



## 2018 APPROVED BUDGET

# SHRA 2018 Approved 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  
La Shelle Dozier  
Executive Director

# SHRA

## 2018 Approved Budget

### ACKNOWLEDGEMENT

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Cover Photos: Upper left, Land Park Woods Apartments (photo courtesy Ethan Pines);  
upper right, Ethan Terrace Apartments; lower right, Sutter Place Apartments;  
(photo courtesy Dave Adams Photography); lower right, Del Paso Nuevo;  
center, Martin Hunt.

# *California Society of Municipal Finance Officers*

*Certificate of Award*

## ***Operating Budget Excellence Award Fiscal Year 2016-2017***

*Presented to the*

### ***Sacramento Housing & Redevelopment Agency***

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

*May 30, 2017*



A handwritten signature in black ink, appearing to read "John Adams".

*John Adams*  
*CSMFO President*

A handwritten signature in blue ink, appearing to read "Craig Boyer".

*Craig Boyer, Chair*  
*Professional Standards and*  
*Recognition Committee*

***Dedicated Excellence in Municipal Financial Reporting***



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**SECTION A**

**GENERAL**



# General Overview - FY 2018

November 7, 2017

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 2018. This budget document provides detailed information about the forecasted revenues and expenditures for the Agency in the coming year.

## ***OVERVIEW OF THE 2018 SHRA PROPOSED BUDGET***

The 2018 Proposed Budget recommends total expenses of \$190.7 million and is comprised of the Housing Assistance Payments (HAP) Budget of \$100.7 million; the Operating Budget of \$42.3 million; the Capital Projects Budget of \$35.5 million; the Public Services Budget of \$6.7 million; and the Debt Service and Financial Transactions Budget of \$5.5 million. The 2018 proposed budget represents a \$.2 million or .1% increase in net appropriations in comparison with the prior year's budget. This change in annual budget appropriations is primarily the result of an increase in capital projects related to the preservation and development of affordable housing.

SHRA's funding sources are independent of the City or County's General Fund. In addition, eighty-four percent of the Agency's funding originates from federal appropriations allocated to the Department of Housing and Urban Development (HUD). Given the aforementioned factors, it was particularly prudent while preparing the budget to maintain a fiscally conservative approach in the funding outlook.



# GENERAL OVERVIEW

As with previous year's budgets, the 2018 budget centers on conveying the Mission, Vision & Goals of the Organization, by

- Continuing to maximize leasing of vouchers in the HCV program.
- Continuing to pursue new funding opportunities to decrease reliance on traditional funding sources for the creation and preservation of affordable housing and by;
- Continuing to focus on the rehabilitation and repositioning of former Public Housing properties.

## Federal Funding Trends

The **Housing Choice Voucher (HCV)** program provides rental assistance to nearly 2.2 million low income families nationwide to rent privately-owned units in the location of their choosing. In addition to the large number of people served, the HCV program also serves a wide variety of program participants including families, seniors, and persons with disabilities, households displaced by disasters, homeless veterans and children aging out of the foster care system. Both the size of the program and the diverse populations that the program serves make it critical that Congress highly prioritize the HCV program when making funding decisions.

The Housing Authority currently has 12,177 vouchers authorized for leasing each month and the program strives to maintain a leasing level between 98-100% utilization of all vouchers authorized by HUD. The Agency also administers an additional 575 certificates for the Shelter Plus Care (SPC) program serving disabled, homeless individuals and families and was recently awarded additional Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless veterans bringing the current total to 512 administered by the Housing Authority.

The utilization level of vouchers makes the HCV program eligible for maximum Housing Assistance Payments (HAP) funding from HUD. However, despite being entitled to maximum funding for the program, depending upon federal appropriations, HUD prorates the amount received by each Agency to remain within the parameters of the federal budget.

In 2017, the Agency's HAP eligibility was at 96.4% and staff anticipates a slight decrease in 2018. In addition, HUD intentionally provides less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2017 HUD intentionally recaptured HAP reserves leaving the Housing Authority with approximately two weeks of reserves; therefore, managing leasing levels effectively became exceptionally critical.

## GENERAL OVERVIEW

Federal funding for the HCV program is appropriated through two accounts. In addition to the HAP payments that Public Housing Agencies (PHAs) send to landlords on behalf of program participants, Congress also funds the administrative fees to support the operations of the programs. The **HCV Administrative Funding** eligibility is based upon the number of units leased within the Housing Authority's authorized voucher allocation. Once eligibility is determined, HUD uses a formula to determine administrative fees for the Agency. For 2017, the Agency receives \$89.25 per unit for the first 7,200 unit months leased and \$83.30 per unit on all remaining unit months leased. HUD then applies a proration to the formula to reduce fees paid so that the administrative fees paid to the housing authorities match the appropriations provided by Congress. In 2016, the proration was 84% of administrative funding eligibility. This proration was decreased to 77.5% of administrative funding eligibility in 2017. The Agency expects funding in 2018 to remain the same given the wide array of levels proposed the administration and Congress.

It is noteworthy that in FY 2016, Congress fully funded the HAP payments; however the administrative fee funding to reimburse PHAs for the costs they incurred has fallen to inadequate levels. In the summer of 2015, HUD published the HCV Program Administrative Fee Study which among other things supported evidence that the administrative fee funding does not consider all potential costs and as a result has forced PHAs to lay off staff, enact hiring freezes and strained PHAs' ability to remain in compliance with the myriad of HUD regulations. In addition the low funding levels have consequences for the low-income families that are being served including a reduction in the level of services provided.

Public Housing Agencies own and operate over 1.1 million units of federally subsidized public housing, providing affordable housing to families, the elderly, disabled persons, and veterans on a national level. Although the public housing inventory is an integral component of our nation's infrastructure, chronic underfunding of the Public Housing Capital and Operating Funds, coupled with burdensome over-regulation, has placed the inventory at risk. The public housing inventory faces a mounting capital needs backlog, but Capital Fund appropriations continue to lag dangerously behind accruing modernization needs. At the same time, funding for operations has endured deep cuts, forcing PHAs to forego critical maintenance functions and further jeopardizing the long term sustainability of many properties. Each year PHAs receive enough funding to address only about half of their newly occurring physical needs.

HUD provides an annual **Operating Subsidy** to pay the cost of the Public Housing Program not covered by tenant rents which is appropriated annually through the federal budget process and in recent years has been very erratic. In 2017, the program was funded at 93% of funding

# GENERAL OVERVIEW

eligibility, meaning that the program received only 93% of what HUD believes the Agency needs to run the program. This requires that the Public Housing Program cut operating costs whenever possible and utilize operating reserves. The slight revenue decline reflected in the 2018 budget is based upon federal budget projections.

Between 2003 and 2015, HUD funding for SHRA's **Capital Fund Program (CFP)** decreased 36%, with the sharpest decrease in 2011 of 21%. 2018 HUD funding for the CFP is expected to decrease slightly from the 2017 level.

In spite of the **Community Development Block Grant (CDBG)** program's proven track record, CDBG funding has declined by 25% on a national level from FY 2010 to FY 2016, even before adjusting for inflation.

On a local level, the decrease in appropriations of Federal programs such as Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) since the 2013 sequestration have impacted the number of housing projects, public services and infrastructure improvements the Agency can fund. For 2018, it is anticipated that Agency programs will be funded at levels similar to 2017.

For over 20 years HOME funds have been used by states and localities to design and implement affordable housing based on locally determined need as the funds can be used for new construction, rehab of existing housing, down payment assistance, and tenant-based rental assistance. 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. As with CDBG funding, appropriations for HOME funds have declined significantly since 2010. Funding improved slightly in 2016 and the 2018 levels are projected to be relatively status quo with 2017 levels.

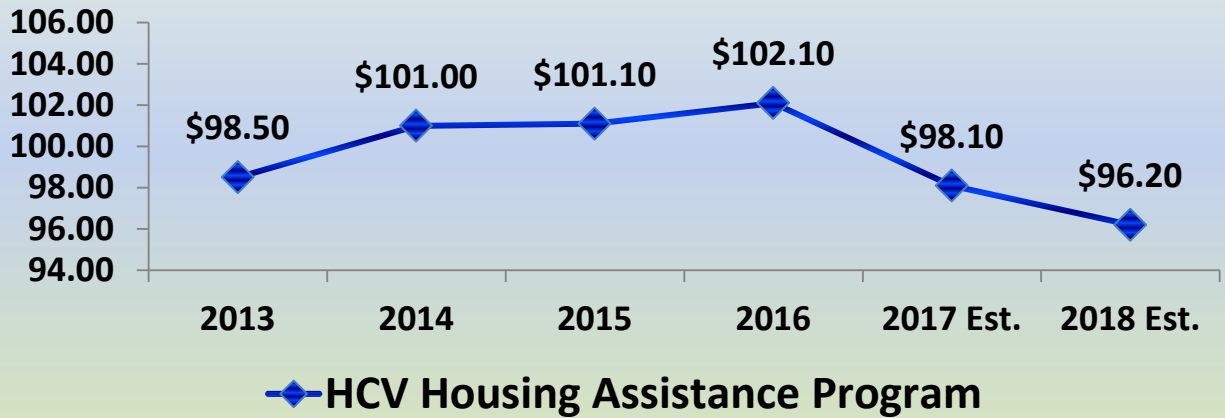
In conclusion, in 2014, the opening of the HCV waitlist resulted in over 46,000 applications in a two week period. Currently the Agency has over 33,000+ families on five different wait lists for tenant and project based vouchers and 46,000+ families on six different wait lists for public housing. Housing statistics such as these underscore the continued need for affordable housing opportunities in the Sacramento region.

Though the economy and conditions that led to sequestration appear to have stabilized since the Sequestration Transparency Act of 2012; decreasing appropriations through the years, in addition to the loss of redevelopment, continue to impact the needs of our community. As such, and to the extent possible within these constraints, the budget continues to support your long-range vision for the community.

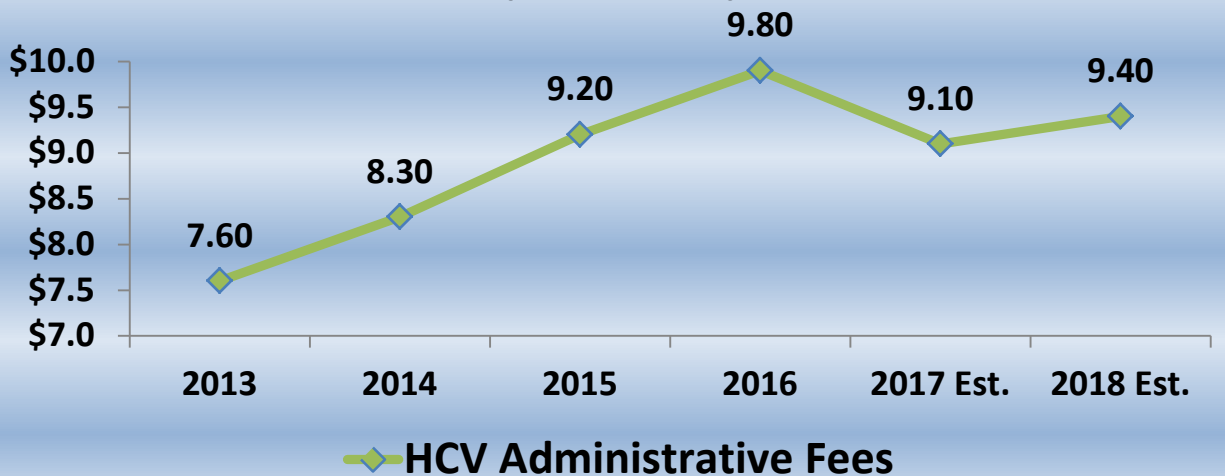
The charts on the following pages provide a visual representation of the trends of the major federal funding administered by the Agency over the past several years and as notated above.

# GENERAL OVERVIEW

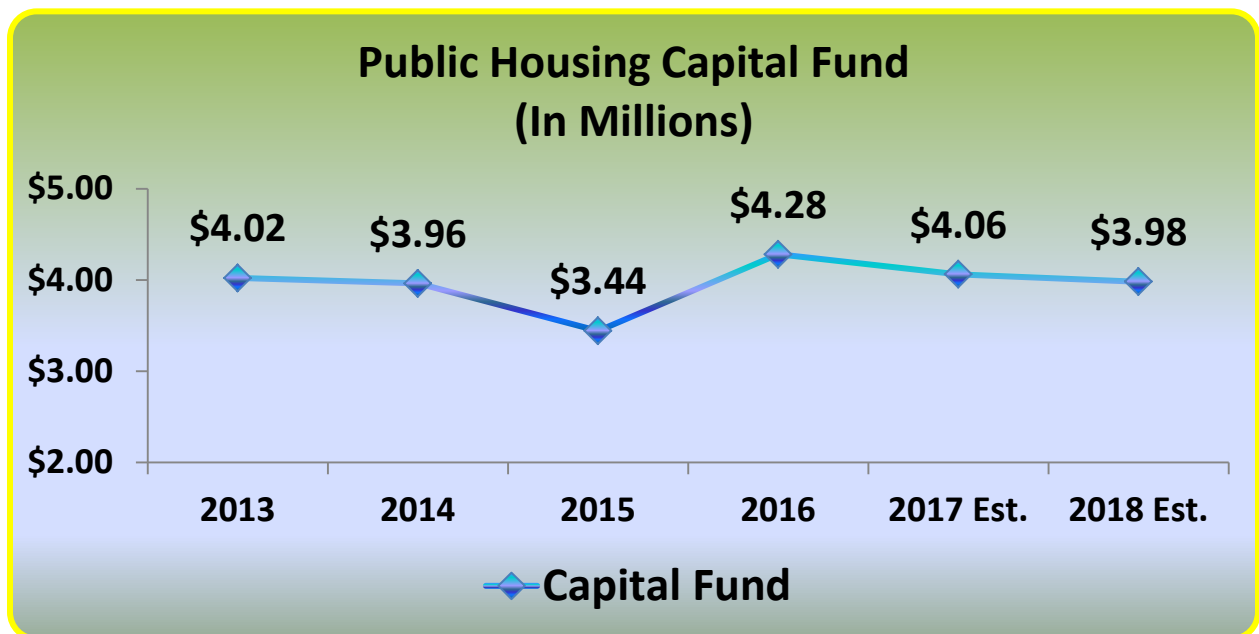
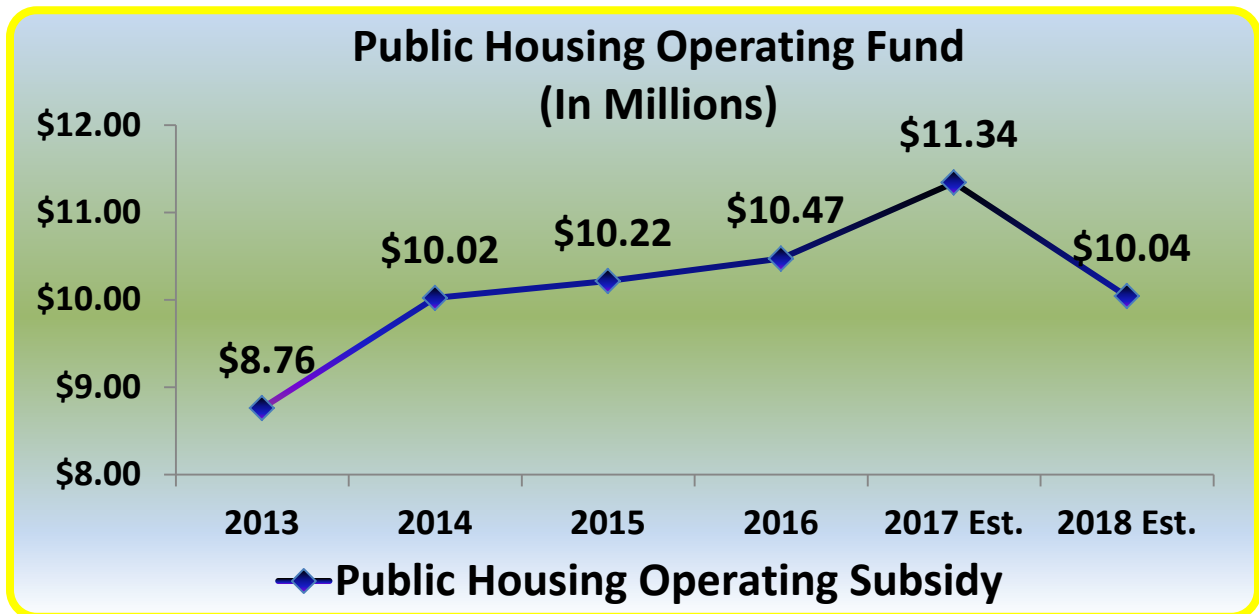
## Housing Choice Voucher Program (In Millions)



## HCV Administrative Fund (In Millions)

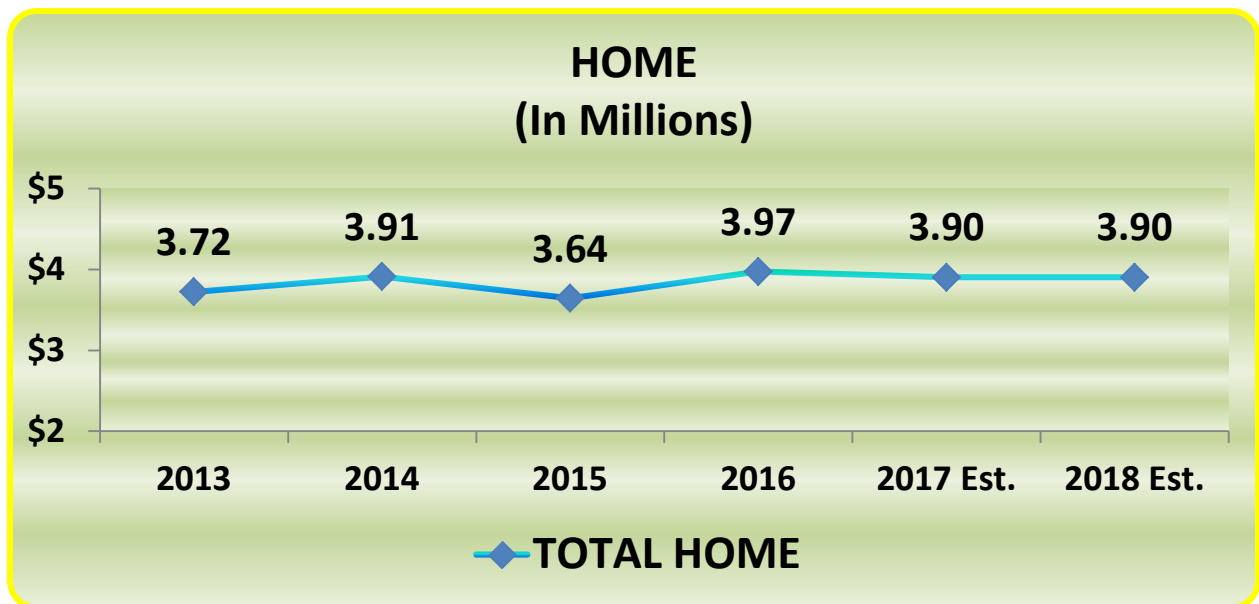
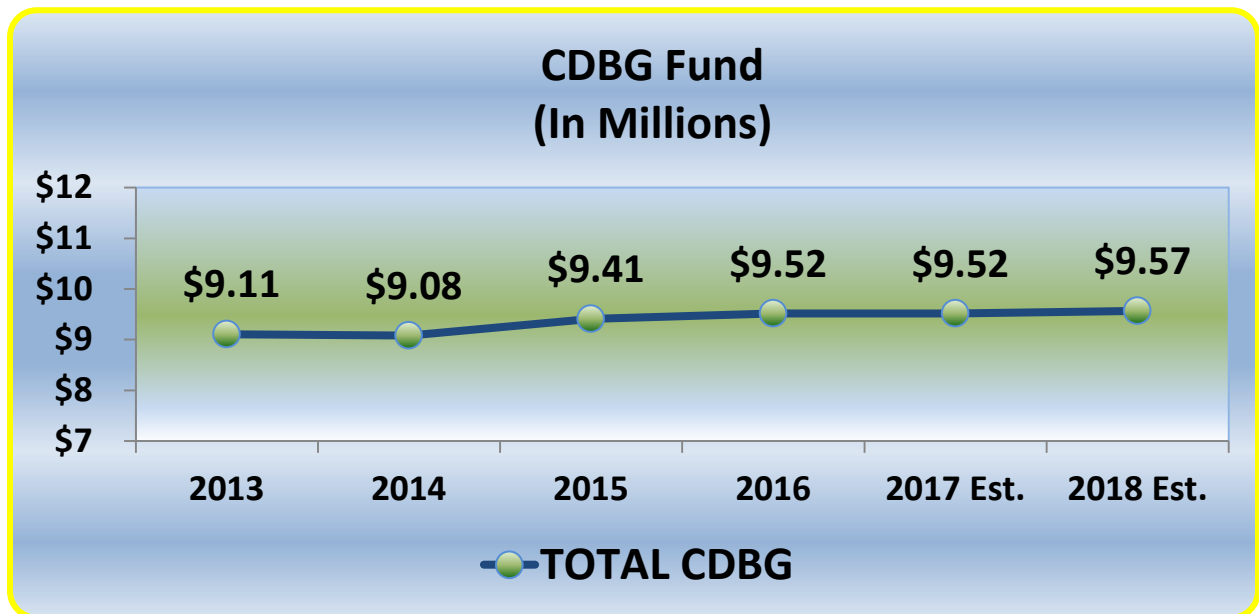


# GENERAL OVERVIEW





# GENERAL OVERVIEW



# GENERAL OVERVIEW

## **2017 Accomplishments**

The Agency continues to employ strategies to address affordable housing needs, though not at the same volume as in the pre-redevelopment era. While federal and local funding remains a constant challenge, SHRA has been remarkably successful in securing competitive grants and developing public-private-nonprofit partnerships that provide significant leveraging ability and assist in accomplishing our goal to improve housing and communities. As such, our performance continues to be regarded as a model for best practices in affordable housing preservation and production. Those accomplishments are worthy of recognition.

## **Promise Zone**

Since receiving the designation in April of 2015, more than \$60 million in local, federal and state funds have been awarded to organizations and agencies as a direct result of receiving bonus points or support from the Promise Zone. In addition:

- Working in partnership with the PDS Serve Foundation, 27 residents received \$27,849 in free mobile dentistry services.
- The Steven M. Thompson Community Health Clinic, in partnership with Elica Health Centers, opened at the Alder Grove Public Housing community
- The Community Nurse Corps, created by Samuel Merritt University and Kaiser Permanente, deployed nurses into the Promise Zone and have contributed over 600 hours of public service
- Established the SEEK Summer Camp in partnership with National Society of Black Engineers, Sac City USD, Twin Rivers USD and SMUD
- Established the Promise Zone Banker Roundtable Partnership to pool funds to support collective efforts in the Promise Zone
- Hosted Small Business Success Forums in partnership with the Economic Development Administration and the California Capital Corporation
- Hosted the Institute of Museum and Library Services
- Completed the Promise Zone Guidebook in partnership with the UC Davis Center for regional Change
- Became a member of the U.S. Department of Education California Affinity Group
- Offered a free HUD Grant Writing Workshop

# GENERAL OVERVIEW

- Hosted Education sessions with the National Endowment for the Arts and the Department of Education.

## **Asset Repositioning**

- Began development planning and coordination in support of the Choice Neighborhoods Initiative (CNI) Implementation Grant for Twin Rivers now that the initial phase entitlement application was approved and environmental clearance documents for both the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA) have been adopted.
- Coordinated the Section 106 Historical Preservation Consultation with HUD and the State Historical Preservation Officer with the City's effort to adopt a new Specific Plan for Upper Land Park in order to define the impacts that would need to be mitigated to eventually implement the redevelopment of the Marina Vista and Alder Grove communities.
- Continued the implementation of the Welcome Home Program (formerly known as the Property Resale Entity). A total of 76 vacant single family public housing units were purchased to renovate and sell. Twenty-five single-family home rehabilitations have been completed through the end of 2017. It is anticipated that the remaining 51 homes will be completed over the next two years.

## **Sustainable Communities**

- Completed the installation of car charging stations and began operation of the Our Community CarShare Program at the Riverview and Marina Vista public housing communities.
- Completed the installation and successfully launched the Equity Electronic CarShare program at Edgewater Apartments and Alder Grove; a first of its kind initiative spotlighted by television crews from Sweden and Germany and in national efforts to initiate similar programs in Atlanta and Los Angeles.

## **Neighborhood Stabilization Program (NSP)**

- Continued the close-out process for the NSP program by concluding the final actions for three remaining land banked projects and five vacant or foreclosed properties yet to be rehabilitated.

# GENERAL OVERVIEW

## **Commercial/Infrastructure & Public Facilities(completed/under construction)**

- Completed the Jean Harvey Well Project.
- Completed circulation improvements in the unincorporated County to improve mobility of residents in low and moderate-income areas.
- Completed the architectural and engineering for Phase II of the Bing Kong Tong building in Isleton with construction anticipated to begin in the Spring of 2018 to restore it to community gathering place and museum of Chinese and Chinese American culture and history in the Delta.
- Completed the 44<sup>th</sup> Avenue Phase I Safety and Beautification Project and began the planning of the Phase II improvements on the east side of the pedestrian bridge.
- Completed the Rio Linda Community Center Rehabilitation Project.
- Completed the Valley Hi Park Safety Improvements.
- Completed the Phase I Midtown Streetlight Project and began the implementation of Phase II.
- Continued ongoing infrastructure and public facilities improvements:
  - In the County projects included the 44th Avenue Pedestrian and Beautification Project Phase II, Rio Linda Community Center, 47th Street Bike and Pedestrian Improvements, , and the Rosemont Area Street Light project, as well as the City of Galt Quiet Zone and Central Corridor improvements.
  - Continued strategic projects in the City such as the North 16th Street Plan, the multi-park water-cross connection project, and the Susan B. Anthony Joint-use Park project.

## **Public Service Programs**

- The Agency's Emergency Solutions Grant Rapid Rehousing Program was recognized by the National Alliance to End Homelessness as an innovative best practice for progressive engagement.
- Continued the Pilot Tenant-Based Rental Assistance program as part of the Housing Opportunities for Persons With AIDS (HOPWA) program.

# GENERAL OVERVIEW

- Successfully provided for and coordinated health and human services, crisis intervention, independent living skills, drug and alcohol recovery, and community building activities for 175 residents living in downtown SRO's.
- Supported the year-round operation of the Salvation Army Shelter on North B Street and the Volunteers of America Shelter on North A Street.
- The Meals on Wheels program will deliver an estimated 364,732 meals to congregate sites or residences of home-bound individuals; serving approximately 3,871 seniors in total.
- Successfully assisted 150 households with transitioning into permanent housing as part of the Rapid Rehousing program supported by the Emergency Solutions Grant (ESG).
- Continued the implementation of a countywide Fair Housing program in partnership with the Cities of Elk Grove, Rancho Cordova and Citrus Heights; administered by Legal Services of Northern California and Sacramento Self Help Housing.
- Launched the Bringing Families Home Program leveraging the Emergency Solutions Grant (ESG) Rapid Rehousing and Prevention funds to support family reunifications by addressing housing supports to end homelessness or housing instability.
- Began the implementation of Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.

## **Affordable Housing**

- Awarded a new allocation of over \$13.5 million in new Mortgage Credit Certificates.
- Completed construction and sale of 19 new single family homes in Del Paso Nuevo Phase V and Phase VI.
- Provided approximately \$12 million in Multifamily Loan assistance to four projects totaling 434 of affordable units
  - Crossroads Gardens
  - Saint Frances Terrace
  - Village Park
  - Shasta
- Completed renovation and/or construction of five multifamily developments totaling 220 newly affordable or preserved units:
  - Sutter Place

# GENERAL OVERVIEW

- Foothill Farms
- Land Park Woods
  
- Implemented City Mixed Income and County Affordable Housing Ordinances.
- Updated and began implementing the City of Sacramento revised SRO Ordinance.
  
- Managed a \$321 million portfolio of 1,200+ loans.
  
- Worked with stakeholders to update the Multifamily Lending and Mortgage Revenue Bond Policies.
- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on eight new and four resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
  
- Approved financing for 106 families for Home Buyer and Mortgage Credit Certificate programs; including 25 families participating in the Welcome Home Program
  
- Managed the disposition, rehabilitation, loans and income certifications necessary to facilitate the rehabilitation and sale of over seven owner-occupied single family homes in the NSP programs.
  
- Monitored resident services at 95 multifamily properties.
  
- Inspected over 2,234 resident units and files within the multifamily properties financed by the Agency consisting of over 22,300 units.
  
- Audited over 2,234 tenant files to ensure compliance with income eligibility and property management procedures.
  
- Completed annual audit confirmations for 86 multifamily developments.
  
- Provided calculations and prepared invoices for the Supplemental Annual Administrative Fee for 51 multifamily bond developments.
  
- Completed CDLAC Certifications on 79 Mortgage Revenue Bond Projects.
  
- Processed 15 loan subordination requests for existing single family home loans.
  
- Monitored compliance of over 1,130 single family home loans.
  
- Provided funding to Boys and Girls Club in North Natomas in order to provide after school and summer programs to 46 children residing in Agency funded developments.

# GENERAL OVERVIEW

- Provided local rental subsidies to 112 extremely low households in supportive services developments.

## **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.

Staff in the Resident Services Department assists residents in their efforts to obtain education, training and employment skills. The Housing Authority supports resident training programs in three areas: clerical, painting and janitorial. Approximately 30 residents currently work for the Housing Authority in one of the aforementioned areas and are receiving a wage while learning the technical skills of the program. After completion of the training program, the majority of the graduates have had success transitioning into regular employment.

## **Housing Administration**

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

## **Housing Choice Voucher Program**

The Agency continues to deliver a successful HCV program. In 2017, the Agency is expected to lease 96% of our HUD vouchers, providing rental assistance to an estimated 12,177 families each month. The focus of the voucher program in 2018 will be to serve families off of our waiting lists as well as house homeless individuals and families.

In 2017, HUD notified SHRA that the HCV program had received "High Performer" designation for receiving maximum Section 8 Management Assessment Plan (SEMAP) points. This is the

# GENERAL OVERVIEW

assessment that HUD conducts to ensure that the program is run efficiently, and meets all 14 standards tested through this evaluation process. Staff is continually assessing quality control standards and implementing the tools and technology needed to ensure that we are able to maintain these high standards.

- Awarded additional vouchers from the Department of Veterans Affairs to provide housing opportunities for homeless veterans and their families; bringing the total VASH vouchers to 512 administered by the Housing Authority.
- Awarded \$4.6 million through the Shelter Plus Care program to serve 575 homeless, disabled individuals and families.

## **Public Housing and Local Housing Programs**

The Housing Authorities own and/or manage approximately 3,214 housing units within the City and County of Sacramento. Of these, 2,712 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 (1,699 units) in the City and (1,013 units) in the County. In addition to the public housing units, the Housing Authority manages another 502 units of local non-public housing.

In 2017, HUD notified SHRA that the City Housing Authority had received “High Performer” status based upon 2016 operating results. Staff is continuing to streamline operations where possible and diligently monitoring operating activities to ensure that the high standards of performance are maintained into the future. In addition, the Housing Authority:

- Increased resident participation in the Jobs Plus Program by assisting residents at Alder Grove and Marina Vista to become employed. One hundred ninety four (194) residents enrolled in the program, 99 residents received the Jobs Plus Earned Income Disallowance, 34 residents obtained full or part time employment, and 15 residents enrolled in a high school diploma class on site.
- Consistently maintained a 98% rent collection rate.
- Established a summer lunch program at Alder grove site that provided meals to an average of 25 children per day.
- Maintained an average 98% occupancy rate.
- Received overall favorable ratings from the residents that responded to the customer service survey; (54%) Excellent & (30%) Good.



# GENERAL OVERVIEW

- Implemented new technological advancements to improve efficiency and move site management function to paperless activities, i.e.
  - Mobile Work Order process using smart phones for our maintenance staff to open and close work orders while in the field.
  - Mobile Uniform Physical Condition Standards (UPCS) Inspection process using tablets for our site managers and maintenance leads to conduct unit inspections while in the field.

## **Supportive Services Programs**

Renewal grant funding from the U.S. Department of Housing and Urban Development for the City's Resident Opportunity and Self Sufficiency (ROSS) Program, the City and County's Family Self Sufficiency (FSS) Program and public and private resources helped to ensure continued success in furthering PH residents' progression towards self-sufficiency. Participants in these voluntary programs are provided opportunities to increase earned income while reducing their dependency on welfare assistance and rental subsidies; gain economic independence and increase financial literacy.

- By midyear 2017, 72 families were enrolled in the City FSS, 63 families were enrolled in the County FSS and 115 families were enrolled in the City ROSS program.
  - Over 57% of the total numbers of participants have accrued an escrow balances.
  - The average increase in earned income was \$7,140.
  - Forty participants received Financial Coaching or Education in a classroom setting.
  - Four residents have successfully completed and graduated from the FSS Program; two additional residents will graduate by the end of 2017

## **Effective/Efficient Governance**

- Provided internship opportunities through the City of Sacramento Summer at City Hall program for six high school students in our Public Information Office, Public Housing, Housing Choice Voucher, Finance, Community Development and Human Resources Departments.
- Created a new Transparency Web page on the Agency's website.
- Created a new e-newsletter for stakeholder communications.
- Began development of a new website.

## GENERAL OVERVIEW

We are optimistic that with your leadership and support, we will continue to bring forth award-winning affordable housing projects and to invest in community revitalization activities through effective partnerships that improve Sacramento's quality of life.

Sincerely,

  
LaShelle Dozier  
Executive Director

## **OVERVIEW OF THE AGENCY**



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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 the 35<sup>th</sup> largest in the country. Sacramento County is the 8<sup>th</sup> largest county in California by population. The State of California, Department of Finance, estimates the population on January 1, 2017, for the city to be 493,025 and 1,514,770 for the county of Sacramento. The City of Sacramento encompasses approximately 100 square miles and is located in the northern section of California's Central Valley. It is a charter city and operates under a Council-Manager form of government. The County of Sacramento encompasses approximately 994 square miles in the middle of the 400 mile long Central Valley. It too operates under a charter form of government and is composed of an elected five-member Board of Supervisors.

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,

## PROFILE OF THE AGENCY

respectively. Additionally, since June of 1982 the Agency administers and manages the federal Community Development Block Grant Programs (CDBG) and Home Investment Partnership Programs (HOME) for the City and County of Sacramento. In 2012 with changes to federal regulations related to Homeless Continuum of Care funding, the Agency assumed administration of Housing Opportunities for Person with AIDS (HOPWA), a federal grant program from the County of Sacramento. In 2013 the Agency also assumed administration of the Emergency Solutions Grants, a federal grant program from the County of Sacramento.

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

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

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

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

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

# PROFILE OF THE AGENCY

## Relevant financial policies

The Agency is committed to increasing the supply of affordable housing and in past years 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. In the spring of 2017, at your direction, SHRA developed a multi-faceted Homeless Housing Solution Strategy designed to serve homeless individuals and families in Sacramento using Housing Authority resources. This strategy, to be enacted over a three year period, included several options that will serve a total of 1,755 homes families through vouchers and public housing units. As a lender and developer, the Agency strives to efficiently manage its resources in order to address the range of need and reach special populations, the workforce population, and those who are moving out of the rental market and buying their first homes.

## Strategic Goals

The Agency continues to focus its energy and resources on outcomes and improvements that increase efficiencies and strengthen operations both of which are considered crucial elements of its long term strategic planning goals. As such, in our ongoing commitment to openness; transparency; accountability and responsiveness, the Agency has created a transparency page on its website at [shra.org](http://shra.org). It will be used to keep the public informed by providing timely information, as well as, provide easier access to reports and documents. Another efficiency is the upcoming launch of the redesigned website which will include new features that will give our customers 24/7 access to do business with us. Anticipated features for 2018 include a portal for HCV voucher residents to complete documentation and certifications online that may have previously required either onsite visit or paper documentation. Finally in a continuing effort to improve communications, we're introducing a new e-newsletter this fall that will keep our stakeholder updated on our projects and activities.

In conclusion as introduced in the 2017 budget, Key Indicators were used throughout the fiscal year as a tool to measure, evaluate and develop supporting actions relating to operational improvements. Most importantly they were utilized by management to ensure that resources needed were reflected in the 2018 budget to best ensure that departmental objectives and goals were obtainable and to establish outcomes that best support the Mission of SHRA.



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# JURISDICTIONAL COMPARISONS

<b>FISCAL YEAR 17/18 BUDGET</b>	<b>Sacramento Housing &amp; Redevelopment Agency (SHRA)</b>	<b>Fresno Housing Authority (FHA)</b>	<b>San Diego Housing Commission (SHDC)</b>
Year Established	<b>1982 - JPA</b>	<b>1940</b>	<b>1979</b>
Governed By	1. City Council 2. HACS 3. County BOS 4. HACOS 5. Commission	Board of Commissioners	San Diego City Council(HA) Commission (Advisory)
Housing Authorities FOR:	City & County of Sacramento	City & County of Fresno	City of San Diego
Comparison Significance	Largest Area Provider of Affordable Housing	Largest Area Provider of Affordable Housing	Largest Area Provider of Affordable Housing
❖ Population: <sup>1</sup>			
County	1,514,460	979,915	3,317,749
City	495,234	522,023	1,406,630
Budget Comparison - Fiscal Year Basis	January - December	January - December	July - June
❖ Funding Sources - 2018 Budget			
\$\$\$ of Federal Funding	\$160.2M	\$84.8M	\$251.0M
\$\$\$ of State, Local/Other Funding	\$30.5M	\$44.1M	\$182.0M
<b>Total Funding Sources By Major Category</b>	<b>\$190.7M</b>	<b>\$128.9M</b>	<b>\$433.0M</b>
❖ Expenditure Budget			
Personnel Costs	\$24.4M	\$18.7M	\$34.4M
Housing Programs	\$100.7M	\$79.4M	\$233.1M
Other	\$30.1M	\$22.1M	\$112.7 M
<b>Total Operating Budget</b>	<b>\$155.2M</b>	<b>\$120.2M</b>	<b>\$380.2M</b>
Total Capital Budget	\$35.5M	\$8.7M	\$52.8M
<b>Total Budget</b>	<b>\$190.7M</b>	<b>\$128.9M</b>	<b>\$433.0M</b>
<b>Total FTE</b>	<b>232.5</b>	<b>234</b>	<b>330</b>

<sup>1</sup> Suburban Stats-2016 in conjunction with U.S. Census Bureau

# JURISDICTIONAL COMPARISONS

	<b>Sacramento Housing &amp; Redevelopment Agency (SHRA)</b>	<b>Fresno Housing Authority (FHA)</b>	<b>San Diego Housing Commission (SHDC)</b>
<b>PH &amp; HCV Resident Facts</b>			
Approximate # of Landlords Participating in the HCV Program	4,500	3,000	5,700
\$\$\$\$ of Rental Payments made to Landlords	\$95.1M	\$72.1M	\$165.8M
Approximate # of Households Receiving Federal Rental Assistance- Housing Choice Voucher (HCV)	12,900	13,838	16,647
Average # of Years Participant Receives Federal Rental Assistance. Public Housing (PH) and HCV	PH- 7 years HCV- 16 years	N/A	PH- N/A HCV- 7 years
Approximate # of Families, Seniors & Veterans receiving Federal Rental Assistance	14,736	14,301	37,000
Approximate # of people on Various Wait Lists (PH & HCV)	70,000+	N/A	75,000
Average PH & HCV Applicant Income (Annual/Monthly)	Approx. \$13,800/\$1,150 Family of 3	N/A	Approx. \$29,843/\$2,487 Family of 3
Area Median Income (Annual) <sup>2</sup>	Sacramento County - \$59,350	Fresno - \$47,900	San Diego - \$72,750
<b>❖ Participants Receiving Federal Rental Assistance - HCV<sup>3</sup></b>			
% - Female Head of Household	76%	81%	68%
% - Male Head of Household	24%	19%	32%
% - White(Non-Hispanic)	37%	3%	53.3%
% - African American(Non-Hispanic)	49%	N/A	30.1%
% - Other(Non-Hispanic)	13%	N/A	16.6%
% Hispanic (any race)	11%	N/A	32%
% Of Families which include a Senior AND/OR Household Individual with a Disability in the HCV Program	66%	N/A	56%

<sup>2</sup> 2017 HUD median income for California Counties based on a family of four.

<sup>3</sup> SHRA-% current as 03/2018; San Diego %s based on 15,098 households renting units on June 30, 2017- FY 16/17 Annual Report

# JURISDICTIONAL COMPARISONS

	<b>Sacramento Housing &amp; Redevelopment Agency (SHRA)</b>	<b>Fresno Housing Authority (FHA)</b>	<b>San Diego Housing Commission (SHDC)</b>
<b>Public Housing</b>			
# Of Units Owned and/or Managed by the HA	3,214	4,500	3,676
# of Home Loans Financed Under Various Down Payment Assistance Program	95	N/A	137
# Of Home Ownership Opportunities Created	88	56	70
# of Homes Rehabilitated for Purchase for Low-Income Qualified Families	25	45	70
<b>Public Service Programs</b>			
# Of Permanent Supportive Housing units assisted with Financing <sup>4</sup>	575	132	N/A
# Of Individuals housed in Permanent Supportive Housing Units/Ongoing rental assistance	1,559	N/A	N/A
# Of Homeless Individuals sheltered through Year-Round Facilities	1,682	N/A	3,566
# Of Seniors/Meals Served in 2017	5,091/\$503,402	N/A	N/A
# Of Households Assisted through Rapid Rehousing	295	30	245

<sup>4</sup> For SHRA - Timeframe is 2005-2017; For Fresno - No Time Period is Indicated on Website



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# Agency Financials and Facts

**2018 BUDGET**  
**\$190.7**  
**MILLION**

**\$84%**  
*from federal sources*  
(\$160.2 million)

Housing Choice Voucher • Public Housing  
Capital Fund • CDBG/NSP • HOME  
Choice Neighborhood Initiatives  
Shelter Plus Care • Emergency Solutions Grant  
Housing for People with AIDS

**\$16%**  
*from state and local sources*  
(\$30.5 million)

Local Housing Trust Funds  
Housing Successor Funds • CALHOME

**\$177.4**  
**MILLION**

*invested in housing  
for homeless residents*

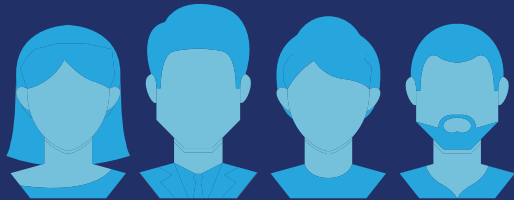
**\$90 MILLION**  
*in financing assistance*

**\$11.2**  
**MILLION**

*in Community Development  
Block Grant investment*

**\$16.5 MILLION**  
*multifamily affordable  
housing loans*

**\$73.5 MILLION**  
*mortgage revenue bonds  
multifamily rehab/new construction*



**232 EMPLOYEES**

## A Glance at 2017



**1,643**  
HOMELESS  
SHELTERED  
*through year-round  
facilities*

**442**  
AFFORDABLE  
UNITS



**2,234+**  
*units inspected  
annually for housing  
quality standards*

**\$12M** *provided in  
loan assistance*

**1,682** PERMANENTLY  
HOUSED *through supportive  
housing units/ongoing  
rental assistance*

**5,091**  
SENIORS RECEIVED  
**503,402**  
**MEALS**  
DELIVERED BY  
MEALS ON WHEELS



**\$66M**  
PROMISE ZONE  
FUNDING

MANAGED 1,210  
LOANS VALUED AT

**\$321 MILLION**

**\$13.5 MILLION**  
*in mortgage revenue  
bonds approved*

**12,900**  
REAL ESTATE  
VOUCHERS

**4,500** PRIVATE LANDLORDS  
& OTHER HOUSING  
RESOURCES

**\$95.1M**  
PAYMENTS TO  
LANDLORDS

# Resident Facts by the Numbers

**12,000**  
RESIDENTS  
HOUSED  
THROUGH  
PUBLIC HOUSING

**HOUSEHOLD  
BREAKDOWN**

- 76%** FEMALE AS HEAD OF HOUSEHOLD
- 56%** DISABLED MEMBER IN HOUSEHOLD
- 45%** CHILDREN IN THE HOUSEHOLD
- 28%** ELDERLY MEMBER IN HOUSEHOLD

**231**  
*units for elderly residents owned & managed by non-profit entity. (SHARP)*

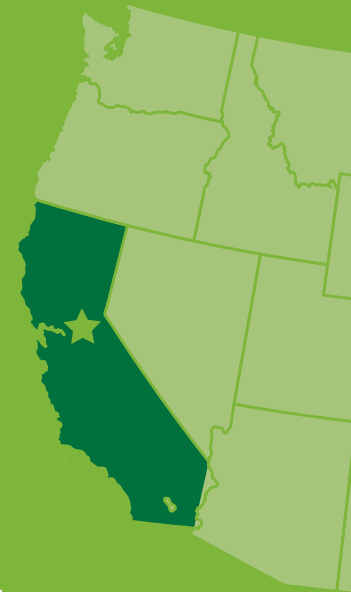
**38,000**  
RESIDENTS SAFELY AND AFFORDABLY  
HOUSED THROUGH VOUCHERS

**83%** *residents housed in public housing*

ANNUAL AVERAGE  
INCOME FOR A  
FAMILY OF THREE  
**\$13,800**

**512 VOUCHERS  
FOR HOMELESS  
VETERANS**

**575**  
*Shelter Plus Care certificates for homeless, severely disabled families*



## MEDIAN HOUSEHOLD INCOMES

CITY OF SACRAMENTO  
**\$56,412**

SACRAMENTO COUNTY  
**\$57,509**


STATE OF CALIFORNIA  
**\$67,739**

NATIONAL  
**\$57,617**

# Affordable Housing by the Numbers



**50,000**  
INDIVIDUALS SAFELY  
AND AFFORDABLY  
**HOUSED**



**22,800**  
UNITS CREATED  
OVER THE PAST  
**20+ YEARS**



**2,712**  
PUBLIC HOUSING  
UNITS OWNED

**78**  
YEARS



*as the Housing Authority of the  
City and County of Sacramento*



**3 ACTIVE  
MEDIA ACCOUNTS**



**5TH**  
*largest housing  
authority  
in California*



**20TH**  
*largest housing  
authority among  
3,400 nationwide*



# **BUDGET CALENDAR**



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# BUDGET CALENDAR

## SACRAMENTO 2018 BUDGET TIMELINE

RESPONSIBLE DEPARTMENT/STAFF	ACTION/ACTIVITY	DATE
Finance Department/All Departments	Budget Guidelines and Procedures distributed	June 2017
Finance Department/All Departments	E-mail notification of Budget Narrative Links availability	June 2017
Finance Director/All Departments	Department Performance Measure meetings	June 2017
Finance Department/All Departments	E-mail Departments- Budget Worksheet Availability	July 2017
All Departments	2018 budget Input Window	July - August 2017
All Departments	Final Departmental Budget Narratives Due	August 2017
All Departments	Final Department Budget Performance Measures Due	August 2017
All Departments	Final Department Budget Worksheets Due	August 2017
Executive Director/ Finance Director/ All Departments	Budget Request Meetings with Executive Director	August 2017
Finance Department/ All Departments	Distribution of Transmittal Letter - 2017 Accomplishment Updates	August 2017

# BUDGET CALENDAR

RESPONSIBLE DEPARTMENT/STAFF	ACTION/ACTIVITY	DATE
Executive Director/ Finance Director	Budget and Audit Committee Presentation (Mid-year Budget Update)	September 2017
Executive Director/ Finance Director/ All Departments	Budget Workshop - Overview of Revenue Trends & Projections for 2018	September 2017
Executive Director/ Finance Director/ All Departments	Transmittal Letter - 2017 Accomplishment Updates Due- All Departments	September 2017
Executive Director/ Finance Director/ All Departments	Commission Budget Workshop Presentations (Revenues)-Housing Authority	September 2017
Executive Director/ Finance Director/ All Departments	Commission Budget Workshop Presentations (Revenues)-Development	October 2017
Executive Director/ Finance Director	Commission Meeting Presentation	October 2017
Executive Director/ Finance Director	City Council Meeting Presentation	November 2017
Executive Director/ Finance Director	Board of Supervisors Meeting Presentation	December 2017
Information Technology	Adopted 2018 Budget Available on SHRA Web Site	December 2017
Finance Department	Adopted 2018 Budget Available in Financial System	January 2018

## RESOLUTIONS



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## **RESOLUTION NO. SHRC – 2017-23**

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

ON DATE OF

October 25, 2017

### **APPROVAL OF 2018 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITIES FOR HUD SUBMISSIONS, GRANTS AND FUND TRANSFERS**

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

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

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

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

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

**Section 1.** The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). 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 2018 Operating Budget totaling \$155,208,358 and the 2018 Project Budget totaling \$35,514,464, all as further described in the 2018 Proposed Agency Budget (hereinafter "2018 Agency Budget" or "Budget"), a copy of which has been provided to the respective governing board members, are approved as the Budget of Agency for the 2018 fiscal year. The 2018 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 232.5 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 2018 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 2018 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 2018 Housing Operating Budget is reasonable in that:

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

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

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

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

**Section 12.** Subject to availability under the Budget of any required funds, The Executive Director, or designee, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted Agency/Housing Authority policy and governing board approvals. The Executive Director, or her designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the approved HUD approved conversion.

