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SACRAMENTO HOUSING AND
REDEVELOPMENT AGENCY
PROPOSED BUDGET



SHRA

2022 PROPOSED BUDGET

Submitted to:

Sacramento City Council

Sacramento County Board of Supervisors

Housing Authority of the City of Sacramento

Housing Authority of the County of Sacramento

Sacramento Housing and Redevelopment Commission

By
La Shelle Dozier
Executive Director

SHRA

2022 PROPOSED BUDGET

ACKNOWLEDGMENT

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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

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**Sacramento Housing and Redevelopment Agency
California**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

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GENERAL





GENERAL TRANSMITTAL LETTER - FY 2022

November 2, 2021

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 2022. This budget document provides detailed information about the forecasted revenues and expenditures for the Agency in the coming year.

OVERVIEW OF THE 2022 SHRA PROPOSED BUDGET

The Agency continues to respond to challenges and opportunities after successfully pivoting to a hybrid virtual environment last year in response to the COVID-19 pandemic in order to maintain operations safely for our workforce, housing residents, and the public. This national public health crisis resulted in the Agency receiving an unprecedented amount of federal, state and local funding awarded for expenditure in the 2020 and 2021 fiscal years. Our strategic focus for these funds is to advance the Agency's goal of maximizing the preservation and delivery of core programs and public services. Responding to the impact of the pandemic on the homeless crisis and helping distressed residents remain in their homes will continue to be a high priority for these funds in the coming fiscal year.

The 2022 Proposed Budget recommends total expenses of \$347.1 million and is comprised of the Housing Assistance Payments (HAP) Budget of \$130.7 million; Rental Assistance Payment of \$66.7 million; Operating Budget of \$63.4 million; the Capital Projects Budget of \$78.4 million; the Public Services Budget of \$5.7 million; and the Debt Service budget of \$2.2 million. The 2022 proposed budget represents a \$133.9 million or 62.8% increase in net appropriations in comparison with the prior year's budget. This change in annual budget appropriations is primarily the result of the creation of the Rental Assistance Program, which accounts for \$66.7 million or roughly 50% of the total increase in planned expenditures. Additionally, Capitol Projects are also estimated to increase approximately \$30.4 million due to increased revenues provided to the Agency at the Federal level from the CARES Act and the American Rescue Plan.

SHRA's funding sources are independent of the City or County's General Fund. In addition, over eighty 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.

As with previous year's budgets, the 2022 budget centers on conveying the Mission, Vision & Goals of the Organization, by :

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

2022 challenges include the aging Public Housing inventory and limited amount of funding. The Agency's inventory faces mounting capital and modernization needs; however, Capital Fund Appropriations have continuously come up short. This reality highlights the need of the Agency to continue to pursue the Rental Assistance Demonstration (RAD) disposition process to maximize private investment and Housing Tax Credits.

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,



La Shelle Dozier
Executive Director

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GENERAL AGENCY MISSION, VISION, AND GOALS

OUR 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.

OUR VISION

Our Vision for Sacramento is a region:

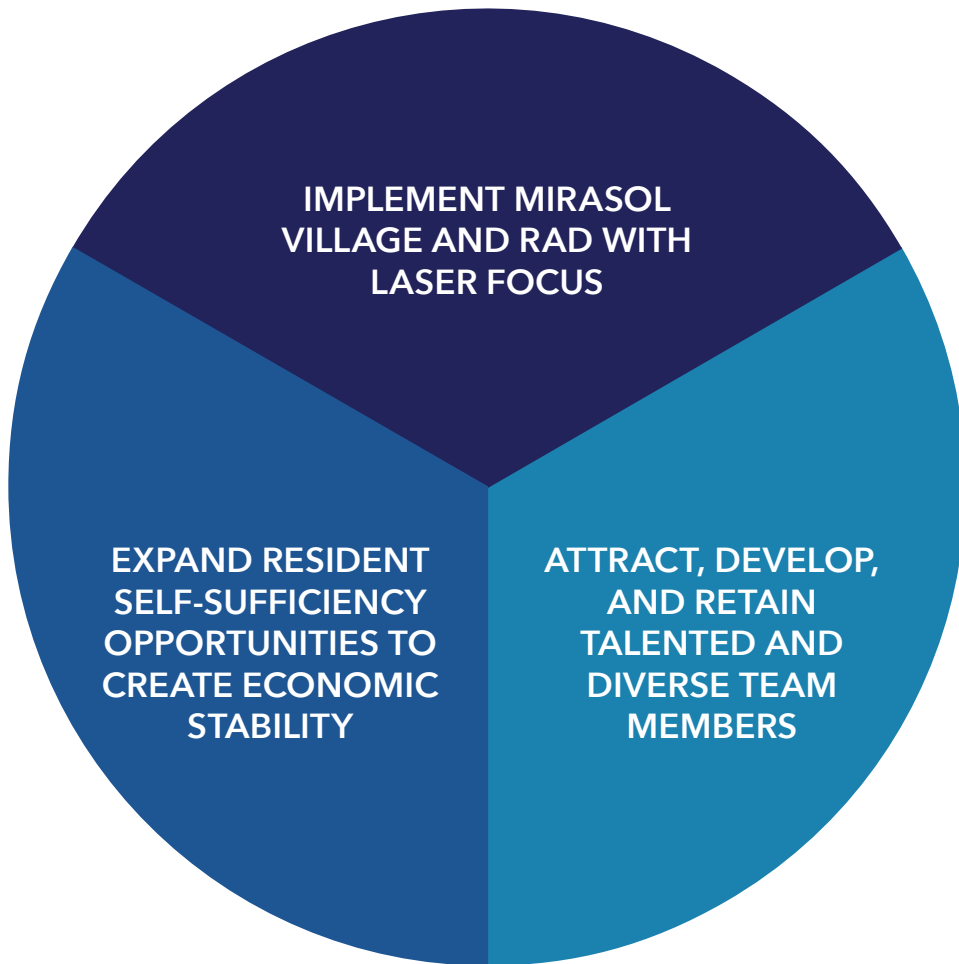
- Where **all** neighborhoods are excellent places to live, work and do business
- Where **all** people have access to decent, safe and affordable housing
- Where **everyone** can obtain a job and attain financial self-sufficiency

OUR 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.

SHRA THREE-YEAR STRATEGIC GOALS



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GENERAL AGENCY OVERVIEW

OVERVIEW OF SACRAMENTO, CALIFORNIA established 1849

City and County Statistics

<i>Categories</i>	<i>City</i>	<i>County</i>
Population, State of CA	6th largest	9th largest
2021 Population Estimates	525,398	1,578,680
Extent of Range	97.9 square miles	994 square miles
Type & Form of Government	Charter Council-Member	Charter Elected 5-Member Board



PROFILE OF THE AGENCY - 2021

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. These goals are met 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.



The Agency, a joint powers authority created in 1982 (operating since 1973), serves as the fiscal agent/administrator and provides the exclusive staffing for the Housing Authorities of the City and County of Sacramento, formed July 1939 and June 1940, respectively. 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 is not included in the Comprehensive Annual Financial Report of either the City or County of Sacramento.

Sacramento Housing and Redevelopment Commission (Commission) is the governing board of the Agency. The Commission's 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 it has operational authority within the budget and policy direction approved by the City Council and County Board of Supervisors.

The Agency administers and manages federal housing and community development entitlement funds. Specific funding includes the federal Community Development Block Grant Programs (CDBG) and Home Investment Partnership Programs (HOME) for the City and County of Sacramento, and Homeless Continuum of Care, Housing Opportunities for Person with AIDS (HOPWA) and Emergency Solutions Grants, federal grant programs from the County of Sacramento.

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.

LONG-TERM FINANCIAL PLANNING

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

The Agency struggles to project revenues and expenses for an extended future period due to the changes that occur at the federal level. The Agency's major programs rely heavily (over 80%) on Federal funding and are subject to the changing political priorities and interests depending on the year and the health of the Country's overall economy. The major programs experience proration fluctuations, resulting in less funding than the Agency's actual true costs. Each proration is dependent on the status of the Federal Budget. Therefore, all future expenditures would also be dependent on the same fluctuation of the proration amounts and any reserves that the Agency may have available.

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

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

RELEVANT FINANCIAL POLICIES

The Agency is committed to increasing the supply of affordable housing and in past years has worked closely with the City and County in the development of inclusionary ordinances, a ten year plan to end chronic homelessness, and other policies to increase rental housing production and homeownership opportunities. SHRA has 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, includes several options that will serve a total of 1,755 homeless families through vouchers. 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 to buy 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 launched a redesigned website at www.shra.org. This website has improved public awareness with timely information, as well as, easier access to reports and documents. The Agency continues to develop new features on the website which will give our customers 24/7 access to do business with the Agency. Anticipated features for 2020 include a portal for HCV voucher residents to complete documentation and certifications online that previously required onsite visits or paper documentation.

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 resources needed were reflected in the 2020 budget, that departmental objectives and goals were obtainable, and to establish outcomes that best support the Mission of SHRA.

JURISDICTIONAL COMPARISONS

Fiscal Year 19/20 Budget	Sacramento Housing & Redevelopment Agency (SHRA)	San Diego Housing Commission (SHDC)
Year Established	1982 - JPA	1979
Governed By	1. City Council 2. HACS 3. County BOS 4. HACOS 5. Commission	San Diego City Council (HA) Commission (Advisory)
Housing Authorities FOR:	City & County of Sacramento	City of San Diego
Comparison Significance	Largest Area Provider of Affordable Housing	Largest Area Provider of Affordable Housing
Population: ¹		
• County	1,561,014	3,315,404
• City	515,673	1,411,034
Area Median Income (Annual) ²	86,300	92,700
Budget Comparison - Fiscal Year Basis	January - December	July - June
Funding Sources - Budget		
• \$\$\$ of Federal Funding	\$216.2M	\$299.8M
• \$\$\$ of State, Local/Other Funding	\$167.2M	\$215.3M
Total Funding Sources By Major Category	\$383.4M	\$515.1M
Expenditure Budget		
• Personnel Costs	\$38.8M	\$41.7M
• Programs	\$221.5M	\$317.1M
• Other	\$8.5M	\$126.1M
Total Operating Budget	\$268.7M	\$484.9M
• Total Capital Budget	\$78.4M	\$301.3M
Total Budget	\$347.1M	\$515.1M
Total FTE	313	346

¹ Demographics-2020 courtesy of Department of Finance

² 2019 HUD median income for California counties based on a family of four

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GENERAL BUDGET PROCESS TIMELINE

JUNE

Fund Equity - Mid-year schedule

The mid-year fund equity schedule provides the estimated beginning balance available for appropriation. The estimated beginning balance available is any amount that has not been previously budgeted. The beginning balance estimates are critical as they let management know if there was a surplus or deficit from prior years. Any surplus will help fund future expenditures while deficits will need to be funded from the next year's revenues or a transfer from other funding sources.

Revenue schedule

The revenue schedule contains prior year actual revenues, estimated revenues for the current year projected to year end, and the revenue forecast for the next year. The revenue estimates are based on historical amounts and any new revenue streams (grants, entitlements, subsidies, rents, loans, rebates, etc.) that are expected in the following year. These estimates are critical as the rest of the budget is built from this data.

Budget Narrative and Performance Measures available for Update

Departments are provided with the forms necessary to complete their budget narrative and begin compiling the performance measures reported in the budget. Each Narrative includes description of the Division/ Department activities, Goals and objectives for the budget year as well as prior year accomplishments and Performance measures.

JULY

Operating division budget

Each operating division has their own operating budget, which includes salary and benefit information provided to Finance by the Human Resources department. The amounts for the services and supplies budget are mainly provided by managers and directors of each division. Finance provides some estimates such as insurance, audit fees, banking fees, housing management fees, and bookkeeping fees. Finance works with the directors and managers from the other divisions in order to obtain the best estimates. The amounts requested by each division may be reduced due to the availability of resources, if necessary.

Project defunding schedule

The project defunding schedule is created with input from program staff. They notify Finance if there are existing projects that will not be developed. By defunding a capital project, funds are freed up to be allocated for another project or used for operations. The funds can also remain unbudgeted in order to cover a deficit fund balance.

Debt service schedule

The debt service schedule is provided by Finance. The amounts come from amortization schedules in the debt database or may be projected amounts for new debt issuances. Re-payments on advances to other funds are also included in this schedule, as well as payments to outside entities. Housing Choice Voucher and Headquarter debt service amounts are in the budgets for the operating divisions, though they are added as memo entries in the debt service schedule for presentation purposes.

Transfers schedule

The transfers schedule is created near the end of the process. Management will determine if there are funds that have deficits that can be covered by another funding source. Certain funds have strict guidelines on how deficits can be funded. Housing funds (AMPs) have transfers from the capital fund program for operations and management improvements.

Financial transactions

Financial transaction data is provided mainly from Finance staff. The types of transactions are investment fees, Amerinational fees, fiscal agent fees, property tax/flood assessments, banking fees, rebates, repayment agreements, misc. insurance fees, and any other fees that don't go into the operating division.

HAP schedule

The Housing Assistance Payments (HAP) expenditure amounts are provided by Finance staff based on anticipated revenue amounts.

Public services schedule

Public Services schedule contains amounts budgeted to non-profit entities for use in homeless programs and other community service projects. The Executive staff works with the other entities to determine the level of need as well as available agency resources.

Capital Projects schedule

The capital project schedule is compiled with the assistance of program staff and their knowledge of anticipated projects and the Community Development Block Grant Action Plan. Finance also includes projects designated as Development Assistance or Housing Development Assistance where there is funding available.

AUGUST

Department budget meetings

Individual departments create their budgets and submit their documents to the Finance Department. These documents are reviewed and discussed in detail with the Executive Director and Finance Director.

SEPTEMBER

Department budget meetings continue

The budgets created by the departments are finalized with Executive Director and Finance Director.

Budget Presentations - Commission

Budget workshops held with Commission, focusing on Housing Authority revenues, overview of revenue trends, and projections for the following year.

OCTOBER

Budget Presentation - Commission

Presentation of final Proposed Budget is presented by the Director of Finance and Executive Director to Agency Commission.

NOVEMBER

Budget Presentations - City and County

Presentation of final Proposed Budget is presented by the Executive Director to City Council and County Board of Supervisors.



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FINANCIAL MANAGEMENT POLICIES



2 FINANCIAL MANAGEMENT POLICIES

FINANCIAL MANAGEMENT POLICIES

REVENUE POLICY

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

DEBT POLICY

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

- The Agency will diligently monitor its compliance with bond covenants and ensure its adherence to federal arbitrage regulations.
 - Full and timely repayment of outstanding debt
 - Compliance with continuing disclosure requirements

INTERDEPARTMENTAL CHARGES/INDIRECT COST RECOVERY

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

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

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 costs 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
Support Services fund which is a combination of the following departments: Governing Boards • Executive Director • Legal • Human Resources Finance • Information Technology • Agency Clerk • Procurement Capital Projects - Admin Services
Description/Types of Expenditures
Expenses directly related to the administration and management of the Agency. These expenses are spread to all funds included in the allocation model.
Divisions Charged
40/41 Housing Admin • 46/35 Housing Choice Voucher/Homeless Innovations • 27 Community Development • 29 RE/CS Admin

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 21% of the direct labor relative to all of the funds that are to be allocated overhead, then Division 27 would be charged 20% of the indirect cost from the Supportive Services fund.

Department	Costs	40/41 Housing Admin	46 Housing Choice Voucher Admin/Homeless Innovations	27 Community Development	29 RE/CS Admin
		47.00%	31.00%	17.00%	5.00%
Governing Boards	\$ 60,000	\$ 28,200	\$ 18,600	\$ 10,200	\$ 3,000
Executive Director	\$ 1,935,180	909,535	599,905	328,981	96,760
Legal Services	\$ 1,385,407	651,141	429,477	235,519	69,270
Human Resources	\$ 2,082,700	978,869	645,637	354,059	104,135
Finance	\$ 2,188,152	1,028,431	678,326	371,986	109,409
Info Mgmt. & Tech Services	\$ 3,302,367	1,552,112	1,023,735	561,402	165,118
Agency Clerk	\$ 287,085	134,930	88,996	48,804	14,354
Procurement	\$ 1,257,005	590,792	389,672	213,691	62,852
Subtotal Claimable Costs	\$ 12,497,896	\$ 5,874,010	\$ 3,874,348	\$ 2,124,641	\$ 624,898
Roll forward from		\$ 627,546			
Total Claimable Costs	\$ 13,125,443	\$ 6,501,556	\$ 3,874,348	\$ 2,124,641	\$ 624,898

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 use the modified accrual basis of accounting which recognizes revenues in the period in which they become measurable and available to finance expenditures of the current period. "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 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. The Executive Director and Director of Finance hold 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 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 (see appendix), no expenditure will exceed the approved budget. All new items must be included in budget. Budget amendments of up to \$100,000 are permitted under Executive Director's authority if expenditures exceed original budgeted amounts. Amendments in excess of \$100,000 require approval by the appropriate governing boards. Previously approved budgets can be carried over indefinitely until expended.

ACCOUNTING STRUCTURE AND PRINCIPLES

Accounting System

The Agency budget is controlled at the fund group level. Except as provided in the enclosed budget resolutions (see appendix), no expenditure will exceed the approved budget. All new items must be included in budget. Budget amendments of up to \$100,000 are permitted under Executive Director's authority if expenditures exceed original budgeted amounts. Amendments in excess of \$100,000 require approval by the appropriate governing boards. Previously approved budgets can be carried over indefinitely until expended.

The concept of reasonable assurance recognizes that the cost of a specific control feature should not exceed the benefits likely to be derived and the evaluation of costs and benefits require estimates and judgments by management.

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

Basis of Accounting

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

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

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

Fund Descriptions

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

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

Proprietary Funds

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

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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MAJOR REVENUE - DESCRIPTION AND REVENUE ESTIMATES

3

MAJOR REVENUE

MAJOR REVENUE -DESCRIPTION AND REVENUE ESTIMATES

MAJOR REVENUES

Enterprise Funds

Public Housing

Local Housing

HCV

Governmental Funds

CDBG

HOME

Capital Fund

Housing Trust Fund

Choice Neighborhoods Initiative

Shelter Plus Care

Riverview Plaza

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 estimates for 2022 are based on anticipated funding from HUD in the form of Housing Assistance Payments (HAP) and Administrative Fees (AF). Revenue is tied to the Leasing of Vouchers. Currently, the Housing Authority has 12,884 vouchers authorized for leasing each month. 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 2021, HUD prorated our HAP eligibility at 99.4% and the Agency anticipates funding closer to 2020 based 100% upon based on the current proposals moving through Congress.

HCV ADMINISTRATIVE FEE

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 2021, the Agency received \$100.64 per unit for the first 7,200 unit months leased and \$93.93 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 2020, the proration was 79.5% of administrative funding eligibility. This proration was increased slightly to 82% of administrative funding eligibility in 2021. The Agency expects the revenue estimates in 2022 increase to closer to 100% due to the Federal budget increases to the HCV program.

SHELTER PLUS CARE PROGRAM

This 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. The Agency applies for the funding through a local competitive process to receive the funds from HUD.

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

The Agency anticipates the 2022 revenues for the Shelter Plus Care Program to be consistent with the prior two years.

PUBLIC HOUSING OPERATING SUBSIDY

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. The federal budget process has recently been erratic, with annual appropriations reaching as high as 103 percent of funding eligibility in 2010 to as low as 82 percent in 2013. In 2021, the program was funded at 95.86 percent of funding eligibility, meaning that the program received only 95.86 percent 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 Agency anticipates a slight increase closer to 98 percent for funding in 2022 due to Federal legislation.

The Housing Authority has participated in the Rental Assistance Demonstration (RAD) Program, where HUD has approved the disposition of public housing from the program in order to address the nationwide backlog of deferred maintenance on public housing properties. The authority has partnered with SHRA's nonprofit,

Sacramento Housing Authority Repositioning Program, Inc. (SHARP) to dispose and maintain the properties. This move, has and will continue to not only preserve low income housing, it will allow private investment to address the capital needs of the Agency properties. The participation in this program will decrease future allocations of the Operating Subsidy, as the number of units in the Public Housing Portfolio will decrease, year after year.

CAPITAL FUND PROGRAM (CFP)

The Capital Fund Program (CFP) is a HUD program that 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. HUD funding for the capital improvements and modernization of Public Housing properties has decreased to as little as 21% of actual cost in the past, however, the Agency saw increases year after year in from 2018 through 2020.

