

CHANGING LIVES



2017 ANNUAL REPORT

SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY



ABOUT SHRA

The Sacramento Housing and Redevelopment Agency was created to ensure the ongoing development of affordable housing and to continuously fuel community redevelopment projects in the city and county of Sacramento. We meet these goals by creating safer neighborhoods and a more robust economy, so individuals, families and children in our community have the opportunity for a better life. Our work has been recognized among the best in the country by the U.S. Department of Housing and Urban Development and others. Every day, our team of over 200 employees secures funding, battles for support, organizes our partners and engages the Sacramento community in a proactive collaboration to change lives.

“

Before I started the Family Self-Sufficiency Program, I was receiving my income through TANF (cash aid). Although my employment status was consistent, the journey to become self-sufficient was challenging. My FSS Coordinator helped me learn how to become a successful entrepreneur which and provided me with the necessary tools to be successful in the next chapter of my future. Ultimately, this program helped me reach my goal of starting my own auto sales and transport company. Graduation from the FSS Program is very significant to my success because I overcame the need to depend on welfare assistance and became independent.

**LaChandia Johnson,
FSS Graduate**

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Cover photos, from left to right: Parent orientation for the free Summer Engineering Experience for Kids STEM immersion program. Coaches from Street Soccer USA teach the game to children at Alder Grove housing community.

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Left: Children receive free bicycles at the annual holiday celebration donated by the Sacramento Police Department.

MESSAGE FROM EXECUTIVE DIRECTOR LA SHELLE DOZIER



I am pleased to present this Annual Report for the Sacramento Housing and Redevelopment Agency highlighting accomplishments that we were able to achieve with the support of our many stakeholders and partners. The milestones we marked are the result of a dedicated staff committed to accountability, transparency, and excellence in customer service as a public agency.

Finding solutions to close the unprecedented gap in affordable housing for Sacramento's low income and at-risk residents remains a high priority for the Agency. We will keep working in collaboration with the City and County of Sacramento, housing advocates, other organizations and developers to create housing to serve residents across a broad spectrum of need, affordability and viability.

Our focus remains on initiatives to revitalize disenfranchised communities to address a variety of needs such as education and employment, economic development, health and wellness, homeownership and the benefits of exposure to artistic culture. Our rapidly growing network of partners has contributed a wealth of resources resulting in measurable success for underserved communities and residents.

Looking ahead, we're excited to celebrate 80 years of providing affordable housing and our work in progress breaking ground, opening doors and changing lives for our residents and communities. We could not achieve these efforts without the leadership and support of our governing and advisory bodies, the City Council, Board of Supervisors, and the Sacramento Housing and Redevelopment Commission, as well as our property owners and resident services providers. Making our vision for Sacramento and its residents become reality is a true demonstration of the power of partnerships and all that we can accomplish working together and changing lives.

A handwritten signature in blue ink that reads "La Shelle Dozier". The signature is fluid and cursive, with a large initial "L" and "D".

La Shelle Dozier, Executive Director

OUR MISSION, VISION AND GOALS

MISSION

The Sacramento Housing and Redevelopment Agency's Mission Statement conveys the essence of the organization and serves as the foundation for our Vision and Goals. Our mission is to revitalize communities, provide affordable housing opportunities and to serve as the Housing Authority for the City and County of Sacramento.

VISION

Our Vision for Sacramento is a region:

- Where all neighborhoods are excellent places to live, work and do business
- Where all people have access to decent, safe and affordable housing
- Where everyone can obtain a job and attain financial self-sufficiency

GOALS

To help achieve our Vision, the Sacramento Housing and Redevelopment Agency is working to fulfill these goals:

- Develop, preserve and finance a continuum of affordable housing opportunities for Sacramento City and County residents
- Effectively and efficiently maintain Agency-owned housing by providing tenant-based rental assistance programs
- Revitalize lower income neighborhoods to create healthy and sustainable communities
- Promote economic development through strategic infrastructure and public facility improvements.

FOUR AREAS TO ACHIEVE OUR MISSION

AFFORDABLE HOUSING

We give our residents the tools and guidance needed to build a life and plan a future. Working with a variety of financing tools, we continuously expand housing opportunities for Sacramento's underserved community and homeless. We do this through our voucher programs, rehabilitating and preserving older properties, constructing new rental and ownership housing, and offering mortgage assistance programs.

