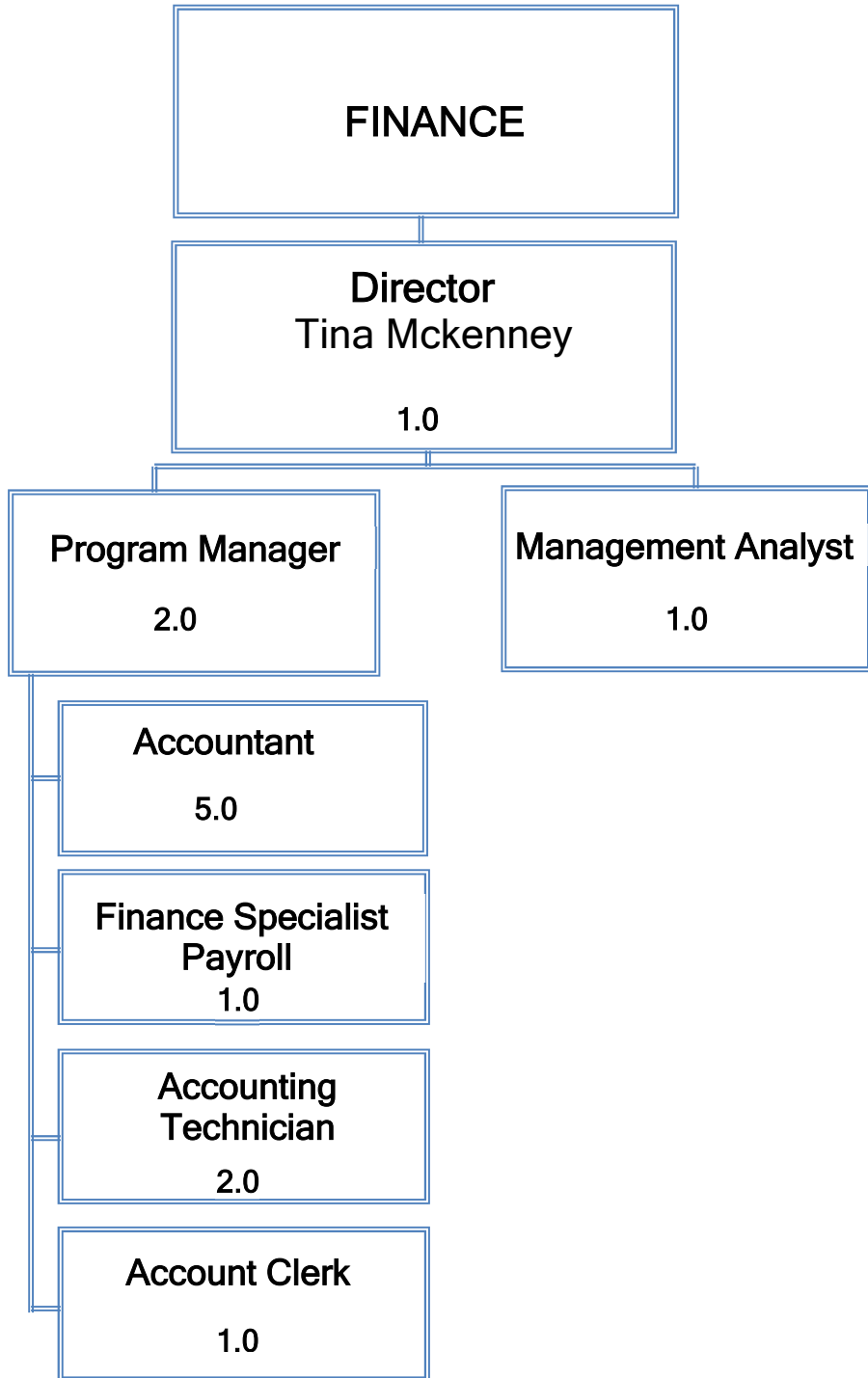


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FINANCE



INVESTING IN COMMUNITIES



FINANCE

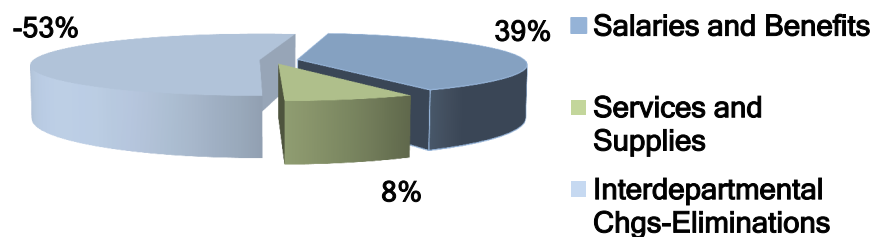
Department Summary

The Finance Department provides full service accounting and financial services in support of the Agency's Community Development and housing programs. The primary responsibilities of the department include: payroll, accounts payable, fixed assets, debt management, cash management, financial reporting and general ledger accounting. Significant technical activities include the preparation of the Comprehensive Annual Financial Report (CAFR) and the Agency's annual budget.

Appropriation Summary

Type of Expense	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Salaries and Benefits	\$ 1,189,696	\$ 1,173,478	\$ 1,464,171	\$ 1,488,150	\$ 1,439,811
Services and Supplies	182,920	210,884	199,308	257,110	290,945
Subtotal	1,372,616	1,384,362	1,663,479	1,745,260	1,730,756
Interdepartmental Charges-Eliminations	(1,543,061)	(1,625,392)	(1,395,826)	(1,547,379)	(1,956,544)
Required Funding	\$ (170,445)	\$ (241,030)	\$ 267,653	\$ 197,881	\$ (225,788)

Expense Summary



FINANCE

Activities Detail

Accounting and Financial Services

In addition to performing the daily functions of payroll, accounts payable, cash management and general ledger accounting, department staff perform specialized reporting services on behalf of the Housing Authority. Examples of the specialized reporting include, but are not limited to the following:

- Annual Public Housing Operating Subsidy Budget.
- Monthly reporting in the HUD Voucher Management System.
- Annual filing of the Housing Authority Financial Data Submission to HUD.
- Monthly NSP reporting in the HUD Disaster Recovery Grant Reporting system (DRGR).

Cash Management

- Manage the Agency's daily cash requirements and coordinate the investment of Agency cash and securities with the City Treasurer's Office.

Debt Management

- Manage the Agency's outstanding debt obligations, ensure compliance with debt covenants, fulfill continuing disclosure requirements, and determine the capacity and timing of future debt issues.

Audit

- Work with accounting staff, external auditors and program staff to prepare the Agency's Comprehensive Annual Financial Reports.

Budget

- Work with accounting staff and all Agency divisions to prepare a balanced annual operating and capital project budget.

FINANCE

2017 Goals/Objectives

- Produce an adopted Annual Budget that meets the Excellence award standards of the CSMFO.
- Continue to produce a Comprehensive Annual Financial Report (CAFR) that meets the award standards of the Government Finance Officers Association (GFOA).
- Prepare a Budget in Brief Document.
- Work in conjunction with I.T. staff to upgrade the ERP system to the latest version.
- Modify the paystub to include additional information.
- Continue to ensure the stability of the department and provide seamless services in the midst of impending retirements by continuing succession planning activities.

2016 Accomplishments

- Continued to Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Received an unmodified audit opinion on the 2014 Comprehensive Annual Financial Report (CAFR).
- Received the Meritorious Award in budgeting from CSMFO
- Successfully implemented a mid-year budget presentation process.
- In light of potential impending retirements began succession planning activities.

FINANCE

Employee Services Schedule

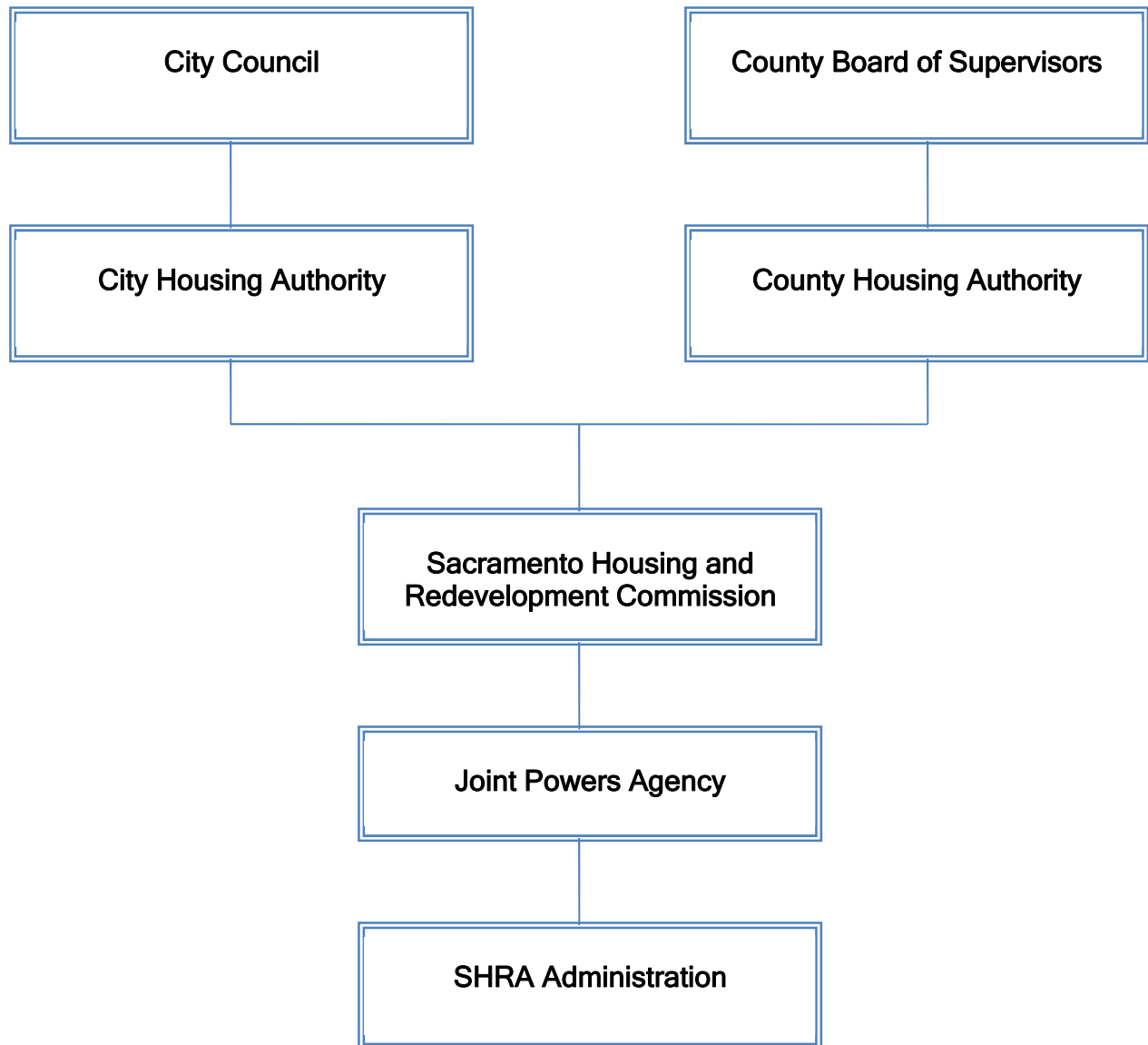
	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
<u>Finance</u>						
Account Clerk	0.00	0.00	0.00	0.00	1.00 ⁽¹⁾	1.00
Accountant	3.00	4.00	4.00	5.00	5.00	0.00
Accounting Technician	3.00	3.00	3.00	2.00	2.00	0.00
Director	1.00	1.00	1.00	1.00	1.00	0.00
Finance Analyst	0.00	0.00	0.00	1.00	0.00	-1.00
Finance Specialist-Payroll	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	1.00	1.00	1.00	1.00	1.00	0.00
Office Technician	1.00	0.00	0.00	0.00	0.00	0.00
Program Manager	2.00	2.00	2.00	2.00	2.00	0.00
Principal Accountant	2.00	0.00	0.00	0.00	0.00	0.00
Total Positions	14.00	12.00	12.00	13.00	13.00	0.00

(1) 1 position was left unfunded for 2017.

FINANCE

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Total
Output:				
# of Accounts Payable (A/P) Checks Processed	N/A	6,043	3,125	6,250
# of Electronic Fund Transfers (EFT) Processed	N/A	47,584	24,000	48,000
# of 1099 Miscellaneous Forms Prepared	N/A	5,500	2,800	5,600
# of Payrolls completed on time	26	26	13	26
# of applications submitted to the CSMFO Budget Award Program	N/A	1	1	1
# of applications submitted to the GFOA Financial Reporting Award Program	1	1	1	1
Prepare an easy-to-read, briefer version of the annual budget (Budget-In-Brief)	N/A	N/A	1	1
# of HUD Audits	2	1	1	2
Effectiveness:				
% of invoices paid within 5 days of submittal to Finance	100%	100%	100%	100%
% of Payrolls completed on time	100%	100%	100%	100%
% of Employee payrolls processed error free per pay period	N/A	N/A	100%	100%
# of budget awards received from CSMFO	N/A	1	1	N/A
# of Certificates of Achievements for Excellence in Financial Reporting received from GFOA	1	1	N/A	1
Obtain an unmodified audit opinion on Comprehensive Annual Financial Report(CAFR)	1	1	1	1
% of HUD audits completed with no Finance related findings/comments	100%	100%	100%	100%

GOVERNING BOARDS



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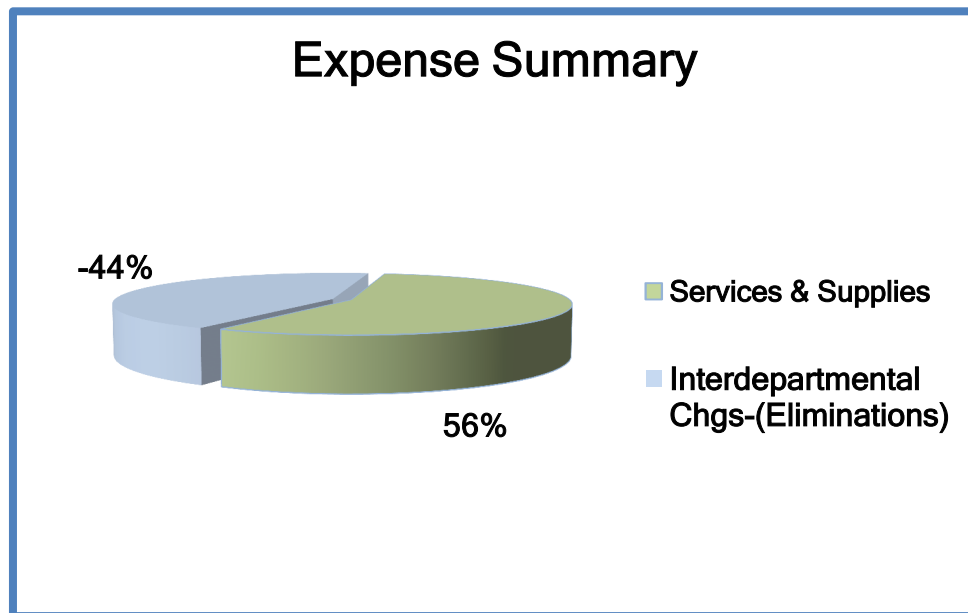
GOVERNING BOARDS

Department Summary

Sacramento Housing and Redevelopment Agency (Agency) is a joint powers authority controlled by both **City and County governing boards**. The **elected governing boards** consist of the Sacramento City Council, which also acts as the Housing Authority of the City of Sacramento and the Sacramento County Board of Supervisors, which acts as the Housing Authority of the County of Sacramento and the Sacramento Housing Development Corporation. The Sacramento Housing and Redevelopment Commission, whose members are appointed by the Board of Supervisors and the City Council, also governs the Agency and advises on various matters to the City and County governing boards.

Appropriation Summary

<u>Type of Expense</u>	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Services and Supplies	\$ 96,451	\$ 76,000	\$ 60,000	\$ 65,000	\$ 65,000
Interdepartmental Charges-Eliminations	(175,007)	(87,810)	(35,427)	(47,029)	(51,097)
Required Funding	\$ (78,556)	\$ (11,810)	\$ 24,573	\$ 17,971	\$ 13,903

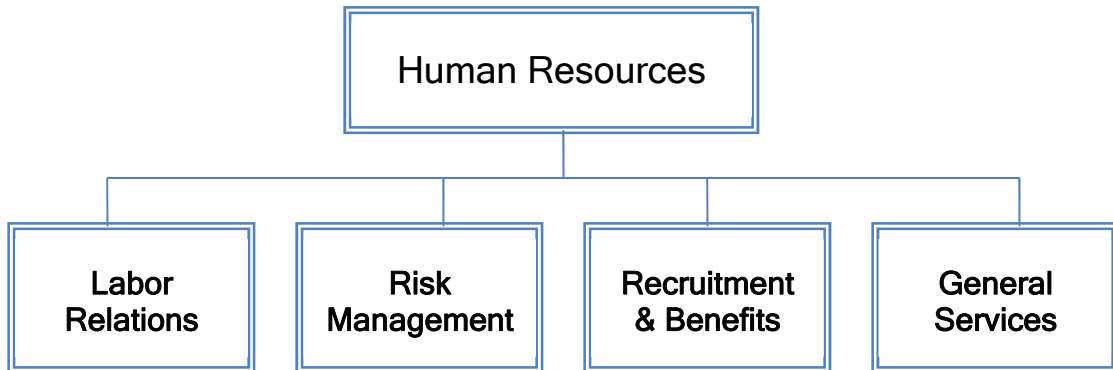


GOVERNING BOARDS

Activities Detail

- Review and approve the activities of the Agency.
- Serve, to the best of the governing boards' abilities, the residents of the City and County by meeting their needs and concerns through the adoption of ordinances and resolutions, establishment of policies, approval of new and ongoing program activities, and adoption of the annual Agency budget.
- Provide a high level of service to all members of the community.

HUMAN RESOURCES

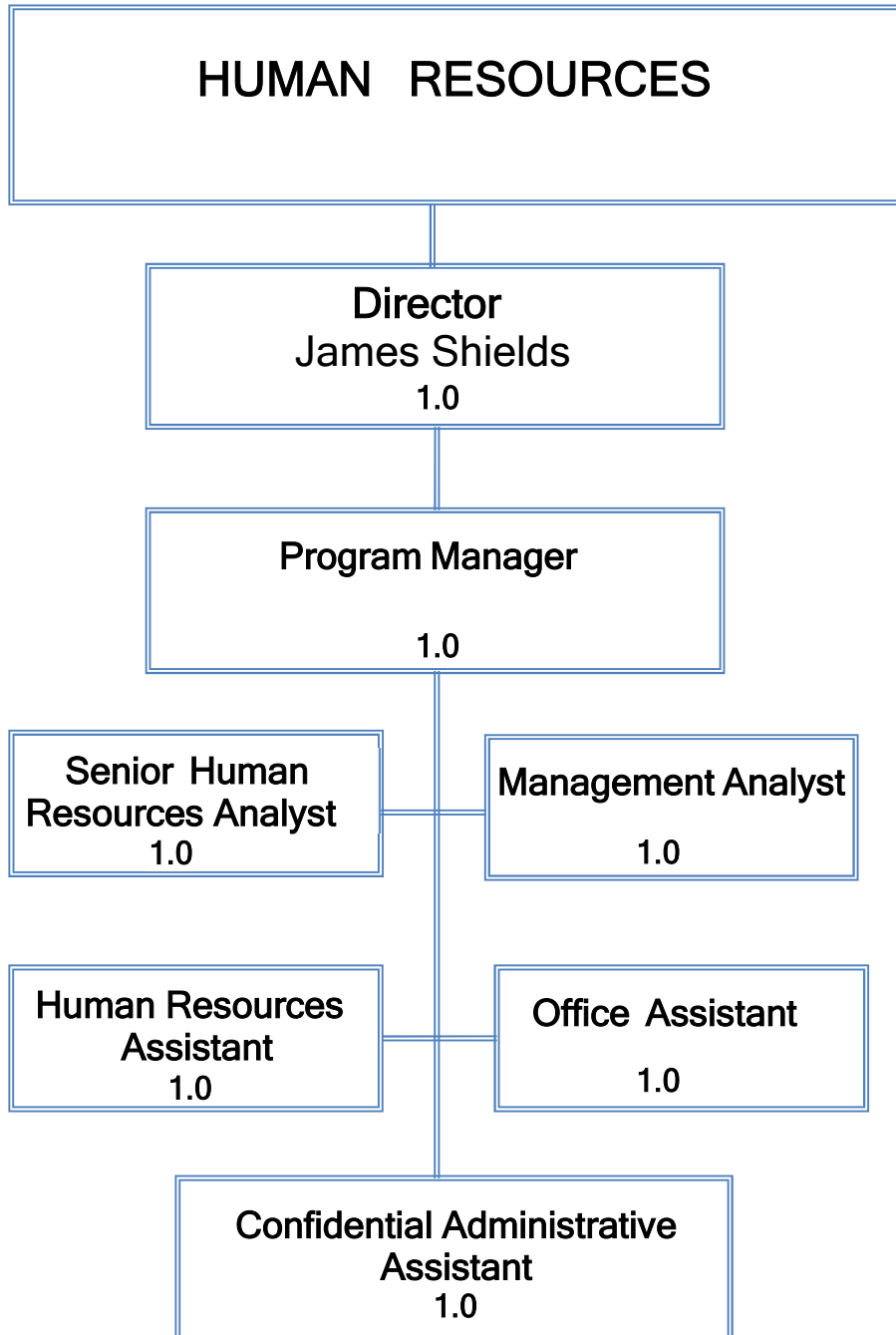


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HUMAN RESOURCES



INVESTING IN COMMUNITIES



HUMAN RESOURCES

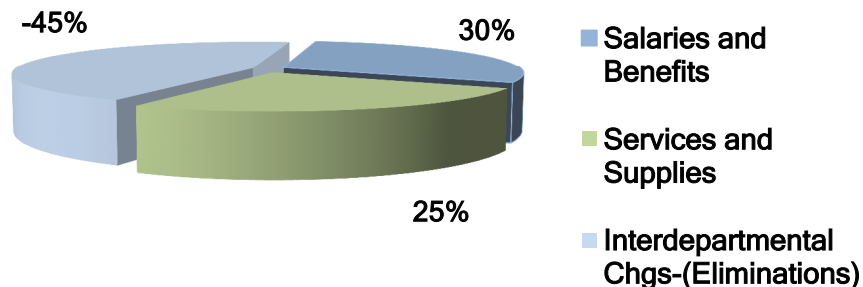
Department Summary

The Human Resources Department is responsible for personnel administration for the Agency including developing, implementing and maintaining a system of personnel administration which includes labor negotiations, recruitment, selection and training of employees; the personnel/payroll system database; employment assistance to management, employees and applicants; and position classification and salary plans, risk management activities, and agency-wide mail, photocopy, and messenger services.

