



## 2015 PROPOSED BUDGET

# SHRA 2015 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

## 2015 Proposed Budget

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# California Society of Municipal Finance Officers

*Certificate of Award*

## **Meritorious Budget Award Fiscal Year 2014**

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### **Sacramento Housing and Redevelopment Agency**

For meeting the criteria established to achieve the Operating Budget Excellence Award.

**June 6, 2014**



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**Pauline Marx  
CSMFO President**

*Ken Brown*

**Ken Brown, Chair  
Professional Standards and  
Recognition Committee**

**Dedicated Excellence in Municipal Financial Reporting**

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**SECTION A**

**GENERAL**



October 15, 2014

INVESTING IN COMMUNITIES

A Joint Powers Agency

**MEMBERS**

City of Sacramento

County of Sacramento

Successor Agency for the  
Redevelopment Agency  
Of the City of Sacramento

Successor Agency for the  
Redevelopment Agency  
Of the County of Sacramento

Housing Authority of the  
City of Sacramento

Housing Authority of the  
County of Sacramento

City Council, City Housing Authority,  
Board of Supervisors and County Housing Authority

Honorable Members in Session:

Today, I present to you the Sacramento Housing and Redevelopment Agency’s proposed budget for 2015. This budget document provides detailed information about the forecasted revenues and expenditures for the Agency in the coming year.

***OVERVIEW OF THE 2015 SHRA PROPOSED BUDGET***

The 2015 Proposed Budget recommends total expenses of \$184.1 million, with the Housing Assistance Payments Budget at \$108.1 million; the Operating Budget at \$36.2 million; the Capital Project Budget at \$30.8 million; the Public Services Budget at \$5.2 million; and, the Debt Service and Financial Transaction Budget at \$3.7 million.

The 2015 Proposed Budget of \$184.1 million represents a \$16.4 million or 9.8% increase compared with the total 2014 Adopted Budget. This positive change in annual budget appropriations is primarily the result of projected restoration of federal funding for housing assistance payments under the Housing Choice Voucher program (HCV), an increase in funding available for multi-family development and homeownership activities due to unscheduled loan repayments received in late 2014 and the award of \$3.0 million in State CalHOME funds.

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 overall financial health of the organization, not just the cash flow from year to year;
- Fostering partnerships with community based organizations and private entities whenever possible; and

- Developing budget plans that employ strategies to address the long-term needs of the communities we serve.

At this time last year, the Agency was presented with the challenge of sequestration – the across the board cuts for federal programs including those managed by the Agency. For SHRA, the 2013 sequestration cuts represented a \$6 million funding reduction for key programs like CDBG, HOME, Housing Choice Voucher (HCV) and Public Housing compared with the prior year. During that time, we strategically reduced staffing levels, implemented reduced work schedules, cut services and supplies, and ceased leasing vouchers from the housing choice voucher program.

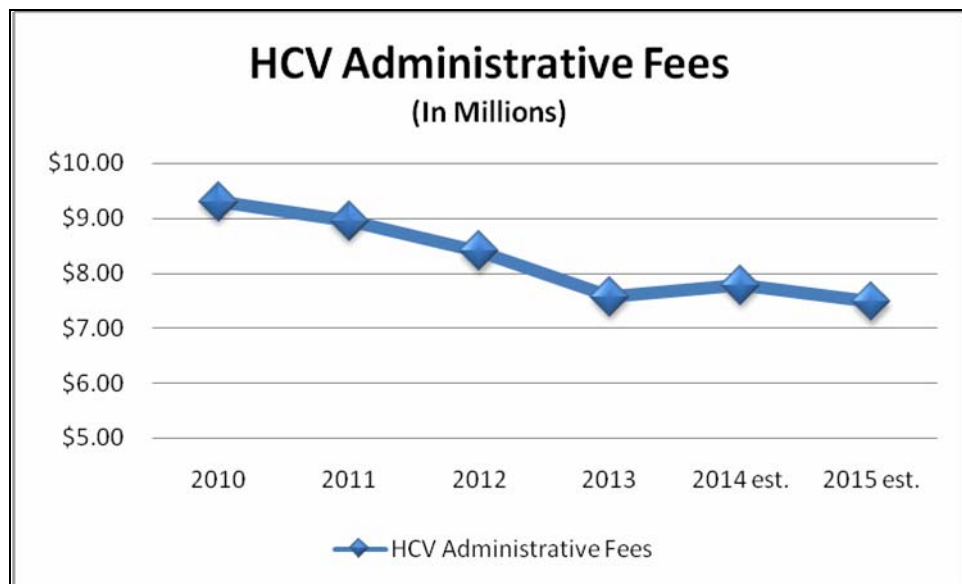
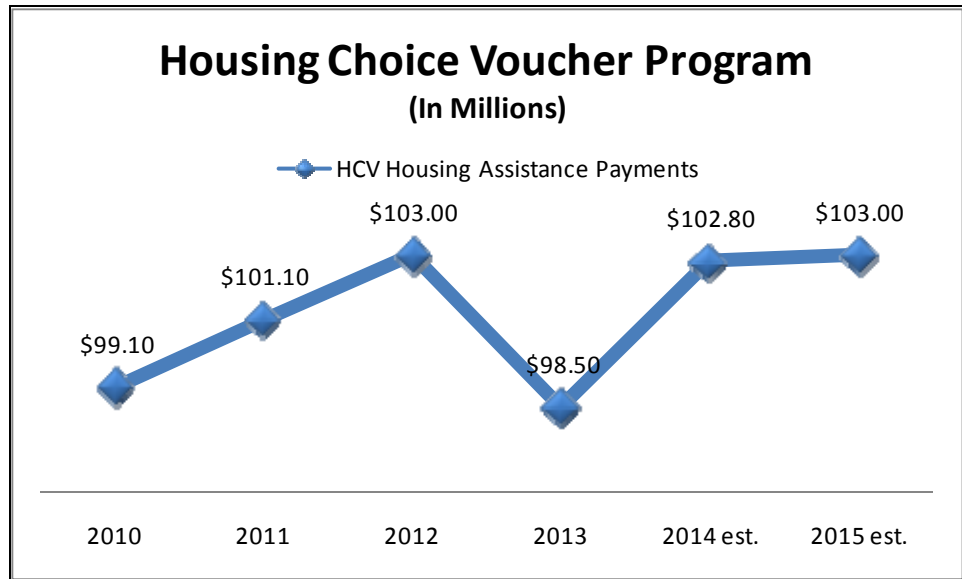
As we adopted the 2014 budget, the future did not look much brighter as we faced a sixteen day federal government shut down. However, in January 2014 Congress was able to reach agreement on a two year budget deal. Funding for our major federal programs improved from the sequestration levels of 2013; while not enough to match what we are eligible to receive to fully run the programs, but after several years of continuous cuts it was enough to move us out of crisis mode.

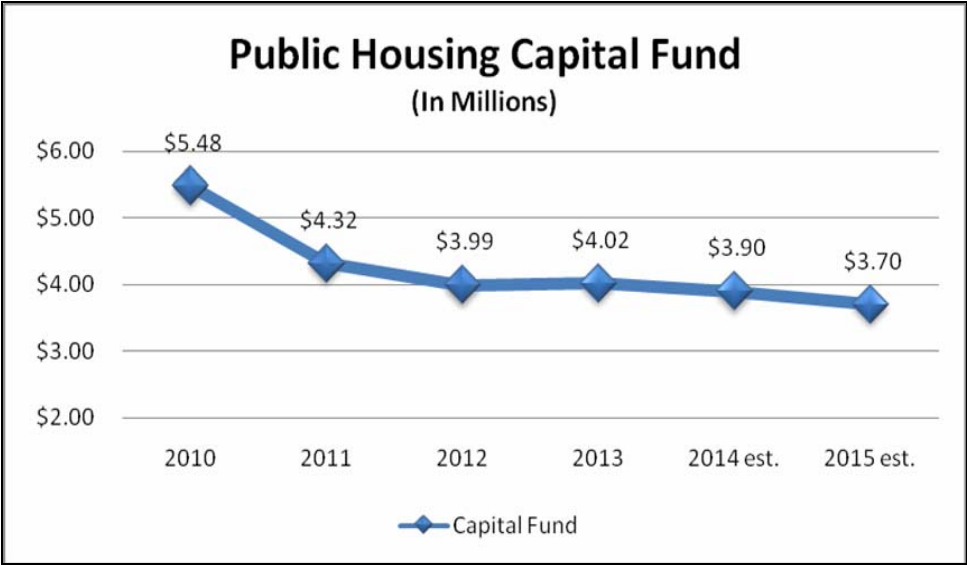
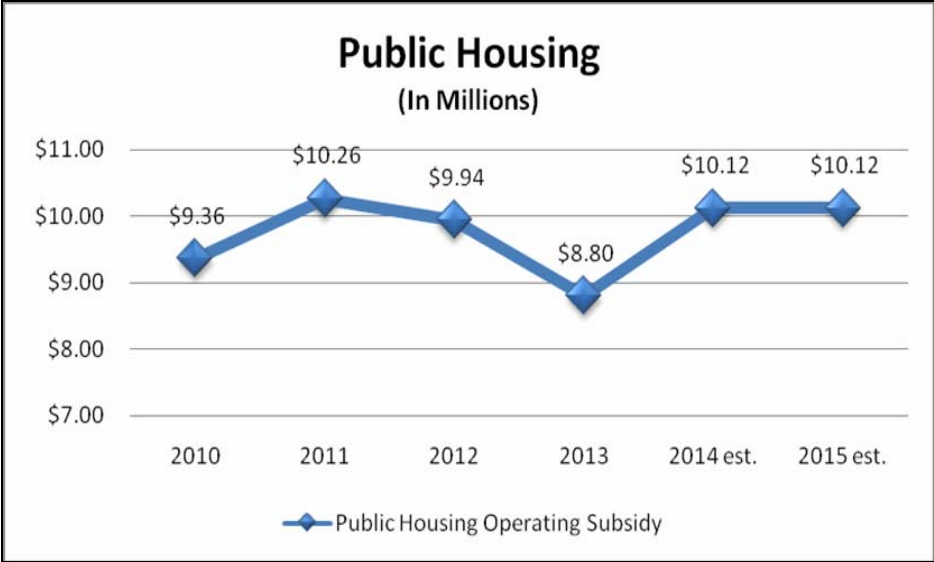
Whereas the 2014 budget was focused on stabilizing the Agency’s programs and minimizing the impact to the residents we serve, 2015 is focused on moving forward:

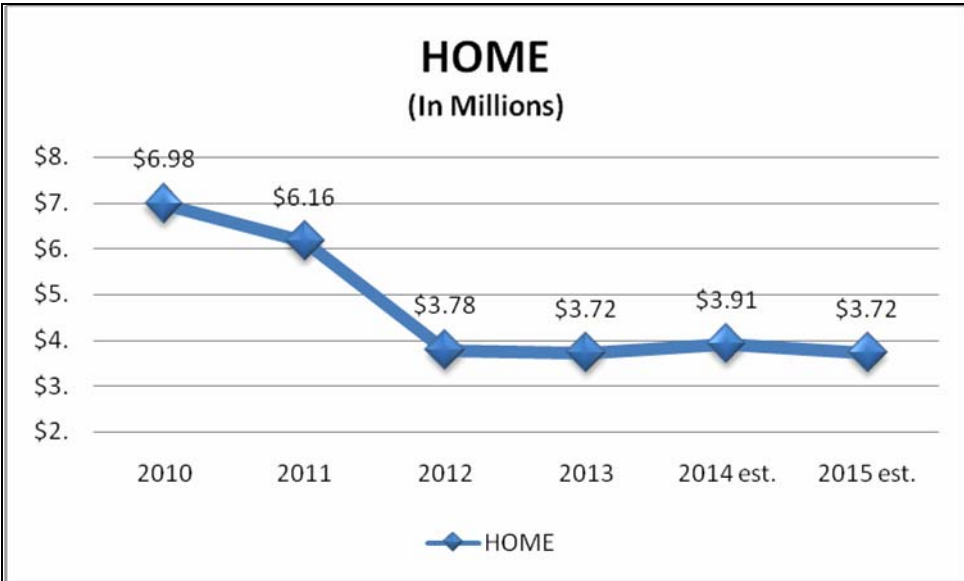
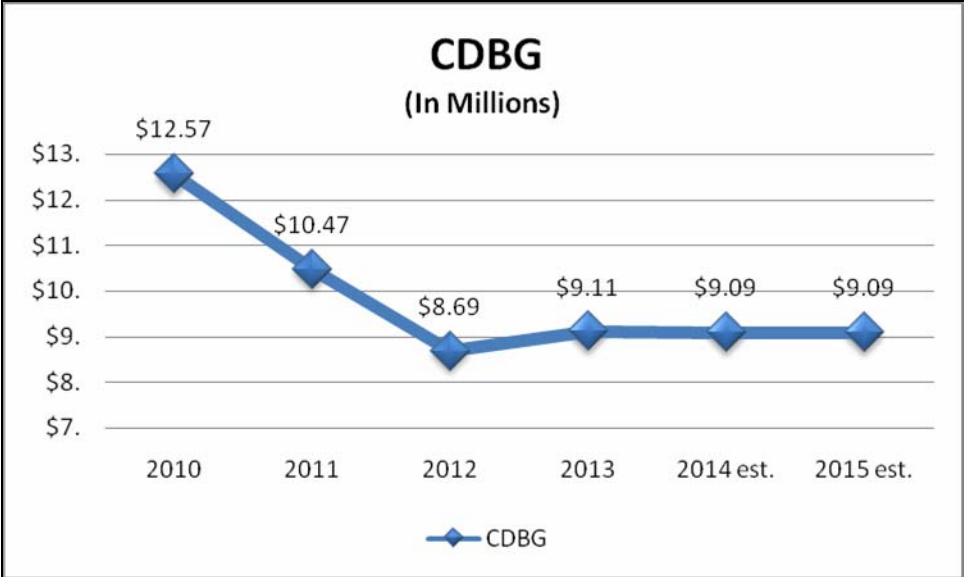
- We will maximize leasing of vouchers in the housing choice voucher program now that funding appears to have been restored to previous levels.
- We will continue to pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing. Specifically, we are seeking award of a CNI implementation grant for the Twin Rivers public housing development and actively pursuing opportunities for State funding through the Affordable Housing and Sustainable Communities Program.
- We will be entering into labor negotiations with the various bargaining units within the Agency.
- We will continue to focus on the rehabilitation and repositioning of former Public Housing properties. This includes the tax credit syndication and substantial rehabilitation of two high-rise buildings, one in the neighborhood of Alkali Flat and one in Midtown.

## Federal Funding Trends

Beginning in 2011, Congress systematically began reducing federal spending for domestic programs and, in 2013, implemented the cuts required by the Sequestration Transparency Act of 2012. The vast majority of the spending cuts imposed by sequestration directly impacted the federal discretionary programs we administer on behalf of the City and County of Sacramento. The following charts provide a visual representation of the trends of the major federal funding administered by the Agency over the past several years.







While things appear to have stabilized, the reductions in federal support for community development, affordable housing and public services continue to impact the needs of our community. The recent opening of the HCV waitlist resulted in over 46,000 applications in a two week period. This just underscores the continued need for affordable housing opportunities in the Sacramento region.



## **2014 Accomplishments**

Despite the slow recovery of our federal funding sources, our performance continues to be regarded as a model for best practices in affordable housing preservation and production through successful public-private-nonprofit partnerships. Those accomplishments are worthy of recognition.

### Affordable Housing (new construction/renovation/completed)

- Completed renovation and/or construction of seven multi-family developments providing 643 units of affordable housing:
  - Township 9
  - Garden Village
  - Ridgeway Studios
  - Washington Plaza
  - Glen Ellen
  - Greenway Village
  - Los Robles

### Affordable Housing (under construction/renovation/financed)

- Began this year or will commence early next year on 668 units of affordable housing including 12 single family homes:
  - Mather Veterans Village
  - Arbor Creek Senior Housing
  - 700 K Street
  - Curtis Park Court Apartments
  - Woodhaven Apartments
  - Sierra Vista Apartments
  - Sutterview Apartments
  - Del Paso Nuevo IV
- Provided \$37 million in Mortgage Revenue Bonds, and \$24.9 million in multifamily loan assistance for affordable housing rehabilitation/construction.
- Approved financing for 60 families for Homebuyer and Mortgage Credit Certificate Programs.
- Managed a \$281 million portfolio of over 1,400 loans.
- Monitored 396 single family regulatory agreements and monitored compliance of more than 1,100 single family home loans.

### Neighborhood Stabilization Program (NSP)

We are continuing to administer Sacramento's federal NSP 3 funds which are being used to rehab homes in low income communities that were severely impacted by the housing crisis.

Specifically, we are working with volume builders that are rehabilitating multiple properties and in 2014:

- 18 homes were rehabbed and sold under NSP 3, and nine more are currently being rehabbed or are on the market for sale.
- Under our Property Recycle Program, nine of 19 homes are expected to be released to a developer by the end of the year for rehab and will then be sold at affordable prices.

### Commercial/Infrastructure and public facilities (completed/under construction)

- Completed new construction of the Louise A. Perez Community Center, a public-private partnership that provides residents with convenient access to services, programs resources and employment opportunities.
- Completed the first of three phases to rehab and preserve the Bing Kong Tong building in Isleton which will eventually be restored as a community gathering place and museum of Chinese and Chinese American culture and history in the Delta.
- Began design and environmental work for a new Dos Rios Light Rail Station at 12<sup>th</sup> Street and Richards Boulevard. The light rail stop planned for this location will eventually provide convenient access for residents within walking distance of the Twin Rivers public housing community and surrounding areas.
- Completed the Franklin Boulevard Streetscape improvement project and began construction on the Old Florin Town Street improvement project to create safer pedestrian access and attract more customers to local businesses along Franklin Boulevard and Old Florin Town.
- Completed the Femoyer Avenue streetscape project which improves connectivity, to the Mather community and neighborhood schools, as well as access to future development opportunities.

- Providing funding for design work with construction to begin next year on :
  - Meadowview Traffic Signal Project
  - Colonial Heights Improvement Project
  - South Sacramento Lighting Project
  - Walnut Grove ADA Restroom Project
  - Rio Linda Community Center Rehabilitation Project

Job Creation and Employment Opportunities

Our work to produce affordable housing and to revitalize communities also creates job opportunities in a range of positions at every step of the process from groundbreaking to grand opening.

It is the Agency’s belief that residents who live in the communities where these projects are being completed should have an opportunity to compete for jobs on those projects, and to receive the necessary training and certification to become qualified for employment.

In 2014, SHRA launched the First Source Sacramento job training and hiring program in partnership with the Greater Sacramento Urban League and Sacramento Employment and Training Agency. The program is a first in the nation, helping low income housing residents compete successfully in the job market through case management, skills assessment, job training and placement. To date:

- Approximately 90 housing program residents received training to register in the First Source Sacramento Program.
- Eight companies and contractors have registered to post job opportunities.
- 16 local residents are working on an affordable housing development project in Del Paso Heights.

Public Service Programs

- The Agency administers federal programs on behalf of the City and County that support public improvements and services for low income residents, emergency housing and homeless services. These programs include the Community Development Block Grant, Emergency Solutions Grant, and Rapid Re-Housing Programs.

- 296,894 meals were delivered to homes and served at café sites in the City and County through the Meals on Wheels Senior Nutrition Program.
- 577 homeless residents received temporary housing through the Emergency Solutions Grant Program.
- 62 homeless households received placement assistance through the Rapid Re-Housing Program.

### Housing Authority

Sacramento Housing and Redevelopment Agency serves as the Housing Authority for the City and the County. The Housing Authority provides rent Assistance and affordable housing to more than 51,000 low income residents through the HCV Program and the Conventional Public Housing Program.

### Housing Choice Voucher Program

After weathering challenges of sequestration, the Agency continues to deliver a very successful HCV program. In 2014, the Agency is expected to maintain close to 98 percent leasing of our HUD vouchers, providing rental assistance to an estimated 11,600 families each month.

- Opened the HCV waitlist for the tenant based program in September 2014. After receiving over 46,000 applications in two weeks, 5,000 families were placed on the waitlist by random computerized selection.
- Maintained housing for all existing HCV families despite sequestration in 2013 and reduced funding in 2014.
- Awarded 41 additional vouchers from the Department of Veterans Affairs to provide housing opportunities for homeless veterans and their families. The award brings the total vouchers to 336 administered by SHRA.
- Awarded 25 VASH Project Based Vouchers (PBV) to the Mather Veterans Village project.
- Launched the landlord portal in fall 2014. This portal provides a secure avenue for participating landlords and payees to track payments, review past inspections, access tenant ledgers, sign up for direct deposit, change contact information and other related information online. Launching this portal significantly reduced mailing costs and increased productivity with reduced owner calls and more efficient customer service.

- Pulled 2,500 families from the HCV waitlist to reach a goal of 98% lease up of allocated vouchers in 2014 (following the halt in lease up due to sequestration in 2013).

### Public Housing and Local Housing Programs

The Housing Authorities' own and/or manage approximately 3,416 housing units within the City and County of Sacramento. Of these, 2,788 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 (1753 units) in the City and (1,035 units) in the County. In addition to the public housing units, the Housing Authority manages another 628 units of local non-public housing.

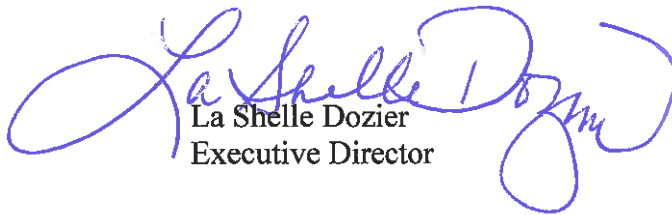
In 2014, HUD notified SHRA that the **City and County Housing Authorities had received high performer status based upon 2013 operating results**. Staff is continuing to streamline operations where possible and diligently monitor operating activities to ensure that we continue to maintain these high standards of performance into the future.

- Three Housing Authority residents competed nationally and won financial scholarships to attend school.
- The Housing Authority entered into a lease with Blossom Ridge to provide in home support services for the elderly residents living at this 80 unit apartment complex.
- 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 FSS program. The FSS program is a five year program that assists residents with job searches and links to social services, and allows residents to save a portion of rent subsidy towards future major purchases such as a home, car, or college tuition.
- Submitted the Choice Neighborhoods Initiative Transformation Plan for the Twin Rivers development to HUD.
- Received the Choice Neighborhoods Initiative Planning Grant for Marina Vista and Alder Grove.
- The asset repositioning strategies employed by the Housing Authority over the last three years have been successful. In 2014, construction on the Washington Plaza high-rise will be completed and the financing will close for the two other high-rise buildings of Sierra Vista and Sutterview, with construction to commence in early 2015.

- Additionally, the Housing Authority is moving forward on the disposition of 76 scattered single family homes under the Property Resale Entity (PRE) which result in the elimination of blight through the complete rehabilitation of the homes and provide homeownership opportunities for qualified low income homebuyers.

After several years of uncertainty, the Agency has reached a period of recovery. We are optimistic that with your leadership and support, we will continue to bring forward award-winning projects and to invest in community revitalization activities through effective partnerships that improve Sacramento's quality of life.

Sincerely,



La Shelle Dozier  
Executive Director

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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 State of California Department of Finance estimates the population on January 1, 2013 at 473,509 for the City and 1,445,806 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.

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**

The information presented in the financial statements is perhaps best understood when it is considered from the broader perspective of the specific environment within which the Agency operates.

#### **Local economy**

The California State University Sacramento College of Business Administration reports that more than two years into the local recovery, the Sacramento economic outlook continues to improve, albeit at a moderate pace, as expected. The regional unemployment rate is currently 8%, down from 9.6% a year ago and is expected to fluctuate between 7% -8.5% in 2014. This compares to 8.3% for California and 6.6% for the United States (unadjusted). The fact that Sacramento lags the national economy in recovery is due largely to the housing crash that precipitated the recent recession. Housing is typically the sector that drives regional economic rebounds, but not so this time. While most other recoveries have been paced by resurgence in construction, this last downturn was caused by overbuilding and it will take longer to correct. As a result, every year of this recovery seems to look pretty much like the year before. The housing bust associated with the recession has also dampened another factor that drove strong growth in the past: population inflows. Rapid population growth fueled the economic growth in the Sacramento region prior to the recession but not during the recovery. In 2014, population growth is expected to continue to be moderate without faster job growth to attract more people to the Sacramento area.

#### **Long-term financial planning**

Recognizing an emerging trend toward economic instability on a national and local level, the Agency adopted conservative fiscal strategies in anticipation of a progressive decline in resources. In 2008 the Agency began to restructure and re-engineer the organization which entailed an analysis of span of control (number of employees reporting to management), process improvements, adjusting service level expectations and implementing initiatives that streamline and consolidate services and functions. Many of the initiatives have been implemented and have resulted in a much more cost effective and efficient organization. Had the Agency not implemented a timely response at the first signs of these fiscal challenges, our current budget situation would have required a more drastic approach.

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 demand for affordable housing in Sacramento City and County, and in the entire Sacramento region, has increased with the slow housing recovery and as unemployment and household income remains stagnate. In turn, this trend has put pressure on the rental market and has increased the demand for affordable housing. 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.

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## RESOLUTIONS



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## RESOLUTION NO. SHRC - \_\_\_\_\_

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

### **APPROVAL OF 2015 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; and

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

**WHEREAS**, the sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year; On February 1, 2012, pursuant to Health and Safety Code Section 34173, the fiscal administration of the former City and County Redevelopment Agencies was assumed within the management structure of the City and County of Sacramento which elected to administer the dissolution of their redevelopment agencies. The budgets of the former Redevelopment Agencies are no longer incorporated within the Sacramento Housing and Redevelopment Agency Budget; and

**WHEREAS**, Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31; and

**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 2015 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 these activities do not require 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 2015 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 2015 Operating Budget totaling \$153,188,147 and the 2015 Project Budget totaling \$30,882,507, all as further described in the 2015 Proposed Agency Budget (hereinafter “2015 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 2015 fiscal year. The 2015 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 225 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 2015 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 2015 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 2015 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 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 he 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 2015 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 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 27. The Executive Director, or designee, is authorized to transfer project appropriations among fund groups.

Section 28. 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 29. 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 30. 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 31. 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 32. All project appropriations in existence as of December 31, 2014 will be carried over and continued in 2015.

Section 33. All multi-year operating grant budgets in existence as of December 31, 2014 shall be continued in 2015.

Section 34. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2014 may remain in effect in 2015. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2014, but only to the extent that the applicable division’s 2014 operating budget appropriations exceeded 2014 expenditures.

Section 35. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2015 Budget.

Section 36. The Executive Director, or designee, is authorized to delegate the authorities as set out in this resolution.

Section 37. This resolution shall take effect immediately.

\_\_\_\_\_ CHAIR

ATTEST

\_\_\_\_\_  
CLERK

## **RESOLUTION NO. 2014-**

### **Adopted by the Sacramento City Council**

on date of

### **APPROVAL OF 2015 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 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.
- B. Agency receives annual funding from a combination of federal, state and local sources.
- C. The sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year.
- D. As of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution # 2012-018, the fiscal administration of the former Redevelopment Agency of the City was assumed within the management structure of the City of Sacramento which elected to administer the dissolution of its redevelopment agency and to manage and staff the Redevelopment Agency Successor Agency (RASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget.
- E. Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>.
- F. Pursuant to Health and Safety Code Section 34176 and resolution # 2012-001, the City of Sacramento designated the Housing Authority of the City of

Sacramento (HACS or 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.

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

Section 1. The proposed actions to adopt the 2015 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 2015 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 2015 Operating Budget totaling \$153,188,147 and the 2015 Project Budget totaling \$30,882,507, all as further described in the 2015 Proposed Agency Budget (hereinafter "2015 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 2015 fiscal year. The 2015 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 225 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 of the former Redevelopment Agency approved by the Successor Agency's Oversight Board.
- Section 6. The Agency is authorized to submit the 2015 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, 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 2015 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 2015 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 and Central office 2015 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, 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. Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. Agency 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 Authority, staffed by the Agency, to conduct a physical inventory, analyze receivables for collectability, and, accordingly, reconcile and adjust related financial records. Agency is authorized to amend the Budget and financial records as needed for such adjustments.
- Section 11. 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. 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, 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.
- 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. Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants.
- Section 15. Agency 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 approved Action Plans and funding source requirements.

Section 16. 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. 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 Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

Section 17. 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, 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. Agency is authorized to amend the Budget to make transfers of fund balances to accommodate reserve requirements. 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, 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. Agency is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 21. 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. Agency is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 23. 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. Agency is authorized to transfer project appropriations among fund groups.
- Section 25. 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. 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. 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. 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 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, 2014 will be carried over and continued in 2015.

Section 30. All multi-year operating grant budgets in existence as of December 31, 2014 shall be continued in 2015.

Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2014 may remain in effect in 2015. Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2014, but only to the extent that the applicable division’s 2014 operating budget appropriations exceeded 2014 expenditures.

Section 32. Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2015 Budget.