2022 Revenues are expected to increase in due to federal budget approvals. Capital Fund Program funding similar to the HUD Operating Subsidy, as the funding is determined by the number of public housing units held by an Agency. The nationwide increase in funding will offset the reduction of public housing units held by the Agency. In 2020, and in 2021 the Agency will have completed the transfer of 316 units to the Rental Assistance Demonstration (RAD) program, which will reduce the number of public housing units and convert them to Local Housing Projects with private investment.

LOCAL HOUSING PROJECTS

The Housing Authority 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, 217 scattered site, project based units and 316 Rental Assistant Demonstration project based units. Because of this increase, it is anticipated that 2022 revenues will also increase.

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

CDBG 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.

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 and the County of Sacramento. Since 2010, CDBG appropriations have been cut by as much as 25 percent. 2020 saw increases in additional funding due to the COVID-19 pandemic, known as the "CV" funding from the CARES Act. It is anticipated that the normal funding levels will return in 2022 with a slight increase.

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 and Rancho Cordova 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 the Agency for funding. In the past, HOME funds have assisted families in purchasing their first home, renovating deteriorating housing units, and assisting with the development of new housing.

The annual HUD HOME budget is allocated to participating jurisdictions as formula grants. Since 2010, federal appropriations for the HOME program have declined significantly. 2018 saw a slight increase that did not continue into 2019. Again, due to the COVID 19 Pandemic and the funding available through the American Rescue plan 2021 saw a significant increase in the HOME funding. HOME federal funding levels are anticipated to return to pre pandemic levels in 2022.

HOUSING TRUST FUNDS (HTF)

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

Housing Trust Fund fees dropped dramatically from 2009 to 2012 due to the sharp decline in the number of commercial building permits being issued. Beginning in 2013, there has been a steady increase in revenues due to an increase in building permits and prior year loan repayments. It is anticipated that 2021 revenues will experience a slight increase that is expected to level off in 2022.

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 proposal included the one-for-one replacement of the existing 218 units, additional workforce and market rate units in a mixed income housing development, and a public park off-site. The new development will be named Marisol Village.

During 2016 and 2017, 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).

In 2019, the Agency completed resident relocation and full demolition of the former Twin Rivers project. The Agency received multiple funding sources for Marisol Village, which included funding for new infrastructure and construction of the development.

Revenues will fluctuate annually since they are drawn based upon actual construction related expenditures. Since 2020 construction has commenced on multiple buildings. The grant is expected to be fully expended in 2022, upon its expiration.

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.

Revenues are generated from both commercial and residential rental leases and 2022 is projected to earn revenue increases due the project base vouchers being implemented for this site.



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FUND STRUCTURE



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FUND STRUCTURE FUND STRUCTURE



Administration

- Headquarters
- Insurance
- Payroll
- Prorate
- Support Services

Real Estate and Construction Services

- Commerce Circle
- Public Housing Homeownership
- Purchase & Resale Equity (PRE)
- Section 32
- Section 32 (PRE)
- Auburn/Garfield Property Management

Housing Choice Voucher Program

- Housing Choice Voucher (HCV)
- Mod Rehab

Component Units

- City Riverview Plaza Debt (Component Unit)

Development

- 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) 1st 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)
- 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
- State & Local Housing Grants
- State & Local Housing Trust
- Supplemental Administration Fees
- 12th Street Triangle
- Mortgage Revenue Bond Program (MRB)
- City CDBG Debt Fund

Housing Funds

- Foundation Uniting Needs and Dollars (Fund Inc.)
- General Housing Reserve
- Riverview Plaza Reserve
- ROSS PH FSS Grant
- ROSS PH Service Coordinator
- Shelter Plus Care
- Capital Fund Program
- Asset Repositioning - Sierra Vista
- Asset Repositioning - Sutterview
- Asset Repositioning - Washington Plaza
- Central Office Cost Center (COCC)
- Locally Funded Projects
- Larchmont Wildflower
- 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





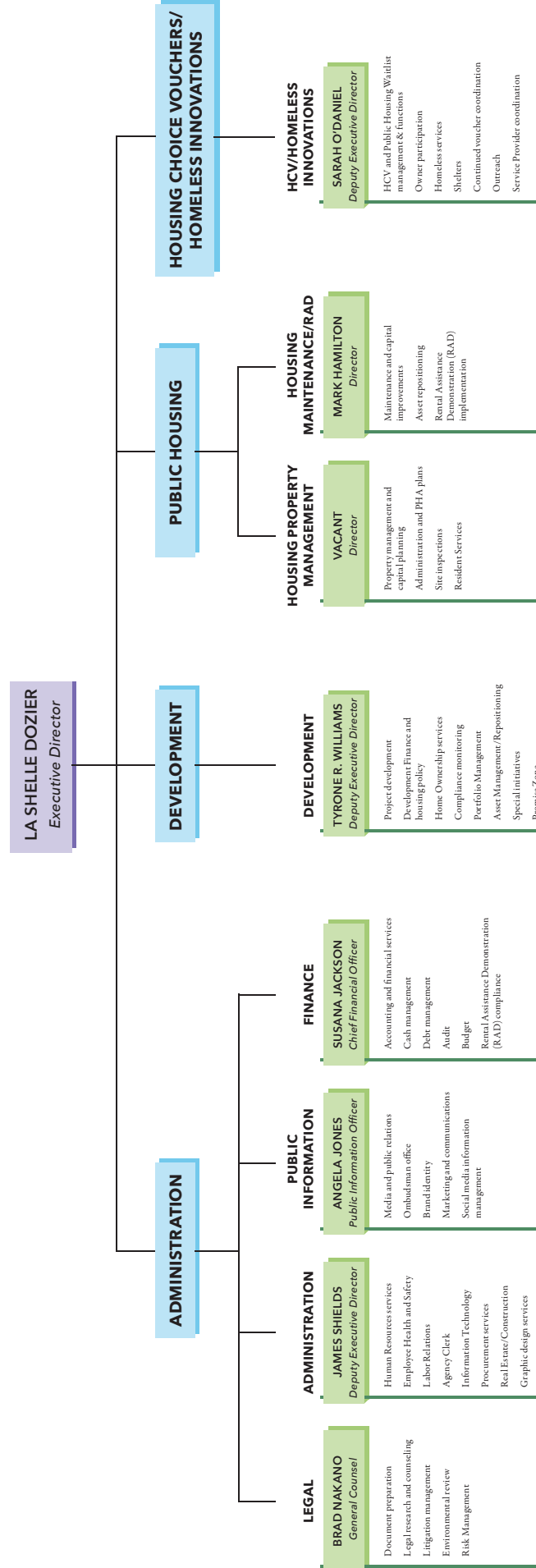
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BUDGET SUMMARIES



BUDGET SUMMARIES

5 DEPARTMENT/DIVISION ORGANIZATIONAL CHART



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BUDGET SUMMARIES SUMMARY OF FULL-TIME EQUIVALENT POSITIONS (FTE) BY DEPARTMENT - FY 2022

Department	2019 Budget	2020 Budget	2021 Budget	2022 Budget	Increase (Decrease)
Executive Director	4.00	4.00	5.00	6.00	1.00
Legal	4.50	4.50	4.50	5.00	0.50
Human Resources	5.95	6.45	6.45	9.45	3.00
Finance	12.00	15.00	15.00	15.00	0.00
IMTS	10.10	10.10	10.10	12.10	2.00
Agency Clerk	2.60	2.60	2.60	1.10	-1.50
Procurement	5.05	6.05	6.05	6.05	0.00
Subtotal Administrative Support	44.20	48.70	49.70	54.70	5.00
Public Housing	90.60	94.70	94.80	94.00	-0.80
Subtotal Public Housing	90.60	94.70	94.80	94.00	-0.80
Housing Choice Vouchers	70.40	67.30	68.05	115.00	46.95
Homeless Innovations	0.00	0.00	5.15	15.00	9.85
Subtotal Housing Choice Vouchers	70.40	67.30	73.20	130.00	56.80
Development	22.00	26.00	25.00	25.00	0.00
Subtotal Housing and Community Development	22.00	26.00	25.00	25.00	0.00
Real Estate and Construction Services	9.30	9.30	9.30	9.30	0.00
Subtotal Real Estate and Construction Services	9.30	9.30	9.30	9.30	0.00
Total	236.50	246.00	252.00	313.00	61.00

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BUDGET SUMMARIES

BUDGET APPROPRIATION COMPARISON SCHEDULE

	2019 Approved Budget	2020 Approved Budget	2021 Approved Budget ***	2022 Approved Budget
Operations:				
Salaries and Benefits	\$ 27,271,544	\$ 28,733,234	\$ 30,054,686	\$ 38,674,015
Services & Supplies	17,783,164	17,402,961	17,402,961	24,040,914
HAP Payments	100,344,675	109,079,844	109,079,844	130,696,526
Rental Assistance Payments	-	-	-	66,743,091
Debt Service	2,591,231	2,877,433	2,877,443	2,229,433
Financial Transactions	326,379	753,463	753,463	636,755
Public Services	5,119,260	5,086,302	5,086,302	5,685,556
Total Operations	\$ 153,436,253	\$ 163,933,237	\$ 165,254,699	\$ 268,706,290
Projects:				
Capital Projects	\$ 39,311,160	\$ 48,027,902	\$ 48,027,902	\$ 78,417,934
Total Budget	\$ 192,747,413	\$ 211,961,139	\$ 213,282,601	\$ 347,124,224

***Due to COVID-19, the budget was adopted as a "Roll Forward" meaning all revenues and expenses were based off of the prior years budget. Only known increases in Salaries, and benefits were calculated.

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BUDGET SUMMARIES FUND EQUITY - FY 2022

SUMMARY

	Housing	Other Governmental	Internal Service	Gross Total	Less Interdepartmental Charges	Net Total (1)
RESOURCES						
Estimated Fund Balance - January 1	\$ 52,193,928	\$ 134,871,032	\$ 6,064,635	\$ 193,129,595		\$ 193,129,595
Interest Revenue	2,680,676	1,533,951	109,132	4,323,759		4,323,759
Intergovernmental	-	1,397,735	-	1,397,735		1,397,735
Repayment on Loans	-	3,014,388	-	3,014,388	-	3,014,388
Dwelling Rents	7,547,581	-	-	7,547,581		7,547,581
Grants	11,847,887	63,828,194	-	75,676,081		75,676,081
Housing Vouchers - Administration	14,982,699	-	-	14,982,699		14,982,699
Housing Vouchers - HAP	134,768,153	-	-	134,768,153		134,768,153
Emergency Rental Assistance Payments	100,000,000	-	-	100,000,000		100,000,000
Miscellaneous	13,334,044	5,555,306	324,856	19,214,206		19,214,206
Interdepartmental Charges	8,234,788	-	14,213,813	22,448,601	(22,448,601)	-
Transfers (In)	2,111,490	1,468,753	2,094,061	5,674,304	(5,674,304)	-
Subtotal Operating Revenues	293,998,052	73,523,657	15,851,494	383,373,203	(22,448,601)	360,924,602
Defundings	486,939	9,764,192	-	10,251,131		10,251,131
Gross Resources	346,678,919	218,158,881	21,916,129	586,753,929	(22,448,601)	564,305,328
Less Interfund Transactions	(8,234,788)	-	(1,077,734)	(9,312,522)	9,312,522	-
Less Interdepartmental Charges	-	-	(13,136,079)	(13,136,079)	13,136,079	-
Net Resources (1)	338,444,131	218,158,881	7,702,316	564,305,328	-	564,305,328
APPROPRIATIONS						
Salaries and Benefits	20,772,752	7,709,768	10,191,495	38,674,015		38,674,015
Services and Supplies	16,915,487	2,149,939	4,975,488	24,040,914		24,040,914
Housing Assistance Payments	130,696,526	-	-	130,696,526		130,696,526
Emergency Rental Assistance Payments	66,743,091	-	-	66,743,091		66,743,091
Debt Service	-	1,184,764	1,044,669	2,229,433		2,229,433
Financial Transactions	392,568	171,076	73,111	636,755	-	636,755
Public Services	941,445	4,744,111	-	5,685,556		5,685,556
Pilot and Miscellaneous	-	-	-	-		-
Interdepartmental Charges	17,333,963	3,727,226	1,387,412	22,448,601	(22,448,601)	-
Subtotal Operating expenditures	253,795,832	19,686,884	17,672,175	291,154,891	(22,448,601)	268,706,290
Capital Projects	2,640,866	75,777,068	-	78,417,934		78,417,934
Gross Appropriations	256,436,698	95,463,952	17,672,175	369,572,825	(22,448,601)	347,124,224
Less Interfund Transactions	(8,234,788)	-	(1,077,734)	(9,312,522)	9,312,522	-
Less Interdepartmental Charges	-	-	(13,136,079)	(13,136,079)	13,136,079	-
Net Appropriations (1)	248,201,910	95,463,952	3,458,362	347,124,224	-	347,124,224
Estimated Fund Balance-December 31	\$ 90,242,221	\$ 122,694,929	\$ 4,243,954	\$ 217,181,104	\$ -	\$ 217,181,104

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

CITY ENTERPRISE - HOUSING

	City Public Housing	City Local Housing	City Misc Housing	City Component Units	Subtotal
RESOURCES					
1 Estimated Fund Balance - January 1	\$ 15,196,309	\$ 4,855,192	\$ 6,554,414	\$ 4,500	\$ 26,610,415
Interest Revenue	106,291	1,435,799	480,246	2,000	2,024,336
Repayment on Loans	-	-	-	-	-
Dwelling Rents	3,372,298	1,058,914	-	907,500	5,338,712
Grants	7,703,134	-	219,289	-	7,922,423
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Interdepartmental Charges	-	-	3,052,156	-	3,052,156
1 Transfers In	475,945	105,400	520,655	-	1,102,000
1 Transfers Out	70,000	520,655	-	-	590,655
Net Transfers	405,945	(415,255)	520,655	-	511,345
Subtotal Operating Revenues	12,018,213	36,217,757	9,591,260	1,043,500	58,870,730
1 Defundings	-	-	-	-	-
Gross Resources	27,214,522	41,072,949	16,145,674	1,048,000	85,481,145
Less Interfund Transactions	-	-	(3,052,156)	-	(3,052,156)
Net Resources (1)	27,214,522	41,072,949	13,093,518	1,048,000	82,428,989
APPROPRIATIONS					
Salaries and Benefits	3,264,269	788,503	3,146,702	-	7,199,474
Services and Supplies	6,207,284	931,134	3,752,209	-	10,890,627
1 Housing Assistance Payments	-	-	-	-	-
Emergency Rental Assistance Payments	-	18,743,091	-	-	18,743,091
1 Debt Service	-	-	-	-	-
1 Financial Transactions	147,571	5,889	6,702	-	160,162
1 Public Services	-	-	262,195	-	262,195
Pilot and Miscellaneous	-	-	-	-	-
Interdepartmental Charges	1,726,568	4,122,112	1,603,312	-	7,451,992
Subtotal Operating expenditures	11,345,692	24,590,729	8,771,120	-	44,707,541
1 Capital Projects	-	-	-	-	-
Gross Appropriations	11,345,692	24,590,729	8,771,120	-	44,707,541
Less Interfund Transactions	-	-	(3,052,156)	-	(3,052,156)
Net Appropriations (1)	11,345,692	24,590,729	5,718,964	-	41,655,385
Estimated Fund Balance-December 31	\$ 15,868,830	\$ 16,482,220	\$ 7,374,554	\$ 1,048,000	\$ 40,773,604

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

COUNTY ENTERPRISE - HOUSING AND HOUSING TOTAL

County Public Housing	County Local Housing	County Misc Housing	County Housing Choice Vouchers	County Shelter Plus Care	Subtotal	Total Enterprise Funds-Housing	
							RESOURCES
\$ 6,356,195	\$ 1,731,002	\$ 12,529,486	\$ 4,966,830	\$ -	\$ 25,583,513	\$ 52,193,928	Estimated Fund Balance - January 1
41,388	508,007	106,945	-	-	656,340	2,680,676	Interest Revenue
-	-	-	-	-	-	-	Repayment on Loans
2,208,869	-	-	-	-	2,208,869	7,547,581	Dwelling Rents
3,519,101	-	406,363	-	-	3,925,464	11,847,887	Grants
-	-	-	14,679,511	303,188	14,982,699	14,982,699	Housing Vouchers - Administration
-	-	-	128,484,143	6,284,010	134,768,153	134,768,153	Housing Vouchers - HAP
-	-	5,182,632	-	-	5,182,632	8,234,788	Interdepartmental Charges
1,003,279	-	-	6,211	-	1,009,490	2,111,490	Transfers In
807,000	-	105,400	6,211	-	918,611	1,509,266	Transfers Out
196,279	-	(105,400)	-	-	90,879	602,224	Net Transfers
5,988,255	71,748,878	7,639,337	143,163,654	6,587,198	235,127,322	293,998,052	Subtotal Operating Revenues
-	-	486,939	-	-	486,939	486,939	Defundings
12,344,450	73,479,880	20,655,762	148,130,484	6,587,198	261,197,774	346,678,919	Gross Resources
-	-	(5,182,632)	-	-	(5,182,632)	(8,234,788)	Less Interfund Transactions
12,344,450	73,479,880	15,473,130	148,130,484	6,587,198	256,015,142	338,444,131	Net Resources (1)
							APPROPRIATIONS
1,661,168	244,410	1,755,013	9,548,608	364,079	13,573,278	20,772,752	Salaries and Benefits
3,458,373	-	262,732	2,238,037	65,718	6,024,860	16,915,487	Services and Supplies
-	-	-	124,539,125	6,157,401	130,696,526	130,696,526	Housing Assistance Payments
-	48,000,000	-	-	-	48,000,000	66,743,091	Emergency Rental Assistance Payments
-	-	-	-	-	-	-	Debt Service
226,094	-	-	6,312	-	232,406	392,568	Financial Transactions
-	-	679,250	-	-	679,250	941,445	Public Services
-	-	-	-	-	-	-	Pilot and Miscellaneous
750,527	715,171	4,429,123	3,987,150	-	9,881,971	17,333,963	Interdepartmental Charges
6,096,162	48,959,581	7,126,118	140,319,232	6,587,198	209,088,291	253,795,832	Subtotal Operating expenditures
-	-	2,640,866	-	-	2,640,866	2,640,866	Capital Projects
6,096,162	48,959,581	9,766,984	140,319,232	6,587,198	211,729,157	256,436,698	Gross Appropriations
-	-	(5,182,632)	-	-	(5,182,632)	(8,234,788)	Less Interfund Transactions
6,096,162	48,959,581	4,584,352	140,319,232	6,587,198	206,546,525	248,201,910	Net Appropriations (1)
\$ 6,248,288	\$ 24,520,299	\$ 10,888,778	\$ 7,811,252	\$ -	\$ 49,468,617	\$ 90,242,221	Estimated Fund Balance-December 31

OTHER GOVERNMENTAL FUNDS - CITY SPECIAL REVENUE

	City CDBG	City CDBG RLF	City CDBG NSP 1	City CDBG NSP 3	City HOME	City HOME RLF	City Misc Grants	City Housing Trust
RESOURCES								
Estimated Fund Balance - January 1	\$ 26,860	\$ 1,186,451	\$ -	\$ -	\$ -	\$ 5,871,130	\$ 18,075,342	\$ 4,022,988
Interest Revenue	-	-	-	-	-	218,724	58,347	130,440
Intergovernmental	-	-	-	-	-	-	980,000	-
Repayment on Loans	-	21,351	-	-	-	74,713	50,000	26,177
Dwelling Rents	-	-	-	-	-	-	-	-
Grants	7,709,065	-	-	-	11,725,315	-	-	-
Housing Vouchers - Administration	-	-	-	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-	-	-
Transfers In	722,000	-	-	-	-	-	640,000	-
Transfers Out	1,362,000	-	-	-	-	-	998,229	-
Net Transfers	(640,000)	-	-	-	-	-	(358,229)	-
Subtotal Operating Revenues	7,069,065	21,351	-	-	11,725,315	293,437	730,118	2,146,089
Defundings	2,067,191	-	-	-	-	-	-	3,082,689
Gross Resources	9,163,116	1,207,802	-	-	11,725,315	6,164,567	18,805,460	9,251,766
Less Interfund Transactions	-	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-	-
Net Resources (1)	9,163,116	1,207,802	-	-	11,725,315	6,164,567	18,805,460	9,251,766
APPROPRIATIONS								
Salaries and Benefits	767,227	-	-	-	396,345	89,304	2,043,557	24,315
Services and Supplies	86,759	-	-	-	51,459	10,724	402,183	1,967
Debt Service	714,000	-	-	-	-	-	-	-
Financial Transactions	4,840	2,058	-	-	-	5,717	-	-
Public Services	1,853,866	-	-	-	-	-	-	-
Pilot and Miscellaneous	-	-	-	-	-	-	-	-
Interdepartmental Charges	500,671	-	-	-	312,188	77,959	462,685	15,820
Subtotal Operating expenditures	3,927,363	2,058	-	-	759,992	183,704	2,908,425	42,102
Capital Projects	-	-	-	-	10,965,323	5,980,863	1,045,077	9,159,760
Gross Appropriations	3,927,363	2,058	-	-	11,725,315	6,164,567	3,953,502	9,201,862
Less Interfund Transactions	-	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-	-
Net Appropriations (1)	3,927,363	2,058	-	-	11,725,315	6,164,567	3,953,502	9,201,862
Estimated Fund Balance-December 31	\$ 5,235,753	\$ 1,205,744	\$ -	\$ -	\$ -	\$ -	\$ 14,851,958	\$ 49,904

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

Note 2: Housing Authority as Successor Housing Agency

OTHER GOVERNMENTAL FUNDS - CITY SPECIAL REVENUE CONT.