Appropriation Summary

Type of Expense	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Salaries and Benefits	\$ 764,830	\$ 679,363	\$ 712,075	\$ 925,401	\$ 896,216
Services and Supplies	277,852	324,588	372,896	788,917	774,995
Subtotal	1,042,682	1,003,951	1,084,971	1,714,318	1,671,211
Interdepartmental Charges-Eliminations	(1,016,610)	(979,787)	(867,254)	(984,393)	(1,349,646)
Required Funding	\$ 26,072	\$ 24,164	\$ 217,717	\$ 729,925	\$ 321,565

Expense Summary



HUMAN RESOURCES

Activities Detail

Personnel Rules and Labor Agreements

Lead the development of guidelines for recruitment, hiring, and maintenance of all Agency employees. Insure that all Personnel Rules are equitably implemented. Negotiate, interpret, and enforce collective bargaining agreements for the staff represented by the Employee Association, and/or American Federation of State, County & Municipal Employees (AFSCME).

Employee Performance Appraisal System

Work with personnel managers throughout the Agency to assure that performance evaluations are timely and provide developmental feedback.

New Employee Onboarding

Provide a digital onboarding platform where employees have access to important Agency related information including explanations of rules and regulations, access to benefit information and other materials prior to their start. This process has led to efficiencies in the recruitment process and increased productivity from the new hire on their first day.

Safety and Wellness Programs

Administer the Agency's Safety Committee and Wellness Programs. Coordinate safety training as needed. Provide ongoing safety and wellness program information and training.

Worker's Compensation Program

Administer the worker's compensation program which includes collecting documentation on any work-related injury, coordinating with medical professionals to assure a smooth return to work in a safe and gradual manner if necessary.

Health and Welfare Insurance Programs

Facilitate the annual open-enrollment process as well as enrolling new employees in the medical/dental/vision programs of their choice and maintaining the payroll system to accurately collect premiums and forward payments to insurers.

Temporary Services Contracts

Maintain relationships with temporary staffing providers in order to quickly fill any temporary position with a qualified person. Successful temporary hiring practices result in staffing levels that are commensurate with changeable work load associated with many Agency departments.

Risk Management Services

In addition to performing the daily task of maintaining all agency insurance needs along with claims adjusting and contract review there are several ongoing tasks that must be completed.

- Yearly Property, liability and auto renewal for all Agency owned properties
- Yearly, Property and liability renewal for all Agency Non-profit affiliates

HUMAN RESOURCES

- Yearly Directors and Officers, Crime and Employment Practices renewal for Agency operations
- Yearly Boiler & Machinery coverage for Non-profit affiliate
- Special needs insurance coverages (Excess limits, Builders Risk) for new and rehab building projects
- Yearly National Flood Coverage protection for Agency and Non-profit affiliates
- Yearly claims review process of all property, general liability and auto claims
- Annual Risk Action Management Plan report complete for HAI Group
- Review and update property and auto schedules with any changes to correctly reflect current assets owned by Agency
- Respond and manage operations related to suits files against the Housing Authority

General Services

Manage the Agency's U.S. mail processing services and equipment, in-house photocopy and reproduction services and coordinates the Agency's use of outside photocopy, reproduction and binding services. The department also operates and maintains a vehicle pool for downtown staff for short-term and occasional use.

2017 Goals and Objectives

- Continue Management and Supervisory training to support Individual Development plans and improve supervisory skills.
- Provide training for all staff for personal and professional development.
- Distribute Total Compensation Statements to all Agency staff in an effort to increase awareness of the Agency's contribution to benefits.
- Provide an Employee Self Service Portal where employees will have access to pay stubs and ability to update personal information.
- Roll out an online Performance Appraisal system to increase timely completion of appraisals and encourage employee self-evaluation.
- Develop and complete Business Continuity Plan.
- Provide incident/accident documentation training to staff.
- Review and update Agency contract language in relation to insurance requirements which includes modifying as needed insurance ACORD forms, required dollar limits, deductible levels along with verifying appropriate certificate needs for the purpose reducing financial liability on the agency.

HUMAN RESOURCES

2016 Accomplishments

- Implemented Scantron scoring system for written exams significantly reducing the length of the recruitment cycle.
- Launched online onboarding portal for new hires, allowing for more work efficiency on the employees first day/week.
- Updated and redesigned all HR forms and created ability for employees to utilize the forms online via DocuSign.
- Redesigned all Agency benefit communications.
- HR department scanned and uploaded to Box all separated and retiree files.
- Successfully launched multi-prong Wellness program focusing on lifestyle change behaviors and safe work behaviors.
- Successfully negotiated two successor MOU's.
- Offered eight supervisor/manager training sessions and eight personal development sessions for all Agency staff.
- Provided all Agency employees workplace violence prevention training.
- Reviewed and updated Agency insurance language and requirements.

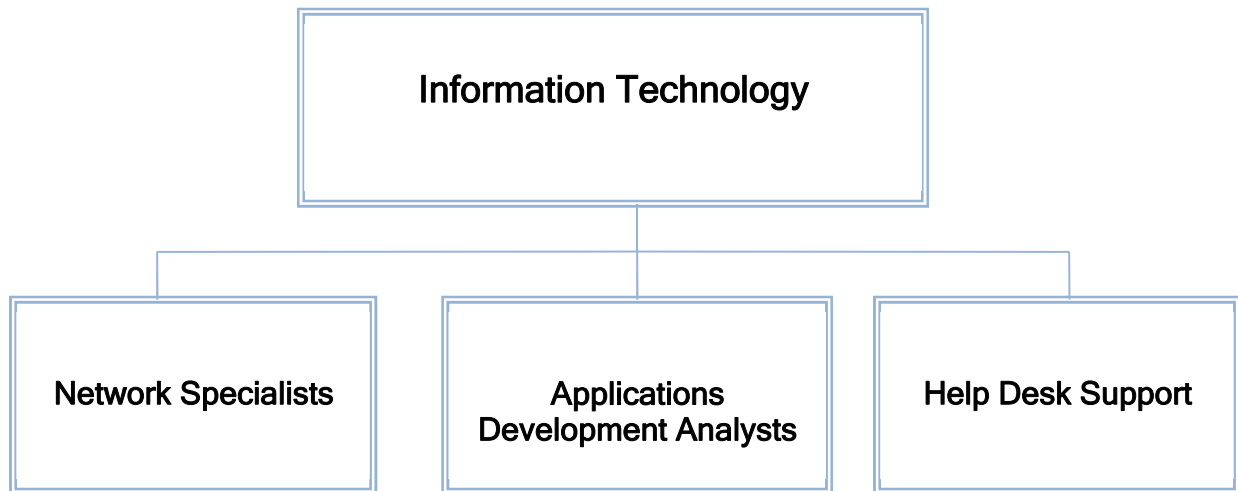
Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
Human Resources						
Confidential Administrative Assistant	0.00	0.00	0.00	1.00	1.00	0.00
Director	1.00	0.60	0.60	0.60	1.00	0.40
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	0.00	1.00	1.00	0.00
Office Assistant	0.00	0.00	0.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Risk Services Manager	0.00	0.00	0.00	1.00	0.00	-1.00
Senior Management Analyst	1.00	1.00	1.00	0.00	0.00	0.00
Senior Human Resources Analyst	2.00	2.00	2.00	1.00	1.00	0.00
Total Positions	6.00	5.60	5.60	7.60	7.00	-0.60

HUMAN RESOURCES

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
# of annual employee performance appraisals administered timely	162	190	N/A	215
# of completed probationary plans	N/A	37	20	40
# of recruitments conducted	40	29	15	25
# of new employees hired	37	42	20	40
# of Supervisor trainings provided / # of participants	N/A	18 / 140	9 / 100	18 / 150
# of Attendees in Agency's Lifedojo wellness program	N/A	150	80	175
# of employees promoted	3	6	3	6
# of interns hired	2	3	1	3
Effectiveness:				
% of annual employee performance appraisals administered timely	90%	95%	N/A	98%
% of completed Probationary Performance Plans	N/A	90%	100%	100%
# of lost work days due to work related injury or illness	24	15	5	10
Efficiency:				
Online open enrollment (hours of HR prep time)	120	40	N/A	20
Time to complete new hire paperwork (hours spent by HR)	3	1.5	1	0.5

INFORMATION TECHNOLOGY

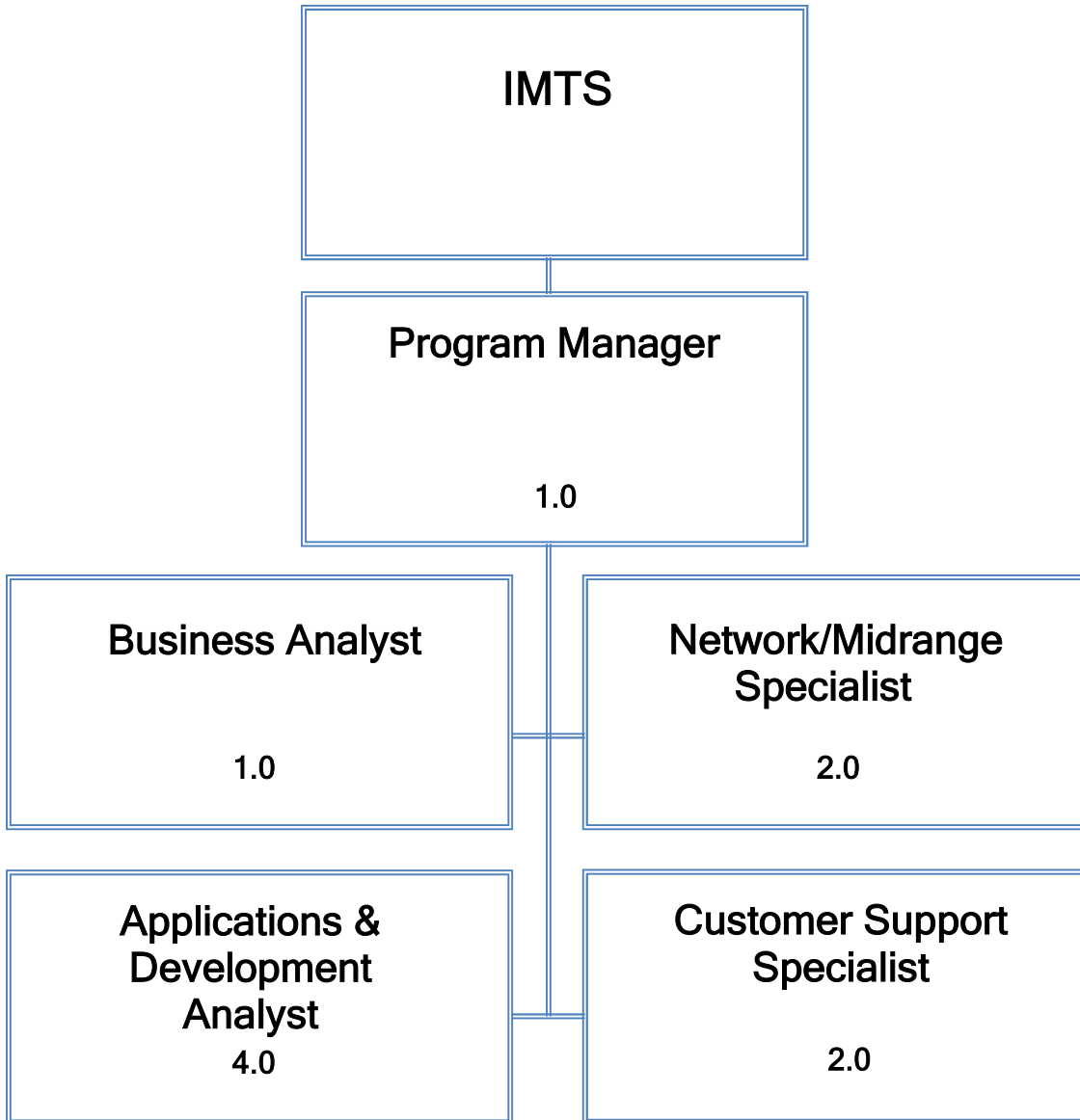


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INFORMATION TECHNOLOGY



INVESTING IN COMMUNITIES



INFORMATION TECHNOLOGY

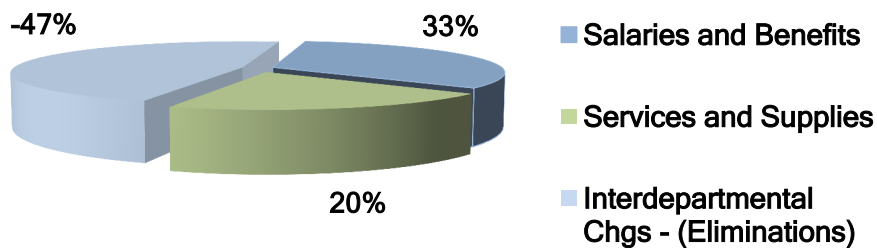
Department Summary

The **Information Technology (IT) Department** provides centralized support for the Agency's information systems and hardware, enterprise financial, property management and personal computer applications, voice and data communication networks.

Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2013</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>
Salaries and Benefits	\$ 756,274	\$ 749,692	\$ 1,047,049	\$ 1,150,250	\$ 1,356,412
Services and Supplies	515,394	571,523	599,413	815,149	836,155
Subtotal	1,271,668	1,321,215	1,646,462	1,965,399	2,192,567
Interdepartmental Charges-Eliminations	(853,188)	(972,969)	(1,063,130)	(1,136,214)	(1,943,625)
Required Funding	\$ 418,480	\$ 348,246	\$ 583,332	\$ 829,185	\$ 248,942

Expense Summary



INFORMATION TECHNOLOGY

Activities Detail

- Implement and maintain reliable voice and data networks.
- Enhance Agency productivity by incorporating computing and telecommunication applications that support a technologically smart workplace.
- Ensure that critical systems and data necessary to conduct Agency operations are secure.
- Provide access to information and data in a form that facilitates decision making and effective operational management.
- Enable the Agency to better communicate and exchange information with the public and its constituents via the Internet.

2017 Goals and Objectives

- SHRA.org. Develop, test and implement a new SHRA website.
- Upgrade Agency's financial system (One Solution).
- Deploy cloud backup solution to assist with Disaster Recovery.
- Foster a culture that recognizes its employees for their contributions to the Agency.
- Upgrade Agency's phone system (Shortel).
- Deploy internal instant messaging and collaboration toolset (Skype for Business).
- Improve telecommunication/data connections to remote sites.
- Replace VMware Server hardware and deploy additional Storage Area Network (SAN).

2016 Accomplishments

- Implementation of Virtual Desktop Infrastructure (VDI) across entire agency including Windows 7 and Office 2010.
- Deployment of Box.com for project collaboration and the archival of agency documentation.

INFORMATION TECHNOLOGY

- Deployment of DocuSign to streamline contract authorizations processing, automation and workflow of other agency forms.
- Development and implementation of on-line Open Enrollment for renewal of annual employee benefits.
- Completed more than 3,000 internal requests for IT services. These requests vary from desktop support to complex projects.

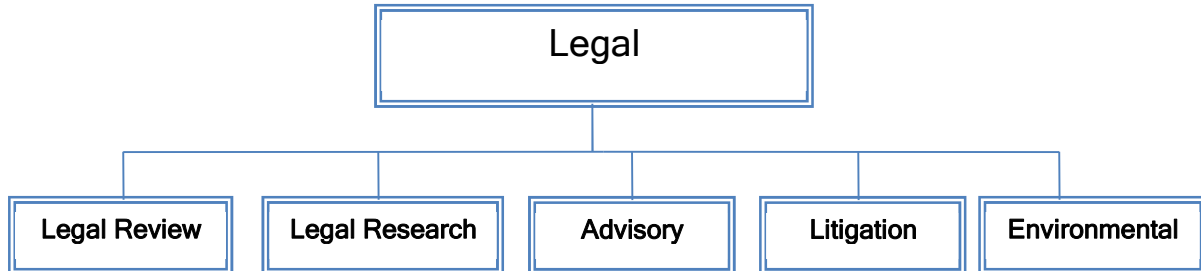
Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
Information Technology						
IT Applications & Development Analyst	3.00	2.00	3.00	3.00	4.00	1.00
IT Business Analyst	0.00	0.00	0.00	1.00	1.00	0.00
IT Customer Services Support Specialist	1.00	1.00	2.00	2.00	2.00	0.00
IT Network/Midrange Specialist	2.00	2.00	2.00	2.00	2.00	0.00
Principal IT Customer Support Specialist	1.00	0.00	0.00	0.00	0.00	0.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	<u>8.00</u>	<u>6.00</u>	<u>8.00</u>	<u>9.00</u>	<u>10.00</u>	<u>1.00</u>

INFORMATION TECHNOLOGY

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
# of work orders opened	2,600	3,000	1,623	3,200
# of helpdesk phone calls received	1,050	1,200	723	1,400
# of data backups performed	260	260	130	130
Effectiveness:				
# of work orders closed	2,554	2,950	1,600	3,150
# of helpdesk phone calls responded to within 1 business day	800	825	525	1,000
# of data backups validated	260	260	130	130
Efficiency:				
# of work orders closed in 24 hours	1,043	1,200	700	1,300
Review, select and implement offsite backup repository	N/A	In Progress	Complete	N/A
Review, select and implement tapeless onsite backup solution	N/A	In Progress	Complete	N/A

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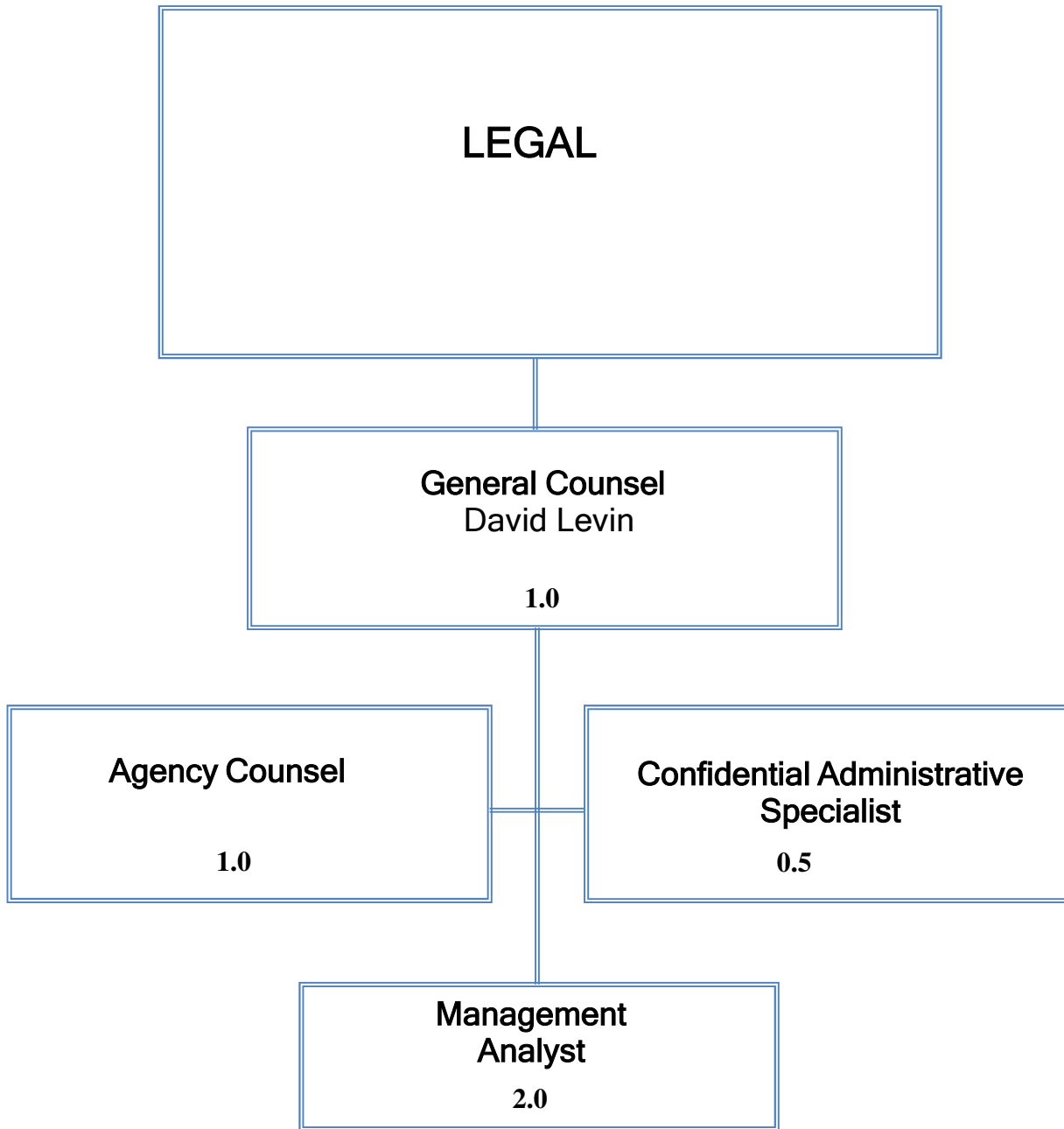


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INVESTING IN COMMUNITIES



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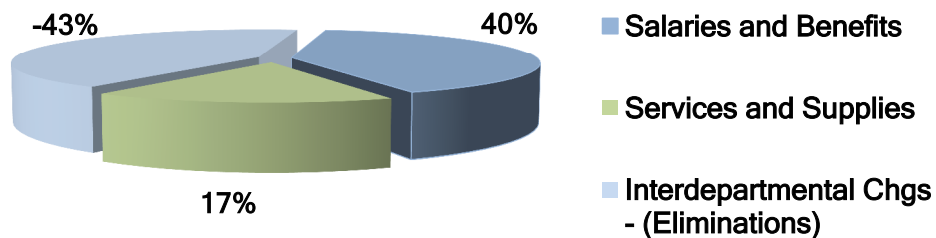
Department Summary

The **Legal Department** is responsible for the administration of all legal services for all Agency internal and external activities, both community development and housing; to ensure that the legal interests of the Agency are protected and that its activities are in compliance with applicable federal, state and local laws and regulations.

Appropriation Summary

Type of Expense	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Salaries and Benefits	\$ 387,932	\$ 401,660	\$ 486,841	\$ 500,774	\$ 671,221
Services and Supplies	100,823	108,103	103,090	261,853	278,675
Subtotal	488,755	509,763	589,931	762,627	949,896
Interdepartmental Charges-Eliminations	(751,648)	(523,972)	(427,922)	(472,151)	(708,985)
Required Funding	\$ (262,893)	\$ (14,209)	\$ 162,009	\$ 290,476	\$ 240,911

Expense Summary



Activities Detail

Document Preparation & Review

Provide transactional legal services for Agency real property transactions, affordable housing and community development in targeted areas, and review contracts and other agreements for appropriate authorities, legal and environmental review and compliance. Specifically:

- Prepare and/or review Agency policies, programs and correspondence.
- Review staff reports and draft resolutions and local ordinances.
- Prepare and review contracts for real estate transactions, affordable housing development, construction projects, routine services and procurement.
- Prepare legal opinions and legal documentation necessary to implement Agency projects and programs.
- Environmental coordination and supervision Agency programs and projects and discretionary activities.