HOUSING AUTHORITY

As one of the largest landlords in Sacramento, we provide safe, decent housing for 50,000 residents. Our staff works around the clock to make sure our properties are well maintained and livable for our residents. We also administer rental assistance for private housing through approximately 12,600 vouchers funded by HUD.

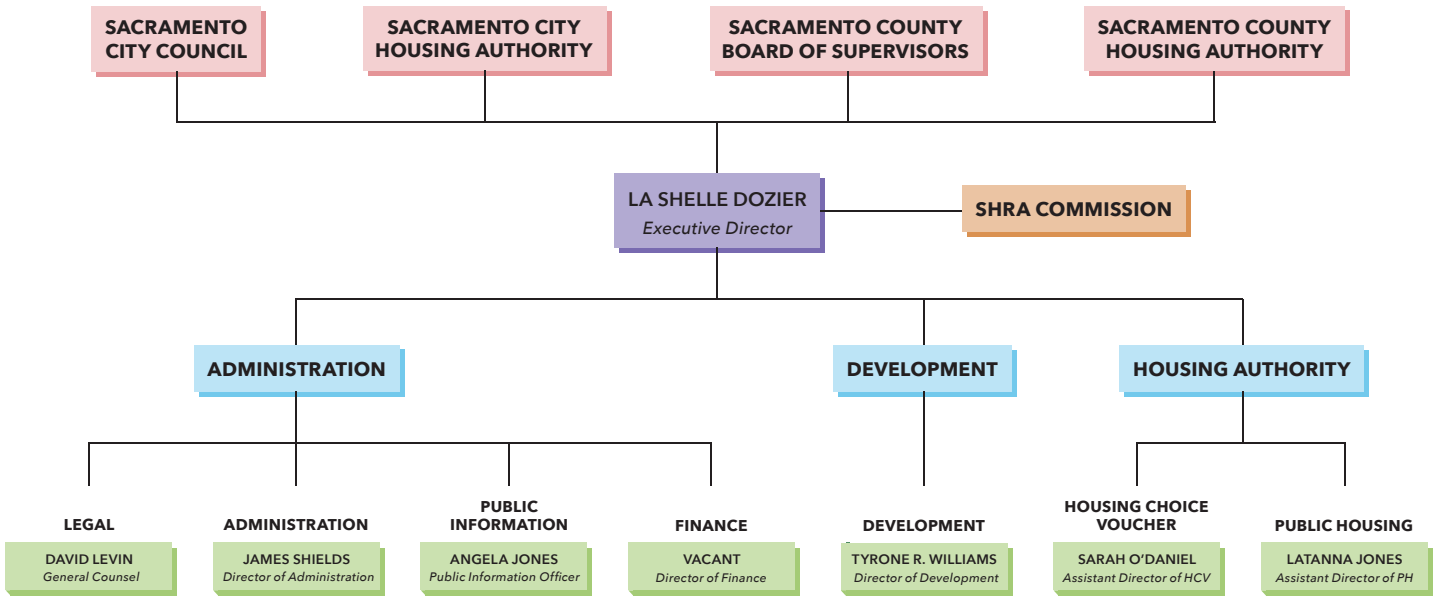
COMMUNITY REVITALIZATION

Through our community revitalization program, we collaborate with various neighborhoods and their residents to enhance the aesthetics of blighted areas resulting in safer communities to live and work. These programs have stimulated investments from the private sector resulting in new jobs and housing opportunities in lower income neighborhoods. We focus our efforts on streetscapes, lighting, parks and community centers, mixed-use developments.

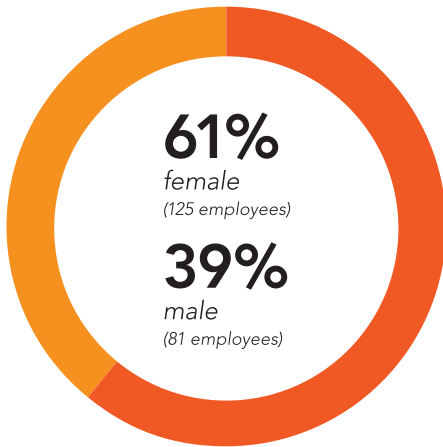
NEIGHBORHOOD INVESTMENT

In order to revitalize low income communities, we administer a number of programs, including the Choice Neighborhoods and Promise Zone Initiatives. These programs accelerate job creation in underserved neighborhoods and revitalize commercial corridors for commercial and residential use. We are proud these programs meet the educational needs of low income neighborhoods by creating solutions ranging from increasing basic core competencies at the elementary school level to offering career readiness programs for adults.