City Affordable Housing	City Housing Authority Funds	City HOPWA	City ESG	City CalHOME	Subtotal	
						RESOURCES
\$ 3,195,073	\$ 4,133,191	\$ -	\$ 125,679	\$ 1,168,567	\$ 37,805,281	Estimated Fund Balance - January 1
-	208,711	-	-	108,852	725,074	Interest Revenue
-	-	-	-	-	980,000	Intergovernmental
-	114,088	-	-	1,126,200	1,412,529	Repayment on Loans
-	-	-	-	-	-	Dwelling Rents
2,000,000	-	1,626,842	400,000	-	23,461,222	Grants
-	-	-	-	-	-	Housing Vouchers - Administration
-	-	-	-	-	-	Housing Vouchers - HAP
-	-	-	-	-	-	Interdepartmental Charges
-	-	-	-	-	1,362,000	Transfers In
-	-	-	-	-	2,360,229	Transfers Out
-	-	-	-	-	(998,229)	Net Transfers
2,550,000	388,633	1,626,842	400,000	1,235,052	28,185,902	Subtotal Operating Revenues
2,581,986	-	820,349	-	-	8,552,215	Defundings
8,327,059	4,521,824	2,447,191	525,679	2,403,619	74,543,398	Gross Resources
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
8,327,059	4,521,824	2,447,191	525,679	2,403,619	74,543,398	Net Resources (1)
						APPROPRIATIONS
11,170	71,870	1,050	126,927	-	3,531,765	Salaries and Benefits
760	34,936	1,178	205	-	590,171	Services and Supplies
-	470,764	-	-	-	1,184,764	Debt Service
18,284	67,560	2,350	-	1,240	102,049	Financial Transactions
-	238,000	508,893	390,020	-	2,990,779	Public Services
-	-	-	-	-	-	Pilot and Miscellaneous
9,040	75,240	-	8,527	-	1,462,130	Interdepartmental Charges
39,254	958,370	513,471	525,679	1,240	9,861,658	Subtotal Operating expenditures
6,278,703	3,563,454	-	-	-	36,993,180	Capital Projects
6,317,957	4,521,824	513,471	525,679	1,240	46,854,838	Gross Appropriations
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
6,317,957	4,521,824	513,471	525,679	1,240	46,854,838	Net Appropriations (1)
\$ 2,009,102	\$ -	\$ 1,933,720	\$ -	\$ 2,402,379	\$ 27,688,560	Estimated Fund Balance-December 31

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
Revenues							
1 Estimated Fund Balance - January 1	\$ 323	\$ 2,016,222	\$ -	\$ -	\$ 17,022,249	\$ 52,127,427	\$ 1,169,192
Interest Revenue	-	46,461	-	-	257,671	57,581	56,600
Intergovernmental	-	-	-	-	-	417,735	-
Repayment on Loans	-	50,043	-	-	103,231	-	60,385
Dwelling Rents	-	-	-	-	-	-	-
Grants	9,470,768	-	-	15,247,371	-	4,543,200	-
Housing Vouchers - Administration	-	-	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-	-	-
1 Transfers In	-	-	-	-	-	-	-
1 Transfers Out	-	-	-	-	-	312,217	-
Net Transfers	-	-	-	-	-	(312,217)	-
Total Agency Revenue	9,470,768	96,504	-	15,247,371	360,902	4,706,299	466,985
1 Defundings	1,211,977	-	-	-	-	-	-
Gross Resources	10,683,068	2,112,726	-	15,247,371	17,383,151	56,833,726	1,636,177
	-	-	-	-	-	-	-
	-	-	-	-	-	-	-
Net Resources	10,683,068	2,112,726	-	15,247,371	17,383,151	56,833,726	1,636,177
Appropriations							
Salaries and Benefits	496,599	-	-	427,083	548,005	1,804,694	16,290
Services and Supplies	83,184	-	-	45,736	36,758	1,372,000	1,454
1 Debt Service	-	-	-	-	-	-	-
1 Financial Transactions	-	3,960	-	-	14,375	3,088	1,150
1 Public Services	791,000	-	-	-	-	213,416	-
Pilot and Miscellaneous	-	-	-	-	-	-	-
Interdepartmental Charges	344,623	-	-	327,019	406,805	443,544	4,908
Subtotal Operating expenditures	1,715,406	3,960	-	799,838	1,005,943	3,836,742	23,802
1 Capital Projects	8,967,662	-	-	-	3,300,000	4,548,779	1,612,375
Gross Appropriations	10,683,068	3,960	-	799,838	4,305,943	8,385,521	1,636,177
Less Interfund Transactions	-	-	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-	-	-
Net Appropriations (1)	10,683,068	3,960	-	799,838	4,305,943	8,385,521	1,636,177
Estimated Fund Balance-December 31	\$ -	\$ 2,108,766	\$ -	\$ 14,447,533	\$ 13,077,208	\$ 48,448,205	\$ -

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

Note 2: Housing Authority as Successor Housing Agency

OTHER GOVERNMENTAL FUNDS - COUNTY SPECIAL REVENUE CONT.

County Affordable Housing	County Housing Authority Funds	County ESG	County CalHOME	Choice Neighborhoods Initiative Grant	Subtotal	
						RESOURCES
\$ 4,889,595	\$ 448,743	\$ 116,884	\$ 36	\$ 7,847,385	\$ 85,638,056	Estimated Fund Balance - January 1
1,000	140,237	-	194,363	-	753,913	Interest Revenue
-	-	-	-	-	417,735	Intergovernmental
-	300,000	-	963,960	-	1,477,619	Repayment on Loans
-	-	-	-	-	-	Dwelling Rents
-	-	500,000	-	4,000,000	33,761,339	Grants
-	-	-	-	-	-	Housing Vouchers - Administration
-	-	-	-	-	-	Housing Vouchers - HAP
-	-	-	-	-	-	Interdepartmental Charges
-	-	-	-	-	-	Transfers In
-	-	-	-	-	312,217	Transfers Out
-	-	-	-	-	(312,217)	Net Transfers
2,601,000	440,237	500,000	1,158,323	4,000,000	39,048,389	Subtotal Operating Revenues
-	-	-	-	-	1,211,977	Defundings
7,490,595	888,980	616,884	1,158,359	11,847,385	125,898,422	Gross Resources
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
7,490,595	888,980	616,884	1,158,359	11,847,385	125,898,422	Net Resources (1)
						APPROPRIATIONS
21,853	8,473	149,097	-	49,937	3,522,031	Salaries and Benefits
1,656	2,687	206	-	5,459	1,549,140	Services and Supplies
-	-	-	-	-	-	Debt Service
41,709	1,399	-	2,300	-	67,981	Financial Transactions
-	296,000	452,916	-	-	1,753,332	Public Services
-	-	-	-	-	-	Pilot and Miscellaneous
15,820	13,628	14,665	-	33,520	1,604,532	Interdepartmental Charges
81,038	322,187	616,884	2,300	88,916	8,497,016	Subtotal Operating expenditures
6,391,197	-	-	-	11,758,469	36,578,482	Capital Projects
6,472,235	322,187	616,884	2,300	11,847,385	45,075,498	Gross Appropriations
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
6,472,235	322,187	616,884	2,300	11,847,385	45,075,498	Net Appropriations (1)
\$ 1,018,360	\$ 566,793	\$ -	\$ 1,156,059	\$ -	\$ 80,822,924	Estimated Fund Balance-December 31

OTHER GOVERNMENTAL FUNDS - CITY CAPITAL PROJECTS FUNDS

	City Capital Fund	City Public Housing Homeownership	City Purchase and Resale Entity (PRE)	City Commerce Circle	Subtotal
RESOURCES					
Estimated Fund Balance - January 1	\$ 6,329,479	\$ 253,274	\$ 2,107,930	\$ -	\$ 8,690,683
Interest Revenue	-	28,274	-	3,540	31,814
Intergovernmental	-	-	-	-	-
Repayment on Loans	-	71,050	-	-	71,050
Dwelling Rents	-	-	-	-	-
Grants	4,310,117	-	-	-	4,310,117
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Interdepartmental Charges	-	-	-	-	-
Transfers In	-	-	106,753	-	106,753
Transfers Out	405,945	-	-	-	405,945
Net Transfers	(405,945)	-	106,753	-	(299,192)
Subtotal Operating Revenues	3,904,172	99,324	106,753	3,540	4,113,789
Defundings	-	-	-	-	-
Gross Resources	10,233,651	352,598	2,214,683	3,540	12,804,472
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
Net Resources (1)	10,233,651	352,598	2,214,683	3,540	12,804,472
APPROPRIATIONS					
Salaries and Benefits	376,660	-	-	-	376,660
Services and Supplies	4,450	-	-	-	4,450
Debt Service	-	-	-	-	-
Financial Transactions	-	-	-	1,046	1,046
Public Services	-	-	-	-	-
Pilot and Miscellaneous	-	-	-	-	-
Interdepartmental Charges	431,012	-	-	-	431,012
Subtotal Operating expenditures	812,122	-	-	1,046	813,168
Capital Projects	1,112,303	-	-	-	1,112,303
Gross Appropriations	1,924,425	-	-	1,046	1,925,471
Less Interfund Transactions	-	-	-	-	-
Less Interdepartmental Charges	-	-	-	-	-
Net Appropriations (1)	1,924,425	-	-	1,046	1,925,471
Estimated Fund Balance-December 31	\$ 8,309,226	\$ 352,598	\$ 2,214,683	\$ 2,494	\$ 10,879,001

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

OTHER GOVERNMENTAL FUNDS - CITY CAPITAL PROJECTS FUNDS CONT. AND TOTAL OTHER GOVERNMENTAL FUNDS

County Capital Fund	County Public Housing Homeownership	County Section 32	County Purchase and Resale Entity (PRE)	Subtotal	Total Other Governmental Funds	
						RESOURCES
\$ 2,186,206	\$ 550,806	\$ -	\$ -	\$ 2,737,012	\$ 134,871,032	Estimated Fund Balance - January 1
-	23,150	-	-	23,150	1,533,951	Interest Revenue
-	-	-	-	-	1,397,735	Intergovernmental
-	53,190	-	-	53,190	3,014,388	Repayment on Loans
-	-	-	-	-	-	Dwelling Rents
2,295,516	-	-	-	2,295,516	63,828,194	Grants
-	-	-	-	-	-	Housing Vouchers - Administration
-	-	-	-	-	-	Housing Vouchers - HAP
-	-	-	-	-	-	Interdepartmental Charges
-	-	-	-	-	1,468,753	Transfers In
196,279	-	-	-	196,279	3,274,670	Transfers Out
(196,279)	-	-	-	(196,279)	(1,805,917)	Net Transfers
2,099,237	76,340	-	-	2,175,577	73,523,657	Subtotal Operating Revenues
-	-	-	-	-	9,764,192	Defundings
4,285,443	627,146	-	-	4,912,589	218,158,881	Gross Resources
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
4,285,443	627,146	-	-	4,912,589	218,158,881	Net Resources (1)
						APPROPRIATIONS
279,312	-	-	-	279,312	7,709,768	Salaries and Benefits
6,178	-	-	-	6,178	2,149,939	Services and Supplies
-	-	-	-	-	1,184,764	Debt Service
-	-	-	-	-	171,076	Financial Transactions
-	-	-	-	-	4,744,111	Public Services
-	-	-	-	-	-	Pilot and Miscellaneous
229,552	-	-	-	229,552	3,727,226	Interdepartmental Charges
515,042	-	-	-	515,042	19,686,884	Subtotal Operating expenditures
1,093,103	-	-	-	1,093,103	75,777,068	Capital Projects
1,608,145	-	-	-	1,608,145	95,463,952	Gross Appropriations
-	-	-	-	-	-	Less Interfund Transactions
-	-	-	-	-	-	Less Interdepartmental Charges
1,608,145	-	-	-	1,608,145	95,463,952	Net Appropriations (1)
\$ 2,677,298	\$ 627,146	\$ -	\$ -	\$ 3,304,444	\$ 122,694,929	Estimated Fund Balance-December 31

INTERNAL SERVICE FUNDS

	Internal Support	Payroll	Insurance	801 12th Street	Total Internal Services
RESOURCES					
1 Estimated Fund Balance - January 1	\$ 5,157,949	\$ 240,724	\$ 41,335	\$ 624,627	\$ 6,064,635
Interest Revenue	73,000	30,000	3,228	2,904	109,132
Intergovernmental	-	-	-	-	-
Repayment on Loans	-	-	-	-	-
Dwelling Rents	-	-	-	-	-
Grants	-	-	-	-	-
Housing Vouchers - Administration	-	-	-	-	-
Housing Vouchers - HAP	-	-	-	-	-
Interdepartmental Charges	13,136,079	-	-	1,077,734	14,213,813
1 Transfers In	812,522	915,638	-	365,901	2,094,061
1 Transfers Out	693,109	-	197,259	-	890,368
Net Transfers	119,413	915,638	(197,259)	365,901	1,203,693
Subtotal Operating Revenues	13,444,492	945,638	(39,031)	1,500,395	15,851,494
1 Defundings	-	-	-	-	-
Gross Resources	18,602,441	1,186,362	2,304	2,125,022	21,916,129
Less Interfund Transactions	-	-	-	(1,077,734)	(1,077,734)
Less Interdepartmental Charges	(13,136,079)	-	-	-	(13,136,079)
Less Interdepartmental Charges	(13,136,079)	-	-	(1,077,734)	(14,213,813)
Net Resources (1)	5,466,362	1,186,362	2,304	1,047,288	7,702,316
APPROPRIATIONS					
Salaries and Benefits	9,010,652	1,180,843	-	-	10,191,495
Services and Supplies	4,156,717	-	-	818,771	4,975,488
1 Housing Assistance Payments	-	-	-	-	-
1 Debt Service	-	-	-	1,044,669	1,044,669
1 Financial Transactions	64,779	5,519	2,304	509	73,111
1 Public Services	-	-	-	-	-
Pilot and Miscellaneous	-	-	-	-	-
Interdepartmental Charges	1,387,412	-	-	-	1,387,412
Subtotal Operating expenditures	14,619,560	1,186,362	2,304	1,863,949	17,672,175
1 Capital Projects	-	-	-	0	-
Gross Appropriations	14,619,560	1,186,362	2,304	1,863,949	17,672,175
Less Interfund Transactions	-	-	-	(1,077,734)	(1,077,734)
Less Interdepartmental Charges	(12,323,557)	-	-	(812,522)	(13,136,079)
Less Interdepartmental Charges	(12,323,557)	-	-	(1,890,256)	(14,213,813)
Net Appropriations (1)	2,296,003	1,186,362	2,304	(26,307)	3,458,362
Estimated Fund Balance-December 31	\$ 3,170,359	\$ -	\$ -	\$ 1,073,595	\$ 4,243,954

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

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

HISTORICAL RESOURCE SUMMARY BY FUND

Description	2019 Budget	2020 Budget	2021 Estimated	2022 Budget
Housing				
City Public Housing	\$ 21,051,325	\$ 21,204,964	\$ 19,668,505	\$ 27,214,522
City Local Housing	4,758,474	5,706,505	3,228,623	41,072,949
City Misc Housing	9,112,294	15,318,978	6,679,392	16,145,674
City Component Units	814,765	945,244	864,000	1,048,000
County Public Housing	9,988,635	9,352,367	5,662,874	12,344,450
County Local Housing	100,270	99,300	508,008	73,479,880
County Misc Housing	12,611,088	15,276,096	7,027,888	20,655,762
County Housing Choice Vouchers	109,708,930	119,844,479	141,449,334	148,130,484
County Shelter Plus Care	4,609,700	4,815,956	4,961,000	6,587,198
Transfers In				
Sub total Enterprise	172,755,481	192,563,889	190,049,624	346,678,919
Other Governmental				
City CDBG	4,774,979	7,393,456	8,466,859	9,163,116
City CDBG - RLF	657,153	1,295,420	305,519	1,207,802
City CDBG-NSP 1	-	-	-	-
City CDBG-NSP 3	130,194	-	-	-
City HOME	2,650,549	2,995,779	2,517,795	11,725,315
City HOME - RLF	1,176,364	1,838,130	5,412,574	6,164,567
City Misc Grants	17,009,458	26,112,895	36,578,704	18,805,460
City Housing Trust	920,549	2,776,565	2,371,273	9,251,766
City Affordable Housing	1,190,984	1,569,637	1,042,000	8,327,059
City Housing Authority Fund	1,901,918	2,575,715	431,279	4,521,824
City HOPWA	1,418,306	2,083,277	218,082	2,447,191
City ESG	399,920	1,589,906	11,659,812	525,679
City CalHOME	726,375	660,186	539,756	2,403,619
County Choice Neighborhoods Initiative	336,321	7,557,722	4,000,000	11,847,385
County CDBG	6,191,875	6,211,448	10,141,390	10,683,068
County CDBG - RLF	1,083,213	791,622	111,781	2,112,726
County CDBG-NSP 1	-	-	-	-
County CDBG-NSP 3	56,792	-	-	-
County HOME	3,180,255	1,652,249	3,296,441	15,247,371
County HOME - RLF	953,706	1,183,271	12,356,555	17,383,151
County Misc Grants	1,060,337	2,434,051	84,034,914	56,833,726
County Housing Trust	119,945	1,114,322	731,409	1,636,177
County Affordable Housing	2,681,491	2,891,042	1,800,900	7,490,595
County Housing Authority Fund	438,524	316,004	440,237	888,980
County ESG	461,638	2,104,015	2,935,322	616,884
County CalHOME	487,680	552,070	740,201	1,158,359
City Capital Fund	4,066,179	6,409,345	4,104,873	10,233,651
City Public Housing Homeownership	2,455	24,317	99,324	352,598
City Section 32	-	-	-	-
City Purchase and Resale Entity (PRE)	174,390	972,211	-	2,214,683
City Commerce Circle	1,361,716	7,231	-	3,540
County Capital Fund	2,088,334	1,247,989	2,186,206	4,285,443
County Public Housing Homeownership	2,303	57,410	76,340	627,146
County Section 32	-	-	-	-
County Purchase and Resale Entity (PRE)	224,448	1,624,089	-	-
Transfers In	-	-	-	-
Sub total Other Governmental	57,928,351	88,041,374	196,599,546	218,158,881
Internal Services				
Sub total Internal Services	14,466,186	12,220,780	12,255,371	21,916,129
Gross Total (1)	\$ 245,150,018	\$ 292,826,043	\$ 398,904,541	\$ 586,753,929
Less Net Transfers				
Less Interdepartmental Charges	(15,853,888)	(17,837,376)	(15,837,376)	(22,448,601)
Net Total (2)	\$ 229,296,130	\$ 274,988,667	\$ 264,581,555	\$ 564,305,328