Legal Research & Counseling

Serve as legal advisor to governing boards and Agency staff on housing and community development issues. Coordinate with other Agency departments to ensure legal compliance in real estate transactional and procurement matters. Specifically:

- Conduct legal and policy research.
- Review case law, legislation and regulations.
- Assist Agency Clerk in responding to requests for public records.
- Advise governing boards.
- Provide legal support to project staff for housing and community development projects.
- Negotiate and Document real estate transaction such as property transfer, development, and funding agreements.
- Analyze complex legal issues and provide opinions to staff.

Litigation

Provide legal representation in civil and administrative litigation and coordinate activities of outside counsel to the agency. Specifically:

LEGAL

- Monitor claims and litigation involving the Agency.
- Manage outside counsel assigned to the litigation.
- Counsel Agency employees involved in Agency related litigation.
- Attend hearings, review pleadings and rulings and conduct legal research.
- Work with insurance claims adjusters.
- Participate in settlement conferences and administrative hearings.
- Handle writs including related briefings and court appearances.

2017 Goals and Objectives

- Work with ITMS to integrate BOX to assist in legal department management and performance providing responsive and accurate work to Agency staff in a timely manner.
- Continue work with Agency Clerk to implement and integrate centralized Agency electronic and paper filing systems including Box.
- Expand the legal department capacity to include more writ work and tighter controls and evaluation procedures for outside counsel.
- Continue to assist with and explore other types of affordable housing and funding mechanisms including public housing disposition and more public-private partnering.
- Conduct minimum of six training sessions, to assist with and clarify regulatory compliance in specific programs and Agency activities.
- Federal and state fair housing agencies generally recognize and determine Agency compliance with fair housing law and legal will continue to work with appropriate staff to develop more efficient procedures for resolution of fair housing law complaints.
- Develop an overall policy for the Agency regarding its relationship with the nonprofit affiliates that will result in the standardization of processes and procedures of interaction while protecting Agency interests.
- Continue to digitize (paperless), update and standardize Agency contracts, grants, and procurement practices.

LEGAL

2016 Accomplishments

- Provided transactional and advisory services to the Agency (and its constituent members), valued at over \$600,000 on a wide variety of housing, community development and public infrastructure projects and programs.
- Provided legal advisory services and monitored for compliance with multiple external audits of the Agency and Agency administered projects and programs.
- Defended Agency and disposed of federal and state fair housing complaints with federal and state determination of Agency compliance with fair housing law.
- Represented Agency in Writs on public housing/HCV hearings and procedures
- Provided in-house training sessions to assist housing management staff in the handling of procedures and presentations regarding hearings.
- Hired an environmental analyst/coordinator to both perform and manage environmental Review pursuant to the National Environmental Policy Act, the U.S. Department of Housing and Urban Development regulations, and the California Environmental Quality Act.

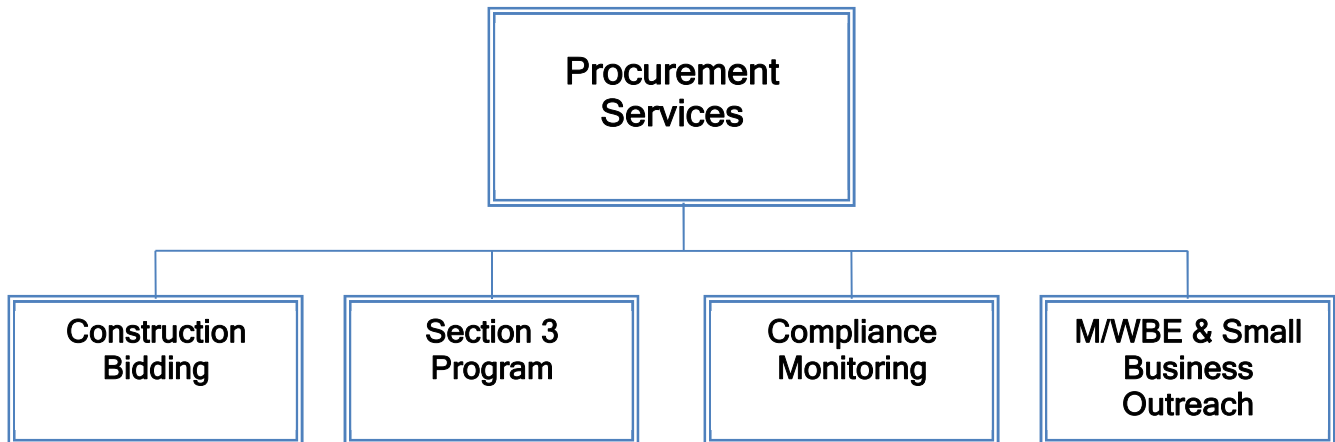
Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
<u>Legal</u>						
Administrative Secretary	1.00	1.00	0.00	0.00	0.00	0.00
Agency Counsel	1.00	1.00	1.00	1.00	1.00	0.00
Confidential Administrative Assistant	0.00	0.00	1.00	0.50	0.00	-0.50
Confidential Administrative Specialist	0.00	0.00	0.00	0.00	0.50	0.50
Environmental Analyst	1.00	0.00	0.00	0.00	0.00	0.00
General Counsel	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	0.00	1.00	2.00	1.00
Total Positions	<u>4.00</u>	<u>3.00</u>	<u>3.00</u>	<u>3.50</u>	<u>4.50</u>	<u>1.00</u>

LEGAL

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
# of contracts reviewed	165	162	81	163
# of requests for legal opinions	4	5	2	4
# of resolutions/ordinances	71	70	35	70
# of writs assigned to outside counsel	2	0	0	0
# of writs handled by in-house counsel	0	4	3	6
# Level of Review (LOR) 4 month period - Environmental review	N/A	11	20	38
# Statutory Worksheets (SW) 4 month period-Environmental review	N/A	25	45	65
# EA/IS managing consultants 4 month period-Environmental review	N/A	5	5	9
Effectiveness:				
% of legal logs are returned within the stated "due" date	99%	99%	100%	100%
% of resolutions and ordinances are completed within the required circulation period	100%	100%	100%	100%
Efficiency:				
\$ amount saved per writ by handling in house	N/A	\$88K- \$100K	\$66K- \$75K	\$132K- \$150K

PROCUREMENT SERVICES

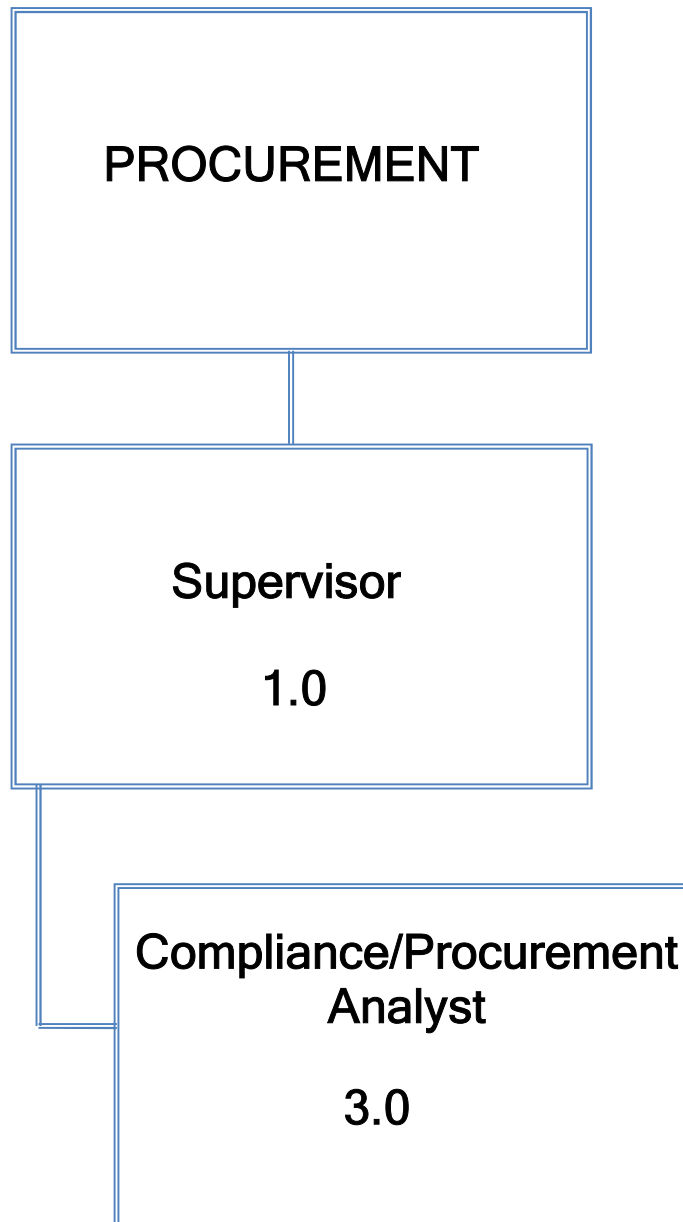


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PROCUREMENT SERVICES



INVESTING IN COMMUNITIES



PROCUREMENT SERVICES

Department Summary

The members of this division work to ensure that all agency activities will be compliant with federal, state, and local requirements for:

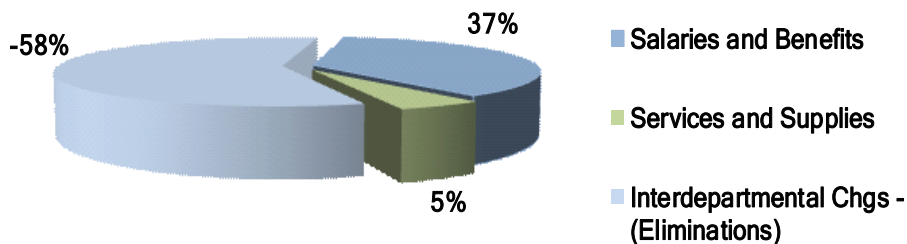
- Eligible use of funds
- Appropriate disbursement of project funds
- Hiring (non-staff) and contracting practices
- Procurement practices

Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2013</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>
Salaries and Benefits	\$ 385,551	\$ 374,521	\$ 356,086	\$ 405,032	\$ 419,971
Services and Supplies	60,693	60,693	60,693	60,693	60,693
Subtotal	446,244	458,494	478,916	534,863	480,664
Interdepartmental Charges-Eliminations	-	-	-	(511,790)	(662,312)
Required Funding	\$ 446,244	\$ 458,494	\$ 478,916	\$ 23,073	\$ (181,648)

Procurement Services was moved to Administrative Support in 2014.

Expense Summary



PROCUREMENT SERVICES

Activities Detail

Procurement Services

The **Procurement Services Division** centralizes most Agency construction bidding activities into a single administrative unit and procures commercial and professional services, supplies and equipment for the Agency. The Division is also responsible for monitoring procurement and labor activities for compliance with all applicable federal, state and local regulations. Additionally, the Division ensures that the Agency provides effective outreach for Minority and Women-owned Business Enterprises (M/WBE) and Small Business utilization, as well as enforcement of applicable labor standards required for federal- and state-funded projects.

2017 Goals and Objectives

- Conduct the Agency's solicitation of services, supplies and construction contracts.
- Compile the data and submit the Federal funding reports for Minority/Women's Business Enterprises, Labor Compliance and Section 3 programs for the Agency.
- Manage the cell phones for the Agency.
- Partner in the SacPAC, with other local public agencies, outreaching to small businesses in the City and County of Sacramento. Participate in the organization of SacPAC's annual small business expos, Connecting Point and Building Connections Construction Expo, which have an average attendance of over 600 small business people each year.
- Rewrite Procurement Procedures manual.

2016 Accomplishments

- Completed 20 Invitation for Bids' solicitations.
- Completed 11 Requests for Proposals' and Requests for Qualifications' solicitations.
- In partnership with SacPAC, participated in the Small Business Enterprise - Connecting Point Expo that had over 800 attendees from throughout Northern California and the Building Connections Construction Expo with over 500 attendees. Also participated in the Blue Book Building & Construction Showcase with over 400 attendees.
- Updated General Procurement Policy and Procedures so they are in compliance with 2 CFR Part 200 and California Labor Code.

PROCUREMENT SERVICES

Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
<u>Procurement Services</u>						
Buyer	2.00	0.00	0.00	0.00	0.00	0.00
Compliance/Procurement Analyst	2.00	3.00	3.00	3.00	3.00	0.00
Supervisor	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	5.00	4.00	4.00	4.00	4.00	0.00

Procurement Services was moved to Administrative Support in 2014.

PROCUREMENT SERVICES

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid- Year Estimated	FY17 Estimated
Output:				
# of Appraisals completed (appraise all properties assigned)	PRE-76 Other-5	PRE-18 Other-3	PRE-25 Other-5	PRE-25 Other-8
# of Agency owned Vacant Properties Sold	NA	2	4	6
# of Public Housing rehab projects managed	10	15	10	20
# of Multi-family lending projects for which construction oversight was provided	9	13	8	12
# of Agency-owned single family homes rehabbed or sold to 1st time low income homebuyers (total completed over total available)	0	12	25	40
Effectiveness:				
% of appraisals completed within estimated timeframe	95%	95%	100%	100%
# of construction projects with change orders under 10%	85%	90%	90%	90%
% of Agency owned single family homes designated for 1st time low income homebuyers, designed, rehabbed or sold (total completed over total available)	NA	29% rehabbed 10% sold	40% rehabbed 20% sold	55% rehabbed 40% sold

SHRA Administrative Building

Sacramento Housing and Redevelopment Agency maintains its administrative headquarters at 801 12th Street in Sacramento. The building was purchased in 2008 in order to centralize Agency staff that was previously located in three separate locations. The extensive rehabilitation of the six story building garnered a LEED Silver Certification as a “green” building.

Appropriations reflect the costs of the debt service and annual operations of the building. All costs are charged out to the departments utilizing the building or are expenditures of capital reserves for scheduled system replacements/repairs.

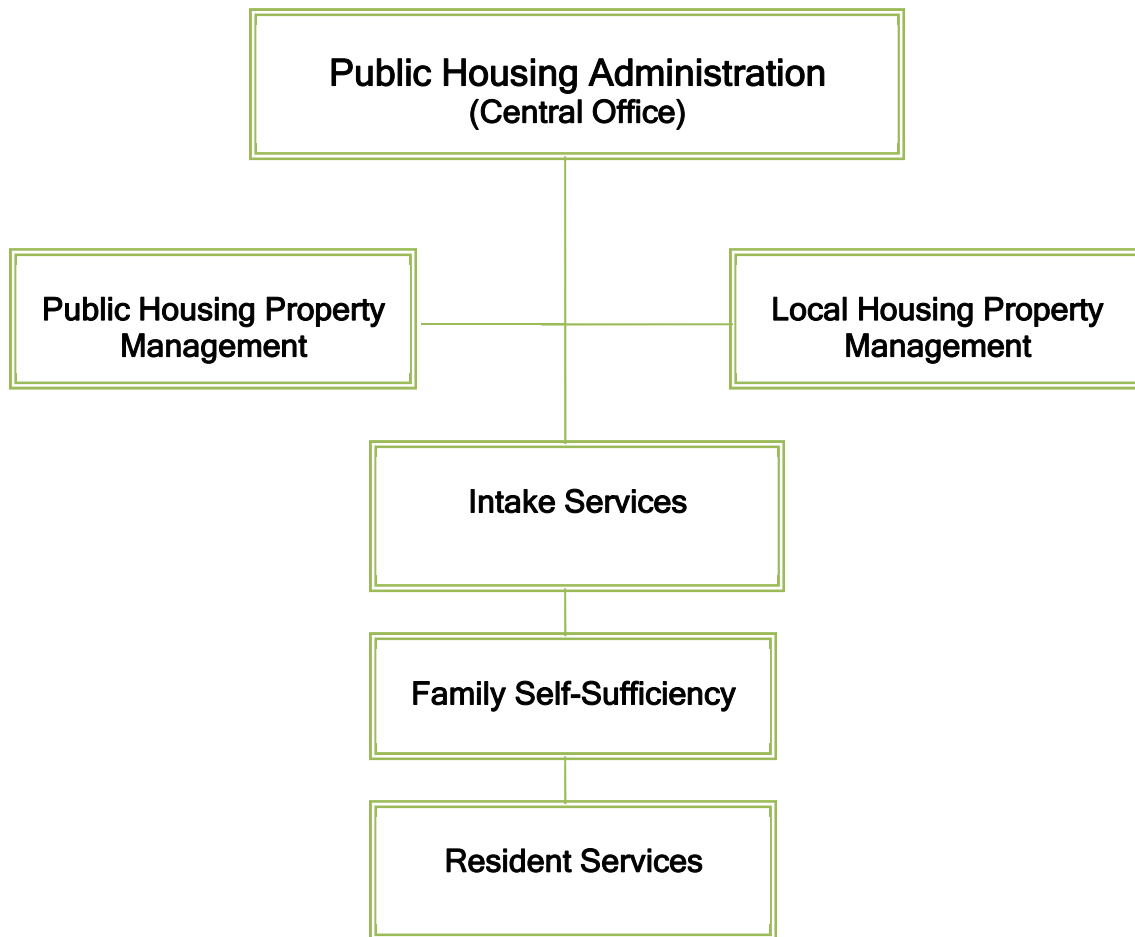
Appropriation Summary

<u>Type of Expense</u>	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Services and Supplies	\$ 452,151	\$ 446,031	\$ 499,415	\$ 523,813	\$ 630,137
Debt Service	1,044,669	1,044,669	1,044,669	1,044,669	1,044,668
Subtotal	1,496,820	1,490,700	1,544,084	1,568,482	1,674,805
Interdepartmental Charges-Eliminations	(928,428)	(1,116,136)	(1,116,136)	(1,116,136)	(1,116,136)
Intergovernmental Charges-Eliminations	(571,572)	(383,864)	(383,864)	(383,864)	(383,864)
Required Funding	\$ (3,180)	\$ (9,300)	\$ 44,084	\$ 68,482	\$ 174,805

SECTION F

HOUSING AUTHORITY

PUBLIC HOUSING

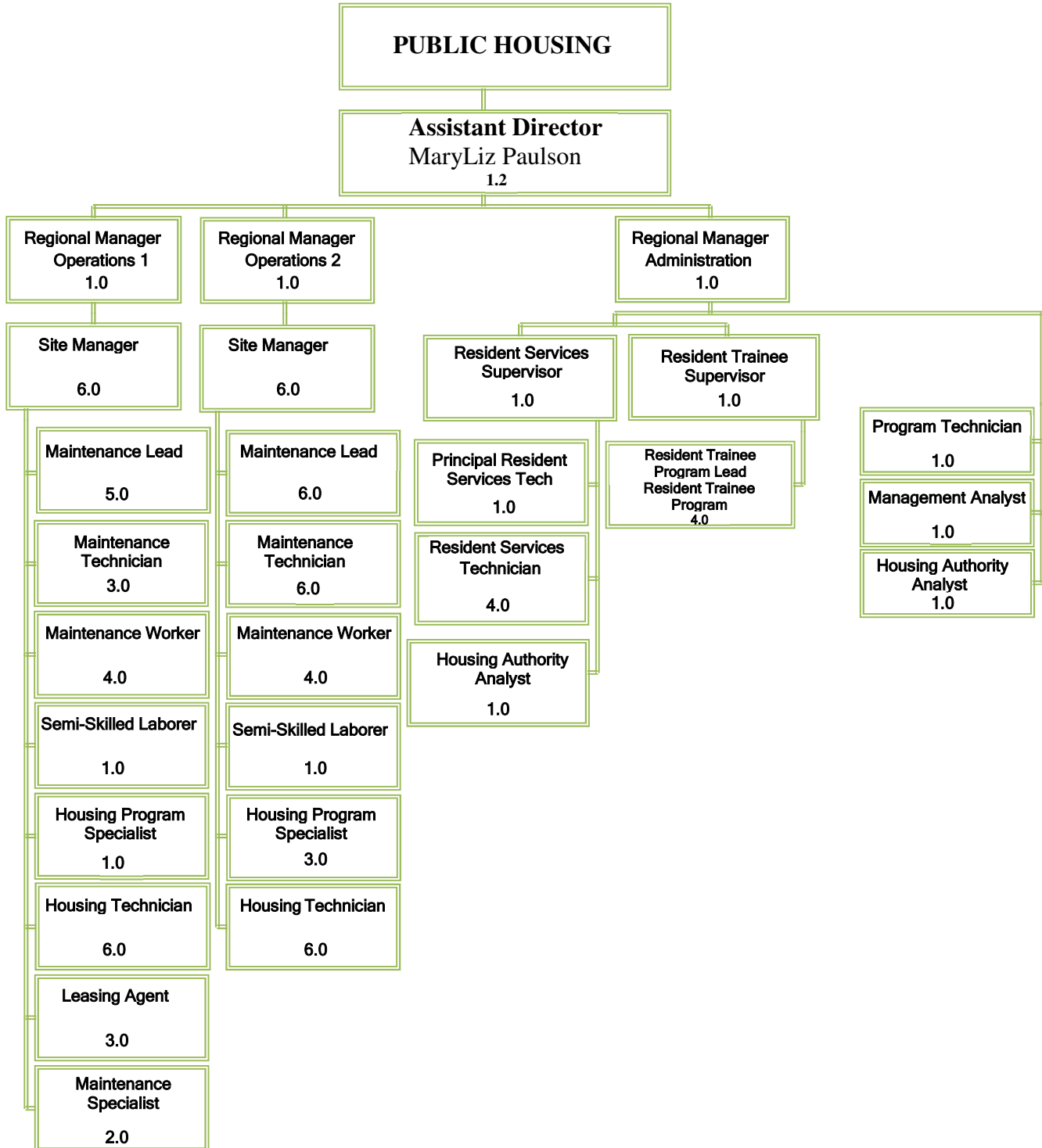


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PUBLIC HOUSING



INVESTING IN COMMUNITIES



PUBLIC HOUSING

Department Summary

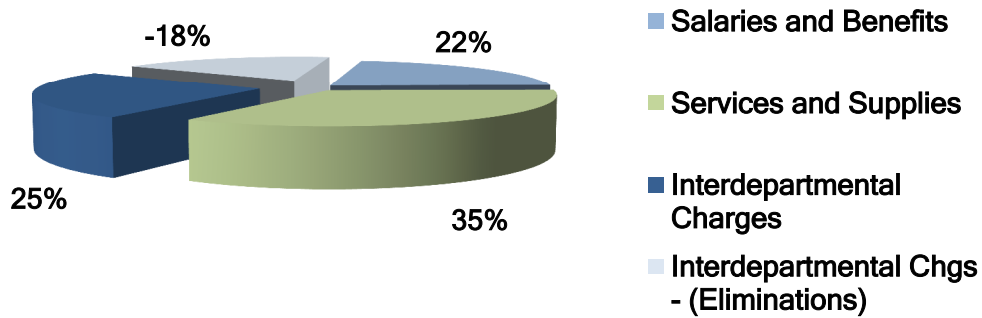
The Housing Authority provides a total of 3215 units of affordable housing for over 7600 extremely low-, very low- and low-income persons, including children, seniors, and disabled individuals. The **Public Housing Program** provides 2713 apartments, duplexes, and some single family homes to qualified low income families. This housing is owned, managed, and maintained by the Housing Authority, making it one of the largest landlords in Sacramento County. The Housing Authority also owns and manages 271 affordable units comprising of tax credits, and local funds. The non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns and manages 3 project based voucher high-rise consisting of 231 elderly only units.