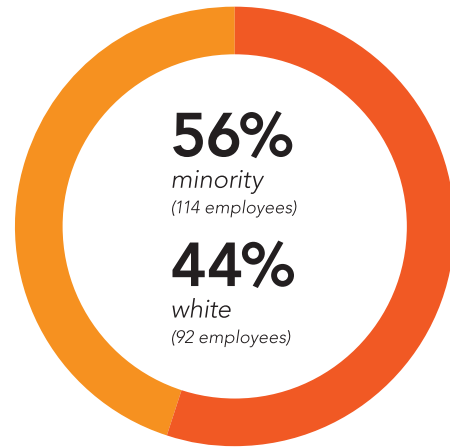
OUR ORGANIZATION



GENDER



ETHNICITY



Above: Residents enjoy activities and hobbies at Washington Plaza Senior Apartments.

SHRA GOVERNING BOARDS

As a Joint Powers Agency (JPA), the Sacramento Housing and Redevelopment Agency is under the authority of the City of Sacramento, the City Housing Authority, the County of Sacramento, the County Housing Authority, and/or the Sacramento Housing and Redevelopment Commission depending on the issue and the authorities delegated.

SACRAMENTO HOUSING AND REDEVELOPMENT COMMISSION

The Sacramento Housing and Redevelopment Commission is an 11-member advisory board for the Agency. The Commission reviews and makes recommendations on SHRA projects and activities before they are presented to the Sacramento City Council or Sacramento Board of Supervisors for final approval. Commission members serve four-year terms with a limit of two terms. The Board of Supervisors has six appointees and the City Council has five appointees. Two members are residents who live in City and County Public Housing.

Below: Sacramento Housing and Redevelopment Commission members Michael Alcalay, Cathy Creswell, Melvin Griffin, Matt Johnson, Tawny Macedo, Gale Morgan, Cecile Nunley, Stajabu, Samuel Starks, and Tyffanie Wedding.



SHRA and Habitat for Humanity Raise Walls on The Avenues project

The Avenues Project located on 43rd Avenue and Martin Luther King Jr. Blvd. in the Sacramento Promise Zone will eventually feature five Habitat for Humanity homes. Each Avenues Project Habitat family will be putting in 500 hours working alongside hundreds of volunteers to build their future home. Land and infrastructure funds were provided by SHRA.








FINANCIALS

STATEMENT OF REVENUES, EXPENSES AND CHANGES IN FUND NET POSITION - AUDITED *for the fiscal year ending December 31, 2017*










REVENUES

	<i>Grants and contributions</i>	\$146,329,000
	<i>Charges for Services</i>	\$15,515,000
	<i>Miscellaneous</i>	\$9,886,000
	<i>Capital Grants</i>	\$6,594,000
	<i>Investment Earnings</i>	\$5,983,000






EXPENSES

	<i>Housing Assistance Payments</i>	\$102,844,000
	<i>Services and Supplies</i>	\$42,551,000
	<i>Employee Services</i>	\$19,100,000
	<i>Administrative Services</i>	\$7,376,000
	<i>Depreciation</i>	\$6,494,000
	<i>Capital Grants</i>	\$4,670,000
	<i>Investment Earnings</i>	\$4,238,000



CHANGES IN FUND NET POSITION

	<i>Net Position Beginning</i>	\$583,053,000
	<i>Decrease in Net Position</i>	\$2,966,000
	<i>Net Position Ending</i>	\$580,087,000

STATEMENT OF NET POSITION - AUDITED
for the fiscal year ending December 31, 2017
(dollar amounts expressed in thousands)