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

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

HISTORICAL APPROPRIATIONS SUMMARY BY FUND

Description	2019 Budget	2020 Budget	2021 Budget	2022 Budget
Housing				
City Public Housing	\$ 11,102,082	\$ 10,095,056	\$ 10,424,028	\$ 11,345,692
City Local Housing	2,587,958	2,370,350	2,505,043	24,590,729
City Misc Housing	6,423,675	11,043,468	10,596,893	8,771,120
City Component Units	731,795	711,912	628,869	-
County Public Housing	5,847,979	4,898,679	4,787,218	6,096,162
County Local Housing	100,270	99,300	99,300	48,959,581
County Misc Housing	6,490,450	7,280,448	7,644,991	9,766,984
County Housing Choice Vouchers	107,765,227	115,629,458	117,274,829	140,319,232
County Shelter Plus Care	4,609,700	4,814,981	4,826,580	6,587,198
Sub total Enterprise	145,659,136	156,943,652	158,787,751	256,436,698
Other Governmental				
City CDBG	4,772,175	6,228,627	6,280,747	3,927,363
City CDBG - RLF	53,759	-	313,686	2,058
City CDBG-NSP 1	-	-	-	-
City CDBG-NSP 3	-	214	214	-
City HOME	2,650,549	2,442,993	2,453,007	11,725,315
City HOME - RLF	1,148,876	748,244	886,286	6,164,567
City Misc Grants	17,007,990	5,871,101	5,419,230	3,953,502
City Housing Trust	920,549	6,186,129	6,194,733	9,201,862
City Affordable housing	1,190,984	2,458,717	2,461,103	6,317,957
City Housing Authority	1,901,918	2,704,696	2,697,622	4,521,824
City HOPWA	1,418,306	2,150,521	2,150,543	513,471
City ESG	399,920	408,235	470,304	525,679
City CalHOME	2,436	1,240	1,240	1,240
County Choice Neighborhoods Initiative	336,321	319,626	397,403	11,847,385
County CDBG	6,191,875	6,972,864	6,980,466	10,683,068
County CDBG - RLF	444,240	-	-	3,960
County CDBG-NSP 1	-	-	-	-
County CDBG NSP 3	-	23	23	-
County HOME	3,180,255	2,992,126	2,992,854	799,838
County HOME - RLF	933,505	10,080,594	9,851,882	4,305,943
County Misc Grants	458,626	216,528	216,528	8,385,521
County Housing Trust	119,945	279,094	275,287	1,636,177
County Affordable Housing	2,681,491	3,906,598	3,914,583	6,472,235
County Housing Authority	438,524	735,263	732,755	322,187
County ESG	461,638	484,611	543,780	616,884
County CalHOME	2,131	2,300	2,300	2,300
City Capital Fund	2,074,354	2,058,948	2,091,529	1,924,425
City Public Housing Homeownership	315	-	-	-
City Section 32	-	-	-	-
City Purchase and Resale Entity (PRE)	174,390	284,114	308,001	-
City Commerce Circle	2,048	1,046	1,046	1,046
County Capital Fund	1,142,622	1,271,956	1,303,285	1,608,145
County Public Housing Homeownership	377	-	-	144,120
County Section 32	-	-	-	-
County Purchase and Resale Entity (PRE)	224,448	-	-	1,000,000
Sub total Other Governmental	50,334,567	59,110,399	58,940,437	96,608,072
Internal Services				
Sub total Internal Services	12,607,598	13,744,464	13,391,779	17,672,175
Gross Total (1)	\$ 208,601,301	\$ 229,798,515	\$ 231,119,967	\$ 370,716,945
Less Interdepartmental Charges	(15,853,888)	(17,837,376)	(17,837,376)	(20,583,124)
Net Total (2)	\$ 192,747,413	\$ 211,961,139	\$ 213,282,591	\$ 350,133,821

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

Description	2019 Budget	2019 Actuals	2020 Budget	2020 Actuals	2021 Estimated	2022 Budget
Enterprise						
City Public Housing	\$ 21,051,325	\$ 23,378,320	\$ 21,204,964	\$ 18,583,246	\$ 19,668,505	\$ 27,214,522
City Local Housing	4,758,474	6,871,418	5,706,505	4,198,141	3,228,623	41,072,949
City Misc Housing	9,112,294	9,650,815	15,318,978	10,058,173	6,679,392	16,145,674
City Component Units	814,765	947,760	945,244	839,886	864,000	1,048,000
County Public Housing	9,988,635	11,666,402	9,352,367	8,316,004	5,662,874	12,344,450
County Local Housing	100,270	99,596	99,300	349,188	508,008	73,479,880
County Misc Housing	12,611,088	18,148,233	15,276,096	7,437,000	7,027,888	20,655,762
County Housing Choice Vouchers	109,708,930	118,400,506	119,844,479	127,559,504	141,449,334	148,130,484
County Shelter Plus Care	4,609,700	4,405,785	4,815,956	4,815,635	4,961,000	6,587,198
Sub total Enterprise	172,755,481	193,568,835	192,563,889	182,156,777	190,049,624	346,678,919
Other Governmental						
City CDBG	4,774,979	4,801,438	6,228,627	7,393,456	8,466,859	9,163,116
City CDBG - RLF	657,153	1,164,527	789,655	1,295,420	305,519	1,207,802
City CDBG-NSP 1	-	-	-	-	-	-
City CDBG-NSP 3	130,194	236,369	231,587	-	-	-
City HOME	2,650,549	2,442,993	2,442,993	2,995,779	2,517,795	11,725,315
City HOME- RLF	1,176,364	2,779,885	748,244	1,838,130	5,412,574	6,164,567
City Misc Grants	17,009,458	5,149,177	7,103,109	26,112,895	36,578,704	18,805,460
City Housing Trust	920,549	2,753,832	6,186,129	2,776,565	2,371,273	9,251,766
City Affordable Housing	1,190,984	2,195,744	2,458,717	1,569,637	1,042,000	8,327,059
City Housing Authority Fund	1,901,918	5,038,114	2,704,696	2,575,715	431,279	4,521,824
City HOPWA	1,418,306	1,330,405	2,150,521	2,083,277	218,082	2,447,191
City ESG	399,920	412,742	408,235	1,589,906	11,659,812	525,679
City CalHOME	726,375	1,471,674	975,570	660,186	539,756	2,403,619
County Choice Neighborhoods Initiative	336,321	4,636,050	319,626	7,557,722	4,000,000	11,847,385
County CDBG	6,191,875	5,767,322	6,979,299	6,211,448	10,141,390	10,683,068
County CDBG - RLF	1,083,213	1,970,186	918,886	791,622	111,781	2,112,726
County CDBG-NSP 1	-	-	-	-	-	-
County CDBG-NSP 3	56,792	421,239	428,292	-	-	-
County HOME	3,180,255	2,992,126	2,992,126	1,652,249	3,296,441	15,247,371
County HOME - RLF	953,706	11,405,254	10,163,039	1,183,271	12,356,555	17,383,151
County Misc Grants	1,060,337	955,124	1,207,629	2,434,051	84,034,914	56,833,726
County Housing Trust	119,945	297,162	279,094	1,114,322	731,409	1,636,177
County Affordable Housing	2,681,491	4,721,865	3,906,598	2,891,042	1,800,900	7,490,595
County Housing Authority Fund	438,524	1,066,642	753,263	316,004	440,237	888,980
County ESG	461,638	484,844	484,611	2,104,015	2,935,322	616,884
County CalHOME	487,680	1,474,206	893,855	552,070	740,201	1,158,359
City Capital Fund	4,066,179	5,252,376	4,894,985	6,409,345	4,104,873	10,233,651
City Public Housing Homeownership	2,455	70,862	58,194	24,317	99,324	352,598
City Section 32	-	-	-	-	-	-
City Purchase and Resale Entity (PRE)	174,390	2,773,998	284,114	972,211	-	2,214,683
City Commerce Circle	1,361,716	66,820	73,328	7,231	-	3,540
County Capital Fund	2,088,334	2,651,266	2,452,667	1,247,989	2,186,206	4,285,443
County Public Housing Homeownership	2,303	279,858	216,060	57,410	76,340	627,146
County Section 32	-	-	-	-	-	-
County Purchase and Resale Entity (PRE)	224,448	717,574	272,241	1,624,089	-	-
Sub total Other Governmental	57,928,351	77,781,674	70,005,990	88,041,374	196,599,546	218,158,881
Internal Services						
Sub total Internal Services	14,466,186	17,921,786	16,876,092	12,220,780	12,255,371	21,916,129
Gross Total (1)	\$ 245,150,018	\$ 289,272,295	\$ 279,445,971	\$ 282,418,931	\$ 398,904,541	\$ 586,753,929
Less Interdepartmental Charges	(15,853,888)	(16,078,487)	(17,837,376)	(16,629,594)	(15,837,376)	(22,448,601)
Net Total (2)	\$ 229,296,130	\$ 273,193,808	\$ 261,608,595	\$ 265,789,337	\$ 383,067,165	\$ 564,305,328

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

Description	2019 Budget	2019 Actuals	2020 Budget	2020 Actuals	2021 Estimated	2022 Budget
Enterprise						
City Public Housing	\$ 11,102,082	\$ 15,772,489	\$ 10,095,056	\$ 15,349,376	\$ 11,270,716	\$ 11,345,692
City Local Housing	2,587,958	3,577,383	2,370,350	3,047,930	1,322,149	24,590,729
City Misc Housing	6,423,675	6,573,903	11,043,468	6,059,802	4,533,256	8,771,120
City Component Units	731,795	1,307,694	711,912	1,327,723	802,419	-
County Public Housing	5,847,979	9,886,950	4,898,679	9,121,297	5,784,918	6,096,162
County Local Housing	100,270	128,577	99,300	138,576	145,786	48,959,581
County Misc Housing	6,490,450	6,223,857	7,280,448	6,229,808	5,550,493	9,766,984
County Housing Choice Vouchers	107,765,227	114,342,665	115,629,458	127,556,492	128,048,194	140,319,232
County Shelter Plus Care	4,609,700	4,405,785	4,814,981	4,814,363	4,918,364	6,587,198
Sub total Enterprise	145,659,136	162,219,303	156,943,652	173,645,367	173,645,367	256,436,698
Other Governmental						
City CDBG	4,772,175	4,798,625	6,228,627	7,393,455	7,954,132	3,927,363
City CDBG - RLF	53,759	-	-	1,514,150	2,990	2,058
City CDBG-NSP 1	-	-	-	-	-	-
City CDBG-NSP 3	-	12,362	214	11,381	-	-
City HOME	2,650,549	2,442,993	2,442,993	2,995,780	3,295,358	11,725,315
City HOME- RLF	1,148,876	249,871	748,244	1,494,316	1,643,748	6,164,567
City Misc Grants	17,007,990	6,061,864	5,871,101	26,074,651	22,862,116	3,953,502
City Housing Trust	920,549	903,313	6,186,129	2,224,065	2,446,472	9,201,862
City Affordable Housing	1,190,984	163,373	2,458,717	3,119,592	3,431,551	6,317,957
City Housing Successor Agency	1,901,918	3,463,030	2,704,696	5,650,840	6,215,924	4,521,824
City HOPWA	1,418,306	1,330,405	2,150,521	2,083,277	2,291,605	513,471
City ESG	399,920	412,472	408,235	1,589,906	1,748,897	525,679
City CalHOME	2,436	531,192	1,240	887,537	976,291	1,240
County Choice Neighborhoods Initiative	336,321	5,281,701	319,626	7,557,722	8,313,494	11,847,385
County CDBG	6,191,875	5,767,322	6,972,864	6,211,448	6,832,593	10,683,068
County CDBG - RLF	444,240	-	-	637,570	701,327	3,960
County CDBG-NSP 1	-	-	-	10,769	11,846	-
County CDBG NSP 3	-	19,418	23	143,707	158,078	-
County HOME	3,180,255	2,992,126	2,992,126	1,652,249	1,817,474	799,838
County HOME - RLF	933,505	366,844	10,080,594	1,611,283	1,772,411	4,305,943
County Misc Grants	458,626	1,396,214	216,528	2,412,680	2,653,948	8,385,521
County Housing Trust	119,945	722,402	279,094	69,515	76,467	1,636,177
County Affordable Housing	2,681,491	294,425	3,906,598	183,989	202,388	6,472,235
County Housing Successor Agency	438,524	443,375	735,263	341,474	375,621	322,187
County ESG	461,638	484,844	484,611	2,104,015	2,314,417	616,884
County CalHOME	2,131	88,627	2,300	91,583	100,741	2,300
City Capital Fund	2,074,354	2,908,784	2,058,948	5,262,433	5,788,676	1,924,425
City Public Housing Homeownership	315	-	-	377	415	-
City Section 32	-	-	-	-	-	-
City Purchase and Resale Entity (PRE)	174,390	1,310,262	284,114	1,837,333	2,021,066	-
City Commerce Circle	2,048	147,464	1,046	111,981	123,179	1,046
County Capital Fund	1,142,622	2,680,429	1,271,956	1,030,686	1,133,755	1,608,145
County Public Housing Homeownership	377	-	-	1,403	1,543	144,120
County Section 32	-	-	-	-	-	-
County Purchase and Resale Entity (PRE)	224,448	2,279,471	-	1,485,294	1,633,823	1,000,000
Sub total Other Governmental	50,334,567	47,553,208	59,110,399	87,796,461	88,902,346	96,608,072
Internal Services						
Sub total Internal Services	12,607,598	13,810,326	13,744,464	14,532,782	13,069,711	17,672,175
Gross Total (1)	\$ 208,601,301	\$ 223,582,837	\$ 229,798,515	\$ 275,974,610	\$ 275,617,424	\$ 370,716,945
Less Interdepartmental Charges	(15,853,888)	(16,078,487)	(17,837,376)	(16,629,594)	(1,765,497)	(20,583,124)
Net Total (2)	\$ 192,747,413	\$ 207,504,350	\$ 211,961,139	\$ 259,345,016	\$ 273,851,927	\$ 350,133,821

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

Note 2: Net total reflects appropriations net of interdepartmental charges



6

ADMINISTRATIVE SUPPORT



6

ADMINISTRATIVE SUPPORT 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.

APPROPRIATIONS SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 199,059	\$ 260,532	\$ 313,016	\$ 316,681	\$ 342,903	\$ 342,903
Services and Supplies	324,491	171,820	171,790	108,091	108,091	108,091
Total	\$ 523,550	\$ 432,352	\$ 484,806	\$ 424,772	\$ 450,994	\$ 450,994

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.

2022 GOALS AND OBJECTIVES

- Implement Agenda Management Software
- Hold Success at the Podium Training for All Departments
- Add Staff Report Forms to Intranet Page
- Record Staff Report Process Overview Training for NeoGov

2020/2021 ACCOMPLISHMENTS

2020

- Implemented Online Commission Meetings
- Virtual Commission Tour
- COI Policy Update
- Retention Schedule Update
- Facilitated SHRA Housing Authority Standalone Meetings with the City
- Trained on City of Sacramento Live Broadcast System
- RFP for Scanning Services
- On-boarded Two Commissioners

2021

- Virtual Commission Tour (in process)
- Retention Schedule Update (For Surveillance Video and Social Media)
- On-boarded Three Commissioners
- Offered Staff Report Training to Staff - Held One Session
- Staff Report Process Streamline
- Commission Room Overhaul
- Formalize Commissioner Orientation (in progress)

KEY INDICATORS

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of public records requests responded to	60	67	64	23 to legal 6/21	
# of staff reports reviewed and processed	80	86	95	80	85
# of SHRC agenda related documents posted on the website	26	103	121	85	100
# of Form 700 - Statement of Economic Interest processed (e-file application)	225	221	294	425	325
# of staff trained on public speaking/success at the podium	20	15	pandemic	10	20

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
% of reports submitted to the Clerk's office on time for final review per required staff report review guidelines	75%	75%	75%	65%	65%
% of SHRC agenda related documents posted on the website on time	100%	100%	100%	100%	100%
% of Form 700 - Statement of Economic Interest forms processed within required time period	100%	100%	100%	100%	100%

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ADMINISTRATIVE SUPPORT EXECUTIVE DIRECTOR

DEPARTMENT SUMMARY

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

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 657,887	\$ 651,465	\$ 714,977	\$ 663,556	\$ 861,664	\$ 1,377,621
Services and Supplies	712,689	773,608	885,920	735,319	735,319	806,320
Total	\$ 1,370,576	\$ 1,425,073	\$ 1,600,897	\$ 1,398,875	\$ 1,596,983	\$ 2,183,941

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.

2022 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.
- Continue implementation of a homeless plan to house 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.
- 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 communications 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 and engage 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.

2020/2021 ACCOMPLISHMENTS

- Developed and implemented a strategic response to the COVID-19 pandemic to provide and maintain a safe work environment for all Agency employees and housing residents while continuing to effectively deliver on Agency programs, projects and services.
- Developed and implemented a City/County partnership program utilizing federal and state funding to provide emergency rental assistance to renters struggling to pay rent and utilities due to the COVID-19 pandemic.
- Facilitated implementation of two homeless shelter communities to provide temporary housing with supportive services for transitional age youth and unhoused chronically homeless women in the South Sacramento area.
- Provided virtual training and professional development courses for staff to learn and improve skills necessary for successful job performance and career development.
- Completed ethics and workplace violence prevention training for all Agency staff.
- Conducted strategic planning sessions for management staff to establish department objectives to achieve the Agency's organizational goals.
- Delivered annual State of the Agency address to all staff to communicate the direction and goals of the organization, and the accomplishments achieved by all departments.
- Responded to an average of five calls per day to residents inquiring about affordable housing opportunities.
- Responded to more than 250 inquiries to the Agency Ombudsman Program from housing assistance program residents and community members.

KEY INDICATORS

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of postings on Facebook	800	42	112	100	50
# of postings on Twitter	200	29	93	100	
# of postings on YouTube	10	4	11	5	10
# of Ombudsman inquiry inquiries	150	169	224	300	300
# of news releases posted to the website	10	16	22	30	40
# of E-Newsletters distributed to stakeholders	11	6	9	12	24
# of strategic media opportunities completed	5	2	3	3	5
# of events or programs attracting media attention	30	2	3	3	5
# of Changing Lives success story videos produced	15	1	0	5	10
# of videos produced about HUD projects/programs	3	0	1	2	2

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Increase in # of Likes on Facebook	1,890	2,367	2,869	4,731	6,500
Increase in # of Followers on Twitter	2,075	Not Available	Not Available	1,200	1,500
Increase in # of Subscribers on YouTube	100	Not Available	Not Available	375	675

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ADMINISTRATIVE SUPPORT FINANCE

DEPARTMENT SUMMARY

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

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 1,439,811	\$ 1,451,446	\$ 1,388,914	\$ 1,536,079	\$ 1,628,371	\$ 2,008,497
Services and Supplies	290,945	180,689	172,975	\$ 169,658	\$ 169,658	\$ 179,655
Total	\$ 1,730,756	\$ 1,632,135	\$ 1,561,889	\$ 1,705,737	\$ 1,798,029	\$ 2,188,152

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.

Non Profits

- Manage monthly financial reporting and management of Non Profit entities including
 - Accounts Payable, Accounts Receivable, Monthly Financials for investors.
- Manage year end audits and completion of financial statements.

2022 GOALS AND 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).

2020/2021 ACCOMPLISHMENTS

- Continued to Receive the Government Finance Officers Award for Excellence in Financial Reporting.
- Received an unmodified audit opinion on the 2019 Comprehensive Annual Financial Report (CAFR) for the 27th year in a row.
- Successfully modified the budget document to receive the Excellence Award in budgeting from CSMFO.
- Submitted the 2020 Comprehensive Annual Financial Report (CAFR) to the Government Finance Officers Association for consideration for the Excellence in Financial Reporting Award.
- Worked in conjunction with the Agency PIO and Community Development staff in calculating the economic impact generated by SHRA's investment in affordable housing, public facilities and services.