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

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

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

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

**Section 17.** The Executive Director, or designee, is authorized to submit grant applications on behalf of any of the Agency constituent members for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. The Executive Director is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

- Homeless Prevention and Rapid Re-housing Program (HPRP)
- Neighborhood Stabilization Program

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

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

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

**Section 20.** The proposed planning and administrative expenses paid for from the low and moderate income housing fund are necessary for the production, improvement and/or preservation of low and moderate income housing during the 2018 Agency Budget year.

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

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

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

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

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

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

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

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

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

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

Section 31. All project appropriations in existence as of December 31, 2017 will be carried over and continued in 2018.

Section 32. All multi-year operating grant budgets in existence as of December 31, 2017 shall be continued in 2018.

Section 33. All encumbrances for valid purchase orders and contracts in effect as of

December 31, 2017 may remain in effect in 2018. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2017, but only to the extent that the applicable division's 2017 operating budget appropriations exceeded 2017 expenditures.

Section 34. The Executive Director, or designee, is authorized to incorporate the changes as listed on Exhibit A as part of the 2018 Budget.

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

Section 36. This resolution shall take effect immediately.

  
\_\_\_\_\_  
CHAIR

ATTEST

  
\_\_\_\_\_  
CLERK

## **RESOLUTION NO. 2017-0427**

Adopted by the Sacramento City Council

November 7, 2017

### **Approval of 2018 Budget for Sacramento Housing and Redevelopment Agency; Related Findings, Approvals, Delegations and Implementing Authorizations Including Authority for HUD Submissions, Grants and Fund Transfers**

#### **BACKGROUND**

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

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

- Section 1. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which

have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). 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 2018 Operating Budget totaling \$155,208,358 and the 2018 Project Budget totaling \$35,514,464, all as further described in the 2018 Proposed Agency Budget (hereinafter “2018 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 2018 fiscal year. The 2018 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 232.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 4. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 5. The Agency is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The Agency is authorized to submit the 2018 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 2018 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 2018 Housing Operating Budget is reasonable in that:
- a. It indicates a source of funding adequate to cover all proposed expenditures.
  - b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
  - c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
  - d. It includes asset management project budgets prepared on an individual basis as shown in the schedule of public housing AMP and Central office 2018 budget.
- Section 9. The Housing Authority of the City of Sacramento (Authority), staffed by the Agency, is authorized to submit applications to HUD for the Capital Fund Plan and Program funding. If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents, execute contracts to implement the Capital Fund Program subject to HUD approval of the annual statements and amend the budget accordingly. The Agency is directed to comply with all policies, procedures, and requirements prescribed by HUD as a condition of such grants. The Agency is authorized to submit the Comprehensive Plan or annual statement to HUD, after receiving public comments and resident review and approval of the Sacramento Housing and Redevelopment Agency Commission.
- Section 10. On an annual basis, HUD requires the Authority, staffed by the Agency, to conduct a physical inventory, analyze receivables for collectability, and, accordingly, reconcile and adjust related financial records. The Agency is authorized to amend the Budget and financial records as needed for such adjustments.
- Section 11. The Agency is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and



terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency is also authorized to obtain flood insurance through the federal flood insurance program for Agency properties and this coverage may be secured through a local independent agent.

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

Section 17. The Agency is authorized to submit grant applications on behalf the City of Sacramento for any and all housing and community development activities within the jurisdiction of the Agency. If such grants are awarded and approved by the governing board if in excess of \$100,000, the Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

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

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

- Section 20. The Agency is authorized to amend the Budget to appropriate for expenditure all revenues received in revolving funds.
- Section 21. The Agency is authorized to increase or decrease operating Budget appropriations up to \$100,000. Operating Budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 22. The Agency is authorized to transfer appropriations up to \$100,000 per transaction in Operating Budget and contingency reserves.
- Section 23. The Agency is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.
- Section 24. The Agency is authorized to transfer project appropriations among fund groups.
- Section 25. The Agency is authorized to amend the Budget to reflect all required debt service payments, pass through payments loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 26. The Agency is authorized to amend the Operating Budget or Capital Project Budget or transfer funding of approved capital projects or operating budgets within the respective project area funds in compliance with approvals, bond covenants, tax laws and applicable redevelopment laws and regulations or changes to the aforementioned.
- Section 27. The Agency is authorized to execute and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed to assure receipt of anticipated revenues.
- Section 28. The Agency is authorized to exercise default remedies and take other actions to protect Agency assets under contracts, loans, disposition and development agreements, owner participation agreements and other Agency agreements and to appropriate the associated revenues in the Budget. The Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the

subject property). Further, the Agency is authorized to renegotiate existing Agency debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide the Agency with more favorable loan terms.

- Section 29. All project appropriations in existence as of December 31, 2017 will be carried over and continued in 2018.
- Section 30. All multi-year operating grant budgets in existence as of December 31, 2017 shall be continued in 2018.
- Section 31. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2017 may remain in effect in 2018. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2017, but only to the extent that the applicable division's 2017 operating budget appropriations exceeded 2017 expenditures.
- Section 32. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2018 Budget.
- Section 33. If any entity requires a separate resolution to confirm any action approved within this resolution, the Sacramento Housing and Redevelopment Commission is delegated the authority to approve and deliver such resolution.
- Section 34. The Agency is authorized to delegate the authorities as set out in this resolution to Agency's Executive Director.
- Section 35. This resolution shall take effect immediately.

## **Table of Contents**

Exhibit A - Summary of Changes to Sacramento Housing and Redevelopment Agency Proposed 2018 Budget

Adopted by the City of Sacramento City Council on November 7, 2017, by the following vote:

Ayes: Members Ashby, Carr, Guerra, Harris, Hansen, Jennings, Schenirer and Mayor Steinberg

Noes: None

Abstain: None

Absent: Member Warren

Attest:  e-Signed by Mindy Cuppy  
on 2017-11-16 22:02:54 GMT

City Clerk

November 16, 2017

*The presence of an electronic signature certifies that the foregoing is a true and correct copy as approved by the Sacramento City Council.*

**EXHIBIT A**

**SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY PROPOSED 2018 BUDGET**

Approved 2018 Total Operating Budget	\$ 155,208,358
Revised Approved 2018 Total Operating Budget	\$0
Approved 2018 New Projects	\$ 35,514,464
Revised Approved 2018 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 190,722,822</b>

## **RESOLUTION NO. 2017-0021**

Adopted by the Housing Authority of the City of Sacramento

November 7, 2017

### **Approval of 2018 Budget for Sacramento Housing and Redevelopment Agency; Related Findings, Approvals, Delegations, and Implementing Authorities; Including Authorities for HUD Submissions, Grants and Fund Transfers**

#### **BACKGROUND**

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

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

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

- Section 2. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). 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 2018 Operating Budget totaling \$155,208,358 and the 2018 Project Budget totaling \$35,514,464, all as further described in the 2018 Proposed Agency Budget (hereinafter “2018 Agency Budget” or “Budget”), a copy of which has been provided to the respective governing board members, are approved as the Budget of Agency for the 2018 fiscal year. The 2018 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 232.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.
- Section 5. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller’s Office and the actions taken by the City of Sacramento acting as Successor Agency to the former Redevelopment Agency as approved by the Successor Agency’s Oversight Board regarding housing successor matters.
- Section 6. The budgeted amount for any item in the Budget may be amended by majority vote of the governing body of each entity actually undertaking and funding the activity. Such an amendment to the Budget so enacted shall be deemed to have been approved by all of the entities that originally adopted the Budget without further action of the remaining entities.
- Section 7. The Executive Director, or designee, is authorized to submit the 2018 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 2018 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 2018 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.
- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It includes asset management project budgets prepared on an individual basis as shown in the Schedule of Public Housing AMP and Central Office 2018 Budget attached as Exhibit B-1.

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

Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the proposed Budget implements fee for service provisions for support service costs. The fee for service provision is predicated on the concept that fee revenues will cover the cost of the services provided. Such services include, but are not limited to property management services. Subject to applicable laws, regulations and policies governing Agency procurement, the Agency is authorized to competitively procure and execute contracts for such fee for service activities.

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 and approval by the Sacramento Housing and Redevelopment Commission.

- Section 13. On an annual basis the Agency, on behalf of HACS, conducts a physical inventory, analyzes receivables for collectability and, accordingly, reconciles and adjusts related financial records. The Executive Director, or designee, is authorized to amend the Budget and financial records as needed for such adjustments.
- Section 14. The Executive Director, or designee, is authorized to purchase all lines of applicable insurance for its properties and operations through local independent agents, direct carriers, or risk retention pools, provided that the insurance requirements, coverage and terms are commercially reasonable and provided that the cost does not exceed the amounts in the approved Budget. The Agency, on behalf of HACS, is also authorized to obtain flood insurance through the federal flood insurance program for HACS properties and this coverage may be secured through a local independent agent.
- Section 15. Subject to availability under the Budget of any required funds, the Executive Director, on behalf of HACS, is authorized to approve conversion of HUD funded conventional public housing dwelling units to non-dwelling use or disposition as long as the use or disposition is approved by HUD and consistent with adopted HACS policy and governing board approvals. The Executive Director, or designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate the HUD approved conversion.
- Section 16. The Executive Director, or designee, is authorized and directed, on behalf of HACS, to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and the PHA Five-Year Plan, and the attachments and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998.
- Section 17. The Executive Director, or designee, is authorized to submit to HUD the One Year Action Plan for Community Development Block Grant (CDBG), Home Investment Partnership (HOME), Emergency Shelter Grant (ESG) and Housing Opportunities for People with AIDS (HOPWA). HACS, staffed by the Agency, is delegated authority to administer federal funds appropriated by HUD and is the designated recipient of funds outlined in the One Year Action Plan (Action Plan). If such grants are awarded, the Agency is authorized to accept the grant or grants, execute all related documents and amend the Budget accordingly. The

Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. The Agency is authorized to amend the Capital Reserve Project budget in the event that the actual entitlement exceeds, or is less than, that estimated in the Budget.

- Section 18. The Executive Director, or designee, is authorized to administer funds or delegate authority to other appropriate entities approved by the governing boards to administer ESG and HOPWA programs, and is also authorized to expend funds and execute contracts with the appropriate entities to carry out the ESG and HOPWA funded activities contained in the approved Action Plan, strictly in accordance with the terms of the approved Action Plan and funding source requirements.
- Section 19. The Executive Director, or designee, is authorized to enter into necessary grants and agreements with HUD, the State Housing and Community Development Department (HCD), and other governmental or private entities for homeless programs for which HACS/Agency is the designated recipient of grant funds or contracting agency. The Agency, on behalf of HACS, is authorized to accept such grants, execute contracts to implement homeless activities funded in the Budget, and amend the Budget accordingly (provided that the activities are fully funded by the grant or are within the Agency Budget). The Executive Director, or designee, is authorized to execute contracts for homeless activities funded in the Agency Budget as outlined in the Agency public services schedule.
- Section 20. HACS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved Recognized Obligation Payment Schedule, for activities serving the homeless, including providing subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, as allocated/outlined in the budget, will not cause or exacerbate racial, ethnic or economic segregation and will be beneficial to all former Redevelopment Project Areas by facilitating the production of affordable housing and providing housing for a population which remains in or frequents the former Redevelopment Project Areas and is perceived as a blighting influence by business owners, property owners, workers and residents, and as a result impedes the elimination of blight in the community.
- Section 21. HACS further finds and declares that the proposed expenditure of tax increment housing funds, as set forth in approved Recognized Obligation Payment Schedule to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increases, improves, and preserves the community's supply of low and moderate-income housing available at an affordable housing cost to persons

and families that are extremely low, very low, low or moderate income households and will be of benefit to the community.

- Section 22. HACS finds and declares that the proposed planning and administrative expenses which may be paid for from the former low and moderate income housing fund, pursuant to an approved Recognized Obligation Payment Schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2018 Agency Budget year.
- Section 23. HACS is authorized to amend the budget to transfer or accept funding or assets consistent with an approved recognized obligation payment schedule to the Agency or City Redevelopment Agency Successor Agency (RASA) for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.
- Section 24. HACS is authorized to amend the budget to receive assets or transfer assets, receive funds or transfer funds to the City RASA and execute agreements with the City or RASA as necessary to facilitate authorized directives of the State of California, the California State Department of Finance and/or the State Controller's Office or to provide staffing services to RASA. Agreements between the Agency or HACS and the City RASA are subject to Successor Agency Oversight Board Approval.
- Section 25. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the City of Sacramento for any and all housing and community development activities within the jurisdiction of Agency. If such grants are awarded, Agency is authorized to accept the grant or grants execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment, and projects. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:
- Homeless Prevention and Rapid Re-housing Program HPRP
  - Neighborhood Stabilization Program
  - Family Unification Program
  - Family Self Sufficiency
  - Veteran's Assistance and Supportive Housing
  - United States Environmental Protection Agency Brownfield Assessment
  - United States Environmental Protection Agency Brownfield Clean Up

- United States Environmental Protection Agency Brownfield Revolving Loan Fund
- United States Environmental Protection Agency Brownfield Job Training
- California State Water Resources Control Board – Underground Storage Cleanup
- CAL REUSE Cleanup Grant and Loan Program
- Social Innovation Fund

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

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

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

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

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

Section 31. The Executive Director, or designee, is authorized to increase or decrease project budget appropriations by not more than \$100,000 for each project or activity. Project budget appropriation increases and decreases in excess of \$100,000 must be approved by the appropriate governing board.

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

- Section 33. The Executive Director, or designee, is authorized to amend the Budget to reflect all required debt service payments, pass through payments, loan repayments, and other existing obligations based on actual higher or lower revenues.
- Section 34. The Executive Director, or designee, is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets in compliance with appropriate approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.
- Section 35. The Executive Director, or designee, on behalf of HACS serving as the Successor Housing Entity, is authorized to execute, and implement internal loans between Agency managed funds as reflected in the Budget and as consistent with bond covenants, tax laws and applicable redevelopment laws and regulations; and to modify the terms of loans and reconcile available revenues as needed for the completion of enforceable housing obligations of the former redevelopment agency to assure receipt of anticipated revenues.
- Section 36. The Executive Director, or designee, is authorized to exercise default remedies and take other actions to protect HACS assets under contracts, loans, disposition and development agreements, owner participation agreements and other HACS agreements and to appropriate the associated revenues in the Budget. The Agency, on behalf of HACS is authorized to enter into “loan work outs,” to the extent reasonably necessary to protect HACS assets, and in entering such “work outs,” the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria (including forgiveness of principal as necessary to reflect underwriting the loan at current fair market value of the subject property). Further, The Executive Director, or designee, is authorized to renegotiate existing HACS debt obligations and execute new security instruments provided the terms of the new debt do not increase the principal outstanding and either result in a cost savings or provide HACS with more favorable loan terms.
- Section 37. All project appropriations in existence as of December 31, 2017 will be carried over and continued in 2018. All multi-year operating grant budgets in existence as of December 31, 2017 shall be continued in 2018.
- Section 38. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2017 may remain in effect in 2018. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2017, but only to the extent that the applicable division’s 2017 operating budget appropriations exceeded 2017 expenditures.

- Section 39. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2018 Budget.
- Section 40. 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 41. The Executive Director, or designee, or designee, is authorized to delegate the authorities as set out in this resolution.

**Table of Contents**

Exhibit A - Summary of Changes to Sacramento Housing and Redevelopment Agency Proposed 2018 Budget

Exhibit B-1 - 2018 City Public Housing Asset Management Projects (AMP) and Central Office Cost Center (COCC)

Exhibit B-2 - HUD Resolution Approving the 2018 AMP Budgets

Adopted by the Housing Authority of the City of Sacramento on November 7, 2017, by the following vote:

- Ayes: Members Ashby, Carr, Guerra, Hansen, Harris, Jennings, Schenirer and and Mayor Steinberg
- Noes: None
- Abstain: None
- Absent: Member Warren

Attest by Secretary:

  
e-Signed by Mindy Cuppy  
on 2017-11-16 22:01:59 GMT

City Clerk

November 16, 2017

*The presence of an electronic signature certifies that the foregoing is a true and correct copy as approved by the Housing Authority.*

**EXHIBIT A**

**SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND  
REDEVELOPMENT AGENCY PROPOSED 2018 BUDGET**

Approved 2018 Total Operating Budget	\$ 155,208,358
Revised Approved 2018 Total Operating Budget	\$0
Approved 2018 New Projects	\$ 35,514,464
Revised Approved 2018 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 190,722,822</b>



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

### January 1 - December 31, 2018

PHA Code: CA005 City of Sacramento	City AMP 1	City AMP 2	City AMP 3	City AMP 4	City AMP 5	City AMP 7	Total City Public Housing	City COCC Central Office & Central Svc.
Beginning fund equity	\$ 1,598,760	\$ 2,835,332	\$ 2,278,703	\$ 818,182	\$ 1,102,945	\$ 846,198	9,480,120	\$ 185,666
Revenues:								
HUD Operating Subsidy	1,437,705	1,759,890	643,618	694,998	742,953	617,208	5,896,372	-
Maintenance Charges to Tenants	15,000	20,000	3,000	12,000	20,000	5,000	75,000	-
Washer/Dryer Income	800	60	15,000	5,000	4,000	4,000	28,860	-
Rental Income - Dwelling	875,000	825,000	885,000	660,000	682,000	520,000	4,447,000	-
Rental Income - Commercial	-	-	378,000	-	-	-	378,000	-
Rental income other	11,000	26,000	-	-	-	-	37,000	-
Interest Income - Investment	18,000	27,000	21,000	9,000	10,000	10,000	95,000	4,155
Bad Debt Recovery	3,000	1,000	1,000	1,000	2,000	1,000	9,000	-
Return Check Fee	30	60	75	30	60	30	285	-
Miscellaneous income	17,000	18,000	3,000	2,000	5,000	5,000	50,000	23,015
Management Fee	-	-	-	-	-	-	-	1,818,661
IT/Bookkeeping Fee	-	-	-	-	-	-	-	175,410
Asset Management Fee	-	-	-	-	-	-	-	233,520
Admin Fee (CFP)	-	-	-	-	-	-	-	261,061
Central services fees	-	-	-	-	-	-	-	423,357
<b>Total operating revenue</b>	<b>2,377,535</b>	<b>2,677,010</b>	<b>1,949,693</b>	<b>1,384,028</b>	<b>1,466,013</b>	<b>1,162,238</b>	<b>11,016,517</b>	<b>2,939,179</b>
CFP Mgmt impr transfers	27,498	27,498	35,460	27,498	27,498	29,147	174,599	-
<b>Total revenues and transfers in</b>	<b>2,405,033</b>	<b>2,704,508</b>	<b>1,985,153</b>	<b>1,411,526</b>	<b>1,493,511</b>	<b>1,191,385</b>	<b>11,191,116</b>	<b>2,939,179</b>
Expenditures:								
Employee Services:								
- Management/Maintenance	695,211	696,053	478,048	437,838	332,580	342,188	2,981,918	735,696
- Resident Trainees	27,498	27,498	35,460	27,498	27,498	29,147	174,599	-
<b>Total Employee Services</b>	<b>722,709</b>	<b>723,551</b>	<b>513,508</b>	<b>465,336</b>	<b>360,078</b>	<b>371,335</b>	<b>3,156,517</b>	<b>735,696</b>
Services & Supplies:								
- Management/Maintenance	1,170,981	1,264,182	930,275	636,580	817,079	573,253	5,392,350	2,323,025
Other Charges:								
Financial Transactions	2,128	3,341	3,109	1,174	1,204	1,354	12,310	864
- Central Service Fees	89,445	97,988	82,913	52,260	52,009	48,743	423,358	-
- Miscellaneous (PILOT, Depr.)	48,973	45,113	46,319	36,187	37,635	27,020	241,247	-
Management Fee	286,852	317,819	268,924	169,503	170,318	155,650	1,369,066	-
IT / Bookkeeping Fee	31,680	35,100	29,700	18,720	18,810	17,190	151,200	-
Asset Management Fee	43,200	46,920	39,720	25,560	25,080	23,400	203,880	-
<b>Total operating expense</b>	<b>2,395,968</b>	<b>2,534,014</b>	<b>1,914,468</b>	<b>1,405,320</b>	<b>1,482,213</b>	<b>1,217,945</b>	<b>10,949,928</b>	<b>3,059,585</b>
<b>Ending Balance</b>	<b>\$ 1,607,825</b>	<b>\$ 3,005,826</b>	<b>\$ 2,349,388</b>	<b>\$ 824,388</b>	<b>\$ 1,114,243</b>	<b>\$ 819,638</b>	<b>\$ 9,721,308</b>	<b>\$ 65,260</b>

**PHA Board Resolution**  
Approving Operating Budget

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

**Exhibit B-2**  
OMB No. 2577-0026  
(exp. 04/30/2016)

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

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

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

PHA Fiscal Year Beginning: 01/01/2018 Board Resolution Number: \_\_\_\_\_

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

DATE


- Operating Budget approved by Board resolution on: 11/7/2017
- Operating Budget submitted to HUD, if applicable, on: \_\_\_\_\_
- Operating Budget revision approved by Board resolution on: \_\_\_\_\_
- Operating Budget revision submitted to HUD, if applicable, on: \_\_\_\_\_

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

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

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

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

Print Board Chairperson's Name: <b>Mayor Darrell Steinberg</b>	Signature: 	Date: 11/7/17
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## **RESOLUTION NO. 2017-0828**

### **APPROVAL OF 2018 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITY FOR UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD) SUBMISSIONS, GRANTS AND FUND TRANSFERS**

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

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

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

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

Section 1. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). 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 2018 Operating Budget totaling \$155,208,358 and the 2018 Project Budget totaling \$35,514,464, all as further described in the 2018 Proposed Agency Budget (hereinafter “2018 Agency Budget” or “Budget”), copies of which have been provided to the respective governing board members, are approved as the Budget of the Agency for the 2018 fiscal year. The 2018 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 232.5 Agency full time equivalent positions (FTE) are approved subject to classification review by the Executive Director of the Sacramento Housing and Redevelopment Agency.

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

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

Section 6. The Agency is authorized to submit the 2018 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 2018 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 2018 Housing Operating Budget is reasonable in that:

- a. It indicates a source of funding adequate to cover all proposed expenditures.
- b. It does not provide for the use of federal funding in excess of amounts payable under the provisions of the pertinent regulations.

- c. It proposes rental charges and expenditures that are consistent with provisions of law and the Annual Contributions Contract.
- d. It implements the fee for service provisions and support service costs based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service. The fee for service provision is predicated on the revenues generated by fees being sufficient to cover the cost of services provided over time.

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

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

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

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

Section 13. The Agency is authorized and directed to approve, submit and implement the Public Housing Agency (PHA) Annual Plan and PHA Five-Year Plan, and the attachments

and/or amendments to such Plans to comply with the Quality Housing and Responsibility Act of 1998, as approved by the Sacramento Housing and Redevelopment Agency Commission.

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

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

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

Section 17. The Agency is authorized to submit grant applications on behalf of the County of Sacramento for any and all housing and community development activities within the jurisdiction of the Agency. If such grants are awarded, and approved by the governing board if in excess of \$100,000, the Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents and amend the Budget.

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

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

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

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

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

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

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

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

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

Section 25. The Agency is authorized to amend the operating budget or capital project budget or transfer funding of approved capital projects or operating budgets within the respective

project area funds in compliance with approvals, bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

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

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

Section 28. All project appropriations in existence as of December 31, 2017 will be carried over and continued in 2018.

Section 29. All multi-year operating grant budgets in existence as of December 31, 2017 shall be continued in 2018.

Section 30. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2017 may remain in effect in 2018. The Agency is authorized to increase the Budget for valid encumbrances as of December 31, 2017, but only to the extent that the applicable division’s 2017 operating budget appropriations exceeded expenditures.

Section 31. The Agency is authorized to incorporate the changes listed on Exhibit A as part of the 2018 Budget.

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

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

Section 34. This resolution shall take effect immediately.



On a motion by Supervisor Serna, seconded by Supervisor Kennedy, the foregoing Resolution was passed and adopted by the Board of Supervisors of the County of Sacramento, State of California, this 5<sup>th</sup> day of December, 2017, by the following vote, to wit:

AYES: Supervisors Frost, Kennedy, Peters, Serna, Nottoli

NOES: None

ABSENT: None

ABSTAIN: None

RECUSAL: None

(PER POLITICAL REFORM ACT (§ 18702.5.))



*Don Nottoli*

Chair of the Board of Supervisors  
of Sacramento County, California

In accordance with Section 25103 of the Government Code of the State of California a copy of the document has been delivered to the Chair of the Board of Supervisors, County of Sacramento on 12-5-17

By: *[Signature]*  
Deputy Clerk, Board of Supervisors

ATTEST: *[Signature]*  
Clerk, Board of Supervisors

**FILED**  
BOARD OF SUPERVISORS

DEC 5 2017

By: *[Signature]*  
CLERK OF THE BOARD

## EXHIBIT A

### SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2018 BUDGET

Approved 2018 Total Operating Budget	\$ 155,208,358
Revised Approved 2018 Total Operating Budget	\$0
Approved 2018 New Projects	\$ 33,514,464
Revised Approved 2018 New Projects	\$0
<b>TOTAL AGENCY BUDGET</b>	<b>\$ 190,722,822</b>

# RESOLUTION NO. HA-2413

ADOPTED BY THE HOUSING AUTHORITY OF THE COUNTY OF SACRAMENTO

ON DATE OF

December 5, 2017

**APPROVAL OF 2018 BUDGET FOR SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY; RELATED FINDINGS, APPROVALS, DELEGATIONS, AND IMPLEMENTING AUTHORITIES; INCLUDING AUTHORITY FOR SUBMISSIONS TO THE UNITED STATES DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD), GRANTS AND FUND TRANSFERS**

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

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

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

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

**WHEREAS**, Pursuant to Health and Safety Code Section 34176 and resolution no.HA-2012-2329 the County of Sacramento designated the Housing Authority of the County of

Sacramento (HACOS), managed and staffed by the Agency, as the local authority to retain the housing-assets and housing-functions previously performed by its Redevelopment Agency.

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

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

Section 2. The proposed actions are administrative and fiscal activities and do not make any commitments to, or give approvals for, specific projects or activities which have the potential to result in either a direct physical change in the environment, or a reasonably foreseeable indirect physical change in the environment. Therefore, the proposed actions do not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and are exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). 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 2018 Operating Budget totaling \$155,208,358 and the 2018 Project Budget totaling \$35,514,464, all as further described in the 2018 Proposed Agency Budget (hereinafter "2018 Agency Budget" or "Budget"), copies of which have been provided to the respective governing board members, are approved as the Budget of Agency for the 2018 fiscal year. The 2018 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 232.5 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 designee, is authorized to amend the Budget as necessary and to transfer funds among operating budgets or project budgets to facilitate legal directives of the California State Department of Finance and/or the State Controller's Office and the actions taken by the County of Sacramento acting as Successor Agency to the former

Redevelopment Agency as approved by the Successor Agency's Oversight Board regarding housing successor matters.

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

Section 7. The Executive Director, or designee, is authorized to submit the 2018 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 2018 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 2018 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 2018 Budget attached as Exhibit B-1.

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

Section 11. Based on the HUD requirement for public housing authorities to implement Asset Management that includes fee for service, the Budget implements fee for

service provisions for support service costs. The fee for service provision is predicated on the revenues generated by fees being equal to the cost of services provided. Such services include, but are not limited to property management services. Subject to applicable laws, regulations and policies governing Agency procurement, the Agency is authorized to competitively procure and execute contracts for such fee for service activities.

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

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

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

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

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

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

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

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

Section 20. HACOS finds and declares that the proposed expenditure of tax increment housing funds, as set forth in the approved Recognized Obligation Payment Schedule,

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 Obligation Payment Schedules to provide subsidies to, or for the benefit of, extremely low income households through either site specific rental assistance or tenant based rental assistance, increases, improves, and preserves the community's supply of low and moderate-income housing available at an affordable housing cost to persons and families that are extremely low, very low, low or moderate income households and will be of benefit to the community.

Section 22. 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 Obligation Payment Schedule, is necessary for the production, improvement and/or preservation of low and moderate income housing during the 2018 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 Redevelopment Agency Successor Agency for approved capital projects or operating expenses in compliance with all bond covenants, tax laws and applicable laws and regulations or changes to the aforementioned.

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



Section 25. The Executive Director, or designee, is authorized to submit grant applications on behalf of the Housing Authority of the County for any and all housing and community development activities within the jurisdiction of the Agency. If such grants are awarded, and approved by the governing board if in excess of \$100,000, the Agency is authorized to accept the grant or grants, execute contracts to implement grant activities with the appropriate entities (provided that the activities are fully funded by the grant or within the Budget), execute all related documents, and amend the Budget. Budget expenditure and amendments for such grants are permitted for positions, services and supplies, equipment and projects. The Agency is directed to comply with all policies, procedures, and requirements prescribed as a condition of such grants. Such grants may include but are not limited to the following:

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

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

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

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

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

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

Section 31. The Executive Director 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. The Agency is authorized to enter into "loan work outs," to the extent reasonably necessary to protect Agency assets, and in entering such "work outs," the Agency is authorized to renegotiate and rewrite the terms of the loan as if the loan were made according to current loan program underwriting criteria. 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, 2017 will be carried over and continued in 2018.

Section 38. All multi-year operating grant budgets in existence as of December 31, 2017 shall be continued in 2018.

Section 39. All encumbrances for valid purchase orders and contracts in effect as of December 31, 2017 may remain in effect in 2018. The Executive Director, or designee, is authorized to increase the Budget for valid encumbrances as of December 31, 2017, but only to the extent that the applicable division's 2017 operating budget appropriations exceeded 2017 expenditures.

Section 40. The Executive Director, or designee, is authorized to incorporate the changes listed on Exhibit A as part of the 2018 Budget.

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

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

Section 43. This resolution shall take effect immediately.

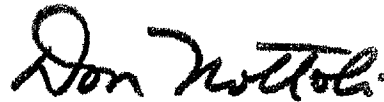
On a motion by Member Serna, seconded by Member Kennedy, the foregoing Resolution was passed and adopted by the Housing Authority of the County of Sacramento, State of California, this 5<sup>th</sup> day of December, 2017, by the following vote, to wit:

AYES: Members Frost, Kennedy, Peters, Serna, Nottoli

NOES: None

ABSTAIN: None

ABSENT: None




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

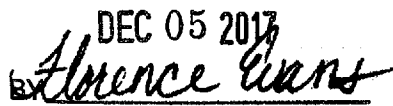


In accordance with Section 25103 of the Government Code  
of the State of California a copy of the document has been  
delivered to the Chairman on 12.5.17

By:   
Deputy Clerk, Board of Directors

ATTEST:   
Clerk

**FILED**  
BOARD OF DIRECTORS

DEC 05 2017  
  
CLERK OF THE BOARD

## EXHIBIT A

### SUMMARY OF CHANGES TO SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY PROPOSED 2018 BUDGET

Approved 2018 Total Operating Budget	\$ 155,208,358
Revised Approved 2018 Total Operating Budget	\$0
Approved 2018 New Projects	\$ 35,514,464
Revised Approved 2018 New Projects	\$0
<b>TOTAL SHRA BUDGET</b>	<b>\$ 190,722,822</b>

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

## January 1 - December 31, 2018

PHA Code: CA007 County of Sacramento	County <u>AMP 1</u>	County <u>AMP 2</u>	County <u>AMP 3</u>	County <u>AMP 5</u>	Total County Public Housing	County COCC Central Office & Central Svc
Beginning fund equity	\$ 494,908	\$ 474,311	\$ 1,021,620	\$ 815,555	\$ 2,806,394	\$ 324,535
Revenues:						
HUD Operating Subsidy	707,980	767,691	1,736,905	925,764	4,138,340	-
Maintenance Charges to Tenants	4,000	6,000	3,800	7,000	20,800	-
Washer/Dryer Income	2,000	7,000	7,500	2,000	18,500	-
Rental Income - Dwelling	542,000	777,000	847,000	570,000	2,736,000	-
Rental Income - Other	-	-	10,500	7,620	18,120	-
Interest Income - Investment	5,000	2,000	5,800	5,000	17,800	3,000
Bad Debt Recovery	1,000	1,000	1,200	4,000	7,200	-
Miscellaneous income	6,000	7,000	6,000	4,000	23,000	-
Return Check Fee	30	30	45	60	165	-
Management Fee	-	-	-	-	-	1,846,845
IT/Bookkeeping Fee	-	-	-	-	-	89,550
Asset Management Fee	-	-	-	-	-	55,080
Admin Fee (CFP) & (HCV)	-	-	-	-	-	2,018,677
Central services fees	-	-	-	-	-	181,702
<b>Total operating revenue</b>	<b>1,268,010</b>	<b>1,567,721</b>	<b>2,618,750</b>	<b>1,525,444</b>	<b>6,979,925</b>	<b>4,194,854</b>
CFP operating transfers	-	78,000	-	-	78,000	-
CFP Mgmt impr transfers	19,255	27,498	27,498	26,129	100,380	-
<b>Total revenues and transfers in</b>	<b>1,287,265</b>	<b>1,673,219</b>	<b>2,646,248</b>	<b>1,551,573</b>	<b>7,158,305</b>	<b>4,194,854</b>
Expenditures:						
Employee Services:						
- Management/Maintenance	334,232	468,992	485,429	423,246	1,731,899	743,579
- Resident Trainees	19,255	27,498	27,498	26,129	100,380	-
<b>Total Employee Services</b>	<b>353,487</b>	<b>516,490</b>	<b>512,927</b>	<b>449,375</b>	<b>1,832,279</b>	<b>743,579</b>
Services & Supplies:						
- Management/Maintenance	416,507	767,176	977,647	752,559	2,913,889	3,676,657
Other Charges:						
Financial Transactions	526	264	686	720	2,196	214
- Central Service Fees	38,570	47,345	52,463	43,324	181,702	-
- Miscellaneous (PILOT, Depr.)	29,405	47,137	47,137	24,086	147,765	-
Management Fee	171,133	209,434	236,326	193,951	810,844	-
IT / Bookkeeping Fee	18,900	23,130	26,100	21,420	89,550	-
Asset Management Fee	26,160	-	-	28,920	55,080	-
<b>Total operating expense</b>	<b>1,054,688</b>	<b>1,610,976</b>	<b>1,853,286</b>	<b>1,514,355</b>	<b>6,033,305</b>	<b>4,420,450</b>
<b>Ending Balance</b>	<b>\$ 727,485</b>	<b>\$ 536,554</b>	<b>\$ 1,814,582</b>	<b>\$ 852,773</b>	<b>\$ 3,931,394</b>	<b>\$ 98,939</b>

**PHA Board Resolution**  
Approving Operating Budget

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

**Exhibit B-2**  
OMB No. 2577-0026  
(exp. 04/30/2016)

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

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

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

PHA Fiscal Year Beginning: 01/01/2018 Board Resolution Number: \_\_\_\_\_

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

DATE


- Operating Budget approved by Board resolution on: 12/6/2017
- Operating Budget submitted to HUD, if applicable, on: \_\_\_\_\_
- Operating Budget revision approved by Board resolution on: \_\_\_\_\_
- Operating Budget revision submitted to HUD, if applicable, on: \_\_\_\_\_

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

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

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

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

Print Board Chairperson's Name: Don Nottoli	Signature: 	Date: 12/11/17
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**RESOLUTION NO. SHDC-0037**

**ADOPTED BY THE SACRAMENTO HOUSING DEVELOPMENT CORPORATION**

ON DATE OF

**December 5, 2017**

**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. Approval of the budget is an administrative and fiscal activity and does not constitute a project subject to environmental review under the California Environmental Quality Act (CEQA) per Guidelines Section 15378(b), and is exempt under the National Environmental Policy Act (NEPA) per 24 CFR 58.34(a)(2) and (3). Actions necessary for the effective management of the Riverview Plaza Residential Project property are exempt under CEQA per Guidelines Section 15301 and are either exempt under NEPA per 24 CFR 58.34(a)(3) or categorically excluded per 24 CFR 58.35(b)(3).

Section 2. The Budget totaling \$769,785 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 “2018 Proposed Budget”, a copy of which is on file with the Agency Clerk, is approved as the Operating Budget for the 2018 fiscal year for the Sacramento Housing Development Corporation (2018 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 2018 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 2018 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 2018 Budget hereby adopted.

Section 7. The Executive Director is authorized to incorporate the changes listed on Exhibit A as part of the 2018 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 Serma, seconded by Director Kennedy, the foregoing Resolution was passed and adopted by the Sacramento Housing Development Corporation, State of California, this 5<sup>th</sup> day of December, 2017, by the following vote, to wit:

AYES: Directors Frost, Kennedy, Peters, Serma, Nottoli

NOES: None

ABSTAIN: None

ABSENT: None

ABSTAIN: None

(PER POLITICAL REFORM ACT (§ 18702.5.))



*Don Nottoli*

Chair, Board of Directors  
Sacramento Housing Development  
Corporation

ATTEST: *Florence Evans*  
Clerk

In accordance with Section 25103 of the Government Code of the State of California a copy of the document has been delivered to the Chairman on 12-5-17

By: *J. Nottoli*  
Deputy Clerk, Board of Directors

**FILED**  
BOARD OF DIRECTORS

DEC 05 2017  
BY *Florence Evans*  
CLERK OF THE BOARD  
SHRA 2018 BUDGET

## **SECTION B**

### **FINANCIAL MANAGEMENT POLICIES**

## Revenue Policy

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

## Debt Policy

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

# FINANCIAL MANAGEMENT POLICIES

## 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.

The Support Service fund is a collective group of departments which provides corporate oversight, general support, specialized services, and professional support. Several departments of SHRA benefit from these services and may not be readily identifiable to a particular one. The OMB OmniCircular, found in the Code of Federal Regulations at 2 CFR Part 200, is the current authoritative source regarding the allocation of indirect costs to federal programs. Appendix VII outlines the requirements concerning indirect cost allocation plans for State and Local government agencies such as housing authorities. SHRA utilizes direct salaries and wages as the distribution base for indirect costs.

The Authority has the following overhead pool that will be allocated to various funds as shown below:

Program/Project	Description/Types of Expenditures	Divisions Charged
Support Services fund which is a combination of the following Departments: <ul style="list-style-type: none"> <li>• Governing Boards</li> <li>• Executive Director</li> <li>• Legal</li> <li>• Human Resources</li> <li>• Finance</li> <li>• Information Technology</li> <li>• Agency Clerk</li> <li>• Procurement</li> <li>• Capital Projects - Admin Services</li> </ul>	Expenses directly related to the administration and management of the Agency. These expenses are spread to all funds included in the allocation model.	<ul style="list-style-type: none"> <li>• 40/41 Housing Admin</li> <li>• 46 Housing Choice Voucher</li> <li>• 27 Community Development</li> <li>• 29 RE/CS Admin</li> </ul>

# FINANCIAL MANAGEMENT POLICIES

The methodology that is used is as follows:

Direct Labor in each fund, divided by the Direct Labor for all funds included in the pool, equals the percentage of indirect costs to be charged to that particular fund from that cost pool. For example, if Division 27 - Community Development represents 15% of the direct labor relative to all of the funds that are to be allocated overhead, then Division 27 would be charged 15% of the indirect cost from the Supportive Services fund, such as Executive Director, HR, Finance, IT, etc.

Department	Total	40/41 Housing Admin <i>47.00%</i>	46 Housing Admin <i>32.00%</i>	27 Community Development <i>15.00%</i>	29 RE/CS Admin <i>6.00%</i>	MRB
10 Governing Boards	\$ 46,461	\$ 15,543	\$ 10,582	\$ 4,961	\$ 1,984	\$ 13,391
11 Executive Director	\$ 1,041,915	\$ 349,498	\$ 237,956	\$ 111,542	\$ 44,617	\$ 298,302
12 Legal Services	\$ 788,547	\$ 264,561	\$ 180,127	\$ 84,435	\$ 33,774	\$ 225,650
13 Human Resources	\$ 2,153,682	\$ 722,453	\$ 491,883	\$ 230,570	\$ 92,228	\$ 616,548
15 Finance	\$ 2,119,922	\$ 711,138	\$ 484,180	\$ 226,959	\$ 90,784	\$ 606,861
16 Info Mgmt. & Tech Services	\$ 2,654,231	\$ 890,356	\$ 606,200	\$ 284,156	\$ 113,662	\$ 759,857
17 Agency Clerk	\$ 452,155	\$ 151,718	\$ 103,298	\$ 48,421	\$ 19,368	\$ 129,350
30 Procurement	\$ 646,704	\$ 216,911	\$ 147,683	\$ 69,227	\$ 27,691	\$ 185,192
50 Capital Projects - Admin Services	\$ 48,560	\$ 16,262	\$ 11,071	\$ 5,190	\$ 2,076	\$ 13,961
<b>Total Claimable Costs</b>	<b>\$ 9,952,177</b>	<b>\$ 3,338,440</b>	<b>\$ 2,272,980</b>	<b>\$ 1,065,461</b>	<b>\$ 426,184</b>	<b>\$ 2,849,112</b>

## **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.

### **Budget Basis**

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

### **Responsibility**

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

## **Budget Review**

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

## **Budget Adoption**

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

## **Budget Implementation**

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

## **Budget Control**

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



## Accounting Structure and Principles

### Accounting System

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

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

### Basis of Accounting

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

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

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

### Fund Descriptions

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

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

### Proprietary Funds

Generally Accepted Accounting Principles (GAAP) applicable to a private commercial business is applicable to proprietary funds of a governmental entity. The accrual basis of accounting is utilized. The measurement focus is based upon a determination of net income, financial position and cash flows. Accordingly, basic financial statements are

# FINANCIAL MANAGEMENT POLICIES

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**

### **REVENUE DESCRIPTION, TRENDS AND ESTIMATES**

## Enterprise Funds - Housing

### Public Housing:

The Housing Authorities own and/or manage approximately 3,214 housing units within the City and County of Sacramento. Of these, 2,712 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 (1,699 units) in the City and (1,013 units) in the County. Approximately 1,000 of these units are designated as elderly and/or disabled only with the remaining units available to families. Program revenues are generated from tenant rent collections and operating subsidies provided by HUD. The amount of rent paid by the tenants is based on 30% of gross family income minus certain other adjustments. In addition to the public housing units, the Housing Authority manages another 502 units of local non-public housing.

The **HUD Operating Subsidy** consists of ongoing funding provided by HUD to pay the costs of the public housing program not covered by tenant rents and is appropriated annually through the federal budget process. Turmoil and unpredictability surrounding the federal budget annual appropriations process over the past years have resulted in operating subsidies as high as 103% of funding eligibility in 2010 and as low as 82% in 2013.

### Revenue Estimate

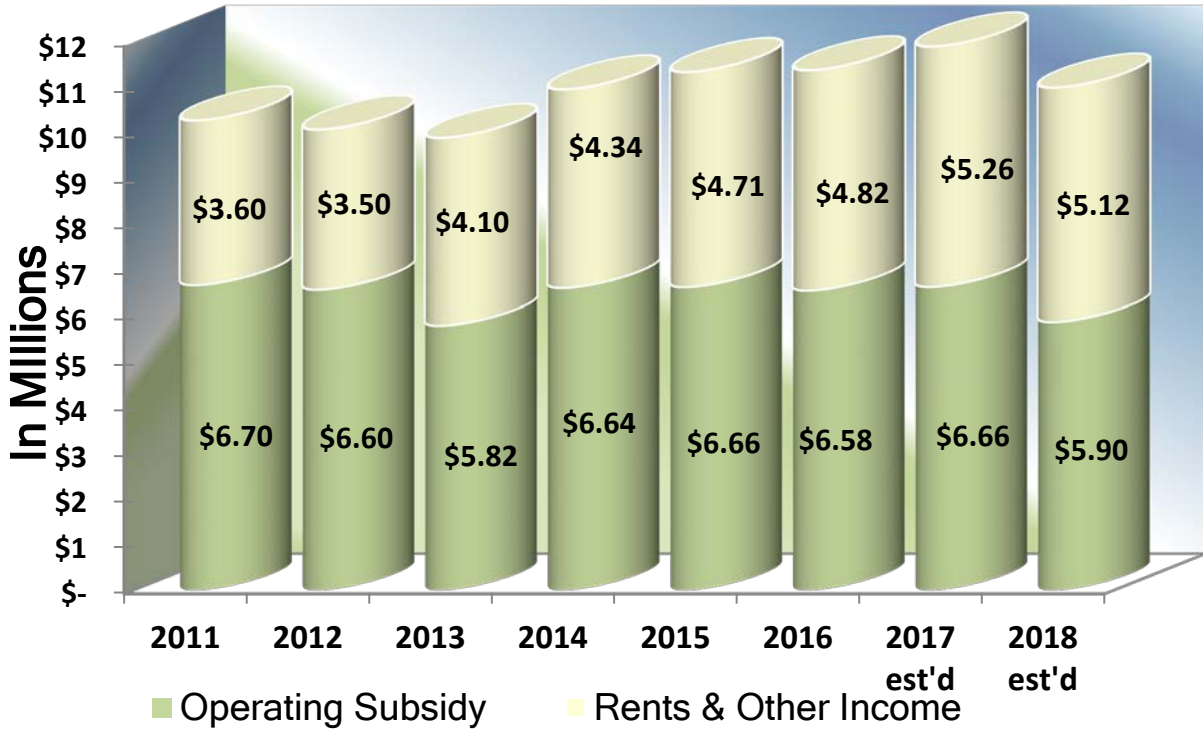
In 2017 the Agency began receiving a 93% subsidy proration, meaning that the program is only receiving 93% of what HUD believes the Agency needs to run the program. This requires the public housing program to cut operating costs wherever possible and utilize its meager operating reserves.

The average occupancy rate in the Public Housing program is 98% for public housing properties available to be leased. Rents reflect a slight increase over the prior year primarily due to the increased leasing up.

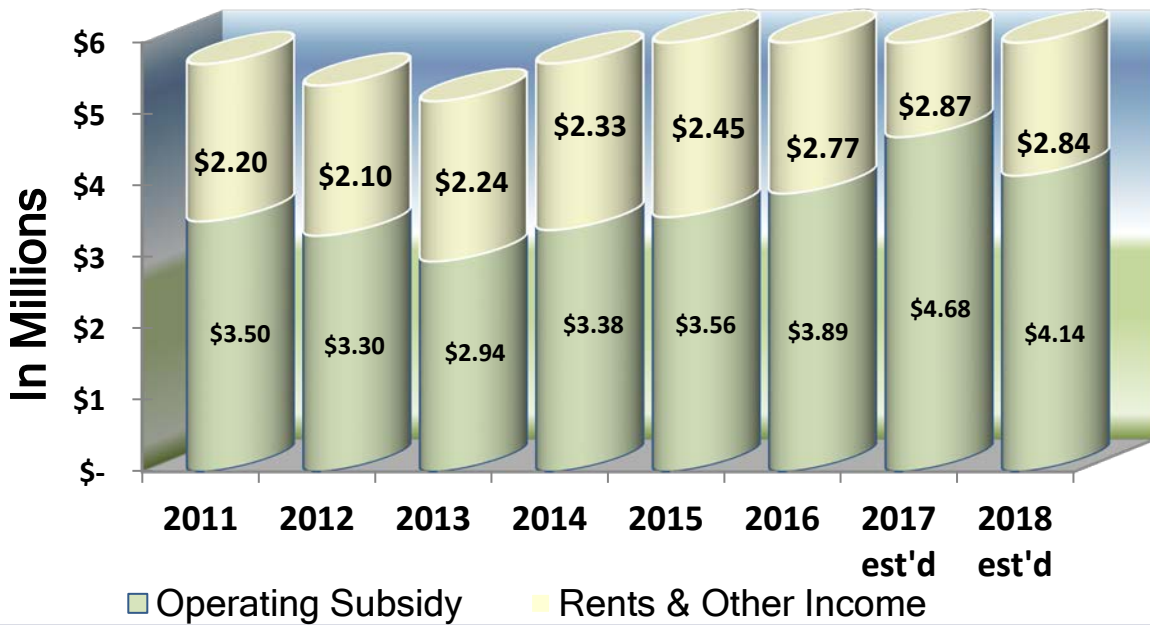
The Agency anticipates a slight decrease in funding for 2018 compared to 2017 based upon federal budget projections to date.

# MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

## Public Housing Program (City)



## Public Housing Program (County)

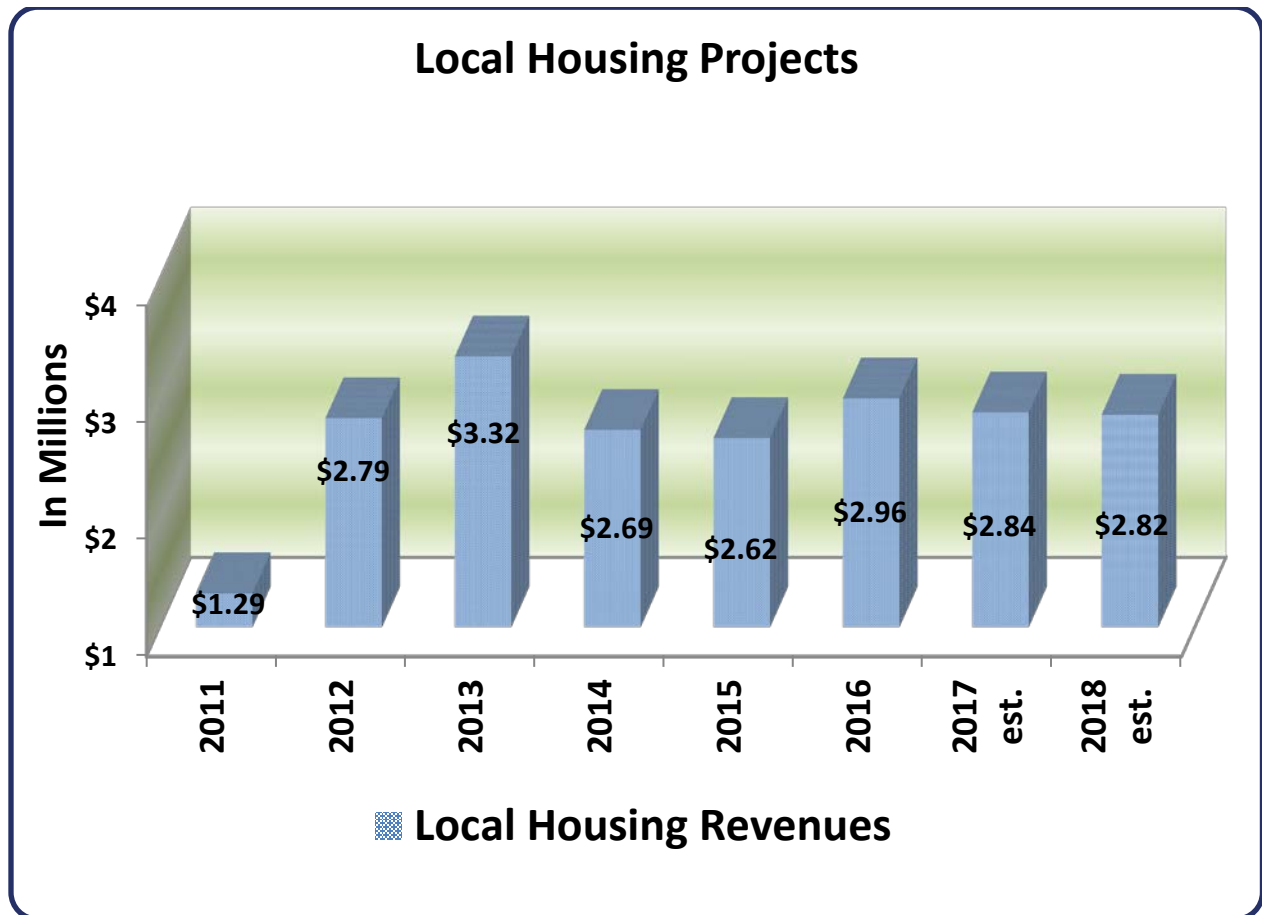


## Public Housing (Non-Federal):

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

### Revenue Estimate

These local housing project units not regulated by HUD have shown positive revenue trends. Rental income and Housing Assistance Payments (HAP) revenue is projected to be relatively status quo with 2017 levels.



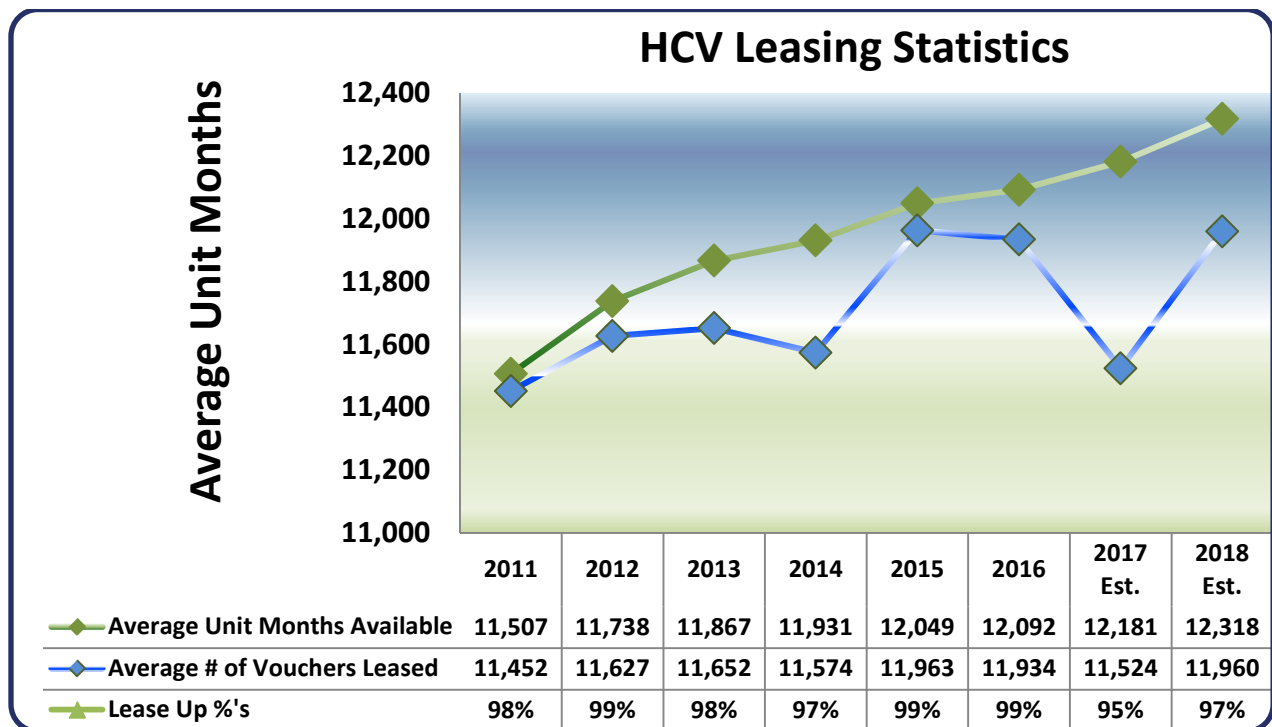
# MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

## Housing Choice Voucher Program (HCV):

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

### Revenue Estimate

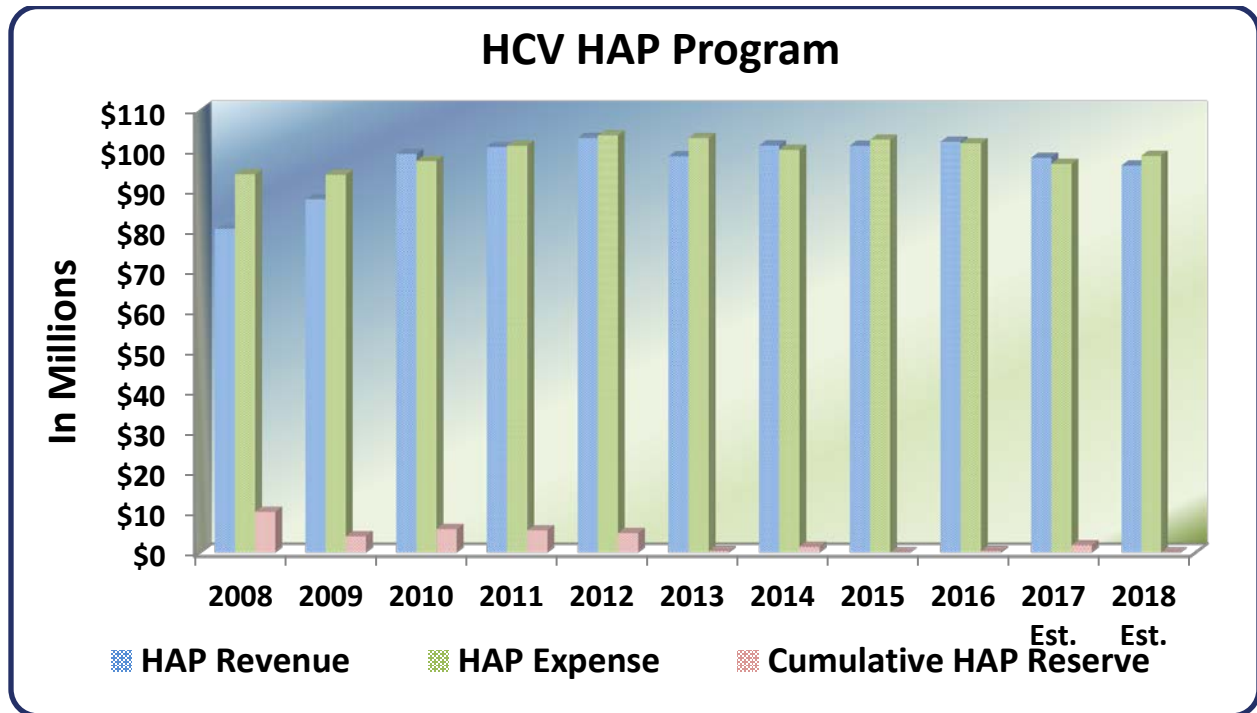
Revenue under the HCV program is received from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). The federal appropriations process dictates the amount of funding that will be allocated to the HCV program on a national level. Jurisdictional funding allocations are performance based, with the funding level determined by the number of authorized vouchers leased. Currently, the Housing Authority has 12,177 vouchers authorized for leasing each month. In recent years the program has effectively maintained a leasing level between 98% - 100% utilization of all vouchers authorized by HUD. Due to the tight rental market, families are finding it very hard to lease up units in Sacramento County.





# MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

Despite the Agency being entitled to maximum funding for the program, HUD intentionally provides less funding than required to cover HAP costs in an effort to recapture accumulated HAP reserves from public housing authorities across the country. In 2017, HUD prorated our HAP eligibility at 96.4% and the Agency anticipates a similar funding level for 2018 based upon the current proposals moving through Congress.

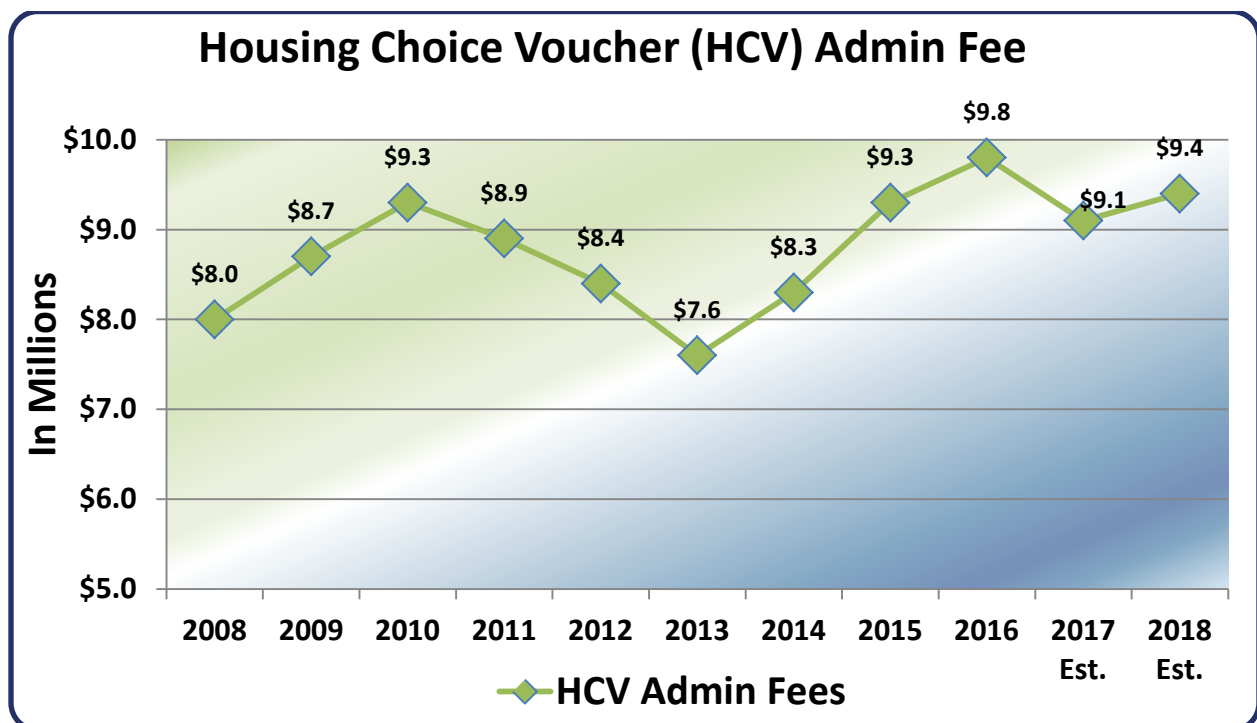


# MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

The **HCV Administrative Fee** funding eligibility is based upon the number of units leased within the Housing Authority's authorized voucher allocation; currently 12,177 units per month. Once eligibility is determined, HUD uses a formula to determine administrative fees for the Agency. For 2017, the Agency receives \$89.25 per unit for the first 7200 unit months leased and \$83.30 per unit on all remaining unit months leased. HUD then applies a proration to the formula to reduce fees paid so that the administrative fees paid to housing authorities' matches the appropriations provided by Congress. In 2016 the pro-ration was increased to 84% of administrative funding eligibility. This proration was decreased to 77.5% of administrative funding eligibility in 2017.

## Revenue Estimate

The Agency expects funding in 2018 to remain the same given the wide array of funding levels proposed by the administration and Congress.



# MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

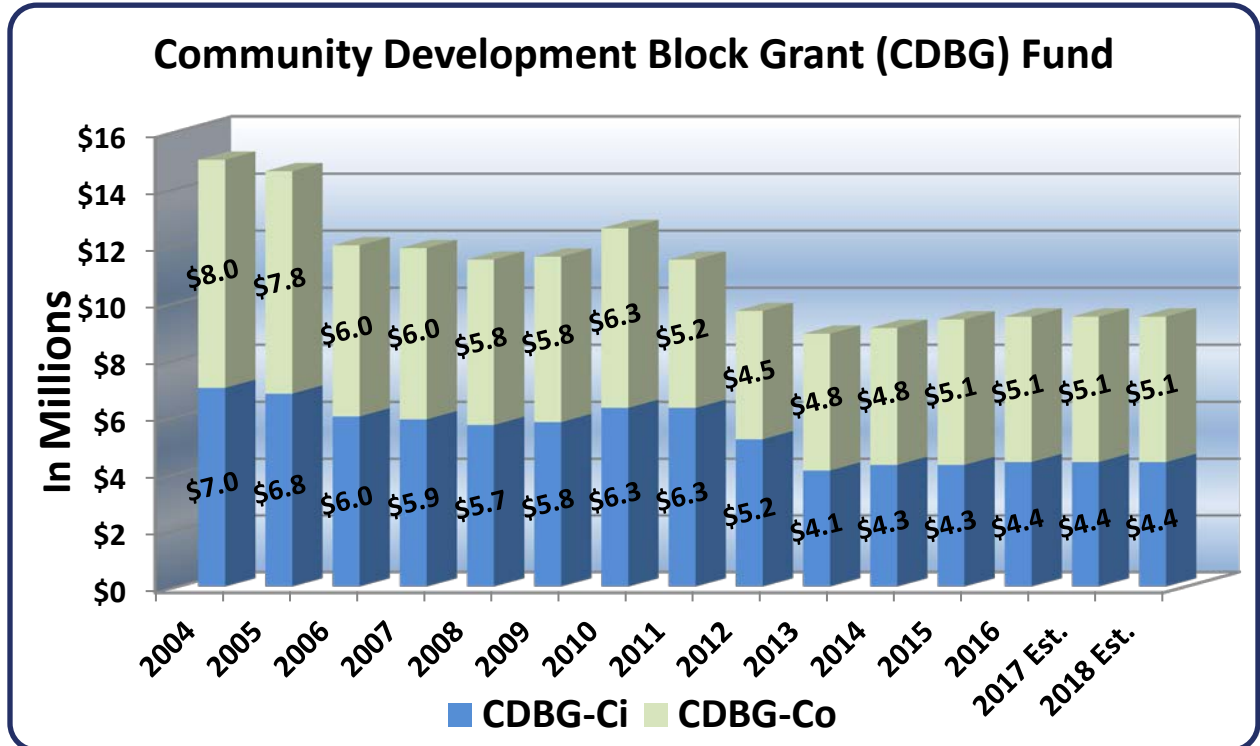
## Other Governmental Funds (Special Revenue):

### Community Development Block Grant (CDBG):

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

#### Revenue Estimate

The annual HUD CDBG entitlement budget is allocated to cities and counties based on a formula comprised of several measures. The Agency receives grants for both the City of Sacramento and the County of Sacramento. Since 2010, CDBG appropriations have been cut by 25%. Revenues are projected to be relatively status quo with 2017 levels.

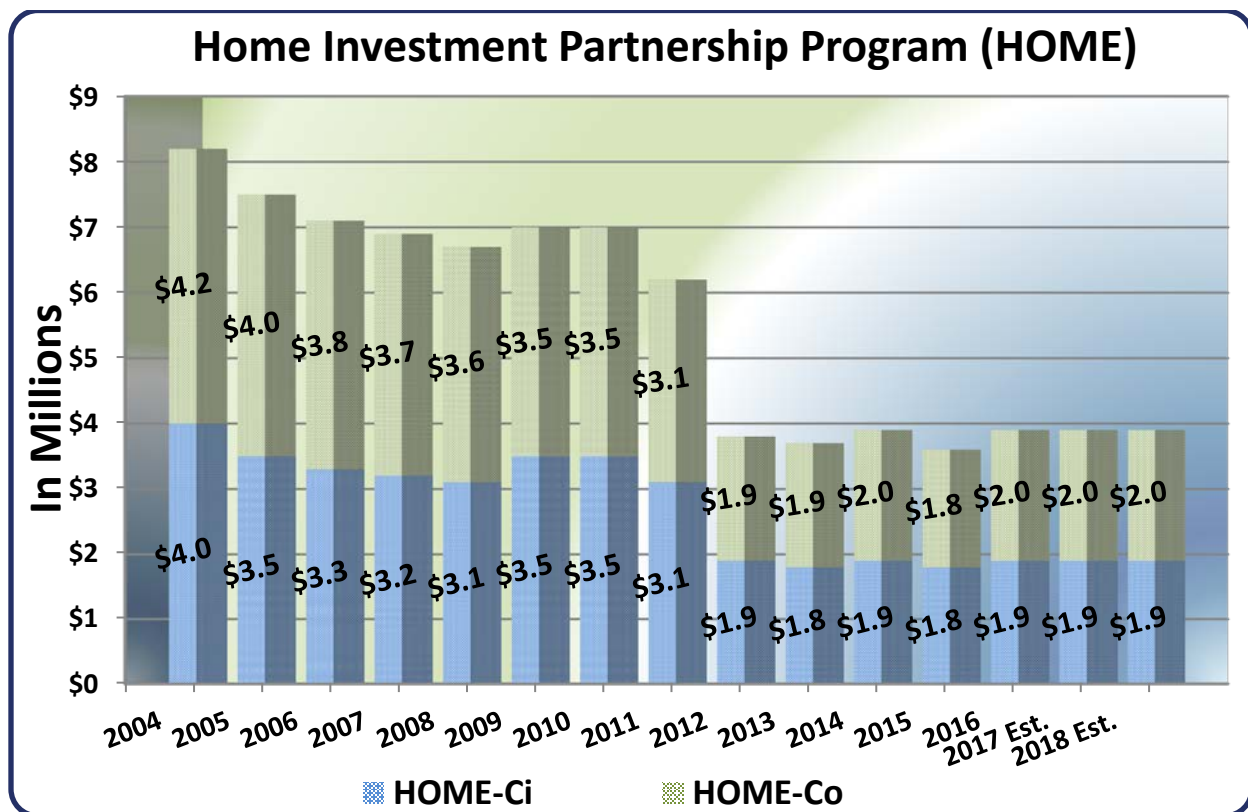


## Home Investment Partnership Program (HOME):

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

### Revenue Estimate

The annual HUD HOME budget is allocated to states and participating jurisdictions as formula grants. The Agency receives HOME entitlement for both the City of Sacramento and the County of Sacramento. Since 2010, appropriations for HOME have declined by 47%. 2018 levels are projected to be relatively status quo with 2017 levels.



# MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

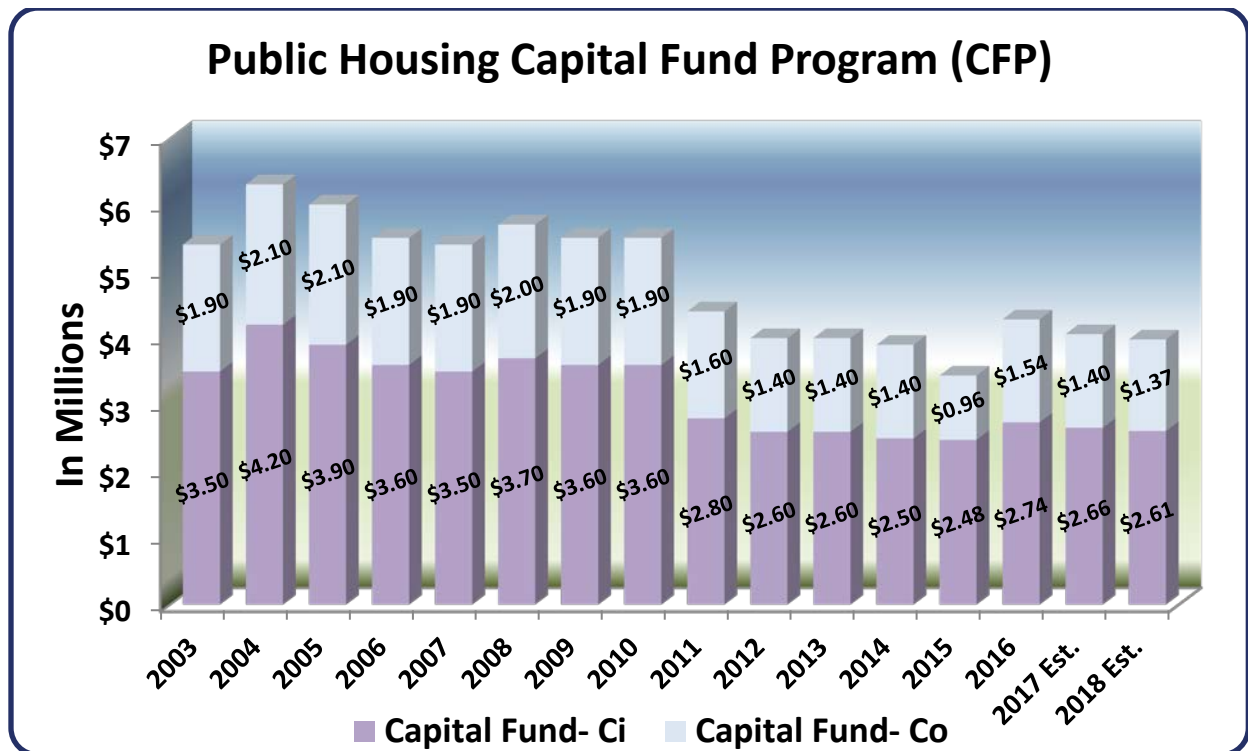
## Other Governmental Funds:

### Capital Fund Program (CFP):

The HUD **Capital Fund Program (CFP)** provides funding specifically intended for the development, financing, modernization, and management of 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 2003 and 2015, HUD funding for the capital improvements and modernization of Public Housing properties decreased 36% with the sharpest decrease in 2011 of 21%.

### Revenue Estimate

In 2018 HUD funding for the CFP is expected to decrease slightly from the 2017 levels. Revenue estimates are based on the current year grant amounts and are adjusted based upon Federal appropriation proposals.



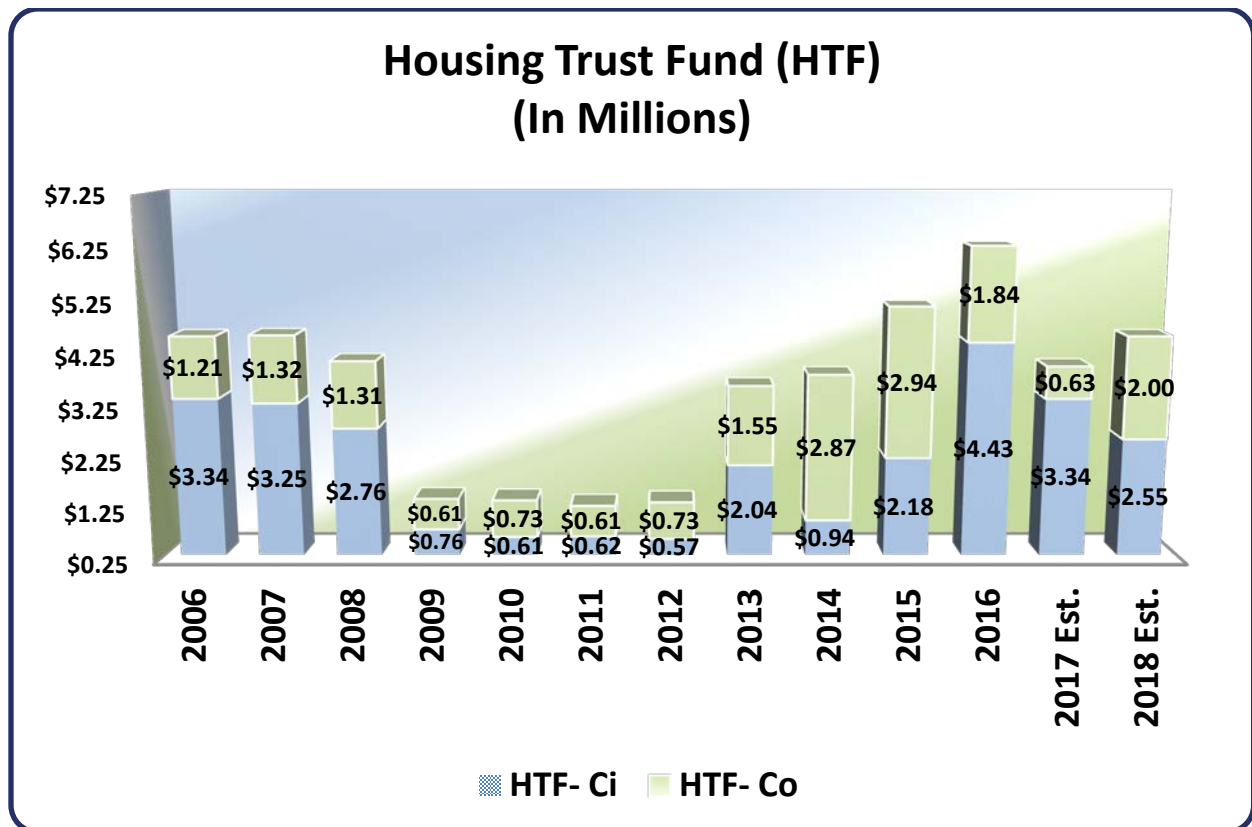
# MAJOR REVENUE DESCRIPTION, TRENDS AND ESTIMATES

## Housing Trust Funds (HTF):

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

### Revenue Estimate

Housing Trust Fund fees dropped dramatically from 2009 to 2012 due to the sharp decline in the number of commercial building permits issued. Since 2013 there has been a rise in revenue due to an increase in building permits and loan repayments. Revenue estimates for 2018 increased from the prior year due to projected repayments of prior years' outstanding loans.



## **Choice Neighborhoods Implementation Grant**

In 2015, the Agency and the City of Sacramento received a \$30 million **Choice Neighborhoods Implementation Grant (CNI)** to redevelop the distressed Twin Rivers public housing community and revitalize the Sacramento River District-Railyards neighborhood. Sacramento was one of five recipients. The Twin Rivers proposal envisions the one-for-one replacement of the existing 218 units and additional workforce and market rate units in a mixed income development both on and off-site.

During 2016, predevelopment planning and coordination activities began in earnest in preparation for breaking ground. Additional pre-development activities included preparing entitlement application and environmental clearance documents for both the California Environmental Quality Act (CEQA) and the National Environmental Policy Act (NEPA).

## **Revenue Estimate**

SHRA anticipates 2017 drawdown revenues to be approximately \$1.0M and 2018 revenues from the CNI grant to be approximately \$3.24M. Revenues will fluctuate annually since they are drawn based upon actual construction related expenditures.

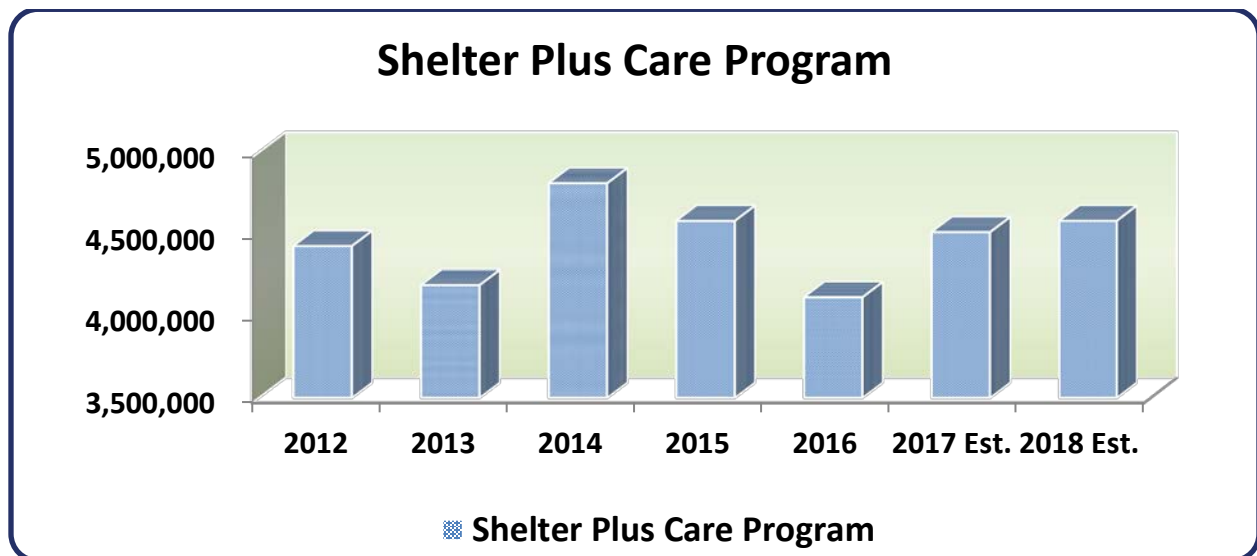
## Shelter Plus Care Program

The **Shelter Plus Care Program** is a rental assistance program that provides housing assistance to homeless disabled individuals and families. These families are also linked to supportive services with case management from local service providers to keep the families stabilized in housing. The McKinney Vento Homeless Assistance Act established the legislative authority to fund the homeless programs nationwide and it was recently amended by the Hearth Act in 2009. The Agency applies for the funding through a local competitive process to receive the funds from HUD. In 2017 the Agency was awarded approximately \$4.6 million to serve 575 homeless families in Sacramento County.

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

## Revenue Estimate

The Agency anticipates the 2018 revenues for the Shelter Plus Care Program to be status quo with those of 2017.





# OTHER REVENUE DESCRIPTION, TRENDS AND ESTIMATES

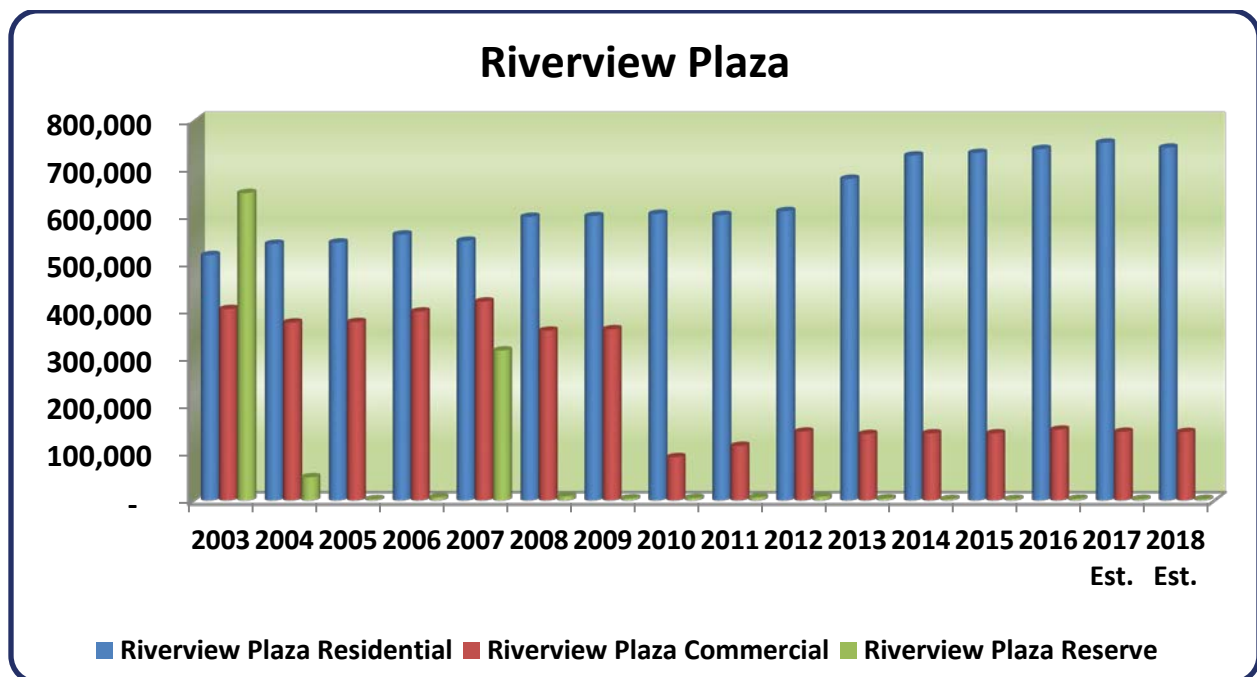
## Riverview Plaza

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

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

## Revenue Estimates

Revenues are generated from both commercial and residential rental leases and are projected to be relatively status quo with 2018 levels.





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## **SECTION C-1**

### **FUND STRUCTURE**

## Sacramento Housing and Redevelopment Agency

### Governmental Funds

### Proprietary Funds

#### Special Revenue Funds

- ❖ Affordable Housing
- ❖ Affordable Housing Ordinance (AHO) Monitoring
- ❖ Begin
- ❖ Begin State Prop 46
- ❖ CalHome
- ❖ Community Development Block Grant (CDBG)
- ❖ CDBG - NSP 1
- ❖ CDBG - NSP 3
- ❖ CDBG - Program Income
- ❖ CDBG - Revolving Loan Fund (RLF) 1<sup>st</sup> Time Homebuyer
- ❖ CDBG - RLF (Commercial)
- ❖ CDBG - RLF (Multi-Family)
- ❖ CDBG - RLF (Single Family)
- ❖ CDBG - Section 108 - Del Paso Nuevo
- ❖ CDBG - Section 108 - Globe Mills
- ❖ Choice Neighborhood Initiative Grant (CNI)
- ❖ Comprehensive Alcohol Treatment Center (CATC)
- ❖ County Economic Development Activities
- ❖ Emergency Solutions Grant (ESG)
- ❖ Foundation Uniting Needs and Dollars (Fund Inc.)
- ❖ General Housing Reserve
- ❖ Globe Mills Economic Development Initiative Grant (EDI)
- ❖ HOME
- ❖ HOME - American Dream DownPayment Initiative
- ❖ HOME - RLF
- ❖ Housing Opportunities for Persons with AIDS (HOPWA)
- ❖ Housing Trust
- ❖ Housing Successor Agency Project Fund (HSA)
- ❖ Inclusionary Housing
- ❖ Jobs Plus Grant
- ❖ Local Housing Revenue
- ❖ Local Tax
- ❖ Mental Health Services
- ❖ Miscellaneous Development Grants
- ❖ Miscellaneous Grants
- ❖ Mixed Income Housing Ordinance (MIHO)
- ❖ Non-Housing Project Delivery
- ❖ Performance, Partnerships Pilot Program (P3) Grant
- ❖ Riverview Plaza Reserve
- ❖ ROSS PH FSS Grant
- ❖ ROSS PH Service Coordinator
- ❖ Shasta Trust
- ❖ Shelter Plus Care
- ❖ State & Local Housing Grants
- ❖ State & Local Housing Trust
- ❖ Supplemental Administration Fees
- ❖ 12<sup>th</sup> Street Triangle

#### Capital Project Funds

- ❖ Capital Fund Program
- ❖ Commerce Circle
- ❖ Public Housing Homeownership
- ❖ Purchase & Resale Equity (PRE)
- ❖ Section 32
- ❖ Section 32 (PRE)

#### City Debt Services Funds

- ❖ City CDBG Debt Fund
- ❖ City Riverview Plaza Debt (Component Unit)

#### Internal Service Funds

- ❖ Headquarters
- ❖ Insurance
- ❖ Payroll
- ❖ Prorate
- ❖ Support Services

#### Enterprise Funds

- ❖ Asset Repositioning - Sierra Vista
- ❖ Asset Repositioning - Sutterview
- ❖ Asset Repositioning - Washington Plaza
- ❖ Auburn/Garfield Property Management
- ❖ Central Office Cost Center (COCC)
- ❖ Housing Choice Voucher (HCV)
- ❖ Larchmont Wildflower
- ❖ Locally Funded Projects
- ❖ Mortgage Revenue Bond Program (MRB)
- ❖ Mod Rehab
- ❖ Norcade Circle
- ❖ Phoenix Park
- ❖ Public Housing - Asset Management Projects - (AMP) 1- 5 & 7
- ❖ Riverview Plaza Commercial
- ❖ San Carlos Shelter Plus Care
- ❖ San Jose/Broadway
- ❖ Scattered Sites
- ❖ Villa De Novo

## Sacramento Housing and Redevelopment Agency

### Governmental Funds

### Proprietary Funds

#### City Special Revenue Funds

- ❖ Affordable Housing
- ❖ Begin
- ❖ Begin State Prop 46
- ❖ CalHome
- ❖ Community Development Block Grant (CDBG)
- ❖ CDBG - NSP 1
- ❖ CDBG - NSP 3
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- ❖ Jobs Plus Grant
- ❖ Local Tax
- ❖ Miscellaneous Development Grants
- ❖ Miscellaneous Grants
- ❖ Mixed Income Housing Ordinance (MIHO)
- ❖ Non-Housing Project Delivery
- ❖ ROSS PH FSS Grant
- ❖ ROSS PH Service Coordinator
- ❖ Shasta Trust
- ❖ State/Local Housing Grants
- ❖ Supplemental Administration Fees

#### City Capital Project Funds

- ❖ Capital Fund Program
- ❖ Commerce Circle
- ❖ Public Housing Homeownership
- ❖ Purchase & Resale Equity (PRE)
- ❖ Section 32
- ❖ Section 32 (PRE)

#### County Capital Project Funds

- ❖ Capital Fund Program
- ❖ Public Housing Homeownership
- ❖ Purchase & Resale Equity (PRE)
- ❖ Section 32
- ❖ Section 32 (PRE)

#### City Debt Services Funds

- ❖ City CDBG Debt Fund
- ❖ City Riverview Plaza Debt (Component Unit)

#### County Special Revenue Funds

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- ❖ HOME - RLF
- ❖ Housing Successor Agency Project Fund (HSA)
- ❖ Housing Trust
- ❖ Inclusionary Housing
- ❖ Local Tax
- ❖ Mental Health Services
- ❖ Miscellaneous Development Grants
- ❖ Miscellaneous Grants
- ❖ Non-Housing Project Delivery
- ❖ Performance, Partnerships Pilot Program (P3) Grant
- ❖ ROSS PH FSS Grant
- ❖ Shelter Plus Care
- ❖ State/Local Housing Grants
- ❖ Supplemental Administration Fees
- ❖ 12<sup>th</sup> Street Triangle

#### Internal Service Funds

- ❖ Headquarters
- ❖ Insurance
- ❖ Payroll
- ❖ Prorate
- ❖ Support Services

#### Combined Special Revenue Funds

- ❖ Foundation Uniting Needs and Dollars (Fund Inc.)
- ❖ General Housing Reserve
- ❖ Local Housing Revenue
- ❖ Riverview Plaza Reserve
- ❖ State & Local Housing Trust

#### City Enterprise Funds

- ❖ Asset Repositioning - Sierra Vista
- ❖ Asset Repositioning - Sutterview
- ❖ Asset Repositioning - Washington Plaza
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- ❖ Central Office Cost Center (COCC)
- ❖ Larchmont Wildflower
- ❖ Locally Funded Projects
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- ❖ Norcade Circle
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- ❖ Public Housing - Asset Management Projects (AMP) 1- 5 & 7
- ❖ Riverview Plaza Commercial
- ❖ San Carlos Shelter Plus Care
- ❖ San Jose/Broadway
- ❖ Scattered Sites
- ❖ Villa De Novo

#### County Enterprise Funds

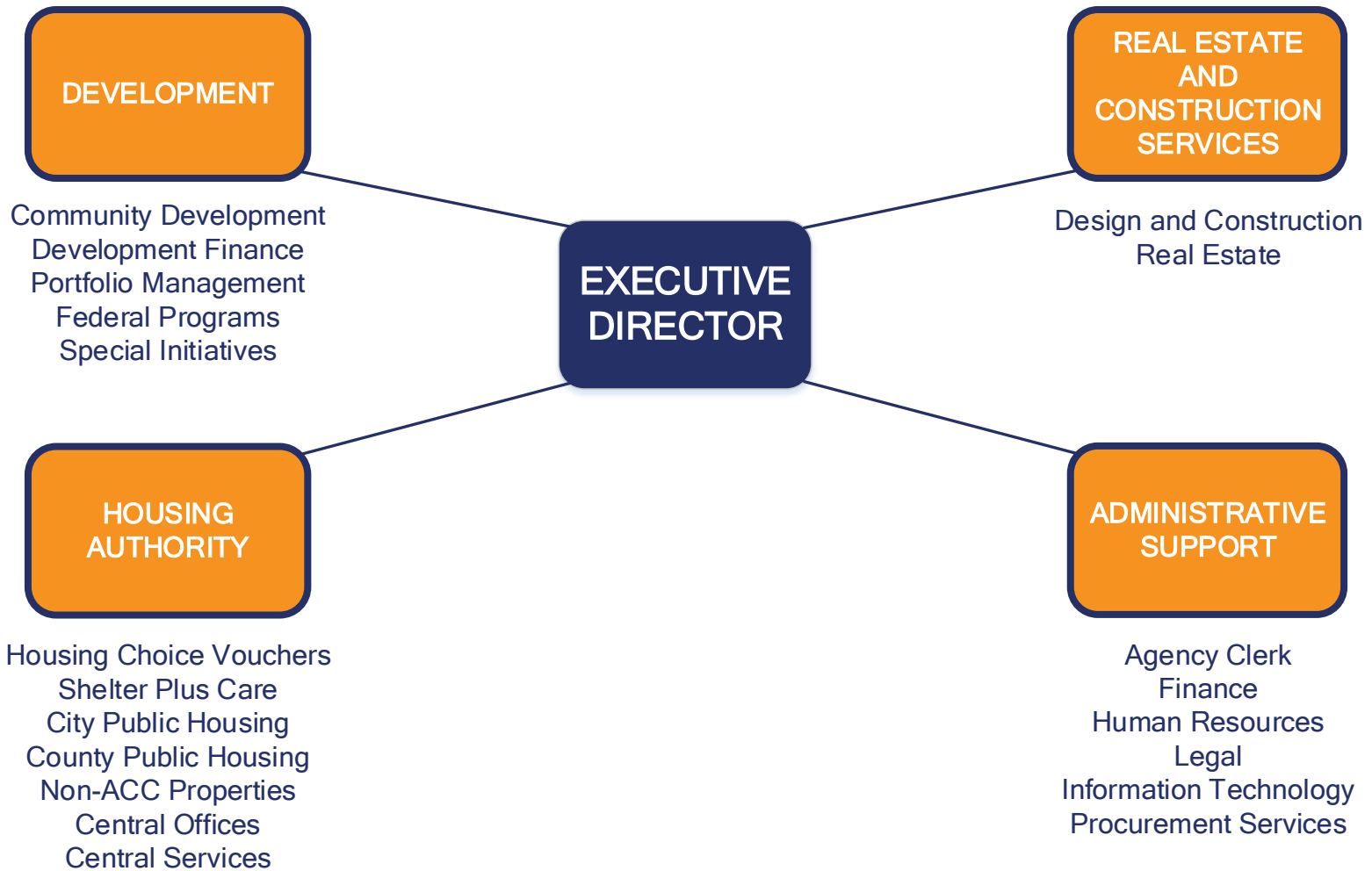
- ❖ Central Office Cost Center (COCC)
- ❖ Housing Choice Voucher (HCV)
- ❖ Mortgage Revenue Bond Program (MRB)
- ❖ Norcade Circle
- ❖ Public Housing - Asset Management Projects (AMP) 1 - 5

**SECTION D**

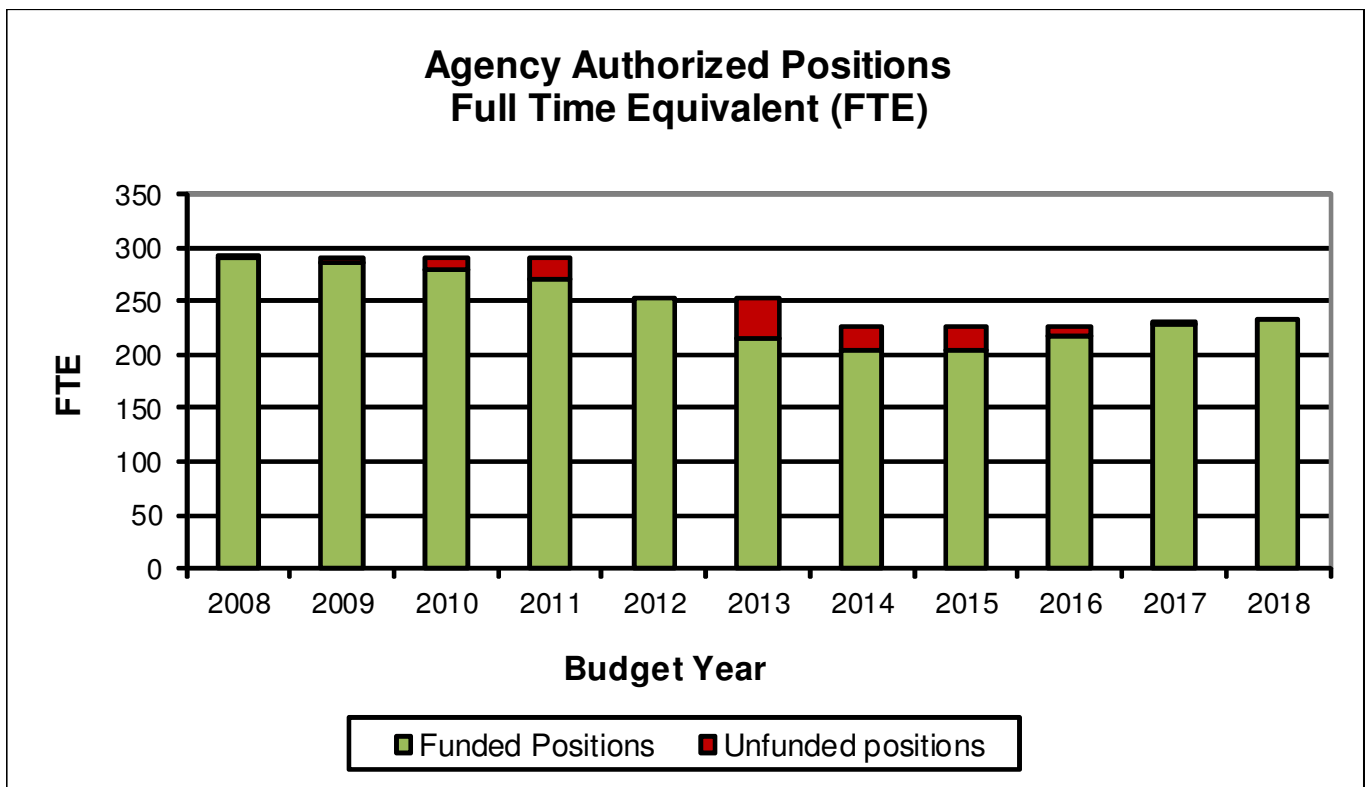
**BUDGET SUMMARIES**



# Sacramento Housing and Redevelopment Agency Department/Division Organization Chart



The 2018 budget increased full time equivalent positions (FTE) to 232.50 from the prior year FTE of 230. In total, the Agency has reduced authorized FTE positions by 20 percent since 2011 when the Agency had 291 FTE positions.