ASSETS

<i>Cash and investments, including restricted cash</i>	\$ 102,678
<i>Accounts Receivable (net)</i>	\$ 7,372
<i>Prepaid expenses</i>	\$ 193
<i>Assets held for resale</i>	\$ 4,940
<i>Other long-term assets</i>	\$ 7,504
<i>Notes Receivable (net)</i>	\$ 321,340
<i>Advances</i>	\$ 3,172
<i>OPEB Asset</i>	\$ 8,219
<i>Land, Buildings & Equipment (net of accumulated depreciation)</i>	\$ 198,772
Total Assets	\$ 654,262
<i>Deferred Outflows of resources</i>	\$ 7,333
Total Assets and Deferred Outflows	\$ 7,333

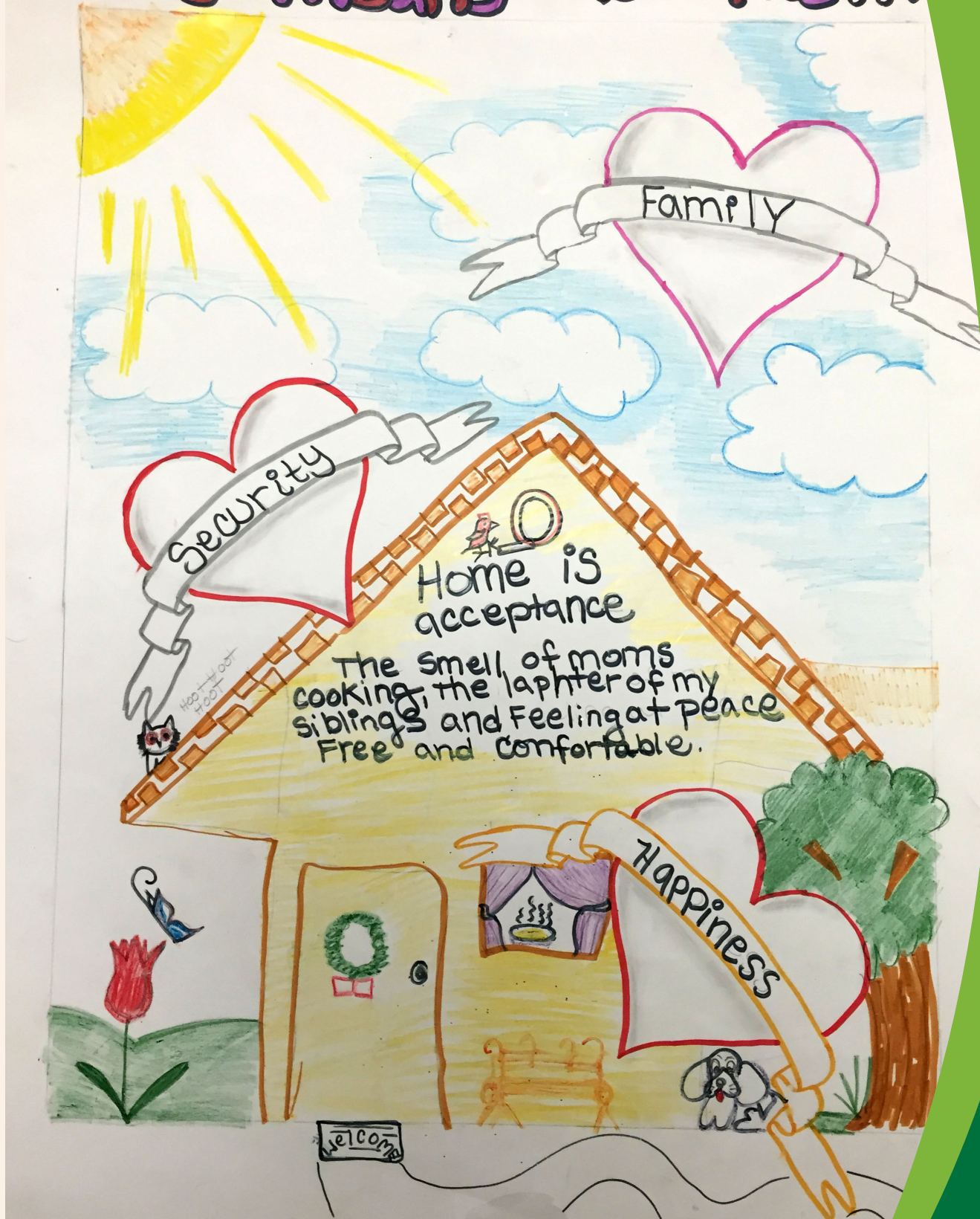
LIABILITIES

<i>Accounts Payable</i>	\$ 2,450
<i>Other liabilities</i>	\$ 3,460
<i>Advances</i>	\$ 3,172
<i>Notes payable</i>	\$ 27,598
<i>Net Pension Liability</i>	\$ 44,707
Total Liabilities	\$ 81,387
<i>Deferred Inflows of resources</i>	\$ 121
Total Liabilities and Deferred Inflows	\$ 121