Section 33. 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 34. Agency is authorized to delegate the authorities as set out in this resolution.

Section 35. This resolution shall take effect immediately.

**Table of Contents:**

Exhibit A - Summary of Changes to Sacramento Housing and Redevelopment Agency Proposed 2015 Budget



**EXHIBIT A****SUMMARY OF CHANGES TO SACRAMENTO HOUSING  
AND REDEVELOPMENT AGENCY PROPOSED 2015 BUDGET**

Approved 2015 Total Operating Budget	\$ 153,188,147
Revised Approved 2015 Total Operating Budget	\$0
Approved 2015 New Projects	\$ 30,882,507
Revised Approved 2015 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 184,070,654</b>

## **RESOLUTION NO. 2014-**

### **Adopted by the Housing Authority of the City of Sacramento**

on date of

### **APPROVAL OF 2015 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 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.
- B. Agency receives annual funding from a combination of federal, state and local sources.
- C. The sources of Agency revenues require an operating budget adopted prior to the start of each new fiscal year. As of February 1, 2012, pursuant to Health and Safety Code Section 34173 and resolution 2012-018, the fiscal administration of the former Redevelopment Agency of the City was assumed within the management structure of the City of Sacramento which elected to administer the dissolution of its redevelopment agency and to manage and staff the Redevelopment Agency Successor Agency (RASA). The budget of the former Redevelopment Agency is no longer incorporated within the Agency Budget.
- D. Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>.
- E. Pursuant to Health and Safety Code Section 34176 and 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.

**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 2015 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 these activities do not require a review under NEPA pursuant to 24 CFR Section 58.35(b)(1), (2), (3), and (4).

All other actions associated with the adoption of the 2015 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 2015 Operating Budget totaling \$153,188,147 and the 2015 Project Budget totaling \$30,882,507, all as further described in the 2015 Proposed Agency Budget (hereinafter "2015 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 2015 fiscal year. The 2015 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 225 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 of any required funds, the Executive Director, or her designee, 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 Redevelopment Agency Successor Agency (RASA). Such transactions must comply with applicable laws and regulations and agreements to provide staffing services for RASA are subject to RASA 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 2015 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 2015 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 2015 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 and Central Office 2015 Budget attached as Exhibit B-1.

- Section 10. Form HUD-52574 (08/2005), 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 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 the Housing Authority of the City of Sacramento (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. 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, 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 approved Action Plans utilizing ESG and HOPWA funds, strictly in accordance with the terms of the approved Action Plans 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. 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 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 payment obligation payment schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2015 Agency Budget year.
- Section 23. HACS 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 City 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. 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, 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,” 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, 2014 will be carried over and continued in 2015.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2014 shall be continued in 2015.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2014 may remain in effect in 2015. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2014, but only to the extent that the applicable division’s 2014 operating budget appropriations exceeded 2014 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2015 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. This resolution shall take effect immediately.

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Exhibit A: Summary of Changes To Sacramento Housing and Redevelopment Agency Proposed 2015 Budget

Exhibit B-1: 2015 City Public Housing Asset Management Projects (AMP) and Central Office Cost Center (COCC)

Exhibit B-2: HUD Resolution Approving the 2015 AMP Budgets

## EXHIBIT A

### SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2015 BUDGET

Approved 2015 Total Operating Budget	\$ 153,188,147
Revised Approved 2015 Total Operating Budget	\$0
Approved 2015 New Projects	\$ 30,882,507
Revised Approved 2015 New Projects	\$0
TOTAL SHRA BUDGET	\$ 184,070,654

# City Public Housing AMP, Central Office and Central Services Budget

## January 1 - December 31, 2015

PHA Code: CA005 City of Sacramento	City <u>AMP 1</u>	City <u>AMP 2</u>	City <u>AMP 3</u>	City <u>AMP 4</u>	City <u>AMP 5</u>	City <u>AMP 7</u>	Total City Public Housing	City COCC Central Office & Central Svc
Beginning fund equity	\$ 1,439,334	\$ 1,639,266	\$ 1,891,908	\$ 638,236	\$ 497,134	\$ 833,558	6,939,436	\$ 710,063
Revenues:								
HUD Operating Subsidy	1,486,631	1,746,942	1,156,159	779,611	826,072	727,099	6,722,514	-
Maintenance Charges to Tenants	15,000	25,000	5,000	5,000	11,000	20,000	81,000	-
Washer/Dryer Income	4,000	-	10,000	6,000	4,000	4,000	28,000	-
Rental Income - Dwelling	600,000	600,000	700,000	500,000	500,000	400,000	3,300,000	-
Rental Income - Commercial			183,853				183,853	-
Interest Income - Investment	10,000	12,000	9,000	4,000	3,000	5,000	43,000	-
Bad Debt Recovery	-	100	-	300	50	50	500	-
Miscellaneous income	5,045	10,060	2,030	6,030	5,560	5,030	33,755	5,565
Management Fee	-	-	-	-	-	-	-	1,497,006
IT/Bookkeeping Fee	-	-	-	-	-	-	-	198,297
Asset Management Fee	-	-	-	-	-	-	-	325,440
Admin Fee (CFP)	-	-	-	-	-	-	-	253,460
Central services fees	-	-	-	-	-	-	-	399,784
Total operating revenue	2,120,676	2,394,102	2,066,042	1,300,941	1,349,682	1,161,179	10,392,622	2,679,552
CFP Mgmt impr transfers	74,411	69,991	104,091	55,591	62,761	66,539	433,384	-
Total revenues and transfers in	2,195,087	2,464,093	2,170,133	1,356,532	1,412,443	1,227,718	10,826,006	2,679,552
Expenditures:								
Employee Services:								
- Management/Maintenance	688,361	576,369	573,782	404,504	323,731	335,622	2,902,369	1,014,870
- Resident Trainees	11,741	11,741	11,741	11,741	11,741	11,741	70,446	-
Total Employee Services	700,102	588,110	585,523	416,245	335,472	347,363	2,972,815	1,014,870
Services & Supplies:								
- Management/Maintenance	1,011,361	1,270,853	915,344	592,369	731,605	528,977	5,050,509	1,657,014
- Resident Trainees	62,670	58,250	92,350	43,850	51,020	54,798	362,938	-
Total Services & Supplies	1,074,031	1,329,103	1,007,694	636,219	782,625	583,775	5,413,447	1,657,014
Other Charges:								
Financial Transactions	2,420	3,215	2,595	1,125	1,120	1,180	11,655	-
- Central Service Fees	82,298	105,215	82,298	32,374	44,992	52,607	399,784	-
- Miscellaneous (PILOT, Depr.)	43,756	50,318	39,380	28,442	28,442	28,442	218,780	-
Management Fee	245,633	266,786	225,846	167,850	150,792	139,192	1,196,099	-
IT / Bookkeeping Fee	31,752	34,487	29,194	21,697	19,492	17,993	154,615	-
Asset Management Fee	43,200	46,920	49,080	29,520	27,480	27,720	223,920	-
Total operating expense	2,223,192	2,424,154	2,021,610	1,333,472	1,390,415	1,198,272	10,591,115	2,671,884
Ending Balance	\$ 1,411,229	\$ 1,679,205	\$ 2,040,431	\$ 661,296	\$ 519,162	\$ 863,004	\$ 7,174,327	\$ 717,731

Board Resolution Approving the AMP Budgets  
PHA Board Resolution  
Approving Operating Budget

OMB No. 2577-0026  
(exp. 10/31/2009)

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

Previous editions are obsolete form HUD-52574 (08/2005) 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: 01/01/15 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 Budgets (*for COCC and all Projects*) approved by Board resolution on: \_\_\_\_\_
- 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 expenditures 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(e) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

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 Chairman's Name: Mayor Kevin Johnson	Signature:	Date:
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## RESOLUTION NO. \_\_\_\_\_

### **APPROVAL OF 2015 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;

**WHEREAS**, the sources of Agency revenues requires an operating budget adopted prior to the start of each new fiscal year; and

**WHEREAS**, On 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**, the Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>; 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 or Authority), 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 AND ORDERED BY THE BOARD OF SUPERVISORS OF THE COUNTY OF SACRAMENTO:

Section 1. The proposed actions to adopt the 2015 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 these these activities do not require 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 2015 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 2015 Operating Budget totaling \$153,188,147 and the 2015 Project Budget totaling \$30,882,507, all as further described in the 2015 Proposed Agency Budget (hereinafter “2015 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 2015 fiscal year. The 2015 Agency Budget incorporates the budgets of the Redevelopment Agency of the City of Sacramento, the Redevelopment Agency of the County of Sacramento, 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 225 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 of the former Redevelopment Agency (CRASA) approved by the CRASA Oversight Board.

Section 6. The Agency is authorized to submit the 2015 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 2015 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 2015 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 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 Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review.

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. 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. 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, 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 the 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 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, 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 15. Agency 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 approved Action Plans and funding source requirements.

Section 16. 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. 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 Agency is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.

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 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. 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 the Agency Brownfield Assessment
- United States Environmental Protection the Agency Brownfield Clean Up
- United States Environmental Protection the Agency Brownfield Revolving Loan Fund
- United States Environmental Protection the 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 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, 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 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 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 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. 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 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, 2014 will be carried over and continued in 2015.

Section 30. All multi-year operating grant budgets in existence as of December 31, 2014 shall be continued in 2015.

Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2014 may remain in effect in 2015. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2014, but only to the extent that the applicable division’s 2014 operating budget appropriations exceeded 2014 expenditures.

Section 32. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2015 Budget.

Section 33. 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 34. The Agency is authorized to delegate the authorities as set out in this resolution.

Section 35. 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 4th day of November, 2014, by the following vote, to wit:

AYES: Supervisors,

NOES: Supervisors,

ABSENT: Supervisors,

ABSTAIN: Supervisors,

---

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 2015 BUDGET

Approved 2015 Total Operating Budget	\$ 153,188,147
Revised Approved 2015 Total Operating Budget	\$0
Approved 2015 New Projects	\$ 30,882,507
Revised Approved 2015 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 184,070,654</b>

**RESOLUTION NO. \_\_\_\_\_**

**ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO**

ON DATE OF

**APPROVAL OF 2015 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**, 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. 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**, Agency's fiscal year is the calendar year from January 1<sup>st</sup> through December 31<sup>st</sup>; 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 2015 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 these activities do not require review 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 2014 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 2015 Operating Budget totaling \$153,188,147 and the 2015 Project Budget totaling \$30,882,507, all as further described in the 2015 Proposed Agency Budget (hereinafter “2015 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 2015 fiscal year. The 2015 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 225 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 SHRA 2015 Budget

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 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 2015 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 2015 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 2015 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 2015 Budget attached as Exhibit B-1.

Section 10. Form HUD-52574 (08/2005), 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.

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. 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. 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 2015 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, 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 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. 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, 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, 2014 will be carried over and continued in 2015.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2014 shall be continued in 2015.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2014 may remain in effect in 2015. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2014, but only to the extent that the applicable division’s 2014 operating budget appropriations exceeded 2014 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2015 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, is authorized to delegate the authorities as set out in this resolution.

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 4<sup>th</sup> day of November, 2014, by the following vote, to wit:

AYES: Members,

NOES: Members,

ABSTAIN: Members,

ABSENT: Members,

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

SEAL:

ATTEST:

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CLERK

## EXHIBIT A

### SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2015 BUDGET

Approved 2015 Total Operating Budget	\$ 153,188,147
Revised Approved 2015 Total Operating Budget	\$0
Approved 2015 New Projects	\$ 30,882,507
Revised Approved 2015 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 184,070,654</b>

# County Public Housing AMP, Central Office and Central Services Budget

## January 1 - December 31, 2015

PHA Code: CA007

County of Sacramento

	County <u>AMP 1</u>	County <u>AMP 2</u>	County <u>AMP 3</u>	County <u>AMP 4</u>	County <u>AMP 5</u>	Total County Public Housing	County COCC Central Office & Central Svc
Beginning fund equity	\$ 204,334	\$ 241,320	\$ 125,685	\$ 19,177	\$ 211,547	\$ 802,063	\$ (41,128)
Revenues:							
HUD Operating Subsidy	642,326	779,450	1,029,961	16,552	926,784	3,395,073	-
Maintenance Charges to Tenants	16,000	5,000	15,700	-	8,000	44,700	-
Washer/Dryer Income	4,000	5,400	9,000	-	2,500	20,900	-
Rental Income - Dwelling	365,000	500,000	655,000	-	400,000	1,920,000	-
Interest Income - Investment	1,000	2,500	5,900	-	950	10,350	1,250
Miscellaneous income	3,500	-	5,274	-	-	8,774	-
Management Fee	-	-	-	-	-	-	675,189
IT/Bookkeeping Fee	-	-	-	-	-	-	205,450
Asset Management Fee	-	-	-	-	-	-	110,622
Admin Fee (CFP) & (HCV)	-	-	-	-	-	-	1,627,089
Central services fees	-	-	-	-	-	-	745,801
<b>Total operating revenue</b>	<b>1,031,826</b>	<b>1,292,350</b>	<b>1,720,835</b>	<b>16,552</b>	<b>1,338,234</b>	<b>5,399,797</b>	<b>3,365,401</b>
CFP operating transfers	-	-	93,900	-	15,000	108,900	-
CFP Mgmt impr transfers	66,541	74,741	109,923	12,388	49,441	313,034	-
AMP to AMP transfers	-	-	-	-	-	-	-
<b>Total revenues and transfers in</b>	<b>1,098,367</b>	<b>1,367,091</b>	<b>1,924,658</b>	<b>28,940</b>	<b>1,402,675</b>	<b>5,821,731</b>	<b>3,365,401</b>
Expenditures:							
Employee Services:							
- Management/Maintenance	349,429	466,779	510,007	-	425,029	1,751,244	977,434
- Resident Trainees	11,741	11,741	35,223	11,588	11,741	82,034	-
<b>Total Employee Services</b>	<b>361,170</b>	<b>478,520</b>	<b>545,230</b>	<b>11,588</b>	<b>436,770</b>	<b>1,833,278</b>	<b>977,434</b>
Services & Supplies:							
- Management/Maintenance	496,497	510,109	614,989	-	640,878	2,262,473	2,331,350
- Resident Trainees	54,800	63,000	74,700	800	37,700	231,000	-
<b>Total Services &amp; Supplies</b>	<b>551,297</b>	<b>573,109</b>	<b>689,689</b>	<b>800</b>	<b>678,578</b>	<b>2,493,473</b>	<b>2,331,350</b>
Other Charges:							
Financial Transactions	230	505	8,136	2,616	400	11,887	670
- Central Service Fees	54,008	47,528	44,022	-	67,555	213,113	-
- Miscellaneous (PILOT, Depr.)	25,983	27,221	32,863	-	30,932	116,999	-
Management Fee	150,600	157,762	199,856	-	166,971	675,189	-
IT / Bookkeeping Fee	19,464	20,382	25,806	-	21,576	87,228	-
Asset Management Fee	26,160	26,022	28,920	-	29,520	110,622	-
<b>Total operating expense</b>	<b>1,188,912</b>	<b>1,331,049</b>	<b>1,574,522</b>	<b>15,004</b>	<b>1,432,302</b>	<b>5,541,789</b>	<b>3,309,454</b>
Ending Balance	\$ 113,789	\$ 277,362	\$ 475,821	\$ 33,113	\$ 181,920	\$ 1,082,005	\$ 14,819

Board Resolution Approving the AMP Budgets  
 PHA Board Resolution  
 Approving Operating Budget

OMB No. 2577-0026  
 (exp. 10/31/2009)

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

Previous editions are obsolete form HUD-52574 (08/2005) 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: 01/01/15 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 Budgets (*for COCC and all Projects*) approved by Board resolution on: \_\_\_\_\_
- 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 expenditures 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(e) and (f); and
6. The PHA will comply with the requirements for access to records and audits under 24 CFR 968.325.

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 Chairman's Name: Jimmie Yee	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 2015 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. There is no federal funding associated with these actions; therefore, NEPA does not apply. All other actions are associated with the adoption of the 2015 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 \$655,947 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 “2015 Proposed Budget”, a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2015 fiscal year for the Sacramento Housing Development Corporation (2015 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 2015 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 2015 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 2015 Budget hereby adopted.

Section 7. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2015 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 4th day of  
November, 2014, by the following vote, to wit:

AYES: Directors,

NOES: Directors,

ABSTAIN: Directors,

ABSENT: Directors,

\_\_\_\_\_  
Chair, Board of Directors  
Sacramento Housing Development  
Corporation

(SEAL)

ATTEST: \_\_\_\_\_  
Clerk

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## **SECTION B**

### **FINANCIAL MANAGEMENT POLICIES**

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# FINANCIAL MANAGEMENT POLICIES

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## 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
- In general, when the Agency finances redevelopment projects using tax allocation bonds, it will pay back the bonds within a period that is consistent with the useful life of the projects financed with the bond proceeds.
- 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

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# FINANCIAL MANAGEMENT POLICIES

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## 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.

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# FINANCIAL MANAGEMENT POLICIES

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## **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 are generated and posted for review by departments on a monthly basis.

## **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.

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# FINANCIAL MANAGEMENT POLICIES

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## 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

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# FINANCIAL MANAGEMENT POLICIES

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required, such as the balance sheet, the statement of revenues, expenses and changes in retained earnings (deficit), and the statement of cash flows.

**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**



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# Major Revenue Description, Trends And Estimates

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## Enterprise Funds - Housing

### Public Housing:

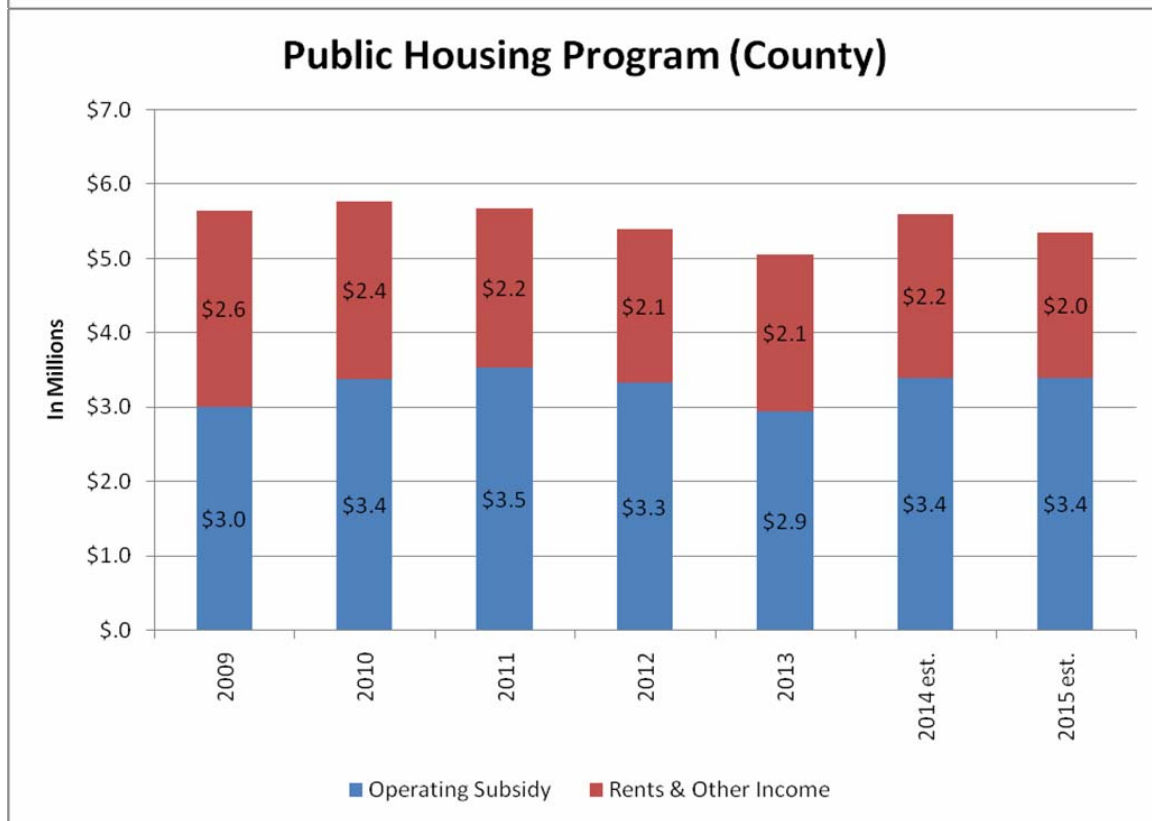
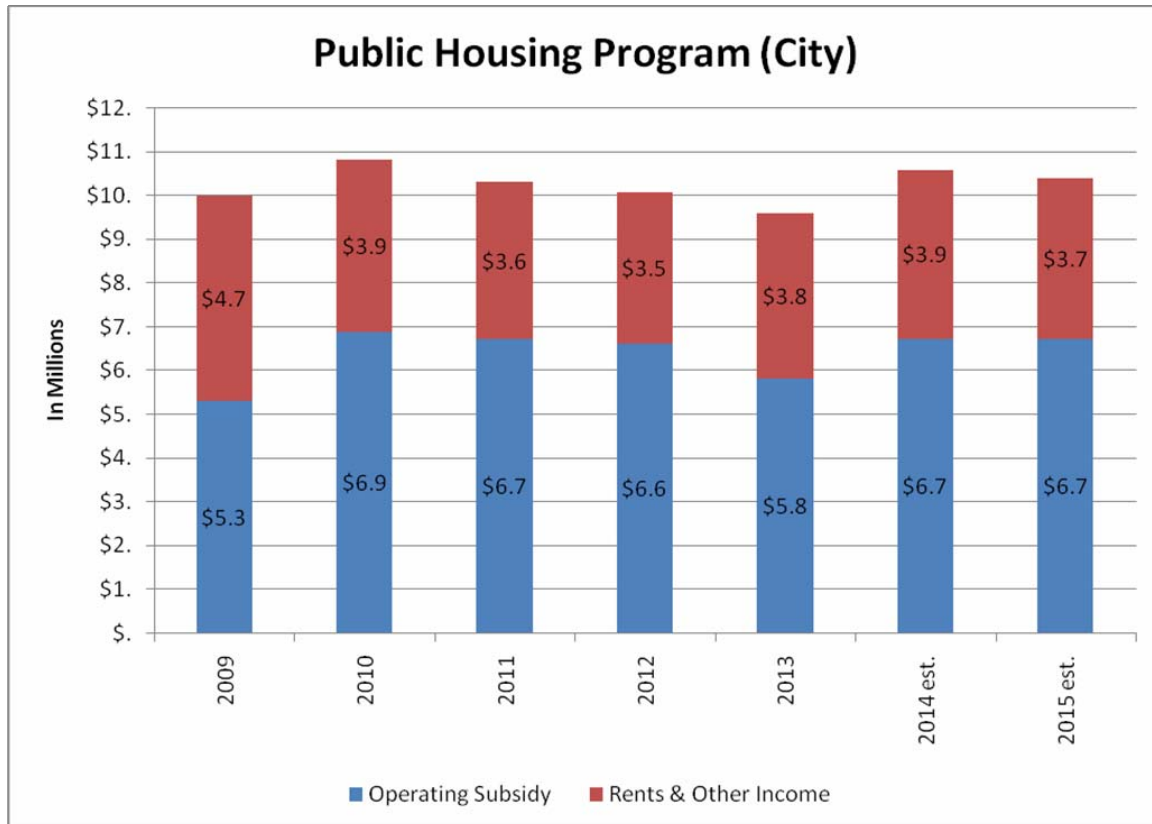
The Housing Authorities' own and/or manage approximately 3,416 housing units within the City and County of Sacramento. Of these, 2,788 of the units were developed under the federal public housing program administered by the Department of Housing and Urban Development (HUD) and are located throughout the Sacramento region with (1,753 units) in the City and (1,035 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 2014, HUD approved the disposition and sale of 76 single family units of public housing under the property recycling program (PRE) to low-income home buyers, with sales to qualified home buyers are expected to begin in 2015. In addition to the public housing units, the Housing Authority manages another 628 units of local non-public housing.

### Revenue Estimate

The average occupancy rate in the Public Housing program is 98 percent for public housing properties available to be leased. Rents reflect a slight decline over the last several years due primarily to: 1) long term vacancies associated with major rehabilitation projects, 2) the disposition of three public housing high-rises to the Agency affiliated non-profit the Sacramento Housing Asset Repositioning Program, Inc. (SHARP), 3) the sale of single family public housing units under the HUD 5h/Section 32 program and 4) the reduction in TANF and SSI income to PHA tenants which reduces the tenants share of the rental payments (30% of 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 2014 the program is being funded at 89% of funding eligibility, meaning that the program is only receiving 89% 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 2015.

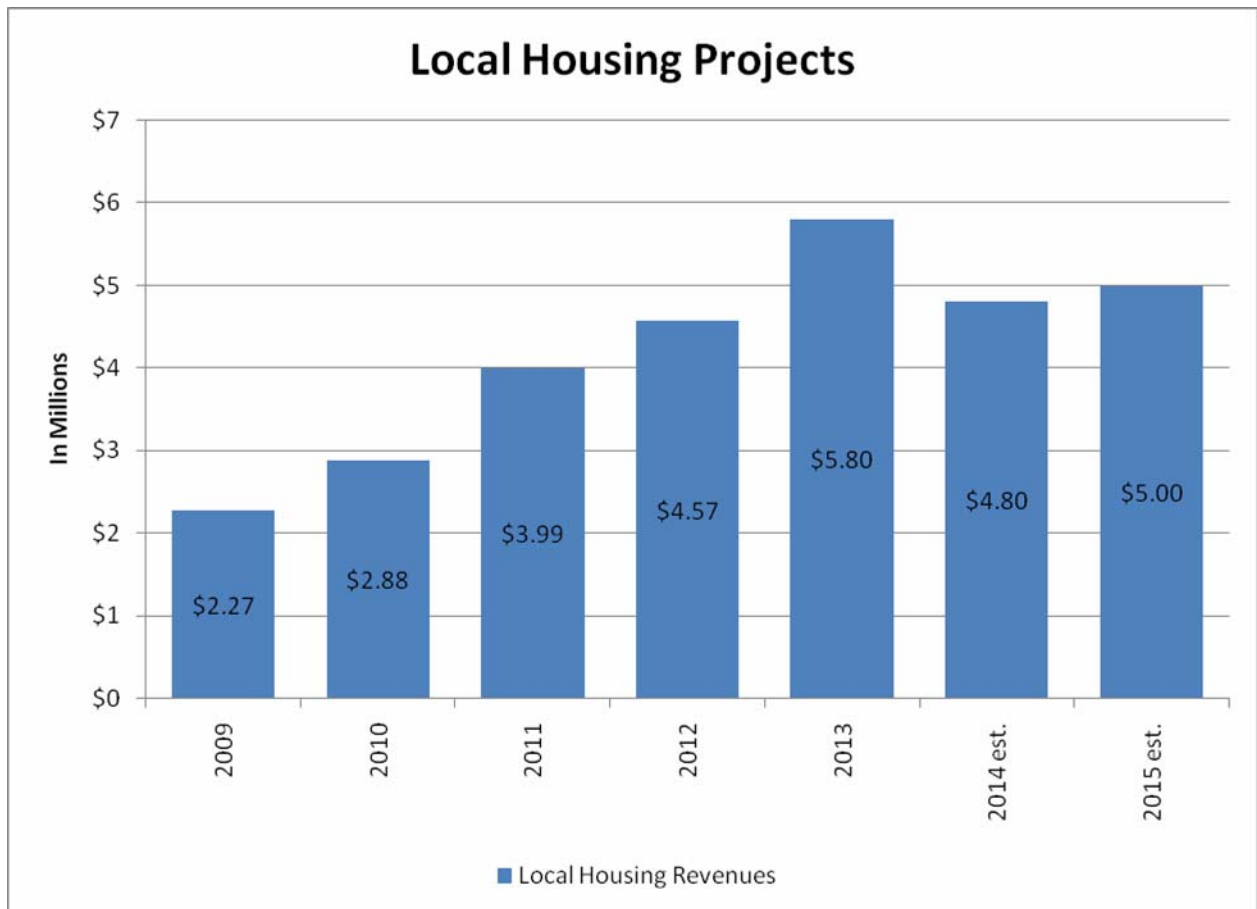
# Major Revenue Description, Trends And Estimates



# Major Revenue Description, Trends And Estimates

## Public Housing (Non-Federal):

While the public housing units have shown decreases in both rents and operating subsidy, the Agency's local housing projects, units not regulated by HUD, have shown positive revenue trends. The primary reason for this change is the implementation of the Housing Authority's asset repositioning strategy that has moved the Public Housing high-rise buildings to the Sacramento Housing Authority Asset Repositioning Program, Inc. (SHARP).