KEY INDICATORS

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of Accounts Payable (A/P) Checks Processed	6,700		7,400		50
# of Electronic Fund Transfers (EFT) Processed	52,000		54,000		
# of 1099 Misc. Forms Prepared	5,400		5,500		300
# of Payrolls completed on time	26		26		40
# of Applications submitted to the CSMFO Budget Award Program	1	1	1	1	1
# of Applications submitted to the GFOA Financial Reporting Award Program	1	1	1	1	1
Prepare an easy-to-read, briefer version of annual budget (Budget-In-Brief)	1	1	1	1	1
# of HUD Audits	1		N/A		

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of Budget Awards received from CSMFO	1	1	1	1	1
# of Certificates of Achievements for Excellence in Financial Reporting received from GFOA	1	1	1	1	1
Obtain an Unmodified Audit Opinion on Comprehensive Annual Financial Report (CAFR)	1	1	1	1	1

Efficiency	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Time to process purchase card transactions before month end close (hours spent by Finance)/ work hours	170/2080	170/2080	150	170/2080	100/2080

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ADMINISTRATIVE SUPPORT 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

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Services and Supplies	\$ 65,000	\$ 75,000	\$ 75,000	\$ 60,000	\$ 60,000	\$ 60,000
Total	\$ 65,000	\$ 75,000	\$ 75,000	\$ 60,000	\$ 60,000	\$ 60,000

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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ADMINISTRATIVE SUPPORT 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, training and development, health and safety and employee wellness.

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 896,216	\$ 765,668	\$ 790,206	\$ 893,381	\$ 851,775	\$ 1,207,343
Services and Supplies	774,995	607,191	958,316	686,888	686,888	789,692
Total	\$ 1,671,211	\$ 1,372,859	\$ 1,748,522	\$ 1,580,269	\$ 1,538,663	\$ 1,997,035

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 SHRA (Employee Association), and/or American Federation of State, County & Municipal Employees (AFSCME).

Training and Development

Research, develop and improve delivery of training programs for employees and leaders.

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 Service 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.

2022 GOALS AND OBJECTIVES

- Complete the creation and updates to all Standard Operating Procedures for all Administration Departments.
- Launch a 365 Onboarding Program for New Hires and New Managers
- Convert 100% of all retirees to the retiree payment portal
- Complete a leadership assessment of all key executives and managers
- Launch a formal Succession Program for Key positions
- Update policies and procedures
- Update and implement revised Personnel Rules and Employer Employee Relations Policy
- Begin formal negotiations with bargaining units on expiring labor contracts
- Development and implement at Employee Engagement Survey action plan
- Lead the development of an employment equity program which will be implemented over the next 3 to 5 years.
- Implementation of a Hiring Manager Certification program to support bias-free hiring as well as an increased focus on diversity and inclusion.

2020/2021 ACCOMPLISHMENTS

- Launched a temporary telework program and deployed 220 teleworking employees
- Launched an aggressive Agency response and health and safety strategies in response to the 2020-2021 global COVID-19 pandemic
- Completed Standard Operating Procedures for all HR staff
- Negotiated 2-year contract with AFSCME/SHRA-EA
- Launched integrated online testing for recruitment
- Launched online Learning Management System (LMS). In 2020, a total of 1,435 online courses were completed

- Completed a compensation market study for unrepresented positions
- Coordinated and delivered 3 employee orientations online
- Coordinated and delivered a successful online open enrollment process
- Launched employee engagement survey which yielded an 78% response rate with an overall 82% positive employee engagement level
- Completed Diversity Training for Executive team
- Started Action Planning in response to engagement survey
- Launched new digital display board (NetPresenter)
- Conducted Safety Drills for HCV
- Conducted Safety inspections of all property management sites
- Designed and Launched new customer/contact center project plan for HCV
- Launched new Supervisor/Manager Training Academy
- Launched new online staff training
- Launched new customer service training for contact center
- Completed a return to work and -re-entry planning
- Managed the COVID-19 response plan
- Hired 102 staff for the SERA1/SERA2 Program
- Hired 92 new FTE staff
- Launched a new Emerging Leaders Program
- Maintained a 3.14% turnover during the pandemic (2020-2021)
- Designed and Launched a new Contact Center Organization for HCV

KEY INDICATORS

Output	FY 19 projected	FY 19 actuals	FY 20 actuals	FY 21 projected	FY 22
# of annual employee performance appraisals administered timely	210	205	220	200	130
# of completed probationary plans	40	33	50	25	60
# of recruitments conducted	35	29	40	45	40

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of Payrolls completed on time	26	26	26	26	26
# of new employees hired	0	33	14	22	25
# of Supervisor trainings provided/ # of participants	N/A	8	8	8	24 trainings; approx. 10 attendees per course
# of Participants in Agency's Weight Watchers wellness program	15	45	60	85	101
# of employees promoted	1	7	39	40	18
# of temps hired	N/A	N/A	76	125	125
# of Emerging Leaders hired	N/A	N/A	4	4	4
# of FTE's from Temp-to-Hire	N/A	N/A	84.60%	85%	85%
% of Section 3 Hires	N/A	N/A	73.60%	85%	85%

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
% of annual employee performance appraisals administered timely	99%	99%	99%	90%	99%
# of completed probationary plans	100	100	100	100	100
# of lost work days due to work related injury or illness	0	19	0	0	0
% of time to hire for FTE positions	N/A	N/A	N/A	N/A	52% faster hiring

Efficiency	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Online open enrollment (hours of HR prep time)	50	55	27	25	25
Time to complete new hire paperwork (hours spent by HR)	0.5	0.5	0.5	0.5	0.5

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ADMINISTRATIVE SUPPORT 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

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 1,356,412	\$ 1,333,894	1,464,302	\$ 1,609,369	\$ 1,726,593	\$ 2,112,135
Services and Supplies	836,155	983,625	1,013,471	1,032,232	1,032,232	1,190,232
Total	\$ 2,192,567	\$ 2,317,519	\$ 2,477,773	\$ 2,641,601	\$ 2,758,825	\$ 3,302,367

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.

2022 GOALS AND OBJECTIVES

- Replace Core Cisco Router and access layer switches throughout the Agency
- Phase II of the Agency telephony Cloud initiative. Get all remaining dial tone internal extensions to the cloud
- Setup, configuration and execution of personnel moves to Elks Tower (60-70 people)
- Develop and implement a Cybersecurity plan in the event the Agency was to be hit by ransomware

2020/2021 ACCOMPLISHMENTS

- Completed 4600+ internal requests for IT services. These requests varied from desktop support to complex projects across all Agency business units. (La Shelle chosen KPI)
- Developed, tested and implemented a new intranet website for internal use.
- Deployed cloud backup solution to assist with Disaster Recovery.
- Upgraded Agency's financial system (One Solution) to Finance Enterprise
- Implemented Credit Reporting module inside Yardi so residents can build a credit profile
- Fostered a culture that recognizes its employees for their contributions to the Agency.
- Implemented Phase I of the Agency transition to telephony in the Cloud. Contact Center is now taking calls from the Cloud and management is supplied with advanced reporting capabilities.

- Completion of HCV and CNV Portals (functionality exists in both Portals unless otherwise noted)
 - Annual Recertifications
 - Move Requests (HCV only)
 - Interims (HCV only)
 - All Processes above have Additional Request, Notice of Incomplete, and MTC scheduling functionality
 - Signature Requests
 - Document Uploads and Retrieval (FileNet for HCV, Box for CNV)
 - Email/Text communication
 - Case reassignment (HCV)
 - Reporting capabilities (HCV)
 - Customizable forms

- Increased speed to at least 10MB to all remote locations (16)

KEY INDICATORS

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of work orders opened	3300	3489	3678	4000	4500
# of helpdesk phone calls received	1487	1528	1621	1820	2000
# of data backups performed	260	260	260	260	260

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of work orders closed	3280	3480	3590	3975	4450
# of helpdesk phone calls responded to within 1 business day	976	989	1003	1085	1400
# of data backups validated	260	260	260	260	260

Efficiency	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of work orders closed in 24 hours	1503	1623	1786	1950	2150

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ADMINISTRATIVE SUPPORT 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

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 671,221	\$ 692,644	\$ 842,867	\$ 667,340	\$ 908,041	\$ 1,095,935
Services and Supplies	278,675	301,965	299,378	269,469	269,469	289,472
Total	\$ 949,896	\$ 994,609	\$ 1,142,245	\$ 936,809	\$ 1,177,510	\$ 1,385,407

ACTIVITIES DETAIL

Document Preparation & Review

Provide transactional legal services for Agency real property transactions, affordable housing and community development in targeted areas, homelessness initiatives, 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 and
- Review staff reports and draft resolutions and local ordinances.
- Prepare and review contracts for real estate transactions, affordable housing development, construction projects, homeless shelter projects, routine services and procurement.

- Prepare legal opinions and legal documentation necessary to implement Agency projects and programs.
- Environmental and Risk Management 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, public housing and landlord/tenant issues, and homelessness initiatives. Coordinate with other Agency departments to ensure legal compliance in real estate transactional, contractual, 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.
- Advise the Agency on federal and state homeless and rental assistance issues.
- 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:

- Litigate unlawful detainer cases for tenant evictions.
- 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, Homeless Innovations 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.

2022 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.
- 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.

2020/2021 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 which resulted in significant savings on legal costs.
- Advised the Agency on legal issues related to the numerous homeless shelters and initiatives that accompanied creation of the Homeless Innovations department.
- Advised the Agency and assisted on developing policies and procedures to address the COVID-19 pandemic.
- 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 on legal costs.
- 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.
- Established a new pool of qualified legal firms at cost-effective rates to assist with specialized legal matters.

KEY INDICATORS

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of contracts reviewed	163		200	230	225
# of requests for legal opinions	4		3	6	4
# of resolutions/ordinances	70		76	80	80
# of staff trainings	6		3	1	2
# of writs assigned to outside counsel	38		17	15	15
# of writs handled by in-house counsel	65		38	20	25
# of NEPA Exemptions or Categorical Exclusions not Subject to §58.5 (CENST) 4 month period - Environmental review	99		40	40	45
# of Categorically Excluded Subject to (CEST) 4 month period - Environmental review	100		25	25	30
# of EA/IS completed in-house or managing consultants 4 month period - Environmental review	9		5	5	7

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
% of legal logs returned within the stated "due" date	99%		100%	100%	100%
% of resolutions and ordinances completed within the required circulation period	100%		100%	100%	100%

Efficiency	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
\$ amount saved per writ by handling in house	\$80-100K		\$90-120K	\$95-125K	\$95-125K
\$ amount saved per EA/IS by handling in-house	\$8-20K		\$10-25K	\$10-25K	\$10-25K
\$ amount saved per CEST by handling in-house	\$2-5K		\$2-5K	\$3-5K	\$3-5K

6

ADMINISTRATIVE SUPPORT PROCUREMENT SERVICES

DEPARTMENT SUMMARY

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.

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 419,971	\$ 454,471	\$ 585,001	\$ 704,112	\$ 907,112	\$ 907,112
Services and Supplies	131,831	100,659	174,585	\$ 154,187	\$ 154,187	\$ 154,187
Total	\$ 551,802	\$ 555,130	\$ 759,586	\$ 858,299	\$ 1,061,299	\$ 1,061,299

ACTIVITIES DETAIL

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

2022 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.
- Enhance Procurement resources on the Agency website.
- Explore the development of an online surplus program.
- Review and update Section 3 training and hiring policy and programing.
- Expand outreach and partnership with other agencies for small businesses.
- Provide additional training for staff in Compliance.
- Provide additional training for staff in Public Purchasing to prepare for staff and agency certification.
- Update procurement best practices guidance for Procurement Team.

2020/2021 ACCOMPLISHMENTS

- Completed 60 Invitation for Bids' solicitations.
- Completed 20 Requests for Proposals' and Requests for Qualifications' solicitations.
- 482 Contracts/Amendments executed
- \$185 million in Contracted Services spend for FY 20/21

- \$10 million in Certified Payroll Compliance Reviews.
- In partnership with SacPAC, participated in the Small Business Enterprise - Virtual Expo that had over 800 attendees from throughout Northern California and the Building Connections Construction Expo with over 500 attendees.
- Represented the Agency as a Member of the National Institute of Governmental Purchasing Mentorship Committee.
- Served as a Panelist/Presenter on e-Signatures in Public Procurement.
- Setup/Relocated 1220 H Street Staff
- Setup/Relocated 600 I Street Staff
- Grant funded by the City in which Section 3 managed to training/ placement of residents interested in a career as Child Development professionals.
- Updated policies and procedures.

KEY INDICATORS

Output	FY 19 projected	FY 19 actuals	FY 20 actuals	FY 21 projected	FY 22
# of Invitation for Bid solicitations completed	50	22	25	35	40
# of Requests for Proposals & Qualifications Completed	15	33	40	51	75
# of Contracts Completed	12	80	100	175	200
Average # of small businesses reached out to in the City & County of Sacramento at the SacPACs annual small business expo.	100	152	200	225	275
# 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.	25	35	50	100	100

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ADMINISTRATIVE SUPPORT SHRA ADMINISTRATIVE BUILDING

SUMMARY

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

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

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Benefits					\$ 926,580	
Services and Supplies	\$ 630,137	\$ 642,948	\$ 559,812	\$ 717,271	717,271	818,771
Debt Service	1,044,668	1,044,669	1,044,669	1,044,669	1,044,669	1,044,669
Total	\$ 1,674,805	\$ 1,687,617	\$ 1,604,481	\$ 1,761,940	\$ 2,688,520	\$ 1,863,440



7

HOUSING AUTHORITY



7 HOUSING AUTHORITY 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 2155 apartments, duplexes, and some single family homes to qualified low income families. There are 1508 units in the City of Sacramento, and 647 units in the County of Sacramento. 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 funded projects, and other local and state funded projects.

The non-profit arm, Sacramento Housing Authority Repositioning Program Inc. (SHARP), owns 3 project based voucher high-rise consisting of 231 elderly-only units, 217 scattered-site project-based units, and 124 Rental Assistance Demonstration project-based units. The Housing Authorities continue to manage all of these properties.

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Public Housing Authority						
Salaries and Benefits	\$ 8,008,854	\$ 8,096,696	8,683,751	9,565,706	8,793,377	9,732,587
Services and Supplies	12,366,699	12,227,659	11,996,395	11,878,332	11,878,332	13,778,025
Interdepartmental Charges	9,009,358	8,962,371	8,744,090	11,090,503	11,090,503	12,988,906
Total	\$ 29,014,765	\$ 28,896,424	\$ 29,424,236	\$ 32,534,541	\$ 31,762,212	\$ 36,499,518

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 an optimal occupancy rate between 98 and 100%.
- Analyzing and implementing efforts to modernize the public housing stock.
- Presenting capital improvement plans for all managed units.
- Collecting rents timely, and enforcing rent collection efforts as needed
- Maximizing the use and installation of energy efficient appliances, doors, and windows.
- Preparing and leasing vacant units within 21 days.
- Responding to requests for emergency maintenance requests within 24 hours.
- Prioritizing other maintenance requests based on urgency and nature of the work order.
- Inspecting all units, sites and building systems at least annually through the use of in-person inspections, the use of third party vendors, or any combination thereof.
- Keeping tenant accounts receivable within a 5% or lower delinquency rate.
- Maintaining appropriate levels of operating reserves based on the anticipated needs and projected expenses.
- Keeping operating expenses within the limits of available resources and established and approved budgets.
- Carrying out a program of resident-focused initiatives through its various Resident Services programs.

- Establishing and increasing the capacity to develop additional units.
- Continuous assessments of program activities to maximize customer service.
- Developing and implementing training plans to ensure that staff are kept up to date with current and best practices in the property management, maintenance, and resident service sectors.

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, or more frequently if needed.

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 in conjunction with third party Physical Needs Assessments to populate the data in the PHA Plan to allocate funding for Public Housing capital improvements. Fee-based management properties will be assessed by inspections conducted by both Public Housing and Construction staff, as well as periodic third party Physical Needs Assessments. Site and system inspections are conducted monthly by staff. Major building systems (mechanical, electrical, and plumbing systems) are on a Preventive Maintenance schedule developed by the Housing Authority and implemented through a procured third party vendor.

Audit

All department 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.

Furthermore, the department has hired a Program Integrity Analyst whose sole function is to audit internal department practices and to help develop safeguards to ensure that the department's policies and procedures are being followed as written.

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.
- The successful disposition of excess property.
- Utilizing technologies to create efficiencies and maximize limited resources.
- Pursuing opportunities for private/public partnerships in the development and funding of Public Housing assets.

2022 GOALS AND OBJECTIVES

Asset Repositioning

- Convert to Permanent Lending for RAD Pilot, and ensure that all placed in service documentation is complete.
- Support the Mirasol Village project with former Twin Rivers resident relocation back to the site.
- Continue with RAD development pipeline. The Central City 1 project is scheduled to be under construction in 2022 (pending confirmation of LIHTC award). Central City 2 Bond and LIHTC application will be submitted for the second round of 2022.
- Enact Section 18 Capital Improvement plan for Las Casitas City and County.
- Identify and apply for different funding sources for the Riverview Plaza rehabilitation.
- Identify land to purchase for possible new development, potential use of Faircloth to RAD conversion process.

Resident Services

- Continue to implement new ways to support our residents in the areas of:
 - Health
 - Education
 - Employment
 - Life and Soft Skills
 - Financial Literacy/Business Acumen
- Enact Project B.U.R.S.T. (Building Unified Resident Services Teams) and ensure that there is meaningful progress and dialog between all units that are engaged in resident service activities.
- Work with Workforce Development (Section 3) to create an employment pipeline for residents graduating from the training programs.
- Develop and adhere to meaningful metrics for Resident Services including, but not limited to:
 - Tracking of outcomes
 - Contact tracking (email, phone, etc.)
 - Utilization of partners/referral services

- Note responsiveness of partner and availability
- Resume live workshops and other educational opportunities for residents.
- Develop educational and field work cohorts for resident services. Up to the first year should be education and soft skill training, the second period will include field work. Paid for both cohorts. Will look into utilizing third party vendor to provide soft skill and educational training.

Housing Operations - Administrative

- Obtain “high performer” status in the Housing Authority of the County of Sacramento.
- Obtain “high performer” status in the Housing Authority of the City of Sacramento.
- Develop regular training plan for all staff levels, from line staff to management. Look to set up training scenarios based on real experiences.
- 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.
- Complete tenant portal to allow for the electronic entry of re-certifications.
- Continue to educate staff and management on LIHTC, and Project-based Section 8 requirements.
- Implement new HUD inspection standard NSpire, pending final approval to go live.

Housing Operations - Maintenance

- Focus on increasing productivity and work order completion rate
- Continue with on-going Simulated Unit Interior Training Environment (SUITE) courses for maintenance personnel
- Address building critical items through third party contracting to allow for maintenance to focus more on residential unit work. Expand third party preventive maintenance contracts to include:
 - Auto and pedestrian gate preventive maintenance on a fixed schedule
 - Residential HVAC maintenance on a fixed schedule (to include filter replacement)

- Monitor productivity changes from roll out of heavy duty laptops issued to maintenance staff. Travel time for administrative follow up to completed work orders and issuing task orders should be greatly reduced.
- Ensure that maintenance personnel adhere to shop and vehicle organization plans to maximize workplace safety through periodic monitoring and evaluation of workspaces.

2020/2021 ACCOMPLISHMENTS

In March of 2020, the world was experiencing a global pandemic with the rise of COVID-19 infections. Eviction moratoriums were established, and housing operations were limited to both preserve housing and the health of our employees and residents in Public Housing.

Despite the challenges of the past year, the Public Housing department was able to achieve a lot of its goals that were set in 2019. There was a major focus on asset repositioning, department restructuring, resident services, and overhauling department-wide training.

Asset Repositioning

In July 2020, SHRA successfully closed its first Rental Assistance Demonstration Project with the introduction of the RAD Pilot collection of properties in its management portfolio. This is a scattered site collection of 6 former Public Housing properties that have been successfully converted over to a LIHTC private/public partnership that utilizes RAD project-based vouchers as a housing subsidy. Total project cost was estimated to be around \$25 million dollars.

In June of 2021, the project successfully completed all construction efforts with all residents successfully relocated back to the property.

On October 19, 2020, the Housing Authority of the County of Sacramento finalized the disposition of its 1-4 unit sized properties through the stream-lined Section 18 process. These homes were sold to the Sacramento Housing Authority Repositioning Program (SHARP) Inc through the use of a seller-carryback loan. The Housing Authority of the County of Sacramento continues to provide property management services for these units. These units received project-based vouchers and will remain affordable to low income families, while providing more revenue due to higher contract rents made possible by the PBV subsidy to address any needed capital repairs.

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On May 5, 2021 the Riverview Plaza went from having no rental subsidy to the project-based Section 8 platform in anticipation of rehabilitation efforts. This allows for these units to continue to be affordable for low-income seniors, and for the property to generate enough revenue to address long-needed capital repairs.