## Summary of Full Time Equivalent Positions (FTE) By Department - FY 2018

Department	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
Executive Director	3.00	3.00	3.00	4.00	4.00	0.00
Legal	3.00	3.00	3.50	4.50	4.50	0.00
Human Resources	5.60	5.60	7.60	7.00	6.20	-0.80
Finance	12.00	12.00	13.00	13.00	12.00	-1.00
IMTS	6.00	8.00	9.00	10.00	10.00	0.00
Agency Clerk	2.00	2.00	1.50	1.50	2.50	1.00
Procurement	4.00	4.00	4.00	4.00	4.00	0.00
Subtotal Administrative Support	<u>35.60</u>	<u>37.60</u>	<u>41.60</u>	<u>44.00</u>	<u>43.20</u>	<u>-0.80</u>
Public Housing	93.20	93.40	91.40	87.90	88.00	0.10
Public Housing Intake	<u>4.85</u>	<u>3.90</u>	<u>4.00</u>	<u>3.35</u>	<u>3.35</u>	<u>0.00</u>
Subtotal Public Housing	<u>98.05</u>	<u>97.30</u>	<u>95.40</u>	<u>91.25</u>	<u>91.35</u>	<u>0.10</u>
Housing Choice Vouchers	54.80	53.60	53.60	58.10	61.00	2.90
Housing Choice Vouchers Intake	<u>3.65</u>	<u>5.10</u>	<u>6.00</u>	<u>7.65</u>	<u>9.65</u>	<u>2.00</u>
Subtotal Housing Choice Vouchers	<u>58.45</u>	<u>58.70</u>	<u>59.60</u>	<u>65.75</u>	<u>70.65</u>	<u>4.90</u>
Development	8.00	22.00	22.00	23.00	21.00	-2.00
Development Finance	<u>13.50</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal Housing and Community Development	<u>21.50</u>	<u>22.00</u>	<u>22.00</u>	<u>23.00</u>	<u>21.00</u>	<u>-2.00</u>
Real Estate and Construction Services	11.40	9.40	6.40	6.00	6.30	0.30
Procurement Services	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Subtotal Real Estate and Construction Services	<u>11.40</u>	<u>9.40</u>	<u>6.40</u>	<u>6.00</u>	<u>6.30</u>	<u>0.30</u>
<b>Total</b>	<u><u>225.00</u></u>	<u><u>225.00</u></u>	<u><u>225.00</u></u>	<u><u>230.00</u></u>	<u><u>232.50</u></u>	<u><u>2.50</u></u>

(1) Eliminated unfunded position.

(2) To provide staffing to support the Housing Authority in aligning housing resources in implementing new strategies over the next three years utilizing vouchers and public housing units to serve homeless families and individuals and those on the verge of homelessness, in addition to families on housing assistance wait lists.

(3) To assist in implementing new initiatives for the Promize Zone which include increasing public and private partnerships to support the initiative's goals.

See page D-7 for position changes.

## SUMMARY OF FULL TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT

	2017 Budget	2018 Budget	Increase (Decrease)
<b><u>Executive Director</u></b>			
Executive Assistant	1.00	1.00	0.00
Executive Director	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Public Information Officer	1.00	1.00	0.00
Total Positions	4.00	4.00	0.00
<b><u>Legal</u></b>			
Agency Counsel	1.00	1.00	0.00
Confidential Administrative Specialist	0.50	0.50	0.00
General Counsel	1.00	1.00	0.00
Management Analyst	2.00	2.00	0.00
Total Positions	4.50	4.50	0.00
<b><u>Human Resources</u></b>			
Confidential Administrative Assistant	1.00	1.50	0.50
Director	1.00	0.70	-0.30
Human Resources Assistant	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Office Assistant	1.00	0.00	-1.00
Program Manager	1.00	1.00	0.00
Senior Human Resources Analyst	1.00	1.00	0.00
Total Positions	7.00	6.20	-0.80 (1)
<b><u>Finance</u></b>			
Account Clerk	1.00	0.00	-1.00
Accountant	5.00	5.00	0.00
Accounting Technician	2.00	2.00	0.00
Director	1.00	1.00	0.00
Finance Specialist-Payroll	1.00	1.00	0.00
Management Analyst	1.00	1.00	0.00
Program Manager	2.00	2.00	0.00
Total Positions	13.00	12.00	-1.00 (2)
<b><u>Information Technology</u></b>			
IT Applications & Development Analyst	4.00	4.00	0.00
IT Business Analyst	1.00	1.00	0.00
IT Customer Services Support Specialist	2.00	2.00	0.00
IT Network/Midrange Specialist	2.00	2.00	0.00
Program Manager	1.00	1.00	0.00
Total Positions	10.00	10.00	0.00



# Summary of Full Time Equivalent Positions (FTE) By Department - FY 2018

	2017 Budget	2018 Budget	Increase (Decrease)
<b>Agency Clerk</b>			
Agency Clerk	1.00	1.00	0.00
Confidential Administrative Assistant	0.00	0.00	0.00
Confidential Administrative Specialist	0.50	0.50	0.00
Office Assistant	0.00	1.00	1.00
Total Positions	<u>1.50</u>	<u>2.50</u>	<u>1.00</u>
			(3)
<b>Procurement Services</b>			
Compliance/Procurement Analyst	3.00	3.00	0.00
Supervisor	1.00	1.00	0.00
Total Positions	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>
<b>Public Housing Authority</b>			
Assistant Director	1.20	1.20	0.00
Housing Authority Analyst	1.00	1.00	0.00
Housing Program Specialist	4.00	4.00	0.00
Housing Technician	14.00	13.00	-1.00
Leasing Agent	3.00	3.00	0.00
Maintenance Lead	11.00	11.00	0.00
Maintenance Specialist	2.00	2.00	0.00
Maintenance Technician	13.00	11.00	-2.00
Maintenance Worker	12.00	13.00	1.00
Management Analyst	1.00	1.00	0.00
Principal Resident Services Technician	1.00	1.00	0.00
Program Manager	3.00	3.00	0.00
Program Technician	1.20	1.20	0.00
Resident Services Supervisor	1.00	1.00	0.00
Resident Services Technician	4.00	4.00	0.00
Resident Trainee Program Lead-Custodial	1.00	1.00	0.00
Resident Trainee Program Lead-Clerical	0.00	0.10	0.10
Resident Trainee Program Lead-Maintenance	1.00	1.00	0.00
Resident Trainee Program Supervisor	0.50	0.50	0.00
Semi-Skilled Laborer	1.00	3.00	2.00
Site Manager I	6.00	6.00	0.00
Site Manager II	6.00	6.00	0.00
Total PHA Positions	<u>87.90</u>	<u>88.00</u>	<u>0.10</u>
<b>Intake Services</b>			
Housing Assistant	2.00	2.00	0.00
Housing Program Technician I	1.00	1.00	0.00
Program Manager	0.20	0.20	0.00
Supervisor	0.15	0.15	0.00
Total Intake Positions	<u>3.35</u>	<u>3.35</u>	<u>0.00</u>
Total Positions	<u>91.25</u>	<u>91.35</u>	<u>0.10</u>

## SUMMARY OF FULL TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT

	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>Increase (Decrease)</u>
<b>Housing Choice Vouchers and Intake</b>			
Assistant Director	0.80	0.80	0.00
Housing Assistant	4.00	4.00	0.00
Housing Authority Analyst	1.00	1.00	0.00
Housing Program Specialist	15.00	20.00	5.00
Housing Program Technician I	14.00	10.00	-4.00
Housing Program Technician II	10.00	14.00	4.00
Management Analyst	1.00	1.00	0.00
Office Technician	1.00	1.00	0.00
Principal Housing Program Specialist	2.00	2.00	0.00
Program Integrity Analyst	1.00	1.00	0.00
Program Manager	1.50	1.50	0.00
Program Technician	0.80	0.80	0.00
Resident Trainee Program Lead-Clerical	1.00	0.90	-0.10
Resident Trainee Program Supervisor	0.50	0.50	0.00
Supervisor	4.50	4.50	0.00
Subtotal Housing Choice Voucher Positions	<u>58.10</u>	<u>63.00</u>	<u>4.90</u>
<b>Intake Services</b>			
Housing Program Specialist	4.00	4.00	0.00
Housing Program Technician I	1.00	1.00	0.00
Housing Program Technician II	2.00	2.00	0.00
Program Manager	0.30	0.30	0.00
Supervisor	0.35	0.35	0.00
Subtotal Intake Positions	<u>7.65</u>	<u>7.65</u>	<u>0.00</u>
Total Positions	<u>65.75</u>	<u>70.65</u>	<u>4.90</u> (4)
<b>Development</b>			
Assistant Director	2.00	2.00	0.00
Community Development Analyst	2.00	2.00	0.00
Director	1.00	1.00	0.00
GIS Analyst	1.00	1.00	0.00
Grant Writer	0.00	1.00	1.00
Housing Finance Analyst	3.00	3.00	0.00
Loan Servicing Analyst	2.00	2.00	0.00
Management Analyst	2.00	0.00	-2.00
Office Technician	1.00	1.00	0.00
Program Manager	3.00	3.00	0.00
Redevelopment Planner	2.00	1.00	-1.00
Regulatory Compliance Analyst	2.00	2.00	0.00
Senior Program Analyst	2.00	2.00	0.00
Total Positions	<u>23.00</u>	<u>21.00</u>	<u>-2.00</u> (5)



## Summary of Full Time Equivalent Positions (FTE) By Department - FY 2018

	2017 Budget	2018 Budget	Increase (Decrease)
<b><u>Real Estate and Construction Services</u></b>			
Director	0.00	0.30	0.30
Engineering Project Manager	1.00	1.00	0.00
Real Estate Coordinator	1.00	1.00	0.00
Construction Technician	2.00	2.00	0.00
Principal Construction Technician	1.00	1.00	0.00
Program Manager	1.00	1.00	0.00
<b>Total Positions</b>	<b><u>6.00</u></b>	<b><u>6.30</u></b>	<b><u>0.30</u></b>
<b><u>Department Summary</u></b>			
<b>Executive Director</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Legal</b>	<b>4.50</b>	<b>4.50</b>	<b>0.00</b>
<b>Human Resources</b>	<b>7.00</b>	<b>6.20</b>	<b>-0.80</b>
<b>Finance</b>	<b>13.00</b>	<b>12.00</b>	<b>-1.00</b>
<b>IMTS</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>
<b>Agency Clerk</b>	<b>1.50</b>	<b>2.50</b>	<b>1.00</b>
<b>Procurement</b>	<b>4.00</b>	<b>4.00</b>	<b>0.00</b>
<b>Subtotal Administrative Support</b>	<b><u>44.00</u></b>	<b><u>43.20</u></b>	<b><u>-0.80</u></b>
<b>Public Housing</b>	<b>87.90</b>	<b>88.00</b>	<b>0.10</b>
<b>Public Housing Intake</b>	<b>3.35</b>	<b>3.35</b>	<b>0.00</b>
<b>Subtotal Public Housing</b>	<b><u>91.25</u></b>	<b><u>91.35</u></b>	<b><u>0.10</u></b>
<b>Housing Choice Vouchers</b>	<b>58.10</b>	<b>63.00</b>	<b>4.90</b>
<b>Housing Choice Vouchers Intake</b>	<b>7.65</b>	<b>7.65</b>	<b>0.00</b>
<b>Subtotal Housing Choice Vouchers</b>	<b><u>65.75</u></b>	<b><u>70.65</u></b>	<b><u>4.90</u></b>
<b>Development</b>	<b>23.00</b>	<b>21.00</b>	<b>-2.00</b>
<b>Subtotal Housing and Community Development</b>	<b><u>23.00</u></b>	<b><u>21.00</u></b>	<b><u>-2.00</u></b>
<b>Real Estate and Construction Services</b>	<b>6.00</b>	<b>6.30</b>	<b>0.30</b>
<b>Subtotal Real Estate and Construction Services</b>	<b><u>6.00</u></b>	<b><u>6.30</u></b>	<b><u>0.30</u></b>
<b>Total</b>	<b><u>230.00</u></b>	<b><u>232.50</u></b>	<b><u>2.50</u></b>

- (1) Confidential Administrative Assistant FTE increased from .50 to 1 and 1 Office Assistant position was reallocated to Agency Clerk Department.
- (2) Eliminated 1 unfunded Account Clerk position.
- (3) 1 Office Assistant position was moved from Human Resources Department.
- (4) Combination of position reclasses and 2 new allocations. An addition for a total of 5 new positions.
- (5) 1 new Grant Writer position. 1 Management Analyst was eliminated and 1 was moved to Executive Director Department. 1 Redevelopment Planner position was eliminated.



# Budget Appropriation Comparison Schedule FY 2018

	<u>2014 Approved Budget</u>	<u>2015 Approved Budget</u>	<u>2016 Approved Budget</u>
<b><u>Operations:</u></b>			
Salaries and Benefits	\$ 19,594,800	\$ 20,891,628	\$ 22,342,008
Services & Supplies	14,822,948	15,272,808	17,003,960
HAPs Payments	103,536,889	108,071,387	105,577,774
Debt Service	2,284,002	3,153,447	2,347,337
Financial Transactions	554,659	561,208	407,541
Public Services	4,934,613	5,237,669	5,707,190
<b>Total Operations</b>	<u>\$ 145,727,911</u>	<u>\$ 153,188,147</u>	<u>\$ 153,385,810</u>
<b><u>Projects:</u></b>			
Housing Development and Preservation	\$ 14,051,022	\$ 19,393,817	\$ 16,660,079
Housing Authority Capital Projects	4,365,149	2,814,727	2,138,678
Infrastructure and Public Improvements	3,489,384	8,673,963	7,396,740
<b>Total Projects</b>	<u>\$ 21,905,555</u>	<u>\$ 30,882,507</u>	<u>\$ 26,195,497</u>
<b>Total Budget</b>	<u>\$ 167,633,466</u>	<u>\$ 184,070,654</u>	<u>\$ 179,581,307</u>

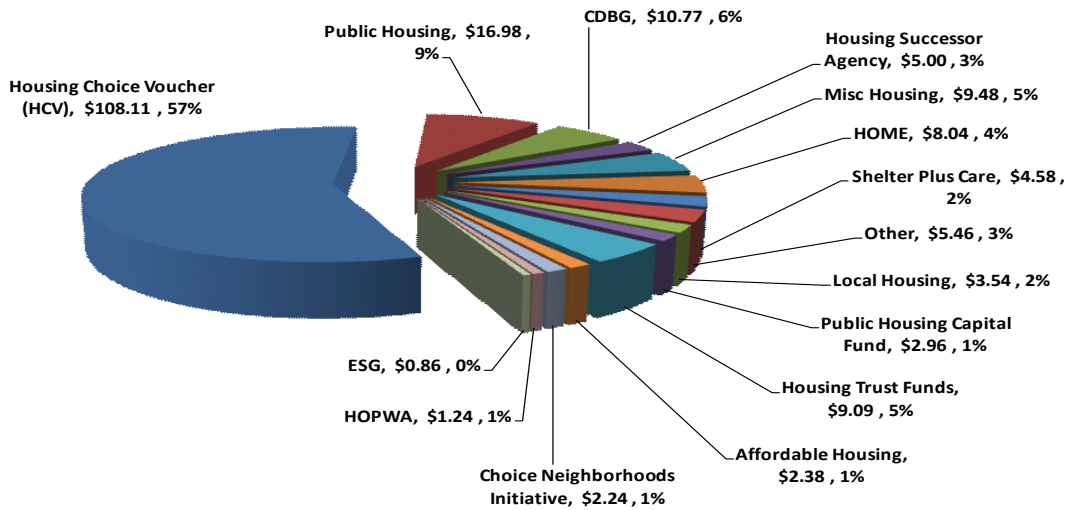
# BUDGET APPROPRIATION COMPARISON SCHEDULE

2017 Approved Budget	2018 Approved Budget	Variance 2017 to 2018		
		Amount	%	
\$ 24,719,916	\$ 24,435,339	\$ (284,577)	-1.2%	<b>Operations:</b>
18,297,664	17,906,929	(390,735)	-2.1%	Salaries and Benefits
106,002,960	100,749,057	(5,253,903)	-5.0%	Services & Supplies
3,345,047	2,155,943	(1,189,104)	-35.5%	HAPs Payments
672,295	3,260,488	2,588,193	385.0%	Debt Service
5,978,537	6,700,602	722,065	12.1%	Financial Transactions
<u>\$ 159,016,419</u>	<u>\$ 155,208,358</u>	<u>\$ (3,808,061)</u>	-2.4%	Public Services
				<b>Total Operations</b>
				<b>Projects:</b>
\$ 20,754,777	\$ 28,047,588	\$ 7,292,811	35.1%	Housing Development and Preservation
3,253,877	2,912,283	(341,594)	-10.5%	Housing Authority Capital Projects
7,499,703	4,554,593	(2,945,110)	-39.3%	Infrastructure and Public Improvements
<u>\$ 31,508,357</u>	<u>\$ 35,514,464</u>	<u>\$ 4,006,107</u>	12.7%	<b>Total Projects</b>
<u>\$ 190,524,776</u>	<u>\$ 190,722,822</u>	<u>\$ 198,046</u>	0.1%	<b>Total Budget</b>

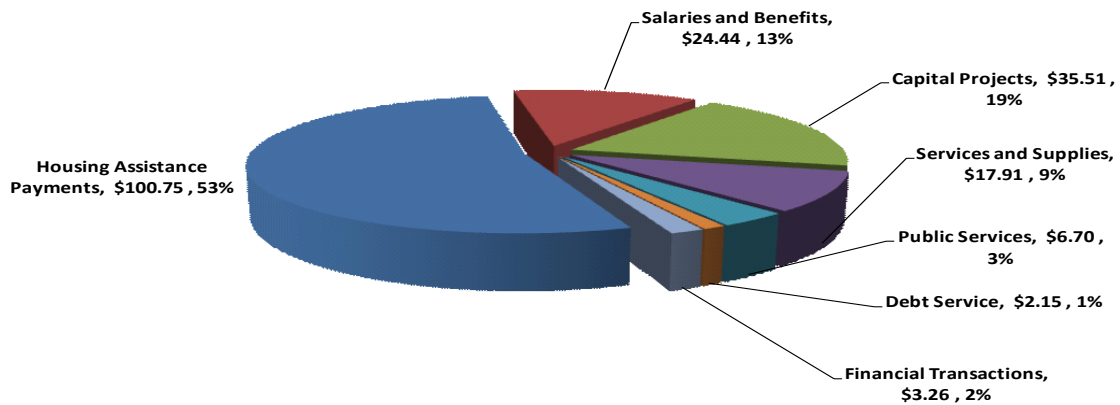
# APPROPRIATIONS BY RESOURCE AND CATEGORY

## SHRA 2018 BUDGET \$190,722,822

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



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







# Fund Equity Summary - FY 2018

	<u>Housing</u>	<u>Other Governmental</u>	<u>Internal Service</u>	<u>Gross Total</u>	<u>Net Total (1)</u>
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ 37,634,420	\$ 12,393,504	\$ 2,059,107	\$ 52,087,031	\$ 52,087,031
Interest Revenue	369,975	1,000,163	119,227	1,489,365	1,489,365
Intergovernmental	-	1,770,771	-	1,770,771	1,770,771
Repayment on Loans	128,758	1,647,135	28,148	1,804,041	1,804,041
Dwelling Rents	9,659,970	-	-	9,659,970	9,659,970
Grants	11,114,045	23,239,678	-	34,353,723	34,353,723
Housing Vouchers - Administration	9,503,552	311,699	-	9,815,251	9,815,251
Housing Vouchers - HAP	96,417,921	4,268,136	-	100,686,057	100,686,057
Miscellaneous	5,278,243	5,771,929	2,902,112	13,952,284	13,952,284
Interdepartmental Charges	7,262,493	-	8,183,201	15,445,694	-
Net Transfers	352,979	(736,843)	383,864	-	-
Subtotal Operating Revenues	<u>140,087,936</u>	<u>37,272,668</u>	<u>11,616,552</u>	<u>188,977,156</u>	<u>173,531,462</u>
Defundings	-	6,339,779	-	6,339,779	6,339,779
<b>Gross Resources</b>	<u>177,722,356</u>	<u>56,005,951</u>	<u>13,675,659</u>	<u>247,403,966</u>	<u>231,958,272</u>
Less Interfund Transactions	(7,262,493)	-	(1,080,136)	(8,342,629)	-
Less Interdepartmental Charges	-	-	(7,103,065)	(7,103,065)	-
<b>Net Resources (1)</b>	<u>170,459,863</u>	<u>56,005,951</u>	<u>5,492,458</u>	<u>231,958,272</u>	<u>231,958,272</u>
<b>APPROPRIATIONS</b>					
Salaries and Benefits	15,230,515	2,989,785	6,215,039	24,435,339	24,435,339
Services and Supplies	14,499,696	460,866	2,946,367	17,906,929	17,906,929
Housing Assistance Payments	96,480,921	4,268,136	-	100,749,057	100,749,057
Debt Service	97,381	1,013,893	1,044,669	2,155,943	2,155,943
Financial Transactions	3,326,596	237,186	85,718	3,649,500	3,260,488
Public Services	1,253,471	5,447,131	-	6,700,602	6,700,602
Interdepartmental Charges	12,703,740	1,763,771	589,171	15,056,682	-
Subtotal Operating expenditures	<u>143,592,320</u>	<u>16,180,768</u>	<u>10,880,964</u>	<u>170,654,052</u>	<u>155,208,358</u>
Capital Projects	577,782	34,936,682	-	35,514,464	35,514,464
<b>Gross Appropriations</b>	<u>144,170,102</u>	<u>51,117,450</u>	<u>10,880,964</u>	<u>206,168,516</u>	<u>190,722,822</u>
Less Interfund Transactions	(7,262,493)	-	(1,080,136)	(8,342,629)	-
Less Interdepartmental Charges	-	-	(7,103,065)	(7,103,065)	-
<b>Net Appropriations (1)</b>	<u>136,907,609</u>	<u>51,117,450</u>	<u>2,697,763</u>	<u>190,722,822</u>	<u>190,722,822</u>
<b>Estimated Fund Balance-December 31</b>	<u>\$ 33,552,254</u>	<u>\$ 4,888,501</u>	<u>\$ 2,794,695</u>	<u>\$ 41,235,450</u>	<u>\$ 41,235,450</u>

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

# 2018 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>	\$ 9,480,120	\$ 2,196,864	\$ 2,508,539	\$ 82,174	\$ 14,267,697
Interest Revenue	95,000	26,125	39,544	2,000	162,669
Repayment on Loans	-	-	-	-	-
Dwelling Rents	4,484,000	1,725,926	-	600,000	6,809,926
Grants	5,896,372	-	858,000	-	6,754,372
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Miscellaneous	541,145	966,789	1,498,280	140,000	3,146,214
Interdepartmental Charges	-	-	2,922,874	-	2,922,874
Net Transfers	174,599	55,000	-	-	229,599
Subtotal Operating Revenues	<u>11,191,116</u>	<u>2,773,840</u>	<u>5,318,698</u>	<u>742,000</u>	<u>20,025,654</u>
Defundings	-	-	-	-	-
<b>Gross Resources</b>	<u>20,671,236</u>	<u>4,970,704</u>	<u>7,827,237</u>	<u>824,174</u>	<u>34,293,351</u>
Less Interfund Transactions	-	-	(2,922,874)	-	(2,922,874)
<b>Net Resources (1)</b>	<u><b>20,671,236</b></u>	<u><b>4,970,704</b></u>	<u><b>4,904,363</b></u>	<u><b>824,174</b></u>	<u><b>31,370,477</b></u>
<b>APPROPRIATIONS</b>					
Salaries and Benefits	3,156,517	477,599	1,849,654	174,080	5,657,850
Services and Supplies	5,392,350	1,966,595	560,703	441,238	8,360,886
Housing Assistance Payments	-	-	-	-	-
Debt Service	-	69,399	-	27,982	97,381
Financial Transactions	253,557	10,893	6,388	300	271,138
Public Services	-	-	644,170	-	644,170
Interdepartmental Charges	2,147,504	146,878	2,209,322	126,185	4,629,889
Subtotal Operating expenditures	<u>10,949,928</u>	<u>2,671,364</u>	<u>5,270,237</u>	<u>769,785</u>	<u>19,661,314</u>
Capital Projects	-	-	349,671	-	349,671
<b>Gross Appropriations</b>	<u>10,949,928</u>	<u>2,671,364</u>	<u>5,619,908</u>	<u>769,785</u>	<u>20,010,985</u>
Less Interfund Transactions	-	-	(2,922,874)	-	(2,922,874)
<b>Net Appropriations (1)</b>	<u><b>10,949,928</b></u>	<u><b>2,671,364</b></u>	<u><b>2,697,034</b></u>	<u><b>769,785</b></u>	<u><b>17,088,111</b></u>
<b>Estimated Fund Balance-December 31</b>	<u><b>\$ 9,721,308</b></u>	<u><b>\$ 2,299,340</b></u>	<u><b>\$ 2,207,329</b></u>	<u><b>\$ 54,389</b></u>	<u><b>\$ 14,282,366</b></u>

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

# 2018 FUND EQUITY - ENTERPRISE FUNDS - HOUSING

## County Enterprise - Housing

County Public Housing	County Local Housing	County Misc Housing	County Housing Choice Vouchers	Subtotal	Total Enterprise Funds- Housing	
						<b>RESOURCES</b>
\$ 2,806,394	\$ -	\$ 12,054,829	\$ 8,505,500	\$ 23,366,723	\$ 37,634,420	<b>Estimated Fund Balance - January 1</b>
17,800	-	149,506	40,000	207,306	369,975	Interest Revenue
-	-	128,758	-	128,758	128,758	Repayment on Loans
2,754,120	95,924	-	-	2,850,044	9,659,970	Dwelling Rents
4,138,340	-	221,333	-	4,359,673	11,114,045	Grants
-	-	-	9,503,552	9,503,552	9,503,552	Housing Vouchers - Administration
-	-	-	96,417,921	96,417,921	96,417,921	Housing Vouchers - HAP
69,665	6,364	2,056,000	-	2,132,029	5,278,243	Miscellaneous
-	-	4,339,619	-	4,339,619	7,262,493	Interdepartmental Charges
178,380	-	(55,000)	-	123,380	352,979	Net Transfers
<u>7,158,305</u>	<u>102,288</u>	<u>6,840,216</u>	<u>105,961,473</u>	<u>120,062,282</u>	<u>140,087,936</u>	Subtotal Operating Revenues
-	-	-	-	-	-	Defundings
9,964,699	102,288	18,895,045	114,466,973	143,429,005	177,722,356	<b>Gross Resources</b>
-	-	(4,339,619)	-	(4,339,619)	(7,262,493)	Less Interfund Transactions
<u>9,964,699</u>	<u>102,288</u>	<u>14,555,426</u>	<u>114,466,973</u>	<u>139,089,386</u>	<u>170,459,863</u>	<b>Net Resources (1)</b>
						<b>APPROPRIATIONS</b>
1,832,279	-	1,490,970	6,249,416	9,572,665	15,230,515	Salaries and Benefits
2,913,889	97,788	754,935	2,372,198	6,138,810	14,499,696	Services and Supplies
-	-	-	96,480,921	96,480,921	96,480,921	Housing Assistance Payments
-	-	-	-	-	97,381	Debt Service
149,961	4,500	2,880,554	20,443	3,055,458	3,326,596	Financial Transactions
-	-	609,301	-	609,301	1,253,471	Public Services
1,137,176	-	3,948,640	2,988,035	8,073,851	12,703,740	Interdepartmental Charges
<u>6,033,305</u>	<u>102,288</u>	<u>9,684,400</u>	<u>108,111,013</u>	<u>123,931,006</u>	<u>143,592,320</u>	Subtotal Operating expenditures
-	-	228,111	-	228,111	577,782	Capital Projects
<u>6,033,305</u>	<u>102,288</u>	<u>9,912,511</u>	<u>108,111,013</u>	<u>124,159,117</u>	<u>144,170,102</u>	<b>Gross Appropriations</b>
-	-	(4,339,619)	-	(4,339,619)	(7,262,493)	Less Interfund Transactions
<u>6,033,305</u>	<u>102,288</u>	<u>5,572,892</u>	<u>108,111,013</u>	<u>119,819,498</u>	<u>136,907,609</u>	<b>Net Appropriations (1)</b>
<u>\$ 3,931,394</u>	<u>\$ -</u>	<u>\$ 8,982,534</u>	<u>\$ 6,355,960</u>	<u>\$ 19,269,888</u>	<u>\$ 33,552,254</u>	<b>Estimated Fund Balance-December 31</b>

# 2018 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

## City Special Revenue

	City CDBG	City CDBG RLF	City CDBG NSP 3	City HOME	City HOME RLF	City Misc Grants	City Housing Trust
<b>RESOURCES</b>							
<b>Estimated Fund Balance - January 1</b>	\$ 2,801	\$ 70,705	\$ 80,000	\$ 166,199	\$ 1,756,175	\$ 21,298	\$ 3,484,270
Interest Revenue	-	28,214	-	-	105,840	1,200	133,242
Intergovernmental	-	-	-	-	-	249,480	-
Repayment on Loans	-	58,945	-	-	144,360	-	116,404
Grants	4,442,443	-	-	1,872,310	-	708,351	-
Housing Vouchers - Administration	-	-	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	2,300,000
Net Transfers	118,253	(38,253)	(80,000)	-	-	(249,480)	-
Subtotal Operating Revenues	<u>4,560,696</u>	<u>48,906</u>	<u>(80,000)</u>	<u>1,872,310</u>	<u>250,200</u>	<u>709,551</u>	<u>2,549,646</u>
Defundings	120,000	-	-	-	100,000	-	2,793,759
<b>Gross Resources</b>	<u>4,683,497</u>	<u>119,611</u>	<u>-</u>	<u>2,038,509</u>	<u>2,106,375</u>	<u>730,849</u>	<u>8,827,675</u>
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
<b>Net Resources (1)</b>	<u><b>4,683,497</b></u>	<u><b>119,611</b></u>	<u><b>-</b></u>	<u><b>2,038,509</b></u>	<u><b>2,106,375</b></u>	<u><b>730,849</b></u>	<u><b>8,827,675</b></u>
<b>APPROPRIATIONS</b>							
Salaries and Benefits	487,318	21,911	-	202,348	22,847	-	117,589
Services and Supplies	88,724	3,228	-	25,646	2,801	-	14,452
Debt Service	376,704	-	-	-	-	-	-
Financial Transactions	3,000	1,660	-	-	3,409	833	49,172
Public Services	674,736	-	-	-	-	708,351	-
Interdepartmental Charges	277,246	12,566	-	125,119	13,104	-	67,440
Subtotal Operating expenditures	<u>1,907,728</u>	<u>39,365</u>	<u>-</u>	<u>353,113</u>	<u>42,161</u>	<u>709,184</u>	<u>248,653</u>
Capital Projects	2,772,968	80,000	-	1,685,596	2,064,014	21,665	8,579,022
<b>Gross Appropriations</b>	<u>4,680,696</u>	<u>119,365</u>	<u>-</u>	<u>2,038,709</u>	<u>2,106,175</u>	<u>730,849</u>	<u>8,827,675</u>
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	<u><b>4,680,696</b></u>	<u><b>119,365</b></u>	<u><b>-</b></u>	<u><b>2,038,709</b></u>	<u><b>2,106,175</b></u>	<u><b>730,849</b></u>	<u><b>8,827,675</b></u>
<b>Estimated Fund Balance-December 31</b>	<u><b>\$ 2,801</b></u>	<u><b>\$ 246</b></u>	<u><b>\$ -</b></u>	<u><b>\$ (200)</b></u>	<u><b>\$ 200</b></u>	<u><b>\$ -</b></u>	<u><b>\$ -</b></u>

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

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

# 2018 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

## City Special Revenue

City Affordable Housing	City Housing Authority- HSA Funds (2)	City HOPWA	City ESG	City CalHOME	Subtotal	
						<b>RESOURCES</b>
\$ -	\$ 1,084,427	\$ 84,963	\$ -	\$ 475,598	\$ 7,226,436	<b>Estimated Fund Balance - January 1</b>
-	214,761	-	-	10,000	493,257	Interest Revenue
-	1,015,907	-	-	-	1,265,387	Intergovernmental
-	92,551	-	-	-	412,260	Repayment on Loans
-	-	1,039,607	397,932	-	8,460,643	Grants
-	-	-	-	-	-	Housing Vouchers - Administration
-	-	-	-	-	-	Housing Vouchers - HAP
500,000	-	-	-	-	2,800,000	Miscellaneous
-	-	-	-	-	(249,480)	Net Transfers
<u>500,000</u>	<u>1,323,219</u>	<u>1,039,607</u>	<u>397,932</u>	<u>10,000</u>	<u>13,182,067</u>	Subtotal Operating Revenues
-	2,000,000	115,878	-	-	5,129,637	Defundings
<u>500,000</u>	<u>4,407,646</u>	<u>1,240,448</u>	<u>397,932</u>	<u>485,598</u>	<u>25,538,140</u>	<b>Gross Resources</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
<u>500,000</u>	<u>4,407,646</u>	<u>1,240,448</u>	<u>397,932</u>	<u>485,598</u>	<u>25,538,140</u>	<b>Net Resources (1)</b>
						<b>APPROPRIATIONS</b>
20,719	145,215	12,929	16,876	-	1,047,752	Salaries and Benefits
2,398	4,011	2,017	2,380	-	145,657	Services and Supplies
-	469,043	-	-	-	845,747	Debt Service
-	72,513	-	-	5,598	136,185	Financial Transactions
-	396,864	876,000	368,997	-	3,024,948	Public Services
11,883	-	7,415	9,679	-	524,452	Interdepartmental Charges
<u>35,000</u>	<u>1,087,646</u>	<u>898,361</u>	<u>397,932</u>	<u>5,598</u>	<u>5,724,741</u>	Subtotal Operating expenditures
-	3,320,000	340,657	-	480,000	19,343,922	Capital Projects
<u>35,000</u>	<u>4,407,646</u>	<u>1,239,018</u>	<u>397,932</u>	<u>485,598</u>	<u>25,068,663</u>	<b>Gross Appropriations</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
<u>35,000</u>	<u>4,407,646</u>	<u>1,239,018</u>	<u>397,932</u>	<u>485,598</u>	<u>25,068,663</u>	<b>Net Appropriations (1)</b>
<u>\$ 465,000</u>	<u>\$ -</u>	<u>\$ 1,430</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 469,477</u>	<b>Estimated Fund Balance-December 31</b>

# 2018 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

## County Special Revenue

	County CDBG	County CDBG RLF	County CDBG NSP 3	County HOME	County HOME RLF	County Misc Grants	County Housing Trust
<b>Revenues</b>							
<b>Estimated Fund Balance - January 1</b>	\$ -	\$ 197,343	\$ -	\$ 30,765	\$ 236,397	\$ 402,380	\$ (1,895,719)
Interest Revenue	-	1,625	-	-	347,839	19,050	45,312
Repayment on Loans	-	-	-	-	-	134,384	-
Grants	5,128,032	23,045	-	2,024,016	1,152,661	-	58,669
Housing Vouchers - Administration	-	-	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	71,929	1,900,000
Net Transfers	-	371,580	(371,580)	-	-	(134,384)	-
Total Agency Revenue	<u>5,128,032</u>	<u>396,250</u>	<u>(371,580)</u>	<u>2,024,016</u>	<u>1,500,500</u>	<u>1,031,798</u>	<u>2,003,981</u>
Defundings	250,000	-	371,580	-	100,000	160,562	150,000
<b>Gross Resources</b>	<u>5,378,032</u>	<u>593,593</u>	<u>-</u>	<u>2,054,781</u>	<u>1,836,897</u>	<u>1,594,740</u>	<u>258,262</u>
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
<b>Net Resources</b>	<u>5,378,032</u>	<u>593,593</u>	<u>-</u>	<u>2,054,781</u>	<u>1,836,897</u>	<u>1,594,740</u>	<u>258,262</u>
<b>Appropriations</b>							
Salaries and Benefits	538,225	55,823	-	124,942	55,181	29,597	105,916
Services and Supplies	78,105	6,035	-	17,308	9,391	53,982	13,669
Debt Service	-	-	-	-	-	168,146	-
Financial Transactions	-	3,326	-	-	6,083	10,118	18,591
Public Services	787,798	-	-	-	-	911,222	-
Interdepartmental Charges	323,672	32,016	-	80,471	31,647	-	60,746
Subtotal Operating expenditures	<u>1,727,800</u>	<u>97,200</u>	<u>-</u>	<u>222,721</u>	<u>102,302</u>	<u>1,173,065</u>	<u>198,922</u>
Capital Projects	3,650,232	496,393	-	1,832,560	1,734,095	16,416	59,340
<b>Gross Appropriations</b>	<u>5,378,032</u>	<u>593,593</u>	<u>-</u>	<u>2,055,281</u>	<u>1,836,397</u>	<u>1,189,481</u>	<u>258,262</u>
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
<b>Net Appropriations (1)</b>	<u>5,378,032</u>	<u>593,593</u>	<u>-</u>	<u>2,055,281</u>	<u>1,836,397</u>	<u>1,189,481</u>	<u>258,262</u>
<b>Estimated Fund Balance-December 31</b>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (500)</u>	<u>\$ 500</u>	<u>\$ 405,259</u>	<u>\$ -</u>

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

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

# 2018 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

## County Special Revenue

County Affordable Housing	County Housing Authority- HSA Funds (2)	County ESG	County CalHOME	County Shelter Plus Care	Choice Neighborhoods Initiative Grant	Subtotal	
\$ 842,931	\$ 37,103	\$ -	\$ 346,178	\$ -	\$ -	\$ 197,378	<b>Estimated Fund Balance - January 1</b>
36,000	3,500	-	5,300	-	-	458,626	Interest Revenue
-	371,000	-	-	-	-	505,384	Intergovernmental
-	-	-	500	-	-	1,234,875	Repayment on Loans
-	-	459,029	-	-	2,244,462	10,796,358	Grants
-	-	-	-	311,699	-	311,699	Housing Vouchers - Administration
-	-	-	-	4,268,136	-	4,268,136	Housing Vouchers - HAP
1,000,000	-	-	-	-	-	2,971,929	Miscellaneous
-	-	-	-	-	-	(134,384)	Net Transfers
<u>1,036,000</u>	<u>374,500</u>	<u>459,029</u>	<u>5,800</u>	<u>4,579,835</u>	<u>2,244,462</u>	<u>20,412,623</u>	Subtotal Operating Revenues
-	178,000	-	-	-	-	1,210,142	Defundings
<u>1,878,931</u>	<u>589,603</u>	<u>459,029</u>	<u>351,978</u>	<u>4,579,835</u>	<u>2,244,462</u>	<u>21,820,143</u>	<b>Gross Resources</b>
-	-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	-	Less Interdepartmental Charges
<u>1,878,931</u>	<u>589,603</u>	<u>459,029</u>	<u>351,978</u>	<u>4,579,835</u>	<u>2,244,462</u>	<u>21,820,143</u>	<b>Net Resources (1)</b>
							<b>APPROPRIATIONS</b>
48,519	113,672	18,639	-	254,103	94,462	1,439,079	Salaries and Benefits
5,825	291	2,537	-	57,596	-	244,739	Services and Supplies
-	-	-	-	-	-	168,146	Debt Service
42,919	1,640	-	7,378	-	-	90,055	Financial Transactions
-	296,000	427,163	-	-	-	2,422,183	Public Services
27,827	-	10,690	-	-	-	567,069	Interdepartmental Charges
<u>125,090</u>	<u>411,603</u>	<u>459,029</u>	<u>7,378</u>	<u>4,579,835</u>	<u>94,462</u>	<u>9,199,407</u>	Subtotal Operating expenditures
2,218,841	178,000	-	344,600	-	2,150,000	12,680,477	Capital Projects
<u>2,343,931</u>	<u>589,603</u>	<u>459,029</u>	<u>351,978</u>	<u>4,579,835</u>	<u>2,244,462</u>	<u>21,879,884</u>	<b>Gross Appropriations</b>
-	-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	-	Less Interdepartmental Charges
<u>2,343,931</u>	<u>589,603</u>	<u>459,029</u>	<u>351,978</u>	<u>4,579,835</u>	<u>2,244,462</u>	<u>21,879,884</u>	<b>Net Appropriations (1)</b>
<u>\$ (465,000)</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ (59,741)</u>	<b>Estimated Fund Balance-December 31</b>

# 2018 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

## City Capital Projects Funds

	City Capital Fund	City Public Housing Homeownership	City Purchase and Resale Entity (PRE)	City Commerce Circle	Subtotal
<b>RESOURCES</b>					
<b>Estimated Fund Balance - January 1</b>	\$ 1,535,404	\$ 312,011	\$ 316,692	\$ 1,323,566	\$ 3,487,673
Interest Revenue	-	5,380	12,000	15,120	32,500
Intergovernmental	-	-	-	-	-
Repayment on Loans	-	-	-	-	-
Grants	2,610,607	-	-	-	2,610,607
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Miscellaneous	-	-	-	-	-
Net Transfers	(174,599)	-	-	-	(174,599)
Subtotal Operating Revenues	<u>2,436,008</u>	<u>5,380</u>	<u>12,000</u>	<u>15,120</u>	<u>2,468,508</u>
Defundings	-	-	-	-	-
<b>Gross Resources</b>	<u>3,971,412</u>	<u>317,391</u>	<u>328,692</u>	<u>1,338,686</u>	<u>5,956,181</u>
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
<b>Net Resources (1)</b>	<u><b>3,971,412</b></u>	<u><b>317,391</b></u>	<u><b>328,692</b></u>	<u><b>1,338,686</b></u>	<u><b>5,956,181</b></u>
<b>APPROPRIATIONS</b>					
Salaries and Benefits	98,377	161,552	59,827	-	319,756
Services and Supplies	6,000	28,874	-	-	34,874
Debt Service	-	-	-	-	-
Financial Transactions	-	2,034	3,001	2,000	7,035
Public Services	-	-	-	-	-
Interdepartmental Charges	261,061	124,930	49,222	-	435,213
Subtotal Operating expenditures	<u>365,438</u>	<u>317,390</u>	<u>112,050</u>	<u>2,000</u>	<u>796,878</u>
Capital Projects	1,566,364	-	216,642	-	1,783,006
<b>Gross Appropriations</b>	<u>1,931,802</u>	<u>317,390</u>	<u>328,692</u>	<u>2,000</u>	<u>2,579,884</u>
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
<b>Net Appropriations (1)</b>	<u><b>1,931,802</b></u>	<u><b>317,390</b></u>	<u><b>328,692</b></u>	<u><b>2,000</b></u>	<u><b>2,579,884</b></u>
<b>Estimated Fund Balance-December 31</b>	<u><b>\$ 2,039,610</b></u>	<u><b>\$ 1</b></u>	<u><b>\$ -</b></u>	<u><b>\$ 1,336,686</b></u>	<u><b>\$ 3,376,297</b></u>

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



# 2018 FUND EQUITY - OTHER GOVERNMENTAL FUNDS

## County Capital Projects Funds

County Capital Fund	County Public Housing Homeownership	County Section 32	County Purchase and Resale Entity (PRE)	Subtotal	Total Other Governmental Funds	
\$ 932,741	\$ 160,142	\$ 1,857	\$ 387,277	\$ 1,482,017	\$ 12,393,504	<b>Estimated Fund Balance - January 1</b>
-	3,780	-	12,000	15,780	1,000,163	Interest Revenue
-	-	-	-	-	1,770,771	Intergovernmental
1,372,070	-	-	-	1,372,070	1,647,135	Repayment on Loans
-	-	-	-	-	23,239,678	Grants
-	-	-	-	-	311,699	Housing Vouchers - Administration
-	-	-	-	-	4,268,136	Housing Vouchers - HAP
-	-	-	-	-	5,771,929	Miscellaneous
(178,380)	-	-	-	(178,380)	(736,843)	Net Transfers
<u>1,193,690</u>	<u>3,780</u>	<u>-</u>	<u>12,000</u>	<u>1,209,470</u>	<u>37,272,668</u>	Subtotal Operating Revenues
-	-	-	-	-	6,339,779	Defundings
<u>2,126,431</u>	<u>163,922</u>	<u>1,857</u>	<u>399,277</u>	<u>2,691,487</u>	<u>56,005,951</u>	<b>Gross Resources</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
<u>2,126,431</u>	<u>163,922</u>	<u>1,857</u>	<u>399,277</u>	<u>2,691,487</u>	<u>56,005,951</u>	<b>Net Resources (1)</b>
<b>APPROPRIATIONS</b>						
52,914	91,088	-	39,196	183,198	2,989,785	Salaries and Benefits
10,600	3,277	-	21,719	35,596	460,866	Services and Supplies
-	-	-	-	-	1,013,893	Debt Service
-	1,789	1,857	265	3,911	237,186	Financial Transactions
-	-	-	-	-	5,447,131	Public Services
137,207	67,768	-	32,062	237,037	1,763,771	Interdepartmental Charges
<u>200,721</u>	<u>163,922</u>	<u>1,857</u>	<u>93,242</u>	<u>459,742</u>	<u>16,180,768</u>	Subtotal Operating expenditures
823,242	-	-	306,035	1,129,277	34,936,682	Capital Projects
<u>1,023,963</u>	<u>163,922</u>	<u>1,857</u>	<u>399,277</u>	<u>1,589,019</u>	<u>51,117,450</u>	<b>Gross Appropriations</b>
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
<u>1,023,963</u>	<u>163,922</u>	<u>1,857</u>	<u>399,277</u>	<u>1,589,019</u>	<u>51,117,450</u>	<b>Net Appropriations (1)</b>
<u>\$ 1,102,468</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ 1,102,468</u>	<u>\$ 4,888,501</u>	<b>Estimated Fund Balance-December 31</b>

# 2018 FUND EQUITY - INTERNAL SERVICES FUNDS

	<u>Total Internal Services</u>
<b><u>RESOURCES</u></b>	
<b>Estimated Fund Balance - January 1</b>	\$ 2,059,107
Interest Revenue	119,227
Repayment on Loans	28,148
Miscellaneous	2,902,112
Interdepartmental Charges	8,183,201
Net Transfers	383,864
Subtotal Operating Revenues	11,616,552
Defundings	-
<b>Gross Resources</b>	13,675,659
Less Interfund Transactions	(1,080,136)
Less Interdepartmental Charges	(7,103,065)
<b>Net Resources (1)</b>	<b>5,492,458</b>
 <b><u>APPROPRIATIONS</u></b>	
Salaries and Benefits	6,215,039
Services and Supplies	2,946,367
Debt Service	1,044,669
Financial Transactions	85,718
Interdepartmental Charges	589,171
Subtotal Operating expenditures	10,880,964
Capital Projects	-
<b>Gross Appropriations</b>	10,880,964
Less Interfund Transactions	(1,080,136)
Less Interdepartmental Charges	(7,103,065)
<b>Net Appropriations (1)</b>	<b>2,697,763</b>
 <b>Estimated Fund Balance-December 31</b>	 <b>\$ 2,794,695</b>

**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.

Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b><u>Housing</u></b>					
City Public Housing	\$ 13,964,948	\$ 17,765,442	\$ 19,111,197	\$ 20,052,657	\$ 20,671,236
City Local Housing	3,643,438	3,444,984	4,343,315	4,676,268	4,970,704
City Misc Housing	5,907,268	7,326,123	6,771,710	9,034,949	7,827,237
City Component Units	4,123,808	4,488,588	1,126,346	940,403	824,174
County Public Housing	7,105,510	6,623,794	7,745,824	7,263,488	9,964,699
County Local Housing	98,178	132,331	101,946	104,860	102,288
County Misc Housing	9,207,658	11,553,706	14,439,519	16,655,862	18,895,045
County Housing Choice Vouchers	108,112,002	118,318,011	114,645,656	118,025,164	114,466,973
County Shelter Plus Care	4,859,523	5,016,991	4,526,276	4,537,818	4,579,835
Sub total Enterprise	<u>157,022,333</u>	<u>174,669,970</u>	<u>174,911,789</u>	<u>181,291,469</u>	<u>182,302,191</u>
<b><u>Other Governmental</u></b>					
City CDBG	4,194,009	4,521,911	5,600,979	4,757,576	4,683,497
City CDBG - RLF	-	211,578	63,400	90,829	119,611
City CDBG-NSP 1	233,250	145,000	156,460	-	-
City CDBG-NSP 3	-	18,000	696,000	15,000	-
City HOME	2,007,709	1,818,295	1,813,714	1,931,299	2,038,509
City HOME - RLF	-	209,212	376,528	343,418	2,106,375
City Misc Grants	1,386,317	3,022,593	38,967	131,076	730,849
City Housing Trust	972,300	1,938,922	1,223,826	2,000,000	8,827,675
City Affordable Housing	7,014	1,162	501,000	774,095	500,000
City Housing Successor Agency	3,094,505	6,856,116	4,526,032	6,808,934	4,407,646
City HOPWA	-	-	1,759,255	1,556,131	1,240,448
City ESG	-	-	380,592	390,322	397,932
City CalHOME	-	-	172,323	505,320	485,598
County Choice Neighborhoods Initiative	-	-	2,100,000	182,251	2,244,462
County CDBG	4,763,472	5,252,596	5,771,618	6,688,636	5,378,032
County CDBG - RLF	-	2,485,718	967,997	166,349	593,593
County CDBG-NSP 1	216,382	134,999	95,000	25,000	-
County CDBG-NSP 3	-	-	55,000	11,421	-
County HOME	6,271,030	1,932,649	1,715,632	2,047,153	2,054,781
County HOME - RLF	-	810,444	822,004	1,583,537	1,836,897
County Misc Grants	1,266,304	4,377,115	1,017,820	890,453	1,594,740
County Housing Trust	1,091,000	2,777,505	2,159,927	2,902,338	258,262
County Affordable Housing	678,165	483,394	1,769,852	1,594,200	1,878,931
County Housing Successor Agency	482,689	869,500	1,003,672	450,000	589,603
County ESG	-	-	429,246	456,547	459,029
County CalHOME	-	-	210,083	303,554	351,978
City Capital Fund	4,326,734	4,315,397	3,778,255	3,085,574	3,971,412
City Public Housing Homeownership	-	-	163,943	305,055	317,391
City Section 32	-	-	88,880	2,108	-
City Purchase and Resale Entity (PRE)	-	-	-	802,500	328,692
City Commerce Circle	-	-	1,307,576	1,325,171	1,338,686
County Capital Fund	1,382,988	1,373,927	1,772,997	1,738,875	2,126,431
County Public Housing Homeownership	-	-	477,945	301,691	163,922
County Section 32	-	-	51,204	23,232	1,857
County Purchase and Resale Entity (PRE)	-	-	-	-	399,277
Sub total Other Governmental	<u>32,373,868</u>	<u>43,556,033</u>	<u>40,967,727</u>	<u>44,189,645</u>	<u>51,426,116</u>
<b><u>Internal Services</u></b>					
Sub total Internal Services	<u>16,908,084</u>	<u>15,502,952</u>	<u>13,953,044</u>	<u>15,438,325</u>	<u>13,675,659</u>
<b>Gross Total (1)</b>	<u>\$ 206,304,285</u>	<u>\$ 233,728,955</u>	<u>\$ 229,832,560</u>	<u>\$ 240,919,439</u>	<u>\$ 247,403,966</u>
Less Interdepartmental Charges	(12,272,594)	(11,996,321)	(13,238,285)	(16,247,710)	(15,445,694)
<b>Net Total (2)</b>	<u>\$ 194,031,691</u>	<u>\$ 221,732,634</u>	<u>\$ 216,594,275</u>	<u>\$ 224,671,729</u>	<u>\$ 231,958,272</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.