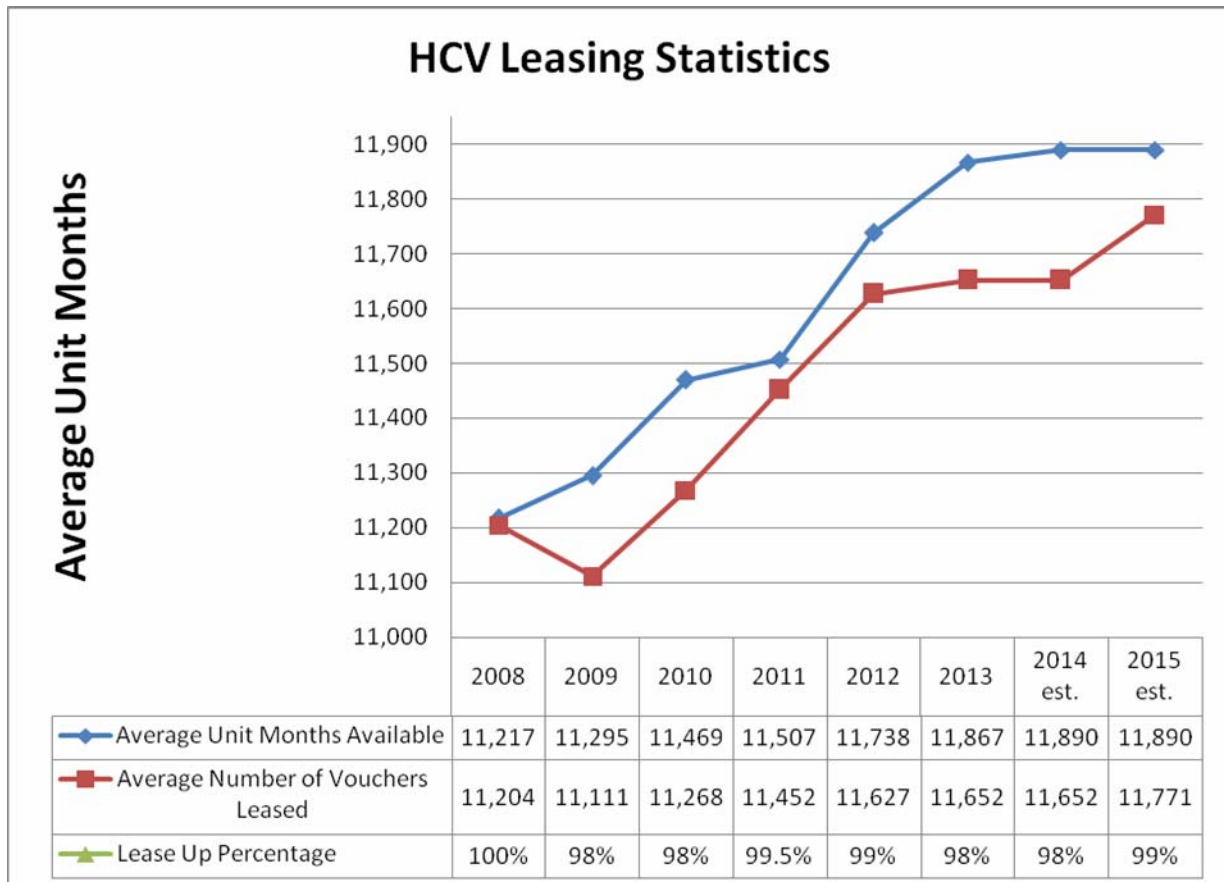
# Major Revenue Description, Trends And Estimates

## Housing Choice Voucher Program (HCV):

The Housing Choice Voucher (formerly Section 8 Housing Assistance) program is funded by the U.S. Department of Housing and Urban Development (HUD) through Annual Contribution Contracts (ACC). The Agency administers this program on behalf of the Housing Authority of the County of Sacramento. The Housing Choice Voucher 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.

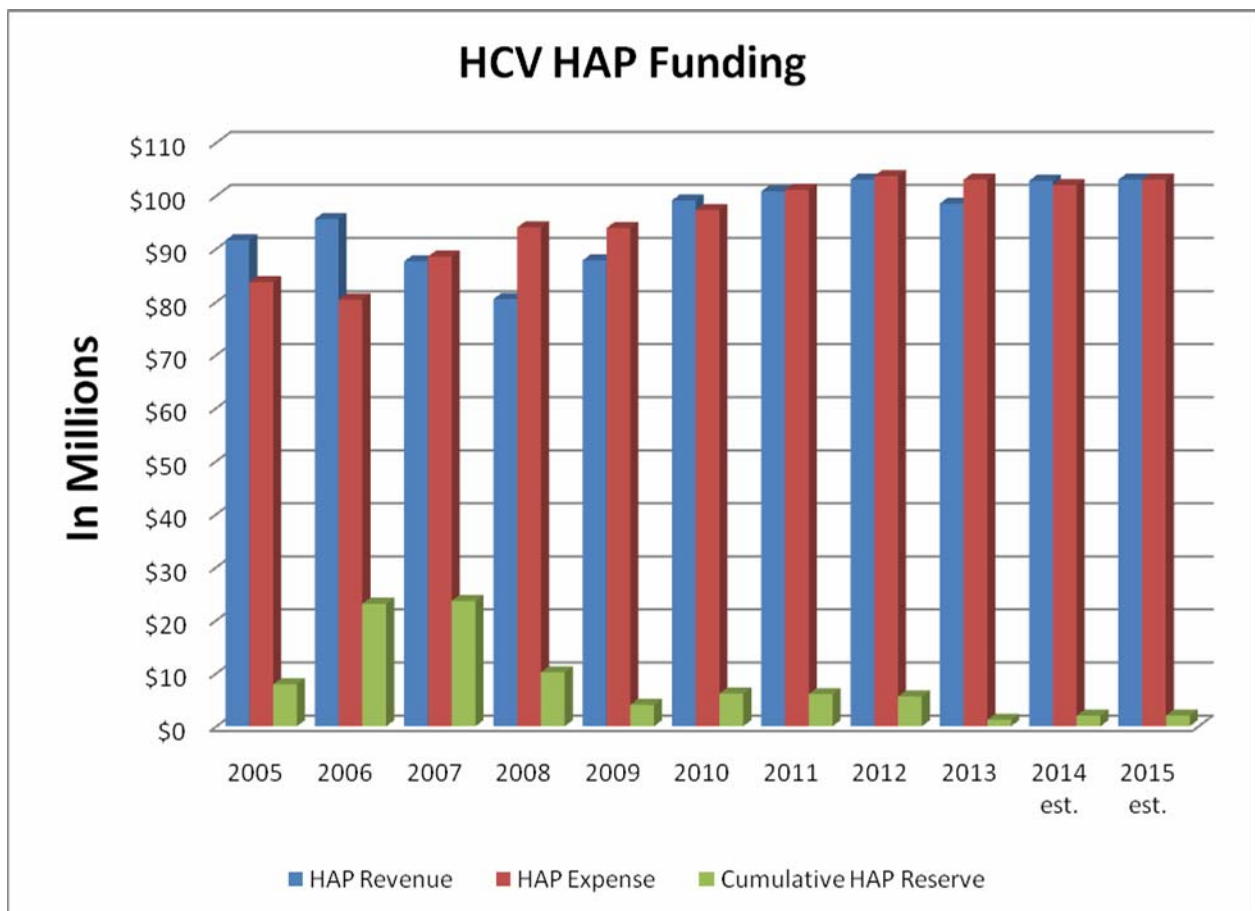
### Revenue Estimate

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 11,890 vouchers authorized for leasing each month and the program has effectively maintained a leasing level between 98% and 100% leasing for all vouchers authorized by HUD since 2008.



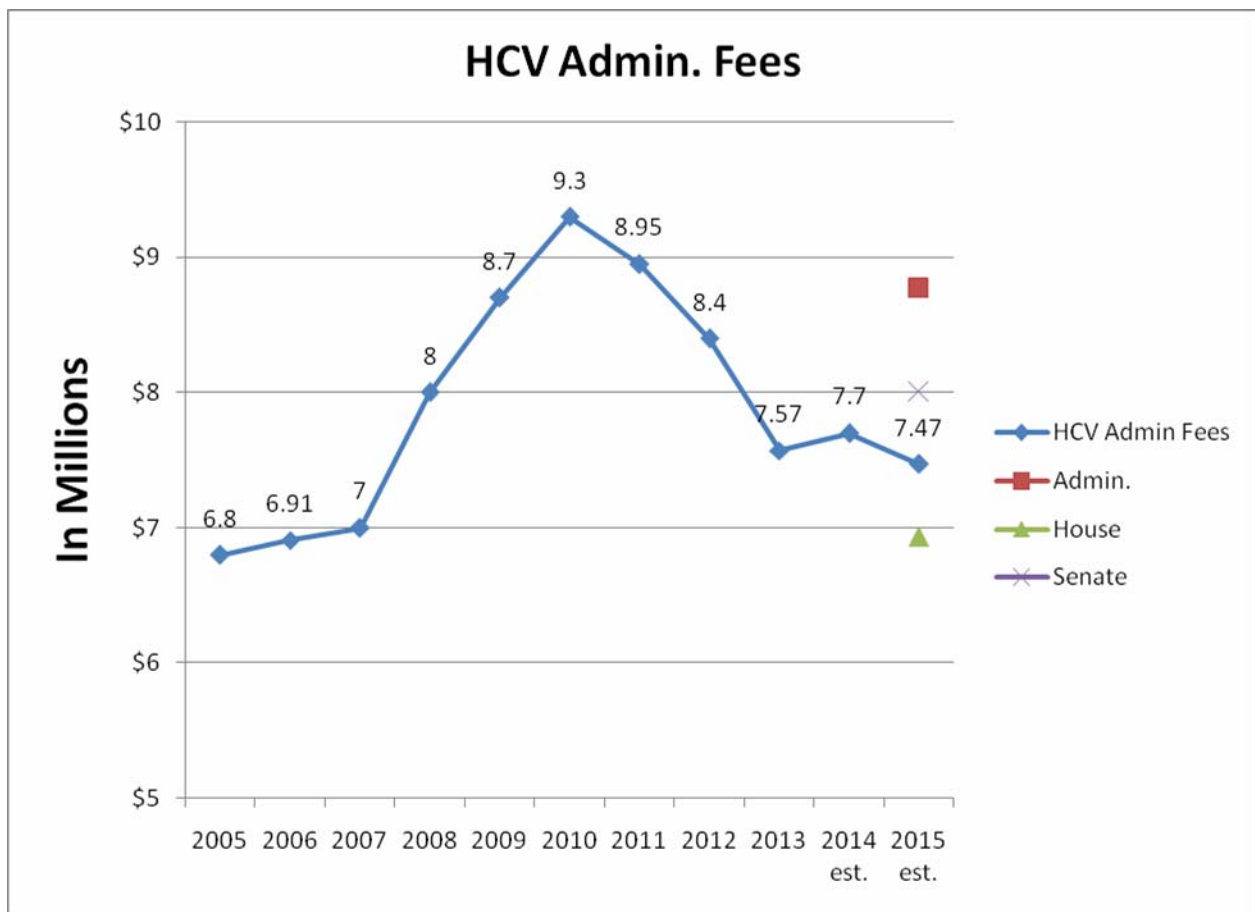
# Major Revenue Description, Trends And Estimates

The high utilization level of vouchers makes the program eligible for maximum funding from HUD. Despite the fact that the Agency is entitled to maximum funding for the program, HUD has 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 2008 and 2009 HUD intentionally recaptured HAP reserves leaving the Housing Authority with approximately two weeks of reserves; therefore, managing leasing levels becomes exceptionally important. During the Sequestration cuts of 2013, HUD provided significantly less funding than was required to cover the scheduled housing assistance payments to landlords. The Agency's 2013 funding eligibility of \$103.7 million was prorated at 95%, a funding cut of \$5.2 million. HUD's current funding level required the Agency to expend the majority of the Agency's existing HAP reserve. Currently, HUD is prorating our eligibility at 99.7% and the Agency projects that this will be sufficient to meet our HAP costs for 2014. The Agency anticipates a similar funding level for 2015 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 11,890 units per month. Once eligibility is determined, HUD uses a formula to determine administrative fees for the Agency. For 2014, the Agency receives \$82.58 for the first 7200 unit months leased and \$77.07 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. The following chart reflects the trends and estimates for HCV administrative funding. Sequestration triggered a 69% proration of 2013 HCV administrative funding eligibility and represented a 12% reduction compared with 2012. The Agency expects funding in 2014 to increase slightly based upon the slightly higher proration level applied by HUD. However, 2015 is a big unknown given the wide array of funding levels purposed by the administration and Congress.



# Major Revenue Description, Trends And Estimates

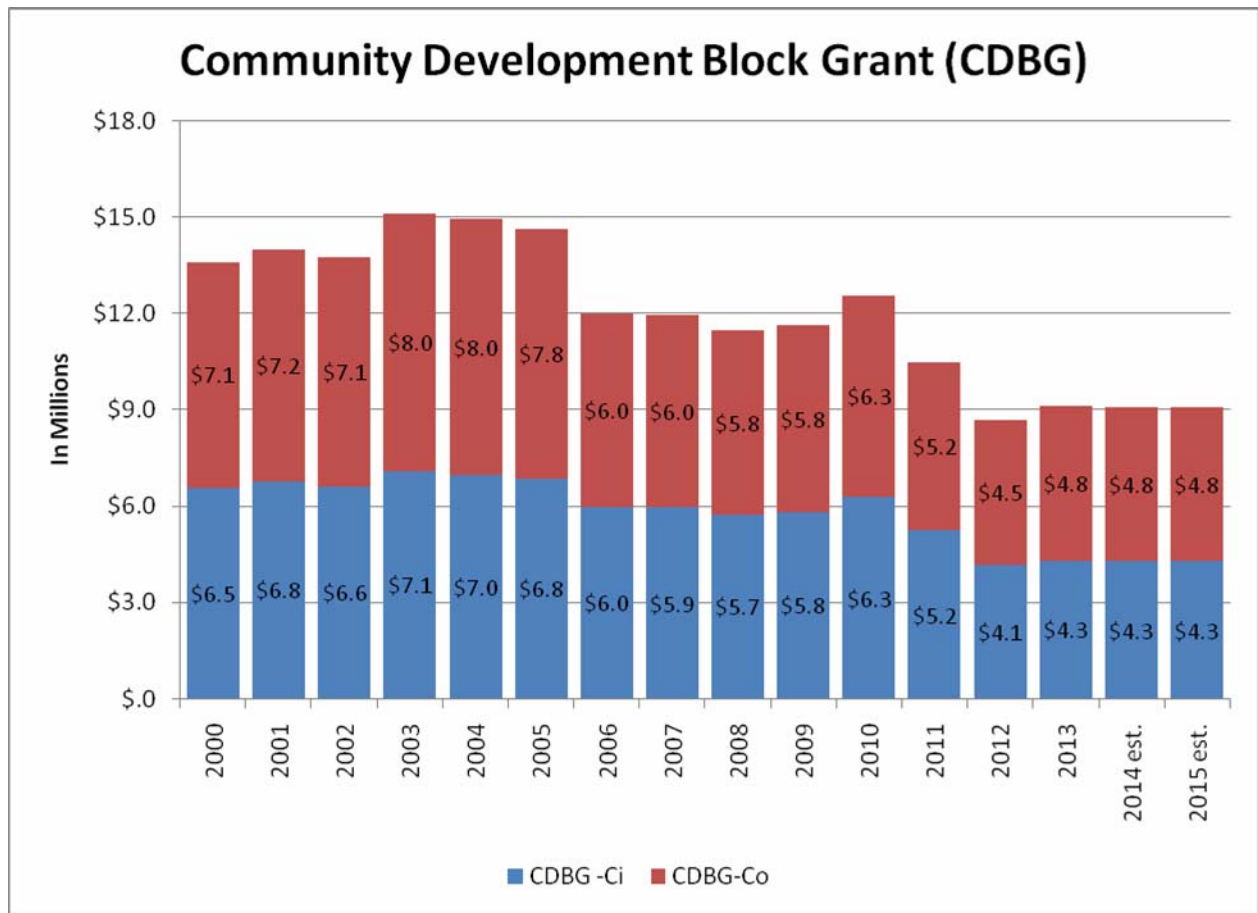
## Other Governmental Funds (Special Revenue):

### 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 31%. Revenues are projected to be relative status quo with 2014 levels.



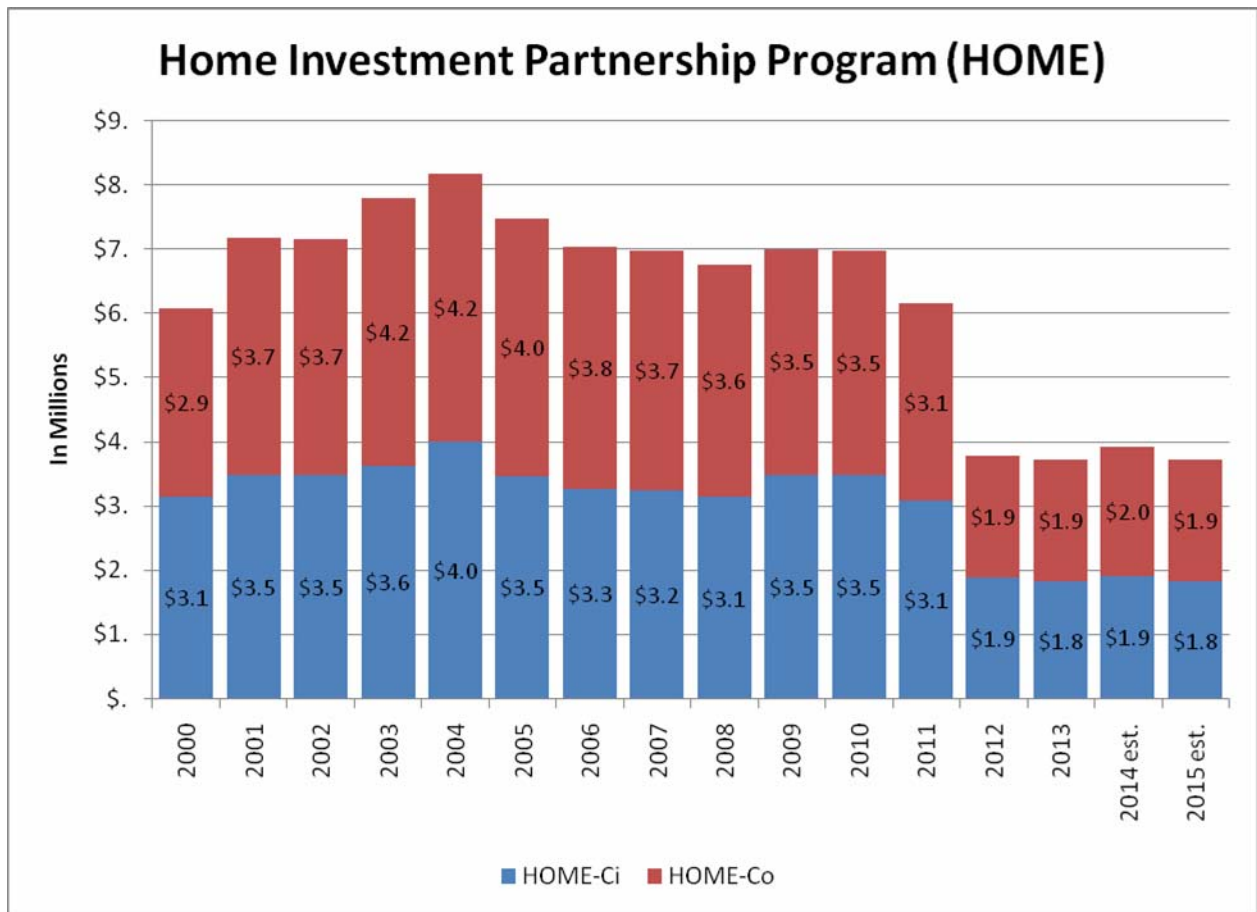
# Major Revenue Description, Trends And Estimates

## 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 49%. Funding improved slightly in 2014, but current federal funding proposals for 2015 reflect the possibility of another cut to the program on a national level.



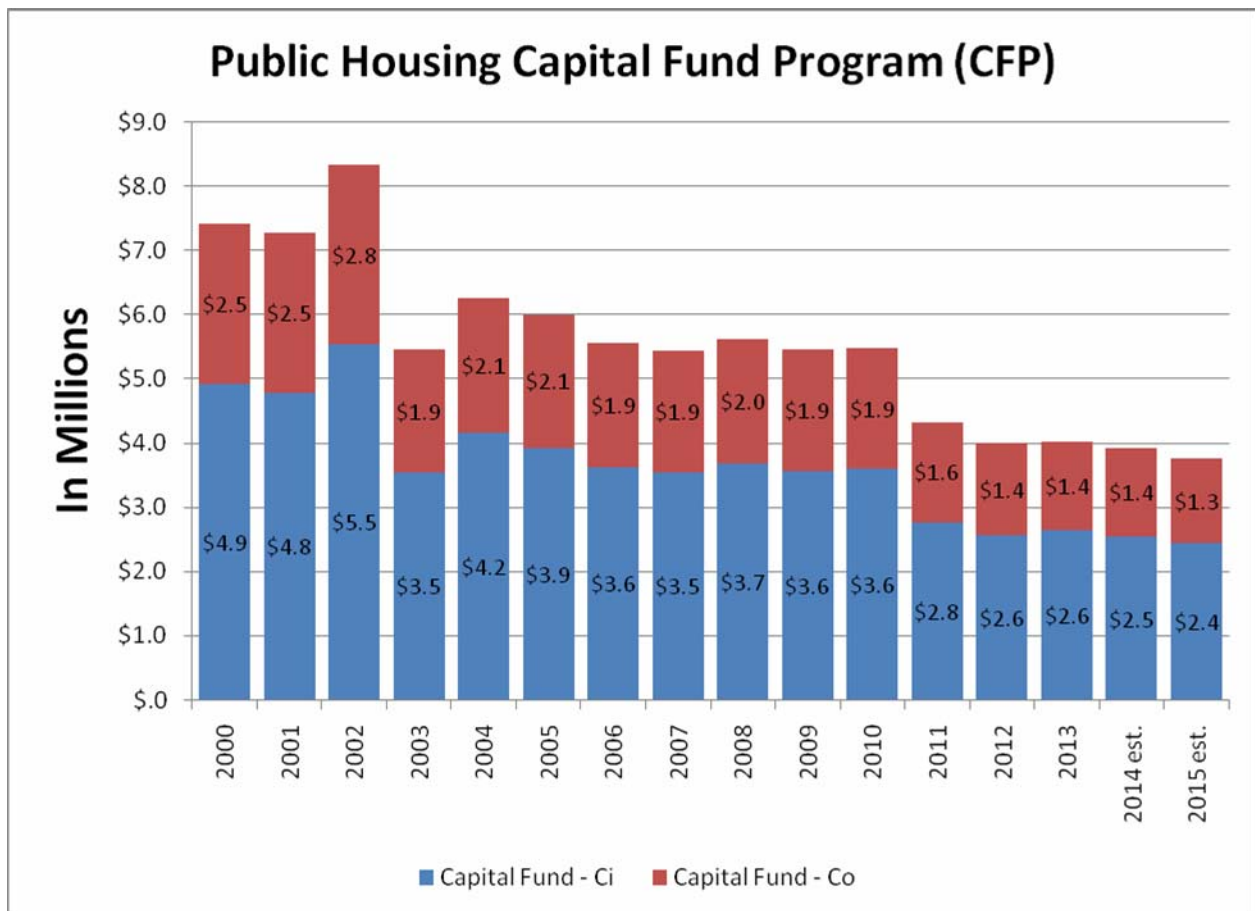


# Major Revenue Description, Trends And Estimates

## 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 2001 and 2014, HUD funding for the capital improvements and modernization of Public Housing properties decreased 42%, with the sharpest decrease coming in 2011 at 21%. 2015 HUD funding for the CFP is expected to hover at or near the 2014 level. Revenue estimates are based on the current year grant amounts and are adjusted based upon Federal appropriation proposals.



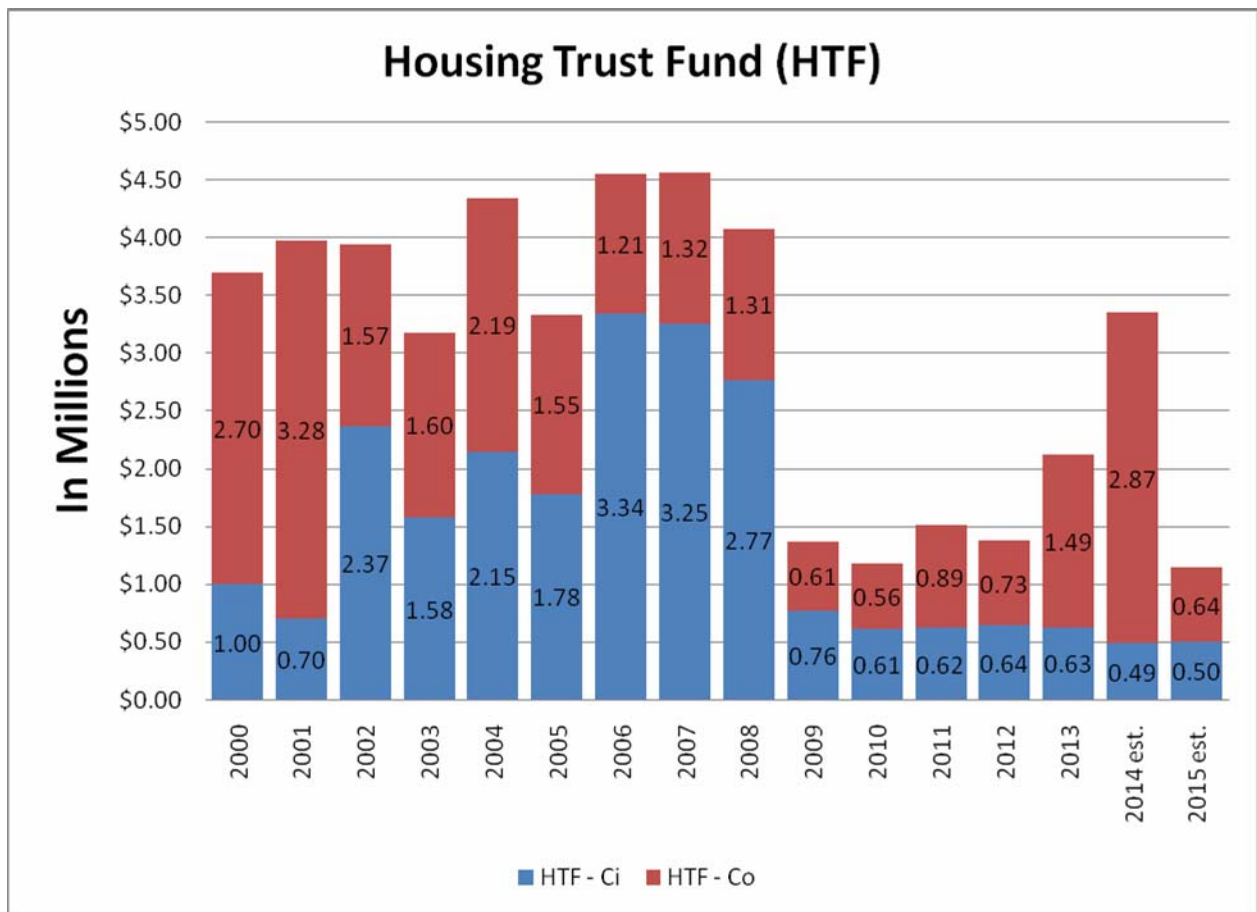
# Major Revenue Description, Trends And Estimates

## 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 have dropped dramatically due to the sharp decline in number of commercial building permits being issued. HTF fees in the City are expected to improve in the near term due to the construction of the new arena in downtown.