Appropriation Summary

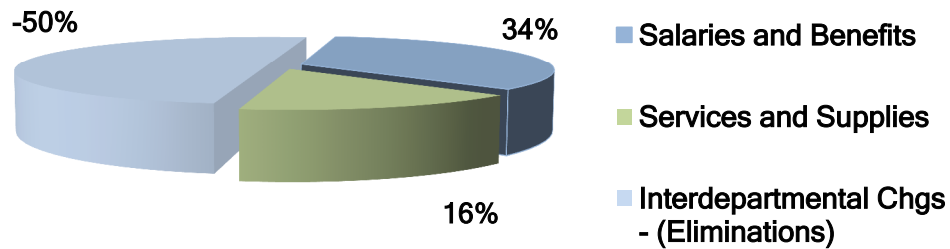
<u>Type of Expense</u>	<u>Budget 2013</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>
Public Housing Authority					
Salaries and Benefits	\$ 7,576,432	\$ 7,330,186	\$ 7,191,949	\$ 7,270,205	\$ 7,755,757
Services and Supplies	10,824,022	11,143,789	11,526,793	11,717,734	12,249,650
Interdepartmental Charges	6,883,665	6,733,364	6,824,313	7,350,856	9,009,358
Subtotal	<u>25,284,119</u>	<u>25,207,339</u>	<u>25,543,055</u>	<u>26,338,795</u>	<u>29,014,765</u>
Interdepartmental Charges-Eliminations	<u>(5,173,308)</u>	<u>(4,871,447)</u>	<u>(5,087,230)</u>	<u>(4,938,494)</u>	<u>(6,410,029)</u>
Subtotal Public Housing Authority	<u>20,110,811</u>	<u>20,335,892</u>	<u>20,455,825</u>	<u>21,400,301</u>	<u>22,604,736</u>
Intake Services					
Salaries and Benefits	390,103	395,984	312,171	359,618	253,097
Services and Supplies	133,370	111,870	106,049	126,049	117,049
Subtotal	<u>523,473</u>	<u>507,854</u>	<u>418,220</u>	<u>485,667</u>	<u>370,146</u>
Interdepartmental Charges-Eliminations	<u>(523,473)</u>	<u>(507,854)</u>	<u>(418,220)</u>	<u>(485,667)</u>	<u>(370,146)</u>
Subtotal Intake	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
Grand Total	<u>\$ 20,110,811</u>	<u>\$ 20,335,892</u>	<u>\$ 20,455,825</u>	<u>\$ 21,400,301</u>	<u>\$ 22,604,736</u>

PUBLIC HOUSING

Expense Summary - Public Housing



Expense Summary - PH Intake



Activities Detail

Property Management and Capital Planning

Public Housing Administration provides a full service approach to property management and maintenance. In addition to the regulatory requirements to conduct annual tenant recertification, staff also conducts extensive quality control inspections and fiscal audits to confirm program

PUBLIC HOUSING

compliance. Examples of the specific types of activities include, but are not limited to the following:

- Maintaining a 97% occupancy rate.
- Modernizing the public housing stock.
- Collecting rents and rent collection enforcement.
- Using energy efficient appliances, doors, and windows.
- Preparing and leasing vacant units with 21 days.
- Responding to requests for maintenance within 24 hours.
- Inspecting all units and building systems annually.
- Keeping tenant accounts receivable low.
- Maintaining appropriate levels of operating reserves.
- Keeping operating expenses within resources and established budgets.
- Carrying out a program of Resident Initiatives.
- Maintaining a capacity to develop additional units.

Administrative and PHA Plans

Annually the Housing Authority updates its Admissions and Continued Occupancy Program (ACOP) and Public Housing Authority Plan (PHA Plan) which provides a comprehensive guide to public housing agency (PHA) policies, programs, operations, and strategies for meeting local housing needs and goals. There are two parts to the PHA Plan: the Five-Year Plan, and the Annual Plan, which is submitted to HUD every year. It is through the Annual Plan that SHRA receives capital funding.

Site Inspections, Maintenance & Capital Improvements

General up-keep and maintenance of property is important for curb appeal and resident satisfaction. Regular site inspections using standard checklists are conducted at least annually by property management and maintenance staff. Inspection results are used to create the PHA Plan for capital improvements.

Audit

All Public Housing activities are audited to determine program compliance. Staff has developed various audit tools. They include on-site review and automated reporting using our YARDI database management system and independent audit by a qualified Certified Public Accounting firm.

Asset Repositioning

As a requirement from HUD the Housing Authority has developed an asset repositioning strategy for long term operation, capital investment, rehabilitation, modernization, disposition, and other needs for such inventory. Today, to be successful a Housing Authority must apply asset management principles in the same way that a private investor does. As a result of the asset repositioning study SHRA has:

PUBLIC HOUSING

- Extended the useful life of some aging properties.
- Altered and/or retrofitted facilities to consolidate space or accommodate new functions and technologies.
- Improved residential property-based standards for safety, environmental quality, and accessibility.
- Disposed of excess property.
- Found innovative ways and technologies to maximize limited resources.

2017 Goals and Objectives

- Continue with Choice Neighborhood Initiative activities with the successful award of the \$30,000,000 Implementation Grant for the Twin Rivers public housing development.
- Continue with efforts to improve the area immediately surrounding the Twin Rivers development.
- Assist and encourage residents to seek and maintain employment.
- Develop a plan to strategically dispose of PHA-owned properties while developing others.
- Continue to implement new ways to support our residents in the areas of:
 - Health
 - Education
 - Employment
- Obtain “high performer” status in both the City and the County Housing Authorities.
- Increase efficiencies
 - In how applicants update their information while they remain on the wait list
 - In how residents communicate with Housing Staff.
 - In how work orders are tracked and completed.
 - In tracking inventory within our rental units

2016 Accomplishments

In 2016, HUD notified SHRA that the City Housing Authority had received “high performer” status based upon 2015 operating results. (The County Housing Authority was rated a “standard

PUBLIC HOUSING

performer” due to smaller amounts in reserves) Staff is continuing to streamline operations where possible and diligently monitoring operating activities to ensure that we continue to maintain these high standards of performance into the future. In addition, the Housing Authority:

- Received a very competitive “Jobs Plus” grant to focus on assisting residents at Alder Grove and Marina Vista become employed. So far, nearly 100 residents have come into the Jobs Plus office seeking assistance and 19 people are registered in a high school diploma class on site.
- Received renewal funding from the U.S. Department of Housing and Urban Development for a City and County Family Self Sufficiency (FSS) Coordinator to develop the FSS program. In 2016 we enrolled 28 new families into the FSS program. Over 60% of the total numbers of participants have accrued an escrow balance. The average increase in earned income is \$6,695. 45 participants received soft skills and employability training. 41 participants attended Financial Education in a classroom setting. A total of 8 families successfully completed and graduated from the FSS Program. Additionally, 2 graduating families entered into homeownership and 3 families started new small businesses.
- Consistently maintained a 99% rent collection rate.
- Maintained a 99% occupancy rate.
- Received overall favorable ratings from the 80% of the residents that responded to the customer service survey; (51%) Excellent & (29%) Good.
- Implemented a new process for our maintenance staff so they are able to open and close work orders while they are in the field. This is the first step toward moving to paperless activities in public housing. Maintenance staff is able to see and respond to pending work orders while they are in the field making their time much more efficient.

PUBLIC HOUSING

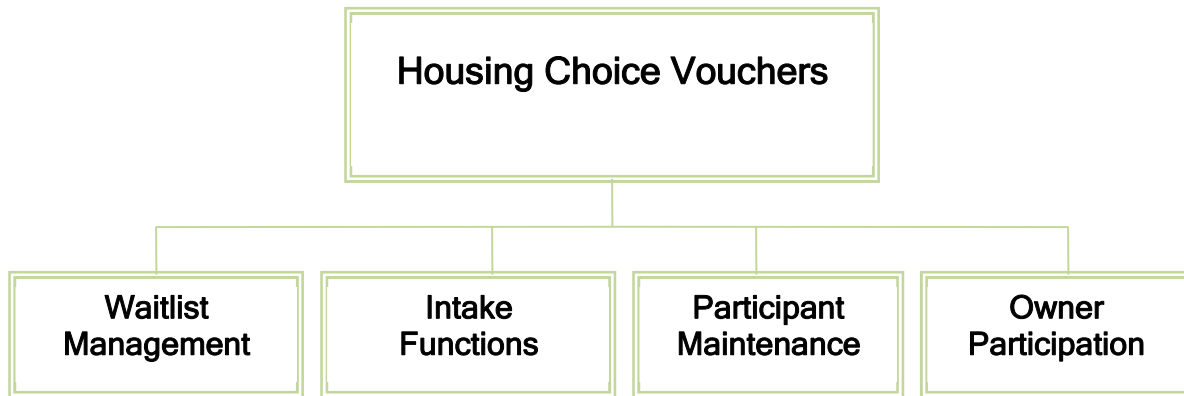
Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
Public Housing Authority						
Assistant Director	1.20	1.20	1.20	1.20	1.20	0.00
Assistant Site Manager	3.00	3.00	3.00	0.00	0.00	0.00
Housing Assistant	2.00	1.50	0.00	0.00	0.00	0.00
Housing Authority Analyst	2.00	1.00	1.00	1.00	1.00	0.00
Housing Authority Specialist	3.00	0.00	0.00	0.00	0.00	0.00
Housing Program Specialist	0.00	3.00	2.00	4.00	4.00	0.00
Housing Technician	16.00	17.00	18.00	14.00	14.00	0.00
Leasing Agent	0.00	0.00	3.00	3.00	3.00	0.00
Maintenance Lead	0.00	0.00	0.00	0.00	11.00	11.00
Maintenance Specialist	2.00	2.00	2.00	2.00	2.00	0.00
Maintenance Technician	38.00	39.00	34.00	29.00	13.00	-16.00
Maintenance Worker	8.00	6.00	10.00	7.00	12.00	5.00
Management Analyst	2.00	1.80	2.00	2.00	1.00	-1.00
Principal Housing Authority Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Principal Resident Services Technician	0.00	0.00	0.00	0.00	1.00	1.00
Program Manager	3.00	3.00	3.00	3.00	3.00	0.00
Program Technician	1.20	1.20	1.20	1.20	1.20	0.00
Resident Services Supervisor	0.00	0.00	0.00	0.00	1.00	1.00
Resident Services Technician	0.00	0.00	0.00	4.00	4.00	0.00
Resident Trainee Program Lead-Custodial	0.00	0.00	0.00	0.00	1.00	1.00
Resident Trainee Program Lead-Maintenance	0.00	0.00	0.00	0.00	1.00	1.00
Resident Trainee Program Supervisor	0.00	0.00	0.00	0.00	0.50	0.50
Semi-Skilled Laborer	0.00	0.00	0.00	7.00	1.00	-6.00
Senior Management Analyst	0.50	0.50	0.00	0.00	0.00	0.00
Site Manager	12.00	13.00	13.00	0.00	0.00	0.00
Site Manager I	0.00	0.00	0.00	7.00	6.00	-1.00
Site Manager II	0.00	0.00	0.00	6.00	6.00	0.00
Total PHA Positions	<u>94.90</u>	<u>93.20</u>	<u>93.40</u>	<u>91.40</u>	<u>87.90</u>	<u>-3.50</u>
Intake Services						
Housing Assistant	2.00	2.50	2.00	2.00	2.00	0.00
Housing Authority Specialist	1.00	0.00	0.00	0.00	0.00	0.00
Housing Program Specialist	0.00	1.00	1.00	1.00	0.00	-1.00
Housing Program Technician I	0.00	0.00	0.00	0.00	1.00	1.00
Principal Housing Authority Analyst	0.50	0.00	0.00	0.00	0.00	0.00
Program Manager	0.50	0.60	0.50	0.50	0.20	-0.30
Supervisor	0.50	0.75	0.40	0.50	0.15	-0.35
Total Intake Positions	<u>4.50</u>	<u>4.85</u>	<u>3.90</u>	<u>4.00</u>	<u>3.35</u>	<u>-0.65</u>
Total Positions	<u>99.40</u>	<u>98.05</u>	<u>97.30</u>	<u>95.40</u>	<u>91.25</u>	<u>-4.15</u>

PUBLIC HOUSING

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid- Year Estimated	FY 17 Estimated
Output:				
Average # of units leased	2685	2669	2669	2669
# of maintenance requests responded to	22,535	20,000	10,000	20,000
# of emergency maintenance requests	285	300	150	300
# of Units Turned	330	330	150	300
# of FSS Contracts	89	127	140	155
# of people served at Alder Grove Clinic	N/A	200	150	400
# of residents enrolled at Highlands Community Charter School on site	N/A	23	20	40
Effectiveness:				
% score received for High Performer designation for the City of Sacramento Housing Authority	92%	92%	90%	92%
% score received for Standard Performer designation for the County of Sacramento Housing Authority	83%	83%	83%	83%
# of FSS graduates	3	9	7	10
# of people served at the Alder Grove Clinic who are residents	N/A	95%	85%	85%
# of residents enrolled at Highlands Community Charter School on site	N/A	23	20	40
Efficiency:				
% units turned in <20 days	N/A	50%	60%	70%
% Rent collected	98%	98%	99%	99%
Average % Occupancy Rate	99%	99%	99%	99%

HOUSING CHOICE VOUCHERS

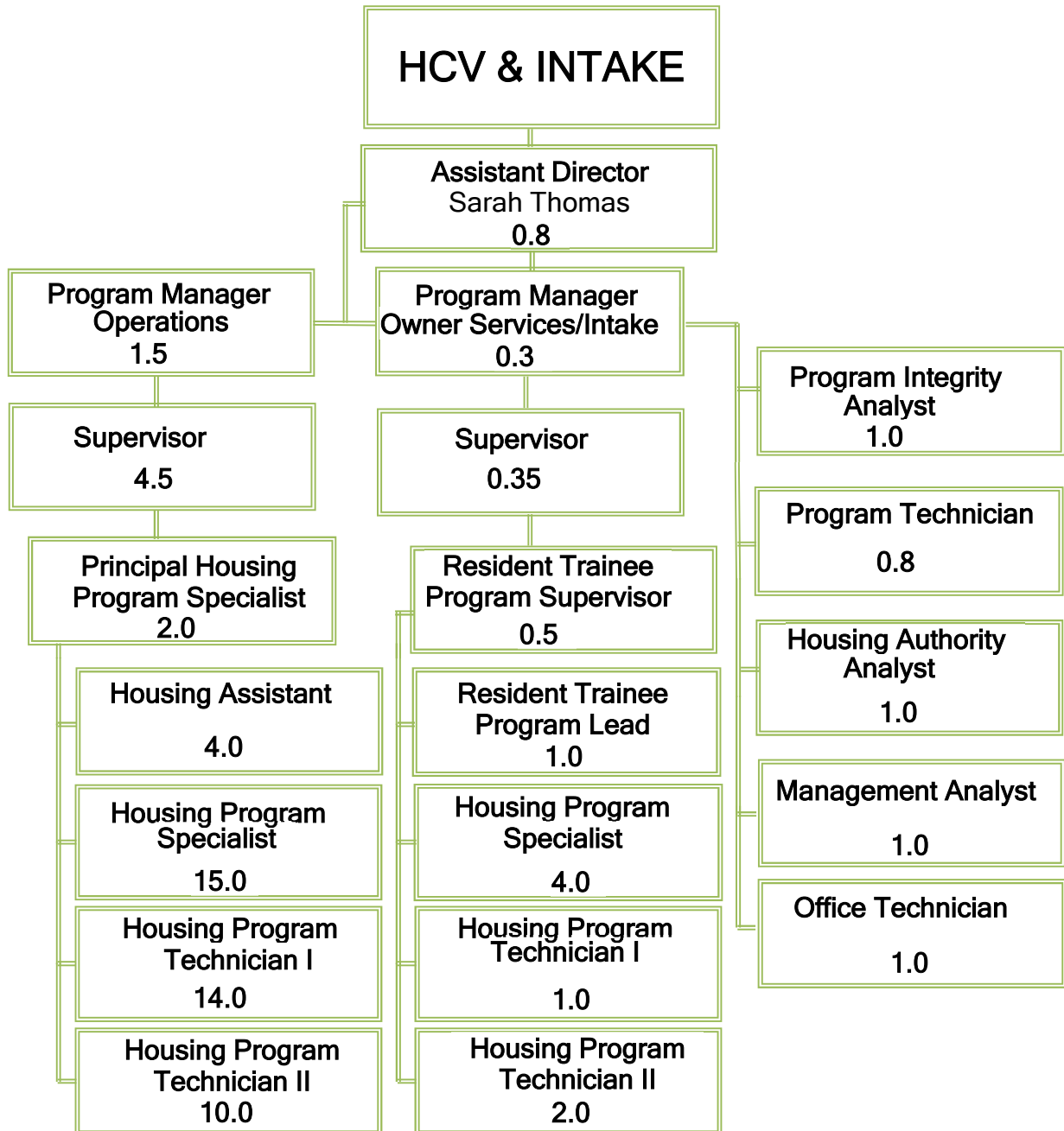


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HOUSING CHOICE VOUCHERS



INVESTING IN COMMUNITIES



HOUSING CHOICE VOUCHERS

Department Summary

The **Housing Choice Voucher (HCV)** program provides rental assistance to low-income families throughout Sacramento County. The Agency has authority to provide approximately 12,101 vouchers and usually maintains utilization at 98-100% of the vouchers available. Currently there are:

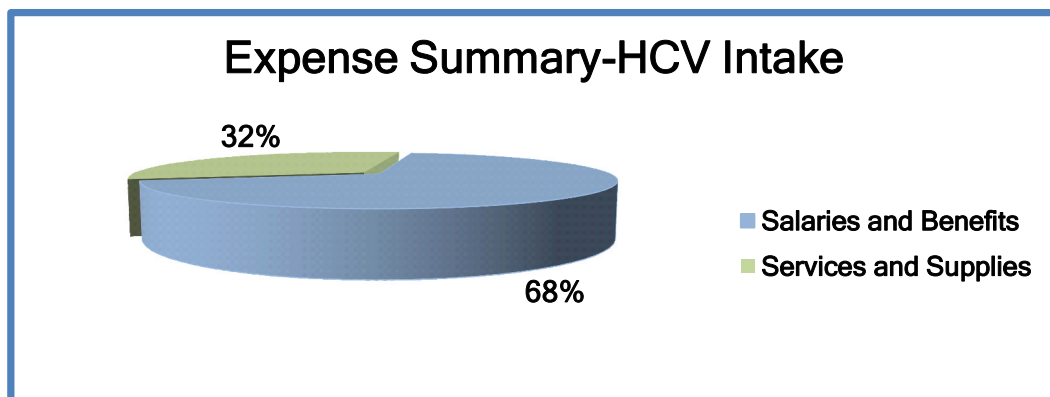
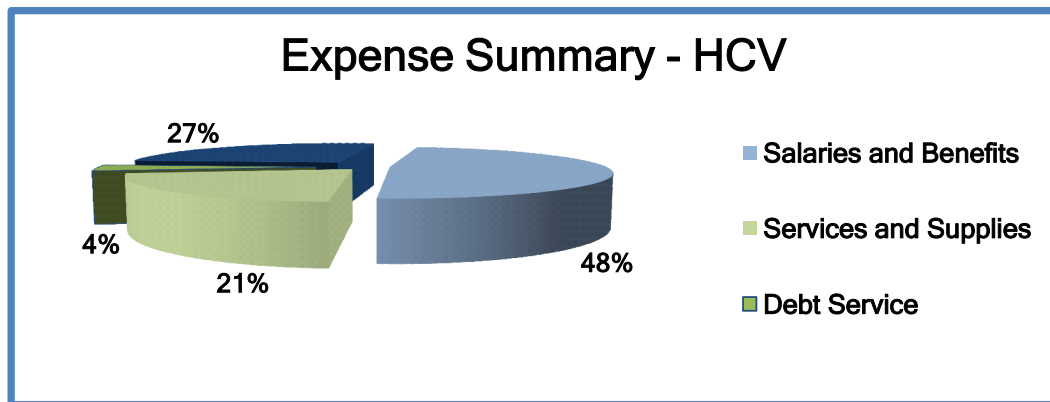
- 437 Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless, disabled, veterans.
 - Out of these vouchers 25 are project based vouchers at Mather Veterans Village.
- 100 non-elderly disabled vouchers to serve families meeting these criteria who are either living in public housing or who are on the public housing waiting list.
- 648 project-based vouchers for the following properties:
 - 284 at Phoenix Park (serving homeless/rent burdened families)
 - 56 at Saybrook (serving previously homeless families)
 - 40 at Serna (also serving previously homeless families)
 - 76 at Washington Plaza (serving elderly homeless/rent burdened families)
 - 77 at Sutterview (serving elderly homeless/rent burdened families)
 - 37 at 7th and H Streets (serving homeless adults)
 - 78 at Sierra Vista (serving elderly homeless/rent burdened families)
- 10,916 tenant-based HCV vouchers.
- In addition, the Housing Authority provides certificates to homeless, severely disabled families through the Shelter Plus Care (SPC) program which serves families most in need of supportive housing to maintain housing. In 2016:
 - 535 families received SPC assistance through the tenant-based program.
 - 21 families received SPC assistance at the Shasta Hotel.
 - 14 families received SPC assistance at Boulevard Court.

HOUSING CHOICE VOUCHERS

Appropriation Summary

Type of Expense	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Housing Choice Vouchers					
Salaries and Benefits	\$ 4,563,424	\$ 3,911,469	\$ 4,030,119	\$ 4,477,794	\$ 5,203,051
Services and Supplies	2,525,347	2,416,095	2,404,504	2,770,326	2,312,525
Debt Service	200,000	200,000	200,000	200,000	400,000
Interdepartmental Charges	1,700,000	1,427,655	1,603,222	1,750,000	2,860,000
Subtotal Housing Choice Vouchers	8,988,771	7,955,219	8,237,845	9,198,120	10,775,576
Intake Services					
Salaries and Benefits	320,832	324,674	458,489	525,580	673,449
Services and Supplies	-	-	74,199	91,699	311,699
Subtotal Intake	320,832	324,674	532,688	617,279	985,148
Interdepartmental Charges-Eliminations*	(320,832)	(324,674)	(532,688)	(617,279)	-
Subtotal Intake	-	-	-	-	985,148
Grand Total	\$ 8,988,771	\$ 7,955,219	\$ 8,237,845	\$ 9,198,120	\$ 11,760,724

*Housing Choice Vouchers Intake fees are direct charged in 2017 which results in no interdepartmental charges eliminations.