Description	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget
<b><u>Housing</u></b>					
City Public Housing	\$ 10,116,178	\$ 10,591,115	\$ 11,088,570	\$ 11,170,628	\$ 10,949,928
City Local Housing	2,035,483	2,284,532	2,343,884	2,553,195	2,671,364
City Misc Housing	4,138,267	3,461,088	4,577,996	6,492,592	5,619,908
City Component Units	1,873,320	2,569,099	720,580	825,310	769,785
County Public Housing	6,502,889	5,541,789	5,574,742	6,131,544	6,033,305
County Local Housing	56,423	53,666	101,946	104,860	102,288
County Misc Housing	6,319,307	5,705,294	6,288,277	7,484,535	9,912,511
County Housing Choice Vouchers	106,608,564	111,236,546	110,259,676	114,226,965	108,111,013
County Shelter Plus Care	4,859,523	5,016,991	4,526,276	4,537,818	4,579,835
Sub total Enterprise	142,509,954	146,460,120	147,581,947	153,527,447	148,749,937
<b><u>Other Governmental</u></b>					
City CDBG	4,194,009	4,521,911	5,600,979	5,314,689	4,680,696
City CDBG - RLF	-	211,578	63,400	90,829	119,365
City CDBG-NSP 1	233,250	145,000	156,460	-	-
City CDBG-NSP 3	-	18,000	696,000	15,000	-
City HOME	2,007,709	1,818,295	1,689,436	1,931,499	2,038,709
City HOME- RLF	-	209,212	376,328	343,218	2,106,175
City Misc Grants	1,386,317	2,972,974	20,494	131,076	730,849
City Housing Trust	972,300	1,938,922	421,031	2,000,000	8,827,675
City Affordable Housing	7,014	75	501,000	774,095	35,000
City Housing Successor Agency	3,094,505	6,856,116	4,526,032	6,808,934	4,407,646
City HOPWA	-	-	1,759,255	1,556,131	1,239,018
City ESG	-	-	380,592	390,322	397,932
City CalHOME	-	-	156,113	505,320	485,598
County Choice Neighborhoods Initiative	-	-	2,100,000	182,251	2,244,462
County CDBG	4,763,472	5,252,596	5,771,618	6,688,636	5,378,032
County CDBG - RLF	-	2,485,718	967,997	166,349	593,593
County CDBG-NSP 1	216,382	134,999	95,000	25,000	-
County CDBG NSP 3	-	-	55,000	11,421	-
County HOME	6,271,030	1,932,649	1,694,556	2,047,353	2,055,281
County HOME - RLF	-	810,444	822,004	1,583,337	1,836,397
County Misc Grants	708,748	3,787,000	275,177	268,164	1,189,481
County Housing Trust	1,091,000	2,777,505	2,129,609	2,902,338	258,262
County Affordable Housing	678,165	452,059	1,769,552	1,594,200	2,343,931
County Housing Successor Agency	482,689	869,500	1,003,672	450,000	589,603
County ESG	-	-	429,246	456,547	459,029
County CalHOME	-	-	192,462	303,554	351,978
City Capital Fund	1,679,508	1,612,740	1,686,757	1,956,680	1,931,802
City Public Housing Homeownership	-	-	123,111	305,055	317,390
City Section 32	-	-	88,880	2,108	-
City Purchase and Resale Entity (PRE)	-	-	-	802,500	328,692
City Commerce Circle	-	-	-	2,263	2,000
County Capital Fund	900,293	861,500	882,798	1,091,730	1,023,963
County Public Housing Homeownership	-	-	120,592	301,691	163,922
County Section 32	-	-	51,204	23,232	1,857
County Purchase and Resale Entity (PRE)	-	-	-	-	399,277
Sub total Other Governmental	28,686,391	39,668,793	34,506,355	41,025,522	46,537,615
<b><u>Internal Services</u></b>					
Sub total Internal Services	8,709,715	9,938,061	10,731,290	12,219,517	10,880,964
<b>Gross Total (1)</b>	<b>\$ 179,906,060</b>	<b>\$ 196,066,974</b>	<b>\$ 192,819,592</b>	<b>\$ 206,772,486</b>	<b>\$ 206,168,516</b>
Less Interdepartmental Charges	(12,272,594)	(11,996,321)	(13,238,285)	(16,247,710)	(15,445,694)
<b>Net Total (2)</b>	<b>\$ 167,633,466</b>	<b>\$ 184,070,653</b>	<b>\$ 179,581,307</b>	<b>\$ 190,524,776</b>	<b>\$ 190,722,822</b>

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

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



# Budget to Actual Resource Summaries By Fund - 2018

Description	2016 Budget	2016 Revised Budget	2016 Actuals	2017 Budget	2017 Revised Budget	2017 Estimated	2018 Budget
<b>Housing</b>							
City Public Housing	\$ 19,111,197	\$ 19,685,701	\$ 20,374,977	\$ 20,052,657	\$ 20,104,917	\$ 21,546,245	\$ 20,671,236
City Local Housing	4,343,315	4,643,588	4,771,675	4,676,268	4,887,562	3,841,558	4,970,704
City Misc Housing	6,771,710	8,210,101	8,982,740	9,034,949	9,347,593	8,455,538	7,827,237
City Component Units	1,126,346	1,029,592	1,021,666	940,403	907,484	916,455	824,174
County Public Housing	7,745,824	7,283,624	9,330,016	7,263,488	8,817,633	9,679,586	9,964,699
County Local Housing	101,946	104,831	308,688	104,860	100,721	56,851	102,288
County Misc Housing	14,439,519	15,167,759	14,303,380	16,655,862	18,702,426	18,196,506	18,895,045
County Housing Choice Vouchers	114,645,656	122,762,838	119,794,586	118,025,164	118,011,479	117,834,782	114,466,973
County Shelter Plus Care	4,526,276	4,422,806	4,115,662	4,537,818	4,510,749	4,327,416	4,579,835
Sub total Enterprise	<u>172,811,789</u>	<u>183,310,840</u>	<u>183,003,390</u>	<u>181,291,469</u>	<u>185,390,564</u>	<u>184,854,937</u>	<u>182,302,191</u>
<b>Other Governmental</b>							
City CDBG	5,215,923	5,300,103	7,751,910	4,757,576	4,779,896	4,642,931	4,683,497
City CDBG - RLF	448,456	596,171	401,480	90,829	495,631	695,002	119,611
City CDBG-NSP 1	156,460	232,460	161,000	-	-	32,000	-
City CDBG-NSP 3	696,000	613,460	1,018,524	15,000	249,445	1,086,412	-
City HOME	1,813,914	2,055,965	3,047,700	1,931,299	2,055,946	2,048,126	2,038,509
City HOME - RLF	376,328	504,019	435,383	343,418	2,222,065	2,926,261	2,106,375
City Misc Grants	38,967	1,743,293	1,306,174	131,076	285,089	734,361	730,849
City Housing Trust	1,223,826	4,054,513	6,103,512	2,000,000	6,122,161	5,906,519	8,827,675
City Affordable Housing	501,000	175,095	533,239	774,095	709,182	808,651	500,000
City Housing Successor Agency	4,526,032	9,259,701	9,831,315	6,808,934	7,455,365	8,425,740	4,407,646
City HOPWA	1,759,255	2,293,990	1,441,878	1,556,131	1,531,037	1,163,197	1,240,448
City ESG	380,592	390,322	441,503	390,322	397,932	456,453	397,932
City CalHOME	172,323	660,563	1,348,662	505,320	980,918	1,428,256	485,598
County Choice Neighborhoods Initiative	2,100,000	29,817,749	554,481	182,251	182,251	384,814	2,244,462
County CDBG	5,771,618	5,798,764	5,611,626	6,688,636	6,717,904	6,799,036	5,378,032
County CDBG - RLF	967,997	1,840,199	1,586,832	166,349	1,806,728	2,082,338	593,593
County CDBG-NSP 1	95,000	64,069	117,388	25,000	-	58,353	-
County CDBG-NSP 3	55,000	330,309	396,639	11,421	-	158,235	-
County HOME	1,715,632	2,069,506	755,583	2,047,153	2,054,781	469,230	2,054,781
County HOME - RLF	822,004	1,956,465	2,182,488	1,583,537	1,974,267	3,005,392	1,836,897
County Misc Grants	1,017,820	949,093	883,055	890,453	713,470	721,668	1,594,740
County Housing Trust	2,159,927	4,385,320	2,413,805	2,902,338	981,570	1,466,142	258,262
County Affordable Housing	1,769,852	2,131,109	2,468,069	1,594,200	1,805,679	1,867,212	1,878,931
County Housing Successor Agency	1,003,672	503,850	742,234	450,000	487,103	611,528	589,603
County ESG	429,246	456,547	483,054	456,547	459,029	518,738	459,029
County CalHOME	210,083	460,390	1,553,016	303,554	653,295	1,217,540	351,978
City Capital Fund	3,628,255	4,897,643	2,934,148	3,085,574	3,330,557	2,856,525	3,971,412
City Public Housing Homeownership	313,943	465,298	311,702	305,055	528,499	545,086	317,391
City Section 32	88,880	72,232	70,604	2,108	37,904	37,996	-
City Purchase and Resale Entity (PRE)	-	481,000	736,041	802,500	2,491,866	2,177,814	328,692
City Commerce Circle	1,307,576	1,312,327	1,313,012	1,325,171	1,325,829	1,325,806	1,338,686
County Capital Fund	1,772,997	1,732,530	1,591,244	1,738,875	1,744,782	1,182,467	2,126,431
County Public Housing Homeownership	477,945	443,261	394,331	301,691	515,253	515,568	163,922
County Section 32	51,204	66,676	66,372	23,232	5,422	5,576	1,857
County Purchase and Resale Entity (PRE)	-	-	-	-	1,485,972	920,435	399,277
Sub total Other Governmental	<u>43,067,727</u>	<u>88,113,992</u>	<u>60,988,004</u>	<u>44,189,645</u>	<u>56,586,828</u>	<u>59,281,408</u>	<u>51,426,116</u>
<b>Internal Services</b>							
Sub total Internal Services	<u>13,953,044</u>	<u>13,991,281</u>	<u>13,720,699</u>	<u>15,438,325</u>	<u>13,117,200</u>	<u>14,201,561</u>	<u>13,675,659</u>
<b>Gross Total (1)</b>	<u>\$ 229,832,560</u>	<u>\$ 285,416,113</u>	<u>\$ 257,712,093</u>	<u>\$ 240,919,439</u>	<u>\$ 255,094,592</u>	<u>\$ 258,337,906</u>	<u>\$ 247,403,966</u>
Less Interdepartmental Charges	(13,238,285)	(13,852,231)	(14,496,905)	(16,247,710)	(15,876,174)	(15,876,174)	(15,445,694)
<b>Net Total (2)</b>	<u>\$ 216,594,275</u>	<u>\$ 271,563,882</u>	<u>\$ 243,215,188</u>	<u>\$ 224,671,729</u>	<u>\$ 239,218,418</u>	<u>\$ 242,461,732</u>	<u>\$ 231,958,272</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.



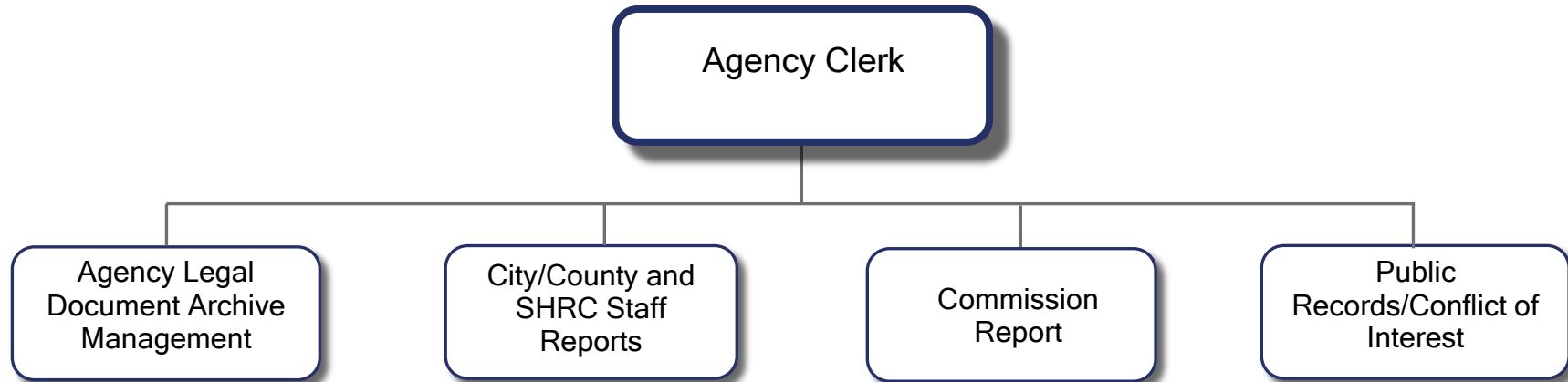
# Budget to Actual Appropriation Summaries By Fund - 2018

Description	2016 Budget	Revised Budget	2016 Actuals	2017 Budget	Revised Budget	2017 Estimated	2018 Budget
<b>Housing</b>							
City Public Housing	\$ 11,088,570	\$ 10,888,412	\$ 11,579,593	\$ 11,170,628	\$ 10,624,797	\$ 10,821,419	\$ 10,949,928
City Local Housing	2,343,884	2,659,077	2,365,281	2,553,195	2,690,698	1,778,685	2,671,364
City Misc Housing	4,577,996	4,599,021	4,649,717	6,492,592	6,839,054	4,927,256	5,619,908
City Component Units	720,580	817,189	857,578	825,310	825,310	781,942	769,785
County Public Housing	5,574,742	6,373,566	7,353,899	6,131,544	6,011,239	6,096,708	6,033,305
County Local Housing	101,946	104,831	60,748	104,860	100,721	58,418	102,288
County Misc Housing	6,288,277	5,088,514	4,889,838	7,484,535	6,647,597	5,755,840	9,912,511
County Housing Choice Vouchers	110,259,676	115,812,346	110,439,678	114,226,965	109,505,979	109,716,536	108,111,013
County Shelter Plus Care	4,526,276	4,422,806	4,115,662	4,537,818	4,510,749	4,327,416	4,579,835
Sub total Enterprise	145,481,947	150,765,762	146,311,994	153,527,447	147,756,144	144,264,220	148,749,937
<b>Other Governmental</b>							
City CDBG	5,600,979	5,300,103	7,751,908	5,314,689	4,779,896	4,642,931	4,680,696
City CDBG - RLF	63,400	546,176	62,368	90,829	422,125	39,100	119,365
City CDBG-NSP 1	156,460	232,460	161,000	-	-	-	-
City CDBG-NSP 3	696,000	598,460	538,149	15,000	169,445	976,799	-
City HOME	1,689,436	2,054,067	2,923,033	1,931,499	1,889,747	1,864,393	2,038,709
City HOME - RLF	376,328	368,927	61,953	343,218	465,890	41,140	2,106,175
City Misc Grants	20,494	1,613,617	1,116,333	131,076	263,791	629,471	730,849
City Housing Trust	421,031	4,054,513	2,794,586	2,000,000	2,637,891	1,599,500	8,827,675
City Affordable Housing	501,000	401,000	30,948	774,095	77,730	77,888	35,000
City Housing Successor Agency	4,526,032	4,512,226	7,373,579	6,808,934	6,370,938	2,827,368	4,407,646
City HOPWA	1,759,255	1,650,220	898,819	1,556,131	1,446,074	666,154	1,239,018
City ESG	380,592	390,322	441,503	390,322	397,932	456,453	397,932
City CalHOME	156,113	165,243	681,052	505,320	505,320	515,908	485,598
County Choice Neighborhoods Initiative	2,100,000	30,000,000	554,481	182,251	182,251	384,814	2,244,462
County CDBG	5,771,618	5,798,764	5,613,107	6,688,636	6,717,904	6,799,036	5,378,032
County CDBG - RLF	967,997	1,705,406	70,030	166,349	1,609,385	186,222	593,593
County CDBG-NSP 1	95,000	39,069	92,388	25,000	-	58,353	-
County CDBG NSP 3	55,000	318,888	362,812	11,421	-	158,235	-
County HOME	1,694,556	2,061,044	734,502	2,047,353	2,024,016	420,828	2,055,281
County HOME - RLF	822,004	1,221,143	310,198	1,583,337	1,737,870	152,832	1,836,397
County Misc Grants	275,177	744,788	439,648	268,164	314,653	155,352	1,189,481
County Housing Trust	2,129,609	3,482,982	1,395,500	2,902,338	2,877,289	628,038	258,262
County Affordable Housing	1,769,552	2,053,034	83,277	1,594,200	1,594,200	198,092	2,343,931
County Housing Successor Agency	1,003,672	503,850	432,392	450,000	450,000	483,700	589,603
County ESG	429,246	456,547	483,054	456,547	459,029	518,738	459,029
County CalHOME	192,462	161,136	916,306	303,554	303,554	952,830	351,978
City Capital Fund	1,686,757	4,352,589	2,389,094	1,956,680	1,795,153	1,779,841	1,931,802
City Public Housing Homeownership	123,111	162,368	944,435	305,055	216,488	226,528	317,390
City Section 32	88,880	72,232	1,163,446	2,108	37,904	178,410	-
City Purchase and Resale Entity (PRE)	-	481,000	106,670	802,500	2,175,174	220,448	328,692
City Commerce Circle	-	2,156	2,183	2,263	2,263	1,968	2,000
County Capital Fund	882,798	1,177,815	852,209	1,091,730	812,041	660,334	1,023,963
County Public Housing Homeownership	120,592	143,570	535,317	301,691	355,111	448,964	163,922
County Section 32	51,204	46,444	243,595	23,232	3,565	465,536	1,857
County Purchase and Resale Entity (PRE)	-	-	-	-	1,098,695	197,390	399,277
Sub total Other Governmental	36,606,355	76,872,159	42,559,875	41,025,522	44,193,324	29,613,594	46,537,615
<b>Internal Services</b>							
Sub total Internal Services	10,731,290	9,113,630	10,107,329	12,219,517	11,058,093	10,580,304	10,880,964
<b>Gross Total (1)</b>	<b>\$ 192,819,592</b>	<b>\$ 236,751,551</b>	<b>\$ 198,979,198</b>	<b>\$ 206,772,486</b>	<b>\$ 203,007,561</b>	<b>\$ 184,458,118</b>	<b>\$ 206,168,516</b>
Less Interdepartmental Charges	(13,238,285)	(13,852,231)	(14,496,905)	(16,247,710)	(15,876,174)	(15,876,174)	(15,445,694)
<b>Net Total (2)</b>	<b>\$ 179,581,307</b>	<b>\$ 222,899,320</b>	<b>\$ 184,482,293</b>	<b>\$ 190,524,776</b>	<b>\$ 187,131,387</b>	<b>\$ 168,581,944</b>	<b>\$ 190,722,822</b>

**Note 1:** Appropriations reflected in any given fund include interdepartmental charges  
**Note 2:** Net total reflects appropriations net of interdepartmental charges

## SECTION E

### ADMINISTRATIVE SUPPORT



- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2018 Goals and Objectives
- ▶ 2017 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators





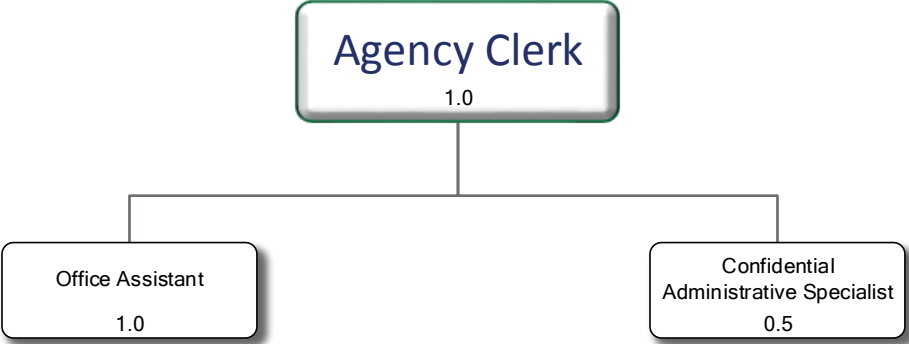
# Agency Clerk

FY 2018 Organizational Chart

Existing FTE = 1.5 Adopted FTE = 2.5

**Legend:**

- Existing Position (white box)
- Proposed Position (orange box)
- Reclassification (blue dashed box)
- Division (green dotted box)
- Sub-Division (green dotted box with green border)



# AGENCY CLERK

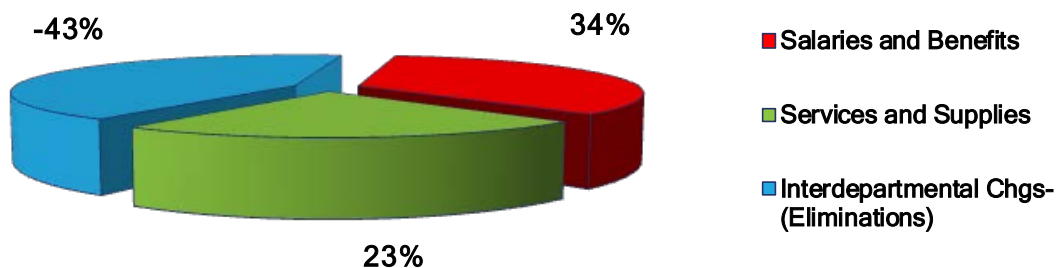
## Department Summary

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

## Appropriation Summary

<u>Type of Expense</u>	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Salaries and Benefits	\$ 189,253	\$ 207,706	\$ 196,455	\$ 199,059	\$ 260,532
Services and Supplies	165,091	170,995	174,490	324,491	171,820
Interdepartmental Charges	-	-	-	-	-
<b>Subtotal</b>	354,344	378,701	370,945	523,550	432,352
Interdepartmental Charges-Eliminations	(391,462)	(219,467)	(304,341)	(381,548)	(322,805)
<b>Required Funding</b>	<b>\$ (37,118)</b>	<b>\$ 159,234</b>	<b>\$ 66,604</b>	<b>\$ 142,002</b>	<b>\$ 109,547</b>

## Expense Summary



# AGENCY CLERK

## Activities Detail

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

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

## 2018 Goals and Objectives

- Implement electronic system to automate staff report process.
- Finalize updated records retention policy to comply with current standards and requirements.
- Implement electronic Statement of Economic Interest (Form 700) process for staff and commission members.
- Continue to find ways to utilize both electronic signature application (DocuSign) and electronic storage/collaboration application (Box.com) to improve productivity and efficiency of Agency staff.

Foster a culture that recognizes its employees for their contributions to the Agency.

# AGENCY CLERK

## 2017 Accomplishments

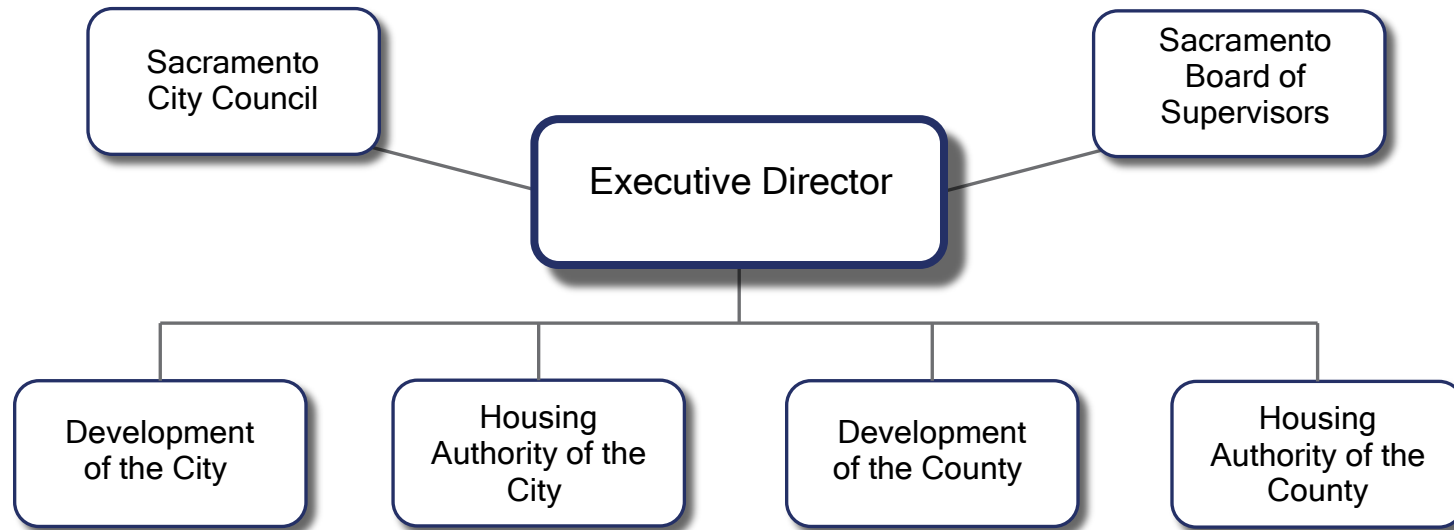
- Managed process (with IMTS) to upgrade Agency website.
- Completed upgrades to Commission room technology.
- Improved productivity utilizing electronic signature application (DocuSign) and electronic storage/collaboration application (Box.com) for Agency documents.
- Managed process to generate approximately 150 staff reports for the Commission, City Council, and Board of Supervisors.
- Transitioned 5000 records from paper to electronic archive (Box.com). Assisted all Agency departments to review their archived paper documents. Destroyed 1000 boxes that are no longer required to be retained.
- Managed process to have 150 staff, commissioners and consultants to complete their required conflict of interest filing.
- Processed and assisted over 60 individuals with public records requests and assisted legal department with records subpoena inquiries.

## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
<b><u>Agency Clerk</u></b>						
Agency Clerk	1.00	1.00	1.00	1.00	1.00	0.00
Confidential Administrative Assistant	0.00	0.00	0.50	0.00	0.00	0.00
Confidential Administrative Specialist	0.00	0.00	0.00	0.50	0.50	0.00
Office Assistant	1.00	1.00	0.00	0.00	1.00	1.00
<b>Total Positions</b>	<b>2.00</b>	<b>2.00</b>	<b>1.50</b>	<b>1.50</b>	<b>2.50</b>	<b>1.00</b>

## AGENCY CLERK

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Projected	FY 18 Mid-Year Projected	FY 18 Estimated
<b>Output:</b>					
# of public records requests responded to	52	52	60	30	60
# of staff reports reviewed and processed	64	64	70	35	70
# of SHRC agenda related documents posted on the website	26	26	26	13	26
# of documents processed through DocuSign (e-sign application)	58	418	3,000	2,000	4,000
# of files (documents, photos, etc.) loaded into Box for retention	N/A	65,000	75,000	35,000	80,000
<b>Effectiveness:</b>					
% of public records requests responded to within 10 days	100%	100%	100%	100%	100%
% of reports submitted to the Clerk's office on time for final review per required staff report review guidelines	50%	50%	50%	60%	70%
% of SHRC agenda related documents posted on the website on time	100%	100%	100%	100%	100%
<b>Efficiency:</b>					
% of contracts processed through DocuSign (e-sign application) resulting in fully executed contracts in 7 days or less.	55%	55%	75%	75%	85%








- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
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- ▶ Employee Services Schedule
- ▶ Key Indicators

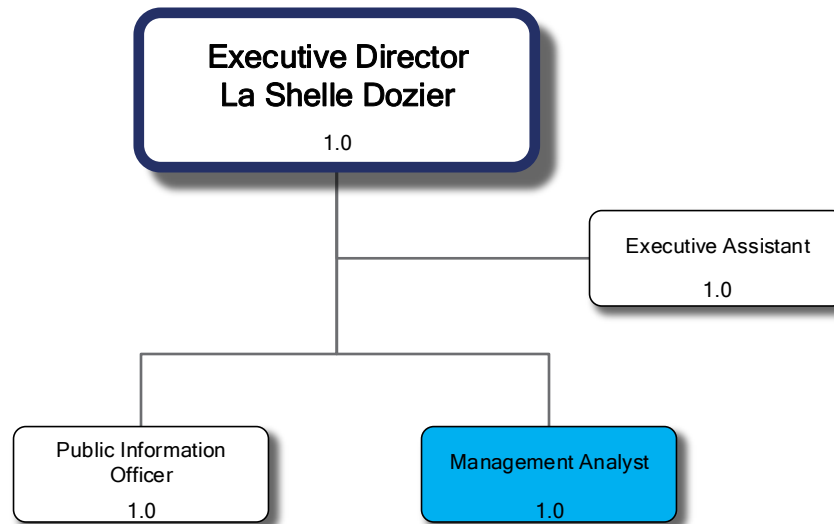
# Executive Director

FY 2018 Organizational Chart

Existing FTE = 4 Adopted FTE = 4

**Legend:**

-  Existing Position
-  Proposed Position
-  Reclassification
-  Division
-  Sub-Division



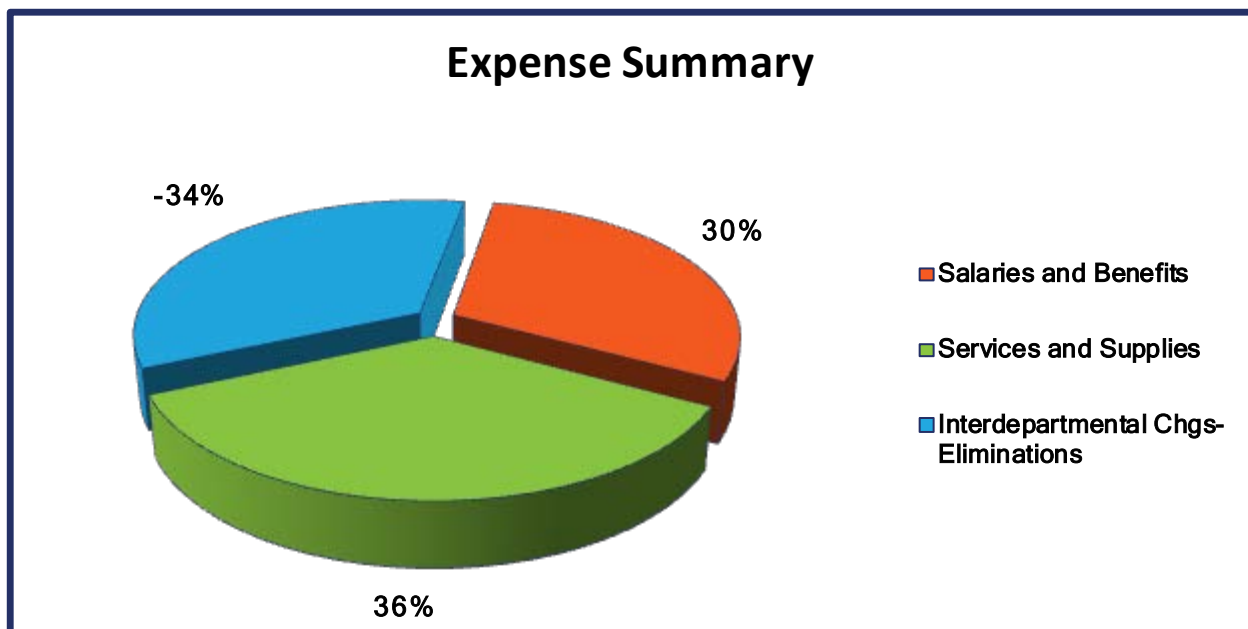
# EXECUTIVE DIRECTOR

## Department Summary

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

## Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Budget 2018</u>
Salaries and Benefits	\$ 466,401	\$ 486,859	\$ 484,445	\$ 657,887	\$ 651,465
Services and Supplies	512,057	385,090	512,189	712,689	773,608
<b>Subtotal</b>	978,458	871,949	996,634	1,370,576	1,425,073
Interdepartmental Charges-Eliminations	(568,750)	(490,511)	(737,738)	(815,821)	(743,613)
<b>Required Funding</b>	<b>\$ 409,708</b>	<b>\$ 381,438</b>	<b>\$ 258,896</b>	<b>\$ 554,755</b>	<b>\$ 681,460</b>





## Activities Detail

- Maintaining collaborative partnerships with the City, County, State and Federal agencies to assist and 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.

## 2018 Goals and Objectives

- Continue to serve as the SHRA employee representative to the Successor Agency Oversight Boards for redevelopment assets for the City and the County of Sacramento.
- Continue to provide leadership and strategic direction to staff on matters relating to high-impact projects and programs, including state and federal budget, community development, and housing authority administration.
- Implement a three-year plan to serve the homeless in the City and County by aligning Public Housing Authority resources to provide turn-over vouchers and public housing units to assist up to 1,755 households experiencing homelessness.
- Continue working at the federal and state levels to support initiatives for maintaining funding for community development and affordable housing programs.
- Continue to work with local and national affordable housing organizations to seek legislative support for a sustainable source of funds for affordable housing.
- Continue committing staff resources to position the Agency for federal, state, and local funding opportunities to revitalize and redevelop public housing communities, and help residents achieve self-reliance.
- 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.

## EXECUTIVE DIRECTOR

- 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 implementing the Communications Strategic Plan to improve the Agency's public image and awareness about housing programs and Agency-assisted projects.
- Continue implementing strategies to communicate effectively with residents in our affordable housing communities.
- Continue providing accountability to the public on the Agency's Transparency web page in administering local and federal programs and funding.
- 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.

### 2017 Accomplishments

- Implemented a Transparency web page to provide accountability and access to the public in administering Agency activities and local and federal programs and funding.
- Developed a three-year plan to serve the homeless in the City and County by aligning Public Housing Authority resources to provide turn-over vouchers and public housing units to assist up to 1,755 households experiencing homelessness.
- Completed ethics and workplace violence prevention training for all Agency staff.
- Conducted strategic planning sessions for management staff to establish department objectives to achieve the Agency's organizational goals.

# EXECUTIVE DIRECTOR

- Delivered annual State of the Agency address to all staff to communicate the direction and goals of the organization, and the accomplishments achieved by all departments.
- Launched direct email newsletter to complement our Facebook, Twitter and YouTube social media and broaden the reach of our communications with stakeholders and customers.
- Provided internship opportunities through the City of Sacramento Summer at City Hall and SacYouthWorks programs for 7 high school students, youth and young adults in our Public Information Office, Public Housing, Housing Choice Voucher, Finance, Community Development and Human Resources Departments.
- Responded to an average of 5 calls per day to residents inquiring about affordable housing opportunities.
- Responded to more than 227 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members.

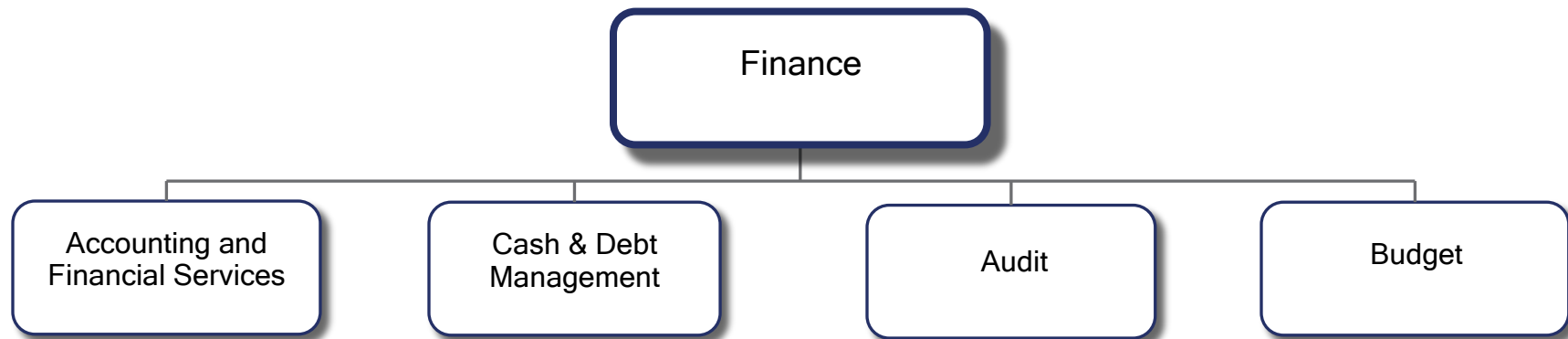
## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
<b><u>Executive Director</u></b>						
Confidential Administrative Assistant	1.00	1.00	1.00	0.00	0.00	0.00
Executive Assistant	0.00	0.00	0.00	1.00	1.00	0.00
Executive Director	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	0.00	1.00	1.00	0.00
Public Information Officer	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	<u>3.00</u>	<u>3.00</u>	<u>3.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

# EXECUTIVE DIRECTOR

## Public Information Officer






Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
# of postings on Facebook	25	23	62	85	95
# of postings on Twitter	N/A	266	139	278	325
# of videos on YouTube	12	12	9	12	15
# of Ombudsman inquiries responded to annually	120	346	196	250	300
# of news releases posted to the website	15	16	10	24	30
# of E-Blasts distributed to external stakeholders	NA	NA	0	3	6
# of E-Newsletters distributed to stakeholders	NA	NA	0	1	4
# of strategic media opportunities completed	NA	NA	1	2	2
# of events or programs attracting media attention	7	6	5	10	12
# of Changing Lives success story videos produced	NA	NA	NA	NA	6
# of videos produced about HUD projects/programs	NA	NA	NA	NA	2
<b>Effectiveness:</b>					
Increase in # of Likes on Facebook	245	NA	934	950	1,045
Increase in # of Followers on Twitter	115	NA	1,127	1,175	1,300
Increase in # of Subscribers on YouTube	N/A	21	43	75	100

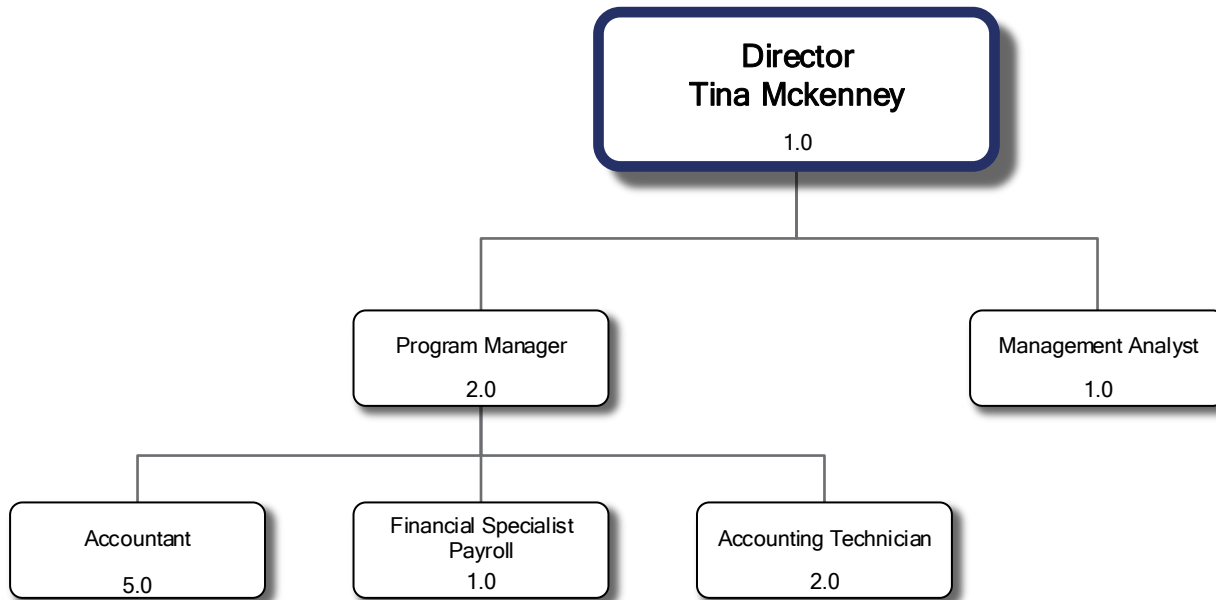


- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2018 Goals/Objectives
- ▶ 2017 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

Existing FTE = 13 Adopted FTE = 12

**Legend:**

-  Existing Position
-  Proposed Position
-  Reclassification
-  Division
-  Sub-Division



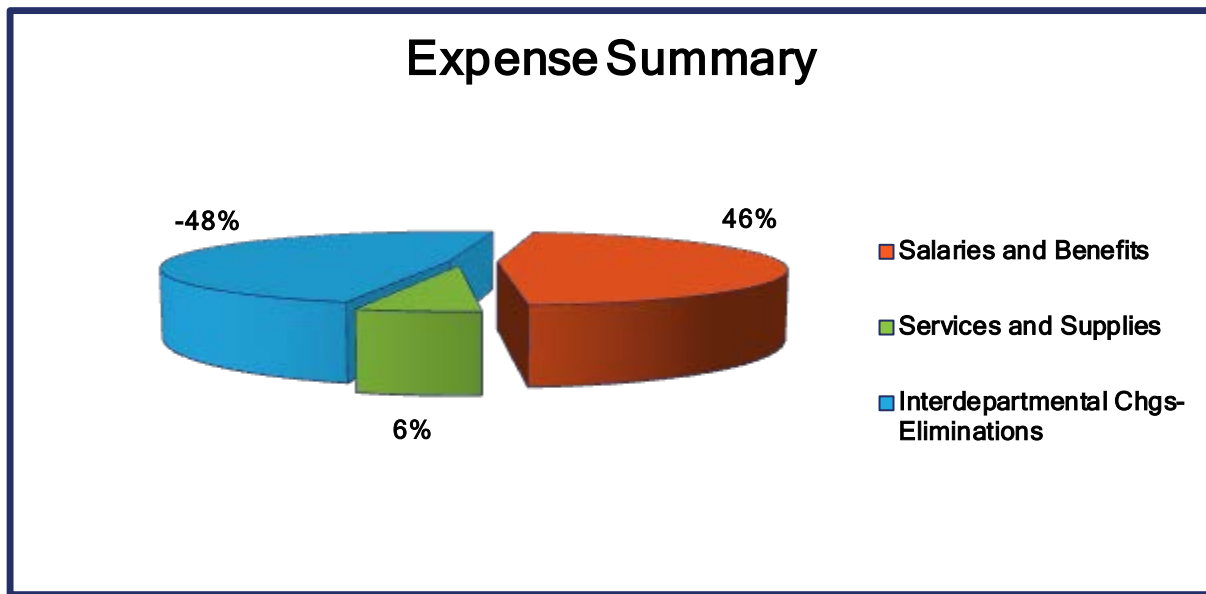
# FINANCE

## 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 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Salaries and Benefits	\$ 1,173,478	\$ 1,464,171	\$ 1,488,150	\$ 1,439,811	\$ 1,451,446
Services and Supplies	210,884	199,308	257,110	290,945	180,689
<b>Subtotal</b>	1,384,362	1,663,479	1,745,260	1,730,756	1,632,135
Interdepartmental Charges-Eliminations	(1,625,392)	(1,395,826)	(1,547,379)	(1,956,544)	(1,513,061)
<b>Required Funding</b>	<b>\$ (241,030)</b>	<b>\$ 267,653</b>	<b>\$ 197,881</b>	<b>\$ (225,788)</b>	<b>\$ 119,074</b>



## Activities Detail

### **Accounting and Financial Services**

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

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

### **Cash Management**

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

### **Debt Management**

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

### **Audit**

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

### **Budget**

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



# FINANCE

## 2018 Goals/Objectives

- Continue to produce an adopted Annual Budget that meets the Excellence award standards of the CSMFO.
- Continue to produce a Comprehensive Annual Financial Report (CAFR) that meets the award standards of the Government Finance Officers Association (GFOA).
- Prepare a Budget in Brief Document.
- Work in conjunction with I.T. staff to upgrade the ERP system to the latest version.
- Modify the paystub to include additional information.
- Implement budget software.

## 2017 Accomplishments

- Continued to Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Received an unmodified audit opinion on the 2015 Comprehensive Annual Financial Report (CAFR) for the 25<sup>th</sup> year in a row.
- Successfully modified the budget document to receive the Excellence Award in budgeting from CSMFO.
- Successfully implemented a mid-year budget presentation process.
- Successfully worked with I.T. and H.R. to initiate paper-less paystubs for the Agency.
- In light of potential impending retirements began succession planning activities.
- Submitted the 2016 Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association for consideration for the Excellence in Financial Reporting Award.

# FINANCE

## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
<b><u>Finance</u></b>						
Account Clerk	0.00	0.00	0.00	1.00 <sup>(1)</sup>	0.00	-1.00
Accountant	4.00	4.00	5.00	5.00	5.00	0.00
Accounting Technician	3.00	3.00	2.00	2.00	2.00	0.00
Director	1.00	1.00	1.00	1.00	1.00	0.00
Finance Analyst	0.00	0.00	1.00	0.00	0.00	0.00
Finance Specialist-Payroll	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	1.00	1.00	1.00	1.00	1.00	0.00
Program Manager	2.00	2.00	2.00	2.00	2.00	0.00
Total Positions	<u>12.00</u>	<u>12.00</u>	<u>13.00</u>	<u>13.00</u>	<u>12.00</u>	<u>-1.00</u>

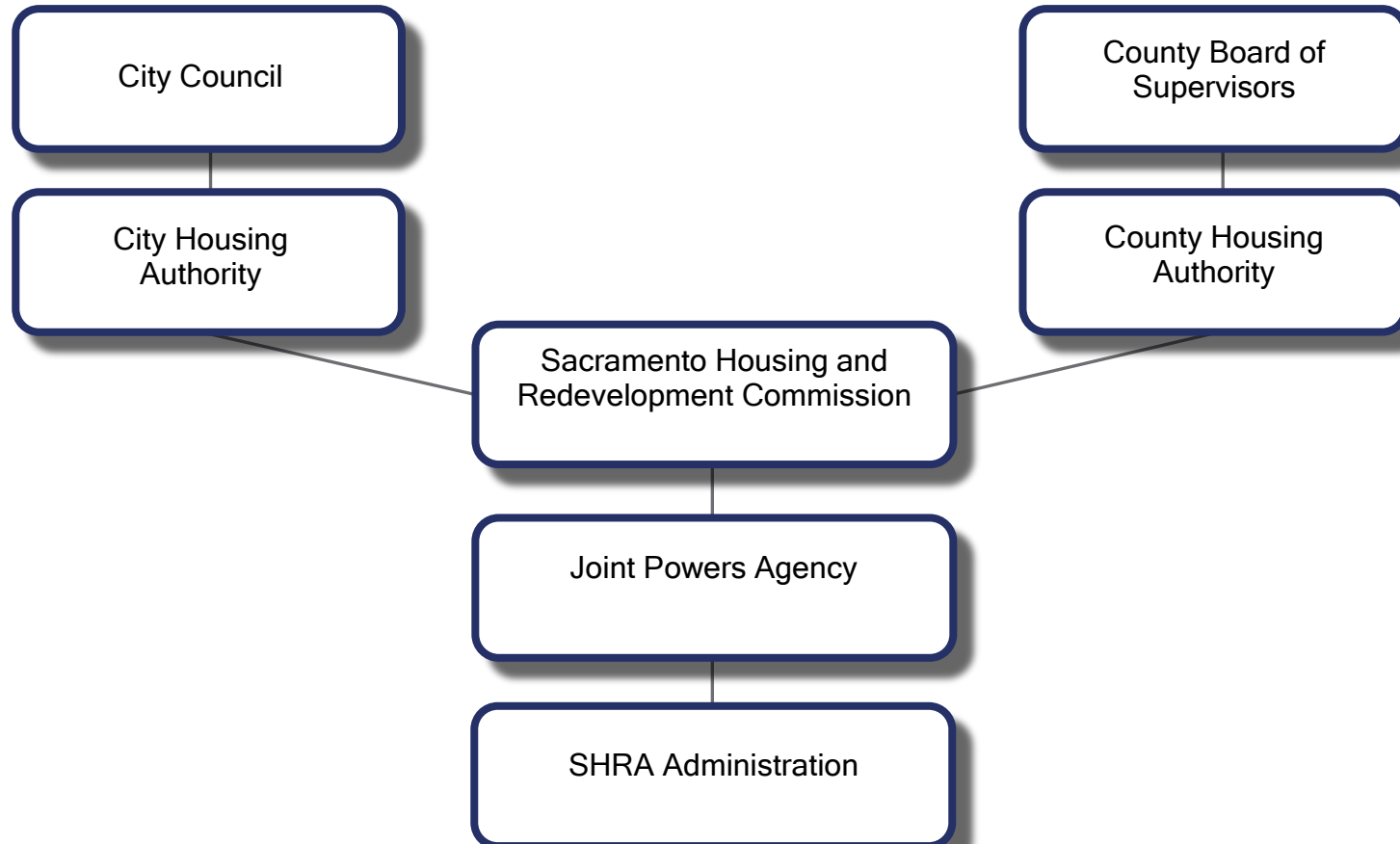
<sup>(1)</sup> 1 position was left unfunded for 2017.