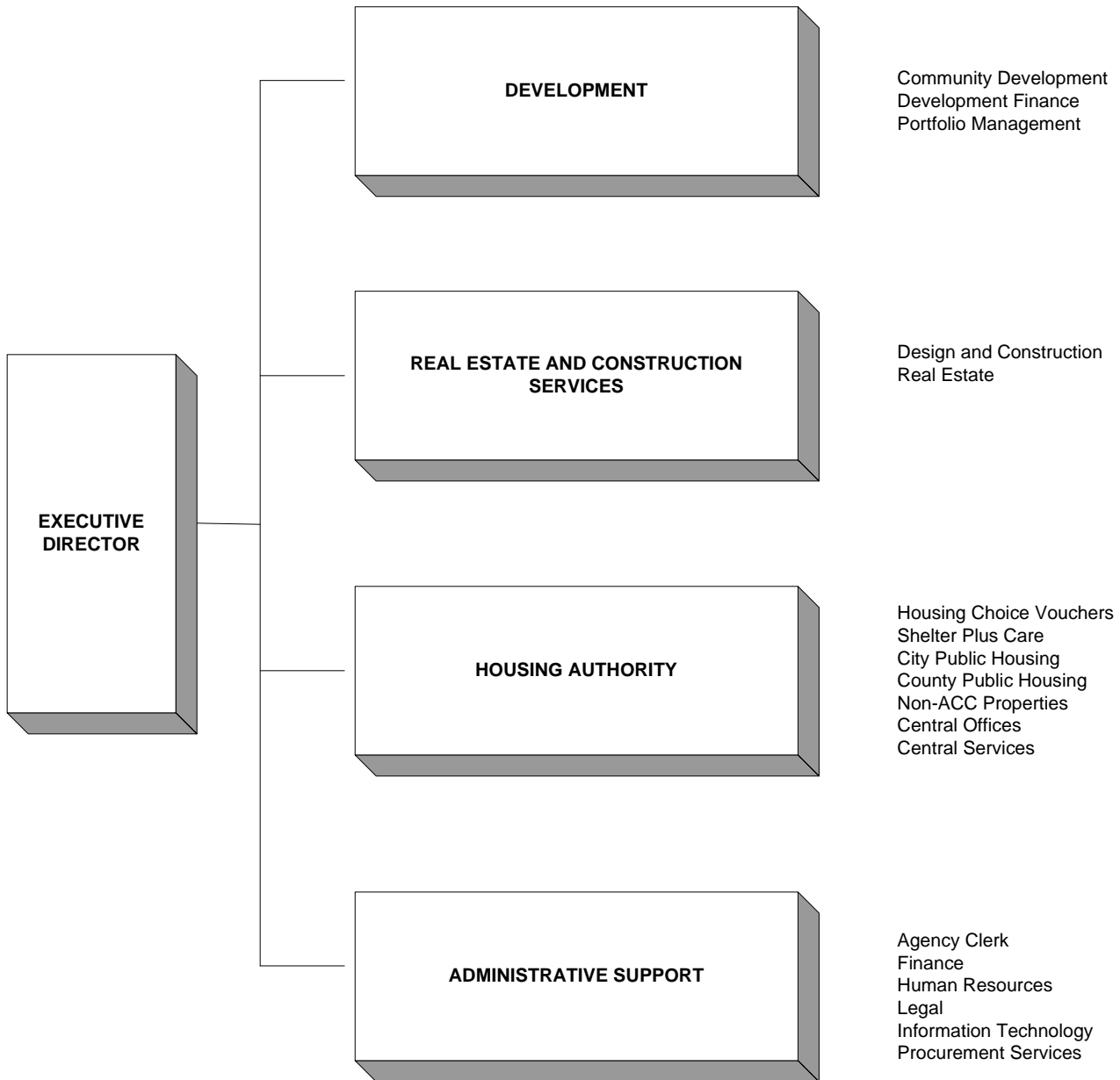


**SECTION D**

**BUDGET SUMMARIES**

# SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

## DEPARTMENT/DIVISION ORGANIZATION CHART



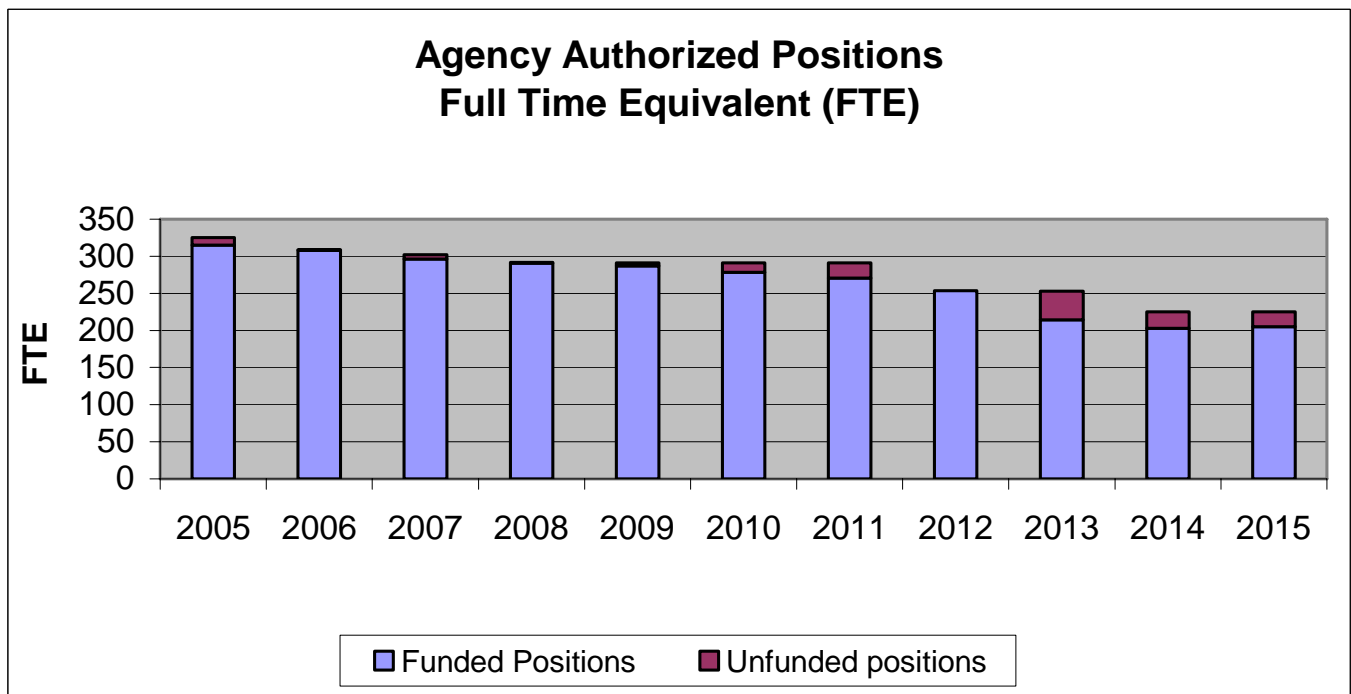
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# SHRA

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

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The 2015 budget maintains full time equivalent positions (FTE) at 225, but recommends that 20 authorized positions be left unfunded for the 2015 budget. Reductions were achieved through the unfunding of vacant positions, employee layoffs and position reclassification and downgrades. In total, the Agency has reduced authorized FTE positions by 31 percent since 2005 when the Agency had 325 FTE positions.



# SHRA

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

Department	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
Executive Director	4.00	5.00	5.00	3.00	3.00	0.00
Legal	5.00	4.00	4.00	3.00	3.00	0.00
Human Resources	8.00	6.50	6.00	5.60	5.60	0.00
Finance	16.00	14.00	14.00	12.00	12.00	0.00
IMTS	10.00	8.00	8.00	6.00	8.00	2.00
Agency Clerk	2.50	2.50	2.00	2.00	2.00	0.00
Procurement*	0.00	0.00	0.00	4.00	4.00	0.00
Subtotal Administrative Support	<u>45.50</u>	<u>40.00</u>	<u>39.00</u>	<u>35.60</u>	<u>37.60</u>	<u>2.00</u>
Public Housing	92.40	93.40	94.90	93.20	93.40	0.20
Public Housing Intake	4.50	5.25	4.50	4.85	3.90	-0.95
Subtotal Public Housing	<u>96.90</u>	<u>98.65</u>	<u>99.40</u>	<u>98.05</u>	<u>97.30</u>	<u>-0.75</u>
Housing Choice Vouchers	56.60	59.60	60.60	54.80	53.60	-1.20
Housing Choice Vouchers Intake	2.50	1.75	3.50	3.65	5.10	1.45
Subtotal Housing Choice Vouchers	<u>59.10</u>	<u>61.35</u>	<u>64.10</u>	<u>58.45</u>	<u>58.70</u>	<u>0.25</u>
Development	22.00	14.00	14.00	8.00	22.00	14.00
Development Finance**	27.00	18.00	17.50	13.50	0.00	-13.50
Policy and Planning***	4.00	0.00	0.00	0.00	0.00	0.00
Subtotal Housing and Community Development	<u>53.00</u>	<u>32.00</u>	<u>31.50</u>	<u>21.50</u>	<u>22.00</u>	<u>0.50</u>
Real Estate and Construction Services	24.50	14.00	14.00	11.40	9.40	-2.00
Procurement Services*	10.00	5.00	5.00	0.00	0.00	0.00
Subtotal Real Estate and Construction Services	<u>34.50</u>	<u>19.00</u>	<u>19.00</u>	<u>11.40</u>	<u>9.40</u>	<u>-2.00</u>
Community Social Services	2.00	2.00	0.00	0.00	0.00	0.00
Total	<u><u>291.00</u></u>	<u><u>253.00</u></u>	<u><u>253.00</u></u>	<u><u>225.00</u></u>	<u><u>225.00</u></u>	<u><u>0.00</u></u>

\*Procurement was moved to Administrative Support in 2014.

\*\*Development Finance has been included in Development.

\*\*\*Policy and Planning is included in the Executive Director Department.

## Budget Appropriation Comparison Schedule

	<u>2011 Approved Budget</u>	<u>2012 Approved Budget</u>	<u>2013 Approved Budget</u>
<b><u>Operations:</u></b>			
Salaries and Benefits	\$ 26,715,275	\$ 23,263,447	\$ 19,927,391
Services & Supplies	16,184,086	15,587,804	14,715,153
HAPs Payments	97,505,823	101,937,164	107,203,447
Debt Service	39,928,482	42,399,197	3,147,580
Financial Transactions	14,985,998	31,148,392	947,737
Public Services	4,502,050	3,562,536	5,131,797
<b>Total Operations</b>	<u>\$ 199,821,714</u>	<u>\$ 217,898,540</u>	<u>\$ 151,073,105</u>
<b><u>Projects:</u></b>			
Housing Development and Preservation	\$ 29,268,689	\$ 10,082,256	\$ 13,206,912
Housing Authority Capital Projects	4,934,853	2,117,112	2,312,436
Infrastructure and Public Improvements	16,115,329	5,809,194	3,092,547
<b>Total Projects</b>	<u>\$ 50,318,871</u>	<u>\$ 18,008,562</u>	<u>\$ 18,611,895</u>
<b>Total Budget</b>	<u>\$ 250,140,585</u>	<u>\$ 235,907,102</u>	<u>\$ 169,685,000</u>

## Budget Appropriation Comparison Schedule

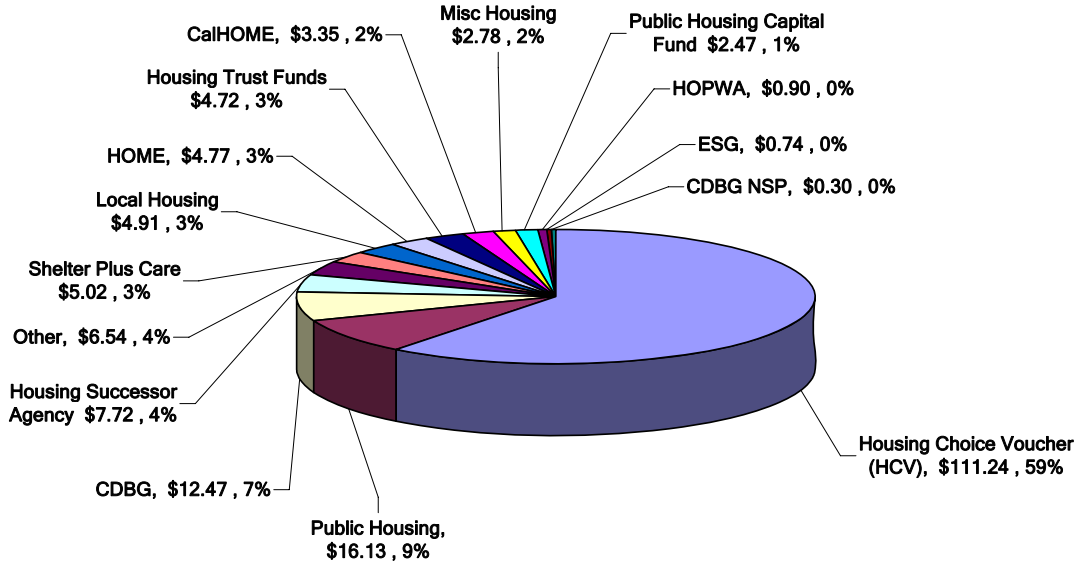
	2014 Approved Budget	2015 Approved Budget	Variance 2014 to 2015		
			Amount	%	
	\$ 19,594,800	\$ 20,891,628	\$ 1,296,828	6.6%	<b>Operations:</b>
	14,822,948	15,272,808	\$ 449,860	3.0%	Salaries and Benefits
	103,536,889	108,071,387	\$ 4,534,498	4.4%	Services & Supplies
	2,284,002	3,153,447	\$ 869,445	38.1%	HAPs Payments
	554,659	561,208	\$ 6,549	1.2%	Debt Service
	4,934,613	5,237,669	\$ 303,056	6.1%	Financial Transactions
	<u>\$ 145,727,911</u>	<u>\$ 153,188,147</u>	<u>\$ 7,460,236</u>	5.1%	Public Services
					<b>Total Operations</b>
	\$ 14,051,022	\$ 19,349,064	\$ 5,298,042	37.7%	<b>Projects:</b>
	4,365,149	2,814,727	\$ (1,550,422)	-35.5%	Housing Development and Preservation
	3,489,384	8,718,716	\$ 5,229,332	149.9%	Housing Authority Capital Projects
	<u>\$ 21,905,555</u>	<u>\$ 30,882,507</u>	<u>\$ 8,976,952</u>	41.0%	Infrastructure and Public Improvements
					<b>Total Projects</b>
	<u>\$ 167,633,466</u>	<u>\$ 184,070,654</u>	<u>\$ 16,437,188</u>	9.8%	<b>Total Budget</b>



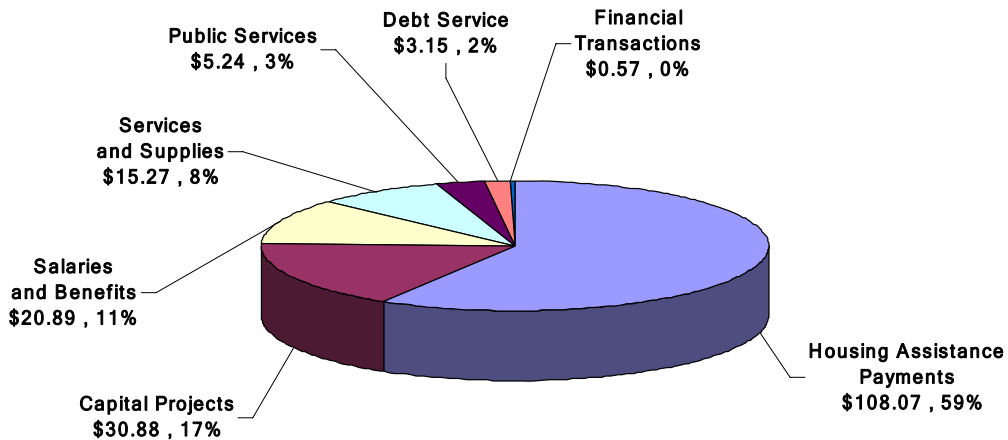
# SHRA 2015 BUDGET

## \$184,070,654

**Appropriations By Resource  
(Dollars in Millions)**



**Appropriations By Category  
(Dollars in Millions)**



## 2015 Fund Equity Summary

	Enterprise- Housing	Other Governmental	Internal Service	Gross Total	Net Total (1)
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ 27,602,147	\$ 10,338,960	\$ 8,098,193	\$ 46,039,300	\$ 46,039,300
Interest Revenue	290,414	1,269,830	126,045	1,686,289	1,686,289
Intergovernmental	-	3,278,423	-	3,278,423	3,278,423
Repayment on Loans	294,001	1,554,559	110,303	1,958,863	1,958,863
Dwelling Rents	7,931,296	-	-	7,931,296	7,931,296
Grants	10,476,587	23,205,844	-	33,682,431	33,682,431
Housing Vouchers - Administration	7,903,223	-	-	7,903,223	7,903,223
Housing Vouchers - HAP	108,071,387	-	-	108,071,387	108,071,387
Miscellaneous	4,837,316	947,470	71,000	5,855,786	5,855,786
Interdepartmental Charges	6,380,648	-	5,615,673	11,996,321	-
Net Transfers	149,318	(1,121,056)	971,738	-	-
Subtotal Operating Revenues	<u>146,334,190</u>	<u>29,135,070</u>	<u>6,894,759</u>	<u>182,364,019</u>	<u>170,367,698</u>
Defundings	733,633	4,082,003	510,000	5,325,636	5,325,636
<b>Gross Resources</b>	<u>174,669,970</u>	<u>43,556,033</u>	<u>15,502,952</u>	<u>233,728,955</u>	<u>221,732,634</u>
Less Interfund Transactions	(6,380,648)	-	(1,116,136)	(7,496,784)	-
Less Interdepartmental Charges	-	-	(4,499,537)	(4,499,537)	-
<b>Net Resources (1)</b>	<u><b>168,289,322</b></u>	<u><b>43,556,033</b></u>	<u><b>9,887,279</b></u>	<u><b>221,732,634</b></u>	<u><b>221,732,634</b></u>
<b>APPROPRIATIONS</b>					
Salaries and Benefits	12,932,227	2,101,756	5,857,645	20,891,628	20,891,628
Services and Supplies	13,179,976	392,602	1,700,230	15,272,808	15,272,808
Housing Assistance Payments	108,071,387	-	-	108,071,387	108,071,387
Debt Service	434,882	1,673,896	1,044,669	3,153,447	3,153,447
Financial Transactions	472,854	326,259	104,605	903,718	561,208
Public Services	750,000	4,487,669	-	5,237,669	5,237,669
Interdepartmental Charges	9,759,365	1,246,639	647,807	11,653,811	-
Subtotal Operating expenditures	<u>145,600,691</u>	<u>10,228,821</u>	<u>9,354,956</u>	<u>165,184,468</u>	<u>153,188,147</u>
Capital Projects	859,430	29,439,972	583,105	30,882,507	30,882,507
<b>Gross Appropriations</b>	<u>146,460,121</u>	<u>39,668,793</u>	<u>9,938,061</u>	<u>196,066,975</u>	<u>184,070,654</u>
Less Interfund Transactions	(6,380,648)	-	(1,116,136)	(7,496,784)	-
Less Interdepartmental Charges	-	-	(4,499,537)	(4,499,537)	-
<b>Net Appropriations (1)</b>	<u><b>140,079,473</b></u>	<u><b>39,668,793</b></u>	<u><b>4,322,388</b></u>	<u><b>184,070,654</b></u>	<u><b>184,070,654</b></u>
<b>Estimated Fund Balance-December 31</b>	<u><b>\$ 28,209,849</b></u>	<u><b>\$ 3,887,240</b></u>	<u><b>\$ 5,564,891</b></u>	<u><b>\$ 37,661,980</b></u>	<u><b>\$ 37,661,980</b></u>

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

## 2015 Fund Equity - Enterprise Funds - Housing

### City Enterprise - Housing

	City Public Housing	City Local Housing	City Misc Housing	City Component Units	Subtotal
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ 6,939,436	\$ 1,773,037	\$ 3,613,089	\$ 1,760,479	\$ 14,086,041
Interest Revenue	43,000	16,029	63,109	13,850	135,988
Repayment on Loans	-	-	3,520	-	3,520
Dwelling Rents	3,300,000	1,522,322	-	1,084,400	5,906,722
Grants	6,722,514	-	290,000	-	7,012,514
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Miscellaneous	327,108	839,596	137,653	1,629,859	2,934,216
Interdepartmental Charges	-	-	2,892,767	-	2,892,767
Net Transfers	433,384	(706,000)	175,985	-	(96,631)
Subtotal Operating Revenues	10,826,006	1,671,947	3,563,034	2,728,109	18,789,096
Defundings	-	-	150,000	-	150,000
<b>Gross Resources</b>	17,765,442	3,444,984	7,326,123	4,488,588	33,025,137
Less Interfund Transactions	-	-	(2,892,767)	-	(2,892,767)
<b>Net Resources (1)</b>	17,765,442	3,444,984	4,433,356	4,488,588	30,132,370
<b>APPROPRIATIONS</b>					
Salaries and Benefits	2,972,815	462,950	1,370,789	398,374	5,204,928
Services and Supplies	5,413,447	1,619,957	330,930	911,908	8,276,242
Housing Assistance Payments	-	-	-	-	-
Debt Service	-	69,400	-	165,482	234,882
Financial Transactions	230,435	10,520	7,726	54,501	303,182
Public Services	-	-	171,894	-	171,894
Interdepartmental Charges	1,974,418	121,705	1,579,749	324,404	4,000,276
Subtotal Operating expenditures	10,591,115	2,284,532	3,461,088	1,854,669	18,191,404
Capital Projects	-	-	-	714,430	714,430
<b>Gross Appropriations</b>	10,591,115	2,284,532	3,461,088	2,569,099	18,905,834
Less Interfund Transactions	-	-	(2,892,767)	-	(2,892,767)
<b>Net Appropriations (1)</b>	10,591,115	2,284,532	568,321	2,569,099	16,013,067
<b>Estimated Fund Balance-December 31</b>	\$ 7,174,327	\$ 1,160,452	\$ 3,865,035	\$ 1,919,489	\$ 14,119,303

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

# 2015 Fund Equity - Enterprise Funds - Housing

## County Enterprise - Housing

County Public Housing	County Local Housing	County Misc Housing	County Housing Choice Vouchers	County Shelter Plus Care	Subtotal	Total Enterprise Funds-Housing	
<b>RESOURCES</b>							
\$ 368,430	\$ 32,031	\$ 5,569,537	\$ 7,546,108	\$ -	\$ 13,516,106	\$ 27,602,147	<b>Estimated Fund Balance - January 1</b>
10,350	-	119,076	25,000	-	154,426	290,414	Interest Revenue
-	-	290,481	-	-	290,481	294,001	Repayment on Loans
1,925,274	99,300	-	-	-	2,024,574	7,931,296	Dwelling Rents
3,395,073	-	69,000	-	-	3,464,073	10,476,587	Grants
-	-	25,450	7,568,233	309,540	7,903,223	7,903,223	Housing Vouchers - Administration
-	-	185,266	103,178,670	4,707,451	108,071,387	108,071,387	Housing Vouchers - HAP
69,100	1,000	1,833,000	-	-	1,903,100	4,837,316	Miscellaneous
-	-	3,487,881	-	-	3,487,881	6,380,648	Interdepartmental Charges
421,934	-	(175,985)	-	-	245,949	149,318	Net Transfers
<u>5,821,731</u>	<u>100,300</u>	<u>5,834,169</u>	<u>110,771,903</u>	<u>5,016,991</u>	<u>127,545,094</u>	<u>146,334,190</u>	Subtotal Operating Revenues
433,633	-	150,000	-	-	583,633	733,633	Defundings
<u>6,623,794</u>	<u>132,331</u>	<u>11,553,706</u>	<u>118,318,011</u>	<u>5,016,991</u>	<u>141,644,833</u>	<u>174,669,970</u>	<b>Gross Resources</b>
-	-	(3,487,881)	-	-	(3,487,881)	(6,380,648)	Less Interfund Transactions
<u><b>6,623,794</b></u>	<u><b>132,331</b></u>	<u><b>8,065,825</b></u>	<u><b>118,318,011</b></u>	<u><b>5,016,991</b></u>	<u><b>138,156,952</b></u>	<u><b>168,289,322</b></u>	<b>Net Resources (1)</b>
<b>APPROPRIATIONS</b>							
1,833,278	-	1,889,352	3,765,474	239,195	7,727,299	12,932,227	Salaries and Benefits
2,493,473	53,666	488,707	1,797,543	70,345	4,903,734	13,179,976	Services and Supplies
-	-	185,266	103,178,670	4,707,451	108,071,387	108,071,387	Housing Assistance Payments
-	-	-	200,000	-	200,000	434,882	Debt Service
128,886	-	30,765	10,021	-	169,672	472,854	Financial Transactions
-	-	578,106	-	-	578,106	750,000	Public Services
1,086,152	-	2,533,099	2,139,838	-	5,759,089	9,759,365	Interdepartmental Charges
<u>5,541,789</u>	<u>53,666</u>	<u>5,705,295</u>	<u>111,091,546</u>	<u>5,016,991</u>	<u>127,409,287</u>	<u>145,600,691</u>	Subtotal Operating expenditures
-	-	-	145,000	-	145,000	859,430	Capital Projects
<u>5,541,789</u>	<u>53,666</u>	<u>5,705,295</u>	<u>111,236,546</u>	<u>5,016,991</u>	<u>127,554,287</u>	<u>146,460,121</u>	<b>Gross Appropriations</b>
-	-	(3,487,881)	-	-	(3,487,881)	(6,380,648)	Less Interfund Transactions
<u><b>5,541,789</b></u>	<u><b>53,666</b></u>	<u><b>2,217,414</b></u>	<u><b>111,236,546</b></u>	<u><b>5,016,991</b></u>	<u><b>124,066,406</b></u>	<u><b>140,079,473</b></u>	<b>Net Appropriations (1)</b>
<u>\$ 1,082,005</u>	<u>\$ 78,665</u>	<u>\$ 5,848,411</u>	<u>\$ 7,081,465</u>	<u>\$ -</u>	<u>\$ 14,090,546</u>	<u>\$ 28,209,849</u>	<b>Estimated Fund Balance-December 31</b>

## 2015 Fund Equity - Other Governmental Funds

	City Special Revenue				
	City CDBG	City CDBG RLF	City CDBG NSP 1	City CDBG NSP 3	City HOME
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ -	\$ -	\$ 145,000	\$ 18,000	\$ 3,870
Interest Revenue	-	40,326	-	-	200
Intergovernmental	-	-	-	-	-
Repayment on Loans	-	81,579	-	-	-
Grants	4,269,759	-	-	-	1,814,225
Miscellaneous	-	-	-	-	-
Net Transfers	52,152	(52,152)	-	-	-
Subtotal Operating Revenues	4,321,911	69,753	-	-	1,814,425
Defundings	200,000	141,825	-	-	-
<b>Gross Resources</b>	4,521,911	211,578	145,000	18,000	1,818,295
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
<b>Net Resources (1)</b>	4,521,911	211,578	145,000	18,000	1,818,295
<b>APPROPRIATIONS</b>					
Salaries and Benefits	461,962	23,336	87,149	11,181	109,355
Services and Supplies	105,668	3,223	17,637	1,740	22,280
Debt Service	393,102	-	-	-	-
Financial Transactions	-	4,627	570	-	-
Public Services	675,043	-	-	-	-
Interdepartmental Charges	203,581	10,639	39,644	5,079	49,788
Subtotal Operating expenditures	1,839,356	41,825	145,000	18,000	181,423
Capital Projects	2,682,555	169,753	-	-	1,636,872
<b>Gross Appropriations</b>	4,521,911	211,578	145,000	18,000	1,818,295
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
<b>Net Appropriations (1)</b>	4,521,911	211,578	145,000	18,000	1,818,295
<b>Estimated Fund Balance-December 31</b>	\$ -	\$ -	\$ -	\$ -	\$ -

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

## 2015 Fund Equity - Other Governmental Funds

### City Special Revenue

City HOME RLF	City Misc Grants	City Housing Trust	City Affordable Housing	Subtotal
\$ -	\$ 268,710	\$ (561,078)	\$ 578	\$ (124,920)
139,027	4,650	150,000	584	334,787
-	713,724	-	-	713,724
70,185	-	-	-	151,764
-	2,749,233	2,000,000	-	10,833,217
-	-	350,000	-	350,000
-	(713,724)	-	-	(713,724)
<u>209,212</u>	<u>2,753,883</u>	<u>2,500,000</u>	<u>584</u>	<u>11,669,768</u>
-	-	-	-	341,825
<u>209,212</u>	<u>3,022,593</u>	<u>1,938,922</u>	<u>1,162</u>	<u>11,886,673</u>
-	-	-	-	-
-	-	-	-	-
<u>209,212</u>	<u>3,022,593</u>	<u>1,938,922</u>	<u>1,162</u>	<u>11,886,673</u>
\$ -	\$ 49,619	\$ -	\$ 1,087	\$ 50,706

#### RESOURCES

#### Estimated Fund Balance - January 1

Interest Revenue  
Intergovernmental  
Repayment on Loans  
Grants  
Miscellaneous  
Net Transfers  
Subtotal Operating Revenues

Defundings

#### Gross Resources

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Resources (1)

#### APPROPRIATIONS

Salaries and Benefits  
Services and Supplies  
Debt Service  
Financial Transactions  
Public Services  
Interdepartmental Charges  
Subtotal Operating expenditures

Capital Projects

#### Gross Appropriations

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Appropriations (1)