Leasing/Occupancy Accomplishments

- Maintained a 93% rent collection rate, despite the eviction moratorium and COVID-19.
- Maintained a 98% occupancy rate.
- Temporarily displaced and returned 124 households for RAD Pilot

Housing Operations - Administrative

- Public Housing underwent an organizational restructure on June 8, 2020. Positions were re-created and/or replaced with new responsibilities and expectations. The department created new standard operating procedures for all of its positions.
- Despite initial challenges due to the pandemic, HUD Public Housing recertifications are current for the Public Housing department. The Housing Authority of the City of Sacramento has maintained a recertification rate of 99.8% and the Housing Authority of the County of the County of Sacramento has maintained a recertification rate of 98.2%.
- Virtual Meetings have been adopted into department trainings and meetings.
- Productivity tracking was introduced for the department for all office and maintenance worker positions.
- In partnership with the Housing Choice Voucher department, units were converted from the Public Housing program over to the Section 8 platform for monitoring and financial purposes. This involved interacting with families during the pandemic to have them become compliant with the new housing platform.

- Created the Program Integrity Analyst position for the Public Housing department to audit and review internal processes within the department. This position also serves as the 504 coordinator to ensure that we are compliant with Fair Housing policies.

Housing Operations - Maintenance

- Created the Simulated Unit Interior Training Environment (SUITE) program to aid in the training and development of maintenance staff. This training is conducted in our model unit and provides the opportunity to evaluate how a maintenance worker will address a maintenance problem created by the trainers.
- Further enhanced the mobile operations of the maintenance department by issuing cell-connected laptops to allow for the use of their vehicles or tenant units as mobile offices. This allows for less downtime and reduces the need to travel back to the office to complete work orders, submit task orders, or to order parts.

Resident Services

- Launched Project BURST (Building Unified Resident Services Teams) to establish a connection between the various departments providing or engaging in resident services. An analyst hired through the Agency's Emerging Leaders Program, helped to develop a methodology and process for unifying the resident services teams and to create a sense of unity and purpose for all of the entities involved.
- Mobile vaccination clinics were launched at the Public Housing sites. Oak Park, Marina Vista, and Alder Grove communities have been serviced by these mobile vaccination clinics, and there is a plan in place to have all of the sites addressed before the end of the year. To date there have been nearly 100 residents inoculated through the Housing Authority's on-site efforts.
- There has been an increased use in the on-site clinic at Alder Grove, where 2000 individuals have received services in 2020.
- Highlands Community Charter school continues to enroll public housing residents, with 28 current enrollees.
- The number of FSS contracts increased from 58 in 2019 to 75 in 2020, and is projected to increase to 81 in 2021.

KEY INDICATORS

Output - Public Housing Division	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Average # of units leased/Total Units	2659	2659	2659	2100	1908
# of maintenance requests responded to	20000				
# of emergency maintenance requests	300	456	2776	5000	5000
# of units turned	300	214	182	182	140
# of FSS Resident Contracts	120	58	75	81	100
# of People served at Alder Grove Clinic	1000	1230	2069	2175	2200
# of Residents enrolled at Highlands Community Charter School on site	15	28	28	30	30

Effectiveness - Public Housing Division	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Average % Occupancy Rate	98	99	99	98	98
% score received for High Performer designation for the City of Sacramento Housing Authority *	89	86	86	86	89
% score received for Standard Performer designation for the County of Sacramento Housing Authority *	87	82	82	82	85
# of FSS graduates	11	14	7	7	2
# of people served at the Alder Grove Clinic who are residents	100	40	54	55	60
# of residents enrolled at Highlands Community Charter School on site	21	28	28	30	30
% rent collected	98	98	93	85	98
PIH 2020-05 HUD rolled over scores from April 19, 2019 PHAS Scoring *					

Efficiency - Public Housing Division

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
% units turned in <20 days	45%	29%	31%	12%	35%

Output - Resident Services - Jobs Plus

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Number of workable Adults in development	900	767	764	N/A	N/A
Number of residents that completed a Jobs Plus Assessment	150	508	508	N/A	N/A
Number of participants beginning new part-time employment	106	144	145	N/A	N/A
Number of participants beginning new full-time employment	121	138	139	N/A	N/A
Number of participants who became employed with continuous employment for 180 days +	82	192	193	N/A	N/A
Number of participants enrolled into a High School Equivalency program	10	23	52	N/A	N/A
Number of youth employed in jobs/ internships (summer or year-round)	4	21	21	N/A	N/A

Effectiveness - Resident Services Division - Jobs Plus

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Percent of work-able residents in development who are employed	44	45	35	N/A	N/A
Percent of current assessed residents who are employed	33	60	34	N/A	N/A
Percent of work-able residents employed at the living wage	1	1	1	N/A	N/A
Number of households with earnings disregarded (JPEID)	33	298	304	N/A	N/A

7

HOUSING AUTHORITY

HOUSING CHOICE VOUCHERS/ HOMELESS INNOVATIONS

DEPARTMENT SUMMARY

Housing Choice Voucher Department

The **Housing Choice Voucher (HCV)** program provides rental assistance to low-income families throughout Sacramento County. The Agency has authority to provide approximately 12,884 vouchers and seeks to maintain utilization at 98-100% of the vouchers available.

There are specific voucher allocations for various sub-populations. For example, there are:

- 566 Veterans Affairs Supportive Housing (VASH) tenant based vouchers to assist homeless veterans.
- 98 VASH project based vouchers (PBVs) where the federal subsidy is tied to the unit. They are at the following locations:
 - 25 at Mather Veterans Village (Phase 1)
 - 25 at Mather Veterans Village (Phase 3)
 - 23 at the Hotel Berry
 - 25 at Mirasol Village (former Twin Rivers) development
- 100 are for non-elderly disabled (NED) households
- 36 are for Family Unification Program (FUP)
- 216 are for the tenant-based Mainstream vouchers
- 118 are Rental Assistance Demonstration (RAD) PBVs. These are formerly public housing units that converted to RAD PBVs

- 1,338 PBVs for homeless or homeless/rent burdened families at the following properties:

Project	# of Units
Phoenix Park I	140
Phoenix Park II	144
Serna	40
Washington Plaza	76
Sutterview Place	77
Sierra Vista	78
7th and H	38
Saybrook Apartments	60
Serna Village	35
MLK Village	45
Shasta Hotel	54
Victory Townhomes/Dixieanne	8
Courtyard	92
Public Housing Conversion	6
Section 18 County	62
Quinn Cottages	10
La Mancha	100
Section 18 City	150
Riverview	123

A Request for Proposal is released for PBVs each year since 2017. The following projects are currently awarded or under construction:

- 588 new PBVs allocated for homeless families.

Project	Status	# of Units
Mirasol Block B and E	In Construction	69
Lavender Court	In Construction	24
Mirasol Block A	In Construction	71
Capital Park Hotel	In Construction	134
Sunrise Pointe	In Construction	46
Mirasol (Twin Rivers)	Awarded	53
Mutual Housing on the Boulevard	Awarded	67
EAH on Broadway	Awarded	37
Eden Elk Grove Apartments	Awarded	33
Mutual at 46th	Awarded	16
Villa Jardin/Coral Gables	Awarded	38

APPROPRIATION SUMMARY

*The Homeless Innovations Department was created in 2021

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021*	Budget 2022
HCV and Homeless Innovations						
Salaries and Benefits	\$ 5,876,500	\$ 6,434,243	\$ 6,687,636	\$ 6,567,619	\$ 7,216,934	\$ 13,348,835
Services and Supplies	2,648,224	2,398,392	2,382,498	1,912,135	1,912,135	4,932,357
Debt Service	1,200,000	-	-	-	-	-
Interdepartmental Charges	2,860,000	2,917,470	2,753,021	2,878,559	2,878,559	3,985,341
Total	\$ 11,599,576	\$ 10,505,587	\$ 11,823,155	\$ 11,358,313	\$ 12,007,628	\$ 22,266,533

ACTIVITIES DETAIL

Customer Communication Center

As an integral measure to immediately assist our customers, the Customer Communication Center is revamped to focus on a customer centric approach that delivers on connecting our community with team members who are ready to change lives. The new Communication Center has high quality team members and leverages new technology to deliver exceptional customer service to accomplish the Agency's mission.

HCV Waitlist Management

A significant aspect of the HCV program is the comprehensive management of all wait lists. This is essential to fill vacancies expeditiously with households in need of housing while maintaining maximum usage of the vouchers allocated by HUD within the limitations of the HCV budget. Currently there are six waitlists available for the HCV (tenant and project-based) program allowing staff to be responsive and efficient to house low-income families.

Intake Functions

The intake functions provide support of the initial integrity of the program by determining the eligibility of applicants from the waitlist(s). When vacancies occur in Public Housing, the tenant-based and project-based waitlists, the integrated intake team (for Public Housing and HCV) select households from the appropriate waitlist to start the eligibility process for participation on the program(s). This includes reviewing the application and supporting documents, verifying eligibility, and due diligence with HUD of all household members.

Continued Occupancy Active HCV Participants

Continued participation on the Housing Choice Voucher program requires participants to recertify their eligibility annually. During this process, staff re-determines their eligibility and submits the documentation electronically to HUD. Participating households must also have their rental unit inspected to ensure that it meets Housing Quality Standards. Households 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

Housing providers are the backbone of the Housing Choice Voucher Program. As the housing landscape evolves due to factors like Covid-19, market demands, and creative housing solutions, it is critical to have a proactive approach to connect with housing providers to market, provide guidance and support them regarding housing authority processes. As new technologies are embraced, the outreach has evolved to include regular online owner orientations and promoting new innovations such as the electronic Request for Tenancy Approval (RFTA) platform Bob.Ai. In the next year, it is anticipated that there will be a return to traditional program marketing including visibility in public places through marketing materials, presentations, and in person exchanges supported by online and social distanced marketing that was prevalent during the pandemic.

The Homeless Innovations (HI) Department

The **Homeless Innovations Department** specializes in administering programs that serve the un-housed in Sacramento partnering with the City, County and non-profit agencies to assist the households. These initiatives utilize HUD rental assistance to provide housing and most programs seek partnerships with service providers to provide supportive services. Programs include the City of Sacramento's Pathways to Health+Home (Pathways), the County of Sacramento's Flexible Supportive Rehousing Program (FSRP), the Performance Pilots Partnership (P3), Shelter Plus Care (SPC), Emergency Housing Vouchers (EHV) and the Move On program. In addition, the HI department oversees the management of three homeless shelters and administers the emergency rental assistance program for the City and County of Sacramento also known as the Sacramento Emergency Rental Assistance Program (SERA). Phase 1 of SERA was completed in December, 2020 and Phase 2 (SERA 2) of the program is underway.

Pathways

The City of Sacramento launched a pilot program using Whole Person Care funding to improve the health, quality of life, and housing stability for individuals experiencing, or at-risk of experiencing, homelessness. Through this program the household receives a Housing Choice Voucher (HCV) and is partnered with a service provider for supportive services. The household is well supported to secure and stabilize in housing in Sacramento County. As of July 31, 2021 238 families were housed and utilizing a voucher.

Flexible Supportive Rehousing Program (FSRP)

The County of Sacramento launched the FSRP program to serve the community's most vulnerable homeless members. Through this program the household receives a HCV and is partnered with a service provider for supportive services. The household is well supported to secure and stabilize in housing in Sacramento County. As of July 31, 2021, 92 families were housed and utilizing a voucher.

Performance Pilots Partnership Program for Disconnected Youth (P3)

In January 2017, Sacramento Housing and Redevelopment Agency was awarded a Performance Partnership Pilots for Disconnected Youth (P3) grant. The P3 program provides HCVs to 100 disconnected youth aged 18-24 especially foster youth, youth on probation, homeless youth and youth at risk of becoming homeless. As of July 31, 2021, 79 youth successfully leased up with more youth out searching for housing with vouchers in hand. This federal program is slated to end September 30, 2021.

With the tight rental market, it is extremely challenging to find appropriate housing. Currently there are over 400 voucher households looking for housing through the above three programs.

Move On

The Move On program was launched in 2020 and is available to formerly homeless households who are ready to transition from supportive housing to the HCV tenant based voucher program while simultaneously transitioning from receiving intensive to less intensive/no supportive services. Households are referred to the program by their service provider if they meet programmatic guidelines. Transitioning formerly homeless households (who can stabilize independently) to the HCV program creates flow within the continuum of homeless housing to create vacancies in permanent supportive housing programs thereby enabling additional homeless families to be housed.

Emergency Housing Vouchers (EHVs)

In June 2021, the Housing Authority received an allocation of 494 vouchers to house households that are homeless, at risk of homelessness, fleeing domestic violence or recently homeless. In coordination with the Continuum of Care (CoC), households are referred to the Housing Authority through the Homeless Coordinated Entry process and service providers. These vouchers are currently being deployed to households to find housing in Sacramento County.

Shelter Plus Care (SPC)

The SPC program is distinct from the HCV program and houses 566 homeless, disabled households in Sacramento County. The Housing Authority partners with service providers in the community to provide case management services to the households. There are three SPC programs; the largest program (tenant based SPC) allows households to find units in Sacramento County while the other two programs are located at the Shasta Hotel and Boulevard Court respectively. In 2020:

- 530 households are on the SPC tenant-based program.
- 18 households received assistance at the Shasta Hotel.
- 18 households received assistance at Boulevard Court.

Shelters

The HI department oversees the following shelters on behalf of the City of Sacramento:

- **Emergency Bridge Housing (EBH)**

This shelter opened on June 10, 2020 to serve homeless Transition-Aged Youth (TAY), aged 18-24. Twenty-four (24) sleeping cabins were provided for double-room occupancy to serve 48 homeless youth. Due to the COVID-19 pandemic, occupancy is limited to one person per cabin.

First Steps Communities is the on-site shelter operator. As of July 31, 2021, EBH sheltered 146 youth. 61 guests successfully moved out of EBH into housing. Monthly and weekly reports regarding EBH outcomes can be found at: <https://www.shra.org/emergency-bridge-housing/>.

- **Meadowview Navigation Center (MNC)**

This shelter opened on October 1, 2020 to serve homeless women. This is a congregate shelter with 100 beds in a sprung shelter, dormitory-style. Due to the COVID-19 pandemic, occupancy was limited to 50 women. With rigorous protocols in place to prevent the spread of the virus, the shelter is ramping up to add additional guests.

Volunteers of America is the on-site shelter operator. As of July 31, 2021, MNC provided shelter to 257 women. 59 guests successfully moved out of the MNC into housing. Monthly and weekly reports regarding MNC outcomes can be found at: <https://www.shra.org/meadowview-navigation-center/>.

- **X Street Navigation Center (XNC)**

This shelter is under construction and scheduled to open in late summer or early fall. This is a congregate shelter for 100 adults in a sprung shelter, dormitory style like MNC. Volunteers of America is contracted to be the on-site shelter operator.

Sacramento Emergency Rental Assistance (SERA) Program

In the last quarter of 2020, the City and the County of Sacramento requested the Housing Authority to develop and administer an emergency rental assistance program for renters impacted by COVID-19 who are unable to pay rent. Local funds from the Community Development Block Grant CARES funds (CDBG CARES) and the COVID Relief Fund were available for this purpose. In just over 2 months with the SERA1 program, 780 landlords received payment for 1,230 families at risk of losing their housing.

In December 2020 and January 2021, federal and state funds became available to provide additional rental assistance. Both the City and the County of Sacramento received funding from the U.S. Treasury and the Department of Housing and Community Development for the Emergency Rental Assistance Program (ERAP). They both requested the Housing Authority to implement a program to keep additional households from being evicted from their rental homes. A total of \$101 million is available to provide renters with assistance paying rent and utilities; both amounts owed in arrears and prospective bills. The application period for SERA2 was open from February 25 to March 19, 2021 and then again on May 11, 2021 and currently remains open. As of July 31, 2021, 18,180 applications for assistance were received. Additional information about this program is found at www.shra.org/sera.

Additional funding is anticipated from President Biden's American Recovery Act to assist renters having difficulty paying rent and utilities due to the COVID-19 pandemic.

2022 GOALS AND OBJECTIVES

HCV

- Maintain high performer status from HUD for Section Eight Management Assessment Plan (SEMAP). This is a nationwide honor provided to housing authorities who achieve this status.
- Maximize the utilization of vouchers despite the tight Sacramento rental market and seek opportunities for families to move into low poverty areas.
- Encourage participants to utilize the Resident Portal for their annual recertification. The goal is to reach 50 percent participation within the next year.
- Continued development of the Customer Communication Center.

- 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.
- Prioritize the recognition of employees on a regular basis to value their hard work, customer service and good performance.
- Converting 139 public housing units to the Rental Assistance Demonstration (RAD) PBV platform.

Homeless Innovations

- Maximize voucher utilization for homeless households participating in the Pathways and the Flexible Supportive Rehousing Program (FSRP).
- Market and encourage referrals and participation in the Move On Program so that households living with supportive services can “graduate” into subsidized housing with a voucher, creating vacancies and “flow” for others who need the housing connected to intensive services.
- Maximize budget authority to fully utilize the SPC Program so that disabled, homeless households with increased need for supportive services can live in affordable housing with the supports they need.
- Maintain 100 percent occupancy at the three shelters (EBH, MNC, and the X Street Shelter) so that unhoused residents of Sacramento have a safe and healthy place to stay and connect to services while becoming stabilized.
- Utilize all available funds to provide emergency rental assistance to households who are unable to pay rent and/or utilities due to the COVID-19 pandemic.
- House 494 homeless households through the EHV program working with the Continuum of Care’s Coordinated Entry System and service agency partners.

2020/2021 ACCOMPLISHMENTS

HCV

Despite the pandemic, the Housing Authority continued to provide excellent customer service to applicants, participants and housing providers on the program.

- Received high performer status from HUD for receiving maximum Section Eight Management Assessment Plan (SEMAP) points for fiscal year 2020. This is a nationwide honor provided to housing authorities who achieve this status.
- Almost 100 percent of landlords participating in the HCV program are enrolled for electronic Housing Assistance Payments (HAPs) through direct deposit.
- Administered six HCV tenant and project-based waitlists.
- Added updated 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.
- Converted the waitlist platform to the newly developed Applicant Portal.
- Converted 118 public housing units to the RAD PBV platform. 192 units are expected to convert by the end of 2021.
- Converted 212 public housing units to the Section 18 PBV platform.
- Successfully housed 100 homeless households at La Mancha Apartments in record time.
- Implemented the Resident Portal for current HCV participants to be recertified annually. Currently 35% of participants are electronically re-certifying on an annual basis. It is anticipated that this number will steadily increase over the next year.
- Launched the HCV Landlord Incentive Program in July, 2020. 134 landlords were assisted (128 new and 6 returning landlords) and 128 security deposits were paid on behalf of tenants. All funds were utilized and the program is currently closed.

- Launched Electronic and virtual platforms for efficiency during the pandemic:
 - Bob.Ai for RFTA processing (electronically processing housing provider paperwork).
 - DocuSign to communicate/sign paperwork with the housing providers.
 - Zoom communications for applicants, participants and housing providers.
 - Virtual briefings and orientations for participants and landlords.
 - Lobby kiosks

Homeless Innovations

- As of July 31, 2021 the Housing Authority has housed:
 - 238 families through the Pathways Program.
 - 92 families through the FSRP Program
 - 79 youth through the P3 Program
 - 146 shelter guests at EBH
 - 257 shelter guests at MNC
 - 1,230 households received rent and/or utility assistance totaling \$4,255,527 through the SERA1 program.
 - 6,116, households received rent and/or utility assistance totaling \$33,114,204 through the SERA2 program.