HOUSING CHOICE VOUCHERS

Activities Detail

HCV Waitlist Management

It is important to manage a current waiting list of sufficient number to fill vacancies in order to maintain maximum usage of the vouchers received from HUD within the limitations of the HCV reduced budget. There are currently six waiting lists available for the HCV program enabling staff to be responsive and efficient to help low-income families.

Intake Functions

When vacancies occur, staff “pulls” families from the waiting list and begins the process to determine their eligibility to participate in the program. Staff may meet with families on an individual basis or in larger groups to explain the program rules and regulations.

Maintenance of Participating Families

Participating families must annually recertify that they are still eligible to participate in the program. This documentation is electronically submitted to HUD. Participating families must also have their rental unit inspected to ensure that it meets Housing Quality Standards. Families must promptly report any changes in household composition and/or income to ensure that the housing is appropriate and affordable for the family.

Owner Participation

The HCV program could not exist without participating landlords so continuing to market the programs to the landlord community via proactive owner outreach and education is critical to have a good pool of landlords assisting our clients. Issuing timely and accurate payments and providing assistance when there are questions or problems are also key elements of providing good customer service to our landlords.

2017 Goals and Objectives

- Refine the current landlord portal where landlords have better visibility of Housing Authority activities related to their rental properties. Activities on the portal currently include signing up for direct deposit, reviewing tenant ledgers, and updating contact information and reviewing past inspections. Future refinements will enable owners to submit rent increases online, email staff, track pending rent increase requests, lease and contract generations, and be able to proactively schedule future inspections.
- Enroll all landlords participating in the HCV program to electronically receive their Housing Assistance Payment through direct deposit. Eighty percent are currently receiving checks electronically.
- Continue enhancements to the SHRA website to provide maximum resources online to HCV tenants, applicants and landlords. This includes direct links to the landlord portal, all relevant tenant/landlord forms, and answering frequently asked questions online.

HOUSING CHOICE VOUCHERS

- Develop and provide information to HCV families to find units in high opportunity areas of Sacramento where families have access to high frequency transit, job opportunities, good schools and other amenities.
- Maximize the utilization of vouchers.
- Develop and implement strategies to provide HCV turnover vouchers to house homeless families.
- Prioritize the recognition of employees on a regular basis to value their hard work and good performance.

2016 Accomplishments

- Received high performer status from HUD for receiving maximum Section Eight Management Assessment Plan (SEMAP) points.
- Received award from HUD for being the HCV Program of the Year - Large PHA Division.
- Pulled 4,000 families off the various HCV waitlists resulting in a 99.6 percent utilization of HCV vouchers.

HOUSING CHOICE VOUCHERS

Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
Housing Choice Vouchers and Intake						
Assistant Director	0.80	0.80	0.80	0.80	0.80	0.00
Assistant Site Manager	1.00	0.00	0.00	0.00	0.00	0.00
Housing Assistant	11.00	7.00	7.00	5.00	4.00	-1.00
Housing Authority Analyst	2.00	2.00	1.00	1.00	1.00	0.00
Housing Authority Specialist	38.00	0.00	0.00	0.00	0.00	0.00
Housing Program Specialist	0.00	24.00	16.00	13.00	15.00	2.00
Housing Program Technician I	0.00	12.00	17.00	16.00	14.00	-2.00
Housing Program Technician II	0.00	0.00	3.00	7.00	10.00	3.00
Management Analyst	0.00	0.20	1.00	1.00	1.00	0.00
Office Technician	0.00	0.00	0.00	1.00	1.00	0.00
Principal Housing Authority Analyst	2.00	2.00	1.00	2.00	0.00	-2.00
Principal Housing Program Specialist	0.00	0.00	0.00	0.00	2.00	2.00
Program Integrity Analyst	0.00	1.00	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	1.00	1.50	0.50
Program Technician	0.80	0.80	0.80	0.80	0.80	0.00
Resident Trainee Program Lead-Clerical	0.00	0.00	0.00	0.00	1.00	1.00
Resident Trainee Program Supervisor	0.00	0.00	0.00	0.00	0.50	0.50
Supervisor	4.00	4.00	4.00	4.00	4.50	0.50
Subtotal Housing Choice Voucher Position	<u>60.60</u>	<u>54.80</u>	<u>53.60</u>	<u>53.60</u>	<u>58.10</u>	<u>4.50</u>
Intake Services						
Housing Assistant	1.00	0.00	0.00	0.00	0.00	0.00
Housing Authority Specialist	1.00	0.00	0.00	0.00	0.00	0.00
Housing Program Specialist	0.00	2.00	3.00	2.00	4.00	2.00
Housing Program Technician I	0.00	1.00	1.00	2.00	1.00	-1.00
Housing Program Technician II	0.00	0.00	0.00	1.00	2.00	1.00
Principal Housing Authority Analyst	0.50	0.00	0.00	0.00	0.00	0.00
Program Manager	0.50	0.40	0.50	0.50	0.30	-0.20
Supervisor	0.50	0.25	0.60	0.50	0.35	-0.15
Subtotal Intake Positions	<u>3.50</u>	<u>3.65</u>	<u>5.10</u>	<u>6.00</u>	<u>7.65</u>	<u>1.65</u>
Total Positions	<u>64.10</u>	<u>58.45</u>	<u>58.70</u>	<u>59.60</u>	<u>65.75</u>	<u>6.15</u>

HOUSING CHOICE VOUCHERS

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
Score received for the Section 8 Management Assessment Program (SEMAP)	93%	97%	97%	97%
# of (Tenant Based) Housing Choice Vouchers (HCV)	11,016	11,016	11,016	11,016
# of Project Based Vouchers (PBV)	648	648	648	648
# of (Tenant Based) Veterans Affairs Supportive Housing Vouchers (VASH)	374	412	412	412
# of (Project Based) Veterans Affairs Supportive Housing Vouchers (VASH)	25	25	100	100
# of Shelter Plus Care Certificates (SPC)	586	595	630	665
% of families with elderly family member in the household	N/A	32%	34%	35%
% of disabled members in household	N/A	79%	79%	80%
% of families with reasonable accommodation	N/A	6%	6%	7%
% of family members employed	N/A	34%	35%	35%
% of families who were initially homeless	N/A	8%	9%	10%
% of families with total household income less than \$10,000	N/A	20%	23%	25%
% of families with income less than 25% Area Median Income	N/A	65%	65%	65%

HOUSING CHOICE VOUCHERS

Key Indicators cont'd	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Effectiveness: Impact on the community with families served				
Received High Performer designation from HUD for the Section 8 Management Assessment Program (SEMAP)	1	1	N/A	1
% of HCV tenant based voucher utilization	99.5%	99.7%	99.5%	99.7%
% of HCV project based voucher utilization	99.5%	99.7%	99.5%	99.5%
% of VASH (tenant and project based) voucher utilization	95%	90% ¹	94%	98%
% of Shelter Plus Care (SPC) certificate utilization	100%	90% ²	95%	100%
Efficiency:				
% of landlords electronically receiving their payments through direct deposit	N/A	80%	85%	90%
% of families utilizing the resident portal	N/A	N/A	5%	10%

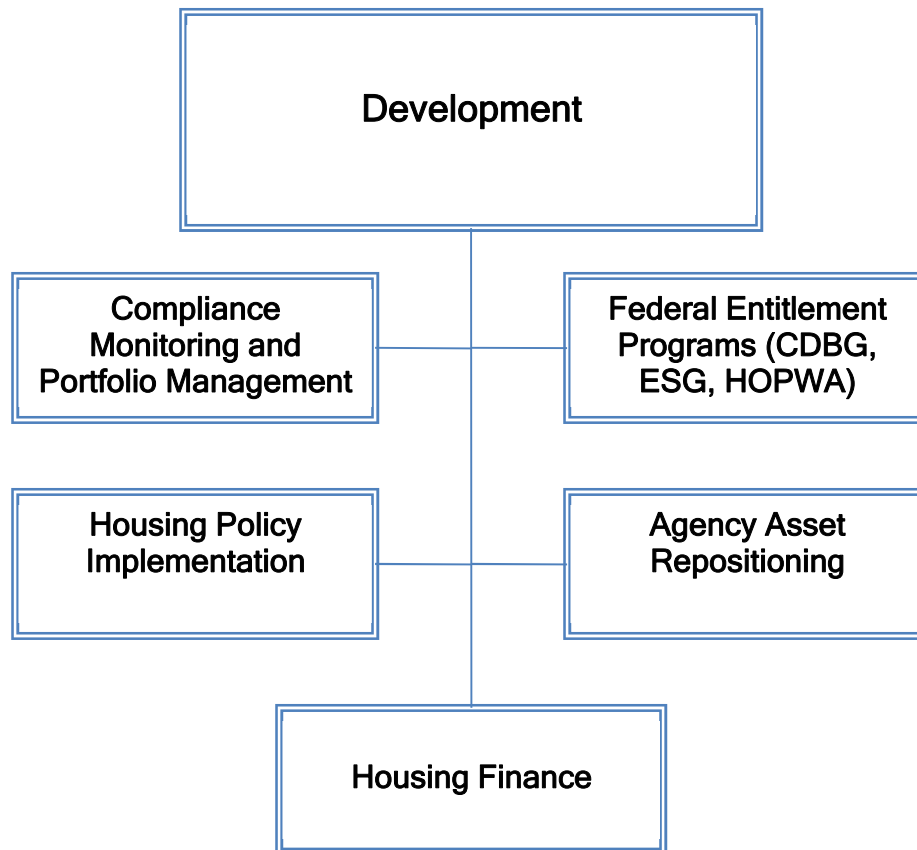
¹ The VASH program received additional vouchers and staff is leasing up homeless, disabled veterans.

² The SPC program received additional funding and staff is leasing up chronically homeless disabled families.

SECTION G

DEVELOPMENT

DEVELOPMENT

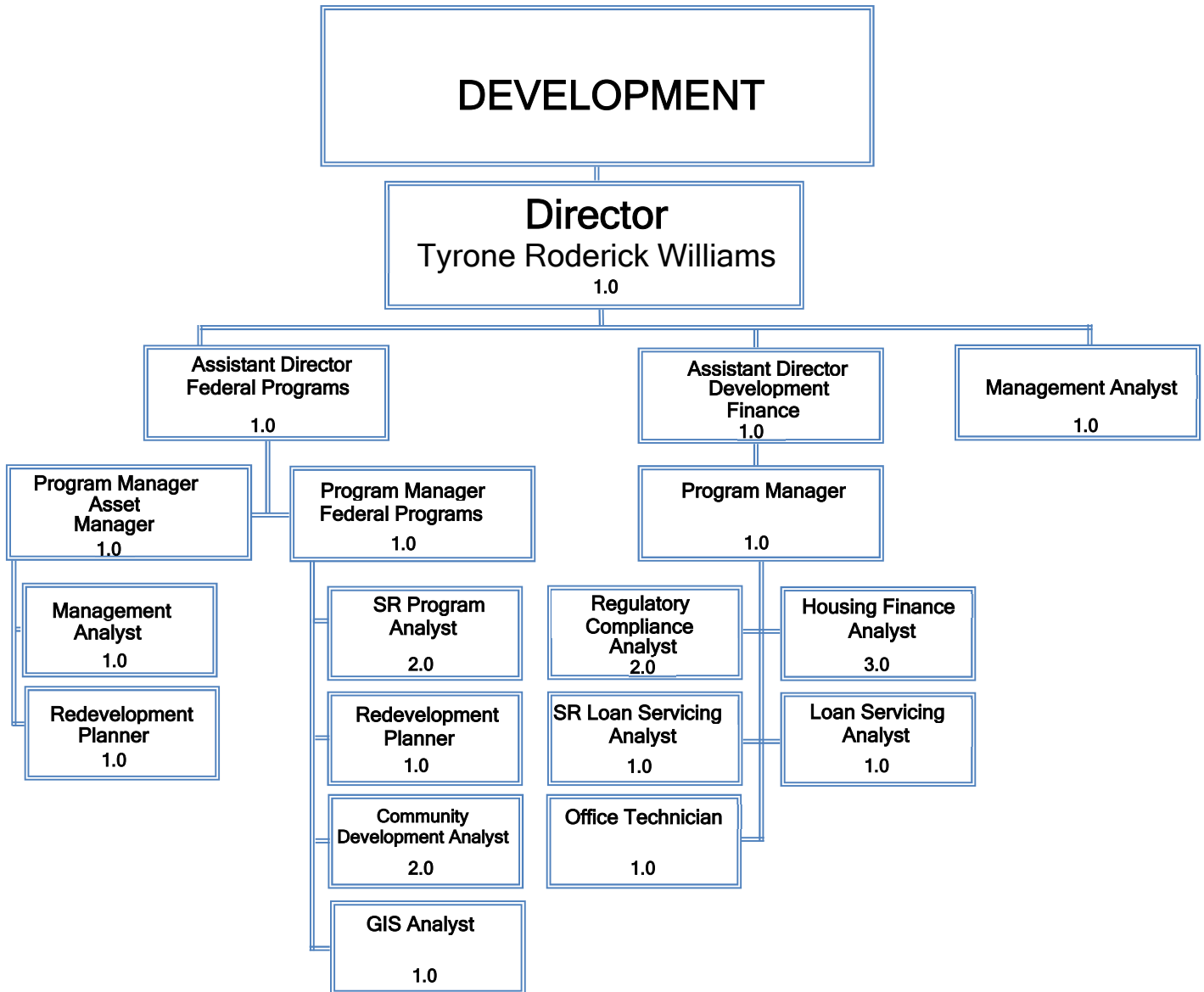


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DEVELOPMENT



INVESTING IN COMMUNITIES



DEVELOPMENT

Department Summary

The **Development Department** is comprised of three divisions, **Community Development**, **Development Finance** and **Asset Repositioning**. The Development Department is responsible for identifying real estate development opportunities that will increase the number of high quality affordable housing units and the preservation/rehab of the agency's existing housing stock. It also is responsible for coordinating funding from Federal programs, reviewing and funding mixed financing for development projects and new initiatives including the Choice Neighborhood development projects.

As a result of the elimination of redevelopment funding the Development Department is actively exploring opportunities to establish and expand our network of strategic partners and funding sources. Internally, we are in the process of aligning our staff to reflect the funding streams and goals of the organization. We are also taking deliberate actions to create and support a work environment that acknowledges and celebrates the achievements of its employees.

The **Community Development Division** works with various stakeholders to bring about positive change through investments in targeted neighborhoods. The primary responsibilities of the department include redevelopment successor agency assistance to the City and County of Sacramento, federally-funded programs including Community Development Block Grant (CDBG) and Neighborhood Stabilization Program (NSP), community outreach, and SHRA's Brownfields Program.

The **Development Finance Division** invests public funds in construction and rehabilitation projects that expand and preserve the supply of affordable housing and home ownership opportunities. In addition, the department oversees the implementation of affordable housing ordinances for both the City and unincorporated County of Sacramento. The department ensures that investments maintain their value over time by monitoring the Agency's loan portfolio for fiscal performance and for regulatory compliance. Staff conducts annual on-site inspections of housing projects for quality standards.

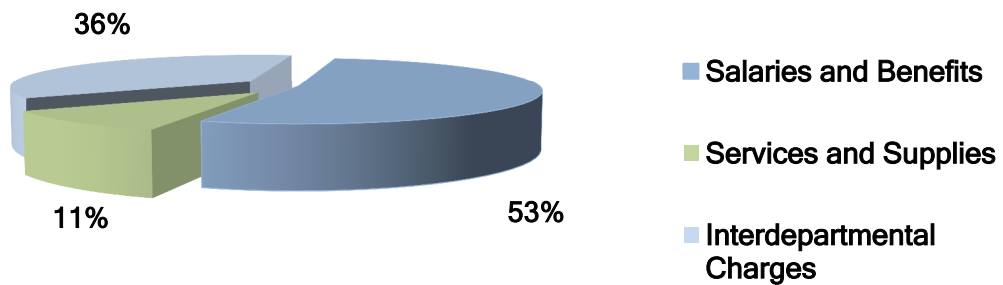
The **Asset Repositioning Division** working with the Housing Authority has developed an asset repositioning strategy for long term operation, capital investment, rehabilitation, modernization, disposition, and other needs for such its inventory. These projects were funded and built in past decades, when housing and neighborhood conditions in the City were far different from those today. Although they were built with expiring affordability restrictions, it was assumed that these developments would remain affordable housing resources for many future generations. Many of these projects are aging and have critical capital needs. The risk to the portfolio is significant without a comprehensive, sustained effort by the housing authority and its partners that is designed to ensure the preservation, viability and affordability of these housing units.

DEVELOPMENT

Appropriation Summary

<u>Type of Expense</u>	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Salaries and Benefits	\$ 1,908,050	\$ 1,700,948	\$ 2,122,076	\$ 2,733,413	\$ 2,858,389
Services and Supplies	354,108	419,633	660,692	906,002	592,433
Interdepartmental Charges	1,249,660	1,403,711	739,935	1,193,786	1,954,798
Total	\$ 3,511,818	\$ 3,524,292	\$ 3,522,703	\$ 4,833,201	\$ 5,405,620

Expense Summary



DEVELOPMENT

Activities Detail

Federal Entitlement Programs

Community Development Block Grant (CDBG)

The CDBG program implements place-based strategies for developing viable urban communities by providing decent housing, a suitable living environment, and economic opportunities principally for persons of low- and moderate-income. CDBG funds are used to create strategic investments for a wide variety of eligible activities including: infrastructure and public facilities construction, housing rehabilitation, homeownership assistance, public services, and planning activities, among others.

Emergency Solutions Grant (ESG)

The ESG program is designed to directly assist homeless individuals and families by providing funding to support the provision of emergency shelters and rapid rehousing assistance. ESG funding is used for operations and essential social services necessary to support shelter residents and for the rapid re-housing of eligible individuals and families. The ESG program is designed to assist homeless subpopulations within this group, such as victims of domestic violence, youth, people with mental illness, families with children, and veterans. ESG funds can also be used, in narrowly defined situations, to aid people who are imminently at risk of becoming homeless.

Housing Opportunities for Persons With AIDS (HOPWA)

HOPWA funding provides housing assistance and related supportive services in an effort to develop consortium-wide strategies and to form partnerships with area nonprofit organizations. HOPWA funds may be used for a wide range of housing, social services, program planning, and development costs. HOPWA funds may also be used for health care and mental health services, chemical dependency treatment, nutritional services, case management, assistance with daily living, and other supportive services.

Development Finance

The department implements a wide range of multifamily and home ownership programs throughout the City and unincorporated County of Sacramento.

Multifamily Affordable Housing Financing

Facilitate issuance of Mortgage Revenue Bonds and provide gap financing for affordable housing developments throughout the City and unincorporated County of Sacramento.

Affordable Housing Policy Implementation

Administer the City of Sacramento's Mixed Income Ordinance and County of Sacramento's Affordable Housing Ordinance to ensure new developments in the unincorporated County and

DEVELOPMENT

City of Sacramento meets required affordable housing obligations. Qualify residents and monitor regulated single and multifamily units produced as a result of local ordinances. Monitor and report on adopted polices such as the Housing Trust Fund, Preservation, and Single Room Occupancy (SRO) Ordinances.

Single Family Development Financing and Homeownership Services

Monitor the development and financing of the Del Paso Nuevo single family residential subdivisions. Provide a variety of homebuyer assistance programs to income qualified families. Implement the Neighborhood Stabilization Program and Property Recycling Programs (PRP) by disposing of boarded and vacant single family homes to non-profit for rehabilitation and sale to income qualified buyers. Provide assistance to the Welcome Home Program by qualifying homebuyers for rehabilitated Agency owned single family homes.

Compliance Monitoring and Portfolio Management

Provide ongoing monitoring of completed housing projects and servicing actions as required for the loan portfolio.

Development Finance also coordinates and generates specialized reports and plans that include, but are not limited to:

- Annual Housing Trust Fund Reports.
- Annual Single Room Occupancy (SRO) Preservation Report.
- Bi-Annual County Affordable Housing Report.
- County Fee Waivers Tracking.
- Annual City and County Housing Element Updates.
- Monthly Portfolio Management Activities/Trend Report.
- Consolidated Annual Performance and Evaluation Report (CAPER) of HOME (federal funds) accomplishments.
- Quarterly and Annual Performance Reports for Mortgage Credit Certificate, CalHOME, and BEGIN awards.

DEVELOPMENT

Agency Asset Repositioning

Continue to implement the Agency's asset repositioning strategy to become fiscally self-sufficient. This strategy will allow the Agency to extend the useful life of the aging inventories of the Housing Authorities of the City and County through targeted real estate reinvestment and disposition, subject to the guiding principles previously approved by the governing boards of the Housing Authorities. Such principles include:

- Sustain our commitment to house extremely low income households by adopting a “No net loss” policy requiring the development of at least an equivalent number of replacement units when units are removed from our baseline inventory.
- Diversify funding resources available to support our public housing and decrease reliance, to the extent necessary, on federal funding sources by leveraging the use of existing sources with private funding and other sources.
- Preserve and enhance existing housing stock; upgrading stock whenever possible to a 30 year useful life.
- Locate new units into sustainable and livable communities that meet the specific needs of residents.
- Incorporate smart growth principles (i.e. energy efficiency, safety/security, quality of life) into project design to the maximum extent possible.
- Diversify real estate portfolio in creative ways to support extremely low income units.
- Maximize utilization of existing resources (i.e. vouchers, local funds, the value of HA real estate assets, etc) to implement development strategies.
- Reinvest proceeds from the sale of Agency properties in the replacement of units.
- Promote and support resident self-sufficiency.
- Seek creative partnerships with other agencies, non-profits, community groups, resident advisory boards.

2017 Goals and Objectives

- Implement the 2013-2017 Consolidated Plan for federal Community Planning and Development funding originating from the U.S. Department of Housing and Urban Development (HUD).
- Continue implementing the third round of the Neighborhood Stabilization Program by rehabilitating the final seven single family homes and 10 vacant lots in an effort to address the last vacant and foreclosed properties in the portfolio prior to closing the program.

DEVELOPMENT

- Begin the update of the new regional Assessment of Fair Housing by partnering with surrounding entitlement jurisdictions to support the Agency's commitment to Affirmatively Further Fair Housing.

Development Finance

- Provide Mortgage Revenue Bond, and gap financing needed to complete the significant rehabilitation and new construction of affordable multifamily rental properties within the City and unincorporated County of Sacramento.
- Partner with the City of Sacramento to create implementation guidelines for the Mixed Income Housing Ordinance as needed; and to review and updated the City's Housing Preservation Ordinance. In addition, investigate creating a Vacancy Assessment Ordinance.
- Continue to pursue funding resources allowing for the administration and financing of Home Buyers Assistance Program.
- Begin construction and sales 30 new single family homes as part of Del Paso Nuevo V. Select a developer for Del Paso Nuevo Phase VI and begin construction of model homes.
- Continued the eligibility review process for the Welcome Home Program homebuyers.