#### Estimated Fund Balance-December 31

## 2015 Fund Equity - Other Governmental Funds

	County Special Revenue			
	County CDBG	County CDBG RLF	County CDBG NSP 1	County HOME
<b>Revenues</b>				
<b>Estimated Fund Balance - January 1</b>	\$ 18,715	\$ -	\$ 134,999	\$ 27,857
Interest Revenue	-	12,342	-	-
	-	-	-	-
Repayment on Loans	-	30,722	-	-
Grants	4,815,600	-	-	1,904,792
Miscellaneous	-	-	-	-
Net Transfers	(18,715)	18,715	-	-
Total Agency Revenue	4,796,885	61,779	-	1,904,792
Defundings	436,996	2,423,939	-	-
<b>Gross Resources</b>	5,252,596	2,485,718	134,999	1,932,649
	-	-	-	-
	-	-	-	-
<b>Net Resources</b>	5,252,596	2,485,718	134,999	1,932,649
<b>Appropriations</b>				
Salaries and Benefits	503,617	47,096	82,514	108,314
Services and Supplies	65,144	6,589	14,729	23,472
Debt Service	-	-	-	-
Financial Transactions	3,500	7,497	200	40
Public Services	785,000	-	-	-
Interdepartmental Charges	222,399	21,472	37,556	49,302
Subtotal Operating expenditures	1,579,660	82,654	134,999	181,128
Capital Projects	3,672,936	2,403,064	-	1,751,521
<b>Gross Appropriations</b>	5,252,596	2,485,718	134,999	1,932,649
Less Interfund Transactions	-	-	-	-
Less Interdepartmental Charges	-	-	-	-
<b>Net Appropriations (1)</b>	5,252,596	2,485,718	134,999	1,932,649
<b>Estimated Fund Balance-December 31</b>	\$ -	\$ -	\$ -	\$ -

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

## 2015 Fund Equity - Other Governmental Funds

### County Special Revenue

County HOME RLF	County Misc Grants	County Housing Trust	County Affordable Housing	Subtotal	
					<b>RESOURCES</b>
\$ -	\$ 891,000	\$ 2,137,505	\$ 241,394	\$ 3,451,470	<b>Estimated Fund Balance - January 1</b>
473,498	41,146	160,000	9,000	695,986	Interest Revenue
-	258,014	-	-	258,014	Intergovernmental
336,946	2,452	230,000	-	600,120	Repayment on Loans
-	1,892,047	-	-	8,612,439	Grants
-	114,470	250,000	233,000	597,470	Miscellaneous
-	447,986	-	-	447,986	Net Transfers
<u>810,444</u>	<u>2,756,115</u>	<u>640,000</u>	<u>242,000</u>	<u>11,212,015</u>	Subtotal Operating Revenues
-	730,000	-	-	3,590,935	Defundings
<u>810,444</u>	<u>4,377,115</u>	<u>2,777,505</u>	<u>483,394</u>	<u>18,254,420</u>	<b>Gross Resources</b>
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
<u>810,444</u>	<u>4,377,115</u>	<u>2,777,505</u>	<u>483,394</u>	<u>18,254,420</u>	<b>Net Resources (1)</b>
					<b>APPROPRIATIONS</b>
43,594	62,501	49,359	2,867	899,862	Salaries and Benefits
13,335	72,186	13,559	654	209,668	Services and Supplies
-	800,000	-	20,761	820,761	Debt Service
4,240	11,795	9,975	1,470	38,717	Financial Transactions
-	362,643	-	-	1,147,643	Public Services
19,875	28,465	22,504	1,307	402,880	Interdepartmental Charges
<u>81,044</u>	<u>1,337,590</u>	<u>95,397</u>	<u>27,059</u>	<u>3,519,531</u>	Subtotal Operating expenditures
729,400	2,449,410	2,682,108	425,000	14,113,439	Capital Projects
<u>810,444</u>	<u>3,787,000</u>	<u>2,777,505</u>	<u>452,059</u>	<u>17,632,970</u>	<b>Gross Appropriations</b>
-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	Less Interdepartmental Charges
<u>810,444</u>	<u>3,787,000</u>	<u>2,777,505</u>	<u>452,059</u>	<u>17,632,970</u>	<b>Net Appropriations (1)</b>
<u>\$ -</u>	<u>\$ 590,115</u>	<u>\$ -</u>	<u>\$ 31,335</u>	<u>\$ 621,450</u>	<b>Estimated Fund Balance-December 31</b>



## 2015 Fund Equity - Other Governmental Funds

### City Capital Projects Funds

	City Capital Fund	City Housing Authority- HSA Funds (2)	Subtotal
<b>RESOURCES</b>			
<b>Estimated Fund Balance - January 1</b>	\$ 2,199,970	\$ 4,131,737	\$ 6,331,707
Interest Revenue	-	238,807	238,807
Intergovernmental	-	1,682,897	1,682,897
Repayment on Loans	-	802,675	802,675
Grants	2,433,274	-	2,433,274
Miscellaneous	-	-	-
Net Transfers	(433,384)	-	(433,384)
Subtotal Operating Revenues	<u>1,999,890</u>	<u>2,724,379</u>	<u>4,724,269</u>
Defundings	115,537	-	115,537
<b>Gross Resources</b>	<u>4,315,397</u>	<u>6,856,116</u>	<u>11,171,513</u>
Less Interfund Transactions	-	-	-
Less Interdepartmental Charges	-	-	-
<b>Net Resources (1)</b>	<u>4,315,397</u>	<u>6,856,116</u>	<u>11,171,513</u>
<b>APPROPRIATIONS</b>			
Salaries and Benefits	85,478	153,001	238,479
Services and Supplies	8,500	2,458	10,958
Debt Service	-	460,033	460,033
Financial Transactions	-	255,884	255,884
Public Services	-	1,172,864	1,172,864
Interdepartmental Charges	253,460	49,238	302,698
Subtotal Operating expenditures	<u>347,438</u>	<u>2,093,478</u>	<u>2,440,916</u>
Capital Projects	1,265,302	4,762,638	6,027,940
<b>Gross Appropriations</b>	<u>1,612,740</u>	<u>6,856,116</u>	<u>8,468,856</u>
Less Interfund Transactions	-	-	-
Less Interdepartmental Charges	-	-	-
<b>Net Appropriations (1)</b>	<u>1,612,740</u>	<u>6,856,116</u>	<u>8,468,856</u>
<b>Estimated Fund Balance-December 31</b>	<u>\$ 2,702,657</u>	<u>\$ -</u>	<u>\$ 2,702,657</u>

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

**Note 2:** Housing Authority as Successor Housing Agency

## 2015 Fund Equity - Other Governmental Funds

### County Capital Projects Funds

County Capital Fund	County Housing Authority- HSA Funds (2)	Subtotal	Total Other Governmental Funds
\$ 435,241	\$ 245,462	\$ 680,703	\$ 10,338,960
-	250	250	1,269,830
-	623,788	623,788	3,278,423
-	-	-	1,554,559
1,326,914	-	1,326,914	23,205,844
-	-	-	947,470
(421,934)	-	(421,934)	(1,121,056)
<u>904,980</u>	<u>624,038</u>	<u>1,529,018</u>	<u>29,135,070</u>
33,706	-	33,706	4,082,003
<u>1,373,927</u>	<u>869,500</u>	<u>2,243,427</u>	<u>43,556,033</u>
-	-	-	-
-	-	-	-
<u>1,373,927</u>	<u>869,500</u>	<u>2,243,427</u>	<u>43,556,033</u>
27,916	151,543	179,459	2,101,756
1,500	-	1,500	392,602
-	-	-	1,673,896
-	11,699	11,699	326,259
-	296,000	296,000	4,487,669
142,089	48,795	190,884	1,246,639
<u>171,505</u>	<u>508,037</u>	<u>679,542</u>	<u>10,228,821</u>
689,995	361,463	1,051,458	29,439,972
<u>861,500</u>	<u>869,500</u>	<u>1,731,000</u>	<u>39,668,793</u>
-	-	-	-
-	-	-	-
<u>861,500</u>	<u>869,500</u>	<u>1,731,000</u>	<u>39,668,793</u>
<u>\$ 512,427</u>	<u>\$ -</u>	<u>\$ 512,427</u>	<u>\$ 3,887,240</u>

### RESOURCES

#### Estimated Fund Balance - January 1

Interest Revenue  
Intergovernmental  
Repayment on Loans  
Grants  
Miscellaneous  
Net Transfers  
Subtotal Operating Revenues

Defundings

#### Gross Resources

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Resources (1)

### APPROPRIATIONS

Salaries and Benefits  
Services and Supplies  
Debt Service  
Financial Transactions  
Public Services  
Interdepartmental Charges  
Subtotal Operating expenditures

Capital Projects

#### Gross Appropriations

Less Interfund Transactions  
Less Interdepartmental Charges

#### Net Appropriations (1)

Estimated Fund Balance-December 31

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## 2015 Fund Equity - Internal Services Funds

	<b>Total Internal Services</b>
<b>RESOURCES</b>	
<b>Estimated Fund Balance - January 1</b>	\$ 8,098,193
Interest Revenue	126,045
Repayment on Loans	110,303
Miscellaneous	71,000
Interdepartmental Charges	5,615,673
Net Transfers	971,738
Subtotal Operating Revenues	6,894,759
Defundings	510,000
<b>Gross Resources</b>	15,502,952
Less Interfund Transactions	(1,116,136)
Less Interdepartmental Charges	(4,499,537)
<b>Net Resources (1)</b>	9,887,279
<b>APPROPRIATIONS</b>	
Salaries and Benefits	5,857,645
Services and Supplies	1,700,230
Debt Service	1,044,669
Financial Transactions	104,605
Subtotal Operating expenditures	9,354,956
Capital Projects	583,105
<b>Gross Appropriations</b>	9,938,061
Less Interfund Transactions	(1,116,136)
Less Interdepartmental Charges	(4,499,537)
<b>Net Appropriations (1)</b>	4,322,388
<b>Estimated Fund Balance-December 31</b>	\$ 5,564,891

**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	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
<b>Enterprise</b>					
City Public Housing	\$ 12,873,590	\$ 12,215,128	\$ 13,268,970	\$ 13,964,948	\$ 17,765,442
City Local Housing	8,024,069	9,361,814	8,043,292	3,643,438	3,444,984
City Misc Housing	-	-	-	5,907,268	7,326,123
City Component Units	2,572,765	2,912,375	4,792,576	4,123,808	4,488,588
County Public Housing	6,543,504	5,939,197	6,937,270	7,105,510	6,623,794
County Local Housing	-	-	-	98,178	132,331
County Misc Housing	10,134,462	10,436,947	8,344,430	9,207,658	11,553,706
County Housing Choice Vouchers	114,874,113	119,421,982	119,861,569	108,112,002	118,318,011
County Shelter Plus Care	-	1,184,433	4,419,155	4,859,523	5,016,991
Sub total Enterprise	<u>155,022,503</u>	<u>161,471,876</u>	<u>165,667,262</u>	<u>157,022,333</u>	<u>174,669,970</u>
<b>Other Governmental</b>					
City CDBG	6,422,604	4,688,982	4,479,644	4,194,009	4,521,911
City CDBG - RLF	-	-	-	-	211,578
City CDBG-NSP 1	4,269,807	221,557	73,025	233,250	145,000
City CDBG-NSP 3	-	-	280,113	-	18,000
City CDBG-R	-	376,232	-	-	-
City HPRP	68,503	-	-	-	-
City HOME	3,806,510	3,474,930	2,216,512	2,007,709	1,818,295
City HOME - RLF	-	-	-	-	209,212
City Misc Grants	169,893	619,691	1,365,121	1,386,317	3,022,593
County CDBG	6,453,134	4,641,800	5,233,367	4,763,472	5,252,596
County CDBG - RLF	-	-	-	-	2,485,718
County CDBG-NSP 1	5,390,220	578,156	267,380	216,382	134,999
County CDBG-NSP 3	-	-	377,366	-	-
County CDBG-R	-	459,567	-	-	-
County HPRP	69,044	-	-	-	-
County HOME	5,609,520	3,291,246	3,187,424	6,271,030	1,932,649
County HOME - RLF	-	-	-	-	810,444
County Misc Grants	2,723,278	2,956,207	5,088,334	1,266,304	4,377,115
City Capital Fund	3,492,625	3,213,593	4,777,915	4,326,734	4,315,397
City Competitive Capital Fund-ARRA	121,665	27,585	-	-	-
City Housing Trust	1,065,363	360,529	586,763	972,300	1,938,922
City Affordable Housing	-	-	51,647	7,014	1,162
City Housing Successor Agency	-	-	2,260,879	3,094,505	6,856,116
County Capital Fund	1,844,626	1,811,521	2,480,051	1,382,988	1,373,927
County Housing Trust	551,294	563,019	1,197,205	1,091,000	2,777,505
County Affordable Housing	927,861	207,776	355,159	678,165	483,394
County Housing Successor Agency	-	-	564,024	482,689	869,500
Sub total Other Governmental	<u>42,985,947</u>	<u>27,492,391</u>	<u>34,841,929</u>	<u>32,373,868</u>	<u>43,556,033</u>
<b>Redevelopment</b>					
65th Street	929,624	1,426,000	-	-	-
Alkali Flat	1,133,261	1,211,852	-	-	-
Army Depot	2,026,595	3,530,430	-	-	-
Del Paso Heights	3,511,821	4,361,132	-	-	-
Merged Downtown	29,686,660	31,638,395	-	-	-
North Sacramento	3,229,607	4,705,729	-	-	-
Oak Park	4,207,115	5,890,677	-	-	-
Railyard	415,114	315,879	-	-	-
River District	2,415,206	1,412,848	-	-	-
Tax Increment Aggregation-City	1,848,332	758,280	-	-	-
Low/Mod Tax Increment Aggregation-City	1,655,341	702,220	-	-	-
Florin Road	959,082	1,483,674	-	-	-
Mather	5,504,515	6,018,881	-	-	-
McClellan	6,044,416	4,846,430	-	-	-
Tax Increment Aggregation-County	1,237,432	1,181,679	-	-	-
Low/Mod Tax Increment Aggregation-County	1,890,005	535,307	-	-	-
Auburn Boulevard	372,406	334,814	-	-	-
Franklin Boulevard	5,051,733	3,408,315	-	-	-
Stockton Boulevard	2,043,350	7,657,503	-	-	-
Sub total Redevelopment	<u>74,161,615</u>	<u>81,420,045</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Internal Services</b>					
Sub total Internal Services	<u>17,681,862</u>	<u>17,231,071</u>	<u>14,843,468</u>	<u>16,908,084</u>	<u>15,502,952</u>
<b>Gross Total (1)</b>	<u>\$ 289,851,927</u>	<u>\$ 287,615,383</u>	<u>\$ 215,352,659</u>	<u>\$ 206,304,285</u>	<u>\$ 233,728,955</u>
Less Interdepartmental Charges	(13,698,577)	(17,979,038)	(12,228,200)	(12,272,594)	(11,996,321)
<b>Net Total (2)</b>	<u>\$ 276,153,350</u>	<u>\$ 269,636,345</u>	<u>\$ 203,124,459</u>	<u>\$ 194,031,691</u>	<u>\$ 221,732,634</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	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget
<b>Enterprise</b>					
City Public Housing	\$ 10,659,708	\$ 10,245,315	\$ 10,065,947	\$ 10,116,178	\$ 10,591,115
City Local Housing	5,344,896	5,207,087	5,738,102	2,035,483	2,284,532
City Misc Housing	-	-	-	4,138,267	3,461,088
City Component Units	1,452,726	1,182,713	1,599,302	1,873,320	2,569,099
County Public Housing	6,129,698	5,892,811	5,870,063	6,502,889	5,541,789
County Local Housing	-	-	-	56,423	53,666
County Misc Housing	5,112,972	5,460,762	5,357,217	6,319,307	5,705,295
County Housing Choice Vouchers	106,957,664	109,608,998	111,798,482	106,608,564	111,236,546
County Shelter Plus Care	-	1,184,433	4,419,155	4,859,523	5,016,991
Sub total Enterprise	<u>135,657,664</u>	<u>138,782,119</u>	<u>144,848,268</u>	<u>142,509,954</u>	<u>146,460,121</u>
<b>Other Governmental</b>					
City CDBG	6,422,604	4,688,982	4,418,216	4,194,009	4,521,911
City CDBG - RLF	-	-	-	-	211,578
City CDBG-NSP 1	4,269,807	221,557	73,025	233,250	145,000
City CDBG-NSP 3	-	-	280,113	-	18,000
City CDBG-R	-	161,843	-	-	-
City HPRP	68,503	-	-	-	-
City HOME	3,806,510	3,474,930	2,195,578	2,007,709	1,818,295
City HOME - RLF	-	-	-	-	209,212
City Misc Grants	169,893	525,793	2,660,729	1,386,317	2,972,974
County CDBG	6,453,134	4,585,619	5,108,991	4,763,472	5,252,596
County CDBG - RLF	-	-	-	-	2,485,718
County CDBG-NSP 1	5,390,220	578,156	267,380	216,382	134,999
County CDBG NSP 3	-	175,159	377,366	-	-
County HPRP	69,044	-	-	-	-
County HOME	5,609,520	3,291,246	3,187,424	6,271,030	1,932,649
County HOME - RLF	-	-	-	-	810,444
County Misc Grants	2,723,278	2,639,127	3,009,811	708,748	3,787,000
City Capital Fund	3,492,625	1,857,974	1,732,398	1,679,508	1,612,740
City Competitive Capital Fund-ARRA	121,665	27,585	-	-	-
City Housing Trust	1,065,363	360,529	586,763	972,300	1,938,922
City Affordable Housing	-	-	51,647	7,014	75
City Housing Successor Agency	-	-	2,260,879	3,094,505	6,856,116
County Capital Fund	1,844,626	1,050,029	924,990	900,293	861,500
County Housing Trust	551,294	563,019	1,197,205	1,091,000	2,777,505
County Affordable Housing	927,861	207,776	355,159	678,165	452,059
County Housing Successor Agency	-	-	564,024	482,689	869,500
Sub total Other Governmental	<u>42,985,947</u>	<u>24,409,324</u>	<u>29,251,698</u>	<u>28,686,391</u>	<u>39,668,793</u>
<b>Redevelopment</b>					
65th Street	929,624	1,426,000	-	-	-
Alkali Flat	1,133,261	1,211,852	-	-	-
Army Depot	2,026,595	3,530,430	-	-	-
Del Paso Heights	3,511,821	4,361,132	-	-	-
Merged Downtown	29,686,660	31,638,395	-	-	-
North Sacramento	3,229,607	4,705,729	-	-	-
Oak Park	4,207,115	5,890,677	-	-	-
Railyard	415,114	315,879	-	-	-
River District	2,415,206	1,412,848	-	-	-
Tax Increment Aggregation-City	1,848,332	758,280	-	-	-
Low/Mod Tax Increment Aggregation-City	1,655,341	702,220	-	-	-
Florin Road	959,082	1,483,674	-	-	-
Mather	5,504,515	6,018,881	-	-	-
McClellan	6,044,416	4,846,430	-	-	-
Tax Increment Aggregation-County	1,237,432	1,181,679	-	-	-
Low/Mod Tax Increment Aggregation-County	1,890,005	535,307	-	-	-
Auburn Boulevard	372,406	334,814	-	-	-
Franklin Boulevard	5,051,733	3,408,315	-	-	-
Stockton Boulevard	2,043,350	7,657,503	-	-	-
Sub total Redevelopment	<u>74,161,615</u>	<u>81,420,045</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Internal Services</b>					
Sub total Internal Services	<u>11,033,936</u>	<u>9,274,652</u>	<u>7,813,234</u>	<u>8,709,715</u>	<u>9,938,061</u>
<b>Gross Total (1)</b>	<u>\$ 263,839,162</u>	<u>\$ 253,886,140</u>	<u>\$ 181,913,200</u>	<u>\$ 179,906,060</u>	<u>\$ 196,066,975</u>
Less Interdepartmental Charges	(13,698,577)	(17,979,038)	(12,228,200)	(12,272,594)	(11,996,321)
<b>Net Total (2)</b>	<u>\$ 250,140,585</u>	<u>\$ 235,907,102</u>	<u>\$ 169,685,000</u>	<u>\$ 167,633,466</u>	<u>\$ 184,070,654</u>

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

**Note 2:** Net total reflects appropriations net of interdepartmental charges

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## SECTION E

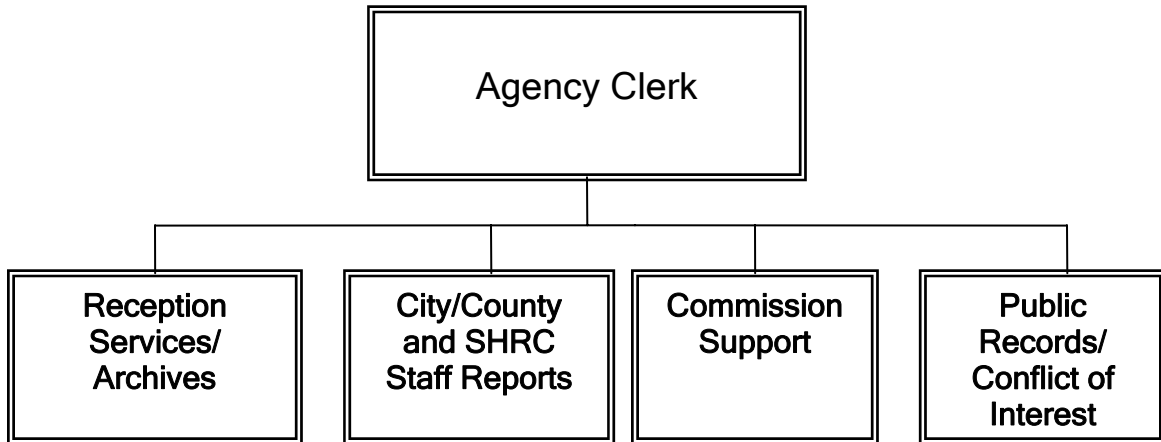
### ADMINISTRATIVE SUPPORT



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# Agency Clerk

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2015 Goals and Objectives
- ▶ 2014 Accomplishments
- ▶ Employee Services Schedule

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# Agency Clerk

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## 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

Type of Expense	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$ 274,651	\$ 272,566	\$ 187,196	\$ 189,253	\$ 207,706
Services and Supplies	197,687	148,181	98,258	165,091	170,995
<b>Subtotal</b>	<u>472,338</u>	<u>420,747</u>	<u>285,454</u>	<u>354,344</u>	<u>378,701</u>
Interdepartmental Charges-Eliminations	(472,338)	(463,110)	(373,755)	(391,462)	(219,467)
<b>Required Funding</b>	<u>\$ -</u>	<u>\$ (42,363)</u>	<u>\$ (88,301)</u>	<u>\$ (37,118)</u>	<u>\$ 159,234</u>

## 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.

## 2015 Goals and Objectives

- Update records retention policy to meet current standards and requirements.
- Utilize Electronic system to automate staff report process.

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# Agency Clerk

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- In partnership with the Agency’s IT department, complete configuration of centralized document management structure and train all staff on its use.
- Foster a culture that recognizes its employees for their contributions to the Agency.

## 2014 Accomplishments

- Served as both SHRA Commission Clerk and as administrator for Sacramento County Oversight Board for the Sacramento County Successor Agency. Also assigned additional responsibility of serving as clerk for Sacramento Housing Asset Repositioning Program Board.
- Managed process to generate approximately 150 staff reports for the Commission, City Council, Board of Supervisors and County Oversight Board.
- Assisted 150 staff and commissioners/consultants to complete their required conflict of interest filing.
- Completed implementation of phase I of the document management system which provides centralized access and storage for all legally binding contractual documents maintained by the agency. Completed input of all legally binding resolutions from 1930-2013 into this database as well. Approximately 1500 new documents were added to the database.
- Updated Conflict of Interest policy for Agency. Developed and obtained approval for new Agency “code of ethics” policy. Facilitated training sessions for 200 permanent agency staff on this new policy.
- Completed Staff report process training for all affected staff. Approximately 40 individuals received this training.

## Employee Services Schedule

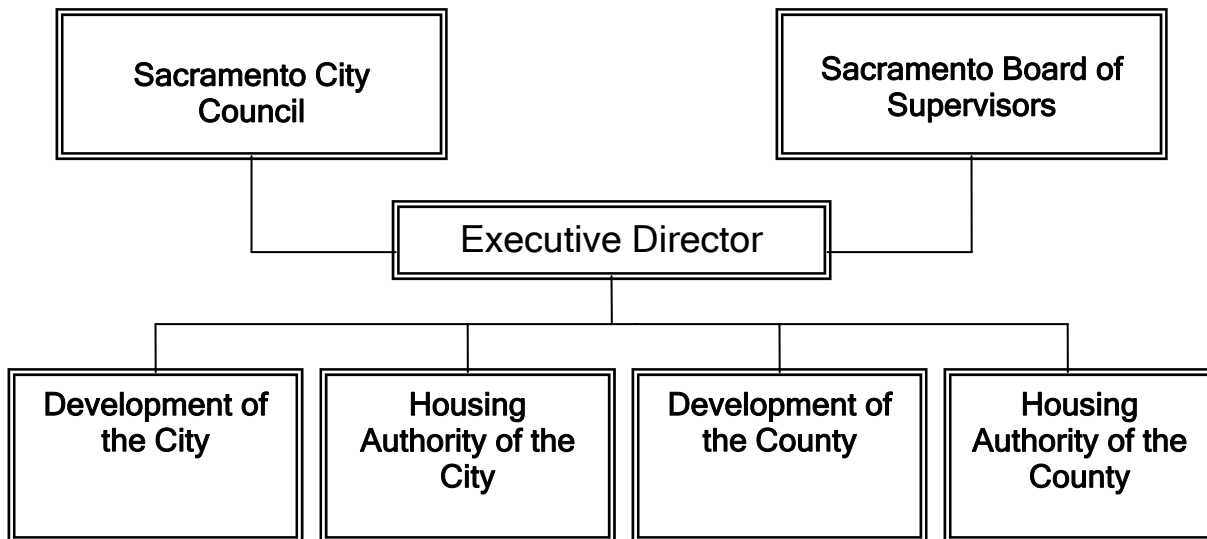
	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b><u>Agency Clerk</u></b>						
Agency Clerk	1.00	1.00	1.00	1.00	1.00	0.00
Assistant Agency Clerk	0.50	0.50	0.00	0.00	0.00	0.00
Office Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	<u>2.50</u>	<u>2.50</u>	<u>2.00</u>	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>

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# Executive Director

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# Executive Director

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## 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

<u>Type of Expense</u>	<u>Budget 2011</u>	<u>Budget 2012</u>	<u>Budget 2013</u>	<u>Budget 2014</u>	<u>Budget 2015</u>
Salaries and Benefits	\$ 470,949	\$ 708,942	\$ 461,257	\$ 466,401	\$ 486,859
Services and Supplies	472,760	602,542	554,355	512,057	385,090
<b>Subtotal</b>	<b>943,709</b>	<b>1,311,484</b>	<b>1,015,612</b>	<b>978,458</b>	<b>871,949</b>
Interdepartmental Charges-Eliminations	(943,709)	(861,533)	(321,525)	(568,750)	(490,511)
<b>Required Funding</b>	<b>\$ -</b>	<b>\$ 449,951</b>	<b>\$ 694,087</b>	<b>\$ 409,708</b>	<b>\$ 381,438</b>

## 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.

## 2015 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.

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# Executive Director

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- 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.
- Continue developing and implementing effective media and public relations strategies through proactive outreach and timely responses to inquiries and requests for public information.
- 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.

## **2014 Accomplishments**

- Provided critical analysis and strategic recommendations to State legislators on proposed bills to create post redevelopment funding mechanisms to support affordable housing production.

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# Executive Director

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- Conducted strategic planning sessions for management staff to establish department objectives to achieve the Agency’s organizational goals.
- Launched the First Source Sacramento program in partnership with Greater Sacramento Urban League and Sacramento Employment and Training Agency/Sacramento Works to coordinate a structured path toward employment for residents in need of skills, training or certification to successfully compete in the local job market.
- Partnered with the Sacramento Public Library and Leataata Floyd Elementary School on the Summer Reading Program for children and families living in public housing.
- Partnered with Leataata Floyd Elementary School, Sacramento Public Library and other community resource providers for a Back to School event for children and families at Marina Vista and Alder Grove housing communities.
- Responded to more than 130 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members.