KEY INDICATORS

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Score received for the Section 8 Management Assessment Program (SEMAP)	90%	79%	93%	93%	
# of (Tenant Based) Housing Choice Vouchers (HCV)	10,714				
# of Project Based Vouchers (PBV)	1,257	893	1,063	1,338	1682
# of (Tenant Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless	566	566	566	566	
# of (Project Based) Veterans Affairs Supportive Housing Vouchers (VASH) - homeless	98	98	98	98	
# of Shelter Plus Care Certificates (SPC) - homeless	567			555	
EHV	N/A	N/A	N/A	494	494
RAD	N/A	N/A	118	118	310
MSS	N/A	N/A	116	216	216
% of families with elderly family member in the household	33%	34%	35%	36%	38%
% of disabled members in household	69%	70%	68%	67%	69%
% of households with family members who are employed	25%	25%	25%	25%	25%
% of families who were initially homeless	11%	9%	11%	13%	18%
% of families with total household income less than \$10,000	15%	15%	15%	13%	
% of families with income less than 25% Area Median Income	66%	59%	60%	61%	
Shelters Occupancy					

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
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Received High Performer designation from HUD for the Section 8 Management Assessment Program (SEMAP)	1	0	1		
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% of HCV tenant based voucher utilization	91%	90%	89%		
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% of HCV project based voucher utilization	99%	90%	93%		
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% of VASH (tenant & project based) voucher utilization - homeless	92%	64%	67%	71%	
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% of Shelter Plus Care (SPC) certificate utilization - homeless	90%	80%	%		
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% of Emergency Housing Voucher (EHV) utilization	N/A	N/A	N/A		
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% of RAD utilization	N/A	N/A	85%		
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% of Mainstream Voucher (MS5) utilization	N/A	N/A	93%		
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Efficiency	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
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% of landlords electronically receiving their payments through direct deposit	99	99	99	99	99
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% of families utilizing the resident portal	1%	1%	23%	35%	40%
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% of families utilizing the resident portal					
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Other	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
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SERA	N/A	N/A	N/A		
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8

DEVELOPMENT





DEVELOPMENT DEVELOPMENT

DEPARTMENT SUMMARY

The **Development Department** is comprised of four divisions, **Federal Programs**, **Development Finance** (Compliance/Portfolio, Management, Housing Finance & Policy Implementation, **Asset Repositioning** and **Special Initiatives**. 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 **Federal Programs Division** works with various stakeholders to bring about positive change through investments in targeted neighborhoods. The primary responsibilities of the division is to effectively manage U.S. Department of Housing and Urban Development grants on behalf of the City and County of Sacramento including Community Development Block Grant (CDBG), HOME Investment Partnerships Program (HOME), Emergency Solutions Grant (ESG), and Housing Opportunities for Persons with AIDS (HOPWA).

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.

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 2,858,389	\$ 2,651,402	\$ 3,012,577	\$ 4,094,214	\$ 3,538,047	\$ 3,941,285
Services and Supplies	592,433	868,415	714,162	468,941	608,532	564,953
Interdepartmental Charges	1,954,798	1,065,461	1,543,619	2,890,908	1,862,773	2,095,030
Total	\$ 5,405,620	\$ 4,585,278	\$ 5,270,358	\$ 7,454,063	\$ 6,009,352	\$ 6,601,268

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.

HOME Investment Partnerships Program (HOME)

The HOME Program empowers grantees to design and implement affordable housing strategies to respond to locally determined needs. HOME funds can be used for the construction of new affordable housing. Additionally, HOME funds are also used for the rehabilitation of existing housing.

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. Implement and report on other City and County 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. Apply for Mortgage Credit Certificates and CalHOME down payment assistance funds. Provide assistance to the Welcome Home Program by qualifying homebuyers for rehabilitated Agency owned single family homes. For the Mixed Income and Affordable Housing Ordinances, certify eligible homebuyers and record individual regulatory agreements to ensure deed restrictions

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 and HOME Investment Partnership Program
- 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
- Homeless Shelter - see page 166 of the 2020 budget doc

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.
- Strengthen and expand the participation of the Agency and affiliates in development projects, to prepare for the role of sponsor/developer in future projects.

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.
- 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.
- The Promise Zone is home to 127,893 residents of whom nearly 35 percent live in poverty; 63 percent of the children read below grade level; the unemployment rate is 19 percent; and the life expectancy of the residents of the Promise Zone is 72 years versus 79 outside the zone.
- 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

- Since receiving the designation in April of 2015, more than \$176 million in federal, state, and local government investments have been awarded to organizations and agencies as a direct result of receiving bonus points or support from the Promise Zone to create jobs, provide job training and placement, increase access to healthy foods, and improve educational opportunities primarily in the Promise Zone.

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 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.

2022 GOALS AND OBJECTIVES

Federal Programs

- Implement the 2020-2024 Consolidated Plan for federal Community Planning and Development funding originating from the U.S. Department of Housing and Urban Development (HUD).
- 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.
- Continue administering and managing the Coronavirus Aid, Relief, and Economic Security Act (CARES) funds which includes CDBG-CV, ESG-CV, and HOPWA award to respond to the COVID-19 epidemic.
- Provide a technical assistance as needed and multiple training opportunities for CDBG, HOPWA and ESG subrecipients.

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.
- Continue to pursue additional funding resources, including Homekey.
- Continue the eligibility review process for the Welcome Home Program homebuyers.
- Monitor and inspect 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).
- 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.

2022 GOALS AND OBJECTIVES

Special Initiatives - Promise Zone

- Establish monthly tracking systems , evaluation and reporting standards
 - o This goal is the highest priority as it enables full reporting of PZ impacts.
 - o We will have met the goal when: trackers are complete and reporting standards set and implemented.
 - o To achieve this goal we need to: finalize metrics with partners and develop reporting standards.
 - o This goal will affect the: HUD, CNCS reporting and communication efforts.
 - o We have finalized metrics internally and are currently working with partners to confirm interpretation and collection.
- Establish monthly media and mass communication
 - o This goal is the second highest priority to increase and maintain partner/ community engagement.
 - o We will have met the goal when: our website is redesigned, newsletter processes are set, social media is reactivated and a communications toolkit and strategy is finalized and implemented.
 - o To achieve this goal we need to: develop our communications platforms, complete market research, and implement our communications strategy.
 - o This goal will affect knowledge of and connections with the Promise Zone.
 - o This strategy will continue; our monthly newsletter is sent out to our partners, website redevelopment is ongoing, market research planning is on-going, contacts renewal is ongoing and we are implementing our communications strategy.
- Aggressively seek out new funding opportunities
 - o This goal is the third priority to create more impact and improve partner benefits.
 - o We will have met the goal when: additional funding sources are identified and obtain by partners to supplement the federal funding sources.

- o To achieve this goal we need to: identify non-federal funding sources and support connections with Federal and non-Federal grants and private funding.
- o This goal will affect partners' capacity and ability to provide programs, events, and initiatives to PZ communities.
- o This strategy will continue.
- Engage the Action Teams
 - o This goal is the fourth priority to build and maintain partner relationships in an effort to create, maintain, and increase collaborative efforts.
 - o We will have met the goal when: Action Teams are reconvened and meeting regularly.
 - o To achieve this goal we need to: identify objectives, foster re-engagement, reconfirm roles and responsibilities, and reconvene all Action Teams.
 - o This goal will affect the: amount of future collaboration among partners and the sustainability of PZ efforts.
 - o This strategy will continue.
- Expand contacts with state and federal agencies
 - o This goal is the fourth priority to build relationships and increase access to state and Federal resources.
 - o We will have met the goal when: deepen our Federal contacts and create new state contacts.
 - o To achieve this goal we need to: build relationships with state agencies and continue and increase Federal partner engagement.
 - o This goal will affect the: increase the amount of resources
 - o This strategy will continue with Federal partners and start with state agencies.

Performance Partnership Pilots (P3)

- Through collaboration with key partners, Sacramento P3 program will support 75 to 85 participants in their efforts to attain:
 - o Secure stable housing
 - o Completion of High School diploma or GED equivalent
 - o Job training or certifications that lead to self-sufficiency

2020/2021 ACCOMPLISHMENTS

Federal Programs

- Continue the implementation of Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.
- 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.
- Release a request for Proposals for HOPWA providers of family services.
- Completed infrastructure and public facility improvements
 - In the County, projects 47th Street Bike and Pedestrian Improvements (design), Bing Kong Tong Phase II, Jack Davis Park Improvements, the Rosemont Area Street Light project, Nicholas Park Improvements, Winnie Street Water System Improvements in Walnut Grove, Florin Area Street Lights Phase II, LED Streetlights Phase II, and Howe Ave. Sidewalk Infill Project.
 - In the City, these projects include Meadowview Streetscape Improvement Project, Robertson Sports Field Improvements, Sutterville Road Pedestrian Crossing, Sim Center Signal Crossings, Stockton Blvd. Complete Streets design, Fruit Ridge Collaborative Lighting Improvements.
- Continued ongoing infrastructure and public facilities improvements:
 - In the County, projects included the Florin Area LED street Light- Phase 3, Watt Avenue Complete Street- Phase 1 (Design), Countywide ADA Curb Ramp Project, Arden Way Complete Streets (Concept/Feasibility, Design/Engineering), Empowerment Park (Design), Rio Linda Area Street Lights (Design), Jack Davis Park Construction of shade structure, Gibson Ranch ADA Improvements, and Jean Harvie Community Center Roof Replacement.
 - Continued strategic projects in the City such as Mangan Park Improvements, Nielsen Park Improvements, O'Neil Field ADA Compliant Restroom, Temple Avenue Park Improvements, Meadowview Park Improvements, River District Basketball Court, Matsui Park Access Improvements, Del Paso Boulevard Road Diet, Franklin Boulevard Complete Streets, Broadway Complete Streets.

Development Finance

Multifamily

- Committed approximately \$27 million in Multifamily Loan assistance to five affordable housing developments (Capitol Park, Villa Jardin/Coral Gables, On Broadway, La Mancha, and Sage at Folsom) and \$51.9 million in 2021 to seven (Wong, Central City, 4996 Stockton Blvd, 39th and Broadway, Saybrook, Northview and Cornerstone).
- Approved issuance of \$97 million in Mortgage Revenue Bonds for rehabilitation and construction of three multifamily developments in 2020 (Northlake, Villa Jardin/Coral Gables, On Broadway) and \$211 million for seven developments in 2021 (Wong Senior, Central City, Riverview Plaza, Mirasol C, Northview Saybrook and Cornerstone).
- Completed construction and renovation of multifamily developments totaling affordable units 711 in 2020 and 20201 (Shasta, Courtyard, Cascades, Victory Town homes, Dixieanne, Norwood Annex, Pacific Rim, RAD Pilot, La Mancha, and Sierra Sunrise).

Housing Policy Implementation

- Certified homebuyers, calculated sales prices, and coordinated recording of regulatory agreements on new and resale single family homes per the City's Mixed Income and County Affordable Housing Ordinances.
- Implemented the City of Sacramento revised SRO, Housing Trust Fund and Mixed Income Housing Ordinances.
- Implemented the County of Sacramento Affordable Housing and Housing Trust Fund Ordinances.
- Applied for and revived Homekey, No Place Like Home, Permeant Local Housing Allocations, and State Housing Trust Funds.

Single Family

- Approved financing for 38 families for Home Buyer and MCC programs. This includes 9 families participating in the Welcome Home Program in 2020 and 24 families in 2021 with 9 participating in the Welcome Home Program.
- Completed construction and sales of 46 new homes in Phase VI of Del Paso Nuevo in 2020 and 22 homes in 2021.

Portfolio Management

- Managed a \$360 million portfolio of 980+ loans in 2020 and \$380 million portfolio of 960 loans in 2021.
- Physically inspected over residential units in multifamily properties consisting of over units.
- Audited over tenant files to ensure compliance with income eligibility and property management procedures.
- Monitored resident services at multifamily properties
- Completed annual audit confirmations for 112 multifamily developments in 2020 and 94 in 2021
- Provided calculations and prepared invoices for the Supplemental Annual Administrative Fee for 48 multifamily bond developments in 2020 and again in 2021.
- Completed CDLAC Certification on 82 Mortgage Revenue Bond Projects in 2021.
- Processed 18 loan subordination requests for existing single family home loans in 2020 and 48 in 2021.
- Monitored compliance of over 963 single family home loans in 2020 and 577 in 2021

Agency Asset Repositioning

2020 - 2022

- Closed on Phase I and Phase 2 financing to begin construction of the first 225 units of the Mirasol Village (formerly Twin Rivers) Transit Oriented Development (Choice Neighborhoods Initiative).
- Phoenix Park - The nonprofit affiliate NAHC, completed the partnership buyout of Phoenix Park Phase I and now holds a 100% interest in the project. Refinanced \$9M in maturing debt with reduced interest rate.
- Las Casitas City and County Home Portfolio - The nonprofit affiliate SHARP, purchased a 159 property portfolio from the City and County Housing Authority. The portfolio consisted of a mix of single family, duplex, triplex and 4-plex properties. The \$43M purchase price was 100% financed with a seller carryback note.
- RAD Pilot - The nonprofit affiliate (SHARP) completed the purchase of 6 scattered site properties in a LIHTC acquisition rehab transaction. Total Development Cost is \$25.2M. The rehabilitation and resident return was completed in 2021.

Special Initiatives

Promise Zone

- Parents and 130 elementary students signed up for Sacramento's S.E.E.K. Summer Immersion Program in STEM activities for 3rd, 4th and 5th graders.
- The Sacramento Promise Zone Community Nurse Corps continued throughout 2018 in collaboration Samuel Merritt University.
- CNC nurse scholars completed 3,655 hours of community service hours at six community based organizations including La Familia's Maple Neighborhood Center, Twin Rivers Public Housing, Mutual Assistance Network Firehouse Community Center, Martin Luther King Technology Academy, Health Education Council, and WellSpace Health.
- The Consortium includes Betty Irene Moore School of Nursing (UC Davis), California State University - Sacramento, Samuel Merritt University, and University of San Francisco's Sacramento Campus.
- SHRA hired a grant writer whose duties include but are not limited to supporting the Sacramento Promise Zone and the Performance Partnership Pilot Initiative Program (P3 Program).
- Dr. Michael Huff was hired and assigned to the San Francisco office of the Department of Housing and Urban Development - Office of Field Policy & Management as a Program Analyst as a liaison to the Sacramento Promise Zone.
- The Sacramento Promise Zone held two health fairs during 2018; one health fair was held in May at the Greater Sacramento Urban League (GSUL) and another was held in June at the Fruit Ridge Community Collaborative (FRCC).
- The Elica Mobile Clinic provided free health screenings and services at the June health fair.
- Sacramento Promise Zone also partnered with California State University Sacramento (Sac State) Family and Consumer Sciences department in 2018 to create the Promise Zone & Sac State Dietetic Opportunity.
- Provided support for the Crocker Art Museum's application to the Institute of Museum and Library Services Museums for America grant for "Block by Block 2.0", the Crocker's initiative to increase arts engagement, access, and education in Sacramento's most vulnerable neighborhoods.

- Worked with the Y-PLAN Sacramento Healthy Cities Initiative to support Health Professionals High School recommendations on how Promise Zone partners can best ensure Sacramento communities are “opportunity zones” for all.
- The Sacramento Promise Zone continued its participation in the U. S. Department of Education Affinity Group.
- Volunteers from the Sacramento Promise Zone federal partners, the Sacramento Promise Zone Jobs and Economic Development Joint Working Group, and other partners surveyed business owners and/or store managers to gain insight into their experience of doing business in the Mack Road Partnership Business District to use the survey data for informing and shaping local economic development.
- In 2018, Jobs Plus, a multi-agency team that supporting the residents at the Marina Vista and Alder Grove public housing communities to become employed, saw 59 Jobs Plus participants began new full-time employment to bring the overall total of participants who have begun full-time employment to 109.
- The Promise Zone, along with support from the Federal Deposit Insurance Corporation (FDIC), facilitated the 2017/2018 Financial Institution Partnership Opportunity.
- A new zero emissions electric car share program has come to communities in the Sacramento Promise Zone.
- Sacramento Promise Zone partnered with JUMP by Uber to inform partners about the opportunities to have JUMP bike racks installed at their location, have JUMP bike demonstration events, and/or take advantage of JUMP discount plans (BOOST plan for low-income users and Student Plan for college students enrolled in local colleges/universities).
- Sacramento Housing and Redevelopment Agency (SHRA) continued redevelopment activities on the Twin Rivers public housing project which is located in the Promise Zone. The 22 acre \$310 million dollar neighborhood revitalization project is the largest housing project currently under construction Downtown.
- The Strategic Growth Council (SGC) allocated \$23 million in cap and trade revenues to SHRA to build a new light rail station and other improvements in the River District north of downtown which is located in the Promise Zone and is a part of the Twin Rivers public housing project.

- Collaborated with the Build.Black. Coalition, an organization promoting inclusive economic development and creating on-ramps to prosperity in an effort to transform lives and unite community.
- Collaborated with the Black Child Legacy Campaign, a community-driven movement established by the Steering Committee on Reduction of African American Child Deaths, working to reduce deaths of African American children by 10% to 20% by 2020 in Sacramento County.
- Sacramento Promise Zone staff has been working with the State of California Department of Housing and Community Development, the Governor's office, and the Los Angeles and San Diego Promise Zones to launch the Opportunity Zones program in California, where more than half of the Opportunity Zones overlap with the Promise Zone.
- The 2019 Financial Institution Partnership Opportunity (FIPO) had 11 financial institution participants. The financial institution participants pooled \$115,000 to award two Sacramento Promise Zone non-profit partner organizations funds for their projects submitted in an RFP process. Franklin Neighborhood Development Corporation (FNDC) was awarded \$50,000 and California Capital Financial Development Corporation was awarded \$65,000.

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.
- 32 disconnected youth have been housed and are receiving supportive services to help them accomplish their educational and career goals.
- SHRA hired a housing specialist whose duties include but are not limited to supporting the P3 Program by assisting with identifying housing accommodations and working with landlords to educate them on the benefits of housing tenants who are a part of the program.