NET POSITION

<i>Investment in capital assets, Net of related debt</i>	\$ 185,085
<i>Restricted</i>	\$ 350,476
<i>Unrestricted</i>	\$ 44,526
Total Liabilities and Deferred Inflows	\$ 580,087

Home Means To me...



**WE'RE IN THE
BUSINESS
OF CHANGING
LIVES.**

FIND OUT HOW.

CHANGING LIVES

THROUGH HOUSING OPPORTUNITIES

As one of the largest landlords in Sacramento, we provide safe, decent housing for low income residents. Without this affordable housing resource, untold families could become homeless. We also administer rental assistance for private housing funded by HUD. We give our residents the tools and guidance needed to build a life and plan a future. Our Resident Training and Family Self-Sufficiency Programs help families reduce dependency on rental assistance. For some, these programs have helped open the doors to homeownership.

HOUSING PROGRAMS

50,000

people safely and affordably housed

22,800

units financed over the past 20 years

3,200

units of affordable housing

12,900

rental assistance vouchers

\$13,800

average annual income for a family of three

76%

female as head of household

56%

households with a disabled family member

28%

households with an elderly family member

45%

households with children

SHRA finances multifamily developments that include affordable housing for low income residents. In 2017, the Agency committed \$16.5 million in multifamily loan assistance and approved issuance of \$73.5 million in Mortgage Revenue Bonds for projects that will impact 247 housing units. Over the past 20 years, SHRA has financed over 22,800 units in multifamily developments.

SHRA RECENT AND CURRENT DEVELOPMENT PROJECTS

Tax Credit/Bond Financed Projects 2017

Projects	Address	# of Units	Type
Bel-Vue	1117-1123 8th Street, Sacramento	22	Family
Crossroad Gardens	7322 Florin Woods, Sacramento	70	Family
Pensione K	1100 17th Street, Sacramento 95814	129	Special Needs

Tax Credit/Bond Financed Projects 2018

St. Francis Terrace	2525 L Street, Sacramento	48	Family
Village Park	3651 Norwood Avenue, Sacramento	50	Family
Southwind	7300 Block Power Inn Road, Sacramento	50	Family
1717 S	1717 S Street	159	Family
Imperial Tower	331 J Street	187	Senior
Victory Trio	1048/1075 Dixieanne Ave & 3301 Norwood Ave.	187	Senior

Homeownership Activity 2017 - 2018

Development Name	# of Homes Sold	Type
Del Paso Nuevo	35	Single-family
County-wide Welcome Home and Cal-Home	42	Single-family

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We didn't come to housing under the best of circumstances. It was an emergency circumstance and when we got our home we were all able to just breathe and for that alone we were grateful and thankful. For us it's not a permanent situation. It's something that will help us get back into a situation that's more ideal for raising a young man. It's a stepping stone to success for us as a family. We're very thankful for it.

**Claudine Ayala and son
Vincente Sani**

”



CHANGING LIVES

THROUGH HOMEOWNERSHIP OPPORTUNITIES

We're working to restore vibrancy and sustainability in our low income neighborhoods by providing homeownership opportunities for income eligible families in the City and County of Sacramento.

WELCOME HOME PROGRAM

We've helped 25 families realize the dream of owning their own home. After purchasing 76 single family homes from the Housing Authority through our new Welcome Home program, SHRA partnered with experienced small volume builders to rehab the houses to a high standard of lasting quality. The homes are offered for sale after the rehab work is complete.



Left: A home before and after rehab.

FROM DEPENDENCE TO SELF-RELIANCE

The Housing Authority's Family Self-Sufficiency program helps residents identify and overcome barriers to self-reliance. Those who volunteer to make a plan to achieve personal goals within a five year period are able to save money in an escrow account while they're working on their goals.