Agency Asset Repositioning

- Submit funding applications to implement phase one of the River District-Railyards (Twin Rivers) Choice Neighborhoods Transformation Plan.
- Continue the Section 106 Historic Preservation review in support of the Choice Neighborhoods planning process for Upper Land Park-Broadway (Marina Vista/Alder Grove) vision.
- Continue the implementation of the Affordable Homeownership Program through the Welcome Home Program (formerly known as the Purchase & Resale Entity (PRE) program).
- Update Asset Repositioning Strategy to reflect work completed, take advantage of new opportunities, and formalize policies and procedures for affiliate entities.

DEVELOPMENT

2016 Accomplishments

Federal Programs

- Transitioned the administration of the Comprehensive Alcohol Treatment Center from the County Department of Human Assistance (DHA) to SHRA.
- Began the implementation of Coordinated Entry in partnership with the Sacramento Continuum of Care.
- Formalized the coordination of the Rapid Rehousing Program as part of ESG with DHA's Housing Support Program (HSP) under CalWorks and the Continuum of Care (CoC) Rapid Rehousing programs as part of the Annual Notice of Funding Availability (NOFA) from HUD through the creation and adoption of CoC Rapid Rehousing guidelines.
- Implemented a countywide a comprehensive Sacramento Fair Housing program covering all jurisdictions within Sacramento County in partnership all the incorporated cities and the unincorporated County, Legal Services of Northern California, Self Help Housing, and the Rental Housing Association.
- Continued ongoing infrastructure and public facilities improvements:
 - In the County projects included the 44th Avenue Pedestrian and Beautification Project, Rio Linda Community Center, Florin Area Street Lighting, Watt Avenue Complete Streets, and various pavement overlays, as well as, the City of Galt Quiet Zone and Central Corridor improvements.
 - Continued strategic projects in the City such as the completion of the design improvements along 12th Street in the River District as well as for the Dos Rios Light Rail Station, began the North 16th Street Plan, the multi-park water-cross connection project, Meadowview streetscape project, Valley High Park Improvement project, 4th Street Pedestrian Access planning, the Franklin Boulevard Complete Street project, Mack Road Pedestrian Lighting, the Equity Carshare electric vehicle charging stations development, Mack Road/Valley High Traffic Signal Improvements, El Camino/Clay Intersection and Signal Improvements, and the Playground Renovation Projects at Hite and 4th Avenue Parks.
- Began public facilities improvements such as the Bing Kong Tong Phase II project, completed the Colonial Heights Library, Downtown Street Lighting, the Meadowview Manorside Traffic Signal, and the Main Avenue Ball Fields.
- Completed improvements such as the Jean Harvey Community Center Well.

DEVELOPMENT

Development Finance

Multifamily

- Committed approximately \$12.6 million in Multifamily Loan assistance to four projects of affordable units (Lavender Courtyard, Courtyard Inn, Pensione K, and Bel-vue).
- Issued \$13.3 million in Mortgage Revenue Bonds for rehabilitation and construction of multifamily developments (Pensione K and Bel-vue).
- Completed renovation and/or construction of multifamily developments totaling 504 newly affordable or preserved units (Curtis Park, Anton Arcade, Ethan Terrace, Foothill Farms and Land Park Woods).
- Incorporated new Uniform Physical Conditions Standards and HUD Utility Allowance requirements into HOME monitoring inspections.

Housing Policy Implementation

- Implemented City Mixed Income and County Affordable Housing Ordinances; including approving affordable housing strategy and recording regulatory agreements.
- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on six new and six resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
- Partnered with the City of Sacramento to review and updated the SRO and Housing Trust Fund Ordinances.

Single Family

- Approved financing for 80 families for Home Buyer and MCC programs.
- Managed the disposition, rehabilitation, loans and income certifications necessary to facilitate the rehabilitation and sale of over 15 owner-occupied single family homes in the NSP programs.
- Received an award of \$15,245,010 in new Mortgage Credit Certificates.
- Completed construction and sale of final 11 new single family homes in Del Paso Nuevo Phase IV.

DEVELOPMENT

- Completed construction and sales of 25 new homes in Phase V of Del Paso Nuevo.

Portfolio Management

- Managed a portfolio of over 1,250 loans totaling \$329 million.
- Physically inspected over 2,350 residential units in 192 multifamily properties consisting of over 22,500 units.
- Audited over 2,350 tenant files to ensure compliance with income eligibility and property management procedures.
- Monitored resident services at 93 multifamily properties.
- Completed annual audit confirmations for 87 multifamily developments.
- Calculated and invoiced for the Supplemental Annual Administrative Fee at 52 multifamily bond developments.
- Completed CDLAC Certification on 81 Mortgage Revenue Bond Projects.
- Processed 25 loan subordination requests for existing single family home loans.
- Monitored compliance of over 1,100 single family home loans.
- Managed Rental Subsidy Agreements with three service providers providing supportive housing for 208 extremely low income households.
- Provided funding to Boys and Girls Club in North Natomas to provide after school and summer programs to 67 children residing in Agency funded developments.

Agency Asset Repositioning

- Began the Section 106 Historic Preservation review in support of the Choice Neighborhoods Planning process for Upper Land Park-Broadway, including Marina Vista & Alder Grove public housing sites.
- Completed construction and reopened Sierra Vista and Sutterview.

DEVELOPMENT

Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
<u>Development</u>						
Assistant Director	2.00	1.00	1.00	2.00	2.00	0.00
Community Development Analyst	0.00	1.00	2.00	2.00	2.00	0.00
Community Development Specialist	0.00	2.00	0.00	0.00	0.00	0.00
Development Analyst	0.00	0.00	0.00	1.00	0.00	-1.00
Director	0.00	0.00	1.00	1.00	1.00	0.00
GIS Analyst	1.00	0.00	0.00	1.00	1.00	0.00
Housing Finance Analyst	4.00	3.00	3.00	3.00	3.00	0.00
Loan Processing Analyst	2.00	1.00	1.00	0.00	0.00	0.00
Loan Servicing Analyst	1.00	1.00	1.00	2.00	2.00	0.00
Management Analyst	2.00	1.00	2.00	3.00	2.00	-1.00
Office Technician	1.00	1.00	1.00	1.00	1.00	0.00
Principal Loan Processing Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Principal Regulatory Compliance Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Program Manager	4.00	3.00	2.00	2.00	3.00	1.00
Program Technician	1.00	1.00	1.00	0.00	0.00	0.00
Redevelopment Analyst	3.00	0.00	0.00	0.00	0.00	0.00
Redevelopment Planner	6.00	3.00	2.00	2.00	2.00	0.00
Regulatory Compliance Analyst	1.00	2.00	2.00	2.00	2.00	0.00
Senior Management Analyst	0.50	0.50	2.00	0.00	0.00	0.00
Senior Program Analyst	0.00	0.00	0.00	0.00	2.00	2.00
Supervisor	1.00	1.00	1.00	0.00	0.00	0.00
Total Positions	<u>31.50</u>	<u>21.50</u>	<u>22.00</u>	<u>22.00</u>	<u>23.00</u>	<u>1.00</u>

DEVELOPMENT

Community Development Division

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
Public Facilities/Infrastructure Contracts Awarded	19	13	1	14
Households Rapidly Rehoused (Individuals)	156	156	N/A	150
Households Sheltered (ESG and CDBG)	307	480	N/A	450
Households assisted (HOPWA)	520	509	N/A	512
Households Receiving Meals	3,753	3,770	N/A	3,770
Effectiveness:				
Public Facility/Infrastructure Requests (High Priority)	20	14	1	14
Public Facilities/Infrastructure Requests Funded	19	13	1	14
Months of Service Enrolled in Rapid Rehousing	7.64	7.64	N/A	6
Housing Assisted/Number of Units (HOPWA)	349	431	N/A	434
Number of Bed Nights (Shelter) (ESG and CDBG)	59,495	59,495	59,495	59,495
Meals Served	371,987	355,320	N/A	350,000
Efficiency:				
Cost Per Meal	\$10.05	\$8.42	\$8.52	\$8.52
Shelter Cost Per Bed : A Street (ESG)	\$28	\$28	\$28	\$28
Shelter Cost Per Bed: The Lodge (CDBG)	\$38	\$38	\$38	\$38
Affordable Units Preserved (HOPWA)	49	44	N/A	47
% of Funding Awarded Public Facilities/Infrastructure	99.50%	96.50%	100%	100%
Housed One-Year After Exit From Rapid Rehousing	100%	100%	N/A	90%
Cost Per Household Rapid Rehousing	\$5,700	\$5,700	\$5,700	\$5,700

DEVELOPMENT

Development Finance Division

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
Multifamily Affordable Financing				
\$ of Loan Assistance provided	\$16.6M	\$12.6M	\$3M	\$15M
# of Developments Receiving Loan Assistance	5	4	1	4
# of Units Receiving Loan Assistance	430	324	100	350
Revenue Bonds issued				
\$ of Mortgage Revenue Bonds Issued	\$42.5M	\$13.3M	\$5M	\$30M
# of Units Receiving Mortgage Revenue Bonds	4	4	1	4
# of Developments Completed	4	4	2	4
# of Units Completed	326	504	200	400
Housing Policy Implementation				
City: Mixed Income Housing Ordinance Annual Report	1	1	1	1
City: Mixed Income Housing Ordinance Guidelines Approved	N/A	N/A	N/A	1
City: Mixed Income Housing Ordinance Strategies Approved	1	1	1	2
City: Mixed Income Housing Ordinance Homebuyers Certified and Regulatory Agreements Recorded	8	8	7	15
Housing Trust Fund Ordinance Annual Report (City & County of Sacramento)	2	2	2	2
City: Housing Trust Fund Ordinance Update Approved	N/A	1	N/A	N/A
City: SRO Ordinance Annual Report	1	1	1	1
City: SRO Ordinance Update Approved	N/A	1	N/A	N/A
County: Affordable Housing Ordinance Guidelines & Strategies Approved	1	1	1	N/A

DEVELOPMENT

Single Family Affordable Financing & Home Ownership				
# of Loans Financed Under the Home Buyer Down Payment Assistance Program	46	50	20	40
\$ amount of Loans Financed under the Home Buyer Down Payment Assistance Program	\$1.5 M	\$1.7M	\$600K	\$1.2M
# of Certificates Issued under the MCC Programs	42	48	25	50
\$ Amount of First Mortgage Loans Leverage with the MCC Program	\$8.3M	\$10.3M	\$5M	\$10.5M
# of Parcels Sold & Income Certifications for Owner Occupied Single Family Homes-NSP Program	15	15	7	7
# of Welcome Home Program Homebuyers Certified	N/A	10	10	20
# of Del Paso Nuevo Single Family Homes Constructed	19	36	15	30
# of Del Paso Nuevo Homebuyers Certified	10	21	7	15
Portfolio Management				
# of Loans Managed in the Portfolio	1,300	1,250	1,250	1,250
\$ Amount of Loans Managed	\$309M	\$329M	\$300M	\$300M
# of Physical Inspections of Multifamily Developments	198	192	100	192
# of Physical Inspections of Multifamily Units	2,250	2,350	1,100	2,350
# of Multifamily Tenant files Audited	2,300	2,350	1,200	1,150
# of Multifamily Resident Services Requirements Monitored	85	93	93	93
# of Annual Audit Confirmations for Multifamily Developments	75	87	75	90
# of Supplemental Annual Administrative Fees (SAAF) Invoiced and Collected	52	52	25	52

DEVELOPMENT

# of CDLAC Certifications Completed	80	81	40	81
# of Subordination Loan Requests Processed for Existing Multifamily Loans	4	2	2	4
# of Subordination Loan Requests Processed for Existing Single Family Home Loans	20	25	10	20
# of Single Family Home Loans Monitored for Compliance	1,100	1,100	550	1,100
# of Rental Subsidies Provided to Extremely Low Income Households	208	208	208	208
# of Children Provided After School Services in Natomas Boys and Girls Club Due to SAAF Funding	70	67	70	70
Effectiveness:				
% of Multifamily Units Constructed or Renovated on scheduled	100%	100%	N/A	100%
% of City/County Annual Housing Ordinance Reports Completed	100%	100%	N/A	100%
% of Required Multifamily Units & Files Inspected	100%	100%	N/A	100%
# of Del Paso Nuevo Homebuyers Certified	10	21	7	15
Efficiency:				
\$\$s Leveraged per Mortgage Credit Certificate	\$197,619	\$208,333	N/A	\$210,000
\$\$s spent per Down Payment Assistance	\$35,714	\$35,417	N/A	\$37,500
\$\$s loaned per Multifamily Unit	\$38,605	\$38,889	N/A	\$42,857

DEVELOPMENT

Asset Repositioning Division

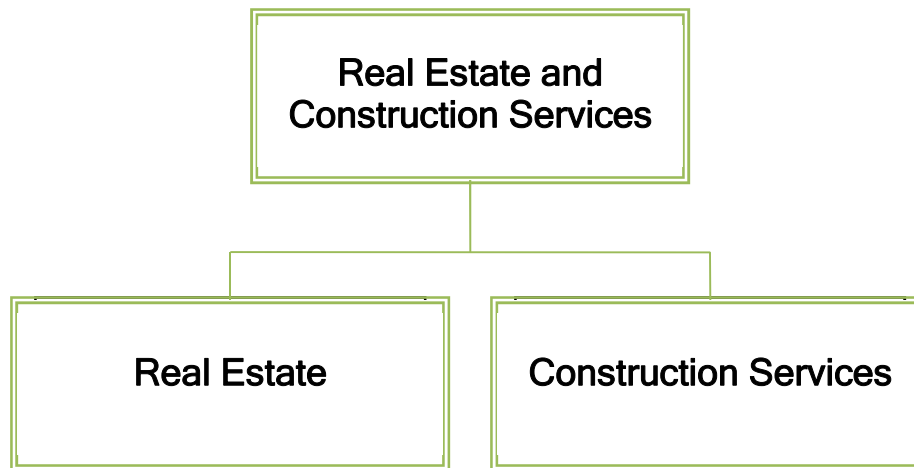
Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY 17 Estimated
Output:				
Projects Repositioned from Public Housing to LIHTC Partnerships	2	N/A	N/A	1
Units Repositioned from Public Housing to LIHTC Partnerships	153	N/A	N/A	98
Existing Projects Re-syndicated	N/A	N/A	1	1
Projects Rehabilitated	N/A	N/A	N/A	N/A
Units Rehabilitated	N/A	153	N/A	N/A
Leveraged Funds	30.8M	N/A	\$20.0M	\$57.1M
Total Projects Managed through related Non Profits	6	9	7	9

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SECTION H

REAL ESTATE AND CONSTRUCTION SERVICES

REAL ESTATE AND CONSTRUCTION SERVICES

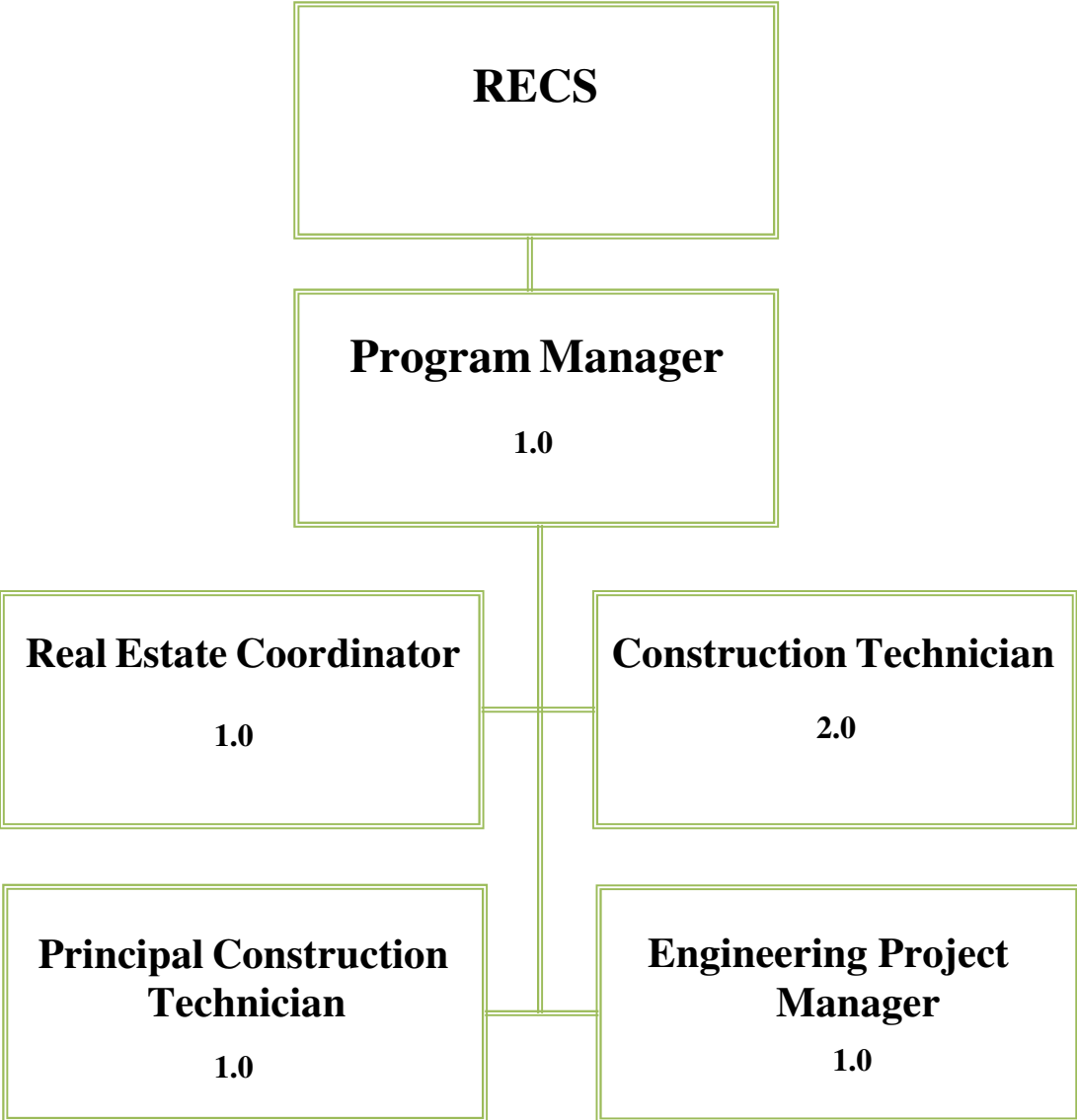


- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2017 Goals and Objectives
- ▶ 2016 Accomplishments
- ▶ Employee Services Schedule

REAL ESTATE AND CONSTRUCTION SERVICES



INVESTING IN COMMUNITIES



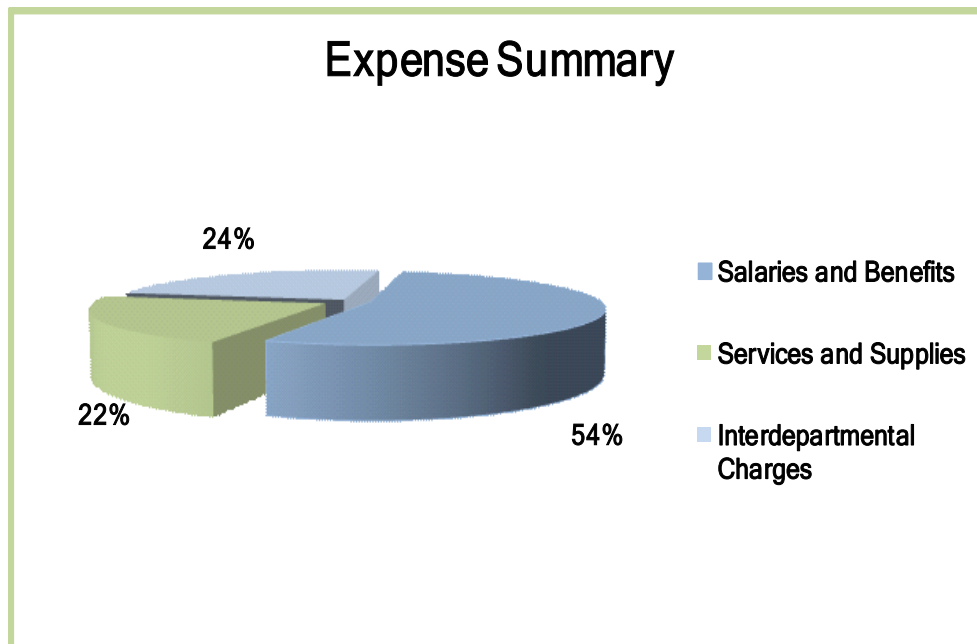
REAL ESTATE AND CONSTRUCTION SERVICES

Department Summary

The Real Estate and Construction Services Department (RECS) is comprised of two distinct divisions. The Real Estate division is primarily responsible for the buying and selling of property on behalf of the Agency. Construction Services manages the design and construction of a variety of projects on behalf of the Agency.

Appropriation Summary

Type of Expense	Budget 2013	Budget 2014	Budget 2015	Budget 2016	Budget 2017
Salaries and Benefits	\$ 1,035,815	\$ 779,130	\$ 889,415	\$ 791,442	\$ 834,289
Services and Supplies	312,136	176,975	249,255	290,586	338,211
Interdepartmental Charges	465,831	461,859	224,620	177,181	380,816
Total	\$ 1,813,782	\$ 1,417,964	\$ 1,363,290	\$ 1,259,209	\$ 1,553,316



REAL ESTATE AND CONSTRUCTION SERVICES

Activities Detail

Real Estate

The **Real Estate Department** is a resource for all Agency departments, and provides centralized consulting and real estate services, including appraisals, lease and purchase negotiations, and documentation and closing of transactions for real property purchased and sold on behalf of the Agency. The department performs site reviews, prepares and approves escrow instructions, grant deeds, legal descriptions, and manages consulting Brokers.

Construction Services

Construction Services is responsible for the design, construction management, and contract compliance of a wide variety of Agency and private party construction projects in both the City and County. Projects include rehabilitation and new construction loans to owners and developers, Rehabilitation Loans and various Single Family Loan Programs, the design and delivery of capital improvement projects and modernization of the conventional Public housing stock, and the design, rehabilitation, and sale of Agency owned single family homes to first-time, low income homebuyers.

2017 Goals and Objectives

- Continue the Welcome Home Program (also known as the Purchase and Resale Entity (PRE) program): rehabilitate single family homes and sell to first-time, low income homebuyers.
- Manage the modernization of Public Housing properties for the Housing Authority.
- Promote the First Source program for all applicable RECS related activities.
- Manage and maintain the Agency's vacant properties.
- Begin implementing the Agency's property Disposition Plan by selling Agency-owned vacant properties most eligible for sale.
- Complete the Property Recycling Program with real estate and construction services for the rehabilitation of single family homes, leading to homeownership.
- Provide budget analyses and construction oversight for the many lending programs the Agency offers.
- Work with interested parties to lease available space at 600 I Street.