# FINANCE

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
# of Accounts Payable (A/P) Checks Processed	N/A	6,345	3,305	6,600	6,700
# of Electronic Fund Transfers (EFT) Processed	N/A	47,491	25,249	50,000	50,500
# of 1099 Miscellaneous Forms Prepared	N/A	5,342	N/A	5,400	5,500
# of Payrolls completed on time	26	26	13	26	26
# of Applications submitted to the CSMFO Budget Award Program	N/A	1	1	1	1
# of Applications submitted to the GFOA Financial Reporting Award Program	1	N/A	0	0	1
Prepare an easy-to-read, briefer version of the annual budget (Budget-In-Brief)	N/A	N/A	0	0	1
# of HUD Audits	2	0	0	1	2
<b>Effectiveness:</b>					
% of Invoices paid within 5 days of submittal to Finance	100%	100%	100%	100%	100%
% of Payrolls completed on time	100%	100%	100%	100%	100%
% of Employee payrolls processed error free by Payroll staff per pay period.	N/A	100%	100%	100%	100%
# of Budget Awards received from CSMFO	N/A	1	1	1	1
# of Certificates of Achievements for Excellence in Financial Reporting received from GFOA	1	1	0	0	1
Obtain an Unmodified Audit Opinion on Comprehensive Annual Financial Report(CAFR)	1	1	N/A	1	1
% of HUD audits completed with no Finance related findings/comments	100%	100%	100%	100%	100%

# FINANCE

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Efficiency</b>					
Time to process posting of receivable transactions from Yardi into OneSolution (hours spent by Finance)/work hours	250/2080	312/2080	150/2080	300/2080	50
Time to process purchase card transactions before month end close (hours spent by Finance)/work hours	180/2080	180/2080	90/2080	180/2080	50
Estimated % of budget process efficiency gained by utilizing budget software as opposed to excel spreadsheets.	N/A	N/A	N/A	N/A	50%



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

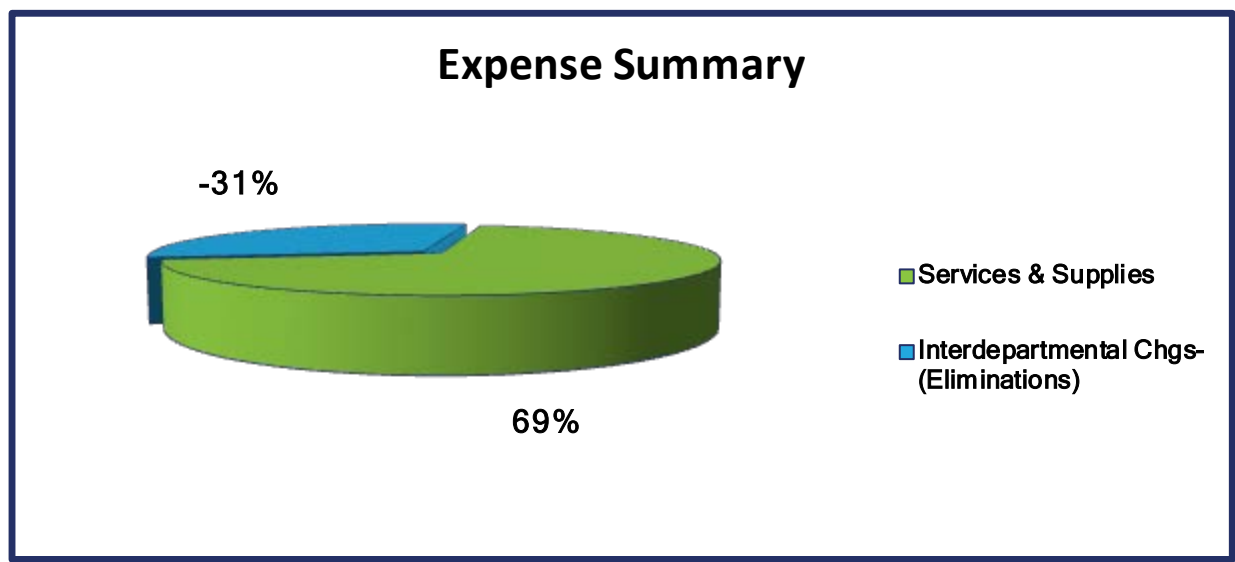
# GOVERNING BOARDS

## Department Summary

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

## Appropriation Summary

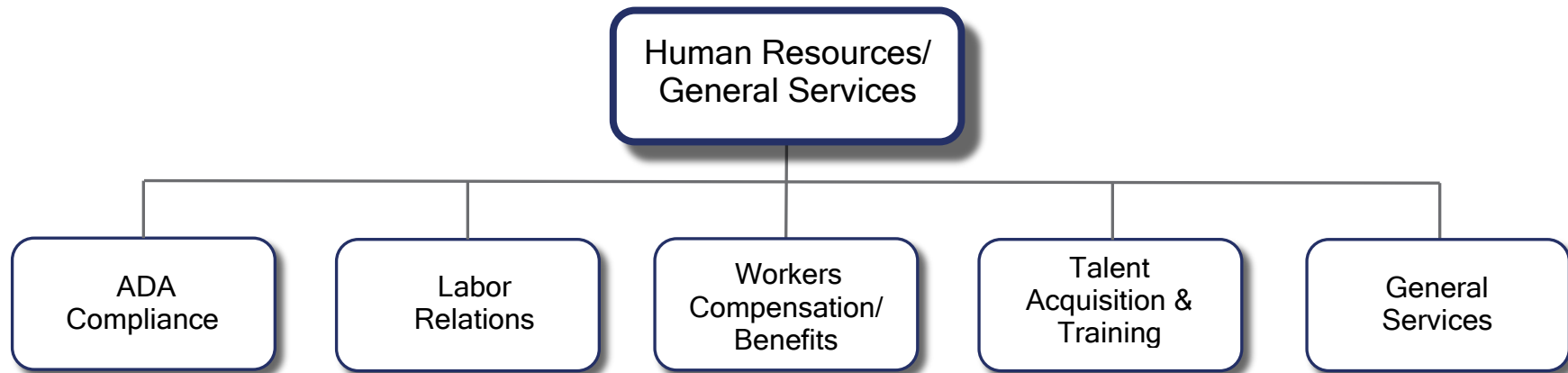
<u>Type of Expense</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Budget 2018</u>
Services and Supplies	\$ 76,000	\$ 60,000	\$ 65,000	\$ 65,000	\$ 75,000
Interdepartmental Charges-Eliminations	(87,810)	(35,427)	(47,029)	(51,097)	(33,070)
<b>Required Funding</b>	<b>\$ (11,810)</b>	<b>\$ 24,573</b>	<b>\$ 17,971</b>	<b>\$ 13,903</b>	<b>\$ 41,930</b>



# GOVERNING BOARDS

## Activities Detail

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








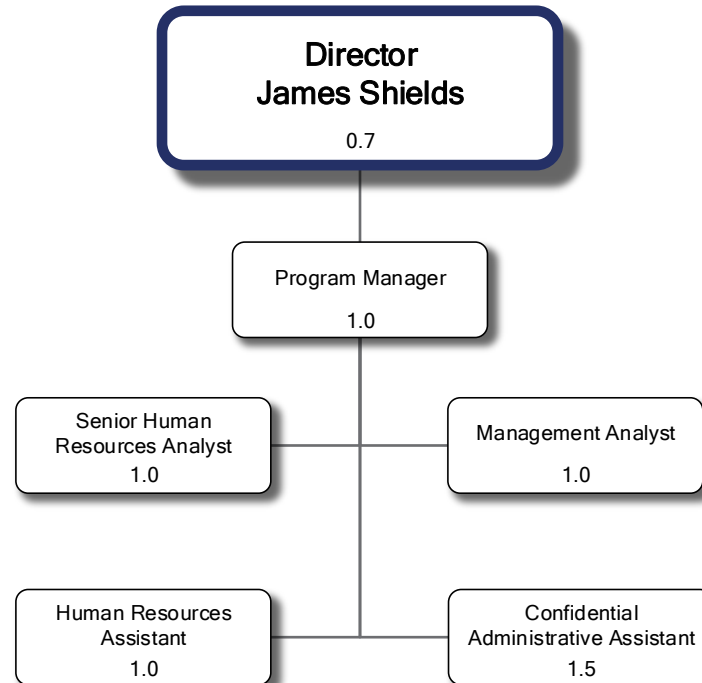
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Existing FTE = 7 Adopted FTE = 6.20

**Legend:**

-  Existing Position
-  Proposed Position
-  Reclassification
-  Division
-  Sub-Division



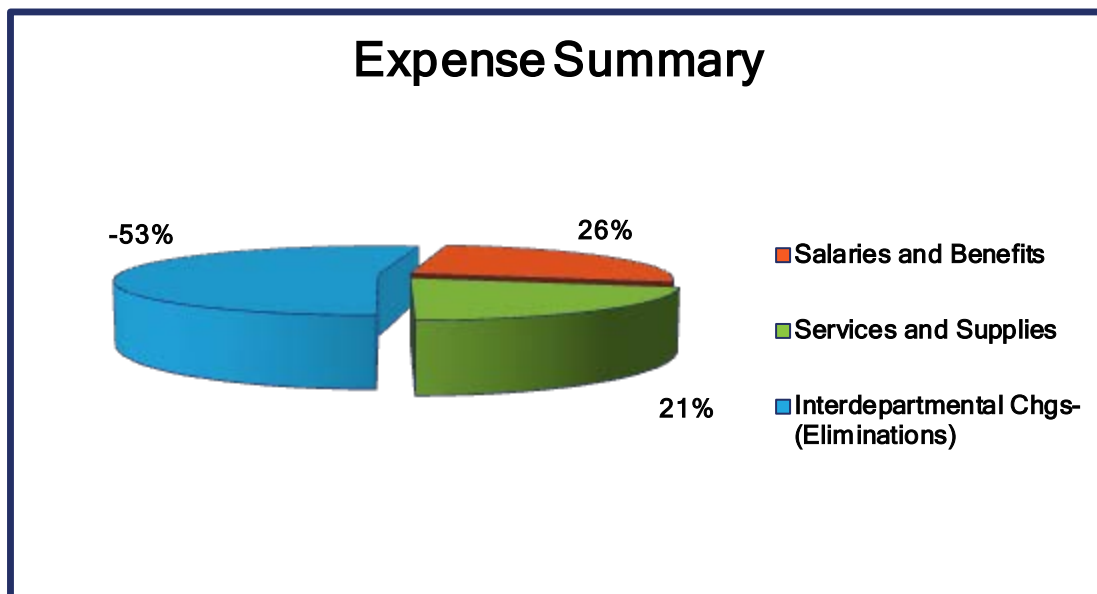
# HUMAN RESOURCES

## Department Summary

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

## Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Budget 2018</u>
Salaries and Benefits	\$ 679,363	\$ 712,075	\$ 925,401	\$ 896,216	\$ 765,668
Services and Supplies	324,588	372,896	788,917	774,995	607,191
<b>Subtotal</b>	1,003,951	1,084,971	1,714,318	1,671,211	1,372,859
Interdepartmental Charges-Eliminations	(979,787)	(867,254)	(984,393)	(1,349,646)	(1,537,134)
<b>Required Funding</b>	<b>\$ 24,164</b>	<b>\$ 217,717</b>	<b>\$ 729,925</b>	<b>\$ 321,565</b>	<b>\$ (164,275)</b>



# HUMAN RESOURCES

## Activities Detail

### **Personnel Rules and Labor Agreements**

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

### **Employee Performance Appraisal System**

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

### **New Employee Onboarding**

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

### **Safety and Wellness Programs**

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

### **Worker's Compensation Program**

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

### **Health and Welfare Insurance Programs**

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

### **Temporary Services Contracts**

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

### **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.

# HUMAN RESOURCES

## 2018 Goals and Objectives

- Scan active employee files into Box as part of the Agency disaster recovery program.
- Review all job descriptions and update as needed in an effort to standardize format.
- Develop an offboarding portal for employees exiting the Agency in an effort to streamline process, create efficiencies and improve communication to affected staff.
- Develop short video clips to utilize in the recruitment process. Videos will highlight benefits of working at SHRA.
- Coordinate with IT and Finance on an upgrade to One Solution incorporating an employee self- service portal.

## 2017 Accomplishments

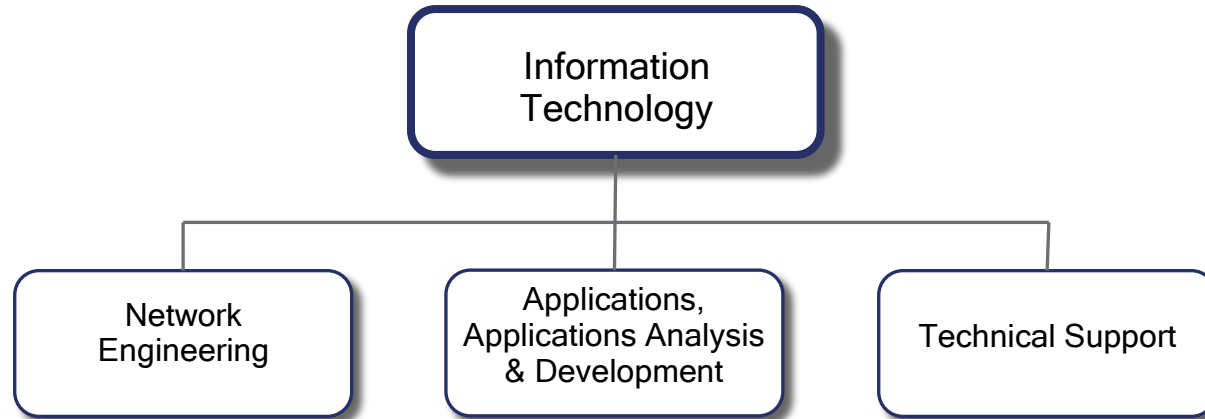
- Offered 12 staff development training sessions with topics covering communication, training the work place trainer, project management and personal accountability.
- Offered a total of 24 supervisor / manager development trainings ranging from labor relations basics to communication, coaching and creating a positive department culture.
- Implemented digital display boards at two locations increasing the flow of communication.
- Launched an online performance appraisal system automating the evaluation process from new hire to annual evaluations. Included the ability for employees to provide a self-evaluation to better align supervisor and employee expectations.
- Launched offboarding portal to stream line compliance requirements for exiting employees.
- Participated in three (3) job fairs to increase the Agency's brand recognition as a great place to work.
- Provided CPR / AED / First Aid training for 36 employees across the Agency.
- Conducted two all Agency wellness events focusing on movement and healthy behaviors.
- Rolled out paperless pay stubs for Agency.

## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
<b><u>Human Resources</u></b>						
Confidential Administrative Assistant	0.00	0.00	1.00	1.00	1.50	0.50
Director	0.60	0.60	0.60	1.00	0.70	-0.30
Human Resources Assistant	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	1.00	1.00	1.00	0.00
Office Assistant	0.00	0.00	1.00	1.00	0.00	-1.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Risk Services Manager	0.00	0.00	1.00	0.00	0.00	0.00
Senior Management Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Senior Human Resources Analyst	2.00	2.00	1.00	1.00	1.00	0.00
Total Positions	<u>5.60</u>	<u>5.60</u>	<u>7.60</u>	<u>7.00</u>	<u>6.20</u>	<u>-0.80</u>

## HUMAN RESOURCES






Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
# of annual employee performance appraisals administered timely	162	190	N/A	195	200
# of completed probationary plans	N/A	30	27	50	40
# of recruitments conducted	40	47	30	50	50
# of new employees hired	37	64	27	50	40
# of Supervisor trainings provided / # of participants	N/A	18/100	12/60	24/100	20/100
# of Attendees in Agency's Lifedajo wellness program	N/A	120	25	50	N/A
# of employees promoted	3	2	9	18	15
# of interns hired	2	7	1	2	4
<b>Effectiveness:</b>					
% of annual employee performance appraisals administered timely	90%	93%	N/A	95%	97%
% of completed Probationary Performance Plans	N/A	75%	98%	99%	100%
# of lost work days due to work related injury or illness	24	56	115	115	20
<b>Efficiency:</b>					
Online open enrollment (hours of HR prep time)	120	100	N/A	50	25
Time to complete new hire paperwork (hours spent by HR)	3	1.5	1.0	.75	.5

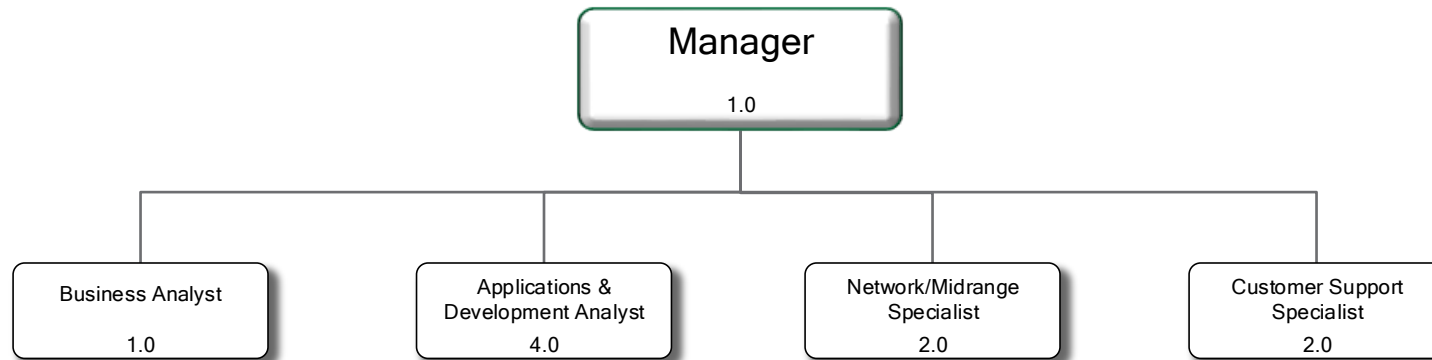


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- ▶ 2017 Accomplishments
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- ▶ Key Indicators

Existing FTE = 10 Adopted FTE = 10

**Legend:**

-  Existing Position
-  Proposed Position
-  Reclassification
-  Division
-  Sub-Division



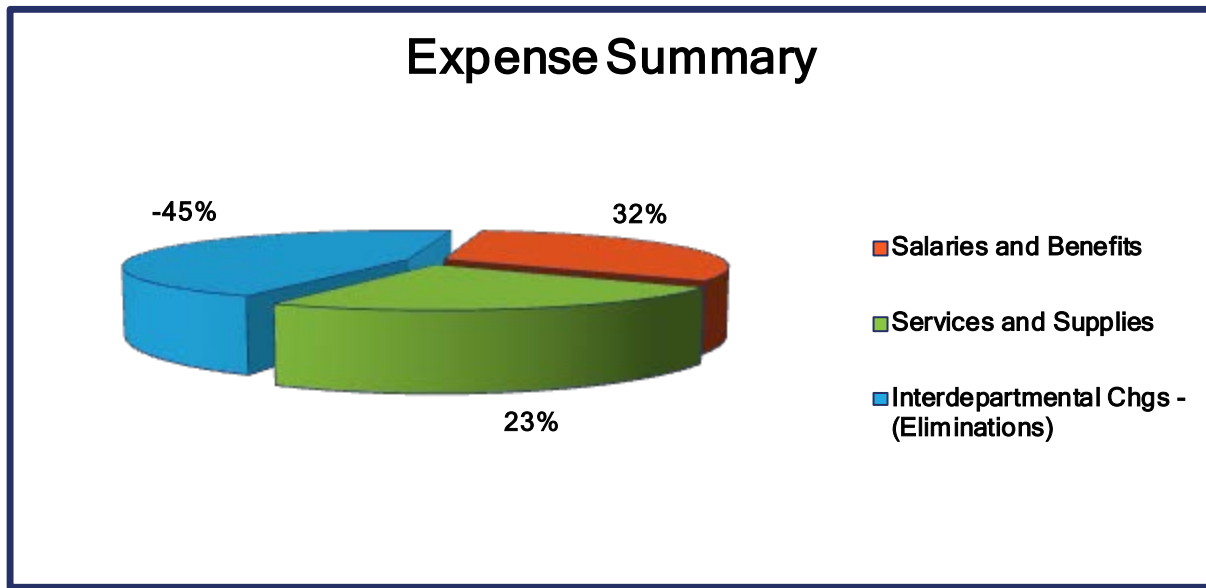
# INFORMATION TECHNOLOGY

## Department Summary

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

## Appropriation Summary

<u>Type of Expense</u>	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Salaries and Benefits	\$ 749,692	\$ 1,047,049	\$ 1,150,250	\$ 1,356,412	\$ 1,333,894
Services and Supplies	571,523	599,413	815,149	836,155	983,625
<b>Subtotal</b>	1,321,215	1,646,462	1,965,399	2,192,567	2,317,519
Interdepartmental Charges-Eliminations	(972,969)	(1,063,130)	(1,136,214)	(1,943,625)	(1,894,374)
<b>Required Funding</b>	<b>\$ 348,246</b>	<b>\$ 583,332</b>	<b>\$ 829,185</b>	<b>\$ 248,942</b>	<b>\$ 423,145</b>





# INFORMATION TECHNOLOGY

## Activities Detail

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

## 2018 Goals and Objectives

- Replace Core Cisco Switch
- Upgrade Agency's financial system (One Solution).
- Foster a culture that recognizes its employees for their contributions to the Agency.
- Complete Applicant Portal
- Improve telecommunication/data connections to remote sites.
- Replace VMware Server hardware and deploy additional Storage Area Network (SAN).

## 2017 Accomplishments

- Completed 3,200+ internal requests for IT services. These requests varied from desktop support to complex projects.
- Developed, tested and implemented a new SHRA website: SHRA.org.
- Deployed cloud backup solution to assist with Disaster Recovery.
- Fostered a culture that recognizes its employees for their contributions to the Agency.

# INFORMATION TECHNOLOGY

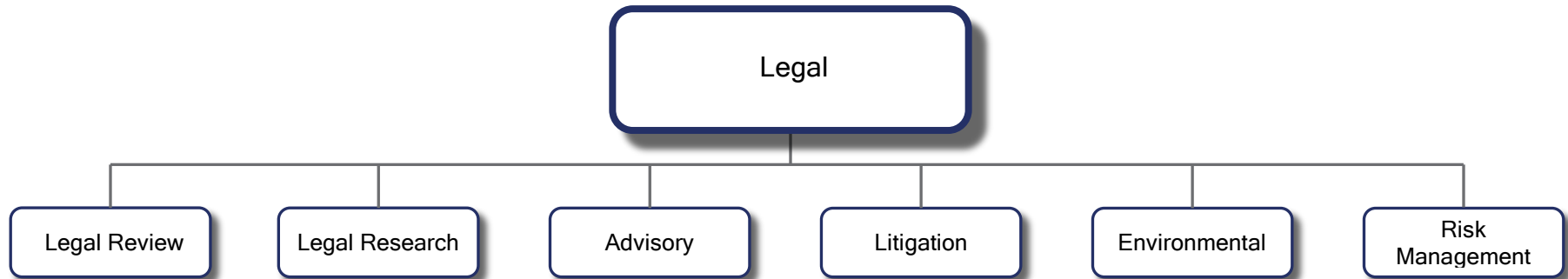
- Upgraded Agency’s phone system (Shortel).
- Replaced VMware Server hardware and deployed additional Storage Area Network (SAN).
- Completion of Resident Portal.

## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
<b><u>Information Technology</u></b>						
IT Applications & Development Analyst	2.00	3.00	3.00	4.00	4.00	0.00
IT Business Analyst	0.00	0.00	1.00	1.00	1.00	0.00
IT Customer Services Support Specialist	1.00	2.00	2.00	2.00	2.00	0.00
IT Network/Midrange Specialist	2.00	2.00	2.00	2.00	2.00	0.00
IT MANAGER	0.00	0.00	0.00	0.00	1.00	1.00
Principal IT Customer Support Specialist	0.00	0.00	0.00	0.00	0.00	0.00
Program Manager	1.00	1.00	1.00	1.00	0.00	-1.00
<b>Total Positions</b>	<b>6.00</b>	<b>8.00</b>	<b>9.00</b>	<b>10.00</b>	<b>10.00</b>	<b>0.00</b>

## INFORMATION TECHNOLOGY






Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
# of work orders opened	2,600	3,143	1,590	3,200	3,250
# of helpdesk phone calls received	1,050	1,324	689	1,410	1,425
# of data backups performed	260	260	130	260	260
<b>Effectiveness:</b>					
# of work orders closed	2,554	3,120	1,565	3,215	3,200
# of helpdesk phone calls responded to within 1 business day	800	935	487	1000	985
# of data backups validated	260	260	130	130	130
<b>Efficiency:</b>					
# of work orders closed in 24 hours	1,043	1,326	734	1,400	1,425

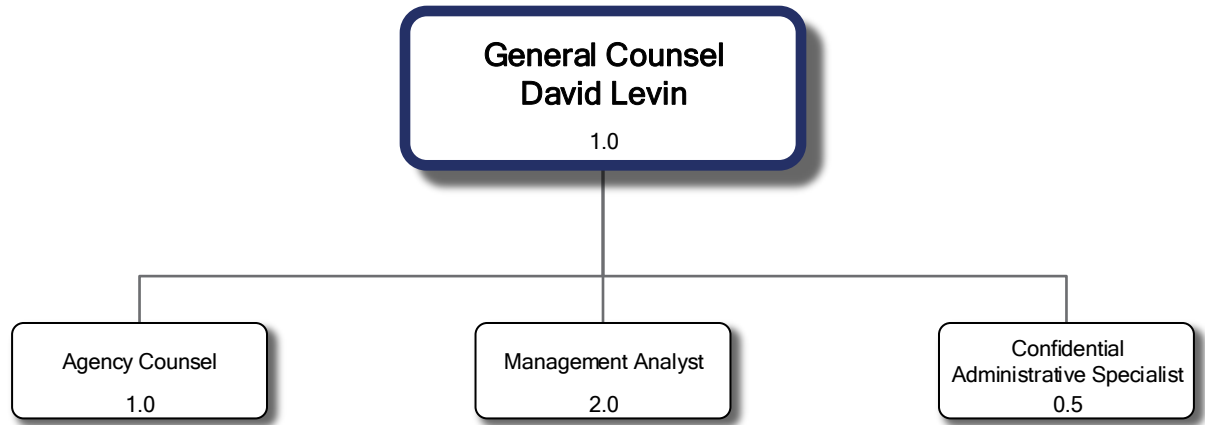


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- ▶ Key Indicators

Existing FTE = 4.5 Adopted FTE = 4.5

**Legend:**

-  Existing Position
-  Proposed Position
-  Reclassification
-  Division
-  Sub-Division



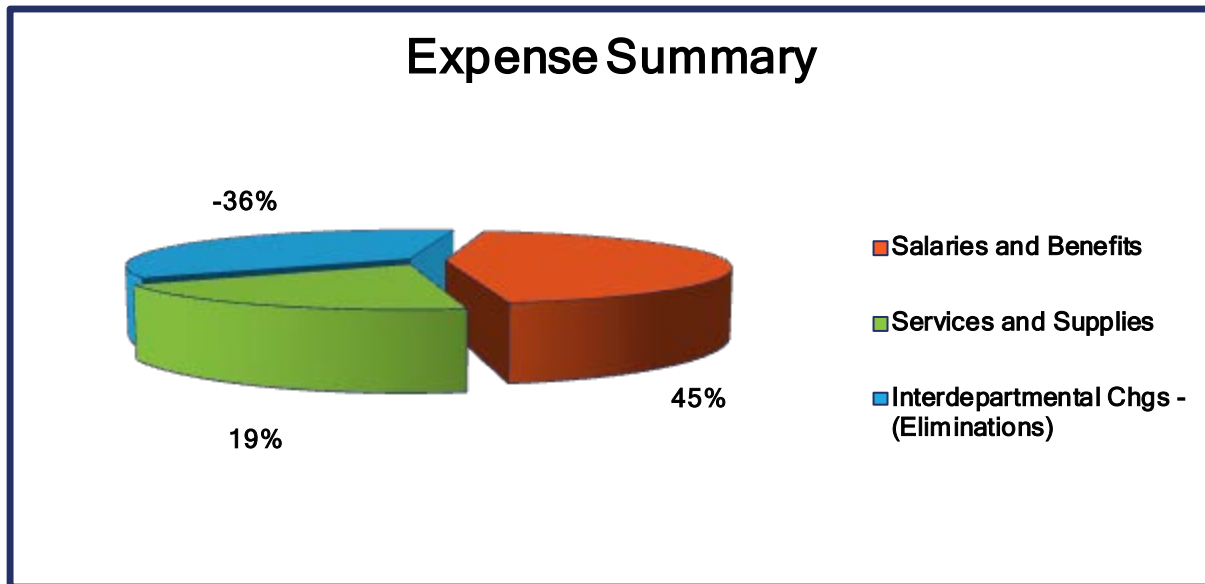
# LEGAL

## Department Summary

The **Legal Department** is responsible for risk management activities and administers all internal and external Agency legal services; ensuring that the legal interests of the Agency are protected and that its activities comply with applicable federal, state and local laws and regulations.

## Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Budget 2018</u>
Salaries and Benefits	\$ 401,660	\$ 486,841	\$ 500,774	\$ 671,221	\$ 692,644
Services and Supplies	108,103	103,090	261,853	278,675	301,965
<b>Subtotal</b>	509,763	589,931	762,627	949,896	994,609
Interdepartmental Charges-Eliminations	(523,972)	(427,922)	(472,151)	(708,985)	(562,897)
<b>Required Funding</b>	\$ (14,209)	\$ 162,009	\$ 290,476	\$ 240,911	\$ 431,712



## Activities Detail

### **Document Preparation & Review**

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

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

### **Legal Research & Counseling**

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

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

### **Litigation**

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

## LEGAL

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

### **Risk Management**

Support the legal, finance, human resources, real estate and procurement departments in reviewing, obtaining and securing insurance coverage. In addition to performing the daily task of maintaining all Agency insurance needs, the processing and review of all Agency property, general liability and auto insurance claims, claims adjusting and contract review there are several ongoing tasks completed each year.

- Annual renewal of Property, liability and auto insurance for all Agency owned properties.
- Annual renewal of Boiler & Machinery coverage and property & liability insurance for all Agency Non-profit affiliates.
- Annual renewal of Directors and Officers, Crime & Employment Practices for Agency operations.
- Obtain special needs insurance coverages (Excess limits, Builders Risk) for new and rehab building projects.
- Annual renewal of National Flood Coverage protection for Agency & Non-profit affiliates.
- Complete annual Risk Action Management Plan report for HAI Group
- Review and update property and auto schedules to reflect current Agency owned assets.
- Respond and manage operations related to lawsuits filed against the Housing Authority.
- Develop Best Practices and implement training for staff and residents.



## 2018 Goals and Objectives

- Upgrade skills and talents of members of the legal department and the Agency through continuing education as well technology to increase efficiency and quality of work provided.
- Expand the legal department capacity to include more writ work and tighter controls and evaluation procedures for outside counsel.
- Building understanding and capacity of Agency to do more of the routine, everyday processes so that legal department can focus on the more complex legal and compliance issues.
- Conduct minimum of six training sessions, to assist with and clarify regulatory compliance in specific programs and Agency activities.
- Continue to assist with and explore other types of affordable housing and funding mechanisms including public housing disposition and more public-private partnering.
- Federal and state fair housing agencies generally recognize and determine Agency compliance with fair housing law. Legal will continue to work with appropriate staff to develop more efficient procedures for resolution of fair housing law complaints.
- Complete work with ITMS to integrate Box to assist in legal department management and performance providing responsive and accurate work to Agency staff in a timely manner.
- Continue work with Agency Clerk to implement and integrate centralized Agency electronic and paper filing systems including Box.
- Develop an overall policy for the Agency regarding its relationship with the nonprofit affiliates that will result in the standardization of processes and procedures of interaction while protecting Agency interests.
- Continue to digitize (paperless), update and standardize Agency contracts, grants and procurement practices.
- Continue monitoring the Agency's risk profile, including review and updating of contracts, insurance coverage, providing training update Agency work policies to create a compliance culture.
- Ongoing review, updates and modifications to Agency contract language and forms.

## LEGAL

- Update Agency Personal Protective Equipment program and provide training to Housing Authority staff.
- Research, review and secure higher limit coverage for Cyber Security Insurance.
- Plan and administer behind the wheel defensive driving observation for Agency employees.

### 2017 Accomplishments

- Provided transactional and advisory services to the Agency (and its constituent members) on a wide variety of housing, community development and public infrastructure projects and programs.
- Provided legal advisory services and monitored for compliance with multiple external audits of the Agency and Agency administered projects and programs.
- Defended Agency and disposed of federal and state fair housing complaints with federal and state determination of Agency compliance with fair housing law.
- In-house representation of Agency in Writs on public housing/HCV hearings and procedures resulted in significant savings
- Provided in-house training sessions to assist housing management staff in the handling of procedures and presentations regarding hearings. Training topics included due process, evidence and fair hearings.
- Integrated Risk Management into the Legal Department
- Reviewed and completed major environmental reviews pursuant to the National Environmental Policy Act, the U.S. Department of Housing and Urban Development regulations, and the California Environmental Quality Act.
- Successfully completed voluntary Risk Action Management Plan offered by insurance carrier HAI Group resulting in a Risk Management dividend of \$17,240.
- Secured and finalized contract with outside vendor to provide Business Interruption services for Agency admin operations
- Updated the Agency Emergency Evacuation Plan and conducted training for employees

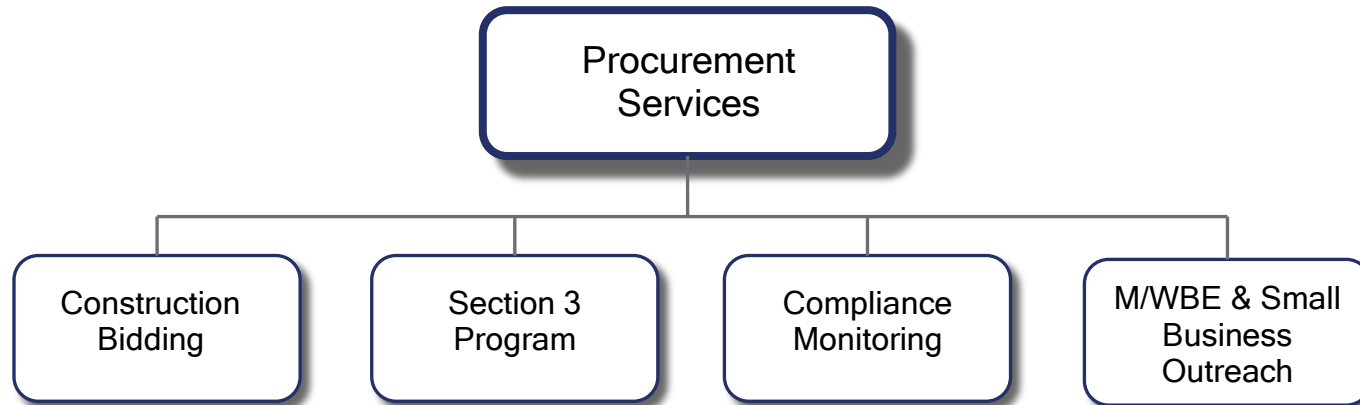
# LEGAL

## Employee Services Schedule

	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>2017</u>	<u>2018</u>	<u>Increase</u>
	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>Budget</u>	<u>(Decrease)</u>
<b><u>Legal</u></b>						
Administrative Secretary	1.00	0.00	0.00	0.00	0.00	0.00
Agency Counsel	1.00	1.00	1.00	1.00	1.00	0.00
Confidential Administrative Assistant	0.00	1.00	0.50	0.00	0.00	0.00
Confidential Administrative Specialist	0.00	0.00	0.00	0.50	0.50	0.00
Environmental Analyst	0.00	0.00	0.00	0.00	0.00	0.00
General Counsel	1.00	1.00	1.00	1.00	1.00	0.00
Management Analyst	0.00	0.00	1.00	2.00	2.00	0.00
Total Positions	<u>3.00</u>	<u>3.00</u>	<u>3.50</u>	<u>4.50</u>	<u>4.50</u>	<u>0.00</u>

# LEGAL

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
# of contracts reviewed	165	162	81	163	163
# of requests for legal opinions	4	5	2	4	4
# of resolutions/ordinances	71	70	35	70	70
# of writs assigned to outside counsel	2	2	0	0	0
# of writs handled by in-house counsel	0	0	4	3	6
# of Level of Review (LOR) 4 month period - Environmental review	N/A	11	20	38	38
# of Statutory Worksheets (SW) 4 month period - Environmental review	N/A	25	45	65	65
# of EA/IS managing consultants 4 month period - Environmental review	N/A	5	5	9	9
<b>Effectiveness:</b>					
% of legal logs returned within the stated "due" date	99%	99%	99%	99%	99%
% of resolutions and ordinances completed within the required circulation period	100%	100%	100%	100%	100%
<b>Efficiency:</b>					
\$ amount saved per writ by handling in house	N/A	\$80k-\$100k	\$40k-\$50k	\$80k-\$100k	\$80k-\$100k



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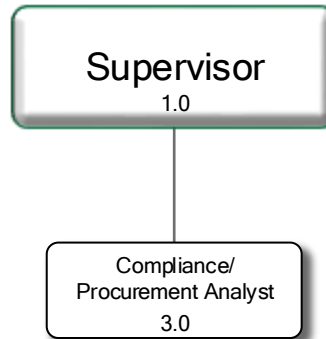
# Procurement Services

FY 2018 Organizational Chart

Existing FTE = 4 Adopted FTE = 4

**Legend:**

- Existing Position
- Proposed Position
- Reclassification
- Division
- Sub-Division



# PROCUREMENT SERVICES

## Department Summary

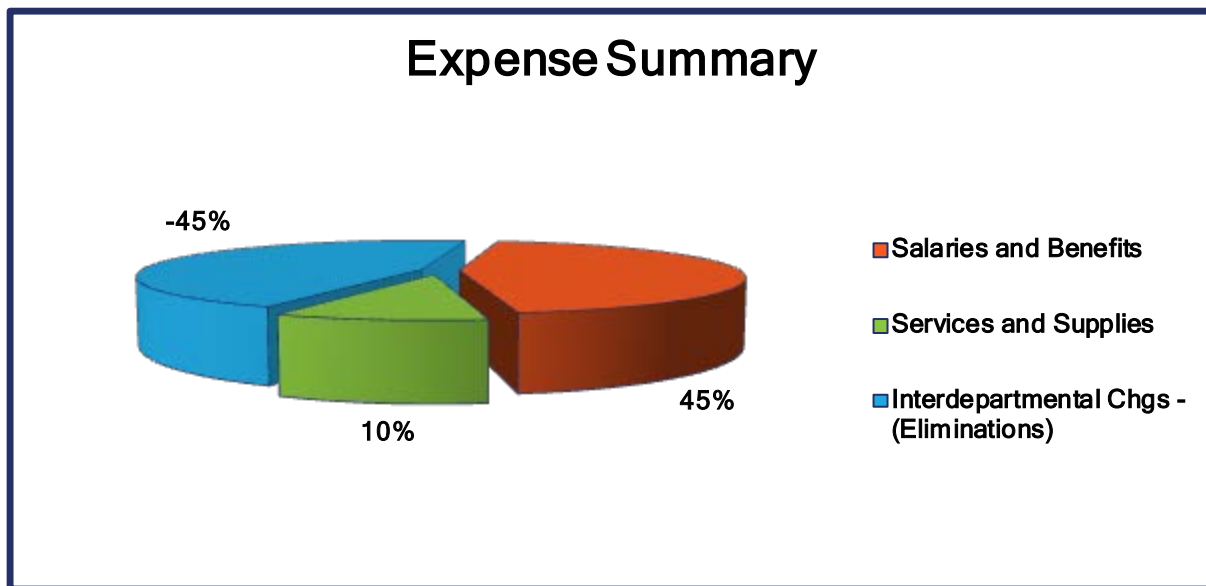
The members of this division work to ensure that all agency activities will be compliant with federal, state, and local requirements for:

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

## Appropriation Summary

Type of Expense	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Salaries and Benefits	\$ 374,521	\$ 356,086	\$ 405,032	\$ 419,971	\$ 454,471
Services and Supplies	83,973	122,830	129,831	131,831	\$ 100,659
<b>Subtotal</b>	458,494	478,916	534,863	551,802	555,130
Interdepartmental Charges-Eliminations	-	\$ -	(511,790)	(662,312)	(461,512)
<b>Required Funding</b>	<b>\$ 458,494</b>	<b>\$ 478,916</b>	<b>\$ 23,073</b>	<b>\$ (110,510)</b>	<b>\$ 93,618</b>

Procurement Services was moved to Administrative Support in 2014.



# PROCUREMENT SERVICES

## Activities Detail

### Procurement Services

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

## 2018 Goals and Objectives

- Conduct the Agency's solicitation of services, supplies and construction contracts.
- Compile the data and submit the Federal funding reports for Minority/Women's Business Enterprises, Labor Compliance and Section 3 programs for the Agency.
- Manage the cell phones for the Agency.
- Partner in the SacPAC, with other local public agencies, outreaching to small businesses in the City and County of Sacramento. Participate in the organization of SacPAC's annual small business expo, Connecting Point Expo, which has an average attendance of over 600 small business people each year.
- In conjunction with the Legal Dept., develop and provide contract training for SHRA staff.
- Expand Procurement information on the Agency website.
- Explore the development of an online bidding portal.
- Develop robust Section 3 hiring program.

## 2017 Accomplishments

- Completed 40 Invitation for Bids' solicitations.
- Completed 20 Requests for Proposals' and Requests for Qualifications' solicitations.



# PROCUREMENT SERVICES

- In partnership with SacPAC, participated in the Small Business Enterprise - Connecting Point Expo that had over 800 attendees from throughout Northern California and the Building Connections Construction Expo with over 500 attendees. Also participated in the Blue Book Building & Construction Showcase with over 400 attendees.

## Employee Services Schedule

	<u>2014 Budget</u>	<u>2015 Budget</u>	<u>2016 Budget</u>	<u>2017 Budget</u>	<u>2018 Budget</u>	<u>Increase (Decrease)</u>
<b><u>Procurement Services</u></b>						
Compliance/Procurement Analyst	3.00	3.00	3.00	3.00	3.00	0.00
Supervisor	1.00	1.00	1.00	1.00	1.00	0.00
Total Positions	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>4.00</u>	<u>0.00</u>

Procurement was moved to Administrative Support in 2014.

## PROCUREMENT SERVICES

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Projected	FY 17 Mid-Year Actual	FY18 Estimated
<b>Output:</b>					
# of Invitation for Bid solicitations completed	15	35	40	24	35
# of Requests for Proposals & Qualifications Completed	11	24	20	10	20
# of Contracts Completed	N/A	N/A	500	252	500
<b>Effectiveness:</b>					
Average # of small businesses reached out to in the City & County of Sacramento at the SacPACs annual small business expo.	100	100	100	40	150
# of Small Businesses & Minority and Women Business Enterprise (MWBE) members of various ethnic chamber groups corresponded with, and for which, information and resources were provided regarding the Agency's procurement opportunities.	N/A	N/A	20	6	40

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**

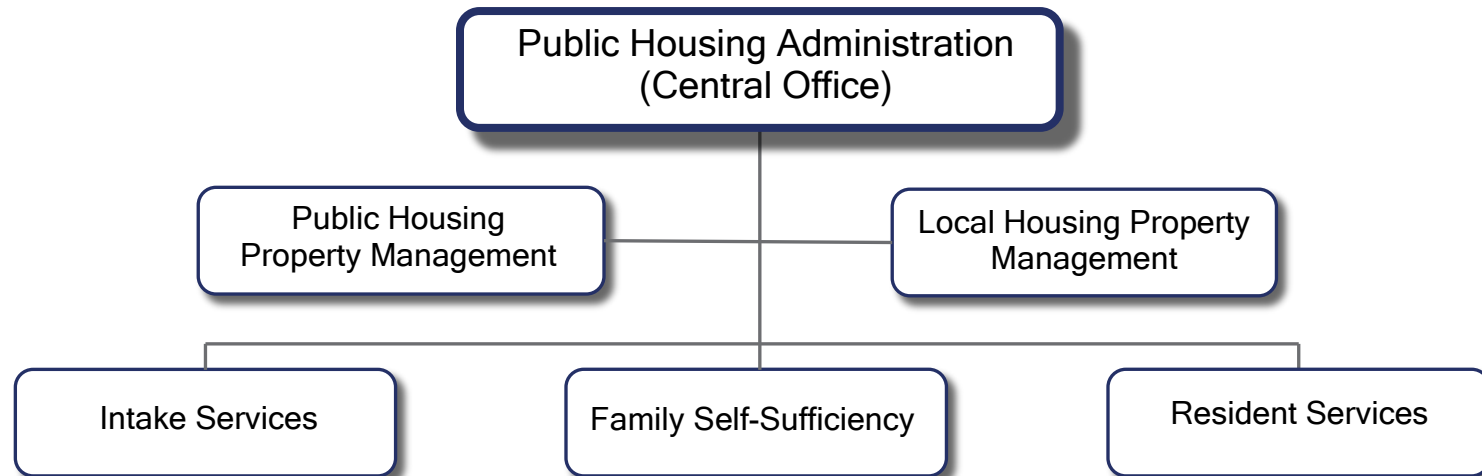
<b>Type of Expense</b>	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Services and Supplies	\$ 446,031	\$ 499,415	\$ 523,813	\$ 630,137	\$ 642,948
Debt Service	1,044,669	1,044,669	1,044,669	1,044,668	1,044,669
<b>Subtotal</b>	<b>1,490,700</b>	<b>1,544,084</b>	<b>1,568,482</b>	<b>1,674,805</b>	<b>1,687,617</b>
Interdepartmental Charges-Eliminations	(1,116,136)	(1,116,136)	(1,116,136)	(1,116,136)	(1,080,136)
Intergovernmental Charges-Eliminations	(383,864)	(383,864)	(383,864)	(383,864)	(383,864)
<b>Required Funding</b>	<b>\$ (9,300)</b>	<b>\$ 44,084</b>	<b>\$ 68,482</b>	<b>\$ 174,805</b>	<b>\$ 223,617</b>



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**SECTION F**

**HOUSING AUTHORITY**



- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2018 Goals and Objectives
- ▶ 2017 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators



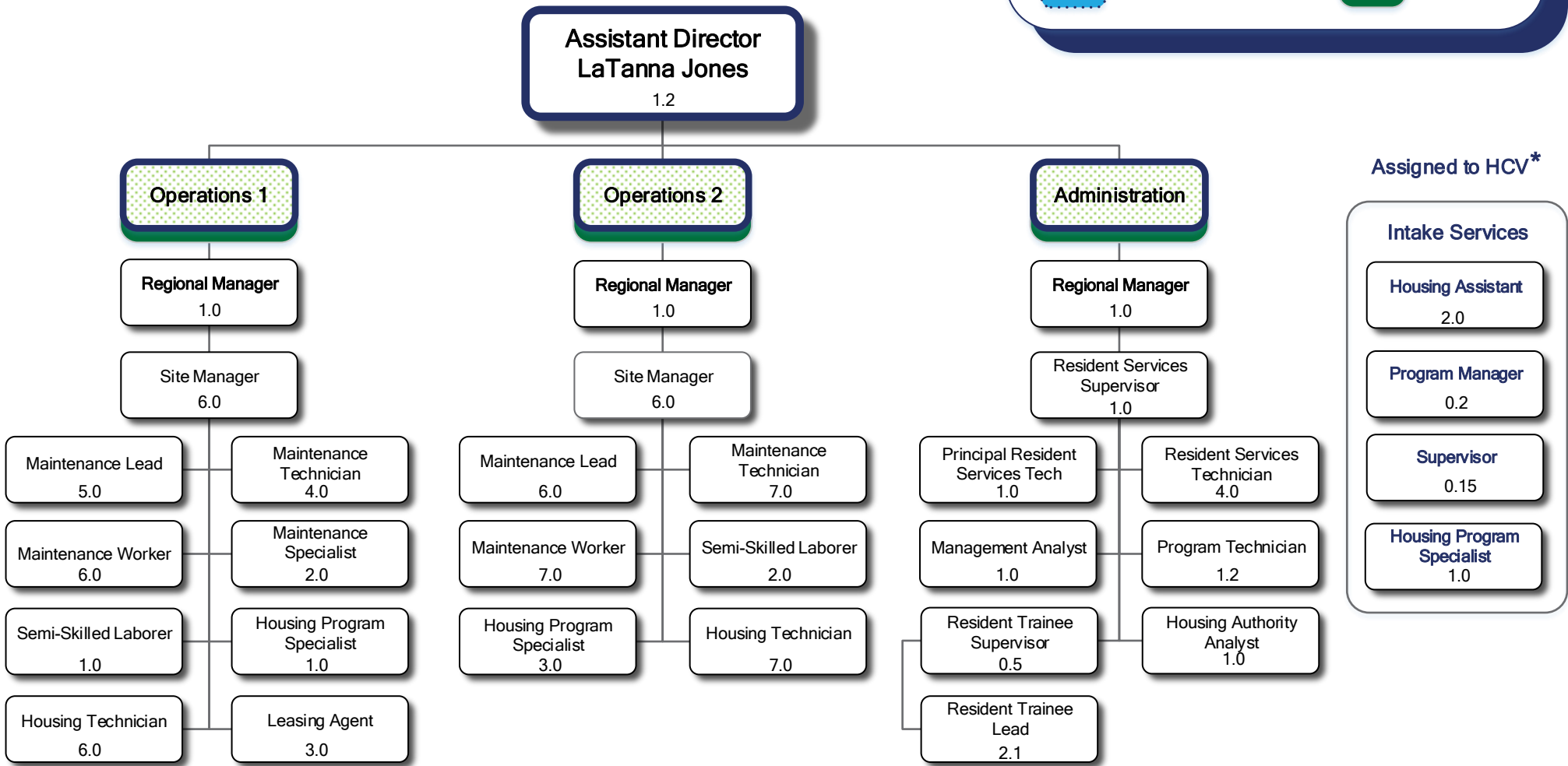
# Public Housing & Intake Services

FY 2018 Organizational Chart

Existing FTE = 91.25 Adopted FTE = 91.35

**Legend:**

- Existing Position
- Proposed Position
- Reclassification
- Division
- Sub-Division



# PUBLIC HOUSING

## Department Summary

The Housing Authority provides a total of 3214 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 2712 apartments, duplexes, and some single family homes to qualified low income families. This housing is owned, managed, and maintained by the Housing Authority, making it one of the largest landlords in Sacramento County. The Housing Authority also owns and manages 271 affordable units comprising of tax credits, and local funds. The non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns and manages 3 project based voucher high-rise consisting of 231 elderly only units.