“

The Family Self-Sufficiency Program helped me save the money I needed to realize my dream to buy a home for my family.

Ishoniqa Boyd, resident and FSS participant

”

“

Having a steady income and a job to go to everyday has helped me become self-sufficient. Thanks to the SHRA Family Self-Sufficiency Program, I have a plan for my financial future—to see my savings account grow by investing wisely and using my money management skills to someday become a homeowner.

Latinna Pace
Family Self-Sufficiency
Program Graduate

”



DEL PASO NUEVO

We’ve reached our final milestone of the 154-acre Del Paso Nuevo master planned development project. Phase VI is underway with construction on 14 of 72 homes. At full buildout, the Del Paso Nuevo development will feature 325 high quality single family homes with at least 51 percent sold at affordable prices to families earning no more than 80 percent of the area median income (AMI).



OPENING DOORS

SHRA administers the Mortgage Credit Certificate program to assist eligible homebuyers afford their first home. Eligible homebuyers receive tax credits to reduce the amount of federal income tax they pay which enables them to more easily afford to purchase a home. We’re proud to have helped open the door for 60 families to purchase a home under the MCC program.

CHANGING LIVES

THROUGH COLLABORATIVE FEDERAL AND LOCAL PARTNERSHIPS

Our success is achieved through partnerships with public and nonprofit entities with a shared commitment to provide opportunities for residents and communities to thrive.



RIVER DISTRICT TWIN RIVERS REDEVELOPMENT PROJECT

CHOICE NEIGHBORHOODS

SHRA continues to implement a \$30 million HUD Choice Neighborhoods Implementation grant to reverse decades of disinvestment, isolation and disconnection in the distressed Twin Rivers public housing community and surrounding Sacramento River District-Railyards neighborhood. The \$300+ million project will replace the 218-unit Twin Rivers public housing community with 487 new units in a seamless array of mixed-income, mixed-use development of sustainable design and construction techniques. Learn more about the project at www.shra.org.



Urban Strategies Inc. provides resident services for families in the Twin Rivers community during the redevelopment project. Case management includes coordinated community supportive services in the five core areas of Housing Stability, Education, Employment, Job Training and Health. Residents are able to train and become Peer Leaders in the USI With Every Heartbeat is Life (WEHL) Program to lead community health engagement and encourage residents to manage their own healthcare.

CONSTRUCTION PROJECT ACTIVITIES OVER THE NEXT TWO YEARS INCLUDE:

- Relocation and demolition in two phases
- Infrastructure improvements to realign streets
- Demolition of residential buildings and community center

PROMISE ZONE

Since receiving a HUD Promise Zone designation in 2015, we have significantly expanded our base of local, state and federal partners to improve the quality of life and break down barriers to resources and opportunities in some of Sacramento's most vulnerable areas. The Zone encompasses 22 square miles of the economically hardest-hit neighborhoods in Sacramento, from Del Paso Heights in the North Area to The Avenues in the South County. Our partnership support has leveraged over \$118 million in grants to help bring resources to Promise Zone communities they are serving.

THROUGH CAPACITY BUILDING AND FACILITATING CROSS-SECTOR COLLABORATION, THE PROMISE ZONE PARTNER ORGANIZATIONS:

- Improve educational outcomes
- Foster a sustainable economic base
- Accelerate job creation
- Promote healthy behaviors
- Support sustainably built communities

Left: The Viva Supermarket in North Sacramento is the first full-service grocery store to come to the Del Paso Heights community in the Promise Zone in 30 years. 40 full and part-time positions create jobs for local residents.



SEEK

The Sacramento Promise Zone, Sacramento City Unified School District, Twin Rivers Unified School District and SMUD joined in a first time effort with the National Society of Black Engineers to bring a Summer Engineering Experience for Kids program to Sacramento.

The SEEK immersion program is a free, three-week curriculum for students in grades 3 - 5 with instruction presented by qualified engineering teachers and mentors. Students complete hands-on projects and demonstrate their inventions each week. STEM focuses on creating an effective and broad pathway for students in the Promise Zone to engage in academic preparation in the disciplines of Science, Technology, Engineering and Math.