REAL ESTATE AND CONSTRUCTION SERVICES

- Complete Multi-Family budget analysis guide for use on outside developer projects.
- Continue to foster a culture that recognizes its employees for their contributions to the Agency.
- Continue managing the Agency's Emergency Repair Program (ERP)

2016 Accomplishments

- Oversaw the completion of the Property Recycling Program (NSP3) by transferring 10 single family homes to the program's developer for rehabilitation and sale.
- Monitored various construction and rehabilitation projects for the Agency's Community Development Department, including, but not limited to:

Completion of the following projects:

- Sierra Vista and Sutterview residential high rise renovations (for SHARP)
- Two multi-family rehab projects (Woodhaven and Olivewood)
- Curtis Park multi-family (new construction)
- Jean Harvey water wells

On-going construction of the following projects:

- Del Paso Nuevo single-family home construction, phases 4 and 5
- 700 K Street mixed use rehab project
- Three multi-family rehab projects (Land Park Woods, Ethan Terrace, Foothill Farms)
- Butano Apartments (new construction)
- B Street theater
- CDBG projects (Colonial Heights library, Rio Linda Community Center)

Preliminary review of the following projects:

- 6 multi-family rehab projects (Bel-Vue Apartments, Courtyard Inn, Pensione K, St. Francis, Village Park, Crossroad Gardens)
- Lavender Court (new construction, mixed use)
- Walnut Grove public restroom (CDBG)
- Bing Kong Tong, Phase 2

REAL ESTATE AND CONSTRUCTION SERVICES

- Managed the rehabilitation and modernization of various Public Housing projects, including the renovation of several duplexes and single family homes, as well as several projects within the multi-family sites.
- Bid and monitored the construction of 25 houses in the Welcome Home Program. Sold 7 of these houses to new low-income homeowners.
- Implemented and managed the Agency's Emergency Repair Program (ERP)
- Managed the maintenance of the Agency's many vacant properties.
- Managed the commercial tenants at Riverview Plaza (600 I Street).
- Complete the Agency's property Disposition Plan (identifying Agency-owned vacant properties most eligible for sale).
- Continued the environmental monitoring and leasing of the Auburn Garfield site.

REAL ESTATE AND CONSTRUCTION SERVICES

Employee Services Schedule

	2013 Budget	2014 Budget	2015 Budget	2016 Budget	2017 Budget	Increase (Decrease)
Director	0.00	0.40	0.40	0.40	0.00	-0.40
Engineering Project Manager	0.00	0.00	0.00	1.00	1.00	0.00
Real Estate Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Real Estate Coordinator	0.00	0.00	0.00	1.00	1.00	0.00
Construction Technician	7.00	4.00	3.00	2.00	2.00	0.00
Office Technician	1.00	1.00	1.00	0.00	0.00	0.00
Principal Construction Technician	1.00	1.00	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Senior Management Analyst	3.00	3.00	3.00	0.00	0.00	0.00
Total Positions	<u>14.00</u>	<u>11.40</u>	<u>9.40</u>	<u>6.40</u>	<u>6.00</u>	<u>-0.40</u>

REAL ESTATE AND CONSTRUCTION SERVICES

Key Indicators	FY 15 Actual	FY 16 Projected	FY 17 Mid-Year Estimated	FY17 Estimated
Output:				
# of appraisals completed (appraise all properties assigned)	PRE-76 Other-5	PRE-18 Other-3	PRE-25 Other-5	PRE-25 Other-8
# of Agency owned Vacant Properties Sold	NA	2	4	6
# of Public Housing rehab projects managed	10	15	10	20
# of Multi-family lending projects for which construction oversight was provided	9	13	8	12
# of Agency-owned single family homes rehabbed or sold to 1st time low income homebuyers (total completed over total available)	0	12	25	40
Effectiveness:				
% of appraisals completed within estimated timeframe	95%	95%	100%	100%
# of construction projects with change orders under 10%	85%	90%	90%	90%
% of Agency owned single family homes designated for 1st time low income homebuyers, designed, rehabbed or sold (total completed over total available)	NA	29% rehabbed 10% sold	40% rehabbed 20% sold	55% rehabbed 40% sold

SECTION I

COMMUNITY SOCIAL SERVICES

COMMUNITY SOCIAL SERVICES

- ▶ Department Summaries
- ▶ Appropriation Summary
- ▶ 2017 Goals and Objectives
- ▶ 2016 Accomplishments
- ▶ Employee Services Schedule

Department Summaries

Community Social Services

Since the beginning of 1994, the Community/Social Services programs have been managed by the County of Sacramento Department of Human Assistance (DHA). Beginning in 2012 several functions administered by DHA transitioned to the newly formed non-profit Sacramento Steps Forward (SSF). Additionally, beginning in 2012 and continuing in 2013 and beyond, SHRA began assuming specific programs previously administered by DHA.

SSF will coordinate various funding sources including Agency funds to support the Continuum of Care (CoC) programs including: Rapid Rehousing, transitional housing, and permanent supportive housing programs.

SHRA has assumed administration of the Shelter Plus Care, Housing Opportunities for Persons With AIDS (HOPWA) and Emergency Shelter Grants (ESG) programs from DHA.

Other non-profits (Asian Community Center) will administer Senior Nutrition programs.

Starting in July 1, 2015, the administration of the Comprehensive Alcohol Treatment Center, also known as the "Detox Program", transferred from DHA to SHRA.

COMMUNITY SOCIAL SERVICES

Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2013</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>
Public Services	<u>\$ 5,131,797</u>	<u>\$ 4,934,613</u>	<u>\$ 5,237,669</u>	<u>\$ 5,707,190</u>	<u>\$ 5,978,537</u>

2017 Goals and Objectives

Community Social Services

- Continue to implement the Coordinated Entry System in partnership with Sacramento Steps Forward.
- Complete evaluation of the Continuum of Care in partnership with Sacramento Steps Forward to right-size the homeless system related to the spectrum of services available; specifically the appropriate level of funding for shelter beds, transitional housing, rapid-rehousing, and permanent supportive housing based upon need and resources.

2016 Accomplishments

- Completed the transition of the Comprehensive Alcohol Treatment Center program to SHRA
- Began the implementation of the Coordinated Entry System in partnership with Sacramento Steps Forward.
- Created the Continuum-wide Rapid Rehousing Guidelines, based on the Agency's Emergency Solutions Grant Rapid Rehousing guidelines so that all Rapid Rehousing Programs have the same policies and procedures throughout the CoC.
 - The Agency's Emergency Solutions Grant Rapid Rehousing Program was recognized by the National Alliance to End Homelessness as an innovative best practice.

PUBLIC SERVICES BY CATEGORY

	City	County	Total	Source
Administration				
HOPWA Administration	\$ 46,740	\$ -	\$ 46,740	HOPWA-City
Community Services				
Downtown SRO Supportive Services	90,000	-	90,000	CDBG - City
DHA Medical Detox	-	110,000	110,000	CDBG - County
Natomas Boys and Girls Club	200,000	-	200,000	MFSAF - City
Valley-Hi Boys and Girls Club	100,000	-	100,000	MFSAF - City
Subtotal Community Services	<u>390,000</u>	<u>110,000</u>	<u>500,000</u>	
Rental Assistance				
HOPWA Short-term Rent Mortgage Utilities (STRMU)	232,855	-	232,855	HOPWA-City
HOPWA Tenant Based (TBRA)	72,950	-	72,950	HOPWA-City
Homeless Prevention & Rapid Re-Housing	144,419	-	144,419	ESG-City
Homeless Prevention & Rapid Re-Housing LSS	-	168,922	168,922	ESG- County
Transitional Living Community Support	194,421	-	194,421	Housing Successor-City
VOA Readiness	237,307	-	237,307	Housing Successor-City
Boulevard Court	244,272	-	244,272	Housing Successor-City
Shasta Hotel	396,864	-	396,864	Housing Successor-City
Mutual Housing at the Highlands	100,000	-	100,000	Housing Successor-City
Subtotal Rental Assistance	<u>-</u>	<u>296,000</u>	<u>296,000</u>	Housing Successor-County
	<u>1,623,088</u>	<u>464,922</u>	<u>2,088,010</u>	
Senior Nutrition				
Senior Nutrition Program	535,207	-	535,207	CDBG - City
Senior Nutrition Program	-	524,798	524,798	CDBG - County
Senior Nutrition Services	94,000	-	94,000	MFSAF - City
Subtotal Senior Nutrition	<u>629,207</u>	<u>524,798</u>	<u>1,154,005</u>	
Homeless				
Shelter / COC	62,566	-	62,566	CDBG - City
Shelter / COC	-	252,434	252,434	CDBG - County
Shelter / COC	-	433,000	433,000	MFSAF - County
Shelter / COC	216,629	-	216,629	ESG-City
Shelter / COC	-	253,384	253,384	ESG-County
Shelter / COC	207,028	-	207,028	PILOT - City
Shelter / COC	-	135,113	135,113	PILOT - County
Subtotal Homeless	<u>486,223</u>	<u>1,073,931</u>	<u>1,560,154</u>	
Supportive Services				
HOPWA Supportive Services	51,629	-	51,629	HOPWA-City-2015
HOPWA Supportive Services	102,141	-	102,141	HOPWA-City-2016
HOPWA Supportive Services	273,770	-	273,770	HOPWA-City-2017
Supportive Services	<u>427,540</u>	<u>-</u>	<u>427,540</u>	
Case Management				
Employer Outreach Coordinator (1FTE)	59,308	-	59,308	Jobs Plus
Workforce Development Professional (Direct Services)	39,780	-	39,780	Jobs Plus
Subtotal Case Management	<u>99,088</u>	<u>-</u>	<u>99,088</u>	
Operations				
HOPWA Operations	103,000	-	103,000	HOPWA-City
Totals	<u>\$ 3,804,886</u>	<u>\$ 2,173,651</u>	<u>\$ 5,978,537</u>	

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SECTION J

DEBT SERVICE

DEBT SERVICE

	<u>Interest</u>	<u>Principal</u>	<u>Total</u>	
<u>Local Housing Mortgages:</u>				
San Jose/Broadway	\$ 13,638	\$ 55,761	\$ 69,399	(1)
Riverview Plaza - Residential & Dining - CHFA	27,982	-	27,982	(2)
Total Local Housing Mortgages	<u>\$ 41,620</u>	<u>\$ 55,761</u>	<u>\$ 97,381</u>	
<u>Loan Repayments:</u>				
HUD 108 Del Paso Nuevo 2008-A	\$ 13,773	\$ 145,000	\$ 158,773	(3)
HUD 108 Del Paso Nuevo 2011-A	27,469	190,000	217,469	(4)
Housing Choice Vouchers Advance Repayment-MRB	-	1,200,000	1,200,000	(5)
HUD 108 Globe Mills	199,194	267,000	466,194	(6)
Bank of America-Public Capital corp (801 12th St)	453,919	590,749	1,044,668	(7)
County of Sacramento	10,562	150,000	160,562	(8)
Total Loan Repayments	<u>\$ 704,917</u>	<u>\$ 2,542,749</u>	<u>\$ 3,247,666</u>	
Total Debt Service	<u>\$ 746,537</u>	<u>\$ 2,598,510</u>	<u>\$ 3,345,047</u>	

(1) \$787,000 San Jose/Broadway Mortgage Note Payable authorized and issued May 1984, due in monthly installments of \$6,000 through February 2020 with interest payable monthly at 8.38%. This note is collateralized by land and building.

(2) \$932,744 SHDC Riverview Plaza Associates Mortgage Note Payable authorized and issued October 1988, principal and interest due in full December 2019 with interest payable at 3.00%, for the purpose of financing the construction of multiple unit housing. This note is collateralized by land and building.

(3) \$2,320,000 Community Development Block Grant Note Payable authorized and issued September 3, 1998, due in installments of \$80,000 to \$155,000 from August 1999 through August 2018 with interest payable semiannually at 5.28% to 5.46% for the purpose of financing the Del Paso Nuevo project. This note is collateralized by and payable from future CDBG entitlements.

(4) \$3,125,000 Community Development Block Grant Note Payable authorized and issued August 9, 2001, due in installments of \$85,000 to \$300,000 from February 2002 through August 2021 with interest payable semiannually at 5.70% to 6.67% for the purpose of financing the Del Paso Nuevo project. This note is collateralized by and payable from future CDBG entitlements.

(5) \$2,000,000 advance from the Mortgage Revenue Bond enterprise fund to the County Housing Choice Vouchers enterprise fund, authorized and issued December 2010, with annual installments of \$200,000 beginning January 2013 and continuing until December 2019, to be repaid with administrative revenue with 0% interest, for the purpose of providing funds for tenant improvements.

(6) \$5,500,000 Community Development Block Grant Note Payable authorized and issued September 14, 2006, due in installments of \$146,000 to \$461,000 from February 2007 through August 2026 with interest payable semiannually at 4.96% to 5.77% for the purpose of financing the Globe Mills project. This note is collateralized by and payable from the City Redevelopment Successor Agency.

(7) \$13,000,000 Bank of America Note Payable authorized and issued June 2008, due in monthly installments of \$87,000 from July 2008 through June 2028 with interest payable monthly at 5.18% for the purpose of financing the Agency's administration building at 801 12th street.

(8) \$150,000 County of Sacramento Note Payable authorized and issued April 2015. The entire outstanding principal balance together with all accrued but unpaid interest, 3.25% annually, shall be due and payable in full no later than June 30, 2017, for the purpose of providing a loan to Mercy Housing California for predevelopment costs on 3425 Orange Grove Avenue.

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SECTION K

PROJECTS AND PROGRAMS SCHEDULE

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
Housing Authority Capital Projects	City Section 32 - PRE	Purchase & Resale Entity (PRE)	\$ 801,251
	Conventional Housing - Capital Fund Program - City - 2017	Modernization	1,558,949
	Conventional Housing - Capital Fund Program - County - 2017	Modernization	893,677
		Subtotal	<u>\$ 3,253,877</u>
Infrastructure and Public Improvements	Com/Ind Revolving (CDBG) Loans - County	Drayton Heights Trench and Overlay Project	\$ 29,206
	Community Development Block Grant - City - 2016	Capital Reserve	57,723
	Community Development Block Grant - City - 2017	24th Street Feasibility Study	100,000
	Community Development Block Grant - City - 2017	Capital Improvement Project Scoping and Environmental	150,000
	Community Development Block Grant - City - 2017	Capital Reserve	114,789
	Community Development Block Grant - City - 2017	Carl Johnston Park	250,000
	Community Development Block Grant - City - 2017	Consolidated Planning	100,000
	Community Development Block Grant - City - 2017	Lower Broadway Preliminary Design	300,000
	Community Development Block Grant - City - 2017	Meadowview Streetscape Project	300,000
	Community Development Block Grant - City - 2017	Rio Linda Boulevard Improvements	350,000
	Community Development Block Grant - City - 2017	Robertson Sports Field Improvement Project	300,000
	Community Development Block Grant - City - 2017	Small Public Facility Notice of Funding Availability (NOFA)	100,000
	Community Development Block Grant - City - 2017	Susan B Anthony Park Improvements	300,000
	Community Development Block Grant - City - 2017	Transportation Project Funding Pre-Planning and Outreach	50,000
	Community Development Block Grant - County - 2015	Capital Reserve	19,357
	Community Development Block Grant - County - 2015	Rosemont Area Street Light Project	220,000
	Community Development Block Grant - County - 2016	Capital Improvement Scoping	87,641
	Community Development Block Grant - County - 2016	Capital Reserve	37,667
	Community Development Block Grant - County - 2016	Drayton Heights Trench & Overlay Project	715,207
	Community Development Block Grant - County - 2016	Jack Davis Park Improvement Project	150,000
	Community Development Block Grant - County - 2016	Small Public Facility Notice of Funding Availability (NOFA)	100,000
	Community Development Block Grant - County - 2017	44th Avenue Pedestrian/ Beautification Project-Phase 2	375,000
	Community Development Block Grant - County - 2017	Capital Improvement Scoping	62,359
	Community Development Block Grant - County - 2017	Capital Reserve	115,167
	Community Development Block Grant - County - 2017	Consolidated Planning	100,000
	Community Development Block Grant - County - 2017	District 1 Neighborhood Sidewalk Repairs	200,000
	Community Development Block Grant - County - 2017	District 2 LED Street Lights	800,000
	Community Development Block Grant - County - 2017	District 4 Neighborhood Low/Mod ADA Curb Ramp Project	75,000
	Community Development Block Grant - County - 2017	Drayton Heights Trench & Overlay Project	850,000
	Community Development Block Grant - County - 2017	Folsom Seniors Helping Seniors Handyman Program	165,000
	Community Development Block Grant - County - 2017	Howe Avenue Sidewalk Installation and Infill Project	500,000
	Community Development Block Grant - County - 2017	Network Switch Replacement	200,000
	Equipment Reserve	Replace Core Network Switch	120,000
	Equipment Reserve	Drayton Heights Trench and Overlay Project	58,910
	First Time Home Buyer CDBG Revolving Loan - County	Drayton Heights Trench and Overlay Project	46,677
	Rehab Revolving (CDBG) Loans - County		
		Subtotal	<u>\$ 7,499,703</u>

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation	
Housing Development and Preservation	Affordable Housing Program Entitlement	Housing Development Assistance	1,379,016	
	American Dream Downpayment Revolving Loan - City	First-time Homebuyer Assistance Program	\$ 2,098	
	American Dream Downpayment Revolving Loan - County	First-time Homebuyer Assistance Program	8,662	
	BEGIN	First-time Homebuyer Assistance Program	3,300	
	BEGIN State Prop 46-Revolving Loan	First-time Homebuyer Assistance Program	126,332	
	CalHOME Revolving Loan Fund - City	First-time Homebuyer Assistance Program	500,000	
	CalHOME Revolving Loan Fund - County	First-time Homebuyer Assistance Program	300,000	
	City Inclusionary Housing	Housing Development Assistance	674,095	
	CO AHO Monitoring	Housing Development Assistance	58,666	
	Community Development Block Grant - City - 2015	Capital Reserve	129,735	
	Community Development Block Grant - City - 2016	Emergency Repair Program/Accessibility Grant Program (ERP)	50,000	
	Community Development Block Grant - City - 2016	Emergency Repair Program/Accessibility Grant Program (ERP)	100,000	
	Community Development Block Grant - City - 2017	Fair Housing Activities	45,000	
	Community Development Block Grant - City - 2017	Minor Repair & ADA for Seniors & Low Income Homeowners Program	50,000	
	Community Development Block Grant - County - 2015	Emergency Repair Program/Accessibility Grant Program (ERP-A)	150,000	
	Community Development Block Grant - County - 2017	Minor Repair & ADA for Seniors & Low Income Homeowners Program	50,000	
	HOME - City 2017	Multi-family Housing Acquisition and Rehabilitation	774,574	
	HOME - City 2017	Multi-family Housing New Construction	961,887	
	HOME - County 2017	Multi-family Housing Acquisition and Rehabilitation	535,804	
	HOME - County 2017	Multi-family Housing New Construction	1,299,018	
	HOME Revolving Loans - City	City of Sacramento First-time Homebuyer Assistance Program	100,000	
	HOME Revolving Loans - City	Multi-family Housing Acquisition and Rehabilitation	208,897	
	HOME Revolving Loans - County	County of Sacramento Homebuyer Program	100,000	
	HOME Revolving Loans - County	Multi-family Housing Acquisition and Rehabilitation	1,325,004	
	HOPWA	Multi-family Housing Acquisition and Rehabilitation	490,000	
	HOPWA	Reserve	155,676	
	Housing Trust Fund - City	Housing Development Assistance	1,800,000	
	Housing Trust Fund - County	Housing Development Assistance	2,702,338	
	HSA-Project Fund - City	Housing Development Assistance	4,836,893	
	MHSA	Housing Development Assistance	47,406	
	Shasta Trust	Trust Fund	560	
	Housing Development and Preservation	Housing Development Assistance	1,206,045	
	Housing Development and Preservation	Housing Development Assistance	583,771	
	Supplemental Admin Fees-City			
	Supplemental Admin Fees-County			
			Subtotal	\$ 20,754,777
			TOTAL	\$ 31,508,357

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
Equipment Reserve	Infrastructure and Public Improvements	Network Switch Replacement	\$ 200,000	Completed ¹
Equipment Reserve	Infrastructure and Public Improvements	Replace Core Network Switch	120,000	Completed ¹
		Subtotal	<u>\$ 320,000</u>	
HSA-Project Fund - City	Housing Development and Preservation	Housing Development Assistance	\$ 4,836,893	Not completed
		Subtotal	<u>\$ 4,836,893</u>	
Community Development Block Grant - City - 2015	Housing Development and Preservation	Capital Reserve	\$ 129,735	Not subject ³
		Subtotal	<u>\$ 129,735</u>	
Community Development Block Grant - City - 2016	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program (ERP)	\$ 100,000	Completed
Community Development Block Grant - City - 2016	Infrastructure and Public Improvements	Capital Reserve	57,723	Not subject ³
		Subtotal	<u>\$ 157,723</u>	
Community Development Block Grant - City - 2016	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program (ERP)	\$ 50,000	Completed
Community Development Block Grant - City - 2017	Housing Development and Preservation	Fair Housing Activities	45,000	Completed
Community Development Block Grant - City - 2017	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Income Homeowners Program	50,000	Completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	24th Street Feasibility Study	100,000	Not completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Capital Improvement Project Scoping and Environmental	150,000	Completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Carl Johnston Park	250,000	Not completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Consolidated Planning	100,000	Completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Lower Broadway Preliminary Design	300,000	Not completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Meadowview Streetscape Project	300,000	Not completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Rio Linda Boulevard Improvements	350,000	Not completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Robertson Sports Field Improvement Project	300,000	Not completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Small Public Facility Notice of Funding Availability (NOFA)	100,000	Completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Susan B Anthony Park Improvements	300,000	Not completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Transportation Project Funding Pre-Planning and Outreach	50,000	Completed
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Capital Reserve	114,789	Not subject ³
		Subtotal	<u>\$ 2,559,789</u>	
Community Development Block Grant - County - 2015	Infrastructure and Public Improvements	Capital Reserve	\$ 19,357	Not subject ³
Community Development Block Grant - County - 2015	Infrastructure and Public Improvements	Rosemont Area Street Light Project	220,000	Not completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program (ERP-A)	150,000	Not completed
		Subtotal	<u>\$ 389,357</u>	
Community Development Block Grant - County - 2016	Infrastructure and Public Improvements	Jack Davis Park Improvement Project	\$ 150,000	Not completed
Community Development Block Grant - County - 2016	Infrastructure and Public Improvements	Drayton Heights Trench & Overlay Project	715,207	Not completed
Community Development Block Grant - County - 2016	Infrastructure and Public Improvements	Small Public Facility Notice of Funding Availability (NOFA)	100,000	Complete
Community Development Block Grant - County - 2016	Infrastructure and Public Improvements	Capital Improvement Scoping	87,641	Complete
Community Development Block Grant - County - 2016	Infrastructure and Public Improvements	Capital Reserve	37,667	Not subject ³
		Subtotal	<u>\$ 1,090,515</u>	

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
Community Development Block Grant - County - 2017	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Income Homeowners Program	\$ 50,000	Completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	District 1 Neighborhood Sidewalk Repairs	200,000	Not completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	District 2 LED Street Lights	800,000	Not completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	44th Avenue Pedestrian/ Beautification Project-Phase 2	375,000	Completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	Drayton Heights Trench & Overlay Project	850,000	Not completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	Howe Avenue Sidewalk Installation and Infill Project	500,000	Not completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	District 4 Neighborhood Low/Mod ADA Curb Ramp Project	75,000	Not completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	Consolidated Planning	100,000	Completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	Capital Improvement Scoping	62,359	Completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	Folsom Seniors Helping Seniors Handyman Program	165,000	Completed
Community Development Block Grant - County - 2017	Infrastructure and Public Improvements	Capital Reserve	115,167	Not subject ³
		Subtotal	<u>\$ 3,292,526</u>	
Com/Ind Revolving (CDBG) Loans - County	Infrastructure and Public Improvements	Drayton Heights Trench and Overlay Project	\$ 29,206	Not completed
		Subtotal	<u>\$ 29,206</u>	
Rehab Revolving (CDBG) Loans - County	Infrastructure and Public Improvements	Drayton Heights Trench and Overlay Project	\$ 46,677	Not completed
		Subtotal	<u>\$ 46,677</u>	
First Time Home Buyer CDBG Revolving Loan - County	Infrastructure and Public Improvements	Drayton Heights Trench and Overlay Project	\$ 58,910	Not completed
		Subtotal	<u>\$ 58,910</u>	
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 208,897	Not completed
HOME Revolving Loans - City	Housing Development and Preservation	City of Sacramento First-time Homebuyer Assistance Program	100,000	Completed
		Subtotal	<u>\$ 308,897</u>	
American Dream Downpayment Revolving Loan - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 2,098	Completed
		Subtotal	<u>\$ 2,098</u>	
BEGIN	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 3,300	Completed
		Subtotal	<u>\$ 3,300</u>	
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 1,325,004	Not completed
HOME Revolving Loans - County	Housing Development and Preservation	County of Sacramento Homebuyer Program	100,000	Completed
		Subtotal	<u>\$ 1,425,004</u>	
American Dream Downpayment Revolving Loan - County	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 8,662	Completed
		Subtotal	<u>\$ 8,662</u>	
HOME - City 2017	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 774,574	Not completed
HOME - City 2017	Housing Development and Preservation	Multi-family Housing New Construction	961,887	Not completed
		Subtotal	<u>\$ 1,736,461</u>	

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
HOME - County 2017 HOME - County 2017	Housing Development and Preservation Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation Multi-family Housing New Construction	\$ 535,804 1,299,018	Not completed Not completed
	Subtotal		\$ 1,834,822	
CalHOME Revolving Loan Fund - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 500,000	Completed
	Subtotal		\$ 500,000	
CalHOME Revolving Loan Fund - County	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 300,000	Completed
	Subtotal		\$ 300,000	
Housing Trust Fund - City	Housing Development and Preservation	Housing Development Assistance	\$ 1,800,000	Not completed
	Subtotal		\$ 1,800,000	
Housing Trust Fund - County	Housing Development and Preservation	Housing Development Assistance	\$ 2,702,338	Not completed
	Subtotal		\$ 2,702,338	
Shasta Trust	Housing Development and Preservation	Trust Fund	\$ 560	Not completed
	Subtotal		\$ 560	
BEGIN State Prop 46-Revolving Loan	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 126,332	Not completed
	Subtotal		\$ 126,332	
MHSA	Housing Development and Preservation	Housing Development Assistance	\$ 47,406	Not completed
	Subtotal		\$ 47,406	
City Inclusionary Housing	Housing Development and Preservation	Housing Development Assistance	\$ 674,095	Not completed
	Subtotal		\$ 674,095	
Affordable Housing Program Entitlement	Housing Development and Preservation	Housing Development Assistance	\$ 1,379,016	Not completed
	Subtotal		\$ 1,379,016	
CO AHO Monitoring	Housing Development and Preservation	Housing Development Assistance	\$ 58,666	Not completed
	Subtotal		\$ 58,666	
HOPWA	Housing Development and Preservation	Reserve	\$ 155,676	Not completed
	Subtotal		\$ 155,676	
HOPWA	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 490,000	Not completed
	Subtotal		\$ 490,000	

PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
City Section 32 - PRE	Housing Authority Capital Projects	Purchase & Resale Entity (PRE)	\$ 801,251	Not completed
			<u>\$ 801,251</u>	Subtotal
Supplemental Admin Fees-City	Housing Development and Preservation	Housing Development Assistance	\$ 1,206,045	Not completed
			<u>\$ 1,206,045</u>	Subtotal
Supplemental Admin Fees-County	Housing Development and Preservation	Housing Development Assistance	\$ 583,771	Not completed
			<u>\$ 583,771</u>	Subtotal
Conventional Housing - Capital Fund Program - City - 2017	Housing Authority Capital Projects	Modernization	\$ 1,558,949	Completed
			<u>\$ 1,558,949</u>	Subtotal
Conventional Housing - Capital Fund Program - County - 2017	Housing Authority Capital Projects	Modernization	\$ 893,677	Completed
			<u>\$ 893,677</u>	Subtotal
		TOTAL	<u>\$ 31,508,357</u>	

Notes:

Not Completed:

These actions do not make any commitments to , or give approvals for, specific projects. Environmental review under CEQA and /or NEPA will be required as these actions are further defined and specific projects are identified. All environmental review shall be completed prior to any choice limiting action(s) or discretionary actions being carried out for these specific projects.

Completed:

- 1) Completed and it is not a project under California Environmental Quality Act (CEQA) Guideline 15378 and it is exempt pursuant to 24.CFR 35(b)(3).
- 2) CEQA and NEPA completed.

Not Subject:

- 3) Reserves that prior to use shall be subject to the appropriate level of environmental as applicable

DEFUNDING

Funding Source	Project Type	Description	Appropriation
Support Services	Infrastructure and Public Improvements	Finance Fund Accounting Services	\$ 91,778
Support Services	Infrastructure and Public Improvements	Financial System Acq/Upgrades	43,721
		Subtotal	<u>\$ 135,499</u>
Community Dev Block Grant - City	Infrastructure and Public Improvements	Unallocated Capital Reserve	\$ 129,735
		Subtotal	<u>\$ 129,735</u>
Community Dev Block Grant - City	Infrastructure and Public Improvements	Unallocated Capital Reserve	\$ 157,723
		Subtotal	<u>\$ 157,723</u>
Community Dev Block Grant - County	Infrastructure and Public Improvements	Fair Housing	\$ 55,000
Community Dev Block Grant - County	Infrastructure and Public Improvements	Unallocated Capital Reserve	334,357
		Subtotal	<u>\$ 389,357</u>
Community Dev Block Grant - County	Infrastructure and Public Improvements	Family Resource Center	\$ 150,000
Community Dev Block Grant - County	Infrastructure and Public Improvements	District 3 Pavement Overlays	850,000
Community Dev Block Grant - County	Infrastructure and Public Improvements	Unallocated Capital Reserve	200,515
		Subtotal	<u>\$ 1,200,515</u>
Community Development - Misc. Grants - County	Commercial	Capital Center Pump Station	\$ 383,898
Community Development - Misc. Grants - County	Commercial	Bldg Abatement & Demolition	29,480
Community Development - Misc. Grants - County	Commercial	Mather Local Collector	31,073
Community Development - Misc. Grants - County	Commercial	6001 Watt Plaza Demolition	150,000
		Subtotal	<u>\$ 594,451</u>
Choice Neighborhoods Initiative Grant-County	Housing Development and Preservation	CNI Twin Rivers	\$ 182,251
		Subtotal	<u>\$ 182,251</u>
		TOTAL	<u>\$ 2,789,531</u>

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SECTION L

GLOSSARY

GLOSSARY

ADMINISTRATIVE CONTINGENCY - Funds set aside for the current fiscal year to be used for unanticipated expenditures and new programs. The Community Development Block Grant (CDBG) program is the only program permitted to have an administrative contingency.

ADMINISTRATIVE ORGANIZATIONS - Agency Clerk, Executive Director's Office, Finance, Governing Boards, Human Resources, Information Technology, Legal, and Procurement Services.

AFSCME - American Federation of State, County and Municipal Employees. The union representing clerical, maintenance, and food service employees at the Agency in labor issues.

AGENCY - The Sacramento Housing and Redevelopment Agency.

AGENCY OVERHEAD - Costs of the administrative organizations that are distributed to the operating organizations.

APPROPRIATION - An authorization by the Governing Bodies to make expenditures and to incur obligations for specific purposes. NOTE: An appropriation usually is time limited and must be expended before that deadline. Under normal conditions, an operating appropriation would have a one year life and a capital appropriation would be for the life of the project.

ASSETS - Resources owned or held by the Agency which have monetary value. Certain kinds of assets are monetary, such as cash and receivables (money owed to the Agency), and others are non-monetary physical things, such as inventories, land, buildings, and equipment.

AVAILABLE FUND BALANCE - The amount of fund balance available to finance the budget after deducting encumbrances and reserves.

BEGINNING FUND BALANCE - Resources available in a fund from the prior year after payment of the prior year's expenses. Not necessarily cash on hand.

BLIGHTED AREAS - Areas and/or structures of a community which constitute either physical, social, or economic liabilities requiring redevelopment in the interest of the health, safety, and general welfare of the people of the community.

BUDGET - A detailed purpose specific annual financial plan consisting of proposed expenditures and the proposed means to finance those expenditures.

BUDGET AMENDMENT - An augmentation of the approved budget as a result of an increase in appropriations and revenues.

BUDGET DOCUMENT - Written instrument used by the budget-making authority to present the budget.

BUDGET TRANSFER - An increase in budgeted expenditures for a specific activity with a corresponding equal decrease in budgeted expenditures for another specific activity. There is no net change in appropriations.

CAPITAL IMPROVEMENT - A permanent addition to an asset, including the purchase of land, and the design, construction, or purchase of buildings or facilities, or major renovations of same.

CAPITAL IMPROVEMENT PROGRAM - An on-going plan of single and multiple year capital expenditure which is updated annually.

CARRYOVER - Appropriated funds which remain unspent at the end of a fiscal year, which are allowed to be retained by the department to which they were appropriated so that they may be expended in the next fiscal year for the purpose designated.

CBO - See Community Based Organizations.

CDBG - Community Development Block Grant

COMMISSION - The Sacramento Housing and Redevelopment Commission. An eleven member citizen advisory group to the Governing Boards.

COMMUNITY BASED ORGANIZATIONS - Neighborhood, community, and religious groups (generally non-profit) that provide community/social service programs to low-income and homeless individuals.

COMMUNITY DEVELOPMENT BLOCK GRANT - a Federal entitlement program administered by the U.S. Housing and Urban Development Department. Funds may be used for public improvements, affordable housing, and to a limited extent for public services that benefit low and moderate income households and neighborhoods.

CONTINGENCIES - A budgetary provision representing that portion of the financing requirement set aside to meet unforeseen expenditure requirements.

COST - The estimated expenditure for a particular resource.

CURRENT REQUIREMENTS - Expenditures for operations and capital improvements. Expenditures for operations include Employee Services, Services and Supplies, Capital Expenditures, Other Charges, and Expenditure Transfers and Reimbursements.

CURRENT RESOURCES - Resources which can be used to meet current obligations and expenditures including revenues and transfer from other funds.

DEBT SERVICE - Payment of interest and principal on an obligation resulting from the issuance of bonds, notes, and leases and the fiscal agent fees associated with those payments.

DEFICIT - An excess of expenditures over resources.

DEPARTMENT - The basic unit of service responsibility, encompassing a broad mandate of related activities.

DEPRECIATION - The portion of the original cost of a tangible fixed asset allocated to a particular fiscal or accounting period.

DIVISION - A sub-unit of a department which encompasses a substantial portion of the duties assigned to a department. For example, Maintenance is a division of the Housing Department.

EMPLOYEE SERVICES - The personnel costs of an Agency program, including wage/salary and the cost of direct and indirect benefits such as health insurance, social security costs, retirement contributions, workers' compensation, unemployment insurance, etc.

ENCUMBRANCE - An obligation in the form of a purchase order, contract, or other commitment which is chargeable to an appropriation and for which a part of the appropriation is reserved. In some cases, encumbrances are carried over into succeeding fiscal years.

ENDING FUND BALANCE - Resources available in a fund at the end of the current year after payment of the current year's expenses. Not necessarily cash on hand.

ENTERPRISE FUND - Proprietary fund type used to report an activity for which a fee is charged to external users for goods or services.

EQUIPMENT - Tangible property of a more or less permanent nature, other than land or buildings and improvements thereon. Examples are vehicles, office or shop equipment, and appliances with a unit cost of over \$5,000. NOTE: A lesser value may apply for some appliances purchased for Housing Authority uses.

EXPENDITURE - The actual spending of funds authorized by an appropriation.

FEE FOR SERVICE - HUD has mandated that public housing authorities implement an administrative fee for centralized services to internal customers. The fees imposed are to reflect the true cost for recovering the service costs but should not exceed that which can be obtained from the private sector.

FINANCIAL TRANSACTIONS - Costs of operations that are beyond the control of an operating organization. Examples include (1) fees charged by the City Treasurer for his services in investing Agency funds, and (2) loan processing fees

FISCAL YEAR - A twelve-month period for which a budget is prepared. For the Agency, the fiscal year is January 1 to December 31.

FIXED ASSET - An asset of long-term character such as land, buildings and improvements, property and equipment, and construction in progress.

FTE - See Full Time Equivalent

FULL TIME EQUIVALENT - The decimal equivalent of a part-time position converted to a full time basis, e.g., one person working half-time would count as 0.5 FTE.

FUND - A separate, independent fiscal and accounting entity with its own assets, liabilities, and fund balance.

FUND BALANCE - The total dollars remaining after current expenditures for operations and capital improvements are subtracted from the sum of the beginning fund balance and current resources.

GOVERNING BOARDS - The Sacramento Housing and Redevelopment Commission, the Housing Authority of the City of Sacramento, the Housing Authority of the County of Sacramento, the Sacramento City Council, and the Sacramento County Board of Supervisors.

GOVERNMENTAL FUNDS - Funds used to account for tax-supported activities.

GRANT - A contribution from one governmental unit to another, usually made for a specific purpose and time period.

HAP - See Housing Assistance Payment.

HSA - Housing Successor Agency as determined by assembly bill 26X1

HOUSING ASSISTANCE PAYMENT - Rental housing subsidies paid to landlords under various Agency programs.

HPRP - Homelessness Prevention and Rapid Re-Housing Program.

HOMELESSNESS PREVENTION AND RAPID RE-HOUSING PROGRAM - Begun in 2009 by HUD, funding may be used to help families maintain current housing or to find new housing. Some of the types of assistance provided include: assistance to find and apply for housing; paying deposits; payment of past due utilities or rent; limited assistance with future rents; and connection to employment and other community services.

HUD 5h PROGRAM - Section 5(h) helps low-income families purchase homes through an arrangement that benefits both the buyer and the public housing agency (PHA) that sells the unit. It gives the buyer access to an affordable homeownership opportunity and to the many tangible and intangible advantages it brings.

HUD SECTION 32 PROGRAM - offers public housing agencies (PHAs) a flexible way to sell public housing units to low-income families, with preference given to current residents of the unit(s) being sold.

HUD OPERATING SUBSIDY - Provided annually by HUD, this should be the difference between the income generated by housing and the cost to operate the housing. However, depending on Congressional appropriations each year the annual entitlement to public housing authorities is often less than the need.

INDIRECT COSTS - Those elements of cost necessary in the performance of a service which cannot be exactly or easily allocated to the unit of service. Usually, they relate to those expenditures which are not an integral part of the service such as utilities, supplies, management, supervision, etc.

INTERDEPARTMENTAL CHARGES - Charges for services one department provides another department. Net appropriations reflect the elimination of interdepartmental charges as they double count the same dollar which is budgeted in two places.

INTERNAL SERVICE FUNDS - Proprietary fund type that may be used to report any activity that provides goods or services to other funds, departments, or agencies of the primary government and its component units, or to other governments, on a cost-reimbursement basis.

JOINT POWERS AUTHORITY is an entity permitted under the laws of some states of the USA, whereby two or more public authorities (e.g. local governments or utility or transport districts) can operate collectively.

LIABILITIES - Debts or other legal obligations arising out of transactions in the past which must be liquidated, renewed, or refunded at some future date.

LOANS & GRANTS - Rehabilitation loans and grants to eligible property owners and commercial and industrial loans and grants for our Economic Development program.

MFSAF - Multifamily Supplemental Assessment Fee.

MODIFIED ACCRUAL BASIS - An adaptation of the accrual basis of accounting for governmental fund types. Revenues are not recognized until they are measurable and available, and expenditures are recognized in the period in which governments in general normally liquidate the related liability rather than when that liability is first incurred.

NON-DEPARTMENTAL - Program costs that do not relate to any one department, but represent cost of a general, Agency-wide nature, e.g., insurance, some debt service, etc.

NSP - Neighborhood Stabilization Program

NEIGHBORHOOD STABILIZATION PROGRAM - HUD's Neighborhood Stabilization Program provides emergency assistance to state and local governments to acquire and redevelop foreclosed properties that might otherwise become sources of abandonment and blight within their communities. The Neighborhood Stabilization Program (NSP) provides grants to every state and certain local communities to purchase foreclosed or abandoned homes and to rehabilitate, resell, or redevelop these homes in order to stabilize neighborhoods and stem the decline of house values of neighboring homes.

OBJECT CODE - A classification of expenditure or revenue. Examples of expenditures are Rental of Real Property (object code 5040) and Out-Of-Town Travel (object code 5305). Revenue examples would be Rental Income (object code 3500) and Interest Income - Investments (object code 3600).

OBLIGATION - An amount which a governmental unit may be required legally to meet out of its resources. They include not only actual liabilities but also encumbrances.

OPERATING BUDGET - That portion of the budget which consists of annual appropriations of funds for on-going program costs, including employee services, services and supplies, capital expenditures, debt service, and other charges.

OPERATING ORGANIZATIONS - The Community Development Department, Development Finance, Policy and Planning, and the Housing Authority Department.

ORGANIZATION - The lowest entity in the budget hierarchy including all accounts for which a legal appropriation is approved by the Governing Bodies. Another term for division.

OVERHEAD - See Indirect Costs.

PRIME - A major category of appropriation. Examples are Employee Services and Services and Supplies.

PROJECT - An individual unit of cost accumulation within the accounting system. Examples would be a specific capital improvement project or a type of work within an organization, e.g., payroll duties within the Finance Division.

PROPRIETARY FUNDS - Funds that focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two different types of proprietary funds: enterprise funds and internal service funds.

PUBLIC HOUSING - Housing owned and managed by municipal agencies which is under contract with the United States Department of Housing and Urban Development (HUD). The contract imposes rent limitations, tenant income limitations, and maintenance requirements in return for subsidy funding from HUD.

RESERVE - An amount in a fund set aside to be used to meet cash requirements, emergency expenditures, or future defined requirements. A reserve is not an appropriation, and there is no limitation on the amount of reserves that can be established.

RESOURCES - Total amounts available for appropriation during the fiscal year, including revenues, fund transfers, and available fund balances.

REVENUE - Money received to finance ongoing Agency services.

RLF - Revolving Loan Fund.

SHRA-EA - Sacramento Housing and Redevelopment Agency Employees Association. The employee association representing administrative and technical Agency employees in labor issues.

SERVICES and Supplies - Contractual services, expendable commodities, financial charges, office supplies, and equipment items costing under \$5,000.

STAKEHOLDER - a party which has an active interest either as a provider or a recipient. Literally - person entrusted with the stakes of bettors.

TARGET AREA - The area which is designated in the Community Development Block Grant plans for redevelopment and revitalization.

TEMPORARY EMPLOYEE - An Agency position where the employee works less than 1,000 hours during a fiscal year. Expenditures for these positions are included in Employee Services in the Budget. NOTE: These positions are not counted as Agency employees.

TEMPORARY SERVICES EMPLOYEE - An employee of a temporary service company that is contracted for by the Agency to perform a specific job for a short time period. Expenditures for these positions are included in Services and Supplies in the Budget. A temporary services employee is not an Agency employee.

SECTION M

APPENDIX

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY GOALS

THE SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY IS COMMITTED TO PARTNER WITH THE COMMUNITY AND THE CITY AND THE COUNTY OF SACRAMENTO TO ACCOMPLISH THE FOLLOWING GOALS:

GOAL 1

DEVELOP, PRESERVE, AND FINANCE A CONTINUUM OF AFFORDABLE HOUSING OPPORTUNITIES FOR SACRAMENTO CITY/COUNTY RESIDENTS

- Target resources to increase the supply of housing for large families.
- Acquire, rehabilitate, and/or otherwise improve deteriorating properties.
- Increase homeownership opportunities through homebuyer assistance programs.
- Participate in the development of housing strategies and policies.
- Partner with public and non-profit organizations to expand supportive housing.

GOAL 2

PROVIDE AND MAINTAIN AGENCY OWNED HOUSING AND TENANT BASED RENTAL ASSISTANCE PROGRAMS IN THE CITY AND COUNTY OF SACRAMENTO

- Achieve maximum lease-up in Housing Choice Voucher programs (formerly Section 8).
- Achieve maximum lease-up in public housing programs.
- Maximize the efficient use of our public housing stock by improving the delivery of quality, decent and safe public housing units.
- Increase Agency ownership and management of mixed-income housing.
- Improve and expand economic and social opportunities for housing authority residents.
- Participate in supportive housing programs by partnering with public and non-profit organizations.

GOAL 3

REVITALIZE LOWER INCOME NEIGHBORHOODS TO CREATE HEALTHY AND SUSTAINABLE COMMUNITIES

- Identify neighborhoods that need help and work with residents to tailor solutions that meet the needs of each community.
- Lead neighborhood efforts to realize an array of quality housing choices.
- Support programs that deliver neighborhood services, strengthen families, provide future opportunities for youth, and enhance local employment opportunities.
- Plan, rehabilitate, and construct capital improvement projects.
- Facilitate citizen participation practices and promote leadership and a shared vision for the community.

GOAL 4

PROMOTE ECONOMIC DEVELOPMENT THROUGH STRATEGIC INFRASTRUCTURE AND PUBLIC FACILITY IMPROVEMENTS

- Facilitate investment in infrastructure and capital improvements.
- Develop and market financial incentives to maximize private investment.
- Establish and strengthen partnerships to support a vibrant and sustainable business environment.
- Target and market key sites and opportunities for mixed use and higher intensity development.
- Link Agency assistance to jobs and business opportunities for low-income and local residents.

GOAL 5

IMPLEMENT EFFECTIVE AND EFFICIENT MANAGEMENT PRACTICES TO ENHANCE CUSTOMER SERVICE AND PROJECT DELIVERY.

- Improve and increase the external flow of information to enhance public relations and marketing.
- Develop and utilize technology tools to maximize efficiency.
- Improve and develop staff resources within the Agency.
- Simplify and expedite document preparation, review and file management.
- Improve and increase internal information flow.
- Improve asset management
- Evaluate and review administrative processes for improved efficiency.

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INVESTING IN COMMUNITIES