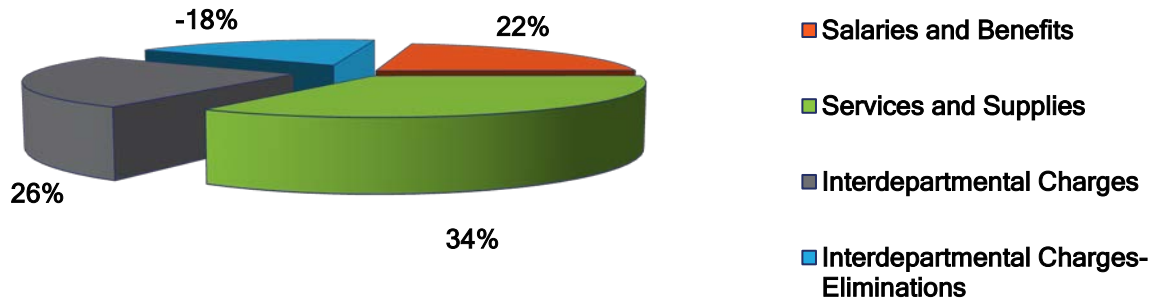
## Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Budget 2018</u>
<b>Public Housing Authority</b>					
Salaries and Benefits	\$ 7,330,186	\$ 7,191,949	\$ 7,270,205	\$ 7,755,757	7,820,857
Services and Supplies	11,143,789	11,526,793	11,717,734	12,249,650	12,113,196
Interdepartmental Charges	6,733,364	6,824,313	7,350,856	9,009,358	8,962,371
<b>Subtotal</b>	25,207,339	25,543,055	26,338,795	29,014,765	28,896,424
Interdepartmental Charges-Eliminations	(4,871,447)	(5,087,230)	(4,938,494)	(6,410,029)	(6,483,179)
<b>Subtotal Public Housing Authority</b>	20,335,892	20,455,825	21,400,301	22,604,736	22,413,245
<b>Intake Services</b>					
Salaries and Benefits	395,984	312,171	359,618	253,097	275,839
Services and Supplies	111,870	106,049	126,049	117,049	114,463
<b>Subtotal</b>	507,854	418,220	485,667	370,146	390,302
Interdepartmental Charges-Eliminations	(507,854)	(418,220)	(485,667)	(370,146)	(390,302)
<b>Subtotal Intake</b>	-	-	-	-	-
<b>Grand Total</b>	\$ 20,335,892	\$ 20,455,825	\$ 21,400,301	\$ 22,604,736	\$ 22,413,245

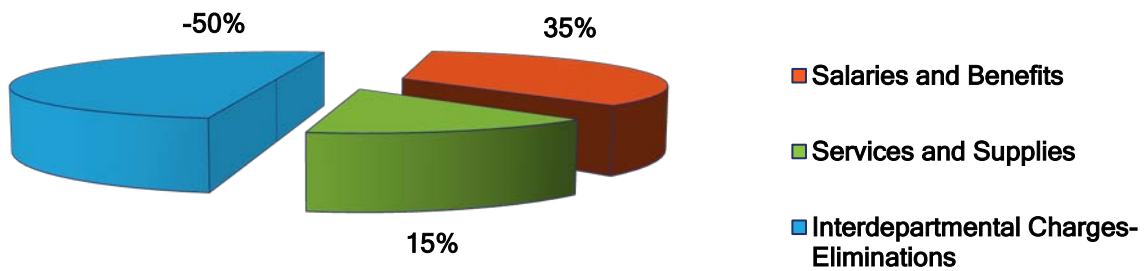


# PUBLIC HOUSING

## Expense Summary - Public Housing



## Expense Summary - PH Intake



## Activities Detail

### **Property Management and Capital Planning**

Public Housing Administration provides a full service approach to property management and maintenance. In addition to the regulatory requirements to conduct annual tenant recertification, staff also conducts extensive quality control inspections and fiscal audits to confirm program compliance. Examples of the specific types of activities include, but are not limited to, the following:

- Maintaining a 98% occupancy rate.
- Modernizing the public housing stock.
- Collecting rents and rent collection enforcement.
- Using energy efficient appliances, doors, and windows.
- Preparing and leasing vacant units within 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.
- Continuous assessments of program activities to maximize customer service.

### **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 submitted every five years, and the Annual Plan, which is submitted to HUD every year. It is through the Annual Plan that SHRA receives capital funding. Site and system inspections are conducted monthly.

### **Site Inspections, Maintenance & Capital Improvements**

General up-keep and maintenance of property is important for curb appeal and resident satisfaction. Regular UPCS 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. Site and system inspections are conducted monthly.

# PUBLIC HOUSING

## **Audit**

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

## **Asset Repositioning**

As a requirement from HUD, the Housing Authority has developed an asset repositioning strategy for long term operation, capital investment, rehabilitation, modernization, disposition, and other needs for such inventory. In order to remain relevant and competitive, the Housing Authority must apply similar asset management principles as other sites managed by private management companies. Asset repositioning efforts include, but have not been limited to:

- Extending the useful life of some aging properties.
- Altering and/or retrofitting facilities to consolidate space or accommodate new functions and technologies.
- Improving residential property-based standards for safety, environmental quality and accessibility.
- Submitting applications to dispose of excess property.
- Utilizing technologies to create efficiencies and maximize limited resources.

## **2018 Goals and Objectives**

- Continue with Choice Neighborhood Initiative activities to assure the successful relocation and implementation of the Twin Rivers public housing development.
- Continue with efforts to improve the area immediately surrounding the Twin Rivers development.
- Assist and encourage residents to seek and maintain employment through Jobs Plus and Resident Services.
- Develop a plan to strategically dispose and reposition PHA-owned properties.
- Continue to implement new ways to support our residents in the areas of:
  - Health
  - Education
  - Employment

# PUBLIC HOUSING

- Life and Soft Skills
- Obtain “high performer” status in the Housing Authority of the County of Sacramento.
- Maintain “high performer” status in the Housing Authority of the City of Sacramento.
- Increase efficiencies
  - In how applicants update their information while they remain on the wait list.
  - In quality control to reduce errors in files and work processes.
  - In customer service.
  - In technological advancement to maintain measurable efficiencies.

## 2017 Accomplishments

In 2017, HUD notified SHRA that the City Housing Authority had received “**High Performer**” status based upon 2016 operating results (The County Housing Authority was rated a “standard performer” due to smaller amounts in reserves.). Staff is continuing to streamline operations where possible and diligently monitoring operating activities to ensure that the high standards of performance are maintained into the future. In addition, the Housing Authority:

- Increased resident participation in the Jobs Plus Program by assisting residents at Alder Grove and Marina Vista to become employed. One hundred ninety four (194) residents enrolled in the program, 99 residents received the Jobs Plus Earned Income Disallowance, 34 residents obtained full or part time employment, and 15 residents enrolled in a high school diploma class on site.
- Received renewal funding from the U.S. Department of Housing and Urban Development Resident Opportunity and Self Sufficiency (ROSS) Program for the City and Family Self Sufficiency (FSS) for the City and County to promote financial literacy, increase income, reduce the need for welfare assistance, economic independence and self-sufficiency among residents using the combination of PH assistance and other public/private resources. By midyear 2017, 72 families were enrolled in the City FSS, 63 families were enrolled in the County FSS, and 115 families were enrolled in the City ROSS program. Over 57% of the total numbers of participants have accrued an escrow balance. The average increase in earned income is \$7,140. Forty participants received Financial Coaching or Education in a classroom setting. Four residents have successfully completed and graduated from the FSS Program this year. Two additional families will graduate by the end of the year.
- Established a summer lunch program at Alder grove site that provided meals to an average of 25 children per day.
- Consistently maintained a 98% rent collection rate.

## PUBLIC HOUSING

- Maintained a 98% occupancy rate.
- Received overall favorable ratings from the residents that responded to the customer service survey; (54%) Excellent & (30%) Good.
- Implemented new technological advancements to improve efficiency and move site management function to paperless activities:
  - New Mobile Work Order process using smart phones for our maintenance staff to open and close work orders while in the field.
  - New mobile Uniform Physical Condition Standards (UPCS) Inspection process using tablets for our site managers and maintenance leads to conduct unit inspections while in the field.

# PUBLIC HOUSING

## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 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	3.00	3.00	0.00	0.00	0.00	0.00
Housing Assistant	1.50	0.00	0.00	0.00	0.00	0.00
Housing Authority Analyst	1.00	1.00	1.00	1.00	1.00	0.00
Housing Program Specialist	3.00	2.00	4.00	4.00	4.00	0.00
Housing Technician	17.00	18.00	14.00	14.00	13.00	-1.00
Leasing Agent	0.00	3.00	3.00	3.00	3.00	0.00
Maintenance Lead	0.00	0.00	0.00	11.00	11.00	0.00
Maintenance Specialist	2.00	2.00	2.00	2.00	2.00	0.00
Maintenance Technician	39.00	34.00	29.00	13.00	11.00	-2.00
Maintenance Worker	6.00	10.00	7.00	12.00	13.00	1.00
Management Analyst	1.80	2.00	2.00	1.00	1.00	0.00
Principal Resident Services Technician	0.00	0.00	0.00	1.00	1.00	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
Resident Services Supervisor	0.00	0.00	0.00	1.00	1.00	0.00
Resident Services Technician	0.00	0.00	4.00	4.00	4.00	0.00
Resident Trainee Program Lead-Custodial	0.00	0.00	0.00	1.00	1.00	0.00
Resident Trainee Program Lead-Clerical	0.00	0.00	0.00	0.00	0.10	0.10
Resident Trainee Program Lead-Maintenance	0.00	0.00	0.00	1.00	1.00	0.00
Resident Trainee Program Supervisor	0.00	0.00	0.00	0.50	0.50	0.00
Semi-Skilled Laborer	0.00	0.00	7.00	1.00	3.00	2.00
Senior Management Analyst	0.50	0.00	0.00	0.00	0.00	0.00
Site Manager	13.00	13.00	0.00	0.00	0.00	0.00
Site Manager I	0.00	0.00	7.00	6.00	6.00	0.00
Site Manager II	0.00	0.00	6.00	6.00	6.00	0.00
Total PHA Positions	93.20	93.40	91.40	87.90	88.00	0.10
<b>Intake Services</b>						
Housing Assistant	2.50	2.00	2.00	2.00	2.00	0.00
Housing Program Specialist	1.00	1.00	1.00	0.00	1.00	1.00
Housing Program Technician I	0.00	0.00	0.00	1.00	0.00	-1.00
Program Manager	0.60	0.50	0.50	0.20	0.20	0.00
Supervisor	0.75	0.40	0.50	0.15	0.15	0.00
Total Intake Positions	4.85	3.90	4.00	3.35	3.35	0.00
Total Positions	98.05	97.30	95.40	91.25	91.35	0.10

# PUBLIC HOUSING

## Public Housing Division

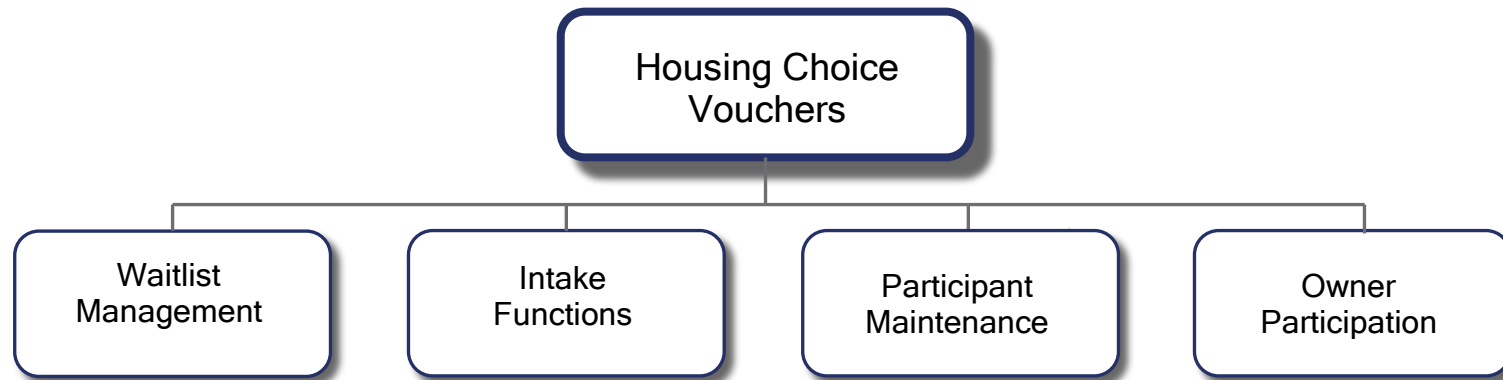
Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid- Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
Average # of units leased/Total Units	2,685	2,659	2,659	2,595	2,472
# of maintenance requests responded to	22,535	19,858	9,817	20,000	20,000
# of emergency maintenance requests	285	233	141	280	280
# of Units Turned	330	332	164	335	335
# of FSS Resident Contracts	89	123	135	140	140
# of People served at Alder Grove Clinic	N/A	N/A	2	20	40
# of Residents enrolled at Highlands Community Charter School on site	N/A	N/A	15	18	20
<b>Effectiveness:</b>					
Average % Occupancy Rate	99%	98%	98%	98%	98%
% score received for High Performer designation for the City of Sacramento Housing Authority	92%	93%	N/A	92%	92%
% score received for Standard Performer designation for the County of Sacramento Housing Authority	83%	89%	N/A	89%	85%
# of FSS graduates	3	7	1	6	10
# of people served at the Alder Grove Clinic who are residents	N/A	N/A	2	20	40
# of residents enrolled at Highlands Community Charter School on site	N/A	N/A	15	18	18
% Rent collected	98%	98%	98%	98%	98%
<b>Efficiency:</b>					
% units turned in <20 days	N/A	36%	45%	45%	50%

# PUBLIC HOUSING

## Resident Services Division - Jobs Plus

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid- Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
Number of workable Adults in development	N/A	551	527	527	527
Number of residents that completed a Jobs Plus Assessment	N/A	114	72	100	100
Number of participants beginning new part-time employment	N/A	1	2	10	25
Number of participants beginning new full-time employment	N/A	6	9	25	60
Number of participants who became employed with continuous employment for 180 days +	N/A	4	17	N/A	N/A
Number of participants enrolled into a High School Equivalency program	N/A	18	15	21	12
Number of youth employed in jobs/internships (summer or year-round)	N/A	0	0	3	16
<b>Effectiveness:</b>					
Percent of work-able residents in development who are employed	N/A	39	66	78	81
Percent of current assessed residents who are employed	N/A	19	27	43	55
Percent of work-able residents employed at the living wage	N/A	1	1	1	2
Number of households with earnings disregarded (JPEID)	N/A	0	24	50	100





- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2018 Goals and Objectives
- ▶ 2017 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

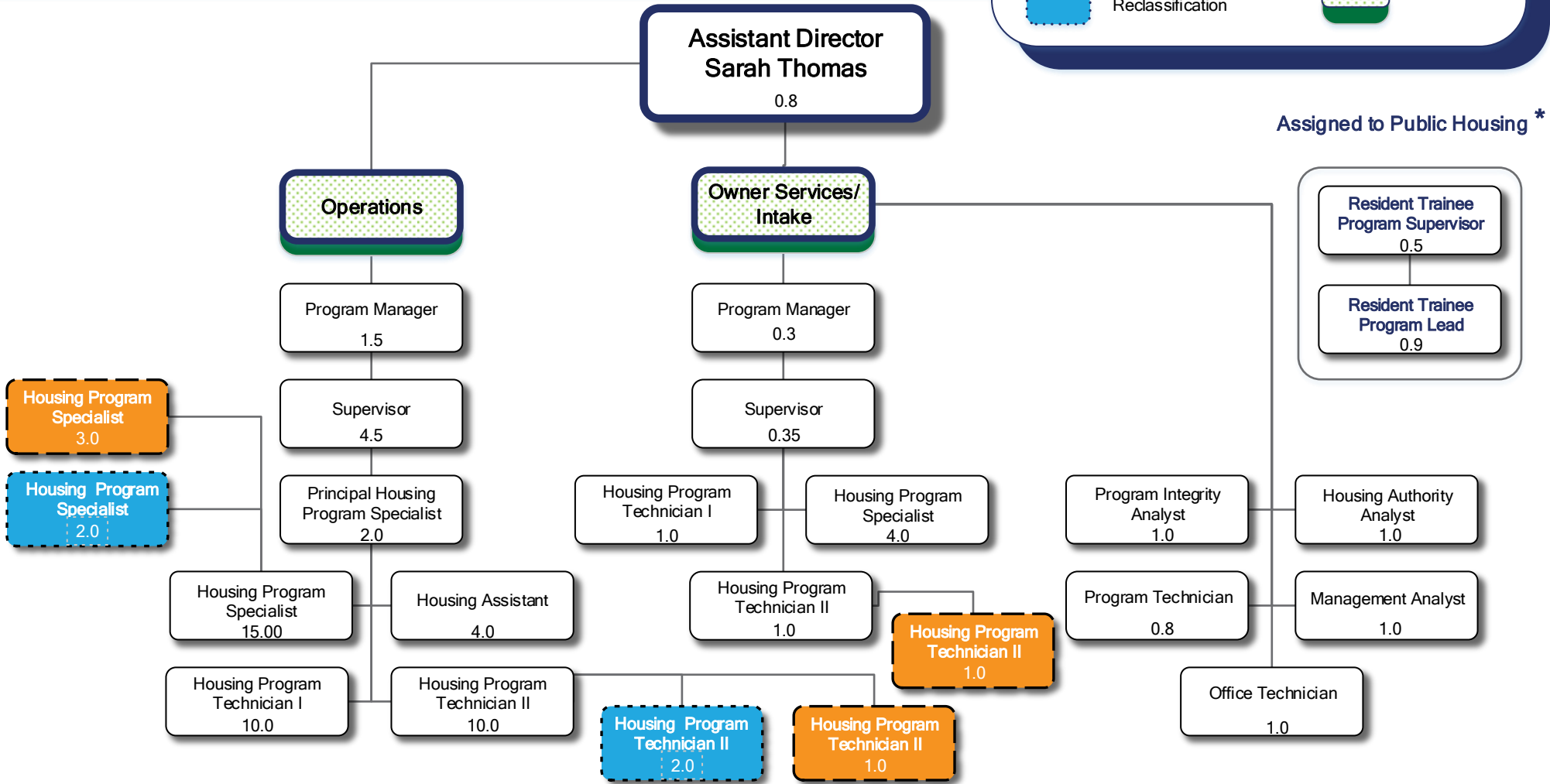
# HCV & Intake Services

FY 2018 Organizational Chart

Existing FTE = 65.75 Adopted FTE = 70.65

**Legend:**

- Existing Position
- Proposed Position
- Reclassification
- Division
- Sub-Division



# HOUSING CHOICE VOUCHERS

## Department Summary

The **Housing Choice Voucher (HCV)** program provides rental assistance to low-income families throughout Sacramento County. The Agency has authority to provide approximately 12,178 vouchers and seeks to maintain utilization at 98-100% of the vouchers available. Within this voucher allocation there are:

- 512 Veterans Affairs Supportive Housing (VASH) vouchers to assist homeless veterans.
  - 100 of these vouchers are project based (where the federal subsidy is tied to the unit) at the following locations:
    - 25 at Mather Veterans Village (Phase 1)
    - 25 at (the future) Mather Veterans Village (Phase 3)
    - 25 at the Hotel Berry
    - 25 at (the future) Twin Rivers development
  - 50 units (50 percent) of the units are for upcoming newly constructed units and 50 units (50 percent) are for existing units.
- 10,706 tenant-based HCV vouchers.
  - 100 of these vouchers are for non-elderly disabled individuals who are living in public housing or are on the public housing waiting list.
- 592 project-based vouchers for homeless or homeless/rent burdened families at the following properties:
  - 284 at Phoenix Park
  - 40 at Serna
  - 76 at Washington Plaza
  - 77 at Sutterview
  - 37 at 7<sup>th</sup> and H Streets
  - 78 at Sierra Vista
- 368 new project-based vouchers for homeless families.
  - A Request for Proposal was released in June 2017, for 200 project-based HCV vouchers. Given the tight rental market and the high demand for project-based vouchers, 368 project-based vouchers (instead of 200) were allocated to house homeless families at eight properties.
    - 35 at Serna Village
    - 25 at (the future) Mather Veterans Village (Phase 3)
    - 60 at MLK Village
    - 56 at Shasta Hotel

# HOUSING CHOICE VOUCHERS

- 92 at (the future) Courtyard Inn
  - 60 at Saybrook Apartments
  - 20 at Victory Townhomes
  - 20 at (the future) Lavender Court
- 137 (37 percent) of the vouchers are allocated to upcoming newly constructed units while 231 vouchers (63 percent) are allocated to existing units.

In addition to the HCV's allocated to the Housing Authority, there are 575 certificates to serve homeless, disabled individuals and families through the Shelter Plus Care (SPC) program. In 2017:

- 540 families received SPC assistance through the tenant-based program.
- 20 families received SPC assistance at the Shasta Hotel.
- 15 families received SPC assistance at Boulevard Court.

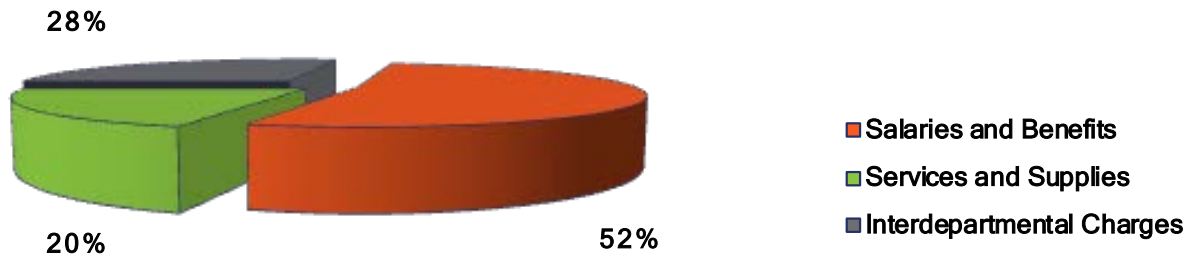
## Appropriation Summary

Type of Expense	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
<b>Housing Choice Vouchers</b>					
Salaries and Benefits	\$ 3,911,469	\$ 4,030,119	\$ 4,477,794	\$ 5,203,051	\$ 5,509,701
Services and Supplies	2,416,095	2,404,504	2,770,326	2,336,525	2,078,416
Debt Service	200,000	200,000	200,000	1,200,000	-
Interdepartmental Charges	1,427,655	1,603,222	1,750,000	2,860,000	2,917,470
<b>Subtotal Housing Choice Vouchers</b>	<u>7,955,219</u>	<u>8,237,845</u>	<u>9,198,120</u>	<u>11,599,576</u>	<u>10,505,587</u>
<b>Intake Services</b>					
Salaries and Benefits	324,674	458,489	525,580	673,449	924,542
Services and Supplies	-	74,199	91,699	311,699	319,976
Subtotal Intake	<u>324,674</u>	<u>532,688</u>	<u>617,279</u>	<u>985,148</u>	<u>1,244,518</u>
Interdepartmental Charges-Eliminations*	<u>(324,674)</u>	<u>(532,688)</u>	<u>(617,279)</u>	<u>-</u>	<u>-</u>
<b>Subtotal Intake</b>	<u>-</u>	<u>-</u>	<u>-</u>	<u>985,148</u>	<u>1,244,518</u>
<b>Grand Total</b>	<u>\$ 7,955,219</u>	<u>\$ 8,237,845</u>	<u>\$ 9,198,120</u>	<u>\$ 12,584,724</u>	<u>\$ 11,750,105</u>

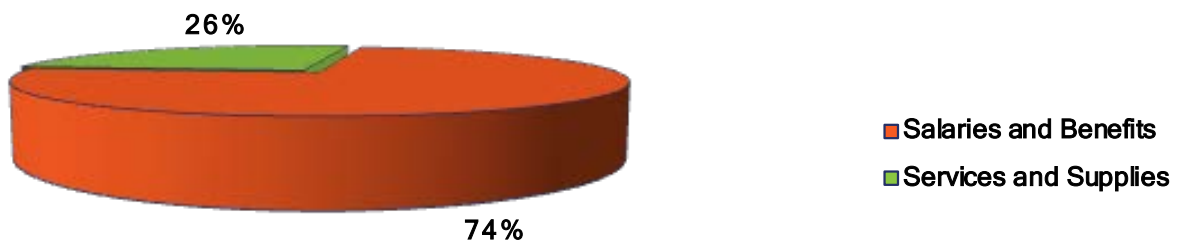
\*Housing Choice Vouchers Intake fees are direct charged since 2017 which results in no interdepartmental charges eliminations.

# HOUSING CHOICE VOUCHERS

## Expense Summary - HCV



## Expense Summary-HCV Intake



### Activities Detail

#### **HCV Waitlist Management**

It is important to manage a sufficient number of individuals and families on the current waiting list(s) to fill vacancies and maintain maximum usage of the vouchers allocated by HUD within the limitations of the HCV budget. There are currently six waiting lists available for the HCV (tenant and project-based) program enabling staff to be responsive and efficient to house low-income families.

#### **Intake Functions**

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

# HOUSING CHOICE VOUCHERS

## **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 for their family composition 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 substantial 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.

## **2018 Goals and Objectives**

- Continue to maintain status as 'High Performer' with HUD.
- Implement the 3-Year Homeless Initiative approved in March 2017 to utilize HCV turnover vouchers to serve homeless individuals and families with tenant based vouchers, project based vouchers and vouchers for homeless youth (through the Performance Partnership Pilots For Disconnected Youth (P3) grant).
- Launch the resident portal where 12,000+ individuals and families can submit their annual recertification paperwork (as required by the United States Department of Housing and Urban Development - HUD). Updates related to changes in income and household composition and other correspondence will also take place online.
- Refine the current landlord portal where landlords have better visibility of Housing Authority activities related to their rental properties. Activities on the portal currently include signing up for direct deposit, reviewing tenant ledgers, updating contact
- information, reviewing past inspections and submissions of rent increases online. Future refinements will include enabling owners to email staff online and proactively schedule future inspections.
- Enroll all landlords participating in the HCV program to electronically receive their Housing Assistance Payment (HAP) through direct deposit. 92 percent of landlords are currently receiving checks electronically (which is an increase of 12 percent from last year).
- Update enhancements to the SHRA website to provide maximum resources online to HCV tenants, applicants and landlords. This includes direct links to the landlord/resident portal, all relevant tenant/landlord forms, and answering frequently asked questions online.

# HOUSING CHOICE VOUCHERS

- Proactively market the HCV program to landlords and HCV families to provide/find units in high opportunity (low poverty) areas of Sacramento where families have access to high frequency transit, job opportunities, child care, good schools and other amenities.
- Maximize the utilization of vouchers despite the tight Sacramento rental market and seek opportunities for families to move into low poverty areas.
- Prioritize the recognition of employees on a regular basis to value their hard work and good performance.

## 2017 Accomplishments

- Received high performer status from HUD for receiving maximum Section Eight Management Assessment Plan (SEMAP) points. This is a nationwide honor provided to housing authorities who achieve this status.
- Awarded 75 HUD-Veterans Assistance Supportive Housing (HUD-VASH) project based vouchers to the Hotel Berry, Mather Veterans Village and Twin Rivers development (25 vouchers each).
- Pulled 4,900 families off the various HCV tenant and project-based waiting lists.
- Allocated 368 project-based vouchers to the following projects: Serna Village, Mather Veterans Village, MLK Village, Shasta Hotel, Courtyard Inn, Saybrook Apartments, Victory Townhomes, and Lavender Court.

# HOUSING CHOICE VOUCHERS

## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
<b>Housing Choice Vouchers and Intake</b>						
Assistant Director	0.80	0.80	0.80	0.80	0.80	0.00
Housing Assistant	7.00	7.00	5.00	4.00	4.00	0.00
Housing Authority Analyst	2.00	1.00	1.00	1.00	1.00	0.00
Housing Program Specialist	24.00	16.00	13.00	15.00	19.00	4.00
Housing Program Technician I	12.00	17.00	16.00	14.00	10.00	-4.00
Housing Program Technician II	0.00	3.00	7.00	10.00	13.00	3.00
Management Analyst	0.20	1.00	1.00	1.00	1.00	0.00
Office Technician	0.00	0.00	1.00	1.00	1.00	0.00
Principal Housing Authority Analyst	2.00	1.00	2.00	0.00	0.00	0.00
Principal Housing Program Specialist	0.00	0.00	0.00	2.00	2.00	0.00
Program Integrity Analyst	1.00	1.00	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	1.50	1.50	0.00
Program Technician	0.80	0.80	0.80	0.80	0.80	0.00
Resident Trainee Program Lead-Clerical	0.00	0.00	0.00	1.00	0.90	-0.10
Resident Trainee Program Supervisor	0.00	0.00	0.00	0.50	0.50	0.00
Supervisor	4.00	4.00	4.00	4.50	4.50	0.00
Subtotal Housing Choice Voucher Positions	<u>54.80</u>	<u>53.60</u>	<u>53.60</u>	<u>58.10</u>	<u>61.00</u>	<u>2.90</u>
<b>Intake Services</b>						
Housing Program Specialist	2.00	3.00	2.00	4.00	4.00	0.00
Housing Program Technician I	1.00	1.00	2.00	1.00	2.00	1.00
Housing Program Technician II	0.00	0.00	1.00	2.00	3.00	1.00
Program Manager	0.40	0.50	0.50	0.30	0.30	0.00
Supervisor	0.25	0.60	0.50	0.35	0.35	0.00
Subtotal Intake Positions	<u>3.65</u>	<u>5.10</u>	<u>6.00</u>	<u>7.65</u>	<u>9.65</u>	<u>2.00</u>
Total Positions	<u>58.45</u>	<u>58.70</u>	<u>59.60</u>	<u>65.75</u>	<u>70.65</u>	<u>4.90</u>



## HOUSING CHOICE VOUCHERS

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
Score received for the Section 8 Management Assessment Program (SEMAP)	93%	97%	97%	N/A	N/A
# of (Tenant Based) Housing Choice Vouchers (HCV)	11,018	11,018	11,074	10,706	10,706
# of Project Based Vouchers (PBV)	648	648	592	960	960
# of (Tenant Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless	374	487	412	412	412
# of (Project Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless	25	25	100	100	100
# of Shelter Plus Care Certificates (SPC) - homeless	570	570	575	585	595
% of families with elderly family member in the household	N/A	32%	30%	30%	31%
% of disabled members in household	N/A	79%	68%	68%	70%
% of family members employed	N/A	34%	28%	28%	29%
% of families who were initially homeless	N/A	8%	7%	7%	9%
% of families with total household income less than \$10,000	N/A	20%	17%	17%	19%
% of families with income less than 25% Area Median Income	N/A	65%	57%	57%	59%

## HOUSING CHOICE VOUCHERS

Key Indicators cont'd	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Effectiveness: Impact on the community with families served</b>					
Received High Performer designation from HUD for the Section 8 Management Assessment Program (SEMAP)	1	1	N/A	1	1
% of HCV tenant based voucher utilization	99.5%	98.6%	97.44%	96.35%	96.67%
% of HCV project based voucher utilization	99.5%	98.6%	97.44%	96.35%	96.67%
% of VASH (tenant and project based) voucher utilization - homeless	95%	94%	94%	93%	94%
% of Shelter Plus Care (SPC) certificate utilization - homeless	100%	90%	94%	96%	98%
<b>Efficiency:</b>					
% of landlords electronically receiving their payments through direct deposit	N/A	80%	92%	95%	97%
% of families utilizing the resident portal	N/A	N/A	N/A	N/A	20% <sup>1</sup>

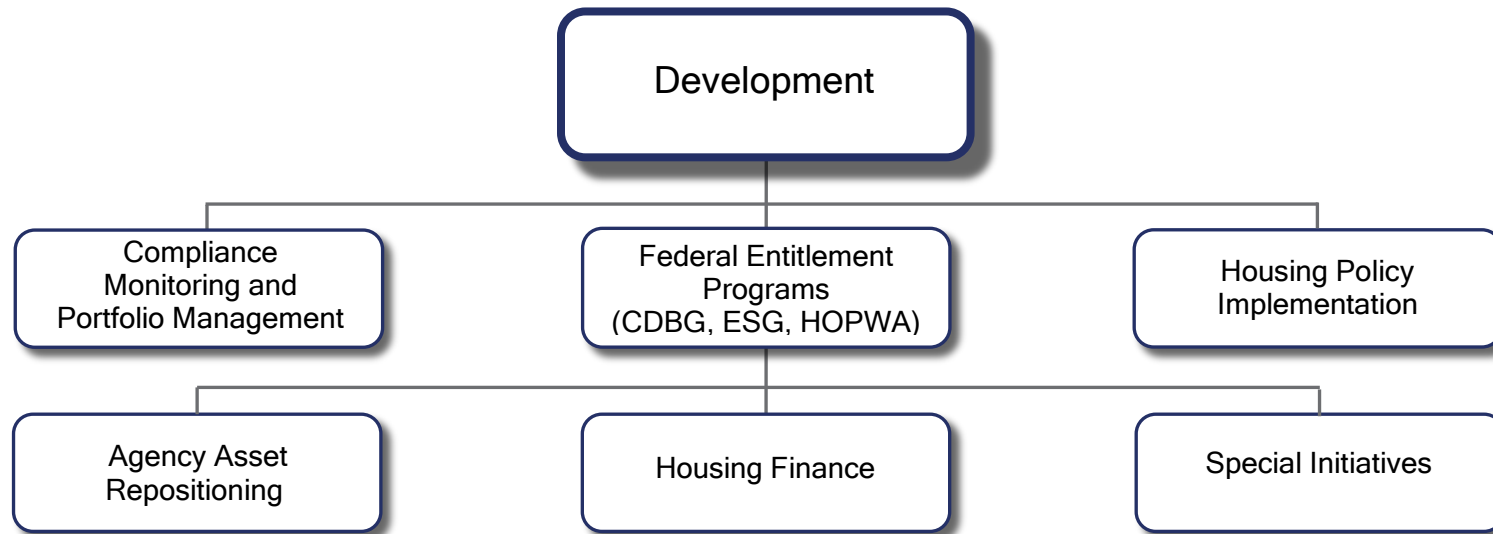
<sup>1</sup> The resident portal is expected to launch in Winter 2017. Utilization will be limited during the ramp up phase in 2018.



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**SECTION G**

**DEVELOPMENT**

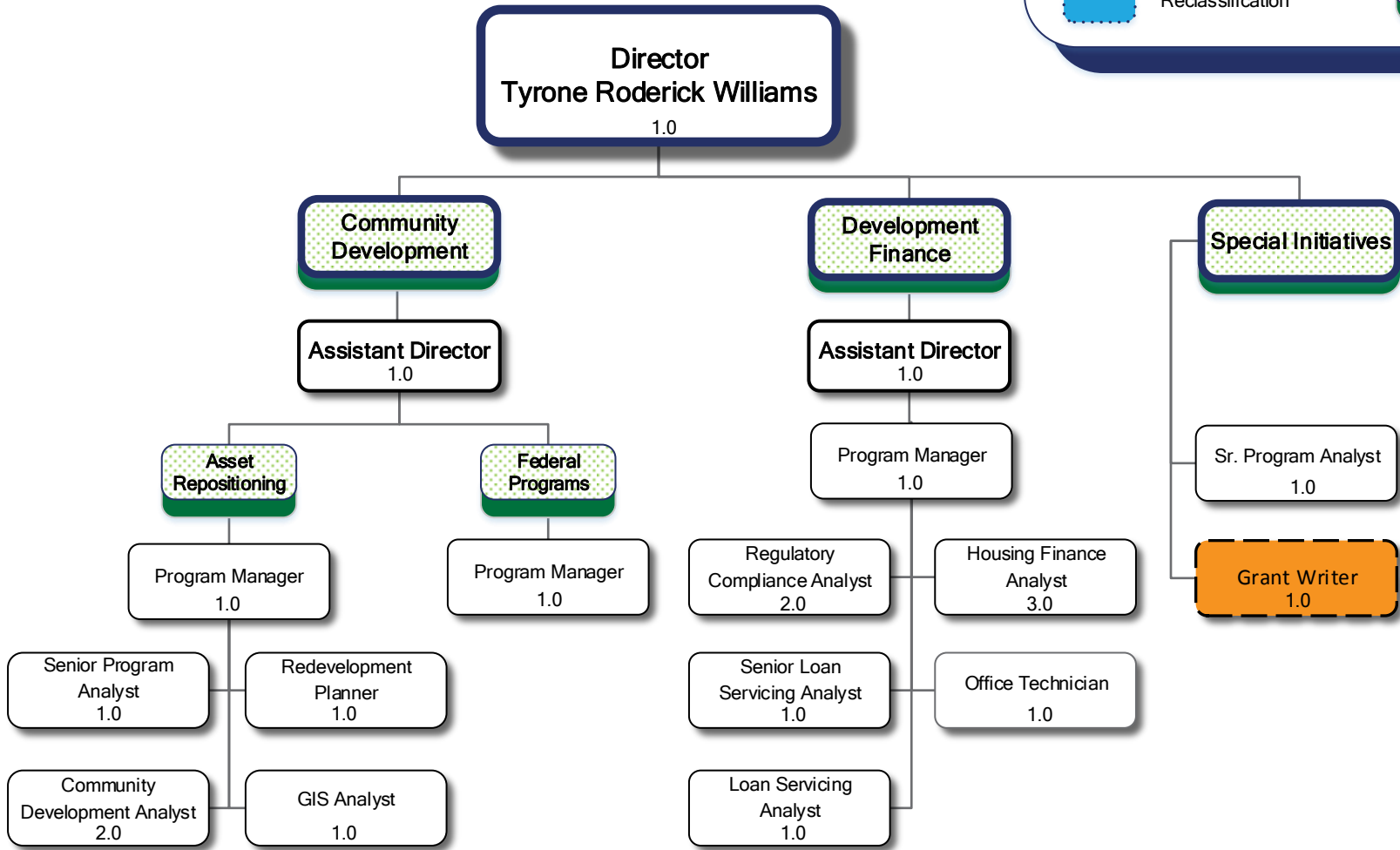


- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2018 Goals and Objectives
- ▶ 2017 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators

Existing FTE = 23 Adopted FTE = 21

**Legend:**

- Existing Position
- Proposed Position
- Reclassification
- Division
- Sub-Division



# DEVELOPMENT

## Department Summary

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

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

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

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

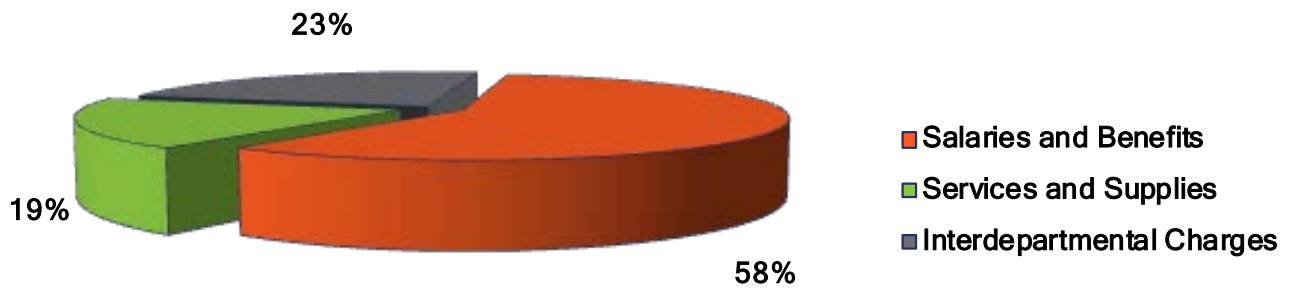
The **Asset Repositioning Division** working with the Housing Authority has developed an asset repositioning strategy for long term operation, capital investment, rehabilitation, modernization, disposition, and other needs for its inventory. These projects were funded and built in past decades, when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

# DEVELOPMENT

## Appropriation Summary

<u>Type of Expense</u>	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Salaries and Benefits	\$ 1,700,948	\$ 2,122,076	\$ 2,733,413	\$ 2,858,389	\$ 2,651,402
Services and Supplies	419,633	660,692	906,002	592,433	868,415
Interdepartmental Charges	1,403,711	739,935	1,193,786	1,954,798	1,065,461
<b>Total</b>	<b>\$ 3,524,292</b>	<b>\$ 3,522,703</b>	<b>\$ 4,833,201</b>	<b>\$ 5,405,620</b>	<b>\$ 4,585,278</b>

## Expense Summary





# DEVELOPMENT

## Activities Detail

### Federal Programs

#### **Community Development Block Grant (CDBG)**

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

#### **Emergency Solutions Grant (ESG)**

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

#### **Housing Opportunities for Persons With AIDS (HOPWA)**

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

### Development Finance

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

#### **Multifamily Affordable Housing Financing**

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

#### **Affordable Housing Policy Implementation**

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

## DEVELOPMENT

City of Sacramento 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 polices such as the Housing Trust Fund, Preservation, and Single Room Occupancy (SRO) Ordinances.

### **Single Family Development Financing and Homeownership Services**

Monitor the development and financing of the Del Paso Nuevo single family residential subdivisions. Provide a variety of homebuyer assistance programs to income qualified families. Provide assistance to the Welcome Home Program by qualifying homebuyers for rehabilitated Agency owned single family homes.

### **Compliance Monitoring and Portfolio Management**

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

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

- Annual Housing Trust Fund Reports
- Annual Single Room Occupancy (SRO) Preservation Report
- 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, and CalHOME awards

# DEVELOPMENT

## Agency Asset Repositioning

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

- Sustain our commitment to house extremely low income households by adopting a "No net loss" policy requiring the development of at least an equivalent number of replacement units when units are removed from our baseline inventory.
- Diversify funding resources available to support our public housing and decrease reliance, to the extent necessary, on federal funding sources by leveraging the use of existing sources with private funding and other sources.
- Preserve and enhance existing housing stock; upgrading stock whenever possible to a 30 year useful life.
- Reallocate 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 and resident advisory boards.

## Special Initiatives

The Agency has distinguished itself nationally by receiving special designations and pilot programs. These programs support the goal of enhancing neighborhood revitalization activities and extending services to targeted populations.

### Sacramento Promise Zone

- On April 28, 2015, the U.S. Department of Housing and Urban Development announced that Sacramento received a Promise Zone designation. Sacramento is one of only 22 cities in the nation to receive this designation. The Promise Zone designation creates a partnership between federal, state and local agencies to give local leaders proven tools to improve the quality of life in some of Sacramento's most vulnerable areas.

## DEVELOPMENT

- As a Promise Zone, Sacramento receives significant benefits including priority access to federal investments that further local strategic plans, federal staff on the ground to help implement goals and five full time AmeriCorps VISTA members to recruit and manage volunteers and strengthen the capacity of the Promise Zone partners.
- The Sacramento Promise Zone encompasses 22 square miles of the economically hardest-hit neighborhoods in the city - from Del Paso Heights in the North Area to The Avenues in the South County.
- As the lead applicant, SHRA, in partnership with more than 60 key partners, will work to coordinate resources, build capacity and create public-private partnerships to drive area revitalization. The partners have adopted the following five goals to improve the quality of life and accelerate revitalization:
  - Create Jobs
  - Increase Economic Activity
  - Improve Educational Opportunities
  - Improve Health and Wellness
  - Facilitate Neighborhood Revitalization

### Performance Partnership Pilots (P3)

The program enables pilot sites to test innovative, outcome-focused strategies to achieve significant improvements in educational, employment and other key outcomes for disconnected youth using new flexibility to blend existing Federal funds and to seek waivers of associated program requirements.

The Housing Authority of Sacramento County will be awarded \$248,799 over 3 years.

The Sacramento P3 program is a 3 year comprehensive service delivery system that coordinates and integrates a multi-disciplinary approach to services being provided to 100 disconnected youths ages 16-24, especially foster youth, youth on probation, homeless youth and youth at risk of becoming homeless.

The program adopts a housing first model to promote stability. The federal regulation waivers granted under this program are designed to increase service delivery efficiency in two ways: First, by removing barriers to housing and expanding housing eligibility and second, by leveraging existing resources and increasing services to the target population. This program is based on collaboration with local and state partners and coordinating services that are currently funded and does not provide funding for social services.

Through collaboration with key partners, 100 participants in the Sacramento P3 program will attain outcomes in education; employment and housing that will help support their path to self-sufficiency. Specifically, youth will attain a high school diploma or GED, attain a job or be placed

# DEVELOPMENT

in a job training program, and all of the Sacramento P3 program participants will be housed as a result of their participation in the program. The program is anticipating a launch in the fall of 2017.

## 2018 Goals and Objectives

### Federal Programs

- Implement the 2013-2019 Consolidated Plan for federal Community Planning and Development funding originating from the U.S. Department of Housing and Urban Development (HUD).
- Execute the final projects and close-out of the third round of the Neighborhood Stabilization Program by remediating the remaining vacant lots in the portfolio.
- Continue implementing the new regional Assessment of Fair Housing by partnering with surrounding entitlement jurisdictions to support the Agency's commitment to Affirmatively Further Fair Housing.

### Development Finance

- Provide Mortgage Revenue Bond and gap financing needed to complete the significant rehabilitation and new construction of affordable multifamily rental properties within the City and unincorporated County of Sacramento.
- Work with stakeholders to update the Multifamily Lending and Mortgage Revenue Bond Policies.
- Continue to pursue additional funding resources.
- Begin construction and sales of 30 new single family homes as part of Del Paso Nuevo V and another 30 for Del Paso Nuevo Phase VI.
- Continue the eligibility review process for the Welcome Home Program homebuyers.
- Monitor and inspect 2,250 affordable housing units in the City and County of Sacramento.

### Agency Asset Repositioning

- Close on Phase I funding applications to implement the first development associated with Twin Rivers Transit Oriented Development (Choice Neighborhoods Initiative).

## DEVELOPMENT

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

### Special Initiatives

- **Promise Zone**
- Establish new projects that include local, state and national partners that focus on:
  - Job training and aligning industry demand career pathways
  - Increasing capacity building among the local Property Business Improvement Districts
  - Expanding partnerships and funding for STEM programs
  - Expanding Health and Wellness programs
  - Highlighting and establishing new arts and cultural expression projects
  - Assisting neighborhood associations build capacity and understanding of how to navigate city and county processes for neighborhood investment
  - Creating evaluation tools and processes
- **Performance Partnership Pilots (P3)**
- Through collaboration with key partners, Sacramento P3 program will support 75 to 85 participants in their efforts to attain:
  - Secure stable housing
  - Completion of High School diploma or GED equivalent
  - Job training or certifications that lead to self-sufficiency

### 2017 Accomplishments

#### Federal Programs:

- Began the implementation of Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.

## DEVELOPMENT

- Continued the ongoing implementation of a comprehensive countywide Fair Housing program covering all jurisdictions within Sacramento County in partnership with all of the incorporated cities and the unincorporated County, Legal Services of Northern California, Self Help Housing, and the Rental Housing Association.
- Selected the consultant in support of the Assessment of Fair Housing and executed agreements between SHRA (its constituent entities), the Cities of Citrus Heights, Rancho Cordova, Elk Grove, Roseville, Rocklin, Woodland, Davis and West Sacramento and the Housing Authorities of Roseville and Yolo Counties.
- Completed the installation and successfully launched the Equity Electronic CarShare program at Edgewater Apartments and Alder Grove; a first of its kind initiative spotlighted by television crews from Sweden and Germany and in national efforts to initiate similar programs in Atlanta and Los Angeles.
- Continued ongoing infrastructure and public facilities improvements:
  - In the County, projects included the 44<sup>th</sup> Avenue Pedestrian and Beautification Project Phase II, Rio Linda Community Center, 47<sup>th</sup> Street Bike and Pedestrian Improvements and the Rosemont Area Street Light project, as well as the City of Galt Quiet Zone and Central Corridor improvements.
  - Continued strategic projects in the City such as the North 16<sup>th</sup> Street Plan, the multi-park water-cross connection project and the Susan B. Anthony Joint-use Park project.
- Continued public facilities improvements such as the Bing Kong Tong Phase II project, and completed the Colonial Heights Library and the Jean Harvey Community Center Well.