KEY INDICATORS

Output - Community Development Division	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Public Facilities/Infrastructure Contracts Awarded	12	17	17	18	19
Households Rapidly Rehoused (Individuals)	200	197	99	200	200
Households Sheltered (ESG and CDBG)	860	207	197	860	860
Households assisted (HOPWA)	440	440	389	440	440
Households Receiving Meals	4,149	4,964	5,441	5,564	4,964

Effectiveness - Community Development Division	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Public Facility/Infrastructure Requests (High Priority)	15	17	17	18	19
Public Facilities/Infrastructure Requests Funded	12	17	17	19	19
Months of Service Enrolled in Rapid Rehousing	5	15	4	5	5
Housing Assisted/Number of Units (HOPWA)	400	390	594	400	400
Meals Served	405,200	386,279	395,342	386,279	386,279

Effectiveness - Community Development Division	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Cost per meal	\$3.00	\$3.85	3.85/4.20	3.85/10.82	\$3.85
Affordable Units Preserved (HOPWA)	40	40	40	40	40
% of Funding Awarded Public Facilities/Infrastructure	80%	100%	100%	95%	100%

Effectiveness - Community Development Division

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Housed One-Year After Exit From Rapid Rehousing	90%	96%	80%	90%	90%
Cost Per Household Rapid Rehousing	\$10,674	\$10,674	\$10,674	\$10,674	\$10,674

Output - Dev. Finance Division - Multifamily Affordable Housing

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
\$ of Loan Assistance provided	\$11.4M	\$11.4M	\$27M	\$51.9M	\$22M
# of Developments Receiving Loan Assistance	5	5	5	7	5
\$ of Mortgage Revenue Bonds Issuance Approved	\$164M	\$164M	\$97M	\$211M	\$100M
# of Developments Receiving Mortgage Revenue Bonds	7	7	3	7	5
# of Developments Completed	5	5	3	8	5
# of Units Completed	187	200	511	200	200

Output - Dev. Finance Division - Housing Policy Implementation

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
City: Mixed Income Housing Ordinance Annual Report	1	1	1	1	1
City: Mixed Income Housing Ordinance Homebuyers Certified & Regulatory Agreements Recorded	21	19	21	0	0
Housing Trust Fund Ordinance Annual Report (City & County of Sacramento)	2	2	2	2	2
SRO Ordinance Report	1	1	1	1	1
County: Affordable Housing Strategies Approved	1	1	1	1	1

**Output - Dev. Finance Division
- Single Family Affordable
Financing & Home Ownership**

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of Loans Financed Under the Home Buyer Down Payment Assistance Program	22	15	24	15	16
\$ amount of Loans Financed under the Home Buyer Down Payment Assistance Program	\$880K	\$600K	\$952K	\$580K	\$640K
# of Certificates Issued under the MCC Programs	55	61	5	0	0
\$ Amount of First Mortgage Loans Leverage with the MCC Program	\$15.8M	\$16.2M	\$980K	0	0
# of Parcels Sold & Income Certifications for Owner Occupied Single Family Homes- NSP Program	5	5	0	0	0
# of Welcome Home Program Homebuyers Certified	12	12	9	9	5
# of Del Paso Nuevo Single Family Homes Constructed	36	31	46	22	0
# of Del Paso Nuevo Homebuyers Certified	22	17	27	10	0

**Output - Dev. Finance Division -
Portfolio Management**

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of Loans Managed in the Portfolio	1,090	1,041	987	960	940
\$ Amount of Loans Managed	\$338M	\$340M	\$360M	\$380M	\$390M
# of physical inspections of multifamily developments	196	163	183	160	184
# of physical inspections of multifamily units	2380	1895	1053	2000	2674
# of Multifamily Tenant files Audited	2380	1849	0	1000	2600
# of Multifamily Resident Services Requirements Monitored	99	52	65	95	102

Output - Dev. Finance Division - Portfolio Management

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of Annual Audit Confirmations for Multifamily Developments	90	111	112	94	95
# of Supplemental Annual Administrative Fees (SAAF) Invoiced and Collected	46	44	48	48	48
# of CDLAC Certifications Completed	79	77	0	82	83
# of Subordination Loan Requests Processed for Existing Multifamily Loans	2	4	3	8	5
# of Subordination Loan Requests Processed for Existing Single Family Home Loans	10	12	18	48	20
# of Single Family Home Loans Monitored for Compliance	1,100	1,003	963	577	570
# of Children Provided After School Services due to SAAF Funding	100	887	965	2026	2000

Effectiveness - Dev. Finance Division - Portfolio Management

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
% of Multifamily Units Constructed or Renovated on scheduled	100%	100%	100%	100%	100%
% of City/County Annual Housing Ordinance Reports Completed	100%	100%	100%	100%	100%
# of Del Paso Nuevo Homebuyers Certified	22	17	22	10	0

Efficiency - Dev. Finance Division - Portfolio Management

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
\$'s Leveraged per Mortgage Credit Certificate	\$272,796	\$265,574	\$196,000	0	0
\$'s spent per Down Payment Assistance	\$40,000	\$40,000	\$39,583	\$38,667	\$40,000

Output - Asset Repositioning Division

	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
Projects repositioned from Public Housing to LIHTC partnerships	0		3	1	2
Units repositioned from Public Housing to LIHTC partnerships	0		351	192	208
Existing projects re-syndicated	1	1	0	0	1
Projects rehabilitated	1	1	1	1	2
Units rehabilitated	79	79	124	192	124
Existing projects refinanced				1	1
Leveraged funds	0		\$120 M	\$15.2 M	\$49.7 M
Total projects managed through related non-profits	6	6	9	10	12



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REAL ESTATE AND CONSTRUCTION SERVICES



REAL ESTATE AND CONSTRUCTION SVCS

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 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Salaries and Benefits	\$ 834,289	\$ 899,683	\$ 1,246,898	\$ 1,218,900	\$ 1,345,664	\$ 1,309,566
Services and Supplies	338,211	260,155	190,146	262,488	262,488	335,153
Interdepartmental Charges	380,816	426,183	617,447	804,107	804,107	528,845
Total	\$ 1,553,316	\$ 1,586,021	\$ 2,054,491	\$ 2,285,495	\$ 2,285,495	\$ 2,173,564

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.

2022 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.
- Continue to foster a culture that recognizes its employees for their contributions to the Agency.
- Continue managing the Agency's Emergency Repair Program (ERP)

2020/2021 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)
- 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 5th floor of SHRA's headquarters at 801 12th 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.

KEY INDICATORS

Output	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
# of appraisals completed (appraise all properties assigned)	25	55	121	12	12
# of Agency owned Vacant Properties Sold	15	12	7	6	3
# of Public Housing rehab projects managed	25	20	15	15	20
# of Multi-family lending projects for which construction oversight was provided	12	18	15	16	15
# of Agency-owned single family homes rehabbed or sold to 1st time low income homebuyers (total completed over total available)	14	12	7	6	5

Effectiveness	<i>FY 19 projected</i>	<i>FY 19 actuals</i>	<i>FY 20 actuals</i>	<i>FY 21 projected</i>	<i>FY 22</i>
% of appraisals completed within estimated timeframe	90%	95%	90%	90%	90%
# of construction projects with change orders under 10%	85%	82%	85%	85%	85%
% of Agency owned single family homes designated for 1st time low income homebuyers, designed, rehabbed or sold (total completed over total available)	80%	73%	70%	100%	100%

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COMMUNITY SOCIAL SERVICES

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COMMUNITY SOCIAL SVCS COMMUNITY SOCIAL SERVICES

DEPARTMENT SUMMARY

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.

APPROPRIATION SUMMARY

Type of Expense	Budget 2017	Budget 2018	Budget 2019	Budget 2020	Budget 2021	Budget 2022
Public Services	\$ 5,978,537	\$ 6,700,602	\$ 5,119,260	\$ 5,086,302	\$ 5,086,302	\$ 5,685,556
Total	\$ 5,978,537	\$ 6,700,602	\$ 5,119,260	\$ 5,086,302	\$ 5,086,302	\$ 5,685,556

2022 GOALS AND OBJECTIVES

- 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.

2020/2021 ACCOMPLISHMENTS

- Continued implementation of the Coordinated Entry System in partnership with Sacramento Steps Forward.
- Continued to implement 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.
- Continued Bringing Families Home initiative in partnership with the County of Sacramento's Child Protective Services and the Sacramento Continuum of Care.

PUBLIC SERVICES BY CATEGORY - FY 2022

	City	County	Total	Source
Administration				
HOPWA Administration	\$ 44,957		\$ 44,957	HOPWA-City
Community Services				
Natomas Youth Services	175,000	-	175,000	MFSAF - City
Valley-Hi Boys and Girls Club	100,000		100,000	MFSAF - City
Subtotal Community Services	275,000	-	275,000	
Rental Assistance				
HOPWA Tenant Based (TBRA)	508,093		508,093	HOPWA-City
Homeless Prevention & Rapid Re-Housing	160,948		160,948	ESG-City
Solano County Homeless Prevention & Rapid Re-Housing		213,416	213,416	ESG State
Homeless Prevention & Rapid Re-Housing		179,393	179,393	ESG- County
Boulevard Court	238,000		238,000	Housing Successor-City
Mutual Housing at the Highlands		296,000	296,000	Housing Successor-County
Rental Assistance		43,616	43,616	Housing Successor-City
Subtotal Rental Assistance	907,041	732,425	1,639,466	
Senior Nutrition				
Senior Nutrition Program	535,000		535,000	CDBG - City
Senior Nutrition Program		813,000	813,000	CDBG - County
Senior Nutrition Program		50,000	50,000	PILOT - County
Senior Nutrition Program	87,000		87,000	MFSAF - City
Subtotal Senior Nutrition	622,000	863,000	1,485,000	
Homeless				
Shelter / COC	63,000		63,000	CDBG - City
Shelter / COC		363,000	363,000	CDBG - County
Shelter / COC		598,155	598,155	MFSAF - County
Shelter / COC	229,072		229,072	ESG-City
Shelter / COC		273,523	273,523	ESG-County
Shelter / COC	175,195		175,195	PILOT - City
Shelter / COC		31,095	31,095	PILOT - County
Subtotal Homeless	467,267	1,265,773	1,733,040	
Supportive Services				
HOPWA Supportive Services	508,093	-	508,093	HOPWA-City
Totals	\$ 2,824,358	\$ 2,861,198	\$ 5,685,556	



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DEBT SERVICE



11 DEBT SERVICE DEBT SERVICE

Loan Repayments:	7810 Interest	7800 Principal	Total	
HUD 108 Globe Mills	116,790	361,000	477,790	1
Bank of America-Public Capital corp (801 12th St.)	279,892	764,776	1,044,668	2
HUD 108 CNI Twin Rivers	211,128	714,000	925,128	3
Total Debt Service	\$607,810	\$1,839,776	\$2,447,586	

(1) \$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. Globe Mills Adaptive Reuse Project preserved a City landmark structure and added 112 affordable senior and 31 market rate housing infill units to the Alkali Flat Redevelopment Area.

(2) \$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. In 2009, after years of searching for a new location to house its headquarters, Sacramento Housing and Redevelopment Agency (SHRA) decided that the building at 801 12th Street was the most ideal choice among the many candidates it was considering. In 2009, work began on the renovations of the building, and in January 2010, SHRA commenced operations in their new home. The building received a LEED Silver rating for its energy saving rehabilitation, is located adjacent to a light-rail train stop, and is within walking distance of City Hall and many of SHRA's ancillary offices. The "open-office" design employed by the architects has created a pleasant workplace by allowing natural light to flood each floor's space. Staff and visitors continue to be impressed with the many amenities the building offers.

(3) \$16,490,000 Community Development Block Grant Note Payable authorized and issued September 2018, due in installments of \$306,000 to \$1,087,000 from August 2020 through August 2040 with interest payable semiannually at 2.56% to for the purpose of financing the Twin Rivers Housing project. This note is collateralized by and payable from future CDBG entitlements. The funds from the Section 108 loan will be used to finance the installation of new infrastructure (storm water, water and sewer, roads and sidewalks) at the 22 acre Twin Rivers redevelopment site. The Twin Rivers Transit-Oriented Development project will replace 218 units of obsolete public housing with up to 500 units of new affordable and moderate income housing within a master-planned community. The project was awarded a \$30 million Choice Neighborhoods Initiative (CNI) grant from HUD in 2015, and CNI funds will be combined with State funds and tax credits to develop the housing units. In 2018, the project was awarded a \$23 million State Transformative Climate Communities grant to develop a new Light Rail Station adjacent to the property and to install solar systems, a community garden and street trees. The demolition and environmental mitigation work will be completed in the first half of 2019. Then, Section 108 loan funds will be used to pay for the backbone infrastructure that will make it feasible for the residential development to proceed.



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CAPITAL PROJECTS

SECTION 11 - CAPITAL PROJECTS - CAPITAL PROJECTS

Fund	Fund Description	Project Type	Description	Appropriation
6120	Conventional Housing - Capital Fund Program - City	Housing Authority Capital Projects	Moderization	\$ 2,151,082
			Subtotal	\$ 2,151,082
6220	Conventional Housing - Capital Fund	Housing Authority Capital Projects	Moderization	2,373,803
			Subtotal	\$ 2,373,803
1523	HSA-Project fund City	Housing Development and	Project Delivery	\$ 1,849,894
1523	HSA-Project fund City	Housing Development and	Property Holding Costs and Disposition Plan	1,849,893
			Subtotal	\$ 3,699,786
1623	HSA-Project fund County	Housing Development and	Project Delivery	\$ 295,791
1623	HSA-Project fund County	Housing Development and	Property Holding Costs and Disposition Plan	295,790
			Subtotal	\$ 591,580
4000	Housing Trust Fund - City	Housing Authority Capital Projects	Housing Development Assistance	9,159,760
			Subtotal	\$ 9,159,760
4001	Housing Trust Fund - County	Housing Authority Capital Projects	Housing Development Assistance	1,612,375
			Subtotal	\$ 1,612,375
4200	City Inclusionary Housing	Housing Development and	Housing Development Assistance	1,617,875
			Subtotal	\$ 1,617,875
4201	Affordable Housing Program - Affordability	Housing Development and	Housing Development Assistance	6,313,836
			Subtotal	\$ 6,313,836
4204	City Low income Housing (MIHO)	Housing Development and	Housing Development Assistance	4,660,828
			Subtotal	\$ 4,660,828
4255	County AHO Monitoring	Housing Development and	Housing Development Assistance	77,361
			Subtotal	\$ 77,361
5902	Supplemental Admin Fees - County	Housing Development and	Housing Development Assistance	1,040,866
			Subtotal	\$ 1,040,866
2122	Community Development Block Grant - City	Housing Development and	Home Repair Program	150,000
2122	Community Development Block Grant - City	Housing Development and	Lead Base Paint Hazard Reduction Program	100,000
2122	Community Development Block Grant - City	Housing Development and	Minor Repair & ADA for Seniors/Low Income	50,000
			Subtotal	\$ 300,000

SECTION 11 - CAPITAL PROJECTS - CAPITAL PROJECTS

Fund	Fund Description	Project Type	Description	Appropriation
2122	Community Development Block Grant - City	Infrastructure and Public	Mangen Park Improvements	350,000
2122	Community Development Block Grant - City	Infrastructure and Public	Camellia Park	250,000
2122	Community Development Block Grant - City	Infrastructure and Public	O'Neil Field Ada Compliant Restroom	450,000
2122	Community Development Block Grant - City	Infrastructure and Public	Northgate Boulevard Signal Improvements	200,000
2122	Community Development Block Grant - City	Infrastructure and Public	Wood Park	80,000
2122	Community Development Block Grant - City	Infrastructure and Public	Woodlake Park	80,000
2122	Community Development Block Grant - City	Infrastructure and Public	Mama Marks Park	600,000
2122	Community Development Block Grant - City	Infrastructure and Public	Chorley Park	250,000
2122	Community Development Block Grant - City	Infrastructure and Public	Hagginwood Park	600,000
2122	Community Development Block Grant - City	Infrastructure and Public	Nunn Park	250,000
2122	Community Development Block Grant - City	Infrastructure and Public	Public Improvements Delivery	201,422
			Subtotal	\$ 3,911,422
2122	Community Development Block Grant - City	Infrastructure and Public	Promise and Opportunity Planning & Admin	75,900
2122	Community Development Block Grant - City	Infrastructure and Public	China Town Light Study	75,000
2122	Community Development Block Grant - City	Infrastructure and Public	Thelma & Hawk Park	25,000
2122	Community Development Block Grant - City	Infrastructure and Public	Fair Housing Activities	160,305
2122	Community Development Block Grant - City	Infrastructure and Public	Capital Reserve	336,204
				\$ 672,409
2222	Community Development Block Grant -	Infrastructure and Public	Jack Davis Shade Improvement Project	55,000
2222	Community Development Block Grant -	Infrastructure and Public	44th Street Bike, Ped. Lighting Improvements	650,000
2222	County	Improvements	Arden Way Complete Streets Phase 1	600,000
2222	County	Improvements	Gibson Ranch Regional Park ADA Improvements	650,000
2222	Community Development Block Grant -	Infrastructure and Public	Empowerment Park- ADA Related Improvement	400,000
2222	Community Development Block Grant -	Infrastructure and Public	Walnut Grove Restroom	280,000
2222	Community Development Block Grant -	Infrastructure and Public	Mather Community Campus- Roof Building 1708	725,000
2222	Community Development Block Grant -	Infrastructure and Public	Small Public Facility NOFA	250,000
2222	Community Development Block Grant -	Infrastructure and Public	Countryside Community Park- Outdoor Fitness (2020	200,000
2222	Community Development Block Grant -	Infrastructure and Public	Rosemont Sports Court Renovation (2021 NOFA)	139,553
2222	County	Improvements	Public Improvement Implementation	50,000
2222	Community Development Block Grant -	Housing Development and Preservation	Minor Repair & ADA for Seniors/ Low Income Homeowners	55,000
2222	County	Housing Development and Preservation	Home Repair Program	200,000
2222	Community Development Block Grant -	Housing Development and Preservation	Affordable Housing Rehabilitation	1,200,000
2222	Community Development Block Grant -	Housing Development and Preservation	Housing Programs Implementation & Delivery	266,544
			Subtotal	\$ 5,721,097

SECTION 11 - CAPITAL PROJECTS - CAPITAL PROJECTS

Fund	Fund Description	Project Type	Description	Appropriation
2222	Community Development Block Grant -	Planning	Promise and Opportunity Zone	84,876
2222	Community Development Block Grant -	Planning	Fair Housing Activities	624,306
			Subtotal	\$ 709,182
2222	Community Development Block Grant -	Housing Development and Infrastructure and Public Infrastructure and Public Infrastructure and Public	Folsom Seniors/Handyman Program	226,938
2222	Community Development Block Grant -	Infrastructure and Public	Galt CIP Infrastructure	100,000
2222	Community Development Block Grant -	Infrastructure and Public	Isleton Bing Kong Tong Infrastructure	100,000
2222	Community Development Block Grant -	Infrastructure and Public	Capital Reserve	345,039
			Subtotal	\$ 771,977
3122	HOME Investment Partnership - Entitlement	Housing Development and	Multi-family Housing Acquisition and Rehabilitation	\$ 1,300,000
3122	HOME Investment Partnership - Entitlement	Housing Development and	Multi-family Housing New Construction	1,300,000
			Subtotal	\$ 2,600,000
	CNI Section 108 - Twin Rivers (Mirasol)	Housing Development and	Multi-family Housing New Construction	\$ 1,045,077
				\$ 1,045,077
	HOME - American Rescue Plan City	Housing Development and	Multi-family Housing Acquisition and Rehabilitation	\$ 1,000,000
	HOME - American Rescue Plan City	Housing Development and	Multi-family Housing New Construction	\$ 1,000,000
				\$ 2,000,000
3010	HOME Revolving Loans - County	Housing Development and	Multi-family Housing Acquisition and Rehabilitation	\$ 8,146,010
3010	HOME Revolving Loans - County	Housing Development and	Multi-family Housing New Construction	\$ 8,146,011
3010	HOME Revolving Loans - County	Housing Development and	County of Sacramento Homebuyer Program	-
			Subtotal	\$ 16,292,020
3222	HOME - County	Housing Development and	Multi-family Housing Acquisition and Rehabilitation	\$ 1,650,000
3222	HOME - County	Housing Development and	Multi-family Housing New Construction	\$ 1,650,000
			Subtotal	\$ 3,300,000
4522	HOPWA	Housing Development and	Housing Development Assistance	\$ 463,138
			Subtotal	\$ 463,138
5900	Mortgage Revenue Bonds	Welcome Home Extension Program		\$ 1,500,000
5900	Mortgage Revenue Bonds	Homebuyer Education Program		\$ 100,000
			Subtotal	\$ 1,600,000
3000	HOME Revolving Loans City	Preservation	Multi-family Housing Acquisition and Rehabilitation	\$ 3,016,231
3000	HOME Revolving Loans - City	Housing Development and	Multi-family Housing New Construction	\$ 3,016,230
			Subtotal	\$ 6,032,460
			TOTAL	\$ 78,417,934

Note: CDBG, ESG, HOME funds are illustrative only. Final Projects will be submitted via the Action Plan process under separate item.



13

GLOSSARY



13

GLOSSARY GLOSSARY

A

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.

B

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

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

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

BUDGET AMENDMENT - An augmentation or diminution of the approved budget as a result of a change in appropriations and/or revenues.

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

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

C

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 ongoing plan of single and multiple-year capital expenditures 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.

C

CDBG - See Community Development Block Grant.

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

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

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

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

COST - The estimated expenditure for a particular resource.

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

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

D

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.

D

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. See also Organization.

E

EMPLOYEE SERVICES - The personnel costs of an Agency program which include wages/salaries and the costs of direct and indirect benefits, such as health insurance, social security costs, retirement contributions, workers' compensation, unemployment insurance, etc.

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

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

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

EQUIPMENT - Tangible property intended for use longer than one year, excluding land or buildings and improvements thereon. Examples include 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.

F

FEE FOR SERVICE - HUD has mandated that public housing authorities implement an administrative fee for centralized services provided to internal customers. The fees imposed are to reflect the true cost of providing the services, but should not exceed the level at which those services could 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 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.

G

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.

G

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.

H

HAP - See Housing Assistance Payment.

HSA - Housing Successor Agency as determined by Assembly Bill number 26X1.

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

HPRP - See 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. The types of assistance provided includes: 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 - The United States Department of Housing and Urban Development.

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.

I

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

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

INTERNAL SERVICE FUNDS - Proprietary fund type that may be used to account for 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.

J

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

L

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.

M

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 liquidate the related liability rather than when that liability is first incurred.

N

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

NSP - See Neighborhood Stabilization Program.

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

O

OBJECT CODE - A classification of expenditure or revenue. Expenditure examples include Rental of Real Property (object code 5040) and Out-of-Town Travel (object code 5305). Revenue examples include Rental Income (object code 3500) and Investment Interest (object code 3600).

O

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 ongoing 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

P

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 include 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 types of proprietary funds: enterprise funds and internal service funds.

P

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

R

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.

S

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.

T

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 classified as Employee Services in the Budget. NOTE: These positions are not counted as Agency employees when calculating FTE.

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



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