## Employee Services Schedule

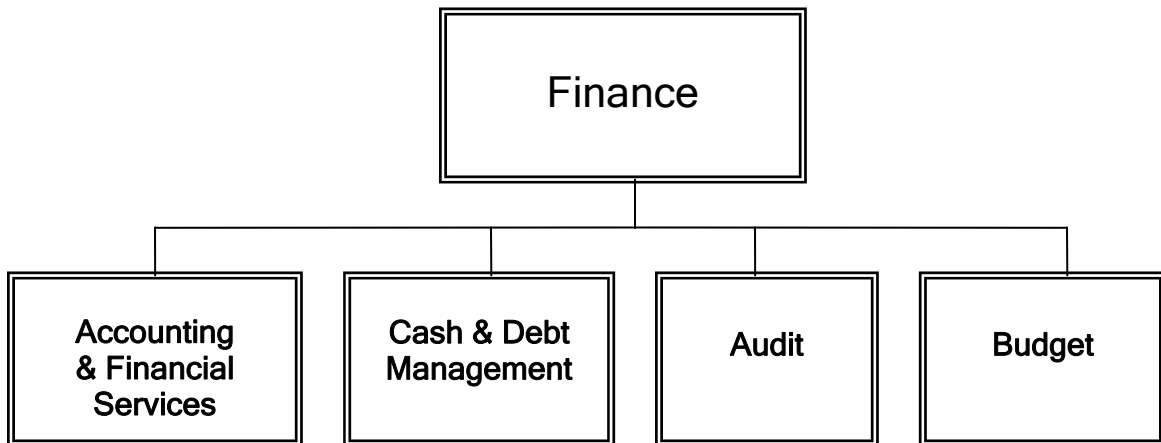
	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b><u>Executive Director</u></b>						
Assistant Director	1.00	0.00	0.00	0.00	0.00	0.00
Confidential Administrative Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Deputy Executive Director	1.00	1.00	1.00	0.00	0.00	0.00
Director	1.00	0.00	0.00	0.00	0.00	0.00
Executive Director	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Public Information Officer	1.00	1.00	1.00	1.00	1.00	0.00
Redevelopment Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	1.00	1.00	0.00	0.00	0.00
Total Positions	<u>8.00</u>	<u>5.00</u>	<u>5.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>



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# Finance

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
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# 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

<u>Type of Expense</u>	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$ 1,682,170	\$ 1,424,833	\$ 1,189,696	\$ 1,173,478	\$ 1,464,171
Services and Supplies	806,406	355,559	182,920	210,884	199,308
<b>Subtotal</b>	<u>2,488,576</u>	<u>1,780,392</u>	<u>1,372,616</u>	<u>1,384,362</u>	<u>1,663,479</u>
Interdepartmental Charges-Eliminations	(2,232,489)	(1,848,623)	(1,543,061)	(1,625,392)	(1,395,826)
<b>Required Funding</b>	<u>\$ 256,087</u>	<u>\$ (68,231)</u>	<u>\$ (170,445)</u>	<u>\$ (241,030)</u>	<u>\$ 267,653</u>

## 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.

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# Finance

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## **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.

## **2015 Goals/Objectives**

- Produce an adopted Annual Budget that meets the award standards of the CSMFO.
- Produce Comprehensive Annual Financial Report (CAFR) that meets the award standards of the Government Finance Officers Association (GFOA).
- Provide Accurate and timely accounts payable processing as evidenced by statistics regarding processing time, the number of checks voided and reissued, as well as year-end reporting of vendor 1099s.
- Provide accurate and timely payroll processing as evidenced by statistics regarding number of checks issued verses items requiring special handling or corrections, as well as year-end reporting of W-2.
- Provide timely and accurate financial reporting to assist all departments in meeting organizational goals and objectives.

## **2014 Accomplishments**

- Received the Government Finance Officers Award for Excellence in Financial Reporting.
- Received an unmodified audit opinion on the 2013 Comprehensive Annual Financial Report (CAFR).
- Received the California Municipal Finance Officers Meritorious Budget Award.
- Successfully implemented a monthly Divisional Budget review process.
- Provided report training and training for time card online to agency staff.

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# Finance

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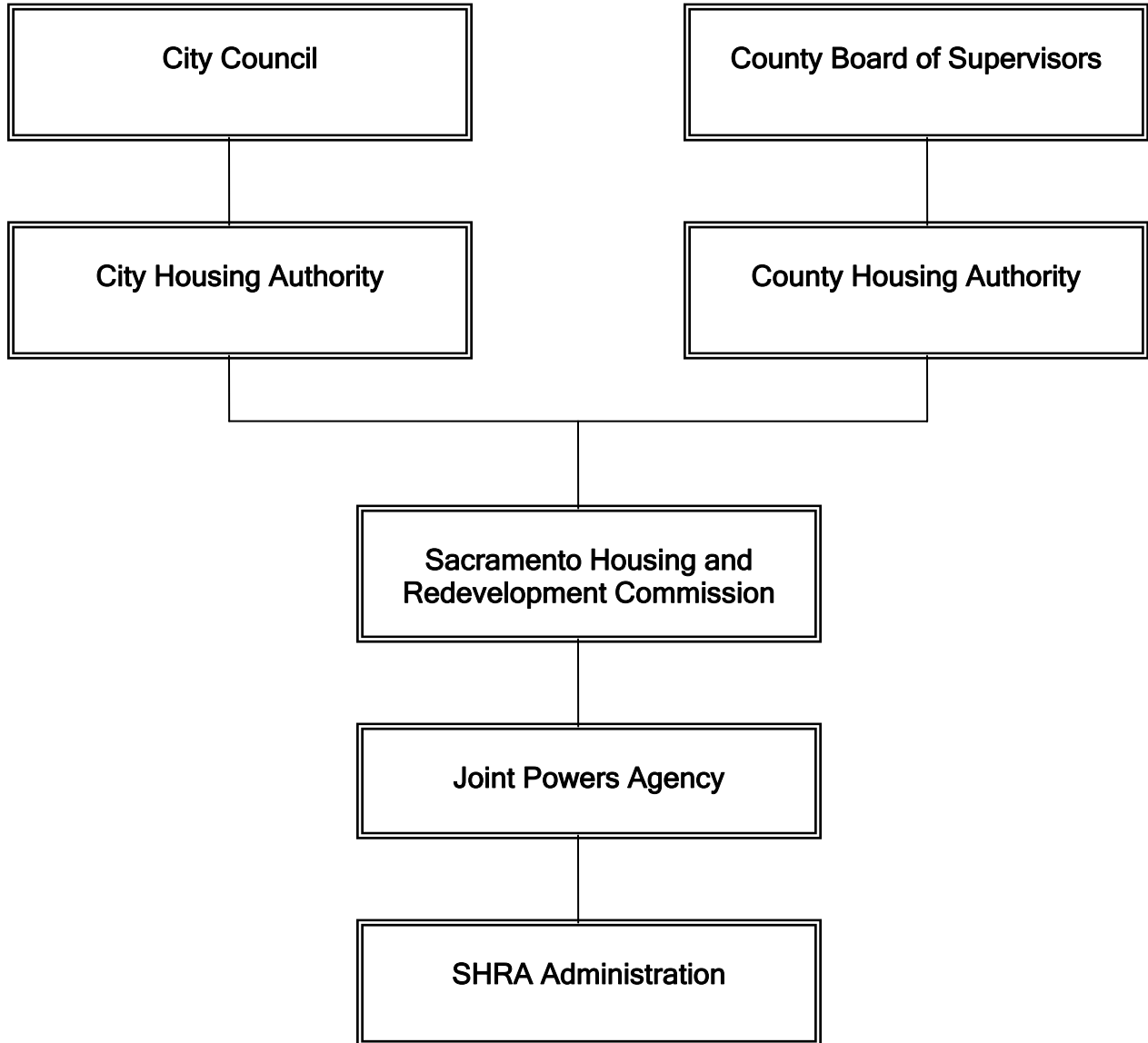
## Employee Services Schedule

	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2013 Budget</u>	<u>2014 Budget</u>	<u>2015 Budget</u>	<u>Increase (Decrease)</u>
<b><u>Finance</u></b>						
Accountant	3.00	3.00	3.00	4.00	4.00	0.00
Accounting Technician	3.00	3.00	3.00	3.00	3.00	0.00
Director	1.00	1.00	1.00	1.00	1.00	0.00
Finance Specialist-Payroll	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	2.00	1.00	1.00	1.00	1.00	0.00
Office Technician	1.00	1.00	1.00	0.00	0.00	0.00
Program Manager	2.00	2.00	2.00	2.00	2.00	0.00
Principal Accountant	3.00	2.00	2.00	0.00	0.00	0.00
Total Positions	<u>16.00</u>	<u>14.00</u>	<u>14.00</u>	<u>12.00</u>	<u>12.00</u>	<u>0.00</u>

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# Governing Boards

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail

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# Governing Boards

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## 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 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Services and Supplies	\$ 179,430	\$ 179,430	\$ 96,451	\$ 76,000	\$ 60,000
Interdepartmental Charges-Eliminations	(179,430)	(136,840)	(175,007)	(87,810)	(35,427)
<b>Required Funding</b>	<u>\$ -</u>	<u>\$ 42,590</u>	<u>\$ (78,556)</u>	<u>\$ (11,810)</u>	<u>\$ 24,573</u>

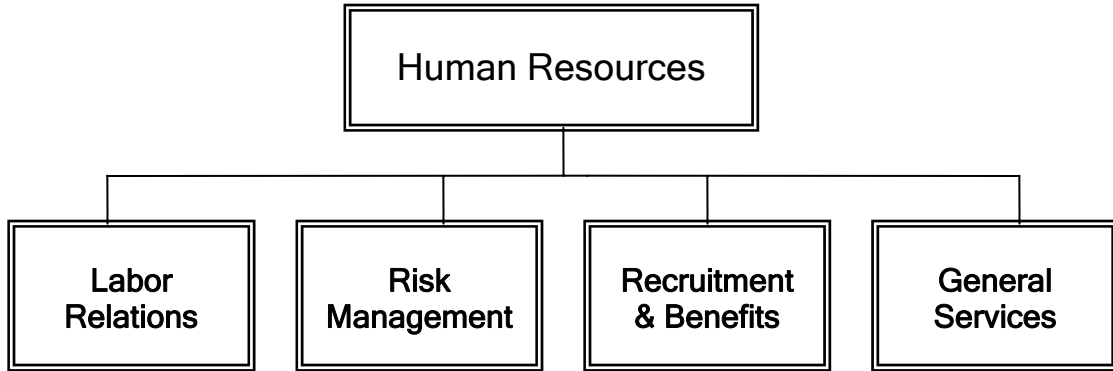
## Activities Detail

- 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.

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# Human Resources

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2015 Goals and Objectives
- ▶ 2014 Accomplishments
- ▶ Employee Services Schedule

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# Human Resources

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## 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

<u>Type of Expense</u>	<u>Budget 2011</u>	<u>Budget 2012</u>	<u>Budget 2013</u>	<u>Budget 2014</u>	<u>Budget 2015</u>
Salaries and Benefits	\$ 844,419	\$ 779,255	\$ 764,830	\$ 679,363	\$ 712,075
Services and Supplies	502,698	303,166	277,852	324,588	372,896
<b>Subtotal</b>	<b>1,347,117</b>	<b>1,082,421</b>	<b>1,042,682</b>	<b>1,003,951</b>	<b>1,084,971</b>
Interdepartmental Charges-Eliminations	(1,347,117)	(1,161,352)	(1,016,610)	(979,787)	(867,254)
<b>Required Funding</b>	<b>\$ -</b>	<b>\$ (78,931)</b>	<b>\$ 26,072</b>	<b>\$ 24,164</b>	<b>\$ 217,717</b>

## 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 trigger appropriate changes in salary and/or benefit levels.

### **Safety and Wellness Programs**

Administers 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.



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# Human Resources

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## **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 contract and policy review along with claim adjusting there are several ongoing task 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 sites.
- Yearly National Flood coverage protection for Agency and non profit sites.
- Yearly claims review process of all property, general liability and auto claims.
- End of year Risk Control Dividend Report for Housing Authority Insurance Group.
- Review and update all schedules with any changes to correctly reflect current property owned by the Agency.
- Flood Renewal - Analyze the most current flood protection maps yearly to determine the need of flood protection insurance.

## **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.

## **2015 Goals and Objectives**

- Foster a culture that recognizes its employees for their contributions to the Agency.
- Conduct Management Staff training to support Individual Development Plans.
- Implement Agency-Wide Wellness Program activities.
- Analyze, revise, and update management and supervisory job descriptions.
- Provide training for supervisory and management staff on performance management processes and techniques.
- Coordinate and provide Emergency Evacuation Training to Agency Public Housing Sites and offices.
- Establish Agency-Wide Business Continuity Plan in coordination with other departments.
- Develop written Asbestos Notification training plan for employees.

# Human Resources

## 2014 Accomplishments

- Recruited and hired more than twenty-five new Agency employees.
- Completed year-end Risk Control Dividend Report which resulted in a return on premium of \$18,000.
- Reduction in Workers Comp claims resulted in a dividend return of \$16,000 to the Agency.
- Conducted supervisor training sessions on Managing Protected Leaves.
- Conducted supervisor training in Performance Management and Labor Relations Issues.

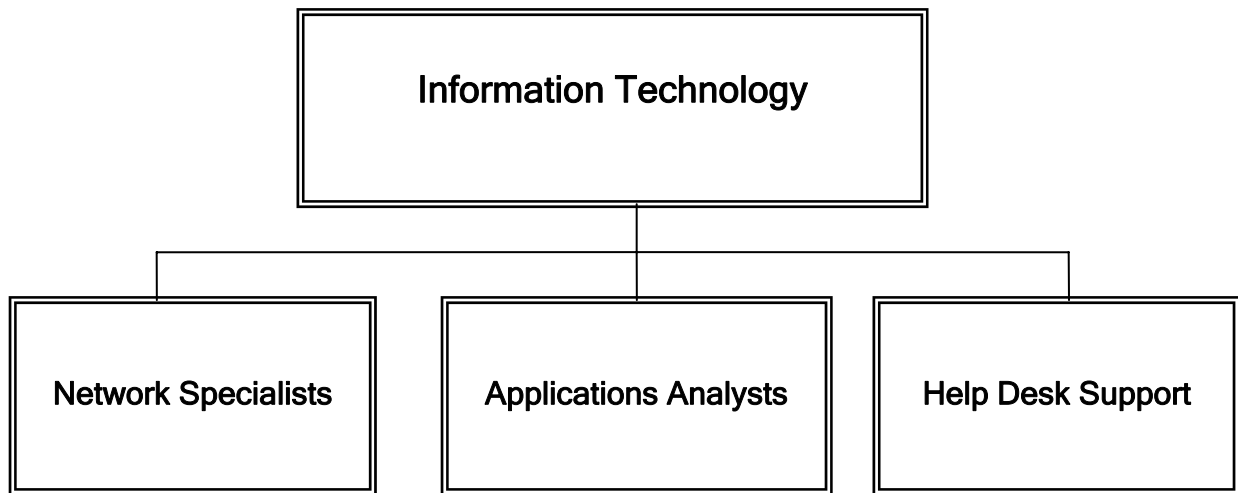
## Employee Services Schedule

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b><u>Human Resources</u></b>						
Director	1.00	1.00	1.00	0.60	0.60	0.00
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Human Resources Technician	1.00	0.00	0.00	0.00	0.00	0.00
Mail/Photocopy Clerk	1.00	0.50	0.00	0.00	0.00	0.00
Management Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Senior Management Analyst	0.00	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 Human Resources Analyst	2.00	2.00	2.00	2.00	2.00	0.00
Total Positions	<u>8.00</u>	<u>6.50</u>	<u>6.00</u>	<u>5.60</u>	<u>5.60</u>	<u>0.00</u>

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# Information Technology

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2015 Goals and Objectives
- ▶ 2014 Accomplishments
- ▶ Employee Services Schedule

# Information Technology

## Department Activities

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>	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$ 996,740	\$ 980,435	\$ 756,274	\$ 749,692	\$ 1,047,049
Services and Supplies	926,669	698,842	515,394	571,523	599,413
<b>Subtotal</b>	<b>1,923,409</b>	<b>1,679,277</b>	<b>1,271,668</b>	<b>1,321,215</b>	<b>1,646,462</b>
Interdepartmental Charges-Eliminations	(1,923,409)	(1,288,083)	(853,188)	(972,969)	(1,063,130)
<b>Required Funding</b>	<b>\$ -</b>	<b>\$ 391,194</b>	<b>\$ 418,480</b>	<b>\$ 348,246</b>	<b>\$ 583,332</b>

## 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.

## 2015 Goals and Objectives

- Phase II of the HCV Vendor Portal will be to enhance and streamline the HCV process known as a RFTA (request for tenant approval) to move into a new residence and enter into a lease agreement with a landlord.
- Implementation of Windows 7 and Office 2013 PC "image" for the agency will be supported by the WMWare VDI applications and Unidesk on clustered servers which provide the ability to create unique desktop images based upon agency, departmental and individual requirements which will be centrally managed. The maintenance of

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# Information Technology

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desktop images will now be managed within minute's verses the hours and will eliminate the need for IT Help Desk staff to visit the desktop.

- IT and the Agency Clerk will further define processes and procedures to automate manual document management with electronic workflows defined in the Saas (Software as a service) applications implemented in 2014. Processes such as staff reports, HCV RFTA, and the Housing Authority annual certifications will be evaluated for automation and have the potential to save hundreds of hours of staff time.
- Foster a culture that recognizes its employees for their contributions to the Agency.

## 2014 Accomplishments

- IT collaborated with HCV to specify and develop the Vendor Portal to provide HCV landlords with the means to setup and maintain account information for electronic payments; access their payment ledger and verify completed inspection information. This application eliminates requirement for staff to setup and maintain payment information for 6,000 landlords, as well as, field calls regarding the status of a payment, change of payment and address information. It also eliminates the labor required to print and insert payments into envelopes and more than \$36,000.00 in postage costs. HCV management anticipates that landlords will be setup with electronic payment capabilities by the end of December 2014. Providing online inspection information will assist the landlords with timely and accurate information as to the status of the inspection and information about any required repairs. This will in turn reduce the labor costs required to print, mail, and respond to landlord queries about the status of inspections.
- In preparation for the implementation of the desktop upgrades to Windows7 and the Office 2013 suite, IT staff have tested and upgraded the required network infrastructure, such as, firewalls, Active Directory, network switches and Exchange to support the desktop upgrade. These upgrades will further improve the network's security and management.
- IT and the Agency Clerk have teamed together to select and implement Saas (Software as a service) applications that provide, secure and redundant, cloud based solutions for a collaborative environment for program and project management with both internal staff and external partners. These tools provide document collaboration and version control, file exchanges, convenient messaging and task management and robust permissions management. The applications integrate with one another and streamline processes by providing a means to create electronic workflows for document review and e-signature approvals, and electronic archives. These enhancements increase staff's productivity when managing projects, requesting management authorizations, as well as providing a structured process for the archival of critical agency documents. The ability to create and

# Information Technology

route Standard procurement contracts completely electronically have been implemented in beta to date. Another enormous benefit is the ability to access information in these applications in a secured web environment from in the field providing additional productivity for staff and is ideal for disaster recovery purposes. The implementation of project collaboration and management will be rolled out by department and is anticipated to continue through 2015.

- IT, the Agency Clerk, and the Legal department configured and implemented a case management tool which tracks and reports on legal requests and project activity. This tool is web enabled and integrates with the other Saas applications that were implemented for project management. IT developed the Legal Request Form which automates the process of submitting a request for the Legal Department’s assistance, further streamlining the case management process. The Legal Request Form and case management tool were tested in beta and will be launched to the agency as a whole in 2015.
  
- A major release of the Yardi System was tested by IT, Finance, HCV and Conventional Housing Authority staff. This upgrade was implemented and will provide additional features for managing inspections and work orders and includes several program changes mandated by HUD effective in January of 2015.

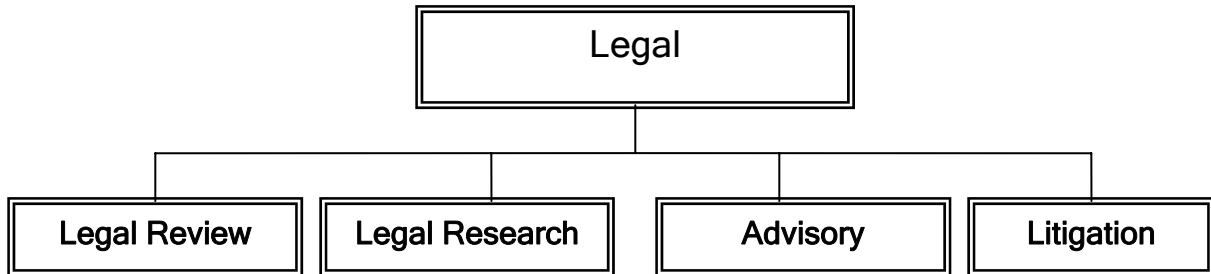
## Employee Services Schedule

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b><u>Information Technology</u></b>						
IT Applications & Development Analyst	4.00	3.00	3.00	2.00	3.00	1.00
IT Customer Services Support Specialist	1.00	1.00	1.00	1.00	2.00	1.00
IT Network/Midrange Specialist	2.00	2.00	2.00	2.00	2.00	0.00
Management Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Principal IT Customer Support Specialist	1.00	1.00	1.00	0.00	0.00	0.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	<u>10.00</u>	<u>8.00</u>	<u>8.00</u>	<u>6.00</u>	<u>8.00</u>	<u>2.00</u>

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# Legal

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# Legal

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## Department Activities

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 legal compliance.

## Appropriation Summary

<u>Type of Expense</u>	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$ 751,914	\$ 565,677	\$ 387,932	\$ 401,660	\$ 486,841
Services and Supplies	221,446	162,439	100,823	108,103	103,090
<b>Subtotal</b>	<b>973,360</b>	<b>728,116</b>	<b>488,755</b>	<b>509,763</b>	<b>589,931</b>
Interdepartmental Charges-Eliminations	(973,360)	(842,963)	(751,648)	(523,972)	(427,922)
<b>Required Funding</b>	<b>\$ -</b>	<b>\$ (114,847)</b>	<b>\$ (262,893)</b>	<b>\$ (14,209)</b>	<b>\$ 162,009</b>

## 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 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.

### **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.



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# Legal

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- 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,

- 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.

## **2015 Goals and Objectives**

- Fully integrate CLIO 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.
- Re-create the legal department with a public housing focus and build expand capacity to and expertise to include other types of affordable housing and funding mechanisms including public housing disposition and more public-private partnering.
- Conduct minimum of three training sessions, one of which must include staff report resolution/authority training if that subject has not been provided by the end of 2014.
- 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.

# Legal

- 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 update and standardize Agency contracts, grants, and procurement practices.

## 2014 Accomplishments

- Provided transactional and advisory services to the Agency (and its constituent members), valued at over \$550,000 on a wide variety of housing, community development and public infrastructure projects and programs.
- Provided legal advisory services and monitored for compliance several external audits of Agency administered projects and programs.
- Worked collaboratively with state Department of Finance to ensure County and City Housing Assets and enforceable Housing Obligations of its former Redevelopment Agencies were preserved and that those jurisdictions retained \$19.9 million to support enforceable housing obligations.
- Defended Agency and disposed of federal and state fair housing complaints with federal and state determination of Agency compliance with fair housing law.
- Worked with state legislative staff, state department of finance and stakeholders to negotiate post-redevelopment clean up legislation to allow Housing Authority's that were transferred the former housing assets and functions of the former redevelopment agency to receive a housing entity administrative cost allowance to assists in the preservation of affordable housing. Potentially funding for SHRA would be equivalent to \$1.2 million over 4 years.

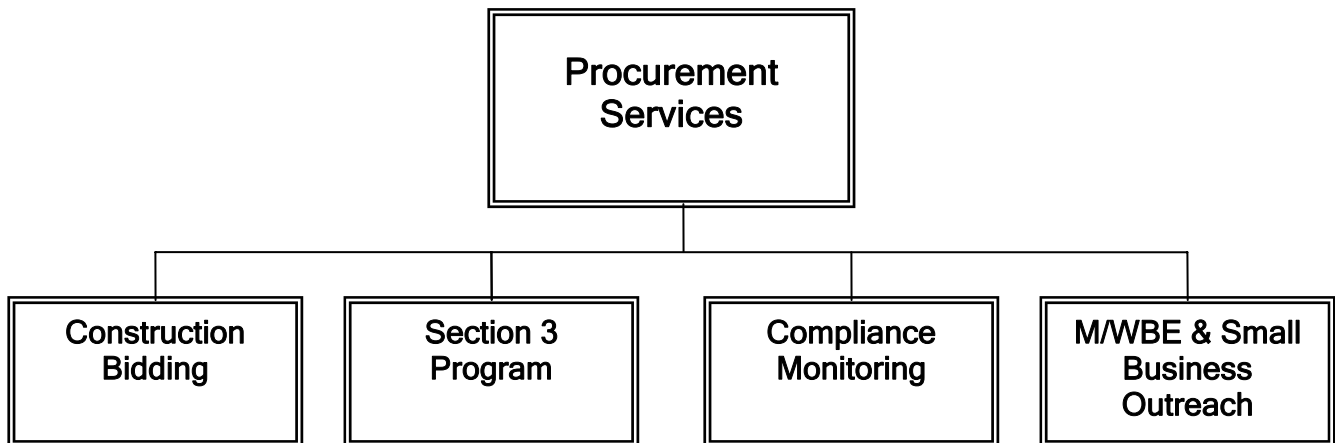
## Employee Services Schedule

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b><u>Legal</u></b>						
Administrative Secretary	1.00	1.00	1.00	1.00	0.00	-1.00
Agency Counsel	2.00	1.00	1.00	1.00	1.00	0.00
Confidential Administrative Assistant	0.00	0.00	0.00	0.00	1.00	1.00
Environmental Analyst	1.00	1.00	1.00	0.00	0.00	0.00
General Counsel	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	<u>5.00</u>	<u>4.00</u>	<u>4.00</u>	<u>3.00</u>	<u>3.00</u>	<u>0.00</u>

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# Procurement Services

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# Procurement Services

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## 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>	Budget 2014	Budget 2015
Salaries and Benefits	\$ 374,521	\$ 356,086
Services and Supplies	83,973	122,830
<b>Required Funding</b>	<b>\$ 458,494</b>	<b>\$ 478,916</b>

Procurement Services was moved to Administrative Support in 2014.

## 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 both 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.

## 2015 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.

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# Procurement Services

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- 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 expo, Connecting Point, which has an average attendance of over 800 small business people each year.
- Coordinate with other departments of the Agency and SETA in developing and implementing the First Source program.
- Update and reconfigure Procurement solicitation manual template to better assist contractors in providing responsive bids, with emphasis on explaining the First Source program and its importance.
- Develop Procurement Department Labor Compliance procedures manual.
- Foster a culture that recognizes its employees for their contributions to the Agency.

## 2014 Accomplishments

- Completed 17 Invitation for Bids' solicitations.
- Completed 8 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 participated on four (4) outreach panels.

## Employee Services Schedule

	2014 Budget	2015 Budget
<b><u>Procurement Services</u></b>		
Compliance/Procurement Analyst	3.00	3.00
Supervisor	1.00	1.00
 Total Positions	4.00	4.00

Procurement Services was moved to Administrative Support in 2014.

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# SHRA Administrative Building

Sacramento Housing and Redevelopment Agency maintains its administrative headquarters at 801 12<sup>th</sup> 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 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Services and Supplies	\$ 542,343	\$ 515,993	\$ 452,151	\$ 446,031	\$ 499,415
Debt Service	1,044,669	1,044,669	1,044,669	1,044,669	1,044,669
Capital Projects	350,000	-	-	-	-
<b>Subtotal</b>	<u>1,937,012</u>	<u>1,560,662</u>	<u>1,496,820</u>	<u>1,490,700</u>	<u>1,544,084</u>
Interdepartmental Charges-Eliminations	(1,500,000)	(1,500,000)	(928,428)	(1,116,136)	(1,116,136)
Intergovernmental Charges-Eliminations	-	-	(571,572)	(383,864)	(383,864)
<b>Required Funding</b>	<u>\$ 437,012</u>	<u>\$ 60,662</u>	<u>\$ (3,180)</u>	<u>\$ (9,300)</u>	<u>\$ 44,084</u>

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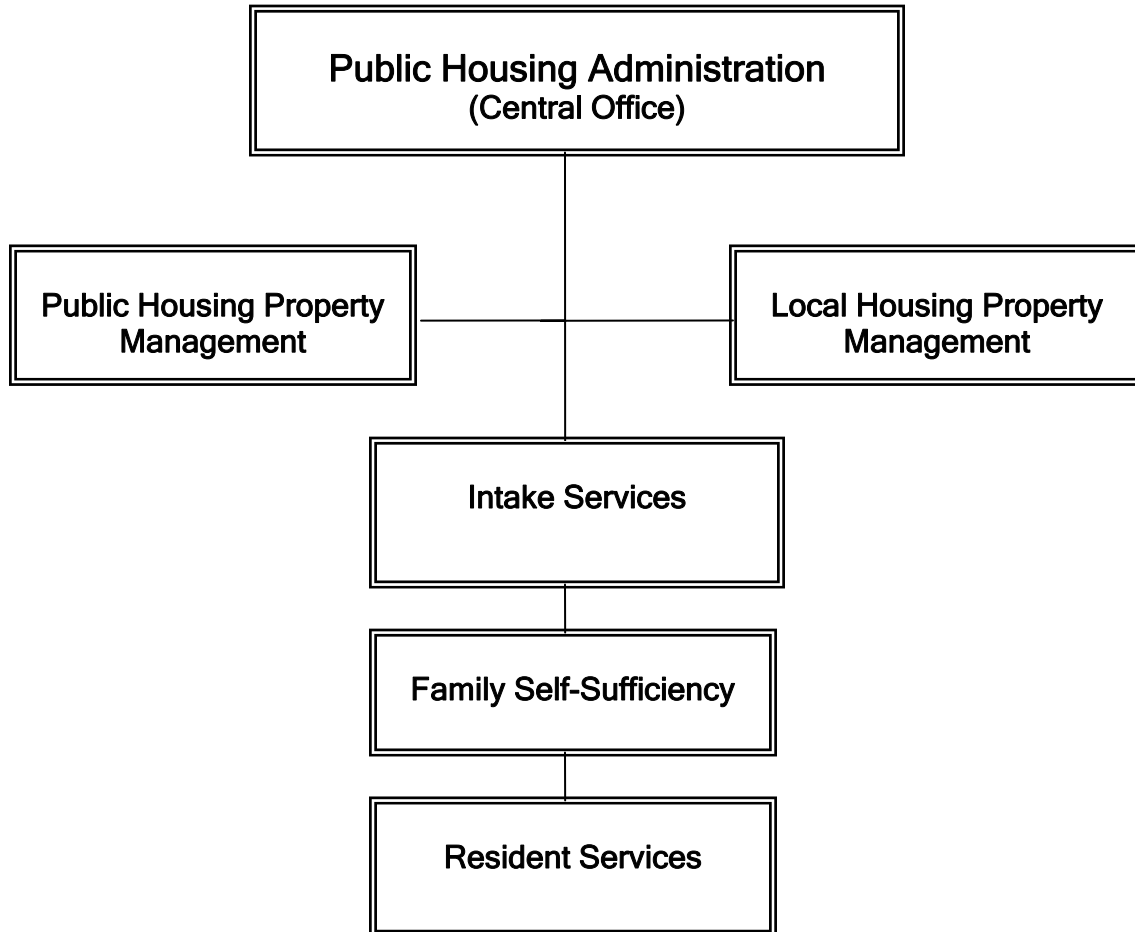
**SECTION F**

**HOUSING AUTHORITY**

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# Public Housing

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# Public Housing

## Department Summary

The Housing Authority provides a total of 3218 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 2720 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 264 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 234 elderly only units.