### Development Finance:

#### Multifamily

- Committed approximately \$12 million in Multifamily Loan assistance to four projects of affordable units (Crossroads Gardens, Saint Frances Terrace, Village Park and Shasta).
- Approved issuance of \$13.5 million in Mortgage Revenue Bonds for rehabilitation and construction of multifamily developments (Crossroad Gardens).
- Completed renovation of multifamily developments totaling 220 preserved affordable units (Sutter Place, Foothill Farms, Land Park Woods).

# DEVELOPMENT

## Housing Policy Implementation

- Implemented City Mixed Income and County Affordable Housing Ordinances; including approving affordable housing strategy (City: Greenbriar); (County: NewBridge).
- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on eight new and four resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
- Updated and began implementing the City of Sacramento revised SRO Ordinance.
- Created guidelines for the City of Sacramento's Mixed Income Housing Ordinance.
- Worked with stakeholders to update the Multifamily Lending and Mortgage Revenue Bond Policies.
- Created and received approval on SHRA's Vacant Lot Disposition Strategy for 61 vacant properties.

## Single Family

- Approved financing for 106 families for Home Buyer and MCC programs. This includes 25 families participating in the Welcome Home Program.
- Managed the disposition, rehabilitation, loans and income certifications necessary to facilitate the rehabilitation and sale of over 7 owner-occupied single family homes in the NSP programs.
- Completed construction and sales of 19 new homes in Phase V and 14 new homes in Phase VI of Del Paso Nuevo.

## Portfolio Management

- Managed a \$321 million portfolio of 1,200+ loans.
- Physically inspected over 2,234 residential units in multifamily properties consisting of over 22,300 units.
- Audited over 2,234 tenant files to ensure compliance with income eligibility and property management procedures.
- Monitored resident services at 95 multifamily properties.
- Completed annual audit confirmations for 86 multifamily developments.



## DEVELOPMENT

- Provided calculations and prepared invoices for the Supplemental Annual Administrative Fee for 51 multifamily bond developments.
- Completed CDLAC Certification on 79 Mortgage Revenue Bond Projects.
- Processed 15 loan subordination requests for existing single family home loans.
- Monitored compliance of over 1,130 single family home loans.
- Managed Rental Subsidy Agreements with three service providers providing supportive housing for 112 extremely low income households.
- Provided funding to Boys and Girls Club in North Natomas in order to provide after school and summer programs to 46 children residing in Agency funded developments.

### Agency Asset Repositioning

- Continued the Section 106 Historic Preservation review in support of the Choice Neighborhoods Planning process for Upper Land Park-Broadway, including Marina Vista & Alder Grove public housing sites.
- Completed the entitlement package for the first two phases of the Twin Rivers Transit Oriented Development project, including all California Environmental Quality Act (CEQA) and National Environmental Policy Act (NEPA) clearances.

### Special Initiatives

#### Promise Zone

- A Free Mobile Dental Clinic was offered at Marina Vista public housing community - 27 residents received \$27,849 in dentistry services
- The Stephen M. Thompson Community Health Clinic in the Alder Grove public housing community welcomed Elica Health Centers as the operator.
- The Sacramento AQMD launched the country's first electric vehicle car share program for disadvantaged communities.
- Parents and elementary students signed up for Sacramento's first S.E.E.K. Summer Immersion Program in STEM activities for 3<sup>rd</sup>, 4<sup>th</sup> and 5<sup>th</sup> graders.

## DEVELOPMENT

- The Colonial Heights Library celebrated the grand opening of Community Kitchen.
- The Sacramento Promise Zone welcomed a new Promise Zone Coordinator.
- Prime Time Nutrition celebrated a grand opening at Louise Perez Resource Center in South Sacramento.
- The California Capital Financial Development Corporation Small Business Success Forums were offered in 5 business districts.
- The Welcome Home Program welcomed new residents to the Promise Zone.
- The Minority Business District Agency opened an export center in the Promise Zone.
- The Sacramento Promise Zone was invited to participate in the U. S. Department of Education Affinity Group.

### Performance Partnership Pilots (P3)

Year 1 - Q1:

- Sacramento P3 Lead and Supporting Partners met to review the Sacramento P3 Goals and Objectives and discuss partner roles.
- SHRA contracted with MPOWR to develop Intake and other Managed Information System (MIS) database to collect appropriate data for the program.
- Sacramento P3 Lead and Supporting Partners referred P3 participants to the program.
- SHRA enrolled eligible youth into the program.

# DEVELOPMENT

## Employee Services Schedule

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
<b>Development</b>						
Assistant Director	1.00	1.00	2.00	2.00	2.00	0.00
Community Development Analyst	1.00	2.00	2.00	2.00	2.00	0.00
Community Development Specialist	2.00	0.00	0.00	0.00	0.00	0.00
Development Analyst	0.00	0.00	1.00	0.00	0.00	0.00
Director	0.00	1.00	1.00	1.00	1.00	0.00
GIS Analyst	0.00	0.00	1.00	1.00	1.00	0.00
Grant Writer	0.00	0.00	0.00	0.00	1.00	1.00
Housing Finance Analyst	3.00	3.00	3.00	3.00	3.00	0.00
Loan Processing Analyst	1.00	1.00	0.00	0.00	0.00	0.00
Loan Servicing Analyst	1.00	1.00	2.00	2.00	2.00	0.00
Management Analyst	1.00	2.00	3.00	2.00	0.00	-2.00
Office Technician	1.00	1.00	1.00	1.00	1.00	0.00
Program Manager	3.00	2.00	2.00	3.00	3.00	0.00
Program Technician	1.00	1.00	0.00	0.00	0.00	0.00
Redevelopment Planner	3.00	2.00	2.00	2.00	1.00	-1.00
Regulatory Compliance Analyst	2.00	2.00	2.00	2.00	2.00	0.00
Senior Management Analyst	0.50	2.00	0.00	0.00	0.00	0.00
Senior Program Analyst	0.00	0.00	0.00	2.00	2.00	0.00
Supervisor	1.00	1.00	0.00	0.00	0.00	0.00
<b>Total Positions</b>	<b>21.50</b>	<b>22.00</b>	<b>22.00</b>	<b>23.00</b>	<b>21.00</b>	<b>-2.00</b>

# DEVELOPMENT

## Community Development Division

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
Public Facilities/Infrastructure Contracts Awarded	14	6	N/A	7	5
Households Rapidly Rehoused (Individuals)	156	147	N/A	102	150
Households Sheltered (ESG and CDBG)	307	250	N/A	234	230
Households assisted (HOPWA)	520	398	N/A	500	500
Households Receiving Meals	1,513	1,513	N/A	1,520	1,515
<b>Effectiveness:</b>					
Public Facility/Infrastructure Requests (High Priority)	20	6	N/A	13	5
Public Facilities/Infrastructure Requests Funded	19	6	N/A	13	5
Months of Service Enrolled in Rapid Rehousing	7.6	7.6	N/A	7	7
Housing Assisted/Number of Units (HOPWA)	349	358	N/A	438	350
Number of Bed Nights (Shelter) (ESG and CDBG)	30,937	30,937	N/A	30,937	30,937
Meals Served	149,336	147,828	N/A	140,000	148,000
<b>Efficiency:</b>					
Cost Per Meal	\$2.88	\$3.55	N/A	\$2.82	\$2.82
Shelter Cost Per Bed : A Street (ESG)	\$28	\$28	N/A	\$28	\$28
Shelter Cost Per Bed: The Lodge (CDBG)	\$38	\$38	N/A	\$38	\$38
Affordable Units Preserved (HOPWA)	49	40	N/A	40	43
% of Funding Awarded Public Facilities/Infrastructure	99.50%	100%	N/A	100%	100%
Housed One-Year After Exit From Rapid Rehousing	100%	97%	N/A	97%	90%
Cost Per Household Rapid Rehousing	\$5,700	\$5,700	N/A	\$5,700	\$5,700

# DEVELOPMENT

## Development Finance Division

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
<b>Multifamily Affordable Financing</b>					
\$ of Loan Assistance provided	\$16.6M	\$12.6M	\$16.5M	\$16.5M	\$10M
# of Developments Receiving Loan Assistance	5	4	5	5	4
# of Units Receiving Loan Assistance	430	324	395	395	300
\$ of Mortgage Revenue Bonds Issuance Approved	\$42.5M	\$13.3M	\$73.5M	\$73.5M	\$20M
# of Developments Receiving Mortgage Revenue Bonds	4	4	2	2	3
# of Developments Completed	4	4	1	1	2
# of Units Completed	326	504	47	47	150
<b>Housing Policy Implementation</b>					
City: Mixed Income Housing Ordinance Annual Report	1	1	1	1	1
City: Mixed Income Housing Ordinance Guidelines Approved	N/A	N/A	N/A	1	N/A
City: Mixed Income Housing Ordinance Strategies Approved	1	1	1	1	1
City: Mixed Income Housing Ordinance Homebuyers Certified and Regulatory Agreements Recorded	8	8	6	12	10
Housing Trust Fund Ordinance Annual Report (City & County of Sacramento)	2	2	2	2	2
City: Housing Trust Fund Ordinance Update Approved	N/A	1	N/A	N/A	N/A
City: SRO Ordinance Annual Report	1	1	1	1	1
City: SRO Ordinance Update Approved	N/A	1	N/A	N/A	N/A
County: Affordable Housing Strategies Approved	1	1	0	1	1

## DEVELOPMENT

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Single Family Affordable Financing &amp; Home Ownership</b>					
# of Loans Financed Under the Home Buyer Down Payment Assistance Program	46	50	19	38	30
\$ amount of Loans Financed under the Home Buyer Down Payment Assistance Program	\$1.5M	\$1.7M	\$700,000	\$1.4M	\$1M
# of Certificates Issued under the MCC Programs	42	48	34	68	65
\$ Amount of First Mortgage Loans Leverage with the MCC Program	\$8.3M	\$10.3M	\$7.2M	\$14.5M	\$14M
# of Parcels Sold & Income Certifications for Owner Occupied Single Family Homes- NSP Program	15	15	4	7	N/A
# of Welcome Home Program Homebuyers Certified	N/A	10	12	24	25
# of Del Paso Nuevo Single Family Homes Constructed	19	36	16	33	60
# of Del Paso Nuevo Homebuyers Certified	10	21	10	20	30
<b>Portfolio Management</b>					
# of Loans Managed in the Portfolio	1,300	1,250	600	1,210	1,200
\$ Amount of Loans Managed	\$309M	\$329M	\$150M	\$321M	\$300M
# of Physical Inspections of Multifamily Developments	198	192	100	195	190
# of Physical Inspections of Multifamily Units	2,250	2,350	1,100	2,234	2,200
# of Multifamily Tenant files Audited	2,300	2,350	1,100	2,234	2,200
# of Multifamily Resident Services Requirements Monitored	85	93	47	96	96
# of Annual Audit Confirmations for Multifamily Developments	75	87	43	86	87

## DEVELOPMENT

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
# of Supplemental Annual Administrative Fees (SAAF) Invoiced and Collected	52	52	25	51	50
# of CDLAC Certifications Completed	80	81	40	79	80
# of Subordination Loan Requests Processed for Existing Multifamily Loans	4	2	1	3	3
# of Subordination Loan Requests Processed for Existing Single Family Home Loans	20	25	7	15	20
# of Single Family Home Loans Monitored for Compliance	1,100	1,100	550	1,130	1,150
# of Rental Subsidies Provided to Extremely Low Income Households	208	208	112	112	N/A
# of Children Provided After School Services in Natomas Boys and Girls Club Due to SAAF Funding	70	67	46	46	80
<b>Effectiveness:</b>					
% of Multifamily Units Constructed or Renovated on scheduled	100%	100%	50%	100%	100%
% of City/County Annual Housing Ordinance Reports Completed	100%	100%	50%	100%	100%
% of Required Multifamily Units & Files Inspected	100%	100%	50%	100%	100%
# of Del Paso Nuevo Homebuyers Certified	10	21	9	12	15
<b>Efficiency:</b>					
\$\$s Leveraged per Mortgage Credit Certificate	\$197,619	\$208,333	\$100,000	\$213,235	\$210,000
\$\$s spent per Down Payment Assistance	\$35,714	\$35,417	\$16,000	\$36,842	\$37,000
\$\$s loaned per Multifamily Unit	\$38,605	\$38,889	\$41,772	\$41,772	\$40,000

## DEVELOPMENT

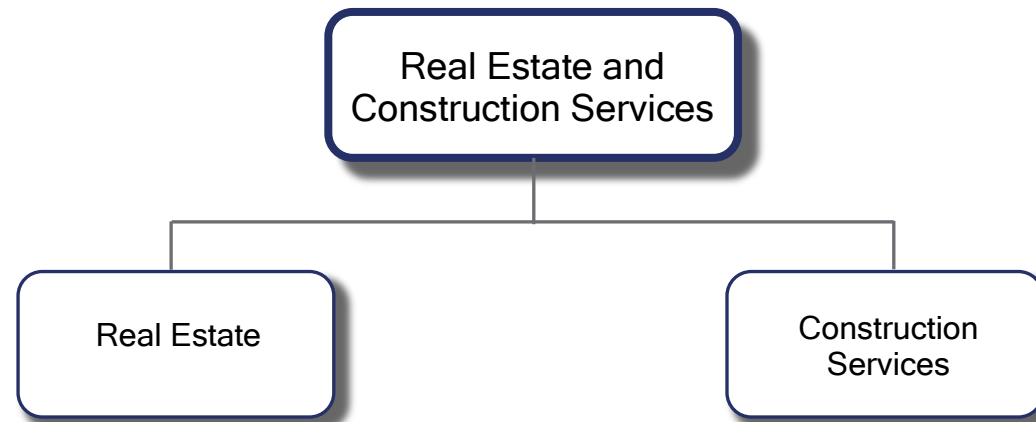
### Asset Repositioning Division

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year	FY 17 Projected	FY 18 Estimated
<b>Output:</b>					
Projects Repositioned from Public Housing to LIHTC Partnerships	2	0	0	0	2
Units Repositioned from Public Housing to LIHTC Partnerships	153	0	0	0	247
Existing Projects Re-syndicated	N/A	0	0	0	1
Projects Rehabilitated	N/A	0	0	0	1
Units Rehabilitated	N/A	0	0	0	80
Leveraged Funds	\$30.8M	0	0	0	\$130M
Total Projects Managed through related Non Profits	6	6	6	6	6



## **SECTION H**

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



- ▶ Organization Chart
- ▶ Department Summary
- ▶ Appropriation Summary
- ▶ Activities Detail
- ▶ 2018 Goals and Objectives
- ▶ 2017 Accomplishments
- ▶ Employee Services Schedule
- ▶ Key Indicators



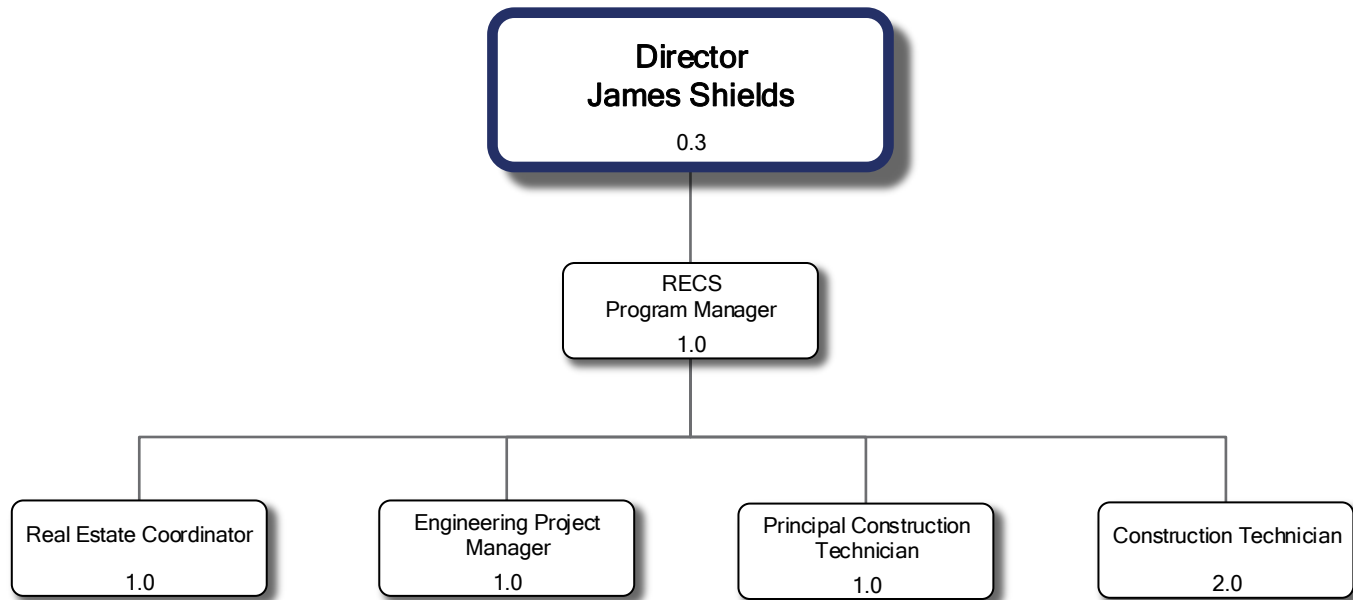
# Real Estate and Construction Services

## FY 2018 Organizational Chart

Existing FTE = 6 Adopted FTE = 6.30

**Legend:**

- Existing Position (white box)
- Proposed Position (orange box)
- Reclassification (blue dashed box)
- Division (green dotted box)
- Sub-Division (green dotted box with green border)



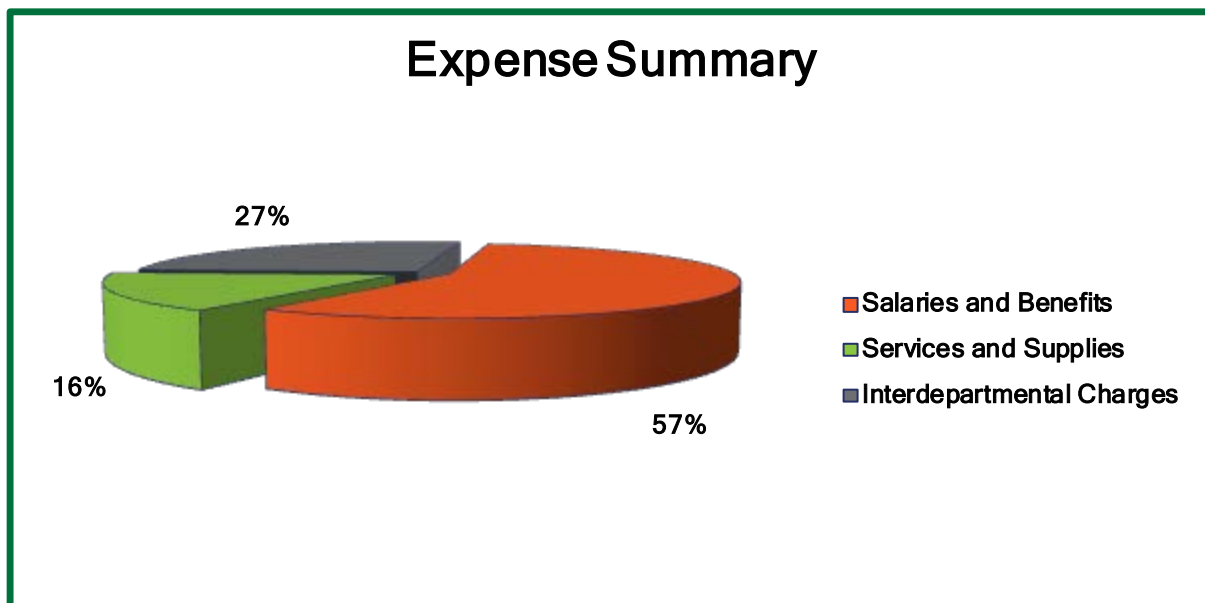
# REAL ESTATE AND CONSTRUCTION SERVICES

## Department Summary

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

## Appropriation Summary

Type of Expense	Budget 2014	Budget 2015	Budget 2016	Budget 2017	Budget 2018
Salaries and Benefits	\$ 779,130	\$ 889,415	\$ 791,442	\$ 834,289	\$ 899,683
Services and Supplies	176,975	249,255	290,586	338,211	260,155
Interdepartmental Charges	461,859	224,620	177,181	380,816	426,183
<b>Total</b>	<b>\$ 1,417,964</b>	<b>\$ 1,363,290</b>	<b>\$ 1,259,209</b>	<b>\$ 1,553,316</b>	<b>\$ 1,586,021</b>



# REAL ESTATE AND CONSTRUCTION SERVICES

## Activities Detail

### **Real Estate**

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

### **Construction Services**

**Construction Services** is responsible for the design, construction management, and contract compliance of a wide variety of Agency and private party construction projects in both the City and County of Sacramento. Projects include rehabilitation and new construction loans to owners and developers, 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.

## 2018 Goals and Objectives

- Continue the Welcome Home Program (also known as the Purchase and Resale Entity (PRE) program): rehabilitate single family homes and sell to first-time, low income homebuyers.
- Manage the modernization of Public Housing properties for the Housing Authority.
- Provide a more robust Section 3 Local Hiring program for all applicable RECS related activities.
- Manage and maintain the Agency's vacant properties.
- Continue implementing the Agency's property Disposition Plan by selling Agency-owned vacant properties most eligible for sale.
- Provide budget analyses and construction oversight for the many lending programs the Agency offers.
- Work with interested parties to lease available space at 600 I Street.
- Complete Multi-Family budget analysis guide for use on outside developer projects.

# REAL ESTATE AND CONSTRUCTION SERVICES

- Continue to foster a culture that recognizes its employees for their contributions to the Agency.
- Continue managing the Agency's Emergency Repair Program (ERP)

## 2017 Accomplishments

- Oversaw the construction of the final single family homes in the Property Recycling Program (NSP3).
- Monitored various construction and rehabilitation projects for the Agency's Development Department, including, but not limited to:

Completion of the following projects:

- Four multi-family rehab projects: Land Park Woods, Ethan Terrace, Foothill Farms, and Butano Apartments
- Two CDBG projects: Colonial Heights Library and Rio Linda Community Center

On-going construction of the following projects:

- Del Paso Nuevo single-family home construction, phases 5 and 6
- 700 K Street mixed use rehab project
- Multi-family rehab projects (Pensione K, St. Francis, Village Park, Belvue Apartments, Courtyard Inn, Crossroad Gardens)
- B Street theater
- CDBG projects (Susan B. Anthony School, Stanford Settlement)

Preliminary review of the following projects:

- Multi-family rehab projects (800 K Street, Kensington, Southwind)
- Bing Kong Tong, Phase 2
- Managed the rehabilitation and modernization of various Public Housing projects, including the renovation of several duplexes and single family homes, as well as several projects within the multi-family sites.
- Bid and monitored the construction of 25 houses in the Welcome Home Program. Sold 23 of these houses to new low-income homeowners.
- Implemented and managed the Agency's Emergency Repair Program (ERP)

# REAL ESTATE AND CONSTRUCTION SERVICES

- Managed the maintenance of the Agency's many vacant properties.
- Leased the Alder Grove Health Clinic to a new health care provider.
- Completed the lease and began tenant improvements for a new tenant (Sacramento Transportation Authority) on a portion of the 5<sup>th</sup> floor of SHRA's headquarters at 801 12<sup>th</sup> Street
- Managed the commercial tenants at Riverview Plaza (600 I Street).
- Began implementing the Agency's property Disposition Plan by selling the Agency-owned vacant properties most eligible for sale.
- Chose a qualified developer (through the RFQ process) to purchase and develop 14 single family vacant lots in the Agency's vacant property stock.
- Continued the environmental monitoring/mitigation and leasing of the Auburn Garfield site.

## Employee Services Schedule

### Real Estate and Construction Services

	2014 Budget	2015 Budget	2016 Budget	2017 Budget	2018 Budget	Increase (Decrease)
Director	0.40	0.40	0.40	0.00	0.30	0.30
Engineering Project Manager	0.00	0.00	1.00	1.00	1.00	0.00
Real Estate Analyst	1.00	0.00	0.00	0.00	0.00	0.00
Real Estate Coordinator	0.00	0.00	1.00	1.00	1.00	0.00
Construction Technician	4.00	3.00	2.00	2.00	2.00	0.00
Office Technician	1.00	1.00	0.00	0.00	0.00	0.00
Principal Construction Technician	1.00	1.00	1.00	1.00	1.00	0.00
Program Manager	1.00	1.00	1.00	1.00	1.00	0.00
Senior Management Analyst	3.00	3.00	0.00	0.00	0.00	0.00
Total Positions	<u>11.40</u>	<u>9.40</u>	<u>6.40</u>	<u>6.00</u>	<u>6.30</u>	<u>0.30</u>

## REAL ESTATE AND CONSTRUCTION SERVICES

Key Indicators	FY 15 Actual	FY 16 Actual	FY 17 Mid-Year Actual	FY17 Projected Total	FY 18 Estimated Total
<b>Output:</b>					
# of appraisals completed (appraise all properties assigned)	PRE-76 Other-5	15	14	23	25
# of Agency owned Vacant Properties Sold	N/A	0	2	18	6
# of Public Housing rehab projects managed	10	18	9	18	18
# of Multi-family lending projects for which construction oversight was provided	9	9	8	16	16
# of Agency-owned single family homes rehabbed or sold to 1st time low income homebuyers (total completed over total available)	0	8	14	23	20
<b>Effectiveness:</b>					
% of appraisals completed within estimated timeframe	95%	95%	100%	96%	95%
# of construction projects with change orders under 10%	85%	80%	95%	90%	90%
% of Agency owned single family homes designated for 1st time low income homebuyers, designed, rehabbed or sold (total completed over total available)	N/A	10%	29%	41%	67%





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## **SECTION I**

### **COMMUNITY SOCIAL SERVICES**

- ▶ Department Summaries
- ▶ Appropriation Summary
- ▶ 2018 Goals and Objectives
- ▶ 2017 Accomplishments
- ▶ Employee Services Schedule

## Department Summaries

### Community Social Services

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

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

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

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

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

# COMMUNITY SOCIAL SERVICES

## Appropriation Summary

<u>Type of Expense</u>	<u>Budget 2014</u>	<u>Budget 2015</u>	<u>Budget 2016</u>	<u>Budget 2017</u>	<u>Budget 2018</u>
Public Services	\$ 4,934,613	\$ 5,237,669	\$ 5,707,190	\$ 5,978,537	\$ 6,700,602

## 2018 Goals and Objectives

### Community Social Services

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

## 2017 Accomplishments

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



# Public Services By Category FY 2018

	City	County	Total	Source
<b>Administration</b>				
HOPWA Administration	\$ 43,550	\$ -	\$ 43,550	HOPWA-City
<b>Community Services</b>				
Downtown SRO Supportive Services	90,000	-	90,000	CDBG - City
Natomas Boys and Girls Club	200,000	-	200,000	MFSAF - City
Valley-Hi Boys and Girls Club	100,000	-	100,000	MFSAF - City
Comprehensive Alcohol Treatment Center	708,351	-	708,351	City of Sacramento
Comprehensive Alcohol Treatment Center		200,000	200,000	CDBG - County
Subtotal Community Services	<u>1,098,351</u>	<u>200,000</u>	<u>1,298,351</u>	
<b>Rental Assistance</b>				
HOPWA Short-term Rent Mortgage Utilities (STRMU)	246,000	-	246,000	HOPWA-City
HOPWA Tenant Based (TBRA)	30,000	-	30,000	HOPWA-City
Homeless Prevention & Rapid Re-Housing	147,599	-	147,599	ESG-City
Homeless Prevention & Rapid Re-Housing		170,865	170,865	ESG- County
Sacramento County- Rapid-ReHousing	455,611		455,611	State ESG
Solano County- Rapid Re-Housing	455,611		455,611	State ESG
Boulevard Court	396,864	-	396,864	Housing Successor-City
Mutual Housing at the Highlands	-	296,000	296,000	Housing Successor-County
Subtotal Rental Assistance	<u>1,731,685</u>	<u>466,865</u>	<u>2,198,550</u>	
<b>Senior Nutrition</b>				
Senior Nutrition Program	521,736	-	521,736	CDBG - City
Senior Nutrition Program	-	424,798	424,798	CDBG - County
Senior Nutrition Program	13,471	-	13,471	PILOT - City
Senior Nutrition Program	-	100,000	100,000	PILOT - County
Senior Nutrition Program	90,000	-	90,000	MFSAF - City
Subtotal Senior Nutrition	<u>625,207</u>	<u>524,798</u>	<u>1,150,005</u>	
<b>Homeless</b>				
Shelter / COC	63,000	-	63,000	CDBG - City
Shelter / COC	-	163,000	163,000	CDBG - County
Shelter / COC	-	433,000	433,000	MFSAF - County
Shelter / COC	221,398	-	221,398	ESG-City
Shelter / COC		256,298	256,298	ESG-County
Shelter / COC	240,699	-	240,699	PILOT - City
Shelter / COC	-	76,301	76,301	PILOT - County
Subtotal Homeless	<u>525,097</u>	<u>928,599</u>	<u>1,453,696</u>	
<b>Supportive Services</b>				
HOPWA Supportive Services	199,411	-	199,411	HOPWA-City-2017
HOPWA Supportive Services	244,039	-	244,039	HOPWA-City-2018
Supportive Services	<u>443,450</u>	<u>-</u>	<u>443,450</u>	
<b>Operations</b>				
HOPWA Operations	<u>113,000</u>	<u>-</u>	<u>113,000</u>	HOPWA-City
<b>Totals</b>	<u>\$ 4,580,340</u>	<u>\$ 2,120,262</u>	<u>\$ 6,700,602</u>	



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**SECTION J**

**DEBT SERVICE**

	<u>Interest</u>	<u>Principal</u>	<u>Total</u>
<b><u>Local Housing Mortgages:</u></b>			
San Jose/Broadway	\$ 8,784	\$ 60,615	\$ 69,399 (1)
Riverview Plaza - Residential & Dining - CHFA	27,982	-	27,982 (2)
Total Local Housing Mortgages	<u>\$ 36,766</u>	<u>\$ 60,615</u>	<u>\$ 97,381</u>
<b><u>Loan Repayments:</u></b>			
HUD 108 Del Paso Nuevo 2008-A	\$ 7,161	\$ 155,000	\$ 162,161 (3)
HUD 108 Del Paso Nuevo 2011-A	24,543	190,000	214,543 (4)
HUD 108 Globe Mills	185,043	284,000	469,043 (5)
Bank of America-Public Capital corp (801 12th St)	422,613	622,056	1,044,669 (6)
County of Sacramento	18,146	150,000	168,146 (7)
Total Loan Repayments	<u>\$ 657,506</u>	<u>\$ 1,401,056</u>	<u>\$ 2,058,562</u>
<b>Total Debt Service</b>	<u>\$ 694,272</u>	<u>\$ 1,461,671</u>	<u>\$ 2,155,943</u>

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

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

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

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

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

(6) \$13,000,000 Bank of America Note Payable authorized and issued June 2008, due in monthly installments of \$87,000 from July 2008 through June 2028 with interest payable monthly at 5.18% for the purpose of financing the Agency's administration building at 801 12th street.

(7) \$150,000 County of Sacramento Note Payable authorized and issued April 2015. The entire outstanding principal balance together with all accrued but unpaid interest, 3.25% annually, shall be due and payable in full no later than December 31, 2018, for the purpose of providing a loan to Mercy Housing California for predevelopment costs on 3425 Orange Grove Avenue.





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## **SECTION K**

### **PROJECTS AND PROGRAMS SCHEDULE**



# Projects by Type - FY 2018

Project Type	Funding Source	Description	Appropriation
Housing Authority Capital Projects	City Section 32 - PRE	Purchase & Resale Entity (PRE)	\$ 216,642
	County Section 32 - PRE	Purchase & Resale Entity (PRE)	306,035
	Conventional Housing - Capital Fund Program - City - 2018	Modernization	1,566,364
	Conventional Housing - Capital Fund Program - County - 2018	Modernization	823,242
Subtotal			<u>\$ 2,912,283</u>
Infrastructure and Public Improvements	Community Development Block Grant - City - 2016	Electric Vehicle Charging Station (Marina Vista)	\$ 20,000
	Community Development Block Grant - City - 2016	Sim Center Traffic Signal/Wayfinding	50,000
	Community Development Block Grant - City - 2017	Emergency Repair Program/Accessibility Grant Program (ERP)	50,000
	Community Development Block Grant - City - 2018	Capital Improvement Project Scoping and Environmental	100,000
	Community Development Block Grant - City - 2018	Consolidated Planning	80,000
	Community Development Block Grant - City - 2018	Small Public Facility Notice of Funding Availability (NOFA)	100,000
	Community Development Block Grant - City - 2018	Sutterville Road Pedestrian Crossing	250,000
	Community Development Block Grant - City - 2018	Sim Center Traffic Signal/Wayfinding	70,000
	Community Development Block Grant - City - 2018	My Sister's House Improvements	50,000
	Community Development Block Grant - City - 2018	Dos Rios RLT Design Match	225,000
	Community Development Block Grant - City - 2018	Midtown Street Lights	600,000
	Community Development Block Grant - City - 2018	Homeless Point-in-time Count	50,000
	Community Development Block Grant - City - 2018	Capital Reserve	107,968
	Community Development Block Grant - County - 2015	Homeless Triage Center	25,000
	Community Development Block Grant - County - 2016	Homeless Triage Center	125,000
	Community Development Block Grant - County - 2018	Homeless Point-in-time Count	50,000
	Community Development Block Grant - County - 2018	Consolidated Planning	100,000
	Community Development Block Grant - County - 2018	Capital Improvement Scoping	150,000
	Community Development Block Grant - County - 2018	47th Avenue Pedestrian and Bicycle Improvements Project	56,656
	Community Development Block Grant - County - 2018	Rosemonth Area Street Light Improvements Project	385,000
	Community Development Block Grant - County - 2018	Homeless Triage Center	600,000
	Community Development Block Grant - County - 2018	Small Public Facility Notice of Funding Availability (NOFA)	150,000
	Community Development Block Grant - County - 2018	Folsom Seniors Helping Seniors Handyman Program	165,000
	Community Development Block Grant - County - 2018	Galt Central Corridor Street Improvements	150,000
	Community Development Block Grant - County - 2018	Capital Reserve	318,576
	Community Development Block Grant- Program Income- City	Sim Center Traffic Signal/Wayfinding	80,000
	Community Development Block Grant-County-Program Income	47th Avenue Pedestrian and Bicycle Improvements Project	406,393
Community Development Block Grant-County-Program Income	Homeless Triage Center	90,000	
Subtotal			<u>\$ 4,604,593</u>

# PROJECTS BY TYPE

Project Type	Funding Source	Description	Appropriation
Housing Development and Preservation	HSA-Project Fund - City	Housing Development Assistance	\$ 3,320,000
	HSA-Project Fund - County	Housing Development Assistance	178,000
	Community Development Block Grant - City - 2018	Emergency Repair Program/Accessibility Grant Program (ERP)	100,000
	Community Development Block Grant - City - 2018	Fair Housing Activities	120,000
	Community Development Block Grant - City - 2018	Minor Repair & ADA for Seniors & Low Income Homeowners Program	50,000
	Community Development Block Grant - City - 2018	Twin Rivers/Dos Rios Initiatives	750,000
	Community Development Block Grant - County - 2017	Emergency Repair Program/Accessibility Grant Program (ERP)	100,000
	Community Development Block Grant - County - 2018	Minor Repair & ADA for Seniors & Low Income Homeowners Program	50,000
	Community Development Block Grant - County - 2018	Emergency Repair Program/Accessibility Grant Program (ERP)	100,000
	Community Development Block Grant - County - 2018	Courtyard Inn	1,000,000
	Community Development Block Grant - County - 2018	Fair Housing Activities	125,000
	HOME Revolving Loans - City	Multi-family Housing Acquisition and Rehabilitation	1,032,007
	HOME Revolving Loans - City	Multi-family Housing New Construction	1,032,007
	American Dream Downpayment Revolving Loan - City	First-time Homebuyer Assistance Program	517
	BEGIN	First-time Homebuyer Assistance Program	200
	HOME Revolving Loans - County	Multi-family Housing Acquisition and Rehabilitation	867,048
	HOME Revolving Loans - County	Multi-family Housing New Construction	867,047
	American Dream Downpayment Revolving Loan - County	First-time Homebuyer Assistance Program	10,945
	HOME - City 2018	Multi-family Housing Acquisition and Rehabilitation	842,540
	HOME - City 2018	Multi-family Housing New Construction	842,539
	HOME - County 2018	Multi-family Housing Acquisition and Rehabilitation	910,807
	HOME - County 2018	Multi-family Housing New Construction	910,808
	CalHOME Revolving Loan Fund - City	First-time Homebuyer Assistance Program	480,000
	CalHOME Revolving Loan Fund - County	First-time Homebuyer Assistance Program	344,600
	Housing Trust Fund - City	Housing Development Assistance	8,579,022
	Housing Trust Fund - County	Housing Development Assistance	59,340
	Shasta Trust	Trust Fund	21,465
	MHSA	Housing Development Assistance	16,416
	Affordable Housing Program Entitlement	Housing Development Assistance	1,078,078
	City Low Income Housing (MIHO)	Housing Development Assistance	1,081,452
	CO AHO Monitoring	Housing Development Assistance	59,311
	HOPWA	Housing Development Assistance	340,657
	Choice Neighborhoods Initiative Grant-County	Choice Neighborhood Initiative (Twin Rivers)	2,150,000
Supplemental Admin Fees-City	Housing Development Assistance	349,671	
Supplemental Admin Fees-County	Housing Development Assistance	228,111	
		Subtotal	<u>\$ 27,997,588</u>
		TOTAL	<u>\$ 35,514,464</u>



# Projects by Funding Source - FY 2018

<u>Funding Source</u>	<u>Project Type</u>	<u>Description</u>	<u>Appropriation</u>	<u>Environmental</u>
HSA-Project Fund - City	Housing Development and Preservation	Housing Development Assistance	\$ 3,320,000	Not completed
		Subtotal	<u>\$ 3,320,000</u>	
HSA-Project Fund - County	Housing Development and Preservation	Housing Development Assistance	\$ 178,000	Not completed
		Subtotal	<u>\$ 178,000</u>	
Community Development Block Grant - City - 2016	Infrastructure and Public Improvements	Electric Vehicle Charging Station (Marina Vista)	\$ 20,000	Completed
Community Development Block Grant - City - 2016	Infrastructure and Public Improvements	Sim Center Traffic Signal/Wayfinding	\$ 50,000	Completed
		Subtotal	<u>\$ 70,000</u>	
Community Development Block Grant - City - 2017	Infrastructure and Public Improvements	Emergency Repair Program/Accessibility Grant Program (ERP)	\$ 50,000	Completed
		Subtotal	<u>\$ 50,000</u>	
Community Development Block Grant - City - 2018	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program (ERP)	\$ 100,000	Completed
Community Development Block Grant - City - 2018	Housing Development and Preservation	Fair Housing Activities	120,000	Completed
Community Development Block Grant - City - 2018	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Income Homeowners Program	50,000	Completed
Community Development Block Grant - City - 2018	Housing Development and Preservation	Twin Rivers/Dos Rios Initiatives	750,000	Not completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Capital Improvement Project Scoping and Environmental	100,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Consolidated Planning	80,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Small Public Facility Notice of Funding Availability (NOFA)	100,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Sutterville Road Pedestrian Crossing	250,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Sim Center Traffic Signal/Wayfinding	70,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	My Sister's House Improvements	50,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Dos Rios RLT Design Match	225,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Midtown Street Lights	600,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Homeless Point-in-time Count	50,000	Completed
Community Development Block Grant - City - 2018	Infrastructure and Public Improvements	Capital Reserve	107,968	Not subject <sup>3</sup>
		Subtotal	<u>\$ 2,652,968</u>	
Community Development Block Grant - County - 2015	Infrastructure and Public Improvements	Homeless Triage Center	25,000	Completed
		Subtotal	<u>\$ 25,000</u>	
Community Development Block Grant - County - 2016	Infrastructure and Public Improvements	Homeless Triage Center	125,000	Completed
		Subtotal	<u>\$ 125,000</u>	
Community Development Block Grant - County - 2017	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program (ERP)	100,000	Completed
		Subtotal	<u>\$ 100,000</u>	

# PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
Community Development Block Grant - County - 2018	Housing Development and Preservation	Minor Repair & ADA for Seniors & Low Income Homeowners Program	\$ 50,000	Completed
Community Development Block Grant - County - 2018	Housing Development and Preservation	Emergency Repair Program/Accessibility Grant Program (ERP)	100,000	Completed
Community Development Block Grant - County - 2018	Housing Development and Preservation	Courtyard Inn	1,000,000	Not completed
Community Development Block Grant - County - 2018	Housing Development and Preservation	Fair Housing Activities	125,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Homeless Point-in-time Count	50,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Consolidated Planning	100,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Capital Improvement Scoping	150,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	47th Avenue Pedestrian and Bicycle Improvements Project	56,656	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Rosemonth Area Street Light Improvements Project	385,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Homeless Triage Center	600,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Small Public Facility Notice of Funding Availability (NOFA)	150,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Folsom Seniors Helping Seniors Handyman Program	165,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Galt Central Corridor Street Improvements	150,000	Completed
Community Development Block Grant - County - 2018	Infrastructure and Public Improvements	Capital Reserve	318,576	Not subject <sup>3</sup>
		Subtotal	<u>\$ 3,400,232</u>	
Community Development Block Grant- Program Income- City	Infrastructure and Public Improvements	Sim Center Traffic Signal/Wayfinding	80,000	Completed
		Subtotal	<u>\$ 80,000</u>	
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	47th Avenue Pedestrian and Bicycle Improvements Project	406,393	Completed
Community Development Block Grant-County-Program Income	Infrastructure and Public Improvements	Homeless Triage Center	90,000	Completed
		Subtotal	<u>\$ 496,393</u>	
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 1,032,007	Not completed
HOME Revolving Loans - City	Housing Development and Preservation	Multi-family Housing New Construction	1,032,007	Not completed
		Subtotal	<u>\$ 2,064,014</u>	
American Dream Downpayment Revolving Loan - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 517	Completed
		Subtotal	<u>\$ 517</u>	
BEGIN	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 200	Completed
		Subtotal	<u>\$ 200</u>	
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 867,048	Not completed
HOME Revolving Loans - County	Housing Development and Preservation	Multi-family Housing New Construction	867,047	Not completed
		Subtotal	<u>\$ 1,734,095</u>	
American Dream Downpayment Revolving Loan - County	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 10,945	Completed
		Subtotal	<u>\$ 10,945</u>	

# PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
HOME - City 2018	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 842,540	Not completed
HOME - City 2018	Housing Development and Preservation	Multi-family Housing New Construction	842,539	Not completed
		Subtotal	<u>\$ 1,685,079</u>	
HOME - County 2018	Housing Development and Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 910,807	Not completed
HOME - County 2018	Housing Development and Preservation	Multi-family Housing New Construction	910,808	Not completed
		Subtotal	<u>\$ 1,821,615</u>	
CalHOME Revolving Loan Fund - City	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 480,000	Completed
		Subtotal	<u>\$ 480,000</u>	
CalHOME Revolving Loan Fund - County	Housing Development and Preservation	First-time Homebuyer Assistance Program	\$ 344,600	Completed
		Subtotal	<u>\$ 344,600</u>	
Housing Trust Fund - City	Housing Development and Preservation	Housing Development Assistance	\$ 8,579,022	Not completed
		Subtotal	<u>\$ 8,579,022</u>	
Housing Trust Fund - County	Housing Development and Preservation	Housing Development Assistance	\$ 59,340	Not completed
		Subtotal	<u>\$ 59,340</u>	
Shasta Trust	Housing Development and Preservation	Trust Fund	\$ 21,465	Not completed
		Subtotal	<u>\$ 21,465</u>	
MHSA	Housing Development and Preservation	Housing Development Assistance	\$ 16,416	Not completed
		Subtotal	<u>\$ 16,416</u>	
Affordable Housing Program Entitlement	Housing Development and Preservation	Housing Development Assistance	\$ 1,078,078	Not completed
		Subtotal	<u>\$ 1,078,078</u>	
City Low Income Housing (MIHO)	Housing Development and Preservation	Housing Development Assistance	\$ 1,081,452	Not completed
		Subtotal	<u>\$ 1,081,452</u>	
CO AHO Monitoring	Housing Development and Preservation	Housing Development Assistance	\$ 59,311	Not completed
		Subtotal	<u>\$ 59,311</u>	

# PROJECTS BY FUNDING SOURCE

Funding Source	Project Type	Description	Appropriation	Environmental
HOPWA	Housing Development and Preservation	Housing Development Assistance	\$ 340,657	Not completed
			Subtotal	
			<u>\$ 340,657</u>	
City Section 32 - PRE	Housing Authority Capital Projects	Purchase & Resale Entity (PRE)	\$ 216,642	Not completed
			Subtotal	
			<u>\$ 216,642</u>	
County Section 32 - PRE	Housing Authority Capital Projects	Purchase & Resale Entity (PRE)	\$ 306,035	Not completed
			Subtotal	
			<u>\$ 306,035</u>	
Choice Neighborhoods Initiative Grant-County	Housing Development and Preservation	Choice Neighborhood Initiative (Twin Rivers)	\$ 2,150,000	Not completed
			Subtotal	
			<u>\$ 2,150,000</u>	
Supplemental Admin Fees-City	Housing Development and Preservation	Housing Development Assistance	\$ 349,671	Not completed
			Subtotal	
			<u>\$ 349,671</u>	
Supplemental Admin Fees-County	Housing Development and Preservation	Housing Development Assistance	\$ 228,111	Not completed
			Subtotal	
			<u>\$ 228,111</u>	
Conventional Housing - Capital Fund Program - City - 2018	Housing Authority Capital Projects	Modernization	\$ 1,566,364	Completed
			Subtotal	
			<u>\$ 1,566,364</u>	
Conventional Housing - Capital Fund Program - County - 2018	Housing Authority Capital Projects	Modernization	\$ 823,242	Completed
			Subtotal	
			<u>\$ 823,242</u>	
		TOTAL	<u>\$ 35,514,464</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 - FY 2018

<u>Funding Source</u>	<u>Project Type</u>	<u>Description</u>	<u>Appropriation</u>
HSA-Project Fund - City	Housing Development and Preservation	800 K Street	\$ 2,000,000
		Subtotal	<u>\$ 2,000,000</u>
HSA-Project Fund - County	Housing Development and Preservation	McClellan Cottages	\$ 178,000
		Subtotal	<u>\$ 178,000</u>
Community Dev Block Grant - City	Infrastructure and Public Improvements	Unallocated Capital Reserve	\$ 70,000
		Subtotal	<u>\$ 70,000</u>
Community Dev Block Grant - City	Infrastructure and Public Improvements	Unallocated Capital Reserve	\$ 50,000
		Subtotal	<u>\$ 50,000</u>
Community Dev Block Grant - County	Infrastructure and Public Improvements	Unallocated Capital Reserve	\$ 25,000
		Subtotal	<u>\$ 25,000</u>
Community Dev Block Grant - County	Infrastructure and Public Improvements	Unallocated Capital Reserve	125,000
		Subtotal	<u>\$ 125,000</u>
Community Dev Block Grant - County	Infrastructure and Public Improvements	Unallocated Capital Reserve	100,000
		Subtotal	<u>\$ 100,000</u>
Community Development Block Grant - NSP3 RLF- County	Housing Development and Preservation	NSP Vacant Property Rehab	\$ 56
Community Development Block Grant - NSP3 RLF- County	Housing Development and Preservation	NSP PRP Single Family Rehab	\$ 371,524
		Subtotal	<u>\$ 371,580</u>
HOME Revolving Loans - City	Housing Development and Preservation	City of Sacramento First-time Homebuyer Assistance	\$ 100,000
		Subtotal	<u>\$ 100,000</u>
HOME Revolving Loans - County	Housing Development and Preservation	County of Sacramento Homebuyer Program	100,000
		Subtotal	<u>\$ 100,000</u>

# DEFUNDING

Funding Source	Project Type	Description	Appropriation
Housing Trust Fund - City	Housing Development and Preservation	Del Paso Nuevo	\$ 143,759
Housing Trust Fund - City	Housing Development and Preservation	Project Delivery	150,000
Housing Trust Fund - City	Housing Development and Preservation	800 K Street	2,500,000
		Subtotal	<u>\$ 2,793,759</u>
Housing Trust Fund - County	Housing Development and Preservation	Project Delivery	\$ 150,000
		Subtotal	<u>\$ 150,000</u>
Community Development - Misc. Grants - County	Commercial	Debt Service from County of Sacramento	\$ 150,000
Community Development - Misc. Grants - County	Commercial	Debt Service from County of Sacramento	10,562
		Subtotal	<u>\$ 160,562</u>
HOPWA	Housing Development and Preservation	Housing Development Assistance	\$ 115,878
		Subtotal	<u>\$ 115,878</u>
		TOTAL	<u>\$ 6,339,779</u>

**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.

## GLOSSARY

**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.

## GLOSSARY

**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.

## GLOSSARY

**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.

## GLOSSARY

**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.



## GLOSSARY

- 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

## GLOSSARY

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

## GLOSSARY

- 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**

**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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