The goal is to elevate STEM programs and partners to reach a wider and diverse group of students who live or attend school in the Promise Zone. NSBE aims to increase the number of minority engineers so it created the SEEK program to open young students' eyes to the world of engineering.



COMMUNITY NURSE CORPS

A pilot collaborative nursing program with Samuel Merritt University enables experienced registered nurses from Kaiser Permanente in the university's Community Nurse Corps program to serve at various partner sites to address health needs of residents in Promise Zone communities. This new pilot partnership with SMU is an excellent way for us to bridge the gap in health care resources that are lacking in communities located in the Promise Zone.

Community nurses each complete 90 hours of community service over the course of two semesters during which they support their host organization's health community project and provide integrated work; conduct strengths and gaps assessment of the community; and create and provide direct services and activities for the community. The community service requirements conclude with an evidence-based infographic presented to the host agency and public. Partners and health organizations include La Familia Counseling Center, Health Education Council, Well Space Health and Urban Strategies.

Below: Nurses from the Samuel Merritt University Community Nurse Corp and other health providers provide services at a health fair for Twin Rivers residents.



JOBS PLUS

SHRA continues to administer the Jobs Plus Pilot Program through a \$2.7 million grant awarded in 2015 to the Housing Authority by HUD. Through effective partnerships, Sacramento's Jobs Plus program provides opportunities for public housing residents and their families age 18-24 to increase earnings and advance employment outcomes through work readiness programs, employer linkages, job placement, and financial literacy. SHRA has engaged over 40 partners to provide resources for the program leveraging over \$3.7 million.



“

Being a Jobs Plus Ambassador gave me the opportunity to connect with people and resources that I wouldn't have otherwise had the opportunity to find. I've been able to use those connections to gain employment and to encourage others that they can do the same thing.

*Andrea Holquin
Jobs Plus Ambassador*

”

\$2.7 MILLION HUD grant

2 JOBS PLUS CENTERS OPEN
at Marina Vista and Alder Grove communities

271 work-able
residents enrolled

70 residents attained jobs since enrolling

CHANGING LIVES

THROUGH COMMUNITY REVITALIZATION AND PUBLIC SERVICES

COMMUNITY DEVELOPMENT BLOCK GRANT

In our capacity to administer the federal Community Development Block Grant program as a revitalization tool for the city and county, we apply these funds to projects, services and amenities that improve and enhance quality of life for residents. These projects demonstrate that these federal funds do reach the local level to be used directly in the communities where they are most needed.



Left: Transportation is one of the most common barriers to self-sufficiency low income residents. SHRA received a \$98,000 grant from the Sacramento Metropolitan Air Quality Management District, coupled with CDBG funding to install electric vehicle charging stations at the Housing Authority's Alder Grove and Edge Water affordable housing communities. The program provides access to Kia Soul Zipcars onsite and is the first of its kind in California serving public housing communities providing affordable mobility to low income residents. Susan Brown was one of the first residents to enroll in the CarShare program.

PUBLIC SERVICES

SHRA administers federal programs on behalf of the City and County that provide funding to support public services for low income residents, emergency housing, and homeless services. The Emergency Solutions Grant (ESG) provided shelter to 948 individuals and provided housing stabilization services including short term rental assistance and case management for 295 households. CDBG funds support the Meals on Wheels program which serves over 4,000 seniors via delivery to congregate sites or residences of home-bound individuals. The program is a lifeline for many seniors by providing social interaction and is the only nutritional meal some seniors may eat.



Above: Students at Marina Vista and Alder Grove housing communities completed a 20-hour introductory hands-on 3D printing technology seminar. The training included the conception of an idea, the creation model of the idea, a construction of the idea using the 3D printer, and a correction phase of the creation to work out any flaws in the 3D model.

COMMUNICATIONS AND TRANSPARENCY

We're focusing on continuous improvement in our communications to residents, stakeholders and partners to provide open and convenient access to public information about the Agency's programs and activities. Our website is continually evolving to provide a more informative, user friendly experience. We designed a portal for our Housing Choice Voucher landlords to create and access tenant accounts, and a new feature allows residents living in our public housing communities to pay their rent using any device with Internet access. We're connecting and engaging through a direct email newsletter to keep communities up to date on our projects and success stories.



SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

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