## Appropriation Summary

<u>Type of Expense</u>	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
<b>Public Housing Authority</b>					
Salaries and Benefits	\$ 7,888,121	\$ 7,519,296	\$ 7,576,432	\$ 7,330,186	\$ 7,191,949
Services and Supplies	11,015,348	10,704,607	10,824,022	11,143,789	11,526,793
Interdepartmental Charges	5,200,528	6,615,144	6,883,665	6,733,364	6,824,313
<b>Subtotal</b>	<u>24,103,997</u>	<u>24,839,047</u>	<u>25,284,119</u>	<u>25,207,339</u>	<u>25,543,055</u>
Interdepartmental Charges-Eliminations	(3,436,128)	(4,892,175)	(5,173,308)	(4,871,447)	(5,087,230)
<b>Subtotal Public Housing Authority</b>	<u>20,667,869</u>	<u>19,946,872</u>	<u>20,110,811</u>	<u>20,335,892</u>	<u>20,455,825</u>
<b>Intake Services</b>					
Salaries and Benefits	456,654	428,551	390,103	395,984	312,171
Services and Supplies	26,764	26,140	133,370	111,870	106,049
<b>Subtotal</b>	<u>483,418</u>	<u>454,691</u>	<u>523,473</u>	<u>507,854</u>	<u>418,220</u>
Interdepartmental Charges-Eliminations	(483,418)	(454,691)	(523,473)	(507,854)	(418,220)
<b>Subtotal Intake</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>-</u>
<b>Grand Total</b>	<u>\$ 20,667,869</u>	<u>\$ 19,946,872</u>	<u>\$ 20,110,811</u>	<u>\$ 20,335,892</u>	<u>\$ 20,455,825</u>

## 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 conduct extensive quality control inspections and fiscal audits to confirm program 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.

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# Public Housing

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- 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.

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# Public Housing

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## **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:

- 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.

## **2015 Goals and Objectives**

- Complete the Choice Neighborhood Planning Grant requirements at Marina Vista and Alder Grove.
- Submit a Choice Neighborhood Implementation Grant Application for up to \$30,000,000 for the Twin Rivers public housing development.
- Continue with efforts to revision the area immediately surrounding the Twin Rivers development so as to be competitive in the competition for the implementation grant.
- 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.

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# Public Housing

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- Increase efficiencies
  - In how applicants update their information while they remain on the wait list
  - In how work orders are tracked and completed.
  - In tracking inventory.

## 2014 Accomplishments

- Three Housing Authority residents competed nationally and won financial scholarships to attend school.
- Received HUD designation as a Public Housing High Performer Status Award for the City Housing Authority.
- The Housing Authority entered into a lease with Blossom Ridge to provide in home support services for the elderly residents living at this 80 unit apartment complex.
- 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 FSS program. The FSS program is a five year program that assists residents with job searches and links to social services, and allows residents to save a portion of rent subsidy towards future major purchases such as a home, car, or college tuition.
- Submitted the Transformation Plan for Twin Rivers to HUD.
- Received the Choice Neighborhood Initiative Planning Grant for Marina Vista and Alder Grove.
- Completed the transfer of Sierra Vista Apartments to SHARP.
- Received approval to dispose of 76 single family homes to the Purchase and Resale Entity.
- Began hosting safety workshops at a different site each month. Residents can use fire extinguishers to put out a fire and learn about how to remain safe at home.
- Increased efficiency through the use of technology in
  - Rent collections. Now staff at the sites are able to receive payments from the residents and scan them directly into the Housing Authorities' bank account. This allows for reporting in real time.
  - Work flows. Various work flows are now tracked in the Yardi software.

# Public Housing

- Unit turns. Vacant units are more visible so that units are turned and leased up more quickly, improving cash flow and earning the “high performer” status for the City Housing Authority with HUD.
- Debt collection. The Housing Authority is now contracting with a collection agency and participating in the Tax Intercept Program to collect on debts owed by past residents.
- Responding to residents after hours. The Housing Authority is now contracting with an answering service that can provide reports and data to us concerning where the calls are originating and why so that we can pro-actively address these in the future.

## Employee Services Schedule

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b>Public Housing Authority</b>						
Assistant Director	1.20	1.20	1.20	1.20	1.20	0.00
Assistant Site Manager	2.00	3.00	3.00	3.00	3.00	0.00
Director	1.00	0.00	0.00	0.00	0.00	0.00
Housing Assistant	3.00	3.00	2.00	1.50	0.00	-1.50
Housing Authority Analyst	2.00	2.00	2.00	1.00	1.00	0.00
Housing Authority Specialist	2.00	3.00	3.00	0.00	0.00	0.00
Housing Program Specialist	0.00	0.00	0.00	3.00	2.00	-1.00
Housing Authority Supervisor	1.00	0.00	0.00	0.00	0.00	0.00
Housing Technician	13.00	15.00	16.00	17.00	18.00 *	1.00
Leasing Agent	0.00	0.00	0.00	0.00	3.00	3.00
Maintenance Specialist	2.00	2.00	2.00	2.00	2.00	0.00
Maintenance Technician	38.00	38.00	38.00	39.00	34.00 **	-5.00
Maintenance Worker	8.00	8.00	8.00	6.00	10.00 ***	4.00
Management Analyst	2.00	1.00	2.00	1.80	2.00	0.20
Principal Housing Authority Analyst	1.00	1.00	1.00	0.00	0.00	0.00
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
Senior Management Analyst	0.00	0.00	0.50	0.50	0.00	-0.50
Site Manager	12.00	12.00	12.00	13.00	13.00 ****	0.00
<b>Total PHA Positions</b>	<b>92.40</b>	<b>93.40</b>	<b>94.90</b>	<b>93.20</b>	<b>93.40</b>	<b>0.20</b>
<b>Intake Services</b>						
Housing Assistant	2.00	2.00	2.00	2.50	2.00	-0.50
Housing Authority Specialist	1.50	2.00	1.00	0.00	0.00	0.00
Housing Program Specialist	0.00	0.00	0.00	1.00	1.00	0.00
Principal Housing Authority Analyst	0.50	0.50	0.50	0.00	0.00	0.00
Program Manager	0.00	0.25	0.50	0.60	0.50	-0.10
Supervisor	0.50	0.50	0.50	0.75	0.40	-0.35
<b>Total Intake Positions</b>	<b>4.50</b>	<b>5.25</b>	<b>4.50</b>	<b>4.85</b>	<b>3.90</b>	<b>-0.95</b>
<b>Total Positions</b>	<b>96.90</b>	<b>98.65</b>	<b>99.40</b>	<b>98.05</b>	<b>97.30</b>	<b>-0.75</b>

\* 1 position was left unfunded for 2015.

\*\* 2 positions were left unfunded for 2015.

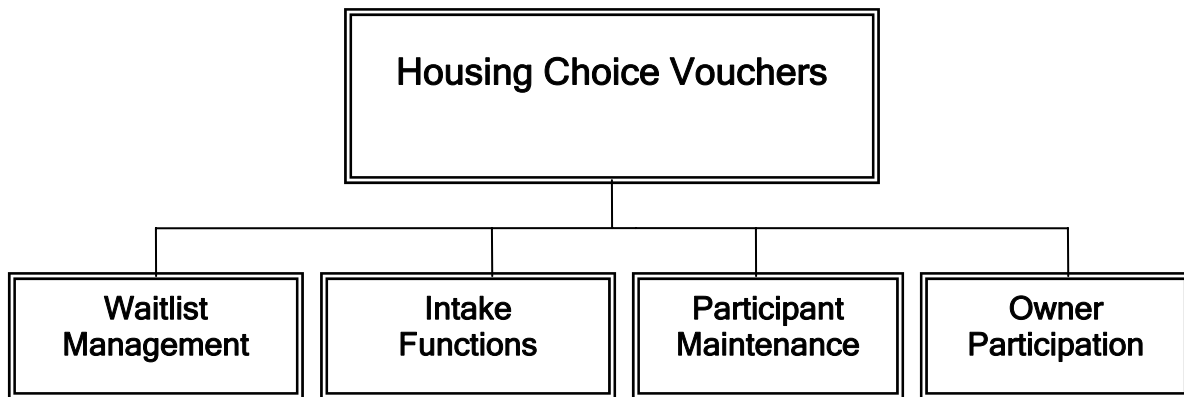
\*\*\* 4 positions were left unfunded for 2015.

\*\*\*\* 2 positions were left unfunded for 2015.

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# Housing Choice Vouchers

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2015 Goals and Objectives
- ▶ 2014 Accomplishments
- ▶ Employee Services Schedule



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# Housing Choice Vouchers

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## 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 11,890 vouchers and usually maintains utilization at 98-100% of the vouchers available. Currently there are:

- 295 Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless vets.
- 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.
- 646 project-based vouchers for the following properties:
  - 283 at Phoenix Park
  - 55 at Saybrook (serving previously homeless families)
  - 40 at Serna (also serving previously homeless families)
  - 77 at Washington Plaza (serving elderly families)
  - 76 at Sutterview (serving elderly families)
  - 37 at 7<sup>th</sup> and H Streets (serving homeless adults)
  - 78 at Sierra Vista (serving elderly families)
- 10,849 tenant-based vouchers.
- It is also anticipated that by the end of 2014, the Housing Authority will receive an additional 41 vouchers through the VASH program to serve disabled homeless veterans and an additional 74 HCV (enhanced) vouchers to keep housing affordable to families residing in a former HUD 236 property in Sacramento.
- 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 2014:
  - 576 families received SPC assistance through the tenant-based program.
  - 21 families received SPC assistance at the Shasta Hotel.
  - 26 families received SPC assistance at Boulevard Court.

# Housing Choice Vouchers

## Appropriation Summary

Type of Expense	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
<b>Housing Choice Vouchers</b>					
Salaries and Benefits	\$ 4,833,607	\$ 4,756,299	\$ 4,563,424	\$ 3,911,469	\$ 4,030,119
Services and Supplies	2,657,532	2,378,631	2,525,347	2,416,095	2,404,504
Debt Service	-	-	200,000	200,000	200,000
Interdepartmental Charges	1,454,571	1,700,000	1,700,000	1,427,655	1,603,222
<b>Subtotal Housing Choice Vouchers</b>	<b>8,945,710</b>	<b>8,834,930</b>	<b>8,988,771</b>	<b>7,955,219</b>	<b>8,237,845</b>
<b>Intake Services</b>					
Salaries and Benefits	195,709	198,282	320,832	324,674	458,489
Services and Supplies	11,470	12,094	-	-	74,199
Subtotal Intake	207,179	210,376	320,832	324,674	532,688
Interdepartmental Charges-Eliminations	(207,179)	(210,376)	(320,832)	(324,674)	(532,688)
<b>Subtotal Intake</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Grand Total</b>	<b>\$ 8,945,710</b>	<b>\$ 8,834,930</b>	<b>\$ 8,988,771</b>	<b>\$ 7,955,219</b>	<b>\$ 8,237,845</b>

## 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 “pull” families from the waiting list and begin 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.

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# Housing Choice Vouchers

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## 2015 Goals and Objectives

- Refine the landlord portal launched in fall 2014 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, updating contact information and reviewing past inspections. Future refinements will enable owners to track pending rent increase requests, lease and contract generations, and be able to proactively schedule future inspections.
- Enroll all 5,500 landlords participating in the HCV program to electronically receive their Housing Assistance Payment through direct deposit.
- 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.
- Continue use of the internet so that applicants are managing the information received by the Housing Authority while they are on the wait lists. Changes in address, income and family members would be reported directly by applicants.
- Promote enrollment in the First Source program for participants in the Resident Trainee Program, Family Self Sufficiency, Shelter Plus Care and HCV programs.
- Prioritize the recognition of employees on a regular basis to value their hard work and good performance.
- Launch the implementation of confidential electronic signatures for landlord/tenant documents through the vendor portal.
- Maximize the utilization of vouchers with a reduced budget.
- Initiate inspections of rental units on a biennial schedule per the 2014 Appropriations Act to create efficiencies within the program with limited administrative resources.

## 2014 Accomplishments

- Opened the HCV waitlist for the tenant based program in September 2014. 5,000 families were placed on the waitlist by random computerized selection.
- Maintained housing for all existing HCV families despite sequestration in 2013 and reduced funding in 2014.
- Approved 25 VASH Project Based Vouchers (PBV) to the Mather Veterans Village project.
- Launched the landlord portal in fall 2014. This portal provides a secure avenue for participating landlords and payees to track payments, review past inspections, access tenant ledgers, sign up for direct deposit, change contact information and other related information online. Launching this portal significantly reduced mailing costs and increased productivity with reduced owner calls and more efficient customer service.

# Housing Choice Vouchers

- Received a score of 86 percent in HUD’s evaluation of the HCV program despite significant administrative funding reductions during sequestration making the Housing Authority a standard performer.
- Pulled 2,500 families from the HCV waitlist to reach a goal of 98% lease up of allocated vouchers in 2014 (following the halt in lease up due to sequestration in 2013).

## Employee Services Schedule

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b>Housing Choice Vouchers</b>						
Assistant Director	0.80	0.80	0.80	0.80	0.80	0.00
Assistant Site Manager	1.00	1.00	1.00	0.00	0.00	0.00
Housing Assistant	12.00	13.00	11.00	7.00	7.00 *	0.00
Housing Authority Analyst	1.00	2.00	2.00	2.00	1.00	-1.00
Housing Authority Specialist	33.00	35.00	38.00	0.00	0.00	0.00
Housing Program Specialist	0.00	0.00	0.00	24.00	16.00	-8.00
Housing Program Technician I	0.00	0.00	0.00	12.00	17.00 **	5.00
Housing Program Technician II	0.00	0.00	0.00	0.00	3.00	3.00
Management Analyst	0.00	0.00	0.00	0.20	1.00	0.80
Principal Housing Authority Analyst	3.00	2.00	2.00	2.00	1.00	-1.00
Program Integrity Analyst	0.00	0.00	0.00	1.00	1.00	0.00
Program Manager	2.00	1.00	1.00	1.00	1.00	0.00
Program Technician	0.80	0.80	0.80	0.80	0.80	0.00
Supervisor	3.00	4.00	4.00	4.00	4.00	0.00
Subtotal Housing Choice Voucher Positions	<u>56.60</u>	<u>59.60</u>	<u>60.60</u>	<u>54.80</u>	<u>53.60</u>	<u>-1.20</u>
<b>Intake Services</b>						
Housing Assistant	0.00	0.00	1.00	0.00	0.00	0.00
Housing Authority Specialist	0.50	0.00	1.00	0.00	0.00	0.00
Housing Program Specialist	0.00	0.00	0.00	2.00	3.00	1.00
Housing Program Technician I	0.00	0.00	0.00	1.00	1.00	0.00
Principal Housing Authority Analyst	1.50	0.50	0.50	0.00	0.00	0.00
Program Manager	0.00	0.75	0.50	0.40	0.50	0.10
Supervisor	0.50	0.50	0.50	0.25	0.60	0.35
Subtotal Intake Positions	<u>2.50</u>	<u>1.75</u>	<u>3.50</u>	<u>3.65</u>	<u>5.10</u>	<u>1.45</u>
Total Positions	<u>59.10</u>	<u>61.35</u>	<u>64.10</u>	<u>58.45</u>	<u>58.70</u>	<u>0.25</u>

\* 3 positions were left unfunded for 2015.

\*\* 2 positions were left unfunded for 2015.

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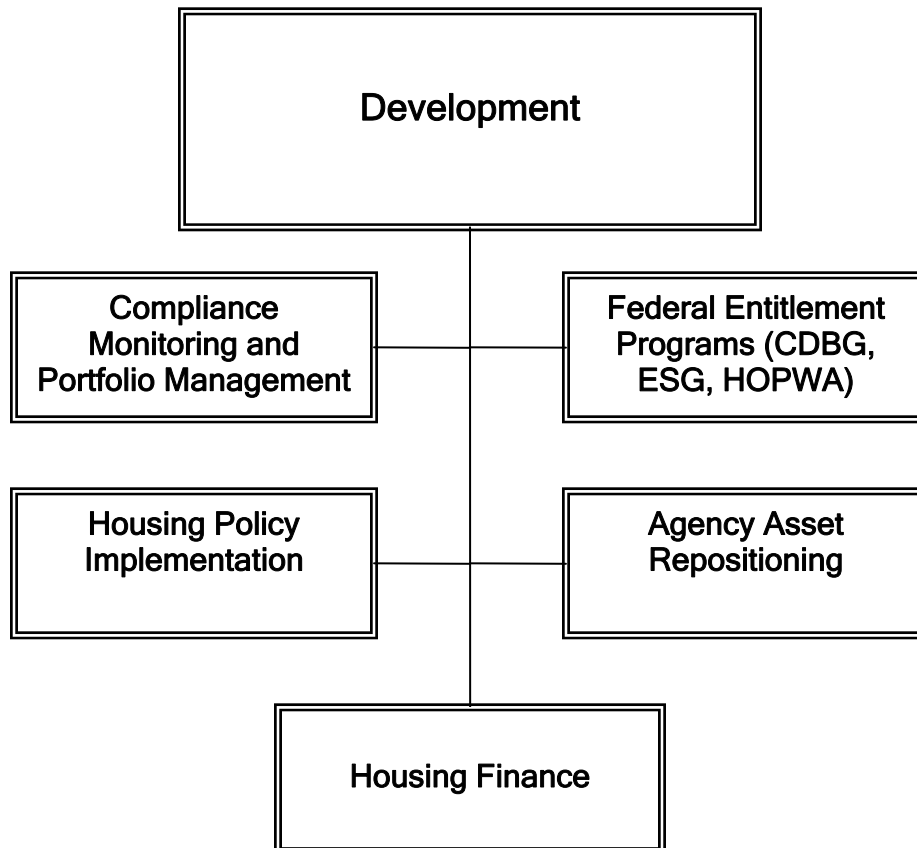
**SECTION G**

**DEVELOPMENT**

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# Development

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2015 Goals and Objectives
- ▶ 2014 Accomplishments
- ▶ Employee Services Schedule

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# Development

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## Department Summary

The Development Department is comprised of three divisions, Community Development, Housing Finance and Portfolio Management 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 Department (Department) 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. In addition, the department is responsible for implementing a repositioning strategy for the public housing inventory of the City and County Housing Authorities

The Development Finance Department 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 Department 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.



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# Development

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## Appropriation Summary

<u>Type of Expense</u>	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$ 4,660,950	\$ 3,573,947	\$ 1,908,050	\$ 1,700,948	\$ 2,122,076
Services and Supplies	569,983	492,705	354,108	419,633	660,692
Interdepartmental Charges	2,596,548	2,411,875	1,249,660	1,403,711	739,935
<b>Total</b>	<b>\$ 7,827,481</b>	<b>\$ 6,478,527</b>	<b>\$ 3,511,818</b>	<b>\$ 3,524,292</b>	<b>\$ 3,522,703</b>

## 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, though not currently, 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.

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# Development

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## **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**

Approve and develop Inclusionary Housing Plans and Agreements to ensure new developments in the unincorporated County and new growth areas of the City of Sacramento meet 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 policies 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 by disposing of boarded and vacant single family homes to non-profit for rehabilitation and sale to income qualified buyers.

## **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.

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# Development

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## 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.

## 2015 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 third round of the Neighborhood Stabilization Program by rehabilitating 45 single family homes in an effort to address vacant and foreclosed properties.
- Begin the update of the Analysis of Impediments to Affirmatively Further Fair Housing.

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# Development

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## 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 and County of Sacramento to update Inclusionary Housing Ordinances and create implementation guidelines.
- Continue to pursue funding resources allowing for the administration and financing of Home Buyers Assistance Program.
- Complete updated of Resident Service Providers quarterly reports and facilitation of automated compliance review.
- Incorporate new Uniform Physical Conditions Standards and HUD Utility Allowance requirements into HOME monitoring inspections.
- Complete construction and sales of 24 new single family homes as part of the Del Paso Nuevo subdivision.

## Agency Asset Repositioning

- Close on financing and begin construction (rehabilitation) of Sutterview and Sierra Vista senior high-rise buildings.
- Submit funding applications to implement River District-Railyards (Twin Rivers) Choice Neighborhoods Transformation Plan.
- Complete Choice Neighborhoods planning requirements for Upper Land Park-Broadway (Marina Vista/Alder Grove), begin implementation.
- Launch Affordable Homeownership Program through 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.

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# Development

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## 2014 Accomplishments

### Federal Programs

- Joined the HIV Health Services Planning Council as the HOPWA administrative agency.
- Concluded the transition of the ESG program from DHA.
- Launched the Rapid Rehousing Program as part of ESG.
- Began long awaited infrastructure improvements in the County such as the Florin Road Streetscape and Franklin Boulevard Streetscape projects, as well as completed ADA Sidewalk Improvements throughout the unincorporated County, and began strategic projects in the City such as the design of improvements along 12<sup>th</sup> Street in the River District as well as for the Dos Rios Light Rail Station.
- Completed public facilities improvements such as the Bing Kong Tong Phase I Stabilization project, 41<sup>st</sup> Avenue Community Center operated by the Community Resource Project, and began implementing new investments such as the kitchen improvements for the Rio Linda Community Center and studying the feasibility of a new Boys and Girls Club in Del Paso Heights.
- Completed the Sustainable Communities Initiative Challenge Grant and created a business plan for both a Transit Oriented Development Financing Mechanism and a Food Hub in South Sacramento in partnership with SACOG, RT, Valley Vision, and Enterprise Community Partners.

### Development Finance

#### Multifamily

- Provided approximately \$24.9 million in Multifamily Loan assistance to 5 projects totaling 470 of affordable units (Arbor Creek Senior, Curtis Park, Woodhaven, Sierra Vista, and 700 K Street).
- Issued \$37 million in Mortgage Revenue Bonds for rehabilitation and construction of multifamily developments.
- Completed renovation and/or construction of 7 multifamily developments totally 643 newly affordable or preserved units (Township Nine, Garden Village, Ridgeway Studios, Washington Plaza, Glen Ellen, Greenway Village and Los Robles).

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# Development

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## Housing Policy Implementation

- Worked with the development community to approve housing plans in support of the City's Mixed-Income Housing Ordinance and County's Affordable Housing Ordinance.
- Developed guidelines for the implementation of the County's revised Affordable Housing Ordinance.
- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on 3 new and 12 resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.

## Single Family

- Updated the Cooperative Agreements for the Mortgage Credit Certificate (MCC) Program and submitted application to CDLAC and received a new allocation of MCCs.
- Submitted application to HCD for a new allocation of CalHOME funds for Home Buyers Assistance Program.
- Approved financing for 60 families for Home Buyer and MCC programs.
- Managed the disposition, rehabilitation, loans and income certifications necessary to facilitate the rehabilitation and sale of over 38 owner-occupied single family homes in the NSP programs.
- Facilitated the rehabilitation and sale of 10 owner-occupied single family homes through the Foreclosure Access Program.
- Disposed of property to Habitat for Humanity allowing for the future construction of 5 affordable single family homes in the Avenues neighborhood.
- Began construction of 12 new single family homes in Del Paso Nuevo Phase IV and selected a developer for Phase V.

## Portfolio Management

- Managed a portfolio of over 1,400 loans totaling \$281 million.
- Physically inspected over 2,300 residential units in 195 multifamily properties consisting of over 22,600 units.

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# Development

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- Audited over 2,450 tenant files to ensure compliance with income eligibility and property management procedures.
- Monitored resident services at 79 multifamily properties.
- Completed annual audit confirmations for 70 multifamily developments.
- Calculated and invoiced for the Supplemental Annual Administrative Fee at 52 multifamily bond developments.
- Completed CDLAC Certification on 77 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.

## Agency Asset Repositioning

- Completed Choice Neighborhoods Planning Grant requirements for River District-Railyards (Twin Rivers).
- Launched Choice Neighborhoods Planning process for Upper Land Park-Broadway, including Marina Vista & Alder Grove public housing sites.
- Closed on financing, began construction (rehabilitation) of Washington Plaza senior high-rise (completion anticipated December 2014).

# Development

## Employee Services Schedule

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b>Development</b>						
Assistant Director	5.00	3.00	2.00	1.00	1.00	0.00
Community Development Analyst	0.00	0.00	0.00	1.00	2.00	1.00
Community Development Specialist	0.00	0.00	0.00	2.00	0.00	-2.00
Director	2.00	0.00	0.00	0.00	1.00	1.00
GIS Analyst	1.00	1.00	1.00	0.00	0.00	0.00
Housing Finance Analyst	8.00	4.00	4.00	3.00	3.00	0.00
Loan Processing Analyst	2.00	2.00	2.00	1.00	1.00 *	0.00
Loan Servicing Analyst	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	3.00	1.00	2.00	1.00	2.00 *	1.00
Office Technician	3.00	2.00	1.00	1.00	1.00	0.00
Principal Loan Processing Analyst	1.00	1.00	1.00	0.00	0.00	0.00
Principal Regulatory Compliance Analyst	1.00	1.00	1.00	0.00	0.00	0.00
Program Manager	5.00	3.00	4.00	3.00	2.00	-1.00
Program Technician	1.00	1.00	1.00	1.00	1.00 *	0.00
Redevelopment Analyst	3.00	3.00	3.00	0.00	0.00	0.00
Redevelopment Planner	11.00	6.00	6.00	3.00	2.00 *	-1.00
Regulatory Compliance Analyst	1.00	1.00	1.00	2.00	2.00	0.00
Senior Management Analyst	0.00	1.00	0.50	0.50	2.00	1.50
Supervisor	1.00	1.00	1.00	1.00	1.00	0.00
<b>Total Positions</b>	<u>49.00</u>	<u>32.00</u>	<u>31.50</u>	<u>21.50</u>	<u>22.00</u>	<u>0.50</u>

\* 1 position was left unfunded for 2015.



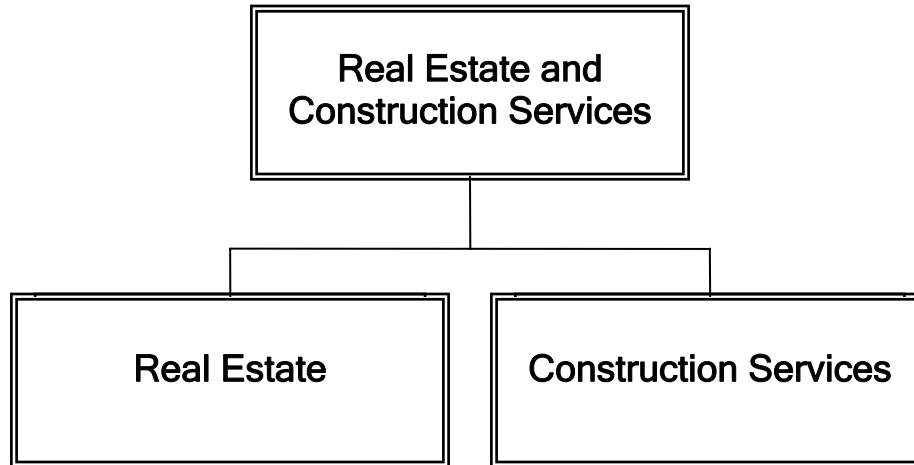
## **SECTION H**

### **REAL ESTATE AND CONSTRUCTION SERVICES**

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# Real Estate and Construction Services

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- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2015 Goals and Objectives
- ▶ 2014 Accomplishments
- ▶ Employee Services Schedule

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# Real Estate and Construction Services

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## Department Summary

The Real Estate and Construction Services Department works 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
- Historical preservation
- Design and construction of projects

## Appropriation Summary

<u>Type of Expense</u>	Budget 2011	Budget 2012	Budget 2013	Budget 2014	Budget 2015
Salaries and Benefits	\$ 3,010,732	\$ 2,055,363	\$ 1,421,366	\$ 779,130	\$ 889,415
Services and Supplies	345,631	404,216	372,829	176,975	249,255
Interdepartmental Charges	1,505,367	1,287,526	622,147	461,859	224,620
<b>Total</b>	<b>\$ 4,861,730</b>	<b>\$ 3,747,105</b>	<b>\$ 2,416,342</b>	<b>\$ 1,417,964</b>	<b>\$ 1,363,290</b>

Procurement services was moved to Administrative Support in 2014.

## Activities Detail

### **Real Estate**

The Real Estate Department is a resource for all Agency divisions and departments, and provides centralized consulting and 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 and 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.

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# Real Estate and Construction Services

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## 2015 Goals and Objectives

- Launch 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 the Agency's vacant properties.
- Oversee the rehabilitation of the SHARP high rises, including the completion of Washington Plaza and the design phase of Sutterview.
- Manage the Property Recycling Program with real estate and construction services for the rehabilitation of single family homes, leading to homeownership.
- Provide construction oversight for the many lending programs the Agency offers, including the 700 K Street block, Township 9, Arbor Creek Senior Apartments, etc.
- Work with interested parties to lease available space at 600 I Street and 801 12<sup>th</sup> Street.
- Create a tracking system for Real Estate functions and market and dispose of surplus real estate assets.
- Provide Agency-wide access to database of plans for Agency-owned properties.
- Foster a culture that recognizes its employees for their contributions to the Agency.

## 2014 Accomplishments

- Oversaw the rehabilitation of 22 single family homes sold through the Property Recycling Program.
- Monitored various construction and rehabilitation projects for the Agency's Housing and Community Development Department, including:
  - Bing Kong Tong historical rehabilitation, Isleton
  - Ridgeway Apartments
  - Broadway Triangle
  - Washington Plaza (SHARP)
  - The Trio (Los Robles, GlenEllen and Greenway Village)

# Real Estate and Construction Services

- Garden Village Apartments
- Cal Fit on K Street
- Township 9
  
- Managed the rehabilitation and modernization of various Public Housing projects, including the renovation of several duplexes and single family homes, as well as 10 projects within the multi-family sites.
  
- Managed the maintenance of the Agency's many vacant properties.

## Employee Services Schedule

	2011 Budget	2012 Budget	2013 Budget	2014 Budget	2015 Budget	Increase (Decrease)
<b><u>Real Estate and Construction Services</u></b>						
Assistant Director	1.00	1.00	0.00	0.00	0.00	0.00
Clerical Assistant	0.50	0.00	0.00	0.00	0.00	0.00
Director	1.00	0.00	0.00	0.40	0.40	0.00
Management Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Real Estate Analyst	0.00	1.00	1.00	1.00	0.00	-1.00
Construction Technician	8.00	7.00	7.00	4.00	3.00 *	-1.00
Office Technician	1.00	0.00	1.00	1.00	1.00	0.00
Principal Construction Architect	1.00	0.00	0.00	0.00	0.00	0.00
Principal Construction Technician	3.00	1.00	1.00	1.00	1.00	0.00
Program Manager	4.00	1.00	1.00	1.00	1.00	0.00
Project Manager	1.00	0.00	0.00	0.00	0.00	0.00
Real Estate Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Real Estate Specialist	1.00	0.00	0.00	0.00	0.00	0.00
Senior Management Analyst	1.00	3.00	3.00	3.00	3.00	0.00
Subtotal RE & CS Administration	<u>24.50</u>	<u>14.00</u>	<u>14.00</u>	<u>11.40</u>	<u>9.40</u>	<u>-2.00</u>
<b><u>Procurement Services</u></b>						
Buyer	4.00	1.00	2.00	0.00	0.00	0.00
Compliance Analyst	3.00	2.00	2.00	0.00	0.00	0.00
Compliance/Procurement Analyst	0.00	0.00	0.00	0.00	0.00	0.00
Office Technician	1.00	0.00	0.00	0.00	0.00	0.00
Principal Procurement Services Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Supervisor	1.00	1.00	1.00	0.00	0.00	0.00
Subtotal Procurement	<u>10.00</u>	<u>5.00</u>	<u>5.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Positions	<u>34.50</u>	<u>19.00</u>	<u>19.00</u>	<u>11.40</u>	<u>9.40</u>	<u>-2.00</u>

\* 2 positions were left unfunded for 2015.  
Procurement services moved to Administrative Support in 2014.

## **SECTION I**

### **COMMUNITY SOCIAL SERVICES**

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# Community Social Services

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- ▶ Department Summaries
- ▶ Appropriation Summary
- ▶ 2015 Goals and Objectives
- ▶ 2014 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, SHRA began assuming specific programs previously administered by DHA.

SSF will coordinate various funding sources including Agency funds to support the continuum of care programs including: transitional housing programs 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 will administer Senior Nutrition programs.

# Community Social Services

## Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2011</u>	<u>Budget 2012</u>	<u>Budget 2013</u>	<u>Budget 2014</u>	<u>Budget 2015</u>
Public Services	\$ 4,502,050	\$ 3,562,536	\$ 5,131,797	\$ 4,934,613	\$ 5,237,669

## 2015 Goals and Objectives

### Community Social Services

- Complete the transition of the homeless delivery system to Sacramento Steps Forward.
- Begin to implement the Coordinated Entry System in partnership with Sacramento Steps Forward.
- Begin 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.

## 2014 Accomplishments

- Completed the transition of the ESG program to SHRA

## Employee Services Schedule

<u>Community Social Services</u>	<u>2011 Budget</u>	<u>2012 Budget</u>	<u>2013 Budget</u>	<u>2014 Budget</u>	<u>2015 Budget</u>	<u>Increase (Decrease)</u>
Account Clerk	1.00	1.00	0.00	0.00	0.00	0.00
Program Manager	1.00	1.00	0.00	0.00	0.00	0.00
Storekeeper	0.00	0.00	0.00	0.00	0.00	0.00
Total Positions	<u>2.00</u>	<u>2.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>



# PUBLIC SERVICES BY CATEGORY

	City	County	Total	Source
<b>Administration</b>				
HOPWA Administration	\$ 45,993	\$ -	\$ 45,993	HOPWA-City
<b>Community Services</b>				
SRO Collaborative	120,000	-	120,000	CDBG - City
DHA Medical Detox	-	200,000	200,000	CDBG - County
	<u>120,000</u>	<u>200,000</u>	<u>320,000</u>	
<b>Rental Assistance</b>				
HOPWA Short-term Rent Mortgage Utilities (STRMU)	231,311	-	231,311	HOPWA-City
HOPWA Tenant Based (TBRA)	2,197	-	2,197	HOPWA-City
HOPWA Housing Placement Services	2,100	-	2,100	HOPWA-City
Homeless Prevention & Rapid Re-Housing	126,216	-	126,216	ESG-City
Homeless Prevention & Rapid Re-Housing	-	142,117	142,117	ESG- County
LSS	194,421	-	194,421	Housing Successor-City
Transitional Living Community Support	237,307	-	237,307	Housing Successor-City
VOA Readiness	244,272	-	244,272	Housing Successor-City
Boulevard Court	396,864	-	396,864	Housing Successor-City
Shasta Hotel	100,000	-	100,000	Housing Successor-City
Mutual Housing at the Highlands	-	296,000	296,000	Housing Successor-County
Subtotal Rental Assistance	<u>1,534,688</u>	<u>438,117</u>	<u>1,972,805</u>	
<b>Senior Nutrition</b>				
Senior Nutrition Administration	485,043	-	485,043	CDBG - City
Senior Nutrition Program	-	430,000	430,000	CDBG - County
Subtotal Senior Nutrition	<u>485,043</u>	<u>430,000</u>	<u>915,043</u>	
<b>Homeless</b>				
Shelter / COC	70,000	-	70,000	CDBG - City
Shelter / COC	-	155,000	155,000	CDBG - County
Shelter / COC	-	433,000	433,000	MFSAF - County
Shelter / COC	195,853	-	195,853	ESG-City
Shelter / COC	-	220,526	220,526	ESG-County
Shelter / COC	171,894	-	171,894	PILOT - City
Shelter / COC	-	145,106	145,106	PILOT - County
Subtotal Homeless	<u>437,747</u>	<u>953,632</u>	<u>1,391,379</u>	
<b>Supportive Services</b>				
HOPWA Supportive Services	441,627	-	441,627	HOPWA-City
<b>Operations</b>				
HOPWA Operations	150,822	-	150,822	HOPWA-City
Totals	<u>\$ 3,215,920</u>	<u>\$ 2,021,749</u>	<u>\$ 5,237,669</u>	

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**SECTION J**

**DEBT SERVICE**

# Debt Service

	<u>Interest</u>	<u>Principal</u>	<u>Total</u>
<b><u>Local Housing Mortgages:</u></b>			
San Jose/Broadway	\$ 25,989	\$ 43,411	\$ 69,400
Riverview Plaza - Residential & Dining - CHFA	27,982	-	27,982
Total Local Housing Mortgages	<u>\$ 53,971</u>	<u>\$ 43,411</u>	<u>\$ 97,382</u>
<b><u>Loan Repayments:</u></b>			
HUD 108 Del Paso Nuevo 2008-A	\$ 26,548	\$ 145,000	\$ 171,548
HUD 108 Del Paso Nuevo 2011-A	31,554	190,000	221,554
CalHFA HELP Loan	24,871	775,129	800,000
Affordable Housing advance repayment-County HTF	-	20,761	20,761
Housing Choice Vouchers Advance Repayment-MRB	-	200,000	200,000
HUD 108 Globe Mills	224,033	236,000	460,033
Bank of America-Public Capital corp (801 12th St)	511,885	532,784	1,044,669
SHARP Washington Plaza Assoc. LP	137,500	-	137,500
Total Loan Repayments	<u>\$ 956,391</u>	<u>\$ 2,099,674</u>	<u>\$ 3,056,065</u>
<b>Total Debt Service</b>	<u>\$ 1,010,362</u>	<u>\$ 2,143,085</u>	<u>\$ 3,153,447</u>

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## **SECTION K**

### **PROJECTS AND PROGRAMS SCHEDULE**

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
Housing Authority Capital Projects	Conventional Housing - Capital Fund Program - City - 2015	Modernization	1,265,302
	Admin HCV - Voucher Program - County	Door modification - wheelchair accessibility	689,995
	Admin HCV - Voucher Program - County	Install fiber connection	10,000
	Admin HCV - Voucher Program - County	Scanners	100,000
	Admin HCV - Voucher Program - County	Yardi SQL server (split w/PH)	25,000
	SHARP Sierra Vista	Construction funds	10,000
	SHARP Sutterville (L St.)	Construction funds	361,909
		Subtotal	\$ 2,814,727
Infrastructure and Public Improvements	Community Development - Misc. Grants - City	Environmental Remediation	\$ 44,303
	Community Development Block Grant - City - 2015	Capital Reserve	311,308
	Community Development Block Grant - City - 2015	CIP Scoping & Design	100,000
	Community Development Block Grant - City - 2015	Consolidated Planning	100,000
	Community Development Block Grant - City - 2015	Del Paso Infrastructure Study	50,000
	Community Development Block Grant - City - 2015	Fair Housing Activities	50,000
	Community Development Block Grant - City - 2015	Grocery Feasibility Study	50,000
	Community Development Block Grant - City - 2015	Homeless Point-in-time Count	50,000
	Community Development Block Grant - City - 2015	Main Avenue Ball Field	170,000
	Community Development Block Grant - City - 2015	Public Facility NOFA	100,000
	Community Development Block Grant - City - 2015	Regional Analysis of Impediments to Fair Housing Choice	100,000
	Community Development Block Grant - City - 2015	Street Car Design	300,000
	Community Development Block Grant - City - 2015	Street Lighting	550,000
	Community Development Block Grant - County - 2015	Analysis of Impediments	100,000
	Community Development Block Grant - County - 2015	Capital Reserve	300,000
	Community Development Block Grant - County - 2015	CIP Scoping & Design	100,000
	Community Development Block Grant - County - 2015	Consolidated Planning	100,000
	Community Development Block Grant - County - 2015	Fair Housing Activities	50,000
	Community Development Block Grant - County - 2015	Folsom Handyman Program	150,000
	Community Development Block Grant - County - 2015	Galt Central Corridor Street Improvements	225,000
	Community Development Block Grant - County - 2015	Isleton Bing Kong Tong Historic Rehabilitation	100,000
	Community Development Block Grant - County - 2015	McComber Parking Lot Improvements	120,000
	Community Development Block Grant - County - 2015	Neighborhood Livability Initiative	1,125,000
	Community Development Block Grant - County - 2015	Public Facility NOFA	100,000
	Community Development Block Grant - County - 2015	Purchase and Resale Entity (PRE) Housing Program	81,936
	Community Development Block Grant - County - 2015	Twin Rivers (Dos Rios) TOD and Light Rail Station Initiative	475,000
	Community Development Block Grant-County-Program Income	Isleton Bing Kong Tong Historic Rehabilitation	500,000
	Community Development Block Grant-County-Program Income	Martin Luther King Village Project	260,000
	Community Development Block Grant-County-Program Income	McComber Parking Lot Improvements	230,000
	Community Development Block Grant-County-Program Income	Neighborhood Livability Initiative	520,000
	Community Development Block Grant-County-Program Income	Purchase and Resale Entity (PRE) Housing Program	418,064
	Community Development Block Grant-County-Program Income	Twin Rivers (Dos Rios) TOD and Light Rail Station Initiative	475,000
	Equipment Reserve	IT Technical infrastructure, hardware & software upgrades	120,000
	Equipment Reserve	Zero emission vehicles and charging stations	150,000
	Equipment Reserve	Zero emission vehicles and charging stations	240,000
	Insurance	Insurance reserve	73,105
		Subtotal	\$ 7,988,716

PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
K - 2 Housing Development and Preservation	Affordable Housing Program In-lieu	Housing Development Assistance	\$ 425,000
	American Dream Downpayment Revolving Loan - City	First Time Home Buyers	4,070
	American Dream Downpayment Revolving Loan - County	First Time Home Buyers	27,817
	BEGIN State Prop 46-Revolving Loan	First Time Home Buyers	6,560
	CalHOME - City - 2014	Rehab loans	1,410,000
	CalHOME - County - 2014	Housing Development Assistance	1,410,000
	CalHOME Revolving Loan Fund - City	First-time Homebuyer Assistance Program	219,879
	CalHOME Revolving Loan Fund - County	First-time Homebuyer Assistance Program	225,250
	Community Development Block Grant - City - 2015	Emergency Repair Program/Accessibility Grant Program	50,000
	Community Development Block Grant - City - 2015	Minor Repair & ADA for Seniors & Low Inc. Homeowners Program	46,000
	Community Development Block Grant - City - 2015	Purchase and Resale Entity (PRE) Housing Program	155,247
	Community Development Block Grant - City - 2015	Veterans/Affordable Housing Rehabilitation	500,000
	Community Development Block Grant - County - 2015	Emergency Repair Program/Accessibility Grant Program	100,000
	Community Development Block Grant - County - 2015	Minor Repair & ADA for Seniors & Low Inc. Homeowners Program	46,000
	Community Development Block Grant - County - 2015	Veterans/Multi-Family Housing Rehabilitation	500,000
	Community Development Block Grant - Program Income- City	Purchase and Resale Entity (PRE) Housing Program	169,753
	HOME - City 2015	Multi-Family Acquisition Rehab	816,401
	HOME - City 2015	Multi-family New Construction	816,401
	HOME - County 2015	Citrus Heights First Time Home-Buyer Prog	178,418
	HOME - County 2015	Multi-Family Acquisition Rehab	772,643
	HOME - County 2015	Multi-family New Construction	772,643
	HOME Revolving Loans - City	Multi-family Housing Acquisition/Rehab	94,146
	HOME Revolving Loans - City	Multi-family Housing New Construction	94,145
	HOME Revolving Loans - County	Multi-family Housing Acquisition/Rehab	364,700
	HOME Revolving Loans - County	Multi-family New construction	364,700
	Housing Trust Fund - City	Housing Development Assistance	1,888,922
	Housing Trust Fund - County	Housing Development Assistance	2,682,108
	HSA-Project Fund - City	Housing Development Assistance	4,762,638
	HSA-Project Fund - County	Housing Development Assistance	361,463
	MHSA	Housing Development Assistance	84,160
	MHSA	Martin Luther King Village Project	730,000
		Subtotal	\$ 20,079,064
	TOTAL	\$ 30,882,507	



**PROJECTS BY FUNDING SOURCE**

Funding Source	Project Type	Description	Appropriation	Environmental
Equipment Reserve	Infrastructure and Public Improvements	IT Technical infrastructure, hardware & software upgrades	\$ 120,000	Completed <sup>1</sup>
Equipment Reserve	Infrastructure and Public Improvements	Zero emission vehicles and charging stations	150,000	Completed <sup>1</sup>
Equipment Reserve	Infrastructure and Public Improvements	Zero emission vehicles and charging stations	240,000	Completed <sup>1</sup>
	Subtotal		<u>\$ 510,000</u>	
Insurance	Infrastructure and Public Improvements	Insurance reserve	\$ 73,105	Completed <sup>1</sup>
	Subtotal		<u>\$ 73,105</u>	
HSA-Project Fund - City	Housing Development and Preservation	Housing Development Assistance	\$ 4,762,638	Not completed
	Subtotal		<u>\$ 4,762,638</u>	
HSA-Project Fund - County	Housing Development and Preservation	Housing Development Assistance	\$ 361,463	Not completed
	Subtotal		<u>\$ 361,463</u>	
Community Development Block Grant - City - 2015	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program	\$ 50,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Inc. Homeowners Program	46,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Veterans/Affordable Housing Rehabilitation	500,000	Not completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Purchase and Resale Entity (PRE) Housing Program	155,247	Not completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Regional Analysis of Impediments to Fair Housing Choice	100,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Del Paso Infrastructure Study	50,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Homeless Point-in-time Count	50,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Consolidated Planning	100,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Grocery Feasibility Study	50,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Fair Housing Activities	50,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Main Avenue Ball Field	170,000	Not completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Street Lighting	550,000	Not completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Street Car Design	300,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Public Facility NOFA	100,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	CIP Scoping & Design	100,000	Completed
Community Development Block Grant - City - 2015	Housing Development and Preservation	Capital Reserve	311,308	Not subject <sup>3</sup>
	Subtotal		<u>\$ 2,682,555</u>	
Community Development Block Grant - County - 2015	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program	\$ 100,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Inc. Homeowners Program	46,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Veterans/Multi-Family Housing Rehabilitation	500,000	Not completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Analysis of Impediments	100,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Fair Housing Activities	50,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Twin Rivers (Dos Rios) TOD and Light Rail Station Initiative	475,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	CIP Scoping & Design	100,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Consolidated Planning	100,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Neighborhood Livability Initiative	1,125,000	Not completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Galt Central Corridor Street Improvements	225,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Folsom Handyman Program	150,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Public Facility NOFA	100,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Purchase and Resale Entity (PRE) Housing Program	81,936	Not completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	McComber Parking Lot Improvements	120,000	Not completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Isleton Bing Kong Tong Historic Rehabilitation	100,000	Completed
Community Development Block Grant - County - 2015	Housing Development and Preservation	Capital Reserve	300,000	Not subject <sup>3</sup>
	Subtotal		<u>\$ 3,672,936</u>	

**PROJECTS BY FUNDING SOURCE**

Funding Source	Project Type	Description	Appropriation	Environmental
Community Development Block Grant- Program Income- City	Housing Development and Preservation	Purchase and Resale Entity (PRE) Housing Program	\$ 169,753	Not completed
		Subtotal	<u>\$ 169,753</u>	
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	Purchase and Resale Entity (PRE) Housing Program	\$ 418,064	Not completed
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	Twin Rivers (Dos Rios) TOD and Light Rail Station Initiative	\$ 475,000	Completed
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	Martin Luther King Village Project	\$ 260,000	Completed
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	McCumber Parking Lot Improvements	\$ 230,000	Not completed
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	Neighborhood Livability Initiative	\$ 520,000	Not completed
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	Isleton Bing Kong Tong Historic Rehabilitation	\$ 500,000	Completed
		Subtotal	<u>\$ 2,403,064</u>	
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing Acquisition/Rehab	\$ 94,146	Not completed
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing New Construction	\$ 94,145	Not completed
		Subtotal	<u>\$ 188,291</u>	
American Dream Downpayment Revolving Loan - City	Housing Development and Preservation	First Time Home Buyers	\$ 4,070	Not completed
		Subtotal	<u>\$ 4,070</u>	
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Housing Acquisition/Rehab	\$ 364,700	Not completed
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family New construction	\$ 364,700	Not completed
		Subtotal	<u>\$ 729,400</u>	
American Dream Downpayment Revolving Loan - County	Housing Development and Preservation	First Time Home Buyers	\$ 27,817	Not completed
		Subtotal	<u>\$ 27,817</u>	
HOME - City 2015	Housing Development and Preservation	Multi-family New Construction	\$ 816,401	Not completed
HOME - City 2015	Housing Development and Preservation	Multi-Family Acquisition Rehab	\$ 816,401	Not completed
		Subtotal	<u>\$ 1,632,802</u>	
HOME - County 2015	Housing Development and Preservation	Multi-Family Acquisition Rehab	\$ 772,643	Not completed
HOME - County 2015	Housing Development and Preservation	Multi-family New Construction	\$ 772,643	Not completed
HOME - County 2015	Housing Development and Preservation	Citrus Heights First Time Home-Buyer Prog	\$ 178,418	Not completed
		Subtotal	<u>\$ 1,723,704</u>	
CalHOME - City - 2014	Housing Development and Preservation	Rehab loans	\$ 1,410,000	Not completed
		Subtotal	<u>\$ 1,410,000</u>	
CalHOME - County - 2014	Housing Development and Preservation	Housing Development Assistance	\$ 1,410,000	Not completed
		Subtotal	<u>\$ 1,410,000</u>	
CalHOME Revolving Loan Fund - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 219,879	Not completed
		Subtotal	<u>\$ 219,879</u>	
CalHOME Revolving Loan Fund - County	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 225,250	Not completed
		Subtotal	<u>\$ 225,250</u>	
Housing Trust Fund - City	Housing Development and Preservation	Housing Development Assistance	\$ 1,888,922	Not completed
		Subtotal	<u>\$ 1,888,922</u>	

**PROJECTS BY FUNDING SOURCE**

Funding Source	Project Type	Description	Appropriation	Environmental
Housing Trust Fund - County	Housing Development and Preservation	Housing Development Assistance	\$ 2,682,108	Not completed
			<u>\$ 2,682,108</u>	
Community Development - Misc. Grants - City	Infrastructure and Public Improvements	Environmental Remediation	\$ 44,303	Not subject <sup>3</sup>
			<u>\$ 44,303</u>	
BEGIN State Prop 46-Revolving Loan	Housing Development and Preservation	First Time Home Buyers	\$ 6,560	Not completed
			<u>\$ 6,560</u>	
MHSA MHSA	Housing Development and Preservation Housing Development and Preservation	Housing Development Assistance Martin Luther King Village Project	\$ 84,160 730,000	Not completed Completed
			<u>\$ 814,160</u>	
Affordable Housing Program In-lieu	Housing Development and Preservation	Housing Development Assistance	\$ 425,000	Not completed
			<u>\$ 425,000</u>	
SHARP Sierra Vista	Housing Authority Capital Projects	Construction funds	\$ 361,909	Completed
			<u>\$ 361,909</u>	
SHARP Suttersville (L St.)	Housing Authority Capital Projects	Construction funds	\$ 352,521	Completed
			<u>\$ 352,521</u>	
Conventional Housing - Capital Fund Program - City - 2015	Housing Authority Capital Projects	Modernization	\$ 1,265,302	Completed
			<u>\$ 1,265,302</u>	
Conventional Housing - Capital Fund Program - County - 2015	Housing Authority Capital Projects	Modernization	\$ 689,995	Completed
			<u>\$ 689,995</u>	
Admin HCV - Voucher Program - County Admin HCV - Voucher Program - County Admin HCV - Voucher Program - County Admin HCV - Voucher Program - County	Housing Authority Capital Projects Housing Authority Capital Projects Housing Authority Capital Projects Housing Authority Capital Projects	Install fiber connection Door modification - wheelchair accessibility Scanners Yardi SQL server (split w/PH)	\$ 100,000 10,000 25,000 10,000	Completed Completed Completed <sup>1</sup> Completed
			<u>\$ 145,000</u>	
		TOTAL	<u>\$ 30,882,507</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	Commercial	Equipment reserve	\$ 510,000
		Subtotal	<u>\$ 510,000</u>
Community Dev Block Grant - City Community Dev Block Grant - City	Infrastructure and Public Improvements Infrastructure and Public Improvements	Consolidated Planning Capital Reserve	\$ 100,000 100,000
		Subtotal	<u>\$ 200,000</u>
Community Dev Block Grant - County	Infrastructure and Public Improvements	Water Systems Improvements	\$ 150,000
		Subtotal	<u>\$ 150,000</u>
Community Dev Block Grant - County Community Dev Block Grant - County Community Dev Block Grant - County	Infrastructure and Public Improvements Infrastructure and Public Improvements Infrastructure and Public Improvements	Galt Quiet Zone Safety Project Consolidated Planning Unallocated Capital Reserve	\$ 75,000 100,000 111,996
		Subtotal	<u>\$ 286,996</u>
Com/Ind Revolving (CDBG) Loans - City	Commercial		\$ 11,050
		Subtotal	<u>\$ 11,050</u>
Rehabilitation Revolving (CDBG) Loans - City	Housing Development and Preservation	Single-Family Rehab loans	\$ 79,503
		Subtotal	<u>\$ 79,503</u>
Multi-Family Rental Rehabilitation Program - City	Housing Development and Preservation	Multi-Family Rehab loans	\$ 10,727
		Subtotal	<u>\$ 10,727</u>
First Time Home Buyer CDBG Revolving Loan Fund - City	Housing Development and Preservation	First-Time Homebuyer loans	\$ 20,545
		Subtotal	<u>\$ 20,545</u>
Community Development Block Grant - Ci - Program Income	Housing Development and Preservation	Single-Family Rehab loans	\$ 20,000
		Subtotal	<u>\$ 20,000</u>
Com/Ind Revolving (CDBG) Loans - County	Commercial	Commercial loans	\$ 355,000
		Subtotal	<u>\$ 355,000</u>

**DEFUNDING**

Funding Source	Project Type	Description	Appropriation
Rehab Revolving (CDBG) Loans - County	Housing Development and Preservation	Single family loans	\$ 745,875
Rehab Revolving (CDBG) Loans - County	Housing Development and Preservation	New Seasons Apartments	347,221
		Subtotal	<u>\$ 1,093,096</u>
Multi-Family Rental Rehab Program - County	Housing Development and Preservation	Rehab Loan Multi-Family	\$ 330,000
		Subtotal	<u>\$ 330,000</u>
First Time Home Buyer CDBG Revolving Loan Fund - County	Housing Development and Preservation	First Time Home Buyer Program	\$ 250,000
First Time Home Buyer CDBG Revolving Loan Fund - County	Housing Development and Preservation	New Seasons Apartments	352,779
		Subtotal	<u>\$ 602,779</u>
Community Development Block Grant - Co - Program Income	Housing Development and Preservation	Reserve for Admin/Project Delivery	\$ 43,064
		Subtotal	<u>\$ 43,064</u>
MHSA	Housing Development and Preservation	Mental Health Services Act (MHSA)	\$ 730,000
		Subtotal	<u>\$ 730,000</u>
County AMP 3 - Sun River - Mariposa	Housing Authority Capital Projects	Mariposa improvements	\$ 124,764
		Subtotal	<u>\$ 124,764</u>
County AMP 3 - Sun River - Tiara	Housing Authority Capital Projects	Tiara improvements	\$ 308,869
		Subtotal	<u>\$ 308,869</u>
City Section 32	Housing Authority Capital Projects	Section 32 Project Delivery	\$ 150,000
		Subtotal	<u>\$ 150,000</u>
County Section 32	Housing Authority Capital Projects	Section 32 Project Delivery	\$ 150,000
		Subtotal	<u>\$ 150,000</u>
City Capital Fund Program - City	Housing Authority Capital Projects	Modernization	\$ 115,537
		Subtotal	<u>\$ 115,537</u>
City Capital Fund Program - County	Housing Authority Capital Projects	Modernization	\$ 33,706
		Subtotal	<u>\$ 33,706</u>
		TOTAL	<u>\$ 5,325